

**Table 7.2**  
**STATE PERSONNEL ADMINISTRATION: FUNCTIONS**

<i>State or other jurisdiction</i>	<i>Administers merit tests (a)</i>	<i>Establishes qualifications</i>	<i>Provides human resource information system (a)</i>	<i>Human resource planning</i>	<i>Classification</i>	<i>Position allocation</i>	<i>Compensation (a)</i>	<i>Recruitment</i>	<i>Selection</i>	<i>Performance evaluation (a)</i>	<i>Position audits</i>	<i>Other personnel function audits</i>	<i>Employee promotion</i>	<i>Employee assistance &amp; counseling</i>	<i>Human resource development</i>
Alabama .....	CPA	CPA	SR	CPA	CPA	CPA	CPA	SR	SR	DA	CPA	CPA	DA	DA	SR
Alaska .....	CPA	CPA	...	SR	CPA	CPA	CPA	CPA	DA	DA	CPA	CPA	DA	DA	SR
Arizona .....	...	...	CPA	...	CPA	...	...	DA	...	...	...	...	...	...	...
Arkansas .....	CPA	CPA	CPA	SR	CPA	CPA	CPA	SR	SR	DA	CPA	CPA	SR	SR	SR
California .....	CPA	SR	DA	SR	CPA	CPA	CPA	SR	SR	SR	SR	SR	SR	SR	SR
Colorado .....	SR	CPA	CPA	SR	CPA	DA	SR	SR	SR	SR	DA	CPA	DA	CPA	SR
Connecticut .....	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	SR	SR	SR	SR	SR
Delaware .....	CPA	CPA	CPA	...	CPA	DA	CPA	CPA	CPA	CPA	...	...	DA	CPA	...
Florida .....	CPA	CPA	CPA	CPA	CPA	DA	CPA	DA	DA	DA	DA	CPA	DA	DA	DA
Georgia .....	SR	SR	...	SR	DA	DA	SR	SR	DA	DA	DA	CPA	DA	SR	SR
Hawaii .....	CPA	CPA	CPA	CPA	CPA	SR	CPA	SR	DA	DA	CPA	SR	SR	SR	CPA
Idaho .....	SR	SR	...	SR	...	...	SR	SR	DA	DA	SR	...	DA	CPA	SR
Illinois .....	CPA	CPA	CPA	SR	SR	SR	SR	SR	SR	DA	CPA	CPA	DA	SR	SR
Indiana .....	CPA	CPA	CPA	SR	CPA	SR	CPA	SR	DA	DA	SR	SR	DA	DA	SR
Iowa .....	CPA	CPA	CPA	SR	CPA	CPA	CPA	SR	SR	DA	CPA	CPA	SR	CPA	SR
Kansas .....	...	CPA	CPA	SR	SR	SR	CPA	SR	SR	CPA	CPA	CPA	SR	SR	SR
Kentucky .....	CPA	CPA	CPA	SR	CPA	CPA	CPA	SR	SR	SR	CPA	CPA	SR	CPA	SR
Louisiana .....	CPA	CPA	CPA	SR	SR	SR	SR	SR	SR	SR	CPA	CPA	SR	SR	CPA
Maine .....	SR	...	CPA	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR
Maryland .....	SR	CPA	CPA	SR	SR	SR	SR	SR	SR	SR	CPA	CPA	SR	CPA	SR
Massachusetts .....	...	SR	...	SR	SR	SR	SR	SR	SR	SR	CPA	CPA	SR	SR	SR
Michigan .....	CPA	SR	SR	SR	CPA	CPA	SR	SR	DA	DA	CPA	CPA	SR	DA	SR
Minnesota .....	SR	CPA	CPA	SR	SR	SR	CPA	SR	SR	DA	SR	SR	SR	SR	SR
Mississippi .....	SR	CPA	SR	SR	SR	SR	SR	SR	DA	DA	SR	SR	DA	DA	SR
Missouri .....	CPA	CPA	SR	SR	CPA	CPA	SR	SR	CPA	DA	CPA	DA	SR	SR	SR
Montana .....	DA	DA	CPA	DA	SR	SR	SR	DA	DA	DA	CPA	DA	DA	SR	...
Nebraska .....	...	SR	SR	SR	CPA	SR	CPA	CPA	DA	SR	CPA	DA	DA	SR	SR
Nevada .....	SR	CPA	CPA	SR	SR	SR	CPA	SR	DA	SR	SR	SR	DA	SR	CPA
New Hampshire .....	CPA	CPA	CPA	SR	CPA	CPA	CPA	SR	SR	SR	CPA	CPA	SR	SR	SR
New Jersey .....	CPA	CPA	CPA	SR	CPA	...	CPA	CPA	SR	SR	CPA	CPA	SR	CPA	SR
New Mexico .....	CPA	SR	CPA	SR	CPA	CPA	CPA	SR	SR	SR	CPA	CPA	SR	DA	SR
New York .....	CPA	SR	CPA	DA	CPA	DA	SR	SR	DA	DA	CPA	CPA	DA	DA	DA
North Carolina .....	...	CPA	CPA	SR	SR	SR	CPA	DA	DA	DA	SR	...	DA	SR	SR
North Dakota .....	...	CPA	DA	DA	CPA	CPA	SR	DA	DA	DA	CPA	DA	DA	DA	DA
Ohio .....	SR	CPA	CPA	SR	CPA	SR	SR	SR	SR	SR	CPA	CPA	SR	DA	SR

See footnotes at end of table.

**PERSONNEL**

**STATE PERSONNEL ADMINISTRATION: FUNCTIONS — Continued**

<i>State or other jurisdiction</i>	<i>Administers merit tests (a)</i>	<i>Establishes qualifications</i>	<i>Provides human resource information system (a)</i>	<i>Human resource planning</i>	<i>Classification</i>	<i>Position allocation</i>	<i>Compensation (a)</i>	<i>Recruitment</i>	<i>Selection</i>	<i>Performance evaluation (a)</i>	<i>Position audits</i>	<i>Other personnel function audits</i>	<i>Employee promotion</i>	<i>Employee assistance &amp; counseling</i>	<i>Human resource development</i>
Oklahoma .....	CPA	CPA	CPA	DA	CPA	CPA	CPA	CPA	DA	CPA	CPA	CPA	DA	SR	SR
Oregon .....	SR	SR	CPA	SR	CPA	DA	CPA	SR	DA	DA	CPA	CPA	DA	CPA	SR
Pennsylvania .....	CPA	CPA	CPA	SR	CPA	CPA	CPA	SR	DA	CPA	SR	CPA	DA	DA	SR
Rhode Island .....	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
South Carolina .....	DA	CPA	CPA	SR	SR	..	SR	SR	DA	SR	SR	SR	DA	DA	SR
South Dakota .....	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Tennessee .....	CPA	CPA	CPA	SR	CPA	CPA	CPA	DA	..	..	..	..	..	..	..
Texas .....	DA	SR	DA	DA	DA	DA	SR	DA	DA	DA	SR	SR	DA	DA	DA
Utah .....	..	SR	CPA	CPA	CPA	SR	SR	SR	SR	DA	CPA	CPA	DA	DA	CPA
Vermont .....	..	CPA	CPA	SR	CPA	CPA	CPA	CPA, SR	DA	DA	CPA	CPA	DA	CPA	CPA, DA, SR
Virginia .....	..	SR	CPA	SR	CPA	SR	CPA	SR	DA	SR	SR	DA	DA	SR	DA
Washington .....	SR	SR	CPA	SR	SR	DA	CPA	SR	SR	CPA	SR	CPA	DA	CPA	SR
West Virginia .....	CPA	CPA	SR	SR	CPA	CPA	CPA	..	SR	CPA	CPA	CPA	DA	..	..
Wisconsin .....	CPA	SR	SR	SR	SR	SR	CPA	SR	SR	DA	SR	CPA	SR	DA	SR
Wyoming .....	..	SR	SR	..	SR	CPA	SR	SR	SR	SR	CPA	..	DA	..	..

*Key:*  
 CPA — Functions performed in central personnel agency.  
 DA — Functions performed in a decentralized agency.  
 O — Functions performed by other agency.  
 SR — Functions are a shared responsibility.  
 .. — Not applicable; or state did not respond to survey.

STATE PERSONNEL ADMINISTRATION: FUNCTIONS—Continued

State or other jurisdiction	Employee health & wellness program	Affirmative action	Labor & employee relations	Collective bargaining/labor negotiations	Grievance & appeals	Retirement	Employee incentive	Productivity system	Employee attitude survey	Child care/elder care	Workers compensation	Group health insurance	Deferred compensation	Drug testing	Budget recommendations to legislature
Alabama	SR	(b) DA	DA SR	DA CPA	(b) (c)	SR	DA	DA DA	...	(b) DA	(b) (c)	(b) (c)	DA SR	DA CPA	(b) (c)
Alaska	SR	DA	SR	CPA	(b)	SR	DA	DA	...	(b) DA	(b) (c)	(b) (c)	DA SR	DA CPA	(b) (c)
Arizona	CPA, SR	CPA, SR	SR	CPA	DA	CPA, DA	CPA, DA	CPA, DA	CPA, DA	DA	CPA	CPA	DA	CPA	CPA
Arkansas	SR	SR	SR	CPA	DA	SR	SR	SR	SR	CPA	CPA	CPA	CPA	CPA	CPA
California	SR	DA	DA	...	...	DA	...	SR	SR	SR	CPA	CPA	DA	CPA	CPA
Colorado	SR	SR	SR	CPA	CPA	SR	CPA	SR	CPA	CPA	CPA	CPA	CPA	CPA	CPA
Connecticut	SR	CPA	SR	CPA	CPA	SR	CPA	SR	CPA	CPA	CPA	CPA	CPA	CPA	CPA
Delaware	SR	DA	SR	SR	CPA	SR	CPA	SR	CPA	CPA	CPA	CPA	CPA	CPA	CPA
Florida	SR	DA	SR	SR	...	DA	DA	SR	SR	DA	DA	DA	DA	DA	DA
Georgia	SR	SR	SR	...	...	...	...	SR	SR	...	CPA	CPA	SR	SR	CPA
Hawaii	SR	CPA	SR	CPA	CPA	SR	SR	SR	SR	...	CPA	CPA	SR	CPA	CPA
Idaho	SR	SR	SR	...	CPA	SR	SR	SR	SR	...	CPA	CPA	DA	CPA	CPA
Illinois	SR	SR	SR	CPA	CPA	CPA	DA	DA	SR	SR	CPA	CPA	DA	CPA	CPA
Indiana	SR	SR	SR	SR	SR	CPA	SR	SR	SR	CPA	CPA	SR	SR	SR	CPA
Iowa	SR	SR	SR	SR	CPA	SR	SR	SR	SR	CPA	CPA	SR	SR	CPA	CPA
Kansas	SR	CPA	SR	CPA	DA	SR	SR	SR	DA	CPA	CPA	CPA	CPA	CPA	CPA
Kentucky	SR	CPA	SR	...	DA	SR	SR	SR	...	CPA	CPA	SR	DA	SR	CPA
Louisiana	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	CPA	SR	DA	SR	SR
Maine	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	DA	SR	SR
Maryland	SR	CPA	SR	CPA	DA	SR	SR	SR	SR	DA	CPA	DA	CPA	CPA	CPA
Massachusetts	SR	SR	SR	SR	DA	SR	SR	SR	SR	SR	CPA	SR	CPA	CPA	CPA
Michigan	SR	DA	SR	SR	DA	DA	DA	SR	SR	SR	CPA	SR	SR	DA	DA
Minnesota	SR	SR	SR	CPA	SR	CPA	SR	SR	SR	SR	CPA	SR	SR	CPA	CPA
Mississippi	SR	DA	DA	DA	SR	DA	SR	DA	DA	SR	SR	SR	DA	SR	DA
Missouri	CPA, DA	DA	DA	CPA	DA	CPA	SR	SR	DA	DA	DA	DA	DA	CPA, SR	DA
Montana	SR	CPA	SR	...	...	SR	SR	SR	SR	DA	CPA	CPA	DA	CPA	CPA
Nebraska	SR	DA	CPA	CPA	DA	DA	DA	DA	CPA	DA	DA	DA	DA	DA	CPA
Nevada	SR	O	SR	CPA	O	SR	DA	DA	...	...	...	...	DA	O	...
New Hampshire	SR	SR	SR	CPA	DA	SR	SR	SR	SR	CPA	CPA	CPA	SR	CPA	CPA
New Jersey	SR	SR	SR	SR	SR	SR	SR	CPA	DA	SR	SR	SR	SR	SR	SR
New Mexico	SR	DA	SR	DA	DA	DA	DA	DA	DA	SR	DA	DA	SR	SR	DA
New York	DA	SR	CPA	DA	DA	DA	DA	DA	DA	SR	CPA	CPA	DA	DA	CPA
North Carolina	SR	DA	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	DA	SR	CPA
North Dakota	SR	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	SR	DA
Ohio	SR	SR	SR	SR	SR	SR	DA	DA	SR	CPA	CPA	DA	CPA	SR	SR

See footnotes at end of table.

PERSONNEL

STATE PERSONNEL ADMINISTRATION: FUNCTIONS—Continued

State or other jurisdiction	Employee health & wellness program	Affirmative action	Labor & employee relations	Collective bargaining/labor negotiations	Grievance & appeals	Retirement	Employee incentive	Productivity system	Employee attitude survey	Child care/elder care	Workers compensation	Group health insurance	Deferred compensation	Drug testing	Budget recommendations to legislature
Oklahoma .....	SR	DA	CPA	CPA	DA	SR	SR	SR	CPA	DA	DA	DA	DA	DA	DA
Oregon .....	SR	CPA	CPA	CPA	CPA	SR	CPA	SR	DA	CPA	CPA	CPA	SR	CPA	CPA
Pennsylvania .....	SR	DA	SR	SR	CPA	SR	SR	DA	CPA	CPA	CPA	CPA	SR	CPA	CPA
Rhode Island .....	SR	SR	SR	SR	CPA	SR	SR	CPA	DA	DA	CPA	CPA	DA	CPA	CPA
South Carolina .....	SR	SR	SR	SR	CPA	SR	SR	CPA	DA	DA	CPA	CPA	DA	CPA	CPA
South Dakota .....	SR	SR	SR	SR	CPA	SR	SR	CPA	DA	DA	CPA	CPA	DA	CPA	CPA
Tennessee .....	SR	SR	SR	SR	CPA	SR	SR	CPA	DA	DA	CPA	CPA	DA	CPA	CPA
Texas .....	DA	DA	DA	DA	SR	DA	DA	DA	CPA	SR	SR	DA	SR	SR	SR
Utah .....	SR	CPA	DA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA	CPA
Vermont .....	CPA, DA, SR	CPA	CPA	CPA	CPA	DA	CPA	CPA, DA, SR	CPA	CPA	CPA	CPA	CPA, SR	CPA, SR	CPA
Virginia .....	SR	SR	SR	SR	SR	SR	SR	SR	SR	SR	CPA	SR	DA	CPA	CPA
Washington .....	SR	DA	SR	SR	CPA	DA	SR	DA	SR	DA	DA	DA	DA	CPA	CPA
West Virginia .....	SR	DA	SR	SR	CPA	DA	DA	DA	SR	DA	CPA	DA	DA	CPA	CPA
Wisconsin .....	SR	DA	SR	SR	CPA	DA	DA	DA	DA	SR	CPA	CPA	DA	CPA	CPA
Wyoming .....	SR	DA	SR	DA	CPA	SR	SR	CPA	DA	DA	DA	DA	DA	CPA	CPA

Source: National Association of State Personnel Executives, *State Personnel Office: Roles and Functions, Fourth Edition, 1999*.

Note: See above referenced source for more detailed information.

Key:

CPA — Functions performed in centralized personnel agency.

DA — Functions performed in a decentralized agency.

O — Functions performed by other agency.

SR — Functions are a shared responsibility.

... — Not applicable; or state did not respond to survey.

(a) Other functions are as follows: Iowa, SR; Safety, Records, ADA, FMLA & Other leave programs, CPA; Unemployment Insurance, Pre-tax Accounts; Kansas, CPA; State Civil Service Board; Kentucky, CPA; Section 125 Flexible Spending Account; Vermont, CPA; Tuition reimbursements; West Virginia, CPA; Layoffs.

(b) In Alabama, employee health & wellness programs, retirement, workers' compensation, group health insurance, deferred compensation, and cafeteria benefits are part of a centralized agency but not the personnel department.

(c) In Alaska, retirement, group health insurance, deferred compensation, and cafeteria benefits are designated to an agency or division within the department of administration but not connected with the division personnel.