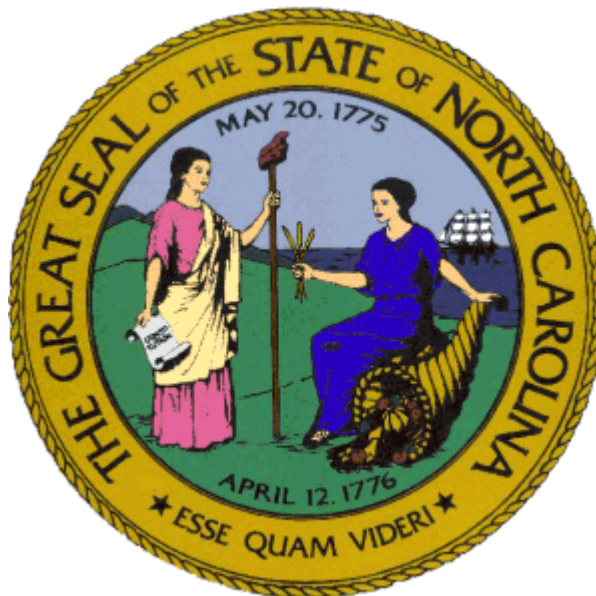**OSBM**

Staffing Analysis of State Agency Core Business Functions

As Directed by Session Law 2007-323, Section 6.7(b) and (c)

January 1, 2014

Prepared By:

Office of State Budget and Management

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INTRODUCTION

Scope of Study

Section 6.7(b) of Session Law 2007-323 directed the Office of State Budget and Management (OSBM), in consultation with the Office of State Controller (OSC), to conduct a staffing analysis of the business functions of State government to be completed by April 30, 2008. Subsequent analyses are required to be conducted annually and completed by January 1st of each year thereafter and throughout the implementation of future BEACON components. The intent of the legislation is to assure that staffing levels remain appropriate based on the increased efficiency provided by the BEACON Enterprise Resource Planning system. Further, Section 6.7(c) directed OSBM, in consultation with OSC and the Office of State Personnel, to report by April 30, 2008, and then by January 1st thereafter, to the Chairs of the House of Representatives Appropriation Committee, the Senate Committee on Appropriations/Base Budget, and the Joint Legislative Oversight Committee on Information Technology, and the Fiscal Research Division on the results of the staffing analysis of the State government business functions. The Session Law did not include the University of North Carolina System.

Methodology

The nine business functions included in this report are Human Resource Management, Fiscal Management, Budget and Analysis, Purchasing, Internal Auditing, Legal, Public Information/Communication, Construction/Engineering, and Information Technology. Data collection for Information Technology began in 2010. The Security business function is excluded because of the small number of security positions in the state.

The business function full time equivalent (FTE) staffing levels are counted as of June 30, 2013, the end of the 2013 fiscal year, and are compared to prior years. For the fiscal years 2010, 2011, 2012, and 2013, OSBM used BEACON reports to count staff positions and also contacted some of the agencies to verify and/or clarify the FTE numbers. For fiscal year 2009, agencies reported FTEs based on the Personnel Management Information System and Results-Based Budgeting System. OSBM definitions for the nine business functions in this report are shown in Exhibit 1.

The business function FTE levels represent the number of positions in each of the agency's central organizations. Positions reporting to lower levels within the agency such as at the division or location level are excluded. Also, positions which have a statewide responsibility, rather than an agency-specific responsibility, are excluded. The statewide positions excluded are those with fiscal management responsibility in the Office of the State Controller (OSC) and the Office of State Budget and Management (OSBM), those with personnel responsibility in the Office of State Human Resources, those with purchasing responsibility in the Department of Administration's (DOA's) Purchase and Contract Division, those with construction and engineering responsibility in DOA's State Construction Office, and those with Information Technology responsibility in the Office of Information Technology Services (ITS).

OSBM counted the positions of career professionals and professional support. The latter category includes processing assistants. Secretaries, administrative assistants, and file clerks are not included since they generally do not perform the kinds of activities outlined in the business function definitions (see Exhibit 1). OSBM counted the authorized FTEs which include permanent and temporary/ time-limited positions, and filled and vacant positions.

Exhibit 1: Business Function Definitions

Human Resource Management – Oversee the recruitment and management of personnel; develop and implement human resource strategy; coordinate and execute staff acquisition, organization and position management, compensation management, benefits management, employee development, and performance management; and regulate employee relations, separation management, and health and safety activities.

Fiscal Management – Manage and analyze financial information; account for and forecast the use of department resources; conduct general ledger accounting; maintain accounts payable, collections and accounts receivable, payroll services, cash management, program payments, and contracts and grants management; provide asset and liability management; and execute financial reporting.

Budget and Analysis – Conduct resource planning and allocation activities; develop and execute the budget; and analyze issues impacting the department's budgets and management.

Purchasing – Coordinate and execute the acquisition of equipment, materials, services and supplies for the department.

Internal Auditing – Provide independent assessments to department management; ensure operations and programs comply with applicable laws and regulations; prevent inefficiency, fraud, and abuse; analyze exposure to risk and determine appropriate countermeasures; and ensure accounting, administrative, and other information systems have the proper controls.

Legal – Provide legal representation and litigation functions for the department.

Public Information – Exchange information and communication between the department, citizens, and stakeholders; establish and promote media relations; prepare and publish press releases and other publications; and coordinate events and conference delivery.

Construction/Engineering – Provide design, construction, major maintenance, and administrative oversight for the department's capital improvement projects and physical plant operations.

Information Technology – Provide the acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by computers and telecommunications.

RESULTS

Statewide Business Function Data

At the end of fiscal year 2013, there were 3,470.33 FTEs associated with the nine business functions in the 28 State agencies studied. As shown in Exhibit 2, the Information Technology business function comprises 49% of the total FTEs, the largest portion of the business functions studied. Exhibit 3 breaks down the number of FTEs by business function for each State agency.

Exhibit 2: Total Statewide FTEs by Business Function Fiscal Year 2013
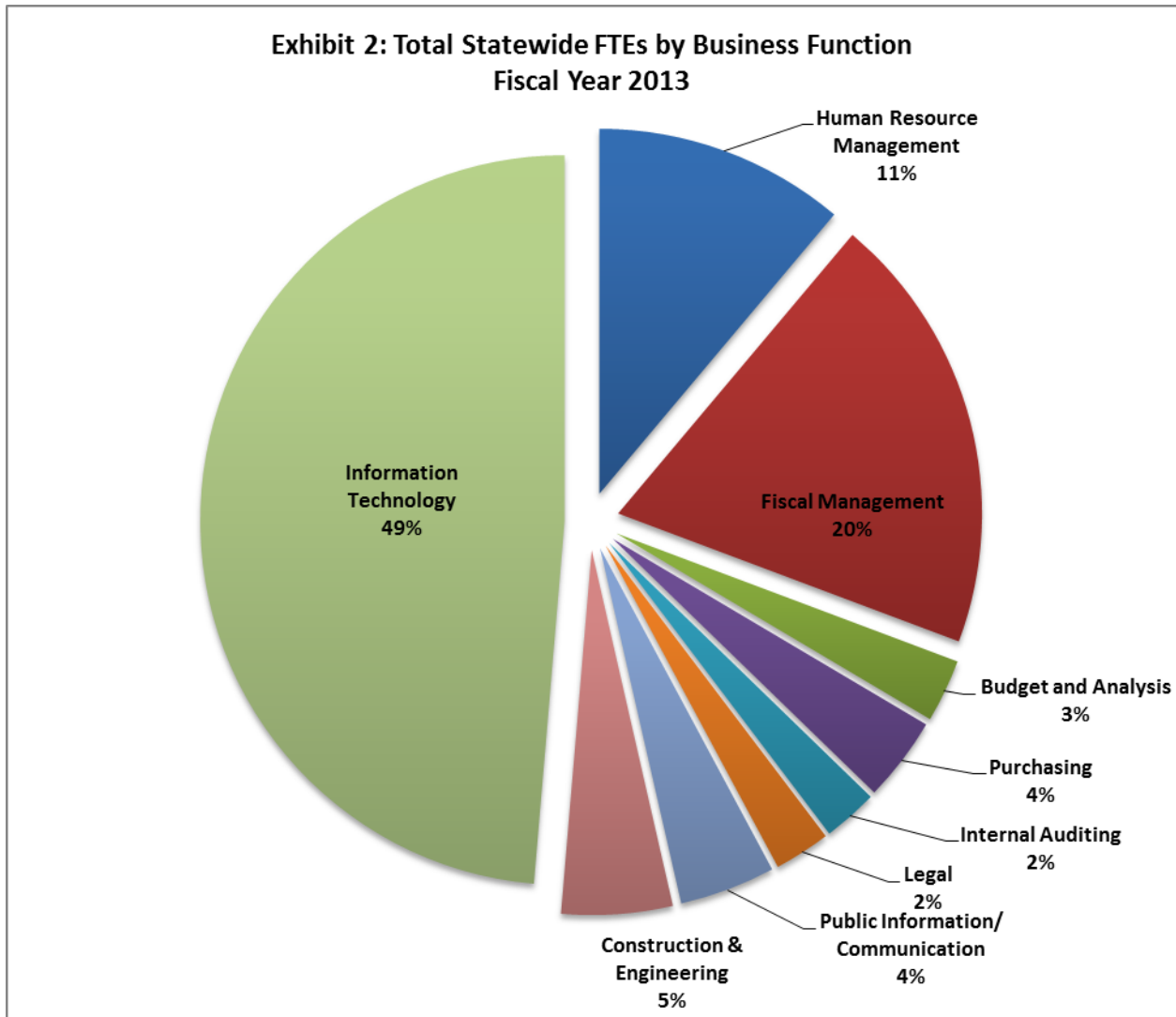
State Agency	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology	Total
Exhibit 3: Core Business Functions by State Agency										
Fiscal Year 2013										
Dept. of Administration	7.00	17.75	3.00	3.00	-	2.00	2.00	-	11.00	794.50
Dept. of Agriculture and Consumer Services	11.00	17.00	4.00	4.00	5.00	3.00	6.00	5.00	37.00	2,901.25
Dept. of Commerce	9.00	11.00	1.00	5.00	5.00	1.00	4.00	-	6.00	4,161.44
Dept. of Cultural Resources	6.00	8.00	1.00	5.00	1.00	-	5.00	4.00	10.00	1,134.30
Dept. of Environment and Natural Resources	11.00	26.00	8.50	9.00	2.00	1.75	5.00	1.00	97.40	4,003.11
Dept. of Health and Human Services	33.00	226.00	15.00	11.00	8.00	1.75	9.00	10.00	266.00	18,488.41
Dept. of Insurance	5.00	8.00	2.00	4.00	-	6.00	6.00	-	17.00	455.98
Dept. of Justice	10.00	14.00	1.00	2.00	1.00	-	2.00	-	71.00	1,305.18
Dept. of Labor	6.00	10.00	2.00	1.00	-	3.00	6.00	-	11.00	404.26
Dept. of Public Instruction	13.85	25.50	10.41	5.59	2.00	2.00	16.00	-	153.50	2,382.25
Dept. of Public Safety	137.00	122.00	14.00	30.00	20.00	9.00	10.00	124.00	147.15	35,575.91
Dept. of Revenue	18.50	5.00	5.00	3.00	2.00	1.00	3.00	-	119.25	1,925.25
Dept. of the Secretary of State	3.00	4.00	2.00	1.00	1.00	2.00	4.00	-	12.00	198.75
Dept. of the Treasurer	6.00	16.00	1.00	1.00	3.00	1.00	3.00	-	51.00	442.00
Dept. of Transportation	55.00	88.00	3.00	23.00	22.00	27.00	33.50	27.00	345.00	15,180.66
Office of Administrative Hearings	1.10	0.90	0.45	0.05	0.10	2.00	0.15	-	1.00	45.00
Office of the Governor	0.90	0.85	0.20	0.10	-	3.00	4.00	-	-	69.00
Office of Information Technology Services	7.00	14.00	8.00	2.00	4.00	-	2.00	-	-	540.00
Office of the Lieutenant Governor	0.05	0.10	0.05	0.40	-	0.85	3.25	-	0.10	8.00
Office of State Budget and Management	1.23	0.75	0.20	0.20	-	-	-	-	8.00	49.00
Office of the State Controller	2.00	1.45	0.50	1.60	-	-	-	-	22.00	207.25
Office of the State Auditor	3.00	2.30	0.65	1.10	-	1.00	1.00	-	7.00	172.00
Administrative Office of the Courts	23.00	19.00	4.00	9.00	3.00	13.50	6.00	-	183.00	596.73
Board of Elections	-	1.00	2.00	-	-	1.00	1.00	-	23.00	52.00
North Carolina Community College System	4.00	11.75	2.00	2.00	1.00	1.00	1.00	-	32.00	392.00
North Carolina Education Lottery	5.10	10.50	2.60	1.70	2.00	2.00	4.00	-	29.00	249.00
North Carolina Housing and Finance Agency	1.75	5.50	1.25	0.25	2.00	0.50	4.95	-	11.00	127.00
Wildlife Resources Commission	6.00	13.00	2.00	4.00	-	1.00	6.00	-	18.00	729.50
Statewide Totals	**386.48**	**679.35**	**96.81**	**129.99**	**84.10**	**86.35**	**147.85**	**171.00**	**1,688.40**	**92,589.73**

OSBM compared the business functions (BF) studied to the total employee population. The business functions reviewed consist of 3.75% of the total employee population. Exhibit 4 shows metrics aggregated for the State agencies.

Exhibit 4: Statewide Business Function Ratios Fiscal Year 2013			
Core Business Functions	Total BF FTEs	Employees per BF FTE	BF FTE per 100 Employees
Human Resource Management	386.48	238.57	0.42
Fiscal Management	679.35	135.29	0.73
Budget and Analysis	96.81	955.41	0.10
Purchasing	129.99	711.28	0.14
Internal Auditing	84.10	1,099.95	0.09
Legal	86.35	1,071.26	0.09
Public Information/ Communication	147.85	625.24	0.16
Construction & Engineering	171.00	540.46	0.18
Information Technology	1,688.40	53.84	1.82
Total	**3,470.33**	**5,431.30**	**3.75**

*State employee population as of June 30, 2013 totals 92,589.73 FTEs

Exhibits 5 through 13 on the following pages depict each agency's centralized business function staffing and relate it to the statewide average. Larger, more decentralized agencies tend to have lower staffing per 100 agency FTEs at the centralized (departmental) level since they typically have more staff performing these functions at the division or program level.

Exhibit 5: HR per 100 FTE
FY 2013

Agency	Value
AOC	3.85
OSBM	2.51
OAH	2.44
NCEL	2.05
OSA	1.74
Sec. State	1.51
DOL	1.48
NCHFA	1.38
Treasurer	1.36
Governor	1.30
ITS	1.30
DOI	1.10
NCCCS	1.02
OSC	0.97
DOR	0.96
DOA	0.88
WRC	0.82
DOJ	0.77
Lt. Governor	0.63
DPI	0.58
DCR	0.53
Statewide Totals	0.42
DPS	0.39
Agriculture	0.38
DOT	0.36
DENR	0.27
Commerce	0.22
DHHS	0.18
BOE	0.00
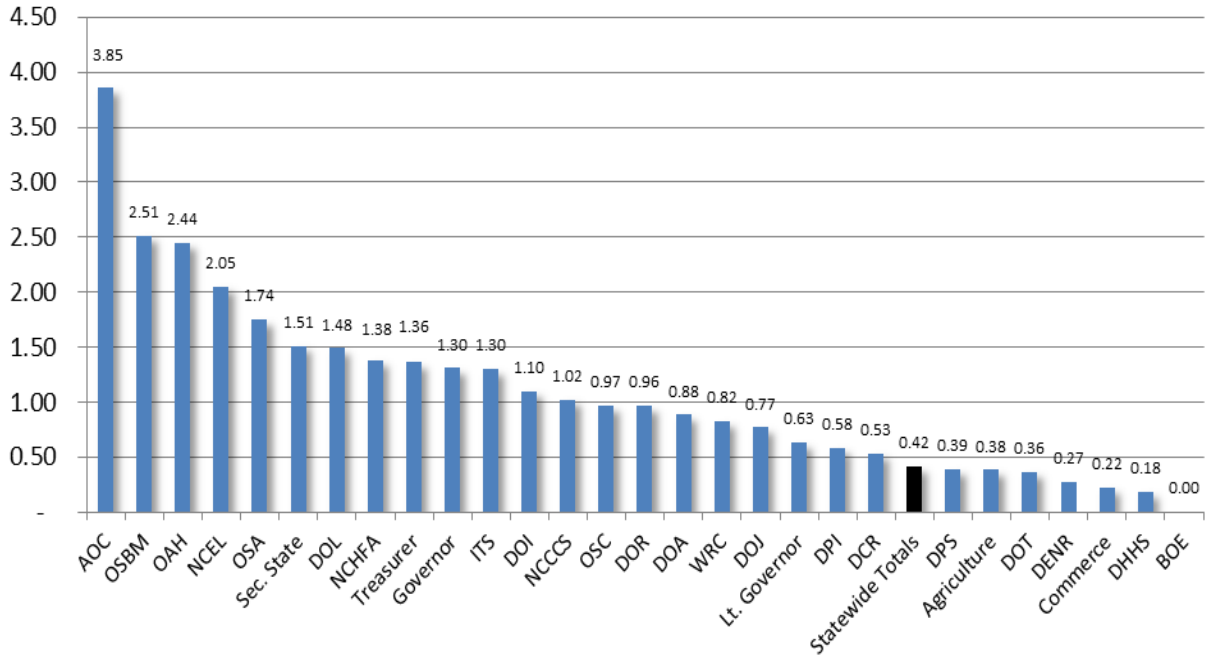
Exhibit 6: Fiscal Management per 100 FTE
FY 2013

Agency	Value
NCHFA	4.33
NCEL	4.22
Treasurer	3.62
AOC	3.18
NCCCS	3.00
ITS	2.59
DOL	2.47
DOA	2.23
Sec. State	2.01
OAH	2.00
BOE	1.92
WRC	1.78
DOI	1.75
OSBM	1.53
OSA	1.34
Lt. Governor	1.25
Governor	1.23
DHHS	1.22
DOJ	1.07
DPI	1.07
Statewide Totals	0.73
DCR	0.71
OSC	0.70
DENR	0.65
Agriculture	0.59
DOT	0.58
DPS	0.34
Commerce	0.26
DOR	0.26
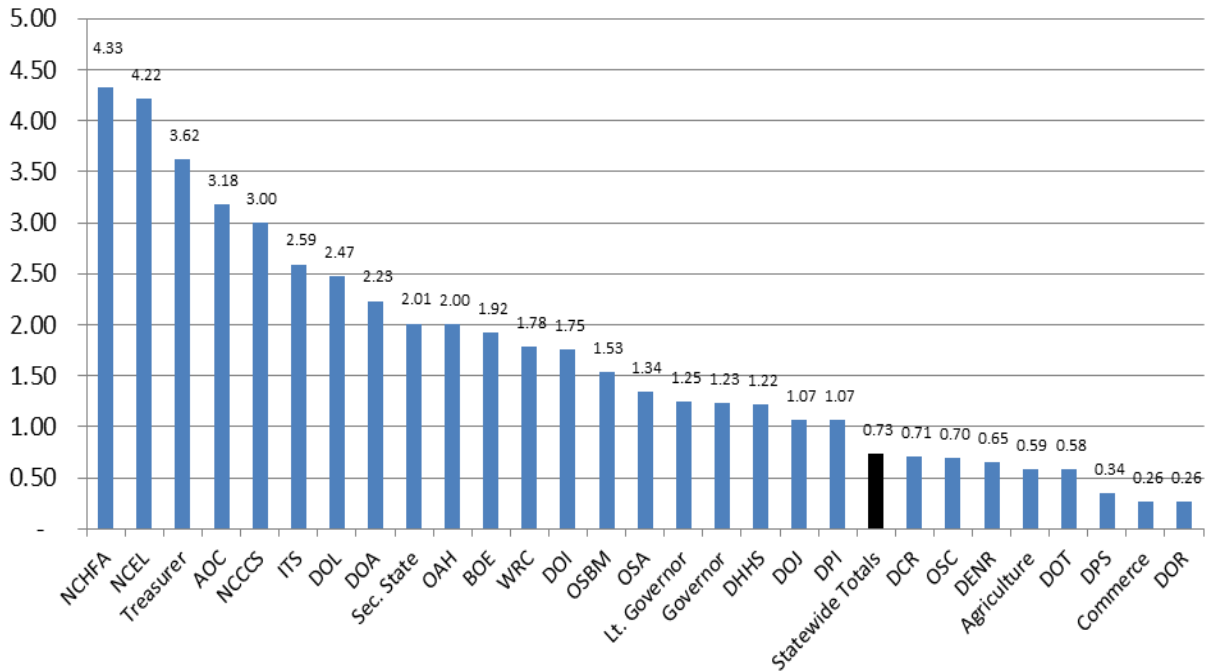
Exhibit 7: Budget and Analysis per 100 FTE
FY 2013
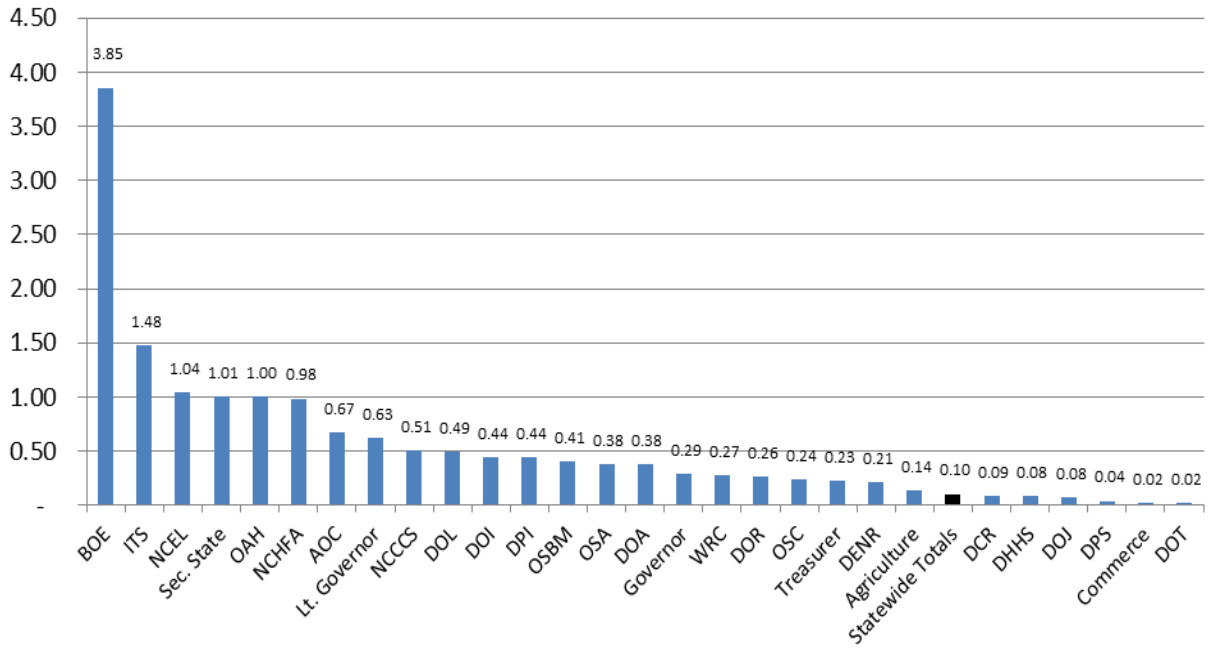
Exhibit 8: Purchasing per 100 FTE
FY 2013
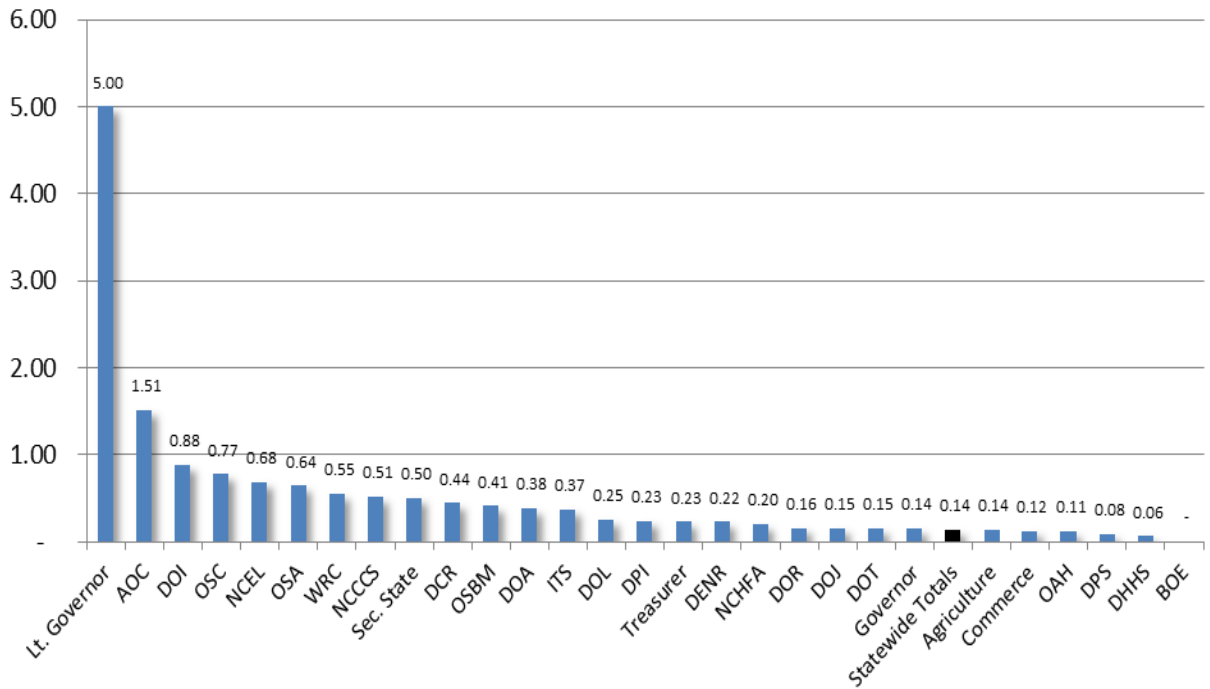
Exhibit 9: Internal Auditing per 100 FTE
FY 2013

NCHFA	1.57
NCEL	0.80
ITS	0.74
Treasurer	0.68
Sec. State	0.50
AOC	0.50
NCCCS	0.26
OAH	0.22
Agriculture	0.17
DOT	0.14
Commerce	0.12
DOR	0.10
Statewide Totals	0.09
DCR	0.09
DPI	0.08
DOJ	0.08
DPS	0.06
DENR	0.05
DHHS	0.04
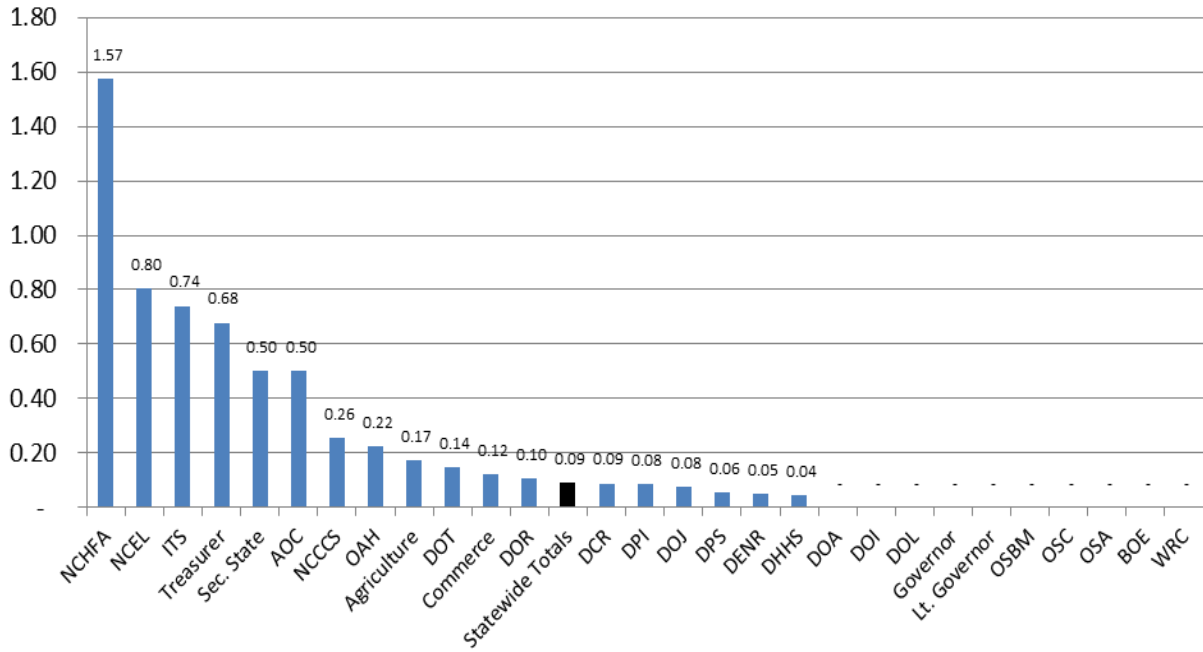
Exhibit 10: Legal per 100 FTE
FY 2013

Lt. Governor	10.63
OAH	4.44
Governor	4.35
AOC	2.26
BOE	1.92
DOI	1.32
Sec. State	1.01
NCEL	0.80
DOL	0.74
OSA	0.58
NCHFA	0.39
NCCCS	0.26
DOA	0.25
Treasurer	0.23
DOT	0.18
WRC	0.14
Agriculture	0.10
Statewide Totals	0.09
DPI	0.08
DOR	0.05
DENR	0.04
DPS	0.03
Commerce	0.02
DHHS	0.01
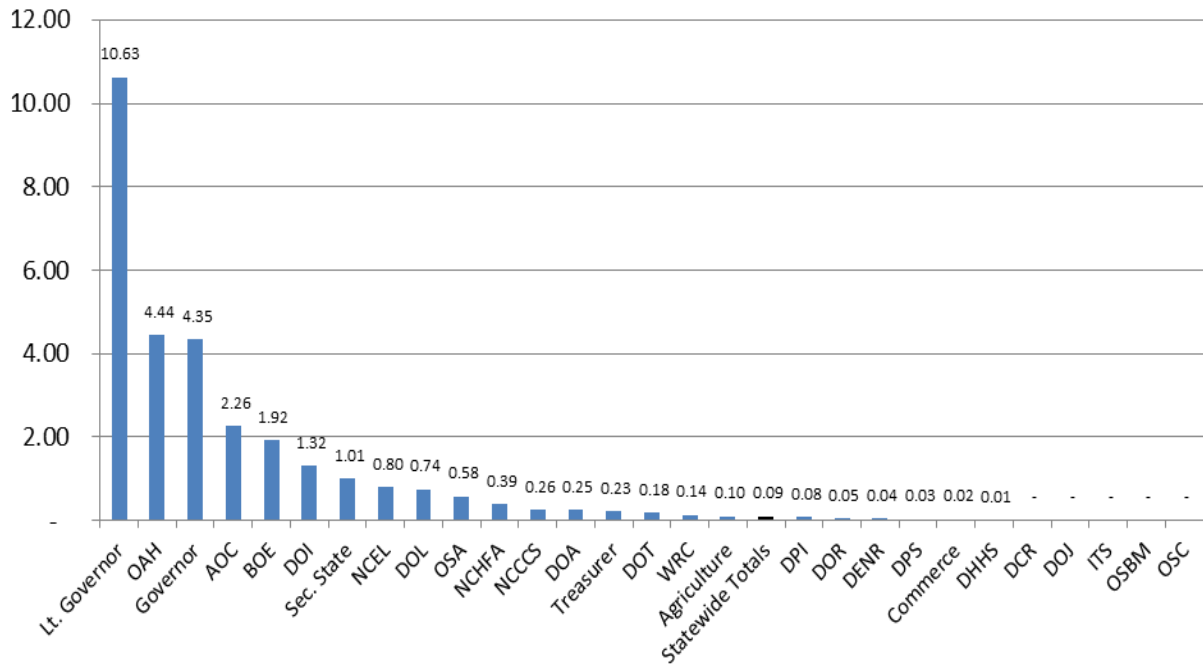
Exhibit 11: Public Information/Communication per 100 FTE
FY 2013

Agency	Value
Lt. Governor	40.63
Governor	5.80
NCHFA	3.90
Sec. State	2.01
BOE	1.92
NCEL	1.61
DOL	1.48
DOI	1.32
AOC	1.01
WRC	0.82
Treasurer	0.68
DPI	0.67
OSA	0.58
DCR	0.44
ITS	0.37
OAH	0.33
NCCS	0.26
DOA	0.25
DOT	0.22
Agriculture	0.21
Statewide Totals	0.16
DOR	0.16
DOJ	0.15
DENR	0.12
Commerce	0.10
DHHS	0.05
DPS	0.03
OSBM	-
OSC	-
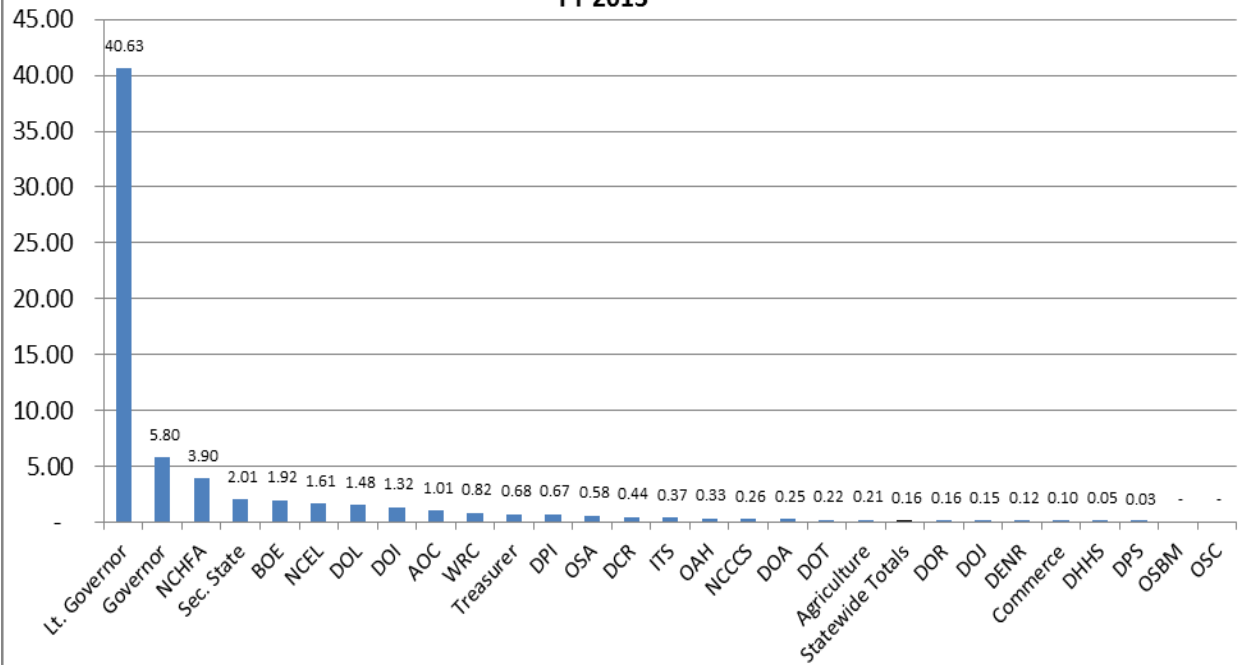
Exhibit 12: Construction & Engineering per 100 FTE
FY 2013

Agency	Value
DCR	0.35
DPS	0.35
Statewide Totals	0.18
DOT	0.18
Agriculture	0.17
DHHS	0.05
DENR	0.02
DOA	
Commerce	
DOI	
DOJ	
DOL	
DPI	
DOR	
Sec. State	
Treasurer	
OAH	
Governor	
ITS	
Lt. Governor	
OSBM	
OSC	
OSA	
AOC	
BOE	
NCCS	
NCEL	
NCHFA	
WRC	
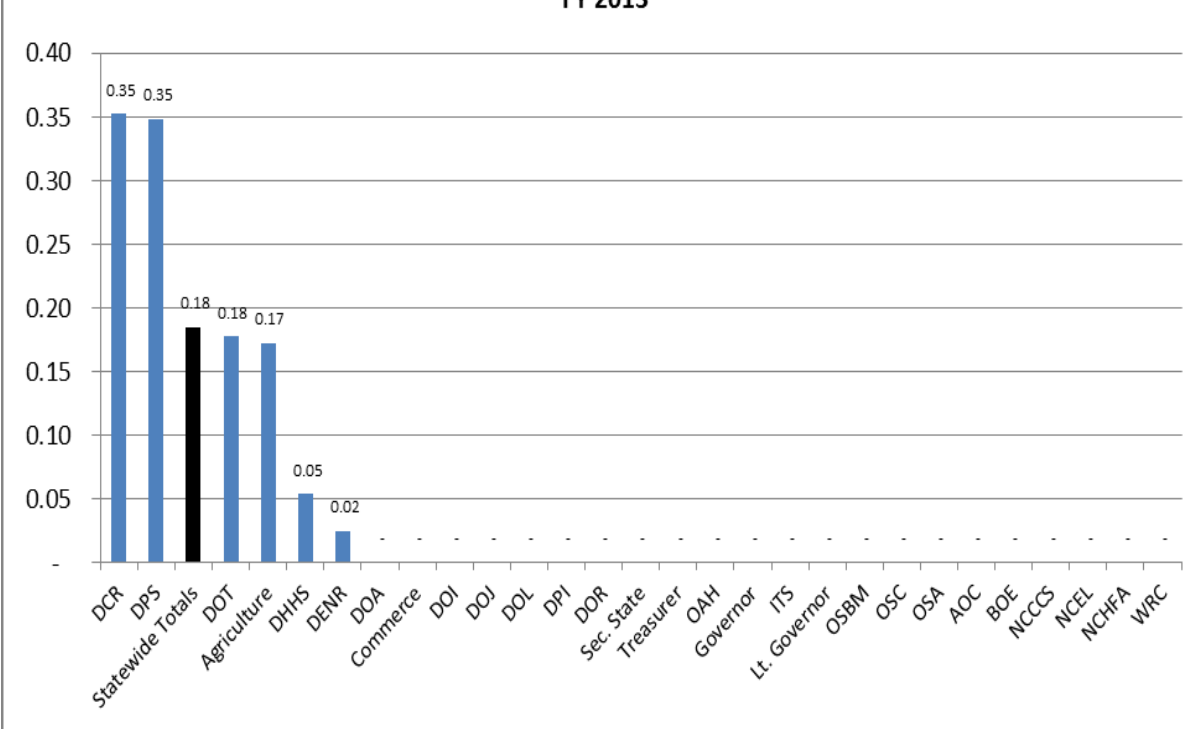
Exhibit 13: Information Technology per 100 FTE FY 2013
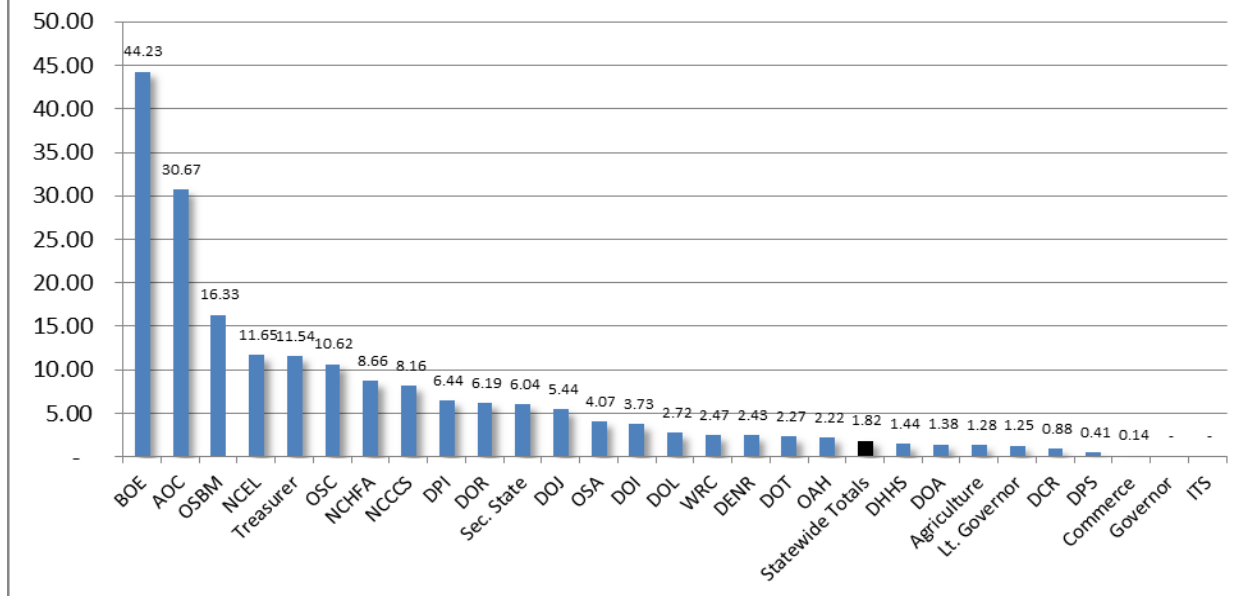
While the numbers of FTEs for each of the business functions have fluctuated over the past five years, the overall trend (excluding Information Technology) has been a decrease of 2.8% in the total number of centralized business function FTEs. Four of the eight functions had fewer FTEs in fiscal year 2013 than fiscal year 2009. One reason for the FTE reduction between 2011 and 2012 is due to the restructuring of consolidated agencies. Many of the former agency-level FTE's are now located at the division level, and therefore are not counted in our agency-level FTE count. The Information Technology business function FTE data was included for the first time for fiscal year 2010; as a result, only four years of data is available for comparison purposes. With Information Technology included in the total, the trend over the four-year period between 2010 and 2013 is a reduction of 1.7%, Exhibit 14 shows the number of FTEs for the nine business functions.

Exhibit 14: Core Business Function FTEs Fiscal Years 2009 through 2013						
Core Business Functions	2009	2010	2011	2012	2013	Percent Change*
Human Resource Management	372.68	426.43	407.10	383.80	386.48	3.7%
Fiscal Management	703.65	757.50	722.85	679.55	679.35	-3.5%
Budget and Analysis	111.70	111.80	98.75	90.20	96.81	-13.3%
Purchasing	146.40	156.06	152.60	129.95	129.99	-11.2%
Internal Auditing	83.18	79.65	78.35	75.15	84.10	1.1%
Legal	84.40	79.53	102.45	90.00	86.35	2.3%
Public Information	170.85	149.03	156.18	137.98	147.85	-13.5%
Construction/Engineering	159.50	125.00	171.00	187.00	171.00	7.2%
Subtotal	**1,832.36**	**1,885.00**	**1,889.28**	**1,773.63**	**1,781.93**	**-2.8%**
Information Technology	N/A	1,645.50	1,643.20	1,661.25	1,688.40	1.2%
Total	**1,832.36**	**3,530.50**	**3,532.48**	**3,434.88**	**3,470.33**	**-1.7%**
* Changes in Information Technology and Total are over a four year period, 2010-2013.						

Business Function Data for Individual State Agencies

We compared the FTEs for eight business functions over a five-year period. These business functions included Human Resource Management, Fiscal Management, Budget and Analysis, Purchasing, Internal Auditing, Legal, Public Information/Communication, and Construction and Engineering. (Information Technology was not tracked in 2009, so exhibits compare only four years of Information Technology FTE.) Exhibits 15 through 42 show the comparative data.

Department of Administration

The Department of Administration had an average annual staffing of 37.60 FTEs for the eight business functions during fiscal years 2009 through 2013. The Internal Auditing and Construction and Engineering functions did not have any FTEs during this period. The eight business functions decreased by 4.7 FTEs (-11.8%) over the five-year period. In addition, Information Technology increased by one FTE between 2010 and 2013. Exhibit 15 shows the number of FTEs for each business function.

Exhibit 15: Department of Administration FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	10.00	17.55	3.70	3.50	-	2.45	2.20	-	-
2010	11.00	20.95	3.00	3.00	-	2.00	2.00	-	10.00
2011	7.00	18.95	3.00	3.00	-	2.00	2.00	-	11.00
2012	7.00	18.95	3.00	3.00	-	2.00	2.00	-	11.00
2013	7.00	17.75	3.00	3.00	-	2.00	2.00	-	11.00

Department of Agriculture and Consumer Services

The Department of Agriculture and Consumer Services[1] had an average annual staffing of 50.40 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions increased by 8 (+17.0%). In addition, Information Technology decreased by two FTEs between 2010 and 2013. Exhibit 16 shows the number of FTEs for each business function.

Exhibit 16: Dept. of Agriculture and Consumer Services FTEs by Business Function Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	12.00	16.70	1.10	4.30	1.10	1.80	4.00	6.00	-
2010	14.00	16.00	3.00	6.00	2.00	1.00	4.00	6.00	39.00
2011	10.00	14.00	3.00	4.00	3.00	3.00	5.00	6.00	38.00
2012	12.00	14.00	3.00	4.00	3.00	3.00	6.00	5.00	39.00
2013	11.00	17.00	4.00	4.00	5.00	3.00	6.00	5.00	37.00

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[1] During fiscal year 2012 the Division of Forestry was moved from the Department of Environment and Natural Resources to the Department of Agriculture and Consumer Services.

Department of Commerce

The Department of Commerce[2] had an average annual staffing of 29.0 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. However, during fiscal year 2013, Commerce gained five Internal Auditing positions. Over the last five years, the total number of FTEs in the eight business functions increased by 10 (+38.5%). In addition, Information Technology decreased by one FTE between 2010 and 2013. Exhibit 17 shows the number of FTEs for each business function.

Exhibit 17: Dept. of Commerce FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	6.00	10.40	1.60	3.00	-	1.00	4.00	-	-
2010	6.00	11.00	1.00	5.00	-	1.00	3.00	-	7.00
2011	6.00	11.00	1.00	5.00	-	1.00	3.00	-	7.00
2012	7.00	11.00	1.00	5.00	-	1.00	4.00	-	6.00
2013	9.00	11.00	1.00	5.00	5.00	1.00	4.00	-	6.00

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[2] During fiscal year 2012 the Employment Security Commission became part of the Department of Commerce.

Department of Cultural Resources

The Department of Cultural Resources had an average annual staffing of 29.91 FTEs for the eight business functions during fiscal years 2009 through 2013. The agency had no Legal business function FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 2.2 (-6.7%). In addition, the total number of FTEs for Information Technology remained the same during the past four years. Exhibit 18 shows the number of FTEs for each business function.

Exhibit 18: Dept. of Cultural Resources FTEs by Business Function Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	7.90	8.60	1.00	3.90	1.00	-	6.00	3.75	0.00
2010	7.00	7.80	1.00	5.00	1.00	-	4.00	4.00	10.00
2011	7.00	7.80	1.00	4.00	1.00	-	4.00	4.00	10.00
2012	6.00	7.80	1.00	4.00	1.00	-	5.00	4.00	10.00
2013	6.00	8.00	1.00	5.00	1.00	-	5.00	4.00	10.00

Department of Environment and Natural Resources

The Department of Environment and Natural Resources[3] had an average annual staffing of 66.91 FTEs for eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions decreased by .75 (-1.2%). In addition, Information Technology decreased by 19.6 FTEs during the past four years. Exhibit 19 shows the number of FTEs for each business function.

Exhibit 19: Dept. of Environment and Nat. Resources FTEs by Business Function Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	10.00	27.00	8.50	10.00	2.00	1.50	6.00	-	-
2010	14.80	27.00	9.50	10.50	2.00	2.50	6.00	-	117.00
2011	12.00	27.00	8.50	9.50	2.00	2.50	6.00	1.00	114.00
2012	11.00	26.00	8.50	8.50	2.00	2.50	5.00	1.00	103.00
2013	11.00	26.00	8.50	9.00	2.00	1.75	5.00	1.00	97.40

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[3] During fiscal year 2012 the Division of Forestry was moved from the Department of Environment and Natural Resources to the Department of Agriculture and Consumer Services.

Department of Health and Human Services

The Department of Health and Human Services had an average annual staffing of 320.56 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions increased by 6 (+1.9%). In addition, Information Technology increased by 70 FTEs during the past four years. Exhibit 20 shows the number of FTEs for each business function.

Exhibit 20: Dept. of Health and Human Services FTEs by Business Function
Fiscal Years 2009-2013

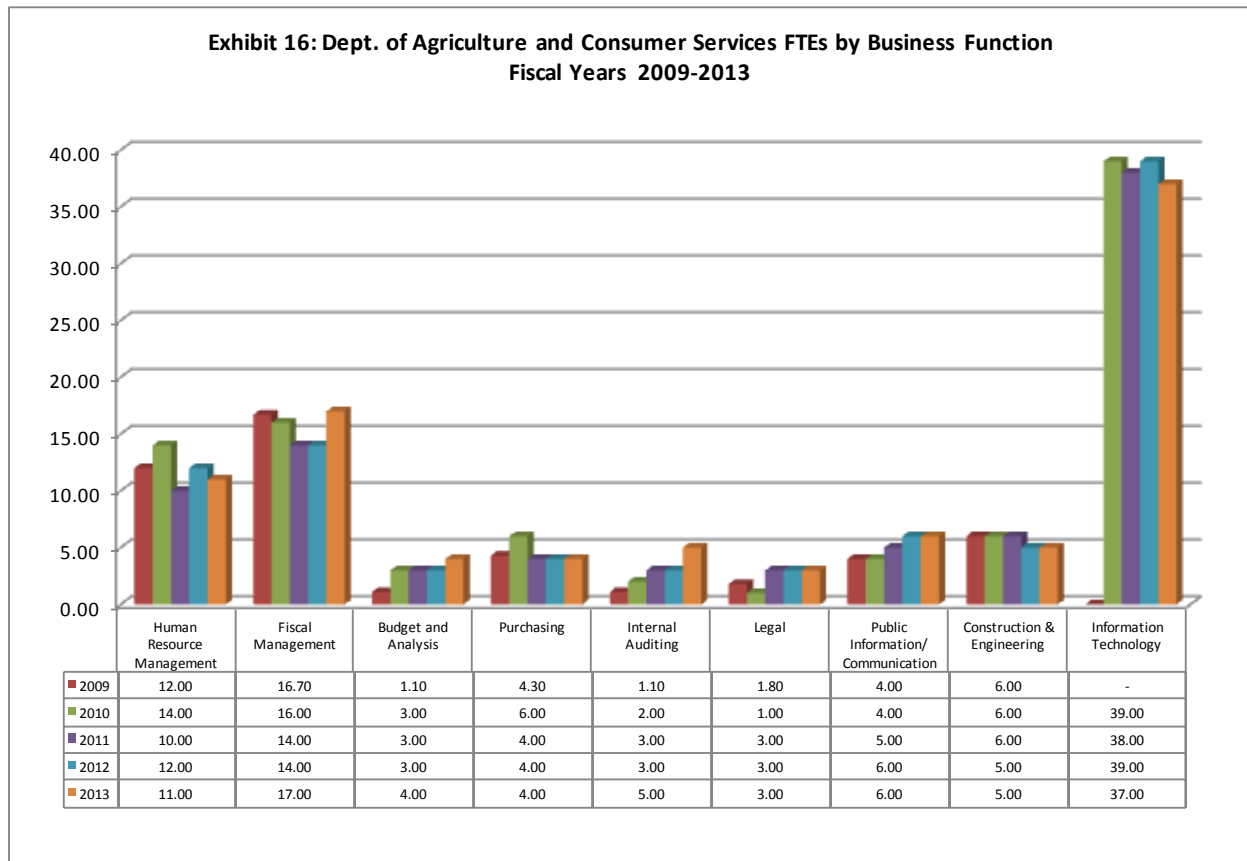|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	30.00	214.00	16.00	12.00	9.00	2.75	12.00	12.00	-
2010	37.00	231.00	22.00	11.00	8.00	1.80	11.00	10.00	196.00
2011	38.00	231.00	16.00	11.00	8.00	1.75	12.00	10.00	232.00
2012	36.00	229.00	16.00	11.00	8.00	1.75	10.00	10.00	257.00
2013	33.00	226.00	15.00	11.00	8.00	1.75	9.00	10.00	266.00

Department of Insurance

The Department of Insurance had an average annual staffing of 30.46 FTEs for the eight business functions during fiscal years 2009 through 2013. The Internal Auditing and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by .77 (-2.4%). In addition, the total number of FTEs for Information Technology remained the same during the past four years. Exhibit 21 shows the number of FTEs for each business function.

Exhibit 21: Department of Insurance FTEs by Business Function
Fiscal Years 2009-2013

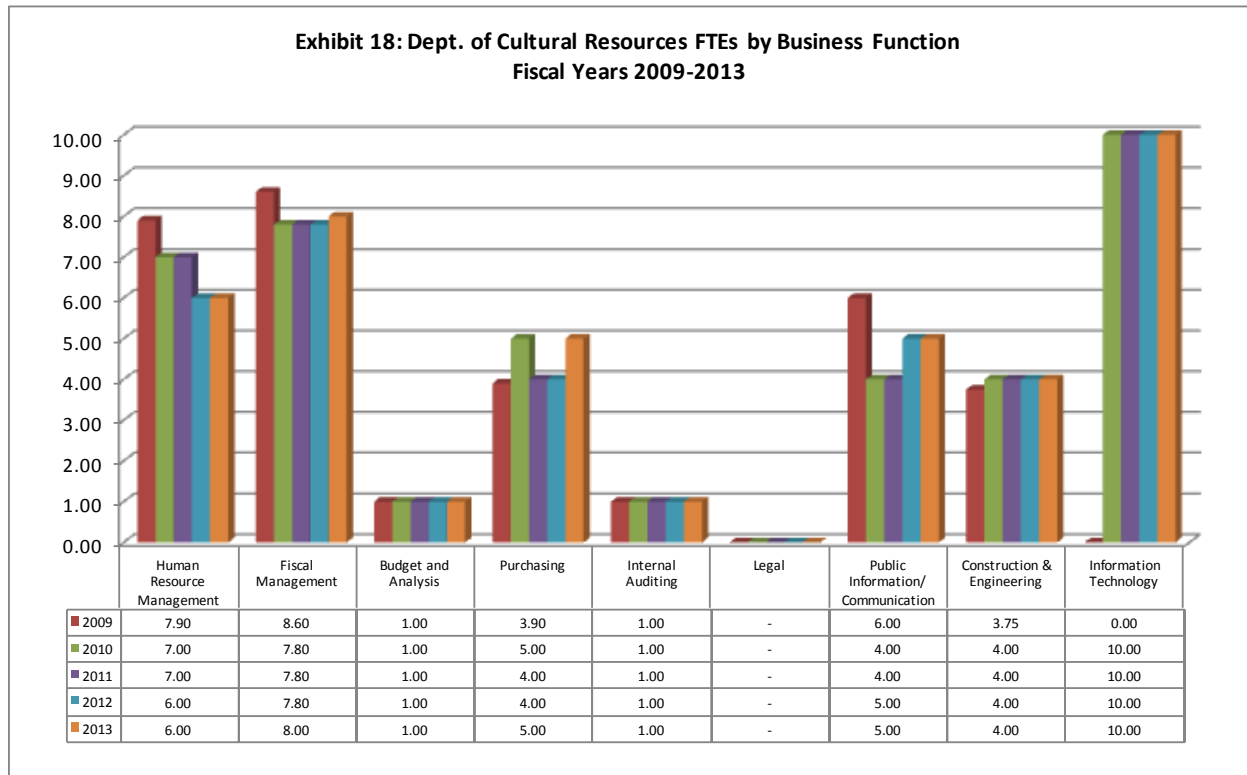|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	5.60	8.00	2.00	4.00	-	1.60	10.57	-	-
2010	5.60	9.00	2.00	4.00	-	2.50	5.00	-	17.00
2011	5.00	9.00	2.00	4.00	-	5.43	6.00	-	17.00
2012	5.00	8.00	2.00	4.00	-	5.00	6.00	-	17.00
2013	5.00	8.00	2.00	4.00	-	6.00	6.00	-	17.00

Department of Justice

The Department of Justice had an average annual staffing of 30.6 FTEs for the eight business functions during fiscal years 2009 through 2013. The Legal and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 2.0 (+7.1%). In addition, Information Technology decreased by 4 FTEs during the past four years. Exhibit 22 shows the number of FTEs for each business function.

Exhibit 22: Department of Justice FTEs by Business Function
Fiscal Years 2009-2013

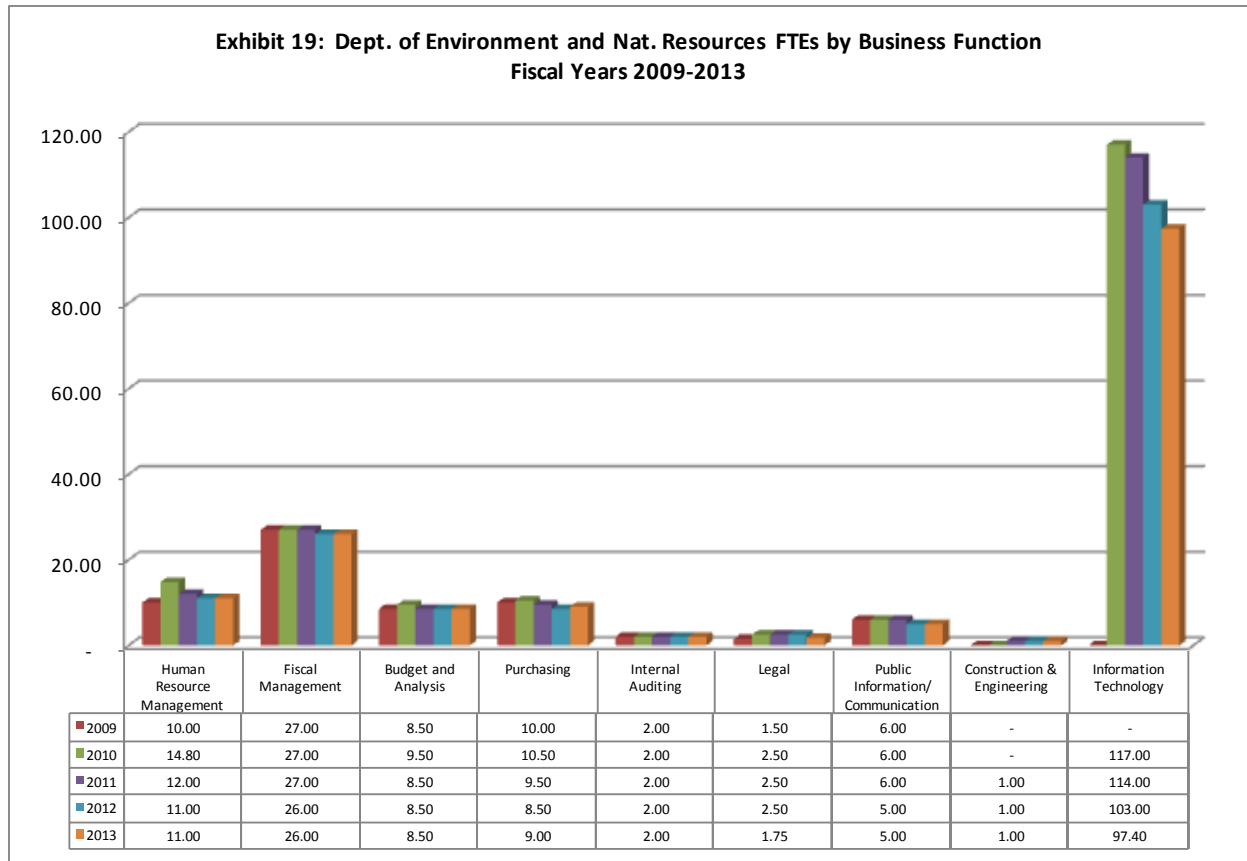|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	12.00	12.00	1.00	1.00	1.00	-	1.00	-	-
2010	15.00	17.00	1.00	1.00	1.00	-	2.00	-	75.00
2011	13.00	13.00	1.00	2.00	1.00	-	2.00	-	74.00
2012	10.00	10.00	1.00	2.00	1.00	-	2.00	-	71.00
2013	10.00	14.00	1.00	2.00	1.00	-	2.00	-	71.00

Department of Labor

The Department of Labor had an average annual staffing of 26.2 FTEs for the eight business functions during fiscal years 2009 through 2013. The Internal Auditing and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 4.0 (+16.79%). In addition, Information Technology has decreased by one FTE during the past four years. Exhibit 23 shows the number of FTEs for each business function.

Exhibit 23: Department of Labor FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	7.00	10.90	1.10	1.00	-	2.00	2.00	-	-
2010	7.00	11.00	2.00	1.00	-	2.00	2.00	-	12.00
2011	6.00	9.00	2.00	1.00	-	3.00	6.00	-	11.00
2012	6.00	9.00	2.00	1.00	-	3.00	6.00	-	11.00
2013	6.00	10.00	2.00	1.00	-	3.00	6.00	-	11.00

Department of Public Instruction

The Department of Public Instruction had an average annual staffing of 73.34 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions increased by 7.35 (+10.8%). In addition, Information Technology increased by 59.5 FTEs during the past four years. Exhibit 24 shows the number of FTEs for each business function.

Exhibit 24: Department of Public Instruction FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	8.00	22.50	9.00	5.50	1.00	2.00	20.00	-	-
2010	13.50	28.00	8.00	5.63	1.00	1.00	18.00	-	94.00
2011	12.85	29.00	8.00	5.00	1.00	2.00	17.00	-	159.50
2012	13.85	29.50	8.00	5.00	1.00	2.00	14.00	-	132.50
2013	13.85	25.50	10.41	5.59	2.00	2.00	16.00	-	153.50

Department of Public Safety

The Department of Public Safety was formed with the addition of Article 5A under G.S. 143B-259, effective January 1, 2012. The Department is a consolidation of the Departments of Correction, Crime Control and Public Safety, and Juvenile Justice and Delinquency Prevention. While the three original agencies were eliminated as of January 1, 2012, the new organization was not set up in BEACON until July 1, 2012. As a result, this study selected staffing levels as of July 31, 2012 and June 30 for each of the other years.

The Department of Public Safety had an average annual staffing of 447.64 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions increased by 55.4 (+13.5%). In addition, Information Technology increased by 7.2 FTEs during the past four years. Exhibit 25 shows the number of FTEs for each business function.
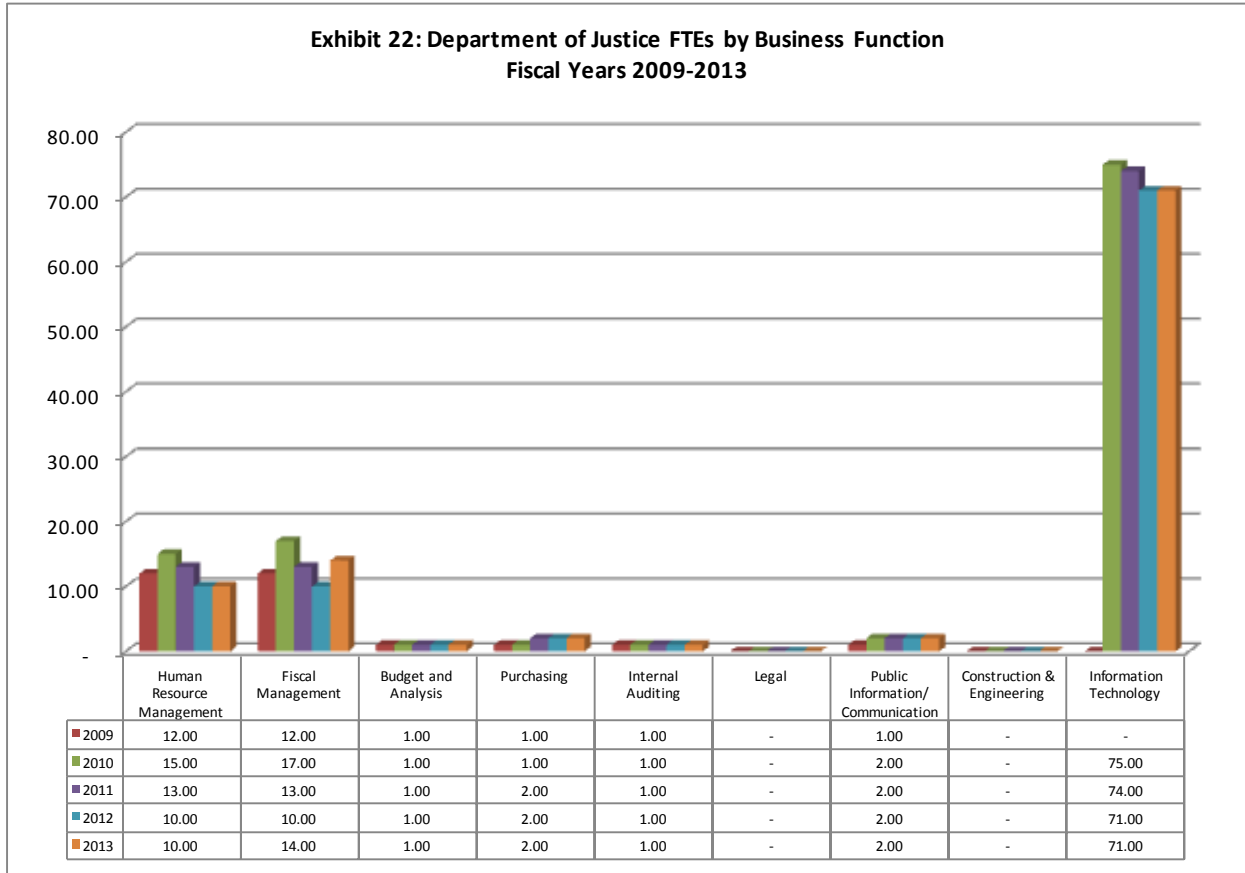
Exhibit 25: Department of Public Safety* FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	87.80	123.80	14.40	33.40	24.80	7.80	8.80	109.80	-
2010	122.00	136.00	13.00	47.80	23.00	3.00	9.00	82.00	140.00
2011	140.00	129.80	13.00	43.00	22.00	3.00	9.00	119.00	146.00
2012	128.00	117.00	12.00	30.00	21.00	9.00	14.00	116.00	139.15
2013	137.00	122.00	14.00	30.00	20.00	9.00	10.00	124.00	147.15

* Figures for 2012 and 2013 are DPS as a single, consolidated agency. Figures for 2009-2011 are the sum total of FTEs for Departments of Correction, Crime Control and Public Safety, and Juvenile Justice and Delinquency Prevention. 2012 & 2013 DPS HR FTE figures include both central and divisional HR FTEs.
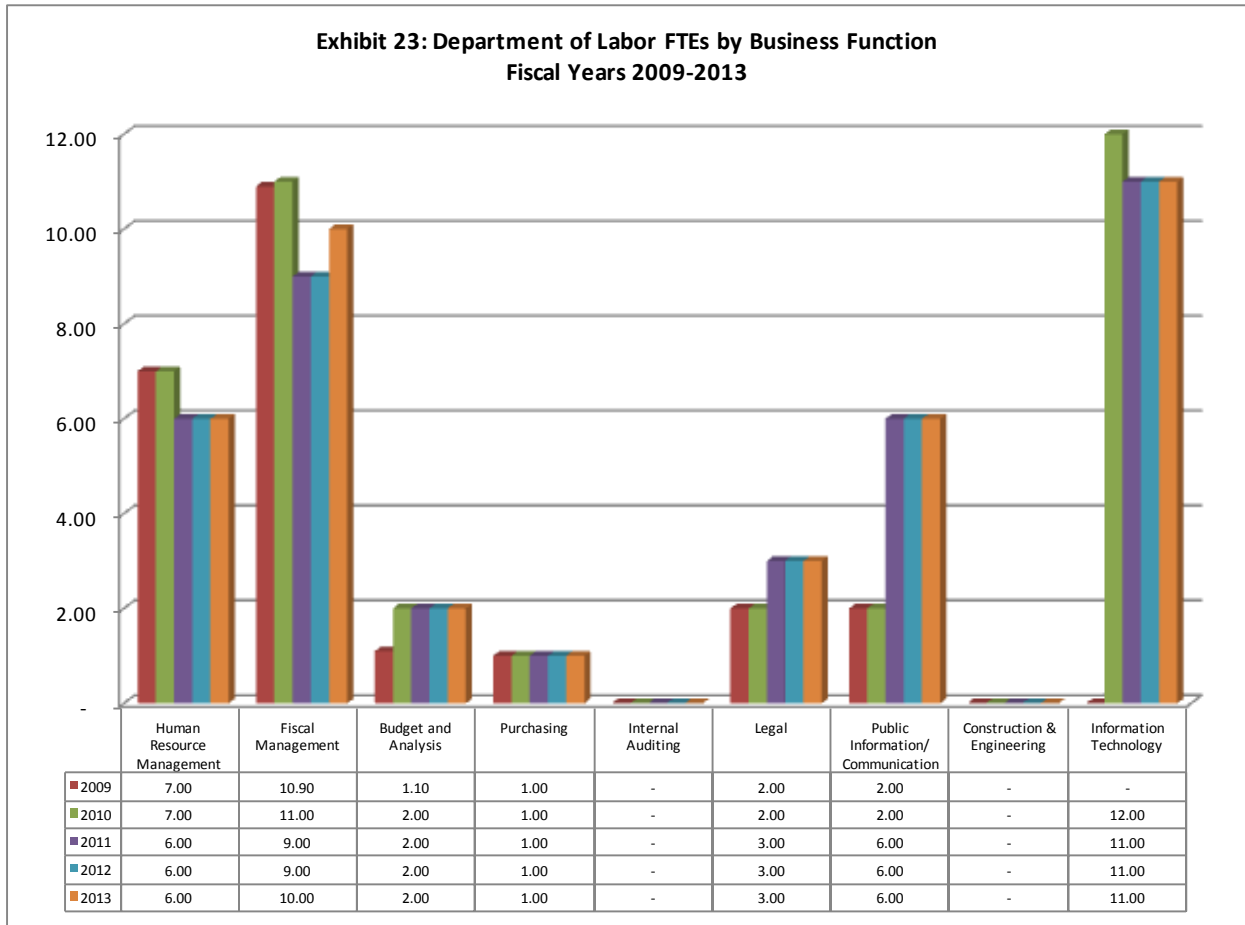
Department of Revenue

The Department of Revenue had an average annual staffing of 40.0 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by .5 (-1.3%). In addition, Information Technology increased by 67.05 FTEs during the past four years. Exhibit 26 shows the number of FTEs for each business function.
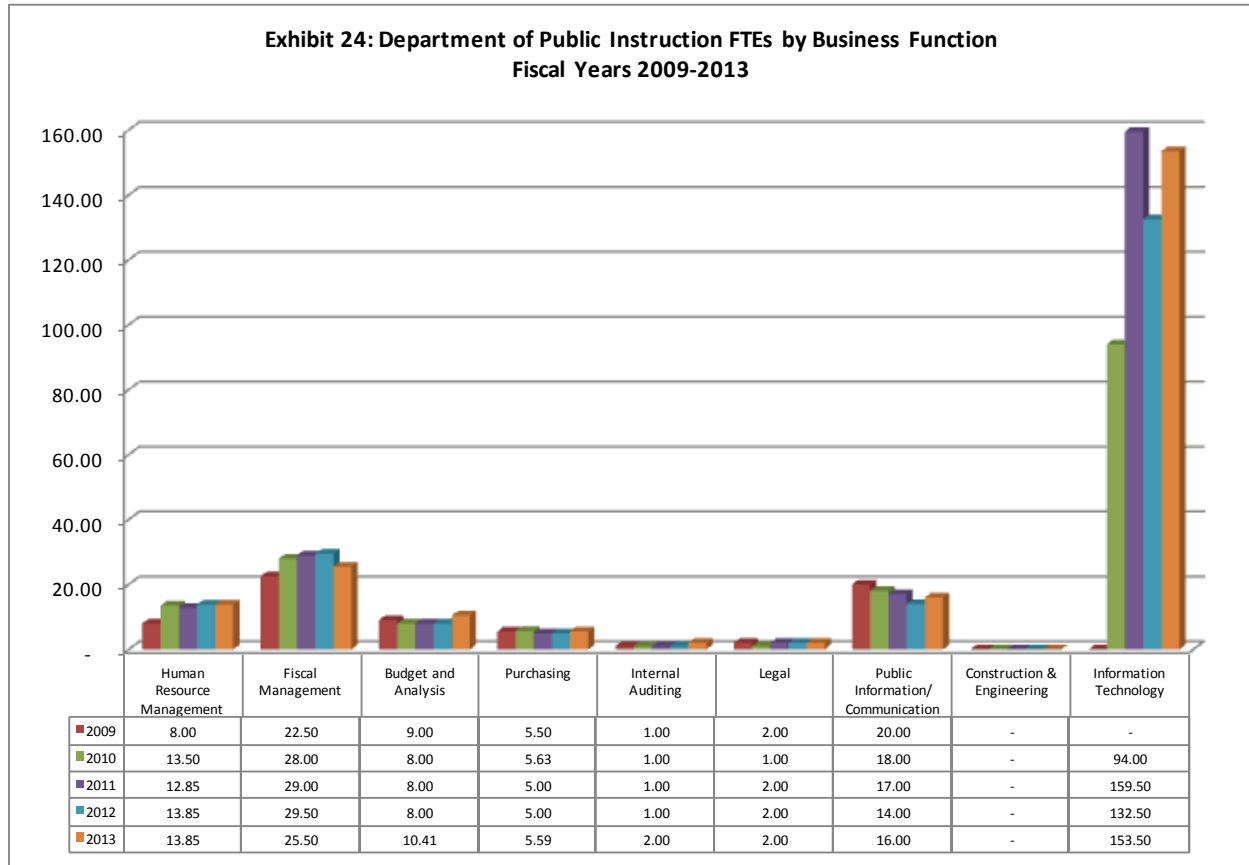
Exhibit 26: Department of Revenue FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	21.00	6.80	1.20	4.00	2.00	-	3.00	-	-
2010	26.50	7.00	7.00	4.00	2.00	-	3.00	-	52.20
2011	19.50	5.00	5.00	3.00	2.00	1.00	2.00	-	127.45
2012	19.50	5.00	5.00	3.00	2.00	1.00	2.00	-	115.25
2013	18.50	5.00	5.00	3.00	2.00	1.00	3.00	-	119.25

Department of the Secretary of State

The Department of the Secretary of State had an average annual staffing of 19.4 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 6.0 FTE (-26.1%). In addition, Information Technology decreased by one FTE during the past four years. Exhibit 27 shows the number of FTEs for each business function.
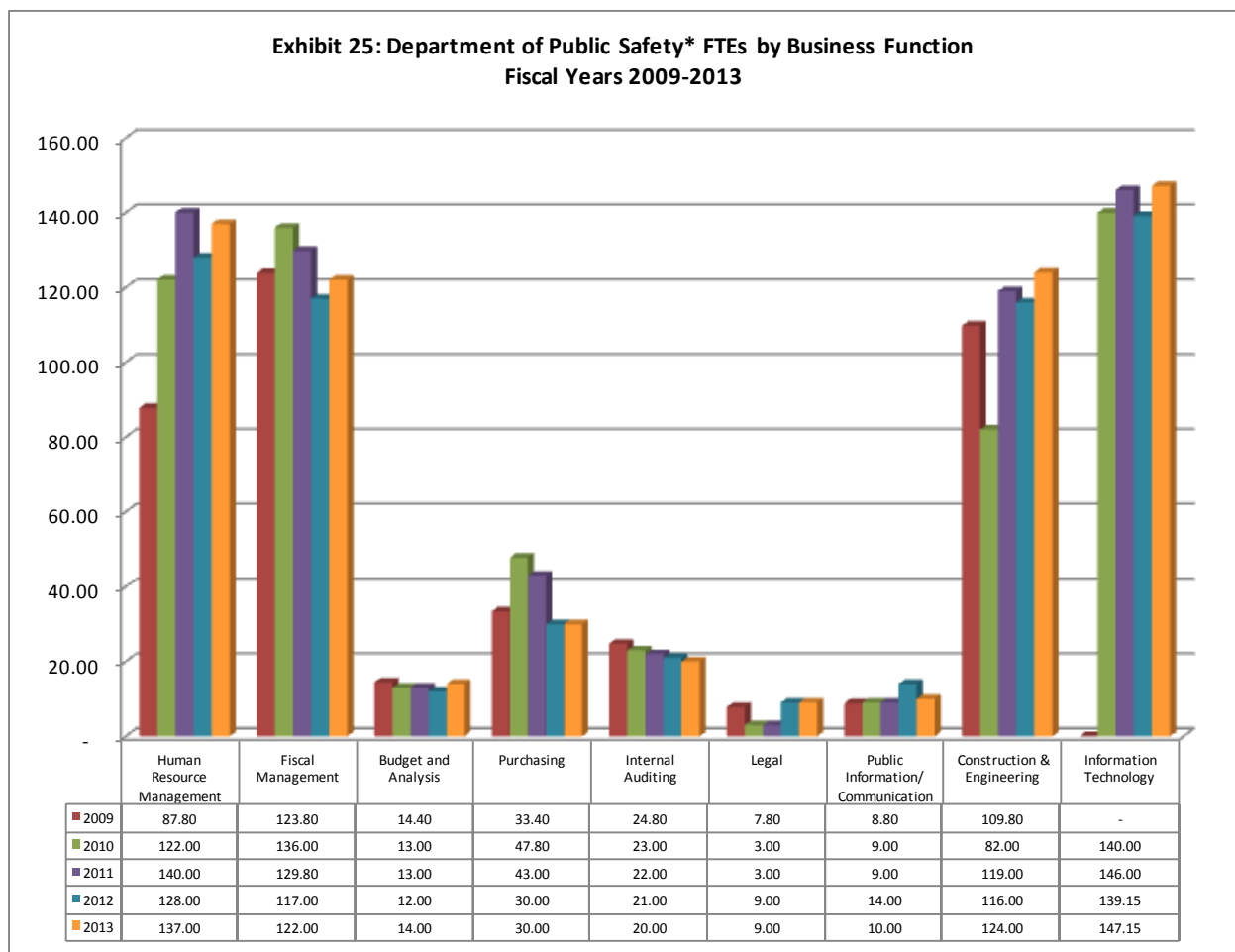
Exhibit 27: Department of the Secretary of State FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	5.00	6.00	2.00	1.00	1.00	2.00	6.00	-	-
2010	5.00	6.00	2.00	1.00	1.00	1.00	5.00	-	13.00
2011	4.00	4.00	2.00	1.00	1.00	2.00	4.00	-	12.00
2012	4.00	4.00	2.00	1.00	1.00	2.00	4.00	-	12.00
2013	3.00	4.00	2.00	1.00	1.00	2.00	4.00	-	12.00

Department of the State Treasurer

The Department of the State Treasurer[4] had an average annual staffing of 26.8 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 12.0 (+63.16%). In addition, Information Technology increased by 2.5 FTEs during the past four years. Exhibit 28 shows the number of FTEs for each business function.

Exhibit 28: Department of the State Treasurer FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	5.00	9.00	1.00	1.00	-	1.00	2.00	-	-
2010	4.00	11.00	1.00	1.00	-	1.00	4.00	-	48.50
2011	7.00	12.00	3.00	1.00	3.00	1.00	4.00	-	50.00
2012	7.00	15.00	1.00	1.00	3.00	1.00	3.00	-	50.00
2013	6.00	16.00	1.00	1.00	3.00	1.00	3.00	-	51.00

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[4] During fiscal year 2012 the State Health Plan became part of the Department of the State Treasurer.
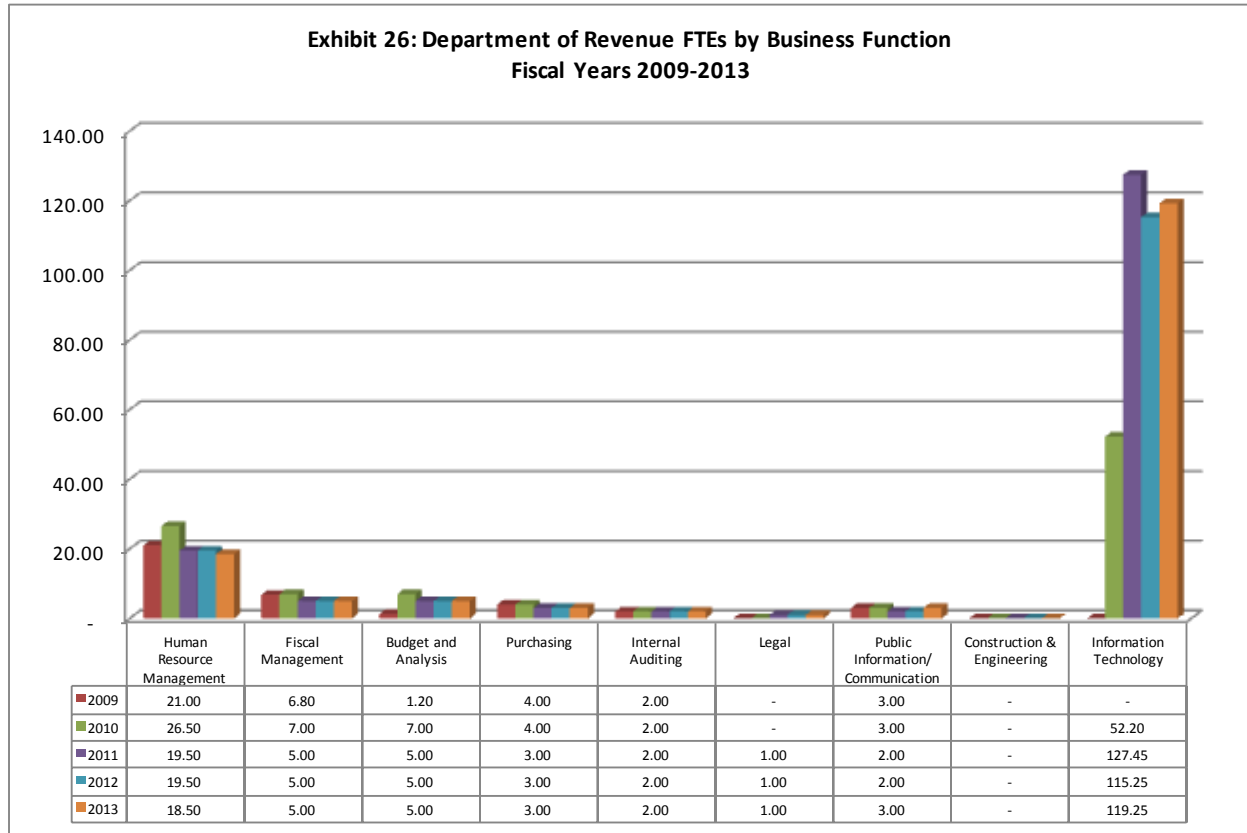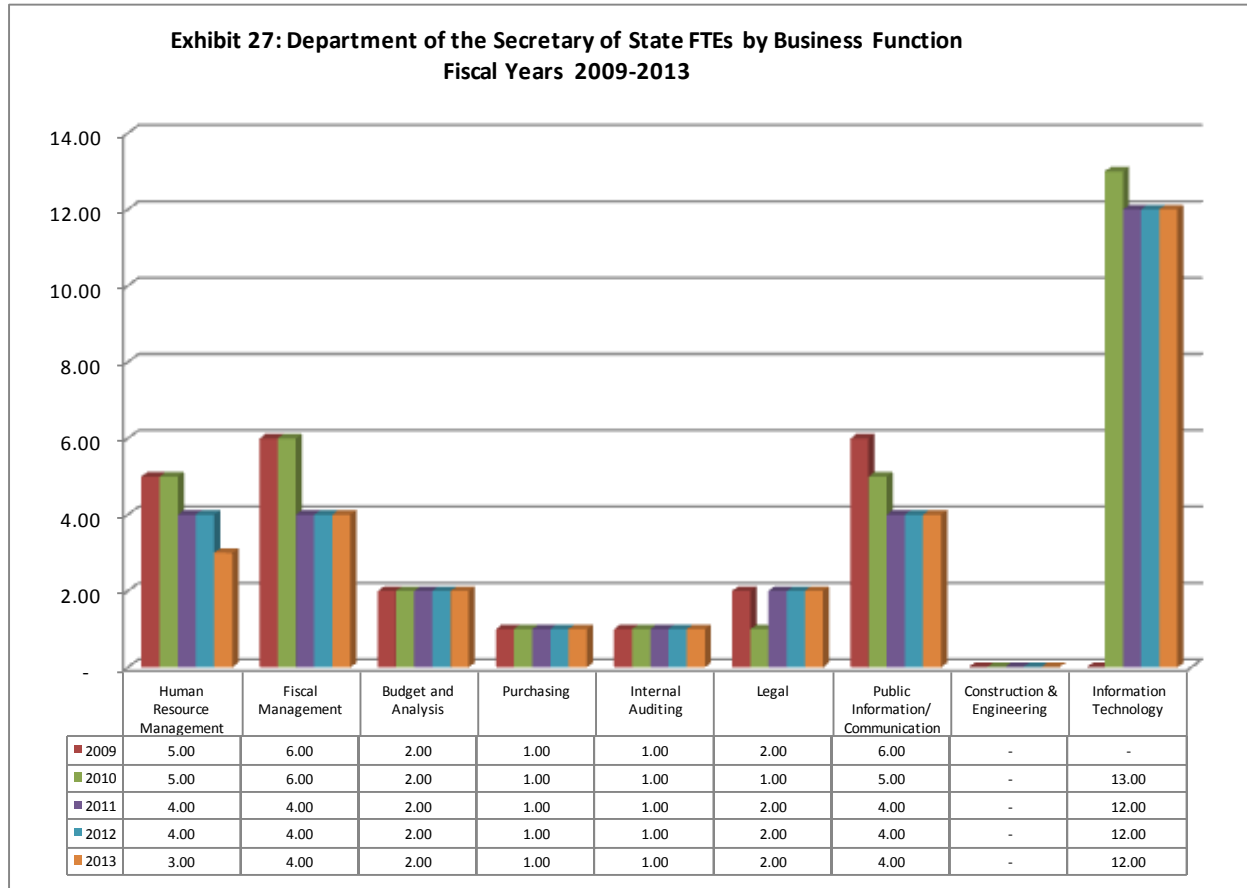
Department of Transportation

The Department of Transportation had an average annual staffing of 278.48 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions decreased by 7.4 (-2.6%). In addition, Information Technology increased by 30 FTE during the past four years. Exhibit 29 shows the number of FTEs for each business function.

Exhibit 29: Department of Transportation FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	67.00	88.05	14.00	30.80	25.00	11.00	31.10	18.95	-
2010	52.00	89.00	4.00	17.00	23.00	25.00	23.00	23.00	315.00
2011	55.00	97.50	3.00	29.00	22.50	28.00	26.50	33.00	363.00
2012	58.00	90.00	3.00	27.00	21.00	25.00	24.50	29.00	358.00
2013	55.00	88.00	3.00	23.00	22.00	27.00	33.50	27.00	345.00

Office of Administrative Hearings

The Office of Administrative Hearings had an average annual staffing of 4.08 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by .35 (8.0%). In addition, the 2013 staffing level for Information Technology was the same as in 2010. Exhibit 30 shows the number of FTEs for each business function.

Exhibit 30: Office of Administrative Hearings FTEs by Business Function
Fiscal Years 2009-2013

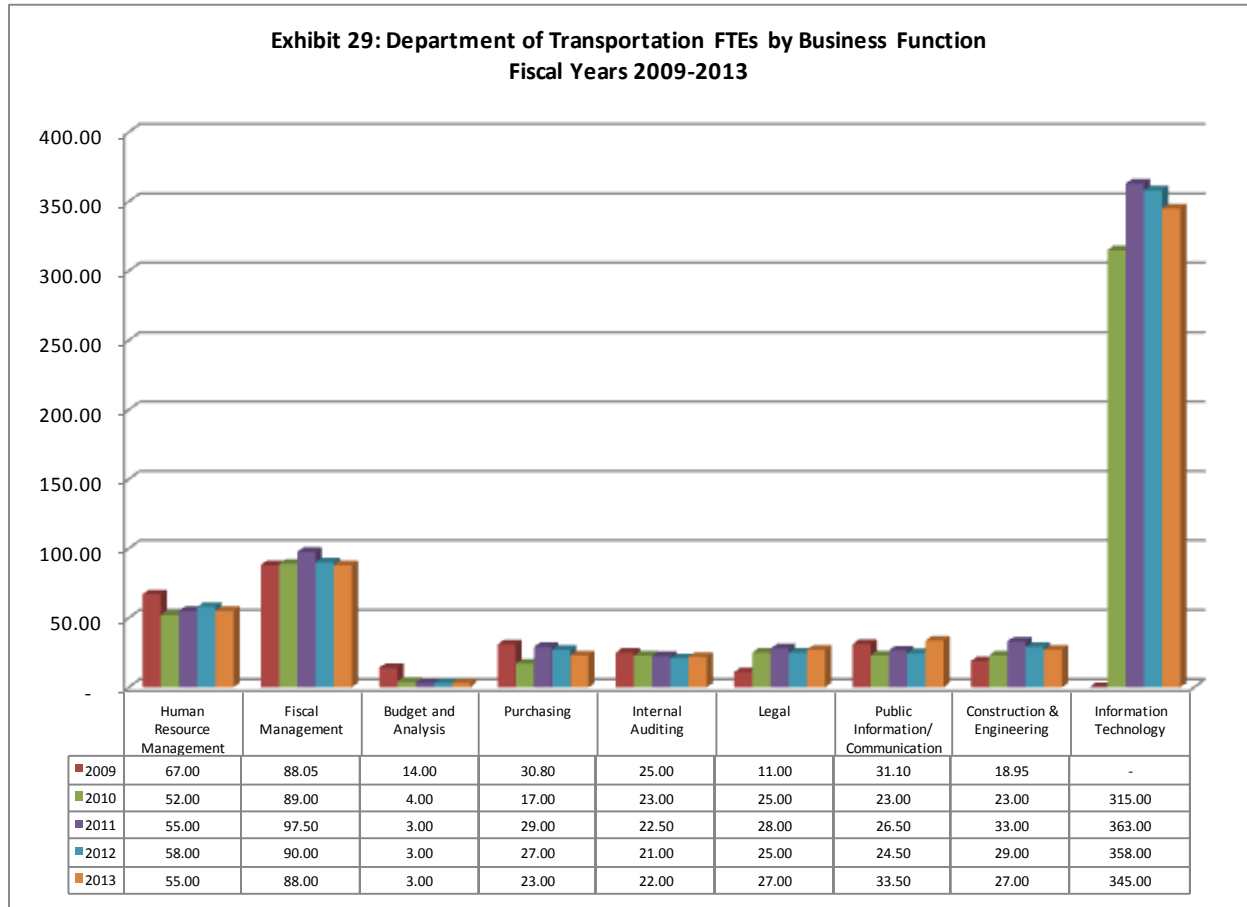|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	1.10	0.80	0.70	0.60	0.20	0.70	0.30	-	-
2010	1.00	1.00	1.50	0.50	-	1.00	-	-	1.00
2011	1.10	1.30	0.45	0.10	0.10	-	-	-	1.35
2012	1.10	1.30	0.45	0.10	0.10	-	0.15	-	1.35
2013	1.10	0.90	0.45	0.05	0.10	2.00	0.15	-	1.00

Office of the Governor

The Office of the Governor had an average annual staffing of 10.29 FTEs for the eight business functions during fiscal years 2009 through 2013. The Internal Auditing, Budget and Analysis and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 2.85 (-23.9%). The Office did not report any Information Technology FTEs from 2010 to 2013. Exhibit 31 shows the number of FTEs for each business function.

Exhibit 31: Office of the Governor FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	0.20	0.60	-	0.10	-	3.00	8.00	-	-
2010	0.20	0.60	-	0.10	-	3.00	8.00	-	-
2011	-	0.20	-	0.10	-	4.00	5.00	-	-
2012	-	0.20	-	0.10	-	4.00	5.00	-	-
2013	0.90	0.85	0.20	0.10	-	3.00	4.00	-	-
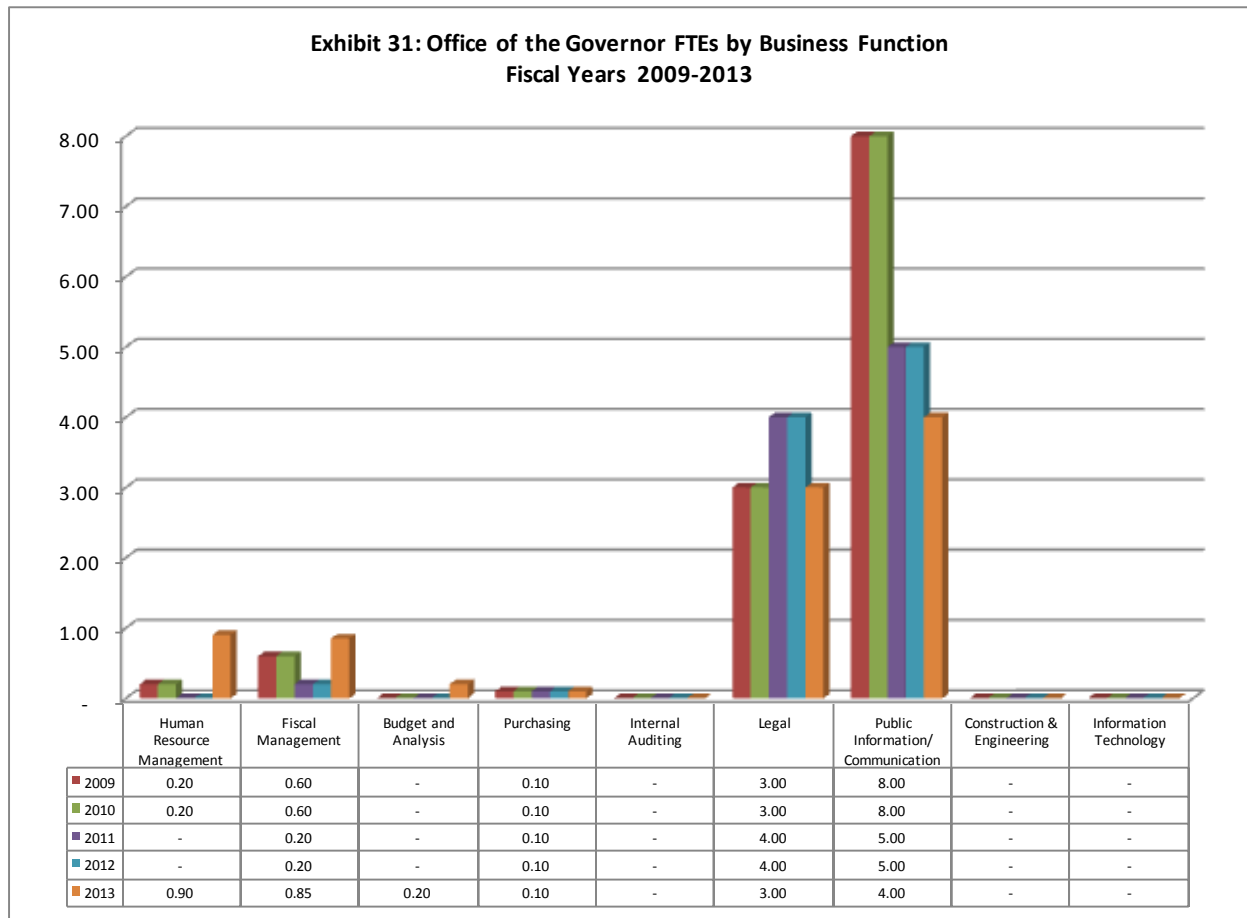
Office of Information Technology Services

The Office of Information Technology Services had an average annual staffing of 44.1 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions decreased by 11.0 (-22.9%). The Office does not separately classify internal Information Technology positions from those which provide statewide support.   Exhibit 32 shows the number of FTEs for each business function.

Exhibit 32: Office of Information Technology Services FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	6.0	16.5	7.5	2.0	2.0	2.0	4.0	8.0	-
2010	9.0	18.0	7.0	5.0	3.0	1.0	1.0	-	-
2011	9.0	17.0	7.0	2.0	3.0	1.0	2.0	-	-
2012	7.0	16.0	7.0	2.0	3.0	-	2.0	-	-
2013	7.0	14.0	8.0	2.0	4.0	-	2.0	-	-

Office of Lieutenant Governor
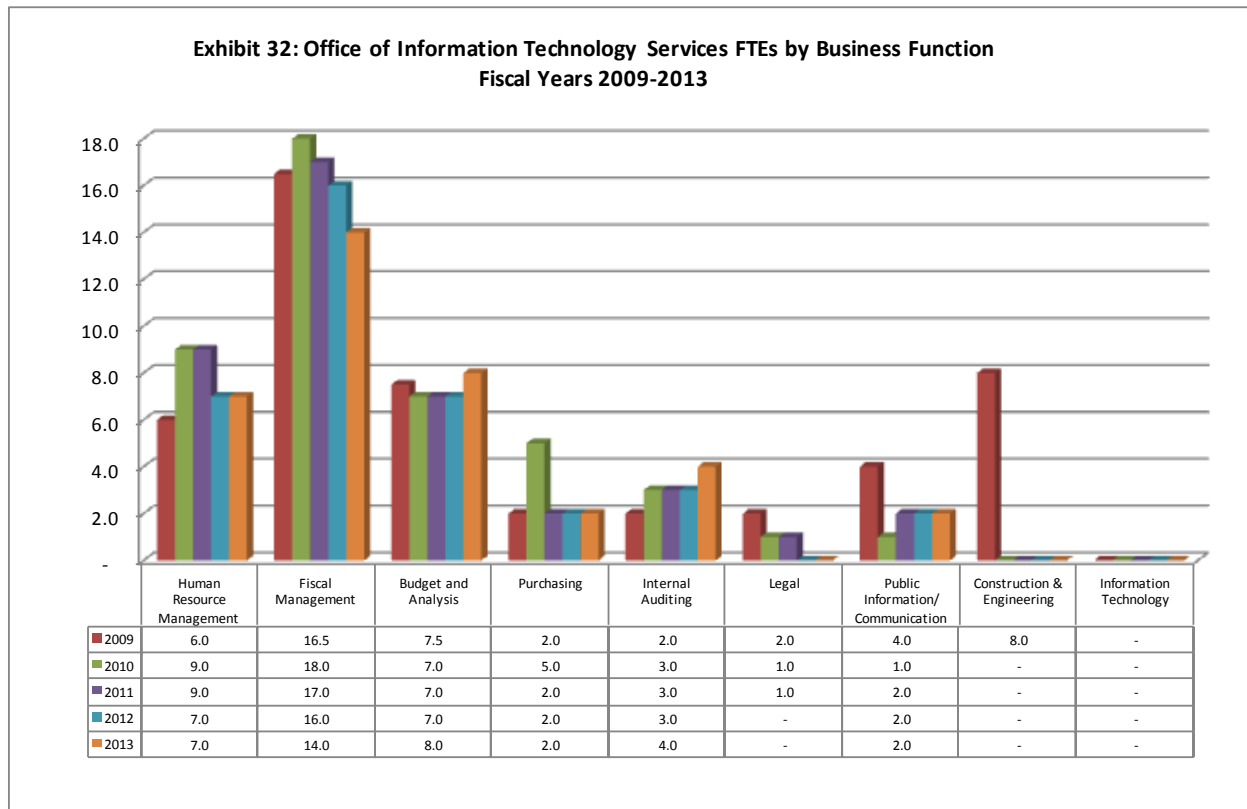
The Office of Lieutenant Governor had an average annual staffing of 6.36 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 1.7 (-26.6%). In addition, Information Technology increased by .10 FTEs during the past four years. Exhibit 33 shows the number of FTEs for each business function.

Exhibit 33: Office of the Lieutenant Governor FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	0.20	0.10	0.20	0.20	-	1.00	4.70	-	-
2010	0.20	0.10	0.20	0.20	-	1.00	3.00	-	-
2011	0.20	0.20	-	0.10	-	0.75	6.75	-	-
2012	0.30	0.20	-	0.10	-	0.75	6.65	-	-
2013	0.05	0.10	0.05	0.40	-	0.85	3.25	-	0.10

Office of State Budget and Management

The Office of State Budget and Management had an average annual staffing of 4.56 FTEs for the eight business functions during fiscal years 2009 through 2013. The Internal Auditing, Legal, Public Information/Communication, and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 2.92 (-55.1%). In addition, Information Technology remained the same FTEs during the past four years. Exhibit 34 shows the number of FTEs for each business function.

Exhibit 34: Office of State Budget and Management FTEs by Business Function Fiscal Years 2009-2013

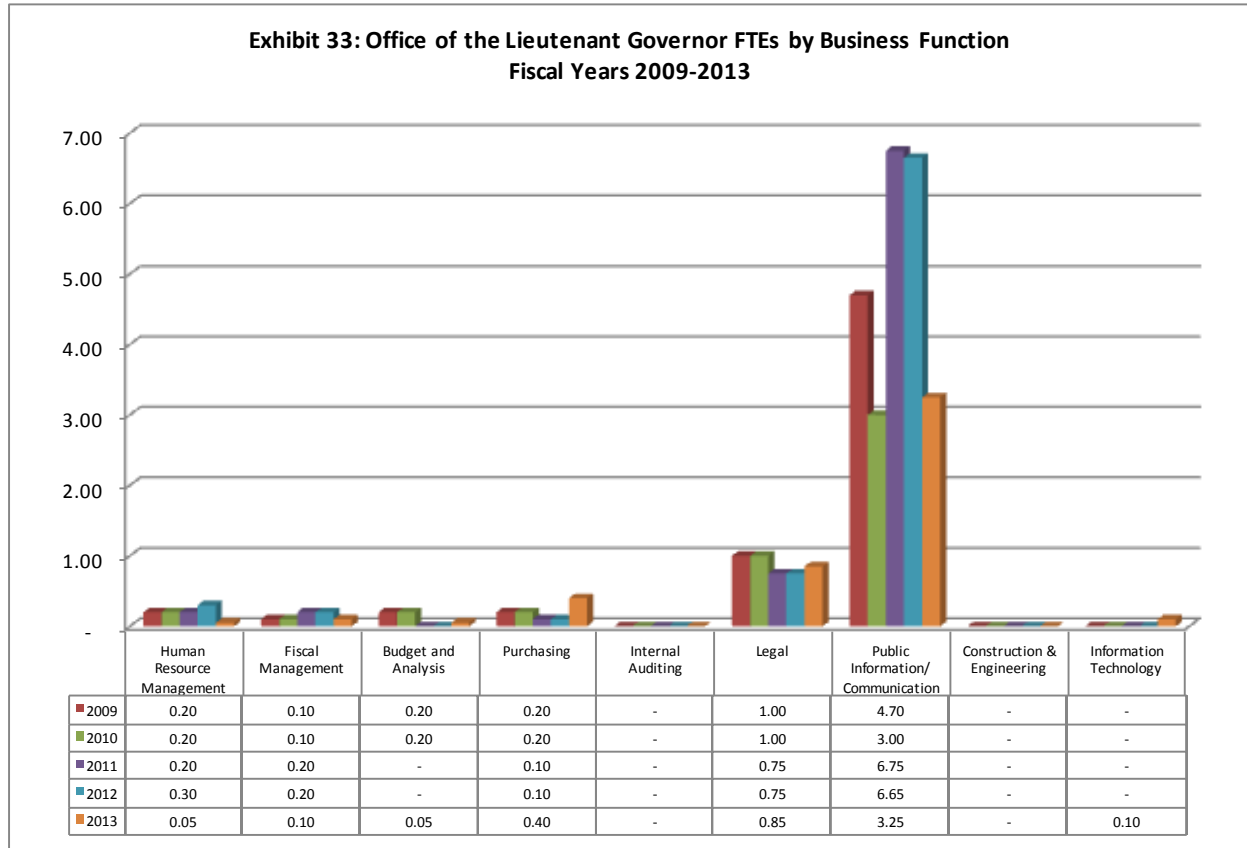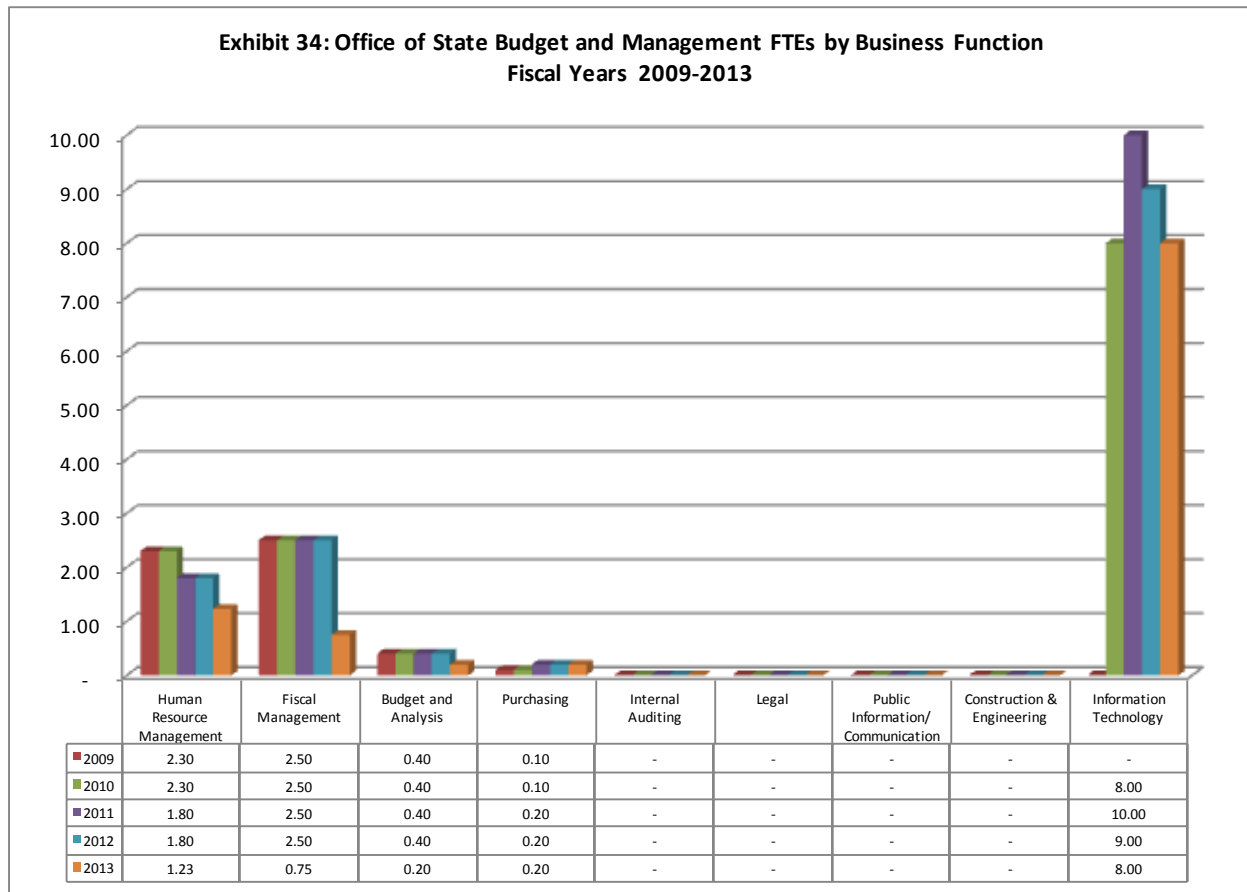|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	2.30	2.50	0.40	0.10	-	-	-	-	-
2010	2.30	2.50	0.40	0.10	-	-	-	-	8.00
2011	1.80	2.50	0.40	0.20	-	-	-	-	10.00
2012	1.80	2.50	0.40	0.20	-	-	-	-	9.00
2013	1.23	0.75	0.20	0.20	-	-	-	-	8.00

Office of State Controller

The Office of the State Controller had an average annual staffing of 5.36 FTEs for the eight business functions during fiscal years 2009 through 2013. The Legal and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by .15 (+2.8%). In addition, the Information Technology business function decreased by 5.5 FTEs during the past three years (no 2010 data was reported). Exhibit 35 shows the number of FTEs for each business function.

Exhibit 35: Office of the State Controller FTEs by Business Function Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	2.00	1.50	0.50	1.00	0.10	-	0.30	-	-
2010	2.00	1.50	0.50	1.00	-	-	0.30	-	-
2011	2.00	1.45	0.50	1.00	-	-	0.33	-	27.50
2012	2.00	1.45	0.50	1.00	-	-	0.33	-	24.00
2013	2.00	1.45	0.50	1.60	-	-	-	-	22.00

Office of the State Auditor

The Office of the State Auditor had an average annual staffing of 8.81 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 0.35 FTE (+4.0%). In addition, Information Technology remained the same during the past four years. Exhibit 36 shows the number of FTEs for each business function.

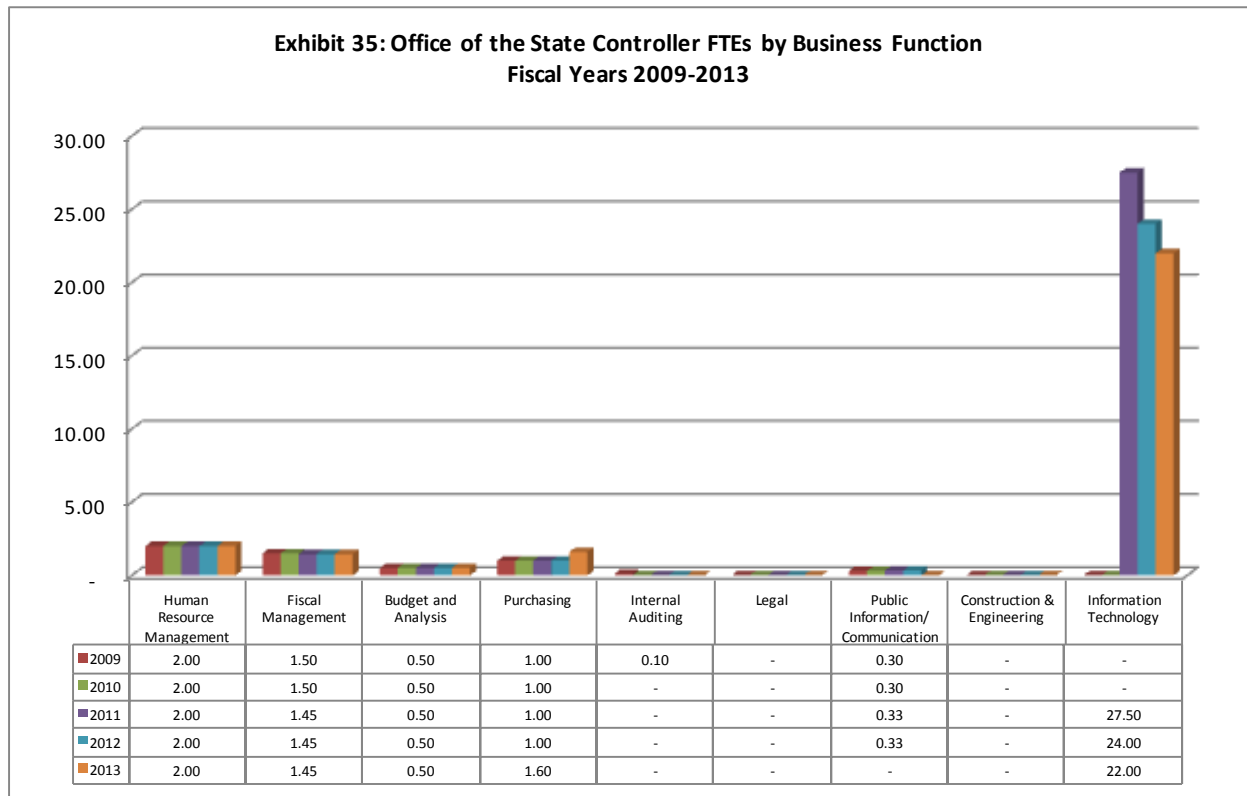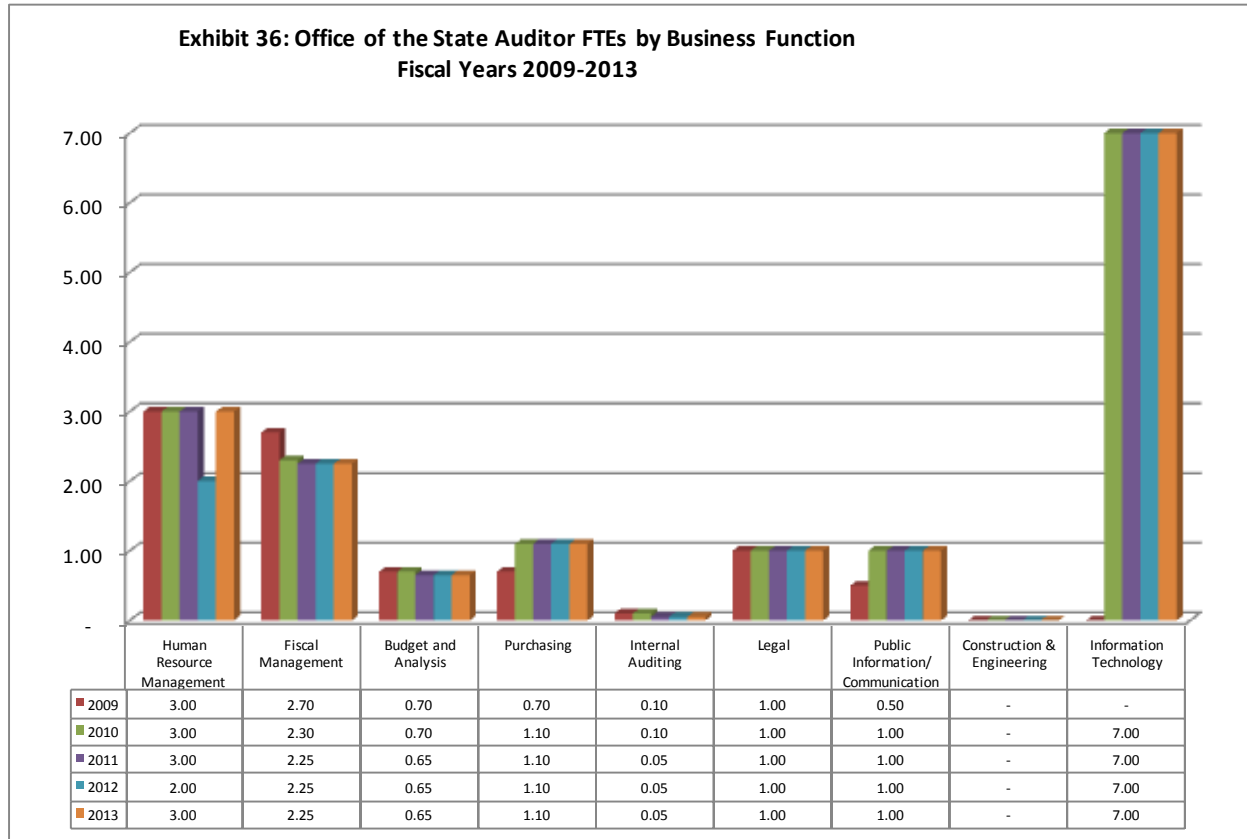**Exhibit 36: Office of the State Auditor FTEs by Business Function**
Fiscal Years 2009-2013

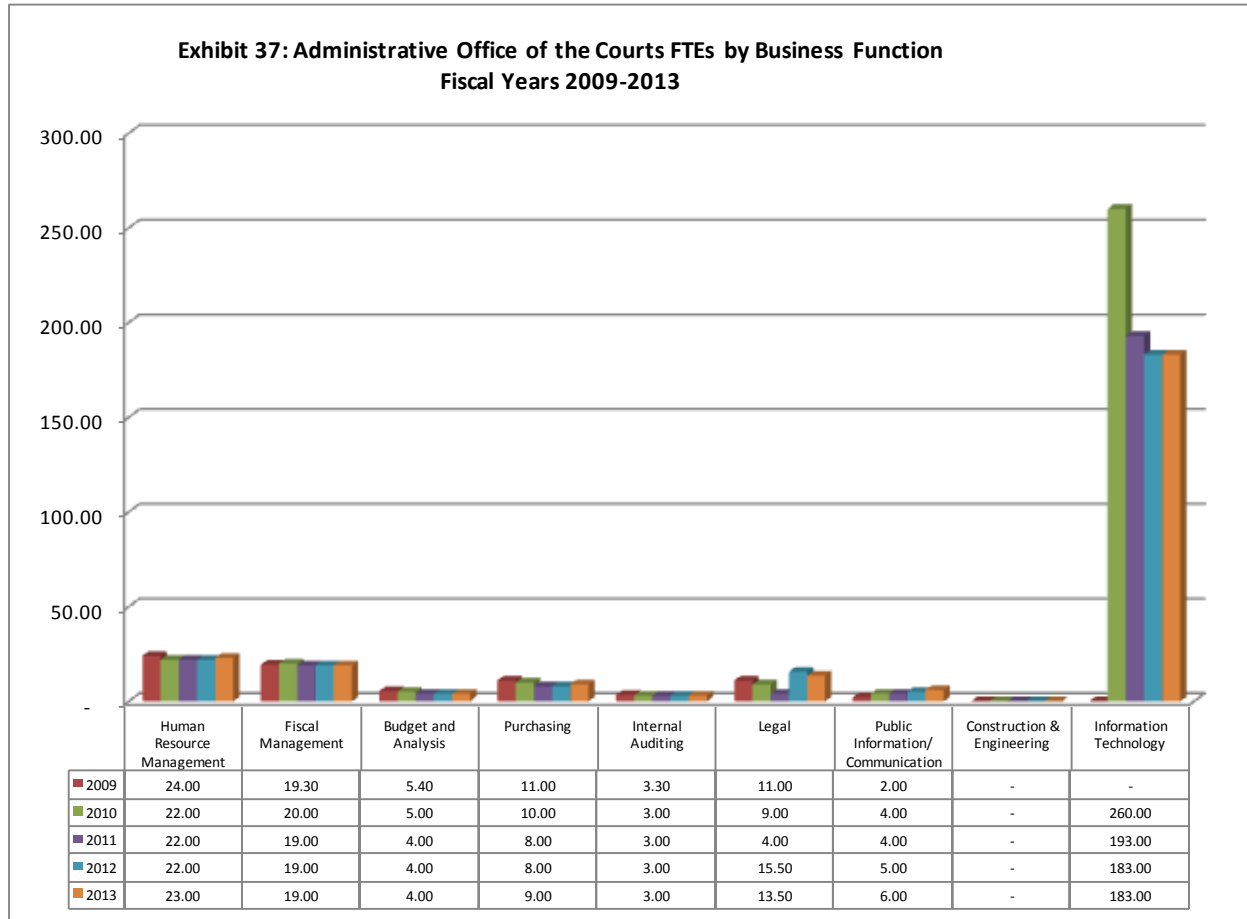|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	3.00	2.70	0.70	0.70	0.10	1.00	0.50	-	-
2010	3.00	2.30	0.70	1.10	0.10	1.00	1.00	-	7.00
2011	3.00	2.25	0.65	1.10	0.05	1.00	1.00	-	7.00
2012	2.00	2.25	0.65	1.10	0.05	1.00	1.00	-	7.00
2013	3.00	2.25	0.65	1.10	0.05	1.00	1.00	-	7.00

Administrative Office of the Courts

The Administrative Office of the Courts had an average annual staffing of 73.4 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 1.5 (+2.0%). In addition, Information Technology decreased by 77 FTEs during the past four years. Exhibit 37 shows the number of FTEs for each business function.

Exhibit 37: Administrative Office of the Courts FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	24.00	19.30	5.40	11.00	3.30	11.00	2.00	-	-
2010	22.00	20.00	5.00	10.00	3.00	9.00	4.00	-	260.00
2011	22.00	19.00	4.00	8.00	3.00	4.00	4.00	-	193.00
2012	22.00	19.00	4.00	8.00	3.00	15.50	5.00	-	183.00
2013	23.00	19.00	4.00	9.00	3.00	13.50	6.00	-	183.00

Board of Elections

The Board of Elections had an average annual staffing of 2.74 FTEs for the eight business functions during fiscal years 2009 through 2013. The Purchasing, Internal Auditing, and Construction and Engineering functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 3.70 (+284.6%). In addition, Information Technology decreased by one FTE over the past four years. Exhibit 38 shows the number of FTEs for each business function.
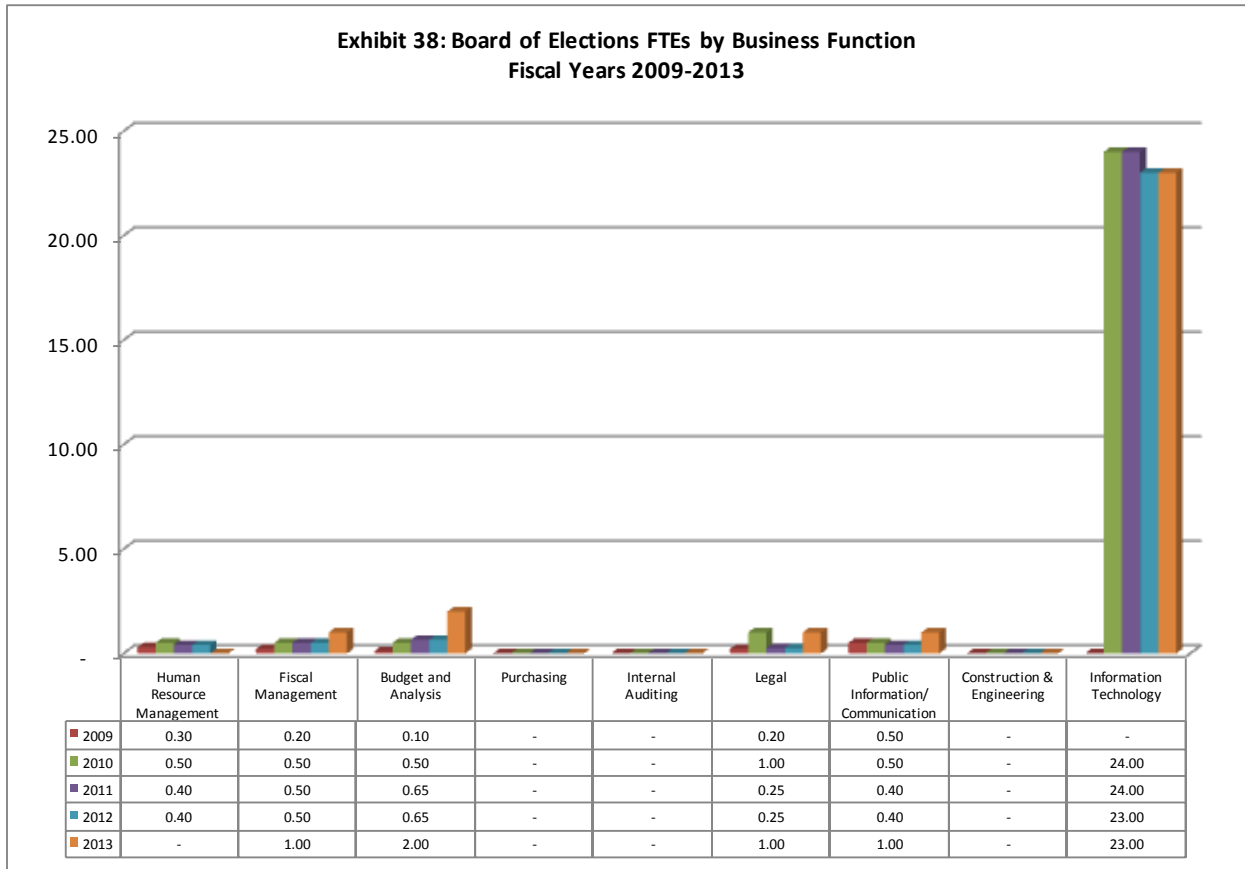
Exhibit 38: Board of Elections FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	0.30	0.20	0.10	-	-	0.20	0.50	-	-
2010	0.50	0.50	0.50	-	-	1.00	0.50	-	24.00
2011	0.40	0.50	0.65	-	-	0.25	0.40	-	24.00
2012	0.40	0.50	0.65	-	-	0.25	0.40	-	23.00
2013	-	1.00	2.00	-	-	1.00	1.00	-	23.00

North Carolina Community College System

The North Carolina Community College System had an average annual staffing of 24.9 FTEs for the eight business functions during fiscal years 2009 through 2013. Over the last five years, the total number of FTEs in the eight business functions decreased by 8.25 (-26.6%). In addition, Information Technology decreased by 2.0 FTEs during the past four years. Exhibit 39 shows the number of FTEs for each business function.
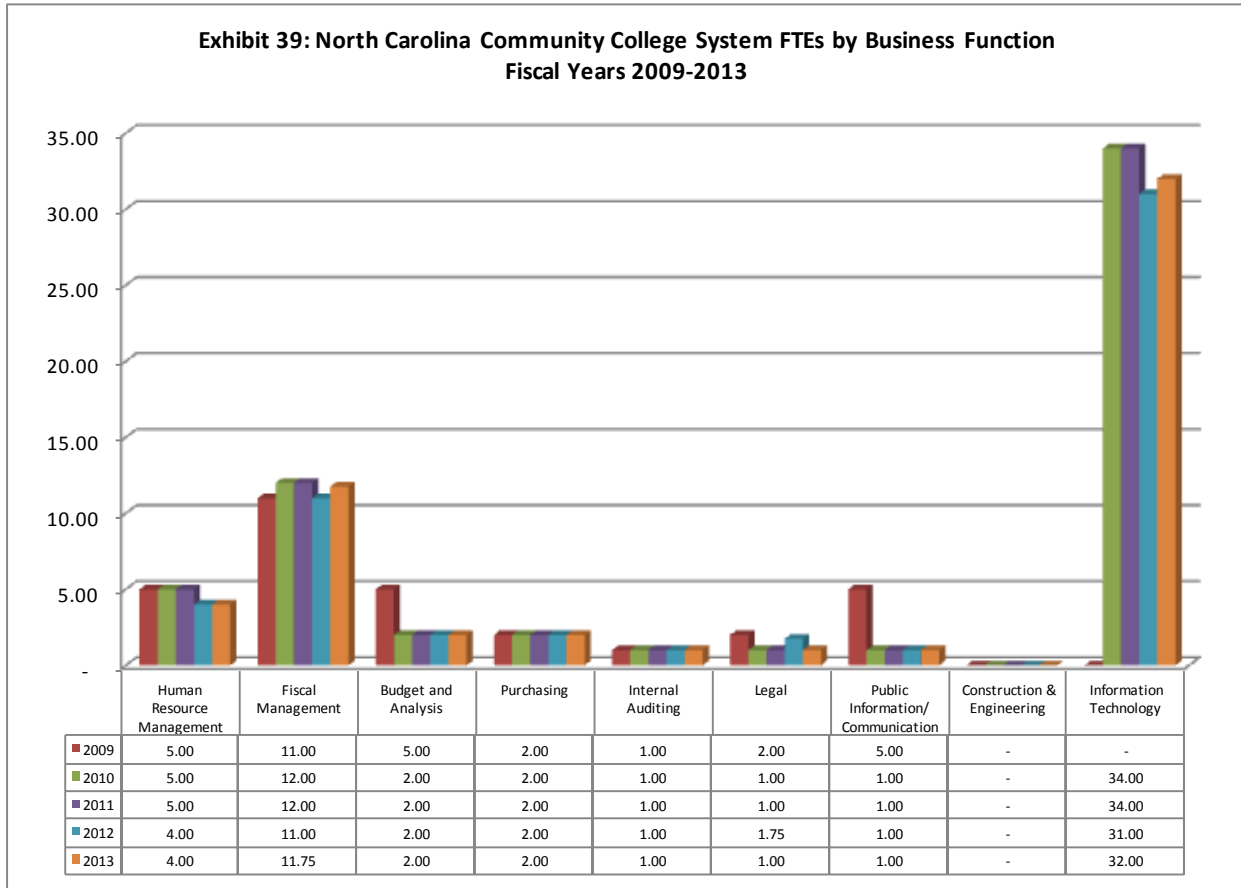
Exhibit 39: North Carolina Community College System FTEs by Business Function
Fiscal Years 2009-2013

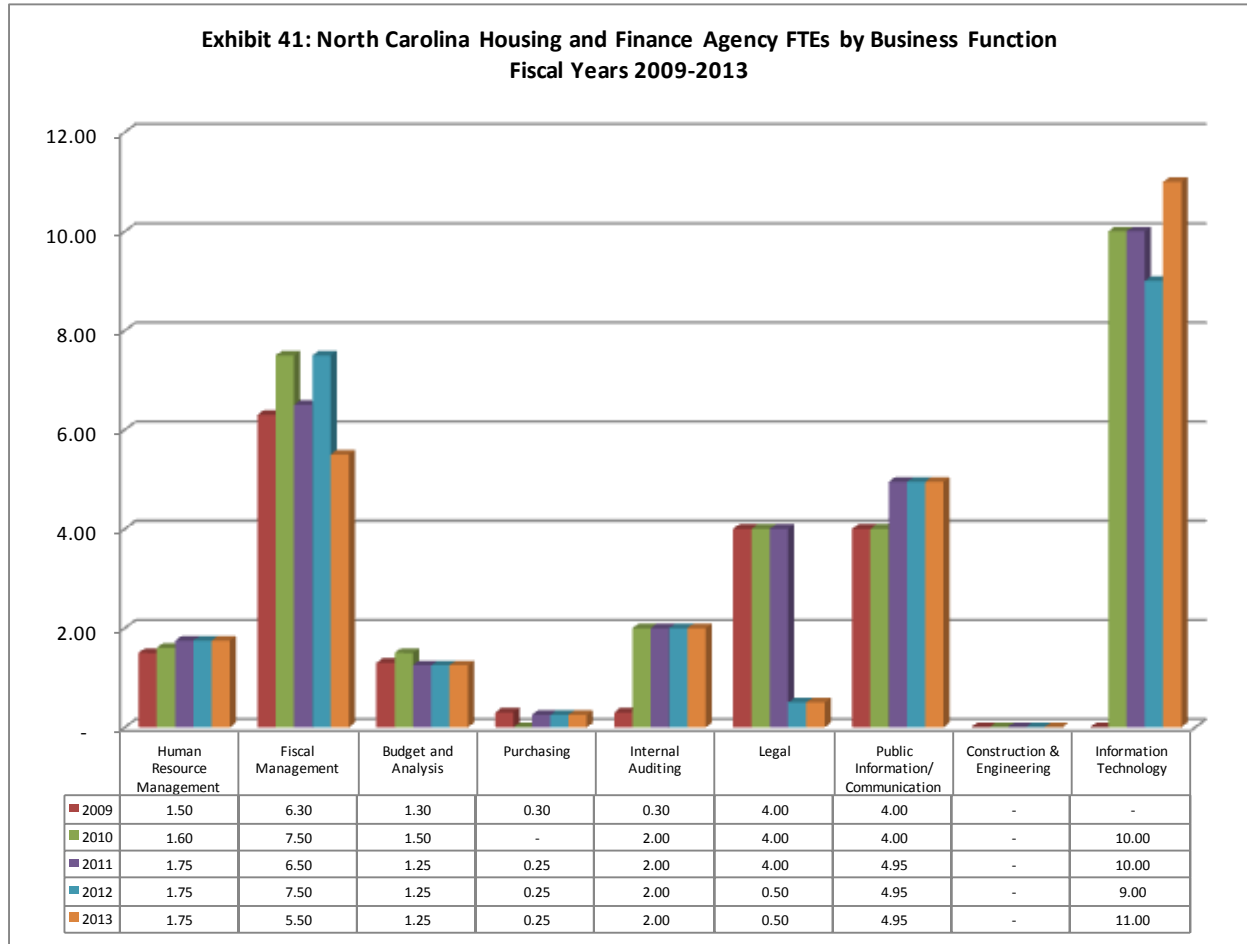|	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	5.00	11.00	5.00	2.00	1.00	2.00	5.00	-	-
2010	5.00	12.00	2.00	2.00	1.00	1.00	1.00	-	34.00
2011	5.00	12.00	2.00	2.00	1.00	1.00	1.00	-	34.00
2012	4.00	11.00	2.00	2.00	1.00	1.75	1.00	-	31.00
2013	4.00	11.75	2.00	2.00	1.00	1.00	1.00	-	32.00

North Carolina Education Lottery

The North Carolina Education Lottery had an average annual staffing of 33.4 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 8.2 (-22.7%). In addition, Information Technology increased by 7 FTEs during the past three years (no 2010 Information Technology position data were reported). Exhibit 40 shows the number of FTEs for each business function.

Exhibit 40: North Carolina Eduction Lottery FTE's by Business Function Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	4.20	12.20	1.40	1.40	3.10	2.50	11.30	-	-
2010	5.00	15.00	1.00	2.00	3.00	2.00	11.00	-	-
2011	5.00	15.00	1.00	1.00	2.00	2.00	10.00	-	22.00
2012	5.10	10.40	2.80	1.60	2.00	2.00	4.00	-	29.00
2013	5.10	10.50	2.60	1.70	2.00	2.00	4.00	-	29.00

North Carolina Housing Finance Agency

The North Carolina Housing Finance Agency had an average annual staffing of 18.68 FTEs for the eight business functions during fiscal years 2009 through 2013. The Construction and Engineering function did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions decreased by 1.5 (-8.5%). In addition, Information Technology increased by one FTE during the past four years. Exhibit 41 shows the number of FTEs for each business function.

Exhibit 41: North Carolina Housing and Finance Agency FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	1.50	6.30	1.30	0.30	0.30	4.00	4.00	-	-
2010	1.60	7.50	1.50	-	2.00	4.00	4.00	-	10.00
2011	1.75	6.50	1.25	0.25	2.00	4.00	4.95	-	10.00
2012	1.75	7.50	1.25	0.25	2.00	0.50	4.95	-	9.00
2013	1.75	5.50	1.25	0.25	2.00	0.50	4.95	-	11.00

Wildlife Resources Commission

The Wildlife Resources Commission had an average annual staffing of 28.0 FTEs for the eight business functions during fiscal years 2009 through 2013. The internal auditing functions did not have any FTEs during this period. Over the last five years, the total number of FTEs in the eight business functions increased by 11.00 (+52.4%). In addition, Information Technology decreased by two FTE during the past four years. Exhibit 42 shows the number of FTEs for each business function.

Exhibit 42: Wildlife Resources Commission FTEs by Business Function
Fiscal Years 2009-2013

	Human Resource Management	Fiscal Management	Budget and Analysis	Purchasing	Internal Auditing	Legal	Public Information/ Communication	Construction & Engineering	Information Technology
2009	5.00	11.00	2.00	2.00	-	-	-	1.00	-
2010	7.00	13.00	2.00	3.00	-	-	-	-	20.00
2011	6.00	14.00	2.00	4.00	-	-	6.00	-	19.00
2012	6.00	13.00	2.00	4.00	-	-	5.00	-	19.00
2013	6.00	13.00	2.00	4.00	-	1.00	6.00	-	18.00