

State of Oklahoma Office of Personnel Management



FY2004 Annual Compensation Report

Oscar B. Jackson, Jr. Administrator
Secretary of Human Resources and Administration
Office of Personnel Management
December 1, 2003



STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT

"Serving Equal Opportunity Employers"

December 1, 2003

The Honorable Brad Henry
Governor
State of Oklahoma
State Capitol Building, Room 212
Oklahoma City, OK 73105

The Honorable Larry E. Adair
Speaker
Oklahoma House of Representatives
State Capitol Building, Room 401
Oklahoma City, OK 73105

The Honorable Cal Hobson
President Pro Tempore
Oklahoma Senate
State Capitol Building, Room 422
Oklahoma City, OK 73105

Dear Governor Henry, Senator Hobson, and Speaker Adair:

Enclosed for your review is a copy of the Office of Personnel Management FY 2004 Annual Compensation Report. This report, mandated by O.S. Title 74:840-2.12(5), summarizes the results of the Annual Salary Survey of market compensation practices and compares them to those in Oklahoma state government. The report includes my recommendations concerning state employee compensation for the FY 2005 year. These recommendations are summarized in the Executive Summary and are addressed in more detail in the Recommendations section of the report.

You will note that the recommendations do not include a general increase for all state employees. In plain terms, the reason for this is the current state budget situation. In FY 2003, the state went through a period of belt tightening, during which revenue shortfalls triggered substantial reductions in the budgets of many state agencies. While current revenues appear to be rebounding somewhat, forecasts suggest that FY 2005 will be another difficult budget year for state agencies. State employees are certainly deserving of a pay raise, having received only one general increase in the last five years. However, we believe that a targeted increase, aimed at job family levels where there are significant recruitment and retention concerns, is the most cost-effective strategy under the current circumstances. Should funds available for appropriation exceed our current expectations, we would strongly encourage the Governor and Legislature also to consider an across-the-board pay raise for all state employees.

Please let me know if you have questions or comments, or you may contact the OPM Compensation Division at (405) 522-0422.

Sincerely,

A handwritten signature in black ink, appearing to read "Oscar B. Jackson, Jr.", written in a cursive style.

Oscar B. Jackson, Jr., Administrator and
Cabinet Secretary of Human Resources and Administration

*"We serve the people of Oklahoma by delivering reliable and innovative
human resource services to our partner agencies to achieve their missions."*

STATE OF OKLAHOMA
Office of Personnel Management
FY 2004 Annual Compensation Report

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Oscar B. Jackson, Jr.
*Administrator & Cabinet Secretary
of Human Resources and Administration*

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INTRODUCTION

Statutory Requirement

O.S. Title 74, Section 840:1.6A(5) provides that "the Administrator of the Office of Personnel Management shall conduct an analysis of the rates of pay prevailing in the state within the public and private sectors for comparable jobs and report the findings to the Governor, the President Pro Tempore of the Senate, and the Speaker of the House of Representatives no later than December 1 of each year. Such analysis shall include all forms of compensation including fringe benefits."

The Office of Personnel Management FY 2004 Annual Compensation Report meets the statutory requirements as outlined in 840:1.6A(5) of Title 74. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and it compares these programs with the state's fringe benefit package.

Additionally, Section 840-1.6A(20) of Title 74 requires the Administrator of the Office of Personnel Management to conduct a study identifying the following, by job family descriptor(s):

- a. selected job family levels with a turnover rate in excess of 10 percent;
and
- b. selected job family levels identified by the Administrator of the Office of Personnel Management with salaries and benefits that are 10 percent or more below the market for such position(s).
- c. selected job family levels identified by the Administrator of the Office of Personnel Management in which recruitment efforts have yielded a low number of qualified applicants.

This study is to be conducted on a biannual basis. Since the subject matter of this study is directly related to the analysis of public and private sector pay required by Section 840-1.6A(5), the results of this study are included in this report.

Purpose and Scope of Annual Survey

Historically, the Office of Personnel Management annually conducts a salary and benefits survey of public and private employers located within the State of Oklahoma. With the implementation of SB 464, the "Classification and Compensation Reform Act of 1999" (CCRA), the purpose of the annual salary survey has taken on two main objectives:

1. to report the comparable salary and benefit information from data of selected states and private sector companies; and
2. to place more emphasis on the comparison between the competitive labor market data and State of Oklahoma Merit System classified service salaries.

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs compare with the current labor market. Survey sources used for this year's salary and benefit analysis are:

- OPM FY 2004 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2003 Survey, by Compdata Surveys

(See pages 9-10 for a summary of each survey.)

2003 Legislative Compensation Activity

The following compensation-related bills were passed during the first session of the 49th Oklahoma Legislature:

House Bill 1039: Amends O.S. 74:840-2.29 to clarify that each classified employee who is on call must be compensated for a minimum of two hours of work *anytime* the employee reports to a work location while on-call and works less than two hours. *Effective July 1, 2003.*

Senate Bill 194:

- Section 1. Amends O.S. 74:840-2.17 to require that skill-based salary adjustments, other than lump-sum payments, become permanent after 24 months and may not be taken away if the employing agency conducts a furlough or reduction-in-force. *Effective November 1, 2003.*
- Section 4. Creates the "Oklahoma Biennial Compensation Review Board" at O.S. 74:841.30, consisting of the Executive Director of the Oklahoma Public Employees Association and members appointed by the Speaker of the House of Representatives and the President Pro Tempore of the Senate. The Board will review the Office of Personnel Management compensation study and make compensation adjustment recommendations, including increasing the midpoints that are identified in the study for all job family descriptors (JFDs) to within 95 percent of the market, and providing for targeted salary increases for JFDs that are at least 15 percent below the market based upon the study. *Effective July 1, 2003.*

Senate Bill 703:

- Section 1 (amending O.S. 44:209) and Section 5 (amending O.S. 72:48) clarify that "acting incumbents" (individuals hired as unclassified employees to temporarily fill positions vacated by state employees) are entitled to benefits and pay adjustments; e.g., approved differentials and lump sum adjustments. *Effective July 1, 2003.*

- Section 6 amends O.S. 74:840-1.6A to clarify that the Administrator’s authority to adopt leave rules includes furlough, which is leave without pay. *Effective July 1, 2003*

Senate Bill 647: Amends O.S. 74:840-2.20 to require that leave accrual for state employees be based on hours worked, paid leave, and holidays, but excluding overtime, not to exceed the total possible work hours for the month. *Effective July 1, 2003.*

Economic Indicators

In reviewing the data and analysis in this report, it is helpful to consider them in the light of the current economic climate and labor market picture.

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 4.9 percent as of September 2003, which continues a steady decline from a July figure of 5.6 percent. Unemployment in the City of Oklahoma City increased to 4.3 percent from 3.9 percent the previous year. The Manpower Employment Outlook Survey reported that Oklahoma City area employers are forecasting a “gloomy” hiring climate for the fourth quarter of 2003, with 87 percent of employers planning to maintain or reduce current staffing levels. Inflation has remained low, with the national Consumer Price Index increasing only two percent from October 2002 to October 2003 – the same rate of increase as the previous year.

From a compensation standpoint, WorldatWork, in its 2003-04 Salary Budget Survey, reported that salary increases in 2003 were again smaller than most employers projected a year ago. As shown in the following table, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2003 that are smaller than projected in 2002, continuing a recent decline that began in 2000. The survey projects slightly larger increase levels for 2004.

Table 1: Total Salary Budget Increase (U.S.)

	<u>Actual 2002</u>	<u>Projected 2003</u>	<u>Actual 2003</u>	<u>Projected 2004</u>
Nonexempt Hourly Nonunion Employees	3.7%	3.9%	3.5%	3.6%
Nonexempt Salaried Employees	3.7%	4.0%	3.4%	3.6%
Exempt Salaried Employees	3.9%	4.1%	3.6%	3.7%
Officers/Executives	4.0%	4.3%	3.6%	3.8%

*Source: 2003-04 Salary Budget Survey, WorldatWork, August 2003

Pay Movement Mechanism Usage

The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified employees under their purview through the use of a variety of pay movement mechanisms (PMM). Table 2 below reveals the numbers of PMM transactions during CY 2002 in comparison with CY 2001. This table reveals that overall usage by agencies of PMMs was approximately 39 percent lower in 2002 than in 2001, a fact largely attributable to the state revenue shortfall.

While there were dramatic increases in both pay for performance and skill-based pay from 2001 to 2002, in actuality each of these types of adjustments only affected a relatively small population of state employees. Although PMMs were the only mechanism for affecting pay increases during the period in question, they only served to raise the overall state payroll by .51 percent in 2001 and .31 percent in 2002.

Table 2: Agency PMM Usage 2001-2002

PMM	2001 No. Emp.	2001 Costs	%Diff. 2000 - 2001	2002 No. Emp.	2002 Costs	%Diff. 2001- 2002
MARKET ADJUSTMENT	1,201	\$ 1,272,592	300.1%	102	\$ 164,188	-87.1%
EQUITY ADJUSTMENT	1,436	\$ 1,361,114	-16.8%	452	\$ 363,799	-73.3%
SKILL-BASED PAY ADJUST.	89	\$ 53,328	-44.0%	67	\$ 73,173	37.2%
PERF. BASED PAY ADJUST.	100	\$ 175,759		752	\$ 974,230	454.3%
COMPL. OF PROB/TRIAL PER.	384	\$ 250,832	-26.7%	366	\$ 227,287	-9.4%
LATERAL TRANSFER	386	\$ 154,228	14.7%	473	\$ 81,164	-47.4%
CAREER PROGRESSION*	2,020	\$ 2,993,834	5.2%	1562	\$ 1,915,489	-36.0%
TOTAL	5,616	\$ 6,261,687	14.3%	3774	\$ 3,799,330	-39.3%
% of state payroll		0.51%			0.31%	



EXECUTIVE

SUMMARY

Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 262 benchmark jobs indicates that on average, classified employee salaries fell approximately 11.3 percent below the competitive labor market. Table 3 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. The 262 benchmarks represent 17,312 classified state employees.

**Table 3: Employee Benchmark Average Salary Comparison
State of Oklahoma vs. Market**

<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2004	\$29,969*	\$33,361	-11.3%

*Figure includes average longevity payment for calendar year 2003 of \$1,174.62

***Source:** FY 2004 Multi-Survey Summary Report of Competitive Labor Market

This year's results show Oklahoma's average pay lagging the market by the same percentage as the previous year.

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 4 below displays a breakdown of the employer benefits of the State's benefit package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

**Table 4: Average Employee Fringe Benefit Comparison
State of Oklahoma vs. Market**

	<u>State of Oklahoma Contribution</u>	<u>Market Contribution*</u>
Health Care Benefit	17.6%	23.22%
Annual Leave Accrual	20	17
Sick Leave Accrual	15	8
Paid Holidays	10	10
Defined Benefit Retirement Plan** (employer contribution)	10%	14.3%
Defined Contribution Retirement Plan	1%	4.4%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

***Source:** OPM FY 2004 State of Oklahoma Compensation Survey

** Includes only those companies that offer a Defined Benefit Retirement Plan.

Employee Turnover

For FY 2003, the overall turnover rate among classified employees was 11.2 percent and the voluntary rate was at 9.6 percent. The overall turnover rate consisted of resignations, retirements, and discharges that occurred in FY 2003 while the voluntary rate was based on resignations and retirements only. Both the overall turnover rate and the voluntary rate decreased from the previous fiscal year. During FY 2003, both retirements and discharges increased from the previous fiscal year while resignations decreased. Below is a table representing the turnover rates (overall and voluntary) of the last five fiscal years for the state classified workforce.

Table 5: Turnover Rates FY 1999-2003

<u>Year</u>	<u>Overall Turnover Rate</u>	<u>Voluntary Turnover Rate</u>
2003	11.2%	9.6%
2002	11.8%	10.3%
2001	12.7%	11.4%
2000	13.5%	12.1%
1999	11.8%	10.6%

Pay Band Adjustment

In analyzing the classified pay structure, consideration was given to market pay growth since the last adjustment, the positioning of current classified average pay in the pay bands, and costs. In the market, average salary budget increases declined during the period 2001 to 2003, falling from levels in the mid-four-percent range to the mid-three-percent range. Salary structure adjustments by employers have likewise decreased from the three percent level to approximately two percent. With the exception of the highest pay bands (N – R), the average salary in each of the bands is close to, or above, the midpoint of the range. All of these factors point to the need to adjust the pay bands. Costs associated with a five percent adjustment, including costs of mandatory benefits, would be approximately \$1,005,799.80. See Table A5 on page 49 for cost information for each agency affected.

Recommendations

Pay Band Adjustment: Recommend the minimums, maximums and midpoints of the classified pay bands be adjusted upward by five percent. The cost of such an adjustment will be approximately \$1,005,799. In view of the relatively modest cost of this adjustment, it might be possible to implement this adjustment without additional funding from the Legislature, as was the case with the last adjustment in 2001.

Targeted Pay Adjustments: Recommend the Legislature provide additional funding to agencies to accomplish targeted market adjustments to address critical recruitment and retention concerns. Agencies will be responsible for developing a written plan to address

such concerns. Funding should be allocated to the agencies by the Legislature based on the relative distribution of payroll costs among the agencies. The costs to the state of such funding based on different funding amounts ranging from one to five percent is as follows:

Table 6: Cost of Funding Targeted Pay Increases to State Employees

<u>Percentage Increase</u>	1%	2%	3%	4%	5%
<u>Cost</u> (in millions)	\$13.75	\$27.50	\$41.25	\$54.99	\$68.75

These calculations are based on the total payroll for base salaries reported for classified and unclassified employees in October 2003. The cost also includes the estimated increase in Social Security and retirement benefit contributions.

Agency Director Pay: Recommend the Legislature adopt the recommendations in the Agency Director Compensation Report, revised January 11, 2002. This will include the following components:

- Adoption of an adjusted salary range structure based on the model proposed in the report. The original structure has been adjusted by OPM to reflect market pay growth since the issuance of the report.
- Pay adjustments to the minimum of the pay range for those agency directors whose current pay falls below the minimum, estimated to cost approximately \$564,285
- Establishment of an Oversight Committee to deal with administration of the system.

Fringe Benefits

In the future, consistent with the availability of funds, the Office of Personnel Management should pursue a benefit value study to enable an appropriate comparison of the State's benefit package with the market.

Turnover

The Office of Personnel Management will continue to trend state employee turnover data from year to year. Recommend agencies take a proactive focus in assessing their workforce and develop workforce planning strategies to deal with any gaps or surpluses that might exist within their agencies.

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METHODOLOGY

Market Surveys

The State of Oklahoma has a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public sector organizations in our surrounding or contiguous states. For technical, clerical and blue-collar jobs, we look exclusively at survey data from employers within the state; for professional and managerial jobs, our emphasis is on survey data from both within the State of Oklahoma and the contiguous states. Comparisons for state-specific jobs are made exclusively with data from surveys that measure the market for state jobs. It is within these boundaries that our competitive labor markets exist. In keeping with this market philosophy, the following market data sources were used in the salary analysis in this report:

OPM FY 2004 State of Oklahoma Compensation Survey: This salary/benefits survey was conducted by the Compensation Division of the State of Oklahoma's Office of Personnel Management. The salary portion of the survey covered a total of 56 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding or contiguous to Oklahoma. A total of 31 organizations participated in this survey. Salary data is current as of July 2003.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): This survey is conducted annually by members of the Central States Compensation Association. The consortium is composed of 25 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 136 benchmark jobs. Salary data is current as of July 2003.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): This survey is conducted annually by members of the Southeastern States Salary Conference. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 73 benchmark jobs. Salary data is current as of July 2003.

The State Chamber Survey: This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from 113 organizations employing more than 26,000 people in the state of Oklahoma. The salary portion of the survey covered 81 benchmark jobs. Salary data is current as of July 2003.

Oklahoma Hospital Association: This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. This year, 90 of the 125 hospitals responded to the survey. The salary portion of the survey covered 15 benchmark jobs. Salary data is current as of July 2003.

Compensation Data 2003: This salary/benefits survey is conducted by Compdata Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 99 benchmark jobs. Salary data is current as of April 2003.

This year, the state’s 262 benchmark comparisons represented 17,312 employees, or 66 percent of the classified employee population.

Market Pricing Approach

The market pricing methodology employed in this report is based on the establishment of market composite rates, which are weighted market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources. In blending the data, more weight was given to some surveys than others based on a consideration of the following criteria:

- How well survey benchmark job content matched that of state jobs
- How closely the survey participants reflected the relevant market
- The degree of statistical analysis and quality control applied to the surveys
- The relative stability of the survey participant mix

The weighting percentages are shown in the chart below. The result is a solid survey value for each benchmark job that clearly reflects a “market consensus” or “going rate”.

Oklahoma Survey	30%
Central States Survey	25%
Chamber Survey	25%
CompData 2003	20%

NOTE: The OHA Survey is accorded the weight normally assigned to the Oklahoma Survey on health care jobs. The Southeastern States survey is used for regional or state-specific jobs only when a Central States match cannot be made, with a weight of 25 percent.

This methodology is based on generally accepted compensation practice and is recommended by WorldatWork, the leading compensation professional association, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

In making comparisons to the market, the state salary average for each benchmark job is individually compared to the market composite rate for the job and a percentage

difference is computed. The overall market position for state classified jobs is then computed by calculating the percentage difference between the state weighted average salary for all benchmark jobs and the overall market composite average rate weighted by state incumbents.

Fringe Benefits

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance utilized for purchasing the four core benefits of **health, dental, life, and disability insurance**. Employees may choose from two HMO plans or select the Sooner HealthChoice plan option. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$319.51 to \$735.15 per month in CY 2003. If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income. If the benefit cost exceeds the allowance, the remainder is deducted from the employee's pay.

Fringe benefits are normally defined in the following manner:

Paid Leave: includes vacation and sick days, paid holidays, and other paid time off.

Insurance Costs: includes health, dental, life, short and long term disability, or salary continuation.

Employer Retirement Contributions: includes employer contributions on behalf of employees' defined-benefit and defined-contribution pension plans.

Legally Required Benefits: includes Social Security and Medicare, federal and state unemployment insurance, workers' compensation and state temporary disability insurance.

Table 7: CY 2003 State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	\$319.51 to \$735.15 per month
Annual Leave Accrual (after 1 year)	15 days
Sick Leave Accrual	15 days
Paid Holidays	10 days
Defined Benefit Plan	10% employer contribution – 3.0% - 3.5% employee contribution
Defined Contribution Plan	\$25 per month matching funds from the state
Social Security	7.65%
Workers' Compensation & Unemployment Insurance	1% (approximately)*

* Workers' Compensation premiums vary by occupation.

Comparing Benefits

The state's fringe benefits package detailed:

Health Care Benefit Contribution: The average amount that the State of Oklahoma contributes to employees for health care is \$440.03 per month, or 17.6 percent of the average salary. The figure was converted to a percentage of average base salary for comparison.

Paid Leave: The state offers 10 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years (see Table 9, p. 17). The average years of service is 11 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan: The state contributes an amount equal to 10 percent of employees' salary.

Defined-Contribution Retirement Plan: For each employee, the State of Oklahoma provides a matching dollar amount of \$25 per month or \$300 annually.

Social Security: The mandatory employer contribution to Social Security is 7.65 percent of employees' salary.

Workers' Compensation & Unemployment Insurance: The state pays the mandatory one percent of salary toward employees' workers' compensation insurance and unemployment.

The "Market's" fringe benefits package detailed:

Health Care Benefit Contribution: The market amount contributed to employee health benefits was computed by using the percent of payroll spent on the four core benefits. The data gathered in the OPM FY 2004 State of Oklahoma Compensation Survey showed that on average, the market spent 23.22 percent of their total payroll on the four (4) core employee benefits.

Paid Leave: The market offers 10 Paid Holidays. For sick leave, market employees accrue an average of 8 days each year. Also, market employees earn an average of 17 days of Annual Leave each year for 10 years or more of service.

Defined-Benefit Retirement Plan: The market input to a Defined-Benefit Retirement Plan was gathered from the OPM FY 2003 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary. For comparison purposes, the average length of service for the market employee was assumed to be the same as that of the average length for classified state employee: 11 years.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the OPM FY 2003 State of Oklahoma Compensation

Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary.

Social Security: The mandatory employer contribution to Social Security is 7.65 percent of employees' salary.

Workers' Compensation & Unemployment Insurance: For comparison, it is assumed market companies also pay about one percent of salary toward mandatory employees' workers' compensation insurance and unemployment.

Employee Turnover

Employee turnover is a measure of separations from an employing organization, usually expressed as a turnover rate. Overall turnover rates are calculated by dividing the total number of separations, both voluntary and involuntary throughout the fiscal year, by the total number of employees at the beginning of the fiscal year. For the purpose of calculating this rate, separations are defined as discharges, resignations and retirements. In addition to the overall turnover rate, it is important to look specifically at voluntary turnover, which represents the rate at which employees exercise their free choice to leave their employment. Doing a voluntary turnover analysis consists of analyzing only resignations and retirements in a given job family level.

The following turnover analyses are included in this year's report:

- A listing of selected job family levels with turnover rates of 10 percent or greater.
- A listing of 76 job family levels with three consecutive years of 10 percent or greater voluntary turnover.
- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The average salary for the entire classified workforce (including longevity), as opposed to the benchmark average salary, was used in calculating the turnover cost. Using this salary figure is appropriate, since the intent is to derive the cost of turnover for all classified jobs. The formula used to calculate this cost is based on a conservative, simplified costing model*. Below are the steps of the costing model:

- A. Average classified salary for the State of Oklahoma (including average longevity pay)
- B. Percentage of pay for benefits (X) average salary
- C. Total employee annual cost (add A + B)
- D. Determine the number of employees that resigned within the previous FY
- E. The time an employee becomes fully productive (typically 12 months)
- F. Per person turnover cost: $(E \div 12) \times C \times 50\%^{**}$
- G. Annual turnover cost for the state: (Multiply F X D)

* Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*, 10th Edition, Page 90

**Assumes 50 percent productivity throughout first year (E).

Low Number of Qualified Applicants

In attempting to identify job family levels with low numbers of qualified applicants, it became apparent that an additional qualifying factor, beyond just the sheer size of the applicant pool, would have to be considered. In order to make the results meaningful for identifying recruitment problems, strong consideration of agency demand for applicants would also have to be factored into the analysis. For example, an applicant pool of ten applicants may not pose a problem if only one vacancy were filled during the previous year; however, the same pool would clearly be inadequate to fill five or more vacancies. In an effort to factor in agency demand as well as applicant pool size, the following criterion was used:

Job family levels for which the Office of Personnel Management has established registers that: (a) are currently open for competitive recruitment; and (b) have a number of certificates requested by agencies within the past 12 months which is greater than or equal to 25% of the number of qualified applicants currently on the register.

This criterion is based on the assumption that, to be sufficient, an applicant pool must contain at least four applicants (not previously considered) for each vacancy to be filled. Agencies have complained frequently that certificates issued throughout the year include many of the same applicants they have considered already and have elected not to offer employment. This criterion acknowledges that consideration of the same applicant pool on multiple occasions is an indication of a low number of applicants from whom to select new employees.

The list of job family levels with low numbers of qualified applicants in accordance with the above criterion is found in Table A6 in the Appendix to this report.



ANALYSIS

Average Salary Comparison

An analysis of salary survey data submitted indicates that on average, classified employee salaries were 11.3 percent below the competitive labor market. Table 8 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

Table 8: Employee Average Salary Comparison

State of Oklahoma vs. Market			
<u>Year</u>	<u>State of Oklahoma</u>	<u>Market*</u>	<u>% Difference</u>
2004	\$29,969	\$33,361	-11.3%

*Source: FY 2004 Multi-Survey Summary Report of Competitive Labor Market

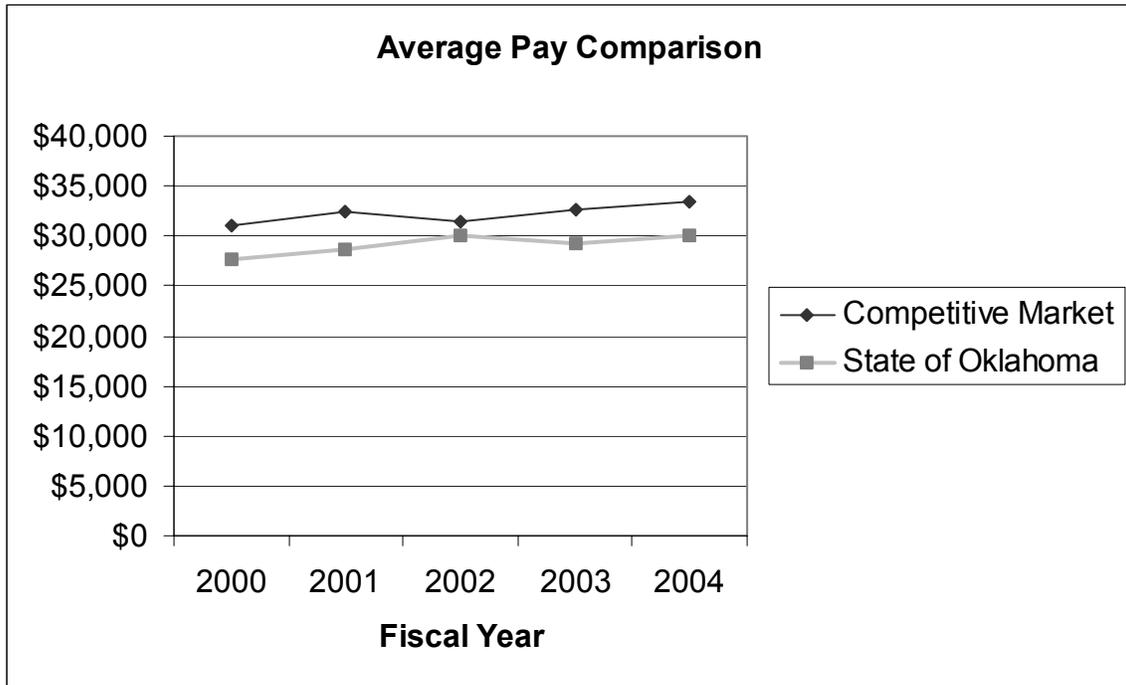
An average longevity payment of \$1,174.62 for fiscal year 2003 was included in the calculation of the State of Oklahoma average pay rate.

This year's result is consistent with last year's deficit, and the result falls in line with the five-year trend with the exception of FY 2002. A review of market and state average salary growth from FY 2000 to the present (see Table 9, below; and Figure 1, p. 16) reveals that, despite a dip in the market average in FY 2002, the market and the state increased at an overall rate of about seven percent.

Table 9: Market Comparison Trend (2000-2004)

<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2004	\$29,969	\$33,361	-11.3%
2003	\$29,318	\$32,621	-11.3%
2002	\$30,001	\$31,344	-4.5%
2001	\$28,738	\$32,513	-13.1%
2000	\$27,614	\$31,093	-12.6%

Figure 1: Oklahoma vs. Market Pay Trend (2000-2004)



While the Legislature’s pay increases to classified employees over this five-year period (see Table 10 below) were not sufficient to reduce the market gap, it appears that the net effect of that pay increase, agency PMM usage, and the overall economic decline has allowed the state to keep pace with the market.

Table 10: Oklahoma General Pay Increase History

<u>Appropriation Bills</u>	<u>Effective Fiscal Year</u>	<u>Pay Increase Allocated for Classified Employees</u>	<u>Effective Date</u>
-	2004	\$0	N/A
-	2003	\$0	N/A
-	2002	\$0	N/A
SB 959	2001	\$2,000	10/1/2000
-	2000	\$0	N/A

In considering pay increases, it is assumed budget constraints will be a concern and costs will be carefully evaluated given the current economic climate. Should the state decide to fund an across-the-board increase, the following table displays the estimated cost associated with different increase rates for all classified and unclassified employees.

Table 11: Cost of Across-the-Board Pay Increases to State Employees

<u>Percentage Increase</u>	<u>Cost</u> (in millions)	<u>Percentage Increase</u>	<u>Cost</u> (in millions)
1%	\$13.75	6%	\$82.49
2%	\$27.50	7%	\$96.25
3%	\$41.25	8%	\$109.99
4%	\$54.99	9%	\$123.75
5%	\$68.75	10%	\$137.49

These calculations are based on the total payroll for base salaries reported for classified and unclassified employees in October 2003. The cost also includes the estimated increase in Social Security and retirement benefit contributions.

Job Family Levels 10% Or More Below Market

The data in Table A2 in the Appendix reveals that the average pay rates of certain job families are not competitive. This year's report substantiates that 176 job families are lagging the market by 10 percent or greater compared to the previous year's 159 job families.

Agency Director Pay

In considering adjustments to state pay, it is also important to consider the pay of the state's top executives. Failure to deal appropriately with agency director pay can create compression problems, since the director's salary often serves as a barrier to salary growth of subordinate managers and employees.

In 2001, the Legislature passed Senate Bill 224, which required a study of all agency director salaries for both appropriated and nonappropriated state agencies. The study, which HayGroup consultants performed on OPM's behalf, compared the salaries paid to the agency directors with those of executives in both the public and private sector labor markets. The findings and conclusions of this report were as follows:

- There is a significant degree of salary dispersion resulting primarily from the lack of a formalized and structured pay plan.
- There is no stated comparator market or level at which the state wants to pay in the market.
- The state's pay practice trails the relevant market for positions of similar job content by amounts varying from 50 percent to 130 percent.

Although a bill was introduced in the 48th Legislative Session to incorporate the Agency Director Study recommendations, it failed to pass; and Agency Director pay rates have not significantly changed since the issuance of the report in 2002. Since this study was completed nearly two years ago, OPM Compensation Staff have updated the pay ranges by 2.8 percent (an amount recommended by Hay consultants) to reflect market pay growth that has occurred during the interim. These adjusted ranges are found in the Appendix at Table A7.

Fringe Benefits Analysis

The following tables compare the details of the State of Oklahoma's fringe benefit package with those of the market.

Table 12: Vacation Days
State of Oklahoma vs. Market

<u>Annual Leave/Vacation</u>	<u>State of Oklahoma</u>	<u>Market*</u>
Number of days after 1 year	15	11
Number of days after 5 years	18	14
Number of days after 10 years	20	17
Number of days after 15 years	20	19
Number of days after 20 years	25	20

*Source: OPM FY 2004 State of Oklahoma Compensation Survey

- 84.4 percent of organizations surveyed allow some form of annual leave/vacation accrual from year to year.

Table 13: Sick Days

State of Oklahoma vs. Market*

<u>Sick Days</u>	<u>State of Oklahoma</u>	<u>Market</u>
Number of days provided each year	15	9

*Source: OPM FY 2004 State of Oklahoma Compensation Survey

- 75.9 percent of organizations surveyed allow some form of sick leave accrual from year to year

Retirement Plans

A survey* of the competitive labor market revealed the following about employer sponsored retirement plans:

- 66.6 percent of the organizations surveyed provide a defined benefit plan.
- 93.5 percent of the organizations surveyed provide a defined contribution plan.
- 75.9 percent of the organizations surveyed provide either a dollar or a percentage match to the define-contribution plan.

*Source: OPM FY 2004 State of Oklahoma Compensation Survey

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 14 below displays a breakdown of the employer benefits of the state's package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

Table 14: Average Employee Fringe Benefit Comparison*
State of Oklahoma vs. Market

	<u>State of Oklahoma Benefit</u>	<u>Market Benefit</u>
Health Care Benefit	17.6%	23.22%
Annual Leave Accrual	20	17
Sick Leave Accrual	15	8
Paid Holidays	10	10
Defined Benefit Retirement Plan** (employer contribution)	10%	14.3%
Defined Contribution Retirement Plan	1.00%	4.4%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

***Source:** OPM FY 2004 State of Oklahoma Compensation Survey

** Includes only those companies that offer a Defined Benefit Retirement Plan.

In previous years, the benefit costs were compared for the state and market. However, using a simple comparison of benefit cost does not provide an adequate assessment of the competitiveness of the state's benefits given the impact on cost of such considerations as the age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers. An actuarially derived "benefit value study" is needed to accurately assess the cost of benefits for comparison. However, due to expense and vendor availability, the study is not feasible at this time.

Pay Band Analysis

The classified pay bands were last adjusted in July of 2001, when the midpoints, minimums and maximums were advanced 13 percent. In analyzing the pay structure this year, consideration was given to the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Costs associated with any recommended adjustment (See Table A5 in the Appendix.)

Market Pay and Structure Movement

As reported previously, the WorldatWork Annual Salary Budget Survey for 2003-2004 reported actual 2003 salary budget increases for various employee categories in the range of 3.4 to 3.6 percent (see Table 1, p. 3). These amounts have been declining for the past three years. Projected 2004 increases were in the range of 3.6 to 3.8 percent.

Salary structure adjustments reported by WorldatWork show a similar decline in recent years, as demonstrated in the following table:

Table 15: WorldatWork Survey: Salary Structure Increases – National (All Employer Categories)

<u>Employee Category</u>	<u>Projected 2001</u>	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Actual 2002</u>	<u>Projected 2003</u>	<u>Actual 2003</u>	<u>Projected 2004</u>
Non Exempt Hourly Nonunion	2.9%	3.0%	3.0%	2.3%	2.6%	2.0%	2.2%
Nonexempt Salaried	3.0%	3.1%	3.0%	2.4%	2.7%	2.3%	2.4%
Exempt Salaried	3.1%	3.2%	3.1%	2.5%	2.8%	2.1%	2.4%
Officers/ Executives	3.1%	3.0%	3.1%	2.4%	2.7%	2.2%	2.3%

Organization Resource Counselors, a national compensation survey firm, recently released its 2003 survey, which reported similar results.

The foregoing data on actual salary increase budgets and would suggest that market pay growth has totaled at least 5 percent over the last two years.

Range Penetration

Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much “headroom” is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa ratio, which is defined as salary divided by the pay band midpoint. A compa ratio can be calculated for each pay band as well as for the overall salary structure. Table 16 below illustrates the current compa ratios for each pay band. The average compa ratio for the entire structure is 97.6 percent.

Table 16: Pay Band Compa Ratios

Pay Band	B	C	D	E	F	G	H	I	J
Compa Ratio	107.2%	96.2%	107.5%	100.7%	99.0%	111.3%	99.4%	97.5%	95.1%
Pay Band	K	L	M	N	O	P	Q	R	
Compa Ratio	97.1%	96.0%	95.6%	93.2%	93.9%	93.3%	90.1%	86.9%	

As can be seen from the table above, with the exception of the highest pay bands (N – R), the average salary in each of the bands is close to, or above, the midpoint of the range. While this is not a serious misalignment, it is an indicator that consideration should be given to a pay band adjustment.

Recommended Adjustment and Associated Costs

As indicated above, market pay growth has been in the range of 5 percent or more over the last two years, and is projected to increase further. Based on this projection and the current position of the state’s pay rates in the pay bands, an adjustment of 5 percent in the pay bands is recommended. See Table 7 in the Appendix for the adjusted pay bands. The estimated cost of this adjustment, which is based on the cost of adjusting below-minimum salaries to the minimum of the new bands and also includes the cost of mandatory benefits of retirement and Social Security, is \$1,005,799.80. Table A5 in the Appendix shows this cost broken down by agency. Although adoption of this recommendation will create some pay compression as salaries are raised to the new minimums, the overall effect on the classified pay system as a whole will be minimal due to the small employee population involved.

Turnover Analysis

Table 17 displays the overall and voluntary turnover rates for the State’s classified work force. Both rates decreased from the previous year’s rates of 11.8 percent and 10.3 percent respectively. While resignations and retirements decreased from the previous year, discharges increased.

Table 17: FY 2003 State Classified Employee Turnover

No. of Employees as of 7/1/02	27,590
No. of Resignations	2,000
No. of Retirements	641
No. of Discharges	458
Overall Turnover Rate	11.2%
Voluntary Turnover Rate	9.6%

This year’s report again provides a listing of selected job families with a turnover rate of 10 percent or greater (Table A4). Also included is a listing of 76 JFD levels family levels with 10 percent or greater voluntary turnover for **three consecutive fiscal years**. (Table A3). For FY 2003, there were 258 job family levels that had a turnover of ten percent or greater, a decrease of 19.6 percent from the previous fiscal year. Of the 76 job family levels with 10 percent or greater voluntary turnover for three consecutive years,

approximately 21 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2003, the turnover cost for the classified workforce was **\$54,392,477**. As indicated in the methodology section, this figure was based on a conservative costing model. Below is the calculation using the actual salary and demographic figures:

A. Average classified salary for the state (including average longevity pay):
\$31,205.16

B. Percentage of pay for benefits times annual pay: .32% (X) \$31,205.16=
\$9,985.65

C. \$31,205.16 + \$9,985.65 =
\$41,190.81

D. Number of Voluntary Separations:
2,641

E. Amount of time an employee becomes fully productive:
12 months

F. Per person turnover cost: $(12 \div 12) \times \$41,190.81 \times 50\% =$
\$20,595.41

G. Annual turnover cost for the state: $(\$20,595.41 \times 2,641) =$
\$54,392,477

Total Turnover Cost: \$54,392,477

Low Number of Qualified Applicants

Applying the formula previously discussed in the methodology section yields 75 job family levels with low qualified applicants. The JFDs are detailed in Table A6 in the appendix.



RECOMMENDATIONS

Compensation

Results of the FY 2004 Annual Compensation Report indicate that the state's Merit System pay rates are 11.3 percent below the market based on average pay rates for classified benchmark jobs. This deficit is the same as last year's and only slightly improved from the market relationship five years ago.

During the intervening years, legislatively funded increases have been provided to classified employees (see Table 10, p. 16), but they have not been sufficient to make significant headway in reducing the market gap. Moreover, many of these prior legislative increases were across-the-board adjustments, which often create pay compression problems and do not address individual job family market issues with any degree of precision. Clearly, agency use of the pay authorities available to them to directly impact the pay rates of individual job families is the preferred approach to reducing the overall market pay deficit. However, the current revenue shortfall and concomitant budget reductions have left many agencies without the means to continue to fund such adjustments, particularly for job family levels that are significantly below market.

With this in mind, and in consideration of other relevant factors affecting the state's compensation system, the following compensation recommendations are made:

Pay Band Adjustment: Recommend the minimums, maximums and midpoints of the classified pay bands be adjusted upward by five percent. As reported earlier in this document, the cost of such an adjustment will be approximately \$1,005,799.80, which is the cost of pay adjustments to the new pay band minimums for those employees whose salaries fall below those levels and includes the cost for mandatory benefits of retirement and Social Security. See Table A5 in the Appendix for cost information for each agency affected.

In view of the relatively modest cost of this adjustment, it might be possible to implement this adjustment without additional funding from the Legislature, as was the case with the last adjustment in 2001.

Targeted Pay Adjustments: Recommend the Legislature provide additional funding to agencies to accomplish targeted market adjustments to address critical recruitment and retention concerns. Agencies should be responsible for developing a written plan to address such concerns, including the identification of job family levels that are below market based on credible market data; the percent by which the average salary for each job family level lags the market average; and the amounts of increases to be granted. This plan should be submitted to the Administrator of the Office of Personnel Management. Funding should be allocated to the agencies by the Legislature based on the relative distribution of payroll costs among the agencies.

The costs to the state of such funding based on a percentage of payroll was extracted from Table 11 on page 17 of this report, for funding amounts ranging from one to five percent as follows:

Table 18: Cost of Funding Targeted Pay Increases to State Employees

<u>Percentage Increase</u>	1%	2%	3%	4%	5%
<u>Cost</u> (in millions)	\$13.75	\$27.50	\$41.25	\$54.99	\$68.75

These calculations are based on the total payroll for base salaries reported for classified and unclassified employees in October 2003. The cost also includes the estimated increase in Social Security and retirement benefit contributions.

Agency Director Pay: Recommend the Legislature adopt the recommendations in the Agency Director Compensation Report, revised January 11, 2002. This will enable the pay of the state’s executives to be administered in a manner that will assure internal equity and external market competitiveness, consistent with principles similar to those employed in the state classified pay system. This recommendation includes:

- Adoption of an adjusted salary range structure based on the model proposed in the report. The original structure has been adjusted by OPM to reflect market pay growth since the issuance of the report. The adjusted structure is included in Table A7 in the Appendix.
- Pay adjustments to the minimum of the pay range for those agency directors whose current pay falls below the minimum. It is estimated that the cost of this adjustment, including the additional cost for the mandatory benefits of retirement and Social Security will be approximately \$564,285. It is recommended these adjustments be made without additional funding from the Legislature.
- Establishment of an Oversight Committee to deal with administration of the system in a manner consistent with the recommendations set forth in the Agency Director Compensation Report.

Fringe Benefits

The cost of benefits varies from employer to employer dependent upon basic factors such as claims, experience, plan funding, economies of scale, etc. A fringe benefit analysis based solely on cost comparisons fails to address the key issue of value of benefits.

Recommendation: In the future, consistent with the availability of funds, the Office of Personnel Management should pursue a benefit value study to enable an appropriate comparison of the state’s benefit package with the market.

Turnover

Employee turnover can be attributed to a number of factors, including compensation, potential for growth, and management policies and practices, among others. It is difficult to draw meaningful conclusions from benchmarking turnover against other organizations, primarily because different standards and criteria are used to calculate turnover. However, turnover has become more of an important factor within the workforce than in

the past. The composition of today's workforce is changing drastically and with a workforce availability crisis looming in the near future, turnover will play a significant factor in whether agencies will continue to be able to meet their missions and goals in an unstable work environment.

Recommendation: The Office of Personnel Management will continue to trend state employee turnover data from year to year. With the turnover cost estimated to be in excess of \$54,392,477 this past fiscal year, it is critical to develop tools that will minimize turnover in the future. OPM will continue tracking this data, as well as provide other available retention data. OPM recommends that agencies take a proactive focus in assessing their workforce and develop workforce planning strategies to deal with any gaps or surpluses that might exist within their agencies.

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APPENDIX

Table A1: FY 2004 Multi-Survey Benchmark Jobs

There are 262 Job Family Descriptors listed below representing 17,312 state employees.

A total of 18 jobs were removed from last year's list. However, 68 jobs were added this year for a net increase of 50 job titles. Bold indicates new titles to this year's report.

A11B	INSURANCE CLAIMS ADJUSTER II
A11C	INSURANCE CLAIMS ADJUSTER III
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V
B20A	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II
B20C	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN III
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN I
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV
B31A	INFORMATION SYSTEMS MANAGER I
B31B	INFORMATION SYSTEMS MANAGER II
B31C	INFORMATION SYSTEMS MANAGER III
B32B	INFORMATION SYSTEMS ADMINISTRATOR II
B32C	INFORMATION SYSTEMS ADMINISTRATOR III
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST III
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV
B52A	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST I
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II
B52D	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV
C30A	HUMAN RESOURCES ASSISTANT I
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV
C32A	HUMAN RESOURCES PROGRAMS MANAGER I
C32B	HUMAN RESOURCES PROGRAMS MANAGER II
C32C	HUMAN RESOURCES PROGRAMS MANAGER III
C38A	PAYROLL ADMINISTRATIVE ASSISTANT I
C38B	PAYROLL ADMINISTRATIVE ASSISTANT II
C41A	TRAINING SPECIALIST I
C41B	TRAINING SPECIALIST II
C41C	TRAINING SPECIALIST III

D12B AUDITOR II
D12C AUDITOR III
 D12D AUDITOR IV
 D14A ACCOUNTANT I
 D14B ACCOUNTANT II
 D14C ACCOUNTANT III
 D14D ACCOUNTANT IV
 D20B BUDGET ANALYST II
 D20D BUDGET ANALYST IV
 D30A BUSINESS MANAGER I
 D30B BUSINESS MANAGER II
 D33B FINANCIAL MANAGER/COMPTROLLER II
D33D FINANCIAL MANAGER/COMPTROLLER IV
 D50A ACCOUNTING TECHNICIAN I
 D50B ACCOUNTING TECHNICIAN II
 D50C ACCOUNTING TECHNICIAN III
 D50D ACCOUNTING TECHNICIAN IV
 E13B CUSTOMER SERVICE REPRESENTATIVE II
 E13C CUSTOMER SERVICE REPRESENTATIVE III
 E16A ADMINISTRATIVE TECHNICIAN I
 E16B ADMINISTRATIVE TECHNICIAN II
 E16C ADMINISTRATIVE TECHNICIAN III
 E16D ADMINISTRATIVE TECHNICIAN IV
 E17A ADMINISTRATIVE ASSISTANT I
 E17B ADMINISTRATIVE ASSISTANT II
 E19A MEDICAL TRANSCRIPTIONIST I
E20B LIBRARY TECHNICIAN II
 E21B LIBRARIAN II
 E22A ADMINISTRATIVE LIBRARIAN I
 E24A SECRETARY I
 E24B SECRETARY II
 E24C SECRETARY III
 E24D SECRETARY IV
 E25B LEGAL SECRETARY II
E30A LEGAL RESEARCH ASSISTANT I
 E31B ADMINISTRATIVE HEARING OFFICER II
E43B GRAPHIC ARTIST II
 E44B PUBLIC INFORMATION OFFICER II
 E45B PUBLIC INFORMATION MANAGER II
 E46C STATISTICAL RESEARCH SPECIALIST III
 E48C PLANNING COORDINATOR III
 E49A MANAGEMENT ANALYST I
 E50A PHOTOGRAPHER I
 E55B CUSTOMER ASSISTANCE REPRESENTATIVE II
 E55C CUSTOMER ASSISTANCE REPRESENTATIVE III
 E55D CUSTOMER ASSISTANCE REPRESENTATIVE IV
F10B CONTRACTING AND PROCUREMENT OFFICER II
 F10C CONTRACTING AND PROCUREMENT OFFICER III

F15A CONTRACTING AND ACQUISITIONS ADMINISTRATOR I
 F20A MATERIEL MANAGEMENT SPECIALIST I
 F20B MATERIEL MANAGEMENT SPECIALIST II
 F20D MATERIEL MANAGEMENT SPECIALIST IV
 F21A MATERIEL MANAGEMENT OFFICER I
F31D REAL ESTATE MANAGEMENT SPECIALIST IV
 F41A CONSTRUCTION/MAINTENANCE TECHNICIAN I
 F41B CONSTRUCTION/MAINTENANCE TECHNICIAN II
 F41C CONSTRUCTION/MAINTENANCE TECHNICIAN III
 F44A CARPENTER I
 F46A PAINTER I
 F47B AUTOMOTIVE/ENGINE MECHANIC II
 F48B WELDER II
 F48C WELDER III
 F49C PHYSICAL PLANT OPERATOR III
 F50A HOUSEKEEPING/CUSTODIAL WORKER I
F50B HOUSEKEEPING/CUSTODIAL WORKER II
 F54A LIGHT VEHICLE DRIVER I
F56A ELECTRONICS TECHNICIAN I
 F69A CHIEF ARCHITECT I
F72A CONSTRUCTION MANAGER I
 F74B MECHANICAL SYSTEMS TECHNICIAN II
 F75A ELECTRICIAN I
 F75B ELECTRICIAN II
 F75C ELECTRICIAN III
 F76B PLUMBER II
 F78A EQUIPMENT OPERATOR I
 F79A LABORER I
G12A CRIMINALIST I
G12B CRIMINALIST II
G12C CRIMINALIST III
 G14B DRIVER'S LICENSE EXAMINER II
 G19C FINGERPRINT SPECIALIST III
G50C LAW ENFORCEMENT CAPITOL PATROL OFFICER III
G53B LAW ENFORCEMENT HIGHWAY PATROL OFFICER II
G53C LAW ENFORCEMENT HIGHWAY PATROL OFFICER III
G53E LAW ENFORCEMENT HIGHWAY PATROL OFFICER V
G54B LAW ENFORCEMENT HIGHWAY PATROL MANAGER II
G55A LAW ENFORCEMENT HIGHWAY PATROL ADMINISTRATOR I
 H10B PROGRAMS MANAGER II
 H10D PROGRAMS MANAGER IV
 H15B COUNTY DIRECTOR II
 H20B SOCIAL SERVICES SPECIALIST II
 H20C SOCIAL SERVICES SPECIALIST III
 H20D SOCIAL SERVICES SPECIALIST IV
 H21B CASE MANAGER II
 H23B CHILD WELFARE SPECIALIST II
H23D CHILD WELFARE SPECIALIST IV

H24C CHILD CARE LICENSING SPECIALIST III
 H27B CLINICAL SOCIAL WORKER II
 H30B CHILD SUPPORT SPECIALIST II
 H30D CHILD SUPPORT SPECIALIST IV
H51A PLANNING/OVERSIGHT SPECIALIST I
 I10B CORRECTIONAL SECURITY OFFICER II
 I10C CORRECTIONAL SECURITY OFFICER III
 I10D CORRECTIONAL SECURITY OFFICER IV
 I11B CORRECTIONAL SECURITY MANAGER II
I12B CORRECTIONAL CHIEF OF SECURITY II
I20B CORRECTIONAL CASE MANAGER II
 I40B PROBATION AND PAROLE OFFICER II
I40C PROBATION AND PAROLE OFFICER III
J15B INDUSTRIAL HYGIENIST II
J16B BOILER AND PRESSURE VESSEL INSPECTOR II
 J17B LABOR COMPLIANCE OFFICER II
 J31B SAFETY CONSULTANT II
J41B FIRE PREVENTION AND SECURITY OFFICER II
J41C FIRE PREVENTION AND SECURITY OFFICER III
 K10D JUVENILE JUSTICE SPECIALIST IV
 K11B DISABILITY DETERMINATION SPECIALIST II
K15A MANUAL SIGN LANGUAGE SPECIALIST I
K21B VOCATIONAL REHABILITATION SPECIALIST II
 K23B REHABILITATION OF THE BLIND SPECIALST II
K28A VOCATIONAL TRAINING INSTRUCTOR I
 L16B AGRICULTURE FIELD INSPECTOR II
L33B WILDLIFE DAMAGE CONTROL SPECIALIST II
 M32C OIL AND GAS FIELD INSPECTOR III
 M40B PUBLIC UTILITY REGULATORY ANALYST II
M40D PUBLIC UTILITY REGULATORY ANALYST IV
 P15A NATURALIST I
 P20B PARK RANGER II
 P25B PARK MANAGER II
 P25D PARK MANAGER IV
 R10A ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST I
 R10B ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II
R10C ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III
 R20B ENVIRONMENTAL PROGRAMS SPECIALIST II
 R20C ENVIRONMENTAL PROGRAMS SPECIALIST III
R20D ENVIRONMENTAL PROGRAMS SPECIALIST IV
 R25B ENVIRONMENTAL PROGRAMS MANAGER II
S10A ENGINEER INTERN I
 S10B ENGINEER INTERN II
 S10D ENGINEER INTERN IV
S11A PROFESSIONAL ENGINEER I
 S11B PROFESSIONAL ENGINEER II
 S11C PROFESSIONAL ENGINEER III
 S12B ENGINEERING MANAGER II

S12D ENGINEERING MANAGER IV
S16A PROFESSIONAL LAND SURVEYOR I
T10A COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I
T10B COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II
 T10C COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III
T10E COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V
T21A TRANSPORTATION TECHNICIAN I
T21B TRANSPORTATION TECHNICIAN II
 T21C TRANSPORTATION TECHNICIAN III
 T22C TRANSPORTATION SPECIALIST III
 T25B TRANSPORTATION EQUIPMENT OPERATOR II
 T25D TRANSPORTATION EQUIPMENT OPERATOR IV
 T40A AIRPLANE PILOT I
 U11B HISTORICAL FACILITY MANAGER II
 U11C HISTORICAL FACILITY MANAGER III
 U12B HISTORICAL COLLECTIONS SPECIALIST II
U14B HISTORIC PRESERVATION SPECIALIST II
 V11B REVENUE COMPLIANCE OFFICER II
 V14B MOTOR VEHICLE ENFORCEMENT OFFICER II
 V17B REVENUE COMPLIANCE EXAMINER II
W10A WORKFORCE SERVICES SPECIALIST I
 W10B WORKFORCE SERVICES SPECIALIST II
 W10C WORKFORCE SERVICES SPECIALIST III
 W10D WORKFORCE SERVICES SPECIALIST IV
 W16B EMPLOYMENT SECURITY FRAUD INVESTIGATOR II
 X10A HEALTH INFORMATION TECHNICIAN I
X11B THERAPEUTIC/MEDICAL AIDE II
X12B THERAPEUTIC/MEDICAL ASSISTANT II
 X13A LABORATORY TECHNICIAN I
 X13B LABORATORY TECHNICIAN II
 X13C LABORATORY TECHNICIAN III
 X14A CLINICAL LABORATORY SCIENTIST I
 X14B CLINICAL LABORATORY SCIENTIST II
 X14D CLINICAL LABORATORY SCIENTIST IV
 X17B PUBLIC HEALTH SPECIALIST II
 X17D PUBLIC HEALTH SPECIALIST IV
 X19A DENTAL CARE HYGIENIST I
 X20B HEALTH EDUCATOR II
X20C HEALTH EDUCATOR III
 X22B SPEECH-LANGUAGE PATHOLOGIST II
 X23B ALCOHOL AND DRUG COUNSELOR II
 X25B PHARMACY TECHNICIAN II
X27B EPIDEMIOLOGIST II
X29B HEALTH FACILITY SURVEYOR II
 X31B PSYCHOLOGICAL CLINICIAN II
 X31D PSYCHOLOGICAL CLINICIAN IV
 X34C PHYSICAL THERAPIST III
X35B RECREATIONAL ACTIVITIES SPECIALIST II

X36B RECREATION THERAPIST II
X36C RECREATION THERAPIST III
X37B RESPIRATORY THERAPIST II
X40A CLINICAL LABORATORY ADMINISTRATOR I
Y10A PATIENT CARE ASSISTANT I
Y10B PATIENT CARE ASSISTANT II
Y11A LICENSED PRACTICAL NURSE I
Y11B LICENSED PRACTICAL NURSE II
Y12A REGISTERED NURSE I
Y12B REGISTERED NURSE II
Y12C REGISTERED NURSE III
Y13A NURSING MANAGER I
Y13B NURSING MANAGER II
Y13C NURSING MANAGER III
Y14B ADVANCED PRACTICE NURSE II
Z12B DIRECT CARE SPECIALIST II
Z16A EDUCATIONAL CONSULTANT I
Z20A FOOD SERVICE SPECIALIST I
Z20B FOOD SERVICE SPECIALIST II
Z21B FOOD SERVICE MANAGER II
Z21C FOOD SERVICE MANAGER III
Z25A NUTRITION THERAPIST I
Z25B NUTRITION THERAPIST II
Z30B LINEN AND CLOTHING SPECIALIST II
Z50B VOLUNTEER SERVICES SPECIALIST II
Z51B JUVENILE SPECIALIST II
Z52B CHAPLAIN II

Table A2: Job Family Levels Below Market By 10% Or More

JFD Code	JFD Title	AVG. PAY % BELOW MARKET
H51A	PLANNING/OVERSIGHT SPECIALIST I	-132.25%
F21A	MATERIEL MANAGEMENT OFFICER I	-130.89%
I12B	CORRECTIONAL CHIEF OF SECURITY II	-90.11%
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III	-90.06%
J41C	FIRE PREVENTION AND SECURITY OFFICER III	-89.52%
F72A	CONSTRUCTION MANAGER I	-86.00%
L33B	WILDLIFE DAMAGE CONTROL SPECIALIST II	-70.40%
H21B	CASE MANAGER II	-65.81%
J31B	SAFETY CONSULTANT II	-56.64%
D12D	AUDITOR IV	-56.60%
H10D	PROGRAMS MANAGER IV	-54.75%
Z51B	JUVENILE SPECIALIST II	-54.40%
J17B	LABOR COMPLIANCE OFFICER II	-52.14%
B20C	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN III	-51.91%
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	-51.87%
B31A	INFORMATION SYSTEMS MANAGER I	-50.37%
F74B	MECHANICAL SYSTEMS TECHNICIAN II	-49.74%
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV	-49.51%
B31B	INFORMATION SYSTEMS MANAGER II	-48.45%
H24C	CHILD CARE LICENSING SPECIALIST III	-47.54%
W10B	WORKFORCE SERVICES SPECIALIST II	-46.92%
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV	-46.73%
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II	-46.26%
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV	-46.18%
F44A	CARPENTER I	-45.29%
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I	-45.24%
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III	-44.11%
T21C	TRANSPORTATION TECHNICIAN III	-42.65%
F49C	PHYSICAL PLANT OPERATOR III	-42.05%
S10D	ENGINEER INTERN IV	-41.74%
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II	-40.96%
E50A	PHOTOGRAPHER I	-40.10%
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	-39.63%
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II	-39.53%
B31C	INFORMATION SYSTEMS MANAGER III	-37.28%
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV	-37.22%
R25B	ENVIRONMENTAL PROGRAMS MANAGER II	-37.12%
L16B	AGRICULTURE FIELD INSPECTOR II	-37.10%
E44B	PUBLIC INFORMATION OFFICER II	-36.07%
F46A	PAINTER I	-35.88%
S11C	PROFESSIONAL ENGINEER III	-35.25%

JFD Code	JFD Title	AVG. PAY % BELOW MARKET
D20D	BUDGET ANALYST IV	-35.12%
T21A	TRANSPORTATION TECHNICIAN I	-34.94%
T21B	TRANSPORTATION TECHNICIAN II	-34.31%
D50D	ACCOUNTING TECHNICIAN IV	-34.20%
K15A	MANUAL SIGN LANGUAGE SPECIALIST I	-34.18%
F20D	MATERIEL MANAGEMENT SPECIALIST IV	-34.08%
E16A	ADMINISTRATIVE TECHNICIAN I	-34.02%
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V	-34.02%
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II	-33.02%
S10B	ENGINEER INTERN II	-32.37%
W10A	WORKFORCE SERVICES SPECIALIST I	-32.17%
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I	-31.88%
D33B	FINANCIAL MANAGER/COMPTRROLLER II	-31.60%
X14A	CLINICAL LABORATORY SCIENTIST I	-31.52%
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II	-31.40%
X37B	RESPIRATORY THERAPIST II	-31.38%
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III	-31.18%
M40B	PUBLIC UTILITY REGULATORY ANALYST II	-31.03%
F75A	ELECTRICIAN I	-30.75%
F76B	PLUMBER II	-30.75%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	-29.07%
D50A	ACCOUNTING TECHNICIAN I	-28.43%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II	-27.57%
E25B	LEGAL SECRETARY II	-26.99%
D30A	BUSINESS MANAGER I	-26.71%
Y12A	REGISTERED NURSE I	-26.60%
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II	-26.45%
D50B	ACCOUNTING TECHNICIAN II	-26.34%
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I	-26.34%
W10D	WORKFORCE SERVICES SPECIALIST IV	-26.33%
X29B	HEALTH FACILITY SURVEYOR II	-26.11%
E20B	LIBRARY TECHNICIAN II	-26.06%
E46C	STATISTICAL RESEARCH SPECIALIST III	-26.04%
E24D	SECRETARY IV	-26.02%
T25B	TRANSPORTATION EQUIPMENT OPERATOR II	-25.89%
F75B	ELECTRICIAN II	-25.59%
E22A	ADMINISTRATIVE LIBRARIAN I	-25.58%
D20B	BUDGET ANALYST II	-25.39%
Y13C	NURSING MANAGER III	-25.14%
X13C	LABORATORY TECHNICIAN III	-25.00%
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II	-24.69%
C32A	HUMAN RESOURCES PROGRAMS MANAGER I	-24.47%
S11B	PROFESSIONAL ENGINEER II	-24.36%
C32B	HUMAN RESOURCES PROGRAMS MANAGER II	-24.17%

JFD Code	JFD Title	AVG. PAY % BELOW MARKET
D14A	ACCOUNTANT I	-23.99%
V17B	REVENUE COMPLIANCE EXAMINER II	-23.61%
F20B	MATERIEL MANAGEMENT SPECIALIST II	-22.89%
K23B	REHABILITATION OF THE BLIND SPECIALST II	-22.66%
X14B	CLINICAL LABORATORY SCIENTIST II	-22.44%
K11B	DISABILITY DETERMINATION SPECIALIST II	-22.31%
H10B	PROGRAMS MANAGER II	-22.24%
G53B	LAW ENFORCEMENT HIGHWAY PATROL OFFICER II	-22.02%
D14D	ACCOUNTANT IV	-21.76%
X13B	LABORATORY TECHNICIAN II	-21.44%
W10C	WORKFORCE SERVICES SPECIALIST III	-21.34%
M32C	OIL AND GAS FIELD INSPECTOR III	-21.28%
F56A	ELECTRONICS TECHNICIAN I	-21.03%
B52A	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST I	-20.90%
E48C	PLANNING COORDINATOR III	-20.68%
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV	-20.56%
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I	-20.21%
Y14B	ADVANCED PRACTICE NURSE II	-20.17%
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II	-19.95%
S12B	ENGINEERING MANAGER II	-19.94%
E31B	ADMINISTRATIVE HEARING OFFICER II	-19.74%
X31D	PSYCHOLOGICAL CLINICIAN IV	-19.73%
S12D	ENGINEERING MANAGER IV	-19.02%
X14D	CLINICAL LABORATORY SCIENTIST IV	-18.91%
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV	-18.59%
Y13B	NURSING MANAGER II	-18.58%
Y12B	REGISTERED NURSE II	-18.09%
F48C	WELDER III	-17.62%
D14B	ACCOUNTANT II	-17.61%
K10D	JUVENILE JUSTICE SPECIALIST IV	-17.56%
G12C	CRIMINALIST III	-17.54%
P25D	PARK MANAGER IV	-17.42%
V11B	REVENUE COMPLIANCE OFFICER II	-17.37%
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I	-17.01%
X23B	ALCOHOL AND DRUG COUNSELOR II	-17.00%
E21B	LIBRARIAN II	-16.91%
I10B	CORRECTIONAL SECURITY OFFICER II	-16.77%
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III	-16.75%
X40A	CLINICAL LABORATORY ADMINISTRATOR I	-16.66%
U11B	HISTORICAL FACILITY MANAGER II	-16.58%
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II	-16.36%
X35B	RECREATIONAL ACTIVITIES SPECIALIST II	-16.27%
E49A	MANAGEMENT ANALYST I	-16.26%
D30B	BUSINESS MANAGER II	-16.05%

JFD Code	JFD Title	AVG. PAY % BELOW MARKET
B20A	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I	-15.91%
H30B	CHILD SUPPORT SPECIALIST II	-15.83%
F10C	CONTRACTING AND PROCUREMENT OFFICER III	-15.63%
E19A	MEDICAL TRANSCRIPTIONIST I	-15.57%
S16A	PROFESSIONAL LAND SURVEYOR I	-15.55%
U11C	HISTORICAL FACILITY MANAGER III	-15.44%
D50C	ACCOUNTING TECHNICIAN III	-15.39%
G12B	CRIMINALIST II	-15.30%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II	-15.09%
F54A	LIGHT VEHICLE DRIVER I	-15.01%
X27B	EPIDEMIOLOGIST II	-14.72%
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III	-14.56%
F47B	AUTOMOTIVE/ENGINE MECHANIC II	-14.45%
C41C	TRAINING SPECIALIST III	-14.43%
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III	-14.32%
X31B	PSYCHOLOGICAL CLINICIAN II	-14.30%
P15A	NATURALIST I	-14.09%
E45B	PUBLIC INFORMATION MANAGER II	-13.42%
S10A	ENGINEER INTERN I	-13.41%
H30D	CHILD SUPPORT SPECIALIST IV	-13.38%
C41B	TRAINING SPECIALIST II	-13.31%
U12B	HISTORICAL COLLECTIONS SPECIALIST II	-13.26%
E16B	ADMINISTRATIVE TECHNICIAN II	-13.05%
E24C	SECRETARY III	-12.88%
S11A	PROFESSIONAL ENGINEER I	-12.86%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	-12.79%
C41A	TRAINING SPECIALIST I	-12.72%
F48B	WELDER II	-12.72%
H20D	SOCIAL SERVICES SPECIALIST IV	-12.54%
E16C	ADMINISTRATIVE TECHNICIAN III	-12.28%
J15B	INDUSTRIAL HYGIENIST II	-12.20%
Y13A	NURSING MANAGER I	-12.04%
Z25A	NUTRITION THERAPIST I	-12.01%
P25B	PARK MANAGER II	-11.97%
H20C	SOCIAL SERVICES SPECIALIST III	-11.91%
G19C	FINGERPRINT SPECIALIST III	-11.59%
H15B	COUNTY DIRECTOR II	-11.59%
B52D	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV	-11.55%
D12C	AUDITOR III	-11.45%
P20B	PARK RANGER II	-11.32%
I11B	CORRECTIONAL SECURITY MANAGER II	-11.21%
X13A	LABORATORY TECHNICIAN I	-10.99%
T25D	TRANSPORTATION EQUIPMENT OPERATOR IV	-10.96%
F75C	ELECTRICIAN III	-10.82%

JFD Code	JFD Title	AVG. PAY % BELOW MARKET
X12B	THERAPEUTIC/MEDICAL ASSISTANT II	-10.73%
I20B	CORRECTIONAL CASE MANAGER II	-10.46%
T10E	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V	-10.27%

*Benchmark jobs only

Table A3: Voluntary Turnover Rates > 10% for 3 Fiscal Years

JFD Code	JFD Title	Voluntary Rate FY 2003	Voluntary Rate FY 2002	Voluntary Rate FY 2001
A10C	INSURANCE UNDERWRITER III	16.7%	14.3%	16.7%
A20C	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST III	25%	25%	25%
A33A	PROVIDER CONTRACTING SPECIALIST I	50%	50%	33.3%
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	11.1%	35.7%	30%
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST IV	11.1%	11.1%	14.3%
C38B	PAYROLL ADMINISTRATIVE ASSISTANT II	25%	33.3%	25%
D20D	BUDGET ANALYST IV	20%	12.5%	20%
E13A	CUSTOMER SERVICE REPRESENTATIVE I	33.3%	14.3%	28.6%
E16A	ADMINISTRATIVE TECHNICIAN I	12.9%	34.2%	12.7%
E16C	ADMINISTRATIVE TECHNICIAN III	10.9%	10.6%	10%
E44B	PUBLIC INFORMATION OFFICER II	14.3%	15.4%	17.6%
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV	25%	25%	16.7%
F21B	MATERIEL MANAGEMENT OFFICER II	11.1%	11.8%	13.3%
F44A	CARPENTER I	23.1%	11.8%	10.5%
F50A	HOUSEKEEPING/CUSTODIAL WORKER I	11.4%	17.1%	16.2%
F74B	MECHANICAL SYSTEMS TECHNICIAN II	16.7%	18.1%	25%
F75B	ELECTRICIAN II	14.3%	28.6%	12.5%
F77A	GROUNDSKEEPER I	16.7%	33.3%	12.5%
F78A	EQUIPMENT OPERATOR I	10.3%	15.6%	20%
F79A	LABORER I	15.4%	26.7%	11.1%
G22E	LAW ENFORCEMENT SPECIAL AGENT (OSBI) V	12.5%	12.5%	14.3%
G28A	POLICE OFFICER I	25%	100%	100%
G28B	POLICE OFFICER II	17.4%	14.8%	27.7%
H10E	PROGRAMS MANAGER V	11.1%	12.5%	20%
H15D	COUNTY DIRECTOR IV	25%	20%	14.3%
H20A	SOCIAL SERVICES SPECIALIST I	23.6%	25.5%	29.1%
H21B	CASE MANAGER II	10%	11.2%	10.6%
H22D	SOCIAL SERVICES INSPECTOR IV	11.1%	22.2%	42.9%
H23A	CHILD WELFARE SPECIALIST I	18.8%	27.5%	27%
H23B	CHILD WELFARE SPECIALIST II	13.2%	12.5%	13.5%
H26A	ADULT PROTECTIVE SERVICES SPECIALIST I	36.4%	55.5%	20%
H30A	CHILD SUPPORT SPECIALIST I	16.4%	20.3%	39.7%
I10A	CORRECTIONAL SECURITY OFFICER I	21.4%	46%	32.9%
I10B	CORRECTIONAL SECURITY OFFICER II	21.9%	10.9%	16.3%
I10C	CORRECTIONAL SECURITY OFFICER III	11.6%	10.4%	12.8%
I23B	CORRECTIONAL TEACHER II	13.3%	15.4%	13.3%
I26B	INTERNAL AFFAIRS SPECIAL INVESTIGATOR II	16.7%	15.4%	20%
I40A	PROBATION AND PAROLE OFFICER I	14.7%	13.5%	25%
I40B	PROBATION AND PAROLE OFFICER II	10.6%	11.4%	12.6%
I40C	PROBATION AND PAROLE OFFICER III	14.3%	21.6%	34.2%

JFD Code	JFD Title	Voluntary Rate FY 2003	Voluntary Rate FY 2002	Voluntary Rate FY 2001
J31B	SAFETY CONSULTANT II	14.3%	11.8%	14.3%
J41A	FIRE PREVENTION AND SECURITY OFFICER I	17.9%	10.5%	19.2%
J52A	COSMETOLOGY INSPECTOR I	50%	50%	16.7%
K10A	JUVENILE JUSTICE SPECIALIST I	10%	10%	28.6%
K10B	JUVENILE JUSTICE SPECIALIST II	10.5%	10.3%	12.7%
K11A	DISABILITY DETERMINATION SPECIALIST I	50%	52.9%	20%
L16A	AGRICULTURE FIELD INSPECTOR I	12.5%	10%	10%
M40C	PUBLIC UTILITY REGULATORY ANALYST III	25%	20%	14.3%
N13C	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE III	33.3%	25%	25%
Q20C	POWER PLANT MAINTENANCE TECHNICIAN III	11.1%	10.5%	13%
S10A	ENGINEER INTERN I	26.3%	22.2%	10%
S10D	ENGINEER INTERN IV	18.8%	13.5%	18.9%
S11C	PROFESSIONAL ENGINEER III	16.7%	20%	50%
T25A	TRANSPORTATION EQUIPMENT OPERATOR I	16.9%	14.8%	19.5%
T50B	TOLL COLLECTOR II	19.3%	15.5%	26.4%
V10D	TAX DOCUMENT EXAMINER IV	10%	28.6%	14.3%
V12B	MOTOR VEHICLE RESEARCH SPECIALIST II	12.5%	28.6%	10%
X10B	HEALTH INFORMATION TECHNICIAN II	10%	10%	18.2%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	11.1%	14.3%	13.1%
X25B	PHARMACY TECHNICIAN II	15%	13.3%	23.5%
X27A	EPIDEMIOLOGIST I	20%	20%	100%
X29C	HEALTH FACILITY SURVEYOR III	14.6%	21.5%	28.6%
X36B	RECREATION THERAPIST II	10.3%	17.9%	19%
X38B	DISEASE INTERVENTION SPECIALIST II	12.5%	12.5%	14.3%
Y10A	PATIENT CARE ASSISTANT I	24.2%	23.4%	28.9%
Y11A	LICENSED PRACTICAL NURSE I	34.7%	28.4%	20%
Y11B	LICENSED PRACTICAL NURSE II	18.9%	15.9%	15.3%
Y12A	REGISTERED NURSE I	13%	16.7%	23.8%
Y12B	REGISTERED NURSE II	20.2%	15.9%	19%
Y12C	REGISTERED NURSE III	19%	13.8%	17.9%
Z12A	DIRECT CARE SPECIALIST I	29.5%	50%	53.8%
Z20A	FOOD SERVICE SPECIALIST I	31.2%	37.4%	24.3%
Z20C	FOOD SERVICE SPECIALIST III	11.1%	11.9%	12.2%
Z30A	LINEN AND CLOTHING SPECIALIST I	20%	56.2%	50%
Z51A	JUVENILE SPECIALIST I	65.9%	60.6%	43.8%
Z51B	JUVENILE SPECIALIST II	25.4%	17.2%	24.5%

Table A4: FY 2003 Turnover Rate >10% by Job Family Level

JFD Code	JFD Title	Num. of Incs.	Total Turnover	Overall Turnover Rate FY 2003	Voluntary Turnover	Voluntary Rate FY 2003	Voluntary Rate FY 2002	Voluntary Rate FY 2001
A10A	INSURANCE UNDERWRITER I	2	1	50%	1	50%	0%	50%
A10B	INSURANCE UNDERWRITER II	7	1	14.3%	1	14.3%	0%	0%
A10C	INSURANCE UNDERWRITER III	6	1	16.7%	1	16.7%	14.3%	16.7%
A11A	INSURANCE CLAIMS ADJUSTER I	17	2	11.8%	2	11.8%	20%	6.7%
A11B	INSURANCE CLAIMS ADJUSTER II	36	5	13.9%	3	8.3%	22.2%	11.4%
A20A	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST I	12	3	25%	2	16.7%	9.1%	26.7%
A20C	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST III	4	1	25%	1	25%	25%	25%
A30B	MEMBER SERVICES REPRESENTATIVE II	23	3	13%	3	13%	9.5%	9.5%
A32C	INSURANCE BENEFITS SPECIALIST III	2	2	100%	2	100%	0%	0%
A33A	PROVIDER CONTRACTING SPECIALIST I	2	1	50%	1	50%	50%	33.3%
A40A	INSURANCE PROGRAM ADMINISTRATOR I	10	1	10%	1	10%	9.1%	35.7%
A40C	INSURANCE PROGRAM ADMINISTRATOR III	5	1	20%	1	20%	16.7%	0%
A40D	INSURANCE PROGRAM ADMINISTRATOR IV	5	1	20%	1	20%	0%	0%
A50B	RETIREMENT BENEFIT ANALYST II	10	1	10%	1	10%	9.1%	0%
A50C	RETIREMENT BENEFIT ANALYST III	12	2	16.7%	2	16.7%	0%	0%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	30	4	13.3%	4	13.3%	0%	6.5%
B20A	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I	6	1	16.6%	1	16.6%	0%	60%
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II	29	4	13.8%	4	13.8%	4%	14.3%
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	20	2	10%	2	10%	0%	15%
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV	20	2	10%	2	10%	0%	0%
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	9	1	11.1%	1	11.1%	35.70%	30%
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST III	14	2	14.3%	2	14.3%	0%	15.4%
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST IV	9	1	11.1%	1	11.1%	11.10%	14.30%
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I	15	2	13.3%	2	13.3%	9.5%	16%
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II	9	1	11.1%	1	11.1%	0%	12.5%
B55A	INFORMATION SYSTEMS SERVICES COORDINATOR I	8	1	12.5%	1	12.5%	0%	0%
B55D	INFORMATION SYSTEMS SERVICES COORDINATOR IV	9	2	22.2%	2	22.2%	0%	0%

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C15A	HUMAN RIGHTS REPRESENTATIVE I	8	1	12.5%	1	12.5%	37.5%	0%
C30A	HUMAN RESOURCES ASSISTANT I	44	5	11.4%	5	11.4%	2.2%	7.3%
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I	18	2	11.1%	2	11.1%	7.7%	14.3%
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV	39	7	17.9%	7	17.9%	9.8%	16.7%
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	18	4	22.2%	4	22.2%	12.5%	8.3%
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR I	5	1	20%	1	20%	28.6%	0%
C37A	PERSONNEL PROGRAMS ANALYST	2	1	50%	1	50%	0%	0%
C38B	PAYROLL ADMINISTRATIVE ASSISTANT II	4	1	25%	1	25%	33.3%	25%
C41A	TRAINING SPECIALIST I	5	1	20%	1	20%	33.3%	0%
D10C	FINANCIAL LOAN ANALYST III	2	1	50%	1	50%	50%	0%
D18D	PRE-AUDIT CLAIMS SPECIALIST IV	2	1	50%	1	50%	0%	33.3%
D20C	BUDGET ANALYST III	7	1	14.3%	1	14.3%	20%	0%
D20D	BUDGET ANALYST IV	5	1	20%	1	20%	12.5%	20%
D21D	BUDGET ANALYST (OSF) IV	4	1	25%	1	25%	0%	20%
D30B	BUSINESS MANAGER II	26	4	15.4%	4	15.4%	3.8%	0%
D33D	FINANCIAL MANAGER/COMPTRROLLER IV	4	1	25%	1	25%	0%	0%
D50A	ACCOUNTING TECHNICIAN I	7	3	42.9%	3	42.9%	0%	100%
E12C	ADMINISTRATIVE PROGRAMS OFFICER III	69	7	10.1%	7	10.1%	6.1%	8.3%
E13A	CUSTOMER SERVICE REPRESENTATIVE I	3	1	33.3%	1	33.3%	14.3%	28.6%
E16A	ADMINISTRATIVE TECHNICIAN I	31	4	12.9%	4	12.9%	34.2%	12.7%
E16B	ADMINISTRATIVE TECHNICIAN II	410	68	16.6%	56	13.7%	11.7%	9.9%
E16C	ADMINISTRATIVE TECHNICIAN III	992	122	12.3%	108	10.9%	10.6%	10%
E20C	LIBRARY TECHNICIAN III	9	3	33.3%	3	33.3%	0%	0%
E21A	LIBRARIAN I	6	2	33.3%	1	16.7%	0%	0%
E25B	LEGAL SECRETARY II	28	3	10.7%	3	10.7%	12.9%	8.8%
E34D	OFFSET PRESS OPERATOR IV	6	1	16.7%	1	16.7%	0%	14.3%
E35B	DUPLICATING EQUIPMENT OPERATOR II	4	1	25%	1	25%	33.3%	0%
E37A	REPRODUCTION SERVICES MANAGER I	5	1	20%	0	0%	0%	0%
E44B	PUBLIC INFORMATION OFFICER II	14	2	14.3%	2	14.3%	15.4%	17.6%

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E44C	PUBLIC INFORMATION OFFICER III	4	3	75%	2	50%	33.3%	0%
E46A	STATISTICAL RESEARCH SPECIALIST I	3	1	33.3%	1	33.3%	0%	100%
E46B	STATISTICAL RESEARCH SPECIALIST II	9	2	22.2%	2	22.2%	0%	23.1%
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II	24	5	20.8%	2	8.3%	5%	2.8%
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV	4	1	25%	1	25%	25%	16.7%
F10D	CONTRACTING AND PROCUREMENT OFFICER IV	4	1	25%	1	25%	0%	0%
F11B	CONTRACTING AND PROCUREMENT OFFICER II	1	1	100%	1	100%	0%	0%
F14A	CONTRACTING AND ACQUISITIONS AGENT I	6	2	33.3%	1	16.6%	3.6%	0%
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I	5	1	20%	1	20%	0%	0%
F16A	SURPLUS PROPERTY AGENT I	4	1	25%	1	25%	0%	25%
F17B	PROPERTY DISTRIBUTION ADMINISTRATOR II	1	1	100%	0	0%	0%	0%
F20A	MATERIEL MANAGEMENT SPECIALIST I	6	1	16.6%	1	16.6%	0%	18.2%
F20B	MATERIEL MANAGEMENT SPECIALIST II	86	12	14%	9	10.5%	6.5%	10.1%
F20D	MATERIEL MANAGEMENT SPECIALIST IV	39	7	17.9%	7	17.9%	5.7%	7.9%
F21A	MATERIEL MANAGEMENT OFFICER I	16	2	12.5%	2	12.5%	10%	4.8%
F21B	MATERIEL MANAGEMENT OFFICER II	18	2	11.1%	2	11.1%	11.8%	13.3%
F38A	REAL PROPERTY MANAGEMENT SPECIALIST I	3	2	66.7%	1	33.3%	0%	0%
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I	125	14	11.2%	14	11.2%	9.10%	9.80%
F44A	CARPENTER I	13	3	23.1%	3	23.1%	11.8%	10.5%
F45D	CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV	4	1	25%	1	25%	0%	0%
F46A	PAINTER I	5	1	20%	1	20%	0%	0%
F47D	AUTOMOTIVE/ENGINE MECHANIC IV	17	3	17.6%	3	17.6%	0%	5.9%
F50A	HOUSEKEEPING/CUSTODIAL WORKER I	184	34	18.5%	21	11.4%	17.1%	16.2%
F50B	HOUSEKEEPING/CUSTODIAL WORKER II	57	8	14%	3	5.3%	17%	14%
F50C	HOUSEKEEPING/CUSTODIAL WORKER III	9	1	11.1%	1	11.1%	20%	0%
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV	7	1	14.3%	1	14.3%	0%	14.3%
F54A	LIGHT VEHICLE DRIVER I	8	1	12.5%	1	12.5%	0%	12.5%
F73A	MILITARY CONSTRUCTION CONSULTANT (OMD) I	2	1	50%	1	50%	0%	0%
F74A	MECHANICAL SYSTEMS TECHNICIAN I	4	1	25%	1	25%	0%	0%

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F74B	MECHANICAL SYSTEMS TECHNICIAN II	12	2	16.7%	2	16.7%	18.1%	25%
F74D	MECHANICAL SYSTEMS TECHNICIAN IV	16	2	12.5%	2	12.5%	0%	5.9%
F75A	ELECTRICIAN I	5	1	20%	0	0%	0%	0%
F75B	ELECTRICIAN II	7	1	14.3%	1	14.3%	28.60%	12.50%
F76A	PLUMBER I	3	1	33.3%	1	33.3%	0%	0%
F76B	PLUMBER II	6	1	16.7%	1	16.7%	14.3%	9.1%
F77A	GROUNDKEEPER I	6	1	16.7%	1	16.7%	33.3%	12.5%
F78A	EQUIPMENT OPERATOR I	29	3	10.3%	3	10.3%	15.6%	20%
F78B	EQUIPMENT OPERATOR II	19	4	21.1%	3	15.8%	16.7%	9.1%
F79A	LABORER I	13	2	15.4%	2	15.4%	26.7%	11.1%
F79B	LABORER II	3	1	33.3%	0	0%	0%	0%
G12A	CRIMINALIST I	20	2	10%	1	5%	66.7%	0%
G12B	CRIMINALIST II	6	1	16.7%	1	16.7%	7.7%	7.1%
G16A	PHYSICAL EVIDENCE TECHNICIAN I	8	2	25%	2	25%	0%	100%
G22B	LAW ENFORCEMENT SPECIAL AGENT (OSBI) II	4	1	25%	1	25%	0%	0%
G22E	LAW ENFORCEMENT SPECIAL AGENT (OSBI) V	8	1	12.5%	1	12.5%	12.5%	14.3%
G24F	LAW ENFORCEMENT NARCOTICS AGENT VI	3	1	33.3%	1	33.3%	0%	0%
G28A	POLICE OFFICER I	4	1	25%	1	25%	100%	100%
G28B	POLICE OFFICER II	92	26	28.3%	16	17.4%	14.8%	27.7%
G28D	POLICE OFFICER IV	23	3	13%	2	8.7%	9.1%	5.6%
H10E	PROGRAMS MANAGER V	9	1	11.1%	1	11.1%	12.50%	20%
H15D	COUNTY DIRECTOR IV	4	1	25%	1	25%	20%	14.3%
H20A	SOCIAL SERVICES SPECIALIST I	322	80	24.8%	76	23.6%	25.5%	29.1%
H20C	SOCIAL SERVICES SPECIALIST III	37	4	10.8%	4	10.8%	2.5%	5.4%
H21B	CASE MANAGER II	209	21	10%	21	10%	11.2%	10.6%
H21C	CASE MANAGER III	34	6	17.6%	6	17.6%	0%	4%
H22B	SOCIAL SERVICES INSPECTOR II	63	8	12.7%	8	12.7%	4.9%	5.1%
H22D	SOCIAL SERVICES INSPECTOR IV	9	1	11.1%	1	11.1%	22.20%	42.90%
H23A	CHILD WELFARE SPECIALIST I	250	53	21.2%	47	18.8%	27.5%	27%

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H23B	CHILD WELFARE SPECIALIST II	604	91	15.1%	80	13.2%	12.5%	13.5%
H23C	CHILD WELFARE SPECIALIST III	168	18	10.7%	17	10.1%	9.6%	8.2%
H26A	ADULT PROTECTIVE SERVICES SPECIALIST I	11	5	45.5%	4	36.4%	55.5%	20%
H27D	CLINICAL SOCIAL WORKER IV	10	3	30%	3	30%	0%	25%
H30A	CHILD SUPPORT SPECIALIST I	55	14	25.5%	9	16.4%	20.3%	39.7%
H51B	PLANNING/OVERSIGHT SPECIALIST II	2	1	50%	1	50%	0%	0%
H51C	PLANNING/OVERSIGHT SPECIALIST III	4	4	100%	4	100%	0%	33.3%
I10A	CORRECTIONAL SECURITY OFFICER I	112	34	30.4%	24	21.4%	46%	32.9%
I10B	CORRECTIONAL SECURITY OFFICER II	187	44	23.5%	41	21.9%	10.9%	16.3%
I10C	CORRECTIONAL SECURITY OFFICER III	732	89	12.2%	85	11.6%	10.4%	12.8%
I11A	CORRECTIONAL SECURITY MANAGER I	148	15	10.1%	13	8.8%	2.8%	9.2%
I12A	CORRECTIONAL CHIEF OF SECURITY I	6	1	16.7%	1	16.7%	0%	0%
I12C	CORRECTIONAL CHIEF OF SECURITY III	7	1	14.3%	1	14.3%	25%	0%
I14A	STAFF ASSISTANT (DOC) I	1	1	100%	1	100%	0%	0%
I23B	CORRECTIONAL TEACHER II	15	2	13.3%	2	13.3%	15.4%	13.3%
I26B	INTERNAL AFFAIRS SPECIAL INVESTIGATOR II	12	2	16.7%	2	16.7%	15.4%	20%
I30A	CORRECTIONAL INDUSTRIES MANAGER I	11	2	18.1%	2	18.1%	11.1%	7.7%
I40A	PROBATION AND PAROLE OFFICER I	68	11	16.2%	10	14.7%	13.5%	25%
I40B	PROBATION AND PAROLE OFFICER II	199	21	10.6%	21	10.6%	11.4%	12.6%
I40C	PROBATION AND PAROLE OFFICER III	35	5	14.3%	5	14.3%	21.6%	34.2%
J10C	SAFETY STANDARDS INSPECTOR III	1	1	100%	1	100%	0%	0%
J14B	ASBESTOS INSPECTOR II	4	1	25%	1	25%	0%	0%
J15C	INDUSTRIAL HYGIENIST III	3	1	33.3%	1	33.3%	33.3%	0%
J17C	LABOR COMPLIANCE OFFICER III	2	1	50%	1	50%	0%	0%
J26A	EMPLOYMENT STANDARDS DIRECTOR I	2	1	50%	1	50%	0%	0%
J31B	SAFETY CONSULTANT II	21	3	14.3%	3	14.3%	11.8%	14.3%
J33A	AIRFIELD FIREFIGHTER I	6	1	16.7%	1	16.7%	12.5%	0%
J41A	FIRE PREVENTION AND SECURITY OFFICER I	39	9	23.1%	7	17.9%	10.5%	19.2%
J41C	FIRE PREVENTION AND SECURITY OFFICER III	8	2	25%	2	25%	33.3%	0%

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J52A	COSMETOLOGY INSPECTOR I	4	2	50%	2	50%	50%	16.7%
J54B	JAIL INSPECTION/INVESTIGATION OFFICER II	1	1	100%	1	100%	0%	0%
K10A	JUVENILE JUSTICE SPECIALIST I	20	2	10%	2	10%	10%	28.60%
K10B	JUVENILE JUSTICE SPECIALIST II	190	20	10.5%	20	10.5%	10.3%	12.7%
K11A	DISABILITY DETERMINATION SPECIALIST I	10	6	60%	5	50%	52.9%	20%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	66	8	12.1%	8	12.1%	7.8%	5.2%
K23A	REHABILITATION OF THE BLIND SPECIALST I	2	1	50%	1	50%	0%	0%
K23C	REHABILITATION OF THE BLIND SPECIALST III	7	1	14.3%	1	14.3%	16.7%	0%
L16A	AGRICULTURE FIELD INSPECTOR I	8	1	12.5%	1	12.5%	10%	10%
L21A	FOREST FIRE DETECTION SPECIALIST I	1	1	100%	1	100%	0%	100%
L22C	FOREST REGENERATION SPECIALIST	1	1	100%	1	100%	0%	0%
L23C	FOREST RESOURCE PROTECTION SPECIALIST III	6	1	16.7%	1	16.7%	0%	0%
L24A	FORESTER I	7	1	14.3%	1	14.3%	0%	14.3%
L24E	FORESTER V	6	1	16.7%	1	16.7%	0%	0%
L25B	AGRICULTURE SERVICES SPECIAL INVESTIGATOR II	3	1	33.3%	1	33.3%	0%	0%
M30A	FUEL SPECIALIST I	4	1	25%	0	0%	50%	0%
M30C	FUEL SPECIALIST III	16	2	12.5%	2	12.5%	0%	0%
M31B	OIL AND GAS SPECIALIST II	7	2	28.6%	2	28.6%	0%	7.1%
M31D	OIL AND GAS SPECIALIST IV	8	1	12.5%	1	12.5%	11.1%	0%
M32C	OIL AND GAS FIELD INSPECTOR III	3	1	33.3%	1	33.3%	0%	50%
M40C	PUBLIC UTILITY REGULATORY ANALYST III	4	1	25%	1	25%	20%	14.3%
M40D	PUBLIC UTILITY REGULATORY ANALYST IV	5	1	20%	1	20%	0%	33.3%
N12B	VETERANS CENTER ADMINISTRATOR II	7	1	14.3%	1	14.3%	14.3%	0%
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II	10	1	10%	1	10%	0%	0%
N13C	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE III	3	1	33.3%	1	33.3%	25%	25%
P15A	NATURALIST I	10	1	10%	1	10%	15.4%	0%
P20A	PARK RANGER I	16	5	31.3%	5	31.3%	6.3%	15.8%
P20C	PARK RANGER III	11	2	18.2%	2	18.2%	0%	30%
P25A	PARK MANAGER I	30	3	10%	3	10%	6.5%	6.5%

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Q10A	POWER GENERATION OPERATIONS TECHNICAL I	13	2	15.4%	2	15.4%	0%	0%
Q20A	POWER PLANT MAINTENANCE TECHNICIAN I	8	1	12.5%	0	0%	16.7%	0%
Q20C	POWER PLANT MAINTENANCE TECHNICIAN III	18	2	11.1%	2	11.1%	10.5%	13%
Q20D	POWER PLANT MAINTENANCE TECHNICIAN IV	11	2	18.1%	2	18.1%	8.3%	7.1%
Q22A	SCADA SYSTEM MAINTENANCE TECHNICIAN I	2	1	50%	1	50%	33.3%	0%
Q22C	SCADA SYSTEM MAINTENANCE TECHNICIAN III	4	1	25%	1	25%	0%	20%
Q30C	POWER GENERATION SYSTEM OPERATOR III	8	1	12.5%	1	12.5%	18.2%	0%
Q40C	POWER GENERATION COAL YARD EQUIPMENT III	20	2	10%	2	10%	0%	0%
R10A	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST I	7	3	42.9%	3	42.9%	0%	30%
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II	27	3	11.1%	3	11.1%	10.30%	0%
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I	39	4	10.3%	2	5.1%	12.5%	23.1%
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV	22	3	13.6%	3	13.6%	0%	23.8%
S10A	ENGINEER INTERN I	19	6	31.6%	5	26.3%	22.2%	10%
S10D	ENGINEER INTERN IV	32	6	18.8%	6	18.8%	13.5%	18.9%
S11C	PROFESSIONAL ENGINEER III	12	2	16.7%	2	16.7%	20%	50%
S16A	PROFESSIONAL LAND SURVEYOR I	4	1	25%	1	25%	0%	0%
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I	3	1	33.3%	1	33.3%	0%	33.3%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II	19	2	10.5%	2	10.5%	20%	0%
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III	18	2	11.1%	2	11.1%	5%	9.1%
T22D	TRANSPORTATION SPECIALIST IV	19	2	10.5%	2	10.5%	3.8%	0%
T25A	TRANSPORTATION EQUIPMENT OPERATOR I	118	33	28%	20	16.9%	14.8%	19.5%
T50B	TOLL COLLECTOR II	228	52	22.8%	44	19.3%	15.5%	26.4%
V10B	TAX DOCUMENT EXAMINER II	7	2	28.6%	2	28.6%	11.1%	0%
V10D	TAX DOCUMENT EXAMINER IV	10	1	10%	1	10%	28.6%	14.3%
V12B	MOTOR VEHICLE RESEARCH SPECIALIST II	8	1	12.5%	1	12.5%	28.6%	10%
V20A	TAXPAYER SERVICES REPRESENTATIVE I	6	1	16.7%	1	16.7%	0%	0%
W10A	WORKFORCE SERVICES SPECIALIST I	12	2	16.7%	2	16.7%	6.7%	20.8%
W10D	WORKFORCE SERVICES SPECIALIST IV	47	5	10.6%	5	10.6%	13%	1.9%
X10B	HEALTH INFORMATION TECHNICIAN II	10	1	10%	1	10%	10%	18.2%

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X12A	THERAPEUTIC/MEDICAL ASSISTANT I	3	1	33.3%	1	33.3%	0%	40%
X13A	LABORATORY TECHNICIAN I	4	2	50%	2	50%	0%	0%
X13B	LABORATORY TECHNICIAN II	8	1	12.5%	1	12.5%	16.7%	0%
X13C	LABORATORY TECHNICIAN III	9	2	22.2%	2	22.2%	10%	0%
X14A	CLINICAL LABORATORY SCIENTIST I	6	3	50%	3	50%	0%	0%
X14B	CLINICAL LABORATORY SCIENTIST II	9	2	22.2%	2	22.2%	0%	15.8%
X17A	PUBLIC HEALTH SPECIALIST I	5	1	20%	1	20%	0%	16.7%
X17B	PUBLIC HEALTH SPECIALIST II	7	1	14.3%	1	14.3%	20%	0%
X20B	HEALTH EDUCATOR II	9	4	44.4%	4	44.4%	33.3%	0%
X21B	AUDIOLOGIST II	3	1	33.3%	1	33.3%	0%	100%
X21C	AUDIOLOGIST III	2	1	50%	1	50%	50%	0%
X22A	SPEECH-LANGUAGE PATHOLOGIST I	5	1	20%	1	20%	50%	0%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	54	6	11.1%	6	11.1%	14.3%	13.1%
X22D	SPEECH-LANGUAGE PATHOLOGIST IV	9	2	22.2%	2	22.2%	0%	0%
X23B	ALCOHOL AND DRUG COUNSELOR II	8	1	12.5%	1	12.5%	11.1%	0%
X23D	ALCOHOL AND DRUG COUNSELOR IV	8	1	12.5%	1	12.5%	0%	37.5%
X24B	DENTAL CARE ASSISTANT II	23	4	17.4%	4	17.4%	12.5%	4.3%
X25B	PHARMACY TECHNICIAN II	20	3	15%	3	15%	13.3%	23.5%
X27A	EPIDEMIOLOGIST I	5	1	20%	1	20%	20%	100%
X29C	HEALTH FACILITY SURVEYOR III	82	12	14.6%	12	14.6%	21.5%	28.6%
X30C	MUSIC THERAPIST III	1	1	100%	1	100%	0%	0%
X31C	PSYCHOLOGICAL CLINICIAN III	23	3	13%	3	13%	0%	8.3%
X31E	PSYCHOLOGICAL CLINICIAN V	8	1	12.5%	1	12.5%	0%	12.5%
X32B	CHILD DEVELOPMENT SPECIALIST II	30	6	20%	5	16.7%	6.7%	18.4%
X36B	RECREATION THERAPIST II	29	3	10.3%	3	10.3%	17.9%	19%
X38B	DISEASE INTERVENTION SPECIALIST II	8	1	12.5%	1	12.5%	12.5%	14.3%
X43A	PUBLIC HEALTH ADMINISTRATOR I	3	1	33.3%	1	33.3%	12.5%	0%
Y10A	PATIENT CARE ASSISTANT I	607	225	37.1%	147	24.2%	23.4%	28.9%
Y11A	LICENSED PRACTICAL NURSE I	75	39	52%	26	34.7%	28.4%	20%

JFD Code	JFD Title	Num. of Incs.	Total Turnover	Overall Turnover Rate FY 2003	Voluntary Turnover	Voluntary Rate FY 2003	Voluntary Rate FY 2002	Voluntary Rate FY 2001
Y11B	LICENSED PRACTICAL NURSE II	285	69	24.2%	54	18.9%	15.9%	15.3%
Y12A	REGISTERED NURSE I	23	5	21.7%	3	13%	16.7%	23.8%
Y12B	REGISTERED NURSE II	337	76	22.6%	68	20.2%	15.9%	19%
Y12C	REGISTERED NURSE III	347	76	21.9%	66	19%	13.8%	17.9%
Y13A	NURSING MANAGER I	43	7	16.3%	6	14%	6.4%	14.3%
Y13B	NURSING MANAGER II	42	6	14.3%	6	14.3%	7%	17.1%
Y14A	ADVANCED PRACTICE NURSE I	1	1	100%	1	100%	0%	0%
Y14B	ADVANCED PRACTICE NURSE II	45	7	15.6%	7	15.6%	14.3%	9.4%
Y15A	HEALTH CARE MANAGEMENT NURSE I	10	3	30%	3	30%	1.9%	9.9%
Y15C	HEALTH CARE MANAGEMENT NURSE III	16	2	12.5%	2	12.5%	13.3%	0%
Z12A	DIRECT CARE SPECIALIST I	139	99	71.2%	41	29.5%	50%	53.8%
Z12B	DIRECT CARE SPECIALIST II	495	66	13.3%	47	9.5%	10.2%	12.2%
Z12D	DIRECT CARE SPECIALIST IV	15	2	13.3%	2	13.3%	0%	6.3%
Z13A	TRANSPORTATION OFFICER I	7	3	42.9%	3	42.9%	0%	10%
Z18C	INDEPENDENT LIVING INSTRUCTOR III	4	1	25%	1	25%	0%	0%
Z20A	FOOD SERVICE SPECIALIST I	93	42	45.1%	29	31.2%	37.4%	24.3%
Z20B	FOOD SERVICE SPECIALIST II	170	35	20.6%	29	17.1%	11.5%	8.8%
Z20C	FOOD SERVICE SPECIALIST III	36	4	11.1%	4	11.1%	11.9%	12.2%
Z20D	FOOD SERVICE SPECIALIST IV	115	13	11.3%	8	7%	13.8%	20.5%
Z21B	FOOD SERVICE MANAGER II	18	2	11.1%	2	11.1%	5.9%	22.2%
Z25A	NUTRITION THERAPIST I	3	1	33.3%	1	33.3%	0%	0%
Z27A	INSTITUTIONAL/COMMUNITY PROGRAM ADMINISTRATOR I	4	4	100%	4	100%	0%	25%
Z30A	LINEN AND CLOTHING SPECIALIST I	20	6	30%	4	20%	56.2%	50%
Z30B	LINEN AND CLOTHING SPECIALIST II	19	2	10.5%	1	5.3%	4.3%	20.7%
Z51A	JUVENILE SPECIALIST I	41	33	80.5%	27	65.9%	60.6%	43.8%
Z51B	JUVENILE SPECIALIST II	169	50	29.6%	43	25.4%	17.2%	24.5%
Z51C	JUVENILE SPECIALIST III	54	13	24.1%	9	16.7%	5.5%	11.5%
Z51D	JUVENILE SPECIALIST IV	28	9	32.1%	9	32.1%	9.4%	15.8%

Table A5: Effect of 5% Pay Band Adjustment By Agency

Agency Code	Agency	# FTE Below MIN.	% of Workforce Below MIN.	Cost
025	Military Department	46	24.7%	\$44,724.51
040	Department of Agriculture	36	9.5%	\$17,172.54
090	Office of State Finance	1	1.4%	\$1,800.32
131	Department of Corrections	32	0.7%	\$32,435.16
185	Corporation Commission	15	5.4%	\$10,324.55
270	Election Board	3	14.3%	\$689.02
290	Employment Security Commission	99	14.9%	\$102,884.27
298	Merit Protection Commission	1	20.0%	\$944.81
340	Health Department	77	4.5%	\$107,720.14
350	Historical Society	4	3.2%	\$1,679.29
400	Office of Juvenile Affairs	114	12.4%	\$108,640.36
430	Department of Libraries	1	1.4%	\$1,800.32
452	Department of Mental Health	72	6.1%	\$70,449.30
566	Dept. of Tourism & Recreation	17	4.6%	\$14,991.92
585	Department of Public Safety	7	1.5%	\$1,242.27
645	Conservation Commission	1	14.3%	\$498.88
650	Veterans Affairs	5	0.3%	\$3,348.11
695	Tax Commission	98	12.6%	\$102,945.30
805	Dept. of Rehabilitative Services	44	6.0%	\$35,869.21
830	Department of Human Services	341	5.0%	\$345,639.58
	Total	1,014		\$1,005,799.85

Table A6: JFDs with Low Qualified Applicants

JFD Code	Job Title	Certificates Issued	Currently on Register
A40C	INSURANCE PROGRAM ADMINISTRATOR	2	4
B55B	INFO SYSTEMS SERVICES COORDINATOR	7	26
C41B	TRAINING SPECIALIST	4	12
D12A	AUDITOR	7	22
D12B	AUDITOR	3	11
E16C	ADMINISTRATIVE TECHNICIAN III	72	267
E46B	STATISTICAL ANALYST II	3	3
E46C	STATISTICAL ANALYST III	2	1
F47B	AUTOMOTIVE MECHANIC I	4	2
F74D	MECHANICAL CONTRACTOR	4	4
G10A	COMMUNICATIONS OFFICER	13	46
G12B	CRIMINALIST II	4	2
G12C	SENIOR CRIMINALIST	4	2
G19A	FINGERPRINT SPECIALIST TRAINEE	1	3
G22C	LAW ENFORCEMENT SPECIAL AGENT	3	11
G28B	POLICE OFFICER	28	72
H20A	SOCIAL WORKER I	190	460
H20B	SOCIAL WORKER II	180	61
H21A	CASE MANAGER I	51	71
H21B	CASE MANAGER II	53	38
H23A	CHILD WELFARE SPECIALIST I	149	412
H23B	CHILD WELFARE SPECIALIST II	151	43
H27C	CLINICAL SOCIAL WORKER	5	10
H30B	CHILD SUPPORT SPECIALIST	21	67
I10A	CORRECTIONAL SECURITY OFFICER	64	87
I40A	PROBATION AND PAROLE OFFICER	22	39
J16B	BOILER AND PRESSURE VESSEL INSPECTOR	1	2
J41A	FIRE PREVENTION AND SECURITY OFFICER	27	93
K10B	JUVENILE JUSTICE SPECIALIST II	27	72
K11B	DISABILITY DETERMINATION SPECIALIST II	3	1
K11C	DISABILITY DETERMINATION SPECIALIST III	2	0
K21A	VOCATIONAL REHABILITATION SPECIALIST I	7	23
K21B	VOCATIONAL REHABILITATION SPECIALIST II	7	3
K21C	VOCATIONAL REHABILITATION SPECIALIST III	1	1
K23A	REHABILITATION OF THE BLIND SPECIALIST I	1	2
K23B	REHABILITATION OF THE BLIND SPECIALIST II	1	1
L24A	FORESTER I	1	2
L24C	FORESTER III	3	4
M30A	FUEL SPECIALIST	12	17
R10A	CHEMIST I	7	15

JFD Code	Job Title	Certificates Issued	Currently on Register
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST	19	63
S10A	ENGINEER INTERN I	9	30
S10B	ENGINEER INTERN II	8	12
S10C	ENGINEER INTERN III	6	5
S10D	ENGINEER INTERN IIII	6	5
S11A	PROFESSIONAL ENGINEER I	3	5
S11B	PROFESSIONAL ENGINEER II	3	2
S11C	PROFESSIONAL ENGINEER III	2	2
T21B	TRANSPORTATION TECHNICIAN II	2	2
T25A	TRANSPORTATION EQUIPMENT OPERATOR I	106	90
W15B	EMPLOYMENT SECURITY TAX ENFORCEMENT OFFICER II	4	4
X13B	LABORATORY TECHNICIAN II	5	1
X21A	AUDIOLOGIST I	1	0
X22A	SPEECH-LANGUAGE PATHOLOGIST I	8	5
X22B	SPEECH-LANGUAGE PATHOLOGIST II	5	3
X24B	DENTAL CARE ASSISTANT I	5	5
X27B	EPIDEMIOLOGIST	1	2
X32A	CHILD DEVELOPMENT SPECIALIST I	10	13
X32B	CHILD DEVELOPMENT SPECIALIST II	5	7
X36A	RECREATION THERAPIST I	13	10
X36B	RECREATION THERAPIST II	2	7
Y10A	PATIENT CARE ASSISTANT	136	359
Y11A	LICENSED PRACTICAL NURSE I	36	87
Y11B	LICENSED PRACTICAL NURSE II	46	54
Y12A	REGISTERED NURSE I	17	64
Y12B	REGISTERED NURSE II	40	52
Y12C	REGISTERED NURSE III	101	83
Y15A	HEALTH CARE MANAGEMENT NURSE I	12	20
Y15C	HEALTH CARE MANAGEMENT NURSE III	2	5
Z12B	DIRECT CARE SPECIALIST II	19	30
Z20B	FOOD SERVICE SPECIALIST	29	49
Z25A	NUTRITION THERAPIST I	2	7
Z25B	NUTRITION THERAPIST II	3	2
Z25C	NUTRITION THERAPIST III	3	1
Z25D	NUTRITION THERAPIST IV	2	1

Table A7: Proposed Agency Director Pay Bands

Position	Agency	Content Grade	Pay Grade	Pay Grade Points	Minimum	Midpoint	Maximum
Director	Human Services Department	15	15	3017	\$132,065	\$155,371	\$178,677
Commissioner	Mental Health Department	14	14	2507	\$118,250	\$139,118	\$159,986
Director	Transportation Department	14	14	2507	\$118,250	\$139,118	\$159,986
Director	Corrections Department	14	14	2507	\$118,250	\$139,118	\$159,986
Commissioner of Health	Health Department	14	16	3770	\$152,462	\$179,367	\$206,273
Administrator	Tax Commission	13	13	2077	\$106,603	\$125,415	\$144,227
Commissioner	Public Safety Department	13	13	2077	\$106,603	\$125,415	\$144,227
Director	Veterans Affairs	13	13	2077	\$106,603	\$125,415	\$144,227
Administrator	Health Care Authority	12	12	1708	\$96,607	\$113,656	\$130,704
General Manager	Grand River Dam Authority	12	12	1708	\$96,607	\$113,656	\$130,704
Adjutant General	Military Department	11	11	1418	\$88,752	\$104,414	\$120,076
Administrator	Office of Personnel Management	11	11	1418	\$88,752	\$104,414	\$120,076
Director	Tourism & Recreation Department	11	11	1418	\$88,752	\$104,414	\$120,076
Director	Rehabilitation Services	11	11	1418	\$88,752	\$104,414	\$120,076
Director	Commerce Department	11	11	1418	\$88,752	\$104,414	\$120,076
Executive Director	Employment Security Commission	11	11	1418	\$88,752	\$104,414	\$120,076
Executive Director	Environmental Quality Department	11	11	1418	\$88,752	\$104,414	\$120,076
Executive Director	Juvenile Affairs	11	11	1418	\$88,752	\$104,414	\$120,076
Chief Medical Examiner	Medicolegal Investigations	10	16	3770	\$152,462	\$179,367	\$206,273
Administrator	Securities Commission	10	12	1708	\$96,607	\$113,656	\$130,704
Commissioner	Agriculture Department	10	10	1170	\$82,034	\$96,511	\$110,987
Commissioner	Banking Department	10	12	1708	\$96,607	\$113,656	\$130,704
Commissioner	CompSource Okla	10	10	1170	\$82,034	\$96,511	\$110,987
Director	Bureau of Investigation	10	10	1170	\$82,034	\$96,511	\$110,987
Director	Wildlife Conservation Commission	10	10	1170	\$82,034	\$96,511	\$110,987
Director	Transportation Authority	10	10	1170	\$82,034	\$96,511	\$110,987

Position	Agency	Content Grade	Pay Grade	Pay Grade Points	Minimum	Midpoint	Maximum
Director	Central Services	10	10	1170	\$82,034	\$96,511	\$110,987
Director	Office of State Finance	10	10	1170	\$82,034	\$96,511	\$110,987
Executive Director	Employees Group Insurance Board	10	10	1170	\$82,034	\$96,511	\$110,987
Executive Director	Water Resources Board	10	10	1170	\$82,034	\$96,511	\$110,987
Executive Director	Indigent Defense System	10	12	1708	\$96,607	\$113,656	\$130,704
Executive Director	Educational Television Authority	10	10	1170	\$82,034	\$96,511	\$110,987
Executive Director	Public Employee's Retirement System	10	10	1170	\$82,034	\$96,511	\$110,987
Executive Secretary	Teachers Retirement System	10	10	1170	\$82,034	\$96,511	\$110,987
General Administrator	Corporation Commission	10	10	1170	\$82,034	\$96,511	\$110,987
Secretary to the Commissioners	Land Office	10	10	1170	\$82,034	\$96,511	\$110,987
Director	Career and Technology Education	10	10	1170	\$82,034	\$96,511	\$110,987
Secretary of State	Secretary of State	10	10	1170	\$82,034	\$96,511	\$110,987
President & CEO	Oklahoma Student Loan Authority	10	10	1170	\$79,800	\$96,511	\$110,987
Director	Civil Emergency Management	9	9	980	\$76,887	\$90,456	\$104,024
Director	J.D. McCarty Children's Center.	9	9	980	\$76,887	\$90,456	\$104,024
Director	Narcotics and Dangerous Drugs	9	9	980	\$76,887	\$90,456	\$104,024
Executive Director	Employees Benefit Council	9	9	980	\$76,887	\$90,456	\$104,024
Executive Director	Firefighters Pension/Retirement	9	9	980	\$76,887	\$90,456	\$104,024
Executive Director	Police Pension & Retirement Board	9	9	980	\$76,887	\$90,456	\$104,024
President	Center of Science & Technology	9	9	980	\$76,887	\$90,456	\$104,024
Secretary	Election Board	9	9	980	\$76,887	\$90,456	\$104,024
Department Head	School of Science & Mathematics	9	9	980	\$76,887	\$90,456	\$104,024
Department Head	Industrial Finance Authority	9	9	980	\$76,887	\$90,456	\$104,024
Director	Historical Society	9	9	980	\$76,887	\$90,456	\$104,024
Director	ABLE Commission	9	9	980	\$76,887	\$90,456	\$104,024
Director	Law Enforcement Education & Tng	9	9	980	\$76,887	\$90,456	\$104,024
Director	Libraries Department	9	9	980	\$76,887	\$90,456	\$104,024

Position	Agency	Content Grade	Pay Grade	Pay Grade Points	Minimum	Midpoint	Maximum
Executive Director	Conservation Commission	9	9	980	\$76,887	\$90,456	\$104,024
Executive Director	Pardon & Parole Board	9	9	980	\$76,887	\$90,456	\$104,024
Executive Coordinator	District Attorneys Council	9	9	980	\$74,793	\$90,456	\$104,024
Director	Human Rights Commission	8	8	827	\$62,582	\$75,687	\$87,039
State Fire Marshal	Fire Marshal's Office	8	8	827	\$64,334	\$75,687	\$87,040
Administrator	Medical Licensure Board	8	8	827	\$64,334	\$75,687	\$87,040
Director	Law Enforcement Retirement	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Arts Council	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	The University Hospital Authority	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Horse Racing Commission	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Capitol Complex and Centennial Commission	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Nursing Board	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Teacher Preparation Commission	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Merit Protection Commission	8	8	827	\$64,334	\$75,687	\$87,040
Director	Office of Handicapped Concerns	8	8	827	\$64,334	\$75,687	\$87,040
Director	Children & Youth Commission	8	8	827	\$64,334	\$75,687	\$87,040
Executive Director	Ethics Commission	8	8	827	\$64,334	\$75,687	\$87,040
Secretary-Treasurer	Real Estate Commission	8	8	827	\$64,334	\$75,687	\$87,040
Director	Oklahoma Department of Mines	8	8	827	\$64,334	\$75,687	\$87,040
Administrator	Oklahoma Scenic Rivers Commission	7	7	702	\$51,647	\$62,462	\$71,832
Administrator	Liquefied Petroleum Gas Admin	7	7	690	\$53,093	\$62,462	\$71,832
Administrator	Consumer Credit	7	7	690	\$53,093	\$62,462	\$71,832
Chief Administrative Officer	J.M. Davis Memorial Commission	7	7	690	\$53,093	\$62,462	\$71,832
Director	Accountancy Board	7	7	690	\$53,093	\$62,462	\$71,832
Director	Professional Engineers/Land Surveyors	7	7	690	\$53,093	\$62,462	\$71,832
Director	Wheat Commission	7	7	690	\$53,093	\$62,462	\$71,832
Director	Physicians Manpower Training	7	7	690	\$53,093	\$62,462	\$71,832

Position	Agency	Content Grade	Pay Grade	Pay Grade Points	Minimum	Midpoint	Maximum
Executive Director	Motor Vehicle Commission	7	7	690	\$53,093	\$62,462	\$71,832
Executive Director	Boll Weevil Eradication Org.	7	7	690	\$53,093	\$62,462	\$71,832
Executive Director	Marginal Wells Commission	7	7	690	\$53,093	\$62,462	\$71,832
Executive Director	Used Motor Vehicle & Parts Commission	7	7	690	\$53,093	\$62,462	\$71,832
Executive Secretary	Pharmacy Board	7	7	690	\$53,093	\$62,462	\$71,832
Executive Director & CEO	Oklahoma Space Industry Development	7	7	690	\$51,647	\$62,462	\$71,832
Administrator	Osteopathy Board	6	6	586	\$44,560	\$52,423	\$60,287
Director	Indian Affairs Commission	6	6	586	\$44,560	\$52,423	\$60,287
Director	Board of Private Schools	6	6	586	\$44,560	\$52,423	\$60,287
Director	Nursing Homes Administrators	6	6	586	\$44,560	\$52,423	\$60,287
Director	Will Rogers Memorial Commission	6	6	586	\$44,560	\$52,423	\$60,287
Executive Director	Chiropractic Examiners Board	6	6	586	\$44,560	\$52,423	\$60,287
Executive Officer	Psychologist Board of Examiners	6	6	586	\$44,560	\$52,423	\$60,287
Executive Secretary	Cosmetology Board	6	6	586	\$44,560	\$52,423	\$60,287
Executive Secretary	Veterinary Examiners Board	6	6	586	\$44,560	\$52,423	\$60,287
Executive Secretary	Dentistry Board	6	6	586	\$44,560	\$52,423	\$60,287
Secretary-Treasurer (part-time)***	Optometry Board	6	6	586	\$44,560	\$52,423	\$60,287
Secretary-Treasurer	Embalmers & Funeral Directors	6	6	586	\$44,560	\$52,423	\$60,287
Executive Director	Brd of Licensed Architects & Landscape	6	6	586	\$43,346	\$52,423	\$60,286
Executive Secretary	Oklahoma Peanut Commission	6	6	586	\$43,346	\$52,423	\$60,286
Executive Secretary	Speech Pathology & Audiology	5	5	484	\$36,191	\$42,577	\$48,964