



Civil Service Salary and Benefit Comparisons



HOUSE FISCAL AGENCY GOVERNING COMMITTEE

Representatives

George Cushingberry, Jr.

Andy Dillon

Steve Tobocman

Daniel Acciavatti

Craig DeRoche

Dave Hildenbrand

MICHIGAN HOUSE OF REPRESENTATIVES APPROPRIATIONS COMMITTEE

Representatives

George Cushingberry, Jr., Chair

Matthew Gillard, Vice Chair

Joan Bauer

Doug Bennett

Pam Byrnes

Marsha Cheeks

John Espinoza

Lee Gonzales

Richard Hammel

Morris Hood III

Shanelle Jackson

Michael Lahti

Richard LeBlanc

Gary McDowell

Michael Sak

Alma Wheeler Smith

Dudley Spade

Aldo Vagnozzi

Daniel Acciavatti, Minority Vice Chair

David Agema

Fran Amos

Darwin Booher

Jack Brandenburg

Bruce Caswell

Bill Caul

Goeff Hansen

Chuck Moss

Mike Nofs

John Proos

Rick Shaffer

This report was prepared at the request of the Speaker of the House, State Representative Andy Dillon, for a comparison of wages and benefits for State of Michigan classified employees and wages and benefits for similar positions in the private sector.

Viola Bay Wild, Fiscal Analyst; Jim Stansell, Economist; and Mitch Bean, Director of the House Fiscal Agency, are the authors of this report. Report production was coordinated by Jeanne Dee, Administrative Assistant.

TABLE OF CONTENTS

Executive Summary	1
Classified Civil Service	3
Collective Bargaining Process.....	5
Civil Service Commission Role.....	6
Office of the State Employer (OSE) Role.....	7
Legislative Role.....	8
Michigan Employee Compensation Survey	9
Survey Job Classifications.....	9
Survey Participants	10
Salary Data.....	11
Benefits Data.....	11
Collective Bargaining Agreements.....	13
Recent State Employee Concessions	14
Healthcare Changes in Collective Bargaining Agreement.....	14
Civil Service Retirement Plan Changes.....	16
Retiree Healthcare Benefit Changes	17
Retirement Systems	17
State Employee Workforce Characteristics	21
Michigan Employee Compensation Survey.....	22
American Community Survey	24
Appendices	29
Appendix A:	
January 2007 Michigan Employee Compensation Survey Participants.....	30
Appendix B:	
2000 Educational Attainment for Michigan and Counties	32
Appendix C:	
June 2008: Michigan State Classified Civil Service Job Descriptions/ Educational Requirements	34
Appendix D:	
2007 Michigan Employee Compensation Survey Data.....	41

FIGURES AND TABLES

Figure 1	Michigan Classified Civil Service Employees	3
Figure 2	State Classified Employment by Bargaining Unit.....	5
Figure 3	2006 Educational Attainment by Sector of Year-Round Michigan Workers	25
Table A	State of Michigan FY 2006-07 Classified Employees by Department.....	4
Table B	State Employee Wage Increases.....	13
Table C	Michigan State Police Wage Increases.....	14
Table D	Health Insurance Plans of Employers in Michigan.....	15
Table E	Comparison of State Employee Retirement Systems	18
Table F	2007 Michigan Employee Compensation Survey: Retirement Plans of Private Employers in Michigan	19
Table G	2008 National Study of Employers: Retirement Plans of Private Employers.....	20
Table H	Summary: June 2008 Michigan State Classified Civil Service Education Requirements.....	22
Table I	Overview of 2007 Employee Compensation Survey Data	23
Table J	2007 Total Employment of Full-Time, Year-Round Michigan Workers by Sector and Educational Attainment.....	24
Table K	2007 Average Earnings and Average Age for Full-Time, Year-Round Michigan Workers by Sector and Educational Attainment.....	26
Table L	2007 Labor Force Participation by Educational Attainment for Michigan Residents Aged 16 to 72	27

EXECUTIVE SUMMARY

At the request of the Speaker of the House, State Representative Andy Dillon, the House Fiscal Agency (HFA) compared wages and benefits of State of Michigan classified employees to wages and benefits for similar positions in the private sector.

Data sets used for wage and benefit comparisons included:

- 2007 Michigan Employee Compensation Survey conducted by O. William Rye & Co., LLC, Okemos, Michigan.
- 2007 American Community Survey, U.S. Census Bureau.
- Demographic Profile DP-2 Profiles of Selected Social Characteristics, DP2007-DP2014, Michigan Center for Geographic Information.
- Data provided by Michigan Civil Service Commission.
- 2006 Comparative Study of Major Public Employee Retirement Systems.
- 2008 National Study of Employers, financed by the Alfred P. Sloan Foundation and conducted by the Families at Work Institute.

The Michigan Employee Compensation Survey data set is smaller and more focused; approximately 10 percent of state jobs that represent approximately one-third of the state labor force are included in the survey. Although the American Community Survey data set is much more broad-based than that of the Michigan Employee Compensation Survey, the results of the surveys were remarkably similar.

The data in this report demonstrate the following:

- Michigan's workforce tends to be more highly educated than the private-sector workforce: 54.8 percent of the state workforce has earned a college degree compared to 26.9 percent of the private-sector workforce. (Table J)
- Michigan state employees who do not hold a college degree tend to be compensated somewhat better than private-sector employees. Over three-quarters of the state jobs listed in the Michigan Employee Compensation Survey as requiring only a high school diploma received higher compensation, on average, than similar jobs in the public or private sector. (Table I)
- Michigan state employees with college degrees tend to earn appreciably less than their counterparts in the private sector. (Table K)
- The difference in earnings between Michigan state employees and private-sector employees grows significantly as the level of educational attainment rises. Wage and

salary increases under the current contract—0.0 percent in the first year (FY 2008-09) and 1.0 percent in the second year (FY 2009-10)—are likely to exacerbate these differences. (Table B)

- Unlike the majority of private sector jobs, the majority of state classified civil service positions require a college degree. (Table H)
 - ◆ 74.3 percent of all state civil service positions require some college courses.
 - ◆ 51.4 percent of all state civil service positions require a college degree.
- Benefit information from the Michigan Employee Compensation Survey demonstrates that before employee concessions made in the 2007 contracts, state employees paid a lower portion of their health insurance premiums, on average, than workers in the private/public sector. Under the new contract, effective in FY 2008-09, the state employee portion of health care premiums will be higher than that paid, on average, by private/public sector employees in 2007. (Table D)
- Of private firms reporting retirement benefit data (Table F):
 - ◆ 56.3 percent offered defined contribution retirement plans only.
 - ◆ 29.4 percent offered defined benefit retirement plans only.
 - ◆ 9.5 percent offered both defined contribution and defined benefit plans.
 - ◆ 4.8 percent offered no retirement plan.
- The 2008 National Study of Employers found the following trends in retirement benefits offered by private employers (Table G):
 - ◆ In 1998, 48 percent of employers provided defined benefit plans, while 90 percent provided defined contribution plans.
 - ◆ By 2008, the number of employers providing defined benefit plans had declined to 29 percent, while employers offering defined contribution plans remained constant at 90 percent.
- In comparison with retirement plans of all other states, the defined benefit retirement plan for state employees in Michigan uses the second lowest multiplier—1.5 percent—for calculating retirement compensation. (Page 19)
- Michigan is one of only two states that has a mandatory defined contribution retirement system for its new employees. Data from the Office of Retirement Services indicate that since Michigan moved to a mandatory defined contribution retirement plan for all employees hired after March 1997, the state has saved an estimated \$143 million.

This publication begins with a description of Michigan's classified civil service system, and describes the process for negotiating compensation increases and setting compensation levels and benefits for Michigan Civil Service Employees. Descriptions of the Michigan Employee Compensation Survey and the American Community Survey are provided, along with descriptions of recent employee contract changes and concessions and tables compiled from survey data sets. Additional data are provided in the appendices; complete data sets are available upon request.

CLASSIFIED CIVIL SERVICE

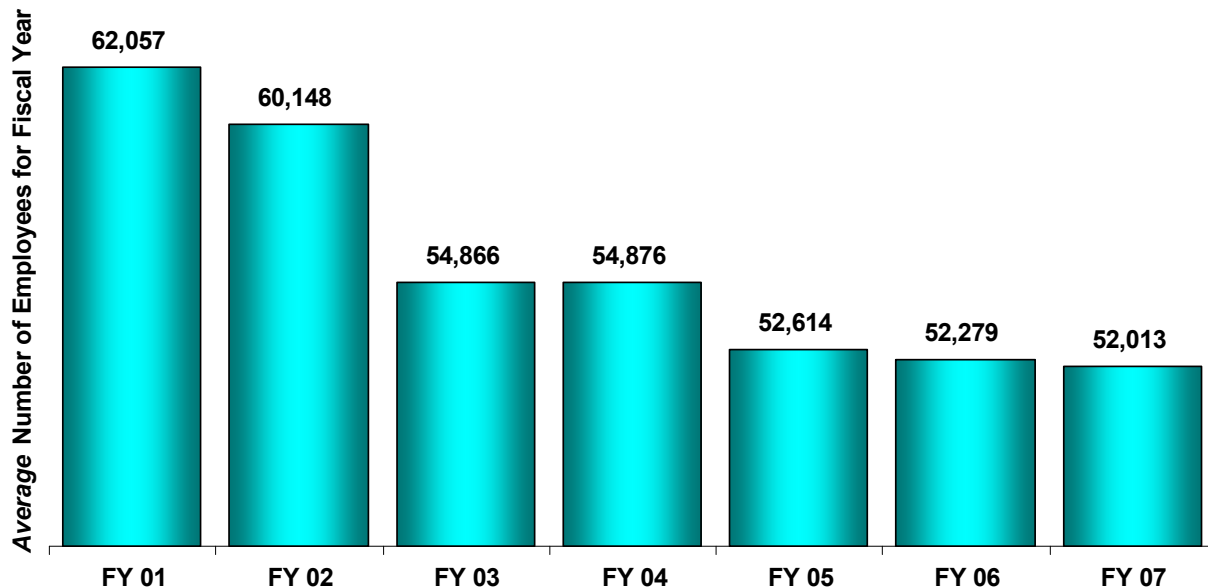
The Constitution of the State of Michigan of 1963, Article XI, Section 5, establishes the classified state civil service and authorizes the Civil Service Commission (CSC) to classify all state positions and establish state employee compensation rates. The Governor appoints the Director of the Office of the State Employer (State Employer), who negotiates with six different unions—representing over 70 percent of Michigan’s 52,000 classified state employees—to reach collective bargaining agreements every three years.

Michigan has experienced a downward trend in the number of employees over the past two decades, dropping from almost 67,000 employees in 1990 to just over 52,000 in 2007. In the six years since 2001, the state employee workforce has been reduced by 10,000 employees—a 16.2 percent reduction.

Figure I provides a seven-year history of the number of classified civil service employees. Table A notes the number of classified civil service employees, by department, for FY 2006-07.

Figure I

Michigan Classified Civil Service Employees



Source: Michigan Civil Service Commission

Table A
State of Michigan
FY 2006-07 Classified Employees by Department*

<u>Department</u>	<u>Classified Employees</u>	<u>% of State Classified Employees</u>
Agriculture	537.0	1.0%
Attorney General	498.0	0.9%
Auditor General	144.0	0.3%
Civil Rights	119.0	0.2%
Civil Service Commission	201.0	0.4%
Community Health	4,126.5	7.8%
Corrections	16,103.0	30.5%
Education	361.0	0.7%
Environmental Quality	1,426.5	2.7%
Executive Office	46.0	0.1%
History, Arts, and Libraries	243.5	0.5%
Human Services	9,605.5	18.2%
Information Technology	1,734.0	3.3%
Labor and Economic Growth	3,980.5	7.5%
Management and Budget	996.0	1.9%
Military and Veterans Affairs	937.0	1.8%
Natural Resources	2,633.5	5.0%
State	1,730.0	3.3%
State Police	2,622.0	5.0%
Strategic Fund	228.0	0.4%
Transportation	3,056.0	5.8%
Treasury	1,554.5	2.9%
Total	52,882.5	100.0%

***Actual** number of employees as of September 22, 2007

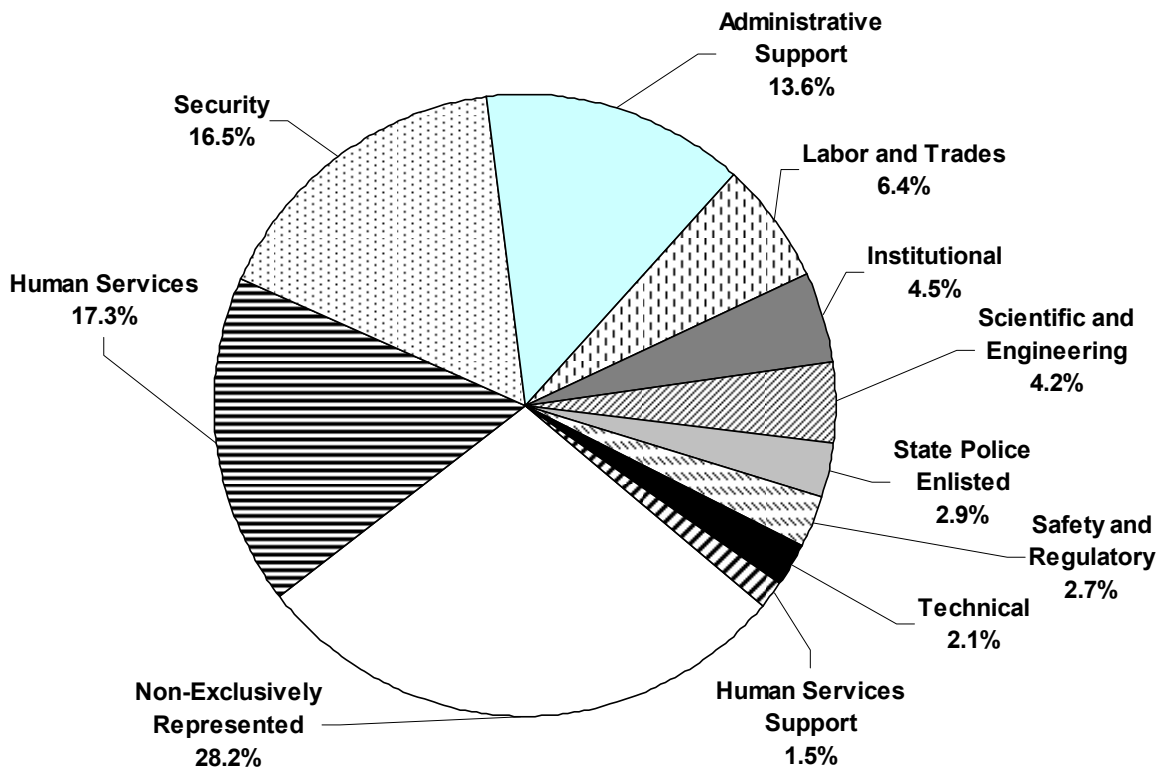
Source: Michigan Civil Service Commission

COLLECTIVE BARGAINING PROCESS

The Civil Service Commission (CSC) authorization allows classified employees in eligible positions to organize, elect an exclusive representative, and negotiate with the State Employer over proper subjects of bargaining. At this time, there are ten employee bargaining units within six unions that are eligible to collectively bargain on behalf of state employees—70 percent of approximately 52,000 State of Michigan employees are currently represented by state employee unions.

Figure 2

**State Classified Employment by Bargaining Unit
Fiscal Year 2006-07**



Source: Michigan Civil Service Commission

State employees in business and administrative services and managerial, supervisory, and confidential positions are considered nonexclusively represented employees (NEREs). Employees in supervisory, managerial, and confidential positions are not eligible for exclusive union representation and the collective bargaining process. Business and administrative service

employees are eligible for union representation, but this group of employees has not elected an exclusive representative.

Compensation packages for NEREs are determined by the Civil Service Employee Relations Board, which provides a coordinated NERE compensation plan to the CSC each year. Final approval of these coordinated compensation plans rests with the CSC, and—as with collective bargaining agreements—the CSC has the authority to modify or reject any or all language in the plans. The terms of the coordinated compensation plans are usually similar to those of the collective bargaining agreements.

Prior to beginning the collective bargaining process, the Office of the State Employer (OSE) contracts with a local private firm to conduct a survey with primary emphasis on collection and analysis of salary and employee benefit data. Although surveys have been used for many years to gather salary and employee benefit information, a more detailed survey has been conducted every three years since 1995. Surveys are conducted at the discretion of the OSE.

Civil Service Commission Role

Article XI, Section 5, of the State Constitution establishes the classified state civil service, specifies the authority and responsibilities of the CSC, and stipulates that the classified state civil service shall consist of all positions within state government—with certain exceptions. Positions excluded are:

- Elected officials.
- Heads of principal departments.
- Executive officers and members of boards and commissions.
- Employees of courts of record.
- The Legislature.
- State universities.
- State armed forces.
- Up to eight positions in the Governor’s office.
- Up to six positions in each state department.

The CSC, comprised of four non-salaried members (no more than two of the same political party) who are appointed by the Governor for eight-year terms, is responsible for the following:

- Classifying all positions in the classified service according to duties and responsibilities.
- Establishing rates of compensation for all classes of positions.
- Determining qualifications of all candidates for positions exclusively on the basis of merit, efficiency, and fitness.
- Making rules and regulations covering personnel transactions.
- Regulating conditions of employment in the classified service—except for Michigan State Police Troopers and Sergeants. (Michigan voters approved a constitutional amendment

in 1978 which grants collective bargaining rights concerning compensation, working conditions, and retirement to State Police Troopers and Sergeants; promotions are determined by competitive examination and performance.)

Prior to 1978, the CSC did not recognize that it had the authority to grant collective bargaining rights to classified state employees; in 1978, however, an Attorney General opinion declared that the CSC did have the constitutional authority to do so. Because of this clarification, the CSC began collective bargaining for classified state civil service employees in 1980 for fiscal years (FYs) 1981–82.

The collective bargaining process is established in Chapter 6 of the CSC Rules; CSC plenary authority over the collective bargaining process is stated in CSC Rule 6.3.1:

The ability of eligible employees to elect an exclusive representative and engage in collective bargaining is a privilege granted by the civil service commission under its exclusive constitutional authority. However, the commission cannot delegate its constitutional responsibilities to the collective bargaining parties and the privilege to engage in collective bargaining remains subject to the commission's sovereign authority and the rules of the commission.

The CSC exercises final approval of collective bargaining agreements and, under CSC Rule 6-3.1(c), has the authority to modify collective bargaining agreements at any time during the term of the agreements without notification or approval of the associated parties.

Office of the State Employer (OSE) Role

Executive Order 1979-5 established the OSE in the Department of Management and Budget. The State Employer—appointed by the Governor—is an unclassified employee who, under CSC Rule 6-9.1, negotiates on behalf of the employer (the Governor) during collective bargaining. The Rule states:

The state employer, acting in consultation with principal departments, the attorney general, and the secretary of state, shall direct primary negotiations on behalf of the employer. The state employer shall coordinate all negotiations and administration of collective bargaining agreements with the appointing authorities. Upon request of the attorney general or the secretary of state, the state employer shall reserve all noneconomic issues in the office of attorney general or department of state for secondary negotiations. The parties may coordinate bargaining between the state and employer and more than one exclusive representative.

Once collective bargaining agreements are reached, the CSC reviews and either approves or rejects the agreements. Any approved increases in compensation rates become effective only at the start of a fiscal year, and require prior notice to the Governor. Negotiated compensation increases are included in the Executive Budget Recommendation for each year of a collective bargaining agreement.

Legislative Role

The State Constitution provides that within 60 days of receiving the Executive Budget Recommendation (which includes employee compensation rate increases), the Legislature—by a two-thirds vote of the members elected and serving in each house—may reject or reduce increases in rates of compensation authorized by the CSC; but the Legislature may not reduce compensation rates to a figure lower than that which was in effect at the time of transmission of CSC-authorized increases. Any reduction ordered by the Legislature must apply uniformly across all classes of employees affected by the compensation increases, and may not adjust pay differentials already established by the CSC.

Under the 60-day constitutional provision, the current three-year collective bargaining agreements authorizing increases of 1.0 percent in FY 2009-10 and 3.0 percent in 2010-11 could be reduced or rejected by the Legislature. To do so, the Legislature would have to act—each year—within 60 days of receiving the Executive Recommendation for that year. As of this date, according to the OSE, the Legislature has never reduced or rejected wage increases approved by the CSC.

The Legislature also has the authority—by a majority vote of the members elected and serving in each house—to waive the notice period and allow compensation rate increases to be effective at a time other than at the start of a fiscal year.

MICHIGAN EMPLOYEE COMPENSATION SURVEY

In the past, the Civil Service Commission has used various compensation surveys to determine compensation rates and periodic general pay raises. Since 1995, the State of Michigan has contracted with O. William Rye & Co., LLC, located in Okemos, Michigan, to conduct a compensation survey every three years prior to collective bargaining negotiations.

All employers in Michigan of 1,000 employees or more receive, by mail, a cover letter and response card to be used to indicate whether the organization would be willing to participate in the compensation survey. There is no obligation for any organization to participate, and survey participants may request that the organization not be identified (in the 2007 survey, ten employers requested not to be identified). To ensure obtaining an adequate amount of information, the survey is also conducted with neighboring state governments.

Survey Job Classifications

Because Michigan has a wide diversity of state jobs, selecting the jobs to be included in the survey is a critical step in obtaining an accurate information sample—and complete job classification descriptions are critical when determining appropriate job matches between state positions and positions in the private sector. The job classification descriptions are based on position specifications such as the nature, level, and scope of job responsibilities, and may also include requirements for education, experience, and licensure or registration. A sample job classification for Corrections Officer is as follows:

Job Title: Corrections Officer

Participates in the custody, security, and treatment of prisoners in correctional facilities including major prisons, camps, and corrections centers. This is an experienced level. The employee observes prisoners' activities, regularly counts prisoners under their jurisdiction, conducts searches of prisoners, visitors, employees, mail, packages, and cell blocks and other structures for prohibited items, attempts to obtain prisoners' compliance with rules and regulations, writes disciplinary actions, and observes and responds to critical incidents. Transport prisoners via vehicles ranging from automobiles to buses. Controls entry and exit from the facility, oversees prisoners on work assignment, and prepares records of shift activities. Requires high school graduation or equivalent and 15 semester college credit hours in specified correctional administration and human services areas. There is no experience requirement for entry to this series but this level requires 1 year at a lower level within the series.

In January 2007, 58 job classifications—including new state positions—were used to survey other states. The 58 job classifications comprise approximately 10 percent of all positions in the state and almost 18,000 (over one-third) of all state employees.

Michigan employers were surveyed for only 49 job classifications, due to a lack of positions in the private sector that were similar to state positions. For example, the job of corrections officer could not be matched to any classification in the private sector, so it was matched with corrections officer jobs in other states.

Survey Participants

A number of different surveys may be developed based on a variety of employers in different types of industries.

- Public employers (counties, cities, road commissions, community mental health agencies, medical care facilities, libraries and other public entities).
- Education employers (state colleges and universities, community colleges and private colleges).
- Manufacturing employers (all employers with a manufacturing Standard Industrial Classification (SIC) code).
- Health employers (hospitals and other private health-related institutions).
- Finance employers (banking, insurance, credit unions, retail and wholesale trade).
- Other non-manufacturing employers.

All employers participating in the survey receive the same pay practices and employee benefits questionnaire, but the salary questionnaire includes only those jobs found in an employer's specific industry type. For example, the education industry receives only education job classifications that may match those in the state government.

Employment data are collected from 200 to 250 employers in both the private and public sectors. Private sector employers are generally those with at least 1,000 employees, but private employers with 500 to 1,000 employees may be included in order to achieve the 200 to 250 employers by area and industry.

Employers such as hotel and restaurant chains are generally excluded from the survey due to a lack of matches with state jobs. Public school districts are also excluded because of differences in work schedules and the difficulty in comparing salary and benefit data.

In the January 2007 survey, information was obtained from 197 employers in Michigan employing a total of 354,170 full-time employees. The following is a sample of companies that may participate in a State of Michigan Compensation Survey:

- Blue Cross Blue Shield of Michigan.
- Consumers Energy.

- Dow Chemical.
- General Motors Corporation.
- Interlochen Center for the Arts.
- Johnson Controls.
- Michigan Supreme Court.
- Plante & Moran.
- Saginaw Chippewa Indian Tribe.
- Sparrow Health System.
- United Parcel Service.
- Various cities, counties, and universities.

States in the Great Lakes region—including Ohio, Indiana, Illinois, Wisconsin, and Minnesota—are included in the survey process. Appendix A provides a complete list of January 2007 Michigan Employee Compensation Survey participants.

Salary Data

After surveys have been completed and returned by participating employers in Michigan's public and private sectors and by states in the Great Lakes region, salary data are compiled for each job classification. Survey results are then used to prepare a report which provides a summary of compensation (including average minimum and maximum ranges reported by all organizations with a job classification match) and weighted averages of compensation with regard to the total employees in all organizations, the average compensation, and median minimums, maximums, and averages for all organizations. Each of the job classifications are compared with employers within the same geographic area and with other employers in similar industries.

To help determine the geographic location of the government workforce, Michigan was divided into the following three areas for the January 2007 survey:

- Area 1: Wayne, Oakland and Macomb counties.
- Area 2: The remainder of southern Michigan bordered on the north by a line that includes Bay and Midland counties and goes west to Oceana County.
- Area 3: The remainder of the Lower Peninsula and all of the Upper Peninsula.

Benefits Data

The survey also includes comparison data for employee benefits, including information concerning health, dental and vision insurance, retirement, vacation, paid leave, and other benefits. In addition to health insurance data in the compensation survey, the OSE also uses various sources for additional research to determine the most comprehensive and competitive package.

The Survey Report on Employee Benefits, compiled by Watson Wyatt Data Services, is one of the sources used for additional healthcare research; this report identifies average co-pay and deductible provisions of healthcare plans offered by other employers. Other sources include Blue Cross Blue Shield of Michigan and the health plans of state governments in nearby states.

The Michigan Employee Compensation Survey information provides a benchmark for the collective bargaining process, and allows the OSE to compare Michigan's compensation rates and employee benefits to those of other Michigan employers and employees of nearby states.

COLLECTIVE BARGAINING AGREEMENTS

The last three collective bargaining agreements (2001, 2004, and 2007) resulted in annual state employee wage increases which ranged from 0.0 percent to 4.0 percent. Table B shows wage increases for collective bargaining and nonexclusively represented employees (NEREs) for the last three contracts.

Table B
State Employee Wage Increases*

<u>Fiscal Year</u>	<u>Increase</u>	<u>Effective Date</u>
2002-03	2%	10/1/02
2003-04	3%	10/1/03
2004-05	4%	10/1/04
2005-06	1%	10/1/05
	1%	4/9/06
2006-07	2%	10/1/06
	2%	4/8/07
2007-08	2%	10/1/07
	2%	4/6/08
2008-09	0%	10/1/08
2009-10	1%	10/1/09
2010-11	3%	10/1/10

**Does not include Michigan State Police Troopers and Sergeants*

Because NERE compensation plans are determined on an annual basis through a Coordinated Compensation Panel, compensation plans for these employees have not been formalized for FYs 2009-10 and 2010-11 at this time.

Over the last six years, union-represented employees of the Michigan State Police have received an annual wage increase between 1.0 percent and 4.0 percent. The collective bargaining negotiations for State Police employees are not normally conducted at the same time as the other five employee unions; the current State Police contract expires on December 31, 2008. Table C shows Michigan State Police wage increases for the last six years.

Table C
Michigan State Police Wage Increases*

<u>Fiscal Year</u>	<u>Increase</u>	<u>Effective Date</u>
2002-03	2%	10/1/02
2003-04	3%	10/1/03
2004-05	4%	10/1/04
2005-06	1%	10/1/05
	1%	4/9/06
2006-07	2%	10/1/06
	1%	4/8/07
2007-08	2%	10/1/07
	1%	4/6/08

**Includes only State Troopers and Sergeants*

Recent State Employee Concessions

In FY 2003-04 and FY 2004-05, the state experienced budgetary shortfalls due to declining revenue. In response to the revenue shortfall, the State Employer negotiated concessions from the state employee unions to help offset the added expense of wage and benefit increases.

The first concession involved two banked leave time (BLT) programs. In the FY 2003-04 BLT program, employees worked a regular 40-hour workweek, but were paid for only 38 hours (a 5 percent reduction) each week. In the FY 2004-05 BLT program, employees worked a regular 40-hour workweek, but were paid for only 38.4 hours (a 4 percent reduction) each week. In both BLT programs, the unpaid hours were banked to be used as leave time which did not count toward an employee’s regular annual leave cap. These BLT programs saved the state an estimated \$243.8 million over the two-year (FYs 2003-04 and 2004-05) period; other more unit-specific concessions—such as compensatory time meetings and suspension of training or education—saved the state an additional \$19.4 million over the same period.

In FY 2003-04, a second concession instituted employee furlough days, whereby full-time employees were required to take 40 hours of unpaid leave; this program saved the state approximately \$31.7 million in FY 2003-04.

During both FY 2003-04 and FY 2004-05, state employees were able to retain the negotiated cost-of-living wage increases—3 percent and 4 percent, respectively.

Healthcare Changes in Collective Bargaining Agreement

In December 2007, the Civil Service Commission approved collective bargaining agreements for FY 2008-09 through FY 2010-11 for the state employees that are exclusively represented by five of the state employee unions—not including the State Troopers. In these agreements, negotiated employee concessions for healthcare made significant changes—beginning in October 2008—which increased state employee co-pays and premiums; when healthcare

changes are negotiated for current employees, the CSC will approve similar changes for state retirees. It is estimated that these changes will save the state approximately \$300.0 million over the three-year contract period.

Significant state employee concessions for FY 2008-09 through FY 2010-11 include:

- Increased employee contribution (from 5 percent to 10 percent for the state health plan) for health insurance premiums.
- Deductibles under the state PPO plan for in-network services double; out-of-network deductibles increase.
- Co-pays for prescription drugs and office visits increase.
- New \$50 charge for emergency room visit (if patient is not admitted to the hospital) implemented.

The Michigan Employee Compensation Survey compares state employee benefit information with benefit information from other employers in Michigan. Before the employee concessions in the contract agreements for FY 2008-09 through FY 2010-11, the survey showed that, on average, state employees paid a lower portion of their health insurance premiums than workers in the private/public sector. Under the contracts for FY 2008-09 through FY 2010-11, however, the state employee-paid portion of healthcare premiums is more than double that of the previous year.

Table D shows the average monthly healthcare premiums paid by employees of the businesses surveyed, and shows the average state employee-paid monthly premiums for both 2007 and under the new contract provisions beginning October 5, 2008.

Table D
Health Insurance Plans of Employers in Michigan*

		Employee Monthly Cost for Family Coverage
June 2007	<i>Private Employers</i>	
	Average	\$138.15
	Median	\$125.36
	<i>Public Employers</i>	
	Average	\$62.01
	Median	\$52.74
	<i>All Employers</i>	
	Average	\$112.77
	Median	\$90.92
FY 2006-07	State of Michigan	\$67.80
FY 2008-09	State of Michigan	\$142.37

**Data from responses of 128 private employers and 66 public employers.*

*Source: 2007 Michigan Employee Compensation Survey, O. William Rye & Co., LLC,
and Michigan Civil Service Commission*

As shown in Table D, employees of public/private employers surveyed in Michigan paid an average of \$112.77 per month for health insurance premiums in 2007, while Michigan's state employees paid an average of \$67.80 per month for health insurance premiums. As a result of the new contract agreements, however, Michigan's state employees will pay an average of \$142.37 per month beginning October 2008—more than double the amount paid in the previous year and an amount higher than that paid (on average) by private/public-sector employees surveyed in 2007.

The Michigan Employee Compensation Survey provides information concerning the average health insurance premium paid by employees in both the private/public sector and state government; this makes it possible to compare average health insurance premiums for public/private-sector employees and state government employees.

It is important, however, to emphasize that the Michigan Employee Compensation Survey does not include information on specific benefits and features provided in the average public/private-sector health insurance plan; thus, survey information cannot determine whether benefits and features are comparable for state employee health plans and public/private-sector employee health plans.

Civil Service Retirement Plan Changes

Until 1997, Michigan provided state employees with a defined benefit (DB) retirement plan that guaranteed a lifetime pension for employees vested in the system by having ten years of state service. Under the DB plan, the amount of an employee's benefit is determined by a formula which multiplies years of service times average final compensation times a multiplier of 1.5 percent. The DB plan is funded with annual contributions from the state that ensure enough assets exist to pay current retirees' benefits.

In 1996, the state instituted a major change to the state employees' retirement system. Public Act 487 of 1996 amended the State Employees Retirement Act to establish a new defined contribution (DC) plan, and specified that all new employees hired on or after March 31, 1997, would be enrolled in the DC plan. Employees hired before 1997 had until April 30, 1998, to either enroll in the new DC program or remain in the existing DB program.

Under the DC plan, the state contributes a fixed amount of funding for each employee annually—four percent of an employee's salary plus an additional matching contribution of up to 3 percent if the employee contributes an equal portion. Under the DC plan, the state's contribution remains stable—up to 7 percent of the payroll; under the DB plan, the state's annual contribution varies—depending on factors such as investment projections and the number and ages of retirees and current employees.

Michigan is now approaching the point where almost half of its employees will be covered under the DC plan rather than the DB plan: in FY 2006-07, Michigan had approximately 30,000 state employees who were vested members in the DB plan and 23,700 employees in the DC plan.

According to the Michigan Office of Retirement Services, the change from a DB plan to a DC plan resulted in an estimated \$143.0 million in cost avoidance savings for the state from FY 1997-98 through FY 2005-06 (\$13.0 million average each year, with \$19.0 million in FYs 2004-05 and 2005-06).¹ It is anticipated that the cost avoidance savings will be magnified in future years as more new employees enter the DC plan.

Michigan was one of the first states to move to a mandatory DC plan for new employees, and it is currently one of only two states that offer only a DC plan for its new employees (the other state is Alaska, which recently converted to a DC plan). In the past, both West Virginia and Nebraska had DC plans—West Virginia has since switched back to a DB plan, and Nebraska has converted to a cash balance plan (which is a hybrid DB plan). Nebraska's system blends elements of both DB and DC plans, whereby employees are guaranteed an annual 5 percent annual return on personal employee accounts.

According to the National Conference of State Legislatures (NCSL), there are six other states that offer DC plans as an option along with a DB plan,² and five states that provide hybrid plans that have features of both DC and DB plans.³ Currently, the vast majority of public retirement systems in the United States offer DB retirement plans only; Michigan and Alaska are the only states with mandatory DC plans.

Retiree Healthcare Benefit Changes

With the change to a DC retirement system in 1997, the retirement healthcare benefits for new state employees in Michigan also changed. While retired employees in the DB plan would continue to have their health insurance premiums paid at the same amount as for current DB employees (currently 90 percent), employees enrolled in the DC plan would receive retirement health insurance premium payments that were based on years of service (employees would earn 3 percent of their premiums for each year of service when they retire, up to 90 percent of the premium). In addition, DC plan employees would not be eligible to receive the retirement healthcare benefit unless they had ten years of service with the state.

Retirement Systems

When comparing Michigan's DB retirement systems with retirement systems of other states, it is important to consider all of the following:

- The mandatory employer and/or employee contribution to the system (percentage of employee salary).
- The length of vesting period.
- The formula multiplier used to determine the amount of an employee's benefit.

¹ During this time period, an unfunded actuarially accrued liability (UAAL) has emerged for the DB plan. This UAAL developed due to factors such as the stock market downturn and the 2002 early retirement program. While establishment of the DC plan did not cause the UAAL, the DC plan does require the state to pay larger annual required contributions (ARC)—which are amortization payments to the unfunded liability of the DB system. These increased payments partially offset the annual cost avoidance savings realized.

² Colorado, Florida, Montana, North Dakota, Ohio, and South Carolina.

³ Florida, Indiana, Ohio, Oregon, and Washington.

Every two years since 1982, the Wisconsin Legislative Council has conducted a comparative study on the major state and local public employee retirement systems in the United States. The 2006 report (issued in 2007) contains data concerning the major state employee retirement systems for all fifty states.⁴ Using data from this study, Table E compares the retirement systems of all other states to Michigan's DB plan.⁵

Table E
Comparison of State Employee Retirement Systems

Plan Feature	Average Amount	Maximum	Minimum	Michigan
Employer Contribution*	8.69%	16.77%	2.18%	13.6%
Employee Contribution	5.00%	10.50%	0.0%	0.0%
Vesting Period	5.7 years	10 years	0 years	10 years

*Contribution percentage could not be determined for Connecticut, Illinois, or New Jersey

Source: Wisconsin Legislative Council, 2006

As shown in Table E, Michigan's DB plan requires a state employer contribution of 13.6 percent⁶—which is higher than the national average of 8.69 percent (the maximum state employer contribution is 16.77 percent). Michigan's employer contribution rate is higher, in part, because in 2002 the state offered an early retirement program as a budgetary savings measure and over 8,000 employees participated—which added an \$800.0 million unfunded actuarially accrued liability (UAAL) requiring a higher state contribution to the system.

The national average of employee contribution is 5.0 percent (the maximum is 10.5 percent); Michigan is one of five states that require no employee contribution to the retirement system.

The vesting period establishes the length of service required before an employee can be considered eligible to receive benefits at retirement. The national average period for vesting is 5.7 years, two states offer immediate eligibility with no vesting period required, and Michigan requires ten years of service—the maximum amount—for an employee to be vested.

Another important factor in calculating an employee's retirement benefits is the formula multiplier. In a state's DB plan, an employee's benefits are generally calculated by multiplying the employee's years of service by a formula multiplier, and then multiplying that product by the employee's final average salary. All but seven of the state employee DB retirement plans are coordinated with Social Security (i.e., a state employee earns Social Security benefits while employed by the state). Plans that are not coordinated with Social Security tend to have a higher formula multiplier to help compensate for the lack of Social Security benefits.

⁴ "2006 Comparative Study of Major Public Employee Retirement Systems," William Ford, Senior Staff Attorney, 2007, Wisconsin Legislative Council.

⁵ The Wisconsin Legislative Council notes that employer contributions often vary between categories of employees; Council data are derived from actuarial reports and information from plan administrators.

⁶ According to Michigan's Office of Retirement Services, the Michigan rate was scheduled to be 18.1 percent before a revaluation of retirement system assets reduced state costs.

As shown below, the size of the formula multiplier has a great impact on the amount of funds a retiree receives.

Formula Multiplier	Annual Retirement Benefit	
	Calculated Using \$50,000 Final Average Salary X 30 Years of Service	
1.5%		\$22,500
2.0%		\$30,000
2.5%		\$37,500
3.0%		\$45,000

Of the states that coordinate with Social Security, the highest multiplier—3.0 percent—is used by New Mexico. Only two states use a multiplier of 1.5 percent or lower; all other states use higher multipliers. Michigan’s employees’ retirement benefits are calculated by using a formula multiplier of 1.5 percent. This means that in comparison with the retirement plans of all other states—including those that coordinate with Social Security—the retirement plan for state employees in Michigan uses the second lowest multiplier for calculating retirement compensation.

The tables below provide information on the types of retirement plans offered by private employers in Michigan (Table F) and nationwide (Table G).

Table F provides information from the 2007 Michigan Employee Compensation Survey. Survey results show that of the 126 private employers in Michigan responding to questions regarding retirement plans, 56.3 percent offered DC plans, 29.4 percent offered DB plans, 9.5 percent offered both DB and DC plans, and 4.8 percent offered no retirement plan.

Table F
2007 Michigan Employee Compensation Survey:
Retirement Plans of Private Employers in Michigan

<u>Defined Contribution (DC)</u>	<u>Defined Benefit (DB)</u>	<u>DC and DB</u>	<u>None</u>
56.3%	29.4%	9.5%	4.8%

Source: 2007 Michigan Employee Compensation Survey responses from 126 private employers on retirement plans

The 2008 National Study of Employers, financed by the Alfred P. Sloan Foundation and conducted by the Families at Work Institute, surveyed 1,000 employers with more than 100 employees.

Study results (in Table G) show that in 1998, 48 percent of private employers provided DB plans while 90 percent provided DC plans—with some firms offering both DB and DC plans. Of those firms providing retirement plans, 91 percent contributed to the employee retirement plans.

By 2008, the number of private employers providing DB plans had declined to 29 percent, while employers offering DC plans remained constant at 90 percent; employers providing contributions to employee retirement plans dropped to 81 percent.

Table G
2008 National Study of Employers:
Retirement Plans of Private Employers

	Provide <u>Defined Contribution Plans</u>	Provide <u>Defined Benefit Plans</u>	Contribute to <u>Employee Retirement Plans</u>
1998	90%	48%	90%
2008	90%	29%	81%

Source: 2008 National Study of Employers, Families at Work Institute (financed by the Alfred P. Sloan Foundation) of 1,000 private employers of more than 100 employees

STATE EMPLOYEE WORKFORCE CHARACTERISTICS

Michigan state employee workforce statistics for FY 2006-07 include the following:

- Michigan employed approximately 52,000 classified civil service employees.
- The average state employee age was 46 years.
- The average length of a state employee's service was 14.4 years.
- Of the total state workforce in FY 2006-07:
 - ◆ Over 16,000 state employees (30.5 percent) worked for the Department of Corrections.
 - ◆ Almost 10,000 state employees (18.2 percent) worked for the Department of Human Services.

When compared to the Michigan workforce in general (public and private), state employees have a higher level of education attainment. According to the Civil Service Commission, 51.4 percent of all state positions require a college degree, and 74.3 percent of all state positions require completion of some college coursework. In comparison, only 28.7 percent of the total Michigan workforce over the age of 25 has earned a college degree. Appendix B provides detail (from 2000) on the educational attainment for Michigan and counties.

Table H summarizes detail on educational requirements for Michigan classified civil service positions. For a complete list of Michigan's state classified civil service job descriptions and educational requirements (at June 2008), see Appendix C.

As shown in Table H, only 1.3 percent of state classified civil service positions have no requirement for a specific type or amount of education. In contrast, 39.5 percent of all state classified civil service positions require either a Bachelor's, Master's, or Doctoral degree.

Table H

Summary: June 2008 Michigan State Classified Civil Service Education Requirements

<u>Education Requirement</u>	<u># of Employees</u>	<u>% of Total Employees</u>		<u># of Employees</u>	<u>% of Total Employees</u>
No specific type or amount required	690	1.3%			
High School completion	12,524	24.3%			
High School completion/MSPTA	1,687	3.3%			
15 semester credits	9,766	19.0%			
Certificate	352	0.7%			
Associate's Degree	6,127	11.9%			
Bachelor's Degree	17,651	34.3%			
Master's Degree	2,000	3.9%			
Doctoral Degree	680	1.3%			
Total	51,477	100.0%			
				11,805	22.9%
State classified positions requiring some college coursework				26,458	51.4%
State classified positions requiring a college degree					
State classified positions requiring education beyond high school completion				38,263	74.3%
State classified positions with no specific education requirement, or requiring high school completion only				13,214	25.7%
Total state classified employees				51,477	100.0%

Source: Michigan Civil Service Commission 2008

Michigan Employee Compensation Survey

Commissioned by the OSE, the Michigan Employee Compensation Survey compares the salaries and benefits of state employees with those of employees in the private and public sectors.

Because the survey cannot include all positions within state government, the survey report emphasizes that the jobs included in the survey are carefully selected based on the following criteria:

- Jobs with large numbers of incumbents.
- Jobs that are likely to have good “matches” in other organizations.
- Jobs that represent a cross-section of an occupational group.
- Jobs that represent a cross-section of pay levels.
- Jobs that present particular pay issues for the state.

The 2007 survey included 58 state job classifications representing the positions held by almost one-third of all State of Michigan employees. The 197 Michigan employers (with an aggregate total of over 350,000 employees) who participated in the 2007 survey reported that the specific positions noted in the survey were filled by approximately 61,000 employees.

Educational requirements for each position are included as part of the survey's job description information. The 2007 survey results showed that, on average, many state employees in positions requiring college degrees or college coursework received a lower rate of compensation than that of employees holding similar jobs in the private/public sector.

A more detailed analysis of the results of the Employee Compensation Survey demonstrates that overall—when positions included in the survey are grouped by state-required education level—the weighted average wage of an employee in the private/public sector was higher than the average wage of a state employee in a similar position (this was the case for all education levels except for the high school completion level). Of the positions included in the survey, the average wage for employees in positions with a state-required level of high school completion was higher for state workers than was the weighted average wage of private/public sector employees in comparable positions.

Table I provides a comparison overview of salary information—grouped by the state-required education level for a position—for each of the 49 job positions included in the private/public portion of the 2007 Michigan Employee Compensation Survey. In Table I, the average wage of state positions by required education level is compared to the average wage per weighted employee of similar positions in the private/public sector.

It is important to note that although the education level required for each state position in the survey is known, the education level for the private/public sector positions was not included in the survey. Appendix D provides additional detail from the survey.

Table I
Overview of 2007 Employee Compensation Survey Data

	State		Private/Public Sector	
	# of Employees in Average	Average Wage/Hour per Employee	# of Employees in Weighted Average	Average Wage/Hour per Weighted Employee
No High School completion	339	\$17.36	14,959	\$20.87
High School completion	3,835	\$19.17	15,132	\$18.11
Some college; License	6,455	\$22.32	6,670	\$25.53
Associate's Degree	727	\$25.49	17,838	\$27.68
Bachelor's Degree	3,085	\$26.14	4,460	\$28.63
Master's, Professional's, or Doctoral Degree	744	\$28.38	1,747	\$42.59
All Employees	15,185	\$22.64	60,806	\$23.88

Note: Comparison is between similar positions; exact education level of employees in private/public sector positions is unknown.

Source: HFA calculations based on Michigan Employee Compensation Survey, O. William Rye & Co., LLC, June 2007

For positions included in the 2007 Michigan Employee Compensation Survey, Table I shows that:

- State workers in all positions—other than those positions for which the state requires only a high school diploma—receive an average wage that is lower than the weighted average wage of private/public sector employees.
- State workers in positions that require some college training or a college degree receive, on average, less compensation than private/public sector employees in similar positions that were included in the survey.

These findings from the 2007 Michigan Employee Compensation Survey are similar to the findings from the American Community Survey presented below.

American Community Survey

Tables J and K present data based on the 2007 American Community Survey on employment and average wages for Michigan workers. The American Community Survey is an ongoing effort by the U.S. Census Bureau that collects economic, social, demographic, and housing information from over three million households each year. The survey has been conducted annually since 1996, and draws responses from all 3,141 counties in the United States. Michigan-specific data from the 2007 survey are derived from more than 100,000 respondents.

Table J
2007 Total Employment of Full-Time, Year-Round Michigan Workers
by Sector and Educational Attainment

	Private Sector Employment	% of Total Private Sector Employment	State Employment	% of Total State Employment	State % of Total Employment
No High School completion	118,868	6.0%	789	0.8%	0.7%
High School completion	621,616	31.3%	14,110	14.1%	2.2%
Some college; no degree	521,919	26.3%	20,530	20.5%	3.8%
Associate's Degree	191,193	9.6%	9,804	9.8%	4.9%
Bachelor's Degree	376,740	19.0%	27,538	27.5%	6.8%
Master's Degree	114,328	5.8%	16,477	16.5%	12.6%
Professional's Degree	27,160	1.4%	3,599	3.6%	11.7%
Doctoral Degree	13,843	0.7%	7,202	7.2%	34.2%
Total	1,985,667	100.0%	100,049	100.0%	4.8%

Note: Private-sector employment does not include self-employed individuals or those working for nonprofit entities; state employment is comprised primarily of civil service, legislative, judiciary, and university workers.

Source: HFA calculations based on the 2007 American Community Survey, U.S. Census Bureau

Table J and Figure 3 compare total employment in the private sector to state employment for full-time, year-round workers in Michigan by educational attainment; state employment figures

include civil service, legislative, judiciary, and university employees. It is important to impose the full-time (at least 36 hours per week) and year-round (at least 48 weeks per year) constraints to make valid comparisons. Although the vast majority of state workers already fall into these categories, only about 70 percent of private-sector workers meet these criteria.

As demonstrated in Table J, state workers have higher levels of education on average than workers in the private sector. For example:

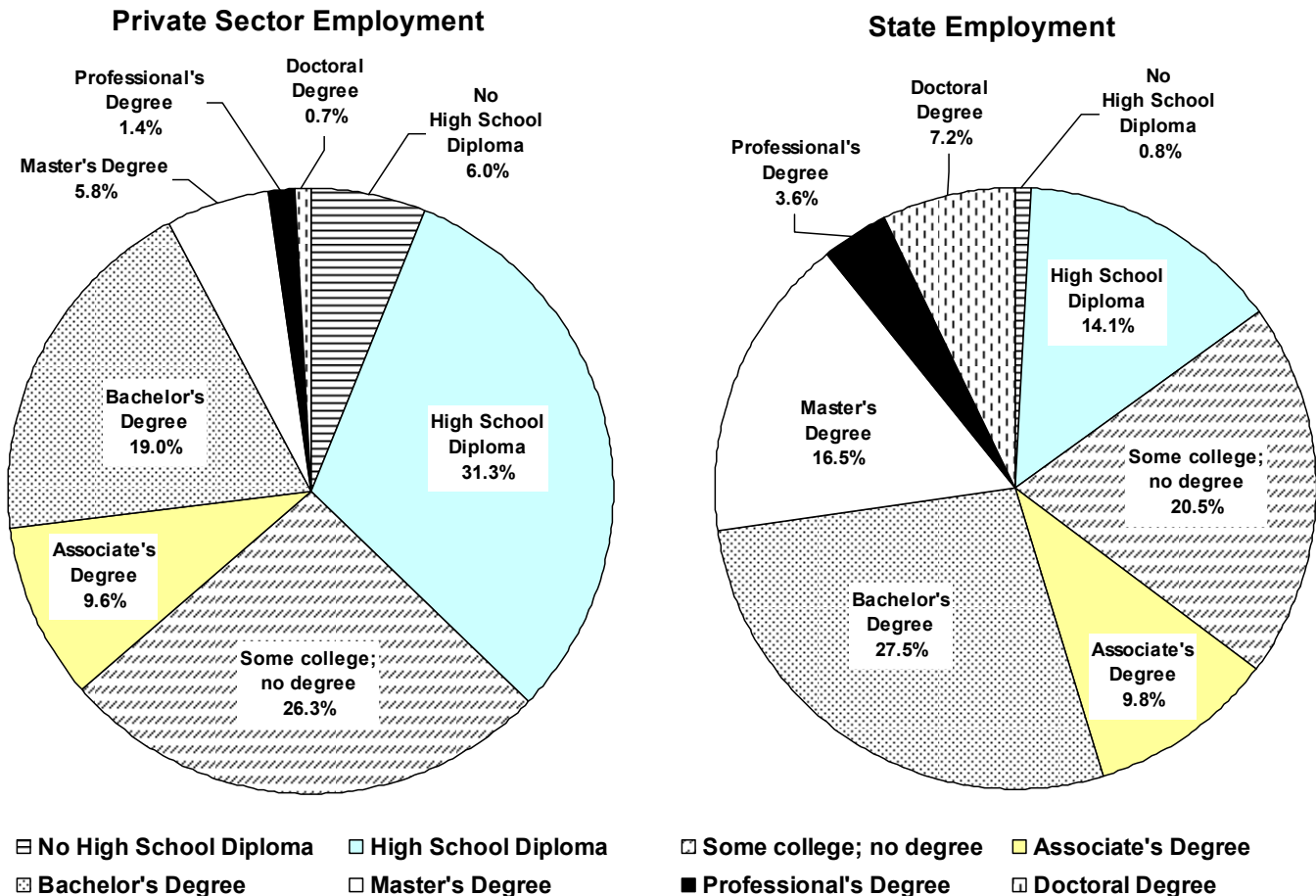
Employees With No High School Diploma
 0.8% of state employees
 6.0% of private-sector employees

Employees With a Bachelor's Degree
 27.5% of state employees
 19.0% of private sector employees

A similar comparison can be made with the last column in Table J. Overall, the state employs about 4.8 percent of full-time, year-round workers, but only 0.7 percent of workers without high school degrees are employed by the state. In contrast, the state employs 6.8 percent of workers who have a Bachelor's degree, 12.6 percent of workers who have a Master's degree, and 34.2 percent of workers who have a Doctoral degree. All of these are well above the 4.8 percent overall average.

Figure 3

2007 Educational Attainment by Sector of Year-Round Michigan Workers



Source: HFA calculations based on the 2007 American Community Survey, U.S. Census Bureau

Table K uses the same data to compare average earnings and average age by educational attainment.

Table K
2007 Average Earnings and Average Age for
Full-Time, Year-Round Michigan Workers by Sector and Educational Attainment

	<u>Average Earnings</u>		<u>Average Age</u>	
	<u>Private Sector</u>	<u>State</u>	<u>Private Sector</u>	<u>State</u>
No High School completion	\$32,315	\$17,729	42	44
High School completion	\$38,150	\$35,568	42	46
Some college; no degree	\$44,179	\$43,933	41	45
Associate's Degree	\$48,008	\$45,539	41	44
Bachelor's Degree	\$71,378	\$51,646	41	42
Master's Degree	\$97,937	\$60,926	44	45
Professional's Degree	\$125,259	\$100,684	43	46
Doctoral Degree	\$119,666	\$91,028	46	50
Statewide Average	\$51,841	\$53,057	41	45

Note: Private-sector employment does not include self-employed individuals or those working for nonprofit entities; state employment is comprised primarily of civil service, legislative, and university workers.

Source: HFA calculations based on the 2007 American Community Survey, U.S. Census Bureau

Table K shows that for all educational levels, state employees—on average—receive lower earnings than their private-sector counterparts. While earnings are relatively comparable for workers with high school degrees and for those who have attended college, the divergence in wages rises with the level of education. State employees with Master's degrees make an average of 37.8 percent less than private-sector employees; state employees with Bachelor's degrees make an average of 27.6 percent less than private-sector employees.

While it is true that overall average earnings are higher for state workers, this is because the state employs a much higher percentage of more highly-educated workers. Calculations made using data from the American Community Survey indicate that roughly 64.6 percent of state workers have at least a Bachelor's degree, whereas only about 36.4 percent of private-sector workers have attained that educational level.

Table L presents labor force participation and unemployment rates by educational attainment for Michigan residents between the ages of 16 and 72. Labor force participation is defined as those individuals who are either currently employed or actively seeking employment; as such, it provides a broader sample than the first two tables which were limited to those workers with full-time, year-round employment.

The data in Table L strongly support the inference that higher levels of education lead to greater labor force participation and lower levels of unemployment.

Table L
2007 Labor Force Participation by Educational Attainment
for Michigan Residents Aged 16 to 72

	<u>Participation Rate</u>	<u>Unemployment Rate</u>
No High School completion	44.8%	11.6%
High School completion	66.0%	8.0%
Some college; no degree	73.4%	6.1%
Associate's Degree	79.0%	4.8%
Bachelor's Degree	80.4%	3.2%
Master's Degree	79.4%	2.5%
Professional's Degree	86.9%	1.5%
Doctoral Degree	86.9%	1.8%

Source: HFA calculations based on the 2007 American Community Survey, U.S. Census Bureau

APPENDICES

Appendix A
January 2007 Michigan Employee Compensation Survey Participants

Abbott Industries	Detroit Medical Center
Accident Fund Insurance Company	Detroit Public Library
Alcoa Howmet	Dickinson County Healthcare
Alpena Regional Medical Center	Dickinson Wright, PLLC
AZ Automotive Group	Dow Chemical
Barry-Eaton District Health Department	DTE Energy Company
Battle Creek Health Authority	Eastern Michigan University
Bay-Arenac Behavioral Health	Eaton County
Bell Hospital	Emergent Bio Solutions
Berrien Mental Health System	Ferris State University
Besser Company	Flagstar Bank
Blue Cross Blue Shield of Michigan	Foote Hospital
Board of Water & Light	Ford Motor Credit
Botsford Health Care	Four Winns Boats
Branch-Hillsdale-St. Joseph Community Health	Freedom Village
Calvin College	General Dynamics
Carson City Hospital	General Motors Corporation
CATA	Genesee County Community Mental Health
Central Michigan Distribution Health Department	Genesee County Road Commission
Central Michigan University	Genesys Health Enterprises
Chippewa County	Grand Rapids Community College
Citizens Bank	Grand Traverse County Road Commission
Citizens Financial Group	Grand Valley State University
City of Adrian	Great Lakes Works
City of Ann Arbor	Hastings Mutual Insurance Company
City of Detroit	Haworth, Inc.
City of East Lansing	Health Alliance Plan
City of Grand Rapids	HealthPlus of Michigan
City of Jackson	Henry Ford Health System
City of Kalamazoo	Holland Hospital
City of Lansing	Honigman Miller Schwartz
City of Livonia	Hope College
City of Marquette	Huntington National Bank
City of Midland	Hurley Medical Center
City of Muskegon	Huron Clinton Metropolitan Authority
City of Sault Ste. Marie	Ingham County
City of Traverse City	Ingham County Road Commission
Compuware Corporation	Interlochen Center for the Arts
Consumers Energy	Ionia County
Cook Nuclear Plant	Irwin Seating Company
Copper Country Mental Health	Jabil
Covenant Healthcare	Jackson Community College
Delta College	Jackson County
Delta Dental Plan of Michigan	Jackson County Medical Care
Delta Township	Jackson National Life
Dematic Corporation	Johnson Controls

Appendix A
January 2007 Michigan Employee Compensation Survey Participants

Kalamazoo County	NSK Corporation
Kalamazoo County Road Commission	NuUnion Credit Union
Kent County	Oakland County Community Mental Health
Key Safety Systems	Oakland County Road Commission
Knoll, Inc.	Ogihara Ambrica
Lake Superior State University	O-N Minerals
Lansing Community College	Ottawa County Road Commission
Lansing State Journal	Parker Hannifin Corp
LaSalle Bank Corporation	Pathways
Lenawee Community Mental Health	Perrigo Human Resources
Lenawee County	Plante & Moran
Lifeways	Port Huron Hospital
Macatawa Bank	Portage Health
Macomb County	Presbyterian Villages of Michigan
Macomb County Community Mental Health	Priority Health
Macomb County Road Commission	Quicken Loans
MacSteel	R.L. Polk & Co.
Magna Donnelly Corporation	Saginaw Chippewa Indian Tribe
Manistee County	Saginaw County
Marquette County	Saginaw County Community Mental Health
Marquette County Health Department	Saginaw Valley State University
Marquette County Road Commission	Severstal NA
Marquette General Health System	Shape Corporation
Masonic Pathways	Shiawassee County Medical Care Facility
McLaren Regional Medical Center	Soaring Eagle Casino & Resort
Meridian Township	Sparrow Health System
Merillet Industries, LLC	Spartan Corporation
Michigan Farm Bureau	Spectrum Health
Michigan Health & Hospital Association	St. Joseph Mercy Health System
Michigan Millers Mutual Insurance Company	St. Joseph Mercy Oakland
Michigan State University	St. Mary's of Michigan
Michigan Supreme Court	Starr Commonwealth
Michigan Technological University	Steelcase Inc.
Mid-Michigan Health	Thomas M. Cooley Law School
Mott Community College	Tower Automotive
Mount Clemens Regional Medical Center	United Parcel Service
Muskegon County	University of Michigan Health System
Muskegon County CMH	Van Buren CMHA
Muskegon County Road Commission	Washtenaw Community College
National City	Washtenaw County Road Commission
NE Michigan Comm Service Agency	Wayne County
Network 180	Wayne County Airport Authority
Nissan Technical Center	Wayne State University
North Country Community Mental Health	Western Michigan University
Northern Lakes Community Mental Health	Wexford District Health Department #10
Northern Michigan University	Whirlpool
Northwest Michigan Community Health	Wolverine World Wide

Source: 2007 Michigan Employee Compensation Survey

Appendix B
2000 Educational Attainment for Michigan and Counties

County	Population 25 Years And Over	Less Than 9th Grade	9th to 12th Grade; No Diploma	High School Graduate (Including Equivalency)	Some College; No Degree	Associate's Degree	Bachelor's Degree	Graduate or Professional Degree
Alcona	8,958	504	1,310	3,750	1,880	537	589	388
Alger	7,169	428	895	3,035	1,463	296	760	292
Allegan	66,925	4,015	7,820	26,190	14,067	4,238	7,231	3,364
Alpena	21,399	1,577	2,040	7,631	5,380	1,954	1,688	1,129
Antrim	16,025	536	1,931	5,946	3,558	952	2,015	1,087
Arenac	11,868	900	1,856	5,011	2,295	728	651	427
Baraga	6,097	397	786	2,376	1,463	408	524	143
Barry	37,132	1,105	3,810	14,577	9,489	2,679	3,651	1,821
Bay	74,146	4,522	8,505	27,407	17,264	5,933	7,224	3,291
Benzie	11,283	393	1,258	4,107	2,506	761	1,497	761
Berrien	106,690	6,065	13,219	33,998	24,234	8,244	13,031	7,899
Branch	30,300	2,039	4,027	12,364	6,762	1,887	2,127	1,094
Calhoun	90,137	3,935	11,177	32,083	21,514	6,989	9,424	5,015
Cass	34,286	1,738	4,969	12,906	7,979	2,556	2,735	1,403
Charlevoix	17,528	675	1,776	6,158	3,988	1,452	2,271	1,208
Cheboygan	18,562	1,041	2,325	7,533	3,982	1,092	1,612	977
Chippewa	25,683	1,298	3,227	9,232	6,650	1,430	2,611	1,235
Clare	21,333	1,368	3,726	8,617	4,558	1,181	1,161	722
Clinton	41,864	1,577	2,945	13,753	10,962	3,740	5,793	3,094
Crawford	9,871	436	1,457	3,715	2,342	643	845	433
Delta	26,362	1,271	2,388	9,444	6,178	2,578	3,070	1,433
Dickinson	18,831	573	1,541	8,365	3,886	1,328	2,091	1,047
Eaton	67,044	1,800	5,217	20,361	19,301	5,805	9,908	4,652
Emmet	21,258	667	1,679	6,658	4,880	1,812	3,506	2,056
Genesee	277,660	10,917	35,893	92,661	71,023	22,107	29,272	15,787
Gladwin	18,308	1,236	2,742	7,609	4,008	1,032	1,160	521
Gogebic	12,311	549	1,238	4,735	2,691	1,151	1,330	617
Grand Traverse	51,801	1,487	4,059	14,443	13,297	4,995	8,504	5,016
Gratiot	27,322	1,447	3,069	11,508	6,183	1,587	2,401	1,127
Hillsdale	29,595	1,601	3,389	12,719	6,687	1,640	2,215	1,344
Houghton	21,233	1,102	2,167	7,639	3,809	1,636	2,984	1,896
Huron	24,954	2,422	3,000	10,712	4,493	1,609	1,844	874
Ingham	162,909	5,360	13,981	38,118	39,290	12,470	30,151	23,539
Ionia	37,835	1,756	4,525	15,277	9,748	2,454	2,882	1,193
Iosco	19,764	1,053	3,306	7,951	4,324	903	1,429	798
Iron	9,670	406	1,064	4,412	1,864	598	881	445
Isabella	31,677	1,579	2,835	10,731	7,096	1,859	4,337	3,240
Jackson	104,880	3,665	12,880	34,477	28,385	8,421	11,704	5,348
Kalamazoo	144,995	4,307	11,967	37,615	35,150	10,767	27,586	17,603
Kalkaska	11,073	540	1,679	4,942	2,281	553	724	354
Kent	351,875	16,001	38,147	99,420	80,393	27,076	61,488	29,350
Keweenaw	1,634	93	173	608	348	100	199	113
Lake	7,964	556	1,655	3,166	1,615	347	443	182

Appendix B
2000 Educational Attainment for Michigan and Counties

County	Population 25 Years And Over	Less Than 9th Grade	9th to 12th Grade; No Diploma	High School Graduate (Including Equivalency)	Some College; No Degree	Associate's Degree	Bachelor's Degree	Graduate or Professional Degree
Lapeer	56,454	2,189	6,555	21,751	14,560	4,217	4,950	2,232
Leelanau	14,785	404	966	3,912	3,532	1,335	2,913	1,723
Lenawee	64,311	3,173	7,502	24,734	14,531	3,909	6,979	3,483
Livingston	101,381	1,701	7,030	28,702	26,479	8,929	19,206	9,334
Luce	4,927	374	832	1,844	1,020	277	414	166
Mackinac	8,588	478	1,025	3,546	1,801	457	863	418
Macomb	535,836	25,755	65,616	175,565	132,819	41,936	63,603	30,542
Manistee	17,298	867	2,342	6,827	3,618	1,195	1,642	807
Marquette	41,934	1,559	3,274	14,815	9,674	2,669	6,685	3,258
Mason	19,449	1,009	2,362	6,898	4,569	1,525	1,941	1,145
Mecosta	23,314	1,207	2,566	8,521	4,828	1,740	2,716	1,736
Menominee	17,342	1,014	1,852	8,041	3,511	1,021	1,336	567
Midland	53,497	1,745	4,156	16,030	11,403	4,510	9,426	6,227
Missaukee	9,466	563	1,458	4,036	1,904	540	646	319
Monroe	94,281	4,466	11,452	35,166	22,743	6,931	9,060	4,463
Montcalm	39,560	2,115	5,334	15,801	9,336	2,696	2,863	1,415
Montmorency	7,604	512	1,401	3,175	1,511	380	399	226
Muskegon	108,661	5,193	13,210	38,522	27,349	9,297	10,215	4,875
Newaygo	30,329	2,011	4,447	12,242	6,337	1,835	2,332	1,125
Oakland	807,910	23,921	62,796	178,541	180,206	53,723	187,273	121,450
Oceana	17,134	1,313	2,153	6,754	3,533	1,224	1,373	784
Ogemaw	15,191	1,057	2,741	6,058	3,078	804	922	531
Ontonagon	5,899	378	578	2,566	1,221	390	512	254
Osceola	15,033	852	2,077	6,585	2,907	914	1,166	532
Oscoda	6,716	531	1,237	2,719	1,304	386	379	160
Otsego	15,468	585	1,665	5,629	3,877	1,021	1,849	842
Ottawa	141,870	7,349	11,622	44,106	31,376	10,583	25,592	11,242
Presque Isle	10,463	958	1,444	4,016	2,213	631	774	427
Roscommon	18,930	838	3,050	7,429	4,384	1,167	1,227	835
Saginaw	135,198	6,979	17,927	48,877	29,897	10,020	14,217	7,281
St. Clair	107,583	4,546	13,915	40,018	27,241	8,339	8,562	4,962
St. Joseph	39,807	2,770	5,754	15,254	8,698	2,257	3,403	1,671
Sanilac	29,197	1,841	4,085	12,814	5,821	1,721	1,796	1,119
Schoolcraft	6,272	357	934	2,754	1,161	356	514	196
Shiawassee	46,557	1,821	5,455	17,897	11,429	3,561	4,120	2,274
Tuscola	37,898	2,217	4,924	15,828	8,320	2,590	2,689	1,330
Van Buren	48,920	3,519	6,815	17,570	10,912	3,101	4,721	2,282
Washtenaw	197,414	4,673	12,043	33,752	40,063	11,857	48,034	46,992
Wayne	1,305,288	80,328	220,178	399,885	303,851	76,254	141,866	82,926
Wexford	19,965	909	2,693	7,721	4,293	1,286	1,953	1,110
Michigan	6,415,941	299,014	765,119	2,010,861	1,496,576	448,112	878,680	517,579

Source: Demographic Profile DP-2 Profiles of Selected Social Characteristics, DP2007-DP2014, Michigan Center for Geographic Information

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: No specific amount or type (690 employees)			
Storekeeper	390	Laborer	124
Storekeeper Supervisor	59	Machinist	3
Trades Helper	15	Microfilm Machine Operator	17
Institution Worker	1	Microfilm/Scanning Machine Operator	1
Janitor	30	Motor Vehicle Operator	49
Laboratory Glassware Worker	1		
Minimum Education Required: High School Completion (12,524 employees)			
Administrative Technician Supervisor	11	Heavy Equipment Mechanic Supervisor	5
Aircraft Mechanic	2	Home Aide	12
Aircraft Mechanic Supervisor	2	Human Resources Customer Service Rep.	18
Aircraft Pilot	7	Human Resources Customer Service Supervisor	1
Automotive Body Repairer	2	Industries Production Leader	75
Automotive Mechanic	14	Industries Supervisor	29
Barber Cosmetologist	4	Institutional Training Technician	3
Boiler Inspector	14	Interpreter Deaf	3
Bridge Operator	24	Legal Secretary	121
Bridge Operator Supervisor	1	Library Assistant	14
Bridge Safety Officer	48	Lift/Ride Inspector	4
Bridge Safety Supervisor	14	Locksmith	10
Bridge Worker	10	Maintenance Mechanic	422
Building Code Inspector	13	Maintenance Mechanic Supervisor	14
Building Trades Crew Leader	59	Mason-Plasterer	1
Building Trades Supervisor	22	Mechanical Code Inspector	11
Calculations Assistant	213	Medical Benefits Reviewer	25
Carpenter	70	Motor Carrier Investigator	10
Central Control Operator	6	Motor Carrier Lieutenant	8
Client Resident Affairs Supervisor	1	Motor Carrier Sergeant	21
Code Inspection Supervisor	13	Motor Carrier Specialist Sergeant	1
Communications Assistant	183	Motor Carrier Officer	119
Communications Network Installer	9	Motor Equipment Supervisor	2
Conservation Officer	141	Office Supervisor	192
Conservation Officer Specialist	3	Painter	17
Conservation Officer Supervisor	22	Park & Recreation Ranger	295
Conservation Officer-Law Supervisor	33	Park & Recreation Supervisor	69
Construction Safety Inspector	16	Parking Officer	5
Construction Safety Supervisor	4	Personnel Management Assistant	127
Cook	40	Personnel Management Technician	46
Data Coding Operator	151	Pharmacy Assistant	60
Data Processing Assistant	1	Photo Services Assistant	4
Dental Aide	59	Physical Plant Supervisor	68
Department of State Aide	611	Plumber	21
Departmental Technician	978	Plumber-Licensed	30
Disability Determination Assistant	28	Plumbing Inspector	12
Division Head Legal Secretary	4	Power Plant Operator	57
Division Legal Secretary	31	Power Plant Supervisor	4
Domestic Services Aide	238	Printing Typesetter	1
Domestic Services Supervisor	14	Procurement Technician	61
Electrical Inspector	17	Railroad Safety Inspector	5
Electrician Licensed	52	Refrigeration Mechanic	6

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: High School Completion . . . continued			
Electrician Master Licensed	81	Refrigeration Mechanic Licensed	30
Electrician Supervisor	5	Reproduction Machine Repairer	1
Elevator Inspector	23	Reproduction Machine Supervisor	9
Emergency Dispatcher	81	Reproduction Machines Operator	49
Emergency Dispatcher Supervisor	5	Resident Care Aide	891
Equipment Operator	67	Resident Care Aide Supervisor	9
Executive Office Assistant	2	Secretary	1,485
Executive Office Associate	10	Secretary Supervisor	14
Executive Secretary	497	Senior Executive Management Assistant	148
Farm Crew Leader	3	State Police Aircraft Pilot (Sergeant)	1
Farm Supervisor	1	State Properties Security Officer	15
Fingerprint Technician	8	State Properties Security Supervisor	2
Fingerprint Technician Supervisor	1	State Services Assistant	161
Fire & Safety Officer Supervisor	5	Steeplejack	48
Fire Crash Rescue Officer	29	Teacher Aide	11
Fire Crash Rescue Supervisor	2	Television/Equipment Repairer	3
Fire Safety Inspector	30	Transportation Maintenance Coordinator	25
Fire Safety Officer	58	Transportation Maintenance Supervisor	51
Fire Safety Supervisor	6	Transportation Maintenance Worker	531
Fisheries Boat Captain Supervisor	8	Treasury Customer Service Representative	98
Food Service Supervisor	1	Vehicle Safety Inspector	14
Food Services Leader-Prisoner	399	Wastewater Treatment Plant Operator	4
Food Services Supervisor	74	Weights/Measures Inspector	9
Forensic Security Aide	196	Welder	12
Forensic Security Supervisor	36	Wildlife Assistant	29
Forest Fire Officer	59	Workers Compensation Assistant	4
Forest Fire Officer Supervisor	18	World Processing Assistant	986
Fruit/Vegetable Inspector	7	Youth Aide	10
Fruits/Vegetables Inspector Supervisor	1	Departmental Administrator	7
General Office Assistant	831	Engineering Support Assistant	3
Groundskeeper	15	Monitor Services	2
Groundskeeper Supervisor	6	Non-state Supervisor	1
Hazardous Materials Storage Inspector	20	Public Transportation Specialist	1
Hearings Reporter	4	Special Worker	2
Heavy Equipment Mechanic	75		
Minimum Education Required: High School Completion/MSPTA (1,687 employees)			
State Police Detective (Trooper Specialist)	36	State Police Sergeant	233
State Police Detective First Lieutenant	23	State Police Specialist First Lieutenant	3
State Police Detective Lieutenant	46	State Police Specialist Lieutenant	15
State Police Detective Sergeant	176	State Police Specialist Sergeant	63
State Police First Lieutenant	63	State Police Specialist Trooper	2
State Police Lieutenant	14	State Police Trooper	1,013
Minimum Education Required: 15 Semester Credits (9,766 employees)			
Corrections Medical Aide	1	Corrections Security Representative	11
Corrections Medical Officer	11	Corrections Shift Supervisor	874
Corrections Officer	5,554	Corrections Transportation Officer	210
Corrections Resident Representative	77	Resident Unit Officer	2,887
Corrections Security Inspector	47	Special Alternative Incarceration Officer	94

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: Certificate (352 employees)			
Practical Nurse Licensed	335	Practical Nurse Supervisor	17
Minimum Education Required: Associate's Degree (6,127 employees)			
Account Examiner	125	Graphic Arts Designer Supervisor	3
Account Examiner Supervisor	28	Indian Outreach Worker	12
Accounting Assistant	423	Information Technology Technician	310
Accounting Technician	215	Laboratory Assistant	11
Assistance Payments Supervisor	4	Laboratory Technician	57
Assistance Payments Worker	1,701	Liability Examiner	14
Assistant Resident Unit Supervisor	347	Library Research Analyst	3
Attorney General Investigator	29	Library Technician	35
Attorney General Investigator Supervisor	6	Medical Record Examiner	38
Aviation Communication Technician	2	Medical Record Examiner Supervisor	15
Child Care Worker	67	Medical Technician Supervisor	2
Civil Technician Supervisor	21	Migrant Program Worker	44
Construction Technician	202	Migrant Services Worker	15
Corrections Field Services Assistant	17	Natural Resources Technician Supervisor	9
Dental Hygienist	35	Paralegal	11
Dental Laboratory Technician	1	Photographer Supervisor	1
Department of State Branch Supervisor	187	Photographer	7
Drafting Technician	109	Radio Communications Technician	49
Electronics Technician	6	Registered Nurse	501
Employment Service Interviewer	92	Respiratory Therapy Technician	1
Engineering Technician	117	Social Services Administrative Supervisor	46
Environmental Technician	17	Surveying Technician	32
Environmental Technician	1	Trades Instructor	113
Environmental Technician Supervisor	2	Traffic Technician	22
Equipment Technician	36	Unemployment Insurance Examiner	548
Fisheries Assistant	47	Veterinary Technician	3
Fisheries Technician	49	Water Quality Technician	2
Forensic Technician	14	Wildlife Technician	34
Forest Technician	21	X-Ray Technician	12
Geological Technician	13	Youth Specialist	194
Graphic Arts Designer	18	Youth Specialist Supervisor	31
Minimum Education Required: Bachelor's Degree (17,651 employees)			
Account Manager	102	Land Surveyor Licensed	8
Accountant	125	Land Surveyor Licensed Specialist	9
Accounting Specialist	60	Land Surveyor Manager	9
Activities Therapy Aide	37	Landscape Design Manager	2
Activities Therapy Aide Supervisor	2	Landscape Design Specialist	4
Activities Therapy Manager	8	Landscape Designer	13
Aeronautic Specialist	1	Lottery District Sales Representative	63
Aquatic Biologist	20	Lottery Regional Sales Manager	9
Aquatic Biology Specialist	3	Media Production Specialist	6
Archaeologist Manager	1	Medicaid Utilization Analyst	27
Archaeologist	9	Medical Claims Analyst	1
Architect Manager (Licensed)	6	Mental Health Social Worker	7
Architect Specialist	7	Meteorologist	1
Architect	13	Meteorology Specialist	1

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: Bachelor's Degree . . . continued			
Assistant Auditor General Manager	34	Meteorologist Manager	6
Assistant Auditor General	51	Meteorologist	15
Assistant Auditor General Specialist	1	Metrology Specialist	1
Auditing Specialist	52	Microbiologist	43
Auditor	350	Microbiologist Specialist	2
Auditor General Manager	22	Music Therapist	11
Auditor Manager	82	Natural Resources Manager	48
Aviation Manager	3	Nurse Consultant	50
Aviation Specialist	2	Occupation Safety Advisor	4
Building Construction Manager	4	Occupation Safety Inspection	30
Building Construction Project Superintendent	34	Occupational Safety Supervisor	4
Building Construction Specialist	1	Occupational Therapist	31
Buyer	29	Park & Recreation Manager	28
Buyer Manager	8	Park Interpreter	12
Buyer Specialist	22	Parole Probation Manager	156
Child Support Manager	7	Parole Probation Specialist	4
Child Support Specialist	84	Parole/Probation Officer	1,184
Civil Rights Manager	11	Parole/Probation Specialist	2
Civil Rights Representative	54	Personnel Management Analyst	73
Civil Rights Specialist	8	Personnel Management Specialist	114
Claims Examiner	10	Pharmacist	15
Client Resident Affairs Representative	7	Pharmacist Manager	5
Communications Representative	39	Pharmacist Specialist	2
Communications Representative Manager	10	Physical Therapist	1
Communications Specialist	20	Physical Therapy Aide	7
Corrections Internal Affairs Specialist	6	Physician Assistant	2
Corrections Program Coordinator	150	Physician Manager	12
Corrections Program Manager	6	Physicist	15
Dairy Industry Manager	5	Physicist Manager	6
Dairy Industry Scientist	18	Physicist Specialist	4
Dairy Industry Specialist	4	Planning Analyst	9
Departmental Analyst	1,592	Planning Manager	2
Departmental Analyst-Trainee	72	Plant Industry Manager	8
Departmental Manager	413	Plant Industry Scientist	45
Departmental Specialist	536	Plant Industry Specialist	6
Departmental Supervisor	123	Plant Pathologist Specialist	1
Deputy Prison Warden	73	Prison Counselor	5
Developmental Disabilities Manager	7	Promotional Agent	19
Developmental Disabilities Programmer	11	Promotional Specialist	8
Dietitian/Nutritionist	24	Property Analyst	75
Dietitian/Nutritionist Manager	7	Property Manager	30
Disability Examiner	319	Property Specialist	17
Disability Examiner Manager	43	Public Utilities Auditor	1
Economic Analyst	20	Public Utilities Engineer	14
Economic Community Development Analyst	13	Public Utilities Engineering Specialist	8
Economic Community Development Manager	5	Recreational Therapist	46
Economic Community Development Specialist	28	Registered Nurse Director	14
Economic Manager	4	Registered Nurse Manager	380
Economic Specialist	7	Regulation Agent	227

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: Bachelor's Degree . . . continued			
Education Specialist	3	Regulation Manager	42
Employment Counselor	6	Regulation Officer Trainee	1
Employment Services Analyst	7	Regulation Officer Trainee	36
Employment Service Manager	10	Regulation Specialist	11
Engineer	11	Rehabilitation Service Coordinator	5
Engineer Manager	26	Resident Unit Manager	128
Engineer Manager-Licensed	163	Resource Analyst	68
Engineering Assistant	17	Resource Program Analyst	19
Engineering Assistant Supervisor	3	Resource Specialist	21
Engineering Licensed Specialist	8	Rights Representative	17
Engineering Specialist	9	Rights Representative Manager	1
Environmental Engineer	92	Rights Representative Manager	2
Environmental Engineer Licensed	41	Rights Specialist	7
Environmental Engineering Licensed Specialist	7	School Teacher	87
Environmental Engineering Specialist	21	Senior Chief Deputy Director	6
Environmental Manager	128	Senior Deputy Director	37
Environmental Quality Analyst	388	Senior Deputy Director Treasury Investment	1
Environmental Quality Specialist	96	Senior Executive Assistant Director	25
Environmental Sanitarian	9	Senior Management Executive	38
Environmental Sanitarian Specialist	6	Senior Management Warden	27
Executive Office Advisor/Administrator	9	Senior Policy Executive	44
Executive Office Manager/Specialist	12	Services Program Manager	388
Executive Office Official	8	Services Specialist	1,541
Executive Office Representative	5	Services Specialist Assistant	41
Facilities Engineer	9	Social Services Administrative Manager	7
Facilities Engineering Licensed Specialist	7	Social Services Division Administrator	93
Facilities Manager	1	Social Services Licensing Manager	15
Facilities Supervisor	22	Soil Science Specialist	1
Family Independence Manager	357	Soil Scientist	4
Family Independence Specialist	1,449	Special Education Teacher	21
Financial Manager	41	Speech Therapist	1
Financial Analyst	154	State Administrative Manager	524
Financial Institutions Examiner	55	State Assistant Administrator	55
Financial Institutions Manager	43	State Bureau Administrator	72
Financial Institutions Specialists	5	State Division Administrator	242
Financial Specialist	96	State Office Administrator	147
Fisheries Biologist	28	State Police Lab Director	6
Fisheries Biology Specialist	1	State Police Lab Manager	28
Food Industry Field Scientist	49	State Policy Administrator	3
Food Industry Manager	8	State Policy Assistant	1
Food Industry Specialist	7	Statistician	9
Forensic Scientist	84	Statistician Manager	1
Forest Management Specialist	12	Statistician Specialist	9
Forester	85	Transportation Engineer	293
General Engineer	1	Transportation Engineer Licensed	4
Geologist	78	Transportation Engineer Licensed Specialist	99
Geology Specialist	13	Transportation Planner	55
Health Care Surveyor	49	Transportation Planner Specialist	20
Human Resources Developer	129	Transportation Planning Manager	26

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: Bachelor's Degree . . . continued			
Human Resources Developer Specialist	27	Treasury Investment Administration Manager	5
Human Resources Developer Trainee	5	Treasury Investment Administrator	5
Human Resources Manager	30	Treasury Investment Analyst	2
Industrial Hygienist	36	Treasury Investment Specialist	25
Industrial Hygienist Manager	8	Unemployment Claims Manager	56
Industrial Hygienist Specialist	7	Unemployment Claims Supervisor	1
Information Technology Manager	122	Unemployment Insurance Analyst	52
Information Technology Programmer/Analyst	734	Vehicle Services Coordinator	3
Information Technology Specialist	256	Wildlife Biologist	39
Information Technology Supervisor	25	Wildlife Biologist Specialist	8
Institution Chaplain	38	Workers Compensation Mediator	4
Labor Mediator	9	Youth Challenge Academy Advisor	2
Labor Relations Specialist	4	Youth Challenge Academy Cadre Aide	23
Laboratory Evaluation	2	Youth Challenge Academy Cadre Supervisor	1
Laboratory Scientist	72	Youth Challenge Academy Recreation	7
Laboratory Scientist Manager	22	Youth Challenge Academy Supervisor	1
Laboratory Scientist Specialist	8	Youth Group Leader	19
Land Surveyor	9		
Minimum Education Required: Master's Degree (2,000 employees)			
Administrative Manager	45	Psychologist Manager	21
Adult Foster Care Consultant	50	Public Health Consultant	63
Audiologist	1	Public Health Consultant Manager	10
Blind Rehabilitation Instructor	25	Research Biology Specialist	16
Camp Consultant	11	Rehabilitation Consultant	6
Child Day Care Consultant	69	Rehabilitation Consultant Manager	4
Child Welfare Consultant	18	Rehabilitation Counselor	284
Clinical Social Work Manager	9	Research Biologist	2
Clinical Social Worker	119	Research Biologist Manager	6
Community Health Services Manager	22	School District Consultant	8
Education Consultant	27	School Principal	27
Education Consultant Manager	27	School Psychologist	1
Education Field Services Consultant	14	School Teacher	95
Education Research Consultant	16	Services Specialist	567
Epidemiologist	19	Social Work Specialist	2
Epidemiologist Specialist	5	Special Education Consultant	8
Higher Education Consultant	17	Special Education Teacher	47
Historian	17	Speech and Language Pathologist	2
Historian Manager	3	Speech and Language Pathologist Manager	1
Historian Specialist	1	Toxicologist	11
History Specialist	11	Toxicologist Manager	2
Librarian	53	Toxicology Specialist	4
Librarian Manager	7	Vocational Education Consultant	3
Library Consultant	2	Vocational Rehabilitation Manager	49
Nutrition/Food Management Consultant Mgr.	13	Wilderness Instructor	4
Psychologist	141	Youth Residential Director	15

Appendix C

June 2008: Michigan State Classified Civil Service Job Descriptions/Educational Requirements

<u>Position</u>	<u># of Employees</u>	<u>Position</u>	<u># of Employees</u>
Minimum Education Required: Doctoral Degree (680 employees)			
Administrative Law Examiner	120	Physician	31
Administrative Law Manager	11	Prosecutor Training Coordinator Manager	1
Administrative Law Specialist	47	Psychiatric Resident	2
Attorney Administrator	74	Psychiatrist	44
Attorney Specialist	21	Psychiatrist Director	12
Attorney-Senior	106	Psychiatrist Manager	13
Attorney-Staff	77	Veterinarian	16
Clinical Health Scientist Manager	2	Veterinarian Manager	4
Clinical Health Scientist Specialist	1	Veterinary Specialist	4
Dentist	45	Physician Executive	2
Dentist Manager	3	Forensic Psychiatrist	6
Law Library Consultant	1	Forensic Psychologist	29
Law Library Manager	1	Forensic Psychologist Manager	7

Total All Employees = 51,477

Source: Michigan Civil Service Commission

Appendix D
2007 Michigan Employee Compensation Survey Data

Job Title	Private/Public Sector			State of Michigan			State Required Education Level
	Weighted Average			Average			
	Hourly Wage	# of Employees	Total Wages	Hourly Wage	# of Employees	Total Wages	
Domestic Services Aide	\$10.57	530	\$5,602	\$16.95	185	\$3,136	None
Janitor	\$14.45	4,138	\$59,794	\$15.98	31	\$495	None
Laborer	\$23.98	10,291	\$246,778	\$18.33	123	\$2,255	None
Accounting Assistant	\$17.24	1,061	\$18,292	\$18.62	184	\$3,426	High School
Automotive Mechanic	\$24.64	1,421	\$35,013	\$21.74	10	\$217	High School
Cook	\$12.76	441	\$5,627	\$16.83	26	\$438	High School
Fingerprint Technician	\$25.14	12	\$302	\$21.54	5	\$108	High School
General Office Assistant	\$14.86	2,317	\$34,431	\$18.64	570	\$10,625	High School
Heavy Equipment Mechanic	\$23.58	550	\$12,969	\$23.59	59	\$1,392	High School
Legal Secretary	\$21.40	533	\$11,406	\$21.21	104	\$2,206	High School
Maintenance Mechanic	\$22.04	1,977	\$43,573	\$21.99	173	\$3,804	High School
Painter	\$18.73	411	\$7,698	\$22.07	15	\$331	High School
Physical Therapy Aide	\$15.95	179	\$2,855	\$18.78	6	\$113	High School
Resident Care Aide	\$12.43	806	\$10,019	\$18.56	834	\$15,479	High School
Secretary	\$17.07	4,552	\$77,703	\$19.45	659	\$12,818	High School
Transportation Maintenance Worker	\$18.93	339	\$6,417	\$19.47	379	\$7,379	High School
Word Processing Assistant	\$14.52	533	\$7,739	\$18.71	811	\$15,174	High School
Corrections Officer	\$23.20	1,390	\$32,248	\$21.94	4,990	\$109,481	Some College
Electrical Inspector	\$26.01	38	\$988	\$25.94	17	\$441	License
Electrician - Master Licensed	\$28.98	1,785	\$51,729	\$23.80	34	\$809	Master License
IT Programmer/Analyst	\$32.01	1,173	\$37,548	\$28.50	490	\$13,965	Some College
IT Technician	\$27.85	701	\$19,523	\$23.29	238	\$5,543	Some College
Park & Recreation Ranger	\$12.57	17	\$214	\$18.84	214	\$4,032	Some College
Practical Nurse	\$18.14	1,207	\$21,895	\$21.30	331	\$7,050	Some College/ License
Youth Specialist	\$17.18	359	\$6,168	\$19.60	141	\$2,764	Some College
Construction Technician-Trans.	\$21.83	49	\$1,070	\$21.27	115	\$2,446	Associate's
Dental Hygienist	\$23.29	32	\$745	\$23.08	36	\$831	Associate's
Drafting Technician	\$22.58	220	\$4,968	\$24.23	56	\$1,357	Associate's
Engineering Technician	\$23.33	454	\$10,592	\$24.23	62	\$1,502	Associate's
Laboratory Technician	\$19.28	533	\$10,276	\$20.97	36	\$755	Associate's
Registered Nurse	\$28.16	16,550	\$466,048	\$27.59	422	\$11,643	Associate's
Clinical Social Worker	\$24.54	847	\$20,785	\$26.17	121	\$3,167	Master's
Physician	\$76.25	527	\$40,184	\$71.30	25	\$1,783	Medical School
Psychiatrist	\$84.39	63	\$5,317	\$71.30	7	\$499	Medical School
Psychologist	\$28.64	142	\$4,067	\$31.42	123	\$3,865	Master's
Services Specialist (MA)	\$24.08	168	\$4,045	\$25.21	468	\$11,798	Master's

Notes: 1) Education level shown is the lowest required by the state. 2) Many state positions requiring a higher education level allow equivalent experience to substitute for formal education. 3) Exact education level of employees in private/public sector positions is unknown.

Source: HFA calculations based on 2007 Michigan Employee Compensation Survey data



Mitchell E. Bean, Director
Bill Fairgrieve, Deputy Director

Agriculture	William E. Hamilton, Senior Fiscal Analyst
Capital Outlay	Al Valenzio, Associate Director
Community Colleges	Benjamin Gielczyk, Fiscal Analyst; Kyle I. Jen, Senior Fiscal Analyst
Community Health	
Medicaid	Steve Stauff, Senior Fiscal Analyst
Mental Health/Substance Abuse	Margaret Alston, Senior Fiscal Analyst
Public Health/Aging	Susan Frey, Senior Fiscal Analyst
Corrections	Marilyn Peterson, Senior Fiscal Analyst
Education (Department)	Mary Ann Cleary, Associate Director; Bethany Wicksall, Senior Fiscal Analyst
Environmental Quality	Kirk Lindquist, Senior Fiscal Analyst
General Government: Attorney General/Civil Rights/Executive/ Information Technology/Legislature/Legislative Auditor General/ Lottery/Management & Budget/State/Treasury	Viola Bay Wild, Fiscal Analyst
Higher Education	Kyle I. Jen, Senior Fiscal Analyst
Human Services (Department)	Robert Schneider, Senior Fiscal Analyst; Kevin Koorstra, Fiscal Analyst
History, Arts, and Libraries	Mark Wolf, Fiscal Analyst
Judiciary	Benjamin Gielczyk, Fiscal Analyst; Bethany Wicksall, Senior Fiscal Analyst
Labor & Economic Growth	Mark Wolf, Fiscal Analyst
Military & Veterans Affairs	Jan Wisniewski, Senior Fiscal Analyst
Natural Resources	Kirk Lindquist, Senior Fiscal Analyst
State Police	Jan Wisniewski, Senior Fiscal Analyst
School Aid	Mary Ann Cleary, Associate Director; Bethany Wicksall, Senior Fiscal Analyst
Transportation	William E. Hamilton, Senior Fiscal Analyst
 Economics	
Revenue/Tax Analysis	Rebecca Ross, Senior Economist
Tax Analysis/Revenue Sharing	Jim Stansell, Economist
 Legislative Analysis	Chris Couch, Associate Director Edith Best, Joan Hunault, Shannan Kane, Sue Stutzky, Legislative Analysts
 Legislative Transfers	Margaret Alston, Senior Fiscal Analyst
Retirement	Al Valenzio, Associate Director
Supplementals	Al Valenzio, Associate Director; Kyle I. Jen, Senior Fiscal Analyst
 Administrative Assistant	Jeanne Dee
Budget Assistants	
Agriculture/Community Colleges/Education/Higher Education/School Aid/ Transportation/Transfers/HFA Internet/Bill Analysis	Barbara Graves
Capital Outlay/Environmental Quality/General Government/ History, Arts, & Libraries/Labor & Economic Growth/ Military & Veterans Affairs/Natural Resources/Retirement/ State Police/Supplementals	Amber Fox
Community Health/Corrections/Human Services/Judiciary/HFA Library	Tumai Burris
Receptionist	D'Andrea Long

HOUSE
FISCAL
AGENCY

P.O. Box 30014 ■ Lansing, MI 48909-7514
(517) 373-8080 ■ FAX (517) 373-5874
www.house.mi.gov/hfa