

FISCAL YEAR 2010

Compensation Report

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



ANNUAL COMPENSATION REPORT

FISCAL YEAR **2010**

(JULY 1, 2009 - JUNE 30, 2010)

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December 2010

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**PART 1: EXECUTIVE
SUMMARY**



AVERAGE SALARY COMPARISON (DIRECT COMPENSATION)

An analysis of salary survey data for 391 benchmark jobs indicates that, on average, classified employee salaries are 16.46 percent below the competitive labor market. The 391 benchmarks represent 18,355 employees, or 72 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
2010	\$35,427.27	\$41,259.95	-16.46%

[1] Includes average longevity payment.

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 illustrates the employer contributions to the state's benefit package compared to those of the external labor market. The costs in the table indicate the employers' contribution in relation to the respective average base salary. A detailed breakdown of benefit costs and comparisons to the labor market is contained in the analysis section of the report.

Table 2: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost	\$35,427.27	\$41,259.95	-16.46%
Average Benefit Cost	\$26,788.09	\$25,318.71	5.80%
Total Compensation Cost	\$62,215.36	\$66,578.66	-7.01%

It should be noted a benefit cost comparison does not provide analysis of perceived value to employees nor benefit competitiveness to the market. Cost comparison reflects the financial cost the state pays for benefits compared to the cost of the same kinds of benefits the market provides, and does not provide a true representation of market competitiveness of the state benefit package. The state on average pays 5.8% more for similar benefits offered in the market, and does not provide 5.8% more in benefits than the market. Age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers all impact the cost and preclude us from using cost as a value comparison with the market.

CLASSIFIED EMPLOYEE TURNOVER

The overall turnover rate among classified employees in FY 2010 was 13.9 percent and the voluntary rate was 10.8 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2010 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased from the previous fiscal year. Table 3 below represents the turnover rates (overall and voluntary) of the past ten fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2010

Year	Overall Turnover Rate	Voluntary Turnover Rate
2010	13.9%	10.8%
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

Compensation: Results of the 2010 Annual Compensation Report indicate that the state's classified pay rates are 16.46 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures. The economic recession which has gripped the country throughout this past couple of years 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 for the past two consecutive years. This has had the effect of keeping state classified pay from losing substantial ground in its relationship with the market this year, in spite of the fact that state employees have not received a general pay increase since October 2006.

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.

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 the last two consecutive years, 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.

The Total Compensation 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.

STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART 2:
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 2010 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 72 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 2010 Survey, by CompData Surveys
- Compensation Data 2010 Non-Profit Survey, by CompData Surveys
- Economic Research Institute Salary Assessor
- 2010/2011 Towers Watson Survey Report on Employee Benefits

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

2010 LEGISLATIVE COMPENSATION ACTIVITY

During the Second Regular Session of the 52nd Legislature, only one bill was passed that directly affected the state’s compensation system: Senate Bill 1659. This bill amends O.S. 74:840-2.15 paragraph A to clarify that an executive branch entity shall not exceed the overtime provisions of the Fair Labor Standards Act without express statutory permission. The bill also amends paragraph D of the same statute to revise the start date of the time period for use of compensatory time to the date the compensatory time was accrued versus the end of the pay period. Finally, the bill amends O.S. 74:840-2.17 to specify that pay movement mechanisms (discretionary pay authorities available to agencies) do not apply to agency chief executive officers except for longevity or payment of wages.

NOTE ON ECONOMIC CONDITIONS

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 6.9 percent as of September 2010, which remains unchanged from a year ago. Unemployment in Oklahoma and Tulsa counties dropped to 6.4 percent and 7.3 percent, respectively. Unemployment rates for Oklahoma and Tulsa counties had risen to highs of 6.7 percent and 7.5 percent during this past year. Overall, Unemployment rates have decreased in 75 of the 77 counties as of the quarter ending September 2010. The Manpower Employment Outlook Survey reports that 15 percent of employers in the Southern Region, which includes Oklahoma, project an increase in hiring activity for the first quarter of 2011 and 9 percent projected a decrease – resulting in a Net Employment Outlook of 6%. These hiring projections are significantly stronger when compared with a year ago at this same time. Inflation has remained historically low with the national Consumer Price Index increasing only 1.2 percent from October 2009 to September 2010.

From a compensation standpoint, WorldatWork, in its 2010-11 Salary Budget Survey, reported that salary increases fell below projected results in 2010 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 2010 that are below those projected for 2010. The survey projects levels for 2011 that are comparable to those projected in 2010.

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

	Actual 2008	Projected 2009	Actual 2009	Projected 2010	Actual 2010	Projected 2011
Nonexempt Hourly Nonunion Employees	3.9%	3.8%	3.2%	3.2%	2.8%	3.1%
Nonexempt Salaried Employees	3.9%	3.8%	3.2%	3.2%	2.8%	3.1%
Exempt Salaried Employees	4.0%	3.9%	3.2%	3.2%	2.9%	3.1%
Officers/Executives	4.2%	4.1%	3.5%	3.3%	3.1%	3.2%

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 63 agencies spent approximately \$9.4 million in Calendar Year 2009 through pay movement mechanisms for 4,389 employees.

The totals for CY 2009 reveal a 66.28 percent decrease in cost from 2008, in which approximately \$28.3 million was spent on pay movement mechanisms for 15,767 employees.

Table 5: PMM Costs - CY 2004 - CY 2009

PMM Title	2004	2005	2006	2007	2008	2009
Lateral Transfer	\$105,687.57	\$87,412.86	\$105,349.16	\$23,073.10	\$219,374.83	\$103,914.09
Career Progression	\$2,472,947.64	\$1,933,178.36	\$3,100,907.34	\$1,439,820.06	\$5,832,430.39	\$6,081,320.67
Performance-Based Adjustment	\$754,155.92	\$1,201,515.89	\$841,769.88	\$492,040.48	\$965,034.00	\$301,338.22
Completion of Prob/Trial Period	\$311,416.85	\$447,095.23	\$473,331.17	\$124,313.29	\$827,114.12	\$986,479.06
Equity Adjustment	\$819,834.29	\$704,417.54	\$811,140.03	\$446,857.75	\$4,665,221.00	\$886,468.01
Skill-Based Pay Adjustment	\$96,516.23	\$200,681.62	\$95,944.54	\$225,856.57	\$204,555.25	\$175,274.91
Market Adjustment	\$2,378,055.63	\$602,994.86	\$3,560,350.93	\$1,590,758.06	\$15,325,497.18	\$921,244.25
Grand Total	\$6,938,614.13	\$5,177,296.36	\$8,988,793.06	\$4,342,719.31	\$28,039,226.77	\$9,456,039.21

PART 3:
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 160 (41%) of our benchmark jobs. Salary data is current as of July 2010.

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 100 (26%) of our benchmark jobs. Salary data is current as of July 2010.

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 105 organizations employing 24,278 workers in the State of Oklahoma. The salary portion of the survey covered 82 (21%) of our benchmark jobs. Salary data is current as of July 2010.

Oklahoma Hospital Association: This salary survey is conducted semi-annually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 55 (14%) of our benchmark jobs. Salary data is current as of July 2009.

Compensation Data 2010: 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 46 (12%) of our benchmark jobs. Salary figures are from April 2010, but to maintain consistency, the salaries are aged .725 percent according to employment cost increases to reflect the equivalent of July data.

Compensation Data 2010 Non-Profit: 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 72 (19%) of our benchmark jobs. Salary figures are from April 2010, but to maintain consistency, the salaries are aged .725 percent according to employment cost increases to reflect the equivalent of July data.

Economic Research Institute (ERI) Salary Assessor 2010: 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 271 (69%) of our benchmark jobs. Salary data is current as of July 2010.

2010/2011 Towers Watson Survey Report on Employee Benefits: This national benefit survey is conducted by Towers Watson, and consists of responses from 365 organizations. A regional cut of responses was used in the benefit analysis of this report.

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.¹ 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: $(E \div 12) (X) C (X) 50\%$ ²
- G. Annual turnover cost for the state: (Multiply F X D)

¹ Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87

² Assumes 50 percent productivity throughout first year (E).

STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT



PART 4: ANALYSIS



CLASSIFIED EMPLOYEE BENCHMARK JOB AVERAGE SALARY COMPARISON

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 16.46 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

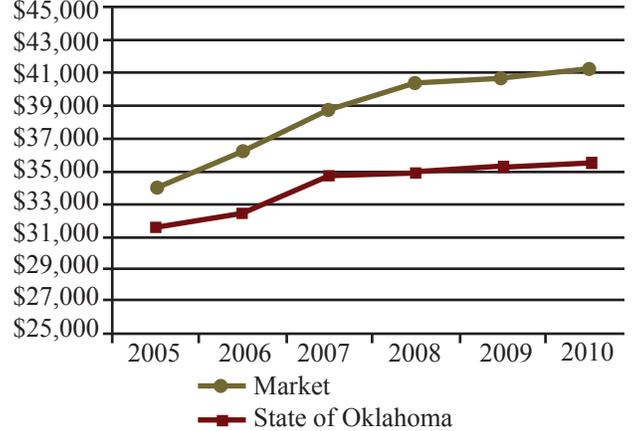
Fiscal Year	State of Oklahoma	Market	% Difference
2010	\$35,427.27	\$41,259.95	-16.46%

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 six years.

Table 7: Market Comparison Trend (2005-2010)

Year	State of Oklahoma	Market	% Difference
2010	\$35,427	\$41,260	-16.46%
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%

Chart 1: Oklahoma vs. Market Pay Trend (2005-2010)



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 market salary growth has slowed due to the recent economic recession to 1.5% from 2009 to 2010. However, state average salaries have only grown 0.62% from 2009 to 2010.

Table 8: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2010	\$0.00	N/A
-	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 four 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 15-year period, the guideline has increased a total of 41 percent. The 2010 Poverty Guidelines are an anomaly in the trend of the guidelines since 1996. Legislation enacted in late 2009 and early 2010 prohibited publication of 2010 poverty guidelines before May 31, 2010, and required that the 2009 poverty guidelines remain in effect until publication of updated guidelines. Legislation to further delay publication of the 2010 guidelines did not pass. The procedure for updating the 2010 guidelines was modified to take into account the Consumer Price Index-Urban (CPI-U) for the period for which their publication was delayed. As a result, the poverty guideline figures for the remainder of 2010 — given below — were the same as the 2009 poverty guideline figures.

The fact that the minimum wage is now indexed to a continually increasing data point 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. Although the minimum wage did not increase in 2010 due to the stagnation of the CPI-U, this is an situation which is not likely to repeat itself the future. Thus, the minimum wage will continue to be 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	7/1/2010
State of Oklahoma Employee Minimum Wage	\$8.46	\$8.80	\$8.80
Federal Minimum Wage	\$6.55	\$7.25	\$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.

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 \$980.88 per month, or 33.22 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 14.4 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan -- During FY 2010 the state contributed 15.5 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 2010/2011 Towers Watson Survey Report on Employee Benefits. The average amount that the market contributed to employees for Insurance was \$676.53 per month.

Paid Leave -- The average employer offered 10 paid holidays. For sick leave, market employees with 10 or more years of service accrue an average of 12 days each year. Also, market employees earn an average of 19 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 2010/2011 Towers Watson Survey Report on Employee Benefits, and the average contribution only includes those companies that offer such a plan. The average yearly contribution is \$4,798.28 per employee.

Defined-Contribution Retirement Plan -- The market input to a Defined-Contribution Retirement Plan was gathered from the 2010/2011 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 \$2,358.74 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 [4]		Sick Days/Sick Leave [5]	
	State of Oklahoma	Market	State of Oklahoma	Market
Number of days after 1 year	15	11	15	12
Number of days after 5 years	18	15	15	12
Number of days after 10 years	20	19	15	12
Number of days after 20 years	25	21	15	12

[4] 87.8 percent of organizations currently offer a paid vacation/annual leave system. Of those organizations, 80 percent of the organizations responding allow some form of annual leave/vacation accrual carryover from year to year.

[5] 91.1 percent of organizations currently offer a paid sick leave system. Of those organizations, 81.8 percent of the organizations responding allow some form of sick leave accrual carryover from year to year

RETIREMENT PLANS

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

- 35.7 percent of the organizations provide a defined benefit plan.
- 100 percent of the organizations provide a defined contribution plan.
- 26.4 percent of the organizations provide for automatic enrollment of new hire employees.
- 92.9 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 average cost is calculated based on the employers’ contribution in relation to the respective average state benchmark salary and the average market salary.

Table 11: Average Employee Benefit Comparison

	State of Oklahoma Contribution	Market Contribution [6]	% Above or Below Market
Health Insurance	\$11,345.67	\$7,053.99	66.86%
Dental Insurance	\$220.56	\$481.54	-54.20%
Basic Life Insurance	\$54.72	\$178.98	-69.43%
Disability Insurance	\$109.20	\$371.81	-70.63%
Annual Leave Accrual Days	\$2,725.17	\$3,015.15	-9.62%
Sick Leave Accrual Days	\$2,043.88	\$1,904.31	7.33%
Paid Holidays	\$1,362.59	\$1,586.92	-14.14%
Defined Benefit Retirement Plan (employer contribution)[7]	\$5,136.95	\$4,798.28	7.06%
Defined Contribution Retirement Plan	\$300.00	\$2,358.74	-87.28%
Social Security [8]	\$2,710.19	\$3,156.39	-14.14%
Worker’s Compensation & Unemployment Insurance	\$354.27	\$412.60	-14.14%
Total Benefit Cost	\$26,788.09	\$25,318.71	5.80%

For reference purposes, an overall “market average” has been provided for insurance benefits levels (deductibles, copayments, co-insurance, etc.). However, insurance benefits differ widely in the marketplace depending upon the employer’s size, business sector (professional service, manufacturing, corporate, public employee, etc.), section of country, and whether it is a single or multiemployer program. It should be kept in mind that each of these factors can produce significant variation in averages.

Benefit costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortu

nately, 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.

Comparing the values of benefits provided by the State of Oklahoma and by employers in the private sector is easier said than done. In many respects, it is “comparing apples and oranges.” There are almost as many different health care plan designs as there are employers in the market. The primary factors to consider are benefit costs and plan design. The following analysis was developed by the Office of Personnel Management in conjunction with the Employees Benefits Council (EBC):

BENEFIT ALLOWANCE COSTS

The state has to overcome a number of challenges as it keeps costs under control. Health care utilization is a major cost driver for the state’s largest employer group. Approximately 30 percent of Oklahoma’s state employees have been diagnosed with cardiovascular disease or diabetes, and another 30 percent are considered “at risk,” or very close to developing those conditions. In addition, the average age of state employees is nearly 47 and the health insurance plans offered to state employees and their families are “guaranteed issue,” meaning all pre-existing conditions are covered immediately. By statute, 75 percent of dependents’ health premiums are paid by the state and dependent children can be covered up to age 26, regardless of student or marital status.

Chart 2: Employee Only Average Health Premium Comparison

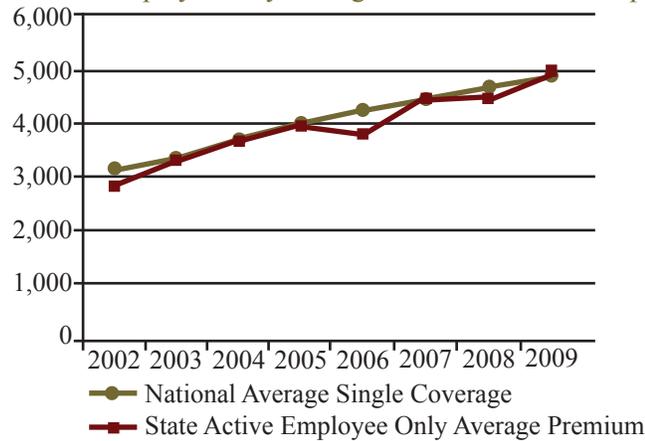
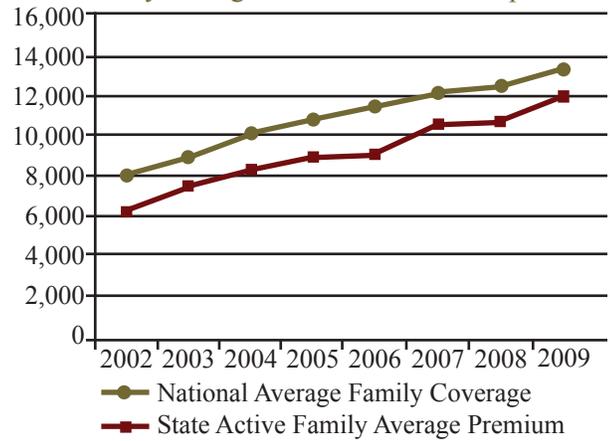


Chart 3: Family Average Health Premium Comparison



EMPLOYER CONTRIBUTION

Much of the difficulty in comparing state benefits to private-sector benefits lies in the employer (agencies) contributions. The state’s solution is a “benefit allowance,” part of employees’ total compensation to fund core benefits costs. The “core” benefits are the insurance coverages every active state employee must have: health, dental, basic life and disability. The benefit allowance is automatically given in one of six levels, depending on family status: employee only; employee and spouse; employee, spouse and one child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the benefit allowance be based on the average premiums of the highest-cost health plans, plus the average of the dental plans, life, disability, and 75 percent of dependents’ health costs

Currently, more than 93 percent of active state employees and their families have 100 percent of their core benefits paid for, plus they receive an additional \$115 per month, on average, in excess benefit allowance that can be used to pay for optional benefits and/or added to net pay. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life, flexible spending accounts, the OKHealth Wellness Program, the Invisible Bracelet early medical alert, and SoonerSave Deferred Compensation and Savings Incentive Plans.

Despite the challenges described above, the state has contained state employee health insurance premiums at or below the national average.

Table 12: Benefit Allowance Cost Trend

	2007	2008	2009	2010	2011
Total Cost in Millions	\$357.1	\$393.6	\$418.9	\$423.2	\$417.9
Increase/Decrease in Millions	\$74	\$37	\$25	\$4	-\$5
% Increase/Decrease	26.14%	10.22%	6.43%	1.03%	-1.25%

In 2011, for the first time ever, state agencies will see a decrease in their benefit allowance costs (See Table 12 above). Some of the biggest savings will be seen in Oklahoma’s largest agencies, as demonstrated in Table 13.

Table 13: Agency Savings

Agency	Plan Year 2010	Plan Year 2011	Reduction/Savings
Human Services	\$85.2 million	\$84.4 million	\$809,588
Corrections	\$51.3 million	\$50.8 million	\$501,135
Transportation	\$30.7 million	\$30.5 million	\$218,369
Health	\$24.9 million	\$24.7 million	\$195,200
Mental Health	\$20.4 million	\$20.2 million	\$168,877

BENEFIT PLANS PREMIUM COMPARISON

Table 14 and 15 compare the premiums for the State’s PPO and HMO plans with like plans in the market. This comparison reveals that on average the State’s PPO cost is below the market average, while the HMO cost exceeds the market average.

Table 14: PPO Monthly Premium Comparison

PPO Monthly Premium Comparison	Market Average	Health Choice High Option	Percent Above or Below Market
Average Monthly Premiums for Employees Only	\$540.00	\$442.00	-18.15%
Average Monthly Premiums for Employee + One Adult Dependent	\$1,182.00	\$1,068.68	-9.59%
Average Monthly Premiums for Employee + Children	\$1,068.00	\$723.75	-32.23%
Average Monthly Premiums for Employee + Family	\$1,709.00	\$1,362.54	-20.27%

Table 15: HMO Monthly Premium Comparison

HMO Monthly Premium Tiers	Market Average	HMO Standard Option Aetna	Percent Above or Below Market	HMO Standard Option Community Care	Percent Above or Below Market	HMO Standard Option Global Health	Percent Above or Below Market	HMO Standard Option Pacificare	Percent Above or Below Market
Avg Monthly Premiums for Employees Only	\$491.00	\$715.40	45.70%	\$775.08	57.86%	\$344.18	-29.90%	\$605.20	23.26%
Avg Monthly Premiums for Employee + One Adult Dependent	\$1,125.00	\$1,666.78	48.16%	\$1,883.42	67.42%	\$854.88	-24.01%	\$1,475.36	31.14%
Avg Monthly Premiums for Employee + Children	\$970.00	\$1,354.14	39.60%	\$1,255.62	29.45%	\$579.84	-40.22%	\$984.96	1.54%
Avg Monthly Premiums for Employee + Family	\$1,549.00	\$2,302.19	48.62%	\$2,394.91	54.61%	\$1,108.47	-28.44%	\$1,885.32	21.71%

PLAN DESIGN

The design of health plans has a significant effect on both the cost of the plans and their perceived value by employees.

Table 16 and 18 illustrates some of the basic plan provisions and the insurance premiums for the PPO and HMO plans compared to the market.

Table 16: PPO Medical Plan Comparison

PPO Monthly Premium Provision	Market Average	Health Choice High Option	Percent Above or Below Market
Annual Individual In Network Deductible	\$457.00	\$500.00	9.41%
Annual Individual Out of Network Deductible	\$898.00	\$500.00	-44.32%
Annual Family In Network Deductible	\$1,164.00	\$1,500.00	28.87%
Annual Family Out of Network Deductible	\$2,110.00	\$1,500.00	-28.91%
Annual Individual In Network Out of Pocket Maximum	\$2,160.00	\$2,800.00	29.63%
Annual Individual Out of Network Out of Pocket Maximum	\$4,294.00	\$3,300.00	-23.15%
Annual Family In Network Out of Pocket Maximum	\$4,797.00	See Note (1)	NA
Annual Family Out of Network Out of Pocket Maximum	\$9,356.00	See Note (1)	NA
In Network Copay PCP	\$22.00	\$50.00 (2)	127.27%
In Network Copay Specialist	\$30.00	\$50.00	66.67%
Inpatient Hospital Admission Copay	\$222.00	\$0.00	-100.00%
Outpatient Surgery Copay	\$123.00	\$0.00	-100.00%
Emergency Room Copay	\$107.00	\$0.00	-100.00%
Copay per Generic Prescription	\$9.00	See Note (3)	NA
Copay per Formulary Prescription	\$29.00	See Note (3)	NA
Copay per Nonformulary Prescription	\$48.00	See Note (3)	NA
Annual Prescription Deductible Employee Only	\$219.00	See Note (4)	NA
Annual Prescription Deductible Family	\$380.00	See Note (4)	NA

(1) Individual out of pocket maximum applies to each family member

(2) For 2011, Copay for PCP was lowered to \$30.

(3) Generic Mandate. Member pays cost of medication up to a maximum dollar amount for Preferred prescriptions (\$30/\$60) & Non-Preferred (\$60/\$120) medication.

(4) 81.3% of private and public sector organizations do not have a prescription plan deductible. The market average reported represents only those organizations who report a prescription plan deductible.

Table 17: HMO Standard Medical Plan Comparison

HMO Standard Medical Plan Comparison	Market Average	HMO Standard Option	Percent Above or Below Market
Annual Individual In Network Deductible	\$606.00	\$0.00	-100.00%
Annual Family In Network Deductible	\$1,743.00	\$0.00	-100.00%
Annual Individual In Network Out of Pocket Maximum	\$2,038.00	\$2,500.00	22.67%
Annual Family In Network Out of Pocket Maximum	\$4,713.00	\$5,000.00	6.09%
In Network Copay PCP	\$22.00	\$30.00	36.36%
In Network Copay Specialist	\$30.00	\$40.00	33.33%
Inpatient Hospital Admission Copay	\$300.00	\$350.00	16.67%
Outpatient Surgery Copay	\$119.00	\$250.00	110.08%
Emergency Room Copay	\$109.00	\$150.00	37.61%
Copay per Generic Prescription	\$9.00	\$5.00	-44.44%
Copay per Formulary Prescription	\$28.00	\$30.00	7.14%
Copay per Nonformulary Prescription	\$51.00	\$60.00	17.65%
Annual Prescription Deductible Employee Only	\$0.00	\$0.00	NA
Annual Prescription Deductible Family	\$0.00	\$0.00	NA

Based on a summary review of tables 14 thru 17, there are three major points of difference between the state benefit design and the relative market design. First, the state's PPO and HMO plan designs tend to run counter to the market. The state's Health Choice High Option plan offers higher doctor office visit copays, individual and family in network deductibles, and out of pocket maximum limits compared to the market; while offering a substantially lower premium compared to the average market monthly premium. The state's HMO plans offer a more generous benefit package compared to the market while on average at a substantially higher premium rate. The major difference in the state HMO plan offering and the HMO market is the use of Individual and Family deductibles. The state HMO plans do not require a deductible to be met, while 43.8 percent of HMO plans in the market require a deductible to be met before full coverage begins.³

Second, the state benefit tier structure is designed under a six tier structure. The benefit participant tier structure, defined by state statute, ranges from Employee only coverage to Employee + Spouse & Children coverage. On the other hand, the benefits market has a prevalence of a four- or three-tier structure. Four-tier structures have a plurality with 48 percent of the market, while the three-tier structure comprises 25 percent of the market.⁴ Other tier structures comprise 27 percent of the market.⁵ Three- and Four-tier structures are so prevalent in the market that the Towers Watson Survey Report on Employee Benefits Survey only surveys three- and four-tier plans.

Third, the number of Health Insurance plans offered by the state tends to exceed that of the average private sector company and other public sector organizations. Organizations that offer more than one plan tend to offer employees a choice between one PPO plan and one HMO plan. The market PPO plans are designed to offer employees more freedom to choose their health providers, while the employers pass the additional premium cost on to the employee. The market HMO plans are designed to offer lower out of pocket costs with smaller copays, deductibles, and out of pocket maximums than the PPO plan offered. The HMO plans offer employees fewer choices in choosing their health providers, but offer the employees and employers lower monthly premiums.

³ 2010/2011 Towers Watson Survey Report on Employee Benefits

⁴ 2010/2011 Towers Watson Survey Report on Employee Benefits

⁵ 2010/2011 Towers Watson Survey Report on Employee Benefits

TOTAL COMPENSATION COST

In light of the above benefit cost comparison with the market, as well as the market relationship of cash compensation highlighted earlier in this report, the following table reflects the total compensation cost comparison with the market.

Table 18: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	Percent Above or Below Market
Average Salary Cost	\$35,427.27	\$41,259.98	-16.46%
Average Benefit Cost	\$26,788.09	\$25,318.71	5.80%
Total Compensation Cost	\$62,215.36	\$66,578.66	-7.01%

TURNOVER ANALYSIS

Table 19 displays the overall and voluntary turnover rates for the state's classified work force. The overall rate increased from the previous year's rate of 13.2 percent to 13.9 percent, and the voluntary rate increased from 10.4 percent to 10.8 percent.

Table 19: FY 2010 State Classified Employee Turnover

Total Classified Employees as of 07/01/2009	27,317
Resignations	1,972
Retirements	974
Discharges	783
Deaths	58
Overall Turnover Rate	13.9%
Voluntary Turnover Rate	10.8%

A list of job families with turnover rates is included in Table A3 in the Appendix). During FY 2010, the turnover cost for the classified workforce was \$82,613,074 million. As indicated in the methodology section, this figure was based on a conservative costing model.⁶ Below is the calculation using the actual salary and demographic figures:

A. Average classified salary for the state (including average longevity pay):	\$35,427.27
B. Percentage of pay for benefits times annual pay: 58.33% (X) \$35,427.27=	\$20,658
C. \$35,209 + 19,481 =	\$56,085
D. Number of Voluntary Separations:	2,946
E. Amount of time an employee becomes fully productive:	12 months
F. Per person turnover cost: (12÷12) (X) \$53,609.55 (X) 50% =	\$28,042
G. Annual turnover cost for the state: (\$26,804.78 X 3,161) =	\$82,613,074
Total Classified Employee Turnover Cost: \$82,613,074	

⁶ Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87



PART 5: **RECOMMENDATIONS**



COMPENSATION

Results of the 2010 Annual Compensation Report indicate that the state's classified pay rates are 16.46 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures. The economic recession which has gripped the country throughout this past couple of years 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 for the past two consecutive years. This has had the effect of keeping state classified pay from losing substantial ground in its relationship with the market this year, in spite of the fact that state employees have not received a general pay increase since October 2006.

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.

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 the last two consecutive years, 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.

The Total Compensation 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 6: **APPENDIX**



Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET
17 benchmarks were added this year for a total of 391 JFD's representing 18,355 state employees.

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

JFD Code	JFD Title	Relationship to Market
A10B	Insurance Underwriter II	-18.05%
A11A	Insurance Claims Adjuster I	16.57%
A11B	Insurance Claims Adjuster II	7.45%
A30B	Member Services Representative II	-11.36%
A32B	Insurance Benefits Specialist II	-24.83%
A40A	Insurance Program Administrator I	-32.71%
A40B	Insurance Program Administrator II	-48.13%
B10C	Information Systems Operations Specialist III	-20.50%
B10D	Information Systems Operations Specialist IV	-4.37%
B10E	Information Systems Operations Specialist V	-45.99%
B20B	Information Systems Telecommunications Technician II	-20.75%
B21A	Information Systems Network Management Specialist I	-41.94%
B21B	Information Systems Network Management Specialist II	-43.05%
B21C	Information Systems Network Management Specialist III	-38.89%
B21D	Information Systems Network Management Specialist IV	-50.53%
B22A	Information Systems Network Administrator I	-6.75%
B22B	Information Systems Network Administrator II	-38.55%
B22C	Information Systems Network Administrator III	-48.60%
B23A	Information Systems Network Technician I	-37.29%
B30A	Information Systems Operating System Specialist I	-26.99%
B30B	Information Systems Operating System Specialist II	-21.05%
B30C	Information Systems Operating System Specialist III	-18.95%
B30D	Information Systems Operating System Specialist IV	-39.13%
B31A	Information Systems Manager I	-55.95%
B31B	Information Systems Manager II	-38.50%
B31C	Information Systems Manager III	-39.96%
B32A	Information Systems Administrator I	-50.00%
B32B	Information Systems Administrator II	-42.58%
B32C	Information Systems Administrator III	-36.73%
B40A	Information Systems Planning Specialist I	-33.23%
B40B	Information Systems Planning Specialist II	-76.07%
B51A	Information Systems Applications Specialist I	-37.14%
B51B	Information Systems Applications Specialist II	-40.48%
B51D	Information Systems Applications Specialist IV	-38.49%
B52B	Information Systems Data Management Analyst II	-32.79%
B52C	Information Systems Data Management Analyst III	-36.21%
B52D	Information Systems Data Management Analyst IV	-26.67%
C10A	Civil Rights Administrator I	-30.61%
C10B	Civil Rights Administrator II	-12.65%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
C10C	Civil Rights Administrator III	-44.35%
C30A	Human Resources Assistant I	-15.07%
C31A	Human Resources Management Specialist I	-12.06%
C31B	Human Resources Management Specialist II	-29.58%
C31C	Human Resources Management Specialist III	-45.07%
C31D	Human Resources Management Specialist IV	-47.59%
C32A	Human Resources Programs Manager I	-51.84%
C32C	Human Resources Programs Manager III	-34.91%
C33A	Human Resources Programs Director I	-82.67%
C33B	Human Resources Programs Director II	-77.22%
C41B	Training Specialist II	-33.19%
C41C	Training Specialist III	-35.92%
C42B	Video Production Specialist II	-20.45%
D12B	Auditor II	-34.70%
D12C	Auditor III	-44.80%
D12D	Auditor IV	-62.26%
D14A	Accountant I	-25.80%
D14B	Accountant II	-19.08%
D14C	Accountant III	-22.81%
D14D	Accountant IV	-22.40%
D20B	Budget Analyst II	-20.84%
D20C	Budget Analyst III	-19.48%
D20D	Budget Analyst IV	-30.14%
D30A	Business Manager I	-6.99%
D30B	Business Manager II	-23.18%
D30C	Business Manager III	-68.33%
D33A	Financial Manager/Comptroller I	-13.77%
D33B	Financial Manager/Comptroller II	-42.16%
D33C	Financial Manager/Comptroller III	-50.31%
D33D	Financial Manager/Comptroller IV	-61.64%
D50A	Accounting Technician I	-13.11%
D50B	Accounting Technician II	-13.46%
D50C	Accounting Technician III	-26.49%
D50D	Accounting Technician IV	-31.52%
D54A	Consumer Credit Examiner I	-55.73%
E12A	Administrative Programs Officer I	-7.14%
E12D	Administrative Programs Officer IV	-36.74%
E13A	Customer Service Representative I	-25.17%
E13B	Customer Service Representative II	-8.33%
E13C	Customer Service Representative III	-29.48%
E14A	Court Reporter I	11.35%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
E16A	Administrative Technician I	-12.16%
E16B	Administrative Technician II	-13.64%
E16C	Administrative Technician III	-41.97%
E17A	Administrative Assistant I	-15.40%
E17B	Administrative Assistant II	-15.81%
E19A	Medical Transcriptionist I	-50.08%
E20A	Library Technician I	3.88%
E20B	Library Technician II	-12.77%
E20C	Library Technician III	-2.91%
E21A	Librarian I	-35.38%
E21B	Librarian II	-2.27%
E21C	Librarian III	-10.25%
E21D	Librarian IV	-17.33%
E22A	Administrative Librarian I	-20.23%
E22B	Administrative Librarian II	-36.62%
E24A	Secretary I	0.59%
E24B	Secretary II	4.26%
E24C	Secretary III	-28.78%
E24E	Secretary V	-18.69%
E25B	Legal Secretary II	-24.47%
E31B	Administrative Hearing Officer II	-33.08%
E33B	Administrative Hearing Officer III	-12.01%
E33C	Bindery Worker III	-26.57%
E34B	Offset Press Operator II	-3.44%
E34C	Offset Press Operator III	-14.76%
E34D	Offset Press Operator IV	-16.02%
E35C	Duplicating Equipment Operator III	5.74%
E35D	Duplicating Equipment Operator IV	-32.42%
E37A	Reproduction Services Manager I	-7.29%
E41B	Archivist/Records Management Specialist II	-17.30%
E43A	Graphic Artist I	6.42%
E43B	Graphic Artist II	-17.37%
E43C	Graphic Artist III	-9.96%
E44B	Public Information Officer II	-18.79%
E44C	Public Information Officer III	-62.02%
E45A	Public Information Manager I	-95.87%
E45B	Public Information Manager II	-105.83%
E46A	Statistical Research Specialist I	-2.43%
E46B	Statistical Research Specialist II	-39.09%
E46C	Statistical Research Specialist III	-86.99%
E48C	Planning Coordinator III	-24.80%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
E49A	Management Analyst I	-45.38%
E50A	Photographer I	-28.85%
E55A	Customer Assistance Representative I	6.13%
E55B	Customer Assistance Representative II	-14.38%
E55C	Customer Assistance Representative III	-8.51%
E55D	Customer Assistance Representative IV	-16.48%
F10A	Contracting And Procurement Officer I	2.67%
F10C	Contracting And Procurement Officer III	-1.82%
F10D	Contracting And Procurement Officer IV	-27.15%
F14A	Contracting And Acquisitions Agent I	-11.93%
F14B	Contracting And Acquisitions Agent II	-20.86%
F14C	Contracting And Acquisitions Agent III	-44.35%
F14D	Contracting And Acquisitions Agent IV	-80.57%
F15A	Contracting And Acquisitions Administrator I	-40.86%
F20A	Materiel Management Specialist I	-4.39%
F20B	Materiel Management Specialist II	-6.87%
F20C	Materiel Management Specialist III	-23.66%
F20D	Materiel Management Specialist IV	-38.14%
F21A	Materiel Management Officer I	-98.41%
F21B	Materiel Management Officer II	-110.67%
F31B	Real Estate Management Specialist II	-16.08%
F36B	Director, Real Estate Management Division II	-74.69%
F41A	Construction/Maintenance Technician I	-29.03%
F41B	Construction/Maintenance Technician II	-30.58%
F41C	Construction/Maintenance Technician III	-43.30%
F44A	Carpenter I	-54.23%
F44B	Carpenter II	-57.85%
F45A	Construction/Maintenance Administrator I	-45.10%
F45B	Construction/Maintenance Administrator II	-43.14%
F45C	Construction/Maintenance Administrator III	-61.09%
F45D	Construction/Maintenance Administrator IV	-45.25%
F46B	Painter II	-77.45%
F47A	Automotive/Engine Mechanic I	-15.21%
F47B	Automotive/Engine Mechanic II	-35.92%
F47C	Automotive/Engine Mechanic III	-9.57%
F47D	Automotive/Engine Mechanic IV	-44.67%
F48A	Welder I	-20.36%
F48B	Welder II	-3.98%
F48C	Welder III	-6.00%
F49B	Physical Plant Operator II	-32.23%
F49C	Physical Plant Operator III	-56.52%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
F50B	Housekeeping/Custodial Worker II	3.80%
F50D	Housekeeping/Custodial Worker IV	-63.79%
F50E	Housekeeping/Custodial Worker V	-122.43%
F54A	Light Vehicle Driver I	-13.75%
F56A	Electronics Technician I	-20.99%
F56B	Electronics Technician II	-16.59%
F69A	Chief Architect I	-6.54%
F72A	Construction Manager I	-32.46%
F74A	Mechanical Systems Technician I	-52.12%
F74B	Mechanical Systems Technician II	-46.04%
F74C	Mechanical Systems Technician III	-42.35%
F74D	Mechanical Systems Technician IV	-56.39%
F75A	Electrician I	-14.05%
F75B	Electrician II	-12.94%
F75C	Electrician III	-18.65%
F75D	Electrician IV	-4.11%
F76A	Plumber I	-25.88%
F76B	Plumber II	-40.79%
F76D	Plumber IV	-38.24%
F77A	Groundskeeper I	-6.38%
F77B	Groundskeeper II	-34.45%
F78A	Equipment Operator I	5.89%
F78B	Equipment Operator II	-46.39%
F79A	Laborer I	-14.74%
G10A	Communications Officer (DPS) I	1.95%
G12A	Criminalist I	22.70%
G12B	Criminalist II	6.66%
G14A	Drivers License Examiner I	7.84%
G14B	Driver's License Examiner II	23.33%
G15A	Law Enforcement Communications Specialist I	-14.22%
G16B	Physical Evidence Technician II	0.87%
G19C	Fingerprint Specialist III	4.27%
G21B	State Fire Marshal Law Enforcement Agent II	-15.08%
G21C	State Fire Marshal Law Enforcement Agent III	-21.65%
G22C	Law Enforcement Special Agent (OSBI) III	-5.67%
G25B	DHS Investigative Agent II	-2.47%
G50C	Law Enforcement Capitol Patrol Officer III	40.69%
G53C	Law Enforcement Highway Patrol Officer III	14.69%
G53E	Law Enforcement Highway Patrol Officer V	-3.30%
G54B	Law Enforcement Highway Patrol Manager II	-10.49%
H10B	Programs Manager II	-16.28%

CONT..Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
H10C	Programs Manager III	-16.24%
H10D	Programs Manager IV	-24.69%
H10E	Programs Manager V	-28.11%
H20B	Social Services Specialist II	-2.77%
H20C	Social Services Specialist III	-3.36%
H20D	Social Services Specialist IV	-1.08%
H21B	Case Manager II	-39.72%
H23B	Child Welfare Specialist II	-8.15%
H23D	Child Welfare Specialist IV	-11.75%
H24B	Child Care Licensing Specialist II	-66.62%
H24D	Child Care Licensing Specialist IV	-40.99%
H26B	Adult Protective Services Specialist II	-14.86%
H27A	Clinical Social Worker I	-31.83%
H27B	Clinical Social Worker II	-13.44%
H27D	Clinical Social Worker IV	-13.70%
H30A	Child Support Specialist I	-14.80%
H30B	Child Support Specialist II	-12.77%
H30D	Child Support Specialist IV	-15.32%
I10C	Correctional Security Officer III	-3.03%
I10D	Correctional Security Officer IV	-8.58%
I11B	Correctional Security Manager II	-21.17%
I20B	Correctional Case Manager II	-11.73%
I24A	Correctional Counselor I	-15.91%
I30A	Correctional Industries Manager I	-37.64%
I40B	Probation And Parole Officer II	-12.32%
I40D	Probation And Parole Officer IV	9.02%
J10B	Safety Standards Inspector II	-39.89%
J15B	Industrial Hygienist II	-42.76%
J16B	Boiler And Pressure Vessel Inspector II	-2.25%
J17B	Labor Compliance Officer II	-51.41%
J25A	Safety And Health Director I	-19.76%
J25B	Safety And Health Director II	-31.10%
J31B	Safety Consultant II	-25.61%
J31C	Safety Consultant III	-45.48%
J41A	Fire Prevention And Security Officer I	-18.67%
J41B	Fire Prevention And Security Officer II	-6.41%
J41D	Fire Prevention And Security Officer IV	-24.16%
K10B	Juvenile Justice Specialist II	3.80%
K11B	Disability Determination Specialist II	-7.15%
K15A	Manual Sign Language Specialist I	-70.82%
K20B	Rehabilitation Technician II	-11.82%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
K21A	Vocational Rehabilitation Specialist I	9.67%
K21B	Vocational Rehabilitation Specialist II	-31.55%
K23B	Rehabilitation Of The Blind Specialist II	-18.60%
K28A	Vocational Training Instructor I	9.38%
K30A	Vending Machine Technician I	-20.44%
L13B	Agricultural Market Development Coordinator II	-75.08%
L16B	Agriculture Field Inspector II	-16.85%
L16C	Agriculture Field Inspector III	-40.98%
L21A	Forest Fire Detection Specialist I	-4.25%
L22B	Forest Regeneration Specialist II	-11.83%
L24B	Forester II	-21.20%
M10A	Regulatory Program Manager I	-27.14%
M20A	Consumer Complaint Investigator And Mediator I	-10.41%
M32B	Oil And Gas Field Inspector II	-49.59%
M40B	Public Utility Regulatory Analyst II	-48.13%
M40D	Public Utility Regulatory Analyst IV	-24.46%
M41C	Public Utility Compliance Specialist III	-7.57%
N13B	Veterans Affairs Field Services Representative II	-60.17%
P15A	Naturalist I	-32.79%
P20B	Park Ranger II	-11.61%
P25A	Park Manager I	-30.65%
P25D	Park Manager IV	-10.84%
Q10B	Power Generation Operations Technical II	13.77%
Q20B	Power Plant Maintenance Technician II	9.89%
Q21A	Power Transmission Maintenance Technician I	-6.07%
Q21B	Power Transmission Maintenance Technician II	11.78%
Q24B	Electrical Drafting Technician II	7.40%
R10B	Environmental/Chemical Laboratory Scientist II	-41.62%
R10D	Environmental/Chemical Laboratory Scientist IV	-24.32%
R20B	Environmental Programs Specialist II	-21.24%
R20C	Environmental Programs Specialist III	-8.57%
R25B	Environmental Programs Manager II	-11.41%
R25C	Environmental Programs Manager III	-20.91%
R25D	Environmental Programs Manager IV	-43.36%
S10A	Engineer Intern I	-13.02%
S10D	Engineer Intern IV	-16.57%
S11A	Professional Engineer I	-17.50%
S11B	Professional Engineer II	-15.60%
S11C	Professional Engineer III	-35.59%
S12A	Engineering Manager I	-22.10%
S12B	Engineering Manager II	-13.37%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
S12C	Engineering Manager III	-15.40%
S12D	Engineering Manager IV	-11.94%
S16B	Professional Land Surveyor II	8.37%
S17A	Land Surveyor Manager I	19.24%
T10A	Computer Aided Drafting And Design Specialist I	-1.55%
T10B	Computer Aided Drafting And Design Specialist II	-1.31%
T10C	Computer Aided Drafting And Design Specialist III	-14.37%
T10D	Computer Aided Drafting And Design Specialist IV	-16.66%
T10E	Computer Aided Drafting And Design Specialist V	-17.45%
T10F	Computer Aided Drafting And Design Specialist Vi	-21.23%
T21A	Transportation Technician I	2.79%
T21B	Transportation Technician II	-19.71%
T21C	Transportation Technician III	-47.61%
T21D	Transportation Technician IV	-24.10%
T22B	Transportation Specialist II	-39.47%
T23A	Transportation Manager I	-44.10%
T25B	Transportation Equipment Operator II	-27.97%
T25C	Transportation Equipment Operator III	-16.19%
T25D	Transportation Equipment Operator IV	-13.52%
T60B	Photogrammetrist II	-18.56%
T60C	Photogrammetrist III	-10.20%
U11A	Historical Facility Manager I	-69.83%
U11B	Historical Facility Manager II	-50.52%
U12B	Historical Collections Specialist II	-18.80%
U12C	Historical Collections Specialist III	-8.61%
U14A	Historic Preservation Specialist I	-12.01%
U14C	Historic Preservation Specialist III	11.73%
V10B	Tax Document Examiner II	-18.11%
V11B	Revenue Compliance Officer II	-1.76%
V14B	Motor Vehicle Enforcement Officer II	12.12%
V17B	Revenue Compliance Examiner II	-83.44%
V30A	Assessment And Equalization Analyst I	-48.66%
W10A	Workforce Services Specialist I	-42.32%
W10B	Workforce Services Specialist II	-32.11%
W10C	Workforce Services Specialist III	-61.32%
W10D	Workforce Services Specialist IV	-62.62%
X10A	Health Information Technician I	-5.52%
X10C	Health Information Technician III	-9.96%
X11A	Therapeutic/Medical Aide I	6.65%
X11B	Therapeutic/Medical Aide II	17.63%
X12B	Therapeutic/Medical Assistant II	-28.80%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
X13A	Laboratory Technician I	-66.84%
X13B	Laboratory Technician II	-33.00%
X13C	Laboratory Technician III	-20.56%
X14A	Clinical Laboratory Scientist I	-1.15%
X14B	Clinical Laboratory Scientist II	-34.21%
X14D	Clinical Laboratory Scientist IV	-42.66%
X17B	Public Health Specialist II	-12.46%
X17D	Public Health Specialist IV	-36.94%
X19B	Dental Care Hygienist II	9.71%
X20A	Health Educator I	-13.20%
X20B	Health Educator II	-8.01%
X22B	Speech-Language Pathologist II	-32.22%
X22C	Speech-Language Pathologist III	-33.01%
X23B	Alcohol And Drug Counselor II	-18.22%
X24B	Dental Care Assistant II	-24.94%
X25A	Pharmacy Technician I	-44.61%
X25B	Pharmacy Technician II	-5.64%
X27B	Epidemiologist II	-15.95%
X27C	Epidemiologist III	-12.36%
X29B	Health Facility Surveyor II	-19.49%
X31B	Psychological Clinician II	-12.08%
X31C	Psychological Clinician III	-55.89%
X32B	Child Development Specialist II	-11.13%
X33C	Occupational Therapist III	15.31%
X33D	Occupational Therapist IV	5.35%
X34C	Physical Therapist III	16.27%
X35A	Recreational Activities Specialist I	16.28%
X35C	Recreational Activities Specialist III	-1.50%
X36B	Recreation Therapist II	-7.77%
X40A	Clinical Laboratory Administrator I	-27.80%
Y10A	Patient Care Assistant I	2.19%
Y10B	Patient Care Assistant II	5.53%
Y10C	Patient Care Assistant III	14.02%
Y11A	Licensed Practical Nurse I	-9.07%
Y11B	Licensed Practical Nurse II	-9.86%
Y12A	Registered Nurse I	-25.96%
Y12B	Registered Nurse II	-35.70%
Y12C	Registered Nurse III	-23.57%
Y13A	Nursing Manager I	-27.64%
Y13B	Nursing Manager II	-41.53%
Y13C	Nursing Manager III	-49.91%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
Y14B	Advanced Practice Nurse II	-22.15%
Y15B	Health Care Management Nurse II	-28.33%
Y15C	Health Care Management Nurse III	-79.82%
Z12A	Direct Care Specialist I	-3.88%
Z12B	Direct Care Specialist II	3.18%
Z12D	Direct Care Specialist IV	-1.63%
Z18D	Independent Living Instructor IV	5.07%
Z20A	Food Service Specialist I	1.82%
Z20B	Food Service Specialist II	0.15%
Z20C	Food Service Specialist III	-47.08%
Z21A	Food Service Manager I	-15.30%
Z21B	Food Service Manager II	-21.91%
Z21C	Food Service Manager III	-32.28%
Z24A	Nutrition Assistant I	9.78%
Z25B	Nutrition Therapist II	-16.30%
Z25C	Nutrition Therapist III	-40.78%
Z25D	Nutrition Therapist IV	-39.95%
Z30B	Linen And Clothing Specialist II	10.05%
Z30D	Linen And Clothing Specialist IV	-52.86%
Z30E	Linen And Clothing Specialist V	-94.68%
Z40A	Personal Grooming Specialist I	-0.88%
Z50B	Volunteer Services Specialist II	-84.42%
Z51B	Juvenile Specialist II	-31.40%
Z52B	Chaplain II	-18.14%

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	206	110	53.40%	\$33,904.75	\$43,543.20	-28.43%
030	Able Commission	39	12	30.77%	\$37,773.82	\$46,774.76	-23.83%
040	Department Of Agriculture, Food, & Forestry	355	139	39.15%	\$36,296.76	\$45,339.48	-24.91%
090	Office Of State Finance	42	32	76.19%	\$43,263.44	\$58,466.51	-35.14%
127	Children & Youth Commission	18	9	50.00%	\$41,632.79	\$52,335.87	-25.71%
131	Department Of Corrections	4,010	2,631	65.61%	\$34,376.88	\$39,455.01	-14.77%
160	Department Of Commerce	2	2	100.00%	\$45,464.58	\$55,737.25	-22.59%
185	Corporation Commission	302	146	48.34%	\$36,991.16	\$47,761.42	-29.12%
190	Cosmetology Board	10	5	50.00%	\$27,558.43	\$35,892.95	-30.24%
215	Dentistry, Board of	1	0	0.00%	N/A	N/A	N/A
265	Department Of Education	3	3	100.00%	\$31,893.36	\$34,864.20	-9.31%
270	Election Board	18	15	83.33%	\$37,781.27	\$47,710.28	-26.28%
290	Employment Security Commission	645	475	73.64%	\$35,368.93	\$50,051.53	-41.51%
292	Department Of Environmental Quality	504	401	79.56%	\$50,680.72	\$60,195.50	-18.77%
296	Ethics Commission	1	1	100.00%	\$44,021.40	\$61,839.61	-40.48%
298	Merit Protection Commission	5	1	20.00%	\$39,788.03	\$47,379.22	-19.08%
306	Pardon & Parole Board	30	8	26.67%	\$34,599.24	\$41,631.60	-20.33%
308	Oklahoma State Bureau Of Investigation	268	155	57.84%	\$46,570.97	\$51,007.70	-9.53%
309	Department Of Emergency Management	20	9	45.00%	\$36,602.63	\$49,300.87	-34.69%
310	State Fire Marshall	23	18	78.26%	\$40,428.16	\$47,861.25	-18.39%
326	Office Of Disability Concerns	5	2	40.00%	\$34,232.97	\$43,823.55	-28.02%
340	Department Of Health	1,497	1,203	80.36%	\$37,251.83	\$46,662.21	-25.26%
345	Department Of Transportation	2,363	1,849	78.25%	\$37,910.65	\$47,244.80	-24.62%
350	Oklahoma Historical Society	134	82	61.19%	\$34,663.13	\$43,517.17	-25.54%
355	Oklahoma Human Rights Commission	11	3	27.27%	\$29,903.94	\$33,982.17	-13.64%

CONT...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
390	CompSource Oklahoma	112	94	83.93%	\$35,396.93	\$45,167.24	-27.60%
400	Office Of Juvenile Affairs	710	419	59.01%	\$32,371.05	\$37,301.31	-15.23%
405	Department Of Labor	69	42	60.87%	\$40,585.68	\$52,854.19	-30.23%
410	Commissioner Of The Land Office	35	19	54.29%	\$42,250.94	\$53,533.97	-26.70%
430	Department Of Libraries	48	43	89.58%	\$39,472.34	\$49,031.21	-24.22%
445	Liquefied Petroleum Gas Board	6	1	16.67%	\$39,788.03	\$47,379.22	-19.08%
450	Board Of Medical Licensure And Supervision	15	9	60.00%	\$30,522.08	\$38,167.67	-25.05%
452	Department Of Mental Health And Substance Abuse	895	820	91.62%	\$27,340.37	\$30,175.53	-10.37%
477	Bureau Of Narcotics And Dangerous Drugs Control	80	15	18.75%	\$36,045.54	\$44,846.67	-24.42%
515	Oklahoma Public Employees Retirement System	36	12	33.33%	\$32,503.03	\$38,233.68	-17.63%
516	State & Education Employees Group Insurance Board	139	71	51.08%	\$42,107.31	\$52,608.21	-24.94%
525	Osteopathic Examiners, State Board of	2	0	0.00%	N/A	N/A	N/A
548	Office Of Personnel Management	47	42	89.36%	\$41,781.63	\$57,873.77	-38.51%
560	State Pharmacy Board	3	2	66.67%	\$41,857.11	\$54,491.58	-30.18%
566	Oklahoma Tourism & Recreation Department	266	208	78.20%	\$31,094.54	\$38,265.44	-23.06%
568	Scenic Rivers Commission	2	2	100.00%	\$33,653.59	\$39,423.39	-17.14%
570	State Board Of Licensure For Professional Engineers & Land Surveyors	4	4	100.00%	\$30,820.15	\$35,532.59	-15.29%
580	Department Of Central Services	152	129	84.87%	\$37,425.42	\$48,038.85	-28.36%
585	Department Of Public Safety	1,357	1,197	88.21%	\$47,504.72	\$44,588.54	6.14%
588	Real Estate Commission	14	10	71.43%	\$32,514.30	\$41,494.36	-27.62%
619	Physician Manpower Training Commission	3	2	66.67%	\$34,456.96	\$35,187.98	-2.12%
620	Quartz Mountain Arts And Conference Center And Nature Park	6	6	100.00%	\$28,800.21	\$35,996.42	-24.99%

CONT...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
625	Secretary Of State	25	15	60.00%	\$34,936.10	\$43,402.33	-24.23%
629	Oklahoma School Of Science & Mathematics	6	6	100.00%	\$21,650.77	\$25,651.81	-18.48%
635	Department Of Consumer Credit	11	7	63.64%	\$31,058.61	\$42,254.20	-36.05%
645	Oklahoma Conservation Commission	6	6	100.00%	\$49,403.99	\$71,309.52	-44.34%
650	Department Of Veterans Affairs	1683	1310	77.84%	\$27,408.27	\$30,184.68	-10.13%
670	J.D. McCarty Center	188	175	93.09%	\$29,006.62	\$33,657.77	-16.03%
695	Oklahoma Tax Commission	558	310	55.56%	\$36,055.12	\$50,209.82	-39.26%
715	Teachers Retirement System	24	9	37.50%	\$35,604.76	\$41,874.37	-17.61%
805	Department Of Rehabilitation Services	787	322	40.91%	\$33,070.62	\$39,191.13	-18.51%
815	Employee Benefits Council	29	24	82.76%	\$45,084.54	\$60,120.97	-33.35%
830	Department Of Human Services	6786	5266	77.60%	\$33,441.00	\$38,559.44	-15.31%
835	Water Resources Board	54	39	72.22%	\$50,398.03	\$60,882.07	-20.80%
880	Will Rogers Memorial Commission	3	1	33.33%	\$21,996.19	\$25,238.95	-14.74%
978	Oklahoma Turnpike Authority	513	223	43.47%	\$31,301.58	\$38,229.00	-22.13%
980	Grand River Dam Authority	332	184	55.42%	\$53,928.92	\$51,465.35	4.57%

Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
A20A	Insurance Subrogation/Reimbursement Specialist I	12	4	33.3%	3	25.0%
A20B	Insurance Subrogation/Reimbursement Specialist II	7	1	14.3%	1	14.3%
A31C	Flexible Benefits Representative III	2	1	50.0%	0	0.0%
A32A	Insurance Benefits Specialist I	1	1	100.0%	0	0.0%
A33B	Provider Contracting Specialist II	1	1	100.0%	1	100.0%
A33C	Provider Contracting Specialist III	1	1	100.0%	0	0.0%
A50A	Retirement Benefit Analyst I	2	1	50.0%	1	50.0%
B10C	Information Systems Operations Specialist III	10	1	10.0%	1	10.0%
B20B	Information Systems Telecommunications Technician II	17	3	17.6%	2	11.8%
B21A	Information Systems Network Management Specialist I	9	1	11.1%	1	11.1%
B21C	Information Systems Network Management Specialist III	58	6	10.3%	5	8.6%
B21D	Information Systems Network Management Specialist IV	15	2	13.3%	2	13.3%
B22A	Information Systems Network Administrator I	3	1	33.3%	1	33.3%
B30B	Information Systems Operating System Specialist II	14	2	14.3%	2	14.3%
B30D	Information Systems Operating System Specialist IV	10	1	10.0%	1	10.0%
B40B	Information Systems Planning Specialist II	9	2	22.2%	1	11.1%
B51B	Information Systems Applications Specialist II	40	4	10.0%	3	7.5%
B51C	Information Systems Applications Specialist III	44	5	11.4%	4	9.1%
B52B	Information Systems Data Management Analyst II	5	1	20.0%	1	20.0%
B52D	Information Systems Data Management Analyst IV	6	1	16.7%	1	16.7%
B55C	Information Systems Services Coordinator III	36	4	11.1%	3	8.3%
C10B	Civil Rights Administrator II	6	2	33.3%	2	33.3%
C14A	Community Relations Specialist I	1	1	100.0%	1	100.0%
C31B	Human Resources Management Specialist II	63	10	15.9%	8	12.7%
C31D	Human Resources Management Specialist IV	36	4	11.1%	4	11.1%
C32A	Human Resources Programs Manager I	18	2	11.1%	2	11.1%
C32B	Human Resources Programs Manager II	30	3	10.0%	2	6.7%
C32C	Human Resources Programs Manager III	19	2	10.5%	2	10.5%
C33B	Human Resources Programs Director II	1	1	100.0%	1	100.0%
C40B	Correctional Training Officer II	18	2	11.1%	2	11.1%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
C40C	Correctional Training Officer III	10	3	30.0%	3	30.0%
C41A	Training Specialist I	1	1	100.0%	1	100.0%
C42B	Video Production Specialist II	4	1	25.0%	1	25.0%
D10C	Financial Loan Analyst III	3	2	66.7%	1	33.3%
D14A	Accountant I	42	6	14.3%	4	9.5%
D14C	Accountant III	94	11	11.7%	10	10.6%
D18C	Pre-Audit Claims Specialist III	2	1	50.0%	1	50.0%
D20B	Budget Analyst II	12	2	16.7%	2	16.7%
D20C	Budget Analyst III	5	1	20.0%	1	20.0%
D20D	Budget Analyst IV	5	1	20.0%	1	20.0%
D33B	Financial Manager/Comptroller II	19	4	21.1%	4	21.1%
D33C	Financial Manager/Comptroller III	6	1	16.7%	1	16.7%
D33D	Financial Manager/Comptroller IV	6	1	16.7%	1	16.7%
D50A	Accounting Technician I	16	3	18.8%	2	12.5%
D50C	Accounting Technician III	92	10	10.9%	8	8.7%
D50D	Accounting Technician IV	6	2	33.3%	2	33.3%
D51B	Insurance/Benefits Accounts Specialist II	9	3	33.3%	2	22.2%
D54A	Consumer Credit Examiner I	4	1	25.0%	0	0.0%
E12C	Administrative Programs Officer III	91	10	11.0%	9	9.9%
E13A	Customer Service Representative I	6	2	33.3%	2	33.3%
E13C	Customer Service Representative III	65	11	16.9%	11	16.9%
E14A	Court Reporter I	8	1	12.5%	1	12.5%
E15B	Docket Clerk II	4	1	25.0%	0	0.0%
E15C	Docket Clerk III	4	2	50.0%	2	50.0%
E16A	Administrative Technician I	26	3	11.5%	1	3.8%
E16B	Administrative Technician II	175	28	16.0%	20	11.4%
E16C	Administrative Technician III	1070	110	10.3%	91	8.5%
E17B	Administrative Assistant II	442	55	12.4%	52	11.8%
E20A	Library Technician I	2	1	50.0%	0	0.0%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
E20C	Library Technician III	9	7	77.8%	6	66.7%
E24A	Secretary I	124	16	12.9%	13	10.5%
E24C	Secretary III	70	8	11.4%	8	11.4%
E24E	Secretary V	89	11	12.4%	10	11.2%
E25A	Legal Secretary I	3	1	33.3%	1	33.3%
E25B	Legal Secretary II	15	3	20.0%	2	13.3%
E25C	Legal Secretary III	8	1	12.5%	1	12.5%
E25D	Legal Secretary IV	5	1	20.0%	0	0.0%
E34B	Offset Press Operator II	2	1	50.0%	1	50.0%
E36B	Optical Imaging Specialist II	45	5	11.1%	4	8.9%
E41A	Archivist/Records Management Specialist I	2	1	50.0%	1	50.0%
E41C	Archivist/Records Management Specialist III	2	1	50.0%	1	50.0%
E45A	Public Information Manager I	2	1	50.0%	1	50.0%
E46A	Statistical Research Specialist I	3	2	66.7%	2	66.7%
E46C	Statistical Research Specialist III	10	2	20.0%	2	20.0%
E50B	Photographer II	3	1	33.3%	1	33.3%
F14A	Contracting And Acquisitions Agent I	9	1	11.1%	1	11.1%
F14D	Contracting And Acquisitions Agent IV	23	3	13.0%	3	13.0%
F15A	Contracting And Acquisitions Administrator I	8	1	12.5%	1	12.5%
F21A	Material Management Officer I	15	4	26.7%	3	20.0%
F41A	Construction/Maintenance Technician I	96	23	24.0%	14	14.6%
F41C	Construction/Maintenance Technician III	121	18	14.9%	17	14.0%
F44B	Carpenter II	8	1	12.5%	1	12.5%
F45A	Construction/Maintenance Administrator I	37	4	10.8%	3	8.1%
F45B	Construction/Maintenance Administrator II	35	5	14.3%	3	8.6%
F45D	Construction/Maintenance Administrator IV	5	1	20.0%	1	20.0%
F46B	Painter II	3	1	33.3%	0	0.0%
F47A	Automotive/Engine Mechanic I	3	1	33.3%	1	33.3%
F47E	Automotive/Engine Mechanic V	13	2	15.4%	2	15.4%
F50A	Housekeeping/Custodial Worker I	65	28	43.1%	11	16.9%

Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
F50B	Housekeeping/Custodial Worker II	157	24	15.3%	11	7.0%
F50D	Housekeeping/Custodial Worker IV	10	1	10.0%	1	10.0%
F54A	Light Vehicle Driver I	7	3	42.9%	1	14.3%
F74A	Mechanical Systems Technician I	4	1	25.0%	1	25.0%
F74B	Mechanical Systems Technician II	7	2	28.6%	2	28.6%
F74D	Mechanical Systems Technician IV	13	4	30.8%	4	30.8%
F75A	Electrician I	5	1	20.0%	0	0.0%
F75B	Electrician II	4	1	25.0%	0	0.0%
F76A	Plumber I	3	1	33.3%	0	0.0%
F76C	Plumber III	7	3	42.9%	2	28.6%
F77A	Groundskeeper I	5	1	20.0%	0	0.0%
F77B	Groundskeeper II	6	2	33.3%	2	33.3%
F78A	Equipment Operator I	23	6	26.1%	4	17.4%
F78B	Equipment Operator II	24	4	16.7%	4	16.7%
F78C	Equipment Operator III	3	2	66.7%	2	66.7%
G10A	Communications Officer (DPS) I	68	7	10.3%	7	10.3%
G16B	Physical Evidence Technician II	9	1	11.1%	0	0.0%
G17A	Criminal Intelligence Analyst I	2	1	50.0%	1	50.0%
G19B	Fingerprint Specialist III	1	1	100.0%	1	100.0%
G21B	State Fire Marshal Law Enforcement Agent II	7	1	14.3%	1	14.3%
G22E	Law Enforcement Special Agent (OSBI) V	5	2	40.0%	2	40.0%
G23E	Law Enforcement Able Commission Agent V	5	1	20.0%	1	20.0%
G24D	Law Enforcement Narcotics Agent IV	10	1	10.0%	1	10.0%
G24E	Law Enforcement Narcotics Agent V	10	1	10.0%	1	10.0%
G25E	DHS Investigative Agent V	4	1	25.0%	1	25.0%
G28B	Police Officer II	17	14	82.4%	11	64.7%
G28C	Police Officer III	9	1	11.1%	1	11.1%
G28D	Police Officer IV	6	1	16.7%	1	16.7%

CONT... Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
G33C	Law Enforcement Telecommunications Systems Specialist III	7	1	14.3%	0	0.0%
G40B	Law Enforcement Programs Administrator II	5	1	20.0%	1	20.0%
G50D	Law Enforcement Capitol Patrol Officer IV	3	1	33.3%	1	33.3%
H20A	Social Services Specialist I	224	46	20.5%	38	17.0%
H20B	Social Services Specialist II	1403	191	13.6%	181	12.9%
H21A	Case Manager I	10	3	30.0%	1	10.0%
H23A	Child Welfare Specialist I	271	73	26.9%	61	22.5%
H23B	Child Welfare Specialist II	708	117	16.5%	111	15.7%
H23C	Child Welfare Specialist III	226	24	10.6%	24	10.6%
H26A	Adult Protective Services Specialist I	22	3	13.6%	3	13.6%
H26B	Adult Protective Services Specialist II	103	11	10.7%	11	10.7%
H27A	Clinical Social Worker I	4	1	25.0%	1	25.0%
H27C	Clinical Social Worker III	9	1	11.1%	1	11.1%
H27D	Clinical Social Worker IV	9	2	22.2%	1	11.1%
H30A	Child Support Specialist I	75	12	16.0%	8	10.7%
H30B	Child Support Specialist II	139	18	12.9%	16	11.5%
H30C	Child Support Specialist III	50	6	12.0%	5	10.0%
H51B	Planning/Oversight Specialist II	3	1	33.3%	1	33.3%
H51C	Planning/Oversight Specialist III	3	1	33.3%	1	33.3%
H51D	Planning/Oversight Specialist IV	4	1	25.0%	1	25.0%
I10A	Correctional Security Officer I	127	62	48.8%	31	24.4%
I10B	Correctional Security Officer II	198	41	20.7%	38	19.2%
I10C	Correctional Security Officer III	576	87	15.1%	76	13.2%
I11B	Correctional Security Manager II	40	6	15.0%	6	15.0%
I12A	Correctional Chief Of Security I	22	5	22.7%	5	22.7%
I12B	Correctional Chief Of Security II	9	2	22.2%	2	22.2%
I12C	Correctional Chief Of Security III	9	1	11.1%	1	11.1%
I16A	Correctional Security Consultant I	3	1	33.3%	1	33.3%
I17B	Fugitive Apprehension Agent (Doc) II	5	1	20.0%	1	20.0%
I20C	Correctional Case Manager III	169	17	10.1%	16	9.5%

CONT... Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
I21B	Correctional Activities Officer II	13	2	15.4%	2	15.4%
I23A	Correctional Teacher I	69	14	20.3%	11	15.9%
I24A	Correctional Counselor I	38	5	13.2%	5	13.2%
I30A	Correctional Industries Manager I	10	3	30.0%	2	20.0%
I30B	Correctional Industries Manager II	13	2	15.4%	2	15.4%
I30C	Correctional Industries Manager III	14	2	14.3%	2	14.3%
I30D	Correctional Industries Manager IV	8	1	12.5%	1	12.5%
I30E	Correctional Industries Manager V	4	2	50.0%	2	50.0%
I40B	Probation And Parole Officer II	63	7	11.1%	6	9.5%
I40C	Probation And Parole Officer III	174	25	14.4%	24	13.8%
I41C	Pardon And Parole Investigator III	3	1	33.3%	1	33.3%
J10D	Emergency Management Officer I	2	1	50.0%	1	50.0%
J15B	Industrial Hygienist II	1	1	100.0%	1	100.0%
J17B	Labor Compliance Officer II	6	1	16.7%	1	16.7%
J17C	Labor Compliance Officer III	4	1	25.0%	1	25.0%
J19B	Occupational Licensure Specialist II	1	1	100.0%	1	100.0%
J31A	Safety Consultant I	3	1	33.3%	1	33.3%
J31B	Safety Consultant II	10	1	10.0%	1	10.0%
J31C	Safety Consultant III	23	3	13.0%	2	8.7%
J31D	Safety Consultant IV	2	1	50.0%	1	50.0%
J40A	Juvenile Security Officer I	8	2	25.0%	1	12.5%
J40B	Juvenile Security Officer II	86	23	26.7%	16	18.6%
J40C	Juvenile Security Officer III	10	3	30.0%	3	30.0%
J40D	Juvenile Security Officer IV	10	4	40.0%	4	40.0%
J41A	Fire Prevention And Security Officer I	34	8	23.5%	5	14.7%
J41C	Fire Prevention And Security Officer III	10	1	10.0%	0	0.0%
J52A	Cosmetology Inspector I	2	1	50.0%	0	0.0%
K10A	Juvenile Justice Specialist I	24	4	16.7%	2	8.3%

CONT... Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
K10B	Juvenile Justice Specialist II	175	23	13.1%	21	12.0%
K10D	Juvenile Justice Specialist IV	40	6	15.0%	6	15.0%
K11A	Disability Determination Specialist I	32	14	43.8%	13	40.6%
K11C	Disability Determination Specialist III	58	7	12.1%	7	12.1%
K12A	Disability Determination Technician I	4	1	25.0%	1	25.0%
K12C	Disability Determination Technician III	20	3	15.0%	3	15.0%
K20A	Rehabilitation Technician II	5	2	40.0%	2	40.0%
K20B	Vocational Rehabilitation Specialist I	21	6	28.6%	5	23.8%
K21A	Vocational Rehabilitation Specialist II	35	7	20.0%	3	8.6%
K21B	Vocational Rehabilitation Specialist IV	35	4	11.4%	4	11.4%
K21D	Agriculture Field Inspector II	39	8	20.5%	8	20.5%
L16B	Agriculture Field Inspector IV	13	2	15.4%	2	15.4%
L16D	Agriculture Field Inspector V	4	2	50.0%	2	50.0%
L16E	Forest Fire Detection Specialist I	4	2	50.0%	2	50.0%
L21A	Forest Regeneration Specialist I	3	1	33.3%	1	33.3%
L22A	Forester I	6	1	16.7%	0	0.0%
L24A	Forester IV	3	1	33.3%	1	33.3%
L24D	FORESTER IV	5	1	20.0%	1	20.0%
L24E	Forester V	5	1	20.0%	1	20.0%
L25C	Agriculture Services Special Investigator III	7	1	14.3%	1	14.3%
L34B	Seed Analyst II	1	1	100.0%	1	100.0%
L41A	Agricultural Services Administrator I	7	1	14.3%	1	14.3%
M10A	Regulatory Program Manager I	3	1	33.3%	1	33.3%
M10B	Regulatory Program Manager II	3	1	33.3%	1	33.3%
M10C	Regulatory Program Manager III	3	1	33.3%	0	0.0%
M31B	Oil And Gas Specialist II	9	2	22.2%	2	22.2%
M31C	Oil And Gas Specialist III	3	1	33.3%	1	33.3%
M32A	Oil And Gas Field Inspector I	4	1	25.0%	0	0.0%
M32C	Oil And Gas Field Inspector III	20	3	15.0%	3	15.0%
M32D	Oil And Gas Field Inspector IV	7	1	14.3%	1	14.3%

CONT... Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
M40B	Public Utility Regulatory Analyst II	4	1	25.0%	1	25.0%
M40C	Public Utility Regulatory Analyst III	1	1	100.0%	0	0.0%
M41B	Public Utility Compliance Specialist II	1	1	100.0%	1	100.0%
M53D	Motor Carrier Enforcement Officer IV	5	1	20.0%	1	20.0%
N13C	Veterans Affairs Field Services Representative I	4	1	25.0%	1	25.0%
N13B	Veterans Affairs Field Services Representative II	5	1	20.0%	1	20.0%
N13D	Veterans Affairs Field Services Representative IV	3	1	33.3%	1	33.3%
P20B	Park Ranger II	17	2	11.8%	2	11.8%
P20C	Park Ranger III	5	1	20.0%	1	20.0%
P20D	Park Ranger IV	1	1	100.0%	1	100.0%
P25A	Park Manager I	10	1	10.0%	1	10.0%
P25B	Park Manager II	6	1	16.7%	1	16.7%
P25C	Park Manager III	12	3	25.0%	3	25.0%
P25E	Park Manager V	5	1	20.0%	1	20.0%
Q10D	Power Generation Operations Technical IV	7	1	14.3%	1	14.3%
Q23A	Heavy Equipment Railcar Maintenance I	2	1	50.0%	0	0.0%
R10A	Environmental/Chemical Laboratory Scientist I	16	3	18.8%	2	12.5%
R10C	Environmental/Chemical Laboratory Scientist III	19	2	10.5%	2	10.5%
R10D	Environmental/Chemical Laboratory Scientist IV	6	1	16.7%	1	16.7%
R20A	Environmental Programs Specialist I	18	3	16.7%	3	16.7%
R23B	Environmental Technician II	8	1	12.5%	1	12.5%
R25D	Environmental Programs Manager IV	7	1	14.3%	1	14.3%
S10B	Engineer Intern II	4	1	25.0%	1	25.0%
S10C	Engineer Intern III	6	2	33.3%	2	33.3%
S10E	Engineer Intern V	9	1	11.1%	1	11.1%
T21A	Transportation Technician I	79	13	16.5%	9	11.4%
T23A	Transportation Manager I	52	6	11.5%	6	11.5%
T23C	Transportation Manager III	10	1	10.0%	1	10.0%
T25A	Transportation Equipment Operator I	165	40	24.2%	26	15.8%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
T25B	Transportation Equipment Operator II	502	50	10.0%	40	8.0%
T26A	Transportation Superintendent I	27	4	14.8%	4	14.8%
T50B	Toll Collector II	230	34	14.8%	24	10.4%
T50D	Toll Collector IV	5	1	20.0%	1	20.0%
U10C	Historical Programs Administrator III	3	1	33.3%	1	33.3%
U11C	Historical Facility Manager III	12	2	16.7%	2	16.7%
U11D	Historical Facility Manager IV	4	1	25.0%	1	25.0%
U12C	Historical Collections Specialist III	6	1	16.7%	1	16.7%
U13B	Historical Interpreter II	6	2	33.3%	2	33.3%
U13C	Historical Interpreter III	2	2	100.0%	1	50.0%
U14C	Historic Preservation Specialist III	5	1	20.0%	1	20.0%
V10B	Tax Document Examiner II	7	1	14.3%	1	14.3%
V11A	Revenue Compliance Officer I	41	10	24.4%	9	22.0%
V12A	Motor Vehicle Research Specialist I	5	1	20.0%	1	20.0%
V14B	Motor Vehicle Enforcement Officer II	11	2	18.2%	1	9.1%
V14C	Motor Vehicle Enforcement Officer III	3	1	33.3%	1	33.3%
V17A	Revenue Compliance Examiner I	16	6	37.5%	3	18.8%
V20A	Taxpayer Services Representative I	13	3	23.1%	3	23.1%
V20D	Taxpayer Services Representative IV	5	2	40.0%	2	40.0%
W10A	Workforce Services Specialist I	8	2	25.0%	1	12.5%
W10C	Workforce Services Specialist III	160	22	13.8%	21	13.1%
W15A	Employment Security Tax Enforcement Officer I	6	2	33.3%	2	33.3%
W15B	Employment Security Tax Enforcement Officer II	15	2	13.3%	2	13.3%
W15C	Employment Security Tax Enforcement Officer III	23	5	21.7%	5	21.7%
X10A	Health Information Technician I	59	11	18.6%	7	11.9%
X11A	Therapeutic/Medical Aide I	10	1	10.0%	1	10.0%
X12A	Therapeutic/Medical Assistant I	2	2	100.0%	1	50.0%
X12B	Therapeutic/Medical Assistant II	4	2	50.0%	1	25.0%
X13B	Laboratory Technician II	10	2	20.0%	2	20.0%
X13C	Laboratory Technician III	11	4	36.4%	3	27.3%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
X14A	Clinical Laboratory Scientist I	8	1	12.5%	1	12.5%
X14B	Clinical Laboratory Scientist II	14	2	14.3%	2	14.3%
X14D	Clinical Laboratory Scientist IV	9	1	11.1%	1	11.1%
X15B	Records Management Specialist II	4	1	25.0%	1	25.0%
X17A	Public Health Specialist I	5	1	20.0%	0	0.0%
X17B	Public Health Specialist II	8	1	12.5%	1	12.5%
X20C	Health Educator III	5	1	20.0%	1	20.0%
X21C	Audiologist III	4	2	50.0%	2	50.0%
X22B	Speech-Language Pathologist II	34	5	14.7%	5	14.7%
X22D	Speech-Language Pathologist IV	10	3	30.0%	2	20.0%
X23C	Alcohol And Drug Counselor III	1	1	100.0%	1	100.0%
X25A	Pharmacy Technician I	2	1	50.0%	1	50.0%
X25B	Pharmacy Technician II	20	3	15.0%	2	10.0%
X27C	Epidemiologist III	7	1	14.3%	1	14.3%
X29C	Health Facility Surveyor III	10	1	10.0%	1	10.0%
X30A	Music Therapist I	1	1	100.0%	1	100.0%
X31A	Psychological Clinician I	6	1	16.7%	1	16.7%
X31B	Psychological Clinician II	55	6	10.9%	4	7.3%
X31C	Psychological Clinician III	19	5	26.3%	5	26.3%
X31D	Psychological Clinician IV	16	5	31.3%	5	31.3%
X32C	Child Development Specialist III	15	3	20.0%	3	20.0%
X32D	Child Development Specialist IV	9	2	22.2%	2	22.2%
X34C	Physical Therapist III	2	1	50.0%	1	50.0%
X35A	Recreational Activities Specialist I	7	1	14.3%	1	14.3%
X36A	Recreation Therapist I	21	5	23.8%	0	0.0%
X36B	Recreation Therapist II	28	8	28.6%	5	17.9%
X36C	Recreation Therapist III	2	2	100.0%	1	50.0%
X36D	Recreation Therapist IV	12	3	25.0%	2	16.7%
X38A	Disease Intervention Specialist I	5	2	40.0%	0	0.0%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
X41A	Emergency Medical Services Administrator I	3	1	33.3%	1	33.3%
X45A	Director Of Professional Services I	1	1	100.0%	0	0.0%
X46C	Clinical Health Facility Surveyor III	73	19	26.0%	16	21.9%
Y10A	Patient Care Assistant I	775	393	50.7%	183	23.6%
Y10B	Patient Care Assistant II	376	63	16.8%	51	13.6%
Y10C	Patient Care Assistant III	43	5	11.6%	4	9.3%
Y11A	Licensed Practical Nurse I	19	15	78.9%	13	68.4%
Y11B	Licensed Practical Nurse II	181	59	32.6%	45	24.9%
Y11C	Licensed Practical Nurse III	243	72	29.6%	49	20.2%
Y12A	Registered Nurse I	17	5	29.4%	4	23.5%
Y12B	Registered Nurse II	232	32	13.8%	31	13.4%
Y12C	Registered Nurse III	301	84	27.9%	68	22.6%
Y13A	Nursing Manager I	37	9	24.3%	7	18.9%
Y13C	Nursing Manager III	27	5	18.5%	4	14.8%
Y14B	Advanced Practice Nurse II	28	3	10.7%	3	10.7%
Y15B	Health Care Management Nurse II	149	15	10.1%	15	10.1%
Z10A	Teaching Assistant I	9	4	44.4%	4	44.4%
Z12A	Direct Care Specialist I	222	110	49.5%	53	23.9%
Z12B	Direct Care Specialist II	460	81	17.6%	70	15.2%
Z12C	Direct Care Specialist III	68	8	11.8%	8	11.8%
Z12D	Direct Care Specialist IV	9	2	22.2%	1	11.1%
Z14A	Institutional Safety And Security Coordinator I	3	1	33.3%	1	33.3%
Z18A	Independent Living Instructor I	34	7	20.6%	3	8.8%
Z18B	Independent Living Instructor II	27	3	11.1%	2	7.4%
Z20A	Food Service Specialist I	118	39	33.1%	19	16.1%
Z20B	Food Service Specialist II	150	32	21.3%	20	13.3%
Z20C	Food Service Specialist III	33	4	12.1%	4	12.1%
Z20D	Food Service Specialist IV	102	28	27.5%	19	18.6%
Z21A	Food Service Manager I	51	8	15.7%	8	15.7%
Z21B	Food Service Manager II	22	3	13.6%	3	13.6%

CONT... Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2010	Overall Turnover Rate FY 2010	Voluntary Turnover FY 2010	Voluntary Turnover Rate FY 2010
Z25C	Nutrition Therapist III	19	2	10.5%	1	5.3%
Z25D	Nutrition Therapist IV	12	2	16.7%	2	16.7%
Z26A	Institutional Program Coordinator I	4	1	25.0%	0	0.0%
Z27C	Institutional/Community Program Administrator III	2	1	50.0%	1	50.0%
Z30A	Linen And Clothing Specialist I	23	10	43.5%	6	26.1%
Z30B	Linen And Clothing Specialist II	30	5	16.7%	4	13.3%
Z30D	Linen And Clothing Specialist IV	24	4	16.7%	3	12.5%
Z51A	Juvenile Specialist I	68	70	102.9%	41	60.3%
Z51B	Juvenile Specialist II	103	52	50.5%	39	37.9%
Z51C	Juvenile Specialist III	44	18	40.9%	12	27.3%
Z51D	Juvenile Specialist IV	27	12	44.4%	11	40.7%

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	\$65,000.00		\$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.	\$63,376.00	\$586.28	\$63,962.28	\$75,249.74	\$86,537.20	
Brd of Licensed Architects & Landscape	\$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	\$49,127.00	\$4,246.11	\$53,373.11	\$62,791.89	\$72,210.67	
Dentistry Board	\$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	\$105,917.00		\$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	
Grand River Dam Authority	\$137,239.00		\$112,279.37	\$132,093.38	\$151,907.39	
Health Care Authority	\$133,455.00		\$133,545.27	\$157,112.08	\$180,678.89	
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	

CONT...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
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	\$121,885.00		\$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	\$88,735.00		\$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	\$75,400.00		\$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	\$200,000.00		\$167,160.09	\$196,658.93	\$226,157.77	
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	\$162,597.00		\$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 Commission	\$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 Authority	\$110,987.00		\$97,960.57	\$115,247.73	\$132,534.89	
Osteopathy Board	\$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	\$103,565.00		\$92,903.68	\$109,298.45	\$125,693.22	
Physicians Manpower Training	\$70,000.00		\$63,962.28	\$75,249.74	\$86,537.20	

CONT...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
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	
Tourism & Recreation Department	\$86,310.00	\$18,250.97	\$104,560.97	\$123,012.90	\$141,464.84	
Transportation Department⁷	\$133,200.00	\$345.27⁷	\$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 ⁷
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	\$60,000.00		\$53,373.11	\$62,791.89	\$72,210.67	
Water Resources Board	\$117,000.00		\$97,960.57	\$115,247.73	\$132,534.89	
Wheat Commission	\$67,000.00		\$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

⁷ The Director of the Oklahoma Turnpike Authority also currently serves as the Director of the Oklahoma Department of Transportation and Cabinet Secretary of Transportation.



STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT

Fiscal Year **2010**

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