

## Metric 1: Workforce Composition - Classified Employees - Departments and Agencies

	1-A. Employee Headcount				
State	2005	2006	2007	2008	2009
Alabama	33,266	30,382	30,945	32,791	
Alaska	12,590	13,644		13,027	13,309
Arizona		30,211	30,384	31,160	
Arkansas	23,594		27,104		28,556
California	213,133	210,591	232,225	204,028	
Colorado	22,070	22,087	23,754	33,155	
Connecticut			35,813		
Delaware	11,716	11,920	12,503	12,433	12,237
Florida	86,516			84,523	85,460
Georgia*	21,657	81,698	17,277		77,934
Hawaii	16,668				
Idaho	11,274	11,649	11,777		
Illinois			51,382		
Indiana	20,048	35,951	18,288	19,702	17,864
Iowa	17,264	17,706	17,913		18,176
Kansas	18,408	18,409	19,376		
Kentucky				29,170	27,950
Louisiana	41,444	38,954	40,346	40,059	39,892
Maine			13,377	12,120	12,762
Maryland			43,991	53,865	36,354
Massachusetts	27,724				28,265
Michigan	52,029	54,895	53,944		
Minnesota	29,000	29,200	30,450	30,785	
Mississippi	23,026	25,730	26,215	26,754	
Missouri	34,940		37,121		
Montana	10,948	13,546	12,802	11,464	12,403
Nebraska	13,834		14,149		
Nevada	14,107	15,345	16,017	16,009	15,947
New Hampshire			11,168	16,254	10,972
New Jersey	68,647	63,684	60,956	62,957	60,747
New Mexico			20,049	19,857	19,878
New York	137,188	138,671			139,712
North Carolina	66,316	70,580	71,449		70,600
North Dakota			6,437	6,639	

**Metric 1: Workforce Composition - Classified Employees - Departments and Agencies**

	<b>1-A. Employee Headcount</b>				
<b>State</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Ohio</b>			50,483		
<b>Oklahoma</b>	26,876	27,319	27,291	37,274	27,317
<b>Oregon</b>	30,715	30,846	30,964	32,288	28,090
<b>Pennsylvania</b>	53,163	54,297	57,850		57,516
<b>Rhode Island</b>	8,443				8,664
<b>South Carolina</b>	40,533	40,083	45,982	73,489	40,015
<b>South Dakota</b>	6,501				
<b>Tennessee</b>	38,793	39,910	39,864	39,373	36,348
<b>Texas</b>					
<b>Utah</b>	17,406		15,599	25,711	16,238
<b>Vermont</b>	7,492				7,490
<b>Virginia</b>	53,489	53,182	53,633		
<b>Washington</b>	55,365	56,598	58,555	61,864	61,642
<b>West Virginia</b>	33,939		18,024		
<b>Wisconsin</b>	40,007	39,629	30,695	30,150	30,212
<b>Wyoming</b>	7,860	7,919	7,889	8,261	

Metric 1: Workforce Composition

Classified Employees

Departments and Agencies

**Metric 1: Workforce Composition - Classified Employees - Departments and Agencies**

	1-A. Employee Headcount				
State	2005	2006	2007	2008	2009
Average	36,200	44,298	35,601.03	39,450.44	

## Metric 1: Workforce

State	1-B. FTE Employees				
	2005	2006	2007	2008	2009
Alabama	NA	NA	30,577	32,791	
Alaska	NA	NA			NA
Arizona		30,029	30,192		
Arkansas	23,594		25,200		26,624
California	208,222	185,606	191,134	202,549	
Colorado	21,443	NA	22,931	31,784	
Connecticut			33,867		
Delaware	11,674	11,792	12,503	12,363	12,206
Florida	85,909			84,065	85,177
Georgia*	21,619	81,698	17,244		
Hawaii	16,216				77,934
Idaho	11,117	11,623	11,196		
Illinois			50,438		
Indiana	20,009	31,836	18,288	19,624	17,804
Iowa	NA	NA	17,788		NA
Kansas	18,306	26,239	18,111		
Kentucky				87	82
Louisiana	41,406	38,923	39,256	40,059	39,871
Maine			12,517	12,017	12,602
Maryland			43,576	50,660	35,399
Massachusetts					27,817
Michigan	55,717	55,752	51,685		
Minnesota	27,300	27,500	28,000		28,958
Mississippi	23,026	25,730	26,215	26,754	
Missouri	34,696		36,339		
Montana	10,288	12,082	12,269	12,857	11,098
Nebraska	13,087		13,969		
Nevada	15,579	14,748	15,769	15,785	15,743
New Hampshire			10,928	12,141	12,016
New Jersey	66,669	61709*	59,417	60,912	58,524
New Mexico			19,664	19,725	19,758
New York	133,288	134,900			136,064
North Carolina	66,026	69,923	68,110	70,600	
North Dakota			6,332	6,505	

## Metric 1: Workforce

	1-B. FTE Employees				
State	2005	2006	2007	2008	2009
Ohio			50,308		
Oklahoma	NA	NA	40,061	38,609	27,317
Oregon	30,255	30,379		31,817	27,702
Pennsylvania	53,805	54,809	52,917		52,205
Rhode Island	8,386				8,664
South Carolina	40,424	35,960	40,642	64,916	39,757
South Dakota	6,304				
Tennessee	NA	NA	39,864		36,348
Texas					
Utah	14,648		15,758	20,129	16,141
Vermont	7,378				7,407
Virginia	53,368	53,073	53,633		
Washington	NA	52,012	53,958	64,261	61,604
West Virginia	22,953		17,995		
Wisconsin	38,682	38,112	29,746	29,200	29,281
Wyoming	7,720	7,797	7,766	8,136	

Metric 1: Workforce Composition

Classified Employees

Departments and Agencies

**Metric 1: Workforce**

	1-B. FTE Employees				
State	2005	2006	2007	2008	2009
Average	37,785	44,805	34,004	37,241	

## Metric 1: Workforce

State	1-C. Average Age				
	2005	2006	2007	2008	2009
Alabama	45	45	45	45	
Alaska		45		45	45
Arizona		44	45	46	
Arkansas	45		44		45
California	45	45	44	45	
Colorado	45	45	45	46	
Connecticut			45		
Delaware	45	44	44	45	45
Florida	45			44	44
Georgia*	43	44	50		
Hawaii	48				45
Idaho	46	44	46		
Illinois			46		
Indiana	46	47	46	46	46
Iowa	47	47	47		47
Kansas	45	47	45		
Kentucky				44	44
Louisiana	44	45	44	44	44
Maine			46	47	47
Maryland			45	46	45
Massachusetts					47
Michigan	45	45	46		
Minnesota	47	47	46		47
Mississippi	45	44	44	44	
Missouri	43		44		
Montana	42	46	46	47	47
Nebraska	0		46		
Nevada	46	38	46	46	46
New Hampshire			48	49	50
New Jersey	45	45	45	45	46
New Mexico			38	44	45
New York	48	47			48
North Carolina	44	44	44		45
North Dakota			46	46	

## Metric 1: Workforce

	1-C. Average Age				
State	2005	2006	2007	2008	2009
Ohio			45		
Oklahoma	45	45	45	46	46
Oregon	45	45	46	46	48
Pennsylvania	46	46	46		46
Rhode Island	48				49
South Carolina	45	44	44	45	45
South Dakota	43				
Tennessee	46	46	46	46	49
Texas					
Utah	44		43	43	44
Vermont	46				47
Virginia	46	46	46		
Washington	NA	47	46	46	46
West Virginia	45		45		
Wisconsin	46	46	46	46	46
Wyoming	46	46	46	46	



Metric 1: Workforce Composition

Classified Employees

Departments and Agencies

**Metric 1: Workforce**

	1-C. Average Age				
State	2005	2006	2007	2008	2009
Average	44	45	45	45	

## Metric 1: Workforce

State	1-D. Average Years of State Service				
	2005	2006	2007	2008	2009
Alabama	13	12	12	12	
Alaska	9	9		9	9
Arizona		8	10	10	
Arkansas	5		10		9
California	22	23		NA	
Colorado	10	10	9	9	
Connecticut			14		
Delaware	11	11	11	11	11
Florida	9			10	11
Georgia*	18	9	19		
Hawaii	13				10
Idaho	11	11	11		
Illinois			14		
Indiana	12	12	12	11	11
Iowa	14	14	14		14
Kansas	13	12	12		
Kentucky				8	9
Louisiana	13	13	13	12	12
Maine			13	13	
Maryland			13	13	
Massachusetts	14				15
Michigan	13	14	14		
Minnesota	14	14	13	13	
Mississippi	11	10	10	10	
Missouri	9		10		
Montana	7	11	12	12	11
Nebraska	12		13		
Nevada	8	NA	9	9	9
New Hampshire			10	10	10
New Jersey	12	13	13	13	13
New Mexico			9	4	9
New York	16	16			16
North Carolina	11	11	11		11
North Dakota			13	13	

## Metric 1: Workforce

State	1-D. Average Years of State Service				
	2005	2006	2007	2008	2009
Ohio			13		
Oklahoma	13	11	12	11	12
Oregon	10	10	10	10	10
Pennsylvania	13	13	12		12
Rhode Island	16				15
South Carolina	13	11	11	11	12
South Dakota	11				
Tennessee	12	12	12	13	13
Texas					
Utah	10		11	9	11
Vermont	13				13
Virginia	12	12	12		
Washington	NA	13	13	11	12
West Virginia	12		14		
Wisconsin	14	15	14	14	14
Wyoming	11	11	11	11	

Metric 1: Workforce Composition

Classified Employees

Departments and Agencies

**Metric 1: Workforce**

	1-D. Average Years of State Service				
State	2005	2006	2007	2008	2009
Average	12	12	12	11	

## Metric 1: Workforce

State	1-Q. Average Age of New Hires				
	2005	2006	2007	2008	2009
Alabama	NA	35	34	NA	
Alaska	38	38		37	38
Arizona		36	36	38	
Arkansas	37				36
California	NA	34	34	37	
Colorado	39	39	40	39	
Connecticut			32		
Delaware	36	36	36	36	36
Florida	37			37	36
Georgia*	NA				
Hawaii	41				34
Idaho	38	38	38		
Illinois			39		
Indiana	37	36	37	35	36
Iowa	37	38	37		37
Kansas	34	35	35		
Kentucky				38	37
Louisiana	35	34	35	34	33
Maine			50	41	39
Maryland			35	37	
Massachusetts	35				37
Michigan	33	NA	36		
Minnesota	35	36	38		38
Mississippi	comments	34	34	35	
Missouri	35		34		
Montana	41	41	41	38	42
Nebraska	34		36		
Nevada	NA	NA	NA	NA	
New Hampshire			45	40	38
New Jersey	36	36	37	35	36
New Mexico			37	38	
New York	36				38
North Carolina	37	37	37		37
North Dakota			37	39	

## Metric 1: Workforce

State	1-Q. Average Age of New Hires				
	2005	2006	2007	2008	2009
Ohio					
Oklahoma	38	NA	37	38	38
Oregon	38	38	35	38	39
Pennsylvania	37	38	38		38
Rhode Island	37				40
South Carolina	36	37	37	36	37
South Dakota	NA				
Tennessee	38	39	38	38	40
Texas					
Utah	33		34	34	34
Vermont	37				37
Virginia	36	37	37		
Washington	NA	39	39	37	38
West Virginia			30		
Wisconsin	NA	36	43	36	36
Wyoming	38	37	37	37	

Metric 1: Workforce Composition

Classified Employees

Departments and Agencies

**Metric 1: Workforce**

	1-Q. Average Age of New Hires				
State	2005	2006	2007	2008	2009
Average	35	37	37	36	

## Metric 2: Employee Compensation - Departments and Agencies - Classified

State	2-A. Average base salary of full-time employee				
	2005	2006	2007	2008	2009
Alabama	\$ 34,523	\$ 37,124	\$ 39,511	\$ 41,596	
Alaska	\$ 46,860	\$ 47,570		\$ 52,808	\$ 53,964
Arizona		\$ 35,220	\$ 37,151	\$ 36,442	
Arkansas	\$ 32,081		\$ 32,361		\$ 35,956
California	\$ 57,018	\$ 69,123	\$ 61,383	\$64,467	
Colorado	\$ 49,980	\$ 50,632	\$ 53,088	\$ 50,760	
Connecticut					
Delaware	\$ 35,844	\$ 37,873	\$ 40,453	\$ 40,017	\$ 39,653
Florida	\$ 39,093			\$ 34,508	\$ 34,653
Georgia	\$ 26,571	\$ 39,401	\$ 38,590		\$ 37,924
Hawaii	\$ 38,670				
Idaho	\$ 36,479	\$ 38,436	\$ 40,365		
Illinois			\$ 52,614		
Indiana	\$ 31,901	\$ 27,574	\$ 34,775	\$ 35,720	\$ 35,954
Iowa	\$ 44,817	\$ 45,295	\$ 47,597		\$ 51,139
Kansas	\$ 33,918	\$ 35,074	\$ 36,398		
Kentucky				\$ 18,320	\$ 37,721
Louisiana	\$ 35,503	\$ 36,990	\$ 38,180	\$ 42,140	\$ 43,621
Maine			\$ 37,334	\$ 38,868	\$ 40,711
Maryland				\$ 47,490	
Massachusetts	\$ 49,040				\$ 55,783
Michigan	\$ 47,940	\$ 49,715	\$ 51,667		
Minnesota	\$ 48,800	\$ 50,600	\$ 46,700		\$ 52,200
Mississippi	\$ 29,283	\$ 28,062	\$ 30,736	\$ 32,407	
Missouri	\$ 29,185		\$ 30,716		
Montana	\$ 32,490	\$ 34,876	\$ 38,234	\$ 41,496	\$ 41,947
Nebraska	\$ 33,738		\$ 36,760		
Nevada	\$ 46,414	\$ 48,099	\$ 49,954	\$ 48,222	\$ 50,369
New Hampshire			\$ 39,530	\$ 45,367	\$ 45,822
New Jersey	\$ 49,736	\$ 53,282	\$ 56,354	\$ 56,656	\$ 58,465
New Mexico			\$ 38,692	\$ 42,099	\$ 42,084
New York	\$ 47,973	\$ 49,245			\$ 55,278
North Carolina	\$ 35,426	\$ 35,958	\$ 39,220		\$ 41,976
North Dakota			\$ 35,772	\$39,624	



## Metric 2: Employee Compensation - Departments and Agencies - Classified

	2-A. Average base salary of full-time employee				
State	2005	2006	2007	2008	2009
Ohio			\$ 63,502		
Oklahoma	\$ 31,336	\$ 32,528	\$ 34,356	\$ 34,756	\$ 34,992
Oregon	\$ 39,075	\$ 40,856	\$ 54,578	\$ 45,420	\$ 49,092
Pennsylvania	\$ 42,683	\$ 43,727	\$ 45,779		\$ 46,392
Rhode Island	\$ 48,561				\$ 47,053
South Carolina	\$ 33,940	\$ 34,696	\$ 34,585	\$ 42,219	\$ 36,240
South Dakota	\$ 32,194				
Tennessee	\$ 30,906	\$ 28,107	\$ 33,219	\$ 35,085	\$ 35,064
Texas					
Utah	\$ 38,607		\$ 37,909	\$ 42,370	\$ 42,553
Vermont	\$ 42,402		\$ 43,882		\$ 49,009
Virginia	\$ 37,789	\$ 39,582	\$ 41,291		
Washington	\$ 42,192	\$ 46,930	\$ 39,158	\$ 52,680	\$ 52,695
West Virginia	\$ 30,907		\$ 29,981		
Wisconsin	\$ 41,413	\$ 47,464	\$ 46,282	\$ 48,990	\$ 51,195
Wyoming	\$ 37,476	\$ 39,384	\$ 39,952	\$ 45,414	
<b>Average</b>	<b>\$ 39,045</b>	<b>\$ 41,497</b>	<b>\$ 41,759</b>		

## Metric 2: Employee Cor

State	2-B. Average fringe benefit costs per full time employee				
	2005	2006	2007	2008	2009
Alabama	\$ 12,433	\$ 13,369	\$ 14,701	NA	
Alaska	\$ 18,501	\$ 29,125		\$ 25,117	\$ 24,936
Arizona		\$ 10,560	\$ 11,888	\$ 11,888	
Arkansas	\$ 19,531				
California	\$ 17,105	\$ 20,737	\$ 18,414	\$ 1,997	
Colorado	\$ 15,173	*	\$ 12,312	\$ 19,621	
Connecticut					
Delaware	\$ 13,022	\$ 16,486	\$ 17,996	\$ 10,424	\$ 20,088
Florida	\$ 11,368			\$ 23,438	\$ 22,075
Georgia	\$ 11,487		\$ 15,784		\$ 15,170
Hawaii	\$ 7,220				
Idaho	\$ 19,850	\$ 21,419	\$ 15,934		
Illinois					
Indiana	\$ 14,620	\$ 8,945	\$ 15,902	\$ 16,913	\$ 16,913
Iowa	NA	\$ 23,606	\$ 14,046		\$ 18,500
Kansas	\$ 5,531	\$ 5,675	\$ 6,104		
Kentucky				\$ 5,694	\$ 7,965
Louisiana	\$ 14,903	\$ 13,316	\$ 12,218	\$ 15,600	\$ 15,330
Maine					NA
Maryland				\$ 24,237	
Massachusetts	\$ 13,241				\$ 15,507
Michigan	\$ 24,804	\$ 25,703	\$ 13,806		
Minnesota	\$ 14,600	\$ 15,200	\$ 14,000		\$ 15,660
Mississippi	\$ 9,432	\$ 9,662	\$ 10,871	\$ 11,623	
Missouri	\$ 16,557		\$ 15,208		
Montana		\$ 8,991			\$ 13,940
Nebraska	\$ 21,723		\$ 20,386		
Nevada	\$ 20,835	\$ 17,796	\$ 16,132	\$ 17,449	\$ 17,060
New Hampshire			\$ 17,393	\$ 21,254	NA
New Jersey	\$ 12,804	\$ 14,439	\$ 15,747	\$ 15,336	\$ 17,237
New Mexico			\$ 12,768	\$ 27,509	\$ 26,862
New York	NA	NA			\$ 24,256
North Carolina	\$ 15,474	\$ 15,627	\$ 10,440		\$ 377
North Dakota			\$ 5,938	\$ 21,000	

approx.

Metric 2: Employee Cor

	2-B. Average fringe benefit costs per full time employee				
State	2005	2006	2007	2008	2009
Ohio			\$ 19,051		
Oklahoma	NA	\$ 16,831	\$ 13,193	\$ 18,681	\$ 19,361
Oregon	\$ 16,752	\$ 24,392	\$ 11,343	\$ 7,608	\$ 12,840
Pennsylvania	\$ 17,331	\$ 19,353	\$ 20,985		\$ 23,612
Rhode Island					\$ 998
South Carolina	\$ 9,503	\$ 9,714	\$ 10,029	\$ 16,465	\$ 10,147
South Dakota	\$ 13,135				
Tennessee	NA	NA	\$ 15,037	\$ 15,180	NA
Texas					
Utah	\$ 24,659		\$ 20,526	\$ 21,840	\$ 28,271
Vermont	NA		\$ 16,400		\$ 18,789
Virginia	\$ 21,160	\$ 21,541	\$ 17,193		
Washington	\$ 17,040	\$ 12,671	\$ 13,189	\$ 15,840	\$ 22,132
West Virginia	\$ 16,684		\$ 12,729		
Wisconsin	\$ 11,421	NA	\$ 17,587	\$ 22,895	\$ 32,392
Wyoming	\$ 14,656	\$ 14,292	\$ 14,463	\$ 9,699	
<b>Average</b>	<b>\$ 15,392</b>	<b>\$ 16,227</b>	<b>\$ 14,563</b>		

16.75%  
includes leave payout 2% of avg.sa  
39%

## Metric 3: Retirement Eligibility : Departments and Agencies, Classified

State	3-A. Within 1 Year (%)				
	2005	2006	2007	2008	2009
Alabama		16.84	16.8	7.50	
Alaska		11		12.37	12.68
Arizona		8.6	9.1	12.20	
Arkansas					2.48
California		21.86	10	24.72	
Colorado		11	4.2	14.90	
Connecticut			19.9		
Delaware		19.6	14.28	20.61	22.24
Florida				11.43	4.97
Georgia		7	33.28		5.35
Hawaii					
Idaho		4.6	5		
Illinois			11.19		
Indiana		4.02	25.95	15.14	11.65
Iowa		13.4	10.14		11.42
Kansas		8	12		
Kentucky				3.24	1.63
Louisiana		15.21	12.62	16.36	18.36
Maine			19.9	2.65	
Maryland			19.06	10.50	
Massachusetts					25.30
Michigan		9.8	11.8		
Minnesota		6	7.7		9.45
Mississippi		11.66	16.7	22.08	
Missouri			11		
Montana		27.1	15	7.71	38.00
Nebraska			29.49		
Nevada		0.86			NA
New Hampshire			6.5	3.53	8.67
New Jersey			14.3	10.43	15.39
New Mexico			6.4	1.80	3.48
New York		6.5			8.24
North Carolina		6.89	7.46		7.42
North Dakota			12.5	10.12	

## Metric 3: Retirement Eligibility : Departments and Agencies, Classified

	3-A. Within 1 Year (%)				
State	2005	2006	2007	2008	2009
Ohio			7		
Oklahoma		14.49	15.4	15.46	19.95
Oregon		9.75	10.51	11.04	17.13
Pennsylvania		15.4	10		17.48
Rhode Island					18.96
South Carolina			12.31	6.62	13.99
South Dakota					
Tennessee		24.83	19	23.67	21.02
Texas					
Utah			12.42	1.85	15.13
Vermont			11.55		15.19
Virginia		12.30	11.34		
Washington		21.9	18.5		8.29
West Virginia			14.07		
Wisconsin		7.3	1.7	9.88	11.24
Wyoming		9.8	13	11.02	
<b>Average</b>		<b>12.06</b>	<b>13.31</b>	<b>11.47</b>	

## Metric 3: Retirement

State	3-B. Within 3 Years (%)				
	2005	2006	2007	2008	2009
Alabama		23.23	23.5	14.10	
Alaska		18		19.71	19.50
Arizona		14.2	14.6	19.02	
Arkansas					4.85
California		28.85		31.62	
Colorado		33	10.5	22.54	
Connecticut			28.4		
Delaware		26	20.88	27.93	29.68
Florida				15.73	6.97
Georgia		12	45.24		22.60
Hawaii					
Idaho		7.4	9		
Illinois			18.66		
Indiana		9.99	34.77	19.60	NA
Iowa		23.2	16.53		17.94
Kansas		12	19		
Kentucky				4.71	3.50
Louisiana		22.5	19.04	23.74	25.60
Maine			23.45	5.41	
Maryland			25.38	9.70	
Massachusetts					32.61
Michigan		17.7	20		
Minnesota		10.4	12.5		15.00
Mississippi		17.49	23.14	29.72	
Missouri			17		
Montana		41.6	19	11.03	47.00
Nebraska			36.45		
Nevada		1.78			NA
New Hampshire			5.6		14.87
New Jersey			19.8	15.46	20.62
New Mexico			11.75	4.97	2.92
New York		11			13.20
North Carolina		11.83	10.42		12.02
North Dakota			17.54		

## Metric 3: Retirement

	3-B. Within 3 Years (%)				
State	2005	2006	2007	2008	2009
Ohio			12		
Oklahoma		22.14	23	21.08	27.19
Oregon		14.57	15.44	15.66	23.10
Pennsylvania		24.4	15.7		25.77
Rhode Island					28.17
South Carolina			17.93	8.38	
South Dakota					
Tennessee		32.51	26.4	30.96	28.38
Texas					
Utah			18.99	2.16	21.54
Vermont			18.24		22.36
Virginia		18	16.18		
Washington		31.3	25.3		
West Virginia			21.55		
Wisconsin		12.7	6.1	15.59	17.09
Wyoming		21	20.5	21.87	
Average		19.21	19.46	15.63	

## Metric 3: Retirement

State	3-C. Within 5 Years (%)				
	2005	2006	2007	2008	2009
Alabama		31.08	31.3	31.61	
Alaska		26.00		26.29	25.82
Arizona		21.00	21	27.07	
Arkansas		19.90			7.2
California		33.39	34	38.82	
Colorado		72.00	17.1	27.05	
Connecticut			36.9		
Delaware		34.00	27.97	36.28	37.93
Florida		10.69		19.44	9.47
Georgia		24.00	56.88		49.29
Hawaii					
Idaho		11.90	15.4		
Illinois			26.46		
Indiana		15.64	42.55	22.52	33.03
Iowa		35.10	23.95		25.09
Kansas		18.00	27		
Kentucky				7.92	6.54
Louisiana		30.70	26.18	30.54	31.92
Maine			26.77	7.63	
Maryland			31.63	19.5	
Massachusetts		34.78			39.46
Michigan		27.10	29.3		
Minnesota		16.70	18.7		21.65
Mississippi		25.54	29.77	38.82	
Missouri		17.40	26		
Montana		61.60	22	14.03	77
Nebraska		43.00	42.9		
Nevada		19.54		23.76	21.03
New Hampshire			6.9	6.16	21.73
New Jersey		38.30	25.9	21.16	26.11
New Mexico			18.37	9.66	4.9
New York		16.20			18.41
North Carolina		17.96	14.16		19.22
North Dakota		22.80	23.86	28.53	



**Metric 3: Retirement**

	<b>3-C. Within 5 Years (%)</b>				
<b>State</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Ohio			17		
Oklahoma		30.83	30.6	26.61	34.51
Oregon		19.70	20.05	19.78	28.96
Pennsylvania		15.40	21.5		33.39
Rhode Island					37.74
South Carolina		23.40	23.68	15.93	
South Dakota		17.10			
Tennessee		40.91	34.7	32.62	36.18
Texas					
Utah		25.54	25.98	2.4	29.01
Vermont		26.70	26.05		28.89
Virginia		23.80	21.19		
Washington		42.90	33.9		
West Virginia		42.00	27.65		
Wisconsin		19.80	12.7	22.3	23.87
Wyoming		28.70	27.7	28.59	
<b>Average</b>		<b>27.72</b>	<b>26.30</b>		

## Metric 4: Employee Turnover and Retention - Department and Agencies, Classified

State	4-A. Turnover Rate (%)				
	2005	2006	2007	2008	2009
Alabama	12.4	11.89	11.22	8.91	
Alaska	12	27		12.71	10.77
Arizona		19.7	17.9	14.15	
Arkansas	17				15.66
California	13.1	14.49	11.68	11.9	
Colorado	11.3	13.2	14.18	8.67	
Connecticut			5.8		
Delaware	9.3	9.4	6.96	6.27	5.46
Florida	21.38			16.07	12.82
Georgia	8.9	NA	9.3		15.32
Hawaii	6.68				
Idaho	11.8	13.1	13		
Illinois			5.45		
Indiana	18.2	NA	22.82	22.58	14.8
Iowa	5.1	5.37	5.14		6.03
Kansas	13.05	13	13.3		
Kentucky				8.78	7.08
Louisiana	14.35	18.49	18.49	14.24	13.73
Maine			11.03	8.96	7.4
Maryland			12.95	10.67	
Massachusetts	6.76				6.3
Michigan	7.6	13.8	6.2	6.69	
Minnesota	10.3	10.7	11.1		4.92
Mississippi	12.89	18.36	15.64	12.93	
Missouri	14.7		14.1		
Montana	14.74	11.8		11.7	11.09
Nebraska	9.43		12.74	16.02	
Nevada	14.25	12.74	12.74	11.54	10.84
New Hampshire			9.16	6.44	7.53
New Jersey	6.4	6.34	6.3	6.25	7.29
New Mexico			17.66		9.4
New York	7.4	6.8			6.43
North Carolina	12	12.1	12.73		8.9
North Dakota			10.6	9.07	

**Metric 4: Employee Turnover and Retention - Department and Agencies, Classified**

	4-A. Turnover Rate (%)				
Ohio			7		
Oklahoma	13.44	8.9	14.4	10.27	13.15
Oregon	14.24	12.72	10.9	11.28	17.13
Pennsylvania	8.8	5.5	5.4		5.66
Rhode Island	6.26				13.04
South Carolina	13.21	16.33	16.3	11.62	
South Dakota	10.8				
Tennessee	11.13	11	11.14	11.21	7.12
Texas					
Utah	11.83		12.4	7.12	9.97
Vermont	10.5		9.3		10.76
Virginia	11.1	13.49	13.51	11.9	
Washington	NA	8.6	7.5		
West Virginia	10.64		13.27		
Wisconsin	11.7	6.4	5.1	4.09	6.01
Wyoming	12.7	14.2	13.4	14.74	
<b>Average</b>	<b>11.51</b>	<b>12.42</b>	<b>11.20</b>	<b>12.27</b>	

## Metric 4: Employee 1

State	4-C. Voluntary Separation (%)				
	2005	2006	2007	2008	2009
Alabama	10.9	7.07	6.9	5.39	
Alaska	NA	NA		10.06	NA
Arizona		16	15.5	11.75	
Arkansas					7
California	6.61	6.44	7.47	6.58	
Colorado	6.4	7.9	9.08	7.17	
Connecticut			2.4		
Delaware	5.1	5.1	3.67	5.13	4.44
Florida	15.87			10.75	7.85
Georgia	2.3	20.6	2.5		8.27
Hawaii	3.06				
Idaho	8.1	9.3	9.3		
Illinois			1.9		
Indiana		NA	13	15.17	8.18
Iowa	2.48	2.67	2.51		2.26
Kansas	8	9	9		
Kentucky				6.7	5.41
Louisiana	8.29	10.9	10.9	7.83	7.26
Maine			6.66	5.7	6.15
Maryland			7.13	5.51	
Massachusetts	4.35				2.48
Michigan	3.3	5.5	2	2.08	
Minnesota	5.7	5.9	6.1		3.7
Mississippi	11.17	14.55	10.53	9.18	
Missouri	7.8		8.4		
Montana	NA	12.82			6.63
Nebraska	4.88		8.01	8.9	
Nevada	8.52	9.95	7.97	7.01	8.89
New Hampshire			6.32	4.07	4.29
New Jersey	4.6	2.23	2.6	4.89	5.96
New Mexico			10.19		7.48
New York	2.9	2.5			2.02
North Carolina	8.12	8.4	9.06		4.25
North Dakota			6.6	5.48	

## Metric 4: Employee 1

	4-C. Voluntary Separation (%)				
Ohio			2		
Oklahoma	8.87	7.7	9.3	7.33	10.3
Oregon	6.47	6.31	5.9	5.62	4.73
Pennsylvania	2	2.1	2.1		0.66
Rhode Island	2.02				11.69
South Carolina	10.41	13.48	8.2	9.85	
South Dakota	9				
Tennessee	7.3	7	6.64	7.26	4.31
Texas					
Utah	10.45		7.73	6.22	5.8
Vermont	5.8		5.16		4.65
Virginia	7.1	9.14	9.15	7.1	
Washington	NA	7.1	4.1		
West Virginia	6.76		6.86		
Wisconsin	13.5	2.7	4.3	3.41	2.59
Wyoming	8.6	12.1	9.3	9.79	
<b>Average</b>	<b>6.96</b>	<b>8.31</b>	<b>6.66</b>	<b>8.16</b>	

## Metric 4: Employee 1

State	4-E. Involuntary Separation (%)				
	2005	2006	2007	2008	2009
Alabama	1.3	1.41	1.4	1.06	
Alaska	NA	NA		1.28	NA
Arizona		3.7	2.3	2.4	
Arkansas					2.52
California	3.41	4.53	0.7	0.06	
Colorado	1.7	1.5	1.51	1.34	
Connecticut			0.9		
Delaware	1	1.4	1.01	0.94	1.02
Florida	2.2			2.79	2.69
Georgia	0.6	NA	0.44		3.37
Hawaii	0.74				
Idaho	1.5	1.6	1.6		
Illinois			2.15		
Indiana	3.3	NA	2.78	7.41	2.98
Iowa	1.19	1.35	1.28		1.19
Kansas	3	1.5	1.6		
Kentucky				2.08	1.67
Louisiana	2.96	3.48	3.48	3.45	3.29
Maine			0.59	0.79	1.18
Maryland			1.04	1.1	
Massachusetts	0.56				0.68
Michigan	0.97	0.55	0.9	0.61	
Minnesota	1.4	1.7	1.5		1.06
Mississippi	1.72	3.81	2.85	3.61	
Missouri	3.7		3.2		
Montana	NA	0.6			2.23
Nebraska	3.37		2.41	4.41	
Nevada	2.4	2.79	2.09	1.96	1.95
New Hampshire			0.55	0.2	0.056
New Jersey	1.5	1.68	1	1.13	1.13
New Mexico			4.72		1.82
New York	1.5	1.18			1.35
North Carolina	0.83	0.9	3.66		4.65
North Dakota			1.5	1.07	

## Metric 4: Employee 1

	4-E. Involuntary Separation (%)				
Ohio			2		
Oklahoma	1.96	1.2	0.2	1.79	2.86
Oregon	5.87	4.54	0.4	3.6	1.7
Pennsylvania	0.6	7.6	0.8		3.38
Rhode Island	0.33				1.35
South Carolina	2.6	2.58	2.6	1.77	
South Dakota	1.8				
Tennessee	1.71	2	2.02	1.35	2.59
Texas					
Utah	1.38		0.91	0.9	1.43
Vermont	1.5		1.38		1.13
Virginia	1.5	1.52	1.52	1.7	
Washington	NA	1.6	1.4		
West Virginia	0.8		2.92		
Wisconsin	9.4	0.21	1.9	0.68	0.72
Wyoming	1.7	2.2	1.9	2.75	
<b>Average</b>	<b>2.06</b>	<b>2.20</b>	<b>1.68</b>	<b>2.18</b>	

## Metric 4: Employee T

State	4-G. Retired (%)				
	2005	2006	2007	2008	2009
Alabama	3.5	3.21	2.8	2.28	
Alaska	NA	NA		1.14	NA
Arizona		2.1	2.2	1.53	
Arkansas					14.44
California	3.09	3.34	3.5	3.39	
Colorado	3	3.6	3.59	2.4	
Connecticut			2.4		
Delaware	3	3	2.28	2.09	2.39
Florida	2.64			2.38	2.04
Georgia	6	8	6.1		2.6
Hawaii	2.87				
Idaho	1.9	2.1	2.1		
Illinois			1.4		
Indiana	1.5	NA	1.94	3.14	3.23
Iowa	1.36	1.34	1.33		2.58
Kansas	2.3	2.3	2.5		
Kentucky				5.07	7.6
Louisiana	2.92	3.54	3.54	2.77	2.66
Maine			3.06	2.44	2.46
Maryland			4.5	3.45	
Massachusetts	1.83				2.4
Michigan	1.8	0.59	2.1	3.07	
Minnesota	2.3	2.7	2.8		2.12
Mississippi	3.1	2.08	2.17	1.5	
Missouri	1.8		2.2		
Montana	2.3	2.54		3.1	2.56
Nebraska	1.04		1.88	2.5	
Nevada	3.32	2.66	2.66	2.51	3.59
New Hampshire			2.2	2.2	2.57
New Jersey	1.8	2.21	2.5	2.28	4.09
New Mexico			2.75		1.45
New York	2.8	2.98			3.06
North Carolina	3.02	2.8	3.1		2.11
North Dakota			2.3	2.29	



## Metric 4: Employee T

	4-G. Retired (%)				
Ohio			3		
Oklahoma	2.33	2	2.7	2.14	2.79
Oregon	1.53	1.66	4.5	1.89	1.9
Pennsylvania	6	2.6	2.6		
Rhode Island	3.9				9.96
South Carolina	2.59	5.25	5.3	3.13	
South Dakota	1.6				
Tennessee	1.95	2	2.23	2.28	5.84
Texas					
Utah	18.9		3.74	1.28	2.3
Vermont	2.9		2.51		3.5
Virginia	2.3	2.22	2.23	2.7	
Washington	NA	1.2	1.8		
West Virginia	2.86		3.28		
Wisconsin	16.7	2.16	3.9	2.61	2.53
Wyoming	2.2	2.4	2	2.11	
<b>Average</b>	<b>3.47</b>	<b>2.69</b>	<b>2.81</b>	<b>2.79</b>	

## Metric 4: Employee 1

State	4-1. Laid Off (%)				
	2005	2006	2007	2008	2009
Alabama	0.03	0.02	0.003	0.0030	
Alaska	NA	NA		0.0844	0.12
Arizona		NA	2.8	0.0273	
Arkansas	>1				0.028
California	0.02	0.007	0	0.0039	
Colorado	0.1	0	0.03	0.0241	
Connecticut			0		
Delaware	0	0	0		0
Florida	0.68			0.1467	0.24
Georgia	0.05	NA	0.14		3.44
Hawaii	0				
Idaho	0.3	0.1	0.1		
Illinois			0		
Indiana	1.6	NA	5.09	0.0508	0.41
Iowa		0.01	0.01		0
Kansas	0.1	0.0004	0.1		
Kentucky					NA
Louisiana	0	0.37	0.37		0.17
Maine			0.41	0.0248	0.45
Maryland			0.07	0.0186	
Massachusetts	0.03				0.68
Michigan	1.3	0.5	1.2	0.8900	
Minnesota	1	0.5	0.5		0.46
Mississippi	0.02	1.94	0.08		
Missouri	0.7		0.16		
Montana	0.47	0.001		0.0611	0.065
Nebraska	0.14		0.24	0.1800	
Nevada	0.01	0.02	0.02	0.0562	0.16
New Hampshire			0.09	0.0062	
New Jersey	0	0	0	0.0032	0
New Mexico			0.002		0.01
New York	0	0.01			0.028
North Carolina	0.03	0.02	0		
North Dakota					

## Metric 4: Employee 1

	4-1. Laid Off (%)				
Ohio			0.1		
Oklahoma	0.01	1	2.2	0.0161	0.022
Oregon	0.27	0.1	0.1	0.0400	0.61
Pennsylvania	0	0	0		0.06
Rhode Island	0.01				0.01
South Carolina	0.29	0.07	0.1	0.0395	
South Dakota	0.1				
Tennessee	0.18	0	0.01	0.0914	0.16
Texas					
Utah	0.7		0.02	0.0194	0.43
Vermont	0.2		0.09		1.48
Virginia	0.1	0.08	0.08	0.0200	
Washington	NA	0.2	2		
West Virginia	0.02	0.024			
Wisconsin	NA	NA	0	0.2454	0.06
Wyoming	NA	0	0		
<b>Average</b>	<b>0.28</b>	<b>0.20</b>	<b>0.42</b>		