

**STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT**

**2006
ANNUAL COMPENSATION REPORT**

**Presented to
The Honorable Brad Henry
Governor of Oklahoma**

**The Honorable Mike Morgan
President Pro Tempore, Oklahoma Senate**

**The Honorable Lance Cargill
Speaker-Elect, Oklahoma House of Representatives**



President Theodore Roosevelt Signing Statehood Proclamation – November 16, 1907

December 1, 2006

**Oscar B. Jackson, Jr., IPMA-CP
Administrator, Oklahoma Office of Personnel Management
Cabinet Secretary of Human Resources and Administration**

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STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT

THE 2006 ANNUAL COMPENSATION REPORT

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



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

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Executive Summary



Average Salary Comparison (Direct Compensation)

Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. An analysis of salary survey data for 303 benchmark jobs indicates that, on average, classified employee salaries fell approximately 11.99 percent below the competitive labor market. **The second row of Table 1 displays the market relationship had the October 1, 2006 general increase been provided to employees at the end of FY 2006.** The 303 benchmarks represent 17,575 employees, or 64 percent of classified state employees.

**Table 1: Employee Benchmark Average Salary Comparison
State of Oklahoma vs. Market**

Fiscal Year	State of Oklahoma	Market	% Difference
2006	\$32,427.98 ¹	\$36,315.14 ²	-11.99%
2006	\$33,996.04 ¹	\$36,315.14 ²	-6.82%

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 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 2: Average Employee Fringe Benefit Comparison
State of Oklahoma vs. Market**

	State of Oklahoma Contribution	Market Contribution ³
Health Care Benefit	23.9%	13.10%
Annual Leave Accrual	20	13
Sick Leave Accrual	15	9
Paid Holidays	10	10
Defined Benefit Retirement Plan (employer contribution) ⁴	11.5%	8.78%
Defined Contribution Retirement Plan	1%	4.31%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

¹ Figure includes average longevity payment for calendar year 2006 of \$1,066.85.

² Source: FY 2006 Multi-Survey Summary Report of Competitive Labor Market

³ Source: OPM 2006 State of Oklahoma Compensation Survey

⁴ Includes only those employers that offer a Defined Benefit Retirement Plan.

Pay Band Adjustment

In analyzing the classified pay structure, consideration was given to market pay movement, the positioning of current classified average pay in the pay bands, and costs. Market pay growth appears to be accelerating as the economy becomes stronger. In 15 out of the 17 populated pay bands, the average salary is close to, or above, the midpoint of the range. All of these factors point to the need to adjust the pay bands by 5.0 percent. The annual cost associated with such an adjustment, including costs of mandatory benefits, is approximately \$27,537.62. See Table A5 in the Appendix for cost information for each agency affected.

Employee Turnover

The overall turnover rate among classified employees in FY 2006 was 14.8 percent and the voluntary rate was 12.3 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2006 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased from the previous fiscal year. The increase in overall turnover is attributed to a 17.1 percent increase in the total number of resignations and retirements. Below is a table representing the turnover rates (overall and voluntary) of the past seven fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2006

Year	Overall Turnover Rate	Voluntary Turnover Rate
2006	14.8%	12.3%
2005	12.9%	10.8%
2004	12.5	10.8
2003	11.2	9.6
2002	11.8	10.3
2001	12.7	11.4
2000	13.5	12.1

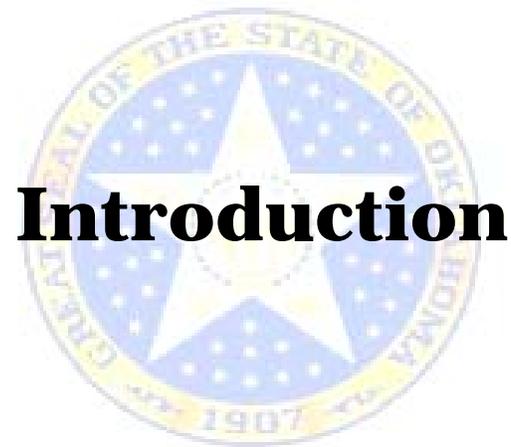
Recommendations

Pay Band Adjustment: The minimums, maximums and midpoints of the classified pay bands should be adjusted upward 5.0 percent. The annual cost associated with the adjustment, including costs of mandatory benefits, is approximately \$27,537.62.

Pay Adjustment: A 3.0 percent general increase is recommended to establish a competitive position with the market. The cost of a 3.0 percent adjustment (including mandatory benefits) for all appropriated state agencies including classified and unclassified employees is estimated to be \$46,762,237.21. In addition, a 1.0 percent fund based upon agencies' payroll budgets and earmarked for pay movement

mechanisms should be provided to appropriated agencies aimed at specific recruitment and retention problems. Such a fund is estimated to cost \$15,587,412.40.

Agency Director Salary Structure: A salary structure has been in place for three years for 36 nonappropriated agency directors. In order to assure effective and efficient administration of all agency director salaries, the remaining 66 appropriated agency directors should be incorporated into this salary structure. The cost to increase the salaries of 31 agency directors falling below the proposed minimum salary levels would be \$287,254, which should be funded without additional appropriations.



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 2007 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, the Report includes data on the following:

- 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).

Reporting of this data is relevant to an analysis of the competitive market position of the state's classified work force. Moreover, including this analysis from year to year will enable trending of the data and the identification of areas of concern.

NOTE: The titling practice has changed with respect to this annual report. In previous years, the report title included the fiscal year in which the report was issued; for example, last year's report was titled FY 2006 Annual Compensation Report. However, this practice created confusion, since data reported is actually from the previous fiscal year. To avoid this confusion, beginning with this year's report, we are titling the report based on the calendar year in which the report is issued. Hence, the current report is titled 2006 Annual Compensation Report (versus FY 2007) and is based on data from FY 2006.

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, which represent approximately 64 percent of all state employees, compare with the relevant labor market. Survey sources used for this year's salary and benefit analysis are:

- OPM 2006 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 2006 Survey, by Compdata Surveys

(See page 9 for a summary of each survey.)

2006 Legislative Compensation Activity

The following compensation-related bills became law after the second session of the 50th Oklahoma Legislature:

Senate Bill 82XX (Second Extraordinary Session):

- Section 4. Provides a 5 percent annualized increase, for full-time and part-time employees of the state, with certain delineated exceptions. *Effective October 1, 2006.*
- The bill also increases salary ranges for the Department of Public Safety and sets annual salary ranges for positions in the Oklahoma State Bureau of Narcotics and Dangerous Drugs Control, the Office of the Chief Medical Examiner, and the Oklahoma State Bureau of Investigation. *Salary ranges effective 01/01/07.*

House Bill 1181XX (Second Extraordinary Session):

- Amends 74:3601.2 to increase the salary ranges for certain nonappropriated agency directors. *Effective 07/01/06.*

Senate Bill 1831:

- Amends 74:840-2.17 to provide that a skill-based pay adjustment implemented on or after November 1, 2006 is to be paid to an employee only as long as the employee remains in the position and performs the skills for which the differential is paid and are not to be included as a part of the employee's base salary. *Effective 11/01/06.*

Senate Bill 1686:

- Amends 74:840-2.15 to clarify that state employers have the discretion of offering state employees (other than those involved with fire suppression duties) who must work on a holiday the option of rescheduling the holiday or being paid two times the employee's regular hourly rate. State employees who perform fire suppression duties must be paid holiday pay at two times the employee's regular hourly rate. *Effective July 1, 2006.*

Senate Bill 1088:

- Amends 72:48 to increase the amount of paid military leave from 20 workdays to 30 workdays for state employees who are called to active duty in the U.S. military and its reserves components. *Effective May 23, 2006.*

Senate Bill 1361:

- Amends 44:209 to extend the 30-day paid military leave for state employees in the National Guard to employees in all branches of the U.S. military. *Effective October 1, 2006.*

Senate Bill 1581:

- Amends 74:840-2.20 to require that state employees with fire protection, law enforcement, or Department of Corrections duties receive compensation for excess leave at their regular rate of pay when they are denied use of such excess leave due to emergency circumstances that threaten public safety, health or welfare. *Effective July 1, 2006.*

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 3.8 percent as of September 2006, which represents a decrease from 4.1 percent one year ago. Unemployment in the City of Oklahoma City decreased from 4.0 percent in September 2005 to 3.7 percent in September of 2006. The Manpower Employment Outlook Survey reported in September that employers in the Southern Region, which includes Oklahoma, project a 23 percent increase in hiring activity for the fourth quarter of 2006 – a hiring pace which has remained reasonably consistent throughout the year. Inflation is moderate, with the national Consumer Price Index increasing 2.1 percent from September 2005 to September 2006.

From a compensation standpoint, WorldatWork, in its 2006-07 Salary Budget Survey, reported that salary increases kept pace with projected levels, similar to the previous year's results. WorldatWork is the leading not-for-profit professional association dedicated to knowledge leadership in compensation, benefits and total rewards. As shown in Table 4 on page 10, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2006 that are equal to those projected in 2005. The survey projects slightly larger increase levels for 2007.

Table 4: Total Salary Budget Increase (U.S.)⁵

	<u>Actual 2004</u>	<u>Projected 2005</u>	<u>Actual 2005</u>	<u>Projected 2006</u>	<u>Actual 2006</u>	<u>Projected 2007</u>
Nonexempt Hourly Nonunion Employees	3.5%	3.6%	3.6%	3.7%	3.7%	3.8%
Nonexempt Salaried Employees	3.4%	3.6%	3.6%	3.7%	3.7%	3.8%
Exempt Salaried Employees	3.6%	3.7%	3.7%	3.8%	3.8%	3.9%
Officers/Executives	3.6%	3.8%	3.8%	3.9%	3.9%	4.0%

Pay Movement Mechanism Usage

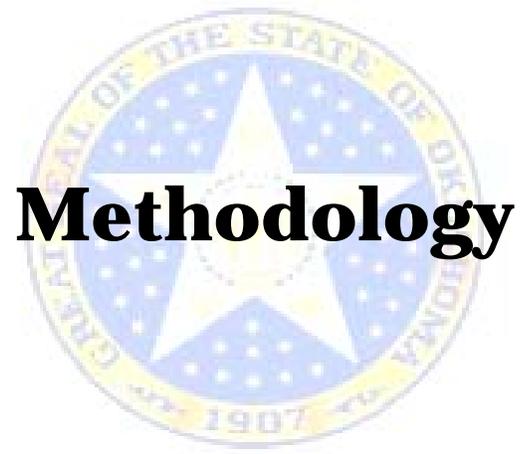
The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified and unclassified employees under their purview through the use of a variety of pay movement mechanisms (PMMs). Table 5 below reveals the numbers of PMM transactions during CY 2005 in comparison with CY 2004. This table reveals that overall usage by agencies of PMMs increased dramatically.

During CY 2005, the cost for five of the pay movement mechanisms decreased. The most dramatic reduction occurred in market adjustments, which decreased by 75 percent. The dramatic decrease in market-based adjustments may be attributable to the two general pay increases that were authorized by the Legislature for 2005. These two increases contributed to a reduction in the overall disparity between state pay and the market, which undoubtedly helped in reducing the demand by state agencies for targeted adjustments in individual job family levels.

Table 5: Agency PMM Usage 2004-2005

PMM TITLE	2004 Number	2004 Amount	2005 Number	2005 Amount	% Diff
Lateral Transfer	594	\$105,687.57	467	\$87,412.86	-17.29%
Career Progression	1,593	\$2,472,947.64	1,599	\$1,933,178.36	-21.83%
Performance-Based Adjustment	784	\$754,155.92	1,344	\$1,201,515.89	59.32%
Completion Of Prob/Trial Period	530	\$311,416.85	643	\$447,095.23	43.57%
Equity-Based Adjustment	937	\$819,834.29	3,918	\$704,417.54	-14.08%
Skill-Based Pay Adjustment	98	\$96,516.23	154	\$200,681.62	107.93%
Market-Based Adjustment	1,766	\$2,378,055.63	1,711	\$602,994.86	-74.64%
Total	6,302	\$6,938,614.13	9,836	\$5,177,296.36	-25.38%
% of state payroll		0.62%		0.39%	

⁵ 2006-07 Salary Budget Survey, WorldatWork, August 2006



Methodology

Market Surveys

The State of Oklahoma employs 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 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 with 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 2006 State of Oklahoma Compensation Survey: The Compensation Division of the State of Oklahoma's Office of Personnel Management conducts this salary/benefits survey. The salary portion of the survey covered a total of 81 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding Oklahoma. A total of 29 organizations participated in this survey. The survey includes salary data for a total of 33,519 employees. Salary data is current as of July 2006.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 26 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 158 of our benchmark jobs. Salary data is current as of July 2006.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Southeastern States Salary Conference conduct this survey annually. 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 106 of our benchmark jobs. Salary data is current as of July 2006.

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 125 organizations employing 24,268

workers in the State of Oklahoma. The salary portion of the survey covered 90 of our benchmark jobs. Salary data is current as of July 2006.

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. The salary portion of the survey covered 17 of our benchmark jobs. Salary data is current as of July 2006.

Compensation Data 2006: 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 143 of our benchmark jobs. Salary figures are from April 2006, but to maintain consistency, the salaries are aged .95 percent according to employment cost increases to reflect the equivalent of July data.

This year, the state’s 303 benchmark comparisons represented 27,310 employees, or 64 percent of the classified employee workforce (See Table A1 in the Appendix for a listing of benchmark jobs).

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 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 2006	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 in the United States, 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 used for purchasing the four core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$433.55 to \$1,098.18 per month in CY 2006. 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 6: CY 2006 State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	\$433.55 to \$1,098.18 per month
Annual Leave Accrual (after 1 year)	15 days
Sick Leave Accrual	15 days
Paid Holidays	10 days
Defined Benefit Plan	11.5% employer contribution – 3.00 - 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)⁶

Comparing Benefits

The state's fringe benefits package detailed:

Health Care Benefit Contribution: The average amount that the State of Oklahoma contributed to employees for health care was \$646.00 per month, or 23.9 percent of the average benchmark salary (including longevity). 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 15 on page 29). The average years of service is 12 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan: The state contributes an amount equal to 11.5 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:

⁶ Workers' Compensation premiums vary by occupation.

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 2007 State of Oklahoma Compensation Survey showed that on average, the market spent 13.10 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 9 days each year. Also, market employees earn an average of 12 days of Paid Vacation 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 2006 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: 12 years.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the OPM 2006 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, deaths, 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 employment. This rate includes only resignations and retirements.

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

- A listing of 83 job-family levels with three consecutive years of 10 percent or greater voluntary turnover – Table A4 in the Appendix.
- A listing of selected job family levels with turnover rates of 10 percent or greater – Table A5 in the Appendix.

- 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.⁷ 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 voluntarily resigned within the previous FY
 - E. The time an employee becomes fully productive (typically 12 months)
 - F. Per person turnover cost: $(E \div 12) (X) C (X) 50\%$ ⁸
 - G. Annual turnover cost for the state: (Multiply F X D)

⁷ Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*. 11th Edition. Page 77

⁸ Assumes 50 percent productivity throughout first year (E).



Analysis

Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 11.99 percent below the competitive labor market. Table 7 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. **The second row of Table 7 displays the market relationship had the October 1, 2006 general increase been provided to employees at the end of FY 2006.** Table A2 in the Appendix identifies job family levels that are 10 percent or more below market average.

Table 7: Employee Average Salary Comparison

Fiscal Year	State of Oklahoma	Market	% Difference
2006	\$32,427.98 ⁹	\$36,315.14 ¹⁰	-11.99%
2006	\$33,996.04 ⁹	\$36,315.14 ¹⁰	-6.82%

A review of market and state average salary growth from 1999 to the present (see Table 8 below and Figure 1 on page 16) reveals the pay relationship over the last seven years. It should be noted that the reduction in the market average in 2001 was primarily due to a change in the methodology by which a major survey participant matched its benchmark jobs to the survey, rather than any significant pay retrenchment in the overall market.

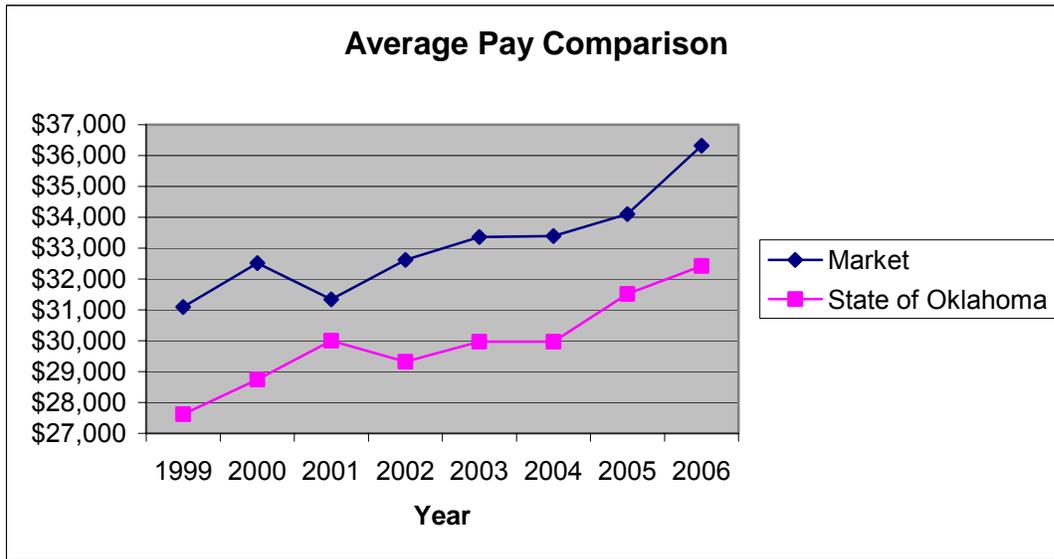
Table 8: Market Comparison Trend (1999-2006)

Year	State of Oklahoma	Market	% Difference
2006	\$32,427	\$36,315	-11.99%
2005	\$31,518	\$34,102	-8.20%
2004	\$29,968	\$33,393	-11.4%
2003	\$29,969	\$33,361	-11.3%
2002	\$29,318	\$32,621	-11.3%
2001	\$30,001	\$31,344	-4.5%
2000	\$28,738	\$32,513	-13.1%
1999	\$27,614	\$31,093	-12.6%

⁹ Figure includes average longevity payment for calendar year 2006 of \$1,066.85.

¹⁰ Source: 2006 Multi-Survey Summary Report of Competitive Labor Market

Figure 1: Oklahoma vs. Market Pay Trend (1999-2006)



It appears the general pay increases (see Table 9 below) and agency PMM usage, coupled with the overall economic decline in the early years of the millennium, has allowed the state to lag the market by a fairly consistent amount over the last seven years, with only 2005 showing any true, measurable narrowing of the gap.

Table 9: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
SB 82XX	2007	5%	10/01/2006
HB 2005	2006	\$700	07/01/2005
HB 2005	2005	\$1,400	01/01/2005
-	2004	\$0	N/A
-	2003	\$0	N/A
-	2002	\$0	N/A
SB 959	2001	\$2,000	10/01/2000
-	2000	\$0	N/A

Pay Band Analysis

For classified employees, pay bands were last adjusted in July 2006, when the midpoints, minimums and maximums were advanced 2.5 percent. As in past analyses, our review of the pay structure this year considered 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
- Numbers of employees near the pay band maximums
- Costs associated with the recommended adjustment (See Table A6 in the Appendix.)

Market Pay and Structure Movement

As reported earlier in this report, the WorldatWork Annual Salary Budget Survey for 2006-2007 reported actual 2006 salary increases for various employee categories in the range of 3.7 to 3.9 percent (see Table 4 on page 8). Projections for next year's budgets are slightly higher, ranging from 3.8 to 4.0 percent.

Salary structure adjustments reported by WorldatWork also show a slight upsurge this year, for the second year in a row. A 2.7 percent average structure adjustment has been projected for both salaried exempt and nonexempt for 2007. The Central States Compensation Association Salary and Benefits Survey reports that its 26 member states are adjusting their salary structures an average of 2.4 percent during FY 2007.

Table 10: WorldatWork Survey: Salary Structure Increases – National (All Employer Categories)

Employee Category	Projected 2004	Actual 2004	Projected 2005	Actual 2005	Projected 2006	Actual 2006	Projected 2007
<u>Non Exempt Hourly Nonunion</u>	2.2%	1.9%	2.3%	2.1%	2.4%	2.5%	2.6%
<u>Nonexempt Salaried</u>	2.4%	2.0%	2.4%	2.2%	2.5%	2.6%	2.7%
<u>Exempt Salaried</u>	2.4%	2.0%	2.4%	2.2%	2.5%	2.6%	2.7%
<u>Officers/ Executives</u>	2.3%	2.0%	2.4%	2.2%	2.5%	2.7%	2.7%

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. Table 11 below illustrates the current compa ratios for each pay band (after the 10/01/06 pay increase). Average salary positioning in each pay band is graphically illustrated in Figure 2 on page 25.

Table 11: Pay Band Compa Ratios After the October Pay Increase

Pay Band	B	C	D	E	F	G	H	I	J
Compa Ratio	103.1%	109.7%	108.0%	106.5%	103.9%	105.8%	105.9%	103.0%	99.4%
Pay Band	K	L	M	N	O	P	Q	R	
Compa Ratio	102.3%	108.1%	113.5%	105.2%	107.5%	99.4%	100.2%	101.4%	

Comparing the compa ratios after the increase with those prior to the increase (Table 12 below) reveals the clear impact that the October increase had on salaries within the pay bands. By further comparing with the values reported in last year’s report (Table 13 below), which were computed before the 2.5% pay band adjustment on July 1, 2006, one can observe that in almost every pay band, the numbers are higher. Apparently, the general pay increases awarded to all state employees on October 1 of this year, as well as pay movement mechanisms used by agencies for targeted adjustments, more than offset the effect of the July 1 pay band adjustment.

Table 12: Pay Band Compa Ratios Prior to October Pay Increase

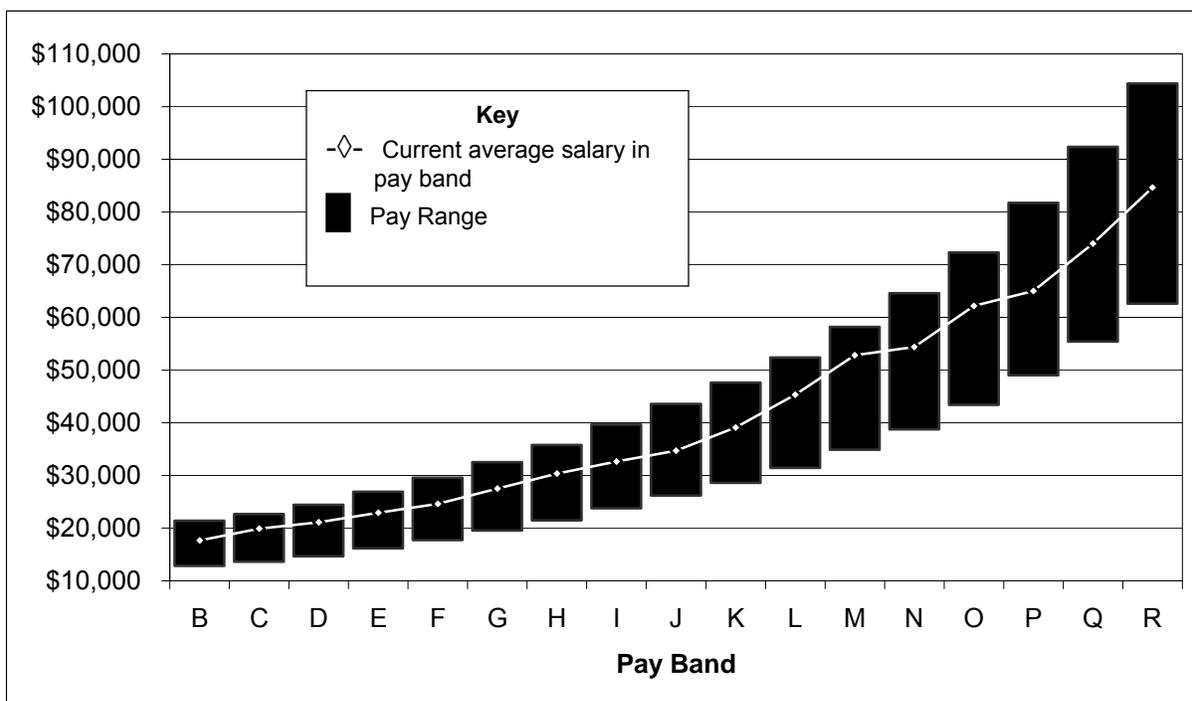
Pay Band	B	C	D	E	F	G	H	I	J
Compa Ratio	95.7%	104.3%	110.3%	97.3%	98.5%	101.2%	101.2%	98.2%	94.8%
Pay Band	K	L	M	N	O	P	Q	R	
Compa Ratio	98.1%	99.0%	97.6%	93.1%	94.8%	92.9%	93.5%	89.6%	

Table 13: Pay Band Compa Ratios

Pay Band	B	C	D	E	F	G	H	I	J
Compa Ratio	100.5%	108%	108.7%	104.3%	100.2%	101.8%	100.2%	97.9%	96.0%
Pay Band	K	L	M	N	O	P	Q	R	
Compa Ratio	98.6%	98.2%	98.7%	94.6%	96.2%	92.5%	92.6%	86.3%	

As salaries continue to creep up toward the pay band maximum, it becomes increasingly more difficult for agencies to address pay issues with appropriate increases.

Figure 2: Pay Band Average Salary



Employees at or above Range Maximums

Another important statistic related to range penetration is the number of employees at or above range maximums. Table 14 on page 26 displays the numbers of employees whose salaries are at or above the range maximums, as well as those whose salaries are within 5 percent of range maximum. As can be seen, except in the upper pay bands, there is a significant clustering of employees near the pay band maximums.

Table 14: Employees Near Band Maximums

Pay Band	Within 5% of Max or above Max	% Within 5% of Max or above Max
B	4	6.1%
C	59	17.9%
D	192	20.3%
E	374	24.1%
F	362	10.9%
G	256	14.0%
H	494	16.3%
I	529	11.6%
J	167	5.4%
K	176	6.5%
L	241	12.8%
M	221	13.9%
N	105	13.7%
O	28	8.8%
P	2	1.2%
Q	2	3.3%
R	0	0.0%
Total	3212	

Cost of Pay Band Adjustment

A cost has been calculated for a pay band adjustment of 5.0 percent, which takes into account market and structure movement, but which is primarily intended to address the high range penetration of salaries in the classified pay bands and the large numbers of employees whose pay is at or near pay band maximums. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, is \$27,537.62. A detailed breakdown of costs by agency can be found in table A5 in the Appendix.

Agency Director Salary Structure

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.

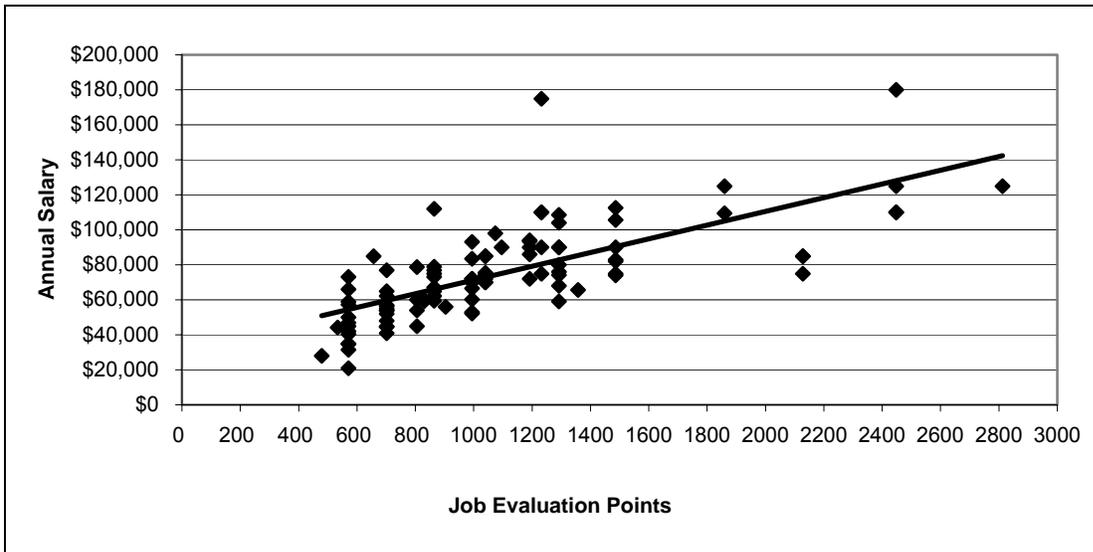
In 2001, the Legislature passed Senate Bill 224, which required a study of all agency director salaries for both appropriated and nonappropriated state agencies. The study, which HayGroup consultants performed on OPM's behalf, compared the salaries paid to the agency directors with those of executives 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 2002 during the 48th Legislative Session to incorporate the Agency Director Study recommendations, it failed to pass. In 2004, the 49th Legislature passed House Bill 2006, which established pay ranges for nonappropriated agency directors consistent with those in the HayGroup study, with a slight upward adjustment (2.8%) of the range minimums, midpoints and maximums to account for market pay growth since the completion of the study. As a result, nonappropriated agency boards, commissions, departments or programs now have the authority to raise agency director salaries within those ranges, subject to guidelines and restrictions contained in the statute. Moreover, the salary structure assures the incumbents are paid equitably consistent with the magnitude and content of the job. Appropriated agency directors, on the other hand, have no pay ranges and are subject to pay caps established by the Legislature in their annual appropriations bills. Since there is no formal structure, there is no assurance that pay levels are commensurate with the content and size of the job.

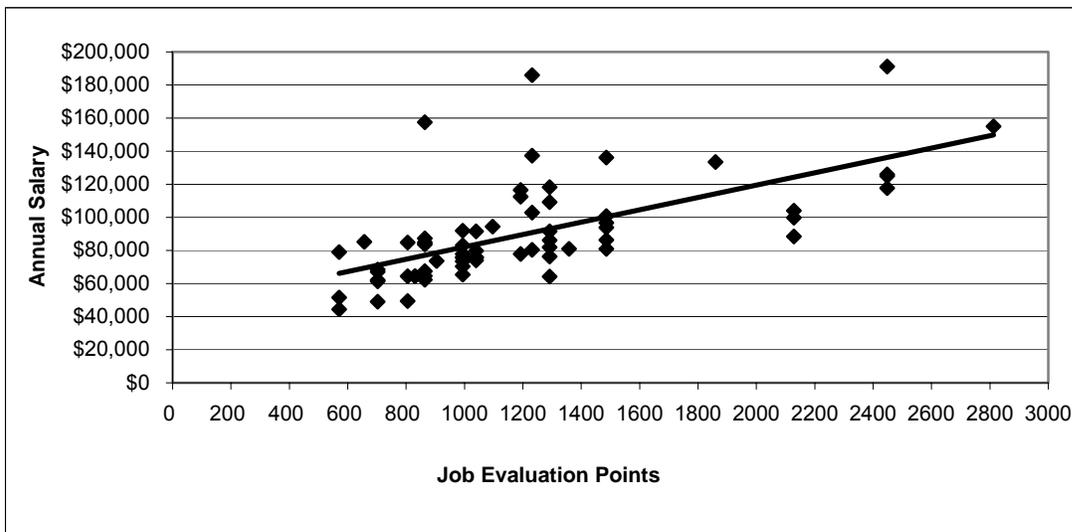
The negative consequence of not including the appropriated agency directors in a salary structure is graphically illustrated in the series of charts below. Figure 3 displays the salaries of all agency directors in 2001 plotted against the job evaluation points assigned to the jobs by the HayGroup in its study. This chart clearly depicts the salary dispersion noted by HayGroup in its report as a serious pay equity problem, since jobs of approximately the same size (job evaluation points) have significant disparities in salary. As an example, of the several jobs displayed on the chart with 1200 evaluation points, one has an associated pay level of approximately \$80,000, while another has a pay level of \$180,000 – a 125 percent disparity in salaries for two jobs of the same size.

Figure 3: All Agency Director Salaries (2001)



If this chart is compared with Figure 4, which depicts current appropriated agency director salaries plotted against job evaluation points, one can discern the same pattern of salary inequities as existed for the entire population of agency directors in 2001.

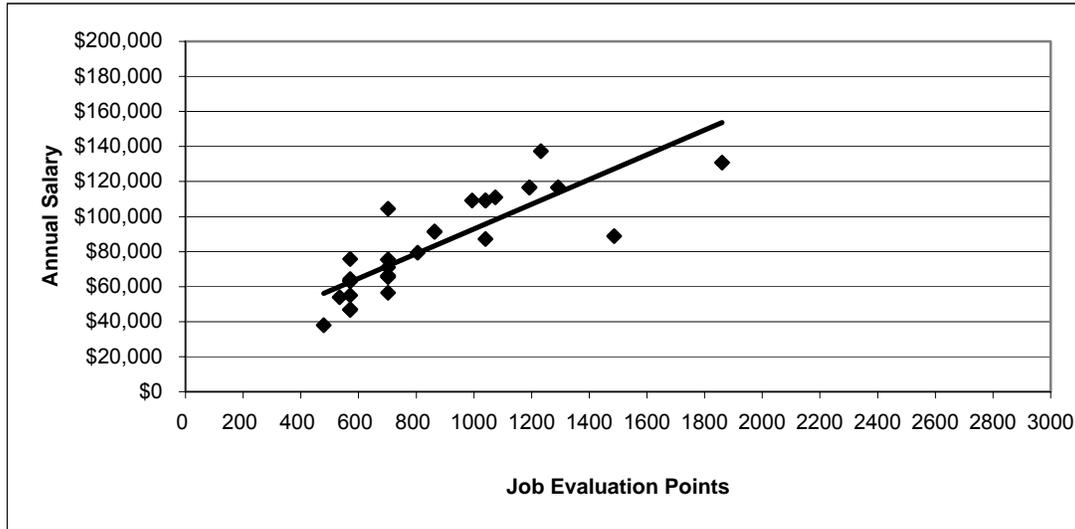
Figure 4: Appropriated Agency Director Salaries



By contrast, if both of the above charts are compared with Figure 5, which shows nonappropriated agency director salaries plotted against job evaluation points, one can readily discern that salaries of nonappropriated directors are more tightly clustered together, indicating that jobs of similar size and content have reasonably similar pay levels. Such a pattern is to be expected, since incumbent directors have, for the past two years, been assigned to pay ranges with established minimum and maximum pay levels based on job content. Indeed, the pay equity of the nonappropriated directors

will only improve over time as the ranges are adjusted upward and the salaries of directors whose pay levels are currently above the pay range maximum gradually fall within the ranges.

Figure 5: Nonappropriated Agency Director Salaries



This analysis suggests that pay ranges similar to those used for the nonappropriated directors would be equally effective in improving pay equity among the appropriated directors. Although HB 2006 represented a step in the right direction by instituting pay ranges for the nonappropriated agency directors, it fell short of including all agency chief executive officers in a comprehensive, internally equitable, market-based salary structure. In 2006, the Legislature passed HB 1181XX, which increased the salary ranges for the nonappropriated agency directors by 5 percent. If the appropriated directors were to be included in salary ranges consistent with those of the nonappropriated directors, a total of 31 directors’ salaries would need to be increased to meet the minimums of the proposed pay ranges – costing the state \$287,254. See Table A8 in the Appendix for details on each agency.

Fringe Benefits Analysis

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

Table 15: Vacation Days

Annual Leave/Vacation	State of Oklahoma	Market^{*11}
Number of days after 1 year	15	9
Number of days after 5 years	18	11
Number of days after 10 years	20	12
Number of days after 15 years	20	13
Number of days after 20 years	25	14

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

Table 16: Sick Days

Sick Days	State of Oklahoma	Market¹²
Number of days provided each year	15	9

- 62 percent of organizations responding 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 plans¹³:

- 77 percent of the organizations responding provide a defined benefit plan.
- 100 percent of the organizations responding provide a defined contribution plan.
- 77 percent of the organizations providing a defined contribution plan provide a dollar or a percentage match to the employee's plan.

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 17 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.

¹¹ Source: OPM 2006 State of Oklahoma Compensation Survey

¹² Source: OPM 2006 State of Oklahoma Compensation Survey

¹³ Source: OPM 2006 State of Oklahoma Compensation Survey

Table 17: Average Employee Fringe Benefit Comparison

	State of Oklahoma Contribution	Market Contribution ¹⁴
Health Care Benefit	23.9%	13.10%
Annual Leave Accrual	20	13
Sick Leave Accrual	15	9
Paid Holidays	10	10
Defined Benefit Retirement Plan (employer contribution) ¹⁵	11.5%	8.78%
Defined Contribution Retirement Plan	1%	4.31%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

Benefit costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefit cost is not an adequate measure of value, 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.

Turnover Analysis

Table 18, on page 31, displays the overall and voluntary turnover rates for the state's classified work force. The overall rate increased from the previous year's rate to 14.8 percent, and the voluntary rate increased to 12.3 percent.

Table 18: FY 2006 State Classified Employee Turnover

Employees as of 7/1/05	26,803
Resignations	2,618
Retirements	766
Discharges	620
Deaths	60
<u>Overall Turnover Rate</u>	<u>14.80%</u>
Voluntary Turnover Rate	12.30%

¹⁴ Source: OPM 2006 State of Oklahoma Compensation Survey

¹⁵ Includes only those employers that offer a Defined Benefit Retirement Plan.

A list of job families with turnover rates of 10 percent or greater is included in Table A5 in the Appendix). Also included is a listing of 83 JFD levels with 10 percent or greater voluntary turnover for **three consecutive fiscal years**. (Table A4 in the Appendix). For FY 2006, there were 322 job family levels that had a turnover of ten percent or greater, a decrease of .62 percent from the previous fiscal year. Of the 83 job family levels with 10 percent or greater voluntary turnover for three consecutive years, approximately 31.3 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2006, the turnover cost for the classified workforce was \$79.6 million. As indicated in the methodology section, this figure was based on a conservative costing model.¹⁶ Below is the calculation using the actual salary and demographic figures:

A. Average classified salary for the state (including average longevity pay):
\$32,427.98

B. Percentage of pay for benefits times annual pay:

$$45.05\% (X) \$32,427.98 = \$14,608.80$$

C. Total employee annual cost (add A + B): $\$32,427.98 + \$14,608.80 =$
\$47,036.78

D. Number of Voluntary Separations: 3,384

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

F. Per person turnover cost: $(12 \div 12) (X) \$47,036.78 (X) 50\% =$
\$23,518.39¹⁷

G. Annual turnover cost for the state: $(\$23,518.39 X 3,384) =$

Total Turnover Cost: \$79,586,231

¹⁶ Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*. 11th Edition. Page 77

¹⁷ Assumes 50 percent productivity throughout first year (E).

Recommendations



Compensation

Results of the FY 2007 Annual Compensation Report indicate that the state's classified pay rates are 11.99 percent below the market based on average pay rates for classified benchmark jobs. This analysis takes into account the \$700 general increase provided to all state employees on July 1, 2005, but does not factor in the 5.0 percent increase provided on October 1, 2006. For comparison purposes, had the five percent increase been given to employees on July 1, 2006, the market deficit would have been 6.82 percent.

During the last three fiscal years, the state has provided general increases to its employees that have helped the state keep pace with market pay growth. However, the economy is strong and employers are providing larger and more aggressive pay programs to attract and retain qualified employees. As reported earlier in this report, market pay growth is projected to occur at a more rapid pace in the coming year. In this competitive environment, the state cannot afford to be complacent and allow its classified pay rates to fall further behind the market, particularly in critical jobs.

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

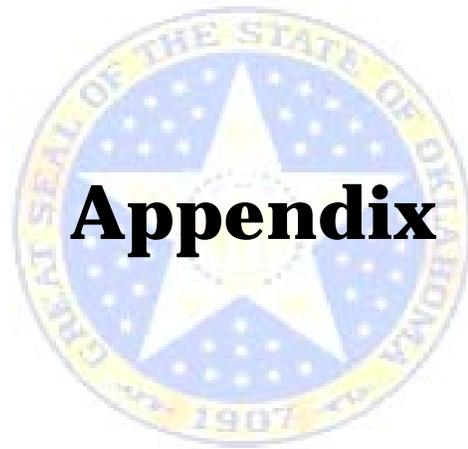
Recommendation: Recommend that the minimums, maximums and midpoints of the classified pay bands be adjusted upward by 5.0 percent. This figure takes into account market pay and structure movement but is primarily intended to address the high range penetration of salaries in the classified pay bands and the large numbers of employees whose pay is at or near pay band maximums. The annual cost of such an adjustment will be approximately \$27,537.62, which is the cost of pay adjustments to the new pay band minimums for those employees whose salaries currently fall below those levels and includes the cost of mandatory benefits. This adjustment will position the pay bands competitively with the market and will enable agencies to effectively use the pay movement mechanisms to target recruitment and retention problems. See Table A5 in the Appendix for cost information for each agency affected.

In view of the negligible cost associated with this adjustment, it could be accomplished without additional funding from the Legislature, as was the case with all previous adjustments in the last 5 years.

Recommendation: In light of the projections for higher salary budgets in the market during the coming year, it is likely the state will again lose ground against the market unless a general increase is provided to all state employees. Annual increases are common in the private sector, as the WorldatWork data on salary budgets confirms. Moreover, numerous states have been providing modest pay adjustments in recent years on a more consistent, regular basis, in an effort to remain competitive in the market and to avoid the "feast or famine" pattern of extended periods with no increases followed by large "catch-up" pay adjustments. Providing modest increases on a regular basis is more motivating to employees and encourages loyalty. In light

of this, a 3.0 percent general pay increase is recommended to enable the state to establish a competitive position with the market. The cost of a 3.0 percent adjustment (including mandatory benefits) for all state agencies is estimated to be \$46,762,237.21. In addition, a 1.0 percent fund based upon agencies' payroll budgets and earmarked for pay movement mechanisms should be provided to appropriated agencies. This enables agencies to deal with recruitment and retention problems and internal equity issues, as well as to encourage high performance and the acquisition of essential skills, through the use of pay movement mechanisms such as market adjustments, equity adjustments, performance-based adjustments, and skill-based pay adjustments. Such a fund is estimated to cost \$15,587,412.40.

Recommendation: During the 2004 Legislative Session, House Bill 2006 was passed, which placed the nonappropriated agency directors into the salary structure recommended by the Agency Director Compensation Report, issued on January 11, 2002. Recommend the Legislature incorporate all remaining agency directors into this structure. This will establish a comprehensive salary structure, which 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 employed in the state classified pay system. The cost of implementing the pay ranges of 31 agency directors with salaries below the recommended minimum pay band levels is estimated at \$287,254.



Appendix

Table A1: 2006 Multi-Survey Benchmark Jobs

44 benchmarks were added this year for a total of 303 JFD's representing 17,575 state employees. **Bold** indicates new titles and levels in this year's report.

JFD CODE	JFD TITLE
A11B	INSURANCE CLAIMS ADJUSTER II
A32B	INSURANCE BENEFITS SPECIALIST II
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV
B22A	INFORMATION SYSTEMS NETWORK ADMINISTRATOR I
B22B	INFORMATION SYSTEMS NETWORK ADMINISTRATOR II
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
B31B	INFORMATION SYSTEMS MANAGER II
B32C	INFORMATION SYSTEMS ADMINISTRATOR III
B40A	INFORMATION SYSTEMS PLANNING SPECIALIST I
B40B	INFORMATION SYSTEMS PLANNING SPECIALIST II
C10B	CIVIL RIGHTS ADMINISTRATOR II
C12A	EMPLOYEE ASSISTANCE PROGRAM COORDINATOR I
C30A	HUMAN RESOURCES ASSISTANT I
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III
C32A	HUMAN RESOURCES PROGRAMS MANAGER I
C32C	HUMAN RESOURCES PROGRAMS MANAGER III
C41A	TRAINING SPECIALIST I
C41B	TRAINING SPECIALIST II
C41C	TRAINING SPECIALIST III
C42B	VIDEO PRODUCTION SPECIALIST II
D12B	AUDITOR II
D12C	AUDITOR III
D12D	AUDITOR IV

JFD CODE	JFD TITLE
D14A	ACCOUNTANT I
D14B	ACCOUNTANT II
D14C	ACCOUNTANT III
D14D	ACCOUNTANT IV
D20B	BUDGET ANALYST II
D20D	BUDGET ANALYST IV
D30A	BUSINESS MANAGER I
D30C	BUSINESS MANAGER III
D33A	FINANCIAL MANAGER/COMPTRROLLER I
D33B	FINANCIAL MANAGER/COMPTRROLLER II
D33C	FINANCIAL MANAGER/COMPTRROLLER III
D50A	ACCOUNTING TECHNICIAN I
D50B	ACCOUNTING TECHNICIAN II
D50C	ACCOUNTING TECHNICIAN III
D50D	ACCOUNTING TECHNICIAN IV
E13A	CUSTOMER SERVICE REPRESENTATIVE I
E13C	CUSTOMER SERVICE REPRESENTATIVE III
D14B	ACCOUNTANT II
D14C	ACCOUNTANT III
D14D	ACCOUNTANT IV
D20B	BUDGET ANALYST II
D20D	BUDGET ANALYST IV
D30A	BUSINESS MANAGER I
D30C	BUSINESS MANAGER III
D33A	FINANCIAL MANAGER/COMPTRROLLER I
D33B	FINANCIAL MANAGER/COMPTRROLLER II
D33C	FINANCIAL MANAGER/COMPTRROLLER III
D50A	ACCOUNTING TECHNICIAN I
D50B	ACCOUNTING TECHNICIAN II
D50C	ACCOUNTING TECHNICIAN III
D50D	ACCOUNTING TECHNICIAN IV
E13A	CUSTOMER SERVICE REPRESENTATIVE I
E13C	CUSTOMER SERVICE REPRESENTATIVE III
E16A	ADMINISTRATIVE TECHNICIAN I
E16B	ADMINISTRATIVE TECHNICIAN II
E16C	ADMINISTRATIVE TECHNICIAN III
E17A	ADMINISTRATIVE ASSISTANT I
E17B	ADMINISTRATIVE ASSISTANT II
E19A	MEDICAL TRANSCRIPTIONIST I

JFD CODE	JFD TITLE
E20B	LIBRARY TECHNICIAN II
E21B	LIBRARIAN II
E22A	ADMINISTRATIVE LIBRARIAN I
E24A	SECRETARY I
E24B	SECRETARY II
E24C	SECRETARY III
E24E	SECRETARY V
E25B	LEGAL SECRETARY II
E30A	LEGAL RESEARCH ASSISTANT I
E31B	ADMINISTRATIVE HEARING OFFICER II
E34B	OFFSET PRESS OPERATOR II
E43B	GRAPHIC ARTIST II
E44A	PUBLIC INFORMATION OFFICER I
E44B	PUBLIC INFORMATION OFFICER II
E45B	PUBLIC INFORMATION MANAGER II
E46B	STATISTICAL RESEARCH SPECIALIST II
E48C	PLANNING COORDINATOR III
E49A	MANAGEMENT ANALYST I
E50A	PHOTOGRAPHER I
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV
F10C	CONTRACTING AND PROCUREMENT OFFICER III
F10D	CONTRACTING AND PROCUREMENT OFFICER IV
F14A	CONTRACTING AND ACQUISITIONS AGENT I
F14B	CONTRACTING AND ACQUISITIONS AGENT II
F14C	CONTRACTING AND ACQUISITIONS AGENT III
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I
F20A	MATERIEL MANAGEMENT SPECIALIST I
F20B	MATERIEL MANAGEMENT SPECIALIST II
F20C	MATERIEL MANAGEMENT SPECIALIST III
F20D	MATERIEL MANAGEMENT SPECIALIST IV
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III
F44A	CARPENTER I
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR I
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II
F46A	PAINTER I
F46B	PAINTER II

JFD CODE	JFD TITLE
F47B	AUTOMOTIVE/ENGINE MECHANIC II
F47C	AUTOMOTIVE/ENGINE MECHANIC III
F48B	WELDER II
F48C	WELDER III
F49B	PHYSICAL PLANT OPERATOR II
F49C	PHYSICAL PLANT OPERATOR III
F50A	HOUSEKEEPING/CUSTODIAL WORKER I
F50B	HOUSEKEEPING/CUSTODIAL WORKER II
F50C	HOUSEKEEPING/CUSTODIAL WORKER III
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV
F54A	LIGHT VEHICLE DRIVER I
F56A	ELECTRONICS TECHNICIAN I
F56B	ELECTRONICS TECHNICIAN II
F69A	CHIEF ARCHITECT I
F72A	CONSTRUCTION MANAGER I
F74B	MECHANICAL SYSTEMS TECHNICIAN II
F75A	ELECTRICIAN I
F75B	ELECTRICIAN II
F75C	ELECTRICIAN III
F75D	ELECTRICIAN IV
F76B	PLUMBER II
F76C	PLUMBER III
F77A	GROUNDSKEEPER I
F78A	EQUIPMENT OPERATOR I
F78B	EQUIPMENT OPERATOR II
F78C	EQUIPMENT OPERATOR III
F79A	LABORER I
G10A	COMMUNICATIONS OFFICER (DPS) I
G12A	CRIMINALIST I
G12B	CRIMINALIST II
G14A	DRIVER S LICENSE EXAMINER I
G15A	LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I
G16B	PHYSICAL EVIDENCE TECHNICIAN II
G19C	FINGERPRINT SPECIALIST III
G21C	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III
G22B	LAW ENFORCEMENT SPECIAL AGENT (OSBI) II
G19C	FINGERPRINT SPECIALIST III
G21C	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III
G22B	LAW ENFORCEMENT SPECIAL AGENT (OSBI) II

JFD CODE	JFD TITLE
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
H10B	PROGRAMS MANAGER II
H10E	PROGRAMS MANAGER V
H15B	COUNTY DIRECTOR II
H20A	SOCIAL SERVICES SPECIALIST I
H20B	SOCIAL SERVICES SPECIALIST II
H20C	SOCIAL SERVICES SPECIALIST III
H20D	SOCIAL SERVICES SPECIALIST IV
H22B	SOCIAL SERVICES INSPECTOR II
H23B	CHILD WELFARE SPECIALIST II
H23D	CHILD WELFARE SPECIALIST IV
H24B	CHILD CARE LICENSING SPECIALIST II
H27B	CLINICAL SOCIAL WORKER II
H27D	CLINICAL SOCIAL WORKER IV
H30B	CHILD SUPPORT SPECIALIST II
I10C	CORRECTIONAL SECURITY OFFICER III
I10D	CORRECTIONAL SECURITY OFFICER IV
I11B	CORRECTIONAL SECURITY MANAGER II
I20B	CORRECTIONAL CASE MANAGER II
I24A	CORRECTIONAL COUNSELOR I
I26B	INTERNAL AFFAIRS SPECIAL INVESTIGATOR II
I30A	CORRECTIONAL INDUSTRIES MANAGER I
I40B	PROBATION AND PAROLE OFFICER II
I40D	PROBATION AND PAROLE OFFICER IV
J15B	INDUSTRIAL HYGIENIST II
J16B	BOILER AND PRESSURE VESSEL INSPECTOR II
J17B	LABOR COMPLIANCE OFFICER II
J25A	SAFETY AND HEALTH DIRECTOR I
J25B	SAFETY AND HEALTH DIRECTOR II
J31B	SAFETY CONSULTANT II
J31C	SAFETY CONSULTANT III
J31D	SAFETY CONSULTANT IV
J41B	FIRE PREVENTION AND SECURITY OFFICER II
J15B	INDUSTRIAL HYGIENIST II
J16B	BOILER AND PRESSURE VESSEL INSPECTOR II

JFD CODE	JFD TITLE
J17B	LABOR COMPLIANCE OFFICER II
J25A	SAFETY AND HEALTH DIRECTOR I
J25B	SAFETY AND HEALTH DIRECTOR II
J31B	SAFETY CONSULTANT II
J31C	SAFETY CONSULTANT III
J31D	SAFETY CONSULTANT IV
J41B	FIRE PREVENTION AND SECURITY OFFICER II
K10B	JUVENILE JUSTICE SPECIALIST II
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
L13C	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR III
L16B	AGRICULTURE FIELD INSPECTOR II
L22B	FOREST REGENERATION SPECIALIST II
L24B	FORESTER II
M32B	OIL AND GAS FIELD INSPECTOR II
M40B	PUBLIC UTILITY REGULATORY ANALYST II
M40D	PUBLIC UTILITY REGULATORY ANALYST IV
M41B	PUBLIC UTILITY COMPLIANCE SPECIALIST II
P15A	NATURALIST I
P20B	PARK RANGER II
P25B	PARK MANAGER II
P25D	PARK MANAGER IV
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV
R25B	ENVIRONMENTAL PROGRAMS MANAGER II
S10A	ENGINEER INTERN I
S10D	ENGINEER INTERN IV
S11A	PROFESSIONAL ENGINEER I
S11B	PROFESSIONAL ENGINEER II
S11C	PROFESSIONAL ENGINEER III
S12D	ENGINEERING MANAGER IV
S16A	PROFESSIONAL LAND SURVEYOR I
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I

JFD CODE	JFD TITLE
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III
T10D	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI
T21B	TRANSPORTATION TECHNICIAN II
T21C	TRANSPORTATION TECHNICIAN III
T21D	TRANSPORTATION TECHNICIAN IV
T22B	TRANSPORTATION SPECIALIST II
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
U12C	HISTORICAL COLLECTIONS SPECIALIST III
U14B	HISTORIC PRESERVATION SPECIALIST II
V11B	REVENUE COMPLIANCE OFFICER II
V17B	REVENUE COMPLIANCE EXAMINER II
V30A	ASSESSMENT AND EQUALIZATION ANALYST I
W10B	WORKFORCE SERVICES SPECIALIST II
W10D	WORKFORCE SERVICES SPECIALIST IV
X10A	HEALTH INFORMATION TECHNICIAN I
X10C	HEALTH INFORMATION TECHNICIAN III
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
X20A	HEALTH EDUCATOR I
X20B	HEALTH EDUCATOR II
X20C	HEALTH EDUCATOR III
X22B	SPEECH-LANGUAGE PATHOLOGIST II
X23B	ALCOHOL AND DRUG COUNSELOR II
X25B	PHARMACY TECHNICIAN II

JFD CODE	JFD TITLE
X27B	EPIDEMIOLOGIST II
X29B	HEALTH FACILITY SURVEYOR II
X31B	PSYCHOLOGICAL CLINICIAN II
X31D	PSYCHOLOGICAL CLINICIAN IV
X33B	OCCUPATIONAL THERAPIST II
X34B	PHYSICAL THERAPIST II
X34C	PHYSICAL THERAPIST III
X34D	PHYSICAL THERAPIST IV
X36B	RECREATION THERAPIST II
X36C	RECREATION THERAPIST III
X40A	CLINICAL LABORATORY ADMINISTRATOR I
Y10A	PATIENT CARE ASSISTANT I
Y10B	PATIENT CARE ASSISTANT II
Y10C	PATIENT CARE ASSISTANT III
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
Z18C	INDEPENDENT LIVING INSTRUCTOR III
Z20A	FOOD SERVICE SPECIALIST I
Z20B	FOOD SERVICE SPECIALIST II
Z21A	FOOD SERVICE MANAGER I
Z21C	FOOD SERVICE MANAGER III
Z25B	NUTRITION THERAPIST II
Z25C	NUTRITION THERAPIST III
Z30B	LINEN AND CLOTHING SPECIALIST II
Z50B	VOLUNTEER SERVICES SPECIALIST II
Z51B	JUVENILE SPECIALIST II
Z52B	CHAPLAIN II

Table A2: Benchmarks Below Market by 10% or More

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
A32B	INSURANCE BENEFITS SPECIALIST II	-92.71%	N/A	N/A
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II	-28.75%	-38.60%	-36.79%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	-16.44%	-12.42%	-15.05%
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV	-27.86%	-20.77%	-13.98%
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V	-33.91%	-30.25%	-45.51%
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I	-26.11%	N/A	N/A
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II	-30.18%	N/A	-4.97%
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III	-47.23%	-4.65%	-7.67%
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV	-55.46%	-30.32%	-23.06%
B22B	INFORMATION SYSTEMS NETWORK ADMINISTRATOR II	-24.24%	-41.91%	-31.20%
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN I	-17.70%	-19.25%	-16.74%
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I	-36.24%	-7.26%	-17.19%
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	-13.06%	-18.04%	-13.64%
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV	-29.46%	-40.78%	-30.89%
B31B	INFORMATION SYSTEMS MANAGER II	-41.02%	-6.14%	N/A
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	-13.75%	-9.55%	N/A
B40A	INFORMATION SYSTEMS PLANNING SPECIALIST I	-35.56%	N/A	-0.92%
B40B	INFORMATION SYSTEMS PLANNING SPECIALIST II	-51.47%	-47.45%	N/A
C30A	HUMAN RESOURCES ASSISTANT I	-17.87%	-22.49%	-15.79%
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II	-43.87%	-38.71%	-44.97%
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III	-46.30%	N/A	-32.78%
C32A	HUMAN RESOURCES PROGRAMS MANAGER I	-46.57%	-8.36%	-21.97%
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	-44.96%	-24.85%	-34.35%

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
C41A	TRAINING SPECIALIST I	-13.95%	-17.87%	-13.29%
C41B	TRAINING SPECIALIST II	-40.30%	-41.40%	-35.91%
C41C	TRAINING SPECIALIST III	-50.39%	-53.02%	-62.65%
D12B	AUDITOR II	-29.44%	-14.35%	-10.45%
D12C	AUDITOR III	-30.74%	-40.43%	-5.13%
D12D	AUDITOR IV	-54.96%	-39.07%	-46.01%
D14A	ACCOUNTANT I	-22.77%	-17.32%	-20.67%
D14B	ACCOUNTANT II	-21.08%	-9.81%	-14.18%
D14D	ACCOUNTANT IV	-25.59%	-10.13%	-17.00%
D20B	BUDGET ANALYST II	-35.90%	-24.70%	-22.93%
D20D	BUDGET ANALYST IV	-41.77%	-15.58%	-11.89%
D30A	BUSINESS MANAGER I	-25.93%	-24.57%	-32.84%
D30C	BUSINESS MANAGER III	-69.68%	N/A	N/A
D33A	FINANCIAL MANAGER/COMPTRROLLER I	-30.40%	N/A	N/A
D33B	FINANCIAL MANAGER/COMPTRROLLER II	-26.59%	-29.99%	-32.54%
D33C	FINANCIAL MANAGER/COMPTRROLLER III	-45.60%	-47.90%	-48.97%
D50B	ACCOUNTING TECHNICIAN II	-22.63%	-17.15%	-16.47%
D50D	ACCOUNTING TECHNICIAN IV	-36.82%	-1.92%	-2.98%
E13A	CUSTOMER SERVICE REPRESENTATIVE I	-29.48%	-15.08%	-25.22%
E13C	CUSTOMER SERVICE REPRESENTATIVE III	-10.34%	-12.28%	-3.63%
E16C	ADMINISTRATIVE TECHNICIAN III	-13.84%	-10.92%	-7.73%
E17B	ADMINISTRATIVE ASSISTANT II	-24.44%	-0.71%	-5.40%
E19A	MEDICAL TRANSCRIPTIONIST I	-45.71%	N/A	N/A
E20B	LIBRARY TECHNICIAN II	-35.22%	-21.04%	-26.15%
E21B	LIBRARIAN II	-18.08%	-12.60%	N/A
E22A	ADMINISTRATIVE LIBRARIAN I	-24.70%	-24.31%	-27.20%

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
E24E	SECRETARY V	-14.00%	-3.77%	-6.11%
E25B	LEGAL SECRETARY II	-11.09%	-0.80%	-4.99%
E30A	LEGAL RESEARCH ASSISTANT I	-19.20%	N/A	N/A
E31B	ADMINISTRATIVE HEARING OFFICER II	-25.65%	-21.12%	-17.92%
E34B	OFFSET PRESS OPERATOR II	-14.47%	-1.98%	-1.52%
E43B	GRAPHIC ARTIST II	-13.93%	3.31%	0.14%
E44A	PUBLIC INFORMATION OFFICER I	-37.22%	N/A	N/A
E44B	PUBLIC INFORMATION OFFICER II	-53.85%	-41.12%	-38.89%
E45B	PUBLIC INFORMATION MANAGER II	-65.10%	-26.51%	-50.53%
E46B	STATISTICAL RESEARCH SPECIALIST II	-26.25%	-22.00%	-28.93%
E48C	PLANNING COORDINATOR III	-25.34%	-20.76%	-23.96%
E49A	MANAGEMENT ANALYST I	-15.37%	-13.00%	-17.20%
E50A	PHOTOGRAPHER I	-20.95%	-22.80%	-20.20%
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II	-39.64%	N/A	4.44%
F10D	CONTRACTING AND PROCUREMENT OFFICER IV	-33.45%	-52.37%	-43.22%
F14A	CONTRACTING AND ACQUISITIONS AGENT I	-23.48%	-12.42%	-3.19%
F14B	CONTRACTING AND ACQUISITIONS AGENT II	-34.55%	-18.17%	-3.34%
F14C	CONTRACTING AND ACQUISITIONS AGENT III	-31.16%	-29.81%	-41.11%
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I	-32.28%	-29.10%	-30.84%
F20B	MATERIEL MANAGEMENT SPECIALIST II	-21.44%	-37.43%	-5.10%
F20C	MATERIEL MANAGEMENT SPECIALIST III	-17.20%	N/A	N/A
F20D	MATERIEL MANAGEMENT SPECIALIST IV	-66.54%	N/A	11.72%
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I	-16.59%	-5.67%	-12.69%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II	-34.51%	-17.68%	-21.81%
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III	-49.19%	-36.61%	-32.35%
F44A	CARPENTER I	-47.82%	-36.24%	N/A

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR I	-57.55%	-53.12%	-62.67%
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II	-45.83%	N/A	-87.54%
F46A	PAINTER I	-26.00%	-20.62%	-32.76%
F46B	PAINTER II	-20.70%	-20.49%	-31.45%
F47B	AUTOMOTIVE/ENGINE MECHANIC II	-18.31%	-9.59%	-1.07%
F47C	AUTOMOTIVE/ENGINE MECHANIC III	-27.16%	-9.44%	-2.95%
F48B	WELDER II	-14.91%	-6.36%	-11.98%
F48C	WELDER III	-16.34%	-11.85%	-11.70%
F49C	PHYSICAL PLANT OPERATOR III	-34.49%	N/A	-11.51%
F50B	HOUSEKEEPING/CUSTODIAL WORKER II	-12.93%	-2.40%	-13.89%
F56A	ELECTRONICS TECHNICIAN I	-16.65%	-6.95%	-9.99%
F56B	ELECTRONICS TECHNICIAN II	-48.97%	N/A	N/A
F72A	CONSTRUCTION MANAGER I	-92.56%	-75.47%	N/A
F74B	MECHANICAL SYSTEMS TECHNICIAN II	-54.80%	-47.48%	-45.87%
F75A	ELECTRICIAN I	-16.29%	-15.97%	-22.51%
F75B	ELECTRICIAN II	-21.67%	-31.37%	-17.85%
F75D	ELECTRICIAN IV	-38.10%	-43.11%	N/A
F76B	PLUMBER II	-31.24%	-16.87%	-39.30%
F78C	EQUIPMENT OPERATOR III	-24.99%	N/A	N/A
G12B	CRIMINALIST II	-29.77%	N/A	-10.98%
G16B	PHYSICAL EVIDENCE TECHNICIAN II	-14.57%	N/A	N/A
G19C	FINGERPRINT SPECIALIST III	-17.57%	N/A	N/A
G21C	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III	-40.59%	N/A	N/A
G22B	LAW ENFORCEMENT SPECIAL AGENT (OSBI) II	-55.60%	N/A	N/A
G53E	LAW ENFORCEMENT HIGHWAY PATROL OFFICER V	-17.29%	N/A	2.73%
G54B	LAW ENFORCEMENT HIGHWAY PATROL MANAGER II	-21.00%	-13.80%	-6.94%

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
H15B	COUNTY DIRECTOR II	-31.26%	N/A	-20.38%
H20A	SOCIAL SERVICES SPECIALIST I	-20.89%	-23.07%	N/A
H20C	SOCIAL SERVICES SPECIALIST III	-10.44%	-4.79%	-5.58%
H23B	CHILD WELFARE SPECIALIST II	-12.51%	-6.49%	-10.30%
H24B	CHILD CARE LICENSING SPECIALIST II	-61.09%	N/A	N/A
H27B	CLINICAL SOCIAL WORKER II	-12.18%	7.63%	18.97%
H27D	CLINICAL SOCIAL WORKER IV	-16.59%	N/A	N/A
I24A	CORRECTIONAL COUNSELOR I	-14.29%	N/A	N/A
I30A	CORRECTIONAL INDUSTRIES MANAGER I	-25.09%	N/A	N/A
J15B	INDUSTRIAL HYGIENIST II	-27.86%	N/A	-8.21%
J17B	LABOR COMPLIANCE OFFICER II	-54.28%	-50.26%	-54.17%
J25B	SAFETY AND HEALTH DIRECTOR II	-20.53%	N/A	N/A
J31B	SAFETY CONSULTANT II	-25.85%	-52.23%	-56.62%
J31C	SAFETY CONSULTANT III	-40.94%	N/A	N/A
J31D	SAFETY CONSULTANT IV	-61.25%	N/A	N/A
J41B	FIRE PREVENTION AND SECURITY OFFICER II	-20.42%	3.11%	-0.69%
K15A	MANUAL SIGN LANGUAGE SPECIALIST I	-46.25%	-22.26%	-18.11%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	-18.46%	-11.04%	-21.75%
L24B	FORESTER II	-15.35%	N/A	N/A
M32B	OIL AND GAS FIELD INSPECTOR II	-31.69%	N/A	N/A
M40B	PUBLIC UTILITY REGULATORY ANALYST II	-26.50%	N/A	-32.41%
M40D	PUBLIC UTILITY REGULATORY ANALYST IV	-17.40%	-18.30%	-21.89%
M41B	PUBLIC UTILITY COMPLIANCE SPECIALIST II	-23.37%	N/A	N/A
P15A	NATURALIST I	-13.06%	-10.12%	-19.05%
P20B	PARK RANGER II	-12.69%	5.75%	-18.65%
P25B	PARK MANAGER II	-20.37%	-3.28%	-17.89%

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
P25D	PARK MANAGER IV	-19.93%	-13.96%	-6.62%
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III	-34.73%	-38.73%	-31.86%
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III	-31.50%	-34.02%	-20.66%
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV	-38.47%	-28.92%	-49.18%
R25B	ENVIRONMENTAL PROGRAMS MANAGER II	-24.28%	-8.89%	-9.91%
S10A	ENGINEER INTERN I	-13.53%	-10.55%	-13.80%
S10D	ENGINEER INTERN IV	-17.21%	-21.21%	-21.65%
S11B	PROFESSIONAL ENGINEER II	-28.97%	-16.18%	-30.17%
S11C	PROFESSIONAL ENGINEER III	-37.50%	-31.18%	-25.82%
S12D	ENGINEERING MANAGER IV	-21.16%	-21.98%	-16.05%
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I	-29.95%	-29.02%	-32.01%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II	-25.95%	-35.15%	-41.36%
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III	-34.80%	-19.34%	-12.78%
T10D	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV	-28.33%	N/A	N/A
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI	-25.04%	N/A	N/A
T21B	TRANSPORTATION TECHNICIAN II	-17.19%	-35.24%	-34.39%
T21C	TRANSPORTATION TECHNICIAN III	-32.14%	-42.53%	-44.20%
T22B	TRANSPORTATION SPECIALIST II	-13.68%	-15.31%	-16.20%
T25B	TRANSPORTATION EQUIPMENT OPERATOR II	-27.84%	N/A	-31.89%
T25D	TRANSPORTATION EQUIPMENT OPERATOR IV	-19.62%	N/A	-15.85%
U11B	HISTORICAL FACILITY MANAGER II	-10.87%	-9.62%	-17.68%
U11C	HISTORICAL FACILITY MANAGER III	-23.79%	-20.51%	-17.61%
V11B	REVENUE COMPLIANCE OFFICER II	-12.56%	N/A	-17.22%
V17B	REVENUE COMPLIANCE EXAMINER II	-39.37%	-24.42%	-30.94%
V30A	ASSESSMENT AND EQUALIZATION ANALYST I	-30.70%	N/A	N/A
W10B	WORKFORCE SERVICES SPECIALIST II	-19.77%	-25.87%	-43.85%

JFD CODE	JFD TITLE	2006 % Below Market	2005 % Below Market	2004 % Below Market
W10D	WORKFORCE SERVICES SPECIALIST IV	-22.62%	-26.26%	-33.67%
X10C	HEALTH INFORMATION TECHNICIAN III	-69.94%	-62.14%	N/A
X13A	LABORATORY TECHNICIAN I	-44.31%	-45.47%	-3.79%
X13B	LABORATORY TECHNICIAN II	-47.82%	-32.52%	-27.50%
X13C	LABORATORY TECHNICIAN III	-17.52%	-23.52%	-27.41%
X14A	CLINICAL LABORATORY SCIENTIST I	-11.34%	N/A	-10.25%
X14B	CLINICAL LABORATORY SCIENTIST II	-12.31%	-18.01%	-18.39%
X14D	CLINICAL LABORATORY SCIENTIST IV	-21.56%	-7.58%	-19.41%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	-18.91%	-15.13%	-2.70%
X31D	PSYCHOLOGICAL CLINICIAN IV	-28.13%	-14.41%	-21.14%
X34B	PHYSICAL THERAPIST II	-46.20%	N/A	N/A
X34D	PHYSICAL THERAPIST IV	-46.62%	N/A	N/A
X40A	CLINICAL LABORATORY ADMINISTRATOR I	-12.74%	-8.59%	-6.74%
Y12A	REGISTERED NURSE I	-34.81%	N/A	-12.38%
Y12B	REGISTERED NURSE II	-23.71%	-19.65%	-19.92%
Y12C	REGISTERED NURSE III	-13.77%	-14.69%	-14.62%
Y13A	NURSING MANAGER I	-22.39%	-16.10%	-12.52%
Y13B	NURSING MANAGER II	-43.87%	-40.97%	-36.61%
Y13C	NURSING MANAGER III	-43.98%	N/A	-26.16%
Y14B	ADVANCED PRACTICE NURSE II	-12.08%	-16.76%	-25.92%
Z18C	INDEPENDENT LIVING INSTRUCTOR III	-45.95%	N/A	N/A
Z25B	NUTRITION THERAPIST II	-12.54%	-2.00%	-2.99%
Z25C	NUTRITION THERAPIST III	-21.33%	6.46%	5.60%
Z50B	VOLUNTEER SERVICES SPECIALIST II	-32.56%	-13.20%	-18.77%
Z51B	JUVENILE SPECIALIST II	-24.61%	N/A	-38.95%
Z52B	CHAPLAIN II	-16.96%	-8.30%	-8.07%

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

JFD Code	JFD Title	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004
I10A	CORRECTIONAL SECURITY OFFICER I	65.7%	25.6%	36.9%
B20A	INFORMATION SYSTEMS TELE. TECHN I	60.0%	42.9%	16.7%
E15A	DOCKET CLERK I	50.0%	25.0%	25.0%
H30A	CHILD SUPPORT SPECIALIST I	50.0%	32.3%	46.7%
H51A	PLANNING/OVERSIGHT SPECIALIST I	50.0%	200.0%	50.0%
J33C	AIRFIELD FIREFIGHTER III	50.0%	33.3%	25.0%
Y11A	LICENSED PRACTICAL NURSE I	47.8%	51.9%	67.6%
Z12A	DIRECT CARE SPECIALIST I	43.9%	32.2%	33.7%
Z51A	JUVENILE SPECIALIST I	42.6%	81.0%	57.1%
J33B	AIRFIELD FIREFIGHTER II	40.0%	33.3%	16.7%
U13A	HISTORICAL INTERPRETER I	40.0%	28.6%	25.0%
V10B	TAX DOCUMENT EXAMINER II	40.0%	12.5%	14.3%
G28A	POLICE OFFICER I	37.5%	500.0%	75.0%
S10A	ENGINEER INTERN I	36.4%	11.1%	13.3%
K10A	JUVENILE JUSTICE SPECIALIST I	35.3%	21.1%	37.5%
C15A	HUMAN RIGHTS REPRESENTATIVE I	33.3%	50.0%	50.0%
C38B	PAYROLL ADMINISTRATIVE ASSISTANT II	33.3%	25.0%	20.0%
D20B	BUDGET ANALYST II	33.3%	12.5%	10.0%
F79A	LABORER I	33.3%	18.2%	46.2%
H26A	ADULT PROTECTIVE SERVICES SPEC I	33.3%	27.3%	10.0%
K11A	DISABILITY DETERMINATION SPECIALIST I	33.3%	20.0%	20.0%
Z50A	VOLUNTEER SERVICES SPECIALIST I	33.3%	25.0%	25.0%
H23A	CHILD WELFARE SPECIALIST I	32.6%	25.1%	18.4%
Y10A	PATIENT CARE ASSISTANT I	32.0%	25.9%	25.6%
G54B	LAW ENFORCE HIGHWAY PATROL MNGR II	30.0%	33.3%	11.1%
Z51B	JUVENILE SPECIALIST II	29.8%	25.0%	25.8%
P20A	PARK RANGER I	28.6%	21.4%	11.8%
H20A	SOCIAL SERVICES SPECIALIST I	26.2%	35.1%	26.7%
Y11B	LICENSED PRACTICAL NURSE II	25.6%	26.3%	19.8%

JFD Code	JFD Title	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004
A40B	INSURANCE PROGRAM ADMINISTRATOR II	25.0%	11.1%	27.3%
B10B	INFO SYSTEMS OPERATIONS SPECIALIST II	25.0%	50.0%	50.0%
I12C	CORRECTIONAL CHIEF OF SECURITY III	25.0%	14.3%	28.6%
J25A	SAFETY AND HEALTH DIRECTOR I	25.0%	25.0%	33.3%
N13D	VETS AFFAIRS FIELD SERVICES REP. IV	25.0%	40.0%	20.0%
F50A	HOUSEKEEPING/CUSTODIAL WORKER I	24.2%	27.9%	32.3%
Y12B	REGISTERED NURSE II	24.2%	18.1%	18.3%
I40A	PROBATION AND PAROLE OFFICER I	23.3%	11.5%	18.0%
Z20A	FOOD SERVICE SPECIALIST I	23.3%	24.6%	26.6%
X14A	CLINICAL LABORATORY SCIENTIST I	22.2%	28.6%	16.7%
X32A	CHILD DEVELOPMENT SPECIALIST I	22.2%	25.0%	20.0%
Y12C	REGISTERED NURSE III	22.2%	24.5%	25.5%
X31B	PSYCHOLOGICAL CLINICIAN II	20.8%	17.6%	13.0%
I10B	CORRECTIONAL SECURITY OFFICER II	20.0%	29.2%	16.8%
X23B	ALCOHOL AND DRUG COUNSELOR II	20.0%	40.0%	33.3%
X31D	PSYCHOLOGICAL CLINICIAN IV	20.0%	13.0%	12.0%
G28B	POLICE OFFICER II	19.8%	21.8%	15.6%
T25A	TRANSPORTON EQUIPMENT OPERATOR I	19.8%	15.0%	16.9%
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I	19.4%	11.1%	12.8%
J41A	FIRE PREVENTION & SECURITY OFFICER I	18.8%	15.5%	26.8%
X11A	THERAPEUTIC/MEDICAL AIDE I	18.2%	27.3%	12.5%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	18.0%	16.4%	13.5%
H23B	CHILD WELFARE SPECIALIST II	17.7%	13.4%	12.0%
J52A	COSMETOLOGY INSPECTOR I	16.7%	33.3%	16.7%
M35B	PIPELINE SAFETY/REGULATION SPEC II	16.7%	16.7%	33.3%
X31E	PSYCHOLOGICAL CLINICIAN V	16.7%	16.7%	14.3%
G15A	LAW ENFORCEMENT COMM SPEC I	15.8%	12.5%	31.6%
I10C	CORRECTIONAL SECURITY OFFICER III	15.5%	11.9%	10.1%
A20A	INSURANCE SUB/REIMBURSE SPEC I	15.4%	30.8%	18.2%
Z30A	LINEN AND CLOTHING SPECIALIST I	15.2%	26.7%	47.4%
B40C	INFORMATION SYSTEMS PLANNING SPEC III	14.3%	22.7%	16.7%

JFD Code	JFD Title	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV	14.3%	16.7%	33.3%
G12A	CRIMINALIST I	14.3%	20.0%	12.5%
K23C	REHABILITATION OF THE BLIND SPEC III	14.3%	14.3%	14.3%
Y12A	REGISTERED NURSE I	13.3%	18.2%	30.4%
Y13A	NURSING MANAGER I	13.3%	26.2%	32.6%
W10C	WORKFORCE SERVICES SPECIALIST III	12.9%	10.9%	11.9%
F50B	HOUSEKEEPING/CUSTODIAL WORKER II	12.8%	11.3%	11.1%
T50B	TOLL COLLECTOR II	12.8%	11.2%	12.0%
K10B	JUVENILE JUSTICE SPECIALIST II	12.3%	14.4%	12.4%
K10D	JUVENILE JUSTICE SPECIALIST IV	12.2%	12.5%	11.6%
Z12B	DIRECT CARE SPECIALIST II	12.1%	10.4%	11.9%
Y11C	LICENSED PRACTICAL NURSE III	11.3%	11.5%	11.4%
B40D	INFORMATION SYSTEMS PLANNING SPEC IV	11.1%	10.0%	44.4%
E46B	STATISTICAL RESEARCH SPECIALIST II	11.1%	10.0%	11.1%
H10C	PROGRAMS MANAGER III	11.1%	12.8%	16.0%
I30D	CORRECTIONAL INDUSTRIES MANAGER IV	11.1%	10.0%	18.2%
X20A	HEALTH EDUCATOR I	11.1%	50.0%	11.1%
H30B	CHILD SUPPORT SPECIALIST II	10.9%	14.7%	11.3%
D50B	ACCOUNTING TECHNICIAN II	10.5%	12.9%	10.7%
Q20C	POWER PLANT MAINTENANCE TECHN. III	10.5%	12.5%	17.6%
Z51C	JUVENILE SPECIALIST III	10.2%	16.0%	12.5%
Z52B	CHAPLAIN II	9.1%	20.0%	16.7%
X14D	CLINICAL LABORATORY SCIENTIST IV	8.3%	14.3%	18.8%

Table A4: FY 2006 Turnover Rate >10% by Job Family Level

JFD Code	JFD Title	# of Incs	Overall Turnover FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
A10B	INSURANCE UNDERWRITER	7	1	14.3%	1	14.3%	*	*	*
A10C	INSURANCE UNDERWRITER	2	1	50.0%	1	50.0%	*	*	*
A20A	INSURANCE SUBRO/REIMBURSE SPEC	13	2	15.4%	2	15.4%	30.8%	18.2%	16.7%
A30B	MEMBER SERVICES REP	21	3	14.3%	3	14.3%	13.0%	*	*
A32B	INSURANCE BENEFITS SPECIALIST	5	1	20.0%	0	0.0%	33.3%	*	*
A33A	PROVIDER CONTRACTING SPEC	6	1	16.7%	1	16.7%	25.0%	*	*
A40A	INSURANCE PROGRAM ADMIN	8	1	12.5%	1	12.5%	10.0%	*	*
A40B	INSURANCE PROGRAM ADMIN	8	2	25.0%	2	25.0%	11.1%	27.3%	*
A50A	RETIREMENT BENEFIT ANALYST	3	1	33.3%	1	33.3%	*	*	*
B10B	INFO SYS OPERATIONS SPECIALIST	4	1	25.0%	1	25.0%	50.0%	50.0%	*
B10D	INFO SYS OPERATIONS SPECIALIST	19	7	36.8%	7	36.8%	*	*	*
B20A	INF SYS TELECOMMUNICATIONS TEC	5	3	60.0%	3	60.0%	42.9%	16.7%	16.6%
B20B	INF SYS TELECOMMUNICATIONS TEC	7	1	14.3%	1	14.3%	12.5%	*	*
B22A	INFO SYSTEMS NETWORK ADMIN	4	1	25.0%	0	0.0%	*	*	*
B22C	INFO SYSTEMS NETWORK ADMIN	6	1	16.7%	1	16.7%	*	*	*
B23A	INFO SYSTEMS NETWORK TECHNICIAN	3	1	33.3%	1	33.3%	*	*	*
B31A	INFO SYSTEMS MANAGER	9	1	11.1%	1	11.1%	*	11.8%	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
B31B	INFO SYSTEMS MANAGER	18	3	16.7%	3	16.7%	*	*	*
B31C	INFO SYSTEMS MANAGER	22	6	27.3%	6	27.3%	*	*	*
B32C	INFO SYSTEMS ADMR	8	1	12.5%	1	12.5%	11.1%	*	*
B40C	INFO SYSTEMS PLANNING SPEC	21	3	14.3%	3	14.3%	22.7%	16.7%	14.3%
B40D	INFO SYSTEMS PLANNING SPEC	9	1	11.1%	1	11.1%	10.0%	44.4%	11.1%
B51C	INFO SYSTEMS APPLICATION SPEC	52	6	11.5%	5	9.6%	*	*	*
B52B	INFO SYS DATA MNGMNT ANALYST	6	1	16.7%	1	16.7%	*	*	*
B52C	IS DATA MANAGEMENT ANALYST	23	4	17.4%	4	17.4%	13.6%	*	*
B55A	INFO SYS SERVICES COORDINATOR	13	2	15.4%	2	15.4%	*	*	*
B55D	INFORMATION SYS SERVICES CDNR	7	2	28.6%	1	14.3%	12.5%	*	*
C15A	HUMAN RIGHTS REPRESENTATIVE	3	1	33.3%	1	33.3%	50.0%	50.0%	12.5%
C15B	HUMAN RIGHTS REPRESENTATIVE	3	2	66.7%	2	66.7%	33.3%	*	*
C30A	HUMAN RESOURCES ASSISTANT	38	5	13.2%	5	13.2%	*	11.4%	11.4%
C31A	HUMAN RESOURCES MNGMNT SPEC	19	3	15.8%	3	15.8%	*	*	*
C31B	HUMAN RESOURCES MNGMNT SPEC	59	7	11.9%	5	8.5%	*	*	*
C31D	HUMAN RESOURCES MNGMNT SPEC	37	5	13.5%	5	13.5%	*	11.1%	17.9%
C32A	HUMAN RESOURCES PROGRAMS MGR	11	2	18.2%	2	18.2%	*	*	*
C32B	HUMAN RESOURCES PROGRAMS MGR	28	5	17.9%	5	17.9%	*	14.3%	*
C38B	PAYROLL ADMINISTRATIVE ASST	3	1	33.3%	1	33.3%	25.0%	20.0%	25.0%
C41C	TRAINING SPECIALIST	7	1	14.3%	1	14.3%	*	*	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
D10C	FINANCIAL LOAN ANALYST	1	1	100.0%	1	100.0%	*	*	*
D12A	AUDITOR	69	9	13.0%	8	11.6%	*	*	*
D12B	AUDITOR	127	15	11.8%	12	9.4%	*	*	*
D12D	AUDITOR	31	9	29.0%	9	29.0%	*	20.0%	*
D14A	ACCOUNTANT	54	6	11.1%	5	9.3%	*	11.1%	*
D14D	ACCOUNTANT	55	11	20.0%	11	20.0%	*	*	*
D20B	BUDGET ANALYST	6	2	33.3%	2	33.3%	12.5%	10.0%	*
D20D	BUDGET ANALYST	4	1	25.0%	1	25.0%	*	50.0%	20.0%
D30B	BUSINESS MANAGER	22	3	13.6%	2	9.1%	*	*	*
D30C	BUSINESS MANAGER	14	3	21.4%	3	21.4%	15.8%	*	*
D33A	FINANCIAL MANAGER/COMPTRROLLER	6	1	16.7%	1	16.7%	*	*	*
D33B	FINANCIAL MANAGER/COMPTRROLLER	19	2	10.5%	2	10.5%	*	*	*
D50B	ACCOUNTING TECHNICIAN	76	10	13.2%	8	10.5%	12.9%	10.7%	*
D54B	CONSUMER CREDIT EXAMINER	2	1	50.0%	1	50.0%	*	50.0%	*
E12C	ADMINISTRATIVE PROGRAMS OFCR	77	8	10.4%	8	10.4%	10.8%	*	*
E13B	CUSTOMER SVC REPRESENTATIVE	160	17	10.6%	14	8.8%	*	*	*
E15A	DOCKET CLERK	2	1	50.0%	1	50.0%	25.0%	25.0%	*
E16B	ADMINISTRATIVE TECHNICIAN	247	44	17.8%	34	13.8%	10.3%	*	13.7%
E16C	ADMINISTRATIVE TECHNICIAN	1076	130	12.1%	117	10.9%	*	*	10.9%
E16D	ADMINISTRATIVE TECHNICIAN	113	13	11.5%	12	10.6%	*	*	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
E19A	MEDICAL TRANSCRIPTIONIST	1	1	100.0%	1	100.0%	*	50.0%	*
E21C	LIBRARIAN	5	1	20.0%	1	20.0%	*	*	*
E22B	ADMINISTRATIVE LIBRARIAN	2	1	50.0%	1	50.0%	*	*	*
E24B	SECRETARY	101	16	15.8%	16	15.8%	*	*	*
E25A	LEGAL SECRETARY	5	1	20.0%	1	20.0%	25.0%	*	*
E25B	LEGAL SECRETARY	16	5	31.3%	4	25.0%	*	12.0%	10.7%
E30A	LEGAL RESEARCH ASSISTANT	2	1	50.0%	1	50.0%	*	33.3%	*
E34A	OFFSET PRESS OPERATOR	2	1	50.0%	1	50.0%	*	*	*
E36B	OPTICAL IMAGING SPECIALIST	44	9	20.5%	6	13.6%	*	*	*
E36C	OPTICAL IMAGING SPECIALIST	5	1	20.0%	1	20.0%	25.0%	*	*
E43A	GRAPHIC ARTIST	10	2	20.0%	2	20.0%	11.1%	*	*
E46B	STATISTICAL RESEARCH SPECL	9	1	11.1%	1	11.1%	10.0%	11.1%	22.2%
E46C	STATISTICAL RESEARCH SPECL	15	3	20.0%	3	20.0%	*	11.1%	*
E46D	STATISTICAL RESEARCH SPECL	5	1	20.0%	1	20.0%	16.7%	*	*
E55B	CUSTOMER ASST REPRESENTATIVE	54	10	18.5%	9	16.7%	*	16.1%	*
F10A	CONTRACT & PROCUREMENT OFCR	3	1	33.3%	1	33.3%	*	40.0%	*
F10B	CONTRACT & PROCUREMENT OFCR	2	1	50.0%	1	50.0%	*	*	*
F10D	CONTRACTING & PROCUREMENT OFCR	3	1	33.3%	1	33.3%	50.0%	*	*
F14D	CONTRACTING & ACQUISITIONS AGT	15	2	13.3%	2	13.3%	*	*	*
F20C	MATERIEL MANAGEMENT SPECIALIST	47	5	10.6%	4	8.5%	15.8%	*	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
F20D	MATERIEL MANAGEMENT SPECIALIST	32	5	15.6%	4	12.5%	*	16.1%	17.9%
F21A	MATERIEL MANAGEMENT OFFICER	18	2	11.1%	2	11.1%	10.5%	*	*
F30C	MINERALS MANAGEMENT SPECIALIST	2	1	50.0%	1	50.0%	33.3%	*	*
F31B	REAL ESTATE MANAGEMENT SPECL	5	1	20.0%	0	0.0%	*	*	*
F31C	REAL ESTATE MANAGEMENT SPECL	4	1	25.0%	1	25.0%	*	*	*
F41A	CONSTRUCTION/MAINTENANCE TECH	102	18	17.6%	12	11.8%	14.9%	*	11.2%
F41B	CONSTRUCTION/MAINTENANCE TECH	71	8	11.3%	5	7.0%	*	11.9%	*
F41C	CONSTRUCTION/MAINTENANCE TECH	118	15	12.7%	12	10.2%	*	*	*
F42A	CONSTRUCTION INSPECTOR	1	1	100.0%	1	100.0%	*	40.0%	*
F44A	CARPENTER	8	2	25.0%	2	25.0%	*	20.0%	23.1%
F45A	CONSTRUCTION/MAINTENANCE ADMIN	34	6	17.6%	6	17.6%	*	11.8%	*
F45D	CONSTRUCTION/MAINTENANCE ADMR	6	1	16.7%	1	16.7%	25.0%	*	*
F47B	AUTOMOTIVE/ENGINE MECHANIC	26	4	15.4%	4	15.4%	*	*	*
F50A	HOUSEKEEPING/CUSTODIAL WORKER	66	23	34.8%	16	24.2%	27.9%	32.3%	11.4%
F50B	HOUSEKEEPING/CUSTODIAL WORKER	156	26	16.7%	20	12.8%	11.3%	11.1%	*
F50C	HOUSEKEEPING/CUSTODIAL WORKER	40	5	12.5%	5	12.5%	17.9%	*	*
F50D	HOUSEKEEPING/CUSTODIAL WORKER	7	1	14.3%	1	14.3%	16.7%	33.3%	14.3%
F50E	HOUSEKEEPING/CUSTODIAL WORKER	8	2	25.0%	2	25.0%	*	14.3%	*
F54A	LIGHT VEHICLE DRIVER	6	1	16.7%	1	16.7%	25.0%	*	*
F56A	ELECTRONICS TECHNICIAN	4	1	25.0%	1	25.0%	*	*	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
F68A	INTERIOR DESIGNER	1	1	100.0%	1	100.0%	50.0%	*	*
F69A	CHIEF ARCHITECT	2	1	50.0%	1	50.0%	*	*	*
F71A	ROOFING MANAGER	2	1	50.0%	1	50.0%	*	*	*
F74A	MECHANICAL SYSTEMS TECHNICIAN	4	1	25.0%	1	25.0%	*	66.7%	25.0%
F74B	MECHANICAL SYSTEMS TECHNICIAN	9	1	11.1%	1	11.1%	*	18.2%	16.7%
F74C	MECHANICAL SYSTEMS TECHNICIAN	1	1	100.0%	0	0.0%	50.0%	*	*
F75B	ELECTRICIAN	6	1	16.7%	1	16.7%	28.6%	*	*
F75D	ELECTRICIAN	13	3	23.1%	3	23.1%	14.3%	*	*
F76A	PLUMBER	2	1	50.0%	1	50.0%	*	*	*
F77B	GROUNDSKEEPER	9	3	33.3%	3	33.3%	11.1%	*	*
F78B	EQUIPMENT OPERATOR	21	3	14.3%	2	9.5%	*	13.6%	*
F78C	EQUIPMENT OPERATOR	6	1	16.7%	1	16.7%	*	*	*
F79A	LABORER	12	8	66.7%	4	33.3%	18.2%	46.2%	15.4%
G10B	COMMUNICATIONS OFFICER (DPS)	14	3	21.4%	3	21.4%	*	*	*
G10D	COMMUNICATIONS OFFICER (DPS)	3	1	33.3%	1	33.3%	*	*	*
G10E	COMMUNICATIONS OFFICER (DPS)	1	1	100.0%	1	100.0%	*	*	*
G12A	CRIMINALIST	7	1	14.3%	1	14.3%	20.0%	12.5%	*
G12E	CRIMINALIST	4	1	25.0%	1	25.0%	*	*	*
G13B	CRIME REPORTING FIELD REPR	7	2	28.6%	2	28.6%	12.5%	*	*
G14B	DRIVER'S LICENSE EXAMINER	8	1	12.5%	1	12.5%	*	*	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
G15A	LAW ENF COMMUNICATIONS SPEC	19	3	15.8%	3	15.8%	12.5%	31.6%	*
G19A	FINGERPRINT SPECIALIST	1	1	100.0%	1	100.0%	*	*	*
G21D	STATE FIRE MARSHAL LAW ENF AGT	4	1	25.0%	1	25.0%	*	*	*
G23D	LAW ENF ABLE COMMISSION AGT	7	1	14.3%	1	14.3%	16.7%	*	*
G23E	LAW ENF ABLE COMMISSION AGT	3	2	66.7%	1	33.3%	*	*	*
G24E	LAW ENFORCEMENT NARCOTICS AGT	9	1	11.1%	1	11.1%	10.0%	*	*
G28A	POLICE OFFICER	8	4	50.0%	3	37.5%	500.0%	75.0%	25.0%
G28B	POLICE OFFICER	116	27	23.3%	23	19.8%	21.8%	15.6%	17.4%
G28C	POLICE OFFICER	17	4	23.5%	4	23.5%	*	14.3%	*
G28D	POLICE OFFICER	21	5	23.8%	5	23.8%	*	10.0%	*
G40A	LAW ENFORCEMENT PROG ADMR	4	1	25.0%	1	25.0%	*	11.1%	*
G40B	LAW ENFORCEMENT PROG ADMR	14	2	14.3%	2	14.3%	*	*	*
G51B	LAW ENF CAPITOL PATROL MANAGER	1	1	100.0%	1	100.0%	*	*	*
G52A	LAW ENF LAKE PATROL OFFICER	8	1	12.5%	1	12.5%	*	11.1%	*
G53A	LAW ENF HIGHWAY PATROL OFFICER	27	27	100.0%	27	100.0%	*	*	*
G53E	LAW ENF HIGHWAY PATROL OFFICER	109	13	11.9%	12	11.0%	*	*	*
G54A	LAW ENF HIGHWAY PATROL MANAGER	32	5	15.6%	5	15.6%	*	*	*
G54B	LAW ENF HIGHWAY PATROL MANAGER	10	3	30.0%	3	30.0%	33.3%	11.1%	*
G55C	LAW ENF HIGHWAY PATROL ADMR	1	1	100.0%	1	100.0%	*	*	*
H10C	PROGRAMS MANAGER	45	5	11.1%	5	11.1%	12.8%	16.0%	*

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H10D	PROGRAMS MANAGER	29	14	48.3%	14	48.3%	17.1%	*	*
H10E	PROGRAMS MANAGER	7	2	28.6%	2	28.6%	*	25.0%	11.1%
H15D	COUNTY DIRECTOR	1	1	100.0%	1	100.0%	*	66.7%	25.0%
H20A	SOCIAL SERVICES SPECIALIST	294	86	29.3%	77	26.2%	35.1%	26.7%	23.6%
H21A	CASE MANAGER	5	1	20.0%	1	20.0%	*	12.5%	*
H22A	SOCIAL SERVICES INSPECTOR	1	1	100.0%	1	100.0%	*	*	*
H23A	CHILD WELFARE SPECIALIST	233	88	37.8%	76	32.6%	25.1%	18.4%	18.8%
H23B	CHILD WELFARE SPECIALIST	575	112	19.5%	102	17.7%	13.4%	12.0%	13.2%
H26A	ADULT PROTECTIVE SERVICES SPEC	15	7	46.7%	5	33.3%	27.3%	10.0%	36.4%
H27C	CLINICAL SOCIAL WORKER	15	2	13.3%	1	6.7%	15.8%	*	*
H30A	CHILD SUPPORT SPECIALIST	46	27	58.7%	23	50.0%	32.3%	46.7%	16.4%
H30B	CHILD SUPPORT SPECIALIST	92	12	13.0%	10	10.9%	14.7%	11.3%	*
H50D	DISABILITY PROGRAM SPECIALIST	1	1	100.0%	1	100.0%	*	*	*
H51A	PLANNING/OVERSIGHT SPECIALIST	2	1	50.0%	1	50.0%	200.0%	50.0%	*
I10A	CORRECTIONAL SECURITY OFFICER	143	134	93.7%	94	65.7%	25.6%	36.9%	21.4%
I10B	CORRECTIONAL SECURITY OFFICER	165	36	21.8%	33	20.0%	29.2%	16.8%	21.9%
I10C	CORRECTIONAL SECURITY OFFICER	582	99	17.0%	90	15.5%	11.9%	10.1%	11.6%
I10D	CORRECTIONAL SECURITY OFFICER	825	94	11.4%	89	10.8%	*	*	*
I11B	CORRECTIONAL SECURITY MANAGER	54	8	14.8%	8	14.8%	*	*	*
I12A	CORRECTIONAL CHIEF OF SECURITY	6	1	16.7%	1	16.7%	14.3%	*	*

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I12B	CORRECTIONAL CHIEF OF SECURITY	9	1	11.1%	1	11.1%	*	*	*
I12C	CORRECTIONAL CHIEF OF SECURITY	8	2	25.0%	2	25.0%	14.3%	28.6%	14.3%
I20C	CORRECTIONAL CASE MANAGER	28	3	10.7%	3	10.7%	11.1%	*	*
I30A	CORRECTIONAL INDUSTRIES MNGR	9	1	11.1%	1	11.1%	*	16.7%	18.1%
I30B	CORRECTIONAL INDUSTRIES MNGR	15	3	20.0%	3	20.0%	*	*	*
I30D	CORRECTIONAL INDUSTRIES MNGR	9	1	11.1%	1	11.1%	10.0%	18.2%	*
I35C	INSTITUTIONAL FARMS MANAGER	6	1	16.7%	1	16.7%	*	*	*
I40A	PROBATION AND PAROLE OFFICER	60	14	23.3%	14	23.3%	11.5%	18.0%	14.7%
J12B	EMERGENCY MANAGEMENT OFFICER	6	2	33.3%	2	33.3%	*	*	*
J12D	EMERGENCY MANAGEMENT OFFICER	4	2	50.0%	2	50.0%	20.0%	*	*
J14B	ASBESTOS INSPECTOR	3	1	33.3%	1	33.3%	*	*	*
J17B	LABOR COMPLIANCE OFFICER	10	4	40.0%	4	40.0%	*	*	*
J19A	OCCUPATIONAL LICENSURE SPECL	1	1	100.0%	1	100.0%	*	100.0%	*
J19C	OCCUPATIONAL LICENSURE SPEC	5	1	20.0%	1	20.0%	*	33.3%	*
J25A	SAFETY AND HEALTH DIRECTOR	4	1	25.0%	1	25.0%	25.0%	33.3%	*
J31C	SAFETY CONSULTANT	21	3	14.3%	3	14.3%	*	*	*
J33B	AIRFIELD FIREFIGHTER	5	2	40.0%	2	40.0%	33.3%	16.7%	*
J33C	AIRFIELD FIREFIGHTER	4	2	50.0%	2	50.0%	33.3%	25.0%	*
J41A	FIRE PREVENT & SECURITY OFFICER	64	15	23.4%	12	18.8%	15.5%	26.8%	17.9%
J41B	FIRE PREVENT & SECURITY OFFICER	19	6	31.6%	4	21.1%	*	*	*

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J52A	COSMETOLOGY INSPECTOR	6	1	16.7%	1	16.7%	33.3%	16.7%	50.0%
K10A	JUVENILE JUSTICE SPECIALIST	17	6	35.3%	6	35.3%	21.1%	37.5%	10.0%
K10B	JUVENILE JUSTICE SPECIALIST	171	23	13.5%	21	12.3%	14.4%	12.4%	10.5%
K10C	JUVENILE JUSTICE SPECIALIST	34	4	11.8%	4	11.8%	11.4%	*	*
K10D	JUVENILE JUSTICE SPECIALIST	41	5	12.2%	5	12.2%	12.5%	11.6%	*
K11A	DISABILITY DETERMINATION SPEC	15	6	40.0%	5	33.3%	20.0%	20.0%	50.0%
K11C	DISABILITY DETERMINATION SPEC	49	8	16.3%	8	16.3%	*	*	*
K15A	MANUAL SIGN LANGUAGE SPECIALIST	3	1	33.3%	1	33.3%	*	*	*
K20A	REHABILITATION TECHNICIAN	15	2	13.3%	1	6.7%	10.0%	*	*
K21B	VOCATIONAL REHABILITATION SPEC	26	3	11.5%	2	7.7%	16.4%	*	*
K23C	REHABILITATION OF THE BLIND SPEC	7	1	14.3%	1	14.3%	14.3%	14.3%	14.3%
L16B	AGRICULTURE FIELD INSPECTOR	60	8	13.3%	8	13.3%	11.3%	*	*
L16C	AGRICULTURE FIELD INSPECTOR	9	1	11.1%	1	11.1%	*	*	*
L22C	FOREST REGENERATION SPECIALIST	2	1	50.0%	1	50.0%	*	*	*
L23C	FOREST RES PROTECTION SPEC	4	1	25.0%	1	25.0%	20.0%	*	*
L24A	FORESTER	4	2	50.0%	1	25.0%	33.3%	*	*
L24E	FORESTER	5	1	20.0%	1	20.0%	*	*	*
L33A	WILDLIFE DAMAGE CONTROL SPEC	2	1	50.0%	1	50.0%	33.3%	*	*
L40B	METROLOGIST	2	1	50.0%	1	50.0%	*	*	*
L40C	METROLOGIST	1	1	100.0%	1	100.0%	*	*	*

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M20B	CONSUMER COMPLAINT VESTIGATOR	3	1	33.3%	1	33.3%	*	*	*
M32C	OIL AND GAS FIELD INSPECTOR	8	3	37.5%	2	25.0%	*	*	*
M35A	PIPELINE SAFETY/REGULATION SPE	1	1	100.0%	1	100.0%	*	*	*
M35B	PIPELINE SAFETY/REGULATION SPE	6	1	16.7%	1	16.7%	16.7%	33.3%	*
M36B	LIQUEFIED PETROLEUM GAS INSPEC	5	1	20.0%	1	20.0%	*	*	*
M40D	PUBLIC UTILITY REGULATORY ANAL	5	1	20.0%	1	20.0%	*	*	*
N13A	VETS AFFAIRS FIELD SERVICES REP	6	2	33.3%	2	33.3%	25.0%	*	*
N13D	VETS AFFAIRS FIELD SERVICES REP	4	1	25.0%	1	25.0%	40.0%	20.0%	*
P20A	PARK RANGER	14	4	28.6%	4	28.6%	21.4%	11.8%	31.3%
P20B	PARK RANGER	17	2	11.8%	2	11.8%	*	10.0%	*
P25B	PARK MANAGER	6	1	16.7%	1	16.7%	*	*	*
P25D	PARK MANAGER	9	1	11.1%	1	11.1%	10.0%	*	*
Q10A	POWER GENERATION OPNS TECH	15	2	13.3%	1	6.7%	*	*	*
Q10D	POWER GENERATION OPNS TECH	9	2	22.2%	2	22.2%	12.5%	*	*
Q20C	POWER PLANT MAINTENANCE TECH	19	2	10.5%	2	10.5%	12.5%	17.6%	11.1%
Q20D	POWER PLANT MAINTENANCE TECH	12	12	100.0%	12	100.0%	*	*	*
Q21D	POWER TRANSMISSION MAINT TECH	4	5	125.0%	5	125.0%	42.9%	*	*
Q23B	HEAVY EQUIP RAILCAR MAINT TECH	7	1	14.3%	1	14.3%	*	*	*
R10A	ENVIRON/CHEMICAL LAB SCIENTIST	16	7	43.8%	7	43.8%	*	44.4%	42.9%
R10B	ENVIRON/CHEMICAL LAB SCIENTIST	19	6	31.6%	5	26.3%	*	13.0%	11.1%

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R20A	ENVIRONMENTAL PROGRAMS SPECL	31	7	22.6%	6	19.4%	11.1%	12.8%	*
R20B	ENVIRONMENTAL PROGRAMS SPECL	92	12	13.0%	10	10.9%	15.5%	*	*
R25B	ENVIRONMENTAL PROGRAMS MNGR	29	3	10.3%	2	6.9%	*	*	*
R25D	ENVIRONMENT PROGRAMS MNGER	7	1	14.3%	1	14.3%	*	*	*
S10A	ENGINEER INTERN	11	4	36.4%	4	36.4%	11.1%	13.3%	26.3%
S10B	ENGINEER INTERN	2	1	50.0%	1	50.0%	18.2%	*	*
S10C	ENGINEER INTERN	9	1	11.1%	1	11.1%	12.5%	*	*
S10D	ENGINEER INTERN	31	6	19.4%	6	19.4%	*	*	*
S11A	PROFESSIONAL ENGINEER	23	3	13.0%	3	13.0%	*	*	*
S11C	PROFESSIONAL ENGINEER	19	2	10.5%	2	10.5%	*	*	*
S12D	ENGINEERING MANAGER	15	3	20.0%	3	20.0%	12.5%	*	*
T10A	COMP AIDED DRAFT & DESIGN SPEC	7	1	14.3%	0	0.0%	*	*	*
T10B	COMP AIDED DRAFT & DESIGN SPEC	17	2	11.8%	2	11.8%	13.6%	*	*
T10C	COMP AIDED DRAFT & DESIGN SPEC	26	4	15.4%	4	15.4%	*	*	*
T22D	TRANSPORTATION SPECIALIST	18	2	11.1%	1	5.6%	10.5%	*	*
T25A	TRANSPORTATION EQUIPMENT OPR	162	52	32.1%	32	19.8%	15.0%	16.9%	16.9%
T50B	TOLL COLLECTOR	242	36	14.9%	31	12.8%	11.2%	12.0%	19.3%
T51A	TOLL OPERATIONS MANAGER	7	1	14.3%	1	14.3%	*	*	*
T60C	PHOTOGRAMMETRIST	3	1	33.3%	0	0.0%	*	*	*
U10A	HISTORICAL PROGRAMS ADMR	2	1	50.0%	1	50.0%	*	16.7%	*

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U11B	HISTORICAL FACILITY MANAGER	8	2	25.0%	1	12.5%	*	25.0%	*
U12B	HISTORICAL COLLECTIONS SPECL	8	2	25.0%	2	25.0%	12.5%	*	*
U12C	HISTORICAL COLLECTIONS SPECL	4	1	25.0%	1	25.0%	25.0%	*	*
U12D	HISTORICAL COLLECTIONS SPECL	2	1	50.0%	1	50.0%	*	*	*
U13A	HISTORICAL INTERPRETER	10	5	50.0%	4	40.0%	28.6%	25.0%	*
U13C	HISTORICAL INTERPRETER	3	1	33.3%	0	0.0%	*	*	*
V10B	TAX DOCUMENT EXAMINER	5	2	40.0%	2	40.0%	12.5%	14.3%	28.6%
V10C	TAX DOCUMENT EXAMINER	4	2	50.0%	2	50.0%	20.0%	*	*
V12A	MOTOR VEHICLE RESEARCH SPEC	7	1	14.3%	1	14.3%	66.7%	*	*
V17A	REVENUE COMPLIANCE EXAMINER	25	12	48.0%	7	28.0%	16.7%	*	*
V20A	TAXPAYER SERVICES REP	6	1	16.7%	1	16.7%	25.0%	*	*
V20B	TAXPAYER SERVIC REP	25	6	24.0%	5	20.0%	*	*	*
V30A	ASSESSMENT & EQUAL ANALYST	3	1	33.3%	1	33.3%	*	*	*
W10A	WORKFORCE SERVICES SPECIALIST	9	1	11.1%	1	11.1%	*	25.0%	16.7%
W10B	WORKFORCE SERVICES SPECIALIST	14	6	42.9%	6	42.9%	*	*	*
W10C	WORKFORCE SERVICES SPECIALIST	178	27	15.2%	23	12.9%	10.9%	11.9%	*
W16B	EMPL SCTY FRAUD INVESTIGATOR	4	1	25.0%	1	25.0%	*	*	*
X11A	THERAPEUTIC/MEDICAL AIDE	11	3	27.3%	2	18.2%	27.3%	12.5%	*
X13A	LABORATORY TECHNICIAN	5	2	40.0%	1	20.0%	*	*	*
X13B	LABORATORY TECHNICIAN	10	2	20.0%	2	20.0%	22.2%	*	*

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X14A	CLINICAL LABORATORY SCIENTIST	9	2	22.2%	2	22.2%	28.6%	16.7%	50.0%
X14B	CLINICAL LABORATORY SCIENTIST	13	2	15.4%	2	15.4%	*	11.1%	22.2%
X14D	CLINICAL LABORATORY SCIENTIST	12	2	16.7%	1	8.3%	14.3%	18.8%	*
X17A	PUBLIC HEALTH SPECIALIST	7	3	42.9%	3	42.9%	*	28.6%	20.0%
X20A	HEALTH EDUCATOR	9	1	11.1%	1	11.1%	50.0%	11.1%	*
X20B	HEALTH EDUCATOR	13	3	23.1%	3	23.1%	11.1%	*	*
X22B	SPEECH-LANGUAGE PATHOLOGIST	50	9	18.0%	9	18.0%	16.4%	13.5%	11.1%
X22C	SPEECH-LANGUAGE PATHOLOGIST	9	2	22.2%	2	22.2%	11.1%	*	*
X23A	ALCOHOL AND DRUG COUNSELOR	1	1	100.0%	1	100.0%	*	*	*
X23B	ALCOHOL AND DRUG COUNSELOR	10	2	20.0%	2	20.0%	40.0%	33.3%	*
X23C	ALCOHOL AND DRUG COUNSELOR	1	1	100.0%	1	100.0%	*	*	*
X24A	DENTAL CARE ASSISTANT	3	1	33.3%	1	33.3%	*	*	*
X25A	PHARMACY TECHNICIAN	1	2	200.0%	2	200.0%	*	*	*
X25B	PHARMACY TECHNICIAN	19	5	26.3%	5	26.3%	19.0%	*	*
X27A	EPIDEMIOLOGIST	5	1	20.0%	1	20.0%	*	*	*
X27D	EPIDEMIOLOGIST	1	1	100.0%	1	100.0%	50.0%	*	*
X31B	PSYCHOLOGICAL CLINICIAN	48	10	20.8%	10	20.8%	17.6%	13.0%	*
X31C	PSYCHOLOGICAL CLINICIAN	24	4	16.7%	4	16.7%	*	*	*
X31D	PSYCHOLOGICAL CLINICIAN	20	4	20.0%	4	20.0%	13.0%	12.0%	*
X31E	PSYCHOLOGICAL CLINICIAN	6	1	16.7%	1	16.7%	16.7%	14.3%	12.5%

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X32A	CHILD DEVELOPMENT SPECIALIST	9	2	22.2%	2	22.2%	25.0%	20.0%	*
X32B	CHILD DEVELOPMENT SPECIALIST	20	3	15.0%	2	10.0%	*	17.4%	16.7%
X32C	CHILD DEVELOPMENT SPECIALIST	18	2	11.1%	2	11.1%	*	12.5%	*
X33A	OCCUPATIONAL THERAPIST	1	1	100.0%	1	100.0%	*	*	*
X33D	OCCUPATIONAL THERAPIST	1	1	100.0%	1	100.0%	*	*	*
X34A	PHYSICAL THERAPIST	2	2	100.0%	2	100.0%	*	*	*
X34C	PHYSICAL THERAPIST	5	1	20.0%	1	20.0%	*	*	*
X34D	PHYSICAL THERAPIST	1	1	100.0%	1	100.0%	*	*	*
X36A	RECREATION THERAPIST	16	2	12.5%	2	12.5%	18.5%	*	*
X38A	DISEASE INTERVENTION SPECIALIST	2	2	100.0%	1	50.0%	*	*	*
X38B	DISEASE INTERVENTION SPECIALIST	6	2	33.3%	2	33.3%	*	28.6%	12.5%
X39A	DIR. OF PATIENT ACTIVITY PROGRAMS	3	1	33.3%	1	33.3%	*	*	*
X41B	EMERGENCY MED SERVICES ADMIN	4	2	50.0%	2	50.0%	25.0%	*	*
X46C	CLINICAL HEALTH FACILITY SURVEYOR	9	9	100.0%	8	88.9%	*	*	*
Y10A	PATIENT CARE ASSISTANT	694	356	51.3%	222	32.0%	25.9%	25.6%	24.2%
Y10B	PATIENT CARE ASSISTANT	370	48	13.0%	39	10.5%	*	*	*
Y11A	LICENSED PRACTICAL NURSE	90	56	62.2%	43	47.8%	51.9%	67.6%	34.7%
Y11B	LICENSED PRACTICAL NURSE	270	90	33.3%	69	25.6%	26.3%	19.8%	18.9%
Y11C	LICENSED PRACTICAL NURSE	124	17	13.7%	14	11.3%	11.5%	11.4%	*
Y12A	REGISTERED NURSE	15	2	13.3%	2	13.3%	18.2%	30.4%	13.0%

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Y12B	REGISTERED NURSE	277	74	26.7%	67	24.2%	18.1%	18.3%	20.2%
Y12C	REGISTERED NURSE	343	92	26.8%	76	22.2%	24.5%	25.5%	19.0%
Y13A	NURSING MANAGER	45	6	13.3%	6	13.3%	26.2%	32.6%	14.0%
Y15C	HEALTH CARE MANAGEMENT NURSE	20	3	15.0%	3	15.0%	*	14.3%	12.5%
Z12A	DIRECT CARE SPECIALIST	228	174	76.3%	100	43.9%	32.2%	33.7%	29.5%
Z12B	DIRECT CARE SPECIALIST	487	83	17.0%	59	12.1%	10.4%	11.9%	*
Z12C	DIRECT CARE SPECIALIST	63	7	11.1%	5	7.9%	*	*	*
Z18C	INDEPENDENT LIVING INSTRUCTOR	3	1	33.3%	1	33.3%	*	*	*
Z20A	FOOD SERVICE SPECIALIST	120	44	36.7%	28	23.3%	24.6%	26.6%	31.2%
Z20B	FOOD SERVICE SPECIALIST	156	26	16.7%	20	12.8%	10.1%	*	17.1%
Z20C	FOOD SERVICE SPECIALIST	39	4	10.3%	4	10.3%	10.0%	*	11.1%
Z20D	FOOD SERVICE SPECIALIST	108	18	16.7%	11	10.2%	13.6%	*	*
Z21B	FOOD SERVICE MANAGER	21	3	14.3%	3	14.3%	*	*	*
Z21C	FOOD SERVICE MANAGER	11	2	18.2%	2	18.2%	*	*	*
Z25D	NUTRITION THERAPIST	13	2	15.4%	2	15.4%	*	*	*
Z26B	INSTITUTIONAL PROG COORDINATOR	4	1	25.0%	1	25.0%	*	*	*
Z27B	INSTITUTION/COMM PROGRAM ADMIN	3	1	33.3%	1	33.3%	*	*	*
Z30A	LINEN AND CLOTHING SPECIALIST	33	8	24.2%	5	15.2%	26.7%	47.4%	20.0%
Z30D	LINEN AND CLOTHING SPECIALIST	19	2	10.5%	2	10.5%	*	*	*
Z50A	VOLUNTEER SERVICES SPECIALIST	3	1	33.3%	1	33.3%	25.0%	25.0%	*

JFD Code	JFD Title	# of Incs	Overall Turnover Rate FY 2006	Overall Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
Z50B	VOLUNTEER SERVICES SPECIALIST	2	1	50.0%	1	50.0%	*	20.0%	*
Z51A	JUVENILE SPECIALIST	54	33	61.1%	23	42.6%	81.0%	57.1%	65.9%
Z51B	JUVENILE SPECIALIST	151	57	37.7%	45	29.8%	25.0%	25.8%	25.4%
Z51C	JUVENILE SPECIALIST	49	5	10.2%	5	10.2%	16.0%	12.5%	16.7%
Z52B	CHAPLAIN	11	2	18.2%	1	9.1%	20.0%	16.7%	*

Table A5: Effect of Pay Band Adjustment By Agency

5% PAY ADJUSTMENT		
AGENCY NAME	FTE BELOW PROPOSED MINIMUM	YEARLY COST TO INCREASE*
Corporation Commission	3	\$624.30
Employment Security Commission	9	\$4,495.06
State Department of Health	1	\$1,311.03
Historical Society	2	\$2,365.85
Office of Juvenile Affairs	2	\$0.58
Dept of Libraries	1	\$160.62
Mental Health & Substance Abuse	1	\$6.06
Bur of Narc & Dangerous Drugs	1	\$679.09
Dept of Tourism & Recreation	1	\$28.69
Dept of Public Safety	1	\$1,529.46
OK Tax Commission	9	\$11,813.22
Dept of Human Services	23	\$6,648.07
TOTAL	54	\$29,662.02

*Cost includes mandatory benefits of retirement and Social Security.

Table A6: Proposed Pay Bands for FY 2007

PAY BAND	RATE	MINIMUM	MIDPOINT	MAXIMUM
A	Annual	\$12,582	\$16,776	\$20,970
	Monthly	\$1,048.51	\$1,398.01	\$1,747.52
	Hourly	\$6.05	\$8.07	\$10.08
B	Annual	\$13,186	\$17,582	\$21,977
	Monthly	\$1,098.86	\$1,465.15	\$1,831.44
	Hourly	\$6.34	\$8.45	\$10.57
C	Annual	\$13,951	\$18,601	\$23,251
	Monthly	\$1,162.54	\$1,550.06	\$1,937.57
	Hourly	\$6.71	\$8.94	\$11.18
D	Annual	\$15,040	\$20,053	\$25,066
	Monthly	\$1,253.32	\$1,671.09	\$2,088.86
	Hourly	\$7.23	\$9.64	\$12.05
E	Annual	\$16,544	\$22,059	\$27,574
	Monthly	\$1,378.69	\$1,838.25	\$2,297.82
	Hourly	\$7.95	\$10.61	\$13.26
F	Annual	\$18,198	\$24,264	\$30,330
	Monthly	\$1,516.49	\$2,021.98	\$2,527.48
	Hourly	\$8.75	\$11.67	\$14.58
G	Annual	\$20,019	\$26,692	\$33,365
	Monthly	\$1,668.25	\$2,224.34	\$2,780.42
	Hourly	\$9.62	\$12.83	\$16.04
H	Annual	\$22,021	\$29,361	\$36,701
	Monthly	\$1,835.07	\$2,446.76	\$3,058.45
	Hourly	\$10.59	\$14.12	\$17.64
I	Annual	\$24,386	\$32,515	\$40,644
	Monthly	\$2,032.19	\$2,709.59	\$3,386.98
	Hourly	\$11.72	\$15.63	\$19.54
J	Annual	\$26,809	\$35,746	\$44,682
	Monthly	\$2,234.12	\$2,978.82	\$3,723.53
	Hourly	\$12.89	\$17.19	\$21.48
K	Annual	\$29,305	\$39,073	\$48,841
	Monthly	\$2,442.06	\$3,256.08	\$4,070.10
	Hourly	\$14.09	\$18.79	\$23.48
L	Annual	\$32,234	\$42,979	\$53,724
	Monthly	\$2,686.20	\$3,581.61	\$4,477.01
	Hourly	\$15.50	\$20.66	\$25.83
M	Annual	\$35,780	\$47,707	\$59,633
	Monthly	\$2,981.66	\$3,975.55	\$4,969.43
	Hourly	\$17.20	\$22.94	\$28.67
N	Annual	\$39,717	\$52,956	\$66,195
	Monthly	\$3,309.73	\$4,412.97	\$5,516.21
	Hourly	\$19.09	\$25.46	\$31.82
O	Annual	\$44,481	\$59,309	\$74,136
	Monthly	\$3,706.78	\$4,942.38	\$6,177.97
	Hourly	\$21.39	\$28.51	\$35.64
P	Annual	\$50,265	\$67,020	\$83,775
	Monthly	\$4,188.73	\$5,584.97	\$6,981.21
	Hourly	\$24.17	\$32.22	\$40.28
Q	Annual	\$56,800	\$75,733	\$94,666
	Monthly	\$4,733.32	\$6,311.10	\$7,888.87
	Hourly	\$27.31	\$36.41	\$45.51
R	Annual	\$64,183	\$85,577	\$106,972
	Monthly	\$5,348.58	\$7,131.44	\$8,914.30
	Hourly	\$30.86	\$41.14	\$51.43

Table A7: Cost of Proposed Pay Bands for Selected Agency Directors

Note: This includes all agency directors identified in HayGroup's 2002 Agency Director Study who were not in Section 2 of HB 2006.

Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Human Services Department	\$155,000	\$138,669	\$163,139	\$187,610	
Transportation Department	\$117,705	\$124,163	\$146,074	\$167,985	\$6,458
Health Department	\$191,205	\$160,085	\$188,336	\$216,586	
Corrections Department	\$126,009	\$124,163	\$146,074	\$167,985	
Mental Health Department	\$124,987	\$124,163	\$146,074	\$167,985	
Public Safety Department	\$88,400	\$111,933	\$131,686	\$151,439	\$23,533
Tax Commission	\$104,055	\$111,933	\$131,686	\$151,439	\$7,878
Veterans Affairs	\$99,750	\$111,933	\$131,686	\$151,439	\$12,183
Health Care Authority	\$133,455	\$101,438	\$119,338	\$137,239	
Military Department	\$136,184	\$93,189	\$109,635	\$126,080	
Tourism & Recreation Department	\$86,310	\$93,189	\$109,635	\$126,080	\$6,879
Commerce Department	\$100,800	\$93,189	\$109,635	\$126,080	
Rehabilitation Services	\$80,955	\$93,189	\$109,635	\$126,080	\$12,234
Office of Personnel Management	\$80,955	\$93,189	\$109,635	\$126,080	\$12,234
Juvenile Affairs	\$96,705	\$93,189	\$109,635	\$126,080	
Environmental Quality Department	\$93,922	\$93,189	\$109,635	\$126,080	
State Bureau of Investigation	\$76,322	\$86,136	\$101,336	\$116,537	\$9,814
Commissioners of the Land Office	\$77,805	\$86,136	\$101,336	\$116,537	\$8,331
Corporation Commission	\$86,205	\$86,136	\$101,336	\$116,537	

Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Water Resources Board	\$91,455	\$86,136	\$101,336	\$116,537	
Medicolegal Investigations	\$185,955	\$160,085	\$188,336	\$216,586	
Wildlife Conservation Commission	\$116,536	\$86,136	\$101,336	\$116,537	
Securities Commission	\$137,239	\$101,438	\$119,338	\$137,239	
Indigent Defense System	\$118,191	\$101,438	\$119,338	\$137,239	
Educational Television Authority	\$64,277	\$86,136	\$101,336	\$116,537	\$21,859
Central Services	\$80,451	\$86,136	\$101,336	\$116,537	\$5,685
Turnpike Authority	\$109,200	\$86,136	\$101,336	\$116,537	
Career and Technology Education	\$112,455	\$86,136	\$101,336	\$116,537	
Office of State Finance	\$102,900	\$86,136	\$101,336	\$116,537	
Secretary of State	\$94,500	\$86,136	\$101,336	\$116,537	
Agriculture Department	\$82,005	\$86,136	\$101,336	\$116,537	\$4,131
Civil Emergency Management	\$75,705	\$80,732	\$94,979	\$109,225	\$5,027
ABLE Commission	\$75,705	\$80,732	\$94,979	\$109,225	\$5,027
Historical Society	\$83,055	\$80,732	\$94,979	\$109,225	
J.D. McCarty Children's Center.	\$75,705	\$80,732	\$94,979	\$109,225	\$5,027
Center of Science & Technology	\$91,455	\$80,732	\$94,979	\$109,225	
School of Science & Mathematics	\$75,685	\$80,732	\$94,979	\$109,225	\$5,047
Law Enforcement Education & Tng	\$73,500	\$80,732	\$94,979	\$109,225	\$7,232
Narcotics and Dangerous Drugs	\$74,100	\$80,732	\$94,979	\$109,225	\$6,632
Election Board	\$79,860	\$80,732	\$94,979	\$109,225	\$872
Conservation Commission	\$65,398	\$80,732	\$94,979	\$109,225	\$15,334
Libraries Department	\$77,805	\$80,732	\$94,979	\$109,225	\$2,927
District Attorneys Council	\$91,980	\$80,732	\$94,979	\$109,225	

Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Pardon & Parole Board	\$70,459	\$80,732	\$94,979	\$109,225	\$10,273
Arts Council	\$64,680	\$67,550	\$79,471	\$91,392	\$2,870
The University Hospital Authority	\$157,500	\$67,550	\$79,471	\$91,392	
Horse Racing Commission	\$87,255	\$67,550	\$79,471	\$91,392	
Capitol Complex and Centennial Commission	\$83,580	\$67,550	\$79,471	\$91,392	
Merit Protection Commission	\$64,470	\$67,550	\$79,471	\$91,392	\$3,080
Children & Youth Commission	\$64,470	\$67,550	\$79,471	\$91,392	\$3,080
Human Rights Commission	\$64,386	\$67,550	\$79,471	\$91,391	\$3,164
Law Enforcement Retirement	\$84,735	\$67,550	\$79,471	\$91,392	
Ethics Commission	\$84,801	\$67,550	\$79,471	\$91,392	
Oklahoma Department of Mines	\$62,370	\$67,550	\$79,471	\$91,392	\$5,180
Fire Marshal's Office	\$73,625	\$67,550	\$79,471	\$91,392	
Office of Handicapped Concerns	\$49,455	\$67,550	\$79,471	\$91,392	\$18,095
Teacher Preparation Commission	\$67,515	\$67,550	\$79,471	\$91,392	\$35
Consumer Credit	\$61,337	\$55,748	\$65,585	\$75,423	
Boll Weevil Eradication Org.	\$62,200	\$55,748	\$65,585	\$75,423	
J.M. Davis Memorial Commission	\$67,100	\$55,748	\$65,585	\$75,423	
Oklahoma Scenic Rivers Commission	\$49,078	\$55,748	\$65,585	\$75,423	\$6,670
Oklahoma Space Industry Development	\$85,155	\$55,748	\$65,585	\$75,423	
Physicians Manpower Training	\$68,540	\$55,748	\$65,585	\$75,423	
Indian Affairs Commission	\$51,555	\$46,788	\$55,044	\$63,301	
Board of Private Schools	\$44,500	\$46,788	\$55,044	\$63,301	\$2,288
Will Rogers Memorial Commission	\$79,006	\$46,788	\$55,044	\$63,301	
Total Salary Cost					\$239,079

Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Mandatory Benefit Cost					\$48,175
Total Cost					\$287,254