A photograph of the Wisconsin State Capitol building, showing the main dome and a portico with columns. The building is white with classical architectural details. The sky is clear blue.

State of Wisconsin

*Workforce
Planning &
Fact Book*

*Fiscal Years
2005-2009*

State of Wisconsin
Workforce Planning & Fact Book
Fiscal Years 2005 - 2009

***Workforce Planning Summaries and Statistics
Covering Wisconsin State Government Employment
With a Focus on the Permanent Classified Workforce***

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January, 2007

Governor Jim Doyle
115 East, State Capitol
Madison, WI 53707

Dear Governor Doyle:

It is my pleasure to present the State of Wisconsin Workforce Planning and Fact Book for fiscal years 2005 – 2009.

This publication provides the essential findings of the workforce planning process undertaken by state government agencies, at your direction, with the support and guidance of the Office of State Employment Relations. This initial enterprise workforce planning process focused specifically on positions that had high levels of retirement vulnerability, and those that met various critical hiring needs criteria. Some of those criteria included positions that are perennially difficult to fill, difficult to keep filled, and those positions where women and members of racial and ethnic minority groups are employed at lower percentages than their availability in the general labor market. Through this effort, state agencies identified a number of challenges that must be met at the agency level, as well as those that merit an enterprise-wide response. It is those enterprise-wide issues that are profiled in the enclosed Enterprise Workforce Plan Executive Summary.

In addition, the Fact Book portion of this publication provides a comprehensive data survey of state government's permanent classified workforce. This Fact Book is intended to serve as both a reference almanac and a tool for ongoing strategic planning in managing the state's workforce, in particular the permanent classified workforce.

Wisconsin state government's most valuable asset is its hardworking, talented, dedicated state employees. This publication details some of the challenges we face in the coming years in continuing to recruit and retain a workforce that will deliver outstanding service to the citizens of Wisconsin. This publication also highlights our strategies, working cooperatively across state government, for overcoming those challenges.

Sincerely,

Karen E. Timberlake
Director

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State of Wisconsin

Enterprise Workforce Plan

Fiscal Years 2006-2009

Executive Summary

STATE OF WISCONSIN
ENTERPRISE WORKFORCE PLAN
PLANNING PERIOD FY06-09

The Need for Workforce Planning

There are about 78 million baby boomers in the United States, and someone in America turns 50 approximately every seven seconds. As the baby boomers are maturing, so is the American workforce. In 2000, 12 percent of the U.S. population was age 65 or older. By 2025, the share of the population aged 65 and over is expected to rise to 19 percent. In addition, the US Census Bureau projects that the country's overall population growth will gradually slow from an annual rate of approximately 1.2 percent from 1990 to 2000, to less than 1 percent in this decade. In the next ten years, we can expect to see a significant number of employees leaving the workforce, and fewer workers available to take their places. These demographic trends are already having an impact on the American workplace: employers everywhere report increasing difficulty finding qualified workers. Long-term demographic trends will only continue to restrict this supply.

In the State of Wisconsin, the aging trend is even more pronounced for state employees than it is for the general workforce. By the end of 2015, nearly 40 percent of classified state workers will be eligible for retirement. The Wisconsin Department of Employee Trust Funds reports that in Wisconsin, 61 percent of public employees covered by the Wisconsin Retirement System (WRS) are in the baby boom generation. Approximately 30 percent are early baby boomers (those born between 1946 and 1964) and will likely begin retirement over the next one to seven years. In comparison, the succeeding generation, Generation X (those born between 1965 and 1980), makes up less than 24 percent of the WRS active population. While some baby boomers will continue to work past the conventional retirement age, state agency managers must confront these trends by asking: Will our experienced employees want to keep working for the State of Wisconsin? What steps should the State and individual agencies be taking today to plan and prepare for tomorrow's workforce needs?

If the State does not prepare now for these changes, it will face a difficult challenge in attracting, developing and retaining a skilled and diverse workforce that will be competent to address new objectives, requirements, technology, and approaches to conducting the State's business. Planning for human resources needs is one of the greatest challenges facing all state agencies. To meet this challenge, it is essential that agencies utilize a structured, strategic approach to ensuring that they continue to have the skilled and knowledgeable employees they need to accomplish their missions. Engaging in a systematic process to identify key problems areas in the workforce, develop solutions, and measure the success of those strategies allows agencies to proactively build and shape a workforce prepared to deliver critical services and achieve agency goals.

Systematic planning for the recruitment, retention, and development of the state government workforce provides state government with many benefits:

- Ensures critical employee skills are available in the workforce;
- Improves retention of critical skills;
- Ensures recruitment efforts are focused on critical hiring needs;
- Facilitates transfer of knowledge and skills from retiring employees;
- Facilitates maintaining and improving workforce diversity;
- Identifies training priorities;
- Helps the agency function effectively and efficiently.

Workforce Planning for Wisconsin State Government

In an effort to meet these essential workforce challenges, state agencies, commissions and boards have been asked by Governor Jim Doyle and the Office of State Employment Relations (OSER) to participate in a workforce planning process in order to help them identify and prepare for upcoming challenges. All agencies with 20 or more employees were asked to review their workforce and identify those positions that were considered Critical Hiring Needs (CHN) or faced High Retirement Vulnerability (HRV) (for detailed definitions, see Glossary). OSER, in collaboration with 5 agencies, developed a workforce planning tool-kit and training program to support agency workforce planning efforts. Those materials are available at <http://workforceplanning.wi.gov/>.

The Results

Twenty-four agencies submitted workforce plans to OSER (See Appendix A). Agencies reported that conducting a workforce analysis has helped them gain a better understanding of what the years ahead are likely to look like. It has helped to make them more aware of the risks that they will face, promoted discussion regarding ways to address the challenges ahead, and helped them think strategically about how to adapt to the changing environment.

Response to the challenges identified in the agency workforce plans is proceeding on two tracks. Agencies have developed action plans to address workforce challenges that are agency-specific. In addition, OSER has developed this enterprise workforce plan to address those challenges that cut across agency lines and present issues for state government as an enterprise.

Agency-Specific Challenges

Through their analysis process, many of the agencies identified agency-specific classifications that fit the CHN and HRV criteria. Agency-specific classifications will not be addressed in this enterprise workforce plan. Rather, it will be the responsibility of the agency to address any challenges arising from agency-specific classes.

Many agencies also identified single person, highly specialized positions in which the incumbent has a significant amount of institutional knowledge. Agency action plans address these unique challenges through strategies including knowledge transfer, succession planning, training, and mentoring.

Agency action plans are designed as working documents that should be reviewed regularly and updated as progress is made and new challenges are identified.

Enterprise Challenges

Analysis of the agency workforce plans has revealed several job areas that are expected to create significant challenges on an enterprise basis. These job groups were consistently identified by agencies as meeting at least three of the critical hiring needs criteria, facing high retirement eligibility, or both. These problem areas include (in no specific order):

- a. Fiscal classes (including Accountants, Financial Specialists, Auditors, Grants Specialists and other financial classifications),
- b. Managers & Supervisors (including Administrative Managers and many agency specific managerial classifications),
- c. Health Care Occupations (including Nursing classifications, Resident Care Technicians, Dental classifications, Physicians, Pharmacists, etc.)
- d. Engineering Classifications

Agencies also identified the next tier of enterprise challenges. Agencies reported that these job groups are approaching critical hiring needs and high retirement vulnerability status. In effect, they represented the next wave of enterprise workforce challenges.

- Payroll and benefits jobs
- Human resources jobs
- Information technology jobs
- Security and public safety jobs
- Teacher/education consultants
- Semi-skilled laborers (e.g. power plant operators, facilities repair workers, custodians)
- Positions requiring bilingual skills

Agencies were asked to identify key challenges they face in recruiting and maintaining a qualified workforce. The most commonly stated, highest priority problem areas include:

1. **Recruiting and hiring qualified applicants** – some contributing factors to this problem include:
 - a. Six month waiting period for health benefits - One key reason candidates turn down job offers, cited by at least seven agencies, is the statutory restriction that requires new hires to wait six months before receiving any state contribution toward health insurance.

- b. Lengthy and slow recruitment and hiring process - Many agencies also point to the length of time that the recruitment process takes as a factor in losing well qualified candidates.
 - c. Salaries are below market rates - About half of the agencies also indicate that they struggle to hire well qualified candidates based on the fact that the compensation they are able to offer is lower than what that person can get outside of state service.
 - d. Attracting the next generation of public sector employees – New strategies need to be developed to attract new generations of workers into public service.
 - e. Attracting diverse and qualified applicants - As the demographics change, there is a much more significant need to hire diverse applicants, especially bilingual employees. These applicants are difficult to find and attract.
2. **Coverage during staff transitions**, especially as employees retire. All agencies cited this as a significant challenge they will face. Some of the biggest hurdles surrounding this issues include:
- a. Loss of highly specialized knowledge/institutional memory;
 - b. Undocumented programs/processes;
 - c. Lack of time to train replacement employees.
3. **Retention of key employees** – Almost all agencies face this challenge to some degree. Some contributing factors include:
- a. Lack of career tracks/growth opportunities;
 - b. Inflexible state compensation system.

Strategies to Address Enterprise Challenges

Because these challenges were identified by many agencies, they are appropriate for enterprise-wide solutions. OSER, in partnership with agencies, is responding to these identified challenges in a variety of ways.

Enterprise Recruitment Plan

The Office of State Employment Relations' Divisions of Merit Recruitment and Selection and Affirmative Action have jointly developed an Enterprise Recruitment Plan. Under this plan, OSER will work cooperatively with agencies to maximize the efficiency and effectiveness of all agencies' recruiting for positions that meet critical hiring needs criteria. OSER has also developed enterprise marketing materials to raise the profile of state employment and the <http://Wisc.Jobs> website.

Cross Agency Workgroups

OSER is establishing inter-agency workgroups that focus on the critical hiring needs groups identified above. These groups will evaluate:

- how and where to recruit diverse and talented applicants;
- how to streamline hiring procedures;
- whether career tracks or other classification changes are needed;

- opportunities for enterprise training initiatives to develop talent internally;
- other strategies to address the unique challenges facing the specific critical hiring needs group.

Enterprise Training Initiatives

In an effort to address the enterprise-wide need for managers and supervisors, OSER is currently piloting a program called the Enterprise Leadership Academy. OSER plans to continue this program and add a separate program to identify and train new and future state government leaders. These programs are designed to complement and fill identified gaps in leadership development programs that are available in some but not all agencies.

OSER is also working with the Wisconsin State Training Council, an inter-agency group of training professionals, to facilitate development and sharing of agency best practices in knowledge transfer including on-the-job-training, mentoring programs, and process documentation.

Holistic Approach to Compensation Planning

OSER is incorporating data from agency workforce plans into the biennial survey of labor market data and agency compensation challenges. The focus of these efforts includes maintaining the State's status as a competitive employer in the appropriate labor markets for critical positions and maintaining and, where necessary, enhancing the State's ability to recruit and retain candidates holding specialized, essential skill sets including bilingual skills. OSER is also reviewing the six month waiting period for health benefits to determine whether this waiting period can be shortened.

The Road Ahead

State employees live and work in every county in Wisconsin. Their work touches the lives of Wisconsin citizens every day. State government is an essential partner with local government and the private sector in providing for the health, safety and welfare of all Wisconsin citizens, training future generations of leaders, developing and growing a 21st century economy, safeguarding Wisconsin's beautiful natural environment, and more. Wisconsin's state employees work hard every day to ensure that Wisconsin remains a wonderful place to live and work.

The work of state employees is too critical to leave the future of the State's workforce to chance. Through this workforce planning process, agencies have gained a more detailed look into the challenges they need to anticipate in the coming years. This process has also allowed OSER to identify common problem areas that need to be addressed through collaboration and sharing of agency ideas and resources. Step by step, agencies and OSER will address the challenges identified to ensure that Wisconsin's state employees continue to deliver the very best in public service to all of Wisconsin's citizens.

Appendix A

Agencies that submitted workforce plans to OSER include:

Department of Administration (DOA)
Department of Agriculture, Trade and Consumer Protection (DATCP)
Board on Aging and Long Term Care (BOALTC)
Department of Commerce
Department of Corrections (DOC)
Educational Communications Board (ECB)
Employee Trust Funds (ETF)
Department of Financial Institutions (DFI)
Department of Health and Family Services (DHFS)
Wisconsin Historical Society (WHS)
Office of the Commissioner of Insurance (OCI)
State of Wisconsin Investment Board (SWIB)
Office of Justice Assistance (OJA)
Department of Military Affairs (DMA)
Department of Natural Resources (DNR)
Office of State Employment Relations (OSER)
Department of Public Instructions (DPI)
Public Service Commission (PSC)
Department of Regulation and Licensing (DRL)
Department of Revenue (DOR)
Wisconsin Technical College System Board (WTCSB)
Department of Tourism
Department of Transportation (DOT)
Department of Veterans Affairs (DVA)
Department of Workforce Development (DWD)

State of Wisconsin

Workforce Fact Book

Fiscal Year 2005

2005 WISCONSIN STATE WORKFORCE FACT BOOK

EXECUTIVE SUMMARY

The FY06-09 workforce planning process relied upon detailed data on the state workforce. That data assisted agencies in identifying trends and key challenges that will require targeted, strategic responses.

The tables that follow represent a high level view of key demographics of the State of Wisconsin workforce. Except as otherwise noted, all statistics in this summary apply to the permanent classified workforce only, thus excluding unclassified and temporary employees, appointed and elected officials and University of Wisconsin System faculty and academic staff. Data is based on the end of June 2005, which was the end of the state's Fiscal Year 2005.

Workforce Demographics

As of June 30, 2005, the headcount of permanent classified employees was 40,013, filling 38,688.70 full-time-equivalent positions, representing a three-year decrease of 1,278.44 positions. State employees lived and worked in each of Wisconsin's 72 counties. State employees were clustered heavily in the 40 to 55 age range, closely coinciding with the baby boomer generation. However, about 3,600 employees had less than three years of state service. Male and female employees were very similarly distributed in terms of age and seniority. Out of 1,817 classification titles, 48% of employees served in the 40 most populous titles. Correctional Officers and Program Assistants were the most populous classification series.

Equal Employment Opportunity

Women comprised 51.2% of state employees and members of racial/ethnic minorities comprised 10.0% of state employees, compared to total state labor force percentages of 47.4% and 10.8%, respectively. Persons with disabilities comprised 9.1% of state employees. State government continues to improve its recruitment and retention of women in non-traditional positions, racial and ethnic minorities, and persons with disabilities, but there is considerable work to be done. Women continue to be disproportionately clustered in lower-paying occupations. Minorities had the highest rate of concentration in the job group of Equal Opportunity Professionals & Supervisors at 35.1%, followed by Personal Care Aides at 22.0% and Doctors, Dentists and Veterinarians at 17.5%. Minorities had a zero percent (0.0%) representation in the job groups of Aviation Occupations, Seamstress and Upholsterers, and Dietitians and Nutritionists. Asian males and Asian females and American Indian males had higher average earnings than the overall state employee average. All other racial/ethnic minority and gender groupings earned less than the overall average. Black and Hispanic females represented the two lowest earning groups.

Workforce Selection, Mobility and Separation

The overall separation (turnover) rate from state service was 6.4%, excluding the UW System for which separation data was not available. Of the total 6,943 separations from state service in fiscal year 2005, 12% (856) were retirements. Personal care aides, such as certified nursing assistants, and food production and food services continued to be among occupational areas with the greatest turnover.

Overall, 7.3% of the workforce was eligible for retirement without an actuarial age reduction factor. In five years, 19.8% will be eligible for retirement. In ten years, this percentage nearly doubles, and 38.9% will be eligible for retirement.

Compensation and Benefits

Total state wages and fringe benefit costs for all state employees, including classified, unclassified, temporary, elected, appointed and faculty and academic staff, exceeded \$4 billion. The UW System accounted for nearly half of that amount. The average annualized base pay of a permanent classified employee was about \$41,000, compared to a median of about \$37,563.

2005 WISCONSIN STATE WORKFORCE INFORMATION

STATISTICAL HIGHLIGHTS

Profile of the Permanent Classified Workforce as of June 30, 2005

Count of job classifications	1,817
Count of permanent classified employees	40,013
Number of full-time-equivalent filled positions	38,688.70
Percentage represented by a labor union	83.0%
Average age	45.9
Average length of service	13.6
Average annual base salary	\$41,172
Median annual base salary	\$37,657
Percent ethnic minorities	10.0%
Percent women	51.2%
2005 separation from state service rate (excluding UW System and including retirements)	6.4%
2005 retirement from state service rate (excluding UW System)	4.9%
Percent currently eligible for normal retirement ¹	7.3%
Percent eligible for normal retirement ¹ within 5 years	19.8%
Percent eligible for normal retirement ¹ within 10 years	38.9%

¹Retirement with no actuarial age reduction factor. See definition of "retirement eligibility" in the glossary.

TABLE 1. PERMANENT CLASSIFIED EMPLOYEES BY AGENCY
June 2005

Agency	Employee Headcount	Full-Time-Equivalent (FTE) Employees	Percent of Total FTE Employees	FTE Employee Change from Jan 1997	
				Number	Percent
University of Wisconsin System	9,841	9,467.8	24.5%	854.0	9.9%
Corrections	9,725	9,555.8	24.7%	2,597.3	37.3%
Health & Family Services	5,893	5,584.2	14.4%	145.2	2.7%
Transportation	3,332	3,281.6	8.5%	-356.4	-9.8%
Natural Resources	2,576	2,514.7	6.5%	-50.2	-2.0%
Workforce Development	1,896	1,829.3	4.7%	-419.0	-18.6%
Revenue	1,076	1,059.5	2.7%	-74.0	-6.5%
Administration	932	917.5	2.4%	-22.5	-2.4%
Veterans Affairs	929	827.8	2.1%	101.5	14.0%
Public Instruction	628	574.1	1.5%	23.0	4.2%
Ag, Trade & Consumer Protection	551	534.4	1.4%	-92.7	-14.8%
Justice	514	500.0	1.3%	-3.5	-0.7%
Commerce	373	366.3	0.9%	-16.6	-4.3%
Military Affairs	359	349.3	0.9%	41.1	13.3%
State Public Defender	229	208.1	0.5%	1.3	0.6%
Employee Trust Funds	192	180.1	0.5%	22.3	14.1%
Public Service Commission	153	149.5	0.4%	-24.0	-13.8%
Financial Institutions	134	131.5	0.3%	-5.5	-4.0%
Commissioner of Insurance	124	120.2	0.3%	-14.3	-10.6%
Historical Society	121	113.3	0.3%	-40.9	-26.5%
Regulation & Licensing	103	101.5	0.3%	-4.5	-4.2%
Technical College System	54	54.0	0.1%	-20.5	-27.5%
Educational Communications Board	48	46.0	0.1%	-21.1	-31.4%
Employment Relations	48	47.0	0.1%	-24.5	-34.3%
Tourism	41	39.1	0.1%	-11.2	-22.2%
Aging and Long Term Care Board	26	25.5	0.1%	10.1	65.6%
Elections Board	22	22.0	0.1%	10.0	83.3%
Employment Relations Commission	21	20.5	0.1%	-6.5	-24.1%
State Fair Park Board	13	12.8	0.0%	-28.9	-69.3%
State Treasurer	9	9.0	0.0%	-11.5	-56.1%
Higher Educational Aids Board	9	9.0	0.0%	1.0	12.5%
Arts Board	9	9.0	0.0%	2.0	28.6%
Public Lands Board	7	6.0	0.0%	6.0	n/a
Secretary of State	7	5.5	0.0%	1.0	22.2%
Revisor of Statutes	6	6.0	0.0%	6.0	n/a
Ethics Board	5	4.8	0.0%	-0.8	-13.6%
Investment Board	5	4.0	0.0%	-2.0	-33.3%
Lower WI State Riverway Board	1	1.0	0.0%	0.0	0.0%
Retirement Research Committee	1	1.0	0.0%	-1.0	-50.0%
Totals	40,013	38,688.7	100.0%	2,569.7	7.1%

Note: "n/a" signifies 1997 data not available.

Source: Personnel Management Information System (PMIS), pay period 15A ending July 9, 2005.

TABLE 2. PERMANENT CLASSIFIED EMPLOYEES BY COUNTY
June 2005

County	Employees Working in County	Employees Residing in County	County	Employees Working in County	Employees Residing in County
Adams	23	76	Marinette	69	69
Ashland	59	49	Marquette	10	153
Barron	74	79	Menominee	2	1
Bayfield	24	64	Milwaukee	3,084	3,078
Brown	1,156	1,752	Monroe	160	279
Buffalo	10	22	Oconto	7	93
Burnett	31	28	Oneida	314	253
Calumet	16	90	Outagamie	176	370
Chippewa	695	570	Ozaukee	20	111
Clark	14	93	Pepin	2	13
Columbia	397	864	Pierce	220	220
Crawford	185	168	Polk	25	40
Dane	17,305	16,705	Portage	415	251
Dodge	1,555	846	Price	37	52
Door	52	52	Racine	1,779	1,459
Douglas	342	172	Richland	33	66
Dunn	413	486	Rock	223	504
Eau Claire	1,028	520	Rusk	29	42
Florence	6	4	Sauk	85	349
Fond du Lac	475	1,383	Sawyer	82	46
Forest	8	16	Shawano	39	69
Grant	534	287	Sheboygan	440	190
Green	18	188	St. Croix	103	74
Green Lake	10	246	Taylor	13	42
Iowa	52	166	Trempealeau	15	102
Iron	14	17	Vernon	15	100
Jackson	382	282	Vilas	36	82
Jefferson	45	343	Walworth	559	469
Juneau	559	441	Washburn	164	146
Kenosha	343	342	Washington	63	189
Kewaunee	6	35	Waukesha	919	815
LaCrosse	591	297	Waupaca	744	601
Lafayette	15	41	Waushara	350	294
Langlade	39	44	Winnebago	2,459	1,704
Lincoln	272	270	Wood	249	206
Manitowoc	52	87	<i>Out of State</i>	20	156
Marathon	253	200			
			Totals	40,013	40,013

Note: Counts do not include unclassified employees, UW System faculty and instructional staff, temporary employees, or UW Hospital & Clinics employees.

Source: PMIS, pay period 15A ending July 9, 2005.

**CHART 1.
AGE BY GENDER
Permanent Classified Employees
June 2005**

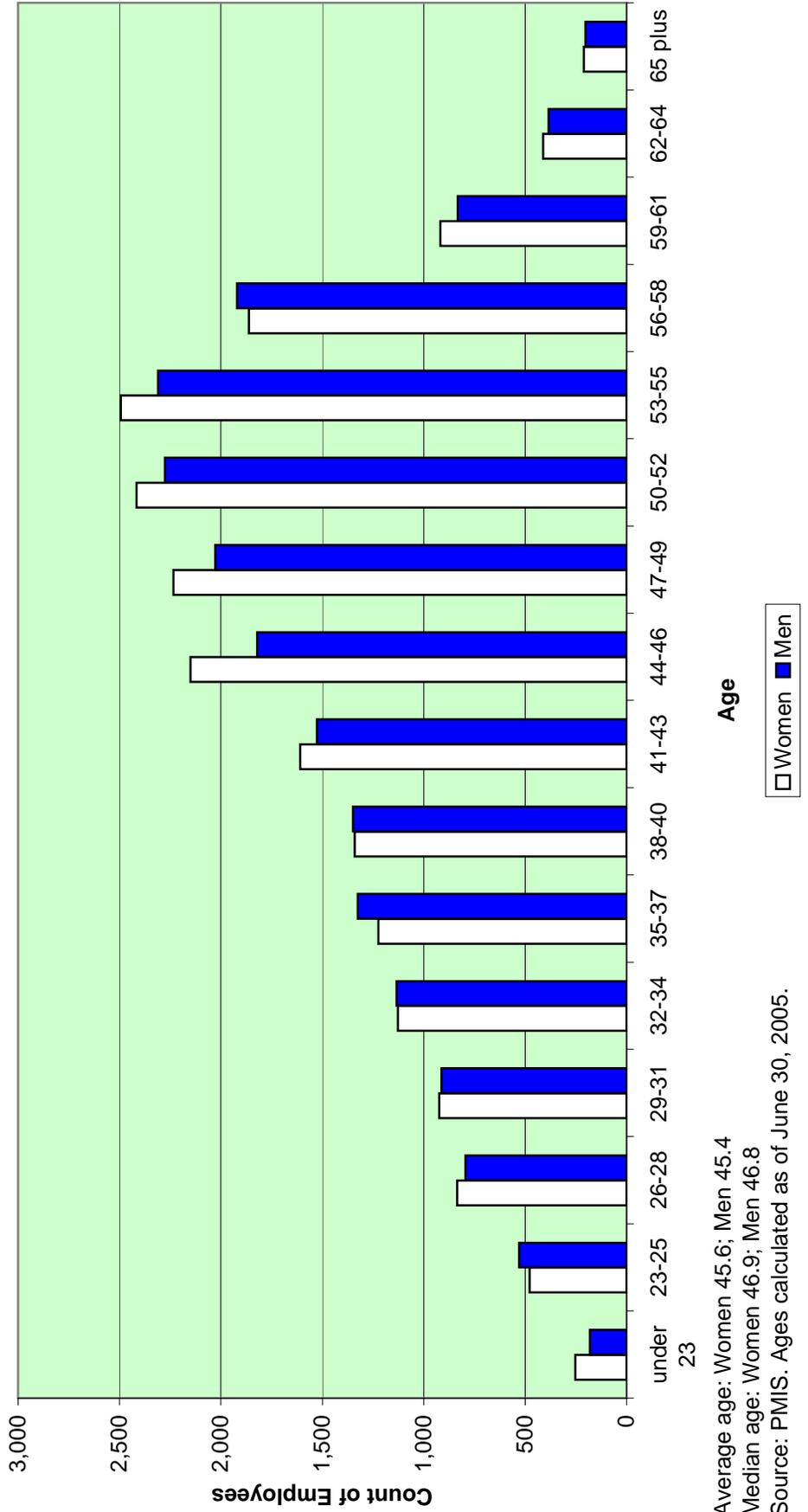


CHART 2.
YEARS OF SERVICE BY GENDER
Permanent Classified Employees
June 2005

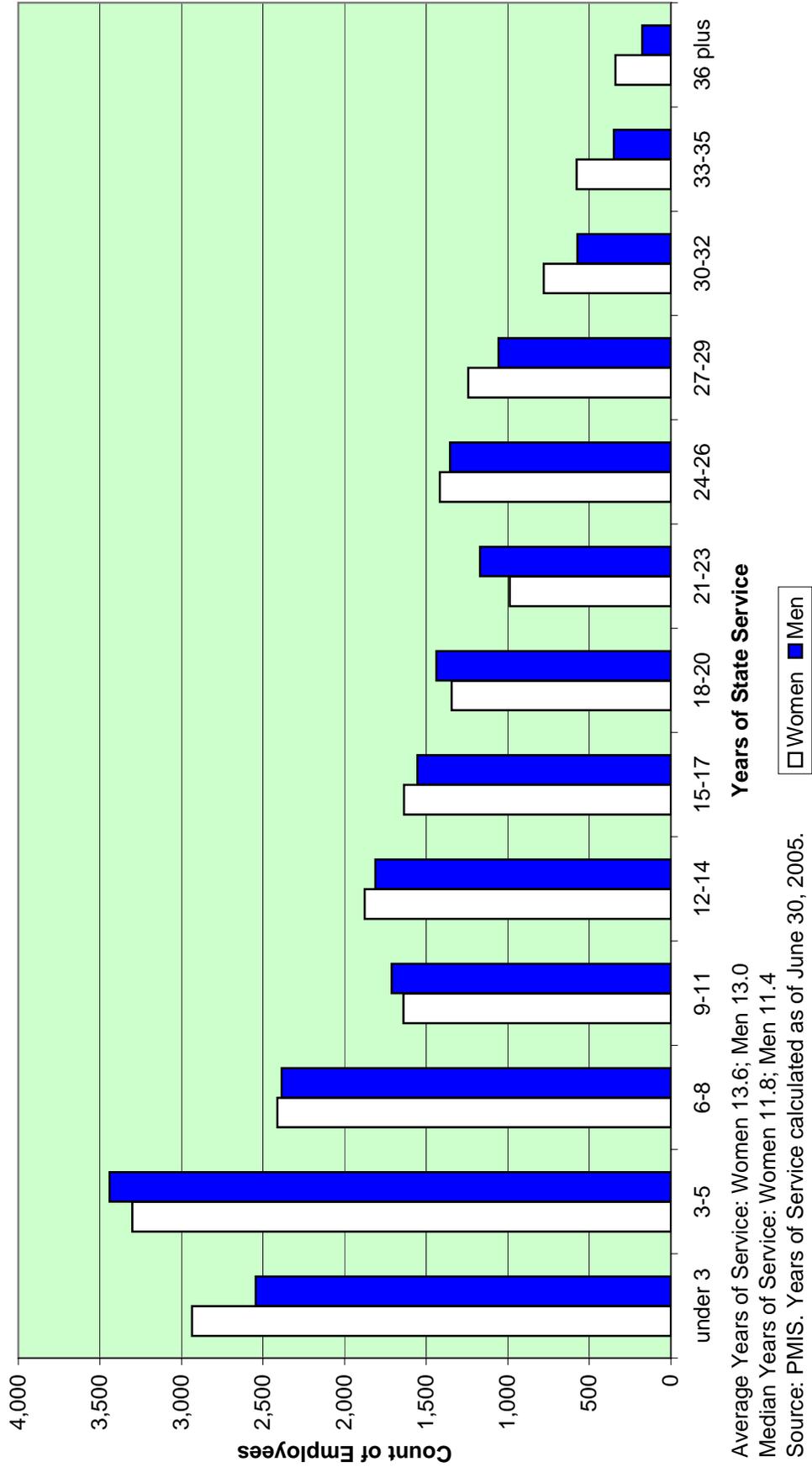


TABLE 3. EMPLOYEES BY AGE GROUP AND AGENCY
Permanent Classified Employees - June 2005

Agency		Age Group				
		under 30	30-39	40-49	50-59	60 plus
Administration	# Employees	40	136	291	383	82
	Avg. Seniority	2.7	7.3	13.8	20.1	18.6
Ag, Trade & Consumer Protection	# Employees	23	84	185	221	38
	Avg. Seniority	3.4	7.4	14.0	20.8	18.2
Aging and Long Term Care Board	# Employees	-	7	8	11	-
	Avg. Seniority	-	5.3	6.7	13.8	-
Arts Board	# Employees	-	1	3	4	1
	Avg. Seniority	-	15.8	12.0	19.6	13.7
Commerce	# Employees	12	45	106	175	35
	Avg. Seniority	5.1	7.8	12.0	18.2	15.4
Commissioner of Insurance	# Employees	13	17	34	53	7
	Avg. Seniority	4.3	7.1	14.8	21.1	18.2
Corrections	# Employees	1,488	2,783	2,824	2,291	339
	Avg. Seniority	3.7	7.9	12.1	15.4	14.6
Educational Communications Board	# Employees		8	15	24	1
	Avg. Seniority		8.9	11.4	23.9	17.7
Elections Board	# Employees	6	4	6	4	2
	Avg. Seniority	0.9	5.3	5.7	6.9	17.0
Employee Trust Funds	# Employees	7	30	61	83	11
	Avg. Seniority	3.2	7.3	13.9	22.3	15.8
Employment Relations	# Employees	6	8	16	13	5
	Avg. Seniority	4.2	7.3	17.5	22.5	10.4
Employment Relations Commission	# Employees	-	1	4	16	-
	Avg. Seniority	-	6.1	14.7	22.1	-
Ethics Board	# Employees	-	2	-	3	-
	Avg. Seniority	-	3.4	-	22.2	-
Financial Institutions	# Employees	8	19	46	47	14
	Avg. Seniority	2.6	7.0	15.6	22.5	21.4
Health & Family Services	# Employees	668	1,077	1,843	2,003	302
	Avg. Seniority	2.9	6.6	12.5	18.3	19.0
Higher Educational Aids Board	# Employees	-	3	1	5	-
	Avg. Seniority	-	11.5	27.2	17.3	-
Historical Society	# Employees	4	15	34	54	14
	Avg. Seniority	3.4	6.3	11.7	18.0	20.0
Investment Board	# Employees	1	-	2	1	1
	Avg. Seniority	4.5	-	14.6	1.0	14.4
Justice	# Employees	34	121	152	178	29
	Avg. Seniority	1.9	7.1	14.0	21.6	21.6
Lower WI State Riverway Board	# Employees	-	1	-	-	-
	Avg. Seniority	-	3.7	-	-	-

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TABLE 3 (continued). EMPLOYEES BY AGE GROUP AND AGENCY
Permanent Classified Employees - June 2005

Agency		Age Group				
		under 30	30-39	40-49	50-59	60 plus
Military Affairs	# Employees	23	60	120	123	33
	Avg. Seniority	2.8	7.1	12.5	16.4	13.9
Natural Resources	# Employees	122	519	882	970	83
	Avg. Seniority	3.2	7.6	16.1	22.8	23.5
Public Instruction	# Employees	27	113	166	270	52
	Avg. Seniority	2.6	5.8	12.0	18.8	19.1
Public Lands Board	# Employees	-	1	3	2	1
	Avg. Seniority	-	8.0	10.2	14.7	19.1
Public Service Commission	# Employees	3	12	44	85	9
	Avg. Seniority	4.1	8.3	15.3	22.9	22.0
Regulation & Licensing	# Employees	8	17	31	40	7
	Avg. Seniority	4.5	8.1	14.8	23.0	27.9
Retirement Research Committee	# Employees	-	-	-	1	-
	Avg. Seniority	-	-	-	30.0	-
Revenue	# Employees	50	141	354	436	95
	Avg. Seniority	3.1	8.6	16.5	21.7	19.5
Revisor of Statutes	# Employees	-	2	2	5	-
	Avg. Seniority	-	11.6	22.4	27.5	-
Secretary of State	# Employees	1	-	3	2	-
	Avg. Seniority	2.8	-	12.4	23.5	-
State Fair Park Board	# Employees	1	1	7	4	-
	Avg. Seniority	4.0	10.2	8.2	11.8	-
State Public Defender	# Employees	18	56	68	72	15
	Avg. Seniority	3.6	8.4	12.3	15.8	14.2
State Treasurer	# Employees	1	1	3	1	-
	Avg. Seniority	2.9	7.5	23.0	18.9	-
Technical College System	# Employees		3	11	31	9
	Avg. Seniority		10.1	14.6	26.1	16.5
Tourism	# Employees	2	7	18	13	1
	Avg. Seniority	5.6	7.4	13.4	18.7	10.5
Transportation	# Employees	155	666	1,180	1,158	173
	Avg. Seniority	4.7	8.9	15.5	22.3	22.8
University of Wisconsin System	# Employees	759	1,415	2,975	3,982	708
	Avg. Seniority	2.4	5.8	13.1	19.2	18.7
Veterans Affairs	# Employees	112	148	313	308	48
	Avg. Seniority	2.5	6.5	12.1	17.4	16.2
Workforce Development	# Employees	85	281	480	882	168
	Avg. Seniority	3.4	7.3	13.4	21.5	22.1
Total Count of Employees in Age Group		3,678	7,804	12,289	13,952	2,284
Total Average Seniority		3.2	7.3	13.5	19.2	18.7

Source: PMIS. Age and Seniority (years of state service) are calculated as of June 30, 2005.

**TABLE 4. AVERAGE AGE AND YEARS OF SERVICE BY AGENCY
Permanent Classified Employees - June 2005**

Agency	Count of Employees	Average Age	Average Years of Service
Administration	932	48.6	15.4
Ag, Trade & Consumer Protection	551	48.0	15.5
Aging and Long Term Care Board	26	47.5	9.3
Arts Board	9	51.0	16.0
Commerce	373	49.7	14.5
Commissioner of Insurance	124	47.1	15.5
Corrections	9,725	42.2	10.5
Educational Communications Board	48	48.6	17.4
Elections Board	22	40.6	5.6
Employee Trust Funds	192	48.5	16.2
Employment Relations	48	45.5	14.8
Employment Relations Commission	21	52.1	19.9
Ethics Board	5	47.0	14.7
Financial Institutions	134	48.2	16.6
Health & Family Services	5,893	45.3	12.6
Higher Educational Aids Board	9	47.9	16.5
Historical Society	121	49.8	14.5
Investment Board	5	48.3	9.8
Justice	514	46.0	14.7
Lower WI State Riverway Board	1	35.6	3.7
Military Affairs	359	47.5	12.4
Natural Resources	2,576	46.6	16.5
Public Instruction	628	48.5	14.0
Public Lands Board	7	48.1	12.4
Public Service Commission	153	50.6	19.1
Regulation & Licensing	103	47.3	17.0
Retirement Research Committee	1	50.3	30.0
Revenue	1,076	48.7	17.2
Revisor of Statutes	6	45.3	20.5
Secretary of State	7	44.4	13.9
State Fair Park Board	13	45.9	9.1
State Public Defender	229	45.5	11.9
State Treasurer	9	44.4	13.9
Technical College System	54	53.4	21.3
Tourism	41	46.0	13.6
Transportation	3,332	46.7	16.4
University of Wisconsin System	9,841	47.6	14.1
Veterans Affairs	929	45.1	12.0
Workforce Development	1,896	49.2	16.6
Totals	40,013	45.9	13.3

Source: PMIS. Age and Years of Service are calculated as of June 30, 2005.

TABLE 5. MOST POPULOUS CLASSIFICATION TITLES - TOP 40
June 2005

Classification Title	Full-Time-Equivalent Employees
Correctional Officer	2,826.0
Correctional Sergeant	1,594.0
Program Assistant 2	1,530.3
Program Assistant 3	1,294.3
Custodian	1,278.1
Probation & Parole Agent (C)	1,013.3
Resident Care Technician 2	777.3
Nurse Clinician 2	453.4
Program Assistant 4	433.0
Psychiatric Care Technician	423.9
Teacher	421.4
Financial Specialist 3	326.7
IS Systems Development Services Senior	310.3
Resident Care Technician 1	299.4
Program Assistant 1	298.6
State Patrol Trooper	294.0
Financial Specialist 2	273.5
Attorney	270.7
Maintenance Mechanic 3	268.2
Youth Counselor	241.0
Program & Planning Analyst-Advanced	240.9
Social Worker-Corrections (C)	234.0
IS Technical Services Senior	224.8
IS Systems Development Services Specialist	218.9
Nursing Assistant 2	206.5
Program Assistant-Advanced-Confidential	198.8
Civil Engineer-Transportation-Advanced	192.7
Engineering Specialist-Transportation-Advanced	192.7
Library Services Assistant-Advanced/Lead	186.6
Licensed Practical Nurse	185.9
Civil Engineer-Transportation-Senior	185.9
Supervising Officer 2	176.0
IS Network Services Senior	174.6
Medical Program Assistant-Associate	167.7
Engineering Specialist-Transportation-Advanced 2	162.0
Vocational Rehabilitation Counselor (B)	161.5
Forester-Senior	158.5
Power Plant Operator-Senior	154.0
Electrician	152.2

Note. Out of 1,817 classification titles, 47% of classified employees serve in the 40 most populous titles.

Source: PMIS, pay period ending July 9, 2005.

TABLE 6. MOST POPULOUS CLASSIFICATION TITLES BY AGENCY (continued)

Military Affairs		Employees	State Treasurer		Employees
Fire/Crash Rescue Specialist 2	29.0		Financial Specialist 3 or 4	1.8	
Military Affairs Security Officer-Senior	28.0				
Facilities Repair Worker 1	26.0		Technical College System		Employees
Natural Resources		Employees	Education Consultant	18.0	
Forester-Senior	156.0		Technical College System Administrator	3.0	
Conservation Warden	139.0		Tourism		Employees
Forestry Technician-Advanced	95.0		Tourist Information Assistant 2 or 3	11.1	
Fisheries Technician-Advanced	79.0		Tourism Coordinator-Senior	8.0	
Natural Resources Customer Service Rep-Senior	67.1		Transportation		Employees
Air Management Engineer-Advanced	61.5		State Patrol Trooper	294.0	
Natural Resources Program Manager	58.9		Civil Engineer-Transportation-Advanced	192.7	
Natural Resources Manager	55.0		Civil Engineer-Transportation-Senior	185.9	
Wildlife Technician-Advanced	49.8		Engineering Specialist-Transportation-Advanced 2	162.0	
Wastewater Engineer-Advanced	44.8		Transportation Customer Rep. 4 Field-Examiner	122.2	
Hydrogeologist-Senior	44.5		Engineering Technician-Transportation-Advanced	103.8	
Fisheries Biologist-Senior	40.0		State Patrol Inspector	98.0	
Natural Resources Staff Specialist	39.0		Transportation Customer Representative 2	88.6	
Ranger-Enforcement	33.0		University of Wisconsin System		Employees
Public Instruction		Employees	Custodian	1,128.1	
Education Consultant	72.3		Program Assistant 3	826.1	
Teacher	60.7		Program Assistant 2	758.5	
Program Assistant 3	44.3		Program Assistant 4	219.3	
Education Specialist	33.7		Financial Specialist 3	195.4	
School Administration Consultant	26.1		Program Assistant 1	189.5	
Education Administrative Director	19.0		Library Services Assistant-Advanced/Lead	179.3	
Teacher Assistant	17.2		Financial Specialist 2	161.9	
Public Lands Bd		Employees	Maintenance Mechanic 3	123.2	
Forester-Senior	1.5		Medical Program Assistant Associate	119.4	
Loan Analyst-Senior	0.5		IS Technical Services Senior	119.3	
Public Service Commission		Employees	IS Systems Development Services Senior	112.2	
Public Service Engineer-Advanced	15.0		Custodian Lead	112.0	
Attorney	14.0		Police Officer	100.0	
Public Utility Auditor 5	12.0		IS Systems Development Services Specialist	95.6	
Regulation & Licensing		Employees	Program Assistant-Advanced-Confidential	92.3	
Program Assistant 3	22.0		IS Network Services Senior	90.6	
Attorney	17.0		Electrician	89.2	
Consumer Protection Investigator 3	13.5		Custodial Services Supervisor	85.0	
Revenue		Employees	Power Plant Operator-Senior	78.0	
Revenue Tax Assistant-Objective	62.3		Program Assistant Supervisor	77.6	
Revenue Field Agent 4	62.0		Student Status Examiner 2	74.7	
Revenue Field Auditor 5	59.3		Library Services Assistant-Senior	74.6	
Revenue Auditor 3	54.9		Financial Specialist 4	64.0	
Revenue Tax Representative-Objective	52.7		Medical Program Assistant Senior	59.5	
Property Assessment Specialist-Advanced	38.0		Steamfitter	56.6	
Revenue Field Auditor 7	34.8		Accountant-Journey	54.5	
IS Systems Development Services Senior	28.0		Veterans Affairs		Employees
Revisor of Statutes Bureau		Employees	Nursing Assistant 2	203.5	
Publications Editor	2.0		Licensed Practical Nurse	52.5	
Attorney	2.0		Nurse Clinician 2	40.0	
Secretary of State		Employees	Food Service Assistant 2	32.0	
Program Assistant 3	2.8		Custodian	31.0	
State Public Defender		Employees	Nursing Assistant 1	27.0	
Legal Secretary-Objective	82.5		Medical Program Assistant-Associate	17.5	
Public Defender Investigator-Senior	28.0		Therapy Assistant-Objective	17.5	
Client Services Specialist-Senior	12.0		Workforce Development		Employees
			Vocational Rehabilitation Counselor (B)	161.5	
			Employment & Training Specialist (B)	139.6	
			Employment Security Assistant 3	101.3	
			Program Assistant 3	70.7	
			Attorney	76.9	
			Unemployment Benefit Specialist 3	67.0	

Source: PMIS, pay period 15A ending July 9, 2005.

Table 7.
AFFIRMATIVE ACTION GROUPS COMPARED TO LABOR FORCE & POPULATION
Permanent Classified Employees - 1995 and 2005

Affirmative Action Group	Count of State Employees	Percent of Total State Employees	Percent of State Labor Force ¹	Percent of State Population
All Racial / Ethnic Minorities				
2004	3,573	8.8%	10.8%	12.3%
1994	2,505	6.2%	6.6%	9.4%
Blacks				
2004	1,818	4.5%	4.2%	5.3%
1994	1,292	3.2%	3.6%	5.2%
Hispanics				
2004	801	2.0%	3.4%	3.6%
1994	497	1.2%	1.4%	2.1%
Asians / Pacific Islanders				
2004	641	1.6%	1.3%	1.6%
1994	370	0.9%	0.9%	1.3%
American Indian / Alaska Native				
2004	313	0.8%	0.9%	0.8%
1994	346	0.9%	0.7%	0.9%
Females				
2004	20,703	51.2%	47.4%	50.7%
1994	21,153	52.3%	46.3%	51.2%
Total Persons with Disabilities²				
2004	2,771	0.9%	6.8%	6.5%
1994	3,627	0.9%	NA	NA

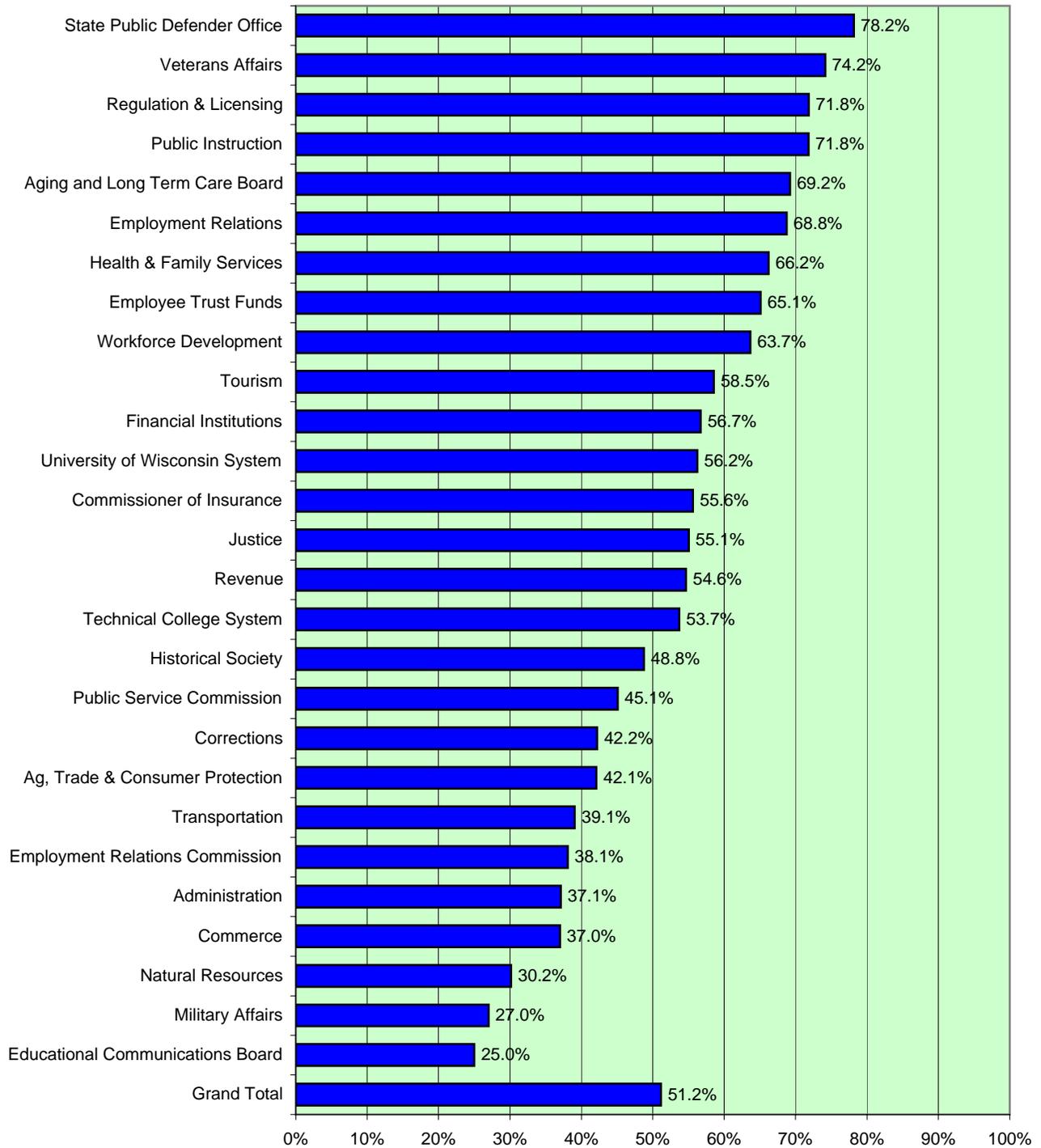
Notes: ¹Labor Force represents all persons 16 years of age and older, who are either employed or unemployed and looking for work.

²Total persons with disabilities includes persons with severe disabilities.

*1994 was the first year for which complete data was available for persons with disabilities.

Sources: PMIS for state employee data as compiled by the OSER Division of Affirmative Action in June of each year. State population and workforce data have been compiled by the Department of Workforce Development.

CHART 3.
REPRESENTATION OF WOMEN BY AGENCY
Percentage of Women Permanent Classified Employees - June 2005
Agencies with at least 20 Employees



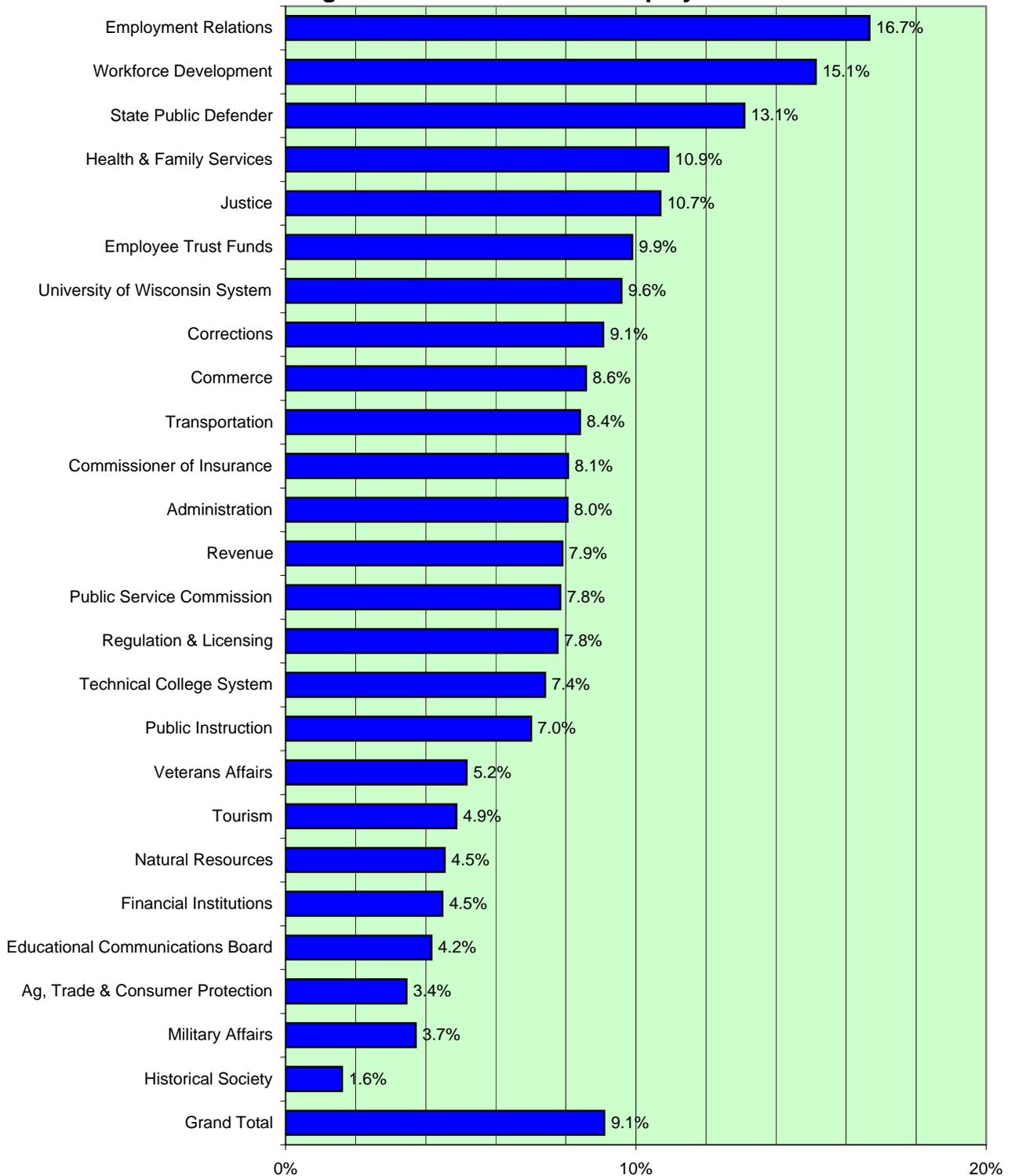
Note. By comparison, women comprise 47.3% of the total public and private sector workforce in the State of Wisconsin.

Source: DWD Office of Economic Advisors.

Percent of Women

■ %Women

**CHART 4.
ETHNIC MINORITY REPRESENTATION BY AGENCY
Percentage of Permanent Classified Employees - June 2005
Agencies with at least 50 Employees**



Note. By comparison, ethnic minorities compose 8.8% of the total private and public workforce in the State of Wisconsin.
Source: DWD Office of Economic Advisors.

Percent of Ethnic Minorities

■ %Minorities

TABLE 8. ETHNIC MINORITY, WOMEN AND DISABLED EMPLOYEES BY JOB GROUP
Permanent Classified Employees - June 2005

Job Group	Total	Racial/Ethnic Minorities		Women		Persons with Disabilities	
		#	%	#	%	#	%
Administrators - Senior Executives	520	43	8.3%	183	35.2%	38	7.3%
Administrators - Others	192	17	8.9%	93	48.4%	17	8.9%
Fiscal And Related Professionals & Supervisors	1,385	107	7.7%	713	51.5%	169	12.2%
Program Support Professionals & Supervisors	1,235	81	6.6%	793	64.2%	88	7.1%
Human Resources Professionals & Supervisors	555	82	14.8%	373	67.2%	62	11.2%
Equal Opportunity Professionals & Supervisors	77	28	36.4%	46	59.7%	15	19.5%
Purchasing Professionals & Supervisors	160	6	3.8%	101	63.1%	17	10.6%
Inspectors And Investigators - Materials & Structures	81	7	8.6%	14	17.3%	20	24.7%
Architects & Engineers	996	89	8.9%	162	16.3%	51	5.1%
Management Information Professionals & Supervisors	2,205	177	8.0%	815	37.0%	128	5.8%
Planning And Research Professionals & Supervisors	666	55	8.3%	361	54.2%	34	5.1%
Science Professionals & Supervisors	421	26	6.2%	195	46.3%	14	3.3%
Environmental Specialists And Supervisors	551	18	3.3%	149	27.0%	31	5.6%
Natural Resources Professionals & Supervisors	498	14	2.8%	101	20.3%	22	4.4%
Doctors, Dentists, And Veterinarians	156	27	17.3%	40	25.6%	4	2.6%
Patient Care Professionals & Supervisors	874	39	4.5%	731	83.6%	30	3.4%
Dietitians And Nutritionists	54	0	0.0%	50	92.6%	2	3.7%
Health Therapists	158	3	1.9%	131	82.9%	8	5.1%
Teachers And Education Professionals & Supervisors	775	50	6.5%	428	55.2%	86	11.1%
Librarians, Archivists, And Curators	127	1	0.8%	68	53.5%	7	5.5%
Psychologists	185	8	4.3%	82	44.3%	10	5.4%
Social Services Professionals & Supervisors	2,679	316	11.8%	1,757	65.6%	170	6.3%
Attorneys	352	29	8.2%	120	34.1%	25	7.1%
Media Technicians	87	3	3.4%	34	39.1%	5	5.7%
Public Information And Media Professionals & Supervisors	121	2	1.7%	79	65.3%	5	4.1%

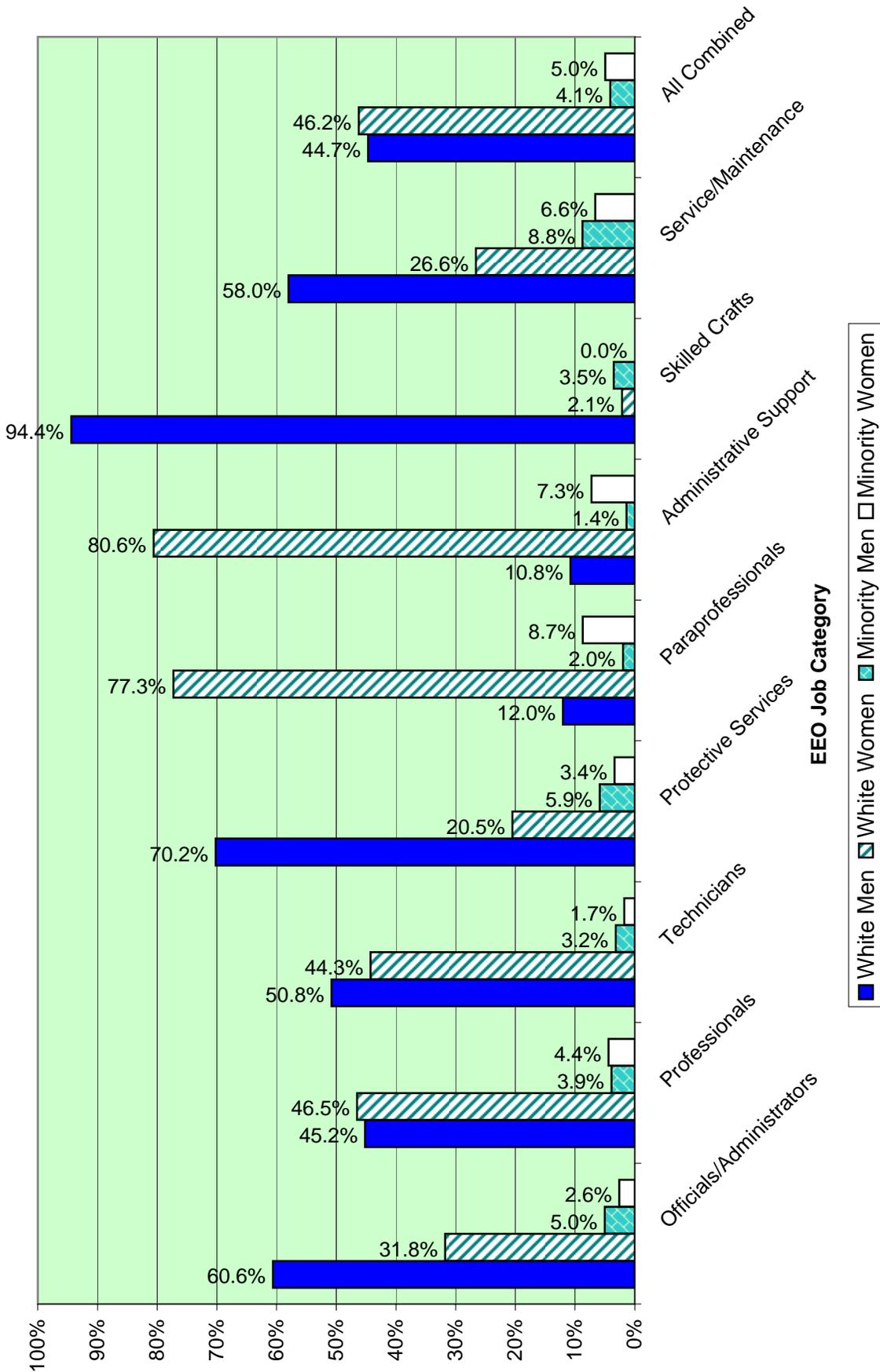
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TABLE 8. ETHNIC MINORITY, WOMEN AND DISABLED EMPLOYEES BY JOB GROUP
Permanent Classified Employees - June 2005

Job Group	Total	Racial/Ethnic Minorities		Women		Persons with Disabilities	
		#	%	#	%	#	%
Technicians - Health Care And Related	870	41	4.7%	558	64.1%	30	3.4%
Technicians - Engineering And Related	797	43	5.4%	143	17.9%	64	8.0%
Laboratory Technicians	178	10	5.6%	118	66.3%	6	3.4%
Aviation Occupations	13	0	0.0%	1	7.7%	0	0.0%
Real Estate Technicians, Professionals & Supervisors	220	12	5.5%	95	43.2%	38	17.3%
Management Information Technicians	261	16	6.1%	157	60.2%	17	6.5%
Administrative Support - General	4,167	345	8.3%	3,619	86.8%	290	7.0%
General Clerical Occupations	2,794	251	9.0%	2,592	92.8%	197	7.1%
Administrative Support - Fiscal	1,205	78	6.5%	1,002	83.2%	110	9.1%
Communication Equipment Operators	75	4	5.3%	54	72.0%	4	5.3%
Clerks - Shipping, Storage, And Related	277	15	5.4%	102	36.8%	20	7.2%
Claims Determination And Collections - Prof & Sup	446	42	9.4%	309	69.3%	43	9.6%
Corrections Occupations	5,065	477	9.4%	1,069	21.1%	176	3.5%
Law Enforcement And Public Safety	1,162	83	7.1%	155	13.3%	50	4.3%
Food Production And Food Service	725	90	12.4%	443	61.1%	37	5.1%
Personal Care Aides	1,739	320	18.4%	1,379	79.3%	78	4.5%
Cleaning And Buildings - Supervisors	257	15	5.8%	43	16.7%	29	11.3%
Agricultural & Natural Resources Technicians	501	27	5.4%	88	17.6%	35	7.0%
Inspectors And Investigators - Products And Services	318	14	4.4%	103	32.4%	49	15.4%
Mechanical Equipment, Construction, And Repair	759	28	3.7%	22	2.9%	75	9.9%
Miscellaneous Mechanics And Repairers	141	2	1.4%	1	0.7%	6	4.3%
Construction Trades	508	18	3.5%	17	3.3%	22	4.3%
Seamstress And Upholsterers	14	0	0.0%	11	78.6%	0	0.0%
Power Plant Occupations	263	11	4.2%	2	0.8%	24	9.1%
General Laborers	1,741	413	23.7%	562	32.3%	123	7.1%

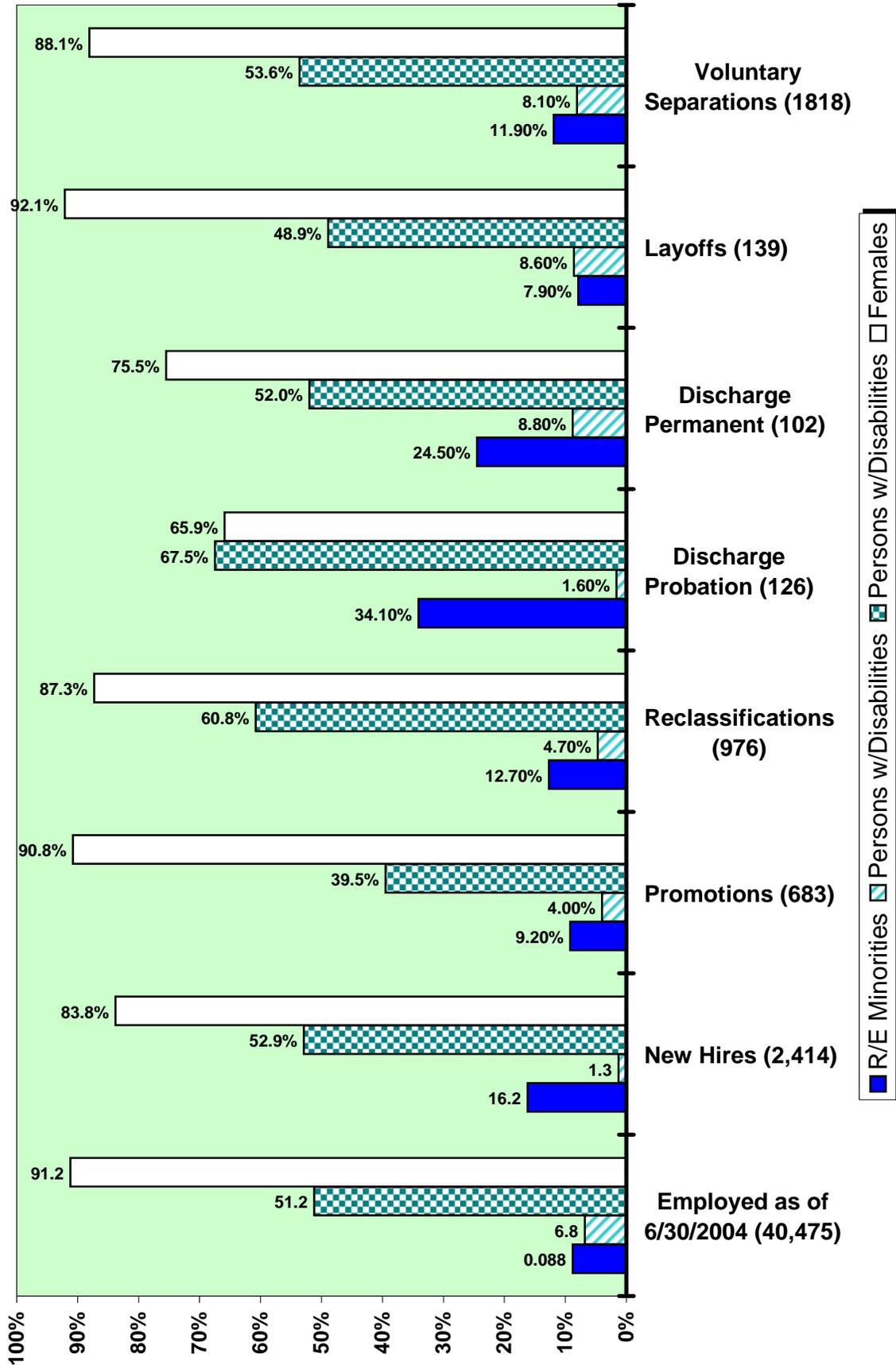
Source: Personnel Management Information System (PMIS), pay period 15A ending July 9, 2005.

CHART 5. ETHNIC MINORITY AND GENDER DISTRIBUTION BY FEDERAL EEO JOB CATEGORY
Permanent Classified Employees - June 2005



Source: PMIS, as compiled by the OSER Division of Affirmative Action, covering the period from July 1, 2004 through June 26, 2005.

CHART 6. PERSONNEL TRANSACTIONS FOR ETHNIC MINORITIES, PERSONS WITH DISABILITIES AND WOMEN
Permanent Classified Employees - Fiscal Year 2005



Source: PMIS, as compiled by the OSER Division of Affirmative Action, covering the period from July 1, 2003 through June 26, 2004.

TABLE 9.
AVERAGE SALARY BY ETHNIC MINORITY, GENDER AND DISABILITY STATUS
Permanent Classified Employees – June 2005

Group Category	Rank	Annualized Salary ¹
Asian men	1	\$50,801
Asian men and women	2	48,942
Asian women	3	47,188
Men with disabilities	4	44,662
White men	5	44,140
All men	6	43,931
American Indian men	7	43,806
Men and women with disabilities	8	42,219
White men and women	9	41,966
All employees	10	41,175
Racial/ethnic minority men	11	40,131
Women with disabilities	12	39,546
Hispanic men	13	39,066
Black men	14	38,795
American Indian men and women	15	38,690
White women	16	38,565
All women	17	38,106
Racial/ethnic minority men and women	18	37,333
Hispanic men and women	19	36,164
Racial/ethnic minority women	20	35,015
American Indian women	21	34,264
Black men and women	22	34,909
Hispanic women	23	34,514
Black women	24	33,424

Annual salary has been computed as the average base hourly for the group, multiplied by 2088.
Source: Personnel Management Information System (PMIS), pay period 15A ending July 9, 2005.

**Table 10. PERSONNEL TRANSACTIONS BY AGENCY
Permanent Classified Employees - Fiscal Year 2005**

Agency	New Hires	Promotions	Reclassifications	Transfers	Demotions	Reinstatement or Restoration	Separations from State Service
Administration	34	4	13	374	9	13	56
Ag, Trade & Consumer Protection	21	10	15	114	7	28	45
Aging and Long Term Care Board	2	1	1	-	-	-	1
Arts Board	-	-	-	2	-	-	-
Commerce	2	2	10	29	1	3	31
Commissioner of Insurance	5	4	4	5	-	2	10
Corrections	661	301	181	2,468	172	223	625
Educational Communications Board	-	-	3	5	-	-	5
Elections Board	12	-	-	3	-	-	3
Employee Trust Funds	2	5	8	25	2	4	14
Employment Relations	1	-	1	14	1	1	4
Employment Relations Commission	-	-	1	4	-	-	1
Ethics Board	1	-	-	-	-	1	-
Financial Institutions	3	-	11	3	-	1	11
Health & Family Services	617	102	223	360	103	144	798
Higher Educational Aids Board	-	1	-	-	-	-	-
Historical Society	8	1	1	2	-	-	8
Investment Board	1	-	-	1	-	-	-
Justice	32	2	9	85	2	3	33
Lower WI State Riverway Board	1	-	-	-	-	-	-
Military Affairs	30	7	5	23	1	6	29
Natural Resources	65	20	60	495	20	48	141
Public Instruction	57	10	6	48	12	38	59
Public Lands Board	1	-	-	-	1	-	1
Public Service Commission	-	-	3	13	1	-	12
Regulation & Licensing	2	2	2	10	-	3	6
Retirement Research Committee	-	-	-	-	-	-	-
Revenue	39	12	28	157	10	14	82
Secretary of State	1	-	1	-	-	-	-
State Fair Park Board	-	-	-	-	-	-	2
State Public Defender	11	5	3	2	1	1	8
State Treasurer	-	-	4	1	-	-	-
Technical College System	-	-	4	7	2	-	4
Tourism	2	-	1	5	-	1	2
Transportation	40	20	69	448	24	58	229
University of Wisconsin System	880	210	52	489	70	95	n/a*
Veterans Affairs	133	25	50	306	11	23	124
Workforce Development	68	18	93	143	15	21	198
Totals	2,732	762	862	5,641	465	731	1,730*

¹Excludes the University of Wisconsin System and Revisor of Statutes, due to separations data unavailability
Source: PMIS.

Table 11. SEPARATIONS FROM STATE SERVICE BY AGENCY¹
Permanent Classified Employees - Fiscal Year 2005

Agency ¹	Retirement	Voluntary Separation	Health/ Disability/ Family	Involuntary Separation ²	Total Separations	Separation Percent (Turnover)
Administration	24	29	1	2	56	6.0%
Ag, Trade & Consumer Protection	24	15	1	5	45	8.1%
Aging and Long Term Care Board	1	-	-	-	1	3.9%
Arts Board	-	-	-	-	0	0.0%
Commerce	11	12	5	3	31	8.1%
Commissioner of Insurance	5	3	1	1	10	7.9%
Corrections	167	332	43	83	625	6.4%
Educational Communications Board	3	1	1	-	5	9.5%
Elections Board	-	3	-	-	3	16.7%
Employee Trust Funds	4	8	2	-	14	7.3%
Employment Relations	1	3	-	-	4	8.2%
Employment Relations Commission	1	-	-	-	1	4.9%
Ethics Board	-	-	-	-	0	0.0%
Financial Institutions	4	7	-	-	11	7.9%
Health & Family Services	170	341	67	220	798	13.3%
Higher Educational Aids Board	-	-	-	-	0	0.0%
Historical Society	4	3	1	-	8	6.5%
Investment Board	-	-	-	-	0	0.0%
Justice	14	13	3	3	33	6.4%
Lower WI State Riverway Board	-	-	-	-	0	0.0%
Military Affairs	12	14	1	2	29	8.2%
Natural Resources	74	34	6	27	141	5.4%
Public Instruction	23	27	4	5	59	9.5%
Public Lands Board	-	1	-	-	1	13.3%
Public Service Commission	7	5	-	-	12	7.7%
Regulation & Licensing	-	5	1	-	6	5.7%
Retirement Research Committee	-	-	-	-	0	0.0%
Revenue	56	17	1	8	82	7.5%
Secretary of State	-	-	-	-	0	0.0%
State Fair Park Board	-	-	1	1	2	14.3%
State Public Defender	3	5	-	-	8	3.5%
State Treasurer	-	-	-	-	0	0.0%
Technical College System	1	3	-	-	4	7.1%
Tourism	-	1	-	1	2	4.7%
Transportation	120	75	9	25	229	6.7%
Veterans Affairs	27	68	22	7	124	13.5%
Workforce Development	100	77	9	12	198	10.2%
Totals	856	1,102	179	405	2,542	6.4%

Note. Separation means exit from state employment, not internal movement such as transfer, reclassification or promotion.

Separation percent = Number of Separations divided by ((Employee Count 6/30/04 + Employee Count 6/29/05)/2)

¹Excludes the University of Wisconsin System and Revisor of Statutes, due to separations data unavailability

²Involuntary Separation include discharges, layoffs and deaths.

Source: PMIS.

Table 12. NON-RETIREMENT SEPARATIONS FROM STATE SERVICE BY JOB GROUP
Permanent Classified Employees¹ - Fiscal Year 2005

Job Group	Voluntary Separation	Health/ Disability/ Family	Involuntary Separation ²	Total Non-retire Separations	Non-retire Separation Percent
Personal Care Aides	181	57	88	326	18.1%
Psychologists	17	1	3	21	11.1%
Food Production & Food Service	34	8	22	64	8.7%
Patient Care Professionals & Supv	61	5	9	75	8.7%
Public Information & Media Professionals & Supv	7	2	1	10	7.8%
Doctors, Dentists, & Veterinarians	9	1	1	11	6.9%
Aviation Occupations	1	-	-	1	6.7%
Claims Determination & Collections-Prof/Supv	27	1	1	29	6.5%
Health Therapists	7	-	3	10	6.2%
Technicians-Health Care & Related	31	5	13	49	5.8%
Dietitians & Nutritionists	2	-	1	3	5.5%
Social Services Professionals & Supv	93	24	15	132	4.9%
Human Resources Professionals & Supv	18	3	7	28	4.9%
Corrections Occupations	164	7	49	220	4.3%
Teachers & Education Professionals & Supv	28	4	1	33	4.2%
Planning & Research Professionals & Supv	27	-	2	29	4.2%
Librarians, Archivists, & Curators	4	1	-	5	4.0%
Technicians-Engineering & Related	15	3	14	32	3.9%
Communication Equipment Operators	3	-	-	3	3.8%
Laboratory Technicians	5	1	1	7	3.8%
Equal Opportunity Professionals & Supv	2	-	1	3	3.8%
Miscellaneous Mechanics & Repairers	3	2	-	5	3.6%
Clerks-Shipping, Storage & Related	7	-	3	10	3.5%
General Clerical Occupations	73	10	18	101	3.5%
Agricultural & Natural Resources Technicians	6	1	10	17	3.4%
Mechanical Equipment, Construction & Repair	13	6	7	26	3.4%
Program Support Professionals & Supv	37	-	1	38	3.0%
Administrators-Senior Executives	13	1	1	15	2.8%
Management Information Professionals & Supv	47	4	8	59	2.6%
Administrative Support-General	74	12	22	108	2.6%
Law Enforcement & Public Safety	26	2	1	29	2.5%
Environmental Specialists & Supv	13	-	-	13	2.3%
Media Technicians	2	-	-	2	2.2%
Management Information Technicians	3	-	3	6	2.2%
Architects & Engineers	19	1	1	21	2.1%
Administrators-Others	3	1	-	4	2.0%
Attorneys	7	-	-	7	2.0%
Inspectors & Investigators-Products & Services	5	-	1	6	1.8%
Real Estate Technicians, Professionals & Supv	4	-	-	4	1.8%
Fiscal & Related Professionals & Supv	18	2	4	24	1.7%
Administrative Support-Fiscal	9	4	4	17	1.4%
Science Professionals & Supv	4	-	2	6	1.4%
Natural Resources Professionals & Supv	3	1	-	4	0.8%
Power Plant Occupations	2	-	-	2	0.8%
General Laborers	7	-	3	10	0.6%
Construction Trades	-	1	1	2	0.4%
Purchasing Professionals & Supv	-	-	-	0	0.0%
Cleaning & Buildings-Supv	-	-	-	0	0.0%
Seamstress & Upholsterers	-	-	-	0	0.0%

Note. Separation means exit from state employment, not internal movement such as transfer, reclassification or promotion.

Separation percent = Number of Separations other than retirement divided by ((Job Group Count 6/30/04 + Job Group Count 6/30/05/2)).

¹Excludes the University of Wisconsin System and Revisor of Statutes, due to unavailability of separations data.

²Involuntary Separations include discharges, layoffs and deaths.

Source: PMIS.

Table 13. CLASSIFICATIONS WITH THE HIGHEST RATE OF NON-RETIREMENT SEPARATIONS
Permanent Classified Employees¹ - Fiscal Year 2005
Classifications with at least three non-retirement separations

Classification	Voluntary Separation	Health/ Disability/ Family	Involuntary Separation ²	Total Non-retire Separations	Non-retire Separation Percent
Lottery Game & Drawings Specialist	1	1	1	3	200.0%
Juvenile Services Specialist	7	-	-	7	140.0%
Lottery Storekeeper	2	-	1	3	100.0%
Water Supply Specialist	3	-	-	3	85.7%
Military Funeral Honors Team Member	3	-	-	3	60.0%
Resident Care Technician 1	84	26	72	182	58.0%
Unemployment Benefit Specialist 1	17	-	1	18	56.3%
Nursing Assistant 1	17	3	1	21	48.3%
Speech/Language Pathologist-Senior	1	-	2	3	40.0%
Forestry Technician	-	-	3	3	35.3%
Agency Liaison	4	-	-	4	34.8%
Chemistry Laboratory Technician-Objective	2	1	-	3	31.6%
Food Service Assistant 1	10	-	3	13	22.8%
Nursing Assistant 2	27	12	4	43	19.8%
Curator	3	-	-	3	18.2%
Teacher Assistant	4	2	2	8	17.6%
Probation and Parole Agent (A)	5	4	2	11	15.9%
Resident Care Technician 2	44	13	86	143	15.8%
Child Care Counselor 1	2	-	1	3	15.4%
Natural Resources Equipment Operator	-	-	3	3	15.4%
Dentist	5	-	-	5	14.7%
Fisheries Technician	2	-	3	5	14.7%
Child Protective Services Manager	2	1	1	4	14.3%
Treatment Specialist 1	3	-	-	3	14.0%
Disability Determination Specialist-Entry	4	-	-	4	13.6%
Psychologist Supervisor	2	-	1	3	13.0%
Social Worker-Advanced	7	3	1	11	12.7%
Nurse Clinician 2	51	3	9	63	12.5%
Corrections Food Service Leader 2	9	2	6	17	12.5%
Food Service Assistant 2	5	3	9	17	11.8%
Licensed Practical Nurse	13	5	8	26	11.6%
Info Technology Management Consultant	4	-	-	4	11.6%
Therapy Assistant-Objective	2	-	6	8	11.5%
HVAC/Refrigeration Specialist	3	2	-	5	10.9%
Offender Records Assistant 1	2	-	2	4	10.8%
Legal Secretary-Advanced	1	-	2	3	10.7%
Psychologist-Licensed	8	-	-	8	10.6%
Communications Specialist-Senior	3	1	-	4	10.4%
Human Services Program Coordinator-Senior	3	-	-	3	10.0%
Psychological Associate (B)	5	-	1	6	9.7%
Employment & Training Specialist Lead	4	-	-	4	9.5%
Employment & Training Specialist (B)	6	2	7	15	9.3%
Facilities Repair Worker 4	5	1	1	7	9.0%

Note. Separation means exit from state employment, not internal movement such as transfer, reclassification or promotion.

Separation percent = Number of Separations divided by ((Employee Count 6/30/04 + Employee Count 6/29/05)/2).

¹Excludes the University of Wisconsin System and Revisor of Statutes, due to unavailability of separations data.

²Involuntary Separations include discharges, layoffs and deaths.

Source: PMIS.

Table 14a. RETIREMENT ELIGIBILITY BY AGENCY - COUNT¹
1 through 5-Year and 10-Year Eligibility for Permanent Classified Employees

Agency	6/30/2005 Employee Count	Count of Employees Eligible to Retire in:					
		1 Year	2 Yrs	3 Yrs	4 Yrs	5 Yrs	10 Yrs
Administration	932	63	100	143	183	221	418
Ag, Trade & Consumer Protection	551	25	45	74	97	114	223
Aging and Long Term Care Board	26				1	1	8
Arts Board	9		2	2	2	2	4
Commerce	373	21	31	45	61	74	154
Commissioner of Insurance	124	4	9	14	17	30	52
Corrections	9,725	831	1,033	1,254	1,514	1,787	3,288
Educational Communications Board	48	1	4	8	12	13	21
Elections Board	22	1	1	1	1	2	2
Employee Trust Funds	192	11	15	20	34	44	90
Employment Relations	48	2	3	4	7	10	19
Employment Relations Commission	21	1	2	3	5	5	15
Ethics Board	5		1	1	1	1	2
Financial Institutions	134	16	18	21	26	32	66
Health & Family Services	5,893	344	445	617	800	987	2,061
Higher Educational Aids Board	9	1	1	1	1	1	3
Historical Society	121	12	15	18	24	30	48
Investment Board	5				1	1	3
Justice	514	41	53	65	82	102	202
Lower WI State Riverway Board	1						
Military Affairs	359	38	49	57	60	71	147
Natural Resources	2,576	176	247	337	438	554	1,125
Public Instruction	628	43	58	81	112	143	281
Public Lands Board	7				2	2	2
Public Service Commission	153	10	19	25	31	41	86
Regulation & Licensing	103	5	11	18	21	24	47
Retirement Research Committee	1						1
Revenue	1,076	94	120	179	218	277	492
Revisor of Statutes	6	2	2				2
Secretary of State	7				1	2	2
State Fair Park Board	13						2
State Public Defender	229	4	7	11	17	28	56
State Treasurer	9					2	4
Technical College System	54	6	8	15	19	25	36
Tourism	41		1	2	2	4	14
Transportation	3,332	273	343	453	548	665	1,331
University of Wisconsin System	9,841	624	882	1,188	1,556	1,949	4,066
Veterans Affairs	929	35	45	66	93	122	291
Workforce Development	1,896	224	286	369	459	542	914
Grand Total	40,013	2,908	3,856	5,092	6,446	7,908	15,578

Note. Retirement eligibility counts are cumulative. For example, 143 Administration employees are eligible to retire in *3 years or less*.

¹Retirement with no actuarial age reduction factor, including:

- General classified employees attaining both the age of 57 and 30 years of service, or age 65 regardless of years of service;
- Employees in "protective occupations" attaining both age 53 and 25 years of service, or age 54 regardless of years of service.

Source: PMIS, pay period 15A ending July 9, 2005.

Table 14b. RETIREMENT ELIGIBILITY BY AGENCY - PERCENTAGE¹
1 through 5-Year and 10-Year Eligibility for Permanent Classified Employees

Agency	6/30/2005 Employee Count	Count of Employees Eligible to Retire in:					
		1 Year	2 Yrs	3 Yrs	4 Yrs	5 Yrs	10 Yrs
Administration	932	6.8%	10.7%	15.3%	19.6%	23.7%	44.8%
Ag, Trade & Consumer Protection	551	4.5%	8.2%	13.4%	17.6%	20.7%	40.5%
Aging and Long Term Care Board	26	0.0%	0.0%	0.0%	3.8%	3.8%	30.8%
Arts Board	9	0.0%	22.2%	22.2%	22.2%	22.2%	44.4%
Commerce	373	5.6%	8.3%	12.1%	16.4%	19.8%	41.3%
Commissioner of Insurance	124	3.2%	7.3%	11.3%	13.7%	24.2%	41.9%
Corrections	9,725	8.5%	10.6%	12.9%	15.6%	18.4%	33.8%
Educational Communications Board	48	2.1%	8.3%	16.7%	25.0%	27.1%	43.8%
Elections Board	22	4.5%	4.5%	4.5%	4.5%	9.1%	9.1%
Employee Trust Funds	192	5.7%	7.8%	10.4%	17.7%	22.9%	46.9%
Employment Relations	48	4.2%	6.3%	8.3%	14.6%	20.8%	39.6%
Employment Relations Commission	21	4.8%	9.5%	14.3%	23.8%	23.8%	71.4%
Ethics Board	5	0.0%	20.0%	20.0%	20.0%	20.0%	40.0%
Financial Institutions	134	11.9%	13.4%	15.7%	19.4%	23.9%	49.3%
Health & Family Services	5,893	5.8%	7.6%	10.5%	13.6%	16.7%	35.0%
Higher Educational Aids Board	9	11.1%	11.1%	11.1%	11.1%	11.1%	33.3%
Historical Society	121	9.9%	12.4%	14.9%	19.8%	24.8%	39.7%
Investment Board	5	0.0%	0.0%	0.0%	20.0%	20.0%	60.0%
Justice	514	8.0%	10.3%	12.6%	16.0%	19.8%	39.3%
Lower WI State Riverway Board	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Military Affairs	359	10.6%	13.6%	15.9%	16.7%	19.8%	40.9%
Natural Resources	2,576	6.8%	9.6%	13.1%	17.0%	21.5%	43.7%
Public Instruction	628	6.8%	9.2%	12.9%	17.8%	22.8%	44.7%
Public Lands Board	7	0.0%	0.0%	0.0%	28.6%	28.6%	28.6%
Public Service Commission	153	6.5%	12.4%	16.3%	20.2%	26.7%	56.2%
Regulation & Licensing	103	4.9%	10.7%	17.5%	20.4%	23.3%	45.6%
Retirement Research Committee	1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Revenue	1,076	8.7%	11.2%	16.6%	20.3%	25.7%	45.7%
Revisor of Statutes	6	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%
Secretary of State	7	0.0%	0.0%	0.0%	14.3%	28.6%	28.6%
State Fair Park Board	13	0.0%	0.0%	0.0%	0.0%	0.0%	15.4%
State Public Defender	229	1.7%	3.1%	4.8%	7.4%	12.2%	24.5%
State Treasurer	9	0.0%	0.0%	0.0%	0.0%	22.2%	44.4%
Technical College System	54	11.1%	14.8%	27.8%	35.2%	46.3%	66.7%
Tourism	41	0.0%	2.4%	4.9%	4.9%	9.8%	34.1%
Transportation	3,332	8.2%	10.3%	13.6%	16.4%	20.0%	39.9%
University of Wisconsin System	9,841	6.3%	9.0%	12.1%	15.8%	19.8%	41.3%
Veterans Affairs	929	3.8%	4.8%	7.1%	10.0%	13.1%	31.3%
Workforce Development	1,896	11.8%	15.1%	19.5%	24.2%	28.6%	48.2%
Grand Total	40,013	7.3%	9.6%	12.7%	16.1%	19.8%	38.9%

Note. Retirement eligibility counts are cumulative. For example, 15.3% Administration employees are eligible to retire in 3 years or less.

¹Retirement with no actuarial age reduction factor, including:

-- General classified employees attaining both the age of 57 and 30 years of service, or age 65 regardless of years of service

-- Employees in "protective occupations" attaining both age 53 and 25 years of service, or age 54 regardless of years of service

Source: PMIS, pay period 15A ending July 9, 2005.

TABLE 15. RETIREMENT ELIGIBILITY BY JOB GROUP¹
Ten-Year Projection

Job Group	Count of Employees in Job Group	Employees Retirement-Eligible Within 10 Years (6/30/15)	Percentage of Group
Administrators-Senior Executives	552	298	54.0%
Administrators-Others	190	99	52.1%
Purchasing Professionals & Supv	176	91	51.7%
Real Estate Technicians, Professionals & Supv	217	105	48.4%
Claims Determination & Collections-Prof/Supv	446	202	45.3%
Human Resources Professionals & Supv	589	259	44.0%
Equal Opportunity Professionals & Supv	80	35	43.8%
Cleaning & Buildings-Supv	250	109	43.6%
Attorneys	356	155	43.5%
Administrative Support-General	4,232	1,769	41.8%
Miscellaneous Mechanics & Repairers	138	56	40.6%
Seamstress & Upholsterers	15	6	40.0%
Administrative Support-Fiscal	1,200	478	39.8%
Clerks-Shipping, Storage & Related	281	110	39.1%
Fiscal & Related Professionals & Supv	1,400	548	39.1%
Program Support Professionals & Supv	1,231	467	37.9%
Inspectors & Investigators-Materials & Structures	87	33	37.9%
Management Information Technicians	264	98	37.1%
Media Technicians	93	34	36.6%
Mechanical Equipment, Construction & Repair	783	284	36.3%
Doctors, Dentists, & Veterinarians	159	57	35.8%
Environmental Specialists & Supv	565	200	35.4%
Inspectors & Investigators-Products & Services	341	119	34.9%
General Clerical Occupations	3,020	1,049	34.7%
Natural Resources Professionals & Supv	509	174	34.2%
Planning & Research Professionals & Supv	697	232	33.3%
Technicians-Health Care & Related	894	291	32.6%
Construction Trades	508	165	32.5%
General Laborers	1,774	574	32.4%
Psychologists	189	61	32.3%
Law Enforcement & Public Safety	1,194	381	31.9%
Librarians, Archivists, & Curators	123	39	31.7%
Laboratory Technicians	179	56	31.3%
Technicians-Engineering & Related	819	248	30.3%
Agricultural & Natural Resources Technicians	509	152	29.9%
Power Plant Occupations	261	76	29.1%
Patient Care Professionals & Supv	864	250	28.9%
Aviation Occupations	14	4	28.6%
Management Information Professionals & Supv	2,215	612	27.6%
Public Information & Media Professionals & Supv	121	33	27.3%
Corrections Occupations	5,208	1,379	26.5%
Science Professionals & Supv	418	110	26.3%
Communication Equipment Operators	80	19	23.8%
Architects & Engineers	1,018	227	22.3%
Social Services Professionals & Supv	2,705	600	22.2%
Food Production & Food Service	759	168	22.1%
Dietitians & Nutritionists	54	11	20.4%
Health Therapists	163	33	20.2%
Personal Care Aides	1,830	353	19.3%
Teachers & Education Professionals & Supv	787	46	5.8%

Note. Data includes Permanent Classified employees only.

¹Retirement with no actuarial age reduction factor. (See "Retirement eligibility" in glossary for more information.)

Source: PMIS, pay period 15A ending July 9, 2005.

TABLE 16. RETIREMENT ELIGIBILITY BY CLASSIFICATION¹
Five-Year Projection

Classifications with at least 8 employees

Classification	Current Employee Count	Percent Retirement-Eligible Within Five Years (6/30/10)
Science Management Supervisor	10	80.0%
Property Assessment Technician 3	11	72.7%
Unemployment Tax & Accounting Specialist-Senior	16	68.8%
Human Resources Manager	17	64.7%
Securities Examiner-Senior	11	63.6%
Cytotechnologist-Senior	11	63.6%
Health Care Financing Manager	8	62.5%
Histology Technician-Senior	8	62.5%
DWD Manager	26	61.5%
Disability Claims Specialist	28	60.7%
Unemployment Insurance Supervisor	25	60.0%
Property Assessment Supervisor	12	58.3%
Natural Resources Program Specialist 2	9	55.6%
Budget & Policy Supervisor Advanced	9	55.6%
Human Resources Specialist Advanced	9	55.6%
Aircraft Pilot	9	55.6%
Equal Rights Officer - Senior	33	54.5%
Physician Management	11	54.5%
Dean Assistant	32	53.1%
Property Assessment Specialist-Advanced	38	52.6%
Unemployment Benefit Specialist 4	19	52.6%
Education Administrative Director	19	52.6%
Revenue Auditor 4	23	52.2%
Corrections Field Supervisor	108	50.0%
Natural Resources Region Program Manager	26	50.0%
Management Information Manager	22	50.0%
Supervising Youth Counselor	22	50.0%
UW Human Resources Manager- Advanced	16	50.0%
Natural Resources Operations Supervisor	16	50.0%
Property Assessment Specialist-Journey	12	50.0%
UW Program Specialist Supervisor	8	50.0%
Human Services Manager	8	50.0%
Revenue Field Auditor 7	35	48.6%
Purchasing Agent-Senior	38	47.4%
Laborer	36	47.2%
Revenue Management Supervisor	17	47.1%
Lab Technical Support Supervisor	15	46.7%
Correctional Services Manager	26	46.2%
IS Operations Support Technician-Senior	33	45.5%
Administrative Support Assistant	11	45.5%
UW Agriculture Supervisor	11	45.5%
University Executive Staff Assistant	20	45.0%
Transportation Customer Support Representative 1	38	44.7%
Financial Management Supervisor	54	44.4%
Crime Victims Claims Specialist	9	44.4%

Note. *Classifications in *italics* are designated as "protective occupations" (see definition in glossary).

¹Retirement with no actuarial age reduction factor, including:

- General classified employees attaining both the age of 57 and 30 years of service, or age 65 regardless of years of service;
- Employees in "protective occupations" attaining both age 53 and 25 years of service, or age 54 regardless of years of service

Source: PMIS, pay period 15A ending July 9, 2005.

TABLE 17. RETIREMENT ELIGIBILITY BY CLASSIFICATION¹**Ten-Year Projection**

Classifications with at least 8 employees

Classification	Current Employee Count	Percent Retirement-Eligible Within Ten Years (6/30/15)
Crime Victims Claims Specialist	9	100.0%
Property Assessment Technician 3	11	90.9%
Securities Examiner-Senior	11	90.9%
Institution Superintendent	11	90.9%
Histology Technician-Senior	8	87.5%
Waste Management Specialist-Advanced	8	87.5%
DOT Program Chief	31	83.9%
Natural Resources Area Supervisor	24	83.3%
Human Resources Manager	17	82.4%
Disability Claims Specialist	28	82.1%
Unemployment Insurance Collection Specialist-Snr	16	81.3%
DWD Manager	26	80.8%
Natural Resources Region Program Manager	26	80.8%
Science Management Supervisor	10	80.0%
Environmental Engineer Supervisor	15	80.0%
Dean Assistant	32	78.1%
Natural Resources Program Specialist 2	9	77.8%
<i>Aircraft Pilot</i>	9	77.8%
Procurement Specialist-Senior	17	76.5%
Lab Prep Technician-Senior	17	76.5%
Property Assessment Specialist-Advanced	38	76.3%
Purchasing Agent-Senior	38	76.3%
Financial Specialist 5	33	75.8%
Health Care Financing Manager	8	75.0%
Records Management Program Supervisor	8	75.0%
Health Information Technician 1	8	75.0%
Property Assessment Supervisor	12	75.0%
Health & Family Services Management Supervisor	12	75.0%
Quality Assurance Program Specialist-Senior	16	75.0%
Unemployment Tax & Accounting Specialist-Senior	16	75.0%
University Executive Staff Assistant	20	75.0%
Revenue Auditor 4	23	73.9%
Unemployment Benefit Specialist 4	19	73.7%
Public Service Engineer-Advanced	15	73.3%
Cytotechnologist-Senior	11	72.7%
<i>Supervising Youth Counselor</i>	22	72.7%
Transportation Customer Representative-Lead	14	71.4%
PE/Sports Equipment Area Coordinator	14	71.4%
Building Inspector-Objective	14	71.4%
Natural Resources Manager	55	70.9%
Disability Determination Supervisor	17	70.6%
Instrument Maker-Journey	17	70.6%
Agency Liaison	10	70.0%
Purchasing Agent Program Supervisor	10	70.0%
<i>State Patrol Lieutenant</i>	10	70.0%

Note. *Classifications in *italics* are designated as "protective occupations" (see definition in glossary).

¹Retirement with no actuarial age reduction factor, including:

-- General classified employees attaining both the age of 57 and 30 years of service, or age 65 regardless of years of service;

-- Employees in "protective occupations" attaining both age 53 and 25 years of service, or age 54 regardless of years of service.

Source: PMIS, pay period 15A ending July 9, 2005.

**TABLE 18. AVERAGE AND MEDIAN BASE PAY BY BARGAINING UNIT
Permanent Classified Employees - June 2005**

Bargaining Unit	Average Base Hourly Pay	Median Base Hourly Pay⁴	Full-Time-Equivalent Employees	Annualized Base Payroll
<i>Represented Units</i>				
Administrative Support	\$14.15	\$14.06	6,354.1	\$187,733,155
Blue Collar & Non-Building Trades	12.52	12.07	3,628.7	94,860,605
Building Trades Crafts ¹	32.30	32.17	451.0	30,416,522
Security and Public Safety	16.39	16.12	5,824.0	199,310,792
Technical	14.83	14.41	3,411.2	105,627,944
Fiscal and Staff Services	24.20	23.21	4,758.4	240,440,049
Research, Statistics & Analysis	21.65	20.23	76.6	3,460,910
Legal	40.24	42.22	272.7	22,912,559
Patient Treatment	63.57	63.41	87.8	11,654,059
Patient Care	27.25	24.86	927.6	52,778,585
Social Services	20.25	20.04	3,066.6	129,661,981
Education	22.67	21.33	729.2	34,516,653
Engineering	26.11	25.77	1,090.7	59,462,434
Science	22.40	21.62	1,276.3	59,694,083
Law Enforcement	19.50	18.74	891.0	36,277,956
<i>Non-Represented Statutorily Defined Units²</i>				
Supervisory (non-professional)	20.96	20.30	1,399.8	61,261,519
Supervisory (professional)	28.71	27.16	1,642.8	98,480,077
<i>Classified Employees Ineligible for Representation³</i>				
Confidential Non-Supervisory	20.96	20.59	1,326.5	58,053,583
Confidential Supervisory	33.62	33.33	641.3	45,018,337
Executive & Management	36.91	35.69	832.4	64,151,470
Total All Classified Employees	\$19.72	\$17.99	38,688.7	\$1,593,019,503

Note. This table includes only classified employee bargaining units. Bargaining units are established under s. 111.825, Wisconsin Statutes. Other statutory bargaining units include unclassified Assistant District Attorneys, Assistant State Public Defender Attorneys, three units of UW System Graduate Assistants, and units for the University of Wisconsin Hospital & Clinics Board.

¹If electing state-sponsored health insurance coverage, Building Trades Crafts employees must pay the full premium amount; the state does not contribute to health insurance coverage.

²These units of supervisors are statutorily defined bargaining units, but have not chosen union representation.

³These classified employee groups are statutorily barred from union representation.

⁴The median is the middle number when all numbers are sorted from smallest to largest. Because in most bargaining units more employees are clustered at lower pay levels and fewer employees are dispersed across higher pay levels, the median pay rate is typically less than the average pay rate.

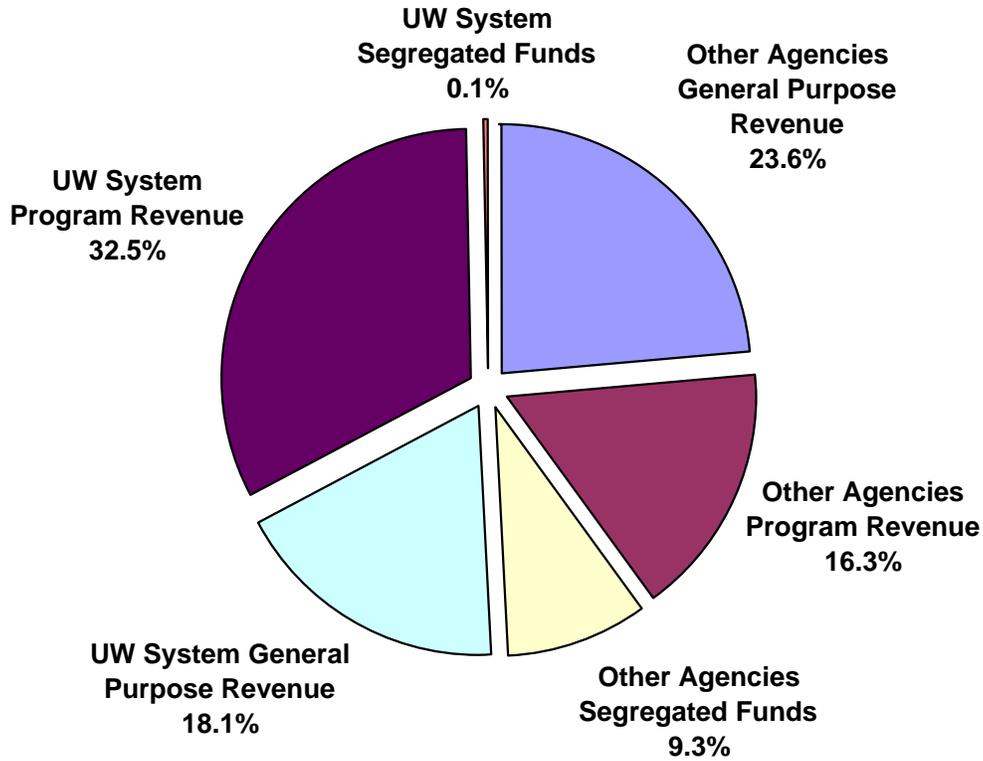
Source: PMIS, pay period 15A, ending July 9, 2005.

TABLE 19. AVERAGE AND MEDIAN BASE PAY BY AGENCY
Permanent Classified Employees - June 2005

Agency	Average Base Hourly Pay	Median Base Hourly Pay	Full-Time-Equivalent Employees	Annualized Base Payroll
Administration	\$25.74	\$24.78	917.5	\$49,311,148
Ag, Trade & Consumer Protection	21.00	20.31	534.4	23,432,371
Aging and Long Term Care Board	19.48	17.18	25.5	1,037,193
Arts Board	19.53	18.83	9.0	367,008
Commerce	22.95	22.34	366.3	17,552,949
Commissioner of Insurance	24.39	24.35	120.2	6,121,344
Corrections	18.25	17.44	9,555.8	364,133,315
Educational Communications Board	20.89	20.19	46.0	2,006,443
Elections Board	19.17	16.44	22.0	880,593
Employee Trust Funds	22.72	21.29	180.1	8,543,829
Employment Relations	25.19	24.12	47.0	2,472,046
Employment Relations Commission	35.40	42.56	20.5	1,515,262
Ethics Board	24.90	20.86	4.8	249,558
Financial Institutions	24.19	23.34	131.5	6,641,897
Health & Family Services	19.99	18.13	5,584.2	233,079,594
Higher Educational Aids Board	18.42	21.06	9.0	346,149
Historical Society	21.19	20.89	113.3	5,012,927
Investment Board	13.00	12.70	4.0	108,576
Justice	25.58	24.50	500.0	26,705,520
Lower WI State Riverway Board	11.52	11.75	1.0	24,054
Military Affairs	16.65	15.25	349.3	12,143,484
Natural Resources	22.54	22.10	2,514.7	118,350,634
Public Instruction	22.15	21.15	574.1	26,551,666
Public Lands Board	25.02	22.63	6.0	313,451
Public Service Commission	27.26	27.60	149.5	8,509,373
Regulation & Licensing	22.15	18.98	101.5	4,694,294
Retirement Research Committee	18.33	18.70	1.0	38,273
Revenue	21.84	22.37	1,059.5	48,315,234
Revisor of Statutes	28.61	25.40	6.0	358,363
Secretary of State	16.79	14.57	5.5	192,816
State Fair Park Board	14.41	14.04	12.8	385,127
State Public Defender	17.69	16.14	208.1	7,686,531
State Treasurer	21.88	25.09	9.0	411,169
Technical College System	28.49	29.27	54.0	3,212,304
Tourism	19.97	20.99	39.1	1,630,367
Transportation	22.65	21.81	3,281.6	155,197,365
University of Wisconsin System	17.19	15.52	9,467.8	339,825,094
Veterans Affairs	16.99	14.81	827.8	29,366,304
Workforce Development	22.83	21.55	1,829.3	87,200,975
Total All Agencies	\$19.72	\$17.99	38,688.7	\$1,593,021,150

Note. Data does not include unclassified and temporary employees or UW System faculty and instructional staff.
Source: PMIS, pay period 15A, ending July 9, 2005.

**Chart 7. TOTAL STATE WAGES AND BENEFITS BY FUND SOURCE
Fiscal Year 2005**



Total State Wage and Fringe Benefit Costs

Including all state employees: classified, unclassified, faculty, UW System academic and instructional staff, judicial, legislative, and temporary employees

	Fiscal Year 1995	Fiscal Year 2005	10-Year Increase
Total Wages	\$2,233,386,612	\$3,284,361,145	47.1%
Total Fringe Benefits	\$725,210,576	\$1,317,423,771	81.7%
Wages and Fringe	\$2,958,597,188	\$4,601,784,916	55.5%

Note. Total State Wages for Fiscal Year 2005 equaled \$3.28 billion.

Total State "fringe" benefits for Fiscal Year 2005 equaled \$1.24 billion.

Fringe benefits include Unemployment Compensation, Workers Compensation, Wage Continuation Insurance, Social Security, Medicare, Employee Reimbursement Account administrative fees, Health Insurance, Life Insurance, Retirement Funds, Sick Leave Conversion, nonsalary related legal settlements, and unallocated transfers.

Definitions: **General Purpose Revenue** - general taxes and miscellaneous receipts and revenues

Program Revenue - revenues appropriated by law to finance a specific program or agency

Segregated Funds - funds created for and limited to a specific purpose

See s. 20.001, Wis. Stats., for complete revenue definitions.

Sources: Department of Administration, State Controller's Office.

TABLE 20. BARGAINING UNIT POSITIONS BY AGENCY
Agencies with at least 15 filled positions - June 2005

Bargaining Unit	Administration	Ag, Trade & Consumer Protection	Aging and Long Term Care Board	Arts Board	Commerce	Commissioner of Insurance	Corrections	Educational Communications Board	Employee Trust Funds	Employment Relations	Financial Institutions	Health & Family Services	Historical Society	Justice
Administrative Support	58.6	52.9	2.0	1.0	42.1	18.0	730.0	4.7	46.2		30.5	475.1	14.3	83.7
Blue Collar & Non-Building Trades	109.0	2.0			1.0		479.5		1.0			429.9	10.5	1.0
Building Trades Crafts	23.0						30.5					30.0		
Security and Public Safety	4.0	162.8			55.0	4,624.8						535.4		3.0
Technical	26.0	29.8		1.0	45.0	124.9		24.5	4.0			1,323.3	3.0	21.0
Social Services		1.0	19.0			1,723.9						617.8		2.0
Law Enforcement	29.0													
Fiscal and Staff Services	310.3	55.9	0.5	5.0	67.6	71.5	113.3	6.0	68.3		72.9	488.0	7.3	156.9
Research, Statistics & Analysis	4.0	6.0			1.0							33.9		
Legal	27.0	5.5				3.7	4.8				2.0	13.4		73.4
Patient Treatment							35.9					51.0		
Patient Care							186.9					638.3		
Education							322.0		0.5			58.7	46.3	5.0
Engineering	25.0	12.0			40.5		2.0					31.0	2.0	
Science	2.0	96.1			23.5		7.5					51.6		75.0
Assistant District Attorneys ^{1,3}														
Asst State Public Defender Attorneys ¹														
Graduate Assistants-UW Madison ¹														
Graduate Assistants-UW Milwaukee ¹														
Graduate Assistants-all others ^{1,2}														
Supervisory (non-professional) ²	28.0	24.7	1.0	2.0	3.0	14.0	428.0	5.0	1.0			193.0	3.0	8.0
Supervisory (professional) ²	38.0	19.4	1.0	2.0	8.0	14.0	325.0	5.0	12.0		9.0	310.9	13.5	19.0
Classified Employees Statutorily Ineligible for Union Representation														
Executive/Management/Confidential	233.7	38.9	2.0	79.6	13.0	417.0	5.8	47.2	17.1	303.4	13.5	52.0		

continued next page

TABLE 20 (continued) BARGAINING UNIT POSITIONS BY AGENCY
Agencies with at least 15 filled positions - June 2005

Bargaining Unit	Military Affairs	Natural Resources	Public Instruction	Public Service Commission	Regulation & Licensing	Revenue	State Fair Park Board	State Public Defender	Technical College System	Tourism	Transportation	University of Wisconsin System	Veterans Affairs	Workforce Development	Total All Agencies
Administrative Support	26.0	181.8	101.7	17.0	33.5	202.5	5.8	106.7	6.0	13.1	425.8	3,224.3	71.0	358.9	6,333.2
Blue Collar & Non-Building Trades	105.5	40.6	33.1		1.0	12.0	6.0				14.3	2,246.9	131.5	4.0	3,628.8
Building Trades Crafts	4.0		2.0				1.0				31.0	323.5	6.0		451.0
Security and Public Safety	74.0	224.0		7.5	15.5	1.0				2.0	25.0	67.0	16.0	9.0	5,824.0
Technical	5.0	325.1	59.8	0.5		36.3					333.9	681.8	340.8	22.5	3,410.2
Social Services	22.0		1.6					12.0			9.0	1.0	24.0	633.3	3,066.6
Law Enforcement											741.0	121.0			891.0
Fiscal and Staff Services	45.0	231.8	61.0	42.5	19.0	656.2		52.7	10.0	13.9	488.3	1,225.1	45.0	422.6	4,736.6
Research, Statistics & Analysis				12.0							1.0	0.1		18.0	76.0
Legal		12.0	2.0	14.0	17.0	10.0					7.0		1.0	76.9	269.7
Patient Treatment													1.0		87.9
Patient Care	2.0		6.7								1.0	32.8	60.0		927.7
Education	4.0	2.0	234.0						21.0		2.5	18.5	12.0	2.8	729.3
Engineering	7.0	221.8		23.0							683.0	40.4		3.0	1,090.7
Science	3.0	747.6		6.0							24.0	232.7	6.0		1,275.0
Assistant District Attorneys ^{1,3}															338.7
Asst State Public Defender Attorneys ¹								235.3							235.3
Graduate Assistants-UW Madison ¹												1,233.3			1,233.3
Graduate Assistants-UW Milwaukee ¹												386.5			386.5
Graduate Assistants-all others ^{1,2}												203.6			203.6
Supervisory (non-professional) ²	17.0	24.0	1.0	1.0	3.0	13.0		15.9		1.0	112.0	485.3	19.0	18.0	1,398.9
Supervisory (professional) ²	18.8	199.0	18.9	1.0	4.0	26.0		7.0	1.0		147.8	304.6	34.0	98.0	1,636.9
Classified Employees Statutorily Ineligible for Union Representation															
Executive/Management/Confidential	16.0	305.2	52.4	25.0	8.5	102.5	0.0	14.0	16.0	9.2	235.1	462.0	60.5	162.3	2,738.9

Note. Bargaining units are established under s. 111.825, Wis. Stats. Bargaining units established for the independent University of Wisconsin Hospital & Clinics Board are not included here.

¹Bargaining unit consists of unclassified employees.

²Not currently represented by a labor union, although statutorily eligible to apply for representation under s. 111.825, Wis. Stats.

³The 349.6 Assistant District Attorney positions exist within the Department of District Attorneys, which has no permanent classified employees and consequently is not identified elsewhere in this Fact Book. Source: PMIS, pay period 15A ending July 9, 2005, except Graduate Assistant information is from the UW System for the Spring 2005 semester.

GLOSSARY OF KEY TERMS

Affirmative action: "...specific actions in employment which are designed and taken for the purposes of all of the following: (a) ensuring equal opportunities; (b) eliminating a substantial disparity between the proportion of members of racial and ethnic, gender, or handicap groups either in the classified civil service determined by grouping classifications according to similar responsibilities, pay range, nature of work, other factors recognized in the job evaluation process and any other factors the department considers relevant, or in similar functional groups in the unclassified service, and the proportion of members of racial and ethnic, gender or handicap groups in the relevant labor pool; (c) eliminating present effects of past discrimination" (**s. ER 1.02(2)**).

Affirmative action groups: One or more of the following: (a) racial or ethnic groups, (b) gender groups, and (c) handicapped groups.

Arbitration: A method of settling labor-management contractual disputes by having an impartial third party hold a formal hearing, take testimony and render a decision. The decision is binding upon the parties.

Average: The arithmetic mean, or the number obtained by dividing the sum of a set of quantities by the number of quantities in the set.

Bargaining Unit: A group of employees that a state administrative agency has certified as appropriate to be represented by a union for the purpose of collective bargaining. (In Wisconsin, that agency is the Wisconsin Employment Relations Commission (WERC).)

Base pay rate: The official hourly pay rate excluding any overtime or supplemental pay. Base pay rate is limited to the pay range maximum; base pay rate plus any supplemental pay received is not limited to the pay range maximum. Base pay is also the rate at which accumulated sick leave credits are converted to offset health insurance upon retirement, and/or to pay out earned but unused annual leave credits upon retirement or departure from state service.

Broadbanding: Generally, a pay structure that consolidates a number of pay grades and salary ranges into fewer broad bands with relatively wide salary ranges, typically with 100 percent differences between minimum and maximum. For state employees, broadbanding is a pay system that encompasses pay upon appointment flexibility and discretionary compensation adjustments for defined criteria.; Broadbanding provides agencies with greater flexibility to recognize employees' skills and experience both at the time of hire and throughout employment, and it also provides employees with a wider range of positions to which they are eligible to transfer.

Classification/class title: "(1) The secretary shall ascertain and record the duties, responsibilities and authorities of, and establish grade levels and classifications for, all positions in the classified service. Each classification so established shall include all positions which are comparable with respect to authority, responsibility and nature of

work required. Each classification shall be established to include as many positions as are reasonable and practicable. In addition, each class shall: (b) Be designated by the same official generic title. The official titles of classes so established shall be used in all reports and payrolls and in all estimates requesting the appropriation of money to pay employees. (c) Be so constituted that the same evaluated grade level within a pay schedule can be applied to all positions in the class under similar working conditions. (d) Where practical, be included in a series to provide probable lines of progression” (**s. 230.09(1), Wis. Stats.**).

Collective bargaining: “...the performance of the mutual obligation of the state as an employer by its officers and agents, and the representatives of its employees, to meet and confer at reasonable times, in good faith, with respect to the subjects of bargaining provided in s. 111.91(1), Wis. Stats. with the intention of reaching an agreement, or to resolve questions arising under such an agreement. The duty to bargain, however, does not compel either party to agree to a proposal or require the making of a concession. Collective bargaining includes the reduction of any agreement reached to a written and signed document” (**s. 111.81(1), Wis. Stats.**).

Confidential: Any state employee who is privy to confidential matters affecting the employer-employee relationship, as well as employees of the WERC. To be considered confidential and excluded from the bargaining unit, an employee must have any of the following: (1) access to, knowledge of, or participation in confidential matters related to labor relations; (2) use of and access to files pertaining to labor contract negotiations, employee grievances, disciplinary actions, or contract interpretation; or (3) duties and responsibilities related to the employment process in which the employee is privy to such information as possible organizational and staffing changes.

Critical Hiring Need (CHN): Critical hiring needs classifications are those that fit at least *three* of the following criteria:

- **Hard to Fill:** Classifications for which the agency has difficulty finding qualified candidates, despite recruitment efforts.
- **Hard to Retain:** Classifications for which the agency has difficulty retaining employees due to factors such as environment, job stressors, wage issues, shift issues, travel or type of client base.
- **Fills Critical Core Operation:** Functions that, if not properly staffed, present a substantial challenge to the agency to fulfill its core service delivery mission.
- **High Retirement Vulnerability:** Classifications in which 10% or more of employees are or will become eligible to retire in the next two years and present a significant challenge to essential service if key staff elect retirement.
- **Location Issues:** Positions that are hard to fill or retain due to location.
- **Chronically/Traditionally Underutilized:** Positions in job groups underutilized for racial or ethnic minorities or women.

Demotion: “...the permanent appointment of an employee with permanent status in one class to a position in a lower class than the highest position currently held in which the employee has permanent status in class, unless excluded under s. ER-MRS 17.02, Wis.

Adm. Code. A 'demotion' can be voluntary or involuntary" (**s. ER 1.02(8), Wis. Adm. Code**).

Discretionary compensation adjustment (DCA): The discretion the appointing authority has to provide economic recognition for significant and permanent changes in job duties, increased competencies, or to address pay equity or retention needs.

Employee: "...any person who receives remuneration for services rendered to the state under an employer-employee relationship in the classified civil service, except where otherwise stated or modified by rule" (**s. ER 1.02(10), Wis. Adm. Code**).

Equal employment opportunity category (EEO CAT): A job category code designating the kind of work performed for affirmative action reporting purposes.

Fiscal Year: A twelve-month period for which an organization plans the use of its funds. For the State of Wisconsin, the fiscal year runs from July of a calendar year through June of the next calendar year.

Full time equivalent (FTE): The number of hours budgeted for a position, based on an assumed full time position of 40 hours per week. A position budgeted for 80 hours in a bi-weekly pay period would be 1 FTE; a position budgeted for 40 hours in a bi-weekly pay period would be .5 FTE.

High Retirement Vulnerability (HRV): HRV classifications are defined as classifications or work units in which 10% or more of employees are or will become eligible to retire by the end of FY2009. Retirement Eligibility is defined as:

- General classified employees attaining both the age of 57 and 30 years of service, or age 65 regardless of years of service;
- Employees in "protective occupations" attaining both age 53 and 25 years of service, or age 54 regardless of years of service.
- Employees that are 55 years of age or older.

Limited term employee (LTE): "...employment in which the nature and conditions do not permit attainment of permanent status in class and for which the use of normal procedures for recruitment and examination are not practicable" (**s. ER 1.02(17), Wis. Adm. Code**). An LTE cannot work more than 1044 hours in a year in the same position.

Median: The middle value in a distribution, above and below which lie an equal number of values.

Permanent classified employee: "...a person who is an employee as a result of a permanent appointment, whether or not the employee has attained permanent status" (**s. ER 1.02(26), Wis. Adm. Code**). Permanent classified employees must compete within the merit recruitment and selection system to attain their first state position.

Permanent appointment: "...the appointment of a person to a classified position in which permanent status can be attained" (s. ER 1.02(25), Wis. Adm. Code).

Permanent status: "...the rights and privileges attained upon successful completion of a probationary period or career executive trial period required upon appointment to a permanent, seasonal, or sessional position" (s. ER 1.02(28), Wis. Adm. Code).

PMIS: Personnel Management Information System, maintained by the Department of Administration.

Project position: "...a position which is normally funded for 6 or more consecutive months and which requires employment for 600 hours or more per 26 consecutive bi-weekly pay periods, either for a temporary workload increase or for a planned undertaking which is not a regular function of the employing agency and which has an established probable date of termination. No project position may exist for more than 4 years" (s. 230.27(1), Wis. Stats).

Promotion: "Except as provided in ER-MRS 14.02, Wis. Adm. Code, 'promotion' means any of the following: (a) The permanent appointment of an employee to a different position in a higher class than the highest position currently held in which the employee has permanent status in class; (b) The permanent appointment of an employee or former employee in layoff status to a different position in a higher class than the highest position in which permanent status in class was held at the time the employee or former employee became subject to layoff; or (c) the permanent appointment of an employee on an approved leave of absence, either statutorily mandated or granted by an appointing authority, to a different position in a higher class than the highest position in which permanent status in class was held at the time the employee began the leave of absence" (s. ER 1.02(36), Wis. Adm. Code).

Protective Occupation: A category of retirement participation under the Wisconsin Retirement System that covers individuals whose principal duties involve active law enforcement or active fire suppression or prevention, provided the duties require frequent exposure to a high degree of danger or peril and also require a high degree of physical conditioning, or who are specifically included in this category in the statutes.

Reclassification: The assignment of a filled position to a different class based upon logical and gradual change to the duties or responsibilities of a position or the attainment of specified education or experience by the incumbent such that the duties performed are better described by a new classification title. Reclassification can result in upward, lateral, or downward movement for the position.

Reinstatement: "...the act of permissive reappointment without competition of an employee or former employee under s. 230.31, 230.33, 230.34 or 230.40(3), Stats., to a position: (a) in the same class in which the person was previously employed; (b) in another classification to which the person would have been eligible to transfer had there been no break in employment; or (c) in a class having a lower pay rate or pay range

maximum for which the person is qualified to perform the work after the customary orientation provided to newly hired workers in the position” (s. ER 1.02(41), Wis. Adm. Code).

Represented position: A position in a classification which is covered by a certified bargaining unit. An employee is represented whether or not he or she is specifically a dues paying member of a bargaining unit. The collective bargaining agreement explains the rights of the individual represented employee. Limited Term and Project employees are not represented even if they are in a classification which is covered by a certified bargaining unit.

Retirement eligibility: Retirement eligibility is based on “normal retirement age” as defined by the Department of Employee Trust Funds for categories of employees as follows: age 65 for General employees (including teachers); age 62 for Elected and Executive employees; age 54 for Protective Occupation employees (or age 53 with 25 years of service). In this Workforce Fact Book, retirement eligibility also includes employees eligible to retire with no age-based discount to their retirement benefit. This includes General and Elected and Executive employees who have reached at least age 57 and have at least 30 years of service.

Separation: Termination from employment with the State of Wisconsin. Movement between positions within an agency or between state agencies is not considered separation.

Seniority: The total length of service as a state employee, with deductions for breaks in service.

Unclassified: In general, unclassified employees are hired by processes other than the merit recruitment and selection system required to hire into classified positions. Examples of unclassified positions include: all state officials elected by the people, officials and employees appointed by the governor, the faculty and academic staff in the University of Wisconsin System, most state agency division administrator positions, and justices of the Wisconsin supreme court.

Workforce Planning: A management tool that an organization uses to identify and plan for the future human resources needs that will be required to achieve its business objectives.