

STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT



**FY 2005
COMPENSATION
REPORT**

Revised January 11, 2005

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



STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT
FY 2005 ANNUAL COMPENSATION REPORT

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



Oscar B. Jackson, Jr., IPMA-CP
*Administrator & Cabinet Secretary
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EXECUTIVE SUMMARY



Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 275 benchmark jobs indicates that, on average, classified employee salaries fell approximately 11.43 percent below the competitive labor market. Table 3 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. The 275 benchmarks represent 17,670 employees, or 69 percent of classified state employees.

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

Fiscal Year	State of Oklahoma	Market	% Difference
2005	\$29,968*	\$33,393**	-11.43%

*Figure includes longevity payments for calendar year 2004.

**Source: FY 2005 Multi-Survey Summary Report of Competitive Labor Market

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 below displays a breakdown of the employer benefits of the state's benefit package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

**Table 2: Average Employee Fringe Benefit Comparison
State of Oklahoma vs. Market**

	State of Oklahoma Contribution	Market Contribution*
Health Care Benefit	18.26%	8.47%
Annual Leave Accrual	20	11
Sick Leave Accrual	15	13
Paid Holidays	10	10
Defined Benefit Retirement Plan** (employer contribution)	10%	15%
Defined Contribution Retirement Plan	1%	1.6%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

*Source: OPM FY 2005 State of Oklahoma Compensation Survey

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

Employee Turnover

For FY 2004, the overall turnover rate among classified employees was 12.5 percent and the voluntary rate was at 10.8 percent. The overall turnover rate included resignations, retirements, and discharges that occurred in FY 2004 while the voluntary rate included resignations and retirements only. Both the overall turnover rate and the voluntary rate increased from the previous fiscal year. During FY 2004, both retirements and resignations increased from the previous fiscal year while discharges decreased. Below is a table representing the turnover rates (overall and voluntary) of the last five fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2004

Year	Overall Turnover Rate	Voluntary Turnover Rate
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%

Pay Band Adjustment

In analyzing the classified pay structure, consideration was given the positioning of current classified average pay in the pay bands, the effect of the pay increases on that positioning, and costs. With the exception of the highest pay bands (N – R), the average salary in each of the bands is close to, or above, the midpoint of the range. All of these factors point to the need to adjust the pay bands. Costs associated with a five percent adjustment, including costs of mandatory benefits, after both pay increases take effect would be approximately \$3,304. See Table A6 on page 62 for cost information for each agency affected.

Recommendations

Pay Band Adjustment: The minimums, maximums and midpoints of the classified pay bands should be adjusted upward by five percent after the July 1, 2005 pay increase takes effect. Again, the cost of such an adjustment will be approximately \$3,304. In view of the insignificant cost of this adjustment, it should be possible to implement this adjustment without additional funding from the Legislature, as was the case with the last adjustment in 2001.

Pay Adjustments: Agencies should continue to address critical recruitment and retention concerns with targeted adjustments via pay movement mechanisms. However, due to the across-the-board pay increases that will take effect in 2005, no further comprehensive pay adjustment is recommended.

Agency Director Pay: The Legislature should adopt the remaining piece of the recommendations in the OPM Agency Director Compensation Report, revised January 11, 2002, to incorporate agency directors at appropriated agencies into a comprehensive salary structure. This will ensure effective and efficient administration of all agency directors' salaries. The cost to increase the salaries of 39 agency directors falling below the proposed minimum salary levels would be \$326,396, which would be funded by individual agencies without additional appropriations.

Fringe Benefits

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

Turnover

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

INTRODUCTION



Statutory Requirement

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

The Office of Personnel Management FY 2005 Annual Compensation Report meets the statutory requirements as outlined in 840:1.6A(5) of Title 74. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and it compares these programs with the state's fringe benefit package.

Additionally, the Report includes data on the following:

- a. selected job family levels with a turnover rate in excess of 10 percent;
and
- b. selected job family levels identified by the Administrator of the Office of Personnel Management with salaries and benefits that are 10 percent or more below the market for such position(s).

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

Purpose and Scope of Annual Survey

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

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

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent 75 percent of all state employees, compare with the

relevant labor market. Survey sources used for this year's salary and benefit analysis are:

- OPM FY 2005 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2004 Survey, by Compdata Surveys

(See page 13 for a summary of each survey.)

2004 Legislative Compensation Activity

The following compensation-related bills became law after the second session of the 49th Oklahoma Legislature:

House Bill 2005: O.S. noncodified. Provides an annualized salary increase of \$1,400.00 on January 1, 2005, and an annualized salary increase of \$700.00 on July 1, 2005, to all full-time and part-time officers and employees (with some exceptions), including temporary and other limited-term employees. *Effective July 1, 2004.*

House Bill 2006:

- Section 1. Amends O.S. 74.3601.1 retracting salary caps for designated directors of non-appropriated agencies. *Effective July 1, 2004.*
- Section 2. Creates O.S. 74.3601.2 establishing salary ranges for designated directors of nonappropriated agencies. *Effective January 1, 2005.*
- Section 3. O.S. noncodified. Increases the salary caps for designated directors of appropriated agencies by \$1,400.00. *Effective July 1, 2004.*

House Bill 2070: Section 2. O.S. noncodified. Appropriates \$100,000 to Oklahoma Tourism and Recreation Department to provide a \$2,000 pay raise (in addition to HB 2005 state employee pay raise) to employees in the position of Park Ranger (Levels I-III) and Chief Ranger. *Effective July 1, 2004.*

Senate Bill 965: Amends O.S. 74:840-2.20 to clarify that annual leave accrued in excess of the maximum accumulation must be used during the same calendar or "rolling" year in which it accrues. *Effective July 1, 2004.*

Senate Bill 1100: Amends O.S. 74:841.30 requiring the Biennial Compensation Review Board to meet every other December. The Board must review the Office of Personnel Management's Annual Compensation Report and make recommendations to the President Pro Tempore of the Senate, Speaker of the House of Representatives, and the Governor, on or before February 1 of the year following each biennial meeting. Recommendations may include compensation adjustments, pay band

adjustments, targeted salary increases and other recommendations relating to turnover, fringe benefits and other state employee compensation issues. *Effective November 1, 2004.*

Senate Bill 1137: Amends O.S. 47:2-105.4, 2-105.6, 2-105.7 and 2-105.8, providing a salary increase for Oklahoma Highway Patrol Officers and others, by reducing the existing 14-step pay structure to a 7-step pay structure and advancing employees into higher pay rates. *Effective January 1, 2005.*

Senate Bill 1155: Amends O.S. 74:150.6a establishing salary ranges for Oklahoma State Bureau of Investigation positions with statutory salaries. In addition, positions in the agent and criminalist job family may receive additional compensation through the use of a pay movement mechanism as stated in the Oklahoma Personnel Act and the Merit Rules. *Effective July 1, 2004.*

Senate Bill 1385:

- Section 1. Amends O.S. 74:840-1.6A requiring the information, including but not limited to salaries, benefits, and compensation policies and procedures, requested by OPM from public and private sector employers for Office of Personnel Management's analysis of existing pay in the state, be kept confidential and not subject to disclosure under the Oklahoma Open Records Act. *Effective July 1, 2004.*
- Section 7. Amends O.S. 74:840-2.20 stating that leave earned during a month is not available for use until the beginning of the following month. *Effective July 1, 2004.*
- Section 9. Amends O.S. 74:840-2.22 which adds "compensatory time" to the list of options employees have to account for absences under the Family and Medical Leave Act. *Effective July 1, 2004.*

Economic Indicators

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

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 4.2 percent as of September 2004, which represents a dramatic decline from 5.6 percent one year ago. Unemployment in the City of Oklahoma City decreased to 3.7 percent from 4.9 percent the previous year. The Manpower Employment Outlook Survey reported in September that Oklahoma City area employers expect to hire at a healthy pace during the fourth quarter of 2004, with 93 percent of employers planning to maintain or increase current staffing levels. Inflation has remained low, with the national Consumer Price Index increasing only 2.5 percent from September 2003 to September 2004.

From a compensation standpoint, WorldatWork, in its 2004-05 Salary Budget Survey, reported that, for the third consecutive year, actual salary increase budgets fell short of the more optimistic levels projected just one year ago. In fact, the actual salary

budget increase figures for all categories of employees are identical to the figures reported in 2003, which hit historic lows in the 31-year history of the survey. As shown in the following table, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2004 that are smaller than projected in 2003. The survey projects slightly larger increase levels for 2005.

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

	<u>Actual 2002</u>	<u>Projected 2003</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Actual 2004</u>	<u>Projected 2005</u>
Nonexempt Hourly Nonunion Employees	3.7%	3.9%	3.5%	3.6%	3.5%	3.6%
Nonexempt Salaried Employees	3.7%	4.0%	3.4%	3.6%	3.4%	3.6%
Exempt Salaried Employees	3.9%	4.1%	3.6%	3.7%	3.6%	3.7%
Officers/Executives	4.0%	4.3%	3.6%	3.8%	3.6%	3.8%

*Source: 2004-05 Salary Budget Survey, WorldatWork, August 2004

Pay Movement Mechanism Usage

The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified and unclassified employees under their purview through the use of a variety of pay movement mechanisms (PMMs). Table 5 below reveals the numbers of PMM transactions during CY 2003 in comparison with CY 2002. This table reveals that overall usage by agencies of PMMs remained fairly steady.

While there were slight increases in pay for performance and skill-based pay from 2002 to 2003, each of these types of adjustments only affected a relatively small population of state employees. Although PMMs were the only mechanism for affecting pay increases during the period in question, they served to raise the overall state payroll by only .31 percent in 2002 and .34 percent in 2003.

Table 5: Agency PMM Usage 2002-2003

PMM TITLE	2002 Number	2002 Amount	2003 Number	2003 Amount	% Diff
Lateral Transfer	473	\$81,164.09	313	\$99,867.97	23.04%
Career Progression	1,562	\$1,915,489.18	1,345	\$1,709,239.62	-10.77%
Performance-Based Adjustment	752	\$974,229.63	600	\$1,145,141.97	17.54%
Completion Of Prob/Trial Period	366	\$227,286.73	433	\$260,803.65	14.75%
Equity Adjustment	452	\$363,799.42	539	\$514,774.81	41.50%
Skill-Based Pay Adjustment	67	\$73,172.99	93	\$140,352.12	91.81%
Market Adjustment	102	\$164,188.49	149	\$143,236.40	-12.76%
Total	3,774	\$3,799,330.53	3,472	\$4,013,416.54	5.63%
% of state payroll		0.31%		0.34%	

METHODOLOGY



Market Surveys

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

OPM FY 2005 State of Oklahoma Compensation Survey: The Compensation Division of the State of Oklahoma's Office of Personnel Management conducts this salary/benefits survey. The salary portion of the survey covered a total of 69 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding Oklahoma. A total of 88 organizations participated in this survey, an increase of 53 organizations from FY 2004. The survey includes salary data for a total of 21,191 employees. Salary data is current as of July 2004.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 25 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 149 benchmark jobs. Salary data is current as of July 2004.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Southeastern States Salary Conference conduct this survey annually. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 90 benchmark jobs. Salary data is current as of July 2004.

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 112 organizations employing more than

21,000 workers in the State of Oklahoma. The salary portion of the survey covered 91 benchmark jobs. Salary data is current as of July 2004.

Oklahoma Hospital Association: This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 14 benchmark jobs. Salary data is current as of July 2004.

Compensation Data 2004: This salary/benefits survey is conducted by Compdata Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 128 benchmark jobs. Salary figures are from April 2004, but to maintain consistency, the salaries are aged .88 percent according to salary budget increases to reflect the equivalent of July data.

This year, the state’s 275 benchmark comparisons represented 17,670 employees, or 67 percent of the classified employee workforce.

Market Pricing Approach

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

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

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

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

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

This methodology is based on generally accepted compensation practice and is recommended by WorldatWork, the leading compensation professional association in

the United States, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

In making comparisons to the market, the state salary average for each benchmark job is individually compared to the market composite rate for the job and a percentage difference is computed. The overall market position for state classified jobs is then computed by calculating the percentage difference between the state weighted average salary for all benchmark jobs and the overall market composite average rate weighted by state incumbents.

Fringe Benefits

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance used for purchasing the four core benefits of **health, dental, life, and disability insurance**. Employees may choose from two HMO plans or select the Sooner HealthChoice plan option. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$371.46 to \$858.74 per month in CY 2004. If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income. If the benefit cost exceeds the allowance, the remainder is deducted from the employee's pay.

Fringe benefits are normally defined in the following manner:

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

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

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

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

Table 6: CY 2004 State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	\$371.46 to \$858.74 per month
Annual Leave Accrual (after 1 year)	15 days
Sick Leave Accrual	15 days
Paid Holidays	10 days
Defined Benefit Plan	10% employer contribution – 3.0% - 3.5% employee contribution
Defined Contribution Plan	\$25 per month matching funds from the state
Social Security	7.65%
Workers' Compensation & Unemployment Insurance	1% (approximately)*

* Workers' Compensation premiums vary by occupation.

Comparing Benefits

The state's fringe benefits package detailed:

Health Care Benefit Contribution: The average amount that the State of Oklahoma contributed to employees for health care was \$503.85 per month, or 20.18 percent of the average salary. The figure was converted to a percentage of average base salary for comparison.

Paid Leave: The state offers 10 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years (see Table 14, page 27). The average years of service is 11 years, which means the average Annual Leave accrual is 20 days.

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

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

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

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

The Market's fringe benefits package detailed:

Health Care Benefit Contribution: The market amount contributed to employee health benefits was computed by using the percent of payroll spent on the four core

benefits. The data gathered in the OPM FY 2005 State of Oklahoma Compensation Survey showed that on average, the market spent 8.47 percent of their total payroll on the four (4) core employee benefits.

Paid Leave: The market offers 10 Paid Holidays. For sick leave, market employees accrue an average of 13 days each year. Also, market employees earn an average of 13 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan: The market input to a Defined-Benefit Retirement Plan was gathered from the OPM FY 2005 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary. For comparison purposes, the average length of service for the market employee was assumed to be the same as that of the average length for classified state employee: 11 years.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the OPM FY 2005 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary.

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

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

Employee Turnover

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

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

- A listing of 77 job-family levels with three consecutive years of 10 percent or greater voluntary turnover – Table A4 in the Appendix.
- A listing of selected job family levels with turnover rates of 10 percent or greater – Table A5 in the Appendix.

- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The average salary for the entire classified workforce (including longevity), as opposed to the benchmark average salary, was used in calculating the turnover cost. Using this salary figure is appropriate, since the intent is to derive the cost of turnover for all classified jobs. The formula used to calculate this cost is based on a conservative, simplified costing model.* Below are the steps of the costing model:
 - A. Average classified salary for the State of Oklahoma (including average longevity pay)
 - B. Percentage of pay for benefits (X) average salary
 - C. Total employee annual cost (add A + B)
 - D. Determine the number of employees that resigned within the previous FY
 - E. The time an employee becomes fully productive (typically 12 months)
 - F. Per person turnover cost: $(E \div 12) (X) C (X) 50\%$ **
 - G. Annual turnover cost for the state: (Multiply F X D)

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

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

ANALYSIS



Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 11.43 percent below the competitive labor market. Table 7 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

Table 7: Employee Average Salary Comparison

Fiscal Year	State of Oklahoma	Market	% Difference
2005	\$29,968	\$33,393*	-11.43%

*Source: FY 2005 Multi-Survey Summary Report of Competitive Labor Market

Average longevity payments for fiscal year 2004 were included in the calculation of the State of Oklahoma average pay rate. The average longevity payment for the benchmark jobs was \$1,346.

This year's result is slightly greater than last year's deficit, and the result falls in line with the five-year trend with the exception of FY 2002. A review of market and state average salary growth from FY 2000 to the present (see Table 8 below; and Figure 1, page 22) reveals that, despite a dip in the market average in FY 2002, the market and the state increased at approximately the same rate.

Table 8: Market Comparison Trend (2000-2005)

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

While the one general pay increases to classified employees over this six-year period (see Table 9) was not sufficient to reduce the market gap, it appears that the net effect of that pay increase, agency PMM usage, and the overall economic decline has continued to allow the state to keep pace relative with the market. The gap could decrease with the impending pay increases in 2005.

Table 9: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
HB 2005	2006	\$700	7/1/2004
HB 2005	2005	\$1,400	1/1/2004
-	2004	\$0	N/A
-	2003	\$0	N/A
-	2002	\$0	N/A
SB 959	2001	\$2,000	10/1/2000
-	2000	\$0	N/A

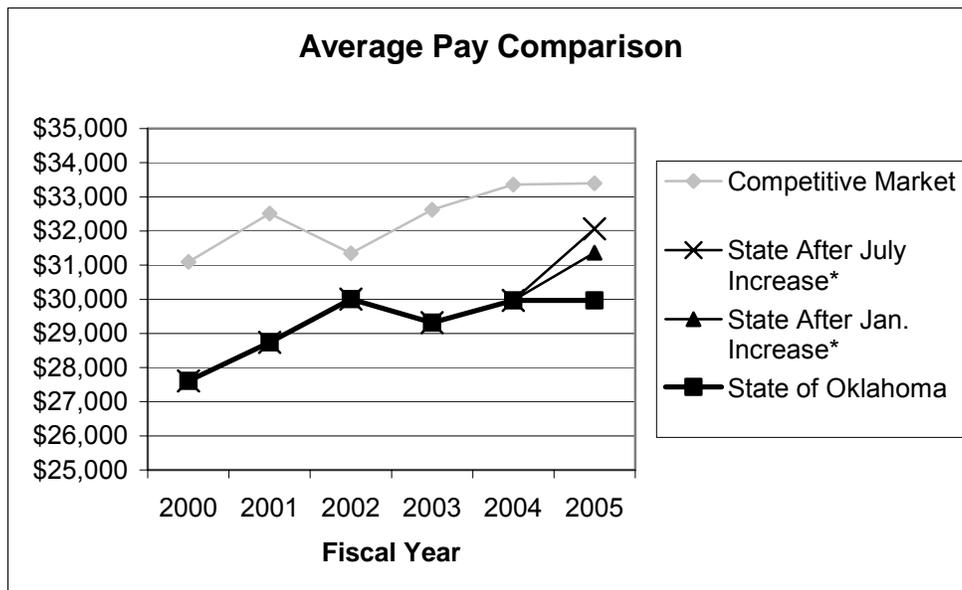
House Bill 2005, the state employee pay bill, will increase all eligible state employees salaries a total of \$2,100. This increase undoubtedly will affect the comparison of average pay between the market and state classified employees. Table 10 and Figure 1 below illustrate the potential effect; however, given the uncertainty of market pay growth in the intervening months, it is difficult to predict the precise impact on next year's market relationship.

Table 10: Market Comparison After Pay Increases*

Pay Increase	State of Oklahoma	Market	% Difference
January 2005	\$31,368	\$33,393	-6.46%
July 2005	\$32,068	\$33,393	-4.13%

*Market rate may fluctuate simultaneously.

Figure 1: Oklahoma vs. Market Pay Trend (2000-2005)



Pay Band Analysis

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

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Costs associated with any recommended adjustment (See Table A6 in the Appendix.)

Market Pay and Structure Movement

As reported earlier in this report, the WorldatWork Annual Salary Budget Survey for 2004-2005 reported actual 2004 salary increases for various employee categories in the range of 3.4 to 3.6 percent (see Table 4, page 10). The 2004 numbers reflect the third consecutive year that actual increases have been lower than projected during the previous year. Projected 2005 increases are in the range of 3.6 to 3.8 percent.

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

Table 11: WorldatWork Survey: Salary Structure Increases – National (All Employer Categories)

Employee Category	Projected 2002	Actual 2002	Projected 2003	Actual 2003	Projected 2004	Actual 2004	Projected 2005
<u>Non Exempt Hourly Nonunion</u>	3.0%	2.3%	2.6%	2.0%	2.2%	1.9%	2.3%
<u>Nonexempt Salaried</u>	3.0%	2.4%	2.7%	2.3%	2.4%	2.0%	2.4%
<u>Exempt Salaried</u>	3.1%	2.5%	2.8%	2.1%	2.4%	2.0%	2.4%
<u>Officers/ Executives</u>	3.1%	2.4%	2.7%	2.2%	2.3%	2.0%	2.4%

The foregoing data on actual salary increase budgets and would suggest that market pay growth has been moderately slow over the last three years.

Range Penetration

Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much “headroom” is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa ratio, which is defined as salary divided by the pay band midpoint. A compa ratio can be calculated for each pay band as well as for the overall salary structure. Table 12 below illustrates the current compa ratios for each pay band. The average compa ratio for the entire structure is 95.2 percent.

Table 12: Pay Band Compa Ratios

Pay Band	B	C	D	E	F	G	H	I	J
Compa Ratio	99.6%	102.9%	105.7%	100.5%	97.3%	99.5%	98.9%	96.7%	94.2%
Pay Band	K	L	M	N	O	P	Q	R	
Compa Ratio	97.1%	97.2%	97.9%	93.9%	95.4%	93.4%	92.0%	86.9%	

As can be seen from the table above, with the exception of the highest pay bands (N – R), the average salary in each of the bands is close to, or above, the midpoint of the range. While this is not a serious misalignment, it becomes more prominent when the upcoming pay increases take effect.

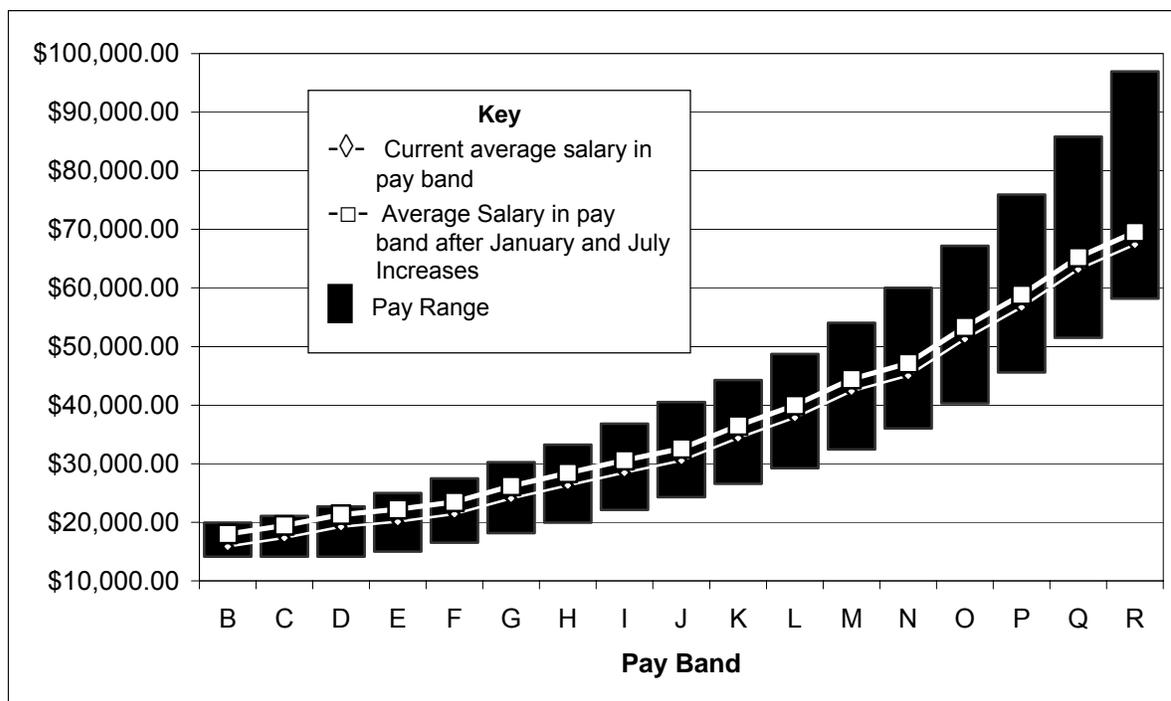
Table 13: Pay Band Compa Ratios After January and July Pay Increases

Pay Band	B	C	D	E	F	G	H	I	J
Compa Ratio	112.8%	115.3%	117.2%	111.0%	106.8%	108.2%	106.7%	103.8%	100.7%
Pay Band	K	L	M	N	O	P	Q	R	
Compa Ratio	103.1%	102.6%	102.8%	98.2%	99.3%	96.8%	95.1%	89.6%	

This squeeze between the average salaries and the pay band midpoints and maximums also is illustrated in Figure 2 below. This can inhibit agency directors from effectively using pay movement mechanisms to manage their salary administration plans.

Figure 2: Pay Band Average Salary

Note: This figure is presented in more detail in the Appendix on page 63.



Cost of Pay Band Adjustment

Based on the current position of the state’s pay rates in the pay bands, an adjustment of 5 percent in the pay bands is recommended to equip agencies in administering their salary administration plans after the legislative pay increases. The cost of such an adjustment can be calculated by determining the amount of pay increase necessary to raise the salaries of employees who fall below the new pay band minimums up to those minimum levels. If this adjustment is made in January of 2005 after the \$1,400 general pay increase goes into effect, the cost is estimated to be \$79,518. If the adjustment were to be delayed until after the \$700 general increase in July, the estimated cost would drop to \$3,304. These estimates include the cost of mandatory benefits of retirement and Social Security. For comparison purposes, the cost prior to the pay increases would have been \$1,070,316. Table A6 in the Appendix shows the costs broken down by agency. Although this adjustment may create some pay compression as salaries are raised to the new minimums, the overall effect on the classified pay system as a whole will be minimal due to the small employee population involved.

Job Family Levels 10% Or More Below Market

The data in Table A2 in the Appendix reveals that the average pay rates of certain job families are not competitive. This year's report substantiates that 167 job families are lagging the market by 10 percent or greater compared to the previous year's 169 job families. Also, Table A3 in the Appendix shows the 16 job families that lead the market by 10 percent or greater.

Agency Director Pay

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

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

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

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

In 2004, the 49th Legislature passed House Bill 2006, which established pay ranges for nonappropriated agency directors consistent with those in the HayGroup study, and established pay caps for appropriated agency directors to reflect the \$1,400 increase authorized for state employees by House Bill 2005. Although HB 2006 represented a step in the right direction by instituting pay ranges for the nonappropriated agency directors, it still falls short of including all agency chief executive officers in a comprehensive, market-based salary structure. Of the appropriated agencies, a total of 39 directors' salaries would need to be increased to meet the minimums of the proposed pay ranges – costing the state \$326,396, which includes the \$1,400 increase authorized for state employees, but not the \$700 increase to take effect in July 2005. See Table A9 on page 65 for details on each agency.

Fringe Benefits Analysis

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

Table 14: Vacation Days

Annual Leave/Vacation	State of Oklahoma	Market*
Number of days after 1 year	15	8
Number of days after 5 years	18	8
Number of days after 10 years	20	13
Number of days after 15 years	20	13
Number of days after 20 years	25	14

*Source: OPM FY 2005 State of Oklahoma Compensation Survey

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

Table 15: Sick Days

Sick Days	State of Oklahoma	Market
Number of days provided each year	15	13

*Source: OPM FY 2005 State of Oklahoma Compensation Survey

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

Retirement Plans

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

- 53 percent of the organizations surveyed provide a defined benefit plan.
- 65 percent of the organizations surveyed provide a defined contribution plan.
- 71 percent of the organizations providing a defined contribution plan give a dollar or a percentage match to the employee's plan.

*Source: OPM FY 2005 State of Oklahoma Compensation Survey

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 16 displays a breakdown of the employer benefits of the state's package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

Table 16: Average Employee Fringe Benefit Comparison*

	State of Oklahoma Benefit	Market Benefit
Health Care Benefit	18.26%	8.47%
Annual Leave Accrual	20	11
Sick Leave Accrual	15	13
Paid Holidays	10	10
Defined Benefit Retirement Plan** (employer contribution)	10%	15%
Defined Contribution Retirement Plan	1.00%	1.6%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

*Source: OPM FY 2005 State of Oklahoma Compensation Survey

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

In previous years, benefit costs were compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefit cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers. An actuarially derived “benefit value study” is needed to accurately assess the competitiveness of the benefits package. In such a study, a consulting actuary is engaged to conduct a survey among a small subset (10 to 15) of employers in the competitive market. Based on detailed information about the State’s and the participants’ benefit programs and common actuarial assumptions, the relative value of the state’s benefits in comparison to the market can then be derived by the actuary. This value analysis provides a clear picture of the competitiveness of the State’s benefits in the market. Although this analysis is desirable, the relatively high cost associated with it has been a deterrent to its use in the past.

Turnover Analysis

Table 17 displays the overall and voluntary turnover rates for the state's classified work force. Both rates increased from the previous year's rates to 12.5 percent and 10.9 percent respectively. While resignations and retirements increased from the previous year, discharges decreased.

Table 17: FY 2004 State Classified Employee Turnover

No. of Employees as of 7/1/03	26,937
No. of Resignations	2,281
No. of Retirements	646
No. of Discharges	444
Overall Turnover Rate	12.5%
Voluntary Turnover Rate	10.9%

This year's report again provides a listing of selected job families with a turnover rate of 10 percent or greater (Table A5). Also included is a listing of 77 JFD levels with 10 percent or greater voluntary turnover for **three consecutive fiscal years**. (Table A4). For FY 2004, there were 317 job family levels that had a turnover of ten percent or greater, an increase of 22.8 percent from the previous fiscal year. Of the 77 job family levels with 10 percent or greater voluntary turnover for three consecutive years, approximately 26 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2004, the turnover cost for the classified workforce was **\$60,113,262.00**. As indicated in the methodology section, this figure was based on a conservative costing model. Below is the calculation using the actual salary and demographic figures:

- A. Average classified salary for the state (including average longevity pay):
\$31,117.42
- B. Percentage of pay for benefits times annual pay:
32% (X) \$31,117.42 = \$9,957.57
- C. \$31,117.42 + \$9,957.57 = \$41,074.99
- D. Number of Voluntary Separations: 2,927
- E. Amount of time an employee becomes fully productive: 12 months
- F. Per person turnover cost: (12÷12) (X) \$41,074.99 (X) 50%=
\$20,537.50

G. Annual turnover cost for the state: $(\$20,537.50 \times 2,927) =$
\$60,113,262

Total Turnover Cost: \$60,113,262

During 2004, the Office of Personnel Management implemented an online exit interview to assist agencies in documenting causes of turnover. The survey instrument was implemented in July of this year, and thus far 65 surveys have been completed by employees separating from 8 agencies. While this survey will undoubtedly provide valuable information regarding factors affecting retention, it is premature to draw meaningful conclusions at this early stage. Next year's Annual Compensation Report will include a comprehensive report for the full fiscal year, which will enable a better assessment of the causes of voluntary turnover within the state.

RECOMMENDATIONS



Compensation

Results of the FY 2005 Annual Compensation Report indicate that the state's classified pay rates are 11.43 percent below the market based on average pay rates for classified benchmark jobs. This deficit is nearly the same as last year's and indicates that the state is making no progress in reducing the overall pay gap between state classified jobs and the market.

Over the years, legislatively funded increases have been provided to classified employees (see Table 9, page 22), but they have not been sufficient to make significant headway in reducing the market gap. Moreover, many of these prior legislative increases were across-the-board adjustments, which often create pay compression problems and do not address individual job family market issues with any degree of precision. While a few agencies have made use of the pay authorities available to them to directly impact the pay rates of individual job families, the state budget as a whole has not allowed the wholesale use of these mechanisms to enable the state to make any measurable gains on the market.

Fortunately for the state, as the economy has begun to rebound, market employers have been conservative in granting pay increases, which has kept the disparity in pay from spiraling upward. Moreover, the increases authorized for 2005 by HB 2005 should serve to reduce the gap to some degree.

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

Recommendation: Recommend that, immediately after adding the July 1, 2005, pay increases, the minimums, maximums and midpoints of the classified pay bands be adjusted upward by five percent. As reported earlier in this document, the cost of such an adjustment will be approximately \$3,304, which is the cost of pay adjustments to the new pay band minimums for those employees whose salaries fall below those levels and includes the cost for mandatory benefits of retirement and Social Security. See Table A6 in the Appendix for cost information for each agency affected.

In view of the negligible cost associated with this adjustment, this adjustment could be accomplished without additional funding from the Legislature, as was the case with the last adjustment in 2001.

Recommendation: In light of the impending general pay increases of \$1,400 in January 2005 and \$700 in July 2005 no across-the-board pay adjustment is recommended in this report. However, agencies should continue to identify individual job families with critical recruitment and retention problems as well as those where there is substantial internal inequity and make targeted adjustments using the pay movement mechanisms available to them.

Agency Director Pay: During the 2004 Legislative Session, House Bill 2006 was passed, which placed the nonappropriated agency directors into the salary structure recommended by the Agency Director Compensation Report, issued on January 11, 2002. Recommend the Legislature incorporate all remaining agency directors into this structure. This will establish a comprehensive salary structure, which will enable the pay of the state's executives to be administered in a manner that will assure internal equity and external market competitiveness, consistent with principles employed in the state classified pay system. The cost of implementing the pay ranges of 39 agency directors with salaries below the recommended minimum pay band levels is estimated at \$326,396.

Fringe Benefits

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

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

Turnover

Employee turnover can be attributed to a number of factors, including compensation, potential for growth, and management policies and practices, among others. It is difficult to draw meaningful conclusions from benchmarking turnover against other organizations, primarily because different standards and criteria are used to calculate turnover. However, turnover has become more of an important factor within the workforce than in the past. The composition of today's workforce is changing drastically and with a workforce availability crisis looming in the near future, turnover will play a significant factor in whether agencies will continue to be able to meet their missions and goals in an unstable work environment.

Recommendation: The Office of Personnel Management will continue to trend state employee turnover data from year to year. Since the turnover cost has been estimated to be in excess of \$60,113,262 this past fiscal year, it has become more critical to develop agency strategies that will minimize turnover in the future. This concern is especially important, as the retirement crisis will become apparent in the upcoming years. OPM will continue tracking this data as well as provide additional data from the online exit interview system. OPM recommends that agencies take a proactive focus in assessing their workforce and develop workforce and succession planning strategies to deal with any gaps or surpluses that might exist within their agencies.

APPENDIX



Table A1: FY 2004 Multi-Survey Benchmark Jobs

There are 275 Job Family Descriptors listed below representing 17,670 state employees.

A total of 36 jobs were removed from last year's list. However, 49 jobs were added this year for a net increase of 13 job titles. Bold indicates new titles and levels in this year's report.

A11B	Insurance Claims Adjuster II
A11C	Insurance Claims Adjuster III
B10B	Information Systems Operations Specialist II
B10C	Information Systems Operations Specialist III
B10D	Information Systems Operations Specialist IV
B10E	Information Systems Operations Specialist V
B20A	Information Systems Telecommunications Specialist I
B20B	Information Systems Telecommunication Specialist II
B20C	Information Systems Telecommunication Specialist III
B21B	Information Systems Network Management II
B21C	Information Systems Network Management III
B21D	Information Systems Network Management IV
B22A	Information Systems Network Administrator I
B22B	Information Systems Network Administrator II
B23A	Information Systems Network Technician I
B30A	Information Systems Operating System Specialist I
B30B	Information Systems Operating System Specialist II
B30C	Information Systems Operating System Specialist III
B30D	Information Systems Operating System Specialist IV
B40A	Information Systems Planning Specialist I
B40C	Information Systems Planning Specialist III
B40D	Information Systems Planning Specialist IV
B51A	Information Systems Applications Specialist I
B51B	Information Systems Applications Specialist II
B51C	Information Systems Applications Specialist III
B51D	Information Systems Applications Specialist IV
B52B	Information Systems Data Management II
B52D	Information Systems Data Management IV
B55B	Information Systems Services Coordinator II
C10A	Civil Rights Administrator I
C10B	Civil Rights Administrator II
C30A	Human Resources Assistant I
C31A	Human Resources Management Specialist I
C31B	Human Resources Management Specialist II
C31C	Human Resources Management Specialist III
C32A	Human Resources Programs Manager I
C32B	Human Resources Programs Manager II
C32C	Human Resources Programs Manager III
C38B	Payroll Administrative Assistant II
C41A	Training Specialist I
C41B	Training Specialist II
C41C	Training Specialist III
D12B	Auditor II
D12C	Auditor III
D12D	Auditor IV
D14A	Accountant I
D14B	Accountant II

D14C Accountant III
 D14D Accountant IV
 D20B Budget Analyst II
 D20D Budget Analyst IV
 D30A Business Manager I
 D30B Business Manager II
 D33B Financial Manager/Comptroller II
D33C Financial Manager/Comptroller III
 D50A Accounting Technician I
 D50B Accounting Technician II
 D50D Accounting Technician IV
D54B Consumer Credit Examiner II
E13A Customer Service Representative I
 E13B Customer Service Representative II
 E13C Customer Service Representative III
 E16A Administrative Technician I
 E16B Administrative Technician II
 E16C Administrative Technician III
 E16D Administrative Technician IV
 E17A Administrative Assistant I
 E17B Administrative Assistant II
 E20B Library Technician II
E21C Librarian III
 E22A Administrative Librarian I
 E24A Secretary I
 E24B Secretary II
 E24C Secretary III
 E24D Secretary IV
E24E Secretary V
 E25B Legal Secretary II
 E31B Administrative Hearing Officer II
E34A Offset Press Operator I
E34B Offset Press Operator II
E34D Offset Press Operator IV
 E43B Graphic Artist II
 E44B Public Information Officer II
 E45B Public Information Manager II
E46B Statistical Research Specialist II
 E48C Planning Coordinator III
 E49A Management Analyst I
 E50A Photographer I
 E55B Customer Assistance Representative II
 E55C Customer Assistance Representative III
 F10C Contracting And Procurement Officer III
F10D Contracting And Procurement Officer IV
F14A Contracting And Acquisitions Agent I
F14B Contracting And Acquisitions Agent II
F14C Contracting And Acquisitions Agent III
 F15A Contracting And Acquisitions Administrator I
 F20A Materiel Management Specialist I
 F20B Materiel Management Specialist II
 F20D Materiel Management Specialist IV
 F21A Materiel Management Officer I

F38A Real Property Management Specialist I
 F41A Construction/Maintenance Technician I
 F41B Construction/Maintenance Technician II
 F41C Construction/Maintenance Technician III
F44B Carpenter II
F45A Construction/Maintenance Administrator I
F45B Construction/Maintenance Administrator II
 F46A Painter I
F46B Painter II
 F47B Automotive/Engine Mechanic II
F47C Automotive/Engine Mechanic III
 F48B Welder II
 F48C Welder III
 F49C Physical Plant Operator III
 F50A Housekeeping/Custodial Worker I
 F50B Housekeeping/Custodial Worker II
F50D Housekeeping/Custodial Worker IV
 F54A Light Vehicle Driver I
 F56A Electronics Technician I
 F69A Chief Architect I
 F74B Mechanical Systems Technician II
 F75A Electrician I
 F75B Electrician II
 F75C Electrician III
 F76B Plumber II
F76C Plumber III
F77A Groundskeeper I
 F78A Equipment Operator I
 F79A Laborer I
G10A Communications Officer (DPS) I
 G12A Criminalist I
 G12B Criminalist II
 G12C Criminalist III
G14A Driver S License Examiner I
G17A Criminal Intelligence Analyst I
G19B Fingerprint Specialist II
 G50C Law Enforcement Capitol Patrol Officer III
G52A Law Enforcement Lake Patrol Officer I
 G53C Law Enforcement Highway Patrol Officer III
 G53E Law Enforcement Highway Patrol Officer V
 G54B Law Enforcement Highway Patrol Manager II
 H10B Programs Manager II
 H10D Programs Manager IV
 H15B County Director II
 H20B Social Services Specialist II
 H20C Social Services Specialist III
 H20D Social Services Specialist IV
 H21B Case Manager II
 H23B Child Welfare Specialist II
 H23D Child Welfare Specialist IV
 H24C Child Care Licensing Specialist III
 H27B Clinical Social Worker II
 H30B Child Support Specialist II

H30D Child Support Specialist IV
 I10B Correctional Security Officer II
 I10C Correctional Security Officer III
 I10D Correctional Security Officer IV
 I11B Correctional Security Manager II
I12C Correctional Chief Of Security III
 I20B Correctional Case Manager II
 I40B Probation And Parole Officer II
 I40C Probation And Parole Officer III
 J15B Industrial Hygienist II
 J16B Boiler And Pressure Vessel Inspector II
 J17B Labor Compliance Officer II
 J31B Safety Consultant II
 J41B Fire Prevention And Security Office II
K10B Juvenile Justice Specialist II
 K10D Juvenile Justice Specialist IV
 K11B Disability Determination Specialist II
 K15A Manual Sign Language Specialist I
 K21B Vocational Rehabilitation Specialist II
 K23B Rehabilitation Of The Blind Specialist II
 K28A Vocational Training Instructor I
 L16B Agriculture Field Inspector II
 L33B Wildlife Damage Control Specialist II
 M32C Oil And Gas Field Inspector III
 M40B Public Utility Regulatory Analyst II
 M40D Public Utility Regulatory Analyst IV
M53B Motor Carrier Enforcement Officer II
 P15A Naturalist I
 P20B Park Ranger II
 P25B Park Manager II
 P25D Park Manager IV
 R10A Environmental/Chemical Laboratory Specialist I
 R10B Environmental/Chemical Laboratory Specialist II
 R10C Environmental/Chemical Laboratory Specialist III
R20A Environmental Programs Specialist I
 R20B Environmental Programs Specialist II
 R20C Environmental Programs Specialist III
 R20D Environmental Programs Specialist IV
 R25B Environmental Programs Manager II
 S10A Engineer Intern I
 S10B Engineer Intern II
 S10D Engineer Intern IV
 S11A Professional Engineer I
 S11B Professional Engineer II
 S11C Professional Engineer III
S12C Engineering Manager III
 S12D Engineering Manager IV
 S16A Professional Land Surveyor I
 T10A Computer Aided Drafting And Design I
 T10B Computer Aided Drafting And Design II
 T10C Computer Aided Drafting And Design III
 T10E Computer Aided Drafting And Design V
 T21B Transportation Technician II

T21C Transportation Technician III
T22B Transportation Specialist II
 T25B Transportation Equipment Operator II
 T25D Transportation Equipment Operator IV
 T40A Airplane Pilot I
 U11B Historical Facility Manager II
 U11C Historical Facility Manager III
 U12B Historical Collections Specialist II
U14C Historic Preservation Specialist III
 V11B Revenue Compliance Officer II
 V17B Revenue Compliance Examiner II
 W10A Workforce Services Specialist I
 W10B Workforce Services Specialist II
 W10C Workforce Services Specialist III
 W10D Workforce Services Specialist IV
 W16B Employment Security Fraud Investigator II
 X10A Health Information Technician I
 X12B Therapeutic/Medical Assistant II
 X13A Laboratory Technician I
 X13B Laboratory Technician II
 X13C Laboratory Technician III
 X14A Clinical Laboratory Scientist I
 X14B Clinical Laboratory Scientist II
 X14D Clinical Laboratory Scientist IV
 X17B Public Health Specialist II
 X17D Public Health Specialist IV
 X19A Dental Care Hygienist I
 X20B Health Educator II
 X20C Health Educator III
 X22B Speech-Language Pathologist II
X23A Alcohol And Drug Counselor I
 X23B Alcohol And Drug Counselor II
 X25B Pharmacy Technician II
 X27B Epidemiologist II
 X29B Health Facility Surveyor II
 X31B Psychological Clinician II
X31C Psychological Clinician III
 X31D Psychological Clinician IV
 X34C Physical Therapist III
 X36B Recreation Therapist II
 X37B Respiratory Therapist II
 X40A Clinical Laboratory Administrator I
 Y10A Patient Care Assistant I
 Y10B Patient Care Assistant II
Y10C Patient Care Assistant III
 Y11A Licensed Practical Nurse I
 Y11B Licensed Practical Nurse II
 Y12A Registered Nurse I
 Y12B Registered Nurse II
 Y12C Registered Nurse III
 Y13A Nursing Manager I
 Y13B Nursing Manager II
 Y13C Nursing Manager III

Y14B Advanced Practice Nurse II
Z12B Direct Care Specialist II
Z12D Direct Care Specialist IV
Z16A Educational Consultant I
Z20A Food Service Specialist I
Z20B Food Service Specialist II
Z21B Food Service Manager II
Z21C Food Service Manager III
Z25B Nutrition Therapist II
Z25C Nutrition Therapist III
Z25D Nutrition Therapist IV
Z30B Linen And Clothing Specialist II
Z50B Volunteer Services Specialist II
Z51B Juvenile Specialist II
Z51D Juvenile Specialist IV
Z52B Chaplain II

Table A2: Benchmarks Below Market By 10% Or More

JFD	Title	Average Pay % Below Market
G17A	Criminal Intelligence Analyst I	-94.47%
F45B	Construction/Maintenance Administrator II	-87.54%
L33B	Wildlife Damage Control Specialist II	-72.92%
H21B	Case Manager II	-67.03%
I12C	Correctional Chief Of Security III	-66.33%
B20C	Information Systems Telecommunications Specialist III	-64.07%
F45A	Construction/Maintenance Administrator I	-61.26%
C41C	Training Specialist III	-61.23%
H10D	Programs Manager IV	-61.10%
J31B	Safety Consultant II	-56.62%
J17B	Labor Compliance Officer II	-54.17%
Z51D	Juvenile Specialist IV	-53.03%
F21A	Materiel Management Officer I	-51.84%
E45B	Public Information Manager II	-50.21%
H24C	Child Care Licensing Specialist III	-49.96%
R20D	Environmental Programs Specialist IV	-49.18%
D33C	Financial Manager/Comptroller III	-47.67%
D12D	Auditor IV	-45.59%
F74B	Mechanical Systems Technician II	-45.57%
B10E	Information Systems Operations Specialist V	-44.99%
C31B	Human Resources Management Specialist II	-44.73%
T21C	Transportation Technician III	-44.20%
G19B	Fingerprint Specialist II	-43.91%
W10B	Workforce Services Specialist II	-43.85%
D30B	Business Manager II	-43.49%
F10D	Contracting And Procurement Officer IV	-41.97%
Z12D	Direct Care Specialist IV	-40.21%
T10B	Computer Aided Drafting And Design Technician II	-40.13%
B20B	Information Systems Telecommunications Specialist II	-39.93%
F14C	Contracting And Acquisitions Agent III	-39.88%
F76B	Plumber II	-39.01%
B51C	Information Systems Applications Specialist III	-38.97%
Z51B	Juvenile Specialist II	-38.95%
E44B	Public Information Officer II	-38.64%
W10A	Workforce Services Specialist I	-38.52%
B10B	Information Systems Operations Specialist II	-36.79%
B51D	Information Systems Applications Specialist IV	-36.70%
Y13B	Nursing Manager II	-36.04%
R10B	Environmental/Chemical Laboratory Specialist II	-35.78%
C41B	Training Specialist II	-35.64%
L16B	Agriculture Field Inspector II	-35.52%
C32B	Human Resources Programs Manager II	-35.21%
T21B	Transportation Technician II	-34.39%
C32C	Human Resources Programs Manager III	-34.14%

JFD	Title	Average Pay % Below Market
W10D	Workforce Services Specialist IV	-33.67%
D30A	Business Manager I	-32.84%
M40B	Public Utility Regulatory Analyst II	-32.41%
C31C	Human Resources Management Specialist III	-32.40%
D33B	Financial Manager/Comptroller II	-32.29%
T25B	Transportation Equipment Operator II	-31.89%
R10C	Environmental/Chemical Laboratory Specialist III	-31.86%
B51B	Information Systems Applications Specialist II	-31.81%
F41C	Construction/Maintenance Technician III	-31.80%
X37B	Respiratory Therapist II	-31.80%
F46A	Painter I	-31.60%
B51A	Information Systems Applications Specialist I	-31.57%
T10A	Computer Aided Drafting And Design Technician I	-31.51%
F46B	Painter II	-31.45%
B22B	Information Systems Network Administrator II	-31.20%
V17B	Revenue Compliance Examiner II	-30.94%
F15A	Contracting And Acquisitions Administrator I	-30.84%
B55B	Information Systems Services Coordinator II	-30.61%
B30D	Information Systems Operating System Specialist IV	-30.56%
W10C	Workforce Services Specialist III	-30.42%
S11B	Professional Engineer II	-30.17%
E46B	Statistical Research Specialist II	-28.93%
X13B	Laboratory Technician II	-27.22%
F76C	Plumber III	-27.21%
E22A	Administrative Librarian I	-27.20%
X13C	Laboratory Technician III	-26.79%
Y13C	Nursing Manager III	-26.16%
E20B	Library Technician II	-26.15%
Y14B	Advanced Practice Nurse II	-25.92%
S11C	Professional Engineer III	-25.82%
E13A	Customer Service Representative I	-24.71%
Y10C	Patient Care Assistant III	-24.46%
X23A	Alcohol And Drug Counselor I	-24.29%
E48C	Planning Coordinator III	-23.96%
F20A	Materiel Management Specialist I	-23.03%
B21D	Information Systems Network Management IV	-22.69%
X23B	Alcohol And Drug Counselor II	-22.58%
D20B	Budget Analyst II	-22.52%
F75A	Electrician I	-22.51%
K10B	Juvenile Justice Specialist II	-22.45%
D50A	Accounting Technician I	-21.99%
K23B	Rehabilitation Of The Blind Specialist II	-21.98%
M40D	Public Utility Regulatory Analyst IV	-21.89%
K21B	Vocational Rehabilitation Specialist II	-21.75%
C32A	Human Resources Programs Manager I	-21.72%
S10D	Engineer Intern IV	-21.65%

JFD	Title	Average Pay % Below Market
F41B	Construction/Maintenance Technician II	-21.54%
E34D	Offset Press Operator IV	-21.44%
I10B	Correctional Security Officer II	-21.41%
X31D	Psychological Clinician IV	-21.14%
D14A	Accountant I	-20.67%
R20C	Environmental Programs Specialist III	-20.66%
H15B	County Director II	-20.38%
E50A	Photographer I	-19.79%
M32C	Oil And Gas Field Inspector III	-19.77%
Y12B	Registered Nurse II	-19.62%
X14D	Clinical Laboratory Scientist IV	-19.41%
X31C	Psychological Clinician III	-19.08%
P15A	Naturalist I	-19.05%
S10B	Engineer Intern II	-18.96%
K10D	Juvenile Justice Specialist IV	-18.92%
P20B	Park Ranger II	-18.65%
H10B	Programs Manager II	-18.14%
B20A	Information Systems Telecommunications Specialist I	-18.12%
K15A	Manual Sign Language Specialist I	-18.11%
E31B	Administrative Hearing Officer II	-17.92%
X14B	Clinical Laboratory Scientist II	-17.91%
P25B	Park Manager II	-17.89%
Z50B	Volunteer Services Specialist II	-17.74%
H30D	Child Support Specialist IV	-17.72%
U11B	Historical Facility Manager II	-17.68%
U11C	Historical Facility Manager III	-17.61%
F75B	Electrician II	-17.59%
V11B	Revenue Compliance Officer II	-17.22%
E49A	Management Analyst I	-17.20%
B30A	Information Systems Operating System Specialist I	-17.19%
F38A	Real Property Management Specialist I	-17.12%
X27B	Epidemiologist II	-17.03%
F44B	Carpenter II	-17.02%
E34A	Offset Press Operator I	-16.86%
D14D	Accountant IV	-16.81%
B30B	Information Systems Operating System Specialist II	-16.31%
D50B	Accounting Technician II	-16.24%
T22B	Transportation Specialist II	-16.20%
B52B	Information Systems Data Management II	-16.15%
S12D	Engineering Manager IV	-16.05%
X31B	Psychological Clinician II	-15.90%
U12B	Historical Collections Specialist II	-15.87%
T25D	Transportation Equipment Operator IV	-15.85%
B23A	Information Systems Network Technician I	-15.72%
C30A	Human Resources Assistant I	-15.59%
B10C	Information Systems Operations Specialist III	-14.86%

JFD	Title	Average Pay % Below Market
C31A	Human Resources Management Specialist I	-14.68%
Y12C	Registered Nurse III	-14.31%
G12C	Criminalist III	-14.26%
D14B	Accountant II	-14.00%
H23D	Child Welfare Specialist IV	-13.99%
F50B	Housekeeping/Custodial Worker II	-13.89%
S10A	Engineer Intern I	-13.80%
B10D	Information Systems Operations Specialist IV	-13.55%
S16A	Professional Land Surveyor I	-13.49%
S11A	Professional Engineer I	-13.48%
B30C	Information Systems Operating System Specialist III	-13.34%
C41A	Training Specialist I	-13.29%
R20B	Environmental Programs Specialist II	-13.18%
H20D	Social Services Specialist IV	-13.06%
E24C	Secretary III	-12.93%
Y13A	Nursing Manager I	-12.52%
T10C	Computer Aided Drafting And Design Technician III	-12.47%
F41A	Construction/Maintenance Technician I	-12.45%
Y12A	Registered Nurse I	-12.38%
F48B	Welder II	-11.98%
H30B	Child Support Specialist II	-11.84%
Y11A	Licensed Practical Nurse I	-11.70%
F48C	Welder III	-11.70%
X12B	Therapeutic/Medical Assistant II	-11.61%
F49C	Physical Plant Operator III	-11.51%
D20D	Budget Analyst IV	-11.42%
X29B	Health Facility Surveyor II	-11.20%
E55C	Customer Assistance Representative III	-11.04%
G12B	Criminalist II	-10.98%
B52D	Information Systems Data Management IV	-10.74%
H23B	Child Welfare Specialist II	-10.30%
X14A	Clinical Laboratory Scientist I	-10.25%
D12B	Auditor II	-10.22%

Table A3: Benchmarks Above Market By 10% Or More

JFD	Title	Average Pay % Above Market
G50C	Law Enforcement Capitol Patrol Officer III	37.10%
X34C	Physical Therapist III	26.20%
U14C	Historic Preservation Specialist III	25.02%
G52A	Law Enforcement Lake Patrol Officer I	23.92%
Z30B	Linen And Clothing Specialist II	19.56%
M53B	Motor Carrier Enforcement Officer II	19.36%
H27B	Clinical Social Worker II	18.97%
X20B	Health Educator II	18.92%
T40A	Airplane Pilot I	18.09%
J16B	Boiler And Pressure Vessel Inspector II	17.61%
C10B	Civil Rights Administrator II	17.38%
Y10B	Patient Care Assistant II	13.56%
Z12B	Direct Care Specialist II	12.63%
A11B	Insurance Claims Adjuster II	12.62%
F20D	Materiel Management Specialist IV	12.13%
G12A	Criminalist I	11.43%

Table A4: Voluntary Turnover Rates > 10% for 3 Fiscal Years

JFD codes in bold indicate turnover rates greater than 20 percent for three years.

JFD Code	JFD Title	FY 2004 Voluntary Turnover Rate	FY 2003 Voluntary Turnover Rate	FY 2002 Voluntary Turnover Rate
A11A	Insurance Claims Adjuster I	10.0%	11.8%	20.0%
A20C	Insurance Subrogation/Reimbursement III	25.0%	25.0%	25.0%
B40D	Information Systems Planning Spec. IV	44.4%	11.1%	11.1%
C15A	Human Rights Representative I	50.0%	12.5%	37.5%
C32C	Human Resources Programs Manager III	17.6%	22.2%	12.5%
C33A	Human Resources Programs Director I	25.0%	20.0%	28.6%
C38B	Payroll Administrative Assistant II	20.0%	25.0%	33.3%
C41A	Training Specialist I	20.0%	20.0%	33.3%
D20D	Budget Analyst IV	50.0%	20.0%	12.5%
E16A	Administrative Technician I	20.7%	12.9%	34.2%
E25B	Legal Secretary II	12.0%	10.7%	12.9%
E35B	Duplicating Equipment Operator II	33.3%	25.0%	33.3%
E44B	Public Information Officer II	25.0%	14.3%	15.4%
F14A	Contracting And Acquisitions Agent I	14.3%	16.6%	3.6%
F44A	Carpenter I	20.0%	23.1%	11.8%
F50A	Housekeeping/Custodial Worker I	32.3%	11.4%	17.1%
F74B	Mechanical Systems Technician II	18.2%	16.7%	18.1%
F76B	Plumber II	25.0%	16.7%	14.3%
F79A	Laborer I	46.2%	15.4%	26.7%
G28A	Police Officer I	75.0%	25.0%	100.0%
G28B	Police Officer II	15.6%	17.4%	14.8%
H10E	Programs Manager V	25.0%	11.1%	12.5%
H15D	County Director IV	66.7%	25.0%	20.0%
H20A	Social Services Specialist I	26.7%	23.6%	25.5%
H23A	Child Welfare Specialist I	18.4%	18.8%	27.5%
H23B	Child Welfare Specialist II	12.0%	13.2%	12.5%
H26A	Adult Protective Services Specialist I	10.0%	36.4%	55.5%
H30A	Child Support Specialist I	46.7%	16.4%	20.3%
I10A	Correctional Security Officer I	36.9%	21.4%	46.0%
I10B	Correctional Security Officer II	16.8%	21.9%	10.9%
I10C	Correctional Security Officer III	10.1%	11.6%	10.4%
I12C	Correctional Chief Of Security III	28.6%	14.3%	25.0%
I26B	Internal Affairs Special Investigator II	22.2%	16.7%	15.4%
I30A	Correctional Industries Manager I	16.7%	18.1%	11.1%
I40A	Probation And Parole Officer I	18.0%	14.7%	13.5%
I40C	Probation And Parole Officer III	12.9%	14.3%	21.6%
J15C	Industrial Hygienist III	50.0%	33.3%	33.3%
J33A	Airfield Firefighter I	28.6%	16.7%	12.5%
J41A	Fire Prevention And Security Office I	26.8%	17.9%	10.5%

JFD Code	JFD Title	FY 2004 Voluntary Turnover Rate	FY 2003 Voluntary Turnover Rate	FY 2002 Voluntary Turnover Rate
J41C	Fire Prevention And Security Office III	25.0%	25.0%	33.3%
J52A	Cosmetology Inspector I	16.7%	50.0%	50.0%
K10A	Juvenile Justice Specialist I	37.5%	10.0%	10.0%
K10B	Juvenile Justice Specialist II	12.4%	10.5%	10.3%
K11A	Disability Determination Specialist I	20.0%	50.0%	52.9%
K23C	Rehabilitation Of The Blind Special III	14.3%	14.3%	16.7%
M31D	Oil And Gas Specialist IV	16.7%	12.5%	11.1%
N12B	Veterans Center Administrator II	57.1%	14.3%	14.3%
N13C	Veterans Affairs Field Services Rep III	25.0%	33.3%	25.0%
P15A	Naturalist I	11.1%	10.0%	15.4%
Q20C	Power Plant Maintenance Technician III	17.6%	11.1%	10.5%
R10B	Environmental/Chemical Laboratory S II	13.0%	11.1%	10.3%
R20A	Environmental Programs Specialist I	12.8%	5.1%	12.5%
S10A	Engineer Intern I	13.3%	26.3%	22.2%
T25A	Transportation Equipment Operator I	16.9%	16.9%	14.8%
T50B	Toll Collector II	12.0%	19.3%	15.5%
V10B	Tax Document Examiner II	14.3%	28.6%	11.1%
V10D	Tax Document Examiner IV	28.6%	10.0%	28.6%
V12B	Motor Vehicle Research Specialist II	16.7%	12.5%	28.6%
W10D	Workforce Services Specialist IV	12.2%	10.6%	13.0%
X13C	Laboratory Technician III	25.0%	22.2%	10.0%
X22A	Speech-Language Pathologist I	40.0%	20.0%	50.0%
X22B	Speech-Language Pathologist II	13.5%	11.1%	14.3%
X29C	Health Facility Surveyor III	10.1%	14.6%	21.5%
X38B	Disease Intervention Specialist II	28.6%	12.5%	12.5%
Y10A	Patient Care Assistant I	25.6%	24.2%	23.4%
Y11A	Licensed Practical Nurse I	67.6%	34.7%	28.4%
Y11B	Licensed Practical Nurse II	19.8%	18.9%	15.9%
Y12A	Registered Nurse I	30.4%	13.0%	16.7%
Y12B	Registered Nurse II	18.3%	20.2%	15.9%
Y12C	Registered Nurse III	25.5%	19.0%	13.8%
Y14B	Advanced Practice Nurse II	10.3%	15.6%	14.3%
Y15C	Health Care Management Nurse III	14.3%	12.5%	13.3%
Z12A	Direct Care Specialist I	33.7%	29.5%	50.0%
Z20A	Food Service Specialist I	26.6%	31.2%	37.4%
Z30A	Linen And Clothing Specialist I	47.4%	20.0%	56.2%
Z51A	Juvenile Specialist I	57.1%	65.9%	60.6%
Z51B	Juvenile Specialist II	25.8%	25.4%	17.2%

Table A5: FY 2003 Turnover Rate >10% by Job Family Level

JFD Code	JFD Title	Incs.	Total Turnover FY 2004	Overall Turnover Rate FY 2004	Voluntary Turnover FY 2004	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002	Voluntary Turnover Rate FY 2001
A11A	Insurance Claims Adjuster I	20	2	10.0%	2	10.0%	11.8%	20.0%	6.7%
A20A	Insurance Subrogation/Reimbursement I	11	2	18.2%	2	18.2%	16.7%	9.1%	26.7%
A20B	Insurance Subrogation/Reimbursement II	3	1	33.3%	1	33.3%	0.0%	42.9%	14.3%
A20C	Insurance Subrogation/Reimbursement III	4	1	25.0%	1	25.0%	25.0%	25.0%	25.0%
A31A	Flexible Benefits Representative I	2	1	50.0%	0	0.0%	0.0%	0.0%	0.0%
A32B	Insurance Benefits Specialist II	5	2	40.0%	0	0.0%	0.0%	0.0%	0.0%
A32D	Insurance Benefits Specialist IV	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
A40B	Insurance Program Administrator II	11	3	27.2%	3	27.3%	0.0%	0.0%	8.3%
A40D	Insurance Program Administrator IV	3	1	33.3%	1	33.3%	20.0%	0.0%	0.0%
A50B	Retirement Benefit Analyst II	9	4	44.4%	4	44.4%	10.0%	9.1%	0.0%
A50C	Retirement Benefit Analyst III	14	2	14.3%	2	14.3%	16.7%	0.0%	0.0%
B10B	Information Systems Operations Spec II	4	3	75.0%	2	50.0%	0.0%	0.0%	0.0%
B10C	Information Systems Operations Spec III	26	4	15.4%	2	7.7%	13.3%	0.0%	6.5%
B10E	Information Systems Operations Spec V	14	2	14.3%	2	14.3%	0.0%	6.7%	0.0%
B20A	Information Systems Telecommunications I	6	1	16.7%	1	16.7%	16.6%	0.0%	60.0%
B21A	Information Systems Network Management I	11	3	27.3%	2	18.2%	0.0%	11.1%	14.3%
B21C	Information Systems Network Management III	50	6	12.0%	4	8.0%	0.0%	0.0%	0.0%
B22B	Information Systems Network Administrator II	2	1	50.0%	0	0.0%	0.0%	0.0%	25.0%
B22D	Information Systems Network Administrator IV	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
B31A	Information Systems Manager I	17	2	11.8%	2	11.8%	0.0%	0.0%	7.1%
B31C	Information Systems Manager III	24	3	12.5%	2	8.3%	0.0%	0.0%	26.7%
B40B	Information Systems Planning Specialist II	10	2	20.0%	2	20.0%	0.0%	0.0%	0.0%
B40C	Information Systems Planning Specialist III	12	3	25.0%	2	16.7%	14.3%	0.0%	15.4%
B40D	Information Systems Planning Specialist IV	9	4	44.4%	4	44.4%	11.1%	11.1%	14.3%
B52D	Information Systems Data Management IV	6	1	16.7%	1	16.7%	0.0%	0.0%	42.9%

JFD Code	JFD Title	Incs.	Total Turnover FY 2004	Overall Turnover Rate FY 2004	Voluntary Turnover FY 2004	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002	Voluntary Turnover Rate FY 2001
B52E	Information Systems Data Management V	4	1	25.0%	1	25.0%	0.0%	20.0%	0.0%
B55C	Information Systems Services Coordinator III	30	4	13.3%	4	13.3%	0.0%	17.6%	14.3%
C10A	Civil Rights Administrator I	4	1	25.0%	1	25.0%	0.0%	0.0%	50.0%
C15A	Human Rights Representative I	6	3	50.0%	3	50.0%	12.5%	37.5%	0.0%
C30A	Human Resources Assistant I	35	4	11.4%	4	11.4%	11.4%	2.2%	7.3%
C31B	Human Resources Management Specialist II	68	10	14.7%	6	8.8%	0.0%	0.0%	6.8%
C31C	Human Resources Management Specialist III	64	8	12.5%	7	10.9%	0.0%	0.0%	12.5%
C31D	Human Resources Management Specialist IV	36	5	13.9%	4	11.1%	17.9%	9.8%	16.7%
C32B	Human Resources Programs Manager II	28	4	14.3%	4	14.3%	0.0%	17.6%	33.3%
C32C	Human Resources Programs Manager III	17	3	17.6%	3	17.6%	22.2%	12.5%	8.3%
C33A	Human Resources Programs Director I	4	1	25.0%	1	25.0%	20.0%	28.6%	0.0%
C38B	Payroll Administrative Assistant II	5	1	20.0%	1	20.0%	25.0%	33.3%	25.0%
C41A	Training Specialist I	5	1	20.0%	1	20.0%	20.0%	33.3%	0.0%
C43B	National Guard Training Officer II	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
D12D	Auditor IV	25	5	20.0%	5	20.0%	0.0%	11.8%	5.3%
D14A	Accountant I	54	7	13.0%	6	11.1%	0.0%	10.8%	18.3%
D14B	Accountant II	117	12	10.3%	6	5.1%	0.0%	0.0%	8.0%
D20B	Budget Analyst II	10	1	10.0%	1	10.0%	0.0%	0.0%	16.7%
D20C	Budget Analyst III	7	1	14.3%	0	0.0%	14.3%	20.0%	0.0%
D20D	Budget Analyst IV	4	3	75.0%	2	50.0%	20.0%	12.5%	20.0%
D21D	Budget Analyst (OSF) IV	3	1	33.3%	1	33.3%	25.0%	0.0%	20.0%
D33C	Financial Manager/Comptroller III	8	1	12.5%	1	12.5%	0.0%	0.0%	40.0%
D33D	Financial Manager/Comptroller IV	3	1	33.3%	1	33.3%	25.0%	0.0%	0.0%
D50B	Accounting Technician II	84	9	10.7%	9	10.7%	0.0%	0.0%	8.2%
D51B	Insurance/Benefits Accounts Special II	21	3	14.3%	3	14.3%	0.0%	0.0%	8.6%
D51D	Insurance/Benefits Accounts Special IV	7	1	14.3%	1	14.3%	0.0%	0.0%	14.3%
D54B	Consumer Credit Examiner II	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
E13B	Customer Service Representative II	258	27	10.5%	19	7.4%	0.0%	12.0%	9.2%

JFD Code	JFD Title	Incs.	Total Turnover FY 2004	Overall Turnover Rate FY 2004	Voluntary Turnover FY 2004	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002	Voluntary Turnover Rate FY 2001
E13C	Customer Service Representative III	68	10	14.7%	9	13.2%	0.0%	0.0%	0.0%
E14A	Court Reporter I	5	1	20.0%	1	20.0%	0.0%	25.0%	20.0%
E15A	Docket Clerk I	4	1	25.0%	1	25.0%	0.0%	33.3%	0.0%
E15B	Docket Clerk II	4	1	25.0%	1	25.0%	0.0%	16.7%	50.0%
E15C	Docket Clerk III	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
E16A	Administrative Technician I	29	7	24.1%	6	20.7%	12.9%	34.2%	12.7%
E16B	Administrative Technician II	334	39	11.7%	27	8.1%	13.7%	11.7%	9.9%
E16C	Administrative Technician III	988	112	11.2%	92	9.3%	10.9%	10.6%	10.0%
E19A	Medical Transcriptionist I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
E20B	Library Technician II	18	4	22.2%	4	22.2%	0.0%	0.0%	14.3%
E21A	Librarian I	5	1	20.0%	1	20.0%	16.7%	0.0%	0.0%
E22A	Administrative Librarian I	3	1	33.3%	1	33.3%	0.0%	25.0%	0.0%
E24C	Secretary III	104	11	10.6%	8	7.7%	0.0%	0.0%	16.7%
E24E	Secretary V	98	10	10.2%	9	9.2%	0.0%	0.0%	5.6%
E25B	Legal Secretary II	25	4	16.0%	3	12.0%	10.7%	12.9%	8.8%
E25C	Legal Secretary III	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
E30A	Legal Research Assistant I	3	1	33.3%	1	33.3%	0.0%	0.0%	50.0%
E35B	Duplicating Equipment Operator II	3	1	33.3%	1	33.3%	25.0%	33.3%	0.0%
E43A	Graphic Artist I	10	2	20.0%	0	0.0%	0.0%	13.0%	9.5%
E44A	Public Information Officer I	4	1	25.0%	1	25.0%	0.0%	16.7%	0.0%
E44B	Public Information Officer II	12	3	25.0%	3	25.0%	14.3%	15.4%	17.6%
E45A	Public Information Manager I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
E46A	Statistical Research Specialist I	3	1	33.3%	1	33.3%	33.3%	0.0%	100.0%
E46B	Statistical Research Specialist II	9	1	11.1%	1	11.1%	22.2%	0.0%	23.1%
E46C	Statistical Research Specialist III	18	3	16.7%	2	11.1%	0.0%	0.0%	6.3%
E48B	Planning Coordinator II	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
E55B	Customer Assistance Representative II	31	7	22.6%	5	16.1%	8.3%	5.0%	2.8%
F10A	Contracting And Procurement Officer I	5	2	40.0%	2	40.0%	0.0%	14.3%	0.0%

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F10C	Contracting And Procurement Officer III	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
F14A	Contracting And Acquisitions Agent I	7	1	14.3%	1	14.3%	16.6%	3.6%	0.0%
F14B	Contracting And Acquisitions Agent II	26	3	11.5%	2	7.7%	0.0%	7.7%	33.3%
F14C	Contracting And Acquisitions Agent III	4	2	50.0%	0	0.0%	0.0%	0.0%	0.0%
F16A	Surplus Property Agent I	6	3	50.0%	2	33.3%	25.0%	0.0%	25.0%
F20A	Materiel Management Specialist I	5	1	20.0%	1	20.0%	16.6%	0.0%	18.2%
F20B	Materiel Management Specialist II	72	10	13.9%	4	5.6%	10.5%	6.5%	10.1%
F20C	Materiel Management Specialist III	50	8	16.0%	4	8.0%	0.0%	0.0%	12.8%
F20D	Materiel Management Specialist IV	31	5	16.1%	5	16.1%	17.9%	5.7%	7.9%
F38A	Real Property Management Specialist I	2	1	50.0%	1	50.0%	33.3%	0.0%	0.0%
F41A	Construction/Maintenance Technician I	110	11	10.0%	9	8.2%	11.2%	9.1%	9.8%
F41B	Construction/Maintenance Technician II	59	8	13.6%	7	11.9%	0.0%	14.0%	6.4%
F42A	Construction Inspector I	5	2	40.0%	2	40.0%	0.0%	0.0%	11.1%
F44A	Carpenter I	10	2	20.0%	2	20.0%	23.1%	11.8%	10.5%
F45A	Construction/Maintenance Administrator I	34	5	14.7%	4	11.8%	0.0%	0.0%	6.3%
F45B	Construction/Maintenance Administrator II	35	5	14.3%	4	11.4%	0.0%	12.5%	15.6%
F45C	Construction/Maintenance Administrator III	6	1	16.7%	1	16.7%	0.0%	0.0%	25.0%
F46A	Painter I	4	1	25.0%	0	0.0%	20.0%	0.0%	0.0%
F46B	Painter II	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
F47C	Automotive/Engine Mechanic III	74	8	10.8%	7	9.5%	0.0%	50.0%	0.0%
F47E	Automotive/Engine Mechanic V	12	2	16.7%	2	16.7%	0.0%	0.0%	10.0%
F48C	Welder III	10	1	10.0%	1	10.0%	0.0%	11.1%	0.0%
F50A	Housekeeping/Custodial Worker I	65	36	55.4%	21	32.3%	11.4%	17.1%	16.2%
F50B	Housekeeping/Custodial Worker II	144	19	13.2%	16	11.1%	5.3%	17.0%	14.0%
F50D	Housekeeping/Custodial Worker IV	6	3	50.0%	2	33.3%	14.3%	0.0%	14.3%
F50E	Housekeeping/Custodial Worker V	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%
F62A	Asbestos Worker I	10	9	90.0%	9	90.0%	0.0%	0.0%	0.0%
F62B	Asbestos Worker II	2	2	100.0%	2	100.0%	0.0%	0.0%	20.0%

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F72A	Construction Manager I	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
F74A	Mechanical Systems Technician I	3	2	66.7%	2	66.7%	25.0%	0.0%	0.0%
F74B	Mechanical Systems Technician II	11	2	18.2%	2	18.2%	16.7%	18.1%	25.0%
F74C	Mechanical Systems Technician III	2	1	50.0%	0	0.0%	0.0%	50.0%	0.0%
F74D	Mechanical Systems Technician IV	15	4	26.7%	4	26.7%	12.5%	0.0%	5.9%
F75A	Electrician I	4	1	25.0%	0	0.0%	0.0%	0.0%	0.0%
F76B	Plumber II	4	1	25.0%	1	25.0%	16.7%	14.3%	9.1%
F76C	Plumber III	11	3	27.3%	3	27.3%	0.0%	11.1%	11.1%
F78A	Equipment Operator I	29	5	17.2%	2	6.9%	10.3%	15.6%	20.0%
F78B	Equipment Operator II	22	3	13.6%	3	13.6%	0.0%	16.7%	9.1%
F79A	Laborer I	13	9	69.2%	6	46.2%	15.4%	26.7%	11.1%
G10A	Communications Officer (DPS) I	62	10	16.1%	10	16.1%	0.0%	13.4%	7.6%
G12A	Criminalist I	8	2	25.0%	1	12.5%	5.0%	66.7%	0.0%
G12D	Criminalist IV	10	2	20.0%	2	20.0%	0.0%	0.0%	0.0%
G14A	Driver S License Examiner I	89	10	11.2%	9	10.1%	0.0%	15.7%	13.1%
G15A	Law Enforcement Communications Spec I	19	7	36.8%	6	31.6%	0.0%	21.1%	0.0%
G16B	Physical Evidence Technician II	9	3	33.3%	3	33.3%	0.0%	0.0%	18.2%
G17A	Criminal Intelligence Analyst I	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
G23C	Law Enforcement Able Commission Age III	21	6	28.6%	2	9.5%	0.0%	0.0%	0.0%
G24B	Law Enforcement Narcotics Agent II	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
G28A	Police Officer I	4	4	100.0%	3	75.0%	25.0%	100.0%	100.0%
G28B	Police Officer II	96	18	18.8%	15	15.6%	17.4%	14.8%	27.7%
G28C	Police Officer III	14	2	14.3%	2	14.3%	0.0%	0.0%	50.0%
G28D	Police Officer IV	20	2	10.0%	2	10.0%	8.7%	9.1%	5.6%
G33C	Law Enforcement Telecommunications III	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
G40A	Law Enforcement Programs Administrator I	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
G51A	Law Enforcement Capitol Patrol Manager I	2	2	100.0%	2	100.0%	0.0%	0.0%	0.0%
G52A	Law Enforcement Lake Patrol Officer I	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%

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G54B	Law Enforcement Highway Patrol Manager II	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
H10C	Programs Manager III	50	8	16.0%	8	16.0%	0.0%	16.4%	7.9%
H10E	Programs Manager V	8	2	25.0%	2	25.0%	11.1%	12.5%	20.0%
H15A	County Director I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
H15B	County Director II	61	36	59.0%	36	59.0%	0.0%	0.0%	10.1%
H15C	County Director III	24	27	112.5%	27	112.5%	0.0%	0.0%	0.0%
H15D	County Director IV	3	2	66.7%	2	66.7%	25.0%	20.0%	14.3%
H20A	Social Services Specialist I	195	55	28.2%	52	26.7%	23.6%	25.5%	29.1%
H21A	Case Manager I	8	1	12.5%	1	12.5%	0.0%	16.7%	57.1%
H22B	Social Services Inspector II	61	8	13.1%	8	13.1%	12.7%	4.9%	5.1%
H23A	Child Welfare Specialist I	179	37	20.7%	33	18.4%	18.8%	27.5%	27.0%
H23B	Child Welfare Specialist II	601	78	13.0%	72	12.0%	13.2%	12.5%	13.5%
H26A	Adult Protective Services Specialist I	10	1	10.0%	1	10.0%	36.4%	55.5%	20.0%
H26B	Adult Protective Services Specialist II	101	11	10.9%	11	10.9%	0.0%	0.0%	11.2%
H30A	Child Support Specialist I	30	16	53.3%	14	46.7%	16.4%	20.3%	39.7%
H30B	Child Support Specialist II	97	13	13.4%	11	11.3%	0.0%	20.0%	25.3%
H51A	Planning/Oversight Specialist I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
I10A	Correctional Security Officer I	122	72	59.0%	45	36.9%	21.4%	46.0%	32.9%
I10B	Correctional Security Officer II	95	18	18.9%	16	16.8%	21.9%	10.9%	16.3%
I10C	Correctional Security Officer III	771	90	11.7%	78	10.1%	11.6%	10.4%	12.8%
I12C	Correctional Chief Of Security III	7	2	28.6%	2	28.6%	14.3%	25.0%	0.0%
I23A	Correctional Teacher I	66	7	10.6%	7	10.6%	0.0%	0.0%	13.2%
I26B	Internal Affairs Special Investigator II	9	2	22.2%	2	22.2%	16.7%	15.4%	13.3%
I30A	Correctional Industries Manager I	12	2	16.7%	2	16.7%	18.1%	11.1%	7.7%
I30D	Correctional Industries Manager IV	11	2	18.2%	2	18.2%	0.0%	0.0%	9.1%
I30E	Correctional Industries Manager V	7	1	14.3%	1	14.3%	0.0%	0.0%	25.0%
I40A	Probation And Parole Officer I	50	10	20.0%	9	18.0%	14.7%	13.5%	25.0%
I40C	Probation And Parole Officer III	31	4	12.9%	4	12.9%	14.3%	21.6%	34.2%

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I41B	Pardon And Parole Investigator II	20	3	15.0%	2	10.0%	0.0%	0.0%	5.0%
J15C	Industrial Hygienist III	4	2	50.0%	2	50.0%	33.3%	33.3%	0.0%
J19A	Occupational Licensure Specialist I	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
J19C	Occupational Licensure Specialist III	6	2	33.3%	2	33.3%	0.0%	14.3%	30.0%
J25A	Safety And Health Director I	3	1	33.3%	1	33.3%	0.0%	50.0%	50.0%
J26A	Employment Standards Director I	1	1	100.0%	1	100.0%	50.0%	0.0%	0.0%
J31B	Safety Consultant II	13	2	15.4%	1	7.7%	14.3%	11.8%	14.3%
J33A	Airfield Firefighter I	7	2	28.6%	2	28.6%	16.7%	12.5%	0.0%
J33B	Airfield Firefighter II	6	1	16.7%	1	16.7%	0.0%	25.0%	0.0%
J33C	Airfield Firefighter III	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
J41A	Fire Prevention And Security Office I	41	12	29.3%	11	26.8%	17.9%	10.5%	19.2%
J41C	Fire Prevention And Security Office III	8	2	25.0%	2	25.0%	25.0%	33.3%	0.0%
J52A	Cosmetology Inspector I	6	2	33.3%	1	16.7%	50.0%	50.0%	16.7%
J55B	Medical/Dental Investigator II	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
K10A	Juvenile Justice Specialist I	8	4	50.0%	3	37.5%	10.0%	10.0%	28.6%
K10B	Juvenile Justice Specialist II	193	27	14.0%	24	12.4%	10.5%	10.3%	12.7%
K10D	Juvenile Justice Specialist IV	43	7	16.3%	5	11.6%	0.0%	9.8%	10.0%
K11A	Disability Determination Specialist I	15	3	20.0%	3	20.0%	50.0%	52.9%	20.0%
K20C	Rehabilitation Technician III	6	2	33.3%	2	33.3%	0.0%	100.0%	0.0%
K21A	Vocational Rehabilitation Specialist I	16	2	12.5%	2	12.5%	0.0%	0.0%	13.6%
K21C	Vocational Rehabilitation Specialist III	57	8	14.0%	8	14.0%	0.0%	0.0%	0.0%
K23C	Rehabilitation Of The Blind Special III	7	1	14.3%	1	14.3%	14.3%	16.7%	0.0%
K30A	Vending Machine Technician I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
L13A	Agricultural Market Development Coordinator I	1	1	100.0%	1	100.0%	0.0%	100.0%	0.0%
L16D	Agriculture Field Inspector IV	19	3	15.8%	3	15.8%	0.0%	0.0%	11.8%
L22B	Forest Regeneration Specialist II	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
L24C	Forester III	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
M10B	Regulatory Program Manager II	8	4	50.0%	4	50.0%	0.0%	0.0%	23.1%

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M10C	Regulatory Program Manager III	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
M20A	Consumer Complaint Investigator And I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
M30A	Fuel Specialist I	6	1	16.7%	1	16.7%	0.0%	50.0%	0.0%
M31B	Oil And Gas Specialist II	4	1	25.0%	1	25.0%	28.6%	0.0%	7.1%
M31C	Oil And Gas Specialist III	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
M31D	Oil And Gas Specialist IV	6	1	16.7%	1	16.7%	12.5%	11.1%	0.0%
M32A	Oil And Gas Field Inspector I	9	1	11.1%	1	11.1%	0.0%	0.0%	30.8%
M32D	Oil And Gas Field Inspector IV	7	2	28.6%	2	28.6%	0.0%	0.0%	0.0%
M35B	Pipeline Safety/Regulation Specialist II	6	2	33.3%	2	33.3%	0.0%	0.0%	28.6%
M40B	Public Utility Regulatory Analyst II	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
N12A	Veterans Center Administrator I	5	2	40.0%	2	40.0%	0.0%	0.0%	0.0%
N12B	Veterans Center Administrator II	7	4	57.1%	4	57.1%	14.3%	14.3%	0.0%
N13C	Veterans Affairs Field Services Rep III	4	1	25.0%	1	25.0%	33.3%	25.0%	25.0%
N13D	Veterans Affairs Field Services Rep IV	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
P15A	Naturalist I	9	1	11.1%	1	11.1%	10.0%	15.4%	0.0%
P20A	Park Ranger I	17	4	23.5%	2	11.8%	31.3%	6.3%	15.8%
P20B	Park Ranger II	20	2	10.0%	2	10.0%	0.0%	11.1%	0.0%
P20C	Park Ranger III	9	1	11.1%	1	11.1%	18.2%	0.0%	30.0%
P25A	Park Manager I	26	5	19.2%	2	7.7%	10.0%	6.5%	6.5%
P25C	Park Manager III	11	2	18.2%	0	0.0%	0.0%	0.0%	7.7%
P25E	Park Manager V	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%
Q10C	Power Generation Operations Technician III	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%
Q20A	Power Plant Maintenance Technician I	9	1	11.1%	1	11.1%	0.0%	16.7%	0.0%
Q20C	Power Plant Maintenance Technician III	17	3	17.6%	3	17.6%	11.1%	10.5%	13.0%
Q22C	SCADA System Maintenance Technician III	4	1	25.0%	1	25.0%	25.0%	0.0%	20.0%
Q23D	Heavy Equipment Railcar Maintenance IV	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
Q40D	Power Generation Coal Yard Equipment IV	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
Q50B	GRDA Lake Patrol Officer II	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%

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R10A	Environmental/Chemical Laboratory S I	9	4	44.4%	4	44.4%	42.9%	0.0%	30.0%
R10B	Environmental/Chemical Laboratory S II	23	3	13.0%	3	13.0%	11.1%	10.3%	0.0%
R20A	Environmental Programs Specialist I	39	7	17.9%	5	12.8%	5.1%	12.5%	23.1%
R20D	Environmental Programs Specialist IV	24	3	12.5%	3	12.5%	13.6%	0.0%	23.8%
R23A	Environmental Technician I	10	2	20.0%	2	20.0%	0.0%	10.0%	0.0%
R23B	Environmental Technician II	2	2	100.0%	2	100.0%	0.0%	0.0%	0.0%
S10A	Engineer Intern I	15	2	13.3%	2	13.3%	26.3%	22.2%	10.0%
T10F	Computer Aided Drafting And Design VI	21	3	14.3%	3	14.3%	0.0%	0.0%	0.0%
T23A	Transportation Manager I	40	4	10.0%	4	10.0%	0.0%	0.0%	13.0%
T23B	Transportation Manager II	66	7	10.6%	7	10.6%	0.0%	13.0%	2.7%
T23E	Transportation Manager V	8	2	25.0%	2	25.0%	0.0%	0.0%	0.0%
T25A	Transportation Equipment Operator I	177	38	21.5%	30	16.9%	16.9%	14.8%	19.5%
T50B	Toll Collector II	242	46	19.0%	29	12.0%	19.3%	15.5%	26.4%
U10A	Historical Programs Administrator I	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
U11B	Historical Facility Manager II	12	3	25.0%	3	25.0%	0.0%	0.0%	7.7%
U13A	Historical Interpreter I	8	2	25.0%	2	25.0%	0.0%	20.0%	0.0%
V10B	Tax Document Examiner II	7	1	14.3%	1	14.3%	28.6%	11.1%	0.0%
V10C	Tax Document Examiner III	5	1	20.0%	0	0.0%	0.0%	0.0%	0.0%
V10D	Tax Document Examiner IV	7	2	28.6%	2	28.6%	10.0%	28.6%	14.3%
V12B	Motor Vehicle Research Specialist II	6	2	33.3%	1	16.7%	12.5%	28.6%	10.0%
V14A	Motor Vehicle Enforcement Officer I	30	5	16.7%	5	16.7%	0.0%	0.0%	3.1%
V17A	Revenue Compliance Examiner I	26	3	11.5%	2	7.7%	0.0%	14.3%	15.6%
V17B	Revenue Compliance Examiner II	52	8	15.4%	7	13.5%	0.0%	0.0%	5.5%
V20D	Taxpayer Services Representative IV	5	1	20.0%	1	20.0%	0.0%	40.0%	0.0%
V30B	Assessment And Equalization Analyst II	13	3	23.1%	3	23.1%	0.0%	0.0%	0.0%
W10A	Workforce Services Specialist I	8	3	37.5%	2	25.0%	16.7%	6.7%	20.8%
W10C	Workforce Services Specialist III	210	26	12.4%	25	11.9%	0.0%	10.8%	8.0%
W10D	Workforce Services Specialist IV	41	5	12.2%	5	12.2%	10.6%	13.0%	1.9%

JFD Code	JFD Title	Incs.	Total Turnover FY 2004	Overall Turnover Rate FY 2004	Voluntary Turnover FY 2004	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002	Voluntary Turnover Rate FY 2001
W15A	Employment Security Tax Enforcement I	1	1	100.0%	1	100.0%	0.0%	0.0%	100.0%
X11A	Therapeutic/Medical Aide I	8	1	12.5%	1	12.5%	0.0%	0.0%	16.7%
X11B	Therapeutic/Medical Aide II	37	4	10.8%	3	8.1%	0.0%	0.0%	2.3%
X12B	Therapeutic/Medical Assistant II	5	1	20.0%	0	0.0%	0.0%	33.3%	16.7%
X13C	Laboratory Technician III	8	2	25.0%	2	25.0%	22.2%	10.0%	0.0%
X14A	Clinical Laboratory Scientist I	6	1	16.7%	1	16.7%	50.0%	0.0%	0.0%
X14B	Clinical Laboratory Scientist II	9	1	11.1%	1	11.1%	22.2%	0.0%	15.8%
X14C	Clinical Laboratory Scientist III	9	2	22.2%	2	22.2%	0.0%	0.0%	0.0%
X14D	Clinical Laboratory Scientist IV	16	3	18.8%	3	18.8%	0.0%	17.6%	0.0%
X17A	Public Health Specialist I	7	2	28.6%	2	28.6%	20.0%	0.0%	16.7%
X20A	Health Educator I	9	1	11.1%	1	11.1%	0.0%	0.0%	15.4%
X21B	Audiologist II	2	1	50.0%	1	50.0%	33.3%	0.0%	100.0%
X22A	Speech-Language Pathologist I	5	2	40.0%	2	40.0%	20.0%	50.0%	0.0%
X22B	Speech-Language Pathologist II	52	7	13.5%	7	13.5%	11.1%	14.3%	13.1%
X23B	Alcohol And Drug Counselor II	6	2	33.3%	2	33.3%	0.0%	11.1%	0.0%
X27B	Epidemiologist II	8	2	25.0%	2	25.0%	0.0%	0.0%	10.0%
X29B	Health Facility Surveyor II	4	1	25.0%	1	25.0%	0.0%	100.0%	18.2%
X29C	Health Facility Surveyor III	79	11	13.9%	8	10.1%	14.6%	21.5%	28.6%
X29D	Health Facility Surveyor IV	16	2	12.5%	2	12.5%	0.0%	0.0%	0.0%
X30A	Music Therapist I	3	1	33.3%	1	33.3%	0.0%	0.0%	33.3%
X31B	Psychological Clinician II	54	7	13.0%	7	13.0%	0.0%	17.0%	24.7%
X31D	Psychological Clinician IV	25	3	12.0%	3	12.0%	0.0%	0.0%	16.1%
X31E	Psychological Clinician V	7	1	14.3%	1	14.3%	12.5%	0.0%	12.5%
X32A	Child Development Specialist I	5	1	20.0%	1	20.0%	0.0%	20.0%	0.0%
X32B	Child Development Specialist II	23	4	17.4%	4	17.4%	16.7%	6.7%	18.4%
X32C	Child Development Specialist III	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
X33B	Occupational Therapist II	2	2	100.0%	2	100.0%	0.0%	0.0%	0.0%
X36A	Recreation Therapist I	30	4	13.3%	1	3.3%	0.0%	7.9%	0.0%

JFD Code	JFD Title	Incs.	Total Turnover FY 2004	Overall Turnover Rate FY 2004	Voluntary Turnover FY 2004	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002	Voluntary Turnover Rate FY 2001
X36B	Recreation Therapist II	27	4	14.8%	0	0.0%	10.3%	17.9%	19.0%
X36D	Recreation Therapist IV	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
X38B	Disease Intervention Specialist II	7	2	28.6%	2	28.6%	12.5%	12.5%	14.3%
Y10A	Patient Care Assistant I	585	235	40.2%	150	25.6%	24.2%	23.4%	28.9%
Y10B	Patient Care Assistant II	358	36	10.1%	24	6.7%	0.0%	0.0%	10.3%
Y11A	Licensed Practical Nurse I	71	55	77.5%	48	67.6%	34.7%	28.4%	20.0%
Y11B	Licensed Practical Nurse II	288	74	25.7%	57	19.8%	18.9%	15.9%	15.3%
Y11C	Licensed Practical Nurse III	88	12	13.6%	10	11.4%	0.0%	12.6%	17.3%
Y12A	Registered Nurse I	23	8	34.8%	7	30.4%	13.0%	16.7%	23.8%
Y12B	Registered Nurse II	290	59	20.3%	53	18.3%	20.2%	15.9%	19.0%
Y12C	Registered Nurse III	333	98	29.4%	85	25.5%	19.0%	13.8%	17.9%
Y13A	Nursing Manager I	43	14	32.6%	14	32.6%	14.0%	6.4%	14.3%
Y13B	Nursing Manager II	40	8	20.0%	8	20.0%	14.3%	7.0%	17.1%
Y13C	Nursing Manager III	10	3	30.0%	3	30.0%	0.0%	0.0%	14.3%
Y14A	Advanced Practice Nurse I	1	1	100.0%	1	100.0%	100.0%	0.0%	0.0%
Y14B	Advanced Practice Nurse II	39	4	10.3%	4	10.3%	15.6%	14.3%	9.4%
Y15C	Health Care Management Nurse III	21	3	14.3%	3	14.3%	12.5%	13.3%	0.0%
Z12A	Direct Care Specialist I	172	101	58.7%	58	33.7%	29.5%	50.0%	53.8%
Z12B	Direct Care Specialist II	506	78	15.4%	60	11.9%	9.5%	10.2%	12.2%
Z12C	Direct Care Specialist III	68	7	10.3%	6	8.8%	0.0%	0.0%	5.2%
Z12D	Direct Care Specialist IV	16	2	12.5%	2	12.5%	13.3%	0.0%	6.3%
Z20A	Food Service Specialist I	94	40	42.6%	25	26.6%	31.2%	37.4%	24.3%
Z20B	Food Service Specialist II	161	17	10.6%	10	6.2%	17.1%	11.5%	8.8%
Z20C	Food Service Specialist III	37	4	10.8%	3	8.1%	11.1%	11.9%	12.2%
Z20D	Food Service Specialist IV	109	12	11.0%	9	8.3%	7.0%	13.8%	20.5%
Z25A	Nutrition Therapist I	3	1	33.3%	1	33.3%	33.3%	0.0%	0.0%
Z25B	Nutrition Therapist II	14	4	28.6%	4	28.6%	0.0%	0.0%	12.5%
Z25C	Nutrition Therapist III	9	1	11.1%	1	11.1%	0.0%	7.7%	0.0%

JFD Code	JFD Title	Incs.	Total Turnover FY 2004	Overall Turnover Rate FY 2004	Voluntary Turnover FY 2004	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002	Voluntary Turnover Rate FY 2001
Z30A	Linen And Clothing Specialist I	19	10	52.6%	9	47.4%	20.0%	56.2%	50.0%
Z30B	Linen And Clothing Specialist II	15	3	20.0%	1	6.7%	5.3%	4.3%	20.7%
Z30C	Linen And Clothing Specialist III	18	4	22.2%	3	16.7%	0.0%	0.0%	11.8%
Z30E	Linen And Clothing Specialist V	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
Z40A	Personal Grooming Specialist I	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
Z50A	Volunteer Services Specialist I	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
Z50B	Volunteer Services Specialist II	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
Z51A	Juvenile Specialist I	28	22	78.6%	16	57.1%	65.9%	60.6%	43.8%
Z51B	Juvenile Specialist II	163	51	31.3%	42	25.8%	25.4%	17.2%	24.5%
Z51C	Juvenile Specialist III	48	11	22.9%	6	12.5%	16.7%	5.5%	11.5%
Z51D	Juvenile Specialist IV	26	4	15.4%	3	11.5%	32.1%	9.4%	15.8%
Z52B	Chaplain II	12	2	16.7%	2	16.7%	0.0%	0.0%	8.3%

Table A6: Effect of 5% Pay Band Adjustment By Agency

Agency	Current Salary			Salary After January Increase			Salary After July Increase		
	FTE Below Proposed Minimum	% of Workforce Below	Cost* to Increase	FTE Below Proposed Minimum	% of Workforce Below	Cost* to Increase	FTE Below Proposed Minimum	% of Workforce Below	Cost* to Increase
Agriculture Food & Forestry	40	10.67%	\$28,830.12	1	0.27%	\$261.49	0	0.00%	\$0.00
Conservation Commission	1	16.67%	\$498.89	0	0.00%	\$0.00	0	0.00%	\$0.00
Corporation Commission	4	1.25%	\$2,153.28	0	0.00%	\$0.00	0	0.00%	\$0.00
Department of Central Services	1	0.66%	\$1,562.89	0	0.00%	\$0.00	0	0.00%	\$0.00
Department of Corrections	42	0.98%	\$48,143.60	12	0.28%	\$3,137.94	0	0.00%	\$0.00
Department of Health	59	3.56%	\$88,928.52	33	1.99%	\$16,548.06	4	0.24%	\$838.61
Department of Human Services	382	5.69%	\$419,593.50	100	1.49%	\$43,936.91	1	0.01%	\$209.65
Department of Libraries	1	1.59%	\$1,664.78	1	1.59%	\$17.68	0	0.00%	\$0.00
Department of Mental Health	72	6.21%	\$67,018.23	6	0.52%	\$2,698.90	1	0.09%	\$928.98
Department of Public Safety	5	0.36%	\$841.96	0	0.00%	\$0.00	0	0.00%	\$0.00
Department of Tourism & Recreation	12	3.83%	\$10,218.63	0	0.00%	\$0.00	0	0.00%	\$0.00
Department of Transportation	1	0.04%	\$562.91	0	0.00%	\$0.00	0	0.00%	\$0.00
Department of Veterans Affairs	1	0.06%	\$833.20	0	0.00%	\$0.00	0	0.00%	\$0.00
Election Board	3	14.29%	\$689.01	0	0.00%	\$0.00	0	0.00%	\$0.00
Employment Securities Commission	93	14.20%	\$103,879.91	9	1.37%	\$7,138.06	3	0.46%	\$1,326.44
Historical Society	6	5.31%	\$4,340.31	0	0.00%	\$0.00	0	0.00%	\$0.00
Merit Protection Commission	2	33.33%	\$2,341.82	0	0.00%	\$0.00	0	0.00%	\$0.00
Military Department	16	8.65%	\$15,419.32	1	0.54%	\$70.64	0	0.00%	\$0.00
Office of Juvenile Affairs	144	15.53%	\$141,435.22	15	1.62%	\$4,216.26	0	0.00%	\$0.00
Office of State Finance	1	1.49%	\$1,800.31	1	1.49%	\$153.21	0	0.00%	\$0.00
Pharmacy Board	1	50.00%	\$2,371.07	1	50.00%	\$723.97	0	0.00%	\$0.00
Rehabilitation Services	30	4.27%	\$27,560.07	3	0.43%	\$614.78	0	0.00%	\$0.00
Tax Commission	94	14.09%	\$99,628.54	0	0.00%	\$0.00	0	0.00%	\$0.00
Total	1,011		\$1,070,316.07	183		\$79,517.91	9		\$3,303.68

*Cost includes mandatory benefits of retirement and Social Security.

Table A7: Pay Band Average Salary

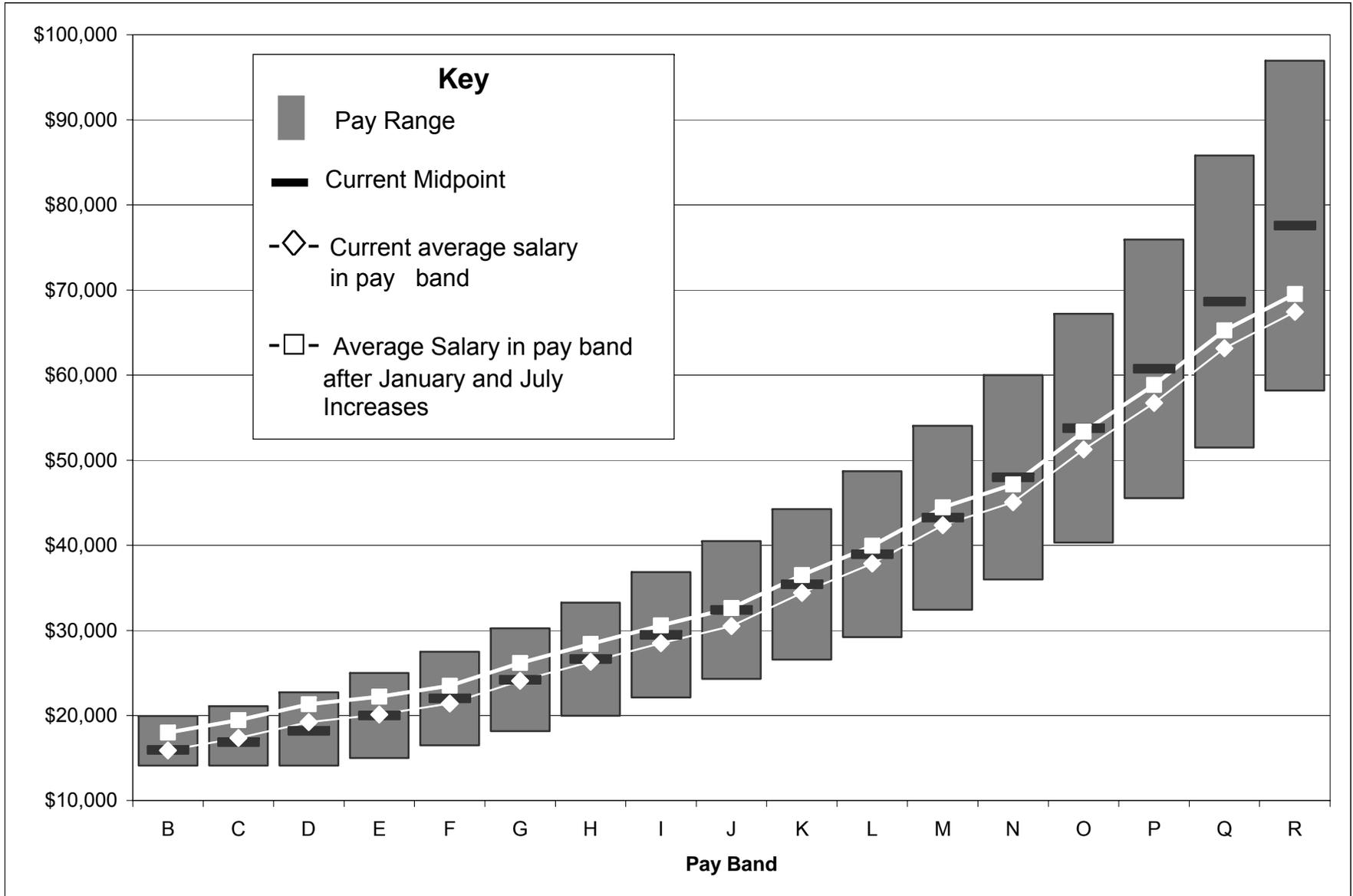


Table A8: Proposed Pay Bands for FY 2006

Pay Band	Rate	Minimum	Midpoint	Maximum
A (Adjusted for state minimum wage)	Annual	\$12,480	\$15,968	\$19,961
	Monthly	\$1,040.00	\$1,330.70	\$1,663.38
	Hourly	\$6.00	\$7.68	\$9.60
B	Annual	\$12,551	\$16,735	\$20,919
	Monthly	\$1,045.93	\$1,394.58	\$1,743.22
	Hourly	\$6.03	\$8.05	\$10.06
C	Annual	\$13,278	\$17,704	\$22,130
	Monthly	\$1,106.50	\$1,475.34	\$1,844.17
	Hourly	\$6.38	\$8.51	\$10.64
D	Annual	\$14,315	\$19,087	\$23,859
	Monthly	\$1,192.93	\$1,590.58	\$1,988.22
	Hourly	\$6.88	\$9.18	\$11.47
E	Annual	\$15,747	\$20,996	\$26,245
	Monthly	\$1,312.24	\$1,749.65	\$2,187.06
	Hourly	\$7.57	\$10.09	\$12.62
F	Annual	\$17,321	\$23,095	\$28,868
	Monthly	\$1,443.42	\$1,924.56	\$2,405.70
	Hourly	\$8.33	\$11.10	\$13.88
G	Annual	\$19,054	\$25,406	\$31,757
	Monthly	\$1,587.86	\$2,117.15	\$2,646.44
	Hourly	\$9.16	\$12.21	\$15.27
H	Annual	\$20,959	\$27,946	\$34,932
	Monthly	\$1,746.61	\$2,328.81	\$2,911.02
	Hourly	\$10.08	\$13.44	\$16.79
I	Annual	\$23,211	\$30,948	\$38,685
	Monthly	\$1,934.23	\$2,578.98	\$3,223.72
	Hourly	\$11.16	\$14.88	\$18.60
J	Annual	\$25,517	\$34,023	\$42,529
	Monthly	\$2,126.45	\$2,835.26	\$3,544.08
	Hourly	\$12.27	\$16.36	\$20.45
K	Annual	\$27,892	\$37,190	\$46,487
	Monthly	\$2,324.37	\$3,099.16	\$3,873.95
	Hourly	\$13.41	\$17.88	\$22.35
L	Annual	\$30,681	\$40,908	\$51,135
	Monthly	\$2,556.75	\$3,409.00	\$4,261.25
	Hourly	\$14.75	\$19.67	\$24.58
M	Annual	\$34,056	\$45,408	\$56,760
	Monthly	\$2,838.02	\$3,784.03	\$4,730.03
	Hourly	\$16.37	\$21.83	\$27.29
N	Annual	\$37,803	\$50,404	\$63,005
	Monthly	\$3,150.26	\$4,200.35	\$5,250.44
	Hourly	\$18.17	\$24.23	\$30.29
O	Annual	\$42,338	\$56,451	\$70,564
	Monthly	\$3,528.20	\$4,704.26	\$5,880.33
	Hourly	\$20.35	\$27.14	\$33.92
P	Annual	\$47,842	\$63,790	\$79,737
	Monthly	\$3,986.85	\$5,315.80	\$6,644.75
	Hourly	\$23.00	\$30.67	\$38.34
Q	Annual	\$54,063	\$72,084	\$90,104
	Monthly	\$4,505.22	\$6,006.96	\$7,508.70
	Hourly	\$25.99	\$34.66	\$43.32
R	Annual	\$61,090	\$81,454	\$101,817
	Monthly	\$5,090.86	\$6,787.81	\$8,484.77
	Hourly	\$29.37	\$39.16	\$48.95

Table A9: Cost of Proposed Pay Bands for Selected Agency Directors

Note: This includes all agency directors identified in HayGroup's 2002 Agency Director Study who were not in Section 2 of HB2006.

Agency	Content Grade	Pay Grade	Pay Grade Points	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Director Salary*	Cost to Meet Minimum
ABLE Commission	9	9	980	\$76,887	\$90,456	\$104,024	\$64,178	\$12,709
Agriculture Department	10	10	1170	\$82,034	\$96,511	\$110,987	\$77,400	\$4,634
Arts Council	8	8	827	\$64,334	\$75,687	\$87,040	\$60,900	\$3,434
Board of Private Schools	6	6	586	\$44,560	\$52,423	\$60,287	\$41,681	\$2,879
Boll Weevil Eradication Org.	7	7	690	\$53,093	\$62,462	\$71,832	\$63,600	\$0
Bureau of Investigation	10	10	1170	\$82,034	\$96,511	\$110,987	\$75,622	\$6,412
Capitol Complex and Centennial Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$78,400	\$0
Career and Technology Education	10	10	1170	\$82,034	\$96,511	\$110,987	\$106,400	\$0
Center of Science & Technology	9	9	980	\$76,887	\$90,456	\$104,024	\$86,400	\$0
Central Services	10	10	1170	\$82,034	\$96,511	\$110,987	\$75,920	\$6,114
Children & Youth Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$61,400	\$2,934
Civil Emergency Management	9	9	980	\$76,887	\$90,456	\$104,024	\$71,400	\$5,487
Commerce Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$107,060	\$0
Conservation Commission	9	9	980	\$76,887	\$90,456	\$104,024	\$61,584	\$15,303
Consumer Credit	7	7	690	\$53,093	\$62,462	\$71,832	\$57,716	\$0
Corporation Commission	10	10	1170	\$82,034	\$96,511	\$110,987	\$81,400	\$634
Corrections Department	14	14	2507	\$118,250	\$139,118	\$159,986	\$111,400	\$6,850
District Attorneys Council	9	9	980	\$74,793	\$90,456	\$104,024	\$93,692	\$0
Educational Television Authority	10	10	1170	\$82,034	\$96,511	\$110,987	\$60,515	\$21,519
Election Board	9	9	980	\$76,887	\$90,456	\$104,024	\$75,357	\$1,530
Environmental Quality Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$83,400	\$5,352
Ethics Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$80,063	\$0

Agency	Content Grade	Pay Grade	Pay Grade Points	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Director Salary*	Cost to Meet Minimum
Fire Marshal's Office	8	8	827	\$64,334	\$75,687	\$87,040	\$57,448	\$6,886
Health Care Authority	12	12	1708	\$96,607	\$113,656	\$130,704	\$126,400	\$0
Health Department	14	16	3770	\$152,462	\$179,367	\$206,273	\$181,400	\$0
Historical Society	9	9	980	\$76,887	\$90,456	\$104,024	\$73,400	\$3,487
Horse Racing Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$68,459	\$0
Human Rights Commission	8	8	827	\$62,582	\$75,687	\$87,039	\$60,620	\$1,962
Human Services Department	15	15	3017	\$132,065	\$155,371	\$178,677	\$126,400	\$5,665
Indian Affairs Commission	6	6	586	\$44,560	\$52,423	\$60,287	\$48,400	\$0
Indigent Defense System	10	12	1708	\$96,607	\$113,656	\$130,704	\$111,863	\$0
J.D. McCarty Children's Center.	9	9	980	\$76,887	\$90,456	\$104,024	\$71,400	\$5,487
J.M. Davis Memorial Commission	7	7	690	\$53,093	\$62,462	\$71,832	\$66,400	\$0
Juvenile Affairs	11	11	1418	\$88,752	\$104,414	\$120,076	\$91,400	\$0
Land Office	10	10	1170	\$82,034	\$96,511	\$110,987	\$73,400	\$8,634
Law Enforcement Education & Training	9	9	980	\$76,887	\$90,456	\$104,024	\$53,535	\$23,352
Law Enforcement Retirement	8	8	827	\$64,334	\$75,687	\$87,040	\$76,400	\$0
Libraries Department	9	9	980	\$76,887	\$90,456	\$104,024	\$73,400	\$3,487
Medicolegal Investigations	10	16	3770	\$152,462	\$179,367	\$206,273	\$176,400	\$0
Mental Health Department	14	14	2507	\$118,250	\$139,118	\$159,986	\$126,387	\$0
Merit Protection Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$61,400	\$2,934
Military Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$114,602	\$0
Narcotics and Dangerous Drugs	9	9	980	\$76,887	\$90,456	\$104,024	\$73,400	\$3,487
Office of Handicapped Concerns	8	8	827	\$64,334	\$75,687	\$87,040	\$46,400	\$17,934
Office of Personnel Management	11	11	1418	\$88,752	\$104,414	\$120,076	\$76,400	\$12,352
Office of State Finance	10	10	1170	\$82,034	\$96,511	\$110,987	\$91,400	\$0
Oklahoma Department of Mines	8	8	827	\$64,334	\$75,687	\$87,040	\$54,400	\$9,934
Oklahoma Scenic Rivers Commission	7	7	702	\$51,647	\$62,462	\$71,832	\$46,040	\$5,607

Agency	Content Grade	Pay Grade	Pay Grade Points	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Director Salary*	Cost to Meet Minimum
Oklahoma Space Industry Development	7	7	690	\$51,647	\$62,462	\$71,832	\$86,400	\$0
Pardon & Parole Board	9	9	980	\$76,887	\$90,456	\$104,024	\$66,400	\$10,487
Physicians Manpower Training	7	7	690	\$53,093	\$62,462	\$71,832	\$52,221	\$872
Public Safety Department	13	13	2077	\$106,603	\$125,415	\$144,227	\$88,400	\$18,203
Rehabilitation Services	11	11	1418	\$88,752	\$104,414	\$120,076	\$76,400	\$12,352
School of Science & Mathematics	9	9	980	\$76,887	\$90,456	\$104,024	\$71,381	\$5,506
Secretary of State	10	10	1170	\$82,034	\$96,511	\$110,987	\$91,400	\$0
Securities Commission	10	12	1708	\$96,607	\$113,656	\$130,704	\$111,400	\$0
Tax Commission	13	13	2077	\$106,603	\$125,415	\$144,227	\$86,400	\$20,203
Teacher Preparation Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$63,600	\$734
The University Hospital Authority	13	13	827	\$106,603	\$125,415	\$144,227	\$113,400	\$0
Tourism & Recreation Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$75,400	\$13,352
Transportation Authority	10	10	1170	\$82,034	\$96,511	\$110,987	\$110,600	\$0
Transportation Department	14	14	2507	\$118,250	\$139,118	\$159,986	\$111,400	\$6,850
Veterans Affairs	13	13	2077	\$106,603	\$125,415	\$144,227	\$76,400	\$30,203
Water Resources Board	10	10	1170	\$82,034	\$96,511	\$110,987	\$81,399	\$635
Wildlife Conservation Commission	10	10	1170	\$82,034	\$96,511	\$110,987	\$88,400	\$0
Will Rogers Memorial Commission	6	6	586	\$44,560	\$52,423	\$60,287	\$74,544	\$0
Agency Directors Below Proposed Minimum							39	\$326,396

*Includes the \$1,400 increase authorized for state employees, but not the \$700 increase to take effect in July 2005.

