

*State of Wisconsin*

*Workforce Planning &  
Affirmative Action Report*

*Fiscal Year 2008*





### **OSER's Mission Statement**

The mission of the Office of State Employment Relations is to provide innovative human resources leadership and strategic direction to Wisconsin state government in order to maximize the quality and diversity of the state's workforce.

### **OSER's Vision Statement**

The vision of the Office of State Employment Relations is to continuously improve the effectiveness and efficiency of the state's human resource system through communication, partnerships, and strategic application of best practices to Wisconsin state government.

*State of Wisconsin*

# *Workforce Planning & Affirmative Action Report*

## *Fiscal Year 2008*

**Workforce Statistics and Analysis  
Covering Primarily the Permanent Classified Workforce  
in the Executive Branch of Wisconsin State Government  
at the close of Fiscal Year 2008 (June 2008)**

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Director of State Courts Office

*for providing data used in the production of this report*

***2008 Workforce Planning & Affirmative Action Report***

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Dear Reader:

It is my pleasure to present the Workforce Planning and Affirmative Action Report for Fiscal Year 2008. This Report integrates information that was previously published in separate affirmative action, workforce planning, and general workforce statistics reports. This Report is intended to serve both as a reference almanac and a strategic planning tool for managing the state's permanent classified workforce.

Governor Jim Doyle continues to implement measures to improve and consolidate state government, resulting in a downward trend in permanent classified employees outside of the University of Wisconsin System and the Department of Corrections. Now and in the years to come, Wisconsin's state government will be challenged to continue providing prompt and effective services to its citizens, while operating with a reduced workforce and reduced agency budgets. At the same time, the workforce is older than it was ten years ago with a higher percentage eligible for retirement now and in the near future. Reducing the size of state government, while retaining top-quality services and the accumulated wisdom of an experienced workforce, requires strategic planning and careful management of limited resources. We expect that this Report will assist the state in meeting these goals.

This Report documents the permanent classified workforce, for the most part excluding unclassified, temporary, judicial, legislative, and higher education employees in the University of Wisconsin System. There are two primary reasons for this limited scope. The first is jurisdictional in nature. Permanent classified employees are the core workforce for carrying out the programs mandated by the governor and legislature under the direction of the governor and his appointees. The Office of State Employment Relations (OSER), which produces this Report, is charged predominately with managing and serving this executive branch of government. The second reason is limitations on the availability of data. Currently, there is no statewide human resources information system that encompasses all employees in the different branches of state government. This Report relies predominately on the Department of Administration's Position Management Information System (PMIS), which includes data for all executive branch classified employees, but only limited data for classified employees of the UW System. Therefore, personnel transaction information in this Report such as reclassifications and turnover generally does not include UW System data. OSER expects to resolve this issue in future Reports.

We hope you will find this Report a useful resource as we work together to ensure a brighter future for Wisconsin.

Sincerely,

Sheila Conroy  
Director

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## 2008 WORKFORCE PLANNING AND AFFIRMATIVE ACTION REPORT

### STATISTICAL HIGHLIGHTS

#### Profile of the Permanent Classified Workforce - June 2008 compared with June 1998

	2008	1998
Count of job classifications	1,735	2,605
Number of full-time-equivalent permanent classified employees	38,525.4	36,679.3
Headcount of permanent classified employees	39,815	37,953
Percentage represented by a labor union	84.8%	84.6%
Percentage categorized as professionals (FLSA-exempt)	37.1%	36.1%
Average age	46.6	44.3
Average years of state service	13.8	13.3
Percentage with single state health insurance coverage	28.1%	25.1%
Percentage with family state health insurance coverage	63.0%	64.3%
Average annualized salary based on hourly rate	\$47,029	\$32,745
Median annualized salary based on hourly rate	\$43,570	\$30,309
Percent racial/ethnic minorities	9.9%	7.4%
Percent women	51.1%	51.3%
Percent persons with disabilities <sup>2</sup>	5.8%	8.9%
<b>Turnover in fiscal year - all turnover rates exclude UW System, for which data is unavailable</b>		
Rate of all separations from state service, including retirements	7.0%	7.2%
Rate of retirements from state service	2.6%	na
Rate of voluntary separations other than retirement	3.4%	na
Rate of involuntary discharges	0.7%	0.6%
Rate of layoffs	0.2%	0.5%
New hires into permanent classified positions in fiscal year	2,974	3,254
Percent eligible for normal retirement <sup>1</sup>	7.6%	2.6%
Percent eligible for normal retirement <sup>1</sup> within 5 years	23.1%	11.9%
Percent eligible for normal retirement <sup>1</sup> within 10 years	41.9%	29.1%

"na" indicates data not available

<sup>1</sup>Retirement with no actuarial age reduction factor. See definition of "normal retirement" in the glossary.

<sup>2</sup>Disabilities are self-reported by individuals.

## EXECUTIVE SUMMARY

This Report serves several purposes:

- It provides workforce planning statistics and goals on an agency-by-agency basis.
- It provides statutorily mandated affirmative action reporting for fiscal years 2007 and 2008.
- It illuminates the demographic characteristics of the permanent classified workforce as of June 2008, and makes comparisons with the workforce in June 1998, ten years earlier.
- It documents personnel transactions that occurred during fiscal year 2008.
- It analyzes the potential for employee retirements now and in the near future.

### **Scope of Report and Data Sources and Limitations**

This Report focuses on the permanent classified workforce in the executive branch of state government, which is the core workforce for carrying out the operations and programs for executive branch state agencies. Excluded from this Report are employees in the legislative or judicial branches, elected officials, unclassified appointees such as agency heads and other executives, unclassified prosecutor and public defender attorneys, limited term and project employees, higher education employees such as faculty, academic staff, research and student assistants, and employees of state authorities.

Data for the permanent classified workforce is drawn from the Position Management Information System (PMIS) maintained by the state budget office. Data for classified employees in the UW System is merged into PMIS. However, the data from UW System is not comprehensive and certain information, such as details for personnel transactions, is not available for UW System employees. As a result, all analyses of employee turnover in this Report exclude UW System.

### **Composition of the Permanent Classified Workforce – 2008 Compared with 1998**

In June 2008, the state employed 38,525 full-time-equivalent (FTE) permanent classified employees. This was 5.0% more employees than 10 years earlier in June 1998. However, this growth was concentrated in a few large agencies: the Department of Corrections added over 2,400 employees to grow by 33%, UW System added 646 employees, and Veterans Affairs added 270. While these agencies and a very few others increased their workforce, by contrast 23 agencies, or more than two-thirds of all agencies, actually shrank their workforce by a combined total of 1,680 FTE employees, with the largest reductions at the Departments of Workforce Development (-548), Transportation (-369), and Revenue (-215).

The largest growth in jobs from 1998 to 2008 was in security and public safety, fiscal, and professional staff positions. The largest area of job reductions was a decrease of more than 1,000 non-professional administrative support employees.

The average age of a permanent classified employee increased significantly from 44.3 in 1998 to 46.6 in 2008. Remarkably, the average age increased in every agency except for the very small State Treasurer's Office, with obvious implications for a future increase in the rate of retirements.

### **Affirmative Action and Equal Employment Opportunity**

Many of the detailed tables in Section 3 of this Report include data for both fiscal years 2007 and 2008 to satisfy the statutory requirement for annual reporting on affirmative action program accomplishments. Through fiscal year 2006, this reporting had been accomplished in a stand-alone Affirmative Action Report.

As of June 2008, racial/ethnic minorities comprised 9.9% of the permanent classified workforce, continuing a trend of steady increases from a rate of 7.4% in 1998. Despite this pattern of increase, 9.9% in the classified workforce lags behind the estimated 12.0% of racial/ethnic minority representation in the statewide labor force. The largest demographic gap is for Hispanics, who make up 4.1% of the labor force but just 2.5% of classified state employees. Part of the explanation for this gap is the recent growth in the Hispanic labor force, outpacing hiring opportunities for state jobs. By contrast, the percentages of classified employees that are Blacks and Asians exceed their availability in the labor force, and the percentage lags only slightly for American Indians.

The percentage of women in the classified workforce has remained about the same in the last 10 years, at a little over 51%. The percentage of women has increased in the great majority of all job groups, offsetting the loss of over 1,000 women-dominated administrative support jobs. For the 14 job groups identified as “nontraditional jobs for women,” the percentage of women has increased in 11 of them.

An area of particular concern is the decline in employment of persons with disabilities, with a 10-year decrease from 8.9% to 5.8% of the classified workforce. Disabilities are self-reported by employees. Further research is needed to determine factors contributing to the decrease in employees with disabilities.

An analysis of personnel transactions by membership in an affirmative action category raises some questions. (Because of incomplete data for UW System, UW System is excluded from the comparative analyses shown in Table 38 and Chart 39.) For example, although racial/ethnic minorities accounted for 18.1% of all new non-UW hires, they also accounted for 29.6% of discharges while on probation. Also, while racial/ethnic minorities composed 9.8% of the non-UW classified workforce, they accounted for 25.6% of all discharges of employees with permanent status, and 17.6% of resignations.

### **Personnel Transactions and Separations from State Service**

Nearly 3,000 persons were hired into permanent classified positions in fiscal year 2008.

For the 788 persons that retired in fiscal year 2008 (not including UW System), the median retirement age was 59, and the average age 60. The most common age was 55, which is the earliest age of retirement eligibility for most employees, followed by age 57, which is the earliest age of retirement eligibility without actuarial penalty for most employees. Most retirees were between the ages of 55 and 62, suggesting that most were content to retire before attaining eligibility for full Social Security benefits.

Turnover, defined as separation from state service, decreased in each of the fiscal years 2006, 2007, and 2008 compared to the previous year, dropping from 8.3% in fiscal year 2005 to 7.0% in fiscal year 2008. Since the rate of retirements declined only slightly, most of the turnover reduction was due to a decrease in non-retirement separations.

### **Retirement Eligibility**

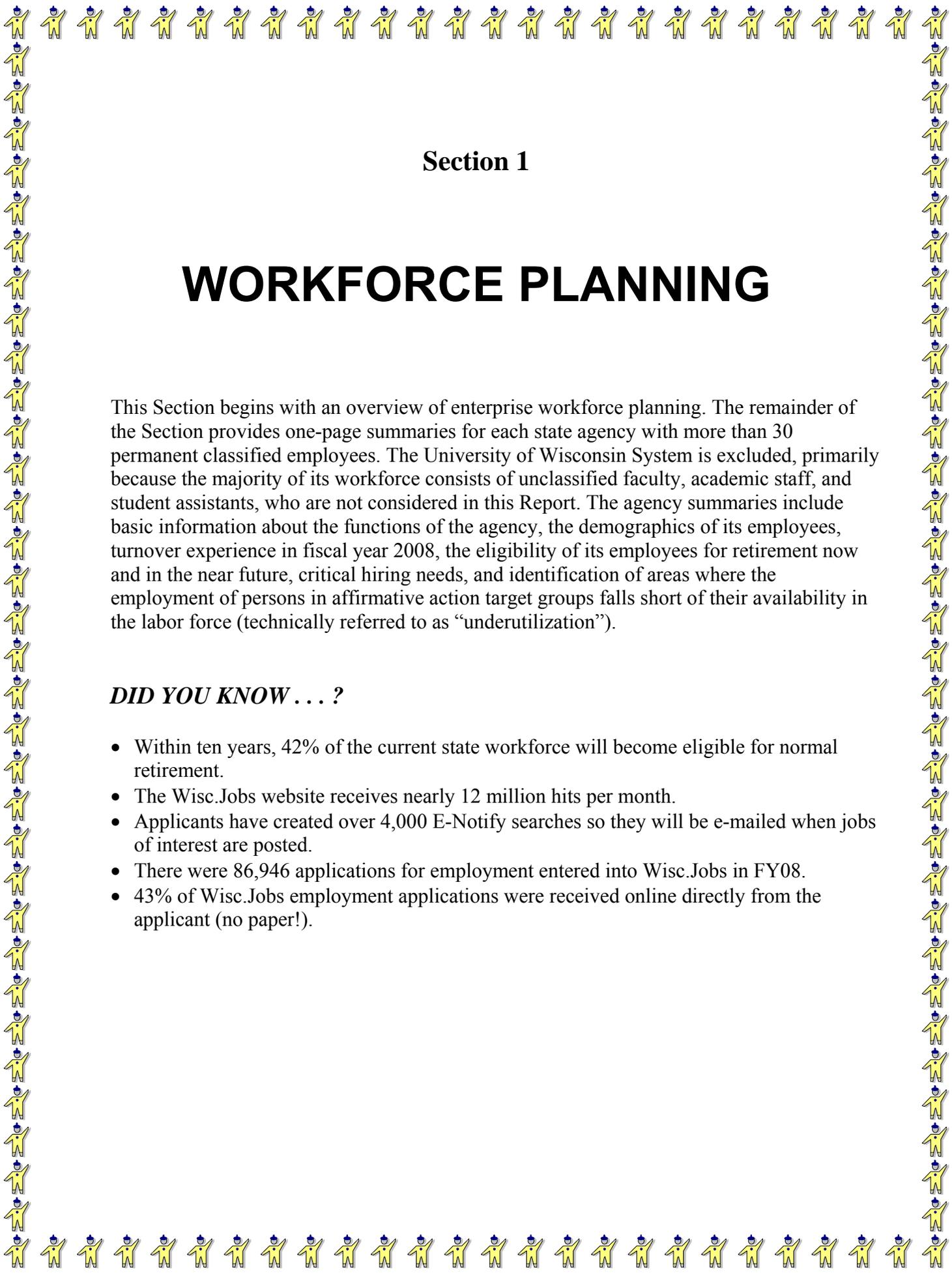
*Note: The accuracy of retirement eligibility data in this Report is limited by the fact that some employees have creditable service towards retirement earned outside of state service that is not available for this Report. This Report calculates retirement eligibility based solely on years of state service. Therefore, actual rates of retirement eligibility are greater than estimated in this Report.*

As of June 2008, over 3,000 classified employees, or 7.6% of the workforce, had already attained eligibility for normal retirement under the Wisconsin Retirement System. Projecting 5 years out, over 9,000, or about 23% of current classified employees, will become eligible for normal retirement. Ten years out, the rate of retirement eligibility rises to 42%. As an agency, the Public Service Commission is particularly vulnerable to retirement, with 34% eligible within 5 years and 65% eligible within 10 years.

Among job groups, the highest percentage of employees eligible for normal retirement now and in the near future is the small group of 16 employees in aviation occupations. Large job groups with high rates of retirement eligibility are classified attorneys, administrators/senior executives, and purchasing professionals & supervisors. Specific classifications with more than 60% of employees eligible for normal retirement as of June 2008 were Payroll & Benefits Supervisor, Crime Laboratory Director, Securities Examiner-Senior, Unemployment Tax & Accounting Specialist-Senior, and Director of Nursing.

### **Conclusion**

The single greatest challenge for workforce planning is the aging workforce with the likelihood of increased rates of retirements in the near future. Agencies must plan for succession and knowledge retention and transfer. For affirmative action, the greatest challenges are: (1) reaching out to the growing Hispanic labor force, (2) improving the retention rate of minority employees, and (3) exploring the bases for the reduced number of employees with self-reported disabilities.



## Section 1

# WORKFORCE PLANNING

This Section begins with an overview of enterprise workforce planning. The remainder of the Section provides one-page summaries for each state agency with more than 30 permanent classified employees. The University of Wisconsin System is excluded, primarily because the majority of its workforce consists of unclassified faculty, academic staff, and student assistants, who are not considered in this Report. The agency summaries include basic information about the functions of the agency, the demographics of its employees, turnover experience in fiscal year 2008, the eligibility of its employees for retirement now and in the near future, critical hiring needs, and identification of areas where the employment of persons in affirmative action target groups falls short of their availability in the labor force (technically referred to as “underutilization”).

### ***DID YOU KNOW . . . ?***

- Within ten years, 42% of the current state workforce will become eligible for normal retirement.
- The Wisc.Jobs website receives nearly 12 million hits per month.
- Applicants have created over 4,000 E-Notify searches so they will be e-mailed when jobs of interest are posted.
- There were 86,946 applications for employment entered into Wisc.Jobs in FY08.
- 43% of Wisc.Jobs employment applications were received online directly from the applicant (no paper!).

## **ENTERPRISE WORKFORCE PLANNING OVERVIEW**

### **Completed in FY08 for Planning Period 2009-2011**

#### **The Need for Workforce Planning**

There are about 78 million baby boomers in the United States. As the baby boomers are maturing, so is the American workforce. In the next ten years, we can expect to see a significant number of employees leaving the workforce. In the State of Wisconsin, the aging trend is even more pronounced for state employees than it is for the general workforce. Within ten years, about 42% of the current state workforce will become eligible for normal retirement.

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, a workforce focused on new objectives, requirements, technology, and approaches to conducting the State's business.

In light of the current economic situation, some people have decided to delay retirement, giving the State of Wisconsin time to continue to evaluate and implement workforce planning. Engaging in a systematic process to identify key challenge areas in the workforce, develop solutions, and measure the success of those solutions allows agencies to proactively build and shape a workforce prepared to deliver critical services and achieve agency goals.

#### **Workforce Planning for Wisconsin State Government**

In an effort to meet these 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 the 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 positions that were considered Critical Hiring Needs (CHN) or faced High Retirement Vulnerability (HRV). Individual agency workforce overviews are included in this publication.

#### **Specific Classification Challenges**

Through their analyses, many agencies identified specific classifications that fit the CHN and HRV criteria. Many agencies also identified single person, highly specialized positions in which the incumbent has a significant amount of institutional knowledge. Individual agency action plans address these unique challenges through strategies including knowledge transfer, succession planning, training and mentoring.

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

- Fiscal classes (including Accountants, Financial Specialist, Auditors, Grants Specialist and other financial classifications)

- Managers & Supervisors (including Administrative Managers and many agency specific managerial classifications)
- Information Technology (including network, development, technical support, and automation specialists)

Agencies also identified the next tier of enterprise challenges. Agencies reported that these job groups are approaching critical hiring needs and high retirement vulnerability.

- Payroll and Benefits Jobs
- Human Resources
- Security and Public Safety
- Blue Collar Jobs
- Health Care
- Engineering
- Positions requiring bilingual skills

### **Recruitment Challenges**

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:

- Attracting diverse and qualified applicants – As the demographics change, there is a more significant need to hire diverse applicants, especially bilingual employees.
- Coverage during staff transitions – Lack of funding for surplus positions and loss of highly specialized knowledge especially during retirement.
- State recruitment process – Lengthy and slow recruitment and hiring process.

### **The Future**

State employees live and work in every county in Wisconsin. Their work touches the lives of Wisconsin residents 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 residents, training future leaders, developing and growing a 21<sup>st</sup> century economy, safeguarding Wisconsin's beautiful natural environment and more. Wisconsin's state employees work hard everyday 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 valuable insight into the challenges they need to anticipate in the coming years. This process has also allowed OSER to identify common challenge areas that need to be addressed through collaboration and sharing of agency ideas and resources.

# Department of Administration

**Agency Responsibilities:** One of the chief duties of the Department of Administration (DOA) is to provide the governor with fiscal management information and the policy alternatives required for preparation of Wisconsin's biennial budget. DOA also analyzes administrative and fiscal issues facing the state and recommends solutions. The department also coordinates telecommunications, energy, and land use planning. It regulates racing, charitable gaming, and Indian gaming. It is also responsible for providing a wide range of support services to other state agencies and manages the state's buildings and leased office space. The department maintains a federal-state relations office in Washington, D.C.

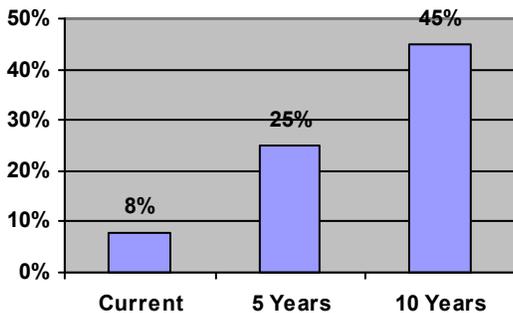
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DOA Classified Workforce as of June 2008

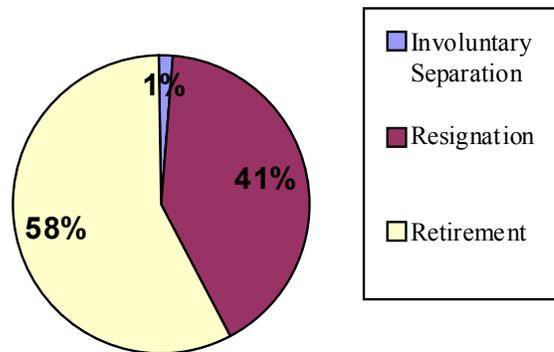
Count of permanent classified employees	980
Average years of service	15.2
Average age of employees	49.2
Percent racial/ethnic minorities	7.4%
Percent women	39.4%
Percent persons with disabilities*	10.3%

\*disabilities are self-reported by individuals

## Eligibility for Normal Retirement



## Turnover in Fiscal Year 2008



- 71 or 7.3% of total employees left DOA and separated from state service
- 1 left involuntarily (discharge or layoff)
- 29 left by resigning (other than retirement)
- 41 retired

## Critical Hiring Needs for DOA:

Accountant  
 Auditor  
 Automotive Equipment Technician  
 Executive Policy & Budget Analyst  
 Financial Specialist  
 Financial Management Supervisor  
 IS Enterprise Network Specialist/Consultant  
 IS Business Automation Specialist  
 IS Enterprise Systems Development Specialist/Consultant  
 IS Enterprise Technical Services Specialist  
 IS Operations Support Technician  
 Legal Secretary  
 Police Sergeant  
 Police Officer  
 Power Plant Superintendent

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities & Females  
 Architects & Engineers - Minorities & Females  
 Attorneys - Minorities & Females  
 Fiscal & Related Professionals & Supervisors - Minorities  
 Inspectors & Investigators - Products & Services - Minorities  
 Law Enforcement & Public Safety - Minorities & Females  
 Management Information Professionals & Supvs - Minorities  
 Program Support Professionals & Supervisors - Minorities

### Underutilized Regional Job Groups

Clerks - Shipping, Storage, & Related - Females (Southern)  
 Construction Trades - Minorities & Females (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Agriculture, Trade, and Consumer Protection

**Agency Responsibilities:** The Department of Agriculture, Trade and Consumer Protection (DATCP) regulates agriculture, trade, and commercial activity in Wisconsin for the protection of the state's citizens. It enforces the state's primary consumer protection laws, including those relating to deceptive advertising, unfair business practices, and consumer product safety. The department oversees enforcement of Wisconsin's animal health and disease control laws and conducts a variety of programs to conserve and protect the state's vital land, water, and plant resources. The department administers financial security programs to protect agricultural producers, facilitates the marketing of Wisconsin agricultural products in interstate and international markets, and promotes agricultural development and diversification.

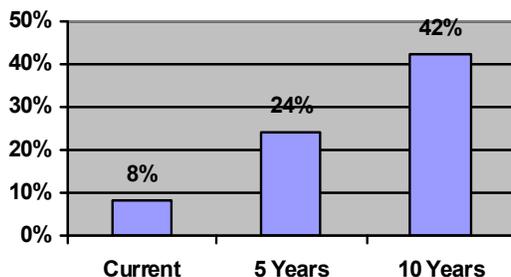
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DATCP Classified Workforce as of June 2008

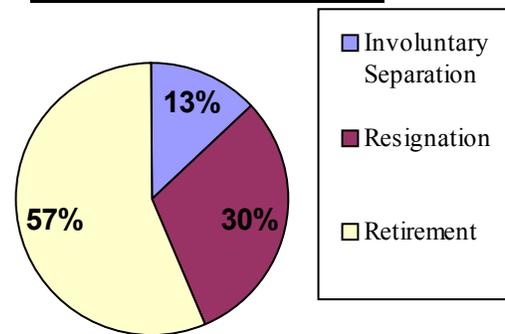
Count of permanent classified employees	548
Average years of service	15.4
Average age of employees	48.5
Percent racial/ethnic minorities	3.8%
Percent women	45.1%
Percent persons with disabilities*	8.8%

\*disabilities are self-reported by individuals

## Eligibility For Normal Retirement



## Turnover in Fiscal Year 2008



- 23 or 4.2% of total employees left DATCP and separated from state service
- 3 left involuntarily (discharge or layoff)
- 7 left by resigning (other than retirement)
- 13 retired

## Critical Hiring Needs for DATCP:

Ag Audit Supervisor	Grain Inspector & Leadworker
Ag Auditor	Grain Operations Manager
Chem Lab Tech - Sr.	Grain Weighing Technician
Chemist & Chemist - Adv.	HR Manager
Chemist Supervisor	Inspectors
Consultants	IS Systems Developer
Consumer Protection Hotline	IT Data Service Specialist
Consumer Protection Investigators	Lab evaluation Officers
Consumer Protection Supervisor	Lab Sample Control & Receiving - Tech Sr.
Consumer Specialists	Meat Scientists and Consultant
Director - Lab	Microbiologists
Drainage Engineer	Payroll & Benefits Program Supervisor
Environmental Enforcement Spec.	Produce Inspector
Field Veterinarians	Program Assistant - Confidential (Lab)
Food and Dairy Graders	Regulation & Safety Section Chief
Food and Dairy Scientists	Science Management Supervisor
Food and Meat Inspectors	Veterinarians
Food, Dairy and Meat Compliance & Enforcement Investigators	Weights & Measures Inspector - Obj.
Fruit & Vegetable Inspection Program Manager	

## Affirmative Action and EEO Planning

### Underutilized Statewide Job Groups

- Administrators - Senior Executives - Minorities
- Environmental Specialists & Supv - Minorities
- Management Information Prof & Supv - Minorities
- Natural Resources Prof & Supv - Minorities
- Science Prof & Supv - Minorities
- Inspectors & Investigators Products & Service - Minorities
- Program Support Prof & Supv - Minorities
- Attorneys Prof & Supv - Minorities

### Underutilized Regional Job Groups

- Administrative Support - General - Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Commerce

**Agency Responsibilities:** The Department of Commerce administers the state's economic development programs and policies. It provides consultation, technical assistance, and other services for industrial and commercial expansion. The department promotes the development or relocation of new businesses within the state and the retention of existing firms, especially small or minority-owned enterprises. In addition, it encourages job creation, particularly in economically depressed areas, and helps communities draw up development plans. The agency administers federal economic assistance programs that affect local governments and businesses. It also provides financial assistance for foreign trade development and reports on state economic trends, business aid programs, and long-term development strategies. Businesses and communities may use the department's information clearinghouse for help in dealing with other state and federal agencies. The department administers and enforces laws to assure safe and sanitary conditions in public and private buildings. It also administers the relocation assistance program and regulates petroleum products and petroleum storage tank systems. The agency provides housing assistance to benefit low- and moderate-income households.

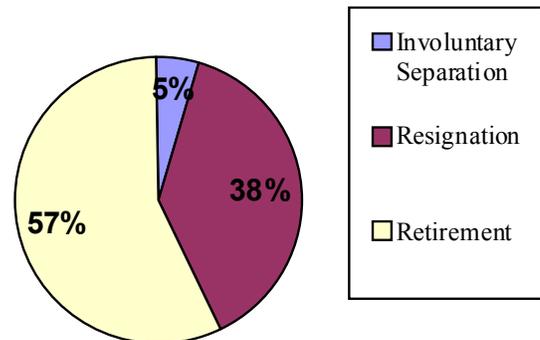
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the Commerce Classified Workforce as of June 2008

Count of permanent classified employees	361
Average years of service	15.2
Average age of employees	50.9
Percent racial/ethnic minorities	8.9%
Percent women	39.1%
Percent persons with disabilities*	19.1%

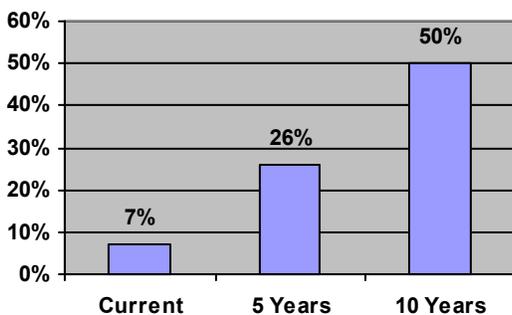
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 21 or 5.9% of total employees left Commerce and separated from state service
- 1 left involuntarily (discharge or layoff)
- 8 left by resigning (other than retirement)
- 12 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for Commerce:

Engineering Consultant Building  
 Engineering Consultant Fire Suppression  
 POWTS Plan Reviewer  
 Building Inspector  
 Plumbing Consultant

### Affirmative Action and EEO Planning:

Underutilized Statewide Job Groups  
 Inspectors & Investigators - Materials & Structures - Minorities & Females  
 Architects & Engineers - Females  
 Science Professionals & Supervisors - Minorities  
 Social Services Professionals & Supervisors - Minorities  
 Public Information & Media Professionals & Supervisors - Minorities

Underutilized Regional Job Groups  
 Construction Trades – Minorities & Females (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Corrections

**Agency Responsibilities:** The Department of Corrections (DOC) administers Wisconsin's state prisons, community correctional centers, and juvenile corrections programs. It supervises the custody and discipline of all prisoners in order to protect the public and seeks to rehabilitate offenders and reintegrate them into society. The department currently operates 19 correctional facilities and 16 community correctional centers for adults, and 3 facilities for juveniles. It also supervises over 71,000 offenders on probation and/or parole; juvenile supervision and aftercare; and may make recommendations for pardons or commutations of sentence when requested by the governor. The department maintains a statewide register of sex offenders who are required to report by law.

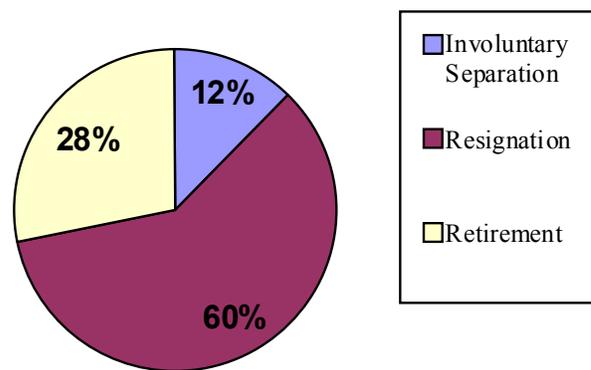
*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau with modifications from the Department of Corrections*

## Profile of the DOC Classified Workforce as of June 2008

Count of permanent classified employees	9,911
Average years of service	11.5
Average age of employees	43.2
Percent racial/ethnic minorities	9.3%
Percent women	41.7%
Percent persons with disabilities*	3.6%

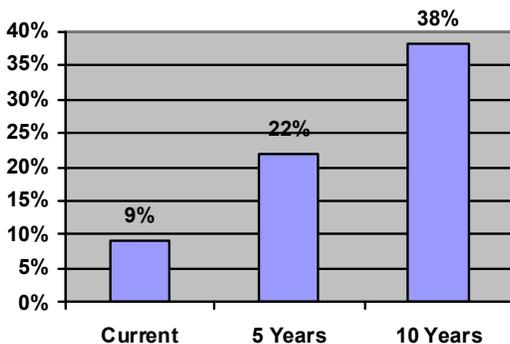
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 586 or 5.9% of total employees left DOC and separated from state service
- 73 left involuntarily (discharge or layoff)
- 347 left by resigning (other than retirement)
- 166 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for DOC:

Buildings & Grounds Supervisors/Superintendents  
 Correctional Officers & Sergeants  
 Correctional Services Manager  
 Corrections Communications Operators & Supervisors  
 Corrections Food Service Leaders & Cook Classifications  
 Corrections Program Supervisors  
 Social Workers  
 Corrections Security Director  
 Dental Classifications  
 Dietetic Services Director  
 Electronics Tech Security  
 Financial Classifications  
 Food Service Administrator  
 Health Care  
 HVAC/Refrigeration  
 Institution Superintendent  
 IS Classifications  
 Payroll and Benefits Classifications

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Program Support Professionals & Supervisors - Minorities  
 Human Resources Professionals & Supervisors - Minorities  
 Science Professionals & Supervisors - Minorities  
 Teachers & Education Professionals & Supv - Minorities & Females  
 Librarians, Archivists, & Curators - Minorities & Females  
 Psychologists - Minorities & Females  
 Social Services Professionals & Supervisors - Minorities  
 Technicians - Health Care & Related - Minorities & Females  
 Doctors, Dentists, & Veterinarians - Minorities & Females  
 Corrections Occupations - Females

### Underutilized Regional Job Groups

Mechanical Equip, Construction, & Repair - Minorities & Females  
 (Central & Western)  
 Food Production & Service - Minorities (Eastern, Southern & Western)  
 & Females (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Employee Trust Funds

**Agency Responsibilities:** The Department of Employee Trust Funds (ETF) administers various employee benefit programs, including the retirement, group insurance, disability, and deferred compensation programs and employee reimbursement and commuter benefits accounts. It serves all state employees and teachers and most municipal employees, with the notable exceptions of employees of the City and County of Milwaukee.

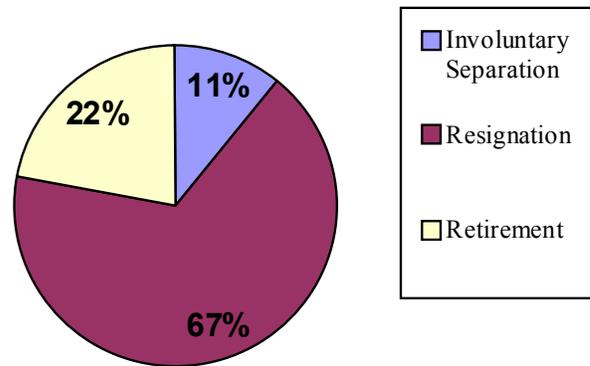
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the ETF Classified Workforce as of June 2008

Count of permanent classified employees	208
Average years of service	15.1
Average age of employees	48.6
Percent racial/ethnic minorities	9.6%
Percent women	65.9%
Percent persons with disabilities*	11.5%

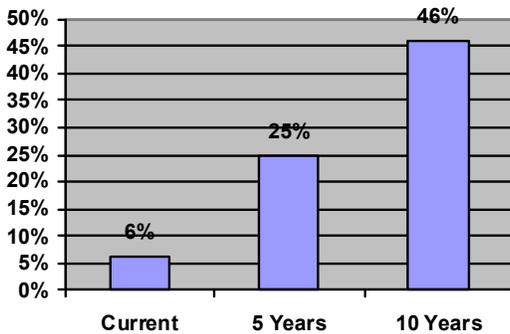
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 9 or 4.5% of total employees left ETF and separated from state service
- 1 left involuntarily (discharge or layoff)
- 6 left by resigning (other than retirement)
- 2 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for ETF:

Administrative Managers  
 Accountants/Auditors  
 Financial managers  
 IS Development Services  
 Management Information  
 Trust Fund Director  
 Trust Funds Specialists and Supervisor

### Affirmative Action and EEO Planning:

Underutilized Statewide Job Groups  
 Administrators - Senior Executives - Minorities  
 Management Information Professionals & Supervisors - Minorities  
 Program Support Professionals & Supervisors - Minorities  
 Librarians, Archivists, & Curators – Minorities & Females  
 Attorneys – Minorities  
 Public Information and Media Professionals & Supv - Minorities

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Financial Institutions

**Agency Responsibilities:** The Department of Financial Institutions (DFI) regulates state-chartered banks, savings and loans associations, and savings banks, as well as various operations of the securities industry. It examines and files charters and other documents of businesses and organizations and registers and regulates the mortgage banking industry and other financial service providers. It oversees Uniform Commercial Code filings. It also administers the Wisconsin Consumer Act and registers merchants who extend credit. The department is self-supporting through program revenue derived from fees and assessments paid by regulated entities and individuals.

Attached to the DFI since 1995, the Office of Credit Unions regulates credit unions chartered to do business in Wisconsin. It charters new credit unions, examines credit union records and assets, consents to consolidation of credit unions within the state and, in cooperation with similar agencies in neighboring states, approves interstate mergers. If a credit union is not in compliance with state law, the office may remove its officers, suspend operations, or take possession of the credit union's business.

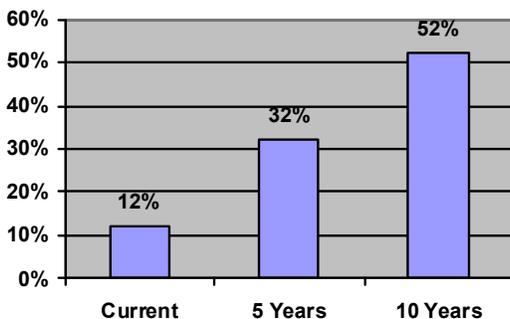
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DFI Classified Workforce as of June 2008

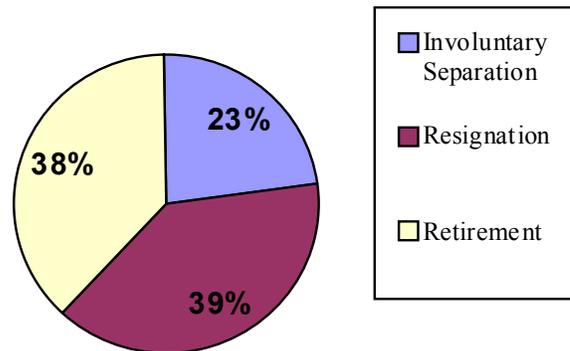
Count of permanent classified employees	125
Average years of service	17.7
Average age of employees	49.7
Percent racial/ethnic minorities	7.2%
Percent women	59.2%
Percent persons with disabilities*	8.0%

\*disabilities are self-reported by individuals

## Eligibility for Normal Retirement



## Turnover in Fiscal Year 2008



- 13 or 10.2% of total employees left DFI and separated from state service
- 3 left involuntarily (discharge or layoff)
- 5 left by resigning (other than retirement)
- 5 retired

## Critical Hiring Needs for DFI:

Financial Examiners  
 Securities Examiners  
 Financial Specialist  
 Marketing Specialist  
 Purchasing Agent

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Administrators – Senior Executives - Minorities  
 Fiscal & Related Professionals & Supervisors - Minorities  
 Program Support Professionals & Supervisors - Minorities  
 Management Information Professionals & Supervisors - Minorities  
 Attorneys - Minorities  
 Public Information & Media Professionals & Supervisors - Minorities

### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Health & Family Services

**Agency Responsibilities:** The Department of Health and Family Services (DHFS) administers a wide range of services to clients in the community and at state institutions, regulates certain care providers, and supervises and consults with local public and voluntary agencies. Its responsibilities span public health, mental health, substance abuse, long-term care, services to people who have a disability, medical assistance, and children's services.

*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau*

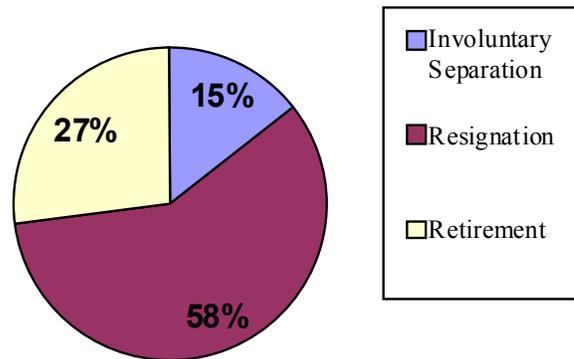
**Note.** At the end of Fiscal Year 2008, a portion of DHFS was reallocated to the newly created agency, the Department of Children and Families. The DHFS has been retitled the Department of Health Services.

## Profile of the DHFS Classified Workforce as of June 2008

Count of permanent classified employees	5,798
Average years of service	12.7
Average age of employees	45.9
Percent racial/ethnic minorities	12.5%
Percent women	66.0%
Percent persons with disabilities*	3.5%

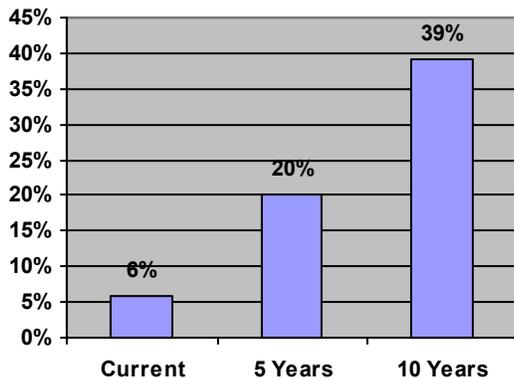
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 512 or 8.9% of total employees left DHFS and separated from state service
- 76 left involuntarily (discharge or layoff)
- 297 left by resigning (other than retirement)
- 139 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for DHFS:

Nurse Clinicians  
Resident Care Technicians  
Psychiatric Care Technicians  
Social Workers  
Supervisory, Managerial and underutilized positions

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
Management Information Professionals & Supervisors - Minorities  
Dietitians & Nutritionists - Minorities  
Health Therapists - Minorities  
Claims Determination & Collections - Professionals & Supervisors - Minorities  
Corrections Occupations - Minorities & Females  
Law Enforcement & Public Safety - Minorities & Females  
Inspectors & Investigators - Products & Services - Minorities  
Human Resources Professionals & Supervisors - Minorities  
Technicians - Health Care & Related - Females

### Underutilized Regional Job Groups

Administrative Support - General - Minorities (Central & Southern)  
Food Production & Food Service - Minorities (Eastern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Justice

**Agency Responsibilities:** The Department of Justice (DOJ) provides legal advice and representation, conducts criminal investigations, and provides numerous law enforcement services for the state. The agency's mission is focused on public protection and defense of the state. It is headed by the Attorney General, a constitutional officer who is elected to a four-year term. The Department consists of four divisions: Criminal Investigation, Law Enforcement Services, Legal Services and Management Services; and the Office of Crime Victim Services.

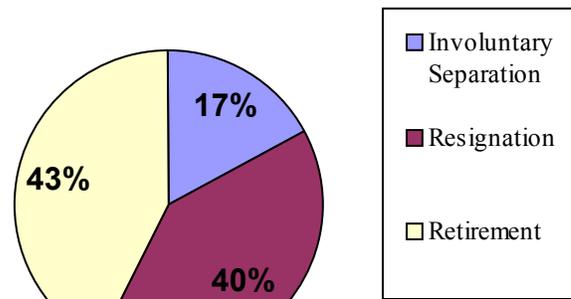
*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau with modifications from the Department of Justice*

## Profile of the DOJ Classified Workforce as of June 2008

Count of permanent classified employees	537
Average years of service	15.1
Average age of employees	46.5
Percent racial/ethnic minorities	10.2%
Percent women	55.3%
Percent persons with disabilities*	6.0%

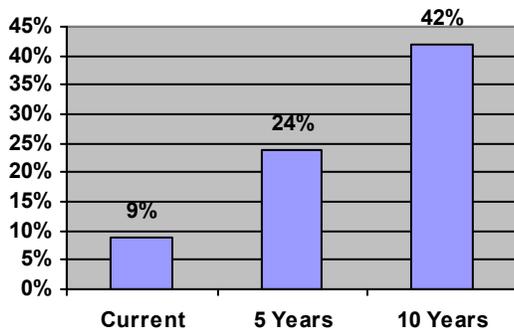
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 35 or 6.4% of total employees left DOJ and separated from state service
- 6 left involuntarily (discharge or layoff)
- 14 left by resigning (other than retirement)
- 15 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for DOJ:

Experienced Forensic Scientists (multiple disciplines)  
 Experienced Attorneys (multiple disciplines)  
 IT Professionals (Network and Data Services)

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Administrator- Senior Executives - Minorities  
 Attorneys – Minorities  
 Management Information Professionals & Supv – Minorities  
 Science Professionals & Supervisors – Minorities  
 Law Enforcement & Public Safety – Minorities & Females  
 Laboratory Technicians – Minorities  
 Program Support Professionals & Supervisors - Minorities

### Underutilized Regional Job Groups

General Clerical Occupations – Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Military Affairs

**Agency Responsibilities:** The Department of Military Affairs (DMA) provides an armed military force through the Wisconsin National Guard, which is organized, trained, equipped, and available for deployment under official orders in state and national emergencies. The federal mission of the National Guard is to provide trained units to the U.S. Army and U.S. Air Force in time of war or national emergency. Its state mission is to help civil authorities protect life and property and preserve peace, order, and public safety in times of natural or human-caused emergencies.

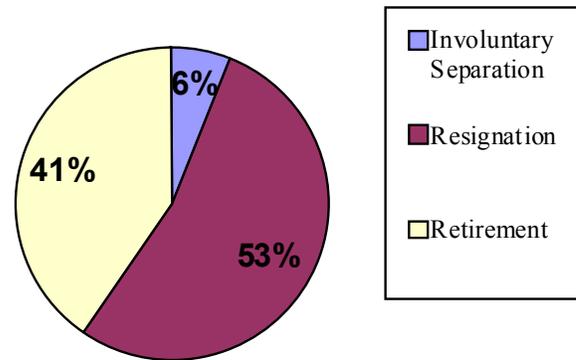
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DMA Classified Workforce as of June 2008

Count of permanent classified employees	370
Average years of service	12.1
Average age of employees	47.2
Percent racial/ethnic minorities	3.0%
Percent women	27.6%
Percent persons with disabilities*	12.7%

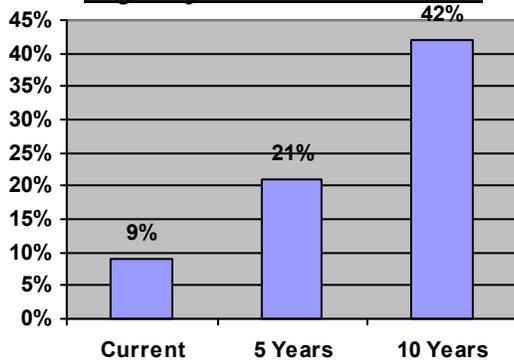
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 32 or 8.7% of total employees left DMA and separated from state service
- 2 left involuntarily (discharge or layoff)
- 17 left by resigning (other than retirement)
- 13 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for DMA:

Maintenance Staff  
 Team Leader/Senior Team Leader  
 Fire/Crash Rescue Specialist 3 and FCRS Supervisors  
 Military Affairs Security Officers and Supervisors  
 Emergency Government Specialists and Supervisors  
 Maintenance Staff

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Law Enforcement & Public Safety - Minorities & Females  
 Program Support Professionals & Supervisors - Minorities & Females  
 Social Services Professionals & Supervisors - Minorities  
 Management Information Professionals & Supervisors - Minorities  
 Environmental Specialists & Supervisors - Minorities

### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Southern, Western, Northern, Central)  
 Mechanical Equipment, Construction, & Repair - Minorities & Females (Central, Western, Eastern & Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Natural Resources

**Agency Responsibilities:** The Department of Natural Resources (DNR) is responsible for implementing state and federal laws that protect and enhance Wisconsin's natural resources, including its air, land, water, forests, wildlife, fish, and plants. It coordinates the many state-administered programs that protect the environment and provides a full range of outdoor recreational opportunities for Wisconsin residents and visitors.

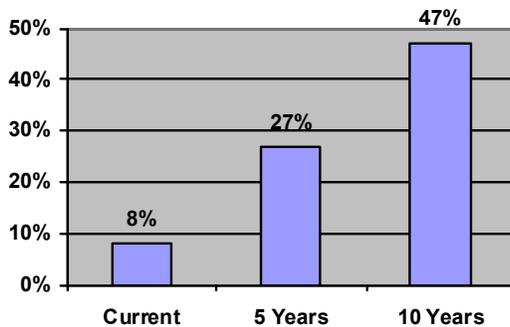
*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau*

## Profile of the DNR Classified Workforce as of June 2008

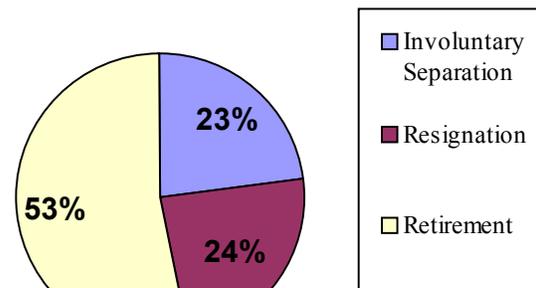
Count of permanent classified employees	2,548
Average years of service	16.9
Average age of employees	47.4
Percent racial/ethnic minorities	4.8%
Percent women	30.1%
Percent persons with disabilities*	6.5%

\*disabilities are self-reported by individuals

## Eligibility for Normal Retirement



## Turnover in Fiscal Year 2008



- 135 or 5.3% of total employees left DNR and separated from state service
- 31 left involuntarily (discharge or layoff)
- 32 left by resigning (other than retirement)
- 72 retired

## Critical Hiring Needs for DNR:

Managers and Supervisors  
 Accountant  
 IS Comprehensive & Technical Services Specialists  
 Human Resources  
 Conversation Biologist  
 Real Estate Specialists  
 Forester  
 Landscape Architect  
 Conservation Warden  
 Environmental Enforcement Specialist  
 Environmental Engineers  
 Natural Resources Research Scientist  
 Water Supply Specialist  
 Water Supply and Resources Engineers

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities & Females  
 Attorneys - Minorities  
 Environmental Specialists & Supervisors - Minorities  
 Law Enforcement & Public Safety - Minorities & Females  
 Management Information Professionals & Supervisors - Minorities  
 Natural Resources Professionals & Supervisors - Minorities  
 Planning & Research Professionals & Supervisors - Minorities  
 Program Support Professionals & Supervisors - Minorities & Females

### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Central & Southern)  
 Administrative Support - General - Minorities (Central, Northern & Western)  
 Agricultural & Natural Resources Technicians - Minorities & Females  
 (Central, Northern, Southern & Western)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Public Instruction

**Agency Responsibilities:** The Department of Public Instruction (DPI) provides direction and technical assistance for public elementary and secondary education in Wisconsin. The department offers a broad range of programs and professional services to local school administrators and staff. It distributes state school aids and administers federal aids to supplement local tax resources, improves curriculum and school operations, ensures education for children with disabilities, offers professional guidance and counseling, and develops school and public library resources.

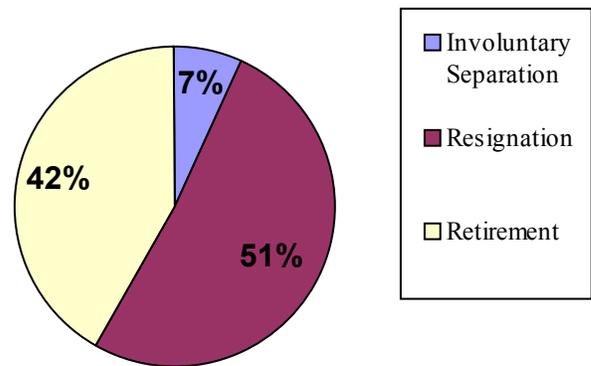
Source: *State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau*

## Profile of the DPI Classified Workforce as of June 2008

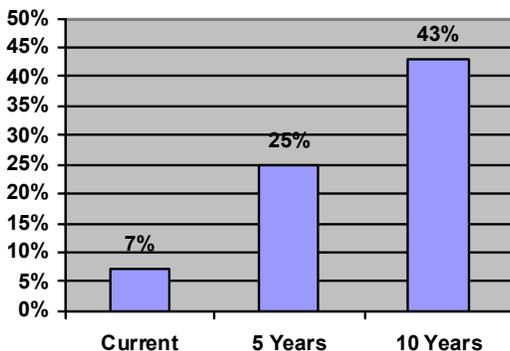
Count of permanent classified employees	635
Average years of service	13.8
Average age of employees	48.6
Percent racial/ethnic minorities	7.1%
Percent women	72.9%
Percent persons with disabilities*	17.0%

\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



## Eligibility for Normal Retirement



- 43 or 7.0% of total employees left DPI and separated from state service
- 3 left involuntarily (discharge or layoff)
- 22 left by resigning (other than retirement)
- 18 retired 4

### Critical Hiring Needs for DPI:

Communications Specialist  
 Nutrition Program Consultant  
 Administrative Support Staff  
 School Finance Auditor  
 IS Technical Services Specialist  
 IS Network Services Specialist  
 Education Consultant (Assessment)

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
 Dietitians & Nutritionists - Minorities  
 Librarians, Archivists, & Curators – Minorities & Females  
 Management Information Professionals & Supervisors - Minorities  
 Teachers and Education Professionals & Supervisors - Minorities

#### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Regulation & Licensing

**Agency Responsibilities:** The Department of Regulation and Licensing (DRL) is responsible for ensuring the safe and competent practice of licensed professionals in Wisconsin. It provides administrative services to the state occupational regulatory authorities responsible for regulation of occupations and offers policy assistance in such areas as evaluating and establishing new professional licensing programs, creating routine procedures for legal proceedings, and adjusting policies in response to public needs. Currently, the department and regulatory authorities are responsible for regulating about 345,000 credential holders and 128 types of credentials. The department investigates and prosecutes complaints against credential holders and assists with drafting statutes and administrative rules.

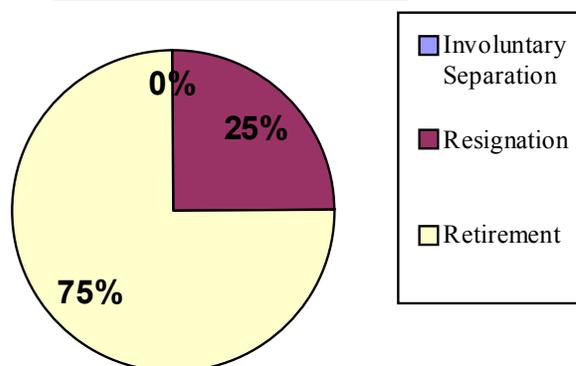
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DRL Classified Workforce as of June 2008

Count of permanent classified employees	98
Average years of service	17.9
Average age of employees	48.5
Percent racial/ethnic minorities	10.2%
Percent women	71.4%
Percent persons with disabilities*	13.3%

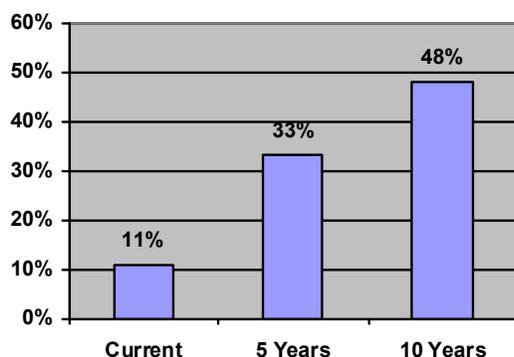
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 4 or 4.1% of total employees left DRL and separated from state service
- 0 left involuntarily (discharge or layoff)
- 1 left by resigning (other than retirement)
- 3 retired 5

## Eligibility for Normal Retirement



### Critical Hiring Needs for DRL:

Attorney  
 Paralegal  
 Consumer Protection Investigator 1 and 3  
 IT Developers  
 IT Technicians

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
 Attorneys - Minorities  
 Inspectors & Investigators - Products & Services - Minorities  
 Management Information Professionals & Supv - Minorities  
 Program Support Professionals & Supervisors - Minorities

#### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Southern)  
 Clerks - Shipping, Storage, and Related - Females (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Revenue

**Agency Responsibilities:** The Department of Revenue (DOR) administers all major state tax laws (except the insurance premiums tax) and enforces the state's alcohol beverage and tobacco laws. It estimates state revenues, forecasts state economic activity, helps formulate tax policy, and administers the Wisconsin Lottery. It also determines equalized value of taxable property and assesses manufacturing property. It administers local financial assistance programs and assists local governments in their property assessments and financial management.

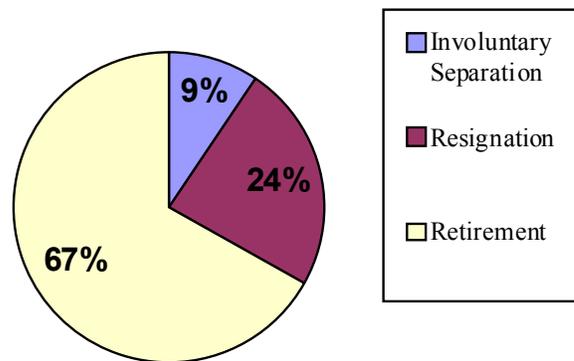
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DOR Classified Workforce as of June 2008

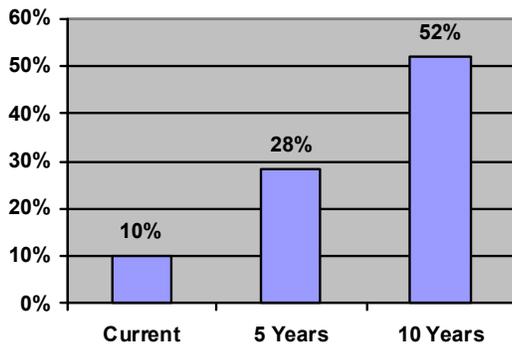
Count of permanent classified employees	974
Average years of service	17.8
Average age of employees	49.8
Percent racial/ethnic minorities	9.5%
Percent women	54.1%
Percent persons with disabilities*	15.0%

\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



## Eligibility for Normal Retirement



- 75 or 7.5% of total employees left DOR and separated from state service
- 7 left involuntarily (discharge or layoff)
- 18 left by resigning (other than retirement)
- 50 retired

### Critical Hiring Needs for DOR:

Fiscal & Related Professionals and Supervisors  
 Management Information Professionals & Supervisors  
 Administrative Support -Fiscal  
 Program Support Professionals & Supervisors  
 Clerks-Shipping, Storage and Related  
 General Clerical Operations (Rev. Customer Service Reps.)  
 Real Estate Technicians, Professionals and Supervisors

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Management Information Professionals & Supervisors - Minorities  
 Program Support Professionals & Supervisors – Minorities  
 Attorneys - Minorities  
 Administrators - Senior Executives – Minorities  
 Inspectors & Investigators – Products and Services – Minorities  
 Public Information & Media Professionals & Supervisors - Minorities

#### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Western, Central & Southern )  
 Mechanical Equipment, Construction, & Repair - Minorities & Females (Southern)  
 Clerks - Shipping, Storage and Related - Females (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Tourism

**Agency Responsibilities:** The Department of Tourism promotes travel to Wisconsin's scenic, historic, artistic, educational, and recreational sites. Travel sectors targeted by the department include leisure, meetings and conventions, sports, group tour, and international. Through planning, research, and assistance it provides guidance to the tourism and recreation industry to aid in the development of facilities. It also assists cooperative projects between profit and nonprofit tourist ventures. The department encourages local tourist development through the Joint Effort Marketing Program and the "Ready, Set, Go" Sports Marketing Grant Program.

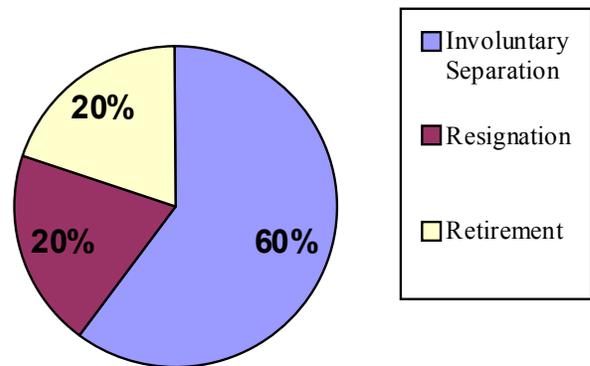
*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau*

## Profile of the Tourism Classified Workforce as of June 2008

Count of permanent classified employees	34
Average years of service	14.0
Average age of employees	47.2
Percent racial/ethnic minorities	5.9%
Percent women	64.7%
Percent persons with disabilities*	2.9%

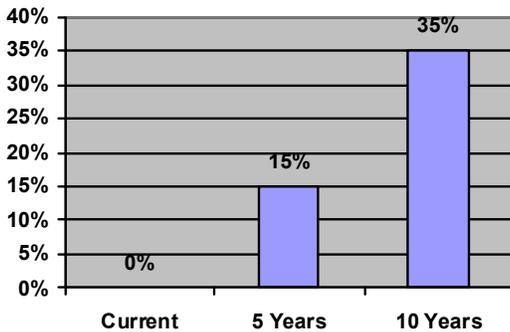
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 5 or 13.9% of total employees left Tourism and separated from state service
- 3 left involuntarily (discharge or layoff)
- 1 left by resigning (other than retirement)
- 1 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for Tourism:

Tourism Coordinator – Publications  
 Budget and Policy Analyst  
 Bilingual workforce (outreach in Spanish and Native American target population)

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
 Management Information Professionals & Supervisors - Minorities  
 Program Support Professionals & Supervisors - Minorities

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Transportation

**Agency Responsibilities:** The Department of Transportation (DOT) is responsible for the planning, promotion, and protection of all transportation systems in the state. Its major responsibilities involve highways, motor vehicles, motor carriers, traffic law enforcement, railroads, waterways, mass transit, and aeronautics. The department works with several federal agencies in the administration of federal transportation aids. It also cooperates with departments at the state level in travel promotion, consumer protection, environmental analysis, and transportation services for elderly and handicapped persons.

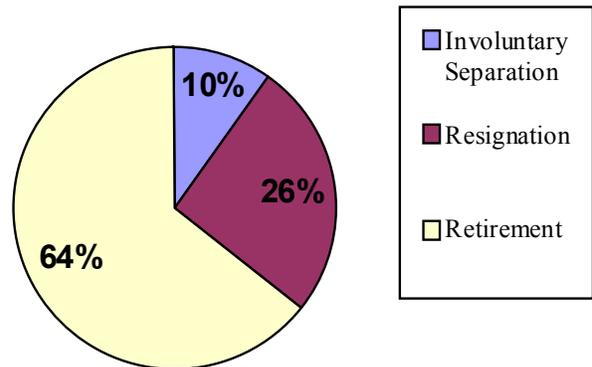
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DOT Classified Workforce as of June 2008

Count of permanent classified employees	3,294
Average years of service	15.8
Average age of employees	46.5
Percent racial/ethnic minorities	9.9%
Percent women	39.1%
Percent persons with disabilities*	5.9%

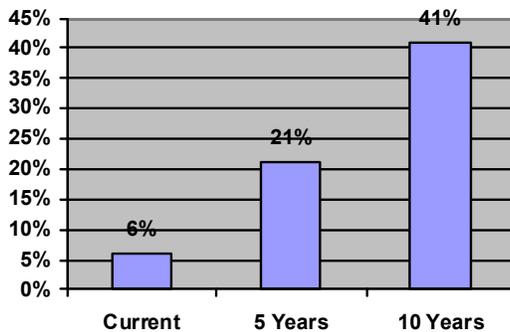
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 191 or 5.8% of total employees left DOT and separated from state service
- 19 left involuntarily (discharge or layoff)
- 49 left by resigning (other than retirement)
- 123 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for DOT:

Accountant Senior  
 Chemical Test Coordinator 2  
 Civil Engineer Transportation Advanced  
 Communications Technician Senior  
 Consumer Protection Investigator 3  
 Contracts Specialist Advanced  
 Engineering Specialist Transportation Advanced 2  
 Financial Management Supervisor  
 Grants Specialist Advanced  
 Information Systems Supervisor 2  
 Information Systems (multiple classifications)

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities & Females  
 Administrators - Others - Females  
 Program Support Professionals & Supervisors - Minorities  
 Management Information Professionals & Supervisors - Minorities  
 Planning & Research Professionals & Supervisors - Minorities  
 Environmental Specialists & Supervisors - Minorities  
 Media Technicians - Minorities & Females  
 Public Information & Media Professionals & Supervisors - Minorities  
 Law Enforcement & Public Safety - Minorities & Females  
 Inspectors & Investigators - Products & Services - Minorities

#### Underutilized Regional Job Groups

Administrative Support - General - Females (Western)  
 General Clerical Occupations - Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Veterans Affairs

**Agency Responsibilities:** The Department of Veterans Affairs (DVA) provides educational and economic assistance to eligible veterans of the U.S. Armed Forces and their dependents through loan and grant programs. It also operates the Wisconsin veterans homes at King and Union Grove, the Wisconsin Veterans Museum in Madison, the Southern Wisconsin Veterans Memorial Cemetery at Union Grove, the Northern Wisconsin Veterans Memorial Cemetery near Spooner, and the Central Wisconsin Veterans Memorial Cemetery at King. The department currently serves an estimated 470,000 veterans living in Wisconsin, including approximately 76,200 veterans of the World War II era, 65,200 from the Korean War era, 150,000 from the Vietnam War era, and 66,000 from the Gulf War era.

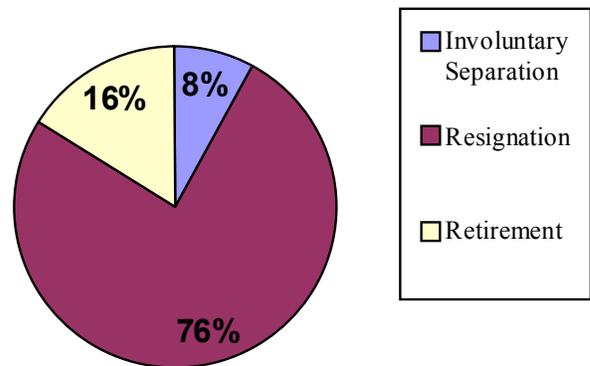
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the DVA Classified Workforce as of June 2008

Count of permanent classified employees	1,127
Average years of service	10.2
Average age of employees	44.5
Percent racial/ethnic minorities	9.3%
Percent women	77.5%
Percent persons with disabilities*	13.8%

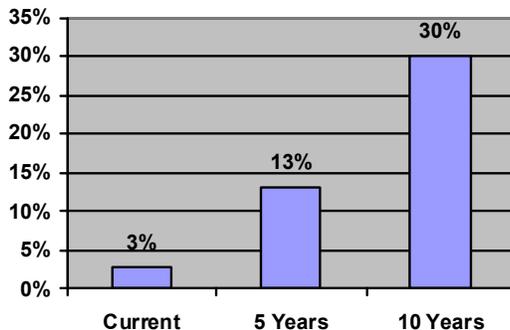
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 136 or 12.4% of total employees left DVA and separated from state service
- 11 left involuntarily (discharge or layoff)
- 103 left by resigning (other than retirement)
- 22 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for DVA:

Nursing staff (CNAs, LPNs, RNs)  
Pharmacists  
Financial Managers and Supervisors

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
Management Information Professionals & Supervisors - Minorities  
Social Services Professionals & Supervisors - Minorities  
Patient Care Professionals & Supervisors - Minorities  
Health Therapists - Minorities  
Technicians - Health Care & Related - Minorities & Females  
Law Enforcement & Public Safety - Minorities & Females

#### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Central)  
Administrative Support - Fiscal - Minorities (Central)  
Mechanical Equipment, Construction & Repair - Minorities (Central)  
Food Production & Food Service - Minorities (Eastern)

NOTE: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Department of Workforce Development

**Agency Responsibilities:** The Department of Workforce Development (DWD) conducts a variety of work-related programs designed to connect people with employment opportunities in Wisconsin. It has major responsibility for the state's employment and training services, job centers; job training and placement services provided in cooperation with private sector employers; apprenticeship programs; and employment-related services for people with disabilities. It oversees the unemployment insurance and worker's compensation programs and is also responsible for adjudicating cases involving employment discrimination, housing discrimination, and labor law.

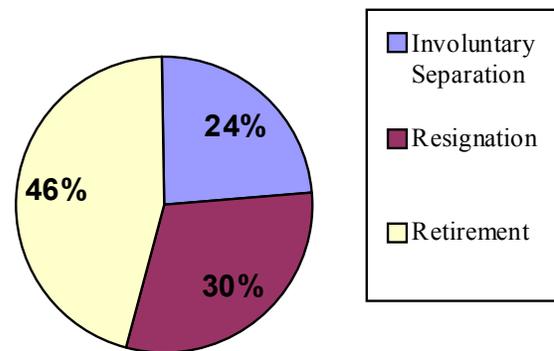
*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau with modifications from the DWD to reflect program changes.*

## Profile of the DWD Classified Workforce as of June 2008

Count of permanent classified employees	1,704
Average years of service	16.7
Average age of employees	49.9
Percent racial/ethnic minorities	16.7%
Percent women	64.7%
Percent persons with disabilities*	11.3%

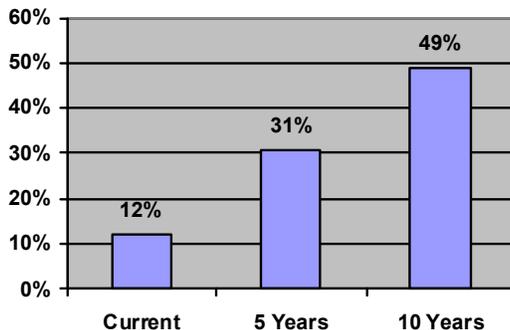
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 154 or 8.8% of total employees left DWD and separated from state service
- 37 left involuntarily (discharge or layoff)
- 46 left by resigning (other than retirement)
- 71 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for DWD:

DWD Managers  
 Unemployment Insurance Professionals and Supervisors  
 Information Technology  
 Vocational Rehabilitation Counselors  
 LIRC Workforce (Attorneys and Support Staff and Business Manager)

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

Management Information Professionals & Supervisors - Minorities  
 Attorneys - Minorities  
 Social Services Professionals & Supervisors - Minorities  
 Administrators - Senior Executives - Minorities  
 Program Support Professionals & Supervisors - Minorities

### Underutilized Regional Job Groups

Administrative Support - General - Minorities (Western and Northern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Educational Communications Board

**Agency Responsibility:** The Educational Communications Board oversees statewide instructional telecommunications programming, a public broadcasting system, and public service media for the cultural and educational needs of the state's citizens. The board plans, constructs, and operates the state's public radio and television networks, and it is the licensee for the state's 16 public radio stations and 5 public television stations. The board operates the Emergency Weather System and the Amber Alert System. The board shares responsibility for public broadcasting with the University of Wisconsin Board of Regents. Programming is produced through UW facilities or acquired from national, regional, state, and local sources. The board also is affiliated with public television stations licensed to Milwaukee Area Technical College, television station WSDE in Duluth, and several public radio stations. Educational services include selection, acquisition or production, implementation, and evaluation of instructional programming and accompanying multimedia materials (CD-ROMs, manuals, and software) in cooperation with teachers in public and private schools, the Cooperative Educational Service Agencies, the Department of Public Instruction, the Technical College System, and the UW System.

Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the ECB Classified Workforce as of June 2008

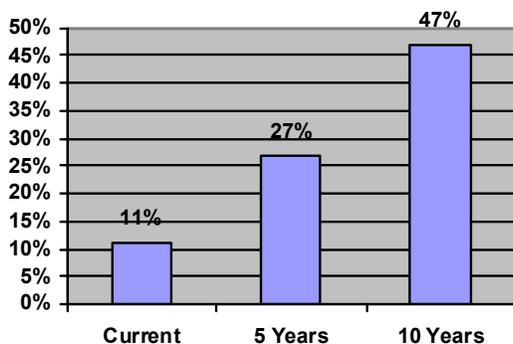
Count of permanent classified employees	45
Average years of service	17.3
Average age of employees	49.4
Percent racial/ethnic minorities	4.4%
Percent women	26.7%
Percent persons with disabilities*	11.1%

\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008

- 0 or 0.0% of total employees left ECB and separated from state service
- 0 left involuntarily (discharge or layoff)
- 0 left by resigning (other than retirement)
- 0 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for ECB:

Technicians and Technical Supervisors  
Accountants and Fiscal

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Management Information Professionals & Supervisors - Minorities  
Media Technicians - Minorities & Females  
Public Information & Media Professionals & Supervisors - Minorities

#### Underutilized Regional Job Groups

General Clerical Occupations – Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Office of State Employment Relations

**Agency Responsibilities:** The Office of State Employment Relations (OSER) is responsible for personnel and employment relations policies and programs for state government employees. The office administers the state's classified service, which is designed to staff state governmental agencies with employees chosen on the basis of merit. It evaluates job categories, determines employee performance and training needs, and assists managers in their supervisory duties. The office sets standards for and ensures compliance with affirmative action plans. It represents the executive branch in its role as an employer under the state's employment relations statutes.

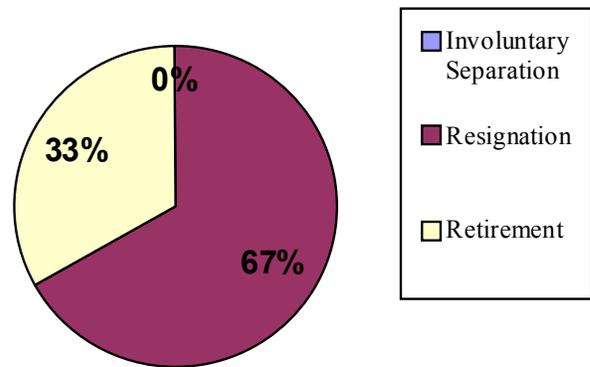
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the OSER Classified Workforce as of June 2008

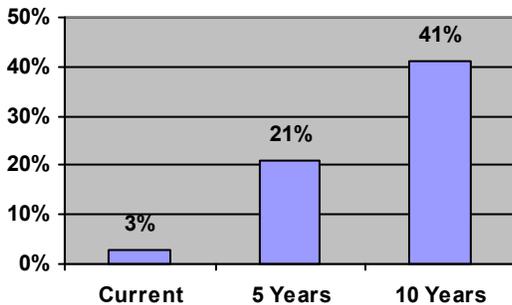
Count of permanent classified employees	39
Average years of service	14.7
Average age of employees	46.3
Percent racial/ethnic minorities	17.9%
Percent women	53.8%
Percent persons with disabilities*	5.1%

\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



## Eligibility for Normal Retirement



- 3 or 7.0% of total employees left OSER and separated from state service
- 0 left involuntarily (discharge or layoff)
- 2 left by resigning (other than retirement)
- 1 retired

### Critical Hiring Needs for OSER:

None

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities

Program Support Professionals & Supervisors - Minorities

Management Information Professionals & Supervisors - Minorities

Attorneys - Minorities

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Office of the Commissioner of Insurance

**Agency Responsibilities:** The Office of the Commissioner of Insurance (OCI) supervises the insurance industry in Wisconsin. The office is responsible for examining insurance industry financial practices and market conduct, licensing insurance agents, reviewing policy forms for compliance with state insurance statutes and regulations, investigating consumer complaints, and providing consumer information. Its goals are to ensure the financial soundness of insurers doing business in Wisconsin; secure fair treatment by insurance companies and agents of policyholders and claimants; encourage industry self-regulation; emphasize loss prevention as part of good insurance practice; and educate the public on insurance issues. The office administers three segregated insurance funds. The State Life Insurance Fund offers up to \$10,000 of low-cost life insurance protection to any Wisconsin resident who meets prescribed risk standards. The Local Government Property Insurance Fund provides optional coverage for local governments against fire loss, as well as other property damage they may incur. The agency oversees activities of the Health Care Liability Insurance Plan, which provides liability coverage for hospitals, physicians, and other health care providers in Wisconsin, and the Injured Patients and Families Compensation Fund, which provides medical malpractice coverage for qualified health care providers on claims in excess of a provider's underlying coverage.

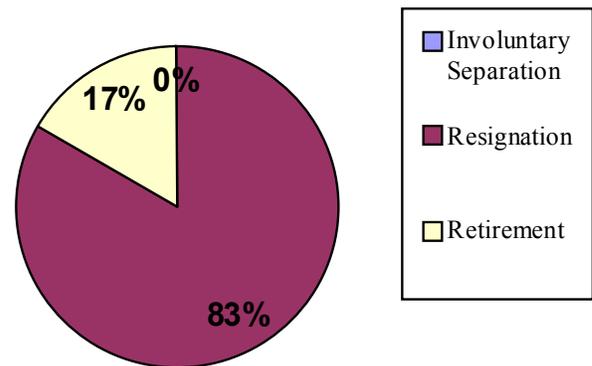
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau with modifications from the Office of the Commissioner of Insurance

## Profile of the OCI Classified Workforce as of June 2008

Count of permanent classified employees	132
Average years of service	15.7
Average age of employees	48.7
Percent racial/ethnic minorities	11.4%
Percent women	59.1%
Percent persons with disabilities*	12.1%

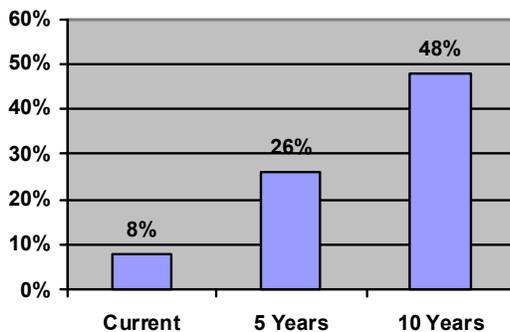
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 6 or 4.6% of total employees left OCI and separated from state service
- 0 left involuntarily (discharge or layoff)
- 5 left by resigning (other than retirement)
- 1 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for OCI:

#### Program Technical:

Insurance Financial Examiners  
Insurance Examiner (Bilingual)

#### Program Specialist/Support:

Accountants  
Insurance Program Specialist  
Consumer Complaint Program Associate  
Licensing/Permit Program Associate  
Fiscal/Procurement  
IT (Telecom)  
Office Management Specialist  
Office Operations Associate

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
Attorneys - Minorities  
Fiscal & Related Professionals & Supervisors - Females  
Program Support Professionals & Supervisors - Minorities  
Management Information Professionals & Supv - Minorities

#### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Southern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Office of the State Public Defender

**Agency Responsibilities:** The Office of the State Public Defender (OSPD) makes determinations of indigence and provides legal representation for specified defendants who are unable to afford a private attorney. The state public defender, who must be a member of the state bar, serves at the pleasure of the Public Defender Board.

*Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau*

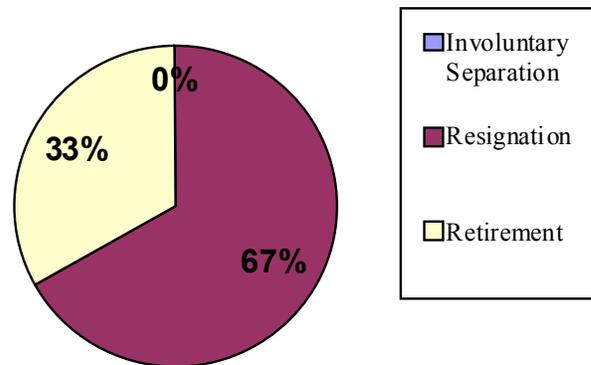
*Note. A little more than half of the employees in the Office of the State Public Defender are Public Defender Attorneys. However, these attorneys are not part of the classified service, and therefore they are excluded from the data in this Report, which covers only the permanent classified workforce.*

## Profile of the OSPD Classified Workforce as of June 2008

Count of permanent classified employees	225
Average years of service	13.5
Average age of employees	46.9
Percent racial/ethnic minorities	15.1%
Percent women	80.0%
Percent persons with disabilities*	7.1%

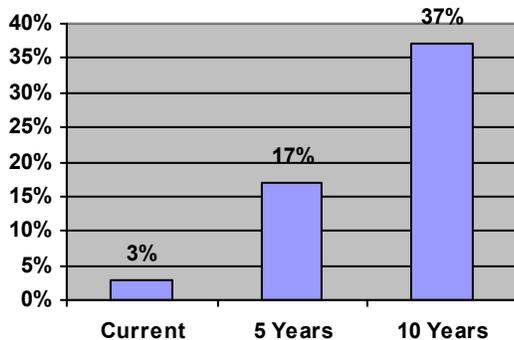
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 9 or 4.0% of total employees left OSPD and separated from state service
- 0 left involuntarily (discharge or layoff)
- 6 left by resigning (other than retirement)
- 3 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for OSPD:

Assistant State Public Defender Attorneys (*these attorneys are unclassified employees and not included in the data elsewhere in this Report*)

Legal Secretary

Public Defender Investigator

Management/Supervisory Classifications

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities

Program Support Professionals & Supervisors – Minorities & Females

Management Information Professionals & Supervisors - Minorities

Social Services Professionals & Supervisors - Minorities

#### Underutilized Regional Job Groups

Administrative Support - General - Minorities (Southern & Northern)

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Public Service Commission

**Agency Responsibilities:** The Public Service Commission (PSC) is responsible for regulating Wisconsin's public utilities and ensuring that utility services are provided to customers at prices reasonable to both ratepayers and utility owners. The commission regulates the rates and services of electric, gas distribution, heating, water, combined water and sewer utilities, and certain telecommunications providers. In most instances, its jurisdiction does not extend to the activities of electric cooperatives, wireless telephone providers, cable television, or Internet service. Responsibilities of the commission include setting utility rates, determining levels for adequate and safe service, and utility bond sales and stock offerings. It confirms or rejects utility applications for major construction projects, such as power plants, transmission lines, and wind farms. In addition to ensuring utility compliance with statutes, administrative codes, and record-keeping requirements, the commission's staff investigates and mediates thousands of consumer complaints annually. During the complaint process, commission staff reviews all pertinent information to make certain that the utility's handling of the complaint is in compliance with the applicable rules. The commission also rules on proposed mergers between utility companies.

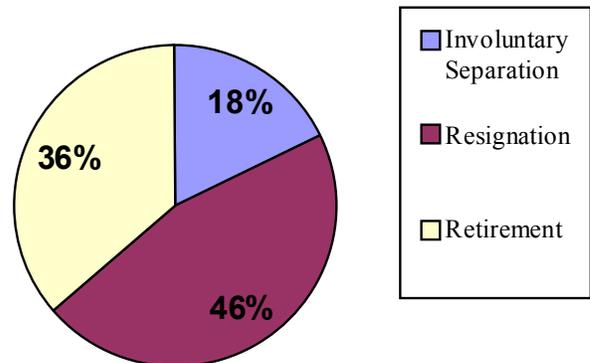
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the PSC Classified Workforce as of June 2008

Count of permanent classified employees	139
Average years of service	19.7
Average age of employees	51.4
Percent racial/ethnic minorities	7.9%
Percent women	46.0%
Percent persons with disabilities*	8.6%

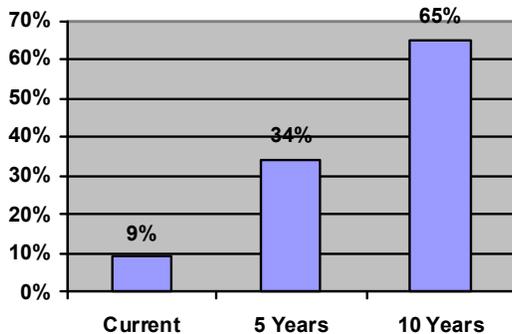
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 11 or 7.9% of total employees left PSC and separated from state service
- 2 left involuntarily (discharge or layoff)
- 5 left by resigning (other than retirement)
- 4 retired

## Eligibility for Normal Retirement



### Critical Hiring Needs for PSC:

Public Utility Auditors  
 Public Service Engineers, including both the chief engineer and sewer engineer  
 Administrative Managers  
 Policy Initiatives Advisor  
 Executive (USF Program Manager)

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
 Fiscal & Related Professionals & Supervisors - Minorities & Females  
 Program Support Professionals & Supervisors - Minorities  
 Environmental Specialists & Supervisors - Minorities  
 Attorneys - Minorities  
 Management Information Professionals & Supervisors - Minorities

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Technical College System Board

**Agency Responsibilities:** The Technical College System Board (TCSB) is the coordinating agency for the Technical College System. The board establishes statewide policies and standards for the educational programs and services provided by the 16 technical college districts that cover the state. The district boards, in turn, are responsible for the direct operation of their respective schools and programs. They are empowered to levy property taxes, provide for facilities and equipment, employ staff, and contract for services. The districts set academic and grading standards, appoint the district directors, hire instructional and other staff, and manage the district budget. The system board supervises district operations through reporting and audit requirements and consultation, coordination, and support services. It sets standards for building new schools and adding to current facilities. It also provides assistance to districts in meeting the needs of target groups, including services for the disadvantaged, the disabled, women, dislocated workers, the incarcerated, and minorities. The board administers state and federal aids. It works with the Department of Public Instruction to coordinate secondary and postsecondary vocational and technical programs. It also cooperates with the University of Wisconsin System to establish coordinated programming to make the services of the two agencies fully available to state residents. The board cooperates with the Department of Workforce Development to provide training for apprentices.

Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the TCSB Classified Workforce as of June 2008

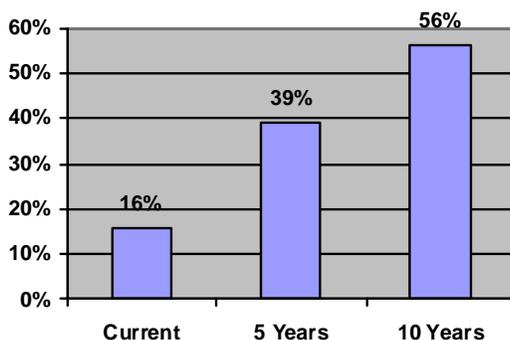
Count of permanent classified employees	62
Average years of service	20.0
Average age of employees	52.9
Percent racial/ethnic minorities	11.3%
Percent women	56.5%
Percent persons with disabilities*	11.3%

\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008

All turnover in Fiscal Year 2008 for the TCSB was due to retirements, with no resignations or discharges.

## Eligibility for Normal Retirement



- 4 or 6.3% of total employees left TCSB and separated from state service
- 0 left involuntarily (discharge or layoff)
- 0 left by resigning (other than retirement)
- 4 retired

### Critical Hiring Needs for TCSB:

Education Program Specialist  
 Education Consultant  
 Auditor (School Finance) Confidential  
 Accountant Senior  
 IS Network Services Consultant/Administrator  
 Architect/Engineer Management

### Affirmative Action and EEO Planning:

#### Underutilized Statewide Job Groups

Administrators - Senior Executives - Minorities  
 Management Information Professionals & Supv - Minorities  
 Teachers and Education Professionals & Supervisors - Minorities

#### Underutilized Regional Job Groups

General Clerical Occupations - Minorities (Southern)

**Note:** The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.

# Wisconsin Historical Society

**Agency Responsibilities:** The mission of the State Historical Society of Wisconsin, known informally as the Wisconsin Historical Society (WHS), is to help connect people to the past. The society has a statutory duty to collect and preserve historical and cultural resources related to Wisconsin and to make them available to the public. To meet these objectives, the society maintains a major history research collection in Madison and in 14 area research centers; operates a museum, 9 historic sites, an office at the Northern Great Lakes Visitor Center, a field services office in Eau Claire, and statewide school services programs. It owns Circus World Museum, which is managed by the Circus World Museum Foundation. It provides public history programming such as National History Day and collaborates with other agencies such as Wisconsin Public Television to deliver history programming to the public. It provides technical services and advice to about 350 affiliated local historical societies throughout the state. It conducts, publishes, and disseminates research on Wisconsin and U.S. history, and serves as the state's historic preservation office, which regulates the designation of historic structures and archeological sites by administering the state and national registers of historic places. The society is also responsible for implementation of the state's Burial Sites Preservation Law.

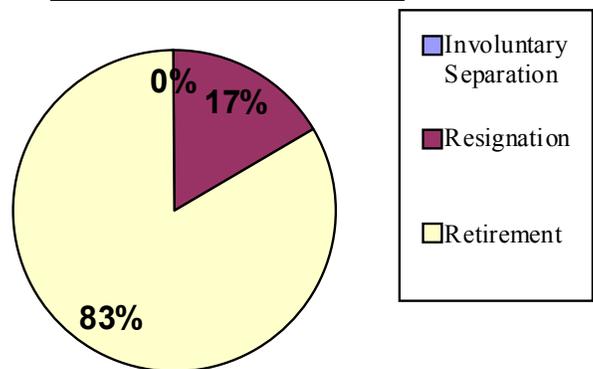
Source: State of Wisconsin 2007-2008 Blue Book, compiled by the WI Legislative Reference Bureau

## Profile of the WHS Classified Workforce as of June 2008

Count of permanent classified employees	122
Average years of service	14.4
Average age of employees	50.2
Percent racial/ethnic minorities	1.6%
Percent women	49.2%
Percent persons with disabilities*	3.3%

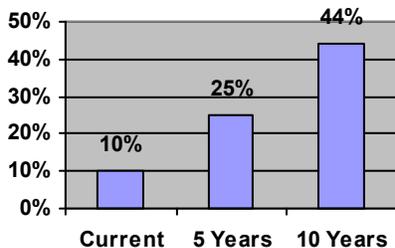
\*disabilities are self-reported by individuals

## Turnover in Fiscal Year 2008



- 6 or 5.0% of total employees left WHS and separated from state service
- 0 left involuntarily (discharge or layoff)
- 1 left by resigning (other than retirement)
- 5 retired

## Eligibility for Normal Retirement



## Critical Hiring Needs for WHS:

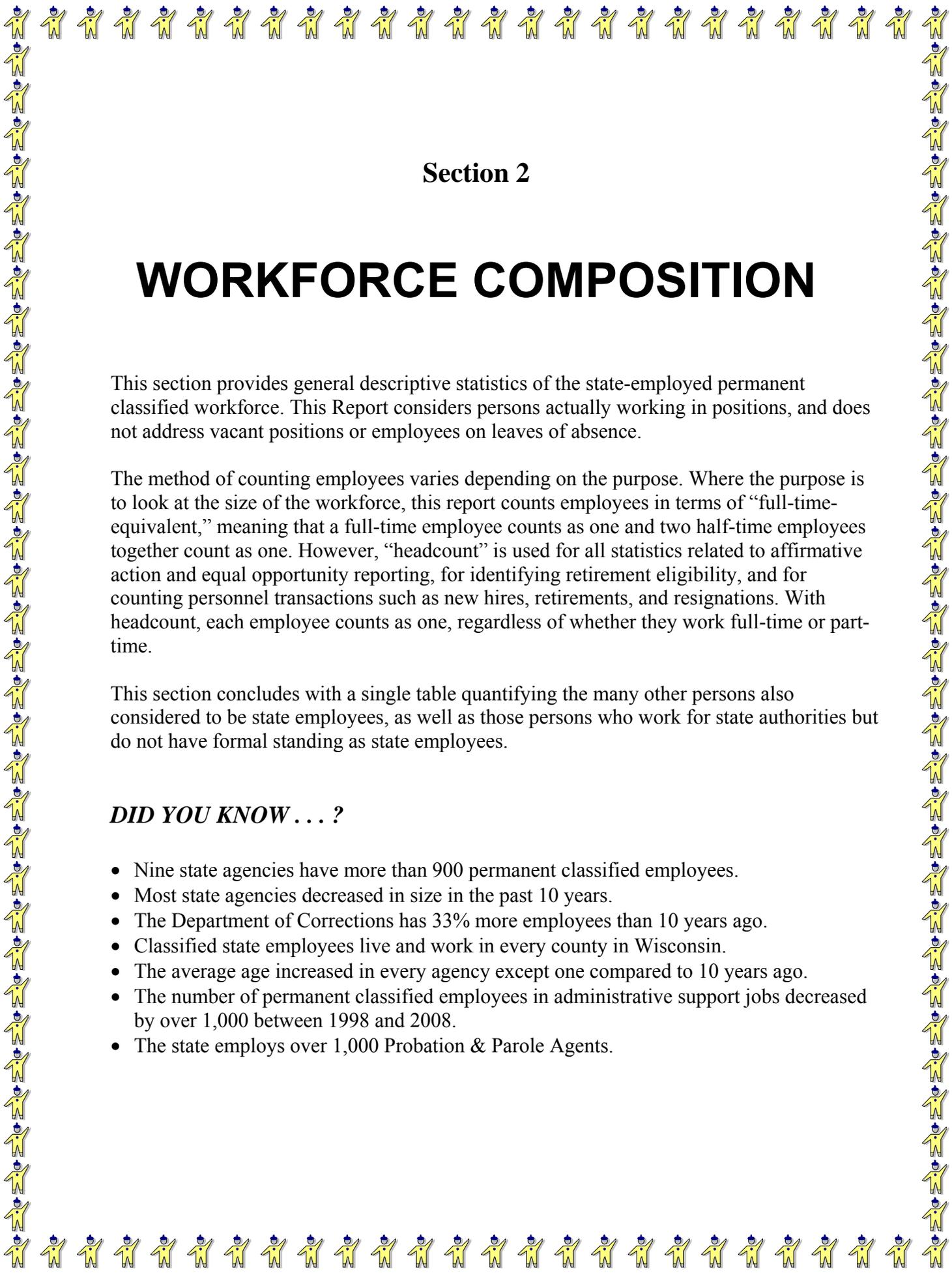
Accountant – Senior	Historic Preservation Specialist
Administrative Manager	Historic Site Coordinator and Manager
Archeologist & Archeologist Supervisor	Historical Collections Consultant
Archivist	Historical Society Manager &
Bookstore/Museum Gift Shop Manager	Program Supervisor
Budget and Policy Analyst	Human Resources and Payroll/Benefits
Buildings and Grounds Supervisor	IS Classifications
Conservator	Librarian and Supervisor
Curator and Curator Supervisor	Library Services Assistant – Sr. & Adv/Lead
Custodian – Lead	Marketing Specialist
Education Consultant & Specialist	Non-ESG Exec
ESG 3,4,6,and 7	Office Associate
Exhibits Tech	Operations Program Associate (B)
Facilities Repair Worker 1, 3, and 4	Preservation Architect Senior & Advanced
Financial Specialist 3 and 4	Publications Editor 4
Food Service Manager	Purchasing Agent Program Supervisor
Graphic Designer – Senior	
Historic Farmer	

## Affirmative Action and EEO Planning:

### Underutilized Statewide Job Groups

- Librarians, Archivists, & Curator - Minorities & Females
- Administrators - Senior Executives - Minorities
- Media Technicians - Minorities & Females
- Public Information and Media Professionals & Supervisors - Minorities
- Science Professionals & Supervisors - Minorities
- Teachers and Education Professionals & Supervisors - Minorities

Note: The list above is incomplete. The complete list of underutilized job groups can be found at the OSER website.



## Section 2

# WORKFORCE COMPOSITION

This section provides general descriptive statistics of the state-employed permanent classified workforce. This Report considers persons actually working in positions, and does not address vacant positions or employees on leaves of absence.

The method of counting employees varies depending on the purpose. Where the purpose is to look at the size of the workforce, this report counts employees in terms of “full-time-equivalent,” meaning that a full-time employee counts as one and two half-time employees together count as one. However, “headcount” is used for all statistics related to affirmative action and equal opportunity reporting, for identifying retirement eligibility, and for counting personnel transactions such as new hires, retirements, and resignations. With headcount, each employee counts as one, regardless of whether they work full-time or part-time.

This section concludes with a single table quantifying the many other persons also considered to be state employees, as well as those persons who work for state authorities but do not have formal standing as state employees.

### ***DID YOU KNOW . . . ?***

- Nine state agencies have more than 900 permanent classified employees.
- Most state agencies decreased in size in the past 10 years.
- The Department of Corrections has 33% more employees than 10 years ago.
- Classified state employees live and work in every county in Wisconsin.
- The average age increased in every agency except one compared to 10 years ago.
- The number of permanent classified employees in administrative support jobs decreased by over 1,000 between 1998 and 2008.
- The state employs over 1,000 Probation & Parole Agents.

**Table 1**  
**PERMANENT CLASSIFIED EMPLOYEES BY AGENCY: 2008 and 1998**  
**Full-Time-Equivalent Filled Positions**

Agency	2008	1998	10-Year Change	10-Year % Change
Administration	961.9	991.0	-29.1	-3%
Ag, Trade & Consumer Prot	532.1	618.3	-86.2	-14%
Aging & Long Term Care Bd	28.0	17.9	10.1	56%
Arts Board	9.0	9.0	0.0	0%
Commerce	353.3	401.4	-48.1	-12%
Commissioner of Insurance	128.0	115.5	12.5	11%
Corrections	9,741.3	7,315.2	2,426.1	33%
Educational Comm Board	43.7	61.7	-18.0	-29%
Elections Board	-	11.0	-	-
Employee Trust Funds	194.4	155.6	38.8	25%
Employment Relations Comm	19.5	24.5	-5.0	-20%
Ethics Board	-	5.5	-	-
Financial Institutions	122.8	145.5	-22.7	-16%
Government Accountability Bd	24.0	-	-	-
Health & Family Services	5,503.7	5,515.8	-12.1	0%
Higher Education Aids Bd	8.5	19.0	-10.5	-55%
Investment Board	3.0	5.0	-2.0	-40%
Justice	523.8	501.3	22.5	4%
Lower WI St Riverway Bd	1.0	1.0	0.0	0%
Military Affairs	363.8	310.8	53.1	17%
Natural Resources	2,493.2	2,633.0	-139.9	-5%
People with Disabilities Bd	4.8	-	-	-
Personnel Commission	-	6.0	-	-
Public Instruction	579.3	537.7	41.6	8%
Public Lands Board	6.0	7.0	-1.0	-14%
Public Service Commission	136.0	173.5	-37.5	-22%
Regulation & Licensing	96.8	109.0	-12.2	-11%
Retirement Research Comm	-	3.0	-	-
Revenue	957.5	1,172.3	-214.8	-18%
Secretary of State	4.5	5.5	-1.0	-18%
State Employment Relations	37.9	74.0	-36.1	-49%
State Fair Park	12.0	37.8	-25.8	-68%
State Public Defender	205.6	203.8	1.8	1%
Technical College Sys Bd	62.0	69.3	-7.3	-11%
Tourism	32.8	52.8	-20.0	-38%
Transportation	3,247.9	3,616.9	-369.1	-10%
Treasurer	7.2	12.5	-5.3	-42%
UW System	9,325.3	8,678.9	646.4	7%
Veterans Affairs	995.9	725.8	270.1	37%
WI Historical Society	117.6	146.5	-28.9	-20%
Workforce Development	1,641.6	2,189.2	-547.6	-25%
<b>Grand Total</b>	<b>38,525.4</b>	<b>36,679.3</b>	<b>1,846.1</b>	<b>5.0%</b>

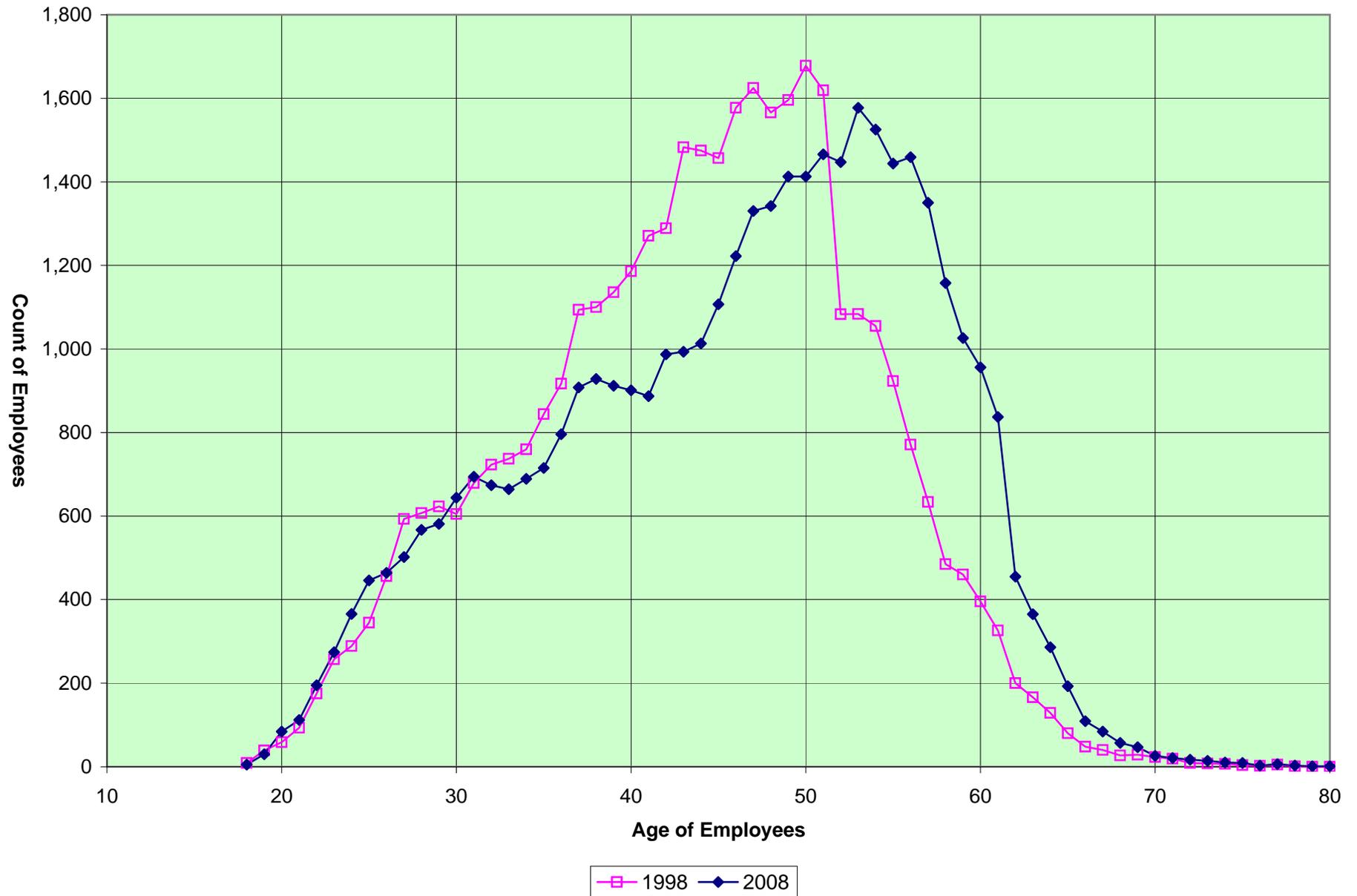
Source: PMIS, June 2008, June 1998

**Table 2**  
**AVERAGE AGE AND YEARS OF SERVICE BY AGENCY**  
**Permanent Classified Employees**

Agency	Full Time Equivalent Employees		Average Age		Average Years of Service	
	2008	1998	2008	1998	2008	1998
Administration	961.9	991.0	49.2	45.6	15.2	13.8
Ag, Trade & Consumer Prot	532.1	618.3	48.5	45.2	15.4	13.6
Aging & Long Term Care Bd	28.0	17.9	49.1	45.5	10.0	9.0
Arts Board	9.0	9.0	52.9	44.2	17.7	11.4
Commerce	353.3	401.4	50.9	46.1	15.2	11.5
Commissioner of Insurance	128.0	115.5	48.7	45.3	15.7	14.5
Corrections	9,741.3	7,315.2	43.2	40.4	11.5	9.6
Educational Comm Board	43.7	61.7	49.4	47.3	17.3	14.9
Elections Board	-	11.0	-	42.1	-	11.2
Employee Trust Funds	194.4	155.6	48.6	45.6	15.1	15.7
Employment Relations Comm	19.5	24.5	54.4	47.8	20.0	17.2
Ethics Board	-	5.5	-	49.6	-	10.7
Financial Institutions	122.8	145.5	49.7	44.9	17.7	14.5
Government Accountability Bd	24.0	-	41.4	-	6.8	-
Health & Family Services	5,503.7	5,515.8	45.9	43.8	12.7	12.5
Higher Education Aids Bd	8.5	19.0	48.2	46.3	16.4	14.4
Investment Board	3.0	5.0	57.0	47.5	14.1	7.8
Justice	523.8	501.3	46.5	43.8	15.1	13.4
Lower WI St Riverway Bd	1.0	1.0	38.6	26.8	6.6	6.0
Military Affairs	363.8	310.8	47.2	46.3	12.1	12.1
Natural Resources	2,493.2	2,633.0	47.4	44.5	16.9	15.2
People with Disabilities Bd	4.8	-	53.4	-	16.6	-
Personnel Commission	-	6.0	-	45.7	-	12.6
Public Instruction	579.3	537.7	48.6	46.7	13.8	14.3
Public Lands Board	6.0	7.0	49.8	43.4	13.0	13.2
Public Service Commission	136.0	173.5	51.4	45.9	19.7	14.8
Regulation & Licensing	96.8	109.0	48.5	44.1	17.9	13.7
Retirement Research Comm	-	3.0	-	48.2	-	16.7
Revenue	957.5	1,172.3	49.8	45.4	17.8	15.1
Secretary of State	4.5	5.5	48.8	41.0	15.1	8.9
State Employment Relations	37.9	74.0	46.3	42.9	14.7	11.4
State Fair Park	12.0	37.8	48.3	47.7	11.7	9.0
State Public Defender	205.6	203.8	46.9	41.7	13.5	9.0
Technical College Sys Bd	62.0	69.3	52.9	49.0	20.0	19.0
Tourism	32.8	52.8	47.2	40.9	14.0	9.8
Transportation	3,247.9	3,616.9	46.5	44.6	15.8	15.6
Treasurer	7.2	12.5	44.8	46.1	10.9	19.0
UW System	9,325.3	8,678.9	48.6	46.1	14.3	14.5
Veterans Affairs	995.9	725.8	44.5	44.4	10.2	11.8
WI Historical Society	117.6	146.5	50.2	46.6	14.4	13.5
Workforce Development	1,641.6	2,189.2	49.9	47.0	16.7	15.6
<b>Grand Total</b>	<b>38,525.4</b>	<b>36,679.3</b>	<b>46.6</b>	<b>44.3</b>	<b>13.8</b>	<b>13.3</b>

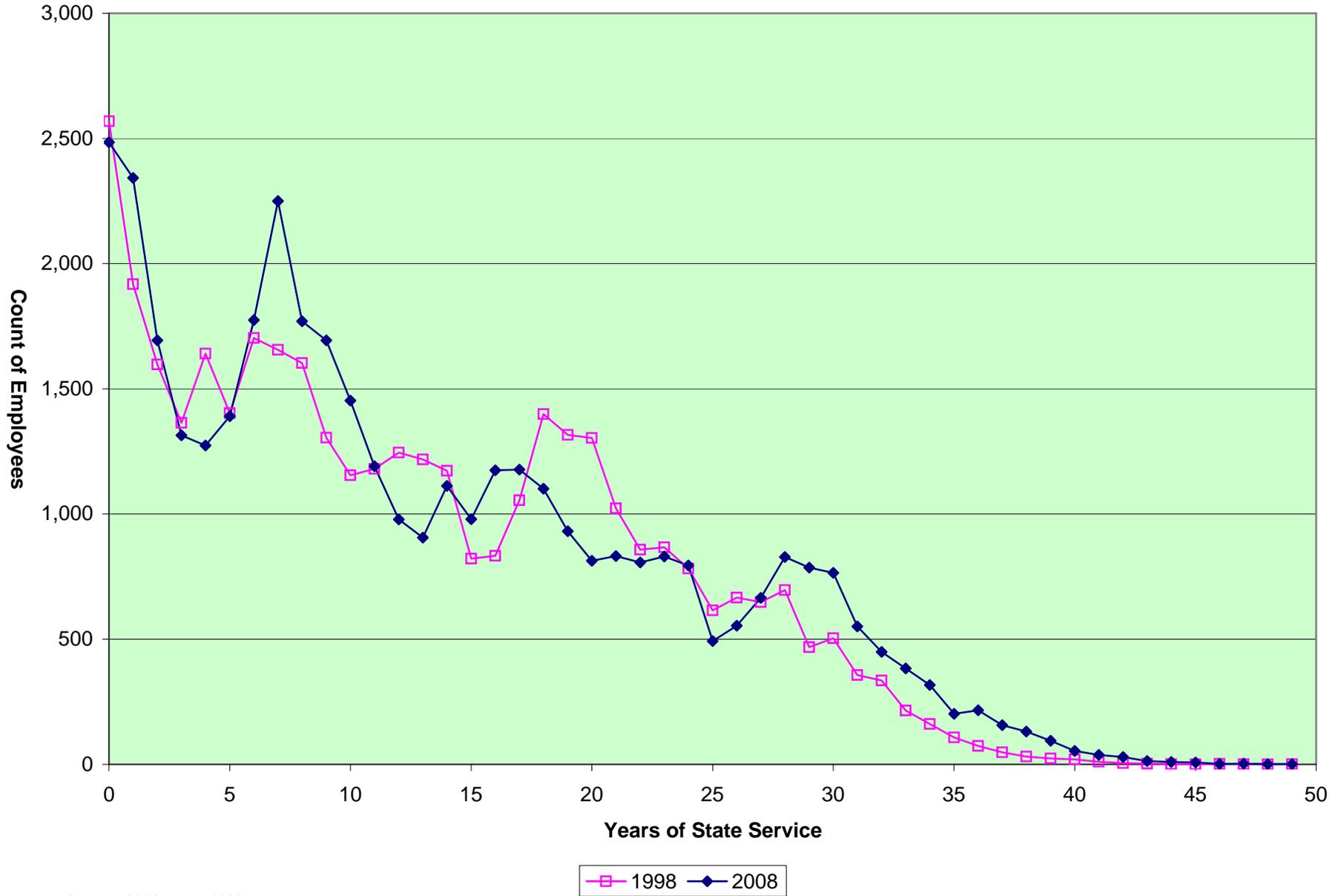
Source: PMIS, June 2008, June 1998

**Chart 3**  
**AGE OF PERMANENT CLASSIFIED EMPLOYEES: 2008 and 1998**



Source: PMIS, June 1998, June 2008

**Chart 4**  
**YEARS OF STATE SERVICE OF PERMANENT CLASSIFIED EMPLOYEES: 2008 and 1998**



Source: PMIS, June 2008, June 1998

**Table 5**  
**PERMANENT CLASSIFIED EMPLOYEES BY COLLECTIVE BARGAINING UNIT**  
**Full-Time-Equivalent Filled Positions**

<b>Bargaining Unit</b>	<b>2008</b>	<b>1998</b>	<b>10-Year Change</b>	<b>10-Year % Change</b>
Administrative Support	5,951.2	6,984.0	-1,032.8	-15%
Blue Collar & Non-Building Trades	3,608.0	3,658.2	-50.2	-1%
Building Trades Crafts	440.4	449.7	-9.3	-2%
Education	710.2	690.9	19.2	3%
Engineering	1,148.6	1,258.5	-109.9	-9%
Fiscal & Staff Services	4,653.8	3,987.1	666.7	17%
Law Enforcement	914.0	883.8	30.2	3%
Legal	267.2	274.6	-7.4	-3%
Patient Care	972.4	809.5	162.9	20%
Patient Treatment	89.4	66.3	23.2	35%
Research, Statistics & Analysis	58.7	97.9	-39.2	-40%
Science	1,309.4	1,196.4	113.0	9%
Security and Public Safety	6,040.0	4,267.9	1,772.0	42%
Social Services	3,004.2	2,902.8	101.4	3%
Technical	3,478.6	3,484.7	-6.1	0%
<i>Nonrepresented</i>	5,879.3	5,667.0	212.4	4%
<b>Grand Total</b>	<b>38,525.4</b>	<b>36,679.3</b>	<b>1,846.1</b>	<b>5.0%</b>

Collective bargaining units are established under s. 111.825, Wis. Stats.  
Source: PMIS, June 2008, June 1998

**Table 6**  
**UNCLASSIFIED EMPLOYEES BY COLLECTIVE BARGAINING UNIT**  
**Full Time Equivalent Filled Positions**

<b>Bargaining Unit<sup>1</sup></b>	<b>2008</b>	<b>1998</b>	<b>10-Year Change</b>	<b>10-Year % Change</b>
Assistant District Attorneys	330.7	298.3	32.5	11%
Assistant State Public Defenders	256.2	238.7	17.5	7%
UW-Madison Graduate Assistants <sup>2</sup>	1,171.9	987.84	184.1	19%
UW-Milwaukee Graduate Assistants <sup>2</sup>	401.5	248.9	152.6	61%
<b>Grand Total</b>	<b>2,160.3</b>	<b>1,773.7</b>	<b>386.6</b>	<b>21.8%</b>

<sup>1</sup>Employees in these four bargaining units are not within the classified civil service, but the State collectively bargains with the representatives of these unclassified employee groups.

<sup>2</sup>Data for Graduate Assistants is from 2007 and 1997, respectively.  
Source: PMIS and UW System Service Center

**Table 7**  
**PERMANENT CLASSIFIED EMPLOYEES BY COUNTY**  
**June 2008**

County	Employees Working in County	Employees Residing in County	County	Employees Working in County	Employees Residing in County
Adams	19	76	Marinette	73	88
Ashland	60	44	Marquette	10	167
Barron	69	101	Menominee	2	2
Bayfield	24	67	Milwaukee	3,050	2,973
Brown	1,167	962	Monroe	171	315
Buffalo	11	21	Oconto	7	87
Burnette	28	33	Oneida	291	256
Calumet	16	87	Outagamie	195	480
Chippewa	697	564	Ozaukee	22	132
Clark	13	96	Pepin	2	11
Columbia	384	879	Pierce	238	246
Crawford	205	192	Polk	27	38
Dane	16,506	14,224	Portage	410	608
Dodge	1,615	838	Price	36	56
Door	48	55	Racine	1,941	1,587
Douglas	331	308	Richland	38	72
Dunn	395	456	Rock	228	543
Eau Claire	997	930	Rusk	26	58
Florence	7	5	Sauk	76	390
Fond du Lac	497	1,432	Sawyer	73	52
Forest	7	16	Shawano	41	61
Grant	539	549	Sheboygan	457	226
Green	22	199	St. Croix	97	80
Green Lake	11	263	Taylor	13	42
Iowa	52	159	Trempealeau	18	97
Iron	13	19	Vernon	19	102
Jackson	374	271	Vilas	39	79
Jefferson	47	369	Walworth	537	641
Juneau	812	493	Washburn	165	137
Kenosha	332	544	Washington	71	229
Kewaunee	8	35	Waukesha	943	878
LaCrosse	582	589	Waupaca	816	642
Lafayette	15	36	Waushara	345	320
Langlade	33	42	Winnebago	2,586	2,191
Lincoln	255	256	Wood	231	207
Manitowoc	58	105	<i>Out of State</i>	0	156
Marathon	272	251			
<b>Totals</b>				39,815	39,815

Note. Counts do not include unclassified employees such as unclassified appointees, elected officials, UW System faculty and instructional staff, temporary employees, nor UW Hospital & Clinics employees.

Source: PMIS, June 2008

**Table 8**  
**MOST POPULOUS CLASSIFICATION TITLES -TOP 40**  
**June 2008**

Classification Title	Full Time Equivalent Employees
1. Correctional Officer	3,003.0
2. Correctional Sergeant	1,602.0
3. Custodian	1,316.4
4. Probation & Parole Agent (C)	952.3
5. Office Operations Associate	889.1
6. Resident Care Technician 2	736.9
7. University Services Associate 2	557.8
8. Nurse Clinician 2	484.8
9. Psychiatric Care Technician	475.5
10. University Services Program Associate (B)	415.9
11. Teacher	400.5
12. Resident Care Technician 1	364.7
13. Financial Specialist 3	325.3
14. Operations Program Associate (B)	323.7
15. State Patrol Trooper	312.0
16. Nursing Assistant 2	277.0
17. Attorney	267.2
18. Office Associate	267.1
19. Social Worker-Corrections (C)	250.6
20. Program And Planning Analyst-Advanced	245.0
21. University Services Associate 1	239.0
22. IS Systems Development Services Spec	237.2
23. IS Technical Services Senior	235.2
24. Civil Engineer-Transportation-Advanced	233.0
25. Financial Specialist 2	228.6
26. Youth Counselor	225.5
27. IS Systems Development Services Senior	225.3
28. Academic Department Associate (B)	217.2
29. Facilities Maintenance Spec-Advanced	215.0
30. Licensed Practical Nurse	211.6
31. Library Services Assistant-Advanced/Lead	195.5
32. Program Assistant-Advanced-Confidential	191.6
33. Supervising Officer 2	184.0
34. Medical Program Assistant-Associate	179.0
35. Engineering Spec-Transportation-Adv 2	177.0
36. Financial Specialist 4	166.9
37. Power Plant Operator-Senior	156.0
38. Facilities Repair Worker-Advanced	155.0
39. Forester-Senior	151.0
40. Custodian Lead	149.0

Note. Out of 1,735 classification titles, 45% of classified employees serve in these 40 most populous titles.

Source: PMIS, June 2008

**Table 9**  
**MOST POPULOUS CLASSIFICATION TITLES BY AGENCY**  
**Full-Time-Equivalent Permanent Classified Employees**

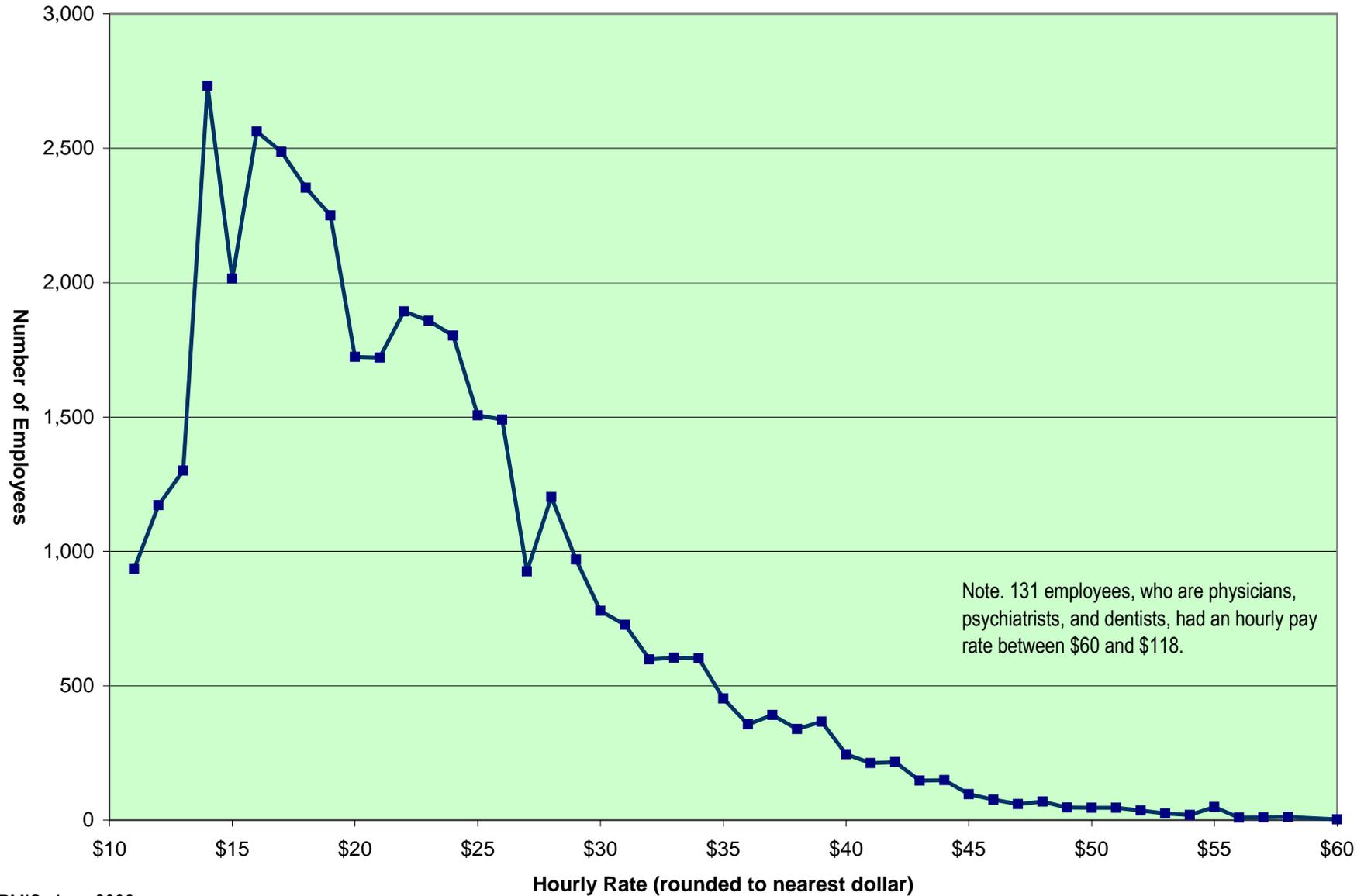
<b>Administration</b>	<b>Employees</b>	<b>Employee Trust Funds</b>	<b>Employees</b>
IS Enterprise Technical Svcs Cns/Admr	71.0	Trust Funds Specialist	31.4
IS Enterprise Technical Svcs Spec	52.5	Trust Funds Assistant 3	25.0
Program And Planning Analyst-Adv	29.8	Trust Funds Specialist-Adv	17.2
Attorney	29.2	Employee Ben Plan Pol Advisor-Adv	14.9
Architect/Engineer Management	28.0		
Facilities Maintenance Spec-Adv	24.0	<b>Employment Relations Comm</b>	<b>Employees</b>
IS Enterprise Network Svcs Conslt/Adm	23.0	Attorney Confidential	12.0
Administrative Manager	20.0		
Police Officer	19.5	<b>Financial Institutions</b>	<b>Employees</b>
Construction Rep-Journey	15.0	Financial Examiner-Senior	21.0
		Operations Program Associate (B)	18.3
<b>Ag, Trade &amp; Consumer Protection</b>	<b>Employees</b>	Financial Examiner	9.9
Meat Safety Inspector-Obj	42.0	Securities Examiner-Senior	9.0
Food Safety Inspector-Obj	40.0		
Consumer Protection Investigator 3	13.0	<b>Government Accountability Bd</b>	<b>Employees</b>
Environmental Enforcement Spec-Sen	12.0	Elections Specialist	11.0
Food Scientist-Adv	12.0		
Veterinarian-Senior	12.0	<b>Health &amp; Family Services</b>	<b>Employees</b>
Weights & Measures Inspector-Obj	12.0	Resident Care Technician 2	736.9
		Psychiatric Care Technician	475.5
<b>Aging &amp; Long Term Care Bd</b>	<b>Employees</b>	Resident Care Technician 1	364.7
Ombudsman Services Spec-B	14.0	Nurse Clinician 2	255.4
Volunteer Coordinator	3.0	Office Operations Associate	129.6
Medigap Insurance Specialist(A)	2.0	Office Associate	90.2
		Licensed Practical Nurse	87.6
<b>Arts Board</b>	<b>Employees</b>	Custodian	80.5
Community Services Specialist	4.0	Correctional Officer	77.0
		Nursing Consultant 1	75.3
<b>Commerce</b>	<b>Employees</b>	Social Worker-Senior	73.9
License/Permit Prog Associate (B)	24.6	Social Worker-Adv	71.0
Petroleum System Specialist-Sen	22.0	Program And Planning Analyst-Adv	67.5
Economic Development Consultant	20.0	Resident Care Supervisor	66.5
Hydrogeologist-Senior	16.5	Food Service Assistant 2	65.0
Grants Specialist-Advanced	16.0	Therapist-Senior	63.0
Eng Consultant-Bldg Systems-Adv	16.0	Nursing Supervisor	61.7
Private Sewage Plan Reviewer	13.0	Disability Claims Reviewer	60.5
Building Inspector-Objective	13.0	Human Services Program Coord-Sen	57.9
Plumbing Plan Reviewer	9.0	Psychiatric Care Supervisor	56.0
		Licensing/Certification Specialist	53.1
<b>Commissioner of Insurance</b>	<b>Employees</b>	Teacher	51.5
Insurance Financial Examiner-Journey	12.0		
Insurance Financial Examiner	12.0	<b>Higher Education Aids Board</b>	<b>Employees</b>
Insurance Examiner	9.0	Grants Specialist	4.0
<b>Corrections</b>	<b>Employees</b>	<b>Investment Board</b>	<b>Employees</b>
Correctional Officer	2,926.0	Office Operations Associate	1.0
Correctional Sergeant	1,578.0		
Probation & Parole Agent (C)	952.3	<b>Justice</b>	<b>Employees</b>
Office Operations Associate	392.6	Attorney	74.9
Teacher	286.0	Special Agent-Senior	65.5
Social Worker-Corrections (C)	250.6	DNA Analyst	30.0
Youth Counselor	225.5	DNA Analyst-Sen	22.5
Supervising Officer 2	178.0	Legal Secretary	21.8
Nurse Clinician 2	152.8	Paralegal-Adv	16.5
Corrections Food Service Leader 2	139.0	Office Operations Associate	14.5
Probation & Parole Agent (A)	128.0	Special Agent In-Charge	12.0
Corrections Field Supervisor	116.0	Criminal History Records Spec-Adv	12.0
Probation & Parole Agent (B)	111.0	Program And Planning Analyst-Sen	9.0
Supervising Officer 1	110.0	Fingerprint & Footwear Examinr-Sen	9.0
Facilities Maintenance Spec-Adv	73.5		
Program Support Supervisor-Doc	60.0	<b>Lower WI State Riverway Bd</b>	<b>Employees</b>
Youth Counselor Advanced	55.8	Office Associate	1.0
Financial Specialist 2	53.0		
Psychologist-Licensed	50.5	<b>Military Affairs</b>	<b>Employees</b>
		Fire/Crash Rescue Specialist 2	37.0
<b>Educational Comm Board</b>	<b>Employees</b>	Mil Affairs Security Officer-Obj	29.0
Electronics Tech Media-Sen	21.0	Facilities Repair Worker	18.5

**Table 9 - continued**  
**MOST POPULOUS CLASSIFICATION TITLES BY AGENCY**

<b>Natural Resources</b>	<b>Employees</b>
Forester-Senior	149.0
Conservation Warden	145.0
Forestry Technician-Advanced	105.0
Fisheries Technician-Advanced	78.0
Natural Res Customer Serv Rep-Sen	68.6
Air Management Engineer-Advanced	59.3
Natural Resources Manager	57.0
Wildlife Technician-Advanced	56.8
Nat Res Program Manager	52.0
Nat Res Region Team Supervisor	48.0
Nat Res Property Supervisor	40.0
Fisheries Biologist-Senior	39.0
Wastewater Engineer-Advanced	38.8
Ranger-Enforcement	38.0
Hydrogeologist-Advanced	36.5
<b>People with Disabilities Bd</b>	<b>Employees</b>
Dir Bd People With Dev Disabilities	1.0
<b>Public Instruction</b>	<b>Employees</b>
Education Consultant	79.6
Teacher	60.0
Office Operations Associate	39.0
Education Specialist	33.2
School Administration Consultant	29.6
Education Administrative Director	25.0
<b>Public Lands Board</b>	<b>Employees</b>
Trust Lands Forestry Supervisor	1.0
<b>Public Service Commission</b>	<b>Employees</b>
Public Service Engineer-Advanced	15.0
Public Utility Auditor-Advanced	11.0
Attorney	11.0
Public Utility Rate Analyst-Principal	7.0
<b>Regulation &amp; Licensing</b>	<b>Employees</b>
Attorney	17.0
Consumer Protection Investigator 3	12.6
License/Permit Prog Associate (B)	12.0
<b>Revenue</b>	<b>Employees</b>
Revenue Field Agent 4	60.0
Revenue Field Auditor 5	59.6
Revenue Tax Representative-Obj	51.8
Revenue Tax Assistant-Obj	51.0
Revenue Auditor 3	43.6
Property Assessment Spec-Adv	34.0
Revenue Field Auditor 7	32.4
Revenue Agent	29.8
<b>Secretary of State</b>	<b>Employees</b>
Office Operations Associate	3.0
<b>State Employment Relations</b>	
Exec Human Resources Spec-Adv	10.7
Human Resources Assistant-Adv	5.0
Labor Relations Spec-Chief	3.0
<b>State Fair Park</b>	<b>Employees</b>
Laborer	4.0
<b>State Public Defender</b>	<b>Employees</b>
Legal Secretary	77.0
Public Defender Investigator-Sen	33.5
Legal Associate	14.5
Program Assistant Supervisor-Adv	13.9
Client Services Specialist-Senior	10.5
<b>Technical College Sys Bd</b>	<b>Employees</b>
Education Consultant	18.0

<b>Tourism</b>	<b>Employees</b>
Tourism Coordinator-Senior	8.8
Tourist Information Assistant 3	6.2
<b>Transportation</b>	<b>Employees</b>
State Patrol Trooper	312.0
Civil Engineer-Transportation-Adv	233.0
Engineering Spec-Transportation-Adv 2	177.0
Transportation Cust Rep Field-Examiner	148.6
Civil Engineer-Transportation-Senior	132.9
State Patrol Inspector	105.0
Civil Engineer-Transportation	101.6
Transportation Customer Rep 4	82.7
Engineering Tech-Transportation-Adv	78.1
Transportation Customer Rep 4 Field	75.3
Program And Planning Analyst-Adv	73.0
<b>Treasurer</b>	<b>Employees</b>
Financial Specialist 4	1.8
College Investment Prog Finance Officer	1.0
<b>UW System</b>	<b>Employees</b>
Custodian	1,162.9
University Services Associate 2	557.8
University Svcs Prog Assoc (B)	415.9
University Services Associate 1	239.0
Academic Department Associate (B)	217.2
Financial Specialist 3	205.0
Library Services Asst-Adv/Lead	188.3
Office Operations Associate	151.2
Financial Specialist 2	139.9
IS Technical Services Senior	129.0
Medical Program Assistant-Associate	126.3
Custodian Lead	125.0
Police Officer	101.0
IS Systems Development Services Spec	95.5
Operations Program Associate (B)	92.6
Program Assistant-Adv-Confidential	91.8
IS Sysms Devmnt Services Senior	90.5
Custodial Services Supervisor	88.0
Program Assistant Supervisor	83.7
Financial Specialist 4	82.2
IS Network Services Senior	81.6
Student Status Examiner 2	80.3
Power Plant Operator-Senior	80.0
<b>Veterans Affairs</b>	<b>Employees</b>
Nursing Assistant 2	273.0
Licensed Practical Nurse	67.0
Nurse Clinician 2	58.3
Food Service Assistant 2	42.5
Custodian	36.0
Nursing Assistant 1	34.5
Nursing Supervisor	23.0
Medical Program Assistant-Assoc	20.5
<b>WI Historical Society</b>	<b>Employees</b>
Archivist	12.0
Curator	11.3
Librarian	7.5
Archeologist	6.5
Facilities Repair Worker-Advanced	6.5
Historic Site Coordinator	6.0
<b>Workforce Development</b>	<b>Employees</b>
Vocational Rehab Counselor (B)	142.0
Employment & Training Spec (B)	95.5
Employment Security Assistant 3	85.3
Attorney	77.0
Unemployment Benefit Spec 3	66.0
Vocational Rehab Program Assoc (B)	58.5
Unemployment Benefit Spec 1	45.0

**Chart 10**  
**DISTRIBUTION OF HOURLY PAY RATES - PERMANENT CLASSIFIED EMPLOYEES**  
**June 2008**



Source: PMIS, June 2008

**Table 11**  
**OVERVIEW OF ALL STATE AND AUTHORITY EMPLOYMENT**

**Executive Branch**

Employees<sup>1</sup> (actual headcount of workers, except budgeted fte for UW System as noted)  
 39,815 Permanent Classified Employees (*the focus of this Report*)  
 1,150 Unclassified Employees (other than UW) including Elected Officials  
     (*appointees, state prosecutor & public defender attorneys, investment board, etc.*)  
 6,094 Limited Term and Project Employees  
 21,467 UW System full-time-equivalent unclassified employees - **budgeted for 2007-08**  
     (*faculty, academic staff, student assistants*)

**Judicial Branch**

***Includes only those entities with state-funded positions***

Employees<sup>2</sup> (actual headcount of state-funded employees)  
 39 Supreme Court  
 76 Court of Appeals  
 555 Circuit Courts (state-funded positions, only)  
 124 Director of State Courts  
 13 State Law Library  
 29 Office of Lawyer Regulations  
 6 Board of Bar Examiners  
 2 Judicial Commission

**Legislative Branch**

Employees<sup>3</sup> (actual headcount of workers)  
 132 Elected Senators and Representatives  
 345 Assembly and Senate staff  
 56 Assembly and Senate limited term employees  
 28 Joint Legislative Council  
 77 Legislative Audit Bureau  
 26 Legislative Fiscal Bureau  
 58 Legislative Reference Bureau  
 1 Revisor of Statutes  
 36 Legislative Technology Services Bureau

**Authorities (public, corporate bodies created for specific purposes)**

***Note: Authority employees are not paid from state funds***

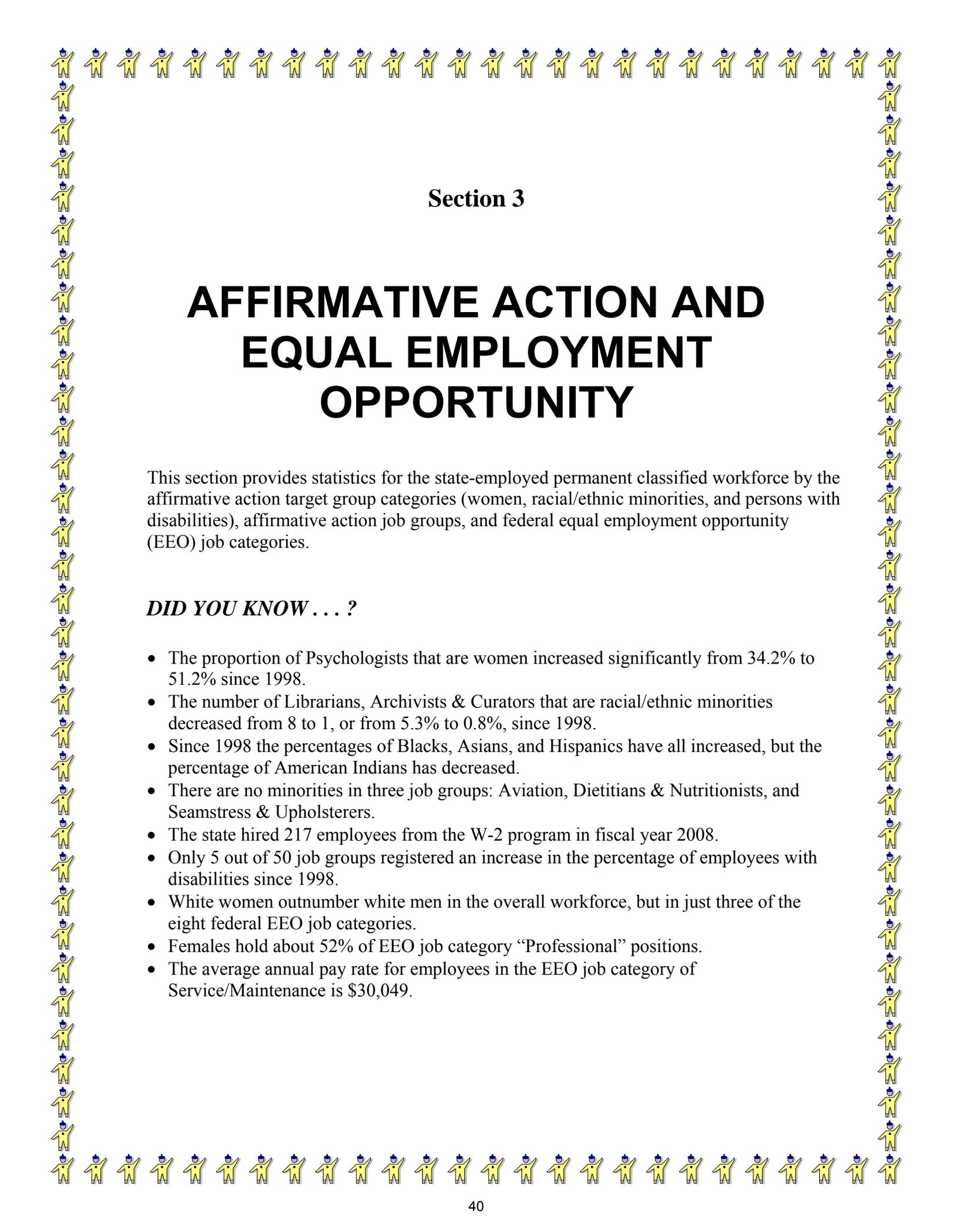
Employees<sup>4</sup>  
 10 Fox River Navigational System Authority  
 4 Health Insurance Risk-Sharing Plan Authority  
 6,996 University of Wisconsin Hospital & Clinics Authority\*  
     \**The UWHC Authority includes both civil service and non-civil service employees.*  
 4 Wisconsin Health and Educational Facilities Authority  
 178 Wisconsin Housing and Economic Development Authority  
 0 The Aerospace and World Dairy Center authorities do not employ permanent staff

<sup>1</sup> June 2008; Source: DOA Central Payroll except 2008 UW System Fact Book for UW budgeted fte

<sup>2</sup> June 2008; Source: Director of State Courts Office, except 2007-2008 Blue Book for Judicial Commission positions

<sup>3</sup> Actual employment June 2008; Source: Senate Clerk's Office, except DOA Central Payroll for Legislative Audit Bureau

<sup>4</sup> Authorized positions; Source: 2007-2008 Blue Book, compiled by the Legislative Reference Bureau

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## Section 3

# AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

This section provides statistics for the state-employed permanent classified workforce by the affirmative action target group categories (women, racial/ethnic minorities, and persons with disabilities), affirmative action job groups, and federal equal employment opportunity (EEO) job categories.

### *DID YOU KNOW . . . ?*

- The proportion of Psychologists that are women increased significantly from 34.2% to 51.2% since 1998.
- The number of Librarians, Archivists & Curators that are racial/ethnic minorities decreased from 8 to 1, or from 5.3% to 0.8%, since 1998.
- Since 1998 the percentages of Blacks, Asians, and Hispanics have all increased, but the percentage of American Indians has decreased.
- There are no minorities in three job groups: Aviation, Dietitians & Nutritionists, and Seamstress & Upholsterers.
- The state hired 217 employees from the W-2 program in fiscal year 2008.
- Only 5 out of 50 job groups registered an increase in the percentage of employees with disabilities since 1998.
- White women outnumber white men in the overall workforce, but in just three of the eight federal EEO job categories.
- Females hold about 52% of EEO job category “Professional” positions.
- The average annual pay rate for employees in the EEO job category of Service/Maintenance is \$30,049.

## **OVERVIEW OF AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY STATISTICS AND PROGRAMS**

### **OVERVIEW OF STATISTICS**

The Office of State Employment Relations (OSER) is statutorily<sup>1</sup> charged with advancing and reporting on affirmative action programs to ensure that the diversity of the state's classified workforce is comparable to the diversity of the available labor force. As such, many of the tables in Section 3 of this Report include data for both fiscal years 2007 and 2008 to comply with the statutory annual reporting requirement. Through fiscal year 2006, this reporting had been accomplished in a stand-alone Affirmative Action Report, which has been discontinued.

As of June 2008, racial/ethnic minorities composed 9.9% of the permanent classified workforce, continuing a trend of steady increases from a rate of just 7.4% in 1998, as shown in Chart 14. However, this percentage of 9.9% racial/ethnic minorities lags behind the estimated 12.0% of racial/ethnic minorities in the statewide labor force. Part of the explanation for this may be that changes in labor force demographics, particularly the growth in the Hispanic labor force, have outpaced turnover among classified state employees. For example, as recently as 2002 racial/ethnic minorities were estimated to be just 7.5% of the state labor force, compared to the current 12.0%. This explanation is supported by looking at the data for specific minority groups. The percentages of classified employees for Blacks and Asians exceed labor force availability and lags only slightly for American Indians. The substantial demographic gap is for Hispanics, who make up 4.1% of the labor force but just 2.5% of classified state employees.

Another perspective can be gained by taking a regional view. Wisconsin is divided into 5 regional recruiting areas for affirmative action purposes (see Appendix D for a map of the regions). On this regional view, as tabulated in Table 13, the percentage of all racial/ethnic minorities combined in the classified workforce lags the labor force availability in 4 of the 5 regions. The exception is the Eastern region, where 24.6% of classified employees are minorities, compared with 23.1% in the labor force. However, looking at Blacks alone, the percentage of Blacks in each of the 5 regions matches or exceeds labor force availability. The opposite is true for Hispanics, for whom the percentage in the classified workforce is less than the labor force availability in all 5 regions.

The percentage of women in the classified workforce has remained about the same in the last 10 years, at a little over 51%. This fact, combined with the fact noted earlier that this same 10 year period saw a loss of over 1,000 women-dominated administrative support jobs, indicates that women have generally increased their presence in other types of jobs. This is detailed in Table 17, which shows that since 1998 the percentage of women has increased in the great majority of job groups. Chart 18 focuses on these changes for the 14 job groups that are considered nontraditional jobs for women. The percentage of women increased in 12 of these 14 job groups. Please note that OSER has adopted a new definition of a "nontraditional job for women." In previous Affirmative Action Reports, any job group composed of less than 70% women was considered a nontraditional job for women, following a practice that had been used by the federal Bureau of Labor Statistics. This Report adopts the definition used by the U.S. Department of Labor that a nontraditional occupation is a job in which women make up less than 25% of the total number of workers.

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<sup>1</sup> §230.04(9) and (9m), §230.46, Wis. Statutes

Tables 23a through 23d document, by job group, the overall success in increasing the percentages of women and racial/ethnic minority classified employees from 1998 to 2008. However, the table shows a decline in employment of persons with disabilities, with a 10-year decrease from 8.9% to 5.8% of the classified workforce. State employees are asked to self-identify or voluntarily disclose if they have a disability. Further research is needed to determine factors contributing to the decrease in persons with self-reported disabilities.

An analysis of personnel transactions by membership in an affirmative action category also raises some questions. For example, as shown in Table 38, although racial/ethnic minorities accounted in FY 2008 for 18.1% of all new hires outside of the UW System, they also accounted for 29.6% of discharges while on probation. Also, while racial/ethnic minorities composed 9.8% of the non-UW classified workforce, they accounted for 25.6% of all discharges of employees with permanent status, and 17.6% of resignations.

## **OVERVIEW OF AFFIRMATIVE ACTION (AA) PROGRAMS**

Affirmative Action Programs are specific employment actions designed to ensure equal opportunities, eliminate the substantial disparity between the proportion of members of racial/ethnic, gender or disabled groups in state job classification groupings and the proportion of those groups in the relevant labor pool, and eliminate the present effects of past discrimination. The Division of Affirmative Action and Workforce Planning (DAAWP) within OSER advises and assists agencies in establishing policies and programs to ensure appropriate affirmative action/equal employment opportunity, monitors such programs, and provides support to the state council on affirmative action.

**Underutilization Analysis** –Underutilization Analysis is fundamental in affirmative action planning for Wisconsin State Government. A finding of underutilization is considered evidence of an imbalance in the racial/ethnic and/or gender composition of employees in a particular job category. Underutilization is determined by comparing the percentage of racial/ethnic minorities and women in a job group with the percentage of those groups in the relevant labor pool. If the percentage of racial/ethnic minorities or women is substantially lower than their percentage in the relevant labor pool (less than 80%), the job group is underutilized for racial/ethnic minorities and/or women.

**Expanded Certification Program** – The Expanded Certification Program allows OSER’s Division of Merit Recruitment and Selection (DMRS) to include up to three additional names of qualified women or qualified racial/ethnic minorities to the certified list if the classification is underutilized.

**Targeted Opportunity Program (TOPjobs)** – The Targeted Opportunity Program (TOPjobs) places well qualified, diverse students in intern positions within state agencies and on UW campuses. TOPjobs assists state agencies and universities in promoting equal employment opportunity by providing them with a pool of racial/ethnic minorities, women, and students with disabilities. The program provides students with practical, on-the-job experience, training, and exposure to employment with the State of Wisconsin. The DAAWP conducts targeted recruitment, coordinates the referral process, provides technical assistance, and sponsors the TOPjobs Employment Seminar for student participants.

**Wisconsin Career Access Network (WI-CAN)** – The Wisconsin Career Access Network is DAAWP’s recruitment program designed to assist both state agencies and college campuses in the recruitment of racial/ethnic minorities, women, and persons with disabilities by directing qualified applicants to the WiscJobs website. WI-CAN will assist these AA target group members in setting up an e-notify account in WiscJobs, provide access to webcasts, workshops, individual assistance, and other resources to increase their employability for government jobs. Recruitment efforts include attending job fairs and making formal presentations to professional and community-based organizations to promote and increase participation in WI-CAN.

## **OVERVIEW OF EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAMS**

The State of Wisconsin provides equal employment opportunities by ensuring that all employment actions are based on the ability of an individual to perform the duties and responsibilities of the position. Equal opportunity ensures compliance with nondiscrimination laws.

**AA/EEO Program Certification** – The DAAWP requires that state agencies, institutions and universities meet all the eligibility criteria to attain program certification. These criteria include: adherence to the statutory requirement that the AA Officer report directly to the appointing authority; a hiring review process; the creation of an AA Advisory Committee; policies on sexual harassment and disability accommodations; internal discrimination complaints procedures; balanced interview panels; and the posting of the AA/EEO policy statement.

**AA/EEO Planning Standards** – All state agencies with fifteen (15) or more employees are required to prepare Affirmative Action/Equal Employment Opportunity Plans according to these standards. The plans are intended to assist in ensuring equal employment opportunities and eliminating the present effects of past discrimination for racial/ethnic minorities, women, and persons with disabilities.

**Affirmative Action Recruitment Resource Directory (AARRD)** – The DAAWP aims at assisting state agencies to recruit affirmative action target groups by providing a resource through the AARRD. The AARRD provides a convenient means for human resource staff, supervisors, or hiring managers to request relevant information for affirmative action recruitment. The directory is a list of over 1,000 community based organizations, campus groups, human resources contacts and other persons who work with target populations throughout Wisconsin and surrounding areas.

**New Supervisor Training** – Provided jointly by all OSER Divisions (DAAWP/DMRS/DCLR), the Personnel Administration training program is basic management/personnel administration training designed for new supervisors to meet the statutory training requirement. The AA/EEO training portion highlights the AA/EEO roles and responsibilities of supervisors, and it covers basic AA/EEO concepts that are instrumental for supervisors such as AA/EEO laws, AA/EEO policies and procedures for the hiring process, sexual harassment and reasonable accommodations for persons with disabilities. This program is provided to most state agencies except for the five largest agencies which conduct their own new supervisor training.

**JET Training** – JET training is a customized one hour affirmative action training program provided by OSER/DAAWP upon request by a state agency. The purposes of JET training courses are to provide timely, "just-*en*-time" training to address the immediate needs of state

agencies and University of Wisconsin system campuses, and to assist them in becoming excellent AA/EEO and diversity employers. JET training on the "Essentials of an Effective AA Advisory Committee," "Reasonable Accommodations in Employment" and "Prejudice and its Impact on the Workforce" are some of the training courses offered.

**Affirmative Action Officers Executive Committee** – The Executive Committee represents the interests of all state agency AA Officers (AAOs) by providing advice and guidance to the DAAWP with respect to matters involving affirmative action, equal employment opportunity and workforce diversity programs and services. The Executive Committee advocates for the adoption of policies, management practices, and programs that encourage and support the active recruitment and retention of women, racial/ethnic minorities, and persons with disabilities.

**State Council on Affirmative Action** – The State Council on Affirmative Action (SCAA), which includes individuals appointed by the Governor and legislative leaders, advises the OSER Director on state affirmative action efforts. The Council evaluates the progress of affirmative action programs throughout the civil service system, seeks compliance with state and federal regulations and recommends improvements in state affirmative action efforts as an employer. Council membership is representative of the state population. The Council holds an Annual Diversity Award program to recognize best affirmative action practices among state agencies and University of Wisconsin campuses. The DAAWP provides support to the Council.

**Wisconsin Association of Equal Opportunity Partnership** – The DAAWP, in partnership with the Wisconsin Association of Equal Opportunity (WAEO), is involved in the annual planning and development of training topics and agenda items for the WAEO Conference. The WAEO conference is the yearly gathering place for all professional participants in the civil rights field. These trainings also effectively fulfill the DAAWP's goal that state AA/EEO professionals receive at least eight to twelve hours of AA/EEO or diversity training in a given fiscal year.

**Wisconsin Works (W-2) Program** – All agencies are required to develop goals and timetables for hiring Wisconsin Works (W-2) program participants into state service. Agencies and university campuses now include the W-2 hiring plan into the AA plan. The DAAWP monitors and reports on progress made in this area. There are also W-2 outreach efforts made within select components of statewide recruitment activities.

**Recruitment Activity Plan (RAP)** – This is a recruitment planning tool to help create a diverse, highly qualified group of affirmative action targeted applicants (racial/ethnic minorities, women and persons with disabilities) for underutilized positions. The RAP process ensures that recruitment is conducted on the broadest possible base, consistent with civil service procedures and affirmative action policies.

## **OVERVIEW OF AA / EEO REPORTS**

The DAAWP prepares the following reports as required by federal and state statutes.

**EEO-4 Report** – The DAAWP reports biennially to the federal EEOC on the Wisconsin state workforce. The report is used by federal government agencies with responsibilities related to equal employment opportunity. The report contains race/ethnicity and gender data, occupational data, annual salary, new hires data, and data on employees who worked less than full-time.

**Veterans Report** – The DAAWP prepares an annual report summarizing the progress being made to provide employment opportunities for veterans. The report includes statistics on the percentage of new hires and the number of incumbent employees who are veterans for all state agencies, university campuses, and UW System Administration.

**Written Hiring Reasons Report** – The DAAWP prepares an annual report summarizing, for each agency and university campus, the appointing authority’s reasons for selecting the persons who were appointed for new hires, promotions, and project appointments. The report summarizes the bases for the hiring decisions and includes the number of total hires who were veterans, persons with disabilities, racial/ethnic minorities, and women in the classified and project appointments.

**State Council on Affirmative Action Report** – This annual report summarizes the Council’s activities and accomplishments which include the Council’s observations and recommendations to improve the effectiveness and advancement of affirmative action, equal opportunity, and diversity in state government. In addition, the report highlights the Annual Diversity Awards which recognizes agencies and universities with outstanding initiatives and best practices in affirmative action and diversity.

**Workforce Planning & Affirmative Action Report** – This report documents demographic statistics of the permanent classified workforce, personnel transactions including retirements and other separations from state service, and the workforce planning outlook on an agency-by-agency basis.

**Table 12a**  
**PERMANENT CLASSIFIED EMPLOYEES IN AFFIRMATIVE ACTION CATEGORIES - BY AGENCY**  
**June 2007 and June 2008**

Agency	Year	Count of Employees	Racial/Ethnic Minorities												Severely Disabled			
			Women		Total Racial/Ethnic Minorities		Blacks		Asians		American Indians		Hispanics			Disabled*		
			#	%	#	%	#	%	#	%	#	%	#	%		#	%	
Administration	2008	980	386	39.4%	73	7.4%	30	3.1%	19	1.9%	11	1.1%	13	1.3%	101	10.3%	51	5.2%
	2007	961	369	38.4%	70	7.3%	29	3.0%	19	2.0%	11	1.1%	11	1.1%	108	11.2%	54	5.6%
Ag, Trade & Consumer Prot	2008	548	247	45.1%	21	3.8%	8	1.5%	8	1.5%	0	0.0%	5	0.9%	48	8.8%	5	0.9%
	2007	538	242	45.0%	17	3.2%	7	1.3%	7	1.3%	0	0.0%	3	0.6%	53	9.9%	6	1.1%
Aging & Long Term Care Bd	2008	29	21	72.4%	3	10.3%	1	3.4%	1	3.4%	0	0.0%	1	3.4%	1	3.4%	1	3.4%
	2007	30	21	70.0%	3	10.0%	2	6.7%	1	3.3%	0	0.0%	0	0.0%	1	3.3%	1	3.3%
Arts Board	2008	9	6	66.7%	1	11.1%	0	0.0%	0	0.0%	0	0.0%	1	11.1%	0	0.0%	0	0.0%
	2007	8	5	62.5%	1	12.5%	0	0.0%	0	0.0%	0	0.0%	1	12.5%	0	0.0%	0	0.0%
Commerce	2008	361	141	39.1%	32	8.9%	12	3.3%	7	1.9%	4	1.1%	9	2.5%	69	19.1%	5	1.4%
	2007	355	134	37.7%	34	9.6%	12	3.4%	9	2.5%	5	1.4%	8	2.3%	64	18.0%	4	1.1%
Commissioner of Insurance	2008	132	78	59.1%	15	11.4%	0	0.0%	8	6.1%	1	0.8%	6	4.5%	16	12.1%	6	4.5%
	2007	129	73	56.6%	12	9.3%	0	0.0%	5	3.9%	1	0.8%	6	4.7%	18	14.0%	8	6.2%
Corrections	2008	9,911	4,129	41.7%	922	9.3%	560	5.7%	60	0.6%	77	0.8%	225	2.3%	352	3.6%	39	0.4%
	2007	9,806	4,082	41.6%	882	9.0%	528	5.4%	61	0.6%	76	0.8%	217	2.2%	382	3.9%	44	0.4%
Educational Comm Board	2008	45	12	26.7%	2	4.4%	1	2.2%	1	2.2%	0	0.0%	0	0.0%	5	11.1%	5	11.1%
	2007	44	11	25.0%	2	4.5%	1	2.3%	1	2.3%	0	0.0%	0	0.0%	5	11.4%	5	11.4%
Employee Trust Funds	2008	208	137	65.9%	18	8.7%	9	4.3%	5	2.4%	1	0.5%	3	1.4%	24	11.5%	3	1.4%
	2007	194	130	67.0%	18	9.3%	9	4.6%	5	2.6%	1	0.5%	3	1.5%	27	13.9%	3	1.5%
Employment Relations Comm	2008	20	8	40.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.0%	0	0.0%
	2007	21	9	42.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.8%	0	0.0%
Financial Institutions	2008	125	74	59.2%	9	7.2%	8	6.4%	0	0.0%	1	0.8%	0	0.0%	10	8.0%	6	4.8%
	2007	129	74	57.4%	9	7.0%	8	6.2%	0	0.0%	1	0.8%	0	0.0%	10	7.8%	6	4.7%
Government Accountability Bd	2008	24	10	41.7%	3	12.5%	1	4.2%	1	4.2%	1	4.2%	0	0.0%	0	0.0%	0	0.0%
	2007	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health & Family Services	2008	5,798	3,829	66.0%	727	12.5%	448	7.7%	147	2.5%	31	0.5%	101	1.7%	204	3.5%	39	0.7%
	2007	5,666	3,721	65.7%	661	11.7%	413	7.3%	126	2.2%	30	0.5%	92	1.6%	218	3.8%	46	0.8%
Higher Education Aids Bd	2008	9	9	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	11.1%	0	0.0%
	2007	6	5	83.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	0	0.0%
Investment Board	2008	4	4	100.0%	1	25.0%	0	0.0%	1	25.0%	0	0.0%	0	0.0%	1	25.0%	0	0.0%
	2007	5	5	100.0%	1	20.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%
Justice	2008	537	297	55.3%	55	10.2%	20	3.7%	10	1.9%	3	0.6%	22	4.1%	32	6.0%	3	0.6%
	2007	552	306	55.4%	63	11.4%	21	3.8%	12	2.2%	5	0.9%	25	4.5%	34	6.2%	3	0.5%
Lower WI St Riverway Bd	2008	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	2007	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Military Affairs	2008	370	102	27.6%	11	3.0%	3	0.8%	3	0.8%	2	0.5%	3	0.8%	47	12.7%	5	1.4%
	2007	362	103	28.5%	10	2.8%	3	0.8%	3	0.8%	2	0.6%	2	0.6%	53	14.6%	8	2.2%
Natural Resources	2008	2,548	768	30.1%	123	4.8%	35	1.4%	38	1.5%	24	0.9%	26	1.0%	165	6.5%	5	0.2%
	2007	2,542	759	29.9%	116	4.6%	30	1.2%	38	1.5%	24	0.9%	24	0.9%	127	5.0%	7	0.3%

**Table 12b**  
**PERMANENT CLASSIFIED EMPLOYEES IN AFFIRMATIVE ACTION CATEGORIES - BY AGENCY**  
**June 2007 and June 2008**

Agency	Year	Count of Employees	Racial/Ethnic Minorities												Severely Disabled			
			Women		Total Racial/ Ethnic Minorities		Blacks		Asians		American Indians		Hispanics			Disabled*		
			#	%	#	%	#	%	#	%	#	%	#	%		#	%	
People with Disabilities Bd	2008	5	2	40.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%
	2007	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Instruction	2008	635	463	72.9%	45	7.1%	18	2.8%	10	1.6%	3	0.5%	14	2.2%	108	17.0%	1	0.2%
	2007	591	427	72.3%	45	7.6%	19	3.2%	10	1.7%	3	0.5%	13	2.2%	99	16.8%	1	0.2%
Public Lands Board	2008	6	3	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	0	0.0%
	2007	6	3	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	0	0.0%
Public Service Commission	2008	139	64	46.0%	11	7.9%	1	0.7%	7	5.0%	0	0.0%	3	2.2%	12	8.6%	8	5.8%
	2007	140	69	49.3%	12	8.6%	1	0.7%	7	5.0%	1	0.7%	3	2.1%	14	10.0%	10	7.1%
Regulation & Licensing	2008	98	70	71.4%	10	10.2%	6	6.1%	1	1.0%	2	2.0%	1	1.0%	13	13.3%	6	6.1%
	2007	99	72	72.7%	9	9.1%	5	5.1%	2	2.0%	2	2.0%	0	0.0%	14	14.1%	7	7.1%
Revenue	2008	974	527	54.1%	93	9.5%	46	4.7%	25	2.6%	5	0.5%	17	1.7%	146	15.0%	39	4.0%
	2007	1,035	567	54.8%	101	9.8%	52	5.0%	27	2.6%	5	0.5%	17	1.6%	161	15.6%	42	4.1%
Secretary of State	2008	6	6	100.0%	2	33.3%	2	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	2007	7	6	85.7%	3	42.9%	2	28.6%	1	14.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
State Employment Relations	2008	39	21	53.8%	7	17.9%	2	5.1%	3	7.7%	0	0.0%	2	5.1%	2	5.1%	2	5.1%
	2007	47	30	63.8%	12	25.5%	5	10.6%	5	10.6%	0	0.0%	2	4.3%	1	2.1%	0	0.0%
State Fair Park	2008	12	6	50.0%	4	33.3%	4	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	2007	12	6	50.0%	4	33.3%	4	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
State Public Defender	2008	225	180	80.0%	34	15.1%	18	8.0%	3	1.3%	2	0.9%	11	4.9%	16	7.1%	0	0.0%
	2007	222	176	79.3%	32	14.4%	18	8.1%	3	1.4%	1	0.5%	10	4.5%	17	7.7%	0	0.0%
Technical College Sys Bd	2008	62	35	56.5%	7	11.3%	2	3.2%	3	4.8%	0	0.0%	2	3.2%	7	11.3%	1	1.6%
	2007	65	38	58.5%	7	10.8%	2	3.1%	3	4.6%	0	0.0%	2	3.1%	8	12.3%	1	1.5%
Tourism	2008	34	22	64.7%	2	5.9%	1	2.9%	0	0.0%	1	2.9%	0	0.0%	1	2.9%	1	2.9%
	2007	38	22	57.9%	3	7.9%	1	2.6%	0	0.0%	1	2.6%	1	2.6%	0	0.0%	0	0.0%
Transportation	2008	3,294	1,287	39.1%	325	9.9%	123	3.7%	73	2.2%	47	1.4%	82	2.5%	194	5.9%	23	0.7%
	2007	3,333	1,289	38.7%	310	9.3%	111	3.3%	69	2.1%	47	1.4%	83	2.5%	204	6.1%	21	0.6%
Treasurer	2008	9	4	44.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	2007	10	5	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
UW Eau Claire	2008	413	246	59.6%	11	2.7%	1	0.2%	5	1.2%	3	0.7%	2	0.5%	16	3.9%	2	0.5%
	2007	414	246	59.4%	10	2.4%	1	0.2%	4	1.0%	1	0.2%	4	1.0%	16	3.9%	2	0.5%
UW Extension	2008	234	138	59.0%	15	6.4%	6	2.6%	4	1.7%	0	0.0%	5	2.1%	7	3.0%	0	0.0%
	2007	229	135	59.0%	12	5.2%	5	2.2%	4	1.7%	0	0.0%	3	1.3%	6	2.6%	0	0.0%
UW Green Bay	2008	199	114	57.3%	5	2.5%	0	0.0%	1	0.5%	2	1.0%	2	1.0%	7	3.5%	0	0.0%
	2007	191	111	58.1%	6	3.1%	0	0.0%	2	1.0%	2	1.0%	2	1.0%	8	4.2%	1	0.5%
UW La Crosse	2008	307	166	54.1%	15	4.9%	2	0.7%	8	2.6%	4	1.3%	1	0.3%	14	4.6%	1	0.3%
	2007	304	161	53.0%	14	4.6%	1	0.3%	8	2.6%	4	1.3%	1	0.3%	14	4.6%	1	0.3%
UW Madison	2008	4,976	2,697	54.2%	597	12.0%	126	2.5%	197	4.0%	16	0.3%	258	5.2%	184	3.7%	8	0.2%
	2007	4,950	2,694	54.4%	578	11.7%	119	2.4%	193	3.9%	18	0.4%	248	5.0%	189	3.8%	8	0.2%

**Table 12c**  
**PERMANENT CLASSIFIED EMPLOYEES IN AFFIRMATIVE ACTION CATEGORIES - BY AGENCY**  
**June 2007 and June 2008**

Agency	Year	Count of Employees	Racial/Ethnic Minorities															
			Women		Total Racial/ Ethnic Minorities		Blacks		Asians		American Indians		Hispanics		Disabled*		Severely Disabled	
			#	%	#	%	#	%	#	%	#	%	#	%	#	%		
UW Milwaukee	2008	928	476	51.3%	235	25.3%	174	18.8%	20	2.2%	9	1.0%	32	3.4%	32	3.4%	11	1.2%
	2007	928	494	53.2%	232	25.0%	176	19.0%	18	1.9%	8	0.9%	30	3.2%	34	3.7%	13	1.4%
UW Oshkosh	2008	391	244	62.4%	14	3.6%	3	0.8%	7	1.8%	0	0.0%	4	1.0%	14	3.6%	0	0.0%
	2007	387	242	62.5%	14	3.6%	4	1.0%	6	1.6%	0	0.0%	4	1.0%	13	3.4%	0	0.0%
UW Parkside	2008	184	109	59.2%	29	15.8%	13	7.1%	3	1.6%	1	0.5%	12	6.5%	0	0.0%	0	0.0%
	2007	175	102	58.3%	28	16.0%	12	6.9%	3	1.7%	1	0.6%	12	6.9%	0	0.0%	0	0.0%
UW Platteville	2008	242	141	58.3%	6	2.5%	2	0.8%	1	0.4%	1	0.4%	2	0.8%	7	2.9%	1	0.4%
	2007	231	132	57.1%	4	1.7%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	7	3.0%	0	0.0%
UW River Falls	2008	225	123	54.7%	5	2.2%	2	0.9%	1	0.4%	0	0.0%	2	0.9%	14	6.2%	0	0.0%
	2007	216	124	57.4%	4	1.9%	2	0.9%	1	0.5%	0	0.0%	1	0.5%	14	6.5%	0	0.0%
UW Stevens Point	2008	340	198	58.2%	12	3.5%	3	0.9%	0	0.0%	0	0.0%	9	2.6%	12	3.5%	2	0.6%
	2007	333	189	56.8%	13	3.9%	3	0.9%	0	0.0%	0	0.0%	10	3.0%	13	3.9%	2	0.6%
UW Stout	2008	371	236	63.6%	13	3.5%	2	0.5%	4	1.1%	4	1.1%	3	0.8%	24	6.5%	1	0.3%
	2007	363	228	62.8%	13	3.6%	2	0.6%	4	1.1%	4	1.1%	3	0.8%	25	6.9%	1	0.3%
UW Superior	2008	141	78	55.3%	6	4.3%	1	0.7%	0	0.0%	5	3.5%	0	0.0%	6	4.3%	0	0.0%
	2007	149	80	53.7%	7	4.7%	1	0.7%	0	0.0%	6	4.0%	0	0.0%	6	4.0%	0	0.0%
UW Whitewater	2008	349	201	57.6%	12	3.4%	3	0.9%	1	0.3%	3	0.9%	5	1.4%	13	3.7%	2	0.6%
	2007	336	193	57.4%	9	2.7%	2	0.6%	1	0.3%	2	0.6%	4	1.2%	13	3.9%	2	0.6%
UW 2-Year Campuses	2008	248	141	56.9%	11	4.4%	2	0.8%	5	2.0%	2	0.8%	2	0.8%	11	4.4%	0	0.0%
	2007	243	133	54.7%	11	4.5%	2	0.8%	5	2.1%	2	0.8%	2	0.8%	13	5.3%	1	0.4%
UW System Administration	2008	117	71	60.7%	8	6.8%	3	2.6%	4	3.4%	1	0.9%	0	0.0%	5	4.3%	0	0.0%
	2007	115	69	60.0%	7	6.1%	3	2.6%	2	1.7%	2	1.7%	0	0.0%	5	4.3%	0	0.0%
Veterans Affairs	2008	1,127	873	77.5%	105	9.3%	61	5.4%	10	0.9%	5	0.4%	29	2.6%	155	13.8%	21	1.9%
	2007	1,070	828	77.4%	81	7.6%	41	3.8%	10	0.9%	5	0.5%	25	2.3%	153	14.3%	18	1.7%
WI Historical Society	2008	122	60	49.2%	2	1.6%	1	0.8%	0	0.0%	1	0.8%	0	0.0%	4	3.3%	1	0.8%
	2007	120	55	45.8%	2	1.7%	1	0.8%	0	0.0%	1	0.8%	0	0.0%	3	2.5%	0	0.0%
Workforce Development	2008	1,704	1,103	64.7%	284	16.7%	157	9.2%	50	2.9%	10	0.6%	67	3.9%	192	11.3%	35	2.1%
	2007	1,799	1,162	64.6%	295	16.4%	161	8.9%	46	2.6%	11	0.6%	77	4.3%	212	11.8%	43	2.4%
<b>Classified Employee Total</b>	<b>2008</b>	<b>39,815</b>	<b>20,364</b>	<b>51.1%</b>	<b>3,941</b>	<b>9.9%</b>	<b>1,921</b>	<b>4.8%</b>	<b>755</b>	<b>1.9%</b>	<b>283</b>	<b>0.7%</b>	<b>982</b>	<b>2.5%</b>	<b>2,295</b>	<b>5.8%</b>	<b>339</b>	<b>0.9%</b>
<b>Classified Employee Total</b>	<b>2007</b>	<b>39,531</b>	<b>20,149</b>	<b>51.0%</b>	<b>3,780</b>	<b>9.6%</b>	<b>1,821</b>	<b>4.6%</b>	<b>724</b>	<b>1.8%</b>	<b>285</b>	<b>0.7%</b>	<b>950</b>	<b>2.4%</b>	<b>2,366</b>	<b>6.0%</b>	<b>369</b>	<b>0.9%</b>

\*Disabled includes both persons with severe and non-severe disabilities. Disabilities are self-reported by employees.

Source: PMIS, June 2008, June 2007

**Table 13**  
**RACIAL / ETHNIC MINORITY EMPLOYEES BY REGION COMPARED WITH WISCONSIN LABOR FORCE**

Region	Total Minorities <sup>1</sup>			Blacks			Asians			American Indians			Hispanics		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
<b>Northern</b>															
# Minorities	50	37	13	3	1	2	7	6	1	29	23	6	11	7	4
% Minorities	3.5%	2.6%	0.9%	0.2%	0.1%	0.1%	0.5%	0.4%	0.1%	2.0%	1.6%	0.4%	0.8%	0.5%	0.3%
Est. % in Labor Force	4.9%	2.5%	2.4%	0.2%	0.1%	0.1%	0.4%	0.2%	0.2%	2.7%	1.3%	1.4%	0.9%	0.5%	0.4%
Total Employees	1,444														
<b>Central</b>															
# Minorities	336	182	154	68	42	26	88	37	51	73	47	26	107	56	51
% Minorities	4.2%	2.3%	1.9%	0.9%	0.5%	0.3%	1.1%	0.5%	0.6%	0.9%	0.6%	0.3%	1.3%	0.7%	0.6%
Est. % in Labor Force	6.1%	3.4%	2.7%	0.4%	0.2%	0.2%	1.3%	0.7%	0.6%	1.0%	0.5%	0.5%	2.6%	1.6%	1.0%
Total Employees	7,989														
<b>Eastern</b>															
# Minorities	1,693	633	1,060	1,186	393	793	115	62	53	53	24	29	339	154	185
% Minorities	24.6%	9.2%	15.4%	17.2%	5.7%	11.5%	1.7%	0.9%	0.8%	0.8%	0.3%	0.4%	4.9%	2.2%	2.7%
Est. % in Labor Force	23.1%	11.7%	11.5%	11.3%	4.9%	6.4%	2.0%	1.1%	0.9%	0.6%	0.3%	0.3%	7.5%	4.5%	3.0%
Total Employees	6,896														
<b>Southern</b>															
# Minorities	1,724	832	892	639	291	348	501	235	266	93	45	48	491	261	230
% Minorities	9.1%	4.4%	4.7%	3.4%	1.5%	1.8%	2.6%	1.2%	1.4%	0.5%	0.2%	0.3%	2.6%	1.4%	1.2%
Est. % in Labor Force	9.5%	5.4%	4.1%	2.1%	1.1%	1.0%	2.0%	1.1%	1.0%	0.4%	2.0%	0.2%	3.8%	2.4%	1.4%
Total Employees	18,955														
<b>Western</b>															
# Minorities	138	80	58	25	19	6	44	30	14	35	18	17	34	13	21
% Minorities	3.0%	1.8%	1.3%	0.6%	0.4%	0.1%	1.0%	0.7%	0.3%	0.8%	0.4%	0.4%	0.8%	0.3%	0.5%
Est. % in Labor Force	3.2%	1.8%	1.4%	0.4%	0.3%	0.2%	0.8%	0.4%	0.4%	0.5%	0.2%	0.3%	1.0%	0.6%	0.3%
Total Employees	4,531														
<b>All Regions Total</b>															
<b>Total Minorities</b>	3,941	1,764	2,177	1,921	746	1,175	755	370	385	283	157	126	982	491	491
<b>% Minorities</b>	9.9%	4.4%	5.5%	4.8%	1.9%	3.0%	1.9%	0.9%	1.0%	0.7%	0.4%	0.3%	2.5%	1.2%	1.2%
<b>Est. % in Labor Force</b>	12.0%	6.4%	5.6%	4.4%	2.0%	2.4%	1.5%	0.8%	0.7%	0.8%	0.4%	0.4%	4.1%	2.6%	1.5%
<b>Total Employees</b>	39,815	19,451	20,364												

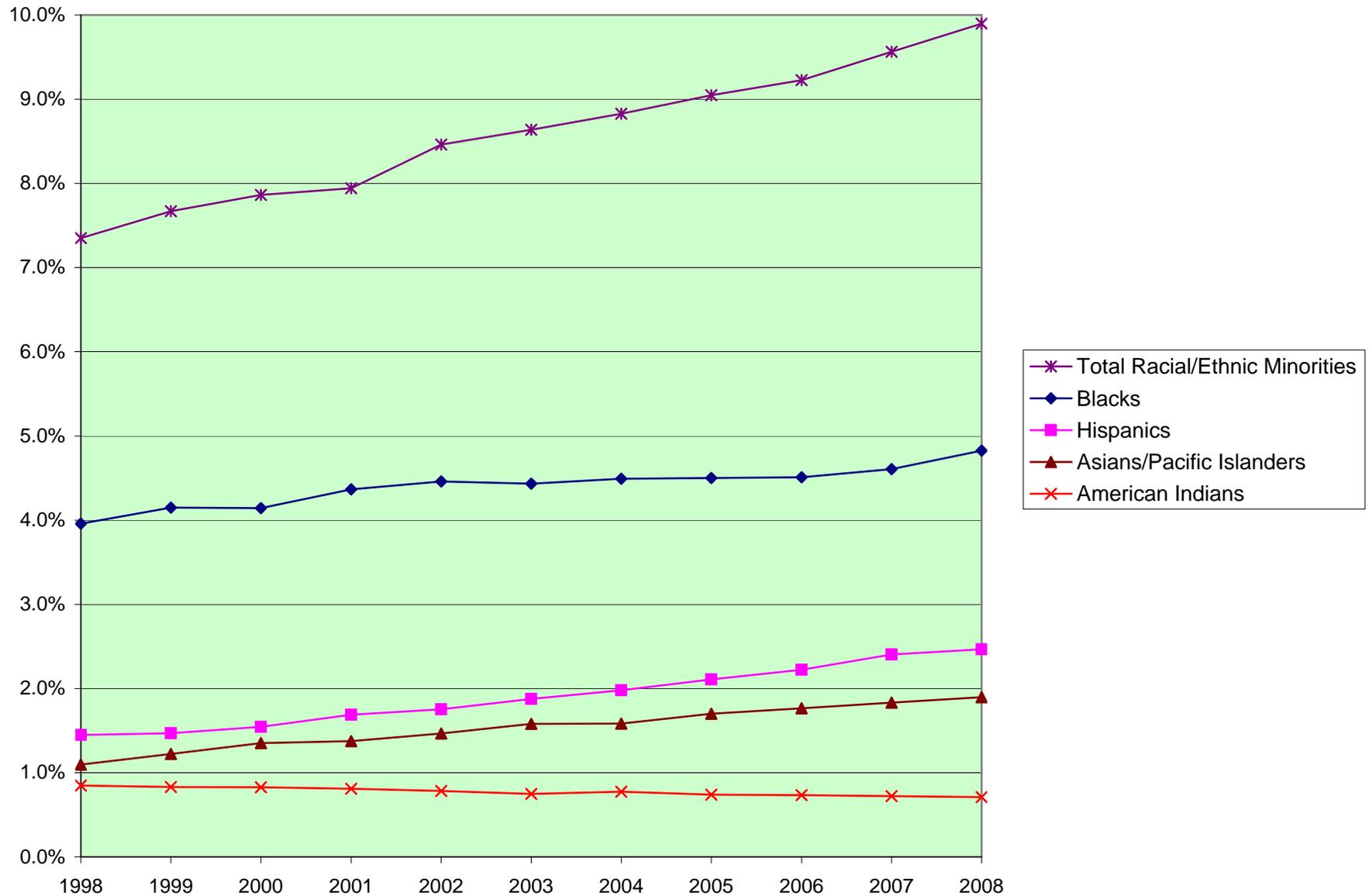
Note: For Wisconsin Regional Map, see Appendix D.

<sup>1</sup> "Total Minorities" in the labor force includes the four racial/ethnic groups reported in this table plus persons who identify themselves as "other race" or "two or more races."

The census categories of "other race" and "two or more races" are not used for state government employees. Therefore, the percentage of estimated "Total Minorities" in the WI labor force is greater than the sum of the four racial/ethnic groups listed in this table.

Sources: Permanent classified state employee data from PMIS, June 2008; WI Labor Force data estimates for 2008-2009 from the Department of Workforce Development

**Chart 14**  
**RACIAL/ETHNIC MINORITY EMPLOYMENT TRENDS: 1998-2008**  
**Percentage of Permanent Classified Workforce**



Source: PMIS, June of each year

**Table 15**  
**AFFIRMATIVE ACTION GROUPS COMPARED TO LABOR FORCE AND POPULATION: 2008 and 1998**  
**Permanent Classified Employees**

Affirmative Action Group	Count of State Employees	Percent of Total State Employees	Percent of State Labor Force <sup>1</sup>	Percent of State Population
<b>All Racial / Ethnic Minorities<sup>2</sup></b>				
2008	3,941	9.9%	12.0% *	14.0%
1998	2,790	7.4%	7.0%	10.1%
<b>Blacks</b>				
2008	1,921	4.8%	4.4%	5.7%
1998	1,502	4.0%	3.7%	5.2%
<b>Hispanics</b>				
2008	982	2.5%	4.1% *	4.5%
1998	550	1.4%	1.6%	2.4%
<b>Asians / Pacific Islanders</b>				
2008	755	1.9%	1.5%	2.0%
1998	416	1.1%	0.9%	1.5%
<b>American Indians / Alaska Natives</b>				
2008	283	0.7%	0.8%	0.8%
1998	322	0.8%	0.8%	1.0%
<b>Females</b>				
2008	20,364	51.1%	47.5% *	50.4%
1998	19,484	51.3%	46.9% *	51.0%
<b>Total Persons with Disabilities<sup>3</sup></b>				
2008	2,295	5.8%	na	na
1998	3,362	8.9%	na	na

\*Difference in percent of State Employees and State Labor Force is statistically significant at p<.05. See Appendix C for technical notes.

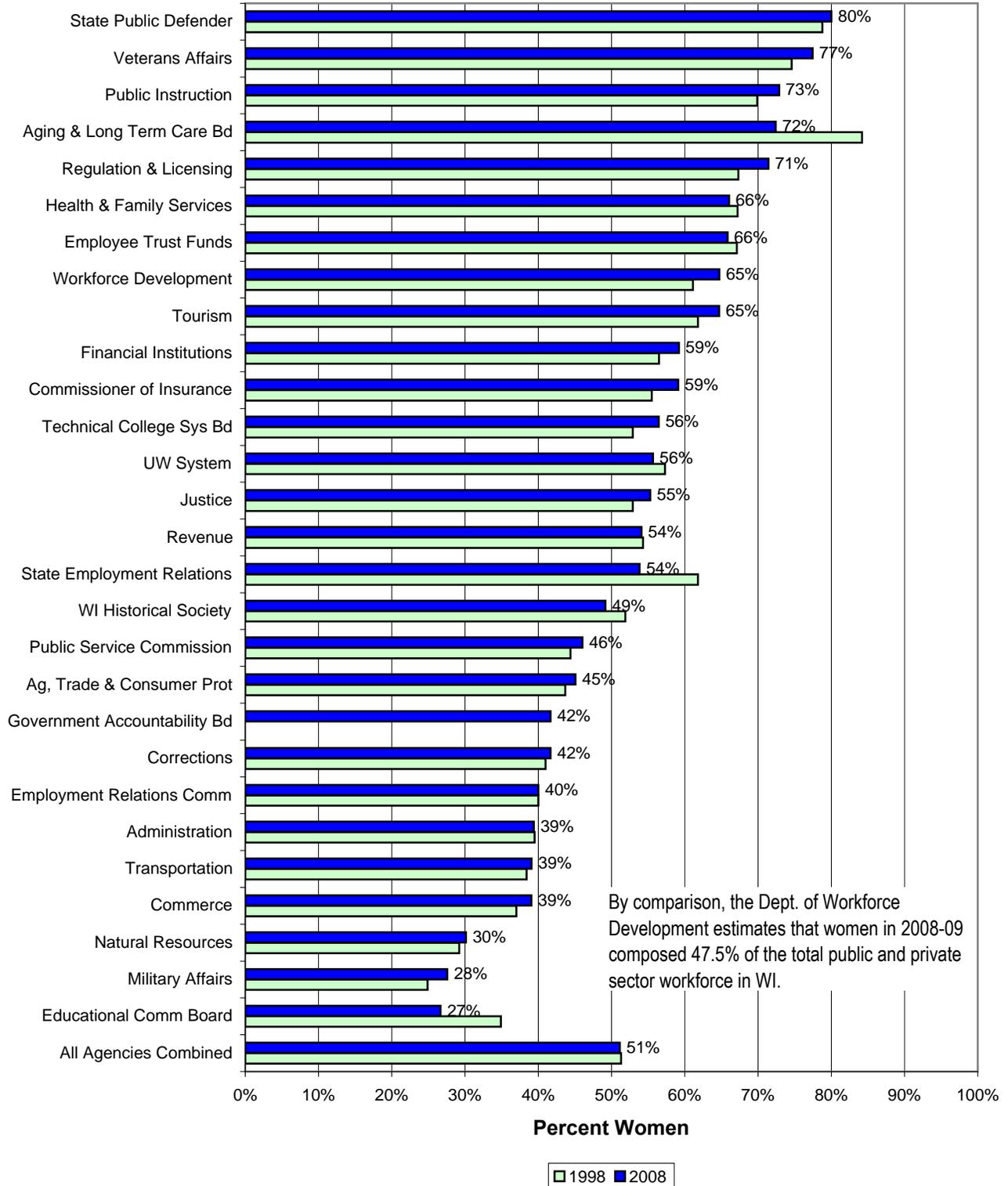
<sup>1</sup>Labor Force represents all persons 16 years of age and older, who are either employed or unemployed and looking for work. Racial/Ethnic minority percentages in the labor force are estimates projected forward from the 2000 census.

<sup>2</sup>All Racial and Ethnic Minorities for the state labor force and state population is greater than the sum of the four racial/ethnic categories used by state government and listed in this table. "Other race" and "two or more races" are categories used in census data but not in state government.

<sup>3</sup>Total persons with disabilities includes persons with severe disabilities. Disabilities are self-reported by employees.

Sources: Permanent classified state employee data is compiled by the Division of Affirmative Action for June of each year from PMIS. State population and workforce estimates are compiled by the Department of Workforce Development.

**Chart 16**  
**PERCENTAGE OF WOMEN BY AGENCY: 2008 and 1998**  
**Permanent Classified Employees**  
**Agencies with at least 20 employees**



Source: PMIS, June 2008, June 1998

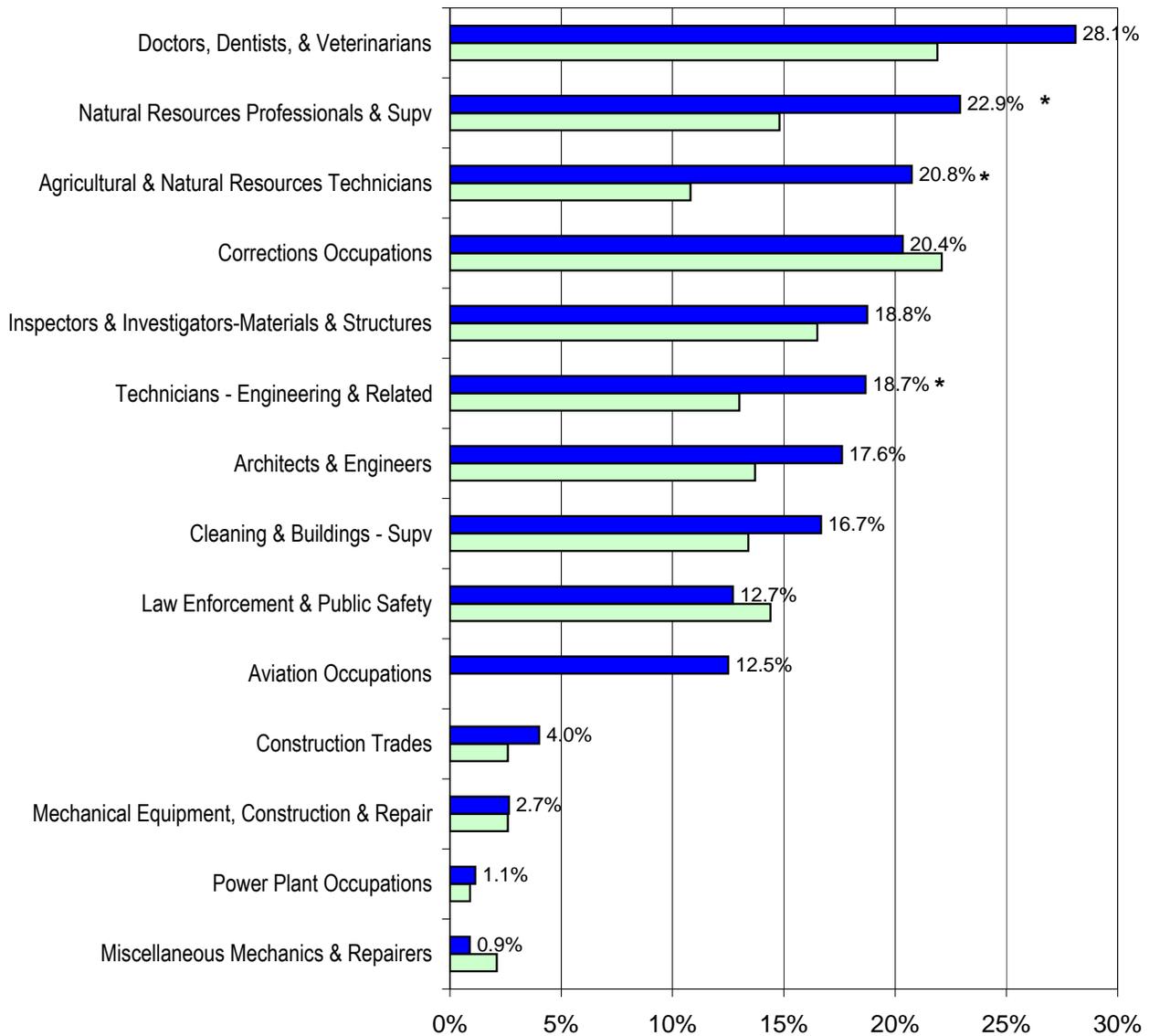
**Table 17**  
**TEN YEAR CHANGE IN GENDER COMPOSITION OF JOB GROUPS**  
**Sorted by Percentage Change in Women**

<b>Job Group</b>	<b>Increase in Percentage of Women in Job Group Since 1998</b>	<b>Percentage of Women in Job Group in June 2008</b>	<b>Increase in Count of Women in Job Group Since 1998</b>
Psychologists	17.6% *	51%	57
Communication Equipment Operators	17.2%	80%	9
Food Production & Food Service	14.3% *	62%	345
Human Resources Professionals & Supv	13.8% *	69%	23
Aviation Occupations	12.5%	13%	2
Administrators-Others	12.3%	53%	10
Laboratory Technicians	11.4%	68%	28
Administrators-Senior Executives	10.8% *	38%	20
Agricultural & Natural Resources Technicians	9.9% *	21%	36
Claims Determination & Collections-Prof/Supv	9.5% *	72%	46
Clerks - Shipping, Storage & Related	9.5%	36%	8
Fiscal & Related Professionals & Supv	9.4% *	54%	156
Science Professionals & Supv	8.6%	49%	72
Attorneys	8.1%	39%	24
Social Services Professionals & Supv	7.9% *	67%	317
Natural Resources Professionals & Supv	7.4% *	23%	39
Purchasing Professionals & Supv	7.0%	63%	-19
Health Therapists	6.5%	84%	23
Doctors, Dentists, & Veterinarians	6.2%	28%	16
Technicians - Engineering & Related	5.6% *	19%	18
Real Estate Technicians, Professionals & Supv	5.6%	45%	-10
Planning & Research Professionals & Supv	5.5%	57%	30
Environmental Specialists & Supv	5.5%	30%	42
Dietitians & Nutritionists	5.2%	90%	3
Inspectors & Investigators-Products & Services	4.2%	36%	-6
Teachers & Education Professionals & Supv	4.0%	57%	61
Architects & Engineers	3.9%	18%	52
Cleaning & Buildings - Supv	3.3%	17%	22
Inspectors & Investigators-Materials & Structures	2.2%	19%	-2
Seamstress & Upholsterers	2.1%	79%	-2
Public Information & Media Professionals & Supv	1.9%	63%	14
Construction Trades	1.4%	4%	7
Administrative Support - General	1.2%	87%	226
Program Support Professionals & Supv	0.6%	64%	223
Administrative Support - Fiscal	0.4%	82%	44
Power Plant Occupations	0.3%	1%	1
Personal Care Aides	0.1%	79%	-28
Mechanical Equipment, Construction & Repair	0.1%	3%	-3
Management Information Technicians	-0.3%	62%	-2
Patient Care Professionals & Supv	-0.9%	84%	176
Miscellaneous Mechanics & Repairers	-1.2%	1%	-1
Law Enforcement & Public Safety	-1.6%	13%	-7
Media Technicians	-1.8%	33%	-33
Corrections Occupations	-1.9%	20%	217
General Clerical Occupations	-3.3% *	91%	-1,528
General Laborers	-4.1%	35%	-174
Management Information Professionals & Supv	-4.3%	35%	108
Equal Opportunity Professionals & Supv	-7.4%	58%	3
Librarians, Archivists, & Curators	-7.6%	52%	-25
Technicians - Health Care & Related	-28.3% *	61%	226

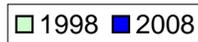
\*Statistically significant change in percentage from 1998 to 2008 at p<.05. See Appendix C for technical notes.

Source: PMIS, Permanent Classified Employees, June 2008 and June 1998

**Chart 18**  
**PERCENTAGE OF WOMEN IN NONTRADITIONAL JOBS FOR WOMEN**  
**2008 Compared with 1998**  
**Permanent Classified Employees**



Source: PMIS, June 2008 and June 1998

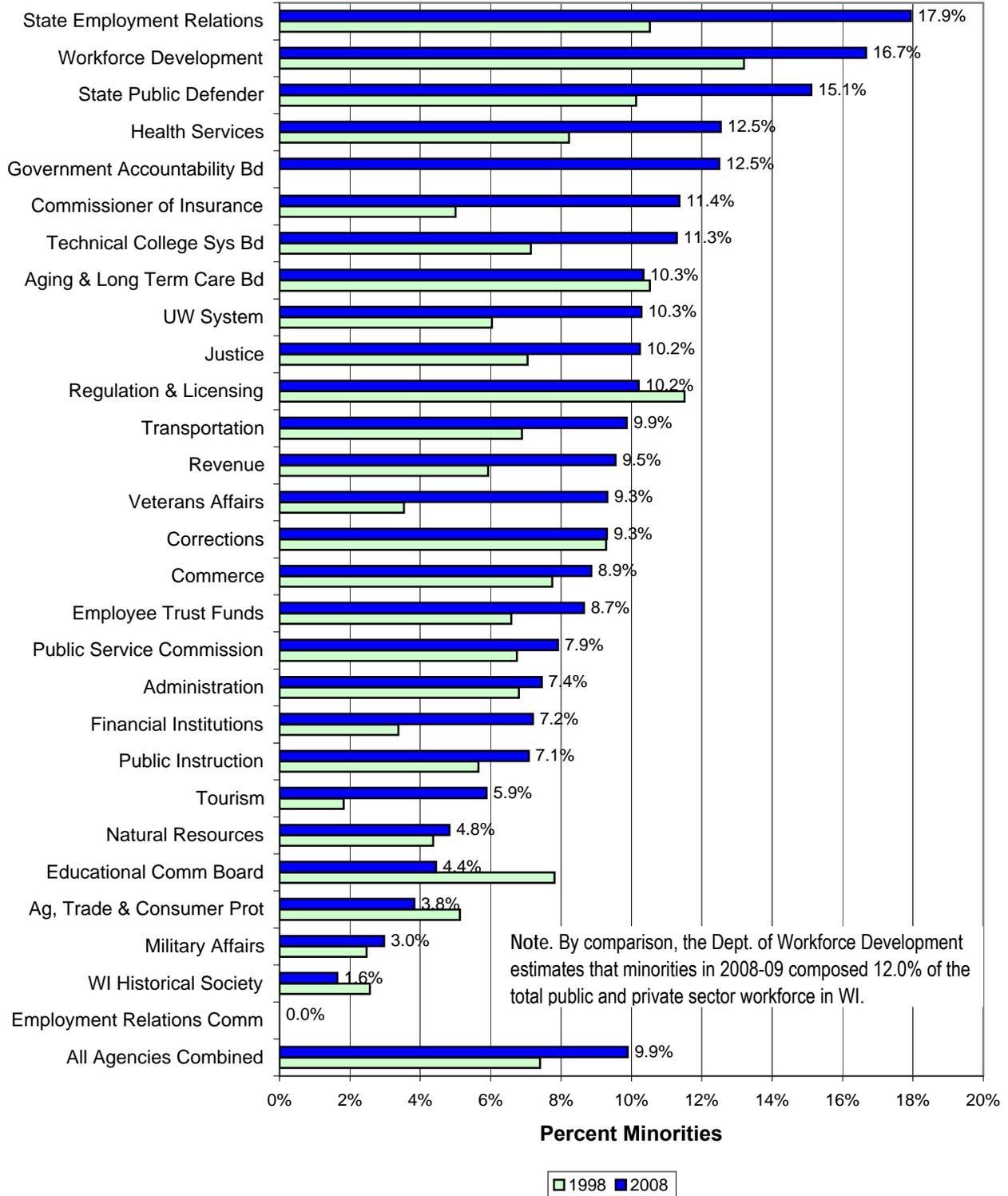


\*Statistically significant change in percentage from 1998 to 2008 at  $p < .05$ . See Appendix C for technical notes.

**Defining nontraditional jobs for women**

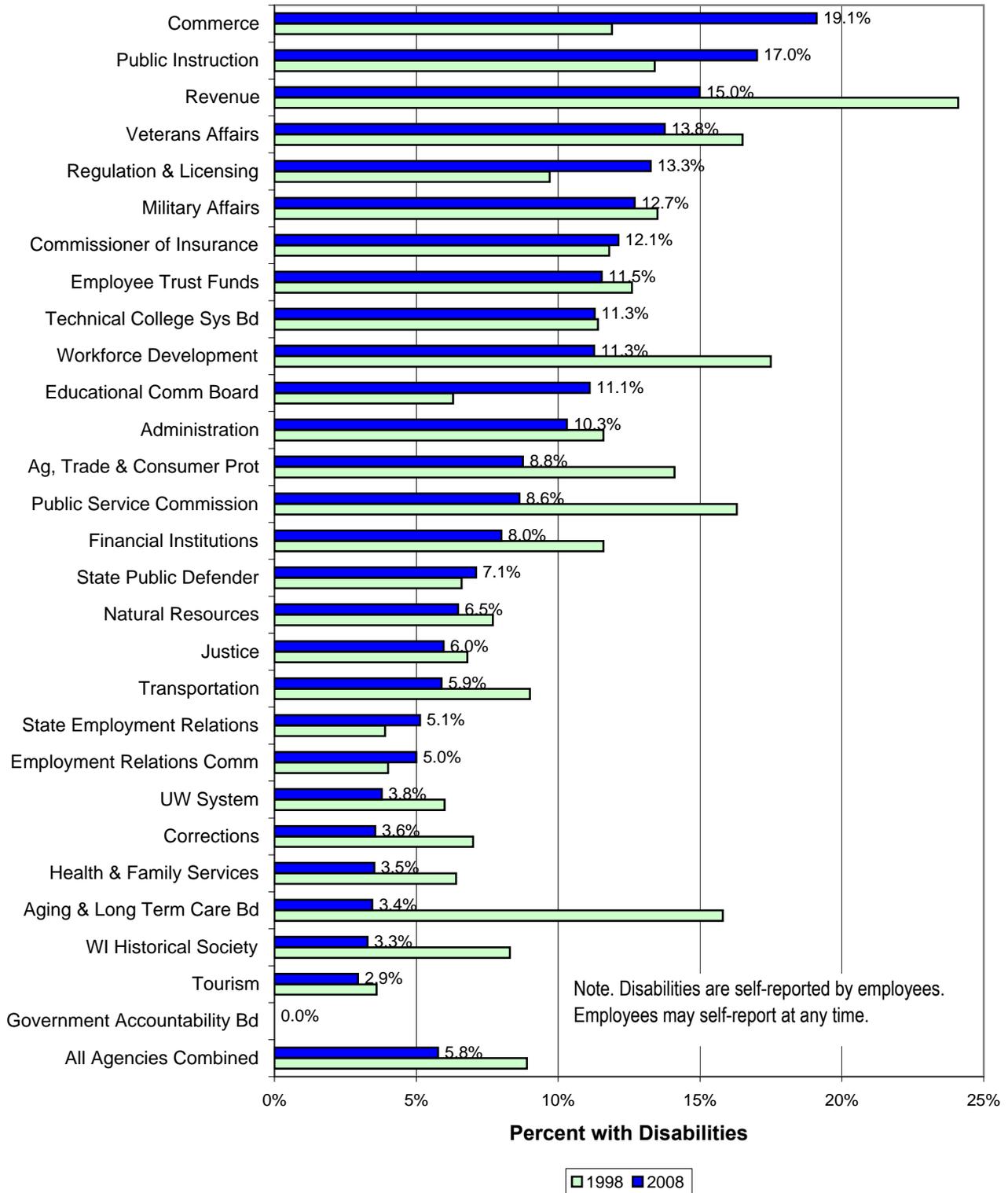
The U.S. Department of Labor defines nontraditional occupations for women as those jobs in which women make up less than 25% of the total number of workers. For the purpose of establishing a baseline for this report, nontraditional occupations for women are those state employment job groups which had less than 25% women in 1998.

**Chart 19**  
**PERCENTAGE OF RACIAL/ETHNIC MINORITIES BY AGENCY: 2008 and 1998**  
**Permanent Classified Employees**  
**Agencies with at least 20 employees**



Sources: PMIS, June 2008, June 1998

**Chart 20**  
**PERCENTAGE OF PERSONS WITH DISABILITIES BY AGENCY: 2008 and 1998**  
**Permanent Classified Employees**  
**Agencies with at least 20 employees**



Sources: PMIS, June 2008, June 1998

**Table 21**  
**RANKING AGENCIES ON RACIAL/ETHNIC MINORITY EMPLOYMENT: 2007-2008**  
**Permanent Classified Employees**

**Large Agencies (500 or more employees)**

Agency	2007 Rank	Total Minorities	% Minorities
Workforce Development	1	295	16.4%
Health & Family Services	2	661	11.7%
Justice	3	63	11.4%
Revenue	4	101	9.8%
Transportation	5	310	9.3%
Corrections	6	882	9.0%
Public Instruction	7	45	7.6%
Veterans Affairs	7	81	7.6%
Administration	9	70	7.3%
UW System	10	7	6.1%
Natural Resources	11	116	4.6%
Ag, Trade & Consumer Prot	12	17	3.2%

Agency	2008 Rank	Total Minorities	% Minorities	Net % Change
Workforce Development	1	284	16.7%	0.3%
Health & Family Services	2	727	12.5%	0.9%
Justice	3	55	10.2%	-1.2%
Transportation	4	325	9.9%	0.6%
Revenue	5	93	9.5%	-0.2%
Veterans Affairs	6	105	9.3%	1.7%
Corrections	6	922	9.3%	0.3%
Administration	8	73	7.4%	0.2%
Public Instruction	9	45	7.1%	-0.5%
UW System	10	8	6.8%	0.8%
Natural Resources	11	123	4.8%	0.3%
Ag, Trade & Consumer Prot	12	21	3.8%	0.7%

**Medium Agencies (100-499 employees)**

Agency	2007 Rank	Total Minorities	% Minorities
State Public Defender	1	32	14.4%
Commerce	2	34	9.6%
Commissioner of Insurance	3	12	9.3%
Employee Trust Funds	3	18	9.3%
Public Service Commission	5	12	8.6%
Financial Institutions	6	9	7.0%
Military Affairs	7	10	2.8%
WI Historical Society	8	2	1.7%

Agency	2008 Rank	Total Minorities	% Minorities	Net % Change
State Public Defender	1	34	15.1%	0.7%
Commissioner of Insurance	2	15	11.4%	2.1%
Commerce	3	32	8.9%	-0.7%
Employee Trust Funds	4	18	8.7%	-0.6%
Public Service Commission	5	11	7.9%	-0.7%
Financial Institutions	6	9	7.2%	0.2%
Military Affairs	7	11	3.0%	0.2%
WI Historical Society	8	2	1.6%	0.0%

**Small Agencies (15-99 employees)**

Agency	2007 Rank	Total Minorities	% Minorities
State Employment Relations	1	12	25.5%
Technical College Sys Bd	2	7	10.8%
Aging & Long Term Care Bd	3	3	10.0%
Regulation & Licensing	4	9	9.1%
Tourism	5	3	7.9%
Educational Comm Board	6	2	4.5%
Employment Relations Comm	7	0	0.0%

Agency	2008 Rank	Total Minorities	% Minorities	Net % Change
State Employment Relations	1	7	17.9%	-7.6%
Government Accountability Bd	2	3	12.5%	12.5%
Technical College Sys Bd	3	7	11.3%	0.5%
Aging & Long Term Care Bd	4	3	10.3%	0.3%
Regulation & Licensing	5	10	10.2%	1.1%
Tourism	6	2	5.9%	-2.0%
Educational Comm Board	7	2	4.4%	-0.1%
Employment Relations Comm	8	0	0.0%	0.0%

Source: PMIS, June 2007, June 2008

**Table 22**  
**RANKING AGENCIES ON EMPLOYMENT OF PERSONS WITH DISABILITIES: 2007-2008**  
**Permanent Classified Employees**

**Large Agencies (500 or more employees)**

Agency	2007 Rank	Total PWD	% PWD
Public Instruction	1	99	16.8%
Revenue	2	161	15.6%
Veterans Affairs	3	153	14.3%
Workforce Development	4	212	11.8%
Administration	5	108	11.2%
Ag, Trade & Consumer Prot	6	53	9.9%
Justice	7	34	6.2%
Transportation	8	204	6.1%
Natural Resources	9	127	5.0%
UW System	10	5	4.3%
Corrections	11	382	3.9%
Health & Family Services	12	218	3.8%

Agency	2008 Rank	Total PWD	% PWD	Net % Change
Public Instruction	1	108	17.0%	0.3%
Revenue	2	146	15.0%	-0.6%
Veterans Affairs	3	155	13.8%	-0.5%
Workforce Development	4	192	11.3%	-0.5%
Administration	5	101	10.3%	-0.9%
Ag, Trade & Consumer Prot	6	48	8.8%	-1.1%
Natural Resources	7	165	6.5%	0.3%
Justice	8	32	6.0%	-0.2%
Transportation	9	194	5.9%	0.9%
UW System	10	5	4.3%	-0.1%
Corrections	11	352	3.6%	-0.3%
Health & Family Services	12	204	3.5%	-0.3%

**Medium Agencies (100-499 employees)**

Agency	2007 Rank	Total PWD	% PWD
Commerce	1	64	18.0%
Military Affairs	2	53	14.6%
Commissioner of Insurance	3	18	14.0%
Employee Trust Funds	4	27	13.9%
Public Service Commission	5	14	10.0%
Financial Institutions	6	10	7.8%
State Public Defender	7	17	7.7%
WI Historical Society	8	3	2.5%

Agency	2008 Rank	Total PWD	% PWD	Net % Change
Commerce	1	69	19.1%	1.1%
Military Affairs	2	47	12.7%	-1.9%
Commissioner of Insurance	3	16	12.1%	-1.8%
Employee Trust Funds	4	24	11.5%	-2.4%
Public Service Commission	5	12	8.6%	-1.4%
Financial Institutions	6	10	8.0%	0.2%
State Public Defender	7	16	7.1%	-0.5%
WI Historical Society	8	4	3.3%	0.8%

**Small Agencies (15-99 employees)**

Agency	2007 Rank	Total PWD	% PWD
Regulation & Licensing	1	14	14.1%
Technical College Sys Bd	2	8	12.3%
Educational Comm Board	3	5	11.4%
Employment Relations Comm	4	1	4.8%
Aging & Long Term Care Bd	5	1	3.3%
State Employment Relations	6	1	2.1%
Tourism	7	0	0.0%

Agency	2008 Rank	Total PWD	% PWD	Net % Change
Regulation & Licensing	1	13	13.3%	-0.9%
Technical College Sys Bd	2	7	11.3%	-1.0%
Educational Comm Board	3	5	11.1%	-0.3%
State Employment Relations	4	2	5.1%	3.0%
Employment Relations Comm	5	1	5.0%	0.2%
Aging & Long Term Care Bd	6	1	3.4%	0.1%
Tourism	7	1	2.9%	2.9%
Government Accountability Bd	8	0	0.0%	0.0%

Source: PMIS, June 2007, June 2008

**Table 23a**  
**MINORITIES, WOMEN, AND PERSONS WITH DISABILITIES BY JOB GROUP: 2008, 2007, and 1998**  
**Permanent Classified Employees**

Job Group	Year	Total	Racial/Ethnic Minorities		Women		Persons with Disabilities**	
			#	%	#	%	#	%
Administrative Support - Fiscal	2008	1,184	83	7.0%	970	81.9%	94	7.9%*
	2007	1,200	71	5.9%	987	82.3%	93	7.8%
	1998	1,137	74	6.5%	927	81.5%	129	11.3%
Administrative Support - General	2008	3,707	369	10.0%*	3,227	87.1%	231	6.2%*
	2007	3,705	364	9.8%	3,222	87.0%	231	6.2%
	1998	3,490	201	5.8%	2,995	85.8%	336	9.6%
Administrators-Others	2008	228	20	8.8%	121	53.1%	20	8.8%
	2007	223	22	9.9%	116	52.0%	21	9.4%
	1998	272	20	7.4%	111	40.8%	35	12.9%
Administrators-Senior Executives	2008	541	44	8.1%	208	38.4%*	38	7.0%
	2007	533	43	8.1%	191	35.8%	39	7.3%
	1998	679	47	6.9%	187	27.5%	58	8.5%
Agricultural & Natural Resources Technicians	2008	506	41	8.1%*	105	20.8%*	34	6.7%
	2007	504	37	7.3%	98	19.4%	33	6.5%
	1998	636	13	2.0%	69	10.8%	54	8.5%
Architects & Engineers	2008	1,062	96	9.0%	187	17.6%	56	5.3%
	2007	1,039	95	9.1%	180	17.3%	51	4.9%
	1998	986	88	8.9%	135	13.7%	48	4.9%
Attorneys	2008	347	34	9.8%	134	38.6%	27	7.8%
	2007	354	33	9.3%	130	36.7%	26	7.3%
	1998	360	20	5.6%	109	30.3%	31	8.6%
Aviation Occupations	2008	16	0	0.0%	2	12.5%	0	0.0%
	2007	16	0	0.0%	1	6.3%	0	0.0%
	1998	14	1	7.1%	0	0.0%	0	0.0%
Claims Determination & Collections- Profs/Supv	2008	433	58	13.4%*	310	71.6%*	32	7.4%*
	2007	437	54	12.4%	318	72.8%	36	8.2%
	1998	424	32	7.5%	263	62.0%	60	14.2%
Cleaning & Buildings - Supv	2008	294	20	6.8%	49	16.7%	29	9.9%
	2007	281	16	5.7%	46	16.4%	28	10.0%
	1998	202	9	4.5%	27	13.4%	23	11.4%
Clerks - Shipping, Storage & Related	2008	272	24	8.8%	99	36.4%	21	7.7%
	2007	268	23	8.6%	97	36.2%	23	8.6%
	1998	338	19	5.6%	91	26.9%	37	10.9%
Communication Equipment Operators	2008	74	2	2.7%	59	79.7%	6	8.1%
	2007	75	5	6.7%	55	73.3%	7	9.3%
	1998	80	4	5.0%	50	62.5%	4	5.0%
Construction Trades	2008	498	18	3.6%	20	4.0%	19	3.8%*
	2007	492	16	3.3%	19	3.9%	20	4.1%
	1998	502	17	3.4%	13	2.6%	41	8.2%

\*Statistically significant change in percentage from 1998 to 2008 at p<.05. See Appendix C for technical notes.

\*\*Disabilities are self-reported by employees. Employees may self-report at any time.

**Table 23b**  
**MINORITIES, WOMEN, AND PERSONS WITH DISABILITIES BY JOB GROUP: 2008, 2007, and 1998**  
**Permanent Classified Employees**

Job Group	Year	Total	Racial/Ethnic Minorities		Women		Persons with Disabilities**	
			#	%	#	%	#	%
Corrections Occupations	2008	5,307	501	9.4%	1,080	20.4%	153	2.9%*
	2007	5,277	498	9.4%	1,086	20.6%	167	3.2%
	1998	3,872	359	9.3%	854	22.1%	198	5.1%
Dietitians & Nutritionists	2008	58	0	0.0%	52	89.7%	2	3.4%
	2007	56	0	0.0%	51	91.1%	2	3.6%
	1998	58	1	1.7%	49	84.5%	3	5.2%
Doctors, Dentists, & Veterinarians	2008	153	27	17.6%	43	28.1%	2	1.3%
	2007	145	23	15.9%	35	24.1%	2	1.4%
	1998	128	24	18.8%	28	21.9%	4	3.1%
Environmental Specialists & Supv	2008	568	18	3.2%	168	29.6%	32	5.6%
	2007	557	19	3.4%	153	27.5%	30	5.4%
	1998	457	16	3.5%	120	26.3%	29	6.3%
Equal Opportunity Professionals & Supv	2008	84	34	40.5%	49	58.3%	15	17.9%
	2007	86	33	38.4%	49	57.0%	15	17.4%
	1998	70	23	32.9%	46	65.7%	23	32.9%
Fiscal & Related Professionals & Supv	2008	1,381	126	9.1%*	752	54.5%*	141	10.2%*
	2007	1,385	122	8.8%	752	54.3%	153	11.0%
	1998	1,322	69	5.2%	596	45.1%	213	16.1%
Food Production & Food Service	2008	740	99	13.4%*	462	62.4%*	29	3.9%
	2007	734	99	13.5%	453	61.7%	30	4.1%
	1998	243	15	6.2%	117	48.1%	16	6.6%
General Clerical Occupations	2008	2,867	248	8.7%	2,622	91.5%*	186	6.5%*
	2007	2,956	249	8.4%	2,714	91.8%	209	7.1%
	1998	4,388	317	7.2%	4,159	94.8%	408	9.3%
General Laborers	2008	1,761	451	25.6%*	609	34.6%	103	5.8%*
	2007	1,733	438	25.3%	584	33.7%	105	6.1%
	1998	2,019	257	12.7%	780	38.6%	182	9.0%
Health Therapists	2008	163	5	3.1%	137	84.0%	8	4.9%
	2007	160	3	1.9%	131	81.9%	8	5.0%
	1998	147	2	1.4%	114	77.6%	11	7.5%
Human Resources Professionals & Supv	2008	489	69	14.1%	335	68.5%*	48	9.8%*
	2007	527	80	15.2%	359	68.1%	53	10.1%
	1998	570	90	15.8%	312	54.7%	107	18.8%
Inspectors & Investigators-Materials & Structures	2008	80	8	10.0%	15	18.8%	19	23.8%
	2007	78	7	9.0%	14	17.9%	16	20.5%
	1998	103	7	6.8%	17	16.5%	20	19.4%
Inspectors & Investigators-Products & Services	2008	301	19	6.3%	107	35.5%	36	12.0%
	2007	298	18	6.0%	106	35.6%	37	12.4%
	1998	359	27	7.5%	114	31.8%	69	19.2%

\*Statistically significant change in percentage from 1998 to 2008 at p<.05. See Appendix C for technical notes.

\*\*Disabilities are self-reported by employees. Employees may self-report at any time.

**Table 23c**  
**MINORITIES, WOMEN, AND PERSONS WITH DISABILITIES BY JOB GROUP: 2008, 2007, and 1998**  
**Permanent Classified Employees**

Job Group	Year	Total	Racial/Ethnic Minorities		Women		Persons with Disabilities**	
			#	%	#	%	#	%
Laboratory Technicians	2008	186	10	5.4%	127	68.3%	5	2.7%
	2007	183	10	5.5%	124	67.8%	5	2.7%
	1998	174	9	5.2%	99	56.9%	9	5.2%
Law Enforcement & Public Safety	2008	1,204	90	7.5%	153	12.7%	45	3.7%
	2007	1,218	94	7.7%	154	12.6%	41	3.4%
	1998	1,114	73	6.6%	160	14.4%	63	5.7%
Librarians, Archivists, & Curators	2008	125	1	0.8%	65	52.0%	8	6.4%
	2007	128	1	0.8%	69	53.9%	8	6.3%
	1998	152	8	5.3%	91	59.9%	4	2.6%
Management Information Professionals & Supv	2008	2,176	171	7.9%	757	34.8%	126	5.8%
	2007	2,165	165	7.6%	764	35.3%	124	5.7%
	1998	1,656	94	5.7%	647	39.1%	124	7.5%
Management Information Technicians	2008	238	14	5.9%	147	61.8%	14	5.9%
	2007	249	16	6.4%	155	62.2%	18	7.2%
	1998	240	12	5.0%	149	62.1%	24	10.0%
Mechanical Equipment, Construction & Repair	2008	641	25	3.9%	17	2.7%	55	8.6%
	2007	654	26	4.0%	18	2.8%	64	9.8%
	1998	772	28	3.6%	20	2.6%	82	10.6%
Media Technicians	2008	82	3	3.7%	27	32.9%	3	3.7%
	2007	81	3	3.7%	25	30.9%	3	3.7%
	1998	172	6	3.5%	60	34.9%	18	10.5%
Miscellaneous Mechanics & Repairers	2008	225	5	2.2%	2	0.9%	8	3.6%
	2007	220	4	1.8%	2	0.9%	8	3.6%
	1998	143	2	1.4%	3	2.1%	9	6.3%
Natural Resources Professionals & Supv	2008	528	20	3.8%	121	22.9%*	23	4.4%
	2007	520	18	3.5%	115	22.1%	20	3.8%
	1998	596	15	2.5%	88	14.8%	34	5.7%
Patient Care Professionals & Supv	2008	959	50	5.2%	807	84.2%	28	2.9%
	2007	911	43	4.7%	760	83.4%	28	3.1%
	1998	742	27	3.6%	631	85.0%	41	5.5%
Personal Care Aides	2008	1,863	412	22.1%*	1,467	78.7%	69	3.7%
	2007	1,717	358	20.9%	1,354	78.9%	61	3.6%
	1998	1,880	198	10.5%	1,481	78.8%	97	5.2%
Planning & Research Professionals & Supv	2008	665	55	8.3%	380	57.1%	33	5.0%
	2007	660	56	8.5%	388	58.8%	33	5.0%
	1998	679	47	6.9%	351	51.7%	46	6.8%
Power Plant Occupations	2008	264	12	4.5%	3	1.1%	25	9.5%
	2007	263	11	4.2%	3	1.1%	24	9.1%
	1998	232	9	3.9%	2	0.9%	27	11.6%

\*Statistically significant change in percentage from 1998 to 2008 at p<.05. See Appendix C for technical notes.

\*\*Disabilities are self-reported by employees. Employees may self-report at any time.

**Table 23d**  
**MINORITIES, WOMEN, AND PERSONS WITH DISABILITIES BY JOB GROUP: 2008, 2007, and 1998**  
**Permanent Classified Employees**

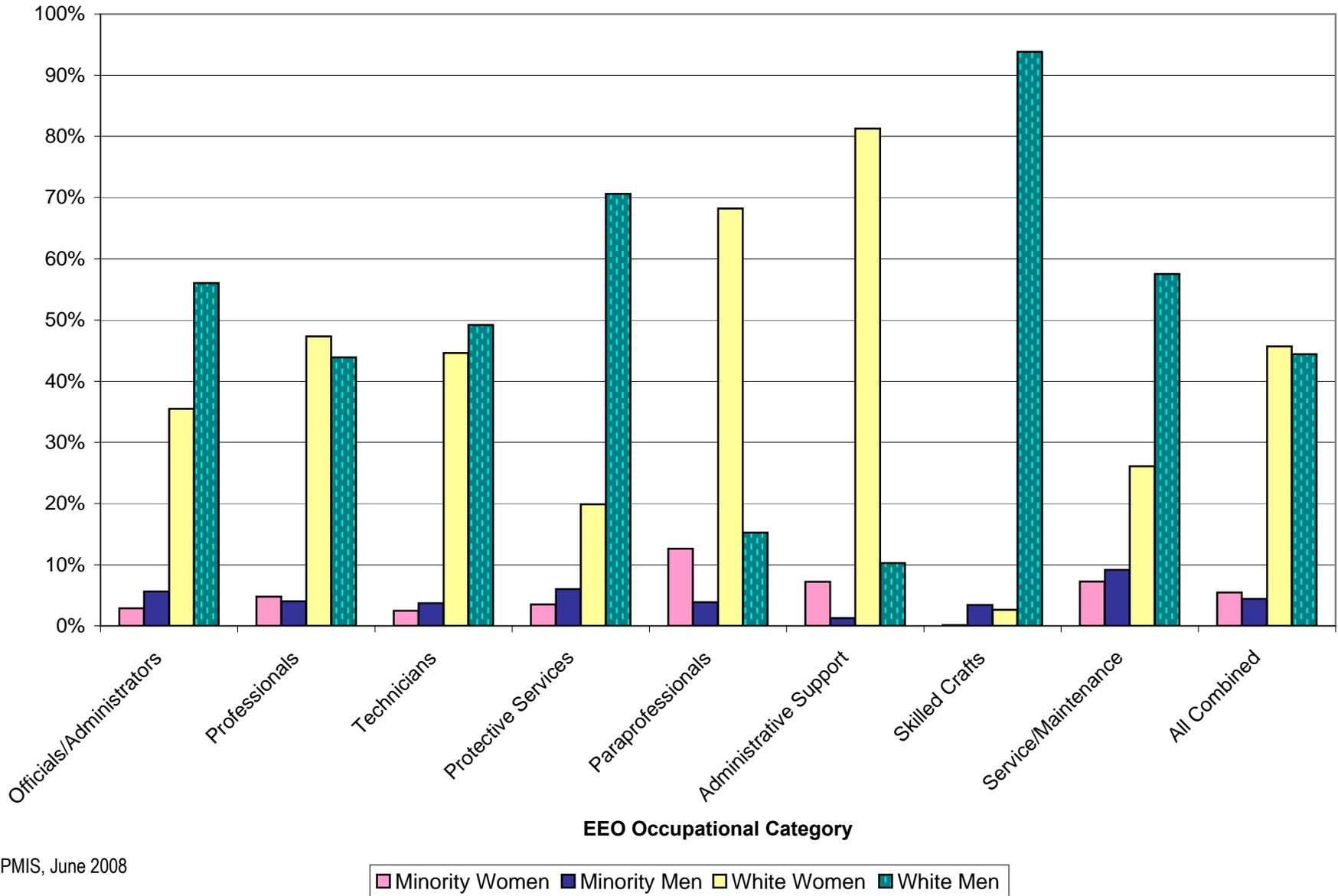
Job Group	Year	Total	Racial/Ethnic Minorities		Women		Persons with Disabilities**	
			#	%	#	%	#	%
Program Support Professionals & Supv	2008	1,285	95	7.4%	826	64.3%	73	5.7%*
	2007	1,275	96	7.5%	811	63.6%	76	6.0%
	1998	947	56	5.9%	603	63.7%	91	9.6%
Psychologists	2008	211	14	6.6%	108	51.2%*	11	5.2%
	2007	201	12	6.0%	95	47.3%	11	5.5%
	1998	155	9	5.8%	53	34.2%	12	7.7%
Public Information & Media Professionals & Supv	2008	125	8	6.4%	79	63.2%	4	3.2%
	2007	119	4	3.4%	76	63.9%	5	4.2%
	1998	106	7	6.6%	65	61.3%	10	9.4%
Purchasing Professionals & Supv	2008	135	5	3.7%	85	63.0%	10	7.4%
	2007	133	6	4.5%	81	60.9%	10	7.5%
	1998	185	6	3.2%	104	56.2%	13	7.0%
Real Estate Technicians, Professionals & Supv	2008	199	10	5.0%	89	44.7%	26	13.1%
	2007	210	11	5.2%	96	45.7%	30	14.3%
	1998	253	12	4.7%	99	39.1%	50	19.8%
Science Professionals & Supv	2008	459	30	6.5%	227	49.5%	17	3.7%
	2007	459	33	7.2%	221	48.1%	16	3.5%
	1998	381	19	5.0%	156	40.9%	21	5.5%
Seamstress & Upholsterers	2008	14	0	0.0%	11	78.6%	0	0.0%
	2007	15	0	0.0%	11	73.3%	0	0.0%
	1998	17	0	0.0%	13	76.5%	0	0.0%
Social Services Professionals & Supv	2008	2,662	337	12.7%	1,780	66.9%*	155	5.8%*
	2007	2,612	309	11.8%	1,734	66.4%	163	6.2%
	1998	2,474	310	12.5%	1,460	59.0%	260	10.5%
Teachers & Education Professionals & Supv	2008	766	52	6.8%	436	56.9%	84	11.0%
	2007	751	46	6.1%	423	56.3%	85	11.3%
	1998	722	39	5.4%	382	52.9%	81	11.2%
Technicians - Engineering & Related	2008	723	43	5.9%	135	18.7%*	60	8.3%
	2007	737	42	5.7%	140	19.0%	63	8.5%
	1998	897	46	5.1%	117	13.0%	90	10.0%
Technicians - Health Care & Related	2008	966	65	6.7%*	593	61.4%*	32	3.3%
	2007	931	48	5.2%	583	62.6%	35	3.8%
	1998	409	6	1.5%	367	89.7%	17	4.2%
<b>All Job Groups Combined</b>	<b>2008</b>	<b>39,815</b>	<b>3,941</b>	<b>9.9%*</b>	<b>20,364</b>	<b>51.1%</b>	<b>2,295</b>	<b>5.8%*</b>
	<b>2007</b>	<b>39,531</b>	<b>3,780</b>	<b>9.6%</b>	<b>20,149</b>	<b>51.0%</b>	<b>2,366</b>	<b>6.0%</b>
	<b>1998</b>	<b>37,954</b>	<b>2,790</b>	<b>7.4%</b>	<b>19,484</b>	<b>51.3%</b>	<b>3,362</b>	<b>8.9%</b>

\*Statistically significant change in percentage from 1998 to 2008 at p<.05. See Appendix C for technical notes

\*\*Disabilities are self-reported by employees. Employees may self-report at any time.

Source: Data compiled by the Division of Affirmative Action for June of each year.

**Chart 24**  
**ETHNIC MINORITY AND GENDER DISTRIBUTION BY FEDERAL EEO CATEGORY**  
**Permanent Classified Employees - June 2008**



Source: PMIS, June 2008

**Table 25**  
**EMPLOYMENT BY AFFIRMATIVE ACTION CATEGORY AND EEO JOB CATEGORY: 2007-2008**  
**Permanent Classified Employees**

EEO Job Category	Total Employees #	Total Men		Total Women		Racial/Ethnic Minorities						Persons With Disabilities					
		#	%	#	%	Total #	%	Men #	%	Women #	%	Total #	%	Non-Severe #	%	Severe #	%
Officials/Administrators																	
2007	680	433	63.7%	247	36.3%	57	8.4%	40	5.9%	17	2.5%	58	8.5%	49	7.2%	9	1.3%
2008	696	429	61.6%	267	38.4%	59	8.5%	39	5.6%	20	2.9%	58	8.3%	48	6.9%	10	1.4%
Net Change			-2.0%		2.0%		0.1%		-0.3%		0.4%		-0.2%		-0.3%		0.1%
Professionals																	
2007	14,939	7,235	48.4%	7,704	51.6%	1,276	8.5%	592	4.0%	684	4.6%	952	6.4%	771	5.2%	181	1.2%
2008	15,087	7,232	47.9%	7,855	52.1%	1,326	8.8%	608	4.0%	718	4.8%	934	6.2%	769	5.1%	165	1.1%
Net Change			-0.5%		0.5%		0.2%		0.1%		0.2%		-0.2%		-0.1%		-0.1%
Technicians																	
2007	2,335	1,245	53.3%	1,090	46.7%	128	5.5%	79	3.4%	49	2.1%	150	6.4%	135	5.8%	15	0.6%
2008	2,342	1,239	52.9%	1,103	47.1%	145	6.2%	87	3.7%	58	2.5%	143	6.1%	129	5.5%	14	0.6%
Net Change			-0.4%		0.4%		0.7%		0.3%		0.4%		-0.3%		-0.3%		0.0%
Protective Services																	
2007	7,532	5,762	76.5%	1,770	23.5%	713	9.5%	450	6.0%	263	3.5%	312	4.1%	270	3.6%	42	0.6%
2008	7,557	5,791	76.6%	1,766	23.4%	718	9.5%	454	6.0%	264	3.5%	298	3.9%	257	3.4%	41	0.5%
Net Change			0.1%		-0.1%		0.0%		0.0%		0.0%		-0.2%		-0.2%		0.0%
Paraprofessionals																	
2007	2,905	548	18.9%	2,357	81.1%	447	15.4%	103	3.5%	344	11.8%	153	5.3%	132	4.5%	21	0.7%
2008	3,040	582	19.1%	2,458	80.9%	502	16.5%	118	3.9%	384	12.6%	149	4.9%	132	4.3%	17	0.6%
Net Change			0.3%		-0.3%		1.1%		0.3%		0.8%		-0.4%		-0.2%		-0.2%
Administrative Support																	
2007	6,460	723	11.2%	5,737	88.8%	526	8.1%	75	1.2%	451	7.0%	439	6.8%	375	5.8%	64	1.0%
2008	6,367	734	11.5%	5,633	88.5%	539	8.5%	80	1.3%	459	7.2%	426	6.7%	364	5.7%	62	1.0%
Net Change			0.3%		-0.3%		0.3%		0.1%		0.2%		-0.1%		-0.1%		0.0%
Skilled Crafts																	
2007	951	926	97.4%	25	2.6%	30	3.2%	29	3.0%	1	0.1%	50	5.3%	43	4.5%	7	0.7%
2008	958	932	97.3%	26	2.7%	34	3.5%	33	3.4%	1	0.1%	50	5.2%	44	4.6%	6	0.6%
Net Change			-0.1%		0.1%		0.4%		0.4%		0.0%		0.0%		0.1%		-0.1%
Service/Maintenance																	
2007	3,729	2,510	67.3%	1,219	32.7%	603	16.2%	339	9.1%	264	7.1%	252	6.8%	222	6.0%	30	0.8%
2008	3,768	2,512	66.7%	1,256	33.3%	618	16.4%	345	9.2%	273	7.2%	237	6.3%	213	5.7%	24	0.6%
Net Change			-0.6%		0.6%		0.2%		0.1%		0.2%		-0.5%		-0.3%		-0.2%
<b>All Combined</b>																	
<b>2007</b>	<b>39,531</b>	<b>19,382</b>	<b>49.0%</b>	<b>20,149</b>	<b>51.0%</b>	<b>3,780</b>	<b>9.6%</b>	<b>1,707</b>	<b>4.3%</b>	<b>2,073</b>	<b>5.2%</b>	<b>2,366</b>	<b>6.0%</b>	<b>1,997</b>	<b>5.1%</b>	<b>369</b>	<b>0.9%</b>
<b>2008</b>	<b>39,815</b>	<b>19,451</b>	<b>48.9%</b>	<b>20,364</b>	<b>51.1%</b>	<b>3,941</b>	<b>9.9%</b>	<b>1,764</b>	<b>4.4%</b>	<b>2,177</b>	<b>5.5%</b>	<b>2,295</b>	<b>5.8%</b>	<b>1,956</b>	<b>4.9%</b>	<b>339</b>	<b>0.9%</b>
<b>Net Change</b>			<b>-0.2%</b>		<b>0.2%</b>		<b>0.3%</b>		<b>0.1%</b>		<b>0.2%</b>		<b>-0.2%</b>		<b>-0.1%</b>		<b>-0.1%</b>

Source: PMIS, June 2007 and June 2008

**Table 26**  
**EMPLOYMENT OF RACIAL/ETHNIC MINORITIES BY EEO JOB CATEGORY: 2007-2008**  
**Permanent Classified Employees**

EEO Job Category	Total Employees #	Blacks				Asians				American Indians				Hispanics											
		Total #	%	Men #	Women #	Total #	%	Men #	Women #	Total #	%	Men #	Women #	Total #	%	Men #	Women #								
Officials/Administrators																									
2007	680	32	4.7%	21	3.1%	11	1.6%	9	1.3%	7	1.0%	2	0.3%	7	1.0%	7	1.0%	0	0.0%	9	1.3%	5	0.7%	4	0.6%
2008	696	34	4.9%	21	3.0%	13	1.9%	10	1.4%	7	1.0%	3	0.4%	5	0.7%	5	0.7%	0	0.0%	10	1.4%	6	0.9%	4	0.6%
Net Change			0.2%		-0.1%		0.3%		0.1%		0.0%		0.1%		-0.3%		-0.3%		0.0%		0.1%		0.1%		0.0%
Professionals																									
2007	14,939	548	3.7%	217	1.5%	331	2.2%	365	2.4%	193	1.3%	172	1.2%	90	0.6%	46	0.3%	44	0.3%	273	1.8%	136	0.9%	137	0.9%
2008	15,087	581	3.9%	231	1.5%	350	2.3%	380	2.5%	197	1.3%	183	1.2%	90	0.6%	46	0.3%	44	0.3%	275	1.8%	134	0.9%	141	0.9%
Net Change			0.2%		0.1%		0.1%		0.1%		0.0%		0.1%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Technicians																									
2007	2,335	39	1.7%	23	1.0%	16	0.7%	26	1.1%	11	0.5%	15	0.6%	20	0.9%	18	0.8%	2	0.1%	43	1.8%	27	1.2%	16	0.7%
2008	2,342	50	2.1%	27	1.2%	23	1.0%	29	1.2%	12	0.5%	17	0.7%	19	0.8%	18	0.8%	1	0.0%	47	2.0%	30	1.3%	17	0.7%
Net Change			0.5%		0.2%		0.3%		0.1%		0.0%		0.1%		0.0%		0.0%		0.0%		0.2%		0.1%		0.0%
Protective Services																									
2007	7,532	391	5.2%	226	3.0%	165	2.2%	48	0.6%	32	0.4%	16	0.2%	80	1.1%	63	0.8%	17	0.2%	194	2.6%	129	1.7%	65	0.9%
2008	7,557	397	5.3%	232	3.1%	165	2.2%	49	0.6%	31	0.4%	18	0.2%	77	1.0%	60	0.8%	17	0.2%	195	2.6%	131	1.7%	64	0.8%
Net Change			0.1%		0.1%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Paraprofessionals																									
2007	2,905	318	10.9%	71	2.4%	247	8.5%	58	2.0%	16	0.6%	42	1.4%	14	0.5%	3	0.1%	11	0.4%	57	2.0%	13	0.4%	44	1.5%
2008	3,040	350	11.5%	83	2.7%	267	8.8%	60	2.0%	18	0.6%	42	1.4%	18	0.6%	3	0.1%	15	0.5%	74	2.4%	14	0.5%	60	2.0%
Net Change			0.6%		0.3%		0.3%		0.0%		0.0%		-0.1%		0.1%		0.0%		0.1%		0.5%		0.0%		0.5%
Administrative Support																									
2007	6,460	292	4.5%	35	0.5%	257	4.0%	82	1.3%	19	0.3%	63	1.0%	35	0.5%	0	0.0%	35	0.5%	117	1.8%	21	0.3%	96	1.5%
2008	6,367	302	4.7%	40	0.6%	262	4.1%	83	1.3%	18	0.3%	65	1.0%	36	0.6%	0	0.0%	36	0.6%	118	1.9%	22	0.3%	96	1.5%
Net Change			0.2%		0.1%		0.1%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Skilled Crafts																									
2007	951	10	1.1%	10	1.1%	0	0.0%	4	0.4%	4	0.4%	0	0.0%	7	0.7%	6	0.6%	1	0.1%	9	0.9%	9	0.9%	0	0.0%
2008	958	13	1.4%	13	1.4%	0	0.0%	4	0.4%	4	0.4%	0	0.0%	7	0.7%	6	0.6%	1	0.1%	10	1.0%	10	1.0%	0	0.0%
Net Change			0.3%		0.3%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.1%		0.1%		0.0%
Service/Maintenance																									
2007	3,729	191	5.1%	100	2.7%	91	2.4%	132	3.5%	79	2.1%	53	1.4%	32	0.9%	21	0.6%	11	0.3%	248	6.7%	139	3.7%	109	2.9%
2008	3,768	194	5.1%	99	2.6%	95	2.5%	140	3.7%	83	2.2%	57	1.5%	31	0.8%	19	0.5%	12	0.3%	253	6.7%	144	3.8%	109	2.9%
Net Change			0.0%		-0.1%		0.1%		0.2%		0.1%		0.1%		0.0%		-0.1%		0.0%		0.1%		0.1%		0.0%
<b>All Combined</b>																									
<b>2007</b>	<b>39,531</b>	<b>1,821</b>	<b>4.6%</b>	<b>703</b>	<b>1.8%</b>	<b>1,118</b>	<b>2.8%</b>	<b>724</b>	<b>1.8%</b>	<b>361</b>	<b>0.9%</b>	<b>363</b>	<b>0.9%</b>	<b>285</b>	<b>0.7%</b>	<b>164</b>	<b>0.4%</b>	<b>121</b>	<b>0.3%</b>	<b>950</b>	<b>2.4%</b>	<b>479</b>	<b>1.2%</b>	<b>471</b>	<b>1.2%</b>
<b>2008</b>	<b>39,815</b>	<b>1,921</b>	<b>4.8%</b>	<b>746</b>	<b>1.9%</b>	<b>1,175</b>	<b>3.0%</b>	<b>755</b>	<b>1.9%</b>	<b>370</b>	<b>0.9%</b>	<b>385</b>	<b>1.0%</b>	<b>283</b>	<b>0.7%</b>	<b>157</b>	<b>0.4%</b>	<b>126</b>	<b>0.3%</b>	<b>982</b>	<b>2.5%</b>	<b>491</b>	<b>1.2%</b>	<b>491</b>	<b>1.2%</b>
<b>Net Change</b>			<b>0.2%</b>		<b>0.1%</b>		<b>0.1%</b>		<b>0.1%</b>		<b>0.0%</b>		<b>0.0%</b>		<b>0.0%</b>		<b>0.0%</b>		<b>0.0%</b>		<b>0.1%</b>		<b>0.0%</b>		<b>0.0%</b>

Source: PMIS, June 2007 and June 2008

**Table 27**  
**AVERAGE PAY RATE BY MINORITY, GENDER, AND DISABILITY STATUS**  
**Permanent Classified Employees – June 2008**

Group Category	2008 Annualized Pay Rate <sup>1</sup>	2008 Rank	1998 Rank
American Indian men	\$51,960	1	9
Asian men	51,750	2	4
Men with disabilities	51,521	3	1
White men	50,207	4	2
All men	49,781	5	3
Men and women with disabilities	49,142	6	5
Asian men and women	48,383	7	8
American Indian men and women	47,771	8	14
White men and women	47,549	9	6
<b>All employees</b>	<b>47,029</b>	<b>10</b>	<b>7</b>
Women with disabilities	45,995	11	12
Racial/ethnic minority men	45,505	12	10
Asian women	45,146	13	19
White women	44,964	14	15
All women	44,400	15	17
Black men	44,057	16	13
American Indian women	42,553	17	23
Racial/ethnic minority men and women	42,292	18	18
Hispanic men	40,936	19	11
Black men and women	40,808	20	20
Racial/ethnic minority women	39,688	21	22
Hispanic men and women	38,932	22	16
Black women	38,745	23	24
Hispanic women	36,928	24	21

<sup>1</sup>Annualized pay rate equals the average hourly pay rate plus pay add-ons, multiplied by 2088.

Note. Individual pay rates result from numerous factors. Major factors include occupational choice, level of education and training, years of state service, and the specific provisions of negotiated labor agreements for represented employees.

Source: PMIS, June 2008, June 1998

**Table 28**  
**SENIORITY-ADJUSTED AVERAGE PAY RATE WITHIN EEO JOB CATEGORY**  
**Affirmative Action Group Pay Rates Adjusted for Differences in Seniority**  
**Permanent Classified Employees - June 2008**

<b>Officials/Administrators</b>	Count	Rate <sup>1</sup>
All American Indians	5	\$89,805
All Hispanics	10	\$87,506
All Men	429	\$87,079
All Whites	637	\$86,983
<b>All Employees</b>	<b>696</b>	<b>\$86,914</b>
All Women	267	\$86,648
All Asians	10	\$85,826
All Blacks	34	\$85,324
All Persons w/ Disabilities	58	\$82,575

<b>Professionals</b>	Count	Rate <sup>1</sup>
All Asians	380	\$66,388
All Men	7,232	\$62,371
All Whites	13,761	\$59,865
<b>All Employees</b>	<b>15,087</b>	<b>\$59,785</b>
All American Indians	90	\$59,050
All Persons w/ Disabilities	934	\$57,841
All Women	7,855	\$57,404
All Hispanics	275	\$55,689
All Blacks	581	\$55,607

<b>Technicians</b>	Count	Rate <sup>1</sup>
All American Indians	19	\$44,359
All Men	1,239	\$41,999
All Persons w/ Disabilities	143	\$41,965
All Whites	2,197	\$41,279
<b>All Employees</b>	<b>2,342</b>	<b>\$41,150</b>
All Women	1,103	\$40,195
All Asians	29	\$40,142
All Blacks	50	\$38,516
All Hispanics	47	\$37,221

<b>Protective Services</b>	Count	Rate <sup>1</sup>
All Men	5,791	\$42,951
All American Indians	77	\$42,840
All Whites	6,839	\$42,698
<b>All Employees</b>	<b>7,557</b>	<b>\$42,663</b>
All Blacks	397	\$42,456
All Asians	49	\$42,153
All Hispanics	195	\$41,903
All Women	1,766	\$41,717
All Persons w/ Disabilities	298	\$41,601

<b>Paraprofessionals</b>	Count	Rate <sup>1</sup>
All American Indians	18	\$37,870
All Whites	2,538	\$36,416
All Women	2,458	\$36,160
<b>All Employees</b>	<b>3,040</b>	<b>\$36,108</b>
All Persons w/ Disabilities	149	\$36,106
All Men	582	\$35,887
All Hispanics	74	\$35,778
All Asians	60	\$34,482
All Blacks	350	\$34,131

<b>Administrative Support</b>	Count	Rate <sup>1</sup>
All Asians	83	\$33,704
All Hispanics	118	\$33,532
All Men	734	\$33,410
<b>All Employees</b>	<b>6,367</b>	<b>\$33,276</b>
All Whites	5,828	\$33,272
All Women	5,633	\$33,260
All Blacks	302	\$33,176
All American Indians	36	\$33,160
All Persons w/ Disabilities	426	\$32,867

<b>Skilled Crafts</b>	Count	Rate <sup>1</sup>
All Asians	4	\$68,140
All Women	26	\$65,800
All American Indians	7	\$58,874
All Whites	924	\$58,834
<b>All Employees</b>	<b>958</b>	<b>\$58,818</b>
All Men	932	\$58,623
All Hispanics	10	\$57,711
All Blacks	13	\$55,641
All Persons w/ Disabilities	50	\$54,274

<b>Service/Maintenance</b>	Count	Rate <sup>1</sup>
All Men	2,512	\$30,701
All Whites	3,150	\$30,537
All Persons w/ Disabilities	237	\$30,149
<b>All Employees</b>	<b>3,768</b>	<b>\$30,049</b>
All American Indians	31	\$29,466
All Women	1,256	\$28,745
All Blacks	194	\$27,786
All Hispanics	253	\$27,419
All Asians	140	\$27,091

<sup>1</sup>Pay rates are adjusted to equalize the effect of seniority for each affirmative action group with the "All Employees" average seniority.

Note. Individual pay rates result from numerous factors. Major factors include occupational choice, level of education and training, years of state service, and the specific provisions of negotiated labor agreements for represented employees.

Source data: PMIS, June 2008

**Table 29**  
**W-2 HIRES INTO PERMANENT POSITIONS - BY AGENCY OR CAMPUS**

Agency or Campus	FY 04	FY05	FY 06	FY 07	FY 08	5-Year Total
Health & Family Services	73	54	86	87	103	403
University of Wisconsin-Madison	14	20	7	9	30	80
Veterans Affairs	17	7	14	10	27	75
Corrections	3	17	10	7	8	45
Transportation	3	3	8	9	10	33
University of Wisconsin-Milwaukee	5	4	7	4	7	27
Revenue	2	3	6	4	5	20
Workforce Development	1	4	4	4	3	16
State Public Defender	2	2	1	2	1	8
Agriculture, Trade & Consumer Protection	0	1	1	0	5	7
University of Wisconsin Colleges	1	1	1	2	1	6
University of Wisconsin-Eau Claire	1	2	0	0	3	6
Administration	1	0	1	0	3	5
Justice	2	1	0	1	1	5
Natural Resources	0	1	3	1	0	5
<b>All other agencies &amp; campuses combined</b>	<b>4</b>	<b>7</b>	<b>8</b>	<b>13</b>	<b>10</b>	<b>42</b>
<b>Total W-2 Hires</b>	<b>129</b>	<b>127</b>	<b>157</b>	<b>153</b>	<b>217</b>	<b>783</b>

**Table 30**  
**W-2 HIRES INTO PERMANENT POSITIONS - BY JOB CLASSIFICATION**

Classification	FY04	FY05	FY06	FY07	FY08	5-Year Total
Resident Care Tech 1-2	55	41	62	63	86	307
Nursing Assistant 1-2	15	6	11	7	24	63
Program Assistant 1-3	16	30	5	0	0	51
Food Service Assistant 1, 2, 3	9	6	10	11	6	42
Custodian	5	7	9	8	11	40
Office Associate/ Office Operations Associate	0	0	5	13	8	26
Transportation Customer Rep 1-4, - Field	1	2	8	4	8	23
Financial Specialist 1-4	3	0	4	2	9	18
Psychiatric Care Technician	3	1	5	4	1	14
Medical Program Assistant / Associate	1	1	4	0	5	11
Nurse Clinician 2	0	4	3	1	2	10
Licensed Practice Nurse	5	1	0	0	3	9
Correctional Officer	4	4	0	0	0	8
University Services Associate 1-2	0	0	1	3	4	8
Animal Research Technician	0	0	0	0	7	7
Cook 1-2	0	3	1	2	0	6
Probation and Parole Agent	0	2	1	1	2	6
Revenue Tax Representative	1	1	1	1	2	6
<b>All other classifications combined</b>	<b>11</b>	<b>18</b>	<b>27</b>	<b>33</b>	<b>39</b>	<b>128</b>
<b>Total W-2 Hires</b>	<b>129</b>	<b>127</b>	<b>157</b>	<b>153</b>	<b>217</b>	<b>783</b>

**W-2 Program Statutory Mandate**

Section 230.147 Wis. Stats., requires state agencies with 100 or more full-time equivalent (FTE) positions to annually prepare and submit to the Office of State Employment Relations (OSER) plans to hire customers of the Wisconsin Works (W-2)\* program, and to report on achievement of program goals. Agencies with fewer than 100 FTE positions are encouraged to participate in the W-2 employment program.

The goals of the W-2 employment program are to ensure that W-2 customers are: (1) employed in state service in the same ratio as the ratio of persons receiving W-2 to the state civilian labor force; and (2) enabled to become economically self-sufficient.

\*The Wisconsin Works (W-2) program is available to parents of minor children whose family income is below 115% of the Federal Poverty Level. W-2 assists clients with employment and training to achieve self-sufficiency.

**Table 31**  
**AFFIRMATIVE ACTION INTERNSHIPS WITH STATE AGENCIES**

**Targeted Opportunity Program**

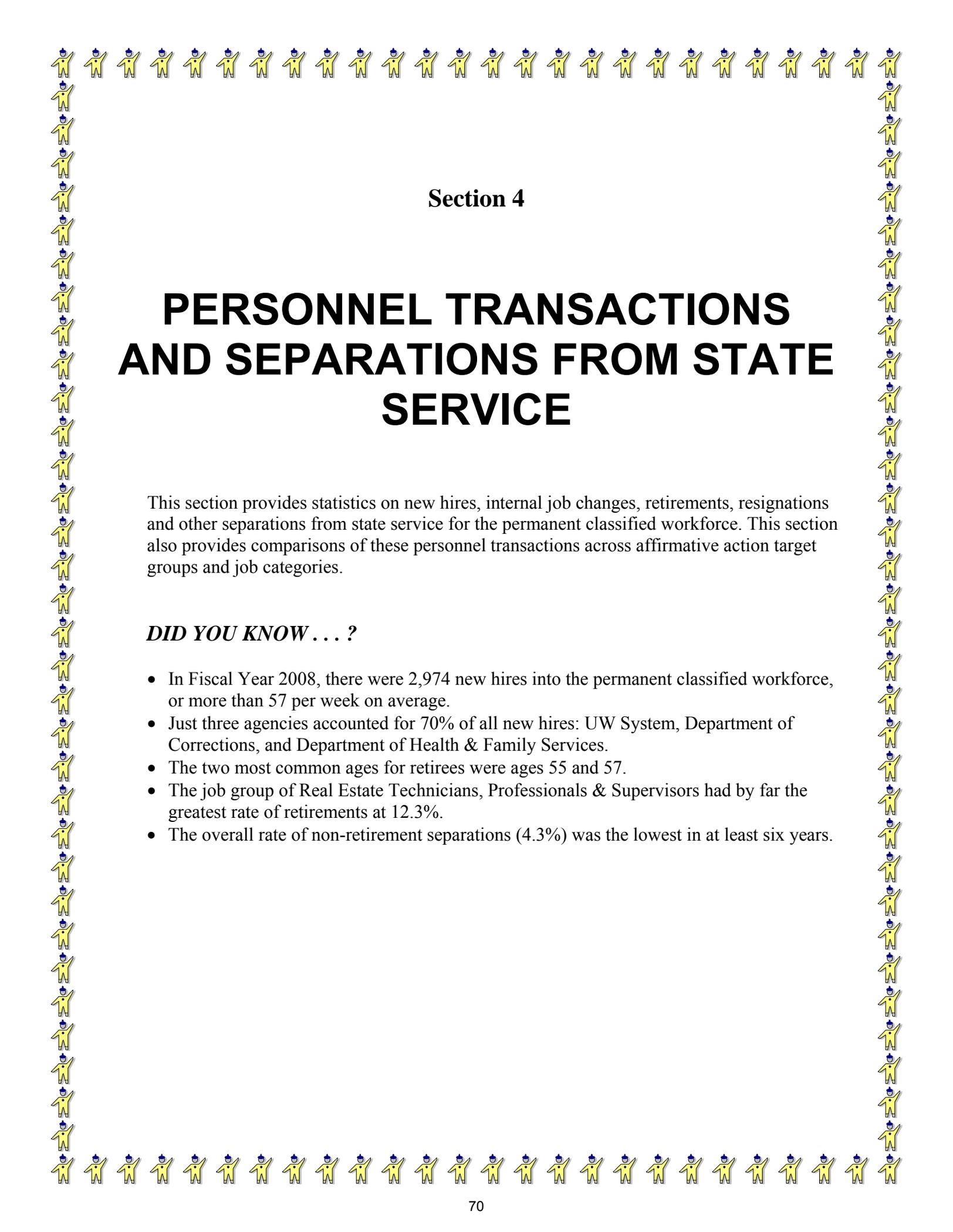
The Targeted Opportunity Program (TOPjobs) presents opportunities for well-qualified, diverse students to participate in a valuable internship program within state agencies and on UW campuses. The program thus helps state agencies and universities to promote equal employment opportunity while providing students with practical, on-the-job experience, training and exposure to employment within the State of Wisconsin.

To participate in the TOPjobs program, students must be juniors, seniors, or graduate students at an accredited four-year college or university, or enrolled in the second year of a two-year technical or vocational school program at the beginning of the next school year. Since the program's inception in 1974, a total of 2,829 students have been placed in more than 30 different state agencies and university campuses throughout the state.

The following table is a comparative analysis of individuals hired into TOPjobs summer intern positions by Affirmative Action group categories for 1998 and 2008.

Group	TOPjobs Intern Hires			
	1998		2008	
	#	%	#	%
African Americans	46	38.0	12	14.1
Asians	20	16.5	19	22.4
American Indians	4	3.3	5	5.9
Hispanics	19	15.7	2	2.4
White Women	30	24.8	45	52.9
White Males	0	0.0	2	2.4
Persons With Disabilities	4	3.3	5	5.9
<b>Total</b>	<b>121</b>	<b>100.0%</b>	<b>85</b>	<b>100.0%</b>

Note: "Total" is less than the sum of the individual groups because persons with disabilities may be included in other groups.

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## Section 4

# PERSONNEL TRANSACTIONS AND SEPARATIONS FROM STATE SERVICE

This section provides statistics on new hires, internal job changes, retirements, resignations and other separations from state service for the permanent classified workforce. This section also provides comparisons of these personnel transactions across affirmative action target groups and job categories.

### *DID YOU KNOW . . . ?*

- In Fiscal Year 2008, there were 2,974 new hires into the permanent classified workforce, or more than 57 per week on average.
- Just three agencies accounted for 70% of all new hires: UW System, Department of Corrections, and Department of Health & Family Services.
- The two most common ages for retirees were ages 55 and 57.
- The job group of Real Estate Technicians, Professionals & Supervisors had by far the greatest rate of retirements at 12.3%.
- The overall rate of non-retirement separations (4.3%) was the lowest in at least six years.

**Table 32**  
**PERSONNEL TRANSACTIONS BY AGENCY - FISCAL YEAR 2008**  
**Permanent Classified Employees - July 2007 through June 2008**

Agency	June 2008 Count of Employees	New Hires	Promotions	Reclassifications	Discharged-Permanent	Discharged-Probation	Layoffs	Resignations	Retirements
Administration	980	70	14	18	-	1	-	29	41
Ag, Trade & Consumer Prot	548	31	7	17	1	1	1	7	13
Aging & Long Term Care Bd	29	4	1	1	-	-	-	3	1
Arts Board	9	-	-	-	-	-	-	-	-
Commerce	361	18	3	4	1	-	-	8	12
Commissioner of Insurance	132	8	1	4	-	-	-	5	1
Corrections	9,911	721	269	150	36	35	2	347	166
Educational Comm Board	45	1	-	-	-	-	-	-	-
Employee Trust Funds	208	17	3	8	1	-	-	6	2
Employment Relations Comm	20	-	-	-	-	-	-	-	1
Financial Institutions	125	4	1	1	-	2	1	5	5
Government Accountability Bd <sup>1</sup>	24	8	1	-	-	-	-	4	-
Health & Family Services	5,798	606	131	133	29	45	2	297	139
Higher Education Aids Bd	9	1	-	-	-	-	-	-	-
Investment Board	4	-	-	-	-	-	-	-	-
Justice	537	42	3	13	1	5	-	14	15
Lower WI St Riverway Bd	1	-	-	-	-	-	-	-	-
Military Affairs	370	42	7	9	2	-	-	17	13
Natural Resources	2,548	102	31	11	1	5	25	32	72
People with Disabilities Bd	5	-	-	-	-	-	-	-	1
Public Instruction	635	47	12	6	-	1	2	22	18
Public Lands Board	6	-	-	-	-	-	-	-	-
Public Service Commission	139	4	3	2	1	-	1	5	4
Regulation & Licensing	98	5	1	2	-	-	-	1	3
Revenue	974	20	8	52	3	3	1	18	50
Secretary of State	6	-	-	-	-	-	-	-	-
State Employment Relations	39	-	-	5	-	-	-	2	1
State Fair Park	12	-	-	-	-	-	-	-	-
State Public Defender	225	14	5	8	-	-	-	6	3
Technical College Sys Bd	62	1	1	-	-	-	-	-	4
Tourism	34	1	1	-	-	-	3	1	1
Transportation	3,294	191	77	88	8	5	6	49	123
Treasurer	9	2	1	-	-	-	-	-	1
UW System <sup>2</sup>	9,665	763	na	na	na	na	na	na	na
Veterans Affairs	1,127	185	18	43	3	6	2	103	22
WI Historical Society	122	3	1	-	-	-	-	1	5
Workforce Development	1,704	63	31	78	3	6	28	46	71
<b>Grand Total</b>	<b>39,815</b>	<b>2,974</b>	<b>631</b>	<b>653</b>	<b>90</b>	<b>115</b>	<b>74</b>	<b>1,028</b>	<b>788</b>

<sup>1</sup>Effective January 2008, the Ethics Board and Elections Board were merged into the Government Accountability Board. Personnel transactions for the Ethics Board and Elections Board are included with Government Accountability Board transactions.

<sup>2</sup>Except for New Hires, data for UW System is incomplete; "na" indicates reliable data is not available.

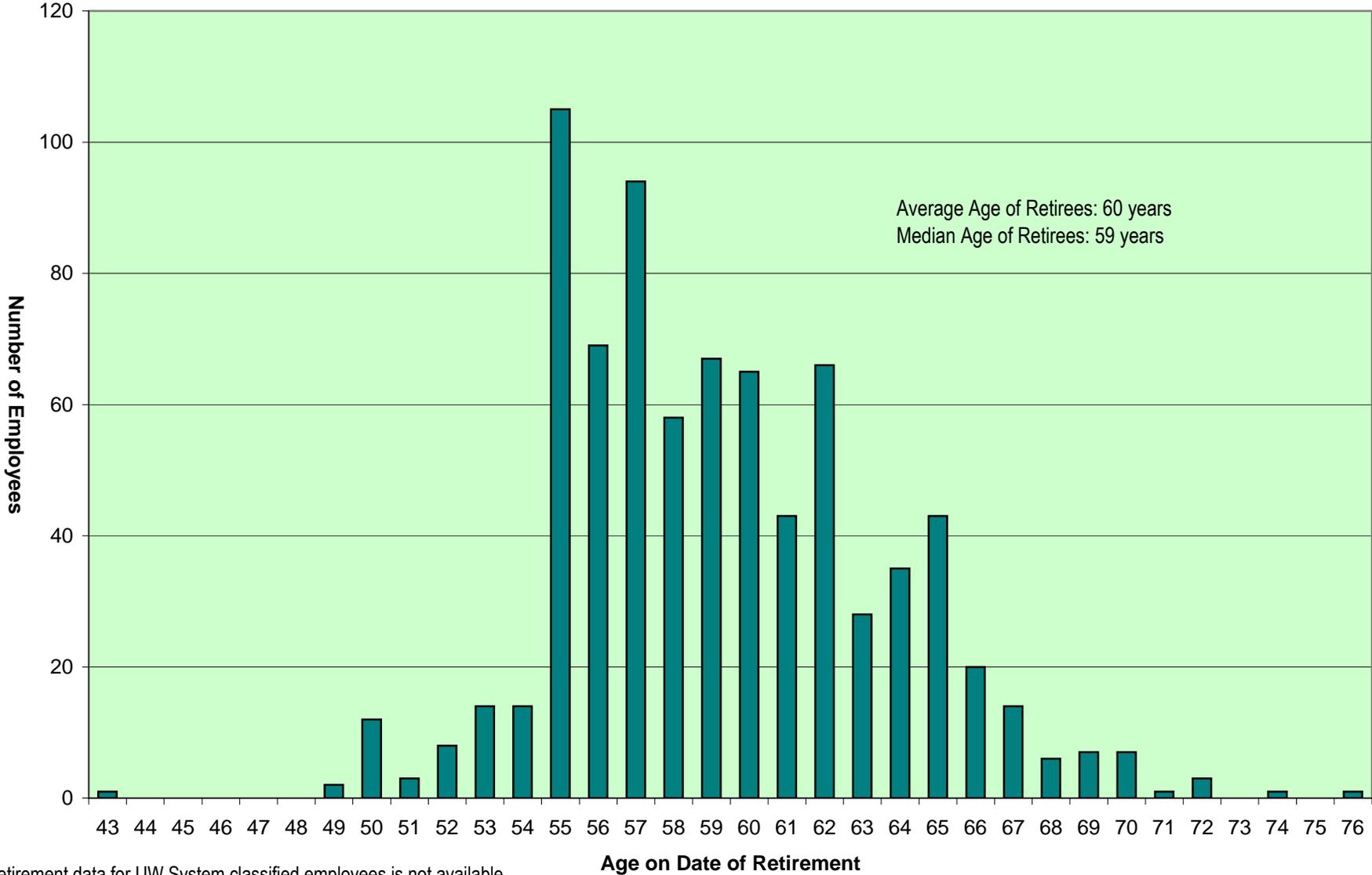
Source: Data compiled by the Division of Affirmative Action from PMIS.

**Table 33**  
**NEW HIRES, RETIREMENTS AND OTHER SEPARATIONS BY JOB GROUP**  
**Permanent Classified Employees, Excluding UW System<sup>1</sup> - Fiscal Year 2008**

<b>Job Group</b>	<b>New Hires</b>	<b>Retirements</b>	<b>Discharged- Permanent</b>	<b>Discharged- Probation</b>	<b>Layoffs</b>	<b>Resignations</b>
Personal Care Aides	403	28	20	34	-	204
Corrections Occupations	352	60	22	25	2	186
Social Services Professionals & Supv	207	55	6	11	-	88
Patient Care Professionals & Supv	103	20	4	2	-	62
Administrative Support - General	103	53	5	3	6	44
General Clerical Occupations	87	50	7	3	5	52
Law Enforcement & Public Safety	83	16	2	5	-	25
Technicians - Health Care & Related	79	12	2	7	1	39
Teachers & Education Professionals & Supv	69	33	2	1	-	30
Food Production & Food Service	69	10	4	4	-	32
Management Information Professionals & Supv	61	43	1	1	2	41
Architects & Engineers	55	21	1	-	-	10
Program Support Professionals & Supv	46	36	-	1	1	29
Planning & Research Professionals & Supv	46	28	1	1	1	17
Fiscal & Related Professionals & Supv	38	28	3	2	-	21
Science Professionals & Supv	34	6	-	2	-	6
General Laborers	32	9	-	1	-	12
Administrative Support - Fiscal	27	22	-	1	-	9
Mechanical Equipment, Construction & Repair	22	8	1	1	2	13
Environmental Specialists & Supv	21	14	-	-	-	3
Claims Determination & Collections-Pros/Supv	21	20	2	3	-	15
Natural Resources Professionals & Supv	20	10	-	-	1	4
Psychologists	19	4	2	-	-	7
Inspectors & Investigators-Products & Services	19	11	-	1	1	4
Construction Trades	17	7	-	-	-	1
Human Resources Professionals & Supv	16	21	1	-	18	10
Public Information & Media Professionals & Supv	15	2	-	-	1	4
Doctors, Dentists, & Veterinarians	14	7	1	-	1	3
Agricultural & Natural Resources Technicians	14	8	-	-	21	3
Technicians - Engineering & Related	13	28	1	-	6	3
Real Estate Technicians, Professionals & Supv	13	25	-	-	-	1
Attorneys	10	16	-	-	1	6
Health Therapists	9	3	-	-	2	1
Administrators-Others	8	10	-	-	-	3
Administrators-Senior Executives	7	31	-	3	1	9
Cleaning & Buildings - Supv	7	4	-	-	-	2
Power Plant Occupations	7	2	-	-	-	-
Management Information Technicians	6	5	-	-	-	6
Clerks - Shipping, Storage & Related	6	3	-	-	-	4
Equal Opportunity Professionals & Supv	5	4	1	-	-	6
Purchasing Professionals & Supv	5	4	-	1	-	-
Librarians, Archivists, & Curators	5	4	-	-	1	2
Communication Equipment Operators	5	-	-	1	-	3
Laboratory Technicians	4	-	1	1	-	4
Miscellaneous Mechanics & Repairers	4	2	-	-	-	2
Inspectors & Investigators-Materials & Structures	3	2	-	-	-	1
Dietitians & Nutritionists	1	2	-	-	-	-
Media Technicians	1	1	-	-	-	-
Aviation Occupations	-	-	-	-	-	1
<b>Grand Total</b>	<b>2,211</b>	<b>788</b>	<b>90</b>	<b>115</b>	<b>74</b>	<b>1,028</b>

<sup>1</sup>Data for UW System is missing or incomplete, and is therefore wholly excluded from this table.  
Source: Transactions compiled by the Division of Affirmative Action from PMIS.

**Chart 34**  
**AGE OF RETIREES IN FISCAL YEAR 2008**  
**Permanent Classified Employees - excluding UW System**



Note. Retirement data for UW System classified employees is not available.  
 Note. Retirements can occur before age 50 for disability.

**Table 35**  
**SEPARATIONS FROM STATE SERVICE BY AGENCY - FISCAL YEAR 2008**  
**Permanent Classified Employees Excluding UW System<sup>1</sup>**

Agency	Average FY 2008 Count of Employees	Non-Retirement Separations		Retirements		Total All Separations	
		#	%	#	%	#	%
Administration	971	30	3.1%	41	4.2%	71	7.3%
Ag, Trade & Consumer Prot	543	10	1.8%	13	2.4%	23	4.2%
Aging & Long Term Care Bd	30	3	10.2%	1	3.4%	4	13.6%
Arts Board	9	0	0.0%	0	0.0%	0	0.0%
Commerce	358	9	2.5%	12	3.4%	21	5.9%
Commissioner of Insurance	131	5	3.8%	1	0.8%	6	4.6%
Corrections	9,859	420	4.3%	166	1.7%	586	5.9%
Educational Comm Board	45	0	0.0%	0	0.0%	0	0.0%
Employee Trust Funds	201	7	3.5%	2	1.0%	9	4.5%
Employment Relations Comm	21	0	0.0%	1	4.9%	1	4.9%
Financial Institutions	127	8	6.3%	5	3.9%	13	10.2%
Government Accountability Bd <sup>2</sup>	24	4	16.7%	0	0.0%	4	16.7%
Health & Family Services	5,732	373	6.5%	139	2.4%	512	8.9%
Higher Education Aids Bd	8	0	0.0%	0	0.0%	0	0.0%
Investment Board	5	0	0.0%	0	0.0%	0	0.0%
Justice	545	20	3.7%	15	2.8%	35	6.4%
Lower WI St Riverway Bd	1	0	0.0%	0	0.0%	0	0.0%
Military Affairs	366	19	5.2%	13	3.6%	32	8.7%
Natural Resources	2,545	63	2.5%	72	2.8%	135	5.3%
People with Disabilities Bd	5	0	0.0%	1	20.0%	1	20.0%
Public Instruction	613	25	4.1%	18	2.9%	43	7.0%
Public Lands Board	6	0	0.0%	0	0.0%	0	0.0%
Public Service Commission	140	7	5.0%	4	2.9%	11	7.9%
Regulation & Licensing	99	1	1.0%	3	3.0%	4	4.1%
Revenue	1,005	25	2.5%	50	5.0%	75	7.5%
Secretary of State	7	0	0.0%	0	0.0%	0	0.0%
State Employment Relations	43	2	4.7%	1	2.3%	3	7.0%
State Fair Park	12	0	0.0%	0	0.0%	0	0.0%
State Public Defender	224	6	2.7%	3	1.3%	9	4.0%
Technical College Sys Bd	64	0	0.0%	4	6.3%	4	6.3%
Tourism	36	4	11.1%	1	2.8%	5	13.9%
Transportation	3,314	68	2.1%	123	3.7%	191	5.8%
Treasurer	10	0	0.0%	1	10.5%	1	10.5%
Veterans Affairs	1,099	114	10.4%	22	2.0%	136	12.4%
WI Historical Society	121	1	0.8%	5	4.1%	6	5.0%
Workforce Development	1,752	83	4.7%	71	4.1%	154	8.8%
<b>Grand Total</b>	<b>30,061</b>	<b>1,307</b>	<b>4.3%</b>	<b>788</b>	<b>2.6%</b>	<b>2,095</b>	<b>7.0%</b>

<sup>1</sup>Separations data for UW System is not available.

<sup>2</sup>Effective January 2008, the Ethics Board and Elections Board were merged into the Government Accountability Board. Separations from the Ethics Board and Elections Board are included with Government Accountability Board separations.

Source: Data compiled by the Division of Affirmative Action from PMIS.

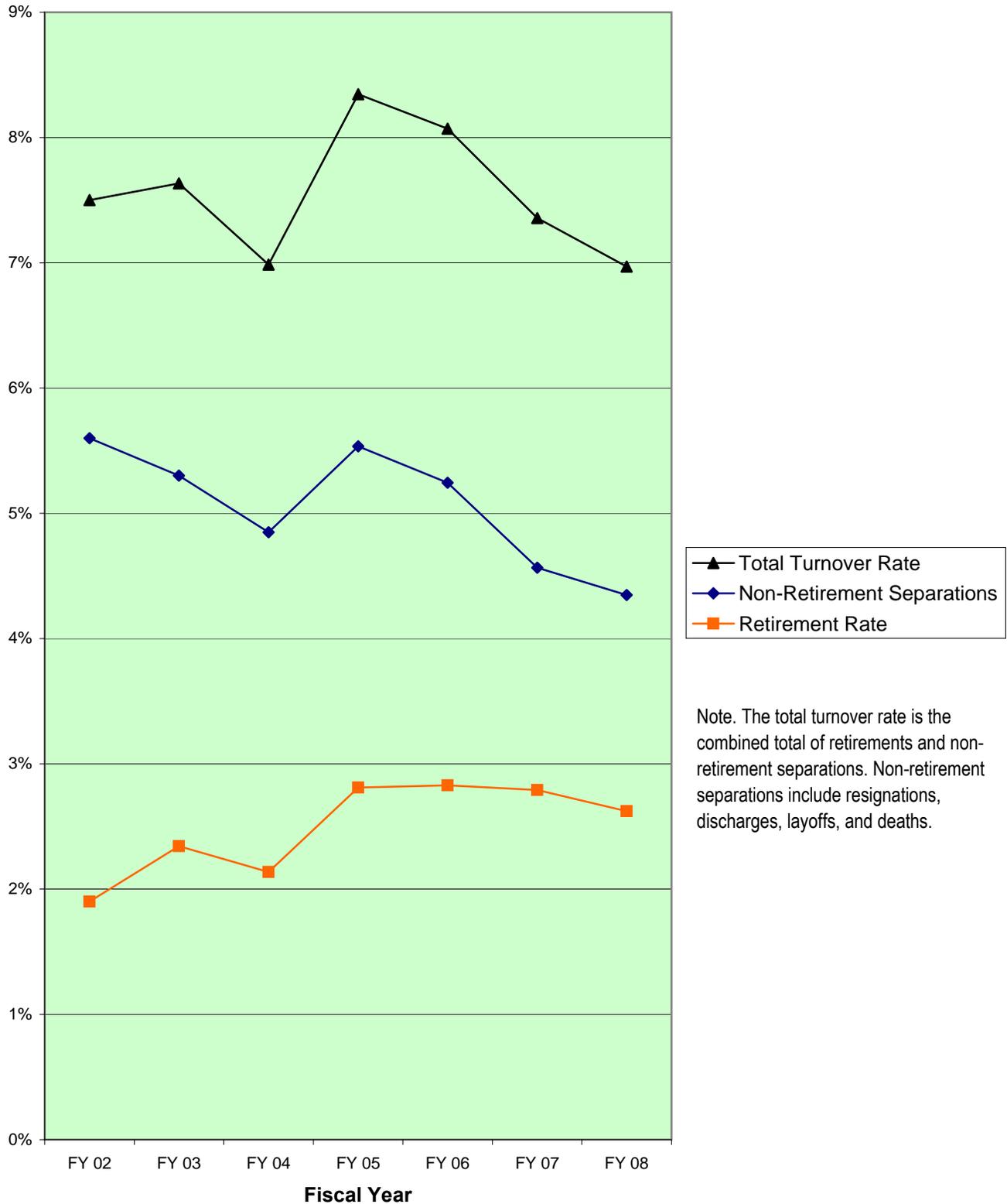
**Table 36**  
**SEPARATIONS FROM STATE SERVICE BY JOB GROUP - FISCAL YEAR 2008**  
**Permanent Classified Employees Excluding UW System<sup>1</sup>**

Job Group	Average	Non-Retirement		Retirements		Total All	
	Count in Job Group	#	%	#	%	#	%
Laboratory Technicians	27	6	22.2%	0	0.0%	6	22.2%
Personal Care Aides	1,785	258	14.5%	28	1.6%	286	16.0%
Equal Opportunity Professionals & Supv	77	7	9.1%	4	5.2%	11	14.3%
Real Estate Technicians, Professionals & Supv	203	1	0.5%	25	12.3%	26	12.8%
Human Resources Professionals & Supv	431	29	6.7%	21	4.9%	50	11.6%
Management Information Technicians	97	6	6.2%	5	5.2%	11	11.4%
Agricultural & Natural Resources Technicians	296	24	8.1%	8	2.7%	32	10.8%
Food Production & Food Service	491	40	8.1%	10	2.0%	50	10.2%
Patient Care Professionals & Supv	898	68	7.6%	20	2.2%	88	9.8%
Claims Determination & Collections-Prof/Supv	428	20	4.7%	20	4.7%	40	9.3%
Teachers & Education Professionals & Supv	756	33	4.4%	33	4.4%	66	8.7%
Miscellaneous Mechanics & Repairers	47	2	4.3%	2	4.3%	4	8.6%
Administrators-Senior Executives	525	13	2.5%	31	5.9%	44	8.4%
Doctors, Dentists, & Veterinarians	145	5	3.4%	7	4.8%	12	8.3%
General Clerical Occupations	1,472	67	4.6%	50	3.4%	117	8.0%
Planning & Research Professionals & Supv	609	20	3.3%	28	4.6%	48	7.9%
General Laborers	281	13	4.6%	9	3.2%	22	7.8%
Public Information & Media Professionals & Supv	91	5	5.5%	2	2.2%	7	7.7%
Technicians - Health Care & Related	796	49	6.2%	12	1.5%	61	7.7%
Cleaning & Buildings - Supv	88	2	2.3%	4	4.5%	6	6.8%
Management Information Professionals & Supv	1,313	45	3.4%	43	3.3%	88	6.7%
Mechanical Equipment, Construction & Repair	381	17	4.5%	8	2.1%	25	6.6%
Attorneys	351	7	2.0%	16	4.6%	23	6.6%
Communication Equipment Operators	62	4	6.5%	0	0.0%	4	6.5%
Program Support Professionals & Supv	1,058	31	2.9%	36	3.4%	67	6.3%
Psychologists	206	9	4.4%	4	1.9%	13	6.3%
Aviation Occupations	16	1	6.3%	0	0.0%	1	6.3%
Technicians - Engineering & Related	611	10	1.6%	28	4.6%	38	6.2%
Librarians, Archivists, & Curators	114	3	2.6%	4	3.5%	7	6.2%
Social Services Professionals & Supv	2,637	105	4.0%	55	2.1%	160	6.1%
Purchasing Professionals & Supv	84	1	1.2%	4	4.8%	5	6.0%
Administrators-Others	222	3	1.4%	10	4.5%	13	5.9%
Administrative Support - Fiscal	555	10	1.8%	22	4.0%	32	5.8%
Science Professionals & Supv	245	8	3.3%	6	2.5%	14	5.7%
Inspectors & Investigators-Products & Services	300	6	2.0%	11	3.7%	17	5.7%
Corrections Occupations	5,292	235	4.4%	60	1.1%	295	5.6%
Administrative Support - General	2,121	58	2.7%	53	2.5%	111	5.2%
Construction Trades	155	1	0.6%	7	4.5%	8	5.2%
Clerks - Shipping, Storage & Related	141	4	2.8%	3	2.1%	7	5.0%
Fiscal & Related Professionals & Supv	1,119	26	2.3%	28	2.5%	54	4.8%
Law Enforcement & Public Safety	1,001	32	3.2%	16	1.6%	48	4.8%
Inspectors & Investigators-Materials & Structures	75	1	1.3%	2	2.7%	3	4.0%
Media Technicians	27	0	0.0%	1	3.8%	1	3.8%
Health Therapists	162	3	1.9%	3	1.9%	6	3.7%
Dietitians & Nutritionists	57	0	0.0%	2	3.5%	2	3.5%
Architects & Engineers	1,017	11	1.1%	21	2.1%	32	3.1%
Environmental Specialists & Supv	549	3	0.5%	14	2.6%	17	3.1%
Natural Resources Professionals & Supv	522	5	1.0%	10	1.9%	15	2.9%
Power Plant Occupations	126	0	0.0%	2	1.6%	2	1.6%
<b>Grand Total</b>	<b>30,059</b>	<b>1,307</b>	<b>4.3%</b>	<b>788</b>	<b>2.6%</b>	<b>2,095</b>	<b>7.0%</b>

<sup>1</sup>Data for UW System is not available.

Source: Data compiled by the Division of Affirmative Action from PMIS.

**Chart 37**  
**HISTORICAL TURNOVER RATES**  
**Permanent Classified Employees Excluding UW System**



Source: Data compiled by the Division of Affirmative Action from PMIS.  
 Note. UW System is excluded because data is not available.

**Table 38**  
**PERSONNEL TRANSACTIONS BY RACIAL/ETHNIC GROUP, GENDER, & PERSONS WITH DISABILITIES**  
**Excluding UW System**  
**Permanent Classified Employees - July 2007 through June 2008**

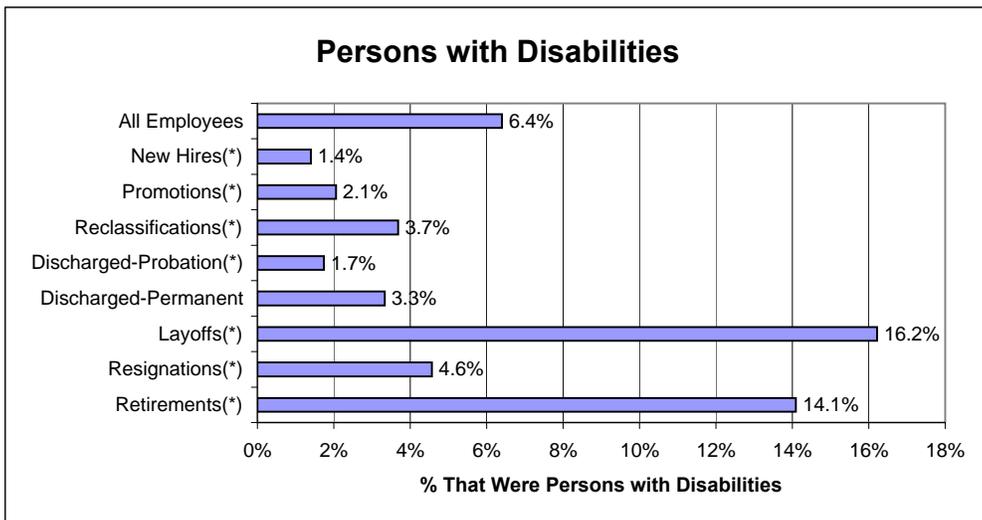
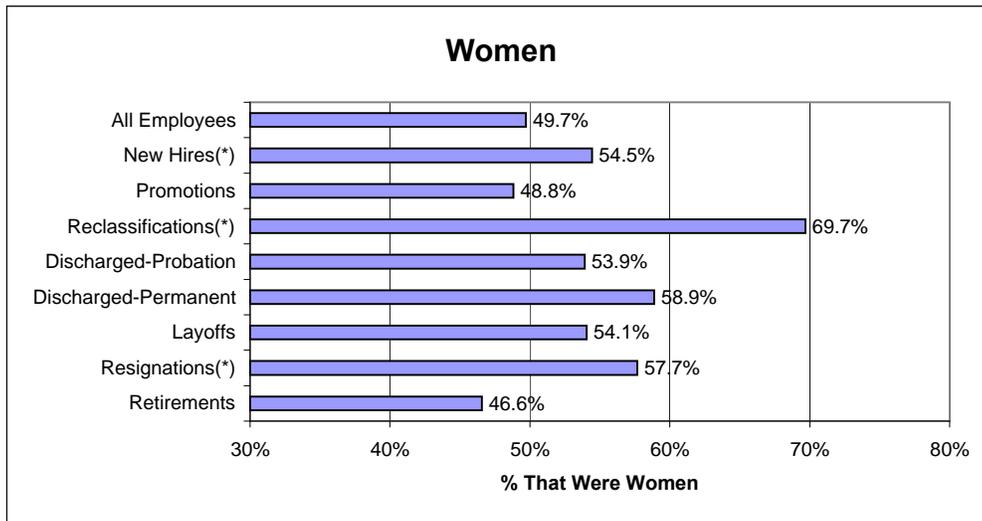
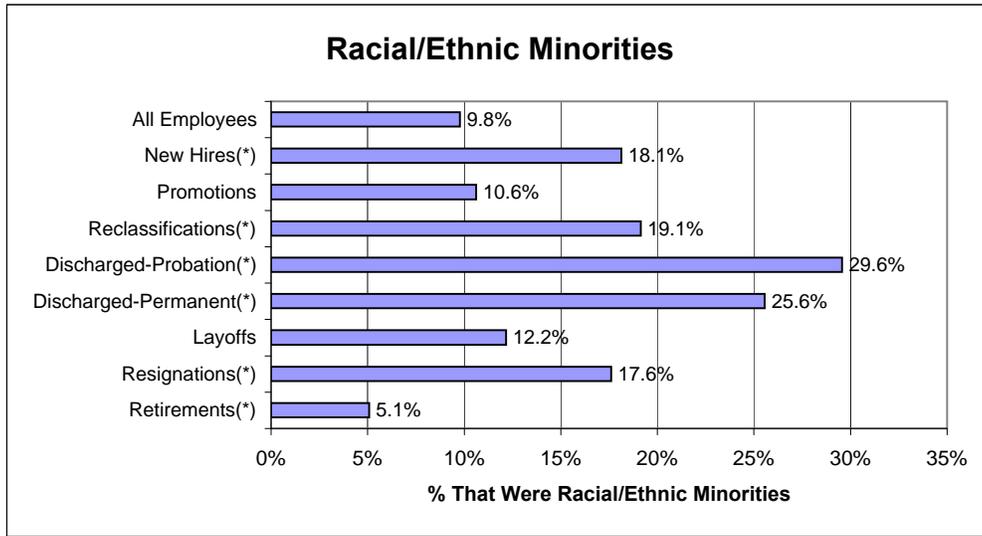
Personnel Transaction		Total	Whites	All Racial/ Ethnic Minorities	Blacks	Asians	American Indians	Hispanics	Persons <sup>(1)</sup> with Disabilities	Persons w/ Severe Disabilities
<b>June 2008 Total Non-UW Employees</b>	Men	15,165	13,875	1,290	608	245	132	305	1,098	193
	%	50.3%	46.0%	4.3%	2.0%	0.8%	0.4%	1.0%	3.6%	0.6%
	Women	14,985	13,328	1,657	970	249	100	338	831	118
	%	49.7%	44.2%	5.5%	3.2%	0.8%	0.3%	1.1%	2.8%	0.4%
<b>Total</b>		<b>30,150</b>	<b>27,203</b>	<b>2,947</b>	<b>1,578</b>	<b>494</b>	<b>232</b>	<b>643</b>	<b>1,929</b>	<b>311</b>
%		100%	90.2%	9.8%	5.2%	1.6%	0.8%	2.1%	6.4%	1.0%
<b>New Hires</b>	Men	1,007	858	149	80	29	4	36	13	5
	%	45.5%	38.8%	6.7%	3.6%	1.3%	0.2%	1.6%	0.6%	0.2%
	Women	1,204	952	252	166	32	9	45	18	4
	%	54.5%	43.1%	11.4%	7.5%	1.4%	0.4%	2.0%	0.8%	0.2%
<b>Total</b>		<b>2,211</b>	<b>1,810</b>	<b>401</b>	<b>246</b>	<b>61</b>	<b>13</b>	<b>81</b>	<b>31</b>	<b>9</b>
%		100%	81.9%	18.1%	11.1%	2.8%	0.6%	3.7%	1.4%	0.4%
<b>Promotion</b>	Men	323	282	41	23	11	0	7	6	1
	%	51.2%	44.7%	6.5%	3.6%	1.7%	0.0%	1.1%	1.0%	0.2%
	Women	308	282	26	15	3	4	4	7	2
	%	48.8%	44.7%	4.1%	2.4%	0.5%	0.6%	0.6%	1.1%	0.3%
<b>Total</b>		<b>631</b>	<b>564</b>	<b>67</b>	<b>38</b>	<b>14</b>	<b>4</b>	<b>11</b>	<b>13</b>	<b>3</b>
%		100%	89.4%	10.6%	6.0%	2.2%	0.6%	1.7%	2.1%	0.5%
<b>Reclassification</b>	Men	198	156	42	22	4	2	14	11	3
	%	30.3%	23.9%	6.4%	3.4%	0.6%	0.3%	2.1%	1.7%	0.5%
	Women	455	372	83	55	10	3	15	13	1
	%	69.7%	57.0%	12.7%	8.4%	1.5%	0.5%	2.3%	2.0%	0.2%
<b>Total</b>		<b>653</b>	<b>528</b>	<b>125</b>	<b>77</b>	<b>14</b>	<b>5</b>	<b>29</b>	<b>24</b>	<b>4</b>
%		100%	80.9%	19.1%	11.8%	2.1%	0.8%	4.4%	3.7%	0.6%
<b>Discharged- Probation</b>	Men	53	43	10	6	1	1	2	0	0
	%	46.1%	37.4%	8.7%	5.2%	0.9%	0.9%	1.7%	0.0%	0.0%
	Women	62	38	24	20	0	1	3	2	0
	%	53.9%	33.0%	20.9%	17.4%	0.0%	0.9%	2.6%	1.7%	0.0%
<b>Total</b>		<b>115</b>	<b>81</b>	<b>34</b>	<b>26</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>0</b>
%		100%	70.4%	29.6%	22.6%	0.9%	1.7%	4.3%	1.7%	0.0%
<b>Discharged- Permanent</b>	Men	37	28	9	7	0	2	0	2	0
	%	41.1%	31.1%	10.0%	7.8%	0.0%	2.2%	0.0%	2.2%	0.0%
	Women	53	39	14	11	0	2	1	1	0
	%	58.9%	43.3%	15.6%	12.2%	0.0%	2.2%	1.1%	1.1%	0.0%
<b>Total</b>		<b>90</b>	<b>67</b>	<b>23</b>	<b>18</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>0</b>
%		100%	74.4%	25.6%	20.0%	0.0%	4.4%	1.1%	3.3%	0.0%
<b>Layoffs</b>	Men	34	31	3	1	0	1	1	10	2
	%	45.9%	41.9%	4.1%	1.4%	0.0%	1.4%	1.4%	13.5%	2.7%
	Women	40	34	6	2	0	0	4	2	1
	%	54.1%	45.9%	8.1%	2.7%	0.0%	0.0%	5.4%	2.7%	1.4%
<b>Total</b>		<b>74</b>	<b>65</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>12</b>	<b>3</b>
%		100%	87.8%	12.2%	4.1%	0.0%	1.4%	6.8%	16.2%	4.1%
<b>Resignation</b>	Men	435	354	81	38	17	5	21	26	9
	%	42.3%	34.4%	7.9%	3.7%	1.7%	0.5%	2.0%	2.5%	0.9%
	Women	593	493	100	67	15	1	17	21	3
	%	57.7%	48.0%	9.7%	6.5%	1.5%	0.1%	1.7%	2.0%	0.3%
<b>Total</b>		<b>1,028</b>	<b>847</b>	<b>181</b>	<b>105</b>	<b>32</b>	<b>6</b>	<b>38</b>	<b>47</b>	<b>12</b>
%		100%	82.4%	17.6%	10.2%	3.1%	0.6%	3.7%	4.6%	1.2%
<b>Retirement</b>	Men	421	404	17	6	2	5	4	65	14
	%	53.4%	51.3%	2.2%	0.8%	0.3%	0.6%	0.5%	8.2%	1.8%
	Women	367	344	23	15	3	1	4	46	11
	%	46.6%	43.7%	2.9%	1.9%	0.4%	0.1%	0.5%	5.8%	1.4%
<b>Total</b>		<b>788</b>	<b>748</b>	<b>40</b>	<b>21</b>	<b>5</b>	<b>6</b>	<b>8</b>	<b>111</b>	<b>25</b>
%		100%	94.9%	5.1%	2.7%	0.6%	0.8%	1.0%	14.1%	3.2%

<sup>(1)</sup>Persons with Disabilities includes persons with severe disabilities. Disabilities are self-reported by employees.

See Chart 41 for findings of statistically significant differences for women, minorities, and persons with disabilities.

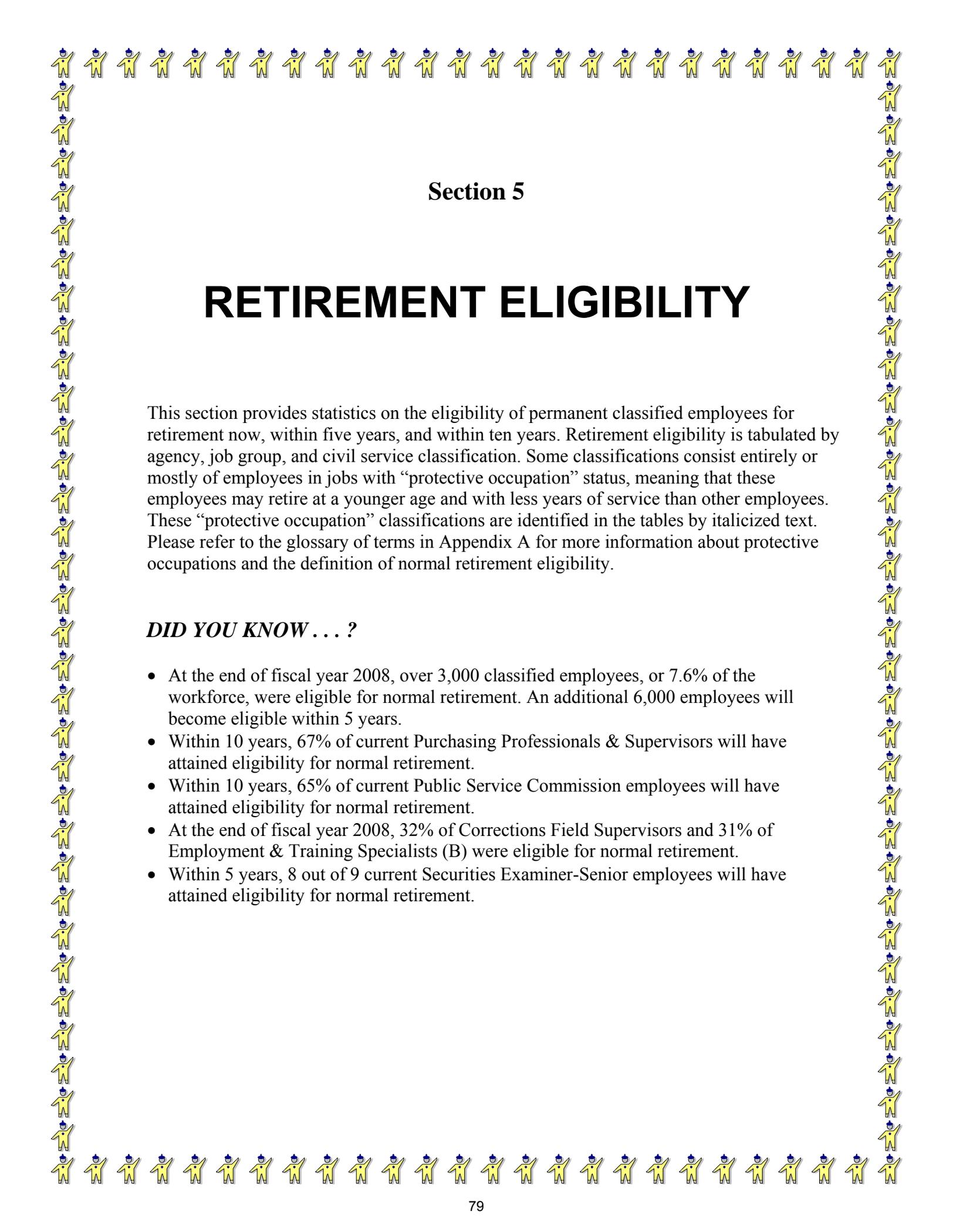
Source: Data compiled by the Division of Affirmative Action from PMIS. Data from UW System is incomplete, and therefore excluded from this table.

**Chart 39**  
**COMPARISON OF PERSONNEL TRANSACTIONS BY AFFIRMATIVE ACTION GROUP**  
**Excluding UW System**  
**Permanent Classified Employees - July 2007 through June 2008**



(\*) - indicates a statistically significant difference (at p<.05) from the percentage for "All Employees" within the same chart. See Appendix C for technical notes.

Source: Personnel transactions as compiled by the Division of Affirmative Action. UW System is excluded because of incomplete data.

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## Section 5

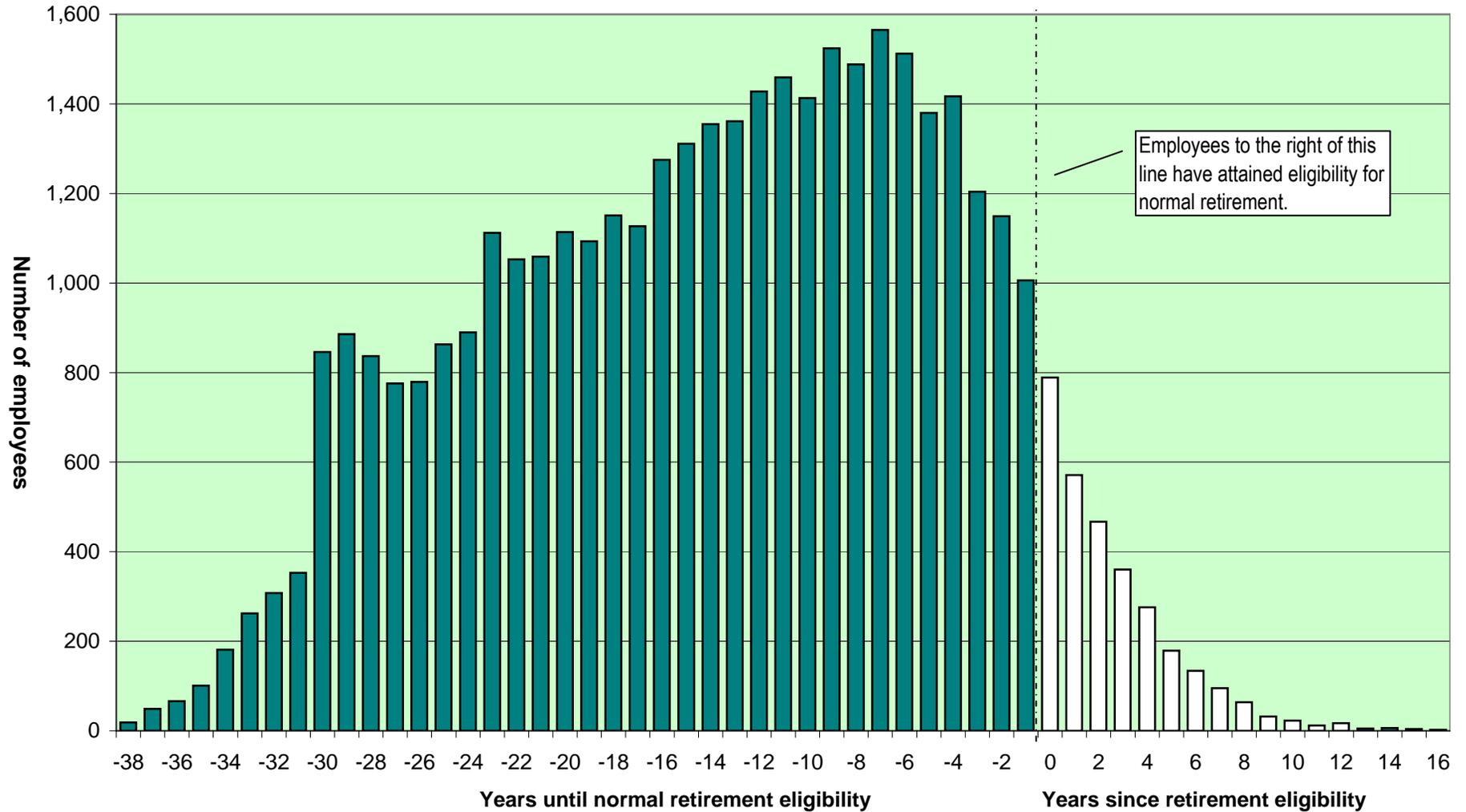
# RETIREMENT ELIGIBILITY

This section provides statistics on the eligibility of permanent classified employees for retirement now, within five years, and within ten years. Retirement eligibility is tabulated by agency, job group, and civil service classification. Some classifications consist entirely or mostly of employees in jobs with “protective occupation” status, meaning that these employees may retire at a younger age and with less years of service than other employees. These “protective occupation” classifications are identified in the tables by italicized text. Please refer to the glossary of terms in Appendix A for more information about protective occupations and the definition of normal retirement eligibility.

### ***DID YOU KNOW . . . ?***

- At the end of fiscal year 2008, over 3,000 classified employees, or 7.6% of the workforce, were eligible for normal retirement. An additional 6,000 employees will become eligible within 5 years.
- Within 10 years, 67% of current Purchasing Professionals & Supervisors will have attained eligibility for normal retirement.
- Within 10 years, 65% of current Public Service Commission employees will have attained eligibility for normal retirement.
- At the end of fiscal year 2008, 32% of Corrections Field Supervisors and 31% of Employment & Training Specialists (B) were eligible for normal retirement.
- Within 5 years, 8 out of 9 current Securities Examiner-Senior employees will have attained eligibility for normal retirement.

**Chart 40**  
**DISTRIBUTION OF EMPLOYEES FOR NORMAL RETIREMENT ELIGIBILITY**  
**Permanent Classified Employees - Based on June 30, 2008**



Example: An employee in the column labeled -10 on the horizontal axis will be eligible for normal retirement in 10 years.

Note. Retirement eligibility is based on age and years of state service only. This chart understates retirement eligibility for employees that have additional WI Retirement System creditable service outside of state service.

**Table 41**  
**ELIGIBILITY FOR NORMAL RETIREMENT BY JOB GROUP**  
**Permanent Classified Employees**

Job Group <sup>1</sup>	Eligible for Normal Retirement Now		Eligible for Normal Retirement within 5 Years		Eligible for Normal Retirement within 10 Years	
	#	%	#	%	#	%
Administrative Support - Fiscal	98	8%	317	27%	587	50%
Administrative Support - General	315	8%	1,101	30%	1,947	53%
Administrators-Others	24	11%	82	36%	134	59%
Administrators-Senior Executives	69	13%	212	39%	333	62%
Agricultural & Natural Resources Technicians	45	9%	112	22%	187	37%
Architects & Engineers	54	5%	165	16%	340	32%
Attorneys	59	17%	120	35%	184	53%
Aviation Occupations	4	25%	7	44%	11	69%
Claims Determination & Collections-Prof/Supv	33	8%	107	25%	161	37%
Cleaning & Buildings - Supv	12	4%	59	20%	156	53%
Clerks - Shipping, Storage & Related	20	7%	76	28%	140	51%
Communication Equipment Operators	1	1%	10	14%	20	27%
Construction Trades	15	3%	84	17%	218	44%
<i>Corrections Occupations<sup>1</sup></i>	590	11%	1,333	25%	2,134	40%
Dietitians & Nutritionists	1	2%	11	19%	25	43%
Doctors, Dentists, & Veterinarians	18	12%	42	27%	74	48%
Environmental Specialists & Supv	39	7%	160	28%	261	46%
Equal Opportunity Professionals & Supv	12	14%	25	30%	37	44%
Fiscal & Related Professionals & Supv	140	10%	375	27%	671	49%
Food Production & Food Service	10	1%	70	9%	209	28%
General Clerical Occupations	222	8%	699	24%	1,266	44%
General Laborers	85	5%	374	21%	735	42%
Health Therapists	4	2%	25	15%	53	33%
Human Resources Professionals & Supv	65	13%	160	33%	241	49%
Inspectors & Investigators-Materials & Structures	5	6%	21	26%	47	59%
Inspectors & Investigators-Products & Services	23	8%	67	22%	131	44%
Laboratory Technicians	10	5%	39	21%	78	42%
<i>Law Enforcement &amp; Public Safety<sup>1</sup></i>	88	7%	280	23%	475	39%
Librarians, Archivists, & Curators	19	15%	34	27%	63	50%
Management Information Professionals & Supv	121	6%	384	18%	759	35%
Management Information Technicians	21	9%	64	27%	123	52%
Mechanical Equipment, Construction & Repair	40	6%	166	26%	352	55%
Media Technicians	6	7%	22	27%	36	44%
Miscellaneous Mechanics & Repairers	7	3%	58	26%	109	48%
Natural Resources Professionals & Supv	29	5%	123	23%	218	41%
Patient Care Professionals & Supv	37	4%	158	16%	333	35%
Personal Care Aides	37	2%	190	10%	408	22%
Planning & Research Professionals & Supv	45	7%	158	24%	268	40%
Power Plant Occupations	18	7%	66	25%	114	43%
Program Support Professionals & Supv	95	7%	322	25%	624	49%
Psychologists	14	7%	49	23%	77	36%
Public Information & Media Professionals & Supv	5	4%	22	18%	49	39%
Purchasing Professionals & Supv	11	8%	50	37%	90	67%
Real Estate Technicians, Professionals & Supv	22	11%	64	32%	109	55%
Science Professionals & Supv	32	7%	81	18%	153	33%
Seamstress & Upholsterers	1	7%	5	36%	7	50%
<i>Social Services Professionals &amp; Supv<sup>1</sup></i>	215	8%	469	18%	863	32%
Teachers & Education Professionals & Supv	55	7%	181	24%	339	44%
Technicians - Engineering & Related	54	7%	152	21%	322	45%
Technicians - Health Care & Related	94	10%	244	25%	426	44%
<b>Grand Total</b>	<b>3,039</b>	<b>7.6%</b>	<b>9,195</b>	<b>23.1%</b>	<b>16,697</b>	<b>41.9%</b>

See Appendix A for definition of "normal retirement."

<sup>1</sup>Job groups in italics are composed of mostly "protective occupation" employees, who have earlier eligibility for normal retirement.

**Table 42**  
**ELIGIBILITY FOR NORMAL RETIREMENT BY AGENCY**  
**Permanent Classified Employees in both Protective and non-Protective Occupations**

Agency	Eligible for Normal Retirement Now		Eligible for Normal Retirement within 5 Years		Eligible for Normal Retirement within 10 Years	
	#	%	#	%	#	%
Administration	75	8%	243	25%	439	45%
Ag, Trade & Consumer Prot	42	8%	132	24%	232	42%
Aging & Long Term Care Bd	1	3%	5	17%	10	34%
Arts Board	1	11%	2	22%	5	56%
Commerce	27	7%	95	26%	179	50%
Commissioner of Insurance	11	8%	34	26%	63	48%
Corrections	910	9%	2,169	22%	3,738	38%
Educational Comm Board	5	11%	12	27%	21	47%
Employee Trust Funds	12	6%	51	25%	95	46%
Employment Relations Comm	2	10%	11	55%	16	80%
Financial Institutions	15	12%	40	32%	65	52%
Government Accountability Bd	1	4%	2	8%	4	17%
Health & Family Services	342	6%	1,181	20%	2,233	39%
Higher Education Aids Bd	1	11%	2	22%	6	67%
Investment Board	0	0%	2	50%	3	75%
Justice	46	9%	130	24%	226	42%
Lower WI St Riverway Bd	0	0%	0	0%	0	0%
Military Affairs	33	9%	77	21%	155	42%
Natural Resources	199	8%	676	27%	1,193	47%
People with Disabilities Bd	1	20%	1	20%	3	60%
Public Instruction	45	7%	158	25%	276	43%
Public Lands Board	0	0%	1	17%	2	33%
Public Service Commission	12	9%	47	34%	90	65%
Regulation & Licensing	11	11%	32	33%	47	48%
Revenue	96	10%	270	28%	506	52%
Secretary of State	0	0%	1	17%	3	50%
State Employment Relations	1	3%	8	21%	16	41%
State Fair Park	0	0%	2	17%	3	25%
State Public Defender	7	3%	39	17%	83	37%
Technical College Sys Bd	10	16%	24	39%	35	56%
Tourism	0	0%	5	15%	12	35%
Transportation	207	6%	703	21%	1,351	41%
Treasurer	0	0%	1	11%	4	44%
UW System	678	7%	2,334	24%	4,354	45%
Veterans Affairs	30	3%	149	13%	341	30%
WI Historical Society	12	10%	30	25%	54	44%
Workforce Development	206	12%	526	31%	834	49%
<b>Grand Total</b>	<b>3,039</b>	<b>7.6%</b>	<b>9,195</b>	<b>23.1%</b>	<b>16,697</b>	<b>41.9%</b>

Note. Normal retirement for general (non-protective status employees is the attainment of both age 57 and 30 years of service, or age 65 regardless of years of service. Normal retirement for protective status employees is the attainment of both age 53 and 25 years of service, or age 54 regardless of years of service. Retirement projections are based on age and years of service as of June 30, 2008.

Note. Retirement projections are based on the years of state service for each employee. However, these projections are not accurate for employees that have WI Retirement System creditable service from other employers such as local governments or military service. In these cases, employees will be eligible for normal retirement earlier than projected in this data.

**Table 43**  
**CLASSIFICATIONS WITH TEN OR MORE RETIREMENT-ELIGIBLE EMPLOYEES**  
**Permanent Classified Employees as of June 30, 2008**

Classification	Eligible for Normal Retirement Now		Eligible for Normal Retirement within 5 Years		Eligible for Normal Retirement within 10 Years	
	#	%	#	%	#	%
<i>Correctional Officer*</i>	263	9%	597	20%	966	32%
<i>Correctional Sergeant*</i>	210	13%	498	31%	794	50%
<i>Probation &amp; Parole Agent (C)*</i>	128	13%	222	23%	336	34%
<i>Psychiatric Care Technician*</i>	77	16%	156	32%	238	49%
Office Operations Associate	70	7%	240	25%	411	43%
<i>Youth Counselor*</i>	64	28%	102	45%	137	60%
Custodian	60	4%	275	21%	528	40%
University Svcs Prog Assoc (B)	46	11%	167	38%	268	62%
Attorney	44	16%	87	31%	141	50%
University Services Associate 2	44	7%	145	24%	278	46%
Financial Specialist 3	39	12%	108	32%	188	55%
Corrections Field Supervisor	37	32%	48	41%	61	53%
Teacher	34	8%	109	26%	194	47%
Library Services Asst-Adv/Lead	33	16%	75	37%	121	59%
Employment & Training Spec (B)	31	31%	55	55%	71	71%
Office Associate	29	10%	85	29%	141	48%
<i>Supervising Officer 2*</i>	28	15%	64	35%	107	58%
Academic Department Associate (B)	26	11%	87	38%	140	61%
Resident Care Tech 2	24	3%	121	15%	233	29%
Operations Program Associate (B)	23	7%	92	27%	190	57%
Forestry Technician-Adv	22	21%	37	35%	55	52%
Program And Planning Analyst-Adv	21	8%	70	28%	118	46%
University Services Associate 1	21	8%	75	29%	127	48%
<i>State Patrol Trooper*</i>	20	6%	65	21%	113	36%
IS Systms Devmnt Services Senior	18	8%	50	22%	84	37%
Administrative Manager	17	20%	41	49%	58	70%
Program Assistant-Adv-Conf	17	9%	72	37%	119	61%
IS Systms Devmnt Services Spec	16	7%	51	21%	100	41%
Engineering Spec-Transportation-Adv 2	14	8%	31	18%	79	45%
Facilities Repair Worker	13	13%	38	37%	64	63%
Information Systems Supervisor 2	13	12%	31	28%	42	38%
Librarian	12	22%	21	39%	35	65%
Library Services Assistant-Senior	12	17%	25	36%	37	53%
Accountant-Journey	12	13%	28	30%	46	50%
Legal Secretary	12	9%	30	21%	56	40%
Financial Specialist 4	12	7%	40	23%	85	50%
Nurse Clinician 2	12	2%	69	12%	165	29%
Financial Management Supervisor	11	22%	22	44%	32	64%
Employment Security Assistant 3	11	9%	24	19%	43	34%
Facilities Repair Worker-Adv	11	7%	35	22%	86	55%
Power Plant Operator-Senior	11	7%	37	24%	61	39%
Facilities Maintenance Spec-Adv	11	5%	57	26%	117	54%
Social Worker-Corrections (C)	11	4%	43	17%	89	35%
Mil Affairs Security Officer-Obj	10	34%	12	41%	16	55%
Accountant-Senior	10	10%	27	28%	45	47%
Forester-Senior	10	7%	44	29%	69	46%
IS Technical Services Senior	10	4%	32	13%	66	28%
<b>Grand Total All Classifications</b>		<b>7.6%</b>		<b>23.1%</b>		<b>41.9%</b>

\*Classifications in italics are predominately "protective occupation" jobs with earlier eligibility for normal retirement. See the glossary in Appendix A for the definition of "normal retirement."

**Table 44**  
**CLASSIFICATIONS WITH THE HIGHEST PERCENTAGE OF RETIREMENT-ELIGIBLE EMPLOYEES**  
**Eligibility as of June 30, 2008**

Classification	Eligible for Normal Retirement			Classification	Eligible for Normal Retirement		
	Count	#	%		Count	#	%
<i>Admr Div Criminal Investigation*</i>	1	1	100%	Safety Responsibility Hearing Examiner	2	1	50%
Asst Dir Veterans Museums	1	1	100%	Veterans Benefit Specialist 2	2	1	50%
Central Payroll Systems Coord	1	1	100%	Vital Records Program Specialist	2	1	50%
Consumer Complaint Supervisor	1	1	100%	Cytotechnologist-Senior	7	3	43%
Electroencephalograph Technician	1	1	100%	Nuclear Engineer-Senior	7	3	43%
Engineering Administration Spec	1	1	100%	Property Assessment Tech 3	10	4	40%
Environmental Health Supervisor	1	1	100%	Historical Collections Consultant	5	2	40%
Financial Officer	1	1	100%	Publications Editor	5	2	40%
Fruits & Vegetables Prog Manager	1	1	100%	Research Analyst-Adv Supervisor	5	2	40%
Grain Operations Manager	1	1	100%	Revenue Auditor 5	5	2	40%
Hearings & Appeals Admin Serv Supv	1	1	100%	Clerical Assistant	11	4	36%
IS Enterprise Consultant-Conf	1	1	100%	<i>Supervising Youth Counselor*</i>	23	8	35%
Media Program Supervisor	1	1	100%	<i>Mil Affairs Security Officer-Objective*</i>	29	10	34%
<i>Mil Affairs Security Officer-Senior*</i>	1	1	100%	<i>Aircraft Pilot*</i>	12	4	33%
Nuclear Engineer-Adv	1	1	100%	Document Production Asst	12	4	33%
Offender Status Consultant	1	1	100%	<i>Fire/Crash Rescue Specialist 3*</i>	12	4	33%
Power Plant Assistant	1	1	100%	Science Mgt Supervisor	12	4	33%
Preservation Architect-Adv	1	1	100%	Bindery Worker	6	2	33%
Presiding Board Steward Supervisor	1	1	100%	Employment Security Assistant 2	6	2	33%
Produce Inspector Supervisor	1	1	100%	<i>Excise Tax Agent-Senior*</i>	6	2	33%
Public Service Engineer Manager	1	1	100%	Landscape Architect-Senior	6	2	33%
Public Util Auditor-Consultant	1	1	100%	Univ Business Spec Conf	6	2	33%
Records Officer-UW Madison	1	1	100%	Agriculture Auditor 5	3	1	33%
School Business Director	1	1	100%	Auditor (Transportation Plan & Review)	3	1	33%
Seamer 2	1	1	100%	Chief Regional Psychologist	3	1	33%
<i>Security And Transportation Supv*</i>	1	1	100%	Clinical Coordinator	3	1	33%
<i>State Patrol Colonel*</i>	1	1	100%	Controlled Substance Analyst-Adv	3	1	33%
Tax Resolution Offr-Corp Off Audit	1	1	100%	Environmental Health Manager	3	1	33%
UI Internal Security Coordinator	1	1	100%	Exec Equal Opportunity Spec-Senior	3	1	33%
Workers Comp Supervisor	1	1	100%	Heat And Frost Insulator	3	1	33%
Juvenile Review & Release Spec	4	3	75%	Insurance Examiner Chief	3	1	33%
Payroll & Benefits Supervisor	4	3	75%	IS Enterprise Specialist-Conf	3	1	33%
Securities Examiner-Senior	9	6	67%	IS Operations Support Tech-Inter	3	1	33%
Crime Laboratory Director	3	2	67%	Library Services Supervisor	3	1	33%
Educational Svcs Asst-Education	3	2	67%	Mortician	3	1	33%
Toxicologist-Adv	3	2	67%	Payroll & Benefit Sysms Coord-Sen	3	1	33%
Unemployment Tax & Acctng Spec-Sen	8	5	63%	Petroleum System District Supv	3	1	33%
Director Of Nursing	5	3	60%	Physician Assistant	3	1	33%
Crime Victim Claims Specialist	8	4	50%	Psychologist Supv-Mgt	3	1	33%
Nat Res Govt Outreach Team Supv	4	2	50%	Records Management Supervisor	3	1	33%
Photographer-Senior	4	2	50%	Unemployment Tax & Acctng Spec-Adv	3	1	33%
Technical Typist-Senior	4	2	50%	Unemployment Tax & Acctng Spec-Inter	3	1	33%
Agricultural Marketing Const-Adv	2	1	50%	Vocational Rehab Specialist 3	3	1	33%
Collections Specialist-Senior	2	1	50%	Workers Comp Specialist 1	3	1	33%
Compliance Officer	2	1	50%	<i>Corrections Field Supervisor*</i>	116	37	32%
Education Coordinator, Doc	2	1	50%	DWD Manager	22	7	32%
Environmental Engineering Spec-Adv 2	2	1	50%	Transportation Cust Rep-Lead	19	6	32%
Financial Examiner-Adv	2	1	50%	Employment & Training Spec (B)	100	31	31%
Forensic Imaging Specialist-Adv	2	1	50%	Attorney Supervisor	26	8	31%
Labor Market Analyst (C)	2	1	50%	<i>all other classifications under 30% eligible</i>			

\*Classifications in italics are predominately "protective occupation" jobs with earlier eligibility for normal retirement.

See the glossary in Appendix A for the definition of "normal retirement."

Note. Retirement projections are based on the years of state service for each employee, as of June 30, 2008. However, some employees have additional WI Retirement System creditable service through other employers such as local governments or the military, and therefore can retire earlier than projected in this data.

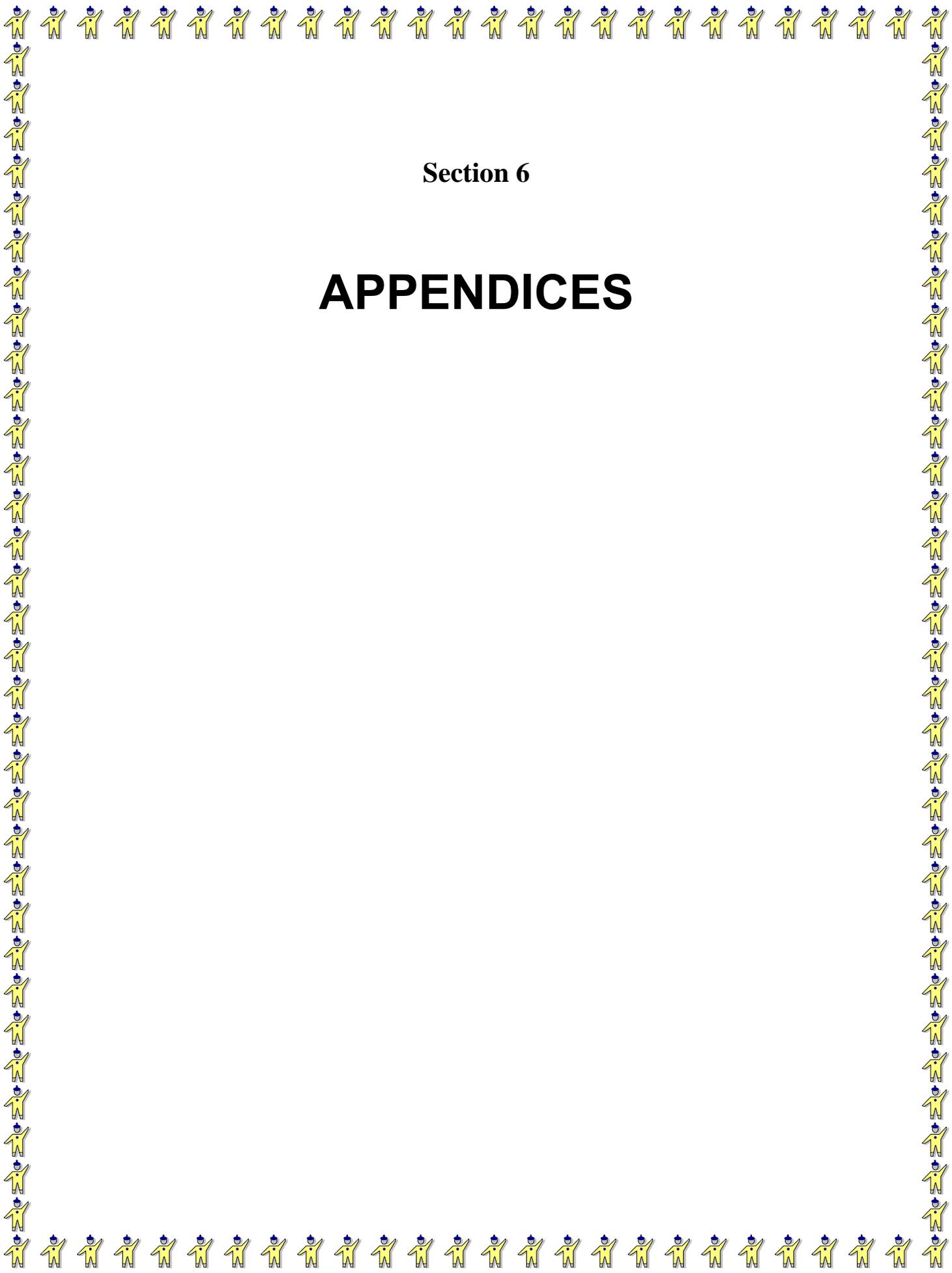
**Table 45**  
**ELIGIBILITY FOR NORMAL RETIREMENT WITHIN FIVE YEARS BY CLASSIFICATION**  
**Classifications With At Least 3 Employees**

Classification	Count	Eligible for Normal Retirement		Classification	Count	Eligible for Normal Retirement	
		#	%			#	%
Crime Victim Claims Specialist	8	8	100%	<i>Supervising Youth Counselor*</i>	23	14	61%
Director Of Nursing	5	5	100%	Property Assessment Tech 3	10	6	60%
Electronics Tech Research	4	4	100%	Physician Management	10	6	60%
Educational Svcs Asst-Education	3	3	100%	Occupational Safety Inspr 3	5	3	60%
Vocational Rehab Specialist 3	3	3	100%	Parole Commission Member	5	3	60%
Securities Examiner-Senior	9	8	89%	UW Program Specialist	5	3	60%
Records Management Program Supv	7	6	86%	Workers Comp Specialist 3	5	3	60%
<i>State Patrol Captain*</i>	6	5	83%	Research Gardener	5	3	60%
Research Analyst-Adv Supervisor	5	4	80%	Human Resources Manager	17	10	59%
Revenue Auditor 5	5	4	80%	Human Services Supervisor	17	10	59%
Corrections Svcs Supervisor	5	4	80%	Nat Res Region Program Manager	36	21	58%
Financial Examiner Supervisor	5	4	80%	<i>Aircraft Pilot*</i>	12	7	58%
Histology Technician-Sen	5	4	80%	Science Mgt Supervisor	12	7	58%
Revenue Field Auditor 8	5	4	80%	Nuclear Engineer-Senior	7	4	57%
Grain Inspector-Leadworker	5	4	80%	Attorney Confidential/Supervisor	7	4	57%
Document Production Asst	12	9	75%	Enterprise Architect/Engineer Supv	7	4	57%
Unemployment Ins Coll Spec-Senior	8	6	75%	<i>Supervising Officer-DHFS*</i>	7	4	57%
Juvenile Review & Release Spec	4	3	75%	Printing Services Supervisor	7	4	57%
Payroll & Benefits Supervisor	4	3	75%	Public Defendr Reg Off Mgt Prg Spv	7	4	57%
Health Care Rate Analyst-Adv	4	3	75%	Unemployment Benefit Spec 4	16	9	56%
Lab Prep Technician-Obj	4	3	75%	Exec Staff Assistant Supervisor	9	5	56%
Nat Res Program Specialist-Conf	4	3	75%	Employment & Training Spec (B)	100	55	55%
Nursing Administrator	4	3	75%	Clerical Assistant	11	6	55%
Wastewater Specialist-Adv	4	3	75%	Property Assessment Supervisor	11	6	55%
Employment Security Assistant 1	4	3	75%	Payroll & Benefits Program Supv	11	6	55%
Insurance Program Manager	4	3	75%	PE/Sports Equipment Area Coord	11	6	55%
Cytotechnologist-Senior	7	5	71%	Wastewater Engineer-Adv	39	21	54%
<i>Fire/Crash Rescue Supervisor*</i>	7	5	71%	Attorney Supervisor	26	14	54%
Office Management Supervisor	7	5	71%	<i>State Patrol Lieutenant*</i>	13	7	54%
Nat Res Area Supervisor	24	16	67%	Building Inspector-Obj	13	7	54%
Institution Superintendent	9	6	67%	Property Assessment Spec-Adv	34	18	53%
Univ Business Spec Conf	6	4	67%	Transportation Cust Rep-Lead	19	10	53%
Public Service Engineer-Senior	6	4	67%	Univ Exec Staff Assistant	19	10	53%
Crime Laboratory Director	3	2	67%	Unemployment Compensation Assoc 2	25	13	52%
Toxicologist-Adv	3	2	67%	DOT Program Chief	27	14	52%
Controlled Substance Analyst-Adv	3	2	67%	IS Operations Support Tech-Sen	31	16	52%
Environmental Health Manager	3	2	67%	Nat Res Region Team Supervisor	48	24	50%
Heat And Frost Insulator	3	2	67%	Attorney Confidential	16	8	50%
Insurance Examiner Chief	3	2	67%	Financial Specialist Supv	10	5	50%
IS Operations Support Tech-Inter	3	2	67%	Consumer Complaint Prog Assoc (B)	10	5	50%
Mortician	3	2	67%	Nursing Instructor 2	10	5	50%
Psychologist Supv-Mgt	3	2	67%	Administrative Support Asst	8	4	50%
Records Management Supervisor	3	2	67%	Employment Relations Prog Coord	8	4	50%
Beautician	3	2	67%	Employment Security Assistant 2	6	3	50%
Eng Consultant-Fire Suppr Systems-Adv	3	2	67%	<i>Excise Tax Agent-Senior*</i>	6	3	50%
Facilities Management Specialist 1	3	2	67%	Exec Policy & Budget Manager	6	3	50%
Grain Weighing Technician	3	2	67%	Library Consultant	6	3	50%
IS Enterprise Data Svcs Conslt/Admr	3	2	67%	<i>Police Captain*</i>	6	3	50%
Psychologist Manager	3	2	67%	Produce Inspector-Obj	6	3	50%
<i>State Patrol Major*</i>	3	2	67%	Hydrogeologist Program Coordinator	6	3	50%
Unemployment Tax & Acctng Spec-Sen	8	5	63%				

\*Classifications in italics are predominately "protective occupation" jobs with earlier eligibility for normal retirement.

See the glossary in Appendix A for the definition of "normal retirement."

Note. Retirement projections are based on the years of state service for each employee, as of June 30, 2008. However, some employees have additional WI Retirement System creditable service through other employers such as local governments or the military, and therefore can retire earlier than projected in this data.



Section 6

# APPENDICES

## **Appendix A**

### **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 ranges, 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.

**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 the Wisconsin Employment Relations Commission has certified as appropriate to be represented by a union for the purpose of collective bargaining.

**Hourly pay rate:** The pay rate received by an employee for all regular hours of work. The hourly pay rate includes the base pay rate plus certain supplemental pay "add-ons" that an employee will receive for all hours in pay status. Examples of these "add-ons" are pay supplements for professional licensures and certifications pertinent to the job duties of the employee. The hourly pay rate does NOT include supplemental pay that is paid only for certain work hours, such as shift or weekend differentials, overtime premiums, and premiums for temporary supervisory responsibilities.

**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][b][c][d], 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.).

**Critical hiring need (CHN):** A job classification that meets at least three of the following six criteria:

- (a) **Hard to Fill:** Classification for which the agency has difficulty finding qualified candidates, despite recruitment efforts.
- (b) **Hard to Retain:** Classification 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.
- (c) **Fills Critical Core Operation:** Performs functions that, if not properly staffed, present a substantial challenge to the agency to fulfill its core service delivery mission.
- (d) **High Retirement Vulnerability:** Classification 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.
- (e) **Location Issues:** Position that is hard to fill or retain due to location.
- (f) **Chronically/Traditionally Underutilized:** Classification in a job group underutilized for racial or ethnic minorities or women.

**Disabled:** Individuals who:

- (a) Have a physical or mental impairment which makes achievement unusually difficult or limits the capacity to work;
- (b) Have a record of such an impairment; or
- (c) Are perceived as having such an impairment. (s. 43.02(5m), Wis. Admin. Code)

*See also the definition of "severely disabled employee."*

**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. Admin. Code).

**Equal employment opportunity (EEO) category:** A job category defined by the federal government 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 amount of hours budgeted for a position, with full-time usually considered to be 80 hours in a bi-weekly pay period. Therefore, for example, a position budgeted for 80 hours in a bi-weekly pay period would be 1.0 FTE (full-time); a position budgeted for 40 hours in a bi-weekly pay period would be 0.5 FTE (half-time).

**High Retirement Vulnerability (HRV):** Classifications or work units in which 10% or more of employees are or will become eligible to retire by the end of Fiscal Year 2009.

**Job Group:** A set of classifications combined by the Office of State Employment Relations on the basis of similarity in required training and skills, responsibility, pay range and nature of work.

**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. Admin. Code). An LTE cannot work more than 1044 hours in a year in the same position.

**Median:** The middle value, or the mean of the two middle values, of a set of numbers arranged in order of magnitude.

**Normal retirement:** Although any state employee may retire at age 55 (age 50 for protective occupation employees), retirement eligibility in this Report is based on "normal" retirement. Normal retirement is the ability to retire with no age-based discount to the retirement benefit, i.e., no penalty for "early" retirement. "Normal retirement age" as defined by the Department of Employee Trust Funds is: 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). Normal retirement eligibility also includes General, Elected, Teachers and Executive employees who are age 57 or older and have at least 30 years of service.

**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. Admin. 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. Admin. 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. Admin. Code).

**PMIS:** Position 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. Admin. 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. Employees in protective occupations can generally retire at a younger age than other employees.

**Reclassification:** The assignment of a filled position to a different job classification 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.

**Retirement eligibility:** See above for definition of "Normal retirement."

**Separation:** Termination from employment with the state. 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.

**Severely disabled employee:** An employee in the classified service with a chronic disability if the chronic disability meets all of the following conditions.

- (a) It is attributable to a mental or physical impairment or combination of mental and physical impairments.
- (b) It is likely to continue indefinitely.
- (c) It results in substantial functional limitations in one or more of the following areas of major life activities: self-care; receptive and expressive language; learning; mobility; capacity for independent living; and economic self-sufficiency.

**Unclassified:** All state officers elected by the people, officials and employees appointed by the governor, the faculty and academic staff in the University of Wisconsin System, most division administrator positions, deputies and executive assistants, assistant district attorneys and assistant state public defender attorneys, legislative and judicial employees, and certain others. In general, unclassified employees are hired by processes other than the merit recruitment and selection system required for hire into permanent classified positions.

**Underutilization:** Having fewer minorities or women in a particular job group than would reasonably be expected by their availability in the relevant labor force.

## **Appendix B**

### **FEDERAL EQUAL EMPLOYMENT OPPORTUNITY (EEO) JOB CATEGORIES**

**1. Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

**2. Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

**3. Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

**4. Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

**5. Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

**6. Administrative Support (Including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**7. Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**8. Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Source: EEOC Form 164, State and Local Government Information (EEO-4) Instruction Booklet

## **Appendix C**

### **STATISTICAL METHODS**

This edition of the annual *Workforce Planning and Affirmative Action Report* introduces statistical significance testing to help readers interpret the tables and determine whether seemingly large differences in percentages or amounts may be due to having small numbers of people in some categories.

Some tables and charts show differences between groups or changes over time, often for groups with very small numbers of members. When converted to percentages for ease of comparison across groups of widely varying size, the smaller groups sometimes appear to have large percentage differences when relatively small numbers of employees are involved. For example, in Table 17, the Communication Equipment Operators had an increase of 9 women since 1998, placing it among the job categories with the smallest increases. However, when expressed as a percentage increase of 17.2%, it is the second highest of all categories listed in the table. This problem of large percentages with small denominators raises uncertainty about the interpretation of the tables: did this category have a small increase (9 women) or a large one (17.2%)?

Statistical testing can help guide decision making under uncertainty. It would be useful to rely on some objective standard to distinguish between substantial differences and those that are only superficially large due to the small denominator problem. One approach to a solution is the credibility interval, or “Bayesian Confidence Interval.” This statistic gives us a bounded range of variation within which we would expect percentages to vary by chance, given the number of persons involved. Percentages that exceed the bounds and fall outside the interval are most likely “statistically significant,” unlikely to be superficial differences influenced by small denominators. Small denominators tend to give wide credibility intervals, which narrow as the denominator size increases.

#### **Bayesian Confidence Interval**

Technically speaking, a common form of Bayesian confidence interval (CI) for percentages uses the Beta distribution of posterior probabilities, which can be easily implemented in Excel using the BetaInv function to find the upper and lower limits of a 95% CI given the numerator (n) and denominator (d) of the percentage:

$$\text{Lower limit (ll)} = \text{BetaInv}(.025,n,d-n) \qquad \text{Upper limit (ul)} = \text{BetaInv}(.975,n,d-n)$$

Using this test for the example above, we constructed a 95% CI for the percentage of women Communication Equipment Operators in 1998 (n=50, d=80, ll=51.7%, ul=73.0%), and another CI for the percentage in 2008 (n=59, d=74, ll=69.9%, ul=88.0%). If the confidence intervals do not overlap - the upper limit of one interval is less than the lower limit of the other - then the difference of percentages is “statistically significant” (at the p<.05 level of confidence). In the example case, the confidence intervals do overlap: because the intervals for the Communication Equipment Operators are so wide due to small numbers, the increase of 17.2% is not considered significant. The Bayesian CI was used for all tests of percentage differences throughout the report: Tables 15, 17, and 23a-d, and Charts 18 and 39.

**Appendix D  
MAP OF WISCONSIN BY REGIONAL RECRUITING AREA**

