SPD
State Personnel Department of Alabama
2013
Annual Report
PERSONNEL
STATE OF
ALABAMA
DEPARTMENT
State of Alabama
www.personnel.alabama.gov

STATE OF ALABAMA

PERSONNEL DEPARTMENT

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Jackie Graham
State Personnel Director
Alice Ann Byrne
Deputy Director

State Personnel Board
Joe Dickson
Faye Nelson
John Carroll
Joanne Randolph
Mark Williams

Honorable Robert Bentley, Governor of Alabama

State Personnel Board
Mr. Joe N. Dickson, Chairman
Ms. Faye Nelson
Mr. John Carroll
Ms. Joanne Randolph
Mr. Mark Williams

I am pleased to report on the activities of the State Personnel Department for the Fiscal Year October 1, 2012, through September 30, 2013.

I am pleased to announce that as of January 1, 2014, the freeze on merit raises has been lifted. After five years without merit raises for State employees, Governor Bentley and the State Personnel Board lifted the freeze on merit raises for State employees. This is a welcomed decision that will allow departments to reward experienced and knowledgeable personnel who contribute daily to the successful delivery of State services.

I would like to personally thank Mr. Jon Barganier for his service on the State Personnel Board. In his place, we welcome Mr. Mark Williams from Montgomery. He was appointed to the State Personnel Board by the Speaker of the House Mike Hubbard.

On behalf of the employees of the State Personnel Department, I thank you for your support and hope that you will find this report a basis for satisfaction and pride in the operation of Alabama's Merit System.

Sincerely,

Jackie Graham

Jackie Graham
State Personnel Director

2012-2013 State Personnel Board

The State Personnel Board consists of five members who serve six-year staggered terms. Two members are appointed by the Governor, one by the Lieutenant Governor, one by the Speaker of the House of Representatives, and one is a classified State employee elected by majority vote of full-time State employees.

Jackie Graham serves as the Secretary to the State Personnel Board and as the Director of the State Personnel Department.

Members of the State Personnel Board

Joe N. Dickson, Board Chairman
Reappointed February 2010

Mr. Dickson, of Birmingham, retired as Editor/Publisher of The Birmingham World newspaper and currently works as a consultant. He was initially appointed to the Board by Governor Guy Hunt in February 1992 and was reappointed by Governors Fob James, Jr. and Bob Riley.

Faye Nelson
Elected July 2009

Ms. Nelson, a career Merit System employee with the Alabama Department of Human Resources, was elected as the employee representative on the State Personnel Board. A licensed graduate social worker, she began her career as a Social Worker with the Dallas County DHR. Ms. Nelson currently serves as the Director of the Alabama Child Support Enforcement Division.

Board Member Information, continued

John Carroll
Appointed January 2011

Mr. Carroll, of Cottondale, is Senior Vice President Human Resources at Phifer, Inc. He was previously employed with the Alabama Department of Industrial Relations in the State Employment Service Division. He was appointed to the Board by Governor Bob Riley.

Jon D. Barganier
Appointed February 2011

Mr. Barganier, of Montgomery, is an attorney and is currently Director of State Government Affairs with Eli Lilly and Company. He was appointed by Speaker of the House Mike Hubbard.

Joanne Randolph
Appointed February 2012

Ms. Randolph, of Huntsville, is the President and CEO of the Women's Business Center of North Alabama. She was appointed to the Board by Lieutenant Governor Kay Ivey.

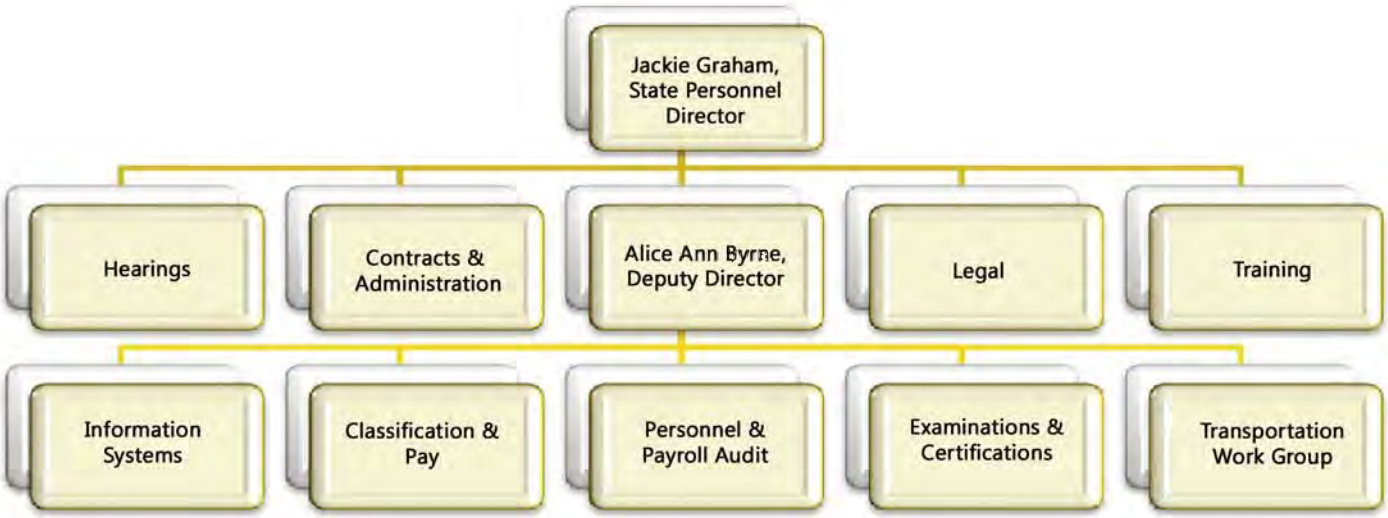
Financial Report
Fiscal Year 2012-2013

Appropriations	
State Agency Collections	$9,370,228
State Agency Collections (Team Contracts)	1,281,414
Miscellaneous Receipts	2,180
Unencumbered Funds Brought Forward	1,901,188
Total Funds Available	$12,555,010

Expenditures	
Personnel Costs	$4,759,650
Employee Benefits	1,536,765
Travel, In-State	22,436
Travel, Out-of-State	11,582
Repairs and Maintenance	60,848
Rentals and Leases	554,859
Utilities and Communications	132,163
Professional Services	295,323
Supplies, Materials and Operating Expenses	295,151
Transportation Equipment Operations	2,574
Transportation Equipment Purchases	24,362
Grants and Benefits	0
Other Equipment Purchases	369,969
Transfer to General Fund	1,400,000
Transfer to Finance Department	1,746,000
Total Expenditures	$11,211,682

Unencumbered Balance as of 9-30-2013	$1,343,328

Organization & Mission



State Personnel Department Organizational Chart

The State Personnel Department was created by the State Merit System Act of 1939. A State Director of Personnel was designated to be the executive head of the Department.

The Department is committed to build and administer valid, legally-defensible selection devices in a timely manner and to identify the best qualified, available applicants to fill job vacancies; to maintain a competitive classification and pay plan as well as pay administration system which supports the attraction and retention of qualified State workers; to facilitate the filling of State job vacancies through the efficient certification of qualified applicant names as required by the Merit System Law; to ensure compliance with court orders and Federal and State laws in the hiring process; to maintain the integrity of the State payroll by auditing proposed personnel actions to ensure compliance with State and Federal Law; and to identify and create training programs in the area of human resource management.

The Year in Review

Administration

Prepares and recommends rules and regulations to administer the Merit System Act.

- Hosted State Employee Recognition Nights with minor league baseball teams throughout the State, with the Montgomery Biscuits, Birmingham Barons, Mobile Bay Bears, and Huntsville Stars.
- Edited and distributed online newsletters to all State employees, providing information on training, benefits, and various other topics of importance.
- Represented the Department and the Merit System before the State Legislature.
- Reviewed personal services contracts to ensure legal compliance.

Classification and Pay

Administers and maintains the classification and pay plan for the State service.

- Conducted 2,526 position reviews.
- Abolished 7 job classifications and created 11 new classifications, bringing the number of job classifications in the State Classification Plan to 1,322.
- Conducted salary reviews of agency-specific classifications and those general classification series common to many agencies. These agencies included the Alcoholic Beverage Control Board, the Department of Forensic Sciences, the Department of Insurance, and the Department of Transportation.
- Processed layoffs for the Department of Public Health.

Personnel and Payroll Audit

Assures that employees are properly identified in the payroll system and that all personnel actions are audited for correctness before approval for payment is certified.

- Certified the accuracy of each Merit System agency's payroll to the State Comptroller prior to payment.
- Assured that employees were properly identified in the payroll/personnel system and that all personnel actions were audited for correctness.
- Completed the digital imaging of State employee personnel files.

Transportation Work Group

Works with the Alabama Department of Transportation to meet its employment needs and to conclude the Reynolds-related litigation.

- Conducted 740 position reviews.
- Issued approximately 400 certifications of eligible candidates.
- Established and/or updated 25 assembled examinations.
- Established and/or updated 89 non-assembled examinations.
- Administered 7 assessment centers.

Training

Identifies, creates, and offers to State employees training programs in the area of human resource management.

- Provided training to over 5,400 employees through 104 training programs. Staff traveled to different locations across the State to provide training.
- Offered training in traditional courses of Performance Appraisal, Progressive Discipline, Interview and Selection, Employment Law, Sexual Harrassment Prevention, Family and Medical Leave Act, State Government Orientation, Dynamics of Supervision, Customer Service, Time Management, Dealing With Difficult People, Performance Appraisal and Progressive Discipline Overview, a two-day Presentation Skills course and a four-day Train-the-Trainer course.
- Worked with numerous State agencies to provide individualized and specific training to meet the needs of those specific agencies.
- Provided Lunch and Learns to all State employees on a variety of subjects.

The Year in Review

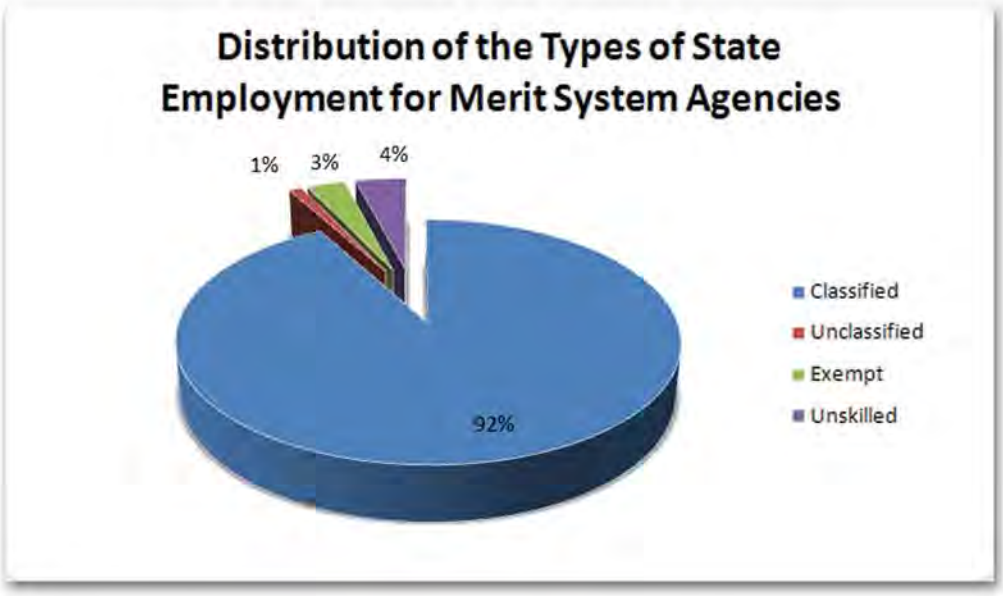
Legal
Assists and coordinates the legal activities of the Department and the Board.
- Handled administrative appeals before county circuit courts, the Alabama Court of Civil Appeals, and the Alabama Supreme Court.
- Managed and participated in lawsuits in both State and Federal Courts.
- Provided training and assistance to agencies and employees concerning Employment Law, the Family and Medical Leave Act ("FMLA"), Fair Labor Standards Act ("FLSA"), Sexual Harassment Prevention, and various Alabama State Personnel Board Rules.
- Assisted State agencies in developing agency-specific policies and procedures.
- Involved in managing and maintaining the State's 457 Deferred Compensation Plan.
- Reviewed and processed requests for donated leave.

Administrative Hearings
Conducts due process hearings for employees who appeal their dismissal or for claims of discrimination for non-merit factors.
- Resolved 58 appeals.
- Received 56 new appeals.
- Resolved appeals within an average of 2.3 months where no continuance was requested by the parties.

Examinations and Recruitment and Certifications
Develops and administers tests and creates employment registers to identify the best qualified, available applicants to fill job vacancies. Maintains employment registers and certifies qualified persons to facilitate the filling of job vacancies.
- Produced and distributed 147 distinct State job vacancy announcements.
- Reviewed 69,762 applications from individuals interested in State employment.
- Placed 27,377 eligible candidates on lists available to appointing authorities.
- Created and validated 3 new written examinations and administered 7 assessment centers.
- Tested approximately 780 candidates as part of the Division's onsite testing program for Correctional Officer Trainees in an effort to relieve the critical need for candidates for the entry-level job.
- Administered first-come, first-serve, walk-in testing examinations to 1,193 applicants.
- Maintained an outreach recruitment program designed to attract qualified applicants to State service and to provide useful information to job seekers. During the fiscal year, 15 recruitment visits were made to colleges and universities in Alabama.
- Maintained 14 written examination centers throughout the State.
- Issued certifications containing the names of 97,046 applicants to operating agencies for employment consideration.
- Processed 4,876 appointments to fill positions within the State Merit System.

Information Systems
Creates, researches, and implements technological advances to further the needs of the Department.
- Provided on-going support of the Department's client server platforms, Intranet, and Internet services.
- Supported and maintained the Internet-based Online Employment System (OES).
- Implemented a rewrite of the State Personnel Department's public website.
- Installed new PCs and printers for the users in the Department.

Types of Employment



Classified: These employees are also referred to as "Merit System employees" because they are governed and afforded certain protections by the rules and regulations of the Merit System Act. Positions in the classified service are filled through the competitive process administered by the State Personnel Department. Employees are required to serve a probationary period before achieving permanent status in the classified service.

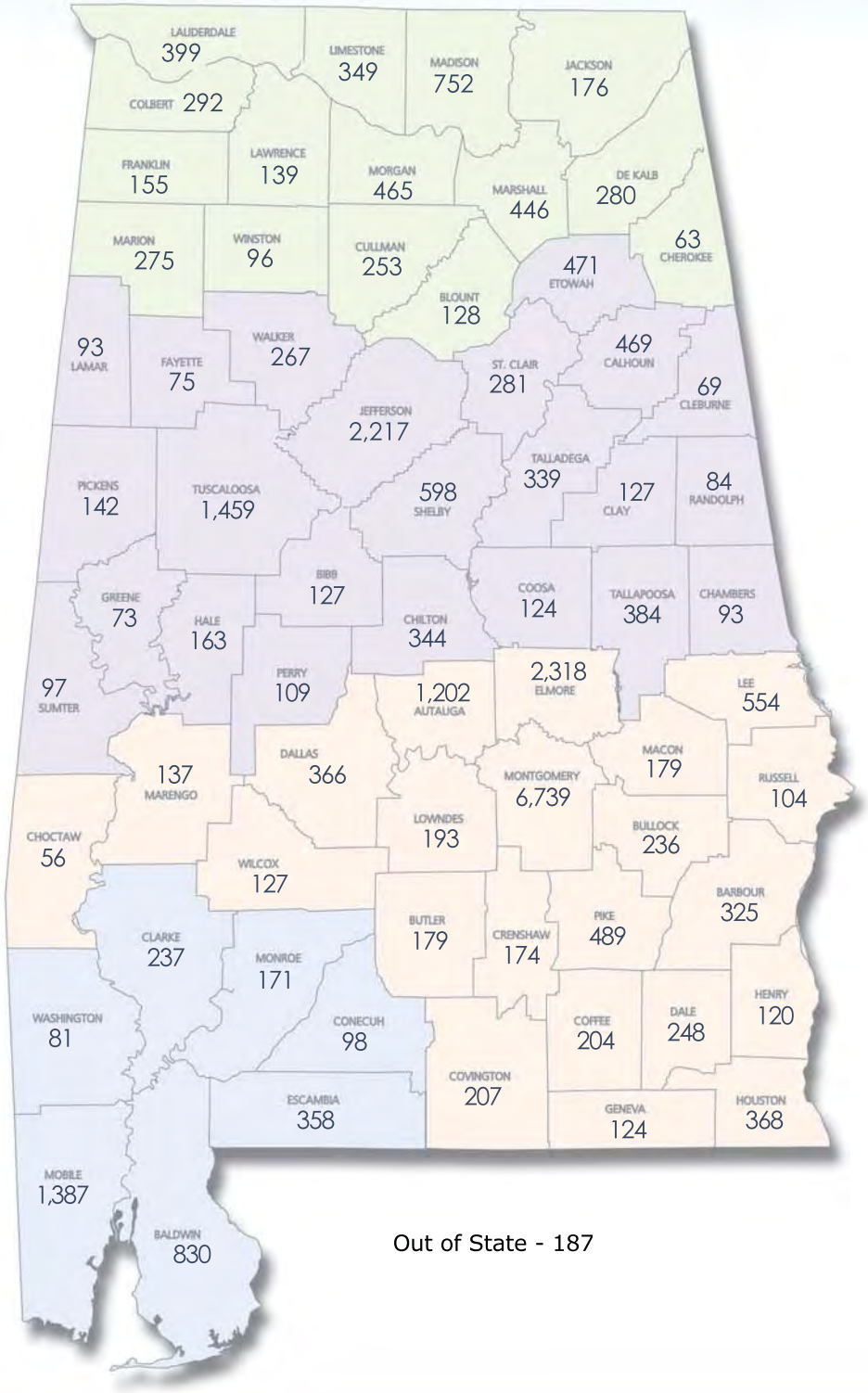
Exempt: State law enumerates different groups of employees that are exempt from the rules and regulations of the Merit System. Those exempt employees for which State Personnel maintains records include certain Mental Health employees, officers elected by the people, heads of departments appointed by boards and commissions, Youth Services educational employees, the Governor's private secretary, legal advisor, recording secretary, and employees paid exclusively out of the Governor's emergency or contingent funds.

Unclassified: The law provides for one confidential assistant or secretary for each elected officer, one for each department head appointed by the Governor, and one such confidential employee for each board and each commission. Employees in the Office of the Governor are also unclassified, unless specifically designated as exempt. Employees in the unclassified service are subject to the same rules and regulations of employment that apply to employees in classified or Merit System positions, except those relating to appointment and dismissal.

Unskilled: These limited assignments are restricted to such classes as Laborer, Resort Worker, and Forestry Worker. Employees in these classes have no status in the classified service, receive only limited entitlements to certain fringe benefits, and have no right of appeal should they be separated from State service.

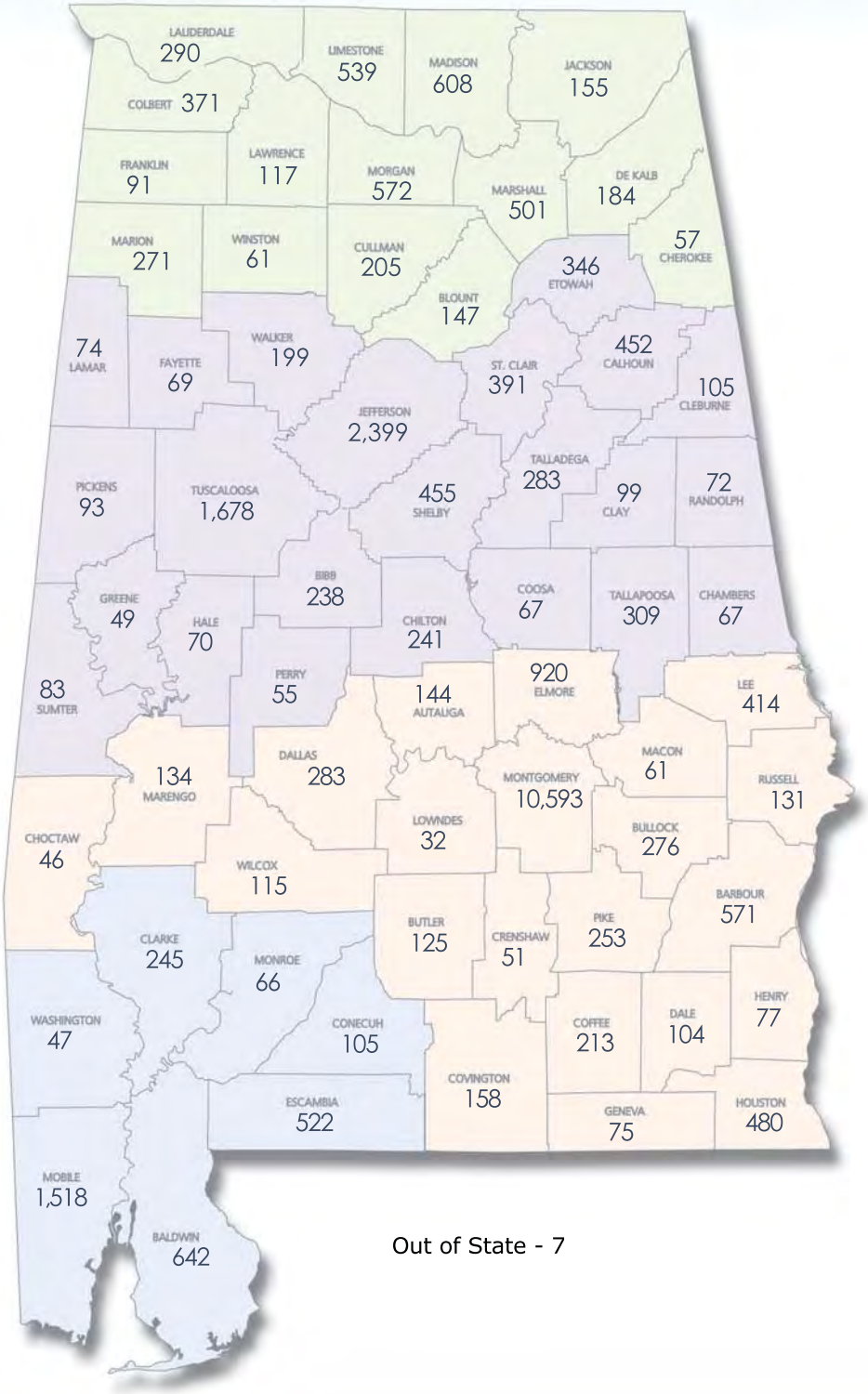
*Note: The information provided in this report includes agencies subject to the Merit System. The data reported does not include employees of the Legislative Branch, the Judicial Branch, or Higher Education.

State Workforce
by County of Residence



Out of State - 187

State Workforce
by County of Employment



Out of State - 7

Distribution of Employees by Type

DEPARTMENT	Exempt	Unclassified	Classified	Unskilled	Total
Ag & Conservation Development Commission		1			1
Agriculture & Industries	2	8	293	187	490
Alcoholic Beverage Control Board	1	1	893	1	896
Architects Registration Board		1	3		4
Archives and History		2	39		41
Assisted Living Administrators Examiners Board		1	1		2
Attorney General	1	26	151	1	179
Auditor	1		9		10
Banking	1		100	1	102
Building Commission		1	16	1	18
Children's Affairs	1	2	32		35
Children's Trust Fund		1	10		11
Chiropractic Examiners Board		1	3		4
Choctawhatchee, Pea & Yellow Rivers Watershed		1	2		3
Commerce	1	6	25		32
Conservation & Natural Resources		2	681	702	1,385
Corrections	3	15	3,911		3,929
Cosmetology Board		1	25	1	27
Council on the Arts		2	15		17
Counseling Examiners Board		1	1		2
Credit Union Administration	1		7		8
Crime Victims Compensation Commission		1	26		27
Criminal Justice Information Center		1	47	1	49
Dietetics/Nutrition Practice Examiners		1			1
Economic & Community Affairs	1	2	195		198
Education	26	4	741	2	773
Educational Television Commission	1	1	28		30
Emergency Management Agency		1	87		88
Environmental Management		2	584		586
Ethics Commission	1	1	14	1	17
Examiners of Public Accounts	1	1	180		182
Finance	1	3	433	36	473
Forensic Sciences	1	1	185	3	190
Foresters Registration Board		1			1
Forestry Commission		2	247	4	253
Funeral Services Board	3				3
General Contractors Licensing Board		1	16		17
Geological Survey	1	1	43		45
Governor	2	57			59
Governor's Mansion Authority		4			4
Health Planning & Development		1	7		8
Heating, A/C and Refrigeration Contractors Board		2	8	1	11
Historical Commission		2	55	15	72
Home Builders Licensure Board		2	15		17
Human Resources	1	1	4,015	1	4,018
Indian Affairs Commission		1	1		2

DEPARTMENT	Exempt	Unclassified	Classified	Unskilled	Total
Insurance	2	1	138		141
Judicial Inquiry Commission		3	1		4
Labor	1	1	976	16	994
Liquefied Petroleum Gas Board		2	8		10
Manufactured Housing Commission	1	1	22		24
Medicaid Agency		2	575	1	578
Mental Health	660		584		1,244
Military	1	1	287	19	308
Nursing Board		3	45		48
Nursing Home Admin Exam Board		1			1
Occupational Therapy Board		1	1		2
Office of Information Technology		2			2
Oil & Gas Board	3		34		37
Onsite Wastewater Board		1	3		4
Pardons and Paroles	3	2	516	1	522
Peace Officers Annuity and Benefit Fund		1	2		3
Peace Officers Standards & Training Comm	1	1	4		6
Personnel		3	87		90
Physical Fitness Commission		1	2		3
Physical Therapy Board		1	1		2
Plumbers & Gas Fitters Exam Board		1	13	1	15
Polygraph Examiners			1		1
Professional Engineers Registration Board		2	6		8
Public Education Employees Health Insurance Bd		11	19		30
Public Health	1	3	3,071	84	3,159
Public Library Service		1	27		28
Public Safety		1	1,187	1	1,189
Public Service Commission	3	7	84		94
Real Estate Appraisers Board		1	7		8
Real Estate Commission		1	32		33
Rehabilitation Services	1	1	776	2	780
Retirement Systems	2	114	173	2	291
Revenue	1	3	1,163	7	1,174
Secretary of State	1	3	40		44
Securities Commission		2	49		51
Senior Services			39	1	40
Social Work Examiners Board		1	3		4
Soil & Water Conservation Commission		1	4		5
Speech Pathology & Audiology Exam Bd		1	1		2
State Employees' Insurance Board		20	44		64
State Law Enforcement Agency	15	1	8		24
State Port Authority/Docks	1	1	184	1	187
Surface Mining Commission	1	2	24		27
Tourism & Travel	1	1	42	13	57
Transportation	4	1	4,266		4,271
Treasurer	1	3	26		30
Veterinary Medical Examiners Board		1	3		4
Veterans Affairs	1	1	41		43
Women's Commission		1			1
Youth Services	57	1	402	4	464
Totals	**813**	**382**	**28,165**	**1,111**	**30,471**

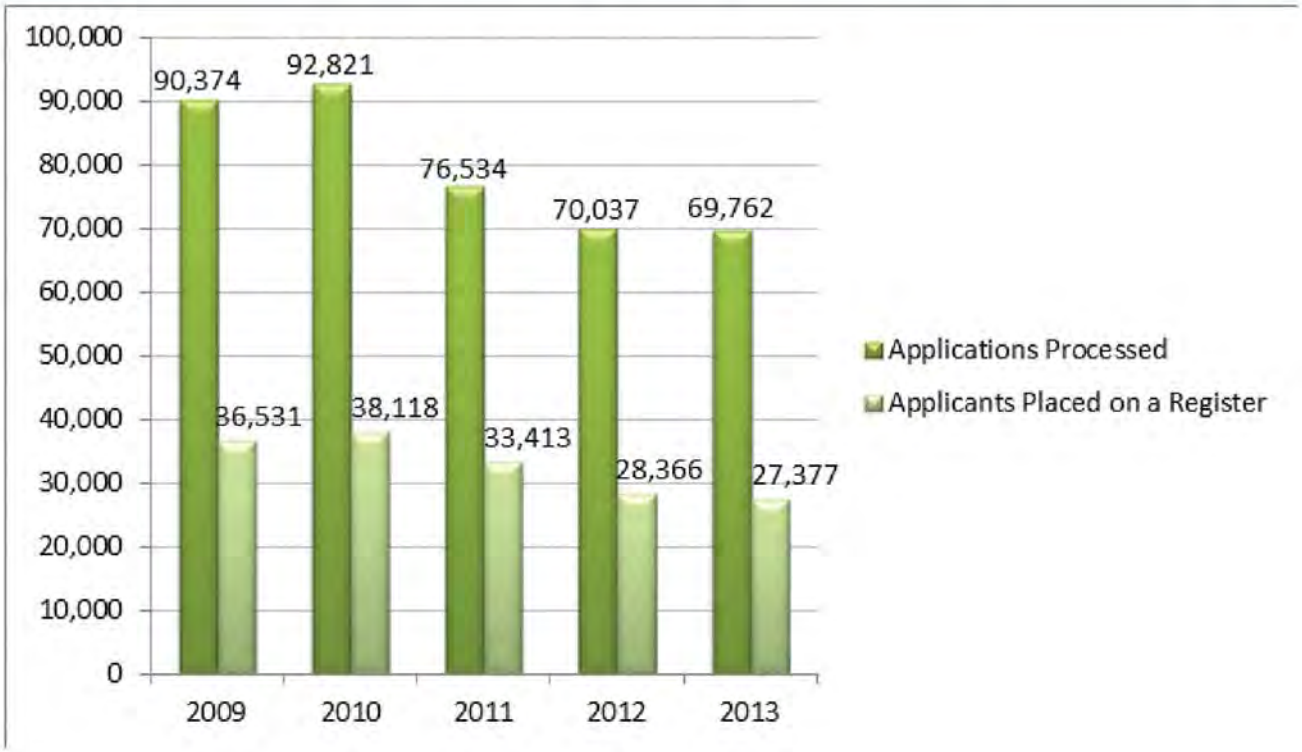
Distribution of Employees by Department

A Five Year Comparison

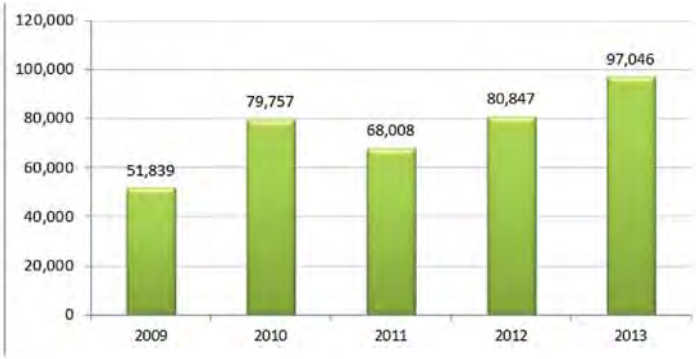
DEPARTMENT	2009	2010	2011	2012	2013
Ag & Conservation Development Commission	1	1	1	1	1
Agricultural Museum Board	1	1			
Agriculture & Industries	534	547	461	508	490
Agriculture Center Board	23	21			
Alcoholic Beverage Control Board	901	902	906	899	896
Architects Registration Board	3	4	4	4	4
Archives and History	44	39	34	33	41
Assisted Living Administrators Examiners Board	1	1	1	1	2
Attorney General	174	162	174	174	179
Auditor	11	10	10	9	10
Banking	102	100	102	104	102
Building Commission	19	20	18	18	18
Children's Affairs	28	28	27	23	35
Children's Trust Fund	19	17	14	12	11
Chiropractic Examiners Board	4	4	4	4	4
Choctawhatchee, Pea & Yellow Rivers Watershed	3	4	3	4	3
Commerce	28	27	25	31	32
Conservation & Natural Resources	1,388	1,376	1,404	1,402	1,385
Corrections	4,066	4,277	4,128	4,025	3,929
Cosmetology Board	29	29	26	28	27
Council on the Arts	18	18	17	16	17
Counseling Examiners Board	2	2	2	2	2
Credit Union Administration	9	8	7	8	8
Crime Victims Compensation Commission	27	24	28	26	27
Criminal Justice Information Center	61	64	59	49	49
Dietetics/Nutrition Practice Examiners	2	1	1	1	1
Economic & Community Affairs	214	218	207	201	198
Education	828	892	837	782	773
Educational Television Commission	42	40	34	32	30
Emergency Management Agency	100	99	95	93	88
Environmental Management	607	613	610	603	586
Ethics Commission	15	14	13	17	17
Examiners of Public Accounts	244	191	179	166	182
Farmers Market Authority	9	8	12	12	
Finance	513	506	470	466	473
Forensic Sciences	211	202	206	184	190
Foresters Registration Board	1	1	1	1	1
Forestry Commission	333	270	255	265	253
Funeral Services Board	3	3	3	3	3
General Contractors Licensing Board	18	18	17	17	17
Geological Survey	43	44	45	42	45
Governor	87	66	60	69	59
Governor's Mansion Authority					4
Health Planning & Development	14	12	11	10	8
Heating, A/C and Refrigeration Contractors Board	9	10	9	9	11
Historical Commission	69	72	70	70	72
Home Builders Licensure Board	18	18	16	17	17
Homeland Security Office	15	14	20	18	
Human Resources	4,280	4,405	4,261	3,992	4,018

DEPARTMENT	2009	2010	2011	2012	2013
Indian Affairs Commission	3	3	3	2	2
Insurance	153	150	147	142	141
Judicial Inquiry Commission	3	3	3	4	4
Labor (includes former Industrial Relations)	1,024	1,059	969	1,010	994
Labor (prior to merger with Industrial Relations)	19	18	19		
Liquefied Petroleum Gas Board	9	8	8	9	10
Manufactured Housing Commission	25	22	23	22	24
Medicaid Agency	640	689	639	581	578
Mental Health	2,702	2,537	2,216	1,440	1,244
Military	213	226	239	292	308
Nursing Board	44	44	46	45	48
Nursing Home Admin Exam Board	1	1	1	1	1
Occupational Therapy Board	1	1	1	1	2
Office of Information Technology					2
Oil & Gas Board	39	43	39	34	37
Onsite Wastewater Board	3	4	4	4	4
Pardons and Paroles	616	565	546	552	522
Peace Officers Annuity and Benefit Fund	4	4	4	4	3
Peace Officers Standards & Training Commission	7	7	6	8	6
Personnel	97	96	97	95	90
Physical Fitness Commission	3	3	3	3	3
Physical Therapy Board	2	2	2	2	2
Plumbers & Gas Fitters Exam Board	17	17	16	14	15
Polygraph Examiners	1	1	1	1	1
Professional Engineers Registration Board	11	10	10	9	8
Public Education Employees Health Insurance Bd.	25	29	24	29	30
Public Health	4,258	4,316	4,146	3,893	3,159
Public Library Service	36	33	32	30	28
Public Safety	1,448	1,415	1,329	1,230	1,189
Public Service Commission	114	114	106	98	94
Real Estate Appraisers Board	8	8	8	8	8
Real Estate Commission	33	36	34	34	33
Rehabilitation Services	772	771	766	771	780
Retirement Systems	275	273	278	286	291
Revenue	1,213	1,175	1,174	1,163	1,174
Secretary of State	42	40	40	42	44
Securities Commission	47	49	53	52	51
Senior Services	44	44	43	42	40
Social Work Examiners Board	3	3	3	2	4
Soil & Water Conservation Commission	4	4	4	4	5
Speech Pathology & Audiology Exam Board	2	2	2	2	2
State Employees' Insurance Board	67	65	64	64	64
State Law Enforcement Agency					24
State Port Authority/Docks	193	185	181	188	187
Surface Mining Commission	25	28	27	28	27
Tourism & Travel	64	66	62	54	57
Transportation	4,746	4,792	4,613	4,355	4,271
Treasurer	44	44	41	30	30
Veterinary Medical Examiners Board	3	2	3	4	4
Veterans Affairs	53	47	47	39	43
Women's Commission	1	1	1	1	1
Youth Services	661	637	607	532	464
Totals	**34,989**	**35,095**	**33,617**	**31,707**	**30,471**

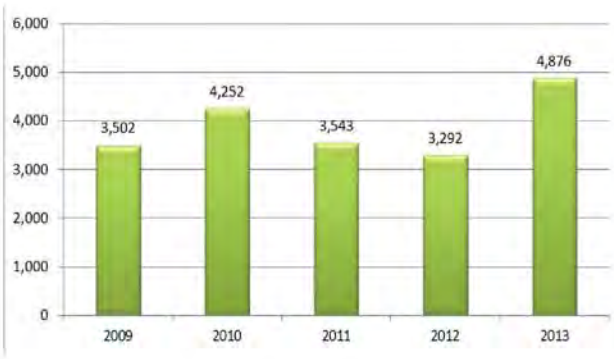
Applicant Information



Names Certified to Agencies



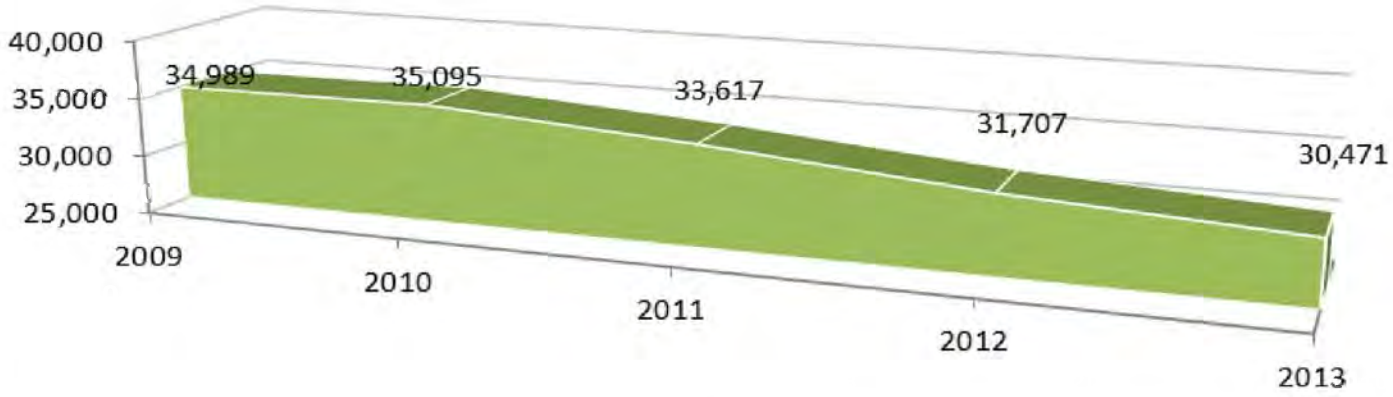
Applicants Appointed



Recruitment & Selection: For the 2012 fiscal year, over 69,000 applications for State jobs were submitted. The names of over 97,000 applicants were certified to State agencies to be considered for State jobs.

Workforce Demographics

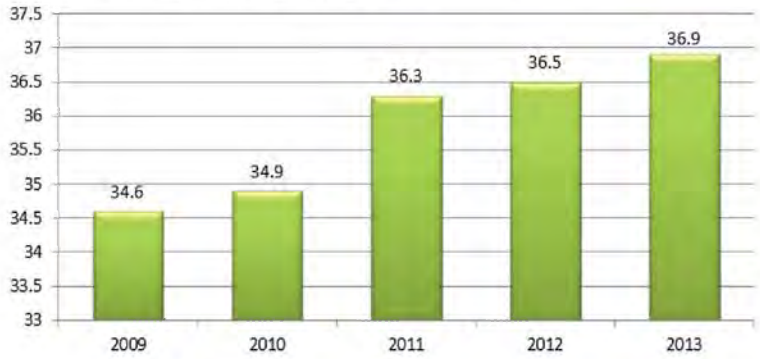
Total Number of Employees



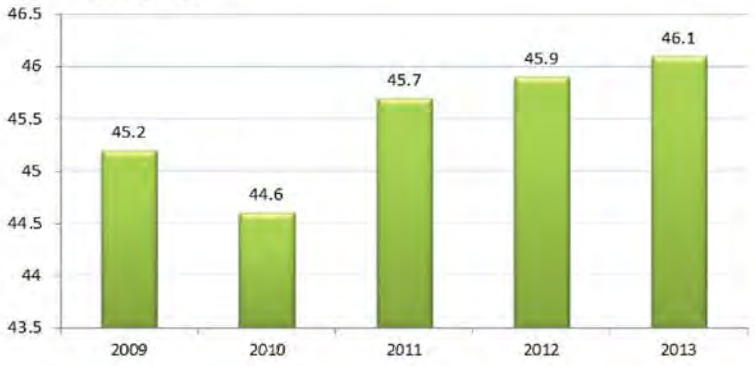
Aging Workforce

State workforce demographics reveal that more than 37 percent of employees are eligible to retire within the next five years. The average age of the State's workforce increased again last year and the average age of a State employee is now 46.1 years old.

Percentage of Employees Eligible to Retire Within 5 Years

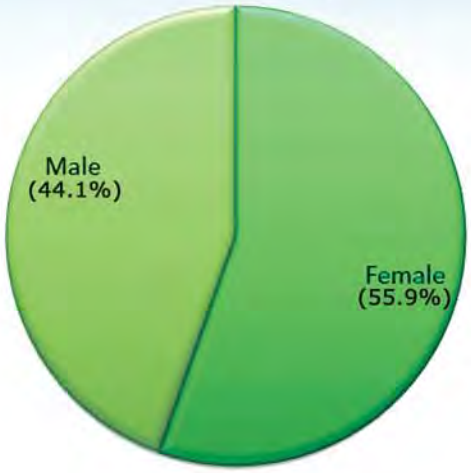


Average Age

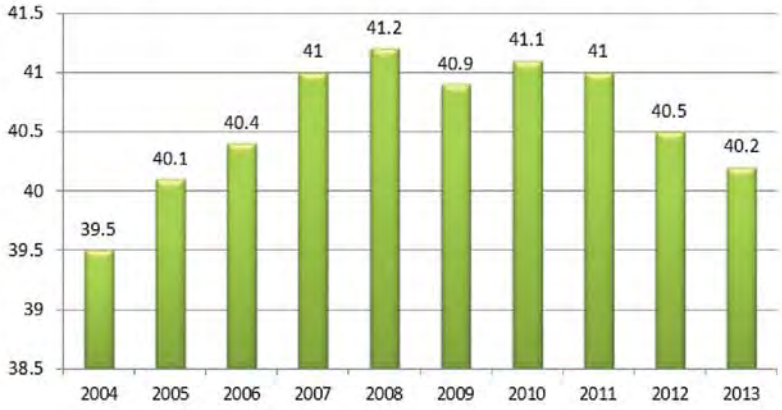


The data in the charts to the right exclude part-time, temporary, unclassified, exempt (except Mental Health exempt), and hourly Form 8 employees.

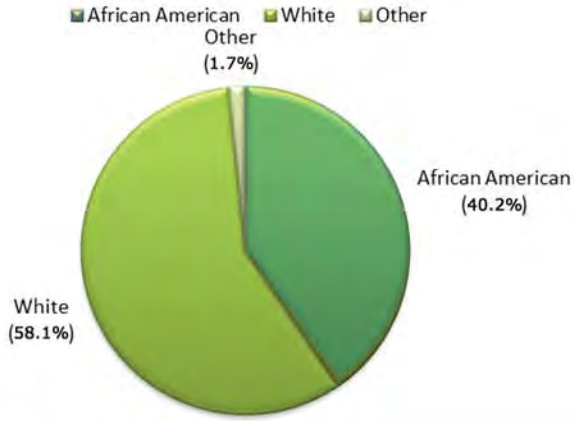
State Workforce By Gender



Percentage of African American Employees

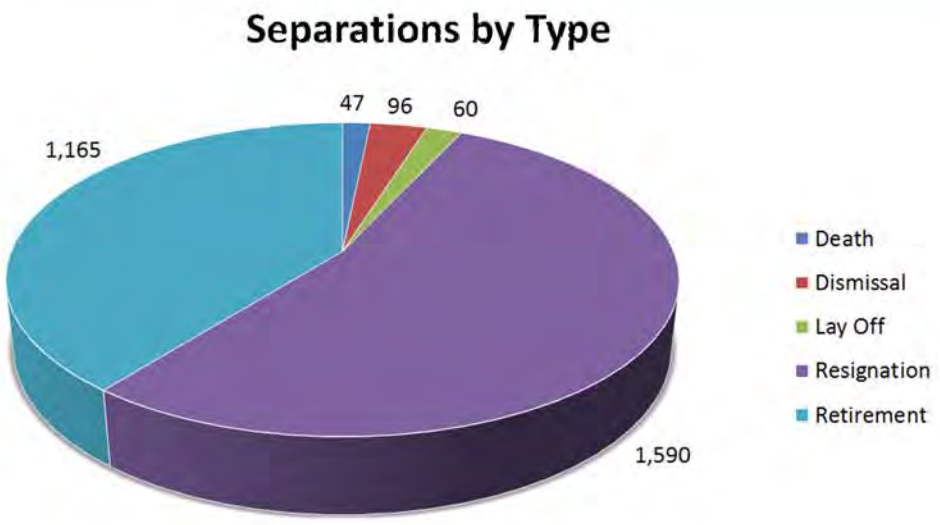


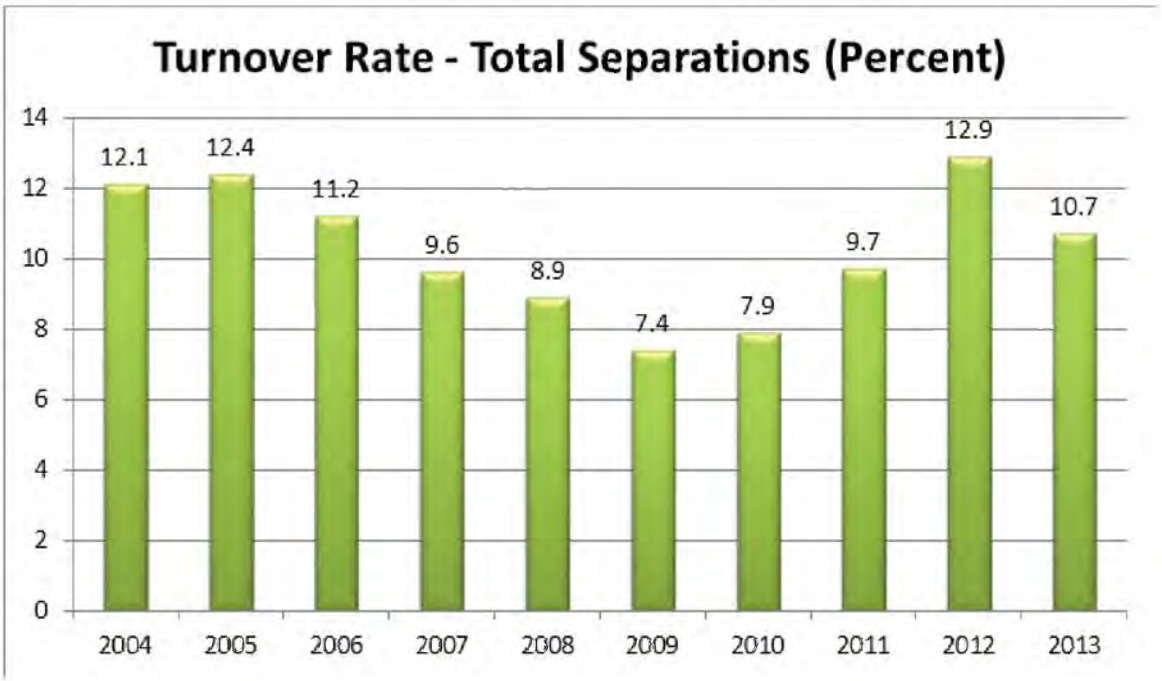
State Workforce By Race



The data on this page reflects full-time classified employees.

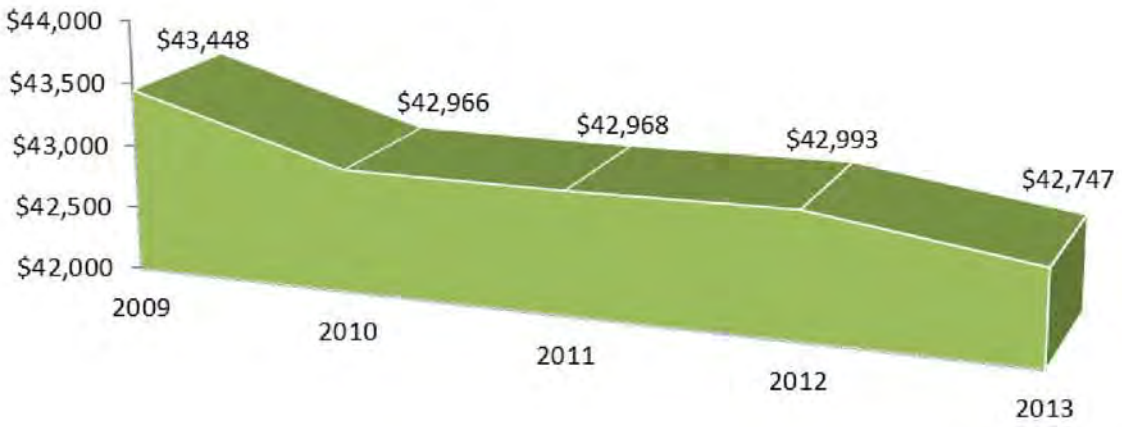
Separations





The data above excludes part-time, temporary, unclassified, exempt (except Mental Health exempt), and hourly Form 8 employees.

Salary Information



State	($) Average Salary	Number of Employees
Louisiana	45,419	26,702
Virginia	44,931	66,579
Alabama	42,920	27,376
North Carolina	42,524	66,707
Georgia	40,819	5,977
Tennessee	38,722	33,363
South Carolina	38,641	47,097
Arkansas	38,518	28,008
Kentucky	37,153	28,361
Oklahoma	36,313	23,422
Florida	34,384	74,633
Missouri*	33,064	34,346
Mississippi	32,150	26,597
West Virginia	32,113	19,701
Averages	**38,405**	**36,348**

Note: This data is reported as of July 2013, a different time period than that used for other charts in this publication. This data reflects full-time classified employees. It excludes unclassified employees, higher education employees, K-12 employees, medical hospital employees, and skilled and semi-skilled employees. The numbers for South Carolina, Kentucky and Mississippi are as of July 2012.

*Excludes employees in Transportation, Conservation, uniformed officers in Public Safety, elected officials, and Legislative and Judicial Branch employees.

Benefits Comparison

Holiday Rankings

Official Holidays Granted (Includes Personal Leave Days)	
State	Days
Virginia[1]	17
Alabama	13
South Carolina	13
West Virginia[2]	12
Georgia[3]	12
Missouri	12
Louisiana[4]	12
Kentucky[5]	11.5
North Carolina	11
Arkansas	11
Tennessee	11
Oklahoma	11
Mississippi	10
Florida	10

[1] All employees hired after January 1, 1999, receive 4 to 5 personal leave days.
[2] Additionally, up to 3 hours is granted on both primary and general election days.
[3] Additionally, sick leave in excess of 15 days, up to 3 days, is converted to personal leave days.
[4] Additionally, Election Day granted as a holiday every other year.
[5] Additionally, a holiday is granted for Presidential election days.

Annual Leave Rankings

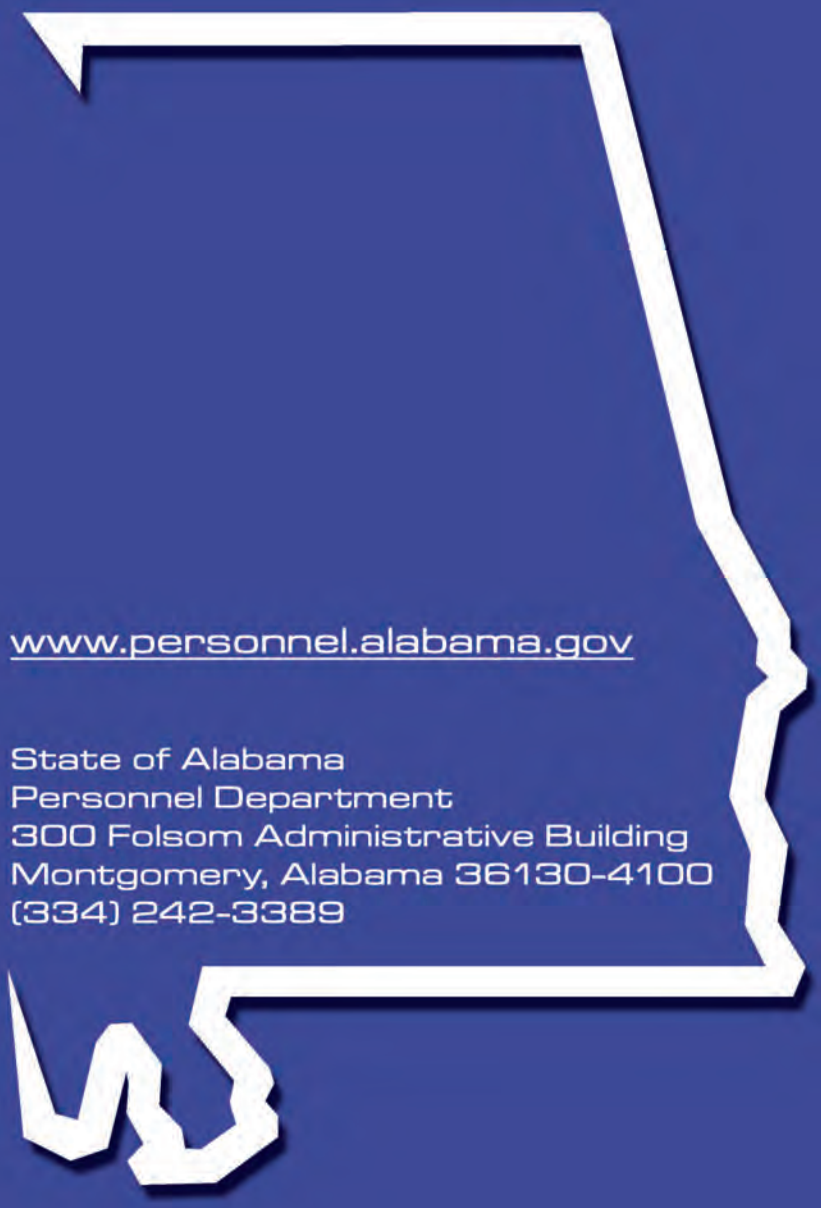
Maximum Days Granted Per Year		Maximum Accumulation Allowed	
State	Number of Days	State	Number of Days
South Carolina	30	Louisiana[1]	Unlimited
Alabama	29.25	Mississippi[2]	Unlimited
Mississippi	27	Alabama	60
Virginia	27	Kentucky	60
North Carolina	26	Oklahoma	60
Oklahoma	25	Virginia[3]	54
Kentucky	24	Florida[4]	45
Louisiana	24	Georgia	45
Tennessee	24	South Carolina	45
West Virginia	24	Missouri	42
Arkansas	22.5	Tennessee[4]	42
Georgia	21	West Virginia[5]	40
Missouri	21	Arkansas	30
Florida	19.5	North Carolina[4]	30

[1] Though accumulation is unlimited, upon separation employees are paid only for a maximum of 37.5 days.
[2] Though accumulation is unlimited, upon separation employees are paid only for a maximum of 30 days.
[3] Payment upon separation is for a maximum of 42 days.
[4] Annual days in excess of the maximum days permitted to accumulate are converted to sick leave.
[6] Excess days may be used to purchase health insurance, if separation is for retirement.

Sick Leave Rankings

Maximum Days Granted Per Year		Maximum Accumulation Allowed	
State	Number of Days	State	Number of Days
Kentucky	32	Florida[2]	Unlimited
Louisiana	24	Kentucky[3]	Unlimited
West Virginia	18	Louisiana[4]	Unlimited
Georgia	15	Mississippi[3]	Unlimited
Missouri	15	Missouri[3]	Unlimited
Oklahoma	15	North Carolina	Unlimited
South Carolina	15	Oklahoma[3]	Unlimited
Alabama	13	Tennessee	Unlimited
Florida	13	Virginia[5]	Unlimited
Arkansas	12	West Virginia[3]	Unlimited
Mississippi	12	South Carolina[3]	180
North Carolina	12	Alabama[6]	150
Tennessee	12	Arkansas[7]	120
Virginia[1]	10	Georgia[3]	90

[1]All employees hired before January 1, 1999, receive 15 days.
[2]After 10 years of service, employees are paid for 1/4 of their unused sick leave, up to 60 days.
[3]Unused sick leave has no cash value, but is credited towards retirement.
[4]Partial payment of excess leave is based on actuarial computation.
[5]After 5 years of service, employees are paid for 1/4 of their unused sick leave, up to $5,000.
[6]At retirement, employees are paid for 1/2 of their unused sick leave, or may credit the time towards retirement.
[7]At retirement, employees are paid for part of their unused sick leave, up to $7,500.



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