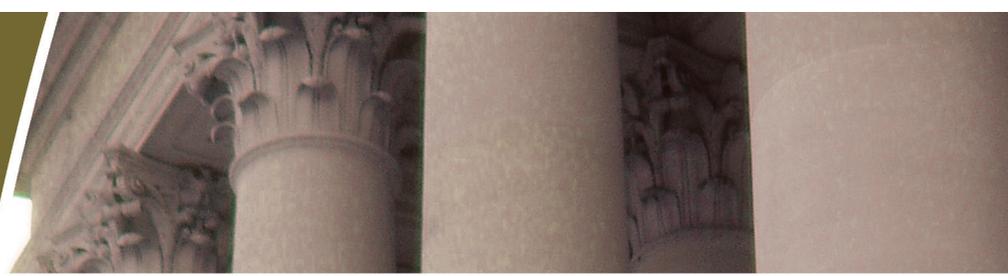
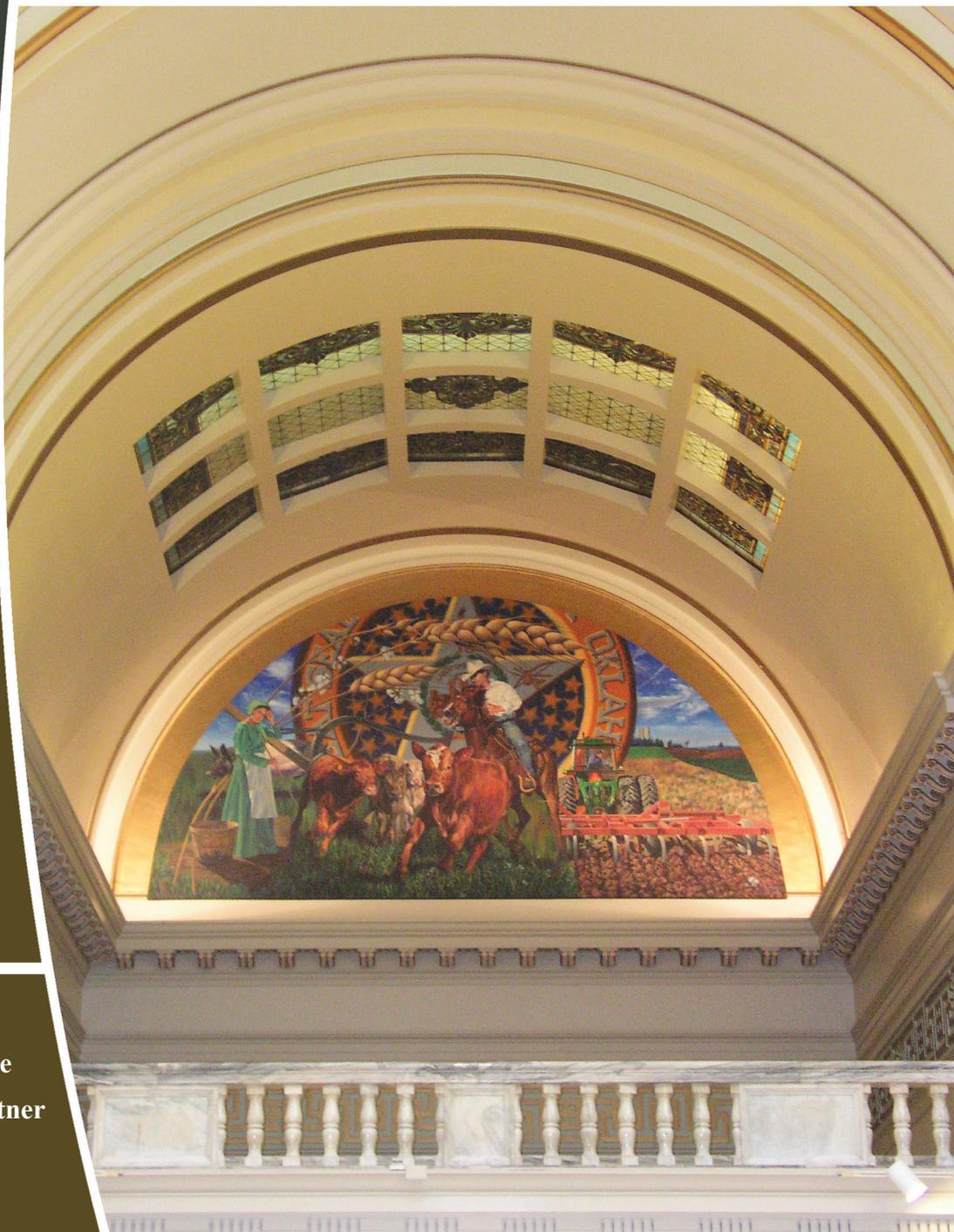


STATE OF
OKLAHOMA
OFFICE OF
PERSONNEL
MANAGEMENT



FISCAL YEAR
2009
COMPENSATION REPORT



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

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State of Oklahoma
Office of Personnel Management
**COMPENSATION
ANNUAL REPORT
FISCAL YEAR 2009**

(July 1, 2008 - June 30, 2009)

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of Human Resources and Administration

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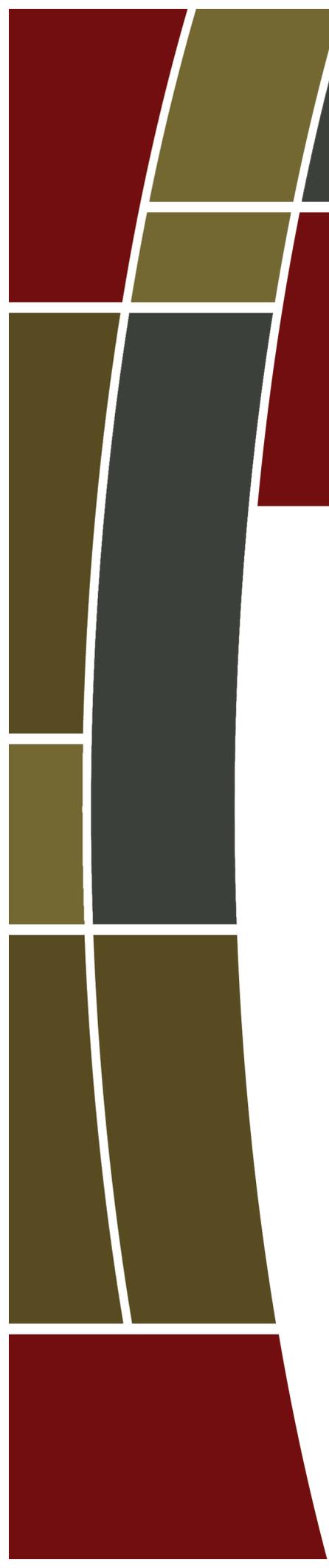
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PART I::
Executive Summary

AVERAGE SALARY COMPARISON (DIRECT COMPENSATION)

An analysis of salary survey data for 401 benchmark jobs indicates that, on average, classified employee salaries are 15.47 percent below the competitive labor market. The 401 benchmarks represent 19,447 employees, or 71 percent of classified state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

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

| Fiscal Year | State of Oklahoma [1] | Market | % Difference |
|-------------|-----------------------|-------------|--------------|
| 2009 | \$35,209.45 | \$40,655.85 | -15.47% |

[1] Includes average longevity payment.

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 displays a breakdown of the employer contributions to 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[1][2] |
|---|--------------------------------|---------------------------|
| Health Care Benefit | \$11,345.67 | \$6,246.00 |
| Annual Leave Accrual Days | 20 | 19 |
| Sick Leave Accrual Days | 15 | 11 |
| Paid Holidays | 10 | 12 |
| Defined Benefit Retirement Plan (employer contribution) | \$5,105.37 | \$5,033.00 |
| Defined Contribution Retirement Plan | \$300.00 | \$2,350.00 |
| Social Security | 7.65% | 7.65% |
| Worker's Compensation & Unemployment Insurance | 1.0% | 1.0% |

[1] Source: 2009/2010 Watson Wyatt Survey Report on Employee Benefits.

[2] Includes only those employers that offer a Defined Benefit Retirement Plan.

EMPLOYEE TURNOVER

The overall turnover rate among classified employees in FY 2009 was 13.2 percent and the voluntary rate was 10.4 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2009 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate decreased from the previous fiscal year. Table 3 below represents the turnover rates (overall and voluntary) of the past nine fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2009

| Year | Overall Turnover Rate | Voluntary Turnover Rate |
|------|-----------------------|-------------------------|
| 2009 | 13.2% | 10.4% |
| 2008 | 14.1% | 11.7% |
| 2007 | 13.9% | 11.6% |
| 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

Results of the 2009 Annual Compensation Report indicate that the state’s classified pay rates are 15.47 percent below the market pay rates for comparable benchmark jobs, which is a very slight improvement from the market deficit of 16.12 percent identified in the 2008 Report. Also, both voluntary and involuntary turnover percentages this year are slightly lower than last year’s figures.

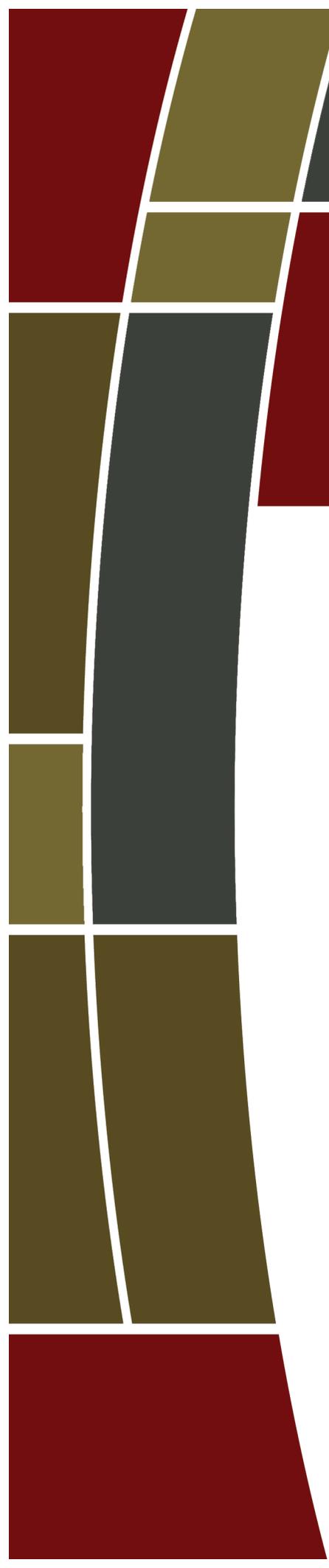
However, it would be a mistake to infer from these numbers any real improvement in the state’s competitive position in the market. In reality, the economic recession which has gripped the country throughout this past year appears to have caused employers to be very conservative in awarding pay increases, which in turn has contributed to a slowing of pay growth in the market. This has had the effect of keeping state classified pay from losing ground in its relationship with the market this year, in spite of the fact that state employees did not receive a general pay increase. Moreover, business closings and employee layoffs associated with the recession were likely major contributors to the reduction in state employee turnover this past year, as employees perceived diminished job opportunities in the market.

Although current revenue shortfalls and the likelihood of the continuation of those shortfalls in the foreseeable future have severely restricted the state from taking any meaningful steps this year to improve its competitive position in the market, the state cannot afford to be complacent and must be prepared to address pay concerns when funds are available.

State Minimum Wage: The elimination of the indexing component in the state minimum wage is the focus of our recommendations this year, since indexing has served to create an unfunded and unpredictable financial liability for state agencies each year as the poverty index inexorably moves upward. Moreover, as the minimum wage increases the pay of those whose pay falls below the minimum level each year and the pay of other employees remains stagnant, pay differences that were intended to recognize tenure, performance, or complexity of duties are eroded, forcing agencies to provide additional pay increases to remedy the situation.

Total Compensation Statement: In the spring of 2009, the State provided each employee with a Total Compensation Statement. This statement, which was modeled after similar documents provided by many employers in both the private and public sector, provides each employee with a complete picture of the full value of their compensation package with the State, including both direct (cash) and indirect (benefits) components. We believe this statement serves as an excellent retention tool for State agencies as they compete for talent with other employers in the labor market. Accordingly, we recommend that the State continue to provide these statements to all employees on an annual basis.

We recommend that the indexing feature be deleted from the statute and that the minimum wage remain at \$8.80 per hour. This minimum wage level can be monitored and be revised in conjunction with overall pay increases to address market competitiveness.



PART II::
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 2009 Annual Compensation Report meets this statutory requirement. 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. turnover rates by job family levels; and
- b. market relationship of all Benchmark job family levels.

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 enables trending of the data and the identification of areas of concern.

PURPOSE AND SCOPE OF COMPENSATION REPORT

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 71 percent of all state employees, compare with the relevant labor market. Survey sources used for this year’s salary and benefit analysis are:

- 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 2009 Survey, by Compdata Surveys
- Economic Research Institute Salary Assessor
- 2009/2010 Watson Wyatt Survey Report on Employee Benefits

(See page 14 for a summary of each survey.)

2009 LEGISLATIVE COMPENSATION ACTIVITY

During the Second Regular Session of the 52nd Legislature, the most significant bill from a compensation standpoint was HB 1111. This bill amends OS 62:7.6 Payroll fund and payrolls to require the Office of State Finance by July 1, 2010 to make available to all state employees a centralized web-based system to access their personal employment and compensation-related information. The bill also permits state agencies that are converting to a bi-weekly or multi-monthly payroll to establish a conversion bank for their employees. An agency must provide notice of a conversion six months prior so that an employee may accumulate funds up to a maximum of 80 hours of earned annual leave, sick leave (up to 40 hours) and compensatory time (if the agency normally provides compensatory time). During the six months prior to the conversion, new hires shall be placed on biweekly or supplemental payroll. This bill was effective May 27, 2009.

TOTAL COMPENSATION STATEMENT

On November 3, 2008, the Governor issued Executive Order 2008-47, which directed the Office of Personnel Management, working with the Employees Benefits Council, the Office of State Finance, the Oklahoma Public Employees Retirement System and the other retirement systems, to develop a total compensation “report card” personalized for each employee, reflecting the value of the cash compensation and benefits State employees receive. A working group of representatives from the aforementioned agencies was assembled in December of 2008, and the group met on several occasions over the next three months to design the statement and develop the process for producing it for nearly 40,000 state employees.

The resulting document (see attachment in the appendix) provides information on the cost to the state of the employee’s base salary, annual longevity payment, benefit allowance, retirement contribution, and the statutory benefits of social security, unemployment insurance premiums, and workers’ compensation premiums. These amounts are then totaled to give the employee an appreciation for the

state’s investment in the employee’s total compensation package. The statement provides a separate valuation of the employee’s annual time off benefits (annual leave, sick leave and holidays) based on the employee’s current hourly rate. Additionally, narratives are provided on insurance and retirement benefits, to give employees a better appreciation for those programs.

The statements were distributed in late April of last year, and positive feedback on them was received from both employees and managers.

NOTE ON ECONOMIC CONDITIONS

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 6.7 percent as of September 2009, which represents an increase from 4.0 percent one year ago. Unemployment in the City of Oklahoma City increased from 3.7 percent in September 2008 to 5.9 percent in September of 2009. The Manpower Employment Outlook Survey reported in September that 13 percent of employers in the Southern Region, which includes Oklahoma, projected an increase in hiring activity for the fourth quarter of 2009 and 13 percent projected a decrease – resulting in a Net Employment Outlook of 0%. These hiring projections are significantly weaker when compared with a year ago at this same time. Inflation was non-existent, with the national Consumer Price Index decreasing 1.4 percent from September 2008 to September 2009.

From a compensation standpoint, WorldatWork, in its 2009-10 Salary Budget Survey, reported that salary increases fell below projected results in 2009, which may be the result of economic decline. WorldatWork is the leading not-for-profit professional association in compensation, benefits and total rewards. As shown in Table 4 below, all categories of employees are actually receiving increases in 2009 that are below those projected for 2009. The survey projects levels for 2010 that are comparable to those reported in 2009.

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

| | Actual 2007 | Projected 2008 | Actual 2008 | Projected 2009 | Actual 2009 | Projected 2010 |
|--|----------------|-------------------|----------------|-------------------|----------------|-------------------|
| Nonexempt Hourly Nonunion Employees | 3.8% | 3.9% | 3.9% | 3.8% | 3.2% | 3.2% |
| Nonexempt Salaried Employees | 3.9% | 3.9% | 3.9% | 3.8% | 3.2% | 3.2% |
| Exempt Salaried Employees | 4.0% | 4.0% | 4.0% | 3.9% | 3.2% | 3.2% |
| Officers/Executives | 4.2% | 4.1% | 4.2% | 4.1% | 3.5% | 3.3% |

FY 2010 BUDGET OVERVIEW

In preparing the FY 2010 budget last spring, the Legislature faced one of the largest revenue reductions in state history. Revenue certification estimates indicated a \$612 million or 8.7% decrease in tax collections for the upcoming fiscal year. This was a 6.68 percent decrease from the FY 2009 budget. The standard budget cut for FY 2010 was 7%. No state agencies took larger than a 7% net cut including state funds and federal stimulus dollars.

Over the next two years, the State of Oklahoma will receive almost \$2.6 billion in American Recovery and Reinvestment Act (ARRA) Funds. Of those federal stabilization and discretionary funds the Legislature used \$641 million to help mitigate budget cuts for FY 2010.

When stimulus funds from the ARRA were factored in, the July 1 picture of the budget changed significantly from the certification estimate. Instead of a 6.7% reduction, the state saw a 2.4% increase for the fiscal year. Stabilization funds for Common Education, Higher Education and Medicaid made up the \$641 million difference between the amount certified for FY10 - \$6,589.8 billion and the final FY 2010 Appropriation of \$7,230.8 billion with stimulus funds. It was anticipated that this difference could be made up in FY 2011 with the stimulus funds the Legislature held in reserve, if state revenues were to improve dramatically over the next two years to fill the gap that would occur in FY 2012.

However, as monthly collections of state revenues continue to come in at 20% or more below the estimates for FY 2010, a 5% reduction imposed on all state agencies in August will continue through the rest of the fiscal year. Without a significant increase in revenues, agencies are being asked to plan for additional cuts of 5-10%.

PAY MOVEMENT MECHANISM USAGE

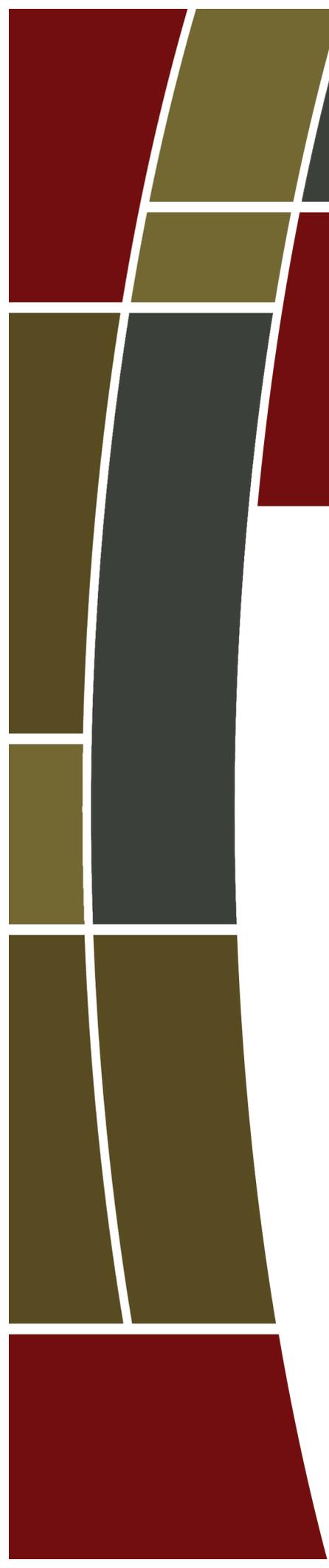
O.S. Title 74, Section 840-2.17 provides agencies with the authority to directly impact the pay of classified and unclassified employees under their purview through the use of a variety of pay movement mechanisms (PMMs).

A review of the pay movement mechanism usage and cost reveals a total of 69 agencies spent approximately \$28.3 million in Calendar Year 2008 through pay movement mechanisms for 15,767 employees.

The totals for CY 2008 reveal a 545.66 percent increase in cost from 2007, in which approximately \$4.34 million was spent on pay movement mechanisms for 7,281 employees.

Table 5: PMM Costs - CY 2004 - CY 2008

| Pers. Action | PMM Title | 2004 | 2005 | 2006 | 2007 | 2008 |
|---------------------|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| C05 | LATERAL TRANSFER | \$105,687.57 | \$87,412.86 | \$105,349.16 | \$23,073.10 | \$219,374.83 |
| C16 | CAREER PROGRESSION | \$2,472,947.64 | \$1,933,178.36 | \$3,100,907.34 | \$1,439,820.06 | \$5,832,430.39 |
| C20 | PERFORMANCE-BASED ADJUSTMENT | \$754,155.92 | \$1,201,515.89 | \$841,769.88 | \$492,040.48 | \$965,034.00 |
| C26 | COMPLETION OF PROB/TRIAL PERIOD | \$311,416.85 | \$447,095.23 | \$473,331.17 | \$124,313.29 | \$827,114.12 |
| C28 | EQUITY ADJUSTMENT | \$819,834.29 | \$704,417.54 | \$811,140.03 | \$446,857.75 | \$4,665,221.00 |
| C29 | SKILL-BASED PAY ADJUSTMENT | \$96,516.23 | \$200,681.62 | \$95,944.54 | \$225,856.57 | \$204,555.25 |
| C45 | MARKET ADJUSTMENT | \$2,378,055.63 | \$602,994.86 | \$3,560,350.93 | \$1,590,758.06 | \$15,325,497.18 |
| Grand Total: | | \$6,938,614.13 | \$5,177,296.36 | \$8,988,793.06 | \$4,342,719.31 | \$28,039,226.77 |



PART III::
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 and benefit analysis in this report:

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 136 of our benchmark jobs. Salary data is current as of July 2009.

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 86 of our benchmark jobs. Salary data is current as of July 2009.

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 were collected from 119 organizations employing 22,531 workers in the State of Oklahoma. The salary portion of the survey covered 88 of our benchmark jobs. Salary data is current as of July 2009.

Oklahoma Hospital Association: This salary survey is conducted biannually by the Oklahoma Hospital Association. Sur-

veys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 58 of our benchmark jobs. Salary data is current as of July 2009.

Compensation Data 2009: 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 73 of our benchmark jobs. Salary figures are from April 2009, but to maintain consistency, the salaries are aged .75 percent according to employment cost increases to reflect the equivalent of July data.

Economic Research Institute (ERI) Salary Assessor 2009: This software program developed by ERI reports current competitive wage, salary, and incentive survey data for over 5,000 jobs. Analyses are derived from millions of data points gathered from 2,975 annual survey sources that include loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country. The salary portion of this survey covered 282 of our benchmark jobs. Salary data is current as of July 2009.

2009/2010 Watson Wyatt Survey Report on Employee Benefits: This national benefit survey is conducted by Watson Wyatt, and consists of responses from 406 organizations. A regional cut of responses was used in the benefit analysis of this report.

This year, the state's 401 benchmark comparisons represented 19,447 employees, or 71 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 market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources.

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.

BENEFITS

State benefits will be compared with the market in the following areas:

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.

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.

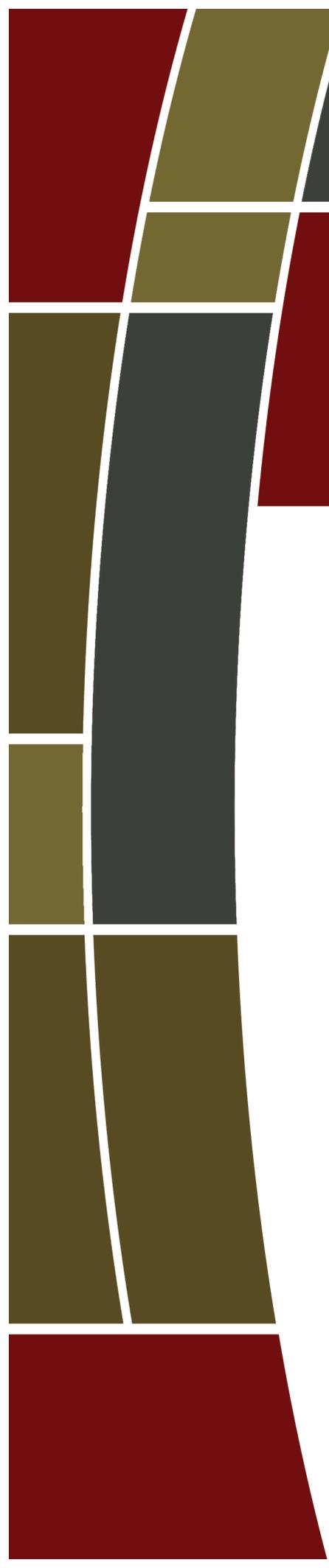
The following turnover analyses are included in this year's report:

- Turnover rates for each job family level. See Table A3 in the appendix.
- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model.² Below are the steps of the costing model:

- A. Classified benchmark average salary
- 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: $(E \div 12) (X) C (X) 50\%$ ³
- G. Annual turnover cost for the state: (Multiply F X D)

² Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87

³ Assumes 50 percent productivity throughout first year (E).



PART IV::
Analysis

CLASSIFIED EMPLOYEE BENCHMARK JOB AVERAGE SALARY COMPARISON

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 15.47 percent below the competitive labor market. Table 6 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. Table A1 in the Appendix identifies the benchmark job family levels and their relationship to the market. Table A2 in the Appendix displays how overall classified salaries in individual agencies compare to the market.

Table 6: Employee Average Salary Comparison

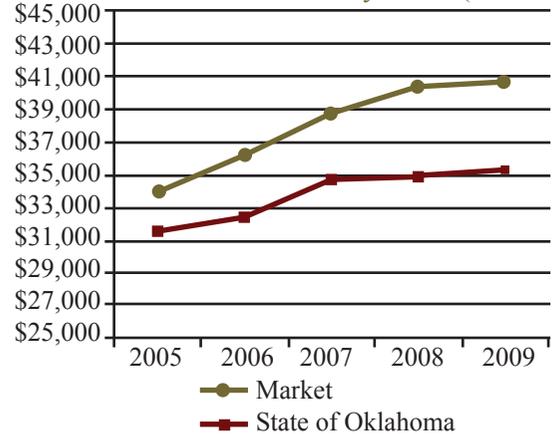
| Fiscal Year | State of Oklahoma | Market | % Difference |
|-------------|-------------------|-------------|--------------|
| 2009 | \$35,209.45 | \$40,655.85 | -15.47% |

A review of market and state average salary growth from 2005 to the present (see Table 7 and Figure 1) reveals the pay relationship over the last five years.

Table 7: Market Comparison Trend (2005-2009)

| Year | State of Oklahoma | Market | % Difference |
|------|-------------------|----------|--------------|
| 2009 | \$35,209 | \$40,656 | -15.47% |
| 2008 | \$34,868 | \$40,490 | -16.12% |
| 2007 | \$34,714 | \$38,897 | -12.05% |
| 2006 | \$32,427 | \$36,315 | -11.99% |
| 2005 | \$31,518 | \$34,102 | -8.20% |

Figure 1: Oklahoma vs. Market Pay Trend (2005-2009)



It is clear that the lack of regular general pay increases over the past several years (see Table 8 below) has caused the state's market position to significantly deteriorate. The recent economic decline has slowed salary growth in the market which in turn led to a slight narrowing of the pay gap between 2008 and 2009.

Table 8: Oklahoma General Pay Increase History

| Appropriation Bills | Effective Fiscal Year | Pay Increase Allocated for Classified Employees | Effective Date |
|---------------------|-----------------------|---|----------------|
| - | 2009 | \$0.00 | N/A |
| - | 2008 | \$0.00 | N/A |
| SB 82XX | 2007 | 5% | 10/1/2006 |
| HB 2005 | 2006 | \$700.00 | 7/1/2005 |
| HB 2005 | 2005 | \$1,400.00 | 1/1/2005 |
| - | 2004 | \$0.00 | N/A |
| - | 2003 | \$0.00 | N/A |
| - | 2002 | \$0.00 | N/A |
| SB 959 | 2001 | \$2,000.00 | 10/1/2000 |
| - | 2000 | \$0.00 | N/A |

MINIMUM WAGE FOR STATE EMPLOYEES

The current state employee minimum wage is established in the Oklahoma Statutes in Title 74, Section 2.16. For the past three years, this statutory minimum has been indexed to the Federal poverty guideline for a three-person household and increased each year as that guideline amount increased. Since 1996, the Federal poverty guideline for a three-person household has increased an average of 2.7% per year. Over that 14-year period, the guideline has increased a total of 41 percent.

The fact that the minimum wage increases each year creates a number of serious issues for the overall state compensation program:

- It requires the State to annually adjust the pay of all employees whose salaries are below the new minimums. In 2008 and 2009, the cost of such adjustments to State appropriated funds was approximately **\$168,000 and \$518,000**, respectively, while in 2010, the cost is estimated to be approximately **\$332,000⁴**. This is an unfunded mandate whose magnitude is unpredictable; and many of the larger agencies, such as the Department of Mental Health and Substance Abuse Services which has a large population of lower paid Patient Care Assistants, are severely impacted by it.
- Each year, the minimums of those classified pay bands that are impacted (currently the lowest five pay bands) must be increased to maintain parity with the guideline. To preclude the affected pay bands from being too narrow, the entire classified pay structure must ultimately be adjusted, which results in additional cost to state agencies in raising employees above the minimums of the pay bands.
- Of particular concern to the agencies is the pay compression caused by a constantly increasing minimum wage. As the minimum wage increases and agencies adjust the pay of employees who were at or near the previous minimum wage, the differences in pay between those employees and more senior employees and those in higher pay bands is reduced, creating severe morale problems and forcing agencies to provide additional pay increases to remedy the compression. This consequence of the indexing puts further strains on agencies to retain employees as well as address payroll demands on budgets.
- The state employee minimum wage is now 21% higher than the current Federal minimum wage (See Table 9, below) and is higher than the minimum wage in any other state in the union, notwithstanding the fact that our state average salary is among the lowest of all the states.

Table 9: State and Federal Minimum Wage Comparisons

| | 7/1/2008 | 7/1/2009 |
|---|----------|----------|
| State of Oklahoma Employee Minimum Wage | \$8.46 | \$8.80 |
| Federal Minimum Wage | \$6.55 | \$7.25 |

To address this unfunded and unpredictable mandate, the Office of Personnel Management has repeatedly recommended in its annual Compensation Report that the indexing feature be deleted from O.S. 74: 840-2.16 and that the minimum wage remain at \$8.80 per year. The minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness.

⁴ Senate Bill 551, which was passed in the 2009 Legislative Session, removed temporary employees from coverage of the state minimum wage; consequently, the cost estimate for 2010 is lower than that for 2009.

AGENCY DIRECTOR SALARY STRUCTURE

In any analysis of state pay, it is 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 usually serves as a barrier to salary growth of subordinate managers and employees.

A 2001 study of agency director salaries found several significant problems, including the following:

- Widely varying salaries, with little or no relationship between pay and the size of the job
- Lack of a clear pay philosophy or strategy
- A significant lag between current pay levels and the market

To remedy these problems, OPM has consistently recommended the establishment of a formal salary structure for agency director jobs. A formal structure would provide the following advantages to the state:

- A clear relationship between pay and the magnitude and content of the job
- A methodology for making pay decisions in a systematic way, consistent with a market pay strategy
- A perception of pay equity among incumbents of agency director jobs, contributing to improved job and pay satisfaction

Although a statutory pay structure was established in 2004, it applied only to nonappropriated agency directors. The cost of including all agency directors in this structure and updating the salary ranges consistent with market pay growth is displayed in Table A4 in the Appendix.

BENEFITS ANALYSIS

State Benefit Package:

Insurance Benefit Contribution -- The average amount that the State of Oklahoma contributed to employees for insurance was \$945.47 per month, or 32.22 percent of the average benchmark salary (including longevity).

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. The average years of service is 11.26 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan -- During FY 2009 the state contributed 14.5 percent of employees' salary.

Defined-Contribution Retirement Plan -- For each participating 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 cost of employee participation in these programs. Because the method of payment and actual costs can vary by agency and occupation, a one percent figure was used as a reasonable estimate of the costs associated with these programs.

Market Benefit Package:

Insurance Benefit Contribution -- The market amount contributed to employee health benefits was computed by using the 2009/2010 Watson Wyatt Survey Report on Employee Benefits. The average amount that the market contributed to employees for Insurance was \$520.50 per month.

Paid Leave -- The average employer offered 12 paid holidays. For sick leave, market employees with 10 or more years of service accrue an average of 11 days each year. Also, market employees earn an average of 18 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 2009/2010 Watson Wyatt Survey Report on Employee Benefit, and the average contribution only includes those companies that offer such a plan. The average yearly contribution is \$5,033.00 per employee.

Defined-Contribution Retirement Plan -- The market input to a Defined-Contribution Retirement Plan was gathered from the 2009/2010 Watson Wyatt Survey Report on Employee Benefits, and the average contribution only includes those companies that offer such a plan. The average yearly contribution is \$2,350.00 per employee.

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 one percent of salary toward mandatory employees' workers' compensation insurance and unemployment.

The following table compares the details of the State of Oklahoma’s benefit package with those of the market.

Table 10: Vacation Days/Sick Days

| Timeframe | Vacation Days/Annual Leave [1] | | Sick Days/Sick Leave [2] | |
|-------------------------------|--------------------------------|--------|--------------------------|--------|
| | State of Oklahoma | Market | State of Oklahoma | Market |
| Number of days after 1 year | 15 | 11 | 15 | 11 |
| Number of days after 5 years | 18 | 14 | 15 | 11 |
| Number of days after 10 years | 20 | 18 | 15 | 11 |
| Number of days after 20 years | 25 | 21 | 15 | 11 |

RETIREMENT PLANS

Below are characteristics of employer sponsored retirement plans in the competitive labor market:

- 43.5 percent of the organizations provide a defined benefit plan.
- 96.6 percent of the organizations provide a defined contribution plan.
- 90.7 percent of the organizations provide a dollar or a percentage match to the employee’s defined contribution plan.

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 11 below displays a breakdown of the employer benefits of the state’s package compared to those of the external labor market. The percentages in the table indicate the employers’ contribution in relation to the respective average base salary.

Table 11: Average Employee Benefit Comparison

| | State of Oklahoma Contribution | Market Contribution[3] |
|--|--------------------------------|------------------------|
| Health Care Benefit | \$11,345.67 | \$6,246.00 |
| Annual Leave Accrual Days | 20 | 19 |
| Sick Leave Accrual Days | 15 | 11 |
| Paid Holidays | 10 | 12 |
| Defined Benefit Retirement Plan (employer contribution)[4] | \$5,105.37 | \$5,033.00 |
| Defined Contribution Retirement Plan | \$300.00 | \$2,350.00 |
| Social Security | 7.65% | 7.65% |
| Worker’s Compensation & Unemployment Insurance | 1.0% | 1.0% |

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.

[1] 67.7 percent of organizations responding allow some form of annual leave/vacation accrual carryover from year to year.

[2] 73.5 percent of organizations responding allow some form of sick leave accrual carryover from year to year

[3] Source: 2009/2010 Watson Wyatt Survey Report on Employee Benefits

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

TURNOVER ANALYSIS

Table 12 displays the overall and voluntary turnover rates for the state's classified work force. The overall rate decreased from the previous year's rate of 14.1 percent to 13.2 percent, and the voluntary rate decreased from 11.7 percent to 10.4 percent.

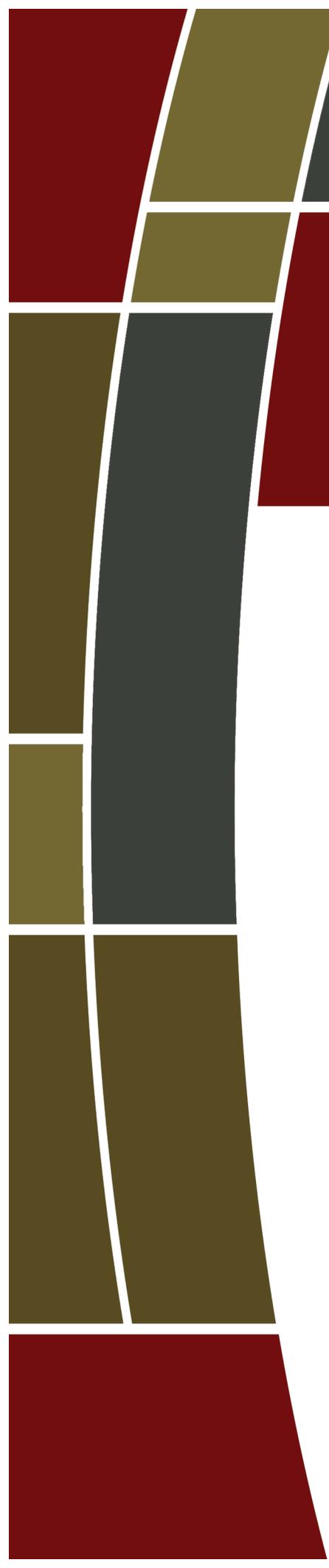
Table 12: FY 2009 State Classified Employee Turnover

| FY 09 State Classified Employee Turnover | |
|--|--------|
| Employees as of 7/1/09 | 27,122 |
| Resignations | 2,052 |
| Retirements | 761 |
| Discharges | 688 |
| Deaths | 92 |
| Overall Turnover Rate | 13.2% |
| Voluntary Turnover Rate | 10.4% |

A list of job families with turnover rates is included in Table A3 in the Appendix). During FY 2009, the turnover cost for the classified workforce was \$76,921,485 million. As indicated in the methodology section, this figure was based on a conservative costing model.⁵ Below is the calculation using the actual salary and demographic figures:

| | |
|---|--------------|
| A. Average classified salary for the state (including average longevity pay): | \$35,209 |
| B. Percentage of pay for benefits times annual pay: 55.33% (X) \$35,209= | \$19,481 |
| C. \$35,209 + 19,481 = | \$54,690 |
| D. Number of Voluntary Separations: | 2,813 |
| E. Amount of time an employee becomes fully productive: | 12 months |
| F. Per person turnover cost: (12÷12) (X) \$53,609.55 (X) 50% = | \$27,345 |
| G. Annual turnover cost for the state: (\$26,804.78 X 3,161) = | \$76,921,485 |
| Total Turnover Cost: \$76,921,485 | |

⁵ Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87



PART V::
Recommendations

COMPENSATION

Results of the 2009 Annual Compensation Report indicate that the state's classified pay rates are 15.47 percent below the market pay rates for comparable benchmark jobs, which is a very slight improvement from the market deficit of 16.12 percent identified in the 2008 Report. Also, both voluntary and involuntary turnover percentages this year are slightly lower than last year's figures.

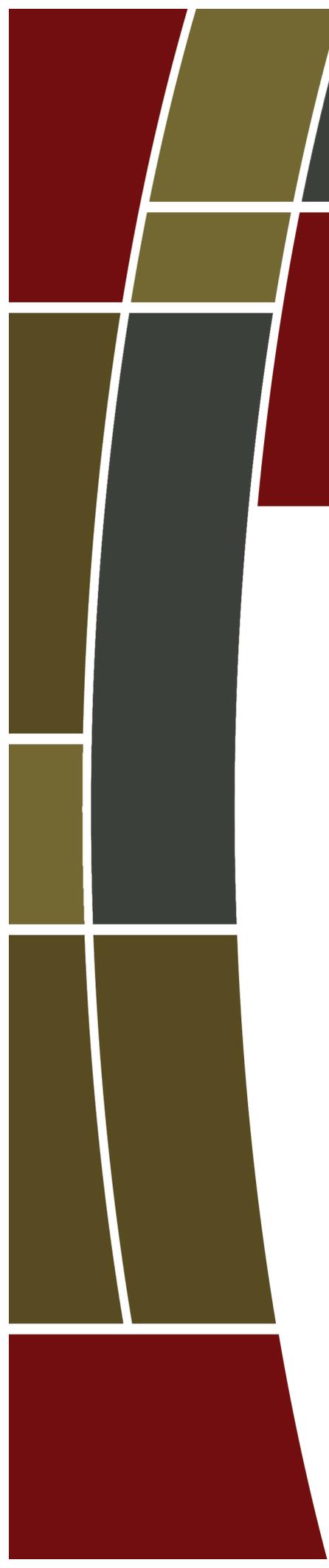
However, it would be a mistake to infer from these numbers any real improvement in the state's competitive position in the market. In reality, the economic recession which has gripped the country throughout this past year appears to have caused employers to be very conservative in awarding pay increases, which in turn has contributed to a slowing of pay growth in the market. This has had the effect of keeping state classified pay from losing ground in its relationship with the market this year, in spite of the fact that state employees did not receive a general pay increase. Moreover, business closings and employee layoffs associated with the recession were likely major contributors to the reduction in state employee turnover this past year, as employees perceived diminished job opportunities in the market.

Although current revenue shortfalls and the likelihood of the continuation of those shortfalls in the foreseeable future have severely restricted the state from taking any meaningful steps this year to improve its competitive position in the market, the state cannot afford to be complacent and must be prepared to address pay concerns when funds are available.

State Minimum Wage --The elimination of the indexing component of the state minimum wage is the focus of our recommendations this year, since indexing has served to create an unfunded and unpredictable financial liability for state agencies each year as the poverty index inexorably moves upward. Moreover, as the minimum wage increases the pay of those whose pay falls below the minimum level each year and the pay of other employees remains stagnant, pay differences that were intended to recognize tenure, performance, or complexity of duties are eroded, forcing agencies to provide additional pay increases to remedy the situation.

We recommend that the indexing feature be deleted from the statute and that the minimum wage remain at \$8.80 per hour. This minimum wage level can be monitored and be revised in conjunction with overall pay increases to address market competitiveness.

Total Compensation Statement --In the spring of 2009, the State provided each employee with a Total Compensation Statement. This statement, which was modeled after similar documents provided by many employers in both the private and public sector, provides each employee with a complete picture of the full value of their compensation package with the State, including both direct (cash) and indirect (benefits) components. We believe this statement serves as an excellent retention tool for State agencies as they compete for talent with other employers in the labor market. Accordingly, we recommend that the State continue to provide these statements to all employees on an annual basis.



PART VI::
Appendix

Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET
 18 benchmarks were added this year for a total of 401 JFD's representing 19,447 state employees.

Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | Relationship to Market |
|-------------|---|------------------------|
| A10B | INSURANCE UNDERWRITER II | -17.60% |
| A11A | INSURANCE CLAIMS ADJUSTER I | 21.45% |
| A11B | INSURANCE CLAIMS ADJUSTER II | 6.04% |
| A30B | MEMBER SERVICES REPRESENTATIVE II | 1.49% |
| A30C | MEMBER SERVICES REPRESENTATIVE III | -7.00% |
| A32A | INSURANCE BENEFITS SPECIALIST I | 0.77% |
| A32B | INSURANCE BENEFITS SPECIALIST II | -5.78% |
| A40A | INSURANCE PROGRAM ADMINISTRATOR I | -32.05% |
| A40B | INSURANCE PROGRAM ADMINISTRATOR II | -42.31% |
| A40D | INSURANCE PROGRAM ADMINISTRATOR IV | -24.80% |
| B10B | INFORMATION SYSTEMS OPERATIONS SPECIALIST II | -29.77% |
| B10C | INFORMATION SYSTEMS OPERATIONS SPECIALIST III | -21.62% |
| B10D | INFORMATION SYSTEMS OPERATIONS SPECIALIST IV | -13.04% |
| B10E | INFORMATION SYSTEMS OPERATIONS SPECIALIST V | -60.00% |
| B20B | INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II | -25.28% |
| B21A | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I | -39.95% |
| B21B | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II | -46.49% |
| B21C | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III | -40.20% |
| B21D | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV | -38.72% |
| B22A | INFORMATION SYSTEMS NETWORK ADMINISTRATOR I | 2.30% |
| B22B | INFORMATION SYSTEMS NETWORK ADMINISTRATOR II | -43.26% |
| B22C | INFORMATION SYSTEMS NETWORK ADMINISTRATOR III | -46.59% |
| B23A | INFORMATION SYSTEMS NETWORK TECHNICIAN I | -34.54% |
| B30A | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I | -32.44% |
| B30B | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II | -33.71% |
| B30C | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III | -30.32% |
| B30D | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV | -37.86% |
| B31A | INFORMATION SYSTEMS MANAGER I | -52.89% |
| B31B | INFORMATION SYSTEMS MANAGER II | -36.44% |
| B31C | INFORMATION SYSTEMS MANAGER III | -37.69% |
| B32A | INFORMATION SYSTEMS ADMINISTRATOR I | -46.57% |
| B32B | INFORMATION SYSTEMS ADMINISTRATOR II | -42.03% |
| B32C | INFORMATION SYSTEMS ADMINISTRATOR III | -33.11% |
| B40A | INFORMATION SYSTEMS PLANNING SPECIALIST I | -5.57% |
| B40B | INFORMATION SYSTEMS PLANNING SPECIALIST II | -8.93% |
| B40C | INFORMATION SYSTEMS PLANNING SPECIALIST III | -53.77% |
| B40D | INFORMATION SYSTEMS PLANNING SPECIALIST IV | -35.91% |
| B51A | INFORMATION SYSTEMS APPLICATIONS SPECIALIST I | -28.93% |
| B51B | INFORMATION SYSTEMS APPLICATIONS SPECIALIST II | -30.83% |

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|-------------|---|------------------------|
| B51C | INFORMATION SYSTEMS APPLICATIONS SPECIALIST III | -55.32% |
| B51D | INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV | -42.30% |
| B52B | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II | -39.92% |
| B52C | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST III | -34.52% |
| B52D | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV | -33.71% |
| C10A | CIVIL RIGHTS ADMINISTRATOR I | -31.46% |
| C10C | CIVIL RIGHTS ADMINISTRATOR III | -43.68% |
| C30A | HUMAN RESOURCES ASSISTANT I | -11.14% |
| C31A | HUMAN RESOURCES MANAGEMENT SPECIALIST I | -18.22% |
| C31B | HUMAN RESOURCES MANAGEMENT SPECIALIST II | -28.60% |
| C31C | HUMAN RESOURCES MANAGEMENT SPECIALIST III | -57.03% |
| C32A | HUMAN RESOURCES PROGRAMS MANAGER I | -46.17% |
| C32C | HUMAN RESOURCES PROGRAMS MANAGER III | -35.73% |
| C33A | HUMAN RESOURCES PROGRAMS DIRECTOR I | -74.96% |
| C33B | HUMAN RESOURCES PROGRAMS DIRECTOR II | -91.93% |
| C41A | TRAINING SPECIALIST I | -20.09% |
| C41B | TRAINING SPECIALIST II | -39.74% |
| C41C | TRAINING SPECIALIST III | -35.64% |
| C42B | VIDEO PRODUCTION SPECIALIST II | -20.33% |
| D12A | AUDITOR I | -63.95% |
| D12B | AUDITOR II | -39.61% |
| D12C | AUDITOR III | -64.45% |
| D12D | AUDITOR IV | -68.73% |
| D14A | ACCOUNTANT I | -20.14% |
| D14B | ACCOUNTANT II | -17.50% |
| D14C | ACCOUNTANT III | -23.27% |
| D14D | ACCOUNTANT IV | -20.73% |
| D20B | BUDGET ANALYST II | -27.99% |
| D20D | BUDGET ANALYST IV | -40.05% |
| D30A | BUSINESS MANAGER I | -7.59% |
| D30B | BUSINESS MANAGER II | -12.93% |
| D30C | BUSINESS MANAGER III | -60.05% |
| D33A | FINANCIAL MANAGER/COMPTROLLER I | -15.57% |
| D33B | FINANCIAL MANAGER/COMPTROLLER II | -51.08% |
| D33D | FINANCIAL MANAGER/COMPTROLLER IV | -33.84% |
| D50A | ACCOUNTING TECHNICIAN I | -21.86% |
| D50B | ACCOUNTING TECHNICIAN II | -10.54% |
| D50C | ACCOUNTING TECHNICIAN III | -18.73% |
| D50D | ACCOUNTING TECHNICIAN IV | -33.43% |

Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET
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|-------------|---|------------------------|
| D54A | CONSUMER CREDIT EXAMINER I | -45.94% |
| E12A | ADMINISTRATIVE PROGRAMS OFFICER I | 5.59% |
| E12D | ADMINISTRATIVE PROGRAMS OFFICER IV | -37.95% |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I | -16.94% |
| E13B | CUSTOMER SERVICE REPRESENTATIVE II | -10.50% |
| E13C | CUSTOMER SERVICE REPRESENTATIVE III | -15.24% |
| E14A | COURT REPORTER I | 12.58% |
| E16A | ADMINISTRATIVE TECHNICIAN I | -12.79% |
| E16B | ADMINISTRATIVE TECHNICIAN II | -11.71% |
| E16C | ADMINISTRATIVE TECHNICIAN III | -4.68% |
| E16D | ADMINISTRATIVE TECHNICIAN IV | -23.33% |
| E17A | ADMINISTRATIVE ASSISTANT I | -12.82% |
| E17B | ADMINISTRATIVE ASSISTANT II | -16.40% |
| E19A | MEDICAL TRANSCRIPTIONIST I | -49.43% |
| E20A | LIBRARY TECHNICIAN I | 3.42% |
| E20B | LIBRARY TECHNICIAN II | -1.08% |
| E20C | LIBRARY TECHNICIAN III | 3.29% |
| E21A | LIBRARIAN I | -38.31% |
| E21B | LIBRARIAN II | -2.86% |
| E21C | LIBRARIAN III | -9.53% |
| E21D | LIBRARIAN IV | -18.24% |
| E22A | ADMINISTRATIVE LIBRARIAN I | -21.06% |
| E22B | ADMINISTRATIVE LIBRARIAN II | -37.84% |
| E24A | SECRETARY I | 4.55% |
| E24B | SECRETARY II | 0.22% |
| E24C | SECRETARY III | -25.86% |
| E24E | SECRETARY V | -20.87% |
| E25B | LEGAL SECRETARY II | -28.22% |
| E31B | ADMINISTRATIVE HEARING OFFICER II | -33.97% |
| E33B | BINDERY WORKER II | -8.30% |
| E33C | BINDERY WORKER III | -26.77% |
| E34B | OFFSET PRESS OPERATOR II | -11.21% |
| E34C | OFFSET PRESS OPERATOR III | -12.90% |
| E35C | DUPLICATING EQUIPMENT OPERATOR III | 5.75% |
| E35D | DUPLICATING EQUIPMENT OPERATOR IV | -34.08% |
| E37A | REPRODUCTION SERVICES MANAGER I | -8.17% |
| E41B | ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II | -11.09% |
| E41C | ARCHIVIST/RECORDS MANAGEMENT SPECIALIST III | -24.16% |
| E43A | GRAPHIC ARTIST I | 5.74% |

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|-------------|--|------------------------|
| E43B | GRAPHIC ARTIST II | -18.52% |
| E43C | GRAPHIC ARTIST III | -10.22% |
| E44B | PUBLIC INFORMATION OFFICER II | -14.14% |
| E44C | PUBLIC INFORMATION OFFICER III | -69.00% |
| E45A | PUBLIC INFORMATION MANAGER I | -124.32% |
| E45B | PUBLIC INFORMATION MANAGER II | -105.69% |
| E46A | STATISTICAL RESEARCH SPECIALIST I | -2.64% |
| E46B | STATISTICAL RESEARCH SPECIALIST II | -35.41% |
| E46C | STATISTICAL RESEARCH SPECIALIST III | -83.97% |
| E48C | PLANNING COORDINATOR III | -25.34% |
| E49A | MANAGEMENT ANALYST I | -47.50% |
| E50A | PHOTOGRAPHER I | -30.22% |
| E55A | CUSTOMER ASSISTANCE REPRESENTATIVE I | -7.23% |
| E55B | CUSTOMER ASSISTANCE REPRESENTATIVE II | 2.94% |
| E55C | CUSTOMER ASSISTANCE REPRESENTATIVE III | -5.03% |
| E55D | CUSTOMER ASSISTANCE REPRESENTATIVE IV | -21.97% |
| F10A | CONTRACTING AND PROCUREMENT OFFICER I | 1.04% |
| F10C | CONTRACTING AND PROCUREMENT OFFICER III | -5.38% |
| F10D | CONTRACTING AND PROCUREMENT OFFICER IV | -32.40% |
| F14A | CONTRACTING AND ACQUISITIONS AGENT I | -10.70% |
| F14B | CONTRACTING AND ACQUISITIONS AGENT II | -18.72% |
| F14C | CONTRACTING AND ACQUISITIONS AGENT III | -50.78% |
| F14D | CONTRACTING AND ACQUISITIONS AGENT IV | -79.68% |
| F15A | CONTRACTING AND ACQUISITIONS ADMINISTRATOR I | -38.48% |
| F20A | MATERIEL MANAGEMENT SPECIALIST I | -5.74% |
| F20B | MATERIEL MANAGEMENT SPECIALIST II | -2.82% |
| F20C | MATERIEL MANAGEMENT SPECIALIST III | -26.67% |
| F20D | MATERIEL MANAGEMENT SPECIALIST IV | -42.54% |
| F21A | MATERIEL MANAGEMENT OFFICER I | -98.29% |
| F21B | MATERIEL MANAGEMENT OFFICER II | -109.67% |
| F31B | REAL ESTATE MANAGEMENT SPECIALIST II | 26.11% |
| F36B | DIRECTOR, REAL ESTATE MANAGEMENT DIVISION II | -73.54% |
| F41A | CONSTRUCTION/MAINTENANCE TECHNICIAN I | -29.99% |
| F41B | CONSTRUCTION/MAINTENANCE TECHNICIAN II | -38.50% |
| F41C | CONSTRUCTION/MAINTENANCE TECHNICIAN III | -42.12% |
| F44A | CARPENTER I | -46.66% |
| F44B | CARPENTER II | -46.98% |
| F45A | CONSTRUCTION/MAINTENANCE ADMINISTRATOR I | -51.56% |
| F45C | CONSTRUCTION/MAINTENANCE ADMINISTRATOR III | -63.37% |

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|----------|---|------------------------|
| F45D | CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV | -46.11% |
| F46A | PAINTER I | -6.16% |
| F46B | PAINTER II | -39.02% |
| F47A | AUTOMOTIVE/ENGINE MECHANIC I | 0.89% |
| F47B | AUTOMOTIVE/ENGINE MECHANIC II | -36.13% |
| F47C | AUTOMOTIVE/ENGINE MECHANIC III | -16.63% |
| F47D | AUTOMOTIVE/ENGINE MECHANIC IV | -42.02% |
| F48A | WELDER I | -20.89% |
| F48B | WELDER II | -4.22% |
| F48C | WELDER III | -2.85% |
| F49B | PHYSICAL PLANT OPERATOR II | -38.65% |
| F49C | PHYSICAL PLANT OPERATOR III | -56.87% |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I | -6.66% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | 4.61% |
| F50D | HOUSEKEEPING/CUSTODIAL WORKER IV | -35.44% |
| F50E | HOUSEKEEPING/CUSTODIAL WORKER V | -127.37% |
| F54A | LIGHT VEHICLE DRIVER I | -31.51% |
| F56A | ELECTRONICS TECHNICIAN I | -13.93% |
| F56B | ELECTRONICS TECHNICIAN II | -33.65% |
| F69A | CHIEF ARCHITECT I | -6.82% |
| F72A | CONSTRUCTION MANAGER I | -31.66% |
| F74A | MECHANICAL SYSTEMS TECHNICIAN I | -46.60% |
| F74B | MECHANICAL SYSTEMS TECHNICIAN II | -41.79% |
| F47C | AUTOMOTIVE/ENGINE MECHANIC III | -16.63% |
| F47D | AUTOMOTIVE/ENGINE MECHANIC IV | -42.02% |
| F48A | WELDER I | -20.89% |
| F48B | WELDER II | -4.22% |
| F48C | WELDER III | -2.85% |
| F49B | PHYSICAL PLANT OPERATOR II | -38.65% |
| F49C | PHYSICAL PLANT OPERATOR III | -56.87% |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I | -6.66% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | 4.61% |
| F50D | HOUSEKEEPING/CUSTODIAL WORKER IV | -35.44% |
| F50E | HOUSEKEEPING/CUSTODIAL WORKER V | -127.37% |
| F54A | LIGHT VEHICLE DRIVER I | -31.51% |
| F56A | ELECTRONICS TECHNICIAN I | -13.93% |
| F56B | ELECTRONICS TECHNICIAN II | -33.65% |
| F69A | CHIEF ARCHITECT I | -6.82% |
| F72A | CONSTRUCTION MANAGER I | -31.66% |

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|-------------|--|------------------------|
| F74A | MECHANICAL SYSTEMS TECHNICIAN I | -46.60% |
| F74B | MECHANICAL SYSTEMS TECHNICIAN II | -41.79% |
| F74C | MECHANICAL SYSTEMS TECHNICIAN III | -43.46% |
| F74D | MECHANICAL SYSTEMS TECHNICIAN IV | -55.10% |
| F75A | ELECTRICIAN I | -20.33% |
| F75B | ELECTRICIAN II | -11.57% |
| F75C | ELECTRICIAN III | -12.13% |
| F75D | ELECTRICIAN IV | -13.60% |
| F76A | PLUMBER I | -19.47% |
| F76B | PLUMBER II | -48.23% |
| F76D | PLUMBER IV | -30.75% |
| F77A | GROUNDSKEEPER I | -6.82% |
| F77B | GROUNDSKEEPER II | -28.56% |
| F78B | EQUIPMENT OPERATOR II | -47.72% |
| F79A | LABORER I | -12.31% |
| G10A | COMMUNICATIONS OFFICER (DPS) I | -0.94% |
| G12A | CRIMINALIST I | 21.18% |
| G12C | CRIMINALIST III | 28.50% |
| G14A | DRIVER S LICENSE EXAMINER I | 15.58% |
| G15A | LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I | -36.76% |
| G16B | PHYSICAL EVIDENCE TECHNICIAN II | -0.71% |
| G19C | FINGERPRINT SPECIALIST III | 0.53% |
| G21B | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT II | -12.57% |
| G21C | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III | -28.86% |
| G22C | LAW ENFORCEMENT SPECIAL AGENT (OSBI) III | 4.46% |
| G25B | DHS INVESTIGATIVE AGENT II | 1.59% |
| G50C | LAW ENFORCEMENT CAPITOL PATROL OFFICER III | 37.95% |
| G53C | LAW ENFORCEMENT HIGHWAY PATROL OFFICER III | 14.95% |
| G53E | LAW ENFORCEMENT HIGHWAY PATROL OFFICER V | -7.83% |
| G54B | LAW ENFORCEMENT HIGHWAY PATROL MANAGER II | -10.25% |
| H10B | PROGRAMS MANAGER II | -8.62% |
| H10C | PROGRAMS MANAGER III | -14.43% |
| H10D | PROGRAMS MANAGER IV | -22.97% |
| H10E | PROGRAMS MANAGER V | -32.50% |
| H20B | SOCIAL SERVICES SPECIALIST II | -4.41% |
| H20C | SOCIAL SERVICES SPECIALIST III | -20.48% |
| H20D | SOCIAL SERVICES SPECIALIST IV | -8.65% |
| H21B | CASE MANAGER II | -37.36% |
| H23B | CHILD WELFARE SPECIALIST II | -18.20% |

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|-------------|--|------------------------|
| H23D | CHILD WELFARE SPECIALIST IV | -28.12% |
| H24B | CHILD CARE LICENSING SPECIALIST II | -67.59% |
| H24D | CHILD CARE LICENSING SPECIALIST IV | -39.82% |
| H26B | ADULT PROTECTIVE SERVICES SPECIALIST II | -2.17% |
| H27A | CLINICAL SOCIAL WORKER I | -27.10% |
| H27B | CLINICAL SOCIAL WORKER II | -18.70% |
| H27D | CLINICAL SOCIAL WORKER IV | -9.78% |
| H30A | CHILD SUPPORT SPECIALIST I | -19.94% |
| H30B | CHILD SUPPORT SPECIALIST II | -12.74% |
| H30D | CHILD SUPPORT SPECIALIST IV | -17.26% |
| I10C | CORRECTIONAL SECURITY OFFICER III | -1.83% |
| I10D | CORRECTIONAL SECURITY OFFICER IV | -10.00% |
| I11B | CORRECTIONAL SECURITY MANAGER II | -26.26% |
| I20B | CORRECTIONAL CASE MANAGER II | -10.83% |
| I24A | CORRECTIONAL COUNSELOR I | -15.36% |
| I30A | CORRECTIONAL INDUSTRIES MANAGER I | -33.57% |
| I40B | PROBATION AND PAROLE OFFICER II | -5.99% |
| I40D | PROBATION AND PAROLE OFFICER IV | 21.22% |
| J10B | SAFETY STANDARDS INSPECTOR II | -34.91% |
| J15B | INDUSTRIAL HYGIENIST II | -55.08% |
| J16B | BOILER AND PRESSURE VESSEL INSPECTOR II | 3.84% |
| J17B | LABOR COMPLIANCE OFFICER II | -53.33% |
| J19B | OCCUPATIONAL LICENSURE SPECIALIST II | -10.95% |
| J25A | SAFETY AND HEALTH DIRECTOR I | -13.05% |
| J25B | SAFETY AND HEALTH DIRECTOR II | -23.32% |
| J31B | SAFETY CONSULTANT II | -27.86% |
| J31C | SAFETY CONSULTANT III | -51.58% |
| J41A | FIRE PREVENTION AND SECURITY OFFICER I | -14.88% |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II | -11.63% |
| J41D | FIRE PREVENTION AND SECURITY OFFICER IV | -48.25% |
| K10A | JUVENILE JUSTICE SPECIALIST I | -7.55% |
| K10B | JUVENILE JUSTICE SPECIALIST II | -5.22% |
| K11B | DISABILITY DETERMINATION SPECIALIST II | -4.99% |
| K15A | MANUAL SIGN LANGUAGE SPECIALIST I | -74.88% |
| K20B | REHABILITATION TECHNICIAN II | -6.32% |
| K21B | VOCATIONAL REHABILITATION SPECIALIST II | -30.12% |
| K23B | REHABILITATION OF THE BLIND SPECIALST II | -19.35% |
| K28A | VOCATIONAL TRAINING INSTRUCTOR I | 17.03% |
| K30A | VENDING MACHINE TECHNICIAN I | -17.98% |

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| L13B | AGRICULTURAL MARKET DEVELOPMENT COORDINATOR II | -77.15% |
| L16B | AGRICULTURE FIELD INSPECTOR II | -18.71% |
| L16C | AGRICULTURE FIELD INSPECTOR III | -36.69% |
| L21A | FOREST FIRE DETECTION SPECIALIST I | 0.64% |
| L22B | FOREST REGENERATION SPECIALIST II | -14.68% |
| L24B | FORESTER II | -20.42% |
| M10A | REGULATORY PROGRAM MANAGER I | -33.06% |
| M20A | CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I | -9.52% |
| M32B | OIL AND GAS FIELD INSPECTOR II | -48.24% |
| M40B | PUBLIC UTILITY REGULATORY ANALYST II | -46.13% |
| M40D | PUBLIC UTILITY REGULATORY ANALYST IV | -27.09% |
| M41B | PUBLIC UTILITY COMPLIANCE SPECIALIST II | -34.66% |
| N13B | VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II | -57.95% |
| P15A | NATURALIST I | -27.50% |
| P20B | PARK RANGER II | -10.91% |
| P25A | PARK MANAGER I | -27.08% |
| P25B | PARK MANAGER II | -24.34% |
| P25D | PARK MANAGER IV | -16.81% |
| Q10B | POWER GENERATION OPERATIONS TECHNICAL II | 14.29% |
| Q20B | POWER PLANT MAINTENANCE TECHNICIAN II | 11.68% |
| Q21A | POWER TRANSMISSION MAINTENANCE TECHNICIAN I | -5.79% |
| Q21B | POWER TRANSMISSION MAINTENANCE TECHNICIAN II | 11.22% |
| Q24B | ELECTRICAL DRAFTING TECHNICIAN II | 7.38% |
| R10B | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II | -33.27% |
| R10C | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III | -47.30% |
| R20B | ENVIRONMENTAL PROGRAMS SPECIALIST II | -18.04% |
| R20C | ENVIRONMENTAL PROGRAMS SPECIALIST III | -51.23% |
| R25B | ENVIRONMENTAL PROGRAMS MANAGER II | -8.76% |
| R25C | ENVIRONMENTAL PROGRAMS MANAGER III | -23.48% |
| R25D | ENVIRONMENTAL PROGRAMS MANAGER IV | -40.02% |
| S10A | ENGINEER INTERN I | -11.47% |
| S10D | ENGINEER INTERN IV | -13.39% |
| S11A | PROFESSIONAL ENGINEER I | -6.56% |
| S11B | PROFESSIONAL ENGINEER II | -12.79% |
| S11C | PROFESSIONAL ENGINEER III | -25.67% |
| S12A | ENGINEERING MANAGER I | -28.20% |
| S12B | ENGINEERING MANAGER II | -13.32% |
| S12D | ENGINEERING MANAGER IV | -6.84% |
| S16A | PROFESSIONAL LAND SURVEYOR I | 1.78% |

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| S16B | PROFESSIONAL LAND SURVEYOR II | -2.57% |
| S17A | LAND SURVEYOR MANAGER I | 20.13% |
| T10A | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I | -7.10% |
| T10B | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II | -14.58% |
| T10C | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III | -24.83% |
| T10D | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV | -22.91% |
| T10E | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V | -14.50% |
| T10F | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI | -18.00% |
| T21A | TRANSPORTATION TECHNICIAN I | 4.19% |
| T21B | TRANSPORTATION TECHNICIAN II | -22.01% |
| T21C | TRANSPORTATION TECHNICIAN III | -44.79% |
| T21D | TRANSPORTATION TECHNICIAN IV | -21.29% |
| T22B | TRANSPORTATION SPECIALIST II | -16.87% |
| T23A | TRANSPORTATION MANAGER I | -44.59% |
| T25B | TRANSPORTATION EQUIPMENT OPERATOR II | -19.95% |
| T25C | TRANSPORTATION EQUIPMENT OPERATOR III | -15.43% |
| T25D | TRANSPORTATION EQUIPMENT OPERATOR IV | -11.91% |
| T60B | PHOTOGRAMMETRIST II | -17.13% |
| T60C | PHOTOGRAMMETRIST III | -8.81% |
| U11A | HISTORICAL FACILITY MANAGER I | -63.75% |
| U11B | HISTORICAL FACILITY MANAGER II | -53.83% |
| U12B | HISTORICAL COLLECTIONS SPECIALIST II | -35.74% |
| U14A | HISTORIC PRESERVATION SPECIALIST I | -18.53% |
| U14C | HISTORIC PRESERVATION SPECIALIST III | 19.44% |
| V10B | TAX DOCUMENT EXAMINER II | -21.75% |
| V11B | REVENUE COMPLIANCE OFFICER II | -5.87% |
| V11C | REVENUE COMPLIANCE OFFICER III | -83.36% |
| V17B | REVENUE COMPLIANCE EXAMINER II | -61.62% |
| V30A | ASSESSMENT AND EQUALIZATION ANALYST I | -41.29% |
| W10A | WORKFORCE SERVICES SPECIALIST I | -44.57% |
| W10B | WORKFORCE SERVICES SPECIALIST II | -22.19% |
| W10C | WORKFORCE SERVICES SPECIALIST III | -31.22% |
| W10D | WORKFORCE SERVICES SPECIALIST IV | -63.52% |
| X10A | HEALTH INFORMATION TECHNICIAN I | -4.88% |
| X10C | HEALTH INFORMATION TECHNICIAN III | -15.87% |
| X11A | THERAPEUTIC/MEDICAL AIDE I | 16.57% |
| X11B | THERAPEUTIC/MEDICAL AIDE II | 17.54% |
| X12A | THERAPEUTIC/MEDICAL ASSISTANT I | -33.59% |
| X12B | THERAPEUTIC/MEDICAL ASSISTANT II | -16.78% |

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| X13A | LABORATORY TECHNICIAN I | -62.06% |
| X13B | LABORATORY TECHNICIAN II | -31.52% |
| X13C | LABORATORY TECHNICIAN III | -16.83% |
| X14A | CLINICAL LABORATORY SCIENTIST I | -14.92% |
| X14B | CLINICAL LABORATORY SCIENTIST II | -35.74% |
| X14D | CLINICAL LABORATORY SCIENTIST IV | -40.85% |
| X17B | PUBLIC HEALTH SPECIALIST II | -1.13% |
| X17D | PUBLIC HEALTH SPECIALIST IV | -37.04% |
| X19A | DENTAL CARE HYGIENIST I | -6.79% |
| X20B | HEALTH EDUCATOR II | -0.50% |
| X20C | HEALTH EDUCATOR III | -1.76% |
| X21C | AUDIOLOGIST III | -17.27% |
| X22B | SPEECH-LANGUAGE PATHOLOGIST II | -30.56% |
| X22C | SPEECH-LANGUAGE PATHOLOGIST III | -32.60% |
| X23B | ALCOHOL AND DRUG COUNSELOR II | -19.99% |
| X24B | DENTAL CARE ASSISTANT II | -2.08% |
| X25A | PHARMACY TECHNICIAN I | -6.23% |
| X25B | PHARMACY TECHNICIAN II | -1.53% |
| X27B | EPIDEMIOLOGIST II | -13.72% |
| X27C | EPIDEMIOLOGIST III | -8.21% |
| X29B | HEALTH FACILITY SURVEYOR II | -17.71% |
| X31B | PSYCHOLOGICAL CLINICIAN II | -6.97% |
| X31C | PSYCHOLOGICAL CLINICIAN III | -36.76% |
| X31D | PSYCHOLOGICAL CLINICIAN IV | -53.45% |
| X32B | CHILD DEVELOPMENT SPECIALIST II | -9.47% |
| X33C | OCCUPATIONAL THERAPIST III | 15.00% |
| X33D | OCCUPATIONAL THERAPIST IV | 8.14% |
| X34C | PHYSICAL THERAPIST III | 9.25% |
| X35A | RECREATIONAL ACTIVITIES SPECIALIST I | 13.43% |
| X35C | RECREATIONAL ACTIVITIES SPECIALIST III | 4.90% |
| X36B | RECREATION THERAPIST II | -8.56% |
| X40A | CLINICAL LABORATORY ADMINISTRATOR I | -21.05% |
| Y10A | PATIENT CARE ASSISTANT I | 3.19% |
| Y10B | PATIENT CARE ASSISTANT II | 0.47% |
| Y10C | PATIENT CARE ASSISTANT III | 10.51% |
| Y11A | LICENSED PRACTICAL NURSE I | -6.18% |
| Y11B | LICENSED PRACTICAL NURSE II | -10.08% |
| Y12A | REGISTERED NURSE I | -19.39% |
| Y12B | REGISTERED NURSE II | -32.99% |

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| Y12C | REGISTERED NURSE III | -22.48% |
| Y13A | NURSING MANAGER I | -28.03% |
| Y13B | NURSING MANAGER II | -41.89% |
| Y13C | NURSING MANAGER III | -47.72% |
| Y14B | ADVANCED PRACTICE NURSE II | -19.44% |
| Y15B | HEALTH CARE MANAGEMENT NURSE II | -27.55% |
| Y15C | HEALTH CARE MANAGEMENT NURSE III | -82.68% |
| Z12A | DIRECT CARE SPECIALIST I | -8.77% |
| Z12B | DIRECT CARE SPECIALIST II | 2.08% |
| Z12D | DIRECT CARE SPECIALIST IV | 1.85% |
| Z18D | INDEPENDENT LIVING INSTRUCTOR IV | 3.72% |
| Z20A | FOOD SERVICE SPECIALIST I | 0.50% |
| Z20B | FOOD SERVICE SPECIALIST II | 5.31% |
| Z20C | FOOD SERVICE SPECIALIST III | -47.90% |
| Z21A | FOOD SERVICE MANAGER I | -6.48% |
| Z21B | FOOD SERVICE MANAGER II | -20.65% |
| Z21C | FOOD SERVICE MANAGER III | -31.42% |
| Z24A | NUTRITION ASSISTANT I | 8.15% |
| Z25B | NUTRITION THERAPIST II | -13.14% |
| Z25C | NUTRITION THERAPIST III | -36.83% |
| Z25D | NUTRITION THERAPIST IV | -43.09% |
| Z30B | LINEN AND CLOTHING SPECIALIST II | 9.35% |
| Z30D | LINEN AND CLOTHING SPECIALIST IV | -49.58% |
| Z30E | LINEN AND CLOTHING SPECIALIST V | -95.61% |
| Z40A | PERSONAL GROOMING SPECIALIST I | -1.46% |
| Z50B | VOLUNTEER SERVICES SPECIALIST II | -86.77% |
| Z51B | JUVENILE SPECIALIST II | -29.52% |
| Z52B | CHAPLAIN II | -20.71% |
| Z52C | CHAPLAIN III | -74.06% |

Table A2: Market Analysis By Agency

| Agency Number | Agency Name | Number of Classified Incumbents | Number of Benchmark Incumbents | Percent Incumbents Covered | Benchmark Average Salary | Market Average Salary | Percent Above or Below Market |
|---------------|---|---------------------------------|--------------------------------|----------------------------|--------------------------|-----------------------|-------------------------------|
| 025 | Military Department | 189 | 112 | 59.26% | \$31,534.41 | \$44,095.32 | -39.83% |
| 030 | Able Commission | 41 | 12 | 29.27% | \$37,694.28 | \$46,535.63 | -23.46% |
| 040 | Department Of Agriculture, Food, & Forestry | 384 | 163 | 42.45% | \$34,184.75 | \$45,477.88 | -33.04% |
| 090 | Office Of State Finance | 43 | 38 | 88.37% | \$42,484.17 | \$56,879.78 | -33.88% |
| 127 | Children & Youth Commission | 20 | 8 | 40.00% | \$36,592.92 | \$50,350.77 | -37.60% |
| 131 | Department Of Corrections | 4280 | 2666 | 62.29% | \$33,727.98 | \$39,167.60 | -16.13% |
| 160 | Department Of Commerce | 3 | 3 | 100.00% | \$43,793.83 | \$55,530.99 | -26.80% |
| 170 | Construction Industries Board | 2 | 1 | 50.00% | \$38,955.04 | \$45,328.00 | -16.36% |
| 185 | Corporation Commission | 341 | 156 | 45.75% | \$36,112.06 | \$48,255.48 | -33.63% |
| 190 | Cosmetology Board | 7 | 5 | 71.43% | \$27,326.45 | \$29,465.90 | -7.83% |
| 265 | Department Of Education | 3 | 3 | 100.00% | \$29,461.15 | \$34,978.86 | -18.73% |
| 270 | Election Board | 18 | 15 | 83.33% | \$34,925.85 | \$46,012.92 | -31.74% |
| 290 | Employment Security Commission | 622 | 455 | 73.15% | \$32,927.16 | \$46,943.77 | -42.57% |
| 292 | Department Of Environmental Quality | 516 | 428 | 82.95% | \$48,205.35 | \$62,541.29 | -29.74% |
| 296 | Ethics Commission | 3 | 3 | 100.00% | \$44,778.72 | \$48,032.98 | -7.27% |
| 298 | Merit Protection Commission | 5 | 2 | 40.00% | \$37,000.02 | \$38,298.66 | -3.51% |
| 306 | Pardon & Parole Board | 35 | 9 | 25.71% | \$30,554.93 | \$35,881.52 | -17.43% |
| 308 | Oklahoma State Bureau Of Investigation | 268 | 187 | 69.78% | \$49,301.63 | \$47,132.22 | 4.40% |
| 309 | Department Of Emergency Management | 20 | 9 | 45.00% | \$34,670.18 | \$50,443.69 | -45.50% |
| 310 | State Fire Marshall | 24 | 19 | 79.17% | \$38,429.82 | \$46,636.21 | -21.35% |
| 326 | Office Of Disability Concerns | 6 | 2 | 33.33% | \$30,608.12 | \$44,283.67 | -44.68% |
| 340 | Department Of Health | 1634 | 1320 | 80.78% | \$36,476.60 | \$45,207.27 | -23.93% |
| 345 | Department Of Transportation | 2437 | 1825 | 74.89% | \$36,592.09 | \$44,856.59 | -22.59% |
| 350 | Oklahoma Historical Society | 142 | 78 | 54.93% | \$32,146.72 | \$41,021.66 | -27.61% |
| 355 | Oklahoma Human Rights Commission | 12 | 3 | 25.00% | \$29,270.40 | \$33,907.34 | -15.84% |

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| Agency Number | Agency Name | Number of Classified Incumbents | Number of Benchmark Incumbents | Percent Incumbents Covered | Benchmark Average Salary | Market Average Salary | Percent Above or Below Market |
|---------------|--|---------------------------------|--------------------------------|----------------------------|--------------------------|-----------------------|-------------------------------|
| 350 | Oklahoma Historical Society | 142 | 78 | 54.93% | \$32,146.72 | \$41,021.66 | -27.61% |
| 355 | Oklahoma Human Rights Commission | 12 | 3 | 25.00% | \$29,270.40 | \$33,907.34 | -15.84% |
| 390 | CompSource Oklahoma | 127 | 112 | 88.19% | \$37,453.19 | \$47,278.97 | -26.23% |
| 400 | Office Of Juvenile Affairs | 923 | 544 | 58.94% | \$30,212.41 | \$36,852.47 | -21.98% |
| 405 | Department Of Labor | 72 | 40 | 55.56% | \$39,905.99 | \$53,588.21 | -34.29% |
| 410 | Commissioner Of The Land Office | 37 | 21 | 56.76% | \$42,654.26 | \$53,563.61 | -25.58% |
| 430 | Department Of Libraries | 53 | 47 | 88.68% | \$37,327.99 | \$47,287.07 | -26.68% |
| 445 | Liquefied Petroleum Gas Board | 6 | 1 | 16.67% | \$37,644.12 | \$45,844.83 | -21.78% |
| 450 | Board Of Medical Licensure And Supervision | 14 | 10 | 71.43% | \$30,647.87 | \$35,082.46 | -14.47% |
| 452 | Department Of Mental Health And Substance Abuse | 1130 | 1044 | 92.39% | \$24,840.92 | \$29,887.23 | -20.31% |
| 477 | Bureau Of Narcotics And Dangerous Drugs Control | 82 | 15 | 18.29% | \$35,593.78 | \$47,067.00 | -32.23% |
| 515 | Oklahoma Public Employees Retirement System | 33 | 12 | 36.36% | \$35,125.12 | \$39,678.26 | -12.96% |
| 516 | State & Education Employees Group Insurance Board | 147 | 81 | 55.10% | \$43,576.42 | \$51,450.70 | -18.07% |
| 548 | Office Of Personnel Management | 48 | 43 | 89.58% | \$40,004.82 | \$57,733.96 | -44.32% |
| 560 | State Pharmacy Board | 3 | 2 | 66.67% | \$36,653.00 | \$54,534.97 | -48.79% |
| 566 | Oklahoma Tourism & Recreation Department | 302 | 226 | 74.83% | \$29,943.00 | \$39,158.50 | -30.78% |
| 568 | Scenic Rivers Commission | 2 | 2 | 100.00% | \$29,587.94 | \$38,115.53 | -28.82% |
| 570 | State Board Of Licensure For Professional Engineers & Land Surveyors | 3 | 3 | 100.00% | \$35,576.32 | \$38,272.09 | -7.58% |
| 580 | Department Of Central Services | 173 | 147 | 84.97% | \$35,357.83 | \$45,188.96 | -27.80% |
| 585 | Department Of Public Safety | 1442 | 1231 | 85.37% | \$46,059.13 | \$44,210.62 | 4.01% |
| 588 | Real Estate Commission | 14 | 10 | 71.43% | \$36,771.64 | \$39,488.13 | -7.39% |
| 619 | Physician Manpower Training Commission | 3 | 2 | 66.67% | \$32,829.42 | \$33,270.95 | -1.34% |

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| Agency Number | Agency Name | Number of Classified Incumbents | Number of Benchmark Incumbents | Percent Incumbents Covered | Benchmark Average Salary | Market Average Salary | Percent Above or Below Market |
|---------------|--|---------------------------------|--------------------------------|----------------------------|--------------------------|-----------------------|-------------------------------|
| 620 | Quartz Mountain Arts And Conference Center And Nature Park | 6 | 5 | 83.33% | \$27,566.39 | \$38,147.41 | -38.38% |
| 625 | Secretary Of State | 26 | 17 | 65.38% | \$40,043.56 | \$45,068.50 | -12.55% |
| 629 | Oklahoma School Of Science & Mathematics | 3 | 3 | 100.00% | \$22,735.99 | \$24,980.02 | -9.87% |
| 630 | Oklahoma Securities Commission | 1 | 1 | 100.00% | \$31,301.04 | \$35,052.10 | -11.98% |
| 635 | Department Of Consumer Credit | 12 | 8 | 66.67% | \$31,585.50 | \$40,617.45 | -28.60% |
| 645 | Oklahoma Conservation Commission | 6 | 5 | 83.33% | \$45,124.66 | \$62,209.54 | -37.86% |
| 650 | Department Of Veterans Affairs | 1716 | 1371 | 79.90% | \$26,960.30 | \$29,662.80 | -10.02% |
| 670 | J.D. McCarty Center | 180 | 167 | 92.78% | \$27,321.17 | \$32,736.86 | -19.82% |
| 695 | Oklahoma Tax Commission | 618 | 382 | 61.81% | \$32,587.49 | \$52,319.72 | -60.55% |
| 715 | Teachers Retirement System | 25 | 10 | 40.00% | \$37,227.80 | \$41,421.28 | -11.26% |
| 805 | Department Of Rehabilitation Services | 728 | 269 | 36.95% | \$30,055.29 | \$38,123.67 | -26.85% |
| 815 | Employee Benefits Council | 32 | 22 | 68.75% | \$47,550.25 | \$62,186.66 | -30.78% |
| 830 | Department Of Human Services | 7277 | 5604 | 77.01% | \$32,010.78 | \$38,575.97 | -20.51% |
| 835 | Water Resources Board | 59 | 45 | 76.27% | \$51,393.79 | \$65,427.43 | -27.31% |
| 880 | Will Rogers Memorial Commission | 3 | 1 | 33.33% | \$19,598.29 | \$24,076.11 | -22.85% |
| 978 | Oklahoma Turnpike Authority | 519 | 219 | 42.20% | \$30,829.98 | \$36,692.09 | -19.01% |
| 980 | Grand River Dam Authority | 360 | 203 | 56.39% | \$53,348.26 | \$50,828.63 | 4.72% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|--|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| A11A | INSURANCE CLAIMS ADJUSTER I | 6 | 1 | 16.7% | 0 | 0.0% |
| A11B | INSURANCE CLAIMS ADJUSTER II | 22 | 4 | 18.2% | 4 | 18.2% |
| A11C | INSURANCE CLAIMS ADJUSTER III | 4 | 1 | 25.0% | 1 | 25.0% |
| A20B | INSURANCE SUBROGATION/ REIMBURSEMENT SPECIALIST II | 5 | 1 | 20.0% | 1 | 20.0% |
| A20C | INSURANCE SUBROGATION/ REIMBURSEMENT SPECIALIST III | 5 | 1 | 20.0% | 1 | 20.0% |
| A33A | PROVIDER CONTRACTING SPECIALIST I | 6 | 2 | 33.3% | 2 | 33.3% |
| A40B | INSURANCE PROGRAM ADMINISTRATOR II | 4 | 1 | 25.0% | 1 | 25.0% |
| A50B | RETIREMENT BENEFIT ANALYST II | 11 | 3 | 27.3% | 2 | 18.2% |
| A50C | RETIREMENT BENEFIT ANALYST III | 16 | 2 | 12.5% | 1 | 6.3% |
| A50D | RETIREMENT BENEFIT ANALYST IV | 4 | 1 | 25.0% | 1 | 25.0% |
| B10C | INFORMATION SYSTEMS OPERATIONS SPECIALIST III | 14 | 3 | 21.4% | 3 | 21.4% |
| B10D | INFORMATION SYSTEMS OPERATIONS SPECIALIST IV | 14 | 2 | 14.3% | 2 | 14.3% |
| B10E | INFORMATION SYSTEMS OPERATIONS SPECIALIST V | 10 | 1 | 10.0% | 1 | 10.0% |
| B20B | INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II | 18 | 2 | 11.1% | 1 | 5.6% |
| B21A | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I | 7 | 3 | 42.9% | 1 | 14.3% |
| B22D | INFORMATION SYSTEMS NETWORK ADMINISTRATOR IV | 2 | 1 | 50.0% | 1 | 50.0% |
| B23A | INFORMATION SYSTEMS NETWORK TECHNICIAN I | 10 | 1 | 10.0% | 1 | 10.0% |
| B30D | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV | 10 | 1 | 10.0% | 1 | 10.0% |
| B31C | INFORMATION SYSTEMS MANAGER III | 17 | 2 | 11.8% | 2 | 11.8% |
| B32C | INFORMATION SYSTEMS ADMINISTRATOR III | 9 | 2 | 22.2% | 2 | 22.2% |
| B40A | INFORMATION SYSTEMS PLANNING SPECIALIST I | 4 | 1 | 25.0% | 1 | 25.0% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| B40C | INFORMATION SYSTEMS PLANNING SPECIALIST III | 34 | 4 | 11.8% | 4 | 11.8% |
| B51C | INFORMATION SYSTEMS APPLICATIONS SPECIALIST III | 47 | 5 | 10.6% | 3 | 6.4% |
| B52B | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II | 9 | 1 | 11.1% | 1 | 11.1% |
| B52D | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV | 7 | 1 | 14.3% | 1 | 14.3% |
| C10C | CIVIL RIGHTS ADMINISTRATOR III | 2 | 1 | 50.0% | 1 | 50.0% |
| C31A | HUMAN RESOURCES MANAGEMENT SPECIALIST I | 29 | 7 | 24.1% | 5 | 17.2% |
| C32A | HUMAN RESOURCES PROGRAMS MANAGER I | 20 | 2 | 10.0% | 2 | 10.0% |
| C32C | HUMAN RESOURCES PROGRAMS MANAGER III | 21 | 5 | 23.8% | 5 | 23.8% |
| C37A | PERSONNEL PROGRAMS ANALYST I | 1 | 1 | 100.0% | 0 | 0.0% |
| C40B | CORRECTIONAL TRAINING OFFICER II | 20 | 3 | 15.0% | 3 | 15.0% |
| C42B | VIDEO PRODUCTION SPECIALIST II | 6 | 2 | 33.3% | 2 | 33.3% |
| C43C | NATIONAL GUARD TRAINING OFFICER III | 2 | 1 | 50.0% | 0 | 0.0% |
| D12A | AUDITOR I | 48 | 6 | 12.5% | 3 | 6.3% |
| D14A | ACCOUNTANT I | 57 | 7 | 12.3% | 6 | 10.5% |
| D20C | BUDGET ANALYST III | 7 | 1 | 14.3% | 1 | 14.3% |
| D20D | BUDGET ANALYST IV | 5 | 2 | 40.0% | 2 | 40.0% |
| D30A | BUSINESS MANAGER I | 5 | 1 | 20.0% | 1 | 20.0% |
| D30B | BUSINESS MANAGER II | 24 | 5 | 20.8% | 4 | 16.7% |
| D33C | FINANCIAL MANAGER/COMPTROLLER III | 9 | 3 | 33.3% | 3 | 33.3% |
| D50A | ACCOUNTING TECHNICIAN I | 12 | 3 | 25.0% | 1 | 8.3% |
| D50B | ACCOUNTING TECHNICIAN II | 68 | 10 | 14.7% | 10 | 14.7% |
| D50C | ACCOUNTING TECHNICIAN III | 98 | 11 | 11.2% | 10 | 10.2% |
| D50D | ACCOUNTING TECHNICIAN IV | 6 | 1 | 16.7% | 1 | 16.7% |
| D51C | INSURANCE/BENEFITS ACCOUNTS SPECIALIST III | 18 | 2 | 11.1% | 1 | 5.6% |
| D54C | CONSUMER CREDIT EXAMINER III | 1 | 1 | 100.0% | 1 | 100.0% |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I | 6 | 5 | 83.3% | 2 | 33.3% |
| E15B | DOCKET CLERK II | 5 | 1 | 20.0% | 1 | 20.0% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| E16B | ADMINISTRATIVE TECHNICIAN II | 206 | 27 | 13.1% | 17 | 8.3% |
| E16C | ADMINISTRATIVE TECHNICIAN III | 1060 | 108 | 10.2% | 83 | 7.8% |
| E19A | MEDICAL TRANSCRIPTIONIST I | 3 | 1 | 33.3% | 0 | 0.0% |
| E21A | LIBRARIAN I | 2 | 1 | 50.0% | 0 | 0.0% |
| E21B | LIBRARIAN II | 4 | 1 | 25.0% | 1 | 25.0% |
| E22A | ADMINISTRATIVE LIBRARIAN I | 4 | 1 | 25.0% | 1 | 25.0% |
| E24A | SECRETARY I | 135 | 18 | 13.3% | 18 | 13.3% |
| E24C | SECRETARY III | 90 | 13 | 14.4% | 10 | 11.1% |
| E25A | LEGAL SECRETARY I | 6 | 1 | 16.7% | 1 | 16.7% |
| E36A | OPTICAL IMAGING SPECIALIST I | 5 | 1 | 20.0% | 1 | 20.0% |
| E36B | OPTICAL IMAGING SPECIALIST II | 40 | 5 | 12.5% | 2 | 5.0% |
| E41A | ARCHIVIST/RECORDS MANAGEMENT SPECIALIST I | 4 | 1 | 25.0% | 1 | 25.0% |
| E43A | GRAPHIC ARTIST I | 5 | 2 | 40.0% | 1 | 20.0% |
| E44C | PUBLIC INFORMATION OFFICER III | 4 | 1 | 25.0% | 1 | 25.0% |
| E45B | PUBLIC INFORMATION MANAGER II | 15 | 2 | 13.3% | 2 | 13.3% |
| E46A | STATISTICAL RESEARCH SPECIALIST I | 5 | 1 | 20.0% | 1 | 20.0% |
| E46B | STATISTICAL RESEARCH SPECIALIST II | 7 | 1 | 14.3% | 1 | 14.3% |
| E46C | STATISTICAL RESEARCH SPECIALIST III | 8 | 1 | 12.5% | 1 | 12.5% |
| E55A | CUSTOMER ASSISTANCE REPRESENTATIVE I | 12 | 4 | 33.3% | 3 | 25.0% |
| E55B | CUSTOMER ASSISTANCE REPRESENTATIVE II | 61 | 9 | 14.8% | 7 | 11.5% |
| E55C | CUSTOMER ASSISTANCE REPRESENTATIVE III | 30 | 7 | 23.3% | 7 | 23.3% |
| F10A | CONTRACTING AND PROCUREMENT OFFICER I | 5 | 1 | 20.0% | 0 | 0.0% |
| F10D | CONTRACTING AND PROCUREMENT OFFICER IV | 2 | 1 | 50.0% | 1 | 50.0% |
| F14B | CONTRACTING AND ACQUISITIONS GENT II | 28 | 3 | 10.7% | 1 | 3.6% |
| F14C | CONTRACTING AND ACQUISITIONS AGENT III | 25 | 3 | 12.0% | 2 | 8.0% |
| F16A | SURPLUS PROPERTY AGENT I | 4 | 1 | 25.0% | 1 | 25.0% |
| F20B | MATERIEL MANAGEMENT SPECIALIST II | 65 | 10 | 15.4% | 7 | 10.8% |
| F20D | MATERIEL MANAGEMENT SPECIALIST IV | 29 | 4 | 13.8% | 3 | 10.3% |
| F21A | MATERIEL MANAGEMENT OFFICER I | 15 | 2 | 13.3% | 2 | 13.3% |
| F21B | MATERIEL MANAGEMENT OFFICER II | 18 | 2 | 11.1% | 0 | 0.0% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| F31B | REAL ESTATE MANAGEMENT SPECIALIST II | 5 | 1 | 20.0% | 1 | 20.0% |
| F38A | REAL PROPERTY MANAGEMENT SPECIALIST I | 3 | 2 | 66.7% | 2 | 66.7% |
| F41A | CONSTRUCTION/MAINTENANCE TECHNICIAN I | 86 | 13 | 15.1% | 10 | 11.6% |
| F41C | CONSTRUCTION/MAINTENANCE TECHNICIAN III | 128 | 15 | 11.7% | 12 | 9.4% |
| F44A | CARPENTER I | 7 | 3 | 42.9% | 2 | 28.6% |
| F44B | CARPENTER II | 10 | 1 | 10.0% | 1 | 10.0% |
| F45B | CONSTRUCTION/MAINTENANCE ADMINISTRATOR II | 38 | 7 | 18.4% | 7 | 18.4% |
| F45D | CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV | 6 | 1 | 16.7% | 1 | 16.7% |
| F47A | AUTOMOTIVE/ENGINE MECHANIC I | 3 | 1 | 33.3% | 1 | 33.3% |
| F47E | AUTOMOTIVE/ENGINE MECHANIC V | 14 | 3 | 21.4% | 2 | 14.3% |
| F48A | WELDER I | 1 | 1 | 100.0% | 1 | 100.0% |
| F49B | PHYSICAL PLANT OPERATOR II | 7 | 3 | 42.9% | 2 | 28.6% |
| F49C | PHYSICAL PLANT OPERATOR III | 3 | 1 | 33.3% | 1 | 33.3% |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I | 68 | 21 | 30.9% | 11 | 16.2% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | 157 | 26 | 16.6% | 17 | 10.8% |
| F50C | HOUSEKEEPING/CUSTODIAL WORKER III | 37 | 4 | 10.8% | 4 | 10.8% |
| F50D | HOUSEKEEPING/CUSTODIAL WORKER IV | 10 | 1 | 10.0% | 1 | 10.0% |
| F54A | LIGHT VEHICLE DRIVER I | 7 | 1 | 14.3% | 1 | 14.3% |
| F56A | ELECTRONICS TECHNICIAN I | 5 | 1 | 20.0% | 1 | 20.0% |
| F72A | CONSTRUCTION MANAGER I | 3 | 1 | 33.3% | 1 | 33.3% |
| F74A | MECHANICAL SYSTEMS TECHNICIAN I | 7 | 2 | 28.6% | 2 | 28.6% |
| F74C | MECHANICAL SYSTEMS TECHNICIAN III | 1 | 1 | 100.0% | 1 | 100.0% |
| F75D | ELECTRICIAN IV | 10 | 1 | 10.0% | 1 | 10.0% |
| F77A | GROUNDSKEEPER I | 5 | 1 | 20.0% | 1 | 20.0% |
| F77B | GROUNDSKEEPER II | 6 | 1 | 16.7% | 1 | 16.7% |
| F78B | EQUIPMENT OPERATOR II | 20 | 2 | 10.0% | 1 | 5.0% |
| F79A | LABORER I | 23 | 4 | 17.4% | 2 | 8.7% |
| G10A | COMMUNICATIONS OFFICER (DPS) I | 66 | 11 | 16.7% | 11 | 16.7% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| G10B | COMMUNICATIONS OFFICER (DPS) II | 14 | 2 | 14.3% | 2 | 14.3% |
| G12A | CRIMINALIST I | 5 | 1 | 20.0% | 1 | 20.0% |
| G15A | LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I | 20 | 3 | 15.0% | 2 | 10.0% |
| G16B | PHYSICAL EVIDENCE TECHNICIAN II | 10 | 1 | 10.0% | 1 | 10.0% |
| G17B | CRIMINAL INTELLIGENCE ANALYST II | 9 | 1 | 11.1% | 1 | 11.1% |
| G19A | FINGERPRINT SPECIALIST I | 2 | 1 | 50.0% | 1 | 50.0% |
| G21D | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT IV | 4 | 1 | 25.0% | 1 | 25.0% |
| G22B | LAW ENFORCEMENT SPECIAL AGENT (OSBI) II | 8 | 1 | 12.5% | 1 | 12.5% |
| G22D | LAW ENFORCEMENT SPECIAL AGENT (OSBI) IV | 9 | 1 | 11.1% | 1 | 11.1% |
| G23C | LAW ENFORCEMENT ABLE COMMISSION AGENT III | 15 | 2 | 13.3% | 2 | 13.3% |
| G24A | LAW ENFORCEMENT NARCOTICS AGENT I | 7 | 1 | 14.3% | 1 | 14.3% |
| G33C | LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEMS SPECIALIST III | 9 | 1 | 11.1% | 1 | 11.1% |
| G40A | LAW ENFORCEMENT PROGRAMS ADMINISTRATOR I | 2 | 1 | 50.0% | 1 | 50.0% |
| G40B | LAW ENFORCEMENT PROGRAMS ADMINISTRATOR II | 8 | 2 | 25.0% | 2 | 25.0% |
| G50D | LAW ENFORCEMENT CAPITOL PATROL OFFICER IV | 5 | 2 | 40.0% | 2 | 40.0% |
| G53A | LAW ENFORCEMENT HIGHWAY PATROL OFFICER I | 11 | 8 | 72.7% | 8 | 72.7% |
| G55A | LAW ENFORCEMENT HIGHWAY PATROL ADMINISTRATOR I | 1 | 1 | 100.0% | 1 | 100.0% |
| H10D | PROGRAMS MANAGER IV | 18 | 2 | 11.1% | 1 | 5.6% |
| H10E | PROGRAMS MANAGER V | 7 | 1 | 14.3% | 1 | 14.3% |
| H15B | COUNTY DIRECTOR II | 2 | 1 | 50.0% | 1 | 50.0% |
| H20A | SOCIAL SERVICES SPECIALIST I | 269 | 75 | 27.9% | 62 | 23.0% |
| H20B | SOCIAL SERVICES SPECIALIST II | 1356 | 150 | 11.1% | 139 | 10.3% |
| H21A | CASE MANAGER I | 2 | 1 | 50.0% | 0 | 0.0% |
| H23A | CHILD WELFARE SPECIALIST I | 295 | 77 | 26.1% | 67 | 22.7% |
| H23B | CHILD WELFARE SPECIALIST II | 685 | 104 | 15.2% | 93 | 13.6% |
| H23C | CHILD WELFARE SPECIALIST III | 214 | 32 | 15.0% | 31 | 14.5% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| H24D | CHILD CARE LICENSING SPECIALIST IV | 22 | 3 | 13.6% | 3 | 13.6% |
| H26A | ADULT PROTECTIVE SERVICES SPECIALIST I | 13 | 2 | 15.4% | 2 | 15.4% |
| H26B | ADULT PROTECTIVE SERVICES SPECIALIST II | 109 | 15 | 13.8% | 10 | 9.2% |
| H27B | CLINICAL SOCIAL WORKER II | 5 | 1 | 20.0% | 1 | 20.0% |
| H27C | CLINICAL SOCIAL WORKER III | 11 | 2 | 18.2% | 2 | 18.2% |
| H27D | CLINICAL SOCIAL WORKER IV | 9 | 1 | 11.1% | 1 | 11.1% |
| H30A | CHILD SUPPORT SPECIALIST I | 48 | 26 | 54.2% | 12 | 25.0% |
| H30B | CHILD SUPPORT SPECIALIST II | 136 | 17 | 12.5% | 17 | 12.5% |
| H30C | CHILD SUPPORT SPECIALIST III | 45 | 6 | 13.3% | 5 | 11.1% |
| H30D | CHILD SUPPORT SPECIALIST IV | 39 | 4 | 10.3% | 3 | 7.7% |
| H51B | PLANNING/OVERSIGHT SPECIALIST II | 6 | 1 | 16.7% | 1 | 16.7% |
| I10A | CORRECTIONAL SECURITY OFFICER I | 175 | 132 | 75.4% | 83 | 47.4% |
| I10B | CORRECTIONAL SECURITY OFFICER II | 179 | 42 | 23.5% | 38 | 21.2% |
| I10C | CORRECTIONAL SECURITY OFFICER III | 530 | 72 | 13.6% | 60 | 11.3% |
| I11A | CORRECTIONAL SECURITY MANAGER I | 139 | 24 | 17.3% | 22 | 15.8% |
| I12A | CORRECTIONAL CHIEF OF SECURITY I | 23 | 3 | 13.0% | 3 | 13.0% |
| I12B | CORRECTIONAL CHIEF OF SECURITY II | 10 | 3 | 30.0% | 2 | 20.0% |
| I20A | CORRECTIONAL CASE MANAGER I | 82 | 10 | 12.2% | 9 | 11.0% |
| I20C | CORRECTIONAL CASE MANAGER III | 5 | 2 | 40.0% | 1 | 20.0% |
| I21A | CORRECTIONAL ACTIVITIES OFFICER I | 6 | 1 | 16.7% | 1 | 16.7% |
| I23A | CORRECTIONAL TEACHER I | 69 | 7 | 10.1% | 6 | 8.7% |
| I23B | CORRECTIONAL TEACHER II | 14 | 4 | 28.6% | 4 | 28.6% |
| I24A | CORRECTIONAL COUNSELOR I | 47 | 7 | 14.9% | 5 | 10.6% |
| I30A | CORRECTIONAL INDUSTRIES MANAGER I | 10 | 1 | 10.0% | 1 | 10.0% |
| I40A | PROBATION AND PAROLE OFFICER I | 72 | 11 | 15.3% | 10 | 13.9% |
| I40B | PROBATION AND PAROLE OFFICER II | 63 | 11 | 17.5% | 9 | 14.3% |
| I41B | PARDON AND PAROLE INVESTIGATOR II | 20 | 2 | 10.0% | 2 | 10.0% |
| J10A | SAFETY STANDARDS INSPECTOR I | 6 | 1 | 16.7% | 0 | 0.0% |
| J12D | EMERGENCY MANAGEMENT OFFICER IV | 4 | 1 | 25.0% | 1 | 25.0% |
| J16B | BOILER AND PRESSURE VESSEL INSPECTOR II | 4 | 1 | 25.0% | 1 | 25.0% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|--|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| J17A | LABOR COMPLIANCE OFFICER I | 1 | 1 | 100.0% | 1 | 100.0% |
| J17B | LABOR COMPLIANCE OFFICER II | 8 | 2 | 25.0% | 1 | 12.5% |
| J25A | SAFETY AND HEALTH DIRECTOR I | 2 | 1 | 50.0% | 1 | 50.0% |
| J31A | SAFETY CONSULTANT I | 2 | 1 | 50.0% | 1 | 50.0% |
| J31B | SAFETY CONSULTANT II | 9 | 3 | 33.3% | 1 | 11.1% |
| J31C | SAFETY CONSULTANT III | 25 | 4 | 16.0% | 4 | 16.0% |
| J33A | AIRFIELD FIREFIGHTER I | 4 | 1 | 25.0% | 1 | 25.0% |
| J33B | AIRFIELD FIREFIGHTER II | 5 | 1 | 20.0% | 1 | 20.0% |
| J41A | FIRE PREVENTION AND SECURITY OFFICER I | 51 | 13 | 25.5% | 10 | 19.6% |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II | 37 | 6 | 16.2% | 6 | 16.2% |
| J41D | FIRE PREVENTION AND SECURITY OFFICER IV | 9 | 3 | 33.3% | 2 | 22.2% |
| J52A | COSMETOLOGY INSPECTOR I | 3 | 2 | 66.7% | 1 | 33.3% |
| J55E | MEDICAL/DENTAL INVESTIGATOR V | 1 | 1 | 100.0% | 1 | 100.0% |
| K10A | JUVENILE JUSTICE SPECIALIST I | 25 | 8 | 32.0% | 6 | 24.0% |
| K10B | JUVENILE JUSTICE SPECIALIST II | 168 | 26 | 15.5% | 22 | 13.1% |
| K11A | DISABILITY DETERMINATION SPECIALIST I | 1 | 1 | 100.0% | 1 | 100.0% |
| K20A | REHABILITATION TECHNICIAN I | 23 | 4 | 17.4% | 3 | 13.0% |
| K20B | REHABILITATION TECHNICIAN II | 10 | 3 | 30.0% | 2 | 20.0% |
| K21B | VOCATIONAL REHABILITATION SPECIALIST II | 33 | 5 | 15.2% | 5 | 15.2% |
| K23A | REHABILITATION OF THE BLIND SPECIALIST I | 2 | 1 | 50.0% | 1 | 50.0% |
| K31A | VENDING FACILITY BUSINESS CONSULTANT I | 3 | 1 | 33.3% | 1 | 33.3% |
| L16A | AGRICULTURE FIELD INSPECTOR I | 17 | 3 | 17.6% | 3 | 17.6% |
| L16B | AGRICULTURE FIELD INSPECTOR II | 39 | 4 | 10.3% | 4 | 10.3% |
| L16E | AGRICULTURE FIELD INSPECTOR V | 5 | 2 | 40.0% | 2 | 40.0% |
| L24B | FORESTER II | 8 | 2 | 25.0% | 2 | 25.0% |
| L24D | FORESTER IV | 3 | 1 | 33.3% | 1 | 33.3% |
| L33B | WILDLIFE DAMAGE CONTROL SPECIALIST II | 10 | 2 | 20.0% | 2 | 20.0% |
| M10B | REGULATORY PROGRAM MANAGER II | 6 | 1 | 16.7% | 1 | 16.7% |
| M30A | FUEL SPECIALIST I | 7 | 1 | 14.3% | 0 | 0.0% |
| M30C | FUEL SPECIALIST III | 6 | 1 | 16.7% | 1 | 16.7% |

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| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|--|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| M31B | OIL AND GAS SPECIALIST II | 7 | 1 | 14.3% | 1 | 14.3% |
| M32B | OIL AND GAS FIELD INSPECTOR II | 28 | 3 | 10.7% | 3 | 10.7% |
| N13C | VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE III | 4 | 2 | 50.0% | 2 | 50.0% |
| N13D | VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE IV | 3 | 1 | 33.3% | 1 | 33.3% |
| N16C | PATIENT SERVICES COORDINATOR III | 4 | 1 | 25.0% | 1 | 25.0% |
| P20A | PARK RANGER I | 20 | 3 | 15.0% | 2 | 10.0% |
| P25B | PARK MANAGER II | 7 | 1 | 14.3% | 1 | 14.3% |
| P25E | PARK MANAGER V | 6 | 1 | 16.7% | 1 | 16.7% |
| Q10C | POWER GENERATION OPERATIONS TECHNICAL III | 6 | 1 | 16.7% | 1 | 16.7% |
| Q21B | POWER TRANSMISSION MAINTENANCE TECHNICIAN II | 27 | 3 | 11.1% | 2 | 7.4% |
| Q30C | POWER GENERATION SYSTEM OPERATOR III | 9 | 1 | 11.1% | 1 | 11.1% |
| Q30D | POWER GENERATION SYSTEM OPERATOR IV | 2 | 1 | 50.0% | 1 | 50.0% |
| Q50B | GRDA LAKE PATROL OFFICER II | 7 | 1 | 14.3% | 1 | 14.3% |
| R10A | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST I | 13 | 2 | 15.4% | 1 | 7.7% |
| R10D | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST IV | 7 | 1 | 14.3% | 1 | 14.3% |
| R20B | ENVIRONMENTAL PROGRAMS SPECIALIST II | 77 | 10 | 13.0% | 7 | 9.1% |
| R23B | ENVIRONMENTAL TECHNICIAN II | 8 | 1 | 12.5% | 1 | 12.5% |
| R25D | ENVIRONMENTAL PROGRAMS MANAGER IV | 7 | 1 | 14.3% | 1 | 14.3% |
| S10A | ENGINEER INTERN I | 14 | 2 | 14.3% | 1 | 7.1% |
| S17A | LAND SURVEYOR MANAGER I | 4 | 1 | 25.0% | 1 | 25.0% |
| T21A | TRANSPORTATION TECHNICIAN I | 46 | 10 | 21.7% | 8 | 17.4% |
| T22D | TRANSPORTATION SPECIALIST IV | 19 | 2 | 10.5% | 2 | 10.5% |
| T23D | TRANSPORTATION MANAGER IV | 9 | 1 | 11.1% | 1 | 11.1% |
| T23E | TRANSPORTATION MANAGER V | 6 | 1 | 16.7% | 0 | 0.0% |
| T25A | TRANSPORTATION EQUIPMENT OPERATOR I | 148 | 51 | 34.5% | 28 | 18.9% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| T26A | TRANSPORTATION SUPERINTENDENT I | 29 | 5 | 17.2% | 4 | 13.8% |
| T25A | TRANSPORTATION EQUIPMENT OPERATOR I | 148 | 51 | 34.5% | 28 | 18.9% |
| T26A | TRANSPORTATION SUPERINTENDENT I | 29 | 5 | 17.2% | 4 | 13.8% |
| T27A | HIGHWAY SIGN FABRICATOR I | 1 | 1 | 100.0% | 1 | 100.0% |
| T27D | HIGHWAY SIGN TECHNICIAN | 1 | 1 | 100.0% | 1 | 100.0% |
| T50B | TOLL COLLECTOR II | 229 | 40 | 17.5% | 27 | 11.8% |
| T50C | TOLL COLLECTOR III | 5 | 1 | 20.0% | 1 | 20.0% |
| T50D | TOLL COLLECTOR IV | 6 | 1 | 16.7% | 1 | 16.7% |
| T60C | PHOTOGRAMMETRIST III | 3 | 2 | 66.7% | 2 | 66.7% |
| U11A | HISTORICAL FACILITY MANAGER I | 3 | 2 | 66.7% | 0 | 0.0% |
| U11B | HISTORICAL FACILITY MANAGER II | 6 | 1 | 16.7% | 1 | 16.7% |
| U13A | HISTORICAL INTERPRETER I | 10 | 1 | 10.0% | 1 | 10.0% |
| V10B | TAX DOCUMENT EXAMINER II | 8 | 1 | 12.5% | 1 | 12.5% |
| V10C | TAX DOCUMENT EXAMINER III | 7 | 1 | 14.3% | 0 | 0.0% |
| V10D | TAX DOCUMENT EXAMINER IV | 2 | 1 | 50.0% | 1 | 50.0% |
| V11A | REVENUE COMPLIANCE OFFICER I | 38 | 4 | 10.5% | 4 | 10.5% |
| V20A | TAXPAYER SERVICES REPRESENTATIVE I | 17 | 3 | 17.6% | 1 | 5.9% |
| V20B | TAXPAYER SERVICES REPRESENTATIVE II | 22 | 5 | 22.7% | 5 | 22.7% |
| V30A | ASSESSMENT AND EQUALIZATION ANALYST I | 4 | 1 | 25.0% | 0 | 0.0% |
| W10A | WORKFORCE SERVICES SPECIALIST I | 2 | 1 | 50.0% | 0 | 0.0% |
| W10B | WORKFORCE SERVICES SPECIALIST II | 13 | 3 | 23.1% | 3 | 23.1% |
| W10C | WORKFORCE SERVICES SPECIALIST III | 156 | 25 | 16.0% | 22 | 14.1% |
| W15A | EMPLOYMENT SECURITY TAX ENFORCEMENT OFFICER I | 5 | 1 | 20.0% | 1 | 20.0% |
| W16C | EMPLOYMENT SECURITY FRAUD INVESTIGATOR III | 10 | 1 | 10.0% | 1 | 10.0% |
| X13A | LABORATORY TECHNICIAN I | 4 | 1 | 25.0% | 1 | 25.0% |
| X13B | LABORATORY TECHNICIAN II | 9 | 1 | 11.1% | 1 | 11.1% |
| X13C | LABORATORY TECHNICIAN III | 10 | 3 | 30.0% | 2 | 20.0% |
| X14A | CLINICAL LABORATORY SCIENTIST I | 8 | 1 | 12.5% | 1 | 12.5% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|---|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| X14B | CLINICAL LABORATORY SCIENTIST II | 15 | 2 | 13.3% | 2 | 13.3% |
| X14D | CLINICAL LABORATORY SCIENTIST IV | 11 | 2 | 18.2% | 2 | 18.2% |
| X17A | PUBLIC HEALTH SPECIALIST I | 5 | 2 | 40.0% | 1 | 20.0% |
| X20C | HEALTH EDUCATOR III | 7 | 1 | 14.3% | 1 | 14.3% |
| X22A | SPEECH-LANGUAGE PATHOLOGIST I | 3 | 2 | 66.7% | 2 | 66.7% |
| X22D | SPEECH-LANGUAGE PATHOLOGIST IV | 10 | 1 | 10.0% | 0 | 0.0% |
| X23B | ALCOHOL AND DRUG COUNSELOR II | 8 | 2 | 25.0% | 2 | 25.0% |
| X23D | ALCOHOL AND DRUG COUNSELOR IV | 6 | 1 | 16.7% | 1 | 16.7% |
| X24B | DENTAL CARE ASSISTANT II | 27 | 4 | 14.8% | 2 | 7.4% |
| X27B | EPIDEMIOLOGIST II | 5 | 1 | 20.0% | 1 | 20.0% |
| X30B | MUSIC THERAPIST II | 3 | 1 | 33.3% | 1 | 33.3% |
| X31A | PSYCHOLOGICAL CLINICIAN I | 9 | 2 | 22.2% | 2 | 22.2% |
| X31B | PSYCHOLOGICAL CLINICIAN II | 54 | 9 | 16.7% | 8 | 14.8% |
| X32A | CHILD DEVELOPMENT SPECIALIST I | 10 | 2 | 20.0% | 2 | 20.0% |
| X32D | CHILD DEVELOPMENT SPECIALIST IV | 9 | 1 | 11.1% | 1 | 11.1% |
| X36A | RECREATION THERAPIST I | 24 | 3 | 12.5% | 2 | 8.3% |
| X36D | RECREATION THERAPIST IV | 10 | 2 | 20.0% | 2 | 20.0% |
| X38A | DISEASE INTERVENTION SPECIALIST I | 5 | 2 | 40.0% | 1 | 20.0% |
| X38C | DISEASE INTERVENTION SPECIALIST III | 2 | 2 | 100.0% | 2 | 100.0% |
| X41B | EMERGENCY MEDICAL SERVICES ADMINISTRATOR II | 4 | 1 | 25.0% | 1 | 25.0% |
| X46C | CLINICAL HEALTH FACILITY SURVEYOR | 67 | 9 | 13.4% | 6 | 9.0% |
| X46D | CLINICAL HEALTH FACILITY SURVEYOR | 12 | 2 | 16.7% | 2 | 16.7% |
| Y10A | PATIENT CARE ASSISTANT I | 727 | 343 | 47.2% | 202 | 27.8% |
| Y10B | PATIENT CARE ASSISTANT II | 370 | 50 | 13.5% | 40 | 10.8% |
| Y11A | LICENSED PRACTICAL NURSE I | 31 | 32 | 103.2% | 22 | 71.0% |
| Y11B | LICENSED PRACTICAL NURSE II | 290 | 81 | 27.9% | 58 | 20.0% |
| Y11C | LICENSED PRACTICAL NURSE III | 131 | 43 | 32.8% | 28 | 21.4% |
| Y12A | REGISTERED NURSE I | 14 | 3 | 21.4% | 2 | 14.3% |
| Y12B | REGISTERED NURSE II | 253 | 41 | 16.2% | 35 | 13.8% |

Table A3: FY 2009 Turnover Rate By Job Family Level

| JFD Code | JFD Title | Number of Incumbents 7/01/2009 to Market | Overall Turnover FY 2009 | Overall Turnover Rate FY 2009 | Voluntary Turnover FY 2009 | Voluntary Turnover Rate FY 2009 |
|----------|-----------------------------------|--|--------------------------|-------------------------------|----------------------------|---------------------------------|
| Y12C | REGISTERED NURSE III | 329 | 64 | 19.5% | 47 | 14.3% |
| Y13A | NURSING MANAGER I | 45 | 14 | 31.1% | 12 | 26.7% |
| Y14B | ADVANCED PRACTICE NURSE II | 36 | 8 | 22.2% | 8 | 22.2% |
| Y15B | HEALTH CARE MANAGEMENT NURSE II | 143 | 20 | 14.0% | 19 | 13.3% |
| Z12A | DIRECT CARE SPECIALIST I | 183 | 134 | 73.2% | 63 | 34.4% |
| Z12B | DIRECT CARE SPECIALIST II | 458 | 81 | 17.7% | 63 | 13.8% |
| Z12D | DIRECT CARE SPECIALIST IV | 12 | 2 | 16.7% | 1 | 8.3% |
| Z12E | DIRECT CARE SPECIALIST V | 13 | 3 | 23.1% | 2 | 15.4% |
| Z20A | FOOD SERVICE SPECIALIST I | 117 | 67 | 57.3% | 42 | 35.9% |
| Z20B | FOOD SERVICE SPECIALIST II | 154 | 44 | 28.6% | 29 | 18.8% |
| Z20C | FOOD SERVICE SPECIALIST III | 35 | 6 | 17.1% | 4 | 11.4% |
| Z20D | FOOD SERVICE SPECIALIST IV | 93 | 24 | 25.8% | 18 | 19.4% |
| Z21A | FOOD SERVICE MANAGER I | 54 | 7 | 13.0% | 7 | 13.0% |
| Z24A | NUTRITION ASSISTANT I | 20 | 2 | 10.0% | 2 | 10.0% |
| Z25A | NUTRITION THERAPIST I | 1 | 1 | 100.0% | 1 | 100.0% |
| Z25B | NUTRITION THERAPIST II | 8 | 1 | 12.5% | 1 | 12.5% |
| Z30A | LINEN AND CLOTHING SPECIALIST I | 26 | 9 | 34.6% | 6 | 23.1% |
| Z30B | LINEN AND CLOTHING SPECIALIST II | 28 | 4 | 14.3% | 2 | 7.1% |
| Z30C | LINEN AND CLOTHING SPECIALIST III | 11 | 2 | 18.2% | 1 | 9.1% |
| Z51A | JUVENILE SPECIALIST I | 38 | 63 | 165.8% | 36 | 94.7% |
| Z51B | JUVENILE SPECIALIST II | 111 | 39 | 35.1% | 26 | 23.4% |
| Z51C | JUVENILE SPECIALIST III | 38 | 6 | 15.8% | 5 | 13.2% |
| Z52B | CHAPLAIN II | 15 | 3 | 20.0% | 1 | 6.7% |

Table A4: Proposed Agency Director Salary Structure and Associated Costs
Bold indicates nonappropriated agencies

| Agency | Current Salary | \$ Under Min | Proposed Minimum | Proposed Midpoint | Proposed Maximum | \$ Over Max |
|---|---------------------|--------------------|---------------------|---------------------|---------------------|-------------------|
| ABLE Commission | \$75,705.00 | \$17,198.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Accountancy Board | \$68,954.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Agriculture Department | \$87,005.00 | \$10,955.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Arts Council | \$64,680.00 | \$13,231.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Banking Department | \$137,239.00 | | \$112,279.37 | \$132,093.38 | \$151,907.39 | |
| Board of Private Schools | \$50,500.00 | \$2,873.11 | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Boll Weevil Eradication Org. | \$61,530.00 | \$2,432.28 | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Brd of Licensed Architects & Landscape⁶ | \$72,500.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | \$289.33 |
| Bureau of Investigation | \$80,138.00 | \$17,822.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Career and Technology Education | \$112,455.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Center of Science & Technology | \$96,027.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Central Services | \$90,451.00 | \$7,509.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Children & Youth Commission | \$65,170.00 | \$12,741.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Chiropractic Examiners Board | \$55,044.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Civil Emergency Management | \$75,705.00 | \$17,198.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Commerce Department | \$112,500.00 | | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| CompSource Oklahoma | \$116,536.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Conservation Commission | \$72,398.00 | \$20,505.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Construction Industries Board | \$63,000.00 | \$14,911.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Consumer Credit | \$61,337.00 | \$2,625.28 | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Corporation Commission | \$96,000.00 | \$1,960.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Corrections Department | \$132,309.00 | \$1,236.27 | \$133,545.27 | \$157,112.08 | \$180,678.89 | |
| Cosmetology Board | \$46,788.00 | \$6,585.11 | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Dentistry Board⁶ | \$75,687.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | \$3,476.33 |
| District Attorneys Council | \$119,685.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Educational Television Authority | \$69,419.00 | \$28,541.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Election Board | \$97,815.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Embalmers & Funeral Directors | \$51,500.00 | \$1,873.11 | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Employees Benefit Council | \$91,000.00 | \$1,903.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Employees Group Insurance Board | \$116,536.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Employment Security Commission | \$93,190.00 | \$11,370.97 | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| Environmental Quality Department | \$99,922.00 | \$4,638.97 | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| Ethics Commission | \$110,242.00 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | \$4,832.16 |
| Fire Marshal's Office | \$73,625.00 | \$4,286.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Firefighters Pension/Retirement | \$109,226.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |

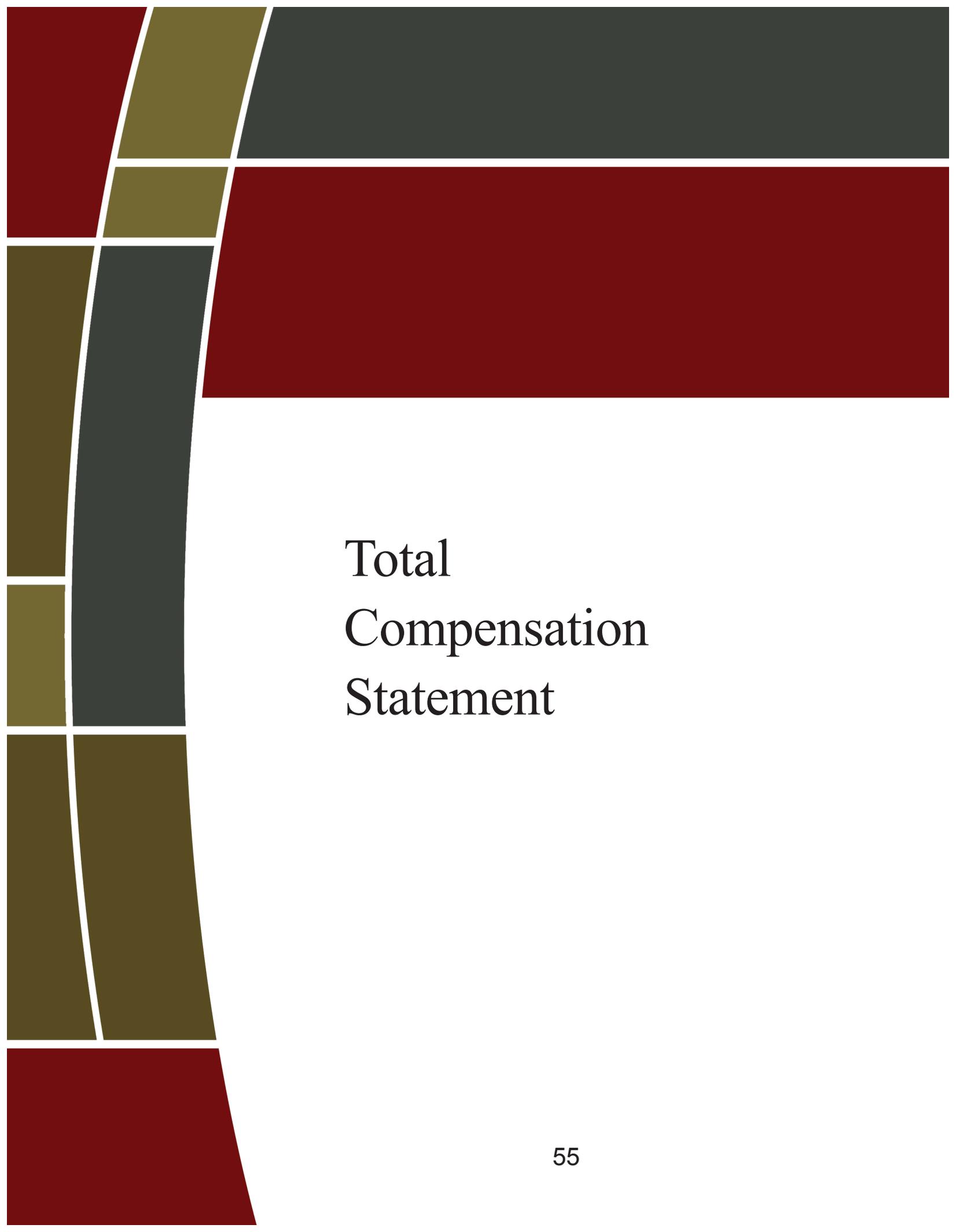
⁶ As a result of Enrolled House Bill 1181, the range for this nonappropriated director was changed in 2006 from the original range recommended by the HayGroup. However, to assure the proper pay relationship between the nonappropriated director jobs and appropriated director jobs of similar size and scope, this recommended structure reflects the ranges originally proposed by HayGroup, adjusted to reflect market pay growth in the interim.

Table A4: Proposed Agency Director Salary Structure and Associated Costs
Bold indicates nonappropriated agencies

| Agency | Current Salary | \$ Under Min | Proposed Minimum | Proposed Midpoint | Proposed Maximum | \$ Over Max |
|--|---------------------|-------------------|---------------------|---------------------|---------------------|-------------|
| Grand River Dam Authority | \$139,984.00 | | \$112,279.37 | \$132,093.38 | \$151,907.39 | |
| Health Care Authority | \$133,455.00 | | \$112,279.37 | \$132,093.38 | \$151,907.39 | |
| Health Department | \$194,244.00 | | \$167,160.09 | \$196,658.93 | \$226,157.77 | |
| Historical Society | \$91,360.00 | \$1,543.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Horse Racing Commission | \$87,255.00 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Human Rights Commission | \$64,386.00 | \$13,525.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Human Services Department | \$162,750.00 | | \$147,119.02 | \$173,081.20 | \$199,043.38 | |
| Indian Affairs Commission | \$51,555.00 | \$1,818.11 | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Indigent Defense System | \$105,000.00 | \$7,279.37 | \$112,279.37 | \$132,093.38 | \$151,907.39 | |
| Industrial Finance Authority | \$109,225.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| J.D. McCarty Children's Center. | \$95,000.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| J.M. Davis Memorial Commission | \$54,000.00 | \$9,962.28 | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Juvenile Affairs | \$96,705.00 | \$7,855.97 | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| Land Office | \$130,000.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Law Enforcement Education & Training | \$73,500.00 | \$19,403.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Law Enforcement Retirement | \$84,735.00 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Libraries Department | \$77,805.00 | \$15,098.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Liquefied Petroleum Gas Admin | \$56,483.00 | \$7,479.28 | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Marginal Wells Commission | \$71,400.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Medical Licensure Board | \$91,392.00 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Medicolegal Investigations | \$235,000.00 | | \$167,160.09 | \$196,658.93 | \$226,157.77 | \$8,842.23 |
| Mental Health Department | \$133,455.00 | \$90.27 | \$133,545.27 | \$157,112.08 | \$180,678.89 | |
| Merit Protection Commission | \$65,205.00 | \$12,706.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Military Department | \$157,252.00 | | \$133,545.27 | \$157,112.08 | \$180,678.89 | |
| Motor Vehicle Commission | \$75,424.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Narcotics and Dangerous Drugs | \$96,305.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Nursing Board | \$91,392.00 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Nursing Homes Administrators | \$63,301.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Office of Handicapped Concerns | \$49,455.00 | \$28,456.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Office of Personnel Management | \$80,955.00 | \$23,605.97 | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| Office of State Finance | \$108,045.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Oklahoma Department of Mines | \$62,370.00 | \$15,541.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Oklahoma Lottery Commission | \$184,485.00 | | \$147,119.02 | \$173,081.20 | \$199,043.38 | |
| Oklahoma Peanut Commission⁶ | \$63,300.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Oklahoma Scenic Rivers Commission | \$49,078.00 | \$14,884.28 | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Oklahoma Space Industry Development | \$85,155.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Oklahoma Student Loan Authority⁶ | \$110,987.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |

Table A4: Proposed Agency Director Salary Structure and Associated Costs
Bold indicates nonappropriated agencies

| Agency | Current Salary | \$ Under Min | Proposed Minimum | Proposed Midpoint | Proposed Maximum | \$ Over Max |
|--|---------------------|-------------------|---------------------|---------------------|---------------------|-------------------|
| Osteopathy Board⁶ | \$75,687.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | \$3,476.33 |
| Pardon & Parole Board | \$70,459.00 | \$22,444.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Pharmacy Board | \$103,564.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Physicians Manpower Training | \$70,000.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Police Pension & Retirement Board | \$109,227.00 | | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Professional Engineers/ Land Surveyors | \$75,424.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Psychologist Board of Examiners | \$55,044.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Public Employees Retirement System | \$116,536.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Public Safety Department | \$111,133.00 | \$10,967.73 | \$122,100.73 | \$143,647.92 | \$165,195.11 | |
| Real Estate Commission | \$91,392.00 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Rehabilitation Services | \$88,750.00 | \$15,810.97 | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| School of Science & Mathematics | \$75,685.00 | \$17,218.68 | \$92,903.68 | \$109,298.45 | \$125,693.22 | |
| Secretary of State | \$94,500.00 | \$3,460.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Securities Commission | \$137,239.00 | | \$112,279.37 | \$132,093.38 | \$151,907.39 | |
| Social Workers Board | \$44,341.50 | \$9,031.61 | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Speech Pathology & Audiology | \$51,412.00 | | \$42,987.05 | \$50,573.00 | \$58,158.95 | |
| Tax Commission | \$111,933.00 | \$10,167.73 | \$122,100.73 | \$143,647.92 | \$165,195.11 | |
| Teacher Preparation Commission | \$72,515.00 | \$5,396.62 | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Teachers Retirement System | \$116,536.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| The University Hospital Authority | \$157,500.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | \$24,965.11 |
| Tobacco Settlement Endowment Trust Fund | \$90,155.52 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| The University Hospital Authority | \$157,500.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | \$24,965.11 |
| Tobacco Settlement Endowment Trust Fund | \$90,155.52 | | \$77,911.62 | \$91,660.73 | \$105,409.84 | |
| Tourism & Recreation Department | \$86,310.00 | \$18,250.97 | \$104,560.97 | \$123,012.90 | \$141,464.84 | |
| Transportation Department | \$133,200.00 | \$345.27 | \$133,545.27 | \$157,112.08 | \$180,678.89 | |
| Turnpike Authority | \$133,200.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | \$665.11 |
| Used Motor Vehicle & Parts Commission | \$75,424.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Veterans Affairs | \$99,750.00 | \$22,350.73 | \$122,100.73 | \$143,647.92 | \$165,195.11 | |
| Veterinary Examiners Board | \$55,044.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | |
| Water Resources Board | \$92,655.00 | \$5,305.57 | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Wheat Commission | \$65,000.00 | | \$63,962.28 | \$75,249.74 | \$86,537.20 | |
| Wildlife Conservation Commission | \$123,033.00 | | \$97,960.57 | \$115,247.73 | \$132,534.89 | |
| Will Rogers Memorial Commission | \$79,008.00 | | \$53,373.11 | \$62,791.89 | \$72,210.67 | \$6,797.33 |



Total
Compensation
Statement



2009 TOTAL COMPENSATION STATEMENT

Based on your individual data as of January 31, 2009 and annualized

Employee Identification Number: 144050

Agency: WILDLIFE CONSERVATION COMMISSION

Joe Sample
123 Any Street
Anytown, OK 73100

Dear Joe,

As an employee of the State of Oklahoma, you are part of a great team working to deliver quality services to our clients, the citizens of Oklahoma. In recognition of your ongoing commitment and dedication to that effort, the State offers you a competitive compensation package, including salary, health, welfare, and retirement benefits.

This Total Compensation Statement is designed to provide an estimate of your total compensation package, including your cash compensation, insurance, retirement and statutory benefits. I commend the Office of Personnel Management, Office of State Finance, Employees Benefits Council, and the Oklahoma Public Employees Retirement System for their contributions in the preparation of this statement as directed by Executive Order 2008-47 (November 6, 2008).

Please read this information carefully. If you have questions about the information, please contact your agency Human Resource Office. Specific questions regarding health, dental or life benefits may be directed to your agency benefits coordinator or you may log onto the Employees Benefits Council website at www.ebc.state.ok.us. Questions about retirement may be directed to your retirement agency, identified in the Retirement Benefits section of this statement.

I encourage you to share this information with your family so that all family members will be aware of the benefits that are provided for them.

I appreciate your being a part of the State of Oklahoma team!

Sincerely,

Brad Henry
Governor, State of Oklahoma

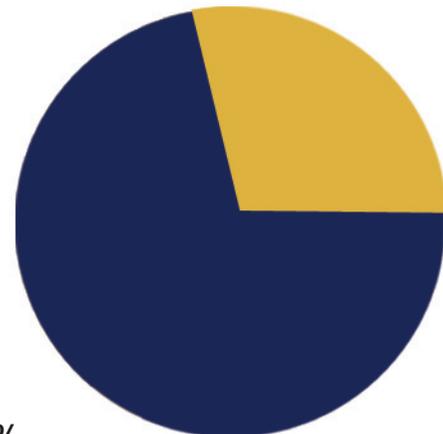
| | |
|--------------------------------|-----------------|
| CASH COMPENSATION | |
| Annual Base Salary | \$35,146 |
| Longevity Payment | \$1,062 |
| TOTAL CASH COMPENSATION | \$36,208 |

| | |
|--------------------------------|---------|
| STATUTORY BENEFITS | |
| Social Security | \$2,770 |
| Unemployment Insurance Premium | \$142 |
| Worker's Compensation Premium | \$1,086 |

| | |
|--------------------------------|-----------------|
| BENEFITS - STATE'S COST | |
| Benefits Allowance | \$6,892 |
| State Retirement | \$8,313 |
| SoonerSave Retirement | \$300 |
| TOTAL COST OF BENEFITS | \$19,503 |

| | |
|-------------------------------------|-----------------|
| SUMMARY | |
| Annual Salary (including longevity) | \$36,208 |
| Cost of Benefits | \$19,503 |
| TOTAL COMPENSATION | \$55,711 |

Benefits: 35%



Base Pay: 65%

PAID TIME OFF: Paid time off is valued at your current hourly rate. This value is not included in the total compensation section of this statement.

| TIME OFF CATEGORY | HOURS | VALUE |
|-------------------|------------|----------------|
| ANNUAL LEAVE | 160 | \$2,704 |
| SICK LEAVE | 120 | \$2,028 |
| HOLIDAY LEAVE | 80 | \$1,352 |
| TOTAL | 360 | \$6,083 |

Note: In addition to the above categories of leave, employees who are called to active duty in the military serve are entitled to 30 work days of paid leave each Federal fiscal year. State law also requires that employees who are called to active service to support Operation Iraqi Freedom are entitled to the difference, if any, between their military pay and their full regular pay from the State.

INSURANCE BENEFITS

As the State's benefits office, the Employees Benefits Council offers you and your eligible dependents options for insurance coverage which includes four HMO's (Aetna, CommunityCare, Global Health and Pacificare) and one PPO (HealthChoice). A total of seven dental offerings are available as well as five separate vision plans. The State also provides employee life insurance coverage in the amount of \$20,000 and additional employee and dependent insurance is available. In addition, employee disability coverage is offered that will provide up to 60% of base pay coverage as well as pre-tax spending accounts for medical, daycare and mass transit reimbursements. All active state employees have the opportunity to participate in the State's wellness mentoring program offered by the State's benefits office. The goal of OKHealth is to give you the right tools to help you feel better and improve your health.

The State provides a Benefit Allowance to help you pay for insurance premiums that would otherwise come out of your own pocket. This year's employee benefit allowance has increased from last year, helping meet the rising costs of your benefits. For employees electing to cover dependents on the health option, a benefit allowance is provided to cover 75 percent of the average of all high option premium dependent costs.

For more information about your Insurance Benefits contact the Employees Benefits Council at 405-232-1190 and toll free 1-800-219-8115 or TDD at 405-609-3473 or online at www.ebc.state.ok.us.

RETIREMENT BENEFITS

ODWC RETIREMENT SYSTEM – DEFINED BENEFIT PLAN

The Oklahoma Department of Wildlife Conservation (ODWC) Retirement plan is a defined benefit retirement plan qualified under Section 401(a) of the Internal Revenue Code. Participation in the ODWC retirement plan is mandatory for all full-time employees of the Oklahoma Department of Wildlife Conservation. The Plan provides its members with a lifetime retirement benefit when they meet certain eligibility requirements. Your benefit is determined by a formula which includes your salary and your years of credited service. The benefit formula is currently 2.5% multiplied by your credited years of service multiplied by your highest average salary of the last 36 months of employment. You participate in the ODWC retirement system by contributing 3% of your salary each month. ODWC also contributes on your behalf. The employer contribution is determined each year by how much is needed annually to adequately fund the retirement system. For instance, the Wildlife Conservation Commission's employer contribution for FY 2009 is \$3,410,000. The paid contributions are invested, under the direction of the Wildlife Conservation Commission to provide retirement benefits to the full-time employees of the Oklahoma Department Wildlife Conservation.

SOONERSAVE – DEFINED CONTRIBUTION PLANS

State employees are also eligible to participate in SoonerSave, which is comprised of two defined contribution retirement plans: the Oklahoma State Employees Deferred Compensation Plan (DCP) and the Oklahoma State Employees Deferred Savings Incentive Plan (SIP). Participation in SoonerSave is voluntary. You participate in SoonerSave by making pre-tax contributions to the DCP. In addition, your employing agency contributes the equivalent of \$25 a month to the SIP for all participants. In a defined contribution plan, no specific benefit is promised. The participant is primarily responsible for making contributions to the plan and managing the investment of the money in order to produce an additional source of funds available at retirement.

For more information about the ODWC Retirement Plan, contact ODWC Human Resources at 405-521-4656. For information on SoonerSave, call 1-800-733-9008 or 405-858-6781, or online at www.soonersave.com.

- Every effort has been made to ensure the accuracy of this statement; however it is possible that your actual dollar amount may differ from the amounts shown. The State of Oklahoma reserves the right to correct any errors in this statement. The applicable State of Oklahoma policies, procedures and rules govern the operation of each benefit plan and the payment of all benefits to you. Those documents cannot be modified by the contents of this statement or any other written or oral statements to you from benefit administrators or other personnel.
- If you are enrolled in the SoonerSave Deferred Compensation program, only the State of Oklahoma's matching contribution is shown.
- The Social Security amount in this statement may differ from your actual Social Security withholding if you are participating in a Section 125 plan, i.e., Health Care, Flexible Spending Account, etc.
- The workers compensation premium shown in the total compensation section of this statement is computed by multiplying your salary by three (3) percent, which is the average cost of workers compensation as a percent of pay.
- Longevity is not reported for part-time employees.
- Paid Time Off is estimated and may be different than the actual hours accrued.

STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT
Fiscal Year 2009 Annual
Compensation Report

