'12 Fiscal Year 2012 Compensation Annual Report

Human Capital Management

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The 2012 Annual Compensation Report

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Executive Summary

Human Capital Management Division

Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 341 benchmark jobs indicates that, on average, classified employee salaries are 24.40% below the competitive labor market. The 341 benchmarks represent 14,247 employees, or 60% 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
2012	$35,352	$43,979	-24.40

[1] Includes average longevity payment for each benchmark.

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:	$35,352	$43,979	-24.40%
Average Benefit Cost:	$22,836	$23,280	-1.94%
Total Compensation Cost:	$58,188	$67,259	-15.59%

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 types 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 1.94% less for similar benefits offered in the market, but does not technically provide 1.94% less in services. Age of the workforce, 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 2012 was 16.5% and the voluntary rate was 13.8%. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2012 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 represents the turnover rates (overall and voluntary) of the past 12 fiscal years for the state classified workforce.

Table 3: Classified Employee Turnover Rates FY 2000-2012

Year	Overall Turnover Rate	Voluntary Turnover Rate
2012	16.5%	13.8%
2011	13.0%	10.3%
2010	13.9%	10.8%
2009	13.2%	10.4%
2008	14.1%	11.7%

Year	Overall Turnover Rate	Voluntary Turnover Rate
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 2012 Annual Compensation Report indicate that the state's classified pay rates are 24.40 % below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. While the national economy appears to be on a very slow recovery from the economic recession the country has experienced during the last three years, the Oklahoma economy has rebounded much more aggressively, as evidenced by the improved unemployment figures cited in this report. This economic revitalization, coupled with the fact that the State has not provided a general increase to employees since October 2006, are the reasons that State classified employee pay has slipped further behind the market than at any previous time in recent history.

The improved economy in Oklahoma and the reduction in unemployment rates are indicators that employers are beginning to hire again. In light of the fact that state employees have not received a general pay increase in over five years, and with state pay so far behind the market, the state stands to lose some of its top talent unless steps are taken to narrow the pay gap with a pay adjustment.

We recommend the state fund a Total Compensation Study. The aim of this study would be to define our competitive market and establish a realistic statewide "percent to market" goal. Pending the results of this study the state could position itself to adopt a pay for performance model on a statewide basis that would emulate similar systems in other states and municipalities as well as in the private sector. Such a system would link pay adjustments to employee performance evaluations, with greater increases attached to higher performance ratings and no increases for unsatisfactory performance. By implementing such a system, the state can incent employee performance as it increases pay to close the gap between the state and the market.

To facilitate such a system, the state's human capital management system must have the capability for tracking employee performance ratings so that funding appropriated for pay adjustments can be accurately determined. Moreover, supervisors must be trained in effective performance evaluation and must be held accountable for completing performance appraisals in a timely fashion.

Pay Band Adjustment: The pay bands were last moved 3 % on July 1, 2012, but prior to that there was no movement for three years. Last year's increase to the pay bands provided some cushion, but another year of moving the pay bands will help keep the average salary in each pay band at or below the pay band midpoint even if a general pay increase is implemented.

To provide sufficient room for future salary growth, we recommend the classified pay bands be adjusted upward by 3.0 %. The cost of this pay band adjustment, including mandatory benefits, is projected to be $835,658. As in previous pay band adjustments, the cost of this adjustment would be borne by the agencies out of operating budgets, with no additional appropriations.

Total Compensation Statement: For the last four years, the State provided each employee with a Total Compensation Statement. This statement 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. We further recommend that, in the interest of conserving resources, the statements be accessible online rather than through the distribution of paper copies.

Benefit Value Study: There has been much discussion in recent years about the value of the state's benefit package and the competitive advantage it may give the state in attracting and retaining employees. This report provides a comparative cost analysis of benefits which indicates that the state pays only slightly less in benefit costs than the market. However, such an analysis does not address the value of those benefits. To assess value, an actuarial study should be performed to provide a direct comparison of value with the market.

We recommend the Legislature appropriate funds for a benefit value study to assess the true relationship of the state's benefit package to the market.

Introduction

Human Capital Management Division

Statutory Requirement

O.S. Title 74, Section 840:1.6A(5) provides that "the Administrator of the Office of Management & Enterprise Services 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 Management & Enterprise Services 2012 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:

- Turnover rates by job family levels; and
- 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 workforce. Moreover, including this analysis from year to year enables trending of 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 70% of all state employees, compared with the relevant labor market. Survey sources used for this year's salary and benefit analysis are:

- National Compensation Association of State Governments (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Oklahoma Hospital Association Survey
- Compensation Data 2012 Survey, by CompData Surveys
- Compensation Data 2012 Non-Profit Survey, by CompData Surveys
- Economic Research Institute Salary Assessor
- The Kaiser Foundation Employer Health Benefits 2012 Annual Survey
- 2013 Segal Health Plan Cost Trend Survey
- National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2011

(See page 12 for a summary of each survey.)

2012 Legislative Compensation Activity

During the Second Regular Session of the 53rd Legislature, there were no bills passed that directly affected the compensation or benefits of state employees.

Note on Economic Conditions

Unemployment in the United States decreased from 9.3% to 8.8% for the 12-month period ending April 2012 (according to BLS.gov), but it was not enough to boost salary budget increases and, subsequently, employee wages.

Pay increase budgets with U.S. employers have picked up slightly from all-time lows in 2009, going from an average (mean) of 2.2 % to 2.8 % in 2012, according to the 39th annual "WorldatWork 2012-2013 Salary Budget Survey". However, the movement does not appear to be coming from organizations awarding larger pay increases. Instead, it stems from fewer organizations reporting zero percent increases, or frozen salary budgets. The number of zero percent responses has declined from 33% of employers in 2009 to this year's figure of just 5%.

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 5.3% as of October 2012, which is a full percentage point less than one year ago. Unemployment in Oklahoma and Tulsa counties stood at 5.2% and 5 % in October 2012, down from the October 2011 figures of 6.3 and 6.8.

Additionally, Inflation has begun to increase, with the national Consumer Price Index increasing 1.8 [1] % from November 2011 to November 2012.

[1] ***http://www.bls.gov/news.release/pdf/cpi.pdf***

Methodology

Human Capital Management Division

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 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:

National Compensation Association of State Governments (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association and the Southeastern States Salary Conference have consolidated into one group and this is their first combined salary survey. The consortium is composed of 40 member states located within 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. Salary data is current as of July 2012.

The State Chamber Survey: This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from numerous organizations within the State of Oklahoma. The salary portion of the survey covered 77 of our benchmark jobs. Salary data is current as of July 2012.

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 49 of our benchmark jobs. Salary data is current as of January 2012.

Compensation Data 2012: 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 was obtained from employers in the State of Oklahoma. The salary portion of this survey covered 30 of our benchmark jobs. Salary figures are from April 2012.

Compensation Data 2012 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 was obtained from employers in the State of Oklahoma. The salary portion of this survey covered 91 of our benchmark jobs. Salary figures are from April 2012.

Economic Research Institute (ERI) Salary Assessor 2012: 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 including loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country. The salary portion of this survey is specific to the seven surrounding states and covered 265 of our benchmark jobs. Salary data is current as of July 2012.

The Kaiser Foundation Employer Health Benefits 2012 Annual Survey: The Kaiser Family Foundation and the Health Research & Educational Trust (Kaiser/HRET) conduct an annual survey of employer-sponsored health benefits. HRET, a nonprofit research organization, is an affiliate of the American Hospital Association. The Kaiser Family Foundation designs, analyzes, and conducts this survey in partnership with HRET, The Foundation also pays for the cost of the survey. HRET subcontracts with researchers at NORC at the University of Chicago (NORC) to work with Foundation and HRET researchers in conducting the study. Kaiser/HRET retained National Research, LLC (NR), a Washington, D.C.-based survey research firm, to conduct telephone interviews with human resource and benefits managers using the Kaiser/HRET survey instrument. From January to May 2012, NR completed full interviews with 2,121 firms.

2013 Segal Health Plan Cost Trend Survey: This is the sixteenth annual survey of managed care organizations, health insurers, pharmacy benefit managers and third party administrators by The Segal Company, the parent of Sibson Consulting. The survey examines trends for active participants and retirees.

National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2011: The Public Fund Survey is an online compendium of key characteristics of most of the nation's largest public retirement systems. The Survey is sponsored by the National Association of State Retirement Administrators and the National Council on Teacher Retirement.

Market Pricing Approach

The market pricing methodology employed in this report is based on the establishment of market composite rates (MCA). Market composite rates 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 %age difference is computed. The overall market position for state classified jobs is then computed by calculating the %age 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. %age 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÷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).

Analysis

Human Capital Management Division

Classified Employee Benchmark Job Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries are 24.40% below the competitive labor market. Table 5 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 5: Employee Average Salary Comparison

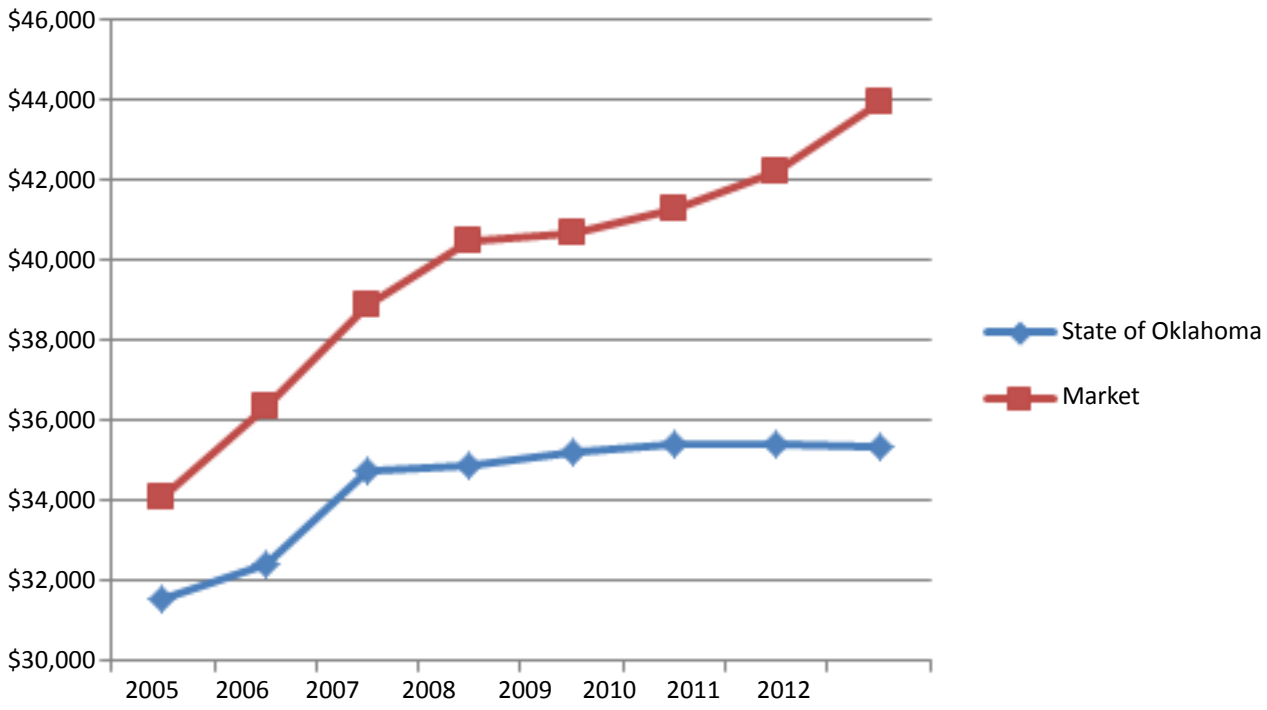
Fiscal Year	State of Oklahoma	Market	% Difference
2012	$35,352	$43,979	-24.40

A review of market and state average salary growth from 2005 to the present (see Table 6 and Figure 1) reveals the pay relationship over the last eight years as well as the average increase or decrease from the previous year for both the state and the market. The state average salary has increased about 12% since 2005 while the market has increased closer to 29% during the same time period. The state average salary actually decreased a quarter of a percent between 2011 and 2012 while the market increased by about 4%.

Table 6: Market Comparison Trend (2005-2012)

Year	State of Oklahoma	State Average Salary Increase % From Year to Year	Market	Market Average Salary Increase % From Year to Year
2012	$35,352	-0.25%	$43,979	4.13%
2011	$35,440	0.04%	$42,235	2.36%
2010	$35,427	0.62%	$41,260	1.49%
2009	$35,209	0.98%	$40,656	0.41%
2008	$34,868	0.44%	$40,490	4.10%
2007	$34,714	7.05%	$38,897	7.11%
2006	$32,427	2.88%	$36,315	6.49%
2005	$31,518	N/A	$34,102	N/A
Average Salary Increase 2005-2012		**12.16%**		**28.96%**

Figure 1: Oklahoma vs. Market Pay Trend (2005-2012)



Clearly, the lack of regular general pay increases over the past several years (see Table 7 below) has caused the state's market position to significantly deteriorate.

Table 7: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2012	$0.00	N/A
-	2011	$0.00	N/A
-	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
-	2001	$0.00	N/A
-	2000	$0.00	N/A

Classified Pay Bands

For classified employees, pay bands were last adjusted in July of 2011, when the midpoints, minimums and maximums were advanced 3%. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Numbers of employees near the pay band maximums
- Costs associated with the recommended adjustment (See Table A4 in the Appendix.)

Structure Movement

WorldatWork projected a 1.9% average structure adjustment for both salaried exempt and nonexempt for 2012.

Range Penetration

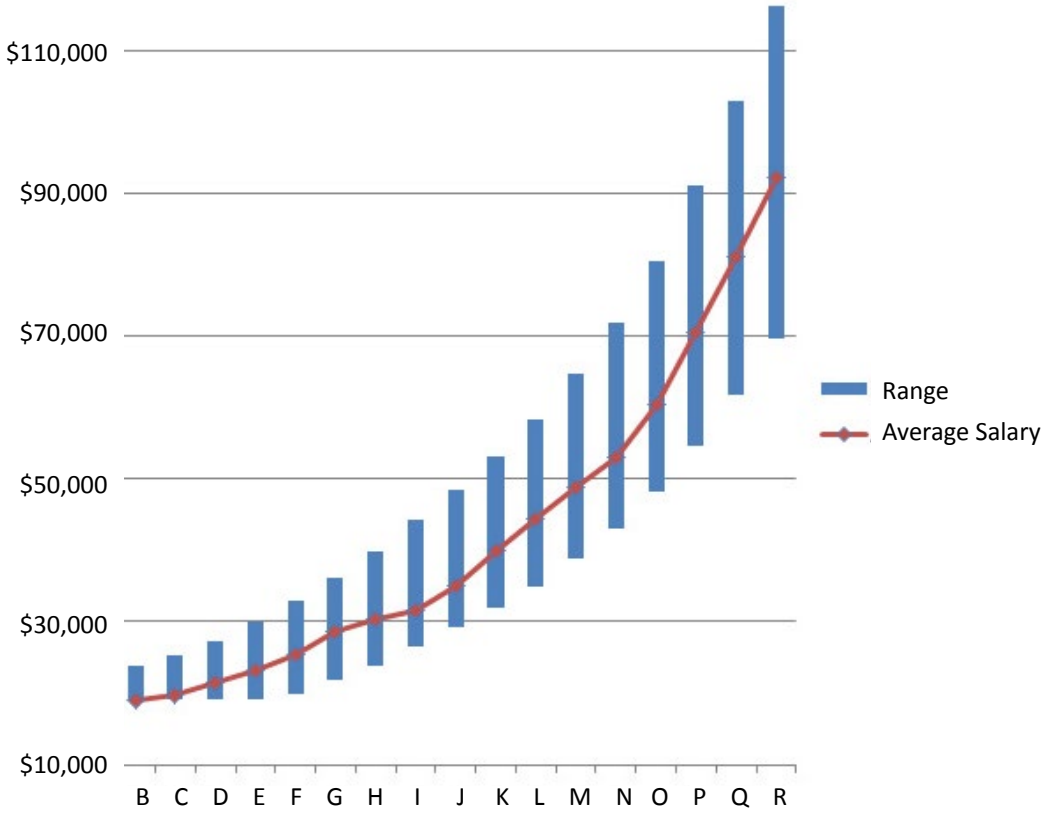
Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much "headroom" is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa ratio, which is defined as salary divided by the pay band midpoint. A compa ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 8 below illustrates the current compa ratios for each pay band as of June 30, 2012, as well as the compa ratios adjusted for a possible 3% increase to the pay bands.

Table 8: Pay Band Compa Ratios

Pay Band	Current Compa Ratio	Bands Moved 3% Compa Ratio	Pay Band	Current Compa Ratio	Bands Moved 3% Compa Ratio
B	100.03%	97.11%	K	94.18%	91.44%
C	98.14%	95.28%	L	94.91%	92.14%
D	98.60%	95.73%	M	94.27%	91.52%
E	96.62%	93.81%	N	92.19%	89.51%
F	96.57%	93.76%	O	93.78%	91.05%
G	98.93%	96.05%	P	96.94%	94.12%
H	94.94%	92.18%	Q	98.54%	95.67%
I	89.18%	86.58%	R	99.04%	96.16%
J	90.40%	87.77%			

As both Table 8 and Figure 2 illustrate, average salaries appear to be well positioned in the pay bands. With the exception of Pay Band B, average salaries are actually below the midpoint of the pay bands. Moving the pay bands 3% will provide more cushion and would allow agencies who are paying near the top of the pay band to give slight increases, if they choose.

Figure 2: Pay Band Average Salary



Cost of Pay Band Adjustment

A cost has been calculated for a pay band adjustment of three percent, which takes into account market and structure movement, but is primarily intended to address the impact on the classified structure caused by the indexed minimum wage. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, is $835,658. This figure does not include the cost of moving employees to the new minimum wage established by the Federal Poverty Guidelines for a three person household because that figure has not been released yet.

A detailed breakdown of costs by agency can be found in Table A4 in the Appendix.

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.

HCM is currently working with the Hay Group on an extensive agency director study; the results should be published sometime in the near future

Benefits Analysis

State Benefit Package:

Insurance Benefit Contribution – The average amount that the State of Oklahoma contributed to employees for insurance was $7,272 per year.

Paid Leave – The state offers 11 paid holidays. For sick leave, employees accrue 15 days each year. Employees accrue annual leave according to service years. The average years of service is 11.7 years, which means the average annual leave accrual is 20 days per year.

Defined-Benefit Retirement Plan – During FY 2012 the state contributed 16.5% 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% of an 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 % 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 Kaiser Foundation Employer Health Benefits 2012 Annual Survey. The average amount the market contributed for employee-only insurance was $5,615 per year.

Paid Leave – The average employer offered 9 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 18 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan – The market input to a Defined-Benefit Retirement Plan was gathered from the NASRA FY 2011 Public Fund Survey Report; the average yearly contribution is $6,192 per employee. This figure is an average of the surrounding state employer contributions.

Defined-Contribution Retirement Plan – In 2011 the market input to a Defined-Contribution Plan was gathered from the 2010/2011 Watson Wyatt Report on Employee Benefits. The average yearly contribution was $2,358.74 per employee. This showed that our Defined-Contribution Plan lagged significantly behind the markets. This year we were unable to obtain reliable data for the Defined-Contribution Retirement Plan and were forced to leave it out of our benefit comparison.

Social Security – The mandatory employer contribution to Social Security is 7.65% of employees' salary.

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

Table 9 compares the details of the State of Oklahoma's benefit package with those of the market.

Table 9: Vacation Days/Sick Day

Timeframe	Vacation Days/Annual Leave		Sick Days/Sick Leave	
	State of Oklahoma	Market	State of Oklahoma	Market*
Number of days after 1 year	15	10	15	12
Number of days after 3 years	15	10	15	12
Number of days after 7 years	18	20	15	12
Number of days after 15 years	20	21	15	12
Number of days after 25 years	25	25	15	12

*2011 Towers Watson Survey General Industry Benefit Policies and Practices Survey Report

Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 10 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 10: Average Employee Benefit Cost Comparison

	State of Oklahoma Contribution	Market Contribution	% to Market
Health Insurance	$7,272.00	$5,615.00	29.51%
Dental Insurance [1]	$261.48	$521.33	-49.84%
Basic Life Insurance & Disability Insurance [2]	$157.20	$550.79	-71.46%
Annual Leave Accrual Days	$2,719.38	$3,044.70	-10.68%
Sick Leave Accrual Days [3]	$2,039.54	$2,029.80	0.48%
Paid Holidays	$1,495.66	$1,522.35	-1.75%
Defined Benefit Retirement Plan (Employer contribution)	$5,833.08	$6,192.24 [4]	-5.80%
Social Security	$2,704.43	$3,364.39	-19.62%
Workers' Compensation & Unemployment Insurance	$353.52	$439.79	-19.62%
Total Benefit Cost:	**$22,836.29**	**$23,280.40**	**-1.91%**

[1] 2012 Survey data not available. 2011 data has been escalated by 4.0% based on trend figures from the Sibson Consulting 2012 Health Plan Cost Trend Survey
[2] 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices
[3] 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices
[4] NASRA FY 2011 Public Fund Survey Report. An average of the surrounding states employer contribution

For reference purposes, an overall "market average" has been provided for insurance benefits levels (deductibles, copayments, coinsurance, 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. Unfortunately, benefit cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the workforce, 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 essentially "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. To accurately assess value, an actuarial study should be performed to provide a direct comparison of value with the market.

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% of Oklahoma's state employees have been diagnosed with cardiovascular disease or diabetes, and another 30% 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%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.

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. In 2012 the "benefit allowance" was amended by the legislature to be the current 2012 benefit allowance or the Health Choice high PPO plan, whichever is the greater.

Currently, 96.6% of active state employees and their families have 100% of their core benefits paid for, plus they receive an additional $165 per month, on average, in excess benefit allowance that can be used to pay for optional benefits and/or added to their paychecks. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life, flexible spending accounts, the OKHealth Wellness Program, and SoonerSave Deferred Compensation and Savings Incentive Plans.

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

Table 11: Benefit Allowance Cost Trend

	2007	2008	2009	2010	2011	2012	2013
Total Cost in Millions	$357.1	$393.6	$418.9	$423.2	$417.9	$444.9	$444.9
Increase/Decrease in Millions	$74	$37	$25	$4	-$5	$27	$27
% Increase/Decrease	26.14%	10.22%	6.43%	1.03%	-1.25%	6.05%	0

Total Compensation Cost

In light of the 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 16: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost:	$35,352	$43,979	-24.4
Average Benefit Cost:	$22,836	$23,280	-1.94
Total Compensation Cost:	$58,188	$67,259	-15.59%

One should not infer from the above comparative cost analysis that the state's benefit package offsets in any significant way the state's competitive disadvantage with respect to pay. For reasons mentioned earlier in this report, costs are not an accurate reflection of the value of a benefit package. To obtain an accurate, realistic assessment of comparative value, an actuarial benefit value study must be performed.

Turnover Analysis

Table 12 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% to 16.5%. The voluntary rate also increased from 10.3% to 13.8%.

Table 12: FY 2012 State Classified Employee Turnover

Employees as of 7/01/2011	24,630
Resignations	2,604
Retirements	784
Discharges	624
Deaths	58
Overall Turnover Rate	16.5%
Voluntary Turnover Rate	13.8%

A list of job families with turnover rates is included in Table A3 in the Appendix. During FY 2012, the turnover cost for the classified workforce was $87,976,196 million. As indicated in the methodology section, this figure was based on a conservative costing model.* Below is the calculation using the actual salary and demographic figures:

Total Classified Employee Turnover Cost

A. Average classified salary (including average longevity pay):	$35,352.00
B. %age of pay for benefits times annual pay: 46.90% (X) $35,352.00 =	$16,582
C. $35,352 + $16,582 =	$51,934
D. Number of Voluntary Separations:	3,388
E. Amount of time an employee becomes fully productive:	12 Months
F. Per person turnover cost: (12÷12) (X) $51,934 (X) 50% =	$25,967
G. Annual turnover cost for the state: ($25,967 X 3,388) =	$87,976,196
Total Classified Employee Turnover Cost: $87,976,196	

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

Recommendations

Human Capital Management Division

Compensation

Results of the 2012 Annual Compensation Report indicate that the state's classified pay rates are 24.40 % below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. While the national economy appears to be on a very slow recovery from the economic recession the country has experienced during the last three years, the Oklahoma economy has rebounded much more aggressively, as evidenced by the improved unemployment figures cited in this report. This economic revitalization, coupled with the fact that the State has not provided a general increase to employees since October 2006, are the reasons that State classified employee pay has slipped further behind the market than at any previous time in recent history.

The improved economy in Oklahoma and the reduction in unemployment rates are indicators that employers are beginning to hire again. In light of the fact that state employees have not received a general pay increase in over five years, and with state pay so far behind the market, the state stands to lose some of its top talent unless steps are taken to narrow the pay gap with a pay adjustment.

We recommend the state fund a Total Compensation Study. The aim of this study would be to define our competitive market and establish a realistic statewide "percent to market" goal. Pending the results of this study the state could position itself to adopt a pay for performance model on a statewide basis that would emulate similar systems in other states and municipalities as well as in the private sector. Such a system would link pay adjustments to employee performance evaluations, with greater increases attached to higher performance ratings and no increases for unsatisfactory performance. By implementing such a system, the state can incent employee performance as it increases pay to close the gap between the state and the market.

To facilitate such a system, the state's human capital management system must have the capability for tracking employee performance ratings so that funding appropriated for pay adjustments can be accurately determined. Moreover, supervisors must be trained in effective performance evaluation and must be held accountable for completing performance appraisals in a timely fashion.

Pay Band Adjustment:

The pay bands were last moved 3 % on July 1, 2012, but prior to that there was no movement for three years. Last year's increase to the pay bands provided some cushion, but another year of moving the pay bands will help keep the average salary in each pay band at or below the pay band midpoint even if a general pay increase is implemented.

To provide sufficient room for future salary growth, we recommend the classified pay bands be adjusted upward by 3.0 %. The cost of this pay band adjustment, including mandatory benefits, is projected to be $835,658. As in previous pay band adjustments, the cost of this adjustment would be borne by the agencies out of operating budgets, with no additional appropriations.

Total Compensation Statement:

For the last four years, the State provided each employee with a Total Compensation Statement. This statement 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. We further recommend that, in the interest of conserving resources, the statements be accessible online rather than through the distribution of paper copies.

Benefit Value Study: There has been much discussion in recent years about the value of the state's benefit package and the competitive advantage it may give the state in attracting and retaining employees. This report provides a comparative cost analysis of benefits which indicates that the state pays only slightly less in benefit costs than the market. However, such an analysis does not address the value of those benefits. To assess value, an actuarial study should be performed to provide a direct comparison of value with the market.

We recommend the Legislature appropriate funds for a benefit value study to assess the true relationship of the state's benefit package to the market.

Appendix

Human Capital Management Division

TABLE A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

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

JFD Code	JFD Title	% Above/Below Market
A10B	INSURANCE UNDERWRITER II	-24.18%
A11A	INSURANCE CLAIMS ADJUSTER I	11.92%
A11B	INSURANCE CLAIMS ADJUSTER II	-17.35%
A30B	MEMBER SERVICES REPRESENTATIVE II	-21.73%
A32B	INSURANCE BENEFITS SPECIALIST II	-74.84%
A40A	INSURANCE PROGRAM ADMINISTRATOR I	-48.14%
A40D	**INSURANCE PROGRAM ADMINISTRATOR IV**	**-65.71%**
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	-27.54%
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V	-52.33%
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II	-39.71%
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III	-21.41%
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV	-39.95%
B22A	INFORMATION SYSTEMS NETWORK ADMINISTRATOR I	-18.19%
B22C	INFORMATION SYSTEMS NETWORK ADMINISTRATOR III	-45.56%
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN I	-40.45%
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I	-12.11%
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II	-14.24%
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	-38.23%
B31A	INFORMATION SYSTEMS MANAGER I	-76.86%
B31C	INFORMATION SYSTEMS MANAGER III	-31.12%
B32A	INFORMATION SYSTEMS ADMINISTRATOR I	-83.34%
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	-33.67%
B40A	**INFORMATION SYSTEMS PLANNING SPECIALIST I**	**-63.14%**
B40B	**INFORMATION SYSTEMS PLANNING SPECIALIST II**	**-65.84%**
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST IV	-49.36%
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I	-37.37%
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II	-43.11%
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III	-58.27%
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV	-56.20%
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II	-49.87%
B52C	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST III	-46.61%
B52D	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV	-44.87%
C10B	CIVIL RIGHTS ADMINISTRATOR II	-22.21%
C10C	CIVIL RIGHTS ADMINISTRATOR III	-47.16%
C30A	HUMAN RESOURCES ASSISTANT I	-17.87%
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I	-22.70%
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II	-36.41%
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III	-40.05%

JFD Code	JFD Title	% Above/Below Market
C31D	**HUMAN RESOURCES MANAGEMENT SPECIALIST IV**	**-45.97%**
C32B	**HUMAN RESOURCES PROGRAMS MANAGER II**	**-31.75%**
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	-29.27%
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR I	-83.82%
C33B	**HUMAN RESOURCES PROGRAMS DIRECTOR II**	**-71.67%**
C41B	TRAINING SPECIALIST II	-26.60%
C41C	TRAINING SPECIALIST III	-44.71%
C42B	VIDEO PRODUCTION SPECIALIST II	-23.71%
D12A	**AUDITOR I**	**-77.78%**
D12B	AUDITOR II	-48.55%
D12C	AUDITOR III	-56.49%
D12D	AUDITOR IV	-71.29%
D14A	ACCOUNTANT I	-28.69%
D14B	ACCOUNTANT II	-19.95%
D14C	ACCOUNTANT III	-34.44%
D14D	ACCOUNTANT IV	-21.86%
D20B	BUDGET ANALYST II	-29.65%
D20D	BUDGET ANALYST IV	-44.18%
D30A	BUSINESS MANAGER I	-36.21%
D30B	BUSINESS MANAGER II	-34.42%
D30C	BUSINESS MANAGER III	-69.79%
D33A	FINANCIAL MANAGER/COMPTROLLER I	-24.23%
D33B	FINANCIAL MANAGER/COMPTROLLER II	-55.20%
D33D	**FINANCIAL MANAGER/COMPTROLLER IV**	**-45.28%**
D50A	ACCOUNTING TECHNICIAN I	-23.04%
D50B	ACCOUNTING TECHNICIAN II	-16.72%
D50C	ACCOUNTING TECHNICIAN III	-24.16%
D50D	ACCOUNTING TECHNICIAN IV	-48.03%
D54A	CONSUMER CREDIT EXAMINER I	-40.54%
E12A	ADMINISTRATIVE PROGRAMS OFFICER I	-16.54%
E12D	ADMINISTRATIVE PROGRAMS OFFICER IV	-41.14%
E13B	CUSTOMER SERVICE REPRESENTATIVE II	-1.24%
E13C	CUSTOMER SERVICE REPRESENTATIVE III	-41.65%
E14A	COURT REPORTER I	-16.49%
E16A	ADMINISTRATIVE TECHNICIAN I	-15.02%
E16B	ADMINISTRATIVE TECHNICIAN II	-10.85%
E16C	ADMINISTRATIVE TECHNICIAN III	-17.81%
E16D	ADMINISTRATIVE TECHNICIAN IV	-24.54%
E17A	ADMINISTRATIVE ASSISTANT I	-17.55%
E17B	ADMINISTRATIVE ASSISTANT II	-19.42%

JFD Code	JFD Title	% Above/Below Market
E19A	MEDICAL TRANSCRIPTIONIST I	-91.23%
E20B	LIBRARY TECHNICIAN II	-12.52%
E20C	LIBRARY TECHNICIAN III	-22.50%
E21A	LIBRARIAN I	-40.82%
E21B	LIBRARIAN II	-38.53%
E21C	LIBRARIAN III	-40.81%
E21D	LIBRARIAN IV	-24.37%
E22A	ADMINISTRATIVE LIBRARIAN I	-28.83%
E22B	ADMINISTRATIVE LIBRARIAN II	-49.01%
E24A	SECRETARY I	-3.67%
E24B	SECRETARY II	-0.91%
E24C	SECRETARY III	-42.15%
E24E	SECRETARY V	-27.91%
E25B	LEGAL SECRETARY II	-39.64%
E31B	ADMINISTRATIVE HEARING OFFICER II	-10.23%
E33B	ADMINISTRATIVE HEARING OFFICER III	-22.73%
E33C	BINDERY WORKER III	-38.76%
E34A	OFFSET PRESS OPERATOR I	-34.88%
E34B	OFFSET PRESS OPERATOR II	-23.87%
E34C	OFFSET PRESS OPERATOR III	-27.43%
E34D	OFFSET PRESS OPERATOR IV	-26.45%
E35C	DUPLICATING EQUIPMENT OPERATOR III	-26.97%
E35D	DUPLICATING EQUIPMENT OPERATOR IV	-33.32%
E37A	REPRODUCTION SERVICES MANAGER I	-17.92%
E41B	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II	-18.65%
E42A	**ADMINISTRATIVE ARCHIVIST I**	**-60.36%**
E43A	GRAPHIC ARTIST I	8.07%
E43B	GRAPHIC ARTIST II	-28.30%
E43C	GRAPHIC ARTIST III	-35.51%
E44A	PUBLIC INFORMATION OFFICER I	-34.99%
E44B	**PUBLIC INFORMATION OFFICER II**	**-30.75%**
E44C	PUBLIC INFORMATION OFFICER III	-60.46%
E45A	**PUBLIC INFORMATION MANAGER I**	**-86.28%**
E45B	PUBLIC INFORMATION MANAGER II	-87.45%
E46B	STATISTICAL RESEARCH SPECIALIST II	-31.55%
E46C	STATISTICAL RESEARCH SPECIALIST III	-92.52%
E48B	**PLANNING COORDINATOR II**	**-38.49%**
E49A	MANAGEMENT ANALYST I	-42.85%
E50B	**PHOTOGRAPHER II**	**-29.73%**
E55A	CUSTOMER ASSISTANCE REPRESENTATIVE I	-3.40%

JFD Code	JFD Title	% Above/Below Market
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II	1.12%
E55C	CUSTOMER ASSISTANCE REPRESENTATIVE III	-25.04%
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV	-22.38%
F10B	**CONTRACTING AND PROCUREMENT OFFICER II**	**2.73%**
F14A	CONTRACTING AND ACQUISITIONS AGENT I	-10.16%
F14B	CONTRACTING AND ACQUISITIONS AGENT II	-26.19%
F14C	CONTRACTING AND ACQUISITIONS AGENT III	-48.62%
F14D	CONTRACTING AND ACQUISITIONS AGENT IV	-100.58%
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I	-38.04%
F20A	**MATERIEL MANAGEMENT SPECIALIST I**	**-29.83%**
F20B	MATERIEL MANAGEMENT SPECIALIST II	-6.67%
F20C	MATERIEL MANAGEMENT SPECIALIST III	-23.54%
F20D	MATERIEL MANAGEMENT SPECIALIST IV	-63.25%
F21A	MATERIEL MANAGEMENT OFFICER I	-102.16%
F21B	MATERIEL MANAGEMENT OFFICER II	-134.52%
F30A	MINERALS MANAGEMENT SPECIALIST I	-15.68%
F30B	MINERALS MANAGEMENT SPECIALIST II	-17.14%
F38A	**REAL PROPERTY MANAGEMENT SPECIALIST I**	**-23.09%**
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I	-23.53%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II	-28.72%
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III	-50.11%
F44A	CARPENTER I	-60.36%
F44B	CARPENTER II	-46.90%
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR I	-56.97%
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II	-49.84%
F45C	CONSTRUCTION/MAINTENANCE ADMINISTRATOR III	-83.43%
F45D	CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV	-60.98%
F47A	AUTOMOTIVE/ENGINE MECHANIC I	-21.50%
F47B	AUTOMOTIVE/ENGINE MECHANIC II	-33.55%
F47C	AUTOMOTIVE/ENGINE MECHANIC III	-11.04%
F47D	AUTOMOTIVE/ENGINE MECHANIC IV	-56.31%
F48B	WELDER II	-16.77%
F48C	WELDER III	-14.00%
F49C	PHYSICAL PLANT OPERATOR III	-66.70%
F50B	HOUSEKEEPING/CUSTODIAL WORKER II	0.21%
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV	-67.41%
F50E	**HOUSEKEEPING/CUSTODIAL WORKER V**	**-152.20%**
F54A	LIGHT VEHICLE DRIVER I	-28.29%
F56A	ELECTRONICS TECHNICIAN I	-32.89%
F56B	ELECTRONICS TECHNICIAN II	-42.13%

JFD Code	JFD Title	% Above/Below Market
F69A	CHIEF ARCHITECT I	-9.68%
F72A	CONSTRUCTION MANAGER I	-53.98%
F74A	MECHANICAL SYSTEMS TECHNICIAN I	-62.64%
F74B	MECHANICAL SYSTEMS TECHNICIAN II	-28.47%
F74C	MECHANICAL SYSTEMS TECHNICIAN III	-51.50%
F74D	MECHANICAL SYSTEMS TECHNICIAN IV	-67.78%
F75A	ELECTRICIAN I	-27.93%
F75B	ELECTRICIAN II	-20.68%
F75C	ELECTRICIAN III	-36.15%
F76A	PLUMBER I	-37.53%
F76B	PLUMBER II	-39.99%
F76C	**PLUMBER III**	**-19.22%**
F76D	PLUMBER IV	-45.86%
F77A	GROUNDSKEEPER I	-12.11%
F77B	GROUNDSKEEPER II	-44.61%
F78B	EQUIPMENT OPERATOR II	-52.84%
F79A	LABORER I	-12.21%
G10B	**COMMUNICATIONS OFFICER (DPS) II**	**-87.54%**
G12B	CRIMINALIST II	1.93%
G14A	DRIVER S LICENSE EXAMINER I	12.74%
G16B	PHYSICAL EVIDENCE TECHNICIAN II	10.99%
G19C	FINGERPRINT SPECIALIST III	-12.65%
G53C	LAW ENFORCEMENT HIGHWAY PATROL OFFICER III	-17.04%
G54A	**LAW ENFORCEMENT HIGHWAY PATROL MANAGER I**	**-7.97%**
G54B	LAW ENFORCEMENT HIGHWAY PATROL MANAGER II	-7.73%
H10C	PROGRAMS MANAGER III	-22.13%
H10D	PROGRAMS MANAGER IV	-33.09%
H10E	PROGRAMS MANAGER V	-43.94%
H20B	SOCIAL SERVICES SPECIALIST II	-7.75%
H21B	CASE MANAGER II	-49.95%
H22B	**SOCIAL SERVICES INSPECTOR II**	**-9.90%**
H23B	CHILD WELFARE SPECIALIST II	-23.14%
H24B	CHILD CARE LICENSING SPECIALIST II	-42.58%
H27A	CLINICAL SOCIAL WORKER I	-27.19%
H27B	CLINICAL SOCIAL WORKER II	-22.41%
H30B	CHILD SUPPORT SPECIALIST II	-17.39%
I10C	CORRECTIONAL SECURITY OFFICER III	-7.06%
I11B	CORRECTIONAL SECURITY MANAGER II	-3.31%
I12C	**CORRECTIONAL CHIEF OF SECURITY III**	**-0.35%**
I30B	**CORRECTIONAL INDUSTRIES MANAGER II**	**-13.39%**

JFD Code	JFD Title	% Above/Below Market
I40B	PROBATION AND PAROLE OFFICER II	-15.42%
I40D	PROBATION AND PAROLE OFFICER IV	-8.98%
J10B	SAFETY STANDARDS INSPECTOR II	-55.35%
J15B	INDUSTRIAL HYGIENIST II	-56.47%
J17B	LABOR COMPLIANCE OFFICER II	-16.95%
J25B	SAFETY AND HEALTH DIRECTOR II	-37.90%
J31C	SAFETY CONSULTANT III	-44.14%
J41A	**FIRE PREVENTION AND SECURITY OFFICER I**	**-23.71%**
J41B	FIRE PREVENTION AND SECURITY OFFICER II	-9.61%
J41D	FIRE PREVENTION AND SECURITY OFFICER IV	-32.74%
K10A	**JUVENILE JUSTICE SPECIALIST I**	**-44.37%**
K11B	DISABILITY DETERMINATION SPECIALIST II	-7.01%
K15A	MANUAL SIGN LANGUAGE SPECIALIST I	-93.66%
K20B	REHABILITATION TECHNICIAN II	-19.04%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	-22.04%
K21D	**VOCATIONAL REHABILITATION SPECIALIST IV**	**-26.30%**
K28A	VOCATIONAL TRAINING INSTRUCTOR I	-16.40%
K30A	VENDING MACHINE TECHNICIAN I	-28.98%
L16B	AGRICULTURE FIELD INSPECTOR II	-17.16%
L16C	AGRICULTURE FIELD INSPECTOR III	-46.03%
L22B	FOREST REGENERATION SPECIALIST II	-52.21%
L24B	FORESTER II	-47.45%
M10A	REGULATORY PROGRAM MANAGER I	-47.13%
M20A	CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I	-21.03%
M32B	OIL AND GAS FIELD INSPECTOR II	-33.06%
M40D	PUBLIC UTILITY REGULATORY ANALYST IV	-2.07%
M53B	**MOTOR CARRIER ENFORCEMENT OFFICER II**	**11.30%**
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II	-69.85%
P20B	PARK RANGER II	-13.35%
P25A	**PARK MANAGER I**	**-54.95%**
P25B	**PARK MANAGER II**	**-42.15%**
Q10B	POWER GENERATION OPERATIONS TECHNICAL II	5.14%
Q20B	POWER PLANT MAINTENANCE TECHNICIAN II	-1.12%
Q21A	POWER TRANSMISSION MAINTENANCE TECHNICIAN I	-15.92%
Q21B	POWER TRANSMISSION MAINTENANCE TECHNICIAN II	5.35%
Q23B	HEAVY EQUIPMENT RAILCAR MAINTENANCE II	35.42%
Q24B	ELECTRICAL DRAFTING TECHNICIAN II	-1.40%
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II	-49.85%
R10D	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST IV	-64.18%
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II	-21.58%

JFD Code	JFD Title	% Above/Below Market
R25B	ENVIRONMENTAL PROGRAMS MANAGER II	-3.10%
R25C	ENVIRONMENTAL PROGRAMS MANAGER III	-30.79%
R25D	**ENVIRONMENTAL PROGRAMS MANAGER IV**	**-53.49%**
S10A	ENGINEER INTERN I	-3.98%
S10C	**ENGINEER INTERN III**	**-10.09%**
S10D	ENGINEER INTERN IV	-25.88%
S11A	PROFESSIONAL ENGINEER I	-28.51%
S11B	PROFESSIONAL ENGINEER II	-27.97%
S11C	PROFESSIONAL ENGINEER III	-48.94%
S12B	ENGINEERING MANAGER II	-19.17%
S12C	**ENGINEERING MANAGER III**	**-19.94%**
S12D	ENGINEERING MANAGER IV	-15.14%
S16B	PROFESSIONAL LAND SURVEYOR II	11.13%
S17A	LAND SURVEYOR MANAGER I	13.55%
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I	1.78%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II	-10.33%
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III	-20.24%
T10D	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV	-27.71%
T10E	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V	-31.33%
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI	-30.74%
T21A	TRANSPORTATION TECHNICIAN I	-6.22%
T22B	TRANSPORTATION SPECIALIST II	-38.70%
T23A	TRANSPORTATION MANAGER I	-55.23%
T25B	TRANSPORTATION EQUIPMENT OPERATOR II	-56.60%
T25C	TRANSPORTATION EQUIPMENT OPERATOR III	-49.22%
T60B	PHOTOGRAMMETRIST II	-34.32%
T60C	PHOTOGRAMMETRIST III	-20.55%
U10A	**HISTORICAL PROGRAMS ADMINISTRATOR I**	**21.97%**
U11A	HISTORICAL FACILITY MANAGER I	-84.40%
U12B	HISTORICAL COLLECTIONS SPECIALIST II	-42.37%
U14A	HISTORIC PRESERVATION SPECIALIST I	-20.94%
U14C	HISTORIC PRESERVATION SPECIALIST III	7.91%
V11C	**REVENUE COMPLIANCE OFFICER III**	**-107.53%**
V17B	REVENUE COMPLIANCE EXAMINER II	-72.82%
W10A	WORKFORCE SERVICES SPECIALIST I	-58.09%
W10B	WORKFORCE SERVICES SPECIALIST II	-70.68%
W10D	WORKFORCE SERVICES SPECIALIST IV	-102.98%
X11A	**THERAPEUTIC/MEDICAL AIDE I**	**2.86%**
X11B	THERAPEUTIC/MEDICAL AIDE II	14.52%
X13B	**LABORATORY TECHNICIAN II**	**-18.56%**
X13C	LABORATORY TECHNICIAN III	-7.81%

JFD Code	JFD Title	% Above/Below Market
X14A	CLINICAL LABORATORY SCIENTIST I	-6.96%
X14B	CLINICAL LABORATORY SCIENTIST II	-64.99%
X14D	CLINICAL LABORATORY SCIENTIST IV	-37.63%
X19B	DENTAL CARE HYGIENIST II	-52.00%
X20A	HEALTH EDUCATOR I	-55.02%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	-58.21%
X22C	SPEECH-LANGUAGE PATHOLOGIST III	-21.79%
X23B	ALCOHOL AND DRUG COUNSELOR II	-32.10%
X24B	DENTAL CARE ASSISTANT II	-2.92%
X25B	PHARMACY TECHNICIAN II	-4.62%
X27B	EPIDEMIOLOGIST II	-18.52%
X27C	EPIDEMIOLOGIST III	-12.96%
X29C	**HEALTH FACILITY SURVEYOR III**	**8.31%**
X31B	PSYCHOLOGICAL CLINICIAN II	-16.65%
X31C	**PSYCHOLOGICAL CLINICIAN III**	**-64.07%**
X32B	CHILD DEVELOPMENT SPECIALIST II	-23.80%
X33C	OCCUPATIONAL THERAPIST III	19.09%
X34C	PHYSICAL THERAPIST III	8.13%
X35A	RECREATIONAL ACTIVITIES SPECIALIST I	9.50%
X35C	RECREATIONAL ACTIVITIES SPECIALIST III	-12.76%
X36B	RECREATION THERAPIST II	-6.24%
X40A	CLINICAL LABORATORY ADMINISTRATOR I	-25.79%
Y10A	PATIENT CARE ASSISTANT I	0.81%
Y10B	PATIENT CARE ASSISTANT II	-9.83%
Y11A	LICENSED PRACTICAL NURSE I	-14.73%
Y11B	LICENSED PRACTICAL NURSE II	-15.12%
Y12A	REGISTERED NURSE I	-23.89%
Y12B	REGISTERED NURSE II	-30.26%
Y12C	REGISTERED NURSE III	-25.66%
Y13A	NURSING MANAGER I	-39.33%
Y13B	NURSING MANAGER II	-44.10%
Y13C	NURSING MANAGER III	-38.98%
Y14B	ADVANCED PRACTICE NURSE II	-43.69%
Y15B	HEALTH CARE MANAGEMENT NURSE II	-22.04%
Y15C	**HEALTH CARE MANAGEMENT NURSE III**	**-69.26%**
Z12A	DIRECT CARE SPECIALIST I	-17.83%
Z12B	DIRECT CARE SPECIALIST II	-6.88%
Z12D	DIRECT CARE SPECIALIST IV	-11.08%
Z20A	FOOD SERVICE SPECIALIST I	-3.55%
Z20B	FOOD SERVICE SPECIALIST II	-0.41%

JFD Code	JFD Title	% Above/Below Market
Z20C	FOOD SERVICE SPECIALIST III	-62.97%
Z21A	FOOD SERVICE MANAGER I	-17.30%
Z21B	FOOD SERVICE MANAGER II	-25.35%
Z21C	FOOD SERVICE MANAGER III	-57.10%
Z24A	NUTRITION ASSISTANT I	4.54%
Z25B	NUTRITION THERAPIST II	-25.99%
Z25D	NUTRITION THERAPIST IV	-62.71%
Z30B	LINEN AND CLOTHING SPECIALIST II	6.44%
Z30D	LINEN AND CLOTHING SPECIALIST IV	-85.11%
Z30E	LINEN AND CLOTHING SPECIALIST V	-110.05%
Z40A	PERSONAL GROOMING SPECIALIST I	-7.77%
Z50B	VOLUNTEER SERVICES SPECIALIST II	-101.99%
Z51B	JUVENILE SPECIALIST II	-41.56%
Z52B	CHAPLAIN II	-41.02%

Table A2: Market Analysis by Agency

Agency Number	Agency Name	Number of Classified Incumbents	Number of Benchmark Incumbents	% of Classified Incumbents Covered	Agency Benchmark Average Salary	Benchmark Market Average	% Above or Below Market
25	Military Department	151	77	50.99%	$33,830.75	$46,957.46	-38.80%
30	Alcoholic Beverage Laws Enforcement Commission (ABLE)	35	10	28.57%	$38,840.87	$48,458.96	-24.76%
40	Department of Agriculture, Food and Forestry	335	144	42.99%	$36,216.94	$47,689.08	-31.68%
90	Office of Management & Enterprise Services	469	340	72.49%	$45,432.51	$59,687.36	-31.38%
127	Commission On Children & Youth	17	5	29.41%	$34,758.71	$47,846.04	-37.65%
131	Department of Corrections	3611	1550	42.92%	$34,276.32	$42,248.45	-23.26%
160	Commerce, Oklahoma Department of	2	2	100.00%	$44,664.02	$57,000.00	-27.62%
185	Corporation Commission	278	127	45.68%	$37,448.25	$45,615.48	-21.81%
190	Cosmetology Board, Oklahoma State	10	5	50.00%	$34,895.31	$33,000.56	5.43%
215	Dentistry, Board of	1	0				
270	State Election Board	15	11	73.33%	$35,519.69	$44,636.75	-25.67%
290	Employment Security Commission	588	257	43.71%	$37,942.57	$59,601.20	-57.08%
292	Environmental Quality, Oklahoma Department of	455	249	54.73%	$52,757.39	$66,635.42	-26.31%
296	Ethics Commission	1	1	100.00%	$48,514.80	$63,562.70	-31.02%
298	Merit Protection Commission, Oklahoma	2	1	50.00%	$47,866.45	$70,287.82	-46.84%
306	Pardon and Parole Board	24	2	8.33%	$25,885.63	$33,555.06	-29.63%
308	Investigation, Oklahoma State Bureau of (OSBI)	244	73	29.92%	$37,454.28	$40,842.92	-9.05%
309	Emergency Management, Oklahoma Department of	17	6	35.29%	$35,627.91	$47,717.67	-33.93%
310	Fire Marshal's Office, State	18	3	16.67%	$37,357.19	$44,737.29	-19.76%
326	Handicapped Concerns, Office of	4	1	25.00%	$24,426.00	$25,033.81	-2.49%
340	Department of Health	1469	1125	76.58%	$37,878.17	$47,299.45	-24.87%
345	Transportation, Oklahoma Department of (DOT)	2253	1467	65.11%	$39,898.49	$53,829.68	-34.92%
350	Oklahoma Historical Society	124	65	52.42%	$34,056.43	$43,460.08	-27.61%
390	CompSource Oklahoma	73	60	82.19%	$36,923.25	$44,072.46	-19.36%
400	Office of Juvenile Affairs	631	228	36.13%	$30,423.43	$39,873.95	-31.06%
405	Labor, Department of	59	23	38.98%	$41,098.41	$53,449.22	-30.05%
410	Land Office, Commissioners of the	30	17	56.67%	$42,131.18	$51,770.12	-22.88%
430	Department of Libraries	36	32	88.89%	$40,160.62	$52,938.74	-31.82%
445	Liquefied Petroleum Gas Administration, Oklahoma (LPG)	8	2	25.00%	$32,090.54	$36,605.06	-14.07%
450	Medical Licensure and Supervision, Oklahoma State Board of	13	9	69.23%	$37,295.75	$39,192.15	-5.08%

Continued – Table A2: Market Analysis by Agency

Agency Number	Agency Name	Number of Classified Incumbents	Number of Benchmark Incumbents	% of Classified Incumbents Covered	Agency Benchmark Average Salary	Benchmark Market Average	% Above or Below Market
452	Department of Mental Health and Substance Abuse	726	632	87.05%	$25,434.22	$31,124.51	-22.37%
477	Narcotics and Dangerous Drugs Control, Oklahoma State Bureau of (BNDDC)	90	8	8.89%	$38,324.03	$49,526.23	-29.23%
515	Retirement System, Oklahoma Public Employees (OPERS)	24	7	29.17%	$37,295.68	$40,462.92	-8.49%
525	Osteopathic Examiners, State Board of	2	0				
560	State Pharmacy Board	3	2	66.67%	$41,741.88	$58,314.30	-39.70%
566	Department of Tourism & Recreation	224	165	73.66%	$30,353.36	$39,514.13	-30.18%
568	Scenic Rivers Commission	1	1	100.00%	$27,330.32	$37,260.71	-36.33%
570	Professional Engineers and Land Surveyors, State Board of Registration for	4	4	100.00%	$33,723.39	$36,126.33	-7.13%
585	Department of Public Safety	1287	962	74.75%	$49,274.33	$56,727.83	-15.13%
588	Real Estate Commission, Oklahoma	12	9	75.00%	$40,469.16	$42,081.55	-3.98%
619	Physician Manpower Training Commission	3	2	66.67%	$34,575.10	$37,353.56	-8.04%
620	Quartz Mountain Arts and Conference Center and Nature Park	6	4	66.67%	$29,897.11	$39,794.14	-33.10%
625	Secretary of State	27	16	59.26%	$40,556.33	$42,170.73	-3.98%
629	Science and Mathematics, Oklahoma School of	3	3	100.00%	$24,285.99	$24,906.78	-2.56%
635	Consumer Credit, Department of	14	11	78.57%	$33,763.24	$42,696.19	-26.46%
645	Conservation Commission, Oklahoma	5	4	80.00%	$44,674.65	$57,682.16	-29.12%
650	Department of Veterans Affairs	1540	1116	72.47%	$27,561.94	$31,072.12	-12.74%
670	J.D. McCarty Center	169	155	91.72%	$29,029.95	$36,490.15	-25.70%
695	Oklahoma Tax Commission	505	266	52.67%	$34,659.00	$55,269.24	-59.47%
715	Retirement System, Oklahoma Teachers'	1	0				
805	Department of Rehabilitation Services	752	353	46.94%	$35,012.79	$42,918.81	-22.58%
830	Department of Human Services	6460	4230	65.48%	$31,702.75	$38,435.46	-21.24%
835	Water Resources Board	52	25	48.08%	$49,656.70	$63,240.66	-27.36%
880	Will Rogers Memorial Commission	4	3	75.00%	$26,271.09	$36,065.00	-37.28%
978	Turnpike Authority, Oklahoma (OTA)	504	214	42.46%	$32,221.26	$43,436.27	-34.81%
980	Grand River Dam Authority (GRDA)	296	163	55.07%	$55,446.26	$54,924.76	0.94%

Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
A10B	Insurance Underwriter	3	1	33.3%	1	33.3%
A10D	Insurance Underwriter	1	1	100.0%	1	100.0%
A11A	Insurance Claims Adjuster	1	0	0.0%	0	0.0%
A11B	Insurance Claims Adjuster	1	0	0.0%	0	0.0%
A11C	Insurance Claims Adjuster	1	0	0.0%	0	0.0%
A20A	Insurance Subrogation/Reimb Sp	6	1	16.7%	1	16.7%
A20B	Insurance Subrogation/Reimb Sp	6	2	33.3%	2	33.3%
A20C	Insurance Subrogation/Reimb Sp	4	1	25.0%	1	25.0%
A30B	Member Services Representative	21	0	0.0%	0	0.0%
A30C	Member Services Representative	3	0	0.0%	0	0.0%
A31B	Flexible Benefits Representati	3	1	33.3%	1	33.3%
A31C	Flexible Benefits Representati	1	0	0.0%	0	0.0%
A32A	Insurance Benefits Specialist	1	0	0.0%	0	0.0%
A32B	Insurance Benefits Specialist	1	0	0.0%	0	0.0%
A32C	Insurance Benefits Specialist	7	1	14.3%	1	14.3%
A33A	Provider Contracting Specialis	3	0	0.0%	0	0.0%
A33B	Provider Contracting Specialis	6	0	0.0%	0	0.0%
A33C	Provider Contracting Specialis	1	0	0.0%	0	0.0%
A40A	Insurance Program Administrato	6	3	50.0%	3	50.0%
A40B	Insurance Program Administrato	1	0	0.0%	0	0.0%
A40C	Insurance Program Administrato	4	1	25.0%	1	25.0%
A40D	Insurance Program Administrato	2	1	50.0%	1	50.0%
A50A	Retirement Benefit Analyst	1	1	100.0%	1	100.0%
A50B	Retirement Benefit Analyst	11	2	18.2%	2	18.2%
A50C	Retirement Benefit Analyst	11	0	0.0%	0	0.0%
A50D	Retirement Benefit Analyst	4	0	0.0%	0	0.0%
B10B	Information Sys Operations Spe	1	0	0.0%	0	0.0%
B10C	Information Sys Operations Spe	6	1	16.7%	1	16.7%
B10D	Information Sys Operations Spe	9	0	0.0%	0	0.0%
B10E	Information Sys Operations Spe	8	0	0.0%	0	0.0%
B20B	Inf Sys Telecommunications Tec	15	3	20.0%	2	13.3%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
B20C	Inf Sys Telecommunications Tec	3	0	0.0%	0	0.0%
B21A	Info Sys Network Mgmt Spe	8	1	12.5%	1	12.5%
B21B	Info Sys Network Mgmt Spec	26	2	7.7%	2	7.7%
B21C	Info Sys Network Mgmt Spec	51	5	9.8%	5	9.8%
B21D	Info Sys Network Mgmt Spec	10	3	30.0%	3	30.0%
B22A	Information Sys Network Admr	2	0	0.0%	0	0.0%
B22C	Information Sys Network Admr	7	1	14.3%	1	14.3%
B22D	Information Sys Network Admr	1	0	0.0%	0	0.0%
B23A	Information Sys Network Tech	14	4	28.6%	4	28.6%
B26A	Geographic Info Sys Manager	0	1	NA	1	NA
B30A	Info Sys Operating Sys Spec	3	0	0.0%	0	0.0%
B30B	Info Sys Operating Sys Spec	7	0	0.0%	0	0.0%
B30C	Info Sys Operating Sys Spec	29	1	3.4%	1	3.4%
B30D	Info Sys Operating Sys Spec	10	5	50.0%	5	50.0%
B31A	Information Systems Manager	6	0	0.0%	0	0.0%
B31B	Information Systems Manager	7	0	0.0%	0	0.0%
B31C	Information Systems Manager	21	2	9.5%	1	4.8%
B32A	Information Systems Admr	3	1	33.3%	1	33.3%
B32B	Information Systems Admr	5	1	20.0%	1	20.0%
B32C	Information Systems Admr	8	2	25.0%	2	25.0%
B40A	Information Sys Planning Spec	2	1	50.0%	1	50.0%
B40B	Information Sys Planning Spec	4	1	25.0%	1	25.0%
B40C	Information Sys Planning Spec	28	5	17.9%	4	14.3%
B40D	Information Sys Planning Spec	13	0	0.0%	0	0.0%
B51A	Information Sys Application Sp	9	2	22.2%	2	22.2%
B51B	Information Sys Application Sp	35	5	14.3%	4	11.4%
B51C	Information Sys Application Sp	42	5	11.9%	5	11.9%
B51D	Information Sys Application Sp	52	5	9.6%	4	7.7%
B52A	IS Data Management Analyst	1	1	100.0%	1	100.0%
B52B	IS Data Management Analyst	5	0	0.0%	0	0.0%
B52C	IS Data Management Analyst	28	4	14.3%	4	14.3%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
B52D	IS Data Management Analyst	10	3	30.0%	3	30.0%
B52E	IS Data Management Analyst	1	0	0.0%	0	0.0%
B55A	Information Sys Services Cdnr	8	2	25.0%	1	12.5%
B55B	Information Sys Services Cdnr	57	10	17.5%	8	14.0%
B55C	Information Sys Services Cdnr	27	4	14.8%	4	14.8%
B55D	Information Sys Services Cdnr	9	1	11.1%	1	11.1%
C10A	Civil Rights Administrator	1	0	0.0%	0	0.0%
C10B	Civil Rights Administrator	5	0	0.0%	0	0.0%
C10C	Civil Rights Administrator	1	0	0.0%	0	0.0%
C12A	Employee Assistance Prog Cdnr	2	0	0.0%	0	0.0%
C12B	Employee Assistance Prog Cdnr	1	0	0.0%	0	0.0%
C15A	Human Rights Representative	4	4	100.0%	1	25.0%
C15B	Human Rights Representative	1	1	100.0%	0	0.0%
C16A	Human Rights Administrator	1	1	100.0%	0	0.0%
C30A	Human Resources Assistant	24	7	29.2%	6	25.0%
C31A	Human Resources Mgmt Spec	16	3	18.8%	3	18.8%
C31B	Human Resources Mgmt Spec	53	8	15.1%	8	15.1%
C31C	Human Resources Mgmt Spec	91	17	18.7%	16	17.6%
C31D	Human Resources Mgmt Spec	31	4	12.9%	4	12.9%
C32A	Human Resources Programs Mgr	20	4	20.0%	4	20.0%
C32B	Human Resources Programs	19	2	10.5%	1	5.3%
C32C	Human Resources Programs Mgr	16	1	6.3%	1	6.3%
C33A	Human Resources Prog Director	3	2	66.7%	2	66.7%
C33B	Human Resources Prog Director	1	0	0.0%	0	0.0%
C37A	Personnel Programs Analyst	1	1	100.0%	1	100.0%
C37B	Personnel Programs Analyst	1	0	0.0%	0	0.0%
C40B	Correctional Training Officer	13	1	7.7%	1	7.7%
C40C	Correctional Training Officer	7	1	14.3%	1	14.3%
C40D	Correctional Training Officer	1	0	0.0%	0	0.0%
C41A	Training Specialist	2	1	50.0%	1	50.0%
C41B	Training Specialist	28	5	17.9%	4	14.3%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
C41C	Training Specialist	5	0	0.0%	0	0.0%
C42A	VIdeo Production Specialist	2	0	0.0%	0	0.0%
C42B	VIdeo Production Specialist	3	0	0.0%	0	0.0%
C42C	VIdeo Production Specialist	1	0	0.0%	0	0.0%
D10B	Financial Loan Analyst	1	0	0.0%	0	0.0%
D10C	Financial Loan Analyst	2	0	0.0%	0	0.0%
D10D	Financial Loan Analyst	1	1	100.0%	1	100.0%
D12A	Auditor	41	8	19.5%	3	7.3%
D12B	Auditor	88	10	11.4%	10	11.4%
D12C	Auditor	105	10	9.5%	8	7.6%
D12D	Auditor	26	4	15.4%	4	15.4%
D14A	Accountant	34	3	8.8%	3	8.8%
D14B	Accountant	101	4	4.0%	4	4.0%
D14C	Accountant	101	4	4.0%	3	3.0%
D14D	Accountant	55	5	9.1%	5	9.1%
D18B	Pre-Audit Claims Specialist	1	0	0.0%	0	0.0%
D18C	Pre-Audit Claims Specialist	1	1	100.0%	0	0.0%
D18D	Pre-Audit Claims Specialist	2	0	0.0%	0	0.0%
D20A	Budget Analyst	2	0	0.0%	0	0.0%
D20B	Budget Analyst	11	1	9.1%	1	9.1%
D20C	Budget Analyst	3	0	0.0%	0	0.0%
D20D	Budget Analyst	7	1	14.3%	1	14.3%
D30A	Business Manager	5	0	0.0%	0	0.0%
D30B	Business Manager	22	2	9.1%	1	4.5%
D30C	Business Manager	23	2	8.7%	1	4.3%
D33A	Financial Manager/Comptroller	11	2	18.2%	2	18.2%
D33B	Financial Manager/Comptroller	17	4	23.5%	4	23.5%
D33C	Financial Manager/Comptroller	6	1	16.7%	1	16.7%
D33D	Financial Manager/Comptroller	5	0	0.0%	0	0.0%
D50A	Accounting Technician	16	1	6.3%	1	6.3%
D50B	Accounting Technician	55	16	29.1%	16	29.1%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
D50C	Accounting Technician	75	4	5.3%	4	5.3%
D50D	Accounting Technician	4	1	25.0%	1	25.0%
D51A	Insurance/Benefits Accounts Sp	2	0	0.0%	0	0.0%
D51B	Insurance/Benefits Accounts Sp	6	1	16.7%	1	16.7%
D51C	Insurance/Benefits Accounts Sp	18	0	0.0%	0	0.0%
D51D	Insurance/Benefits Accounts Sp	1	1	100.0%	1	100.0%
D54A	Consumer Credit Examiner	5	4	80.0%	2	40.0%
D54B	Consumer Credit Examiner	1	1	100.0%	1	100.0%
D54C	Consumer Credit Examiner	2	0	0.0%	0	0.0%
E12A	Administrative Programs Ofcr	236	26	11.0%	23	9.7%
E12B	Administrative Programs Ofcr	183	18	9.8%	15	8.2%
E12C	Administrative Programs Ofcr	80	5	6.3%	4	5.0%
E12D	Administrative Programs Ofcr	56	4	7.1%	4	7.1%
E13A	Customer Svc Representative	3	6	200.0%	3	100.0%
E13B	Customer Svc Representative	109	17	15.6%	15	13.8%
E13C	Customer Svc Representative	51	4	7.8%	4	7.8%
E14A	Court Reporter	7	1	14.3%	1	14.3%
E15A	Docket Clerk	3	0	0.0%	0	0.0%
E15B	Docket Clerk	3	0	0.0%	0	0.0%
E15C	Docket Clerk	2	0	0.0%	0	0.0%
E16A	Administrative Technician	25	3	12.0%	3	12.0%
E16B	Administrative Technician	139	20	14.4%	18	12.9%
E16C	Administrative Technician	949	122	12.9%	106	11.2%
E16D	Administrative Technician	65	11	16.9%	10	15.4%
E17A	Administrative Assistant	359	48	13.4%	40	11.1%
E17B	Administrative Assistant	386	41	10.6%	38	9.8%
E18B	Business Filing Specialist	2	0	0.0%	0	0.0%
E18C	Business Filing Specialist	2	1	50.0%	1	50.0%
E18D	Business Filing Specialist	1	0	0.0%	0	0.0%
E19A	Medical Transcriptionist	1	0	0.0%	0	0.0%
E20B	Library Technician	12	0	0.0%	0	0.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
E20C	Library Technician	3	0	0.0%	0	0.0%
E21A	Librarian	2	0	0.0%	0	0.0%
E21B	Librarian	5	0	0.0%	0	0.0%
E21C	Librarian	2	0	0.0%	0	0.0%
E21D	Librarian	8	3	37.5%	3	37.5%
E22A	Administrative Librarian	2	0	0.0%	0	0.0%
E22B	Administrative Librarian	1	0	0.0%	0	0.0%
E24A	Secretary	79	12	15.2%	10	12.7%
E24B	Secretary	60	9	15.0%	9	15.0%
E24C	Secretary	66	7	10.6%	7	10.6%
E24D	Secretary	44	4	9.1%	4	9.1%
E24E	Secretary	82	6	7.3%	6	7.3%
E25A	Legal Secretary	2	0	0.0%	0	0.0%
E25B	Legal Secretary	12	1	8.3%	1	8.3%
E25C	Legal Secretary	8	0	0.0%	0	0.0%
E25D	Legal Secretary	3	1	33.3%	1	33.3%
E31B	Administrative Hearing Officer	14	0	0.0%	0	0.0%
E33B	Bindery Worker	1	0	0.0%	0	0.0%
E33C	Bindery Worker	2	0	0.0%	0	0.0%
E34A	Offset Press Operator	1	0	0.0%	0	0.0%
E34B	Offset Press Operator	4	0	0.0%	0	0.0%
E34C	Offset Press Operator	9	0	0.0%	0	0.0%
E34D	Offset Press Operator	4	0	0.0%	0	0.0%
E35B	Duplicating Equipment Operator	1	0	0.0%	0	0.0%
E35C	Duplicating Equipment Operator	2	0	0.0%	0	0.0%
E35D	Duplicating Equipment Operator	1	0	0.0%	0	0.0%
E36A	Optical Imaging Specialist	5	0	0.0%	0	0.0%
E36B	Optical Imaging Specialist	37	2	5.4%	2	5.4%
E36C	Optical Imaging Specialist	8	1	12.5%	1	12.5%
E37A	Reproduction Services Manager	2	0	0.0%	0	0.0%
E38A	Director of Central Printing	1	0	0.0%	0	0.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
E41A	Archivist/Records Mgmt Specl	3	1	33.3%	1	33.3%
E41B	Archivist/Records Mgmt Specl	3	1	33.3%	0	0.0%
E42A	Administrative Archivist	1	0	0.0%	0	0.0%
E43A	Graphic Artist	4	0	0.0%	0	0.0%
E43B	Graphic Artist	15	2	13.3%	2	13.3%
E43C	Graphic Artist	2	0	0.0%	0	0.0%
E44A	Public Information Officer	4	0	0.0%	0	0.0%
E44B	Public Information Officer	13	3	23.1%	3	23.1%
E44C	Public Information Officer	3	0	0.0%	0	0.0%
E45A	Public Information Manager	2	0	0.0%	0	0.0%
E45B	Public Information Manager	13	1	7.7%	1	7.7%
E46A	Statistical Research Specl	3	0	0.0%	0	0.0%
E46B	Statistical Research Specl	5	2	40.0%	2	40.0%
E46C	Statistical Research Specl	9	2	22.2%	2	22.2%
E46D	Statistical Research Specl	8	1	12.5%	1	12.5%
E47A	Research Director	1	0	0.0%	0	0.0%
E48B	Planning Coordinator	2	0	0.0%	0	0.0%
E48C	Planning Coordinator	1	0	0.0%	0	0.0%
E49A	Management Analyst	1	0	0.0%	0	0.0%
E50A	Photographer	1	0	0.0%	0	0.0%
E50B	Photographer	2	0	0.0%	0	0.0%
E55A	Customer Asst Representative	40	8	20.0%	4	10.0%
E55B	Customer Asst Representative	51	9	17.6%	6	11.8%
E55C	Customer Asst Representative	22	2	9.1%	2	9.1%
E55D	Customer Asst Representative	7	0	0.0%	0	0.0%
F10A	Contracting & Procurement Ofcr	4	2	50.0%	2	50.0%
F10B	Contracting & Procurement Ofcr	3	0	0.0%	0	0.0%
F10C	Contracting & Procurement Ofcr	5	2	40.0%	2	40.0%
F10D	Contracting & Procurement Ofcr	1	1	100.0%	1	100.0%
F14A	Contracting & Acquisitions Agt	7	0	0.0%	0	0.0%
F14B	Contracting & Acquisitions Agt	24	3	12.5%	2	8.3%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
F14C	Contracting & Acquisitions Agt	31	0	0.0%	0	0.0%
F14D	Contracting & Acquisitions Agt	18	3	16.7%	3	16.7%
F15A	Contracting & Acquisition Admr	6	3	50.0%	3	50.0%
F16A	Surplus Property Agent	4	0	0.0%	0	0.0%
F20A	Materiel Management Specialist	3	0	0.0%	0	0.0%
F20B	Materiel Management Specialist	43	6	14.0%	4	9.3%
F20C	Materiel Management Specialist	41	5	12.2%	4	9.8%
F20D	Materiel Management Specialist	26	2	7.7%	2	7.7%
F21A	Materiel Management Officer	13	2	15.4%	2	15.4%
F21B	Materiel Management Officer	16	0	0.0%	0	0.0%
F30A	Minerals Management Specialist	2	0	0.0%	0	0.0%
F30B	Minerals Management Specialist	1	0	0.0%	0	0.0%
F30C	Minerals Management Specialist	1	0	0.0%	0	0.0%
F30D	Minerals Management Specialist	1	0	0.0%	0	0.0%
F31B	Real Estate Management Specl	4	0	0.0%	0	0.0%
F31C	Real Estate Management Specl	4	0	0.0%	0	0.0%
F31D	Real Estate Management Specl	2	1	50.0%	0	0.0%
F36B	Dir, Real Estate Management	1	0	0.0%	0	0.0%
F38A	Real Property Mgmt Specl	3	0	0.0%	0	0.0%
F41A	Construction/Maintenance Techn	70	12	17.1%	10	14.3%
F41B	Construction/Maintenance Techn	109	23	21.1%	19	17.4%
F41C	Construction/Maintenance Techn	106	13	12.3%	12	11.3%
F44A	Carpenter	5	0	0.0%	0	0.0%
F44B	Carpenter	7	0	0.0%	0	0.0%
F45A	Construction/Maintenance Admr	30	4	13.3%	4	13.3%
F45B	Construction/Maintenance Admr	31	3	9.7%	3	9.7%
F45C	Construction/Maintenance Admr	13	2	15.4%	2	15.4%
F45D	Construction/Maintenance Admr	4	0	0.0%	0	0.0%
F47A	Automotive/Engine Mechanic	4	0	0.0%	0	0.0%
F47B	Fleet Specialist	12	1	8.3%	1	8.3%
F47C	Fleet Specialist	60	4	6.7%	4	6.7%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
F47D	Fleet Specialist	13	1	7.7%	1	7.7%
F47E	Fleet Specialist	12	1	8.3%	1	8.3%
F48B	Welder	5	0	0.0%	0	0.0%
F48C	Welder	9	2	22.2%	2	22.2%
F49C	Physical Plant Operator	3	0	0.0%	0	0.0%
F50A	Housekeeping/Custodial Worker	43	19	44.2%	11	25.6%
F50B	Housekeeping/Custodial Worker	129	28	21.7%	24	18.6%
F50C	Housekeeping/Custodial Worker	35	1	2.9%	0	0.0%
F50D	Housekeeping/Custodial Worker	9	3	33.3%	2	22.2%
F50E	Housekeeping/Custodial Worker	5	1	20.0%	1	20.0%
F54A	Light Vehicle Driver	2	0	0.0%	0	0.0%
F56A	Electronics Technician	4	0	0.0%	0	0.0%
F56B	Electronics Technician	2	0	0.0%	0	0.0%
F58A	Security Systems Program Mgr	1	0	0.0%	0	0.0%
F63A	Asbestos Superintendent	4	0	0.0%	0	0.0%
F63B	Asbestos Superintendent	2	0	0.0%	0	0.0%
F65A	Construction Designer	3	0	0.0%	0	0.0%
F69A	Chief Architect	1	0	0.0%	0	0.0%
F71A	Roofing Manager	1	0	0.0%	0	0.0%
F72A	Construction Manager	2	0	0.0%	0	0.0%
F73A	Military Constr Consultant	1	0	0.0%	0	0.0%
F73B	Military Construction Consult	1	0	0.0%	0	0.0%
F73C	Military Construction Consult	2	0	0.0%	0	0.0%
F74A	Mechanical Systems Technician	2	0	0.0%	0	0.0%
F74B	Mechanical Systems Technician	7	4	57.1%	3	42.9%
F74C	Mechanical Systems Technician	2	0	0.0%	0	0.0%
F74D	Mechanical Systems Technician	10	1	10.0%	0	0.0%
F75A	Electrician	3	1	33.3%	1	33.3%
F75B	Electrician	2	1	50.0%	1	50.0%
F75C	Electrician	1	0	0.0%	0	0.0%
F75D	Electrician	5	2	40.0%	2	40.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
F76A	Plumber	1	0	0.0%	0	0.0%
F76B	Plumber	4	1	25.0%	1	25.0%
F76C	Plumber	6	0	0.0%	0	0.0%
F76D	Plumber	4	1	25.0%	1	25.0%
F77A	Groundskeeper	5	0	0.0%	0	0.0%
F77B	Groundskeeper	4	1	25.0%	1	25.0%
F78A	Equipment Operator	16	0	0.0%	0	0.0%
F78B	Equipment Operator	20	5	25.0%	4	20.0%
F78C	Equipment Operator	4	0	0.0%	0	0.0%
F79A	Laborer	30	6	20.0%	5	16.7%
F79B	Laborer	7	0	0.0%	0	0.0%
G10A	Communications Officer (DPS)	68	4	5.9%	4	5.9%
G10B	Communications Officer (DPS)	14	4	28.6%	2	14.3%
G10C	Communications Officer (DPS)	16	1	6.3%	1	6.3%
G10D	Communications Officer (DPS)	2	0	0.0%	0	0.0%
G11A	Law Enf Communication Ctr Dir	1	0	0.0%	0	0.0%
G12B	Criminalist	4	1	25.0%	1	25.0%
G12C	Criminalist	43	4	9.3%	4	9.3%
G12D	Criminalist	12	0	0.0%	0	0.0%
G12E	Criminalist	3	1	33.3%	1	33.3%
G13A	Crime Reporting Field Repr	1	0	0.0%	0	0.0%
G13B	Crime Reporting Field Repr	10	1	10.0%	1	10.0%
G13C	Crime Reporting Field Repr	2	0	0.0%	0	0.0%
G14A	Driver's License Examiner	95	6	6.3%	6	6.3%
G14B	Driver's License Examiner	8	0	0.0%	0	0.0%
G15A	Law Enf Communications Specl	18	1	5.6%	1	5.6%
G15B	Law Enf Communications Specl	1	0	0.0%	0	0.0%
G16A	Physical Evidence Technician	1	0	0.0%	0	0.0%
G16B	Physical Evidence Technician	8	1	12.5%	1	12.5%
G16C	Physical Evidence Technician	2	0	0.0%	0	0.0%
G17A	Criminal Intelligence Analyst	1	1	100.0%	1	100.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
G17B	Criminal Intelligence Analyst	8	1	12.5%	1	12.5%
G19B	Fingerprint Specialist	1	0	0.0%	0	0.0%
G19C	Fingerprint Specialist	5	0	0.0%	0	0.0%
G21B	State Fire Marshal Law Enf Agt	3	0	0.0%	0	0.0%
G21C	State Fire Marshal Law Enf Agt	9	1	11.1%	1	11.1%
G21D	State Fire Marshal Law Enf Agt	4	0	0.0%	0	0.0%
G22B	Law Enforcement Special Agent	3	0	0.0%	0	0.0%
G22C	Law Enforcement Special Agent	62	5	8.1%	5	8.1%
G22D	Law Enforcement Special Agent	9	0	0.0%	0	0.0%
G22E	Law Enforcement Special Agent	3	0	0.0%	0	0.0%
G23B	Law Enf ABLE Commission Agt	2	0	0.0%	0	0.0%
G23C	Law Enf ABLE Commission Agt	13	3	23.1%	3	23.1%
G23D	Law Enf ABLE Commission Agt	4	1	25.0%	1	25.0%
G23E	Law Enf ABLE Commission Agt	4	0	0.0%	0	0.0%
G24A	Law Enforcement Narcotics Agt	2	0	0.0%	0	0.0%
G24B	Law Enforcement Narcotics Agt	5	0	0.0%	0	0.0%
G24C	Law Enforcement Narcotics Agt	27	4	14.8%	3	11.1%
G24D	Law Enforcement Narcotics Agt	8	0	0.0%	0	0.0%
G24E	Law Enforcement Narcotics Agt	10	0	0.0%	0	0.0%
G24F	Law Enforcement Narcotics Agt	3	0	0.0%	0	0.0%
G25B	DHS Investigative Agent	1	0	0.0%	0	0.0%
G25C	DHS Investigative Agent	23	1	4.3%	1	4.3%
G25E	DHS Investigative Agent	4	0	0.0%	0	0.0%
G28B	Police Officer	25	3	12.0%	3	12.0%
G28C	Police Officer	13	2	15.4%	2	15.4%
G28D	Police Officer	7	1	14.3%	1	14.3%
G28E	Police Officer	2	0	0.0%	0	0.0%
G30A	Licensing Svcs Hearing Officer	26	1	3.8%	1	3.8%
G30B	Licensing Svcs Hearing Officer	2	0	0.0%	0	0.0%
G30C	Licensing Svcs Hearing Officer	1	0	0.0%	0	0.0%
G33C	Law Enf Telecomm Sys Specl	9	2	22.2%	2	22.2%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
G33D	Law Enf Telecomm Sys Specl	1	0	0.0%	0	0.0%
G40A	Law Enforcement Programs Admr	1	0	0.0%	0	0.0%
G40B	Law Enforcement Programs Admr	4	0	0.0%	0	0.0%
G50C	Law Enf Capitol Patrol Officer	8	1	12.5%	1	12.5%
G50D	Law Enf Capitol Patrol Officer	1	1	100.0%	1	100.0%
G52C	Law Enf Lake Patrol Officer	4	0	0.0%	0	0.0%
G53A	Law Enf Highway Patrol Officer	0	10	NA	10	NA
G53C	Law Enf Highway Patrol Officer	611	13	2.1%	9	1.5%
G53E	Law Enf Highway Patrol Officer	104	6	5.8%	6	5.8%
G54A	Law Enf Highway Patrol Manager	34	4	11.8%	4	11.8%
G54B	Law Enf Highway Patrol Manager	8	1	12.5%	1	12.5%
H10A	Programs Manager	108	10	9.3%	9	8.3%
H10B	Programs Manager	124	5	4.0%	5	4.0%
H10C	Programs Manager	37	6	16.2%	5	13.5%
H10D	Programs Manager	17	2	11.8%	2	11.8%
H10E	Programs Manager	8	2	25.0%	2	25.0%
H11A	Programs Field Representative	206	13	6.3%	12	5.8%
H15B	County Director	1	0	0.0%	0	0.0%
H20A	Social Services Specialist	143	36	25.2%	29	20.3%
H20B	Social Services Specialist	1431	228	15.9%	224	15.7%
H20C	Social Services Specialist	49	2	4.1%	2	4.1%
H20D	Social Services Specialist	223	27	12.1%	27	12.1%
H21A	Case Manager	3	1	33.3%	0	0.0%
H21B	Case Manager	215	18	8.4%	16	7.4%
H21C	Case Manager	29	2	6.9%	1	3.4%
H21D	Case Manager	33	2	6.1%	2	6.1%
H22B	Social Services Inspector	62	10	16.1%	9	14.5%
H22C	Social Services Inspector	36	2	5.6%	1	2.8%
H22D	Social Services Inspector	1	0	0.0%	0	0.0%
H23A	Child Welfare Specialist	240	106	44.2%	94	39.2%
H23B	Child Welfare Specialist	712	174	24.4%	169	23.7%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
H23C	Child Welfare Specialist	217	35	16.1%	31	14.3%
H23D	Child Welfare Specialist	214	28	13.1%	27	12.6%
H24B	Child Care Licensing Specl	76	12	15.8%	12	15.8%
H24C	Child Care Licensing Specl	25	2	8.0%	2	8.0%
H24D	Child Care Licensing Specl	21	2	9.5%	2	9.5%
H26A	Adult Protective Services Spec	15	2	13.3%	2	13.3%
H26B	Adult Protective Services Spec	105	13	12.4%	13	12.4%
H26C	Adult Protective Services Spec	19	2	10.5%	2	10.5%
H26D	Adult Protective Services Spec	24	2	8.3%	2	8.3%
H27A	Clinical Social Worker	3	0	0.0%	0	0.0%
H27B	Clinical Social Worker	3	0	0.0%	0	0.0%
H27C	Clinical Social Worker	6	0	0.0%	0	0.0%
H27D	Clinical Social Worker	7	1	14.3%	1	14.3%
H30A	Child Support Specialist	67	15	22.4%	11	16.4%
H30B	Child Support Specialist	176	34	19.3%	32	18.2%
H30C	Child Support Specialist	50	8	16.0%	8	16.0%
H30D	Child Support Specialist	41	1	2.4%	1	2.4%
H50A	Disability Program Specialist	1	0	0.0%	0	0.0%
H50B	Disability Program Specialist	1	0	0.0%	0	0.0%
H50D	Disability Program Specialist	1	0	0.0%	0	0.0%
H51B	Planning/Oversight Specialist	1	0	0.0%	0	0.0%
H51C	Planning/Oversight Specialist	5	1	20.0%	1	20.0%
H51D	Planning/Oversight Specialist	4	1	25.0%	1	25.0%
I10A	Correctional Security Officer	157	107	68.2%	78	49.7%
I10B	Correctional Security Officer	87	47	54.0%	44	50.6%
I10C	Correctional Security Officer	581	102	17.6%	92	15.8%
I10D	Correctional Security Officer	631	91	14.4%	85	13.5%
I11A	Correctional Security Manager	210	19	9.0%	17	8.1%
I11B	Correctional Security Manager	46	4	8.7%	4	8.7%
I12A	Correctional Chief of Security	21	0	0.0%	0	0.0%
I12B	Correctional Chief of Security	10	1	10.0%	1	10.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
I12C	Correctional Chief of Security	8	1	12.5%	1	12.5%
I15A	Unit Manager (DOC)	52	3	5.8%	3	5.8%
I16A	Correctional Scty Consultant	4	0	0.0%	0	0.0%
I17B	Fugitive Apprehension Agent	2	0	0.0%	0	0.0%
I17C	Fugitive Apprehension Agent	14	2	14.3%	2	14.3%
I20A	Correctional Case Manager	17	1	5.9%	0	0.0%
I20B	Correctional Case Manager	17	2	11.8%	2	11.8%
I20C	Correctional Case Manager	192	15	7.8%	10	5.2%
I20D	Correctional Case Manager	29	4	13.8%	4	13.8%
I21A	Correctional Activities Ofcr	2	2	100.0%	2	100.0%
I21B	Correctional Activities Ofcr	9	1	11.1%	0	0.0%
I22A	School Principal	1	0	0.0%	0	0.0%
I23A	Correctional Teacher	48	1	2.1%	1	2.1%
I23B	Correctional Teacher	10	2	20.0%	2	20.0%
I24A	Correctional Unit Assistant	14	1	7.1%	0	0.0%
I25A	Correctional Records Officer	36	4	11.1%	4	11.1%
I30A	Correctional Industries Mgr	7	1	14.3%	1	14.3%
I30B	Correctional Industries Mgr	13	0	0.0%	0	0.0%
I30C	Correctional Industries Mgr	12	0	0.0%	0	0.0%
I30D	Correctional Industries Mgr	6	0	0.0%	0	0.0%
I30E	Correctional Industries Mgr	2	0	0.0%	0	0.0%
I35A	Institutional Farms Manager	29	2	6.9%	2	6.9%
I35C	Institutional Farms Manager	4	0	0.0%	0	0.0%
I35D	Institutional Farms Manager	4	0	0.0%	0	0.0%
I40A	Probation and Parole Officer	9	4	44.4%	3	33.3%
I40B	Probation and Parole Officer	59	4	6.8%	4	6.8%
I40C	Probation and Parole Officer	173	15	8.7%	14	8.1%
I40D	Probation and Parole Officer	38	1	2.6%	1	2.6%
I41A	Pardon and Parole Investigator	1	0	0.0%	0	0.0%
I41B	Pardon and Parole Investigator	19	2	10.5%	2	10.5%
I41C	Pardon and Parole Investigator	2	1	50.0%	1	50.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
J10A	Safety Standards Inspector	2	2	100.0%	0	0.0%
J10B	Safety Standards Inspector	6	1	16.7%	1	16.7%
J10D	Safety Standards Inspector	2	0	0.0%	0	0.0%
J12B	Emergency Management Officer	9	0	0.0%	0	0.0%
J12D	Emergency Management Officer	2	0	0.0%	0	0.0%
J14A	Asbestos Inspector	1	0	0.0%	0	0.0%
J14B	Asbestos Inspector	1	1	100.0%	0	0.0%
J14C	Asbestos Inspector	4	0	0.0%	0	0.0%
J14D	Asbestos Inspector	1	0	0.0%	0	0.0%
J15B	Industrial Hygienist	2	1	50.0%	1	50.0%
J15C	Industrial Hygienist	1	1	100.0%	1	100.0%
J15D	Industrial Hygienist	1	0	0.0%	0	0.0%
J16B	Boiler & Pressure Vessel Inspe	4	1	25.0%	1	25.0%
J16C	Boiler & Pressure Vessel Inspe	1	0	0.0%	0	0.0%
J17A	Labor Compliance Officer	2	1	50.0%	1	50.0%
J17B	Labor Compliance Officer	5	1	20.0%	1	20.0%
J17C	Labor Compliance Officer	4	0	0.0%	0	0.0%
J17D	Labor Compliance Officer	1	0	0.0%	0	0.0%
J19A	Occupational Licensure Specl	1	0	0.0%	0	0.0%
J19C	Occupational Licensure Specl	1	0	0.0%	0	0.0%
J20A	Real Estate Investigator	2	1	50.0%	0	0.0%
J20C	Real Estate Investigator	1	0	0.0%	0	0.0%
J25A	Safety and Health Director	1	1	100.0%	1	100.0%
J25B	Safety and Health Director	1	0	0.0%	0	0.0%
J31B	Safety Consultant	8	0	0.0%	0	0.0%
J31C	Safety Consultant	16	1	6.3%	1	6.3%
J31D	Safety Consultant	2	0	0.0%	0	0.0%
J33A	Airfield Firefighter	9	1	11.1%	1	11.1%
J33B	Airfield Firefighter	3	1	33.3%	1	33.3%
J33C	Airfield Firefighter	3	0	0.0%	0	0.0%
J40A	Juvenile Security Officer	7	13	185.7%	6	85.7%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
J40B	Juvenile Security Officer	71	38	53.5%	30	42.3%
J40C	Juvenile Security Officer	7	3	42.9%	2	28.6%
J40D	Juvenile Security Officer	10	4	40.0%	3	30.0%
J41A	Fire Prevention & Security Ofc	28	8	28.6%	6	21.4%
J41B	Fire Prevention & Security Ofc	51	7	13.7%	6	11.8%
J41C	Fire Prevention & Security Ofc	8	1	12.5%	1	12.5%
J41D	Fire Prevention & Security Ofc	10	0	0.0%	0	0.0%
J52A	Cosmetology Inspector	5	2	40.0%	2	40.0%
J53A	Pharmacy Inspector	1	0	0.0%	0	0.0%
J54B	Jail Insp/Investigation Ofcr	1	0	0.0%	0	0.0%
J55B	Medical/Dental Investigator	2	0	0.0%	0	0.0%
J55C	Medical/Dental Investigator	2	0	0.0%	0	0.0%
J55E	Medical/Dental Investigator	1	0	0.0%	0	0.0%
K10A	Juvenile Justice Specialist	16	4	25.0%	4	25.0%
K10B	Juvenile Justice Specialist	157	23	14.6%	21	13.4%
K10C	Juvenile Justice Specialist	29	5	17.2%	5	17.2%
K10D	Juvenile Justice Specialist	37	3	8.1%	3	8.1%
K11A	Disability Determination Specl	21	1	4.8%	1	4.8%
K11B	Disability Determination Specl	77	5	6.5%	4	5.2%
K11C	Disability Determination Specl	47	6	12.8%	6	12.8%
K11D	Disability Determination Specl	39	1	2.6%	1	2.6%
K12A	Disability Determination Techn	3	0	0.0%	0	0.0%
K12B	Disability Determination Techn	15	0	0.0%	0	0.0%
K12C	Disability Determination Techn	33	1	3.0%	1	3.0%
K12D	Disability Determination Techn	6	1	16.7%	1	16.7%
K15A	Manual Sign Language Specl	2	0	0.0%	0	0.0%
K20A	Rehabilitation Technician	24	2	8.3%	1	4.2%
K20B	Rehabilitation Technician	14	0	0.0%	0	0.0%
K20C	Rehabilitation Technician	59	6	10.2%	6	10.2%
K21A	Vocational Rehabilitation Spec	9	0	0.0%	0	0.0%
K21B	Vocational Rehabilitation Spec	45	9	20.0%	7	15.6%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
K21C	Vocational Rehabilitation Spec	45	5	11.1%	4	8.9%
K21D	Vocational Rehabilitation Spec	43	6	14.0%	5	11.6%
K23A	Rehabilitation of the Blind Sp	3	1	33.3%	1	33.3%
K23B	Rehabilitation of the Blind Sp	5	0	0.0%	0	0.0%
K23C	Rehabilitation of the Blind Sp	6	0	0.0%	0	0.0%
K23D	Rehabilitation of the Blind Sp	5	1	20.0%	1	20.0%
K28A	Vocational Training Instructor	1	0	0.0%	0	0.0%
K30A	Vending Machine Technician	4	2	50.0%	0	0.0%
K31A	Vending Facility Business Cslt	2	0	0.0%	0	0.0%
K31B	Vending Facility Business Cslt	2	0	0.0%	0	0.0%
L13B	Agricultural Mkt Devlpmt Cdnr	1	0	0.0%	0	0.0%
L13C	Agricultural Mkt Devlpmt Cdnr	2	0	0.0%	0	0.0%
L16A	Agriculture Field Inspector	1	0	0.0%	0	0.0%
L16B	Agriculture Field Inspector	50	1	2.0%	1	2.0%
L16C	Agriculture Field Inspector	17	1	5.9%	1	5.9%
L16D	Agriculture Field Inspector	8	1	12.5%	1	12.5%
L16E	Agriculture Field Inspector	4	0	0.0%	0	0.0%
L20A	Forestry Fire Control Officer	1	0	0.0%	0	0.0%
L20B	Forestry Fire Control Officer	2	0	0.0%	0	0.0%
L21A	Forest Fire Detection Specl	2	0	0.0%	0	0.0%
L22B	Forest Regeneration Specialist	4	0	0.0%	0	0.0%
L22C	Forest Regeneration Specialist	2	0	0.0%	0	0.0%
L23A	Forest Ranger	33	1	3.0%	1	3.0%
L23B	Forest Ranger	44	1	2.3%	0	0.0%
L24A	Forester	3	1	33.3%	0	0.0%
L24B	Forester	9	1	11.1%	1	11.1%
L24C	Forester	8	0	0.0%	0	0.0%
L24D	Forester	3	0	0.0%	0	0.0%
L24E	Forester	4	0	0.0%	0	0.0%
L25B	Law Enforce Spec Agent (ODAFF)	1	0	0.0%	0	0.0%
L25C	Law Enforce Spec Agent (ODAFF)	7	1	14.3%	1	14.3%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
L25D	Law Enforce Spec Agent (ODAFF)	1	0	0.0%	0	0.0%
L33A	Wildlife Damage Control Specl	1	0	0.0%	0	0.0%
L33B	Wildlife Damage Control Specl	12	1	8.3%	1	8.3%
L33C	Wildlife Damage Control Specl	2	0	0.0%	0	0.0%
L34A	Seed Analyst	1	0	0.0%	0	0.0%
L34B	Seed Analyst	1	0	0.0%	0	0.0%
L40A	Metrologist	1	0	0.0%	0	0.0%
L40B	Metrologist	1	0	0.0%	0	0.0%
L40C	Metrologist	1	0	0.0%	0	0.0%
L41A	Agricultural Services Admr	8	1	12.5%	1	12.5%
L41B	Agricultural Services Admr	6	0	0.0%	0	0.0%
L41C	Agricultural Services Admr	1	0	0.0%	0	0.0%
M10A	Regulatory Program Manager	2	0	0.0%	0	0.0%
M10C	Regulatory Program Manager	2	1	50.0%	0	0.0%
M11A	Director, Oil and Gas Division	1	0	0.0%	0	0.0%
M20A	Consumer Complaint Investigato	1	1	100.0%	1	100.0%
M20B	Consumer Complaint Investigato	3	0	0.0%	0	0.0%
M20C	Consumer Complaint Investigato	4	0	0.0%	0	0.0%
M30A	Fuel Specialist	1	1	100.0%	0	0.0%
M30B	Fuel Specialist	2	0	0.0%	0	0.0%
M30C	Fuel Specialist	10	3	30.0%	3	30.0%
M30D	Fuel Specialist	4	1	25.0%	1	25.0%
M31A	Oil and Gas Specialist	4	1	25.0%	1	25.0%
M31B	Oil and Gas Specialist	8	0	0.0%	0	0.0%
M31C	Oil and Gas Specialist	2	0	0.0%	0	0.0%
M31D	Oil and Gas Specialist	7	1	14.3%	1	14.3%
M32A	Oil and Gas Field Inspector	5	3	60.0%	3	60.0%
M32B	Oil and Gas Field Inspector	20	1	5.0%	1	5.0%
M32C	Oil and Gas Field Inspector	17	3	17.6%	3	17.6%
M32D	Oil and Gas Field Inspector	5	1	20.0%	1	20.0%
M33A	Oil and Gas Production Advisor	1	0	0.0%	0	0.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
M35B	Pipeline Safety/Regulation Spe	1	0	0.0%	0	0.0%
M36A	Liquefied Petroleum Gas Inspec	2	0	0.0%	0	0.0%
M36B	Liquefied Petroleum Gas Inspec	3	0	0.0%	0	0.0%
M40B	Public Utility Regulatory Anal	2	0	0.0%	0	0.0%
M40D	Public Utility Regulatory Anal	3	0	0.0%	0	0.0%
M41C	Public Utility Compliance Spec	1	1	100.0%	1	100.0%
M53A	Motor Carrier Enforcement Ofcr	2	0	0.0%	0	0.0%
M53B	Motor Carrier Enforcement Ofcr	24	4	16.7%	4	16.7%
M53C	Motor Carrier Enforcement Ofcr	8	1	12.5%	1	12.5%
M53D	Motor Carrier Enforcement Ofcr	4	1	25.0%	1	25.0%
N13A	Veterans Affairs Fld Svcs Repr	1	2	200.0%	2	200.0%
N13B	Veterans Affairs Fld Svcs Repr	6	0	0.0%	0	0.0%
N13C	Veterans Affairs Fld Svcs Repr	5	1	20.0%	0	0.0%
N13D	Veterans Affairs Fld Svcs Repr	2	0	0.0%	0	0.0%
N15A	State Accrediting Officer	1	1	100.0%	1	100.0%
N15B	State Accrediting Officer	1	1	100.0%	1	100.0%
N16A	Patient Services Coordinator	2	0	0.0%	0	0.0%
N16B	Patient Services Coordinator	2	1	50.0%	1	50.0%
N16C	Patient Services Coordinator	5	2	40.0%	2	40.0%
P15A	Naturalist	10	2	20.0%	2	20.0%
P20A	Park Ranger	18	5	27.8%	5	27.8%
P20B	Park Ranger	13	1	7.7%	1	7.7%
P20C	Park Ranger	3	1	33.3%	0	0.0%
P25A	Park Manager	9	2	22.2%	2	22.2%
P25B	Park Manager	6	1	16.7%	1	16.7%
P25C	Park Manager	10	0	0.0%	0	0.0%
P25D	Park Manager	11	3	27.3%	3	27.3%
P25E	Park Manager	3	1	33.3%	0	0.0%
Q10A	Power Generation Opns Tech	8	1	12.5%	0	0.0%
Q10B	Power Generation Opns Tech	26	1	3.8%	1	3.8%
Q10C	Power Generation Opns Tech	13	0	0.0%	0	0.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
Q10D	Power Generation Opns Tech	1	1	100.0%	1	100.0%
Q20A	Power Plant Maintenance Tech	7	0	0.0%	0	0.0%
Q20B	Power Plant Maintenance Tech	63	2	3.2%	2	3.2%
Q20C	Power Plant Maintenance Tech	25	2	8.0%	2	8.0%
Q21A	Power Transmission Maint Tech	19	1	5.3%	1	5.3%
Q21B	Power Transmission Maint Tech	24	3	12.5%	3	12.5%
Q21C	Power Transmission Maint Tech	14	0	0.0%	0	0.0%
Q22A	Scada System Maintenance Techn	2	0	0.0%	0	0.0%
Q22B	Scada System Maintenance Techn	4	0	0.0%	0	0.0%
Q22C	Scada System Maintenance Techn	4	0	0.0%	0	0.0%
Q23B	Heavy Equip Railcar Maint Tech	8	0	0.0%	0	0.0%
Q23C	Heavy Equip Railcar Maint Tech	4	0	0.0%	0	0.0%
Q24A	Electrical Drafting Technician	1	0	0.0%	0	0.0%
Q24B	Electrical Drafting Technician	3	0	0.0%	0	0.0%
Q30C	Power Generation System Opr	3	0	0.0%	0	0.0%
Q40A	Power Gen Coal Yard Equip Opr	2	0	0.0%	0	0.0%
Q40C	Power Gen Coal Yard Equip Opr	24	2	8.3%	2	8.3%
Q40D	Power Gen Coal Yard Equip Opr	1	0	0.0%	0	0.0%
Q50B	GRDA Lake Patrol Officer	6	0	0.0%	0	0.0%
R10A	Environ/Chemical Lab Scientist	9	1	11.1%	1	11.1%
R10B	Environ/Chemical Lab Scientist	18	1	5.6%	1	5.6%
R10C	Environ/Chemical Lab Scientist	17	1	5.9%	1	5.9%
R10D	Environ/Chemical Lab Scientist	9	0	0.0%	0	0.0%
R20A	Environmental Programs Specl	10	1	10.0%	1	10.0%
R20B	Environmental Programs Specl	38	4	10.5%	4	10.5%
R20C	Environmental Programs Specl	127	13	10.2%	10	7.9%
R20D	Environmental Programs Specl	55	6	10.9%	6	10.9%
R23B	Environmental Technician	7	0	0.0%	0	0.0%
R25A	Environmental Programs Manager	13	2	15.4%	2	15.4%
R25B	Environmental Programs Manager	32	0	0.0%	0	0.0%
R25C	Environmental Programs Manager	17	1	5.9%	1	5.9%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
R25D	Environmental Programs Manager	6	0	0.0%	0	0.0%
S10A	Engineer Intern	9	1	11.1%	1	11.1%
S10B	Engineer Intern	5	0	0.0%	0	0.0%
S10C	Engineer Intern	10	2	20.0%	2	20.0%
S10D	Engineer Intern	22	3	13.6%	3	13.6%
S10E	Engineer Intern	5	0	0.0%	0	0.0%
S11A	Professional Engineer	16	3	18.8%	3	18.8%
S11B	Professional Engineer	40	6	15.0%	6	15.0%
S11C	Professional Engineer	32	2	6.3%	2	6.3%
S12A	Engineering Manager	3	0	0.0%	0	0.0%
S12B	Engineering Manager	71	5	7.0%	5	7.0%
S12C	Engineering Manager	27	1	3.7%	1	3.7%
S12D	Engineering Manager	14	1	7.1%	1	7.1%
S16B	Professional Land Surveyor	11	1	9.1%	1	9.1%
S17A	Land Surveyor Manager	3	0	0.0%	0	0.0%
S17B	Land Surveyor Manager	1	0	0.0%	0	0.0%
S17C	Land Surveyor Manager	1	0	0.0%	0	0.0%
T10A	Comp Aided Drafting & Dsgn Spe	4	1	25.0%	1	25.0%
T10B	Comp Aided Drafting & Dsgn Spe	4	0	0.0%	0	0.0%
T10C	Comp Aided Drafting & Dsgn Spe	32	0	0.0%	0	0.0%
T10D	Comp Aided Drafting & Dsgn Spe	22	1	4.5%	1	4.5%
T10E	Comp Aided Drafting & Dsgn Spe	39	2	5.1%	2	5.1%
T10F	Comp Aided Drafting & Dsgn Spe	21	0	0.0%	0	0.0%
T21A	Transportation Technician	25	7	28.0%	6	24.0%
T21B	Transportation Technician	112	6	5.4%	6	5.4%
T21C	Transportation Technician	79	8	10.1%	7	8.9%
T21D	Transportation Technician	1	0	0.0%	0	0.0%
T22A	Transportation Specialist	40	7	17.5%	6	15.0%
T22B	Transportation Specialist	131	6	4.6%	6	4.6%
T22C	Transportation Specialist	117	9	7.7%	9	7.7%
T22D	Transportation Specialist	15	1	6.7%	1	6.7%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
T23A	Transportation Manager	48	1	2.1%	1	2.1%
T23B	Transportation Manager	47	8	17.0%	8	17.0%
T23C	Transportation Manager	10	0	0.0%	0	0.0%
T23D	Transportation Manager	8	0	0.0%	0	0.0%
T25A	Transportation Equipment Opr	132	57	43.2%	36	27.3%
T25B	Transportation Equipment Opr	509	83	16.3%	75	14.7%
T25C	Transportation Equipment Opr	218	16	7.3%	16	7.3%
T25D	Transportation Equipment Opr	86	9	10.5%	7	8.1%
T26A	Transportation Superintendent	24	1	4.2%	1	4.2%
T26B	Transportation Superintendent	112	10	8.9%	8	7.1%
T27A	Highway Sign Technician	0	1	NA	1	NA
T27B	Highway Sign Technician	4	0	0.0%	0	0.0%
T27C	Highway Sign Technician	1	0	0.0%	0	0.0%
T27D	Highway Sign Technician	1	0	0.0%	0	0.0%
T50B	Toll Collector	235	32	13.6%	26	11.1%
T50C	Toll Collector	5	0	0.0%	0	0.0%
T50D	Toll Collector	3	0	0.0%	0	0.0%
T51A	Toll Operations Manager	5	1	20.0%	1	20.0%
T60B	Photogrammetrist	2	0	0.0%	0	0.0%
T60C	Photogrammetrist	3	0	0.0%	0	0.0%
T60D	Photogrammetrist	1	0	0.0%	0	0.0%
U10A	Historical Programs Admr	1	0	0.0%	0	0.0%
U10B	Historical Programs Admr	1	0	0.0%	0	0.0%
U10C	Historical Programs Admr	2	0	0.0%	0	0.0%
U11A	Historical Facility Manager	3	0	0.0%	0	0.0%
U11B	Historical Facility Manager	5	0	0.0%	0	0.0%
U11C	Historical Facility Manager	8	0	0.0%	0	0.0%
U11D	Historical Facility Manager	4	0	0.0%	0	0.0%
U12A	Historical Collections Specl	4	1	25.0%	1	25.0%
U12B	Historical Collections Specl	5	0	0.0%	0	0.0%
U12C	Historical Collections Specl	6	0	0.0%	0	0.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
U12D	Historical Collections Specl	3	0	0.0%	0	0.0%
U13A	Historical Interpreter	8	1	12.5%	1	12.5%
U13B	Historical Interpreter	4	2	50.0%	1	25.0%
U13C	Historical Interpreter	3	0	0.0%	0	0.0%
U14A	Historic Preservation Specl	1	0	0.0%	0	0.0%
U14C	Historic Preservation Specl	5	0	0.0%	0	0.0%
V10A	Tax Document Examiner	1	0	0.0%	0	0.0%
V10B	Tax Document Examiner	7	1	14.3%	1	14.3%
V10C	Tax Document Examiner	9	1	11.1%	1	11.1%
V11A	Revenue Compliance Officer	38	3	7.9%	3	7.9%
V11B	Revenue Compliance Officer	13	0	0.0%	0	0.0%
V11C	Revenue Compliance Officer	6	1	16.7%	1	16.7%
V12A	Motor Vehicle Research Specl	4	0	0.0%	0	0.0%
V12B	Motor Vehicle Research Specl	8	1	12.5%	1	12.5%
V12C	Motor Vehicle Research Specl	7	0	0.0%	0	0.0%
V14B	Motor Vehicle Enforcement Ofcr	9	0	0.0%	0	0.0%
V14C	Motor Vehicle Enforcement Ofcr	3	0	0.0%	0	0.0%
V17A	Revenue Compliance Examiner	9	1	11.1%	1	11.1%
V17B	Revenue Compliance Examiner	26	3	11.5%	2	7.7%
V20A	Taxpayer Services Representati	11	3	27.3%	1	9.1%
V20B	Taxpayer Services Representati	17	0	0.0%	0	0.0%
V20C	Taxpayer Services Representati	74	6	8.1%	6	8.1%
V20D	Taxpayer Services Representati	3	0	0.0%	0	0.0%
V30A	Assessment & Equalization Anal	3	0	0.0%	0	0.0%
V30B	Assessment & Equalization Anal	12	1	8.3%	1	8.3%
V30C	Assessment & Equalization Anal	3	1	33.3%	1	33.3%
W10A	Workforce Services Specialist	14	3	21.4%	2	14.3%
W10B	Workforce Services Specialist	15	1	6.7%	1	6.7%
W10C	Workforce Services Specialist	160	35	21.9%	27	16.9%
W10D	Workforce Services Specialist	68	7	10.3%	5	7.4%
W15A	Compliance Enforcement Officer	7	1	14.3%	1	14.3%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
W15B	Compliance Enforcement Officer	17	4	23.5%	4	23.5%
W15C	Compliance Enforcement Officer	19	3	15.8%	3	15.8%
W15D	Compliance Enforcement Officer	4	1	25.0%	1	25.0%
W16A	UI Investigator	2	0	0.0%	0	0.0%
W16B	UI Investigator	2	0	0.0%	0	0.0%
W16C	UI Investigator	8	0	0.0%	0	0.0%
X10A	Health Information Technician	39	3	7.7%	3	7.7%
X10B	Health Information Technician	15	0	0.0%	0	0.0%
X10C	Health Information Technician	4	0	0.0%	0	0.0%
X11A	Therapeutic/Medical Aide	10	0	0.0%	0	0.0%
X11B	Therapeutic/Medical Aide	21	3	14.3%	2	9.5%
X12B	Therapeutic/Medical Assistant	2	2	100.0%	2	100.0%
X13A	Laboratory Technician	5	1	20.0%	1	20.0%
X13B	Laboratory Technician	6	1	16.7%	1	16.7%
X13C	Laboratory Technician	9	0	0.0%	0	0.0%
X14A	Clinical Laboratory Scientist	8	4	50.0%	3	37.5%
X14B	Clinical Laboratory Scientist	13	2	15.4%	2	15.4%
X14C	Clinical Laboratory Scientist	7	0	0.0%	0	0.0%
X14D	Clinical Laboratory Scientist	9	1	11.1%	1	11.1%
X15B	Records Management Specialist	3	1	33.3%	1	33.3%
X17A	Public Health Specialist	8	1	12.5%	0	0.0%
X17B	Public Health Specialist	9	0	0.0%	0	0.0%
X17C	Public Health Specialist	33	4	12.1%	4	12.1%
X17D	Public Health Specialist	5	0	0.0%	0	0.0%
X17E	Public Health Specialist	3	1	33.3%	1	33.3%
X19B	Dental Care Hygienist	1	0	0.0%	0	0.0%
X20A	Health Educator	14	3	21.4%	2	14.3%
X20B	Health Educator	18	4	22.2%	4	22.2%
X20C	Health Educator	4	2	50.0%	2	50.0%
X22B	Speech-Language Pathologist	21	5	23.8%	5	23.8%
X22C	Speech-Language Pathologist	31	6	19.4%	6	19.4%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
X22D	Speech-Language Pathologist	6	0	0.0%	0	0.0%
X23B	Alcohol and Drug Counselor	9	0	0.0%	0	0.0%
X23C	Alcohol and Drug Counselor	1	0	0.0%	0	0.0%
X23D	Alcohol and Drug Counselor	2	0	0.0%	0	0.0%
X24A	Dental Care Assistant	3	1	33.3%	1	33.3%
X24B	Dental Care Assistant	20	1	5.0%	1	5.0%
X25B	Pharmacy Technician	19	2	10.5%	1	5.3%
X27A	Epidemiologist	2	0	0.0%	0	0.0%
X27B	Epidemiologist	6	1	16.7%	0	0.0%
X27C	Epidemiologist	5	1	20.0%	1	20.0%
X28A	Health Planning Specialist	2	0	0.0%	0	0.0%
X28B	Health Planning Specialist	2	0	0.0%	0	0.0%
X29B	Health Facility Surveyor	2	1	50.0%	1	50.0%
X29C	Health Facility Surveyor	9	0	0.0%	0	0.0%
X29D	Health Facility Surveyor	4	0	0.0%	0	0.0%
X30B	Music Therapist	1	0	0.0%	0	0.0%
X30C	Music Therapist	1	0	0.0%	0	0.0%
X31B	Psychological Clinician	47	11	23.4%	8	17.0%
X31C	Psychological Clinician	15	2	13.3%	2	13.3%
X31D	Psychological Clinician	3	1	33.3%	0	0.0%
X31E	Psychological Clinician	2	0	0.0%	0	0.0%
X32A	Child Development Specialist	5	1	20.0%	1	20.0%
X32B	Child Development Specialist	18	2	11.1%	2	11.1%
X32C	Child Development Specialist	13	2	15.4%	2	15.4%
X32D	Child Development Specialist	5	0	0.0%	0	0.0%
X33C	Occupational Therapist	2	1	50.0%	1	50.0%
X34C	Physical Therapist	1	0	0.0%	0	0.0%
X35A	Recreational Activities Specl	7	1	14.3%	1	14.3%
X35B	Recreational Activities Specl	15	2	13.3%	2	13.3%
X35C	Recreational Activities Specl	3	0	0.0%	0	0.0%
X36A	Recreation Therapist	10	2	20.0%	2	20.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
X36B	Recreation Therapist	12	4	33.3%	4	33.3%
X36C	Recreation Therapist	2	0	0.0%	0	0.0%
X36D	Recreation Therapist	13	3	23.1%	2	15.4%
X38A	Disease Intervention Specl	5	2	40.0%	1	20.0%
X38B	Disease Intervention Specl	4	0	0.0%	0	0.0%
X38C	Disease Intervention Specl	1	0	0.0%	0	0.0%
X39A	Dir Patient Activity Programs	1	0	0.0%	0	0.0%
X40A	Clinical Laboratory Admr	2	0	0.0%	0	0.0%
X41A	Emergency Medical Svcs Admr	2	0	0.0%	0	0.0%
X41B	Emergency Medical Svcs Admr	5	3	60.0%	3	60.0%
X45B	Director of Professional Svcs	1	0	0.0%	0	0.0%
X46C	Clinical Health Fac Surveyor	69	18	26.1%	17	24.6%
X46D	Clinical Health Fac Surveyor	18	3	16.7%	3	16.7%
Y10A	Patient Care Assistant	620	303	48.9%	200	32.3%
Y10B	Patient Care Assistant	364	81	22.3%	60	16.5%
Y10C	Patient Care Assistant	41	5	12.2%	3	7.3%
Y11A	Licensed Practical Nurse	30	24	80.0%	15	50.0%
Y11B	Licensed Practical Nurse	154	54	35.1%	42	27.3%
Y11C	Licensed Practical Nurse	245	75	30.6%	53	21.6%
Y12A	Registered Nurse	12	5	41.7%	4	33.3%
Y12B	Registered Nurse	212	34	16.0%	32	15.1%
Y12C	Registered Nurse	284	61	21.5%	47	16.5%
Y13A	Nursing Manager	22	1	4.5%	1	4.5%
Y13B	Nursing Manager	27	2	7.4%	2	7.4%
Y13C	Nursing Manager	23	2	8.7%	2	8.7%
Y14B	Advanced Practice Nurse	22	4	18.2%	4	18.2%
Y15B	Health Care Management Nurse	151	15	9.9%	14	9.3%
Y15C	Health Care Management Nurse	29	5	17.2%	5	17.2%
Z10A	Teaching Assistant	7	1	14.3%	0	0.0%
Z12A	Direct Care Specialist	159	126	79.2%	79	49.7%
Z12B	Direct Care Specialist	396	78	19.7%	54	13.6%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
Z12C	Direct Care Specialist	56	7	12.5%	6	10.7%
Z12D	Direct Care Specialist	8	0	0.0%	0	0.0%
Z12E	Direct Care Specialist	8	0	0.0%	0	0.0%
Z14A	Institutional Safety & Sct Cdr	3	2	66.7%	1	33.3%
Z18A	Independent Living	18	1	5.6%	1	5.6%
Z18B	Independent Living Instructor	15	2	13.3%	2	13.3%
Z18C	Independent Living Instructor	1	0	0.0%	0	0.0%
Z18D	Independent Living Instructor	1	0	0.0%	0	0.0%
Z20A	Food Service Specialist	99	42	42.4%	28	28.3%
Z20B	Food Service Specialist	126	35	27.8%	28	22.2%
Z20C	Food Service Specialist	30	6	20.0%	6	20.0%
Z20D	Food Service Specialist	93	31	33.3%	24	25.8%
Z21A	Food Service Manager	44	5	11.4%	3	6.8%
Z21B	Food Service Manager	24	0	0.0%	0	0.0%
Z21C	Food Service Manager	10	3	30.0%	3	30.0%
Z24A	Nutrition Assistant	19	1	5.3%	1	5.3%
Z25B	Nutrition Therapist	8	2	25.0%	2	25.0%
Z25C	Nutrition Therapist	19	2	10.5%	2	10.5%
Z25D	Nutrition Therapist	13	0	0.0%	0	0.0%
Z26A	Institutional Progr Coordinato	2	1	50.0%	1	50.0%
Z26B	Institutional Prog Coordinator	2	0	0.0%	0	0.0%
Z26C	Institutional Prog Coordinator	1	0	0.0%	0	0.0%
Z27C	Institutional/Comm Progr Admr	2	0	0.0%	0	0.0%
Z30A	Linen and Clothing Specialist	19	4	21.1%	2	10.5%
Z30B	Linen and Clothing Specialist	20	2	10.0%	2	10.0%
Z30C	Linen and Clothing Specialist	13	0	0.0%	0	0.0%
Z30D	Linen and Clothing Specialist	21	4	19.0%	3	14.3%
Z30E	Linen and Clothing Specialist	1	0	0.0%	0	0.0%
Z40A	Personal Grooming Specialist	1	0	0.0%	0	0.0%
Z50A	Volunteer Services Specialist	4	0	0.0%	0	0.0%
Z50B	Volunteer Services Specialist	1	0	0.0%	0	0.0%

Continued – Table A3: FY 2012 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2012	Overall Turnover Rate FY2012	Voluntary Turnover FY2012	Voluntary Turnover Rate FY2012
Z51A	Youth Guidance Specialist	53	60	113.2%	32	60.4%
Z51B	Youth Guidance Specialist	72	54	75.0%	38	52.8%
Z51C	Youth Guidance Specialist	20	10	50.0%	8	40.0%
Z51D	Youth Guidance Specialist	15	5	33.3%	5	33.3%
Z52B	Chaplain	11	0	0.0%	0	0.0%

Table A4: Agency Cost of Pay Band Adjustment

Agency Number	Agency Name	Number of Affected Employees	Cost of 3% Increase to Pay Bands	Cost + Mandatory Benefits
25	Military Department	1	$183.03	$227.23
90	Office of Management & Enterprise Services	5	$7,130.41	$8,852.41
131	Department of Corrections	142	$44,581.35	$55,347.75
185	Corporation Commission	3	$2,207.14	$2,740.16
270	State Election Board	1	$1,684.37	$2,091.15
290	Employment Security Commission	31	$27,888.33	$34,623.36
350	Oklahoma Historical Society	3	$885.87	$1,099.81
430	Department of Libraries	1	$1,166.10	$1,447.71
452	Department of Mental Health and Substance Abuse	98	$131,593.59	$163,373.44
560	State Pharmacy Board	1	$510.99	$634.39
566	Department of Tourism & Recreation	16	$14,706.90	$18,258.61
620	Quartz Mountain Arts and Conference Center and Nature Park	1	$1,104.96	$1,371.81
635	Consumer Credit, Department of	1	$10.47	$13.00
650	Department of Veterans Affairs	1	$1,174.94	$1,458.68
670	J.D. McCarty Center	4	$5,511.59	$6,842.64
695	Oklahoma Tax Commission	223	$297,338.68	$369,145.97
805	Department of Rehabilitation Services	117	$86,726.10	$107,670.46
830	Department of Human Services	66	$47,330.96	$58,761.39
980	Grand River Dam Authority (GRDA)	1	$1,367.87	$1,698.21
Grand Total		**716**	**$673,103.67**	**$835,658.21**