

STATE OF OKLAHOMA

Office of Personnel Management

FY 2006

Annual Compensation Report

Presented to:

The Honorable Brad Henry
Governor

The Honorable Todd Hiett
Speaker of the Oklahoma House of Representatives

The Honorable Mike Morgan
President Pro Tempore, Oklahoma Senate

December 1, 2005

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

One hundred copies of this publication have been printed and issued by the Office of Personnel Management at the cost of \$72.60 Copies have been deposited in the Publications Clearinghouse of the Oklahoma Department of Libraries.

*Cover Photo is of the Oklahoma History Center, Grand Opening, November 15th, 2005.

STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT

FY 2006 ANNUAL COMPENSATION REPORT

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



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

OPM COMPENSATION AND WORKFORCE PLANNING TEAM

Diane Haser-Bennett
Assistant Administrator, Management Services

Thomas W. Patt
Director of Compensation

Austin Gilley
Workforce Planning Manager

Marria Brydon
Compensation Analyst

Alan R. Tripp
Compensation Analyst

TABLE OF CONTENTS

EXECUTIVE SUMMARY	I
AVERAGE SALARY COMPARISON (DIRECT COMPENSATION)	1
<i>Table 1: Employee Benchmark Average Salary Comparison State of Oklahoma vs. Market</i>	1
FRINGE BENEFIT COMPARISON (INDIRECT COMPENSATION).....	1
<i>Table 2: Average Employee Fringe Benefit Comparison</i>	1
EMPLOYEE TURNOVER.....	2
<i>Table 3: Turnover Rates FY 2000-2005</i>	2
PAY BAND ADJUSTMENT	2
RECOMMENDATIONS	2
INTRODUCTION	I
STATUTORY REQUIREMENT	7
PURPOSE AND SCOPE OF ANNUAL SURVEY	7
2005 LEGISLATIVE COMPENSATION ACTIVITY	8
ECONOMIC INDICATORS	9
<i>Table 4: Total Salary Budget Increase (U.S.)</i>	10
PAY MOVEMENT MECHANISM USAGE	10
<i>Table 5: Agency PMM Usage 2003-2004</i>	10
METHODOLOGY	III
MARKET SURVEYS	13
MARKET PRICING APPROACH	14
FRINGE BENEFITS.....	15
<i>Table 6: CY 2005 State of Oklahoma Employee Benefits Package</i>	16
COMPARING BENEFITS	16
EMPLOYEE TURNOVER.....	17
ANALYSIS	IV
AVERAGE SALARY COMPARISON.....	21
<i>Table 7: Employee Average Salary Comparison</i>	21
<i>Table 8: Market Comparison Trend (2000-2006)</i>	21
<i>Figure 1: Oklahoma vs. Market Pay Trend (2000-2006)</i>	22
<i>Table 9: Oklahoma General Pay Increase History</i>	22
PAY BAND ANALYSIS	23
MARKET PAY AND STRUCTURE MOVEMENT.....	23
<i>Table 10: WorldatWork Survey: Salary Structure Increases – National (All Employer Categories)</i>	23
EMPLOYEE	23
CATEGORY	23
RANGE PENETRATION	24
<i>Table 11: Pay Band Compa Ratios</i>	24
<i>Table 12: Pay Band Compa Ratios Prior to January and July Pay Increases</i>	24
<i>Figure 2: Pay Band Average Salary</i>	25
EMPLOYEES AT OR ABOVE RANGE MAXIMUMS.....	25
<i>Table 13: Employees Near Band Maximums</i>	26
COST OF PAY BAND ADJUSTMENT	26
<i>Table 14: Cost of Pay Band Adjustments</i>	26
AGENCY DIRECTOR SALARY STRUCTURE	26
<i>Table 15: Vacation Days</i>	28
<i>Table 16: Sick Days</i>	28
RETIREMENT PLANS.....	28
FRINGE BENEFIT COMPARISON (INDIRECT COMPENSATION).....	29

<i>Table 17: Average Employee Fringe Benefit Comparison*</i>	29
TURNOVER ANALYSIS	30
<i>Table 18: FY 2005 State Classified Employee Turnover</i>	30
RECOMMENDATIONS	ERROR! BOOKMARK NOT DEFINED.
COMPENSATION	33
TURNOVER	34
APPENDIX	VI
<i>Table A1: FY 2006 Multi-Survey Benchmark Jobs</i>	37
<i>Table A2: Benchmarks Below Market By 10% Or More</i>	43
<i>Table A3: Benchmarks Above Market By 10% Or More</i>	47
<i>Table A4: Voluntary Turnover Rates > 10% for 3 Fiscal Years</i>	48
<i>Table A5: FY 2005 Turnover Rate >10% by Job Family Level</i>	50
<i>Table A6: Effect of Pay Band Adjustment By Agency</i>	63
<i>Table A7: Proposed Pay Bands for FY 2006</i>	64
<i>Table A8: Cost of Proposed Pay Bands for Selected Agency Directors</i>	65

Executive Summary



Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 259 benchmark jobs indicates that, on average, classified employee salaries fell approximately 8.20 percent below the competitive labor market. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. The 259 benchmarks represent 15,590 employees, or 58 percent of classified state employees.

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

Fiscal Year	State of Oklahoma	Market	% Difference
2006	\$31,518*	\$34,102**	-8.20%

*Figure includes longevity payments for calendar year 2005.

**Source: FY 2006 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	21.8%	11.32%
Annual Leave Accrual	20	19
Sick Leave Accrual	15	10
Paid Holidays	10	10
Defined Benefit Retirement Plan** (employer contribution)	10%	9.45%
Defined Contribution Retirement Plan	1%	6.2%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

*Source: OPM FY 2006 State of Oklahoma Compensation Survey

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

Employee Turnover

The overall turnover rate among classified employees in FY 2005 was 12.9 percent and the voluntary rate was at 10.8 percent. The overall turnover rate included resignations, retirements, discharges and deaths that occurred in FY 2005 while the voluntary rate included resignations and retirements only. The overall turnover rate increased slightly, and the voluntary rate remained steady from the previous fiscal year. The increase in overall turnover might be attributed to a slight increase in the total number of discharges. Below is a table representing the turnover rates (overall and voluntary) of the past six fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2005

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

Pay Band Adjustment

In analyzing the classified pay structure, consideration was given to market pay movement, the positioning of current classified average pay in the pay bands, and costs. With the exception of the highest pay bands, 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 two and a half percent adjustment, including costs of mandatory benefits, would be approximately \$168,853. See Table A6 in the Appendix for cost information for each agency affected.

Recommendations

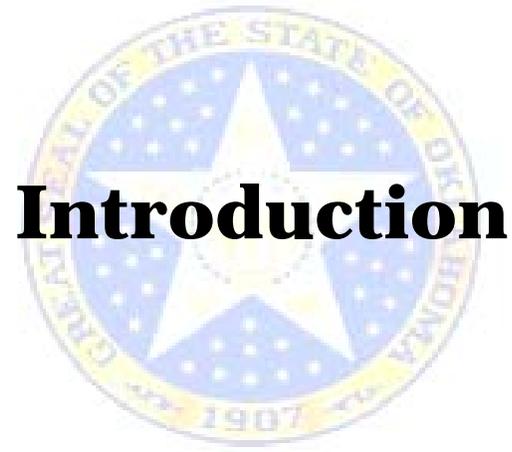
Pay Band Adjustment: The minimums, maximums and midpoints of the classified pay bands should be adjusted upward by two and a half percent. Again, the cost of such an adjustment will be approximately \$168,853 annually. In view of the relatively low cost of this adjustment, it should be possible to implement this adjustment without additional funding from the Legislature, as was the case with the last adjustment in 2005.

Pay Adjustments: In light of the projections for higher salary budgets in the market during the coming year, a 3 percent general increase is recommended to enable the state to move to a more competitive position with the market. The cost of a 3 percent

general increase for all state agencies is estimated to be \$44,030,262. In addition, a small fund of 1.5% of each appropriated agency's payroll be allocated to insure that agencies can accomplish targeted adjustments for job family levels where they experience critical recruitment and retention problems. The cost of such a fund for appropriated agencies is estimated to be \$19,723,290.

Agency Director Salary Structure: A salary structure has been in place for two years for 36 nonappropriated agency directors. In order to assure effective and efficient administration of all agency director salaries, the remaining 66 appropriated agency directors should be incorporated into this salary structure. The cost to increase the salaries of 35 agency directors falling below the proposed minimum salary levels would be \$231,273, which should be funded by individual agencies without additional appropriations.

Turnover: Statutory requirements should be amended for FY 2008 for agency strategic plans in 64 O.S. 45.3 to require inclusion of workforce analysis and needs among agency resources necessary to meet agency missions. This will promote strategic management and help ensure that the state maximizes the use of data that will be available as the enterprise resource planning system, PeopleSoft HRMS, progresses to full implementation.



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 2006 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 approximately 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 2006 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2005 Survey, by Compdata Surveys

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

2005 Legislative Compensation Activity

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

House Bill 1500:

- Section 4. Amends 74:841:30 changing the name of the Oklahoma Biennial Compensation Review Board to the Oklahoma Compensation and Unclassified Positions Review Board and expands the jurisdiction of the Board to include review of agency proposals to add unclassified positions to the state service and of positions currently in the unclassified service.

Requires Merit System Agencies to submit requests for unclassified authorizations to the OPM Administrator who, following review and analysis, will forward all requests to the Oklahoma Compensation and Unclassified Positions Review Board with recommendations, and OPM to review and analyze positions currently in the unclassified service and provide recommendations to the Board. *Effective July 1, 2005.*

- Section 5. Repeals 74:840-5.1B. Repeals the State Classification Task Force, which was created in 2003 to review state unclassified positions and make recommendations to the Legislature concerning the current unclassified service and feasibility of proposals to add positions to or remove positions from the unclassified service, and transfers these duties to the Oklahoma Compensation and Unclassified Positions Review Board. (Note: Section 6 of SB 473 amended 74:840-5.1B. Those changes were added to HB 1500.) *Effective July 1, 2005.*

Senate Bill 473:

- Section 2. Amends 74:840-2.15 making it consistent with OAC 530:10-7-12, which requires employees to take compensatory time before taking annual leave and prohibits the extension of the 180-day limit for use of compensatory time to institutional employees. *Effective July 1, 2005.*

- Section 3. Amends 74:840-2.18 requiring agencies to post an employee's longevity date as directed by the OPM Administrator when the employee initially enters on duty with the agency. *Effective July 1, 2005.*
- Section 5. Adds 74:840-2.30 to clarify that Oklahoma has a public accountability pay system, which prohibits the payment of state employees for time not worked unless the time not worked is covered by available paid leave. *Effective July 1, 2005.*

Senate Bill 315:

- Section 1. Amends 74:840.2.20 permitting all state employees to exceed the maximum annual leave accumulation limits, provided that the excess is used, at the Appointing Authorities discretion, during the same calendar year in which it accrues or within 12 months of the date on which it accrues. *Effective July 1, 2005.*
- Section 2. Amends 44:209 increasing the amount of paid military leave for which state employees who are called to active duty in the National Guard are eligible to receive. Currently, employees receive their full regular pay for the first 20 workdays in the federal fiscal year; SB 315 increases the number of workdays of full regular pay to 30. *Effective July 1, 2005*

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 4.7 percent as of September 2005, which represents a slight increase from 4.2 percent one year ago. Unemployment in the City of Oklahoma City increased to 4.5 percent from 4.1 percent the previous year. The Manpower Employment Outlook Survey reported in September that Oklahoma City area employers expect to hire at a slightly reduced pace during the fourth quarter of 2005, with 87 percent of employers planning to maintain or increase current staffing levels. Inflation has risen, with the national Consumer Price Index increasing 4.7 percent from September 2004 to September 2005.

From a compensation standpoint, WorldatWork*, in its 2005-06 Salary Budget Survey, reported that, salary increases kept pace with projected levels, breaking a three-year trend of salary increase budgets falling short of projected levels. As shown in Table 4 on page 10, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2005 that are equal to those projected in 2004. The survey projects slightly larger increase levels for 2006.

* WorldatWork is the leading not-for-profit professional association dedicated to knowledge leadership in compensation, benefits and total rewards.

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

	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Actual 2004</u>	<u>Projected 2005</u>	<u>Actual 2005</u>	<u>Projected 2006</u>
Nonexempt Hourly Nonunion Employees	3.5%	3.6%	3.5%	3.6%	3.6%	3.7%
Nonexempt Salaried Employees	3.4%	3.6%	3.4%	3.6%	3.6%	3.7%
Exempt Salaried Employees	3.6%	3.7%	3.6%	3.7%	3.7%	3.8%
Officers/Executives	3.6%	3.8%	3.6%	3.8%	3.8%	3.9%

*Source: 2005-06 Salary Budget Survey, WorldatWork, August 2005

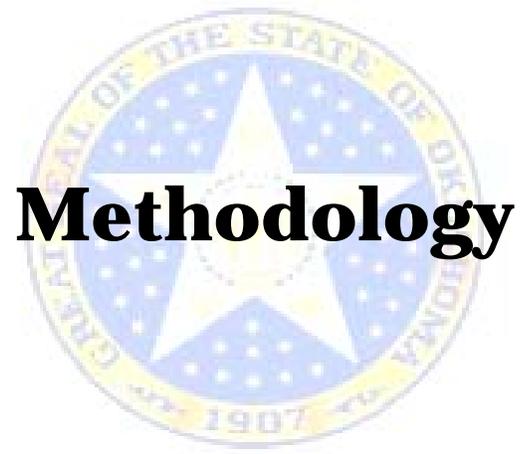
Pay Movement Mechanism Usage

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 2004 in comparison with CY 2003. This table reveals that overall usage by agencies of PMMs increased dramatically.

The cost for all but two pay movement mechanisms increased. Of the two that decreased, performance-based adjustments fell 34 percent from 2003, and skill-based adjustments fell 31 percent. Conversely, market-based adjustment costs rose 1,560 percent. This reflects agencies' efforts to deal with the State's continued lag behind the market as revealed in the FY05 Annual Compensation Report. Also, equity adjustment costs rose 59 percent. This suggests agencies are continuing to focus on internal pay relationships along with the relationship to the external market.

Table 5: Agency PMM Usage 2003-2004

PMM TITLE	2003 Number	2003 Amount	2004 Number	2004 Amount	% Diff
Lateral Transfer	313	\$99,867.97	594	\$105,687.57	5.83%
Career Progression	1,345	\$1,709,239.62	1,593	\$2,472,947.64	44.68%
Performance-Based Adjustment	600	\$1,145,141.97	784	\$754,155.92	-34.14%
Completion Of Prob/Trial Period	433	\$260,803.65	530	\$311,416.85	19.41%
Equity Adjustment	539	\$514,774.81	937	\$819,834.29	59.26%
Skill-Based Pay Adjustment	93	\$140,352.12	98	\$96,516.23	-31.23%
Market Adjustment	149	\$143,236.40	1,766	\$2,378,055.63	1560.23%
Total	3,472	\$4,013,416.54	6,302	\$6,938,614.13	72.89%
% of state payroll		0.34%		0.62%	



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 2006 State of Oklahoma Compensation Survey: The Compensation Division of the State of Oklahoma's Office of Personnel Management conducts this salary/benefits survey. The salary portion of the survey covered a total of 71 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 42 organizations participated in this survey. The survey includes salary data for a total of 19,064 employees. Salary data is current as of July 2005.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 26 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 122 benchmark jobs. Salary data is current as of July 2005.

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 93 benchmark jobs. Salary data is current as of July 2005.

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 109 organizations employing almost 23,000

workers in the State of Oklahoma. The salary portion of the survey covered 85 benchmark jobs. Salary data is current as of July 2005.

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 13 benchmark jobs. Salary data is current as of July 2005.

Compensation Data 2005: 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 125 benchmark jobs. Salary figures are from April 2005, but to maintain consistency, the salaries are aged .80 percent according to employment cost increases to reflect the equivalent of July data.

This year, the state’s 259 benchmark comparisons represented 15,590 employees, or 58 percent of the classified employee workforce (See Table A1 in the Appendix for a listing of benchmark jobs).

Market Pricing Approach

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

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

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

Oklahoma Survey	30%
Central States Survey	25%
Chamber Survey	25%
CompData 2005	20%

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

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

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

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

Fringe Benefits

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance used for purchasing the four core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$407.92 to \$952.71 per month in CY 2005. 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 2005 State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	\$407.92 to \$952.71 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 \$573.00 per month, or 21.8 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 15 on page 28). The average years of service is 12 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan: The state contributes an amount equal to 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 2006 State of Oklahoma Compensation Survey showed that on average, the market spent 11.37 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 10 days each year. Also, market employees earn an average of 19 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan: The market input to a Defined-Benefit Retirement Plan was gathered from the OPM FY 2006 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary. For comparison purposes, the average length of service for the market employee was assumed to be the same as that of the average length for classified state employee: 12 years.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the OPM FY 2006 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary.

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

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

Employee Turnover

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

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

- A listing of 74 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 8.20 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 A2 in the Appendix identifies job family levels that are 10 percent or more below market average.

Table 7: Employee Average Salary Comparison

Fiscal Year	State of Oklahoma	Market	% Difference
2005	\$31,518	\$34,102*	-8.20%

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

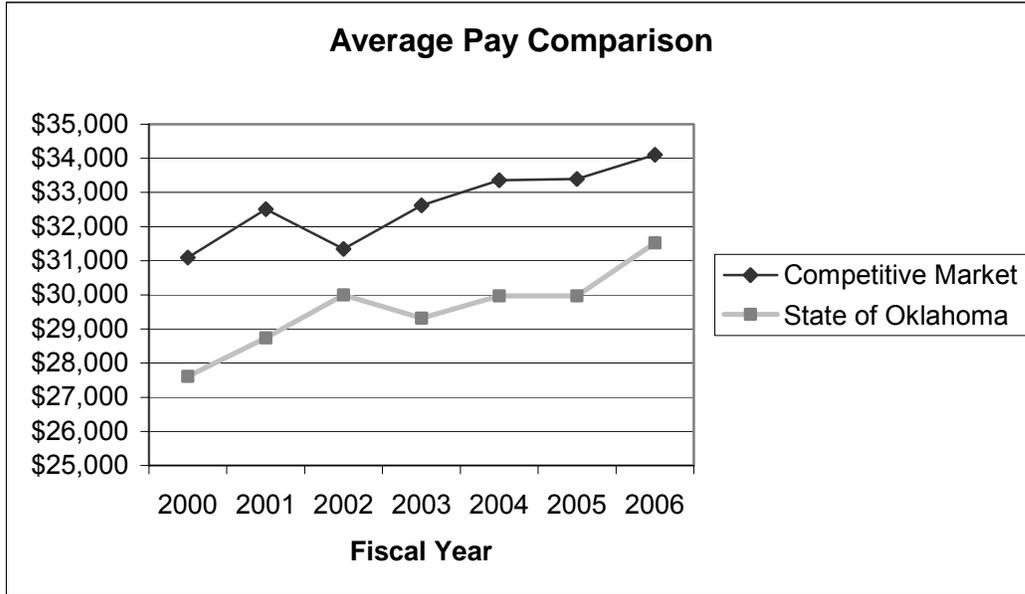
Average longevity payments for fiscal year 2005 were included in the calculation of the State of Oklahoma average pay rate. The average longevity payment for the benchmark jobs was \$1,229.

This year's result is significantly less than last year's deficit, which is likely the result of two general salary increases provided to state employees in 2005. A review of market and state average salary growth from FY 2000 to the present (see Table 8 below and Figure 1 on page 22) reveals the pay relationship over the last seven years. It should be noted that the reduction in the market average in 2002 was primarily due to a change in the methodology by which a major survey participant matched its benchmark jobs to the survey, rather than any significant pay retrenchment in the overall market.

Table 8: Market Comparison Trend (2000-2006)

Year	State of Oklahoma	Market	% Difference
2006	\$31,102	\$34,518	-8.20%
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%

Figure 1: Oklahoma vs. Market Pay Trend (2000-2006)



It appears that the net effect of the general pay increases (see Table 9 below), agency PMM usage, and the overall economic decline has continued to allow the state to keep pace with the market during the early years of this millennium and to gain on the market this year.

Table 9: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Approval 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

Pay Band Analysis

For classified employees, pay bands were last adjusted in July 2005, when the midpoints, minimums and maximums were advanced 5 percent. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Numbers of employees near the pay band maximums
- Costs associated with 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 2005-2006 reported actual 2005 salary increases for various employee categories in the range of 3.6 to 3.8 percent (see Table 4 on page 10). These numbers are identical to the projections for this year and represent a slight increase from actual budgets for the previous two years.

Salary structure adjustments reported by WorldatWork also show a slight upsurge this year, in contrast to the downward trend of previous years, as demonstrated in the table below. A 2.5 percent average structure adjustment has been projected for both salaried exempt and nonexempt for 2006. The Central States Compensation Association Salary and Benefits Survey reports that its 26 member states are adjusting their salary structures an average of 2.04 percent during FY 2006.

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

Employee Category	Projected 2003	Actual 2003	Projected 2004	Actual 2004	Projected 2005	Actual 2005	Projected 2006
<u>Non Exempt Hourly Nonunion</u>	2.6%	2.0%	2.2%	1.9%	2.3%	2.1%	2.4%
<u>Nonexempt Salaried</u>	2.7%	2.3%	2.4%	2.0%	2.4%	2.2%	2.5%
<u>Exempt Salaried</u>	2.8%	2.1%	2.4%	2.0%	2.4%	2.2%	2.5%
<u>Officers/ Executives</u>	2.7%	2.2%	2.3%	2.0%	2.4%	2.2%	2.5%

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. Table 11 below illustrates the current compa ratios for each pay band. Average salary positioning in each pay band is graphically illustrated in Figure 2 on page 25.

Table 11: Pay Band Compa Ratios

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

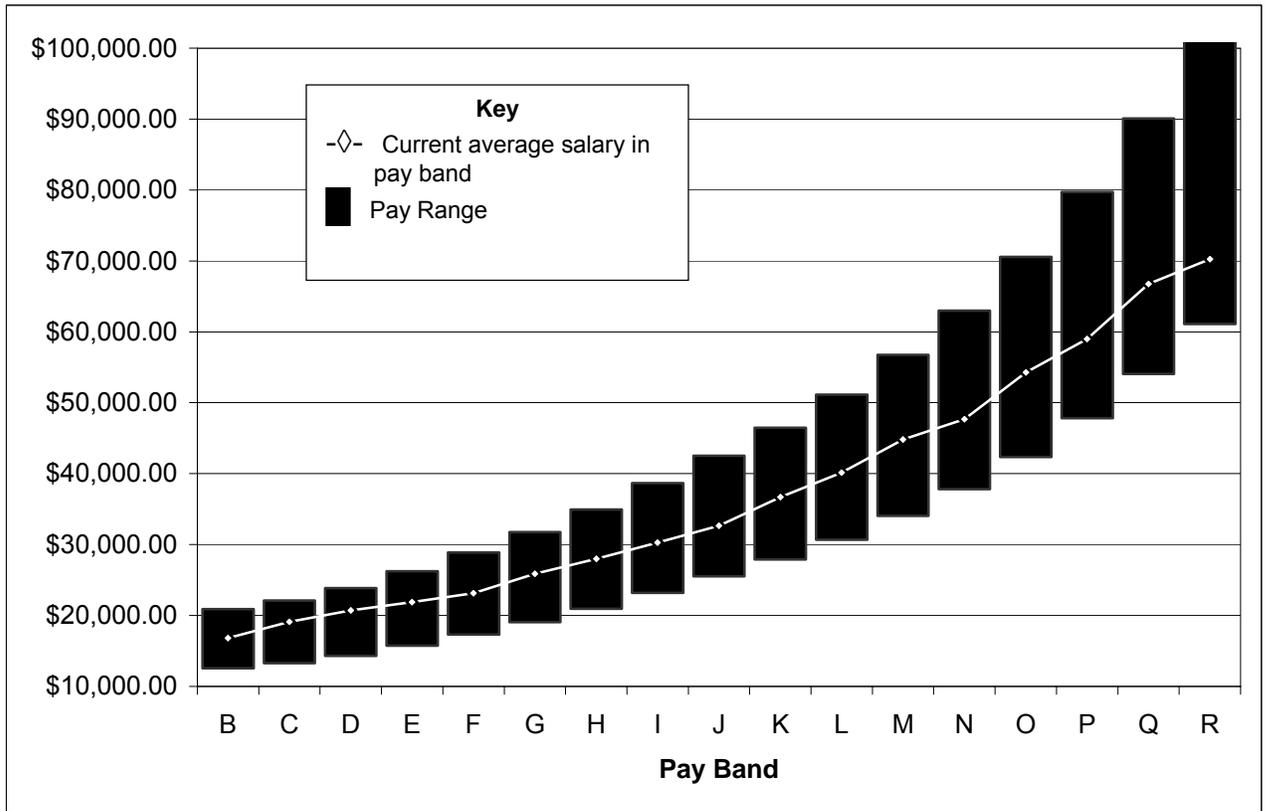
In almost every pay band, these numbers are larger than reported last year (Table 12 below), notwithstanding a 5 percent upward adjustment in the pay bands on July 1, 2005. Apparently, the general pay increases awarded to all state employees on January 1 and July 1 of this year, as well as pay movement mechanisms used by agencies for targeted adjustments, more than offset the effect of the pay band adjustment.

Table 12: Pay Band Compa Ratios Prior to January and July Pay Increases

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

Figure 2: Pay Band Average Salary



Employees at or above Range Maximums

Another important statistic related to range penetration is the number of employees at or above range maximums. Table 13 on page 26 displays the numbers of employees whose salaries are at or above the range maximums, as well as those whose salaries are within 5 percent of range maximum. As can be seen, except in the upper pay bands, there is a significant clustering of employees near the pay band maximums.

Table 13: Employees Near Band Maximums

Pay Band	Incs Within 5% of Max or above Max	% Within 5% of Max or above Max
B	3	4.6%
C	52	15.9%
D	187	20.6%
E	294	18.6%
F	158	4.8%
G	73	3.9%
H	163	5.5%
I	82	1.9%
J	111	3.7%
K	159	5.6%
L	87	5.3%
M	57	3.9%
N	16	2.1%
O	4	1.2%
P	0	0.0%
Q	0	0.0%
R	0	0.0%
Total	1446	

Cost of Pay Band Adjustment

Costs have been calculated for pay band adjustments of 2, 2.5, and 3 percent, which are all within the range of market pay growth and recent structure adjustments by employers. Annualized costs for each possible adjustment, including the cost of retirement and social security contributions, can be found in Table 14 below. A detailed breakdown of costs by agency can be found in Table A6 in the Appendix.

Table 14: Cost of Pay Band Adjustments

2%	2.5%	3%
\$119,952	\$168,853	\$221,490

Agency Director Salary Structure

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

In 2001, the Legislature passed Senate Bill 224, which required a study of all agency director salaries for both appropriated and nonappropriated state agencies. The study, which HayGroup consultants performed on OPM's behalf, compared the salaries paid

to the agency directors with those of executives in both the public and private sector labor markets. The findings and conclusions of this report were as follows:

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

Although a bill was introduced in 2002 during the 48th Legislative Session to incorporate the Agency Director Study recommendations, it failed to pass; and Agency Director Salary Structure 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 35 directors' salaries would need to be increased to meet the minimums of the proposed pay ranges – costing the state \$231,273. See Table A8 in the Appendix for details on each agency.

Fringe Benefits Analysis

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

Table 15: Vacation Days

Annual Leave/Vacation	State of Oklahoma	Market*
Number of days after 1 year	15	10
Number of days after 5 years	18	14
Number of days after 10 years	20	18
Number of days after 15 years	20	19
Number of days after 20 years	25	21

*Source: OPM FY 2006 State of Oklahoma Compensation Survey

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

Table 16: Sick Days

Sick Days	State of Oklahoma	Market
Number of days provided each year	15	10

*Source: OPM FY 2006 State of Oklahoma Compensation Survey

- 86 percent of organizations responding allow some form of sick leave accrual from year to year

Retirement Plans

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

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

*Source: OPM FY 2006 State of Oklahoma Compensation Survey

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 17 below displays a breakdown of the employer benefits of the state's package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

Table 17: Average Employee Fringe Benefit Comparison*

	State of Oklahoma Benefit	Market Benefit
Health Care Benefit	21.8%	11.32%
Annual Leave Accrual	20	19
Sick Leave Accrual	15	10
Paid Holidays	10	10
Defined Benefit Retirement Plan** (employer contribution)	10%	9.45%
Defined Contribution Retirement Plan	1%	6.2%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

*Source: OPM FY 2006 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 18 below displays the overall and voluntary turnover rates for the state's classified work force. The overall rate increased slightly from the previous year's rate to 12.9 percent, and the voluntary rate decreased slightly to 10.8 percent.

Table 18: FY 2005 State Classified Employee Turnover

Employees as of 7/1/04	26,673
Resignations	2,288
Retirements	602
Discharges	507
Deaths	69
<u>Overall Turnover Rate</u>	12.9%
Voluntary Turnover Rate	10.8%

A list of job families with turnover rates of 10 percent or greater is included in Table A5 in the Appendix). Also included is a listing of 74 JFD levels with 10 percent or greater voluntary turnover for **three consecutive fiscal years**. (Table A4 in the Appendix). For FY 2005, there were 324 job family levels that had a turnover of ten percent or greater, an increase of 2.21 percent from the previous fiscal year. Of the 74 job family levels with 10 percent or greater voluntary turnover for three consecutive years, approximately 27 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2005, the turnover cost for the classified workforce was \$65.5 million. As indicated in the methodology section, this figure was based on a conservative costing model. Below is the calculation using the actual salary and demographic figures:

- A. Average classified salary for the state (including average longevity pay):
\$32,565.12
- B. Percentage of pay for benefits times annual pay:
39.21% (X) \$32,565.12 = \$12,768.78
- C. \$32,565.12 + \$12,768.78 = \$45,333.90
- D. Number of Voluntary Separations: 2,890
- E. Amount of time an employee becomes fully productive: 12 months
- F. Per person turnover cost: (12÷12) (X) \$45,333.90 (X) 50%=
\$22,666.95
- G. Annual turnover cost for the state: (\$22,666.95 X 2,890)=
Total Turnover Cost: \$65,507,483

Recommendations



Compensation

Results of the FY 2006 Annual Compensation Report indicate that the state's classified pay rates are 8.20 percent below the market based on average pay rates for classified benchmark jobs. This pay gap marks a significant reduction from the pay disparity in previous years, which is most likely attributable to the general pay increases authorized for calendar year 2005 as well as pay adjustments effected by several agencies using the available pay movement mechanisms.

As the economy continues to rebound, employers are beginning to feel the effects of an increased demand for workers and are responding by providing larger pay adjustments to their employees. As reported earlier in this report, market pay growth is projected to occur at a more rapid pace in the coming year. In this competitive environment, the state cannot afford to be complacent and allow the gains made this year on the market to fall by the wayside due to inaction with respect to compensation.

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

Recommendation: Recommend that the minimums, maximums and midpoints of the classified pay bands be again adjusted upward, this time by 2.5 percent. This figure is consistent with recent market pay growth, projected structure adjustments of other employers and structure adjustments of other states. The annual cost of such an adjustment will be approximately \$168,853 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. This adjustment will position the pay bands competitively with the market and will enable agencies to effectively use the pay movement mechanisms to target recruitment and retention problems. See Table A6 in the Appendix for cost information for each agency affected.

In view of the relatively small 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 projections for higher salary budgets in the market during the coming year, it is likely that the state will again lose ground against the market unless a general increase is provided to all state employees. A 3 percent general increase is recommended to enable the state to move to a more competitive position with the market. The cost of a 3 percent general increase for all state agencies is estimated to be \$44,030,262. In addition, 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. Given the difficulties that many agencies face in carving out funds out of their existing budgets to accomplish such adjustments, we recommend a small fund of 1.5% of each

appropriated agency's payroll be allocated for such a purpose. The cost of such a fund for appropriated agencies is estimated to be \$19,723,290.

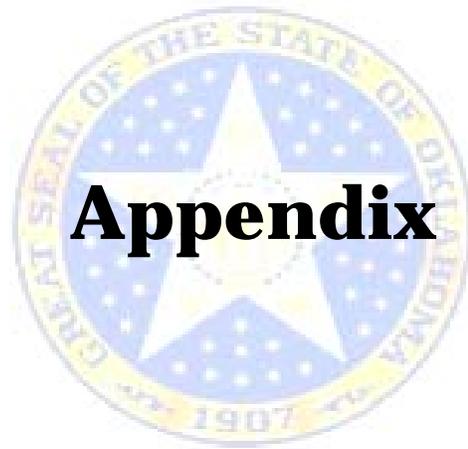
Recommendation: During the 2004 Legislative Session, House Bill 2006 was passed, which placed the nonappropriated agency directors into the salary structure recommended by the Agency Director Compensation Report, issued on January 11, 2002. Recommend the Legislature incorporate all remaining agency directors into this structure. This will establish a comprehensive salary structure, which will enable the pay of the state's executives to be administered in a manner that will assure internal equity and external market competitiveness, consistent with principles employed in the state classified pay system. The cost of implementing the pay ranges of 35 agency directors with salaries below the recommended minimum pay band levels is estimated at \$231,273.

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 should be monitored within specific agencies and jobs as the future labor supply is uncertain. It appears agencies will need to be even more proactive and strategic about all aspects of recruitment, selection, development and retention.

Recommendation: Amend the statutory requirements effective for FY 2008 for agency strategic plans in 64 O.S. 45.3 to require inclusion of workforce analysis and needs among agency resources necessary to meet agency missions.

The Office of Personnel Management is in the process of designing new interactive tools to help agencies manage data and conduct workforce analysis. This will be very important to help agency leaders and human resources professionals plan effectively for the future of their organizations. This also will help ensure that the state maximizes the use of data that will be available as the enterprise resource planning system, PeopleSoft HRMS, progresses to full implementation.



Appendix

Table A1: FY 2006 Multi-Survey Benchmark Jobs

There are 259 Job Family Descriptors listed below representing 15,590 state employees.

A total of 45 jobs were removed from last year's list. However, 29 jobs were added this year, for a total of 259 JFDs. **Bold indicates new titles and levels in this year's report.**

JFD	Title
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 Telecommunications Specialist II
B20C	Information Systems Telecommunications Specialist III
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
B31B	Information Systems Manager II
B32C	Information Systems Administrator
B40B	Information Systems Planning Specialist II
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
C10A	Civil Rights Administrator I
C10B	Civil Rights Administrator II
C30A	Human Resources Assistant I
C31B	Human Resources Management Specialist II
C31D	Human Resources Management Specialist IV
C32A	Human Resources Programs Manager I
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

JFD	Title
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
D50C	Accounting Technician III
D50D	Accounting Technician IV
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
E21B	Librarian II
E22A	Administrative Librarian I
E24A	Secretary I
E24B	Secretary II
E24C	Secretary III
E24E	Secretary V
E25B	Legal Secretary II
E31B	Administrative Hearing Officer II
E34B	Offset Press Operator II
E34D	Offset Press Operator IV
E43B	Graphic Artist II
E44B	Public Information Officer II
E45A	Public Information Manager I
E45B	Public Information Manager II
E46B	Statistical Research Specialist II
E48C	Planning Coordinator III
E49A	Management Analyst I
E50A	Photographer I
E55C	Customer Assistance Representative III
E55D	Customer Assistance Representative IV
F10B	Contracting And Procurement Officer II
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

JFD	Title
F15A	Contracting And Acquisitions Administrator I
F20A	Materiel Management Specialist I
F20B	Materiel Management Specialist II
F21A	Materiel Management Officer I
F21B	Materiel Management Officer II
F41A	Construction/Maintenance Technician I
F41B	Construction/Maintenance Technician II
F41C	Construction/Maintenance Technician III
F44A	Carpenter I
F45A	Construction/Maintenance Administrator I
F46A	Painter I
F46B	Painter II
F47B	Automotive/Engine Mechanic II
F47C	Automotive/Engine Mechanic III
F48B	Welder II
F48C	Welder III
F49B	Physical Plant Operator II
F50A	Housekeeping/Custodial Worker I
F50B	Housekeeping/Custodial Worker II
F50C	Housekeeping/Custodial Worker III
F54A	Light Vehicle Driver I
F56A	Electronics Technician I
F69A	Chief Architect I
F72A	Construction Manager I
F74B	Mechanical Systems Technician II
F75A	Electrician I
F75B	Electrician II
F75D	Electrician IV
F76B	Plumber II
F76C	Plumber III
F77A	Groundskeeper I
F78A	Equipment Operator I
F78B	Equipment Operator II
F79A	Laborer I
G12A	Criminalist I
G12C	Criminalist III
G14A	Driver S License Examiner I
G15A	Law Enforcement Communications Specialist 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
G54B	Law Enforcement Highway Patrol Manager II
G55A	Law Enforcement Highway Patrol Administrator I
H10B	Programs Manager II
H20A	Social Services Specialist I
H20B	Social Services Specialist II
H20C	Social Services Specialist III

JFD	Title
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
I10D	Correctional Security Officer IV
I11B	Correctional Security Manager II
I12B	Correctional Chief Of Security II
I20B	Correctional Case Manager II
I40B	Probation And Parole Officer II
I40C	Probation And Parole Officer III
J16B	Boiler And Pressure Vessel Inspector II
J17B	Labor Compliance Officer II
J31B	Safety Consultant II
J41B	Fire Prevention And Security Officer II
K10B	Juvenile Justice Specialist II
K10D	Juvenile Justice Specialist IV
K11B	Disability Determination Specialist II
K15A	Manual Sign Language Specialist I
K21B	Vocational Rehabilitation Specialist II
K23B	Rehabilitation Of The Blind Specialist II
K28A	Vocational Training Instructor I
L16B	Agriculture Field Inspector II
L22B	Forest Regeneration Specialist II
L33B	Wildlife Damage Control Specialist II
M31C	Oil And Gas Specialist III
M32C	Oil And Gas Field Inspector III
M40D	Public Utility Regulatory Analyst IV
P15A	Naturalist I
P20B	Park Ranger II
P25B	Park Manager II
P25D	Park Manager IV
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

JFD	Title
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 IV
T21A	Transportation Technician I
T21B	Transportation Technician II
T21C	Transportation Technician III
T22B	Transportation Specialist II
T40A	Airplane Pilot I
T60C	Photogrammetrist
U11B	Historical Facility Manager II
U11C	Historical Facility Manager III
U12B	Historical Collections Specialist II
U14B	Historic Preservation Specialist II
V11A	Revenue Compliance Officer I
V17B	Revenue Compliance Examiner II
W10A	Workforce Services Specialist I
W10B	Workforce Services Specialist II
W10D	Workforce Services Specialist III
X10A	Health Information Technician I
X10C	Health Information Technician III
X12A	Therapeutic/Medical Assistant I
X12B	Therapeutic/Medical Assistant II
X13A	Laboratory Technician I
X13B	Laboratory Technician II
X13C	Laboratory Technician III
X14B	Clinical Laboratory Scientist II
X14D	Clinical Laboratory Scientist IV
X17B	Public Health Specialist II
X17D	Public Health Specialist IV
X19A	Dental Care Hygienist I
X20A	Health Educator I
X20B	Health Educator II
X20C	Health Educator III
X22B	Speech-Language Pathologist
X23B	Alcohol And Drug Counselor II
X25B	Pharmacy Technician II
X27B	Epidemiologist II
X29B	Health Facility Surveyor II
X31B	Psychological Clinician II
X31D	Psychological Clinician IV
X32B	Child Development Specialist II
X34C	Physical Therapist III
X36B	Recreation Therapist II
X36C	Recreation Therapist III
X40A	Clinical Laboratory Administrator I
Y10A	Patient Care Assistant I
Y10B	Patient Care Assistant II

JFD	Title
Y11A	Licensed Practical Nurse I
Y11B	Licensed Practical Nurse II
Y12B	Registered Nurse II
Y12C	Registered Nurse III
Y13A	Nursing Manager I
Y13B	Nursing Manager II
Y14B	Advanced Practice Nurse II
Z12B	Direct Care Specialist II
Z12D	Direct Care Specialist IV
Z20A	Food Service Specialist I
Z20B	Food Service Specialist II
Z21B	Food Service Manager II
Z25A	Nutrition Therapist I
Z25B	Nutrition Therapist II
Z25C	Nutrition Therapist III
Z25D	Nutrition Therapist IV
Z30B	Linen And Clothing Specialist II
Z50B	Volunteer Services Specialist II
Z51A	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
I12B	Correctional Chief Of Security II	-94.66%
T60C	Photogrammetrist	-85.31%
F72A	Construction Manager I	-75.47%
L33B	Wildlife Damage Control Specialist II	-70.86%
X10C	Health Information Technician III	-62.14%
D30B	Business Manager II	-61.39%
F21B	Materiel Management Officer II	-55.10%
T21A	Transportation Technician I	-54.18%
F45A	Construction/Maintenance Administrator I	-53.12%
C41C	Training Specialist III	-53.02%
F10D	Contracting And Procurement Officer IV	-52.37%
J31B	Safety Consultant II	-52.23%
B51C	Information Systems Applications Specialist III	-51.30%
J17B	Labor Compliance Officer II	-50.26%
B20C	Information Systems Telecommunications Specialist III	-50.03%
Z51A	Juvenile Specialist II	-48.40%
D33C	Financial Manager/Comptroller III	-47.90%
E45A	Public Information Manager I	-47.67%
F74B	Mechanical Systems Technician II	-47.48%
B40B	Information Systems Planning Specialist II	-47.45%
H24C	Child Care Licensing Specialist III	-46.92%
B51B	Information Systems Applications Specialist II	-46.88%
E55C	Customer Assistance Representative III	-46.39%
X13A	Laboratory Technician I	-45.47%
B51A	Information Systems Applications Specialist I	-43.47%
F75D	Electrician IV	-43.11%
T21C	Transportation Technician III	-42.53%
B22B	Information Systems Network Administrator II	-41.91%
C41B	Training Specialist II	-41.40%
E44B	Public Information Officer II	-41.12%
Y13B	Nursing Manager II	-40.97%
B30D	Information Systems Operating System Specialist IV	-40.78%
D12C	Auditor III	-40.43%
D12D	Auditor IV	-39.07%
X12A	Therapeutic/Medical Assistant I	-39.01%
R10C	Environmental/Chemical Laboratory Specialist III	-38.73%
C31B	Human Resources Management Specialist II	-38.71%
B10B	Information Systems Operations Specialist II	-38.60%
B51D	Information Systems Applications Specialist IV	-38.16%
M31C	Oil And Gas Specialist III	-37.79%
F20B	Materiel Management Specialist II	-37.43%
R10B	Environmental/Chemical Laboratory Specialist II	-36.63%
F41C	Construction/Maintenance Technician III	-36.61%
F44A	Carpenter I	-36.24%
T21B	Transportation Technician II	-35.24%

JFD	Title	Average Pay % Below Market
T10B	Computer Aided Drafting And Design II	-35.15%
Z12D	Direct Care Specialist IV	-34.89%
R20C	Environmental Programs Specialist III	-34.02%
B20B	Information Systems Telecommunications Specialist II	-33.47%
X13B	Laboratory Technician II	-32.52%
G19B	Fingerprint Specialist II	-32.03%
F10C	Contracting And Procurement Officer III	-31.65%
F75B	Electrician II	-31.37%
V11A	Revenue Compliance Officer I	-31.27%
S11C	Professional Engineer III	-31.18%
B21D	Information Systems Network Management IV	-30.32%
B10E	Information Systems Operations Specialist V	-30.25%
D33B	Financial Manager/Comptroller II	-29.99%
F14C	Contracting And Acquisitions Agent III	-29.81%
F15A	Contracting And Acquisitions Administrator I	-29.10%
T10A	Computer Aided Drafting And Design I	-29.02%
L16B	Agriculture Field Inspector II	-29.00%
R20D	Environmental Programs Specialist IV	-28.92%
S10B	Engineer Intern II	-27.90%
E45B	Public Information Manager II	-26.51%
W10D	Workforce Services Specialist III	-26.26%
W10B	Workforce Services Specialist II	-25.87%
C32C	Human Resources Programs Manager III	-24.85%
F49B	Physical Plant Operator II	-24.82%
D20B	Budget Analyst II	-24.70%
Z51D	Juvenile Specialist IV	-24.64%
D30A	Business Manager I	-24.57%
V17B	Revenue Compliance Examiner II	-24.42%
E22A	Administrative Librarian I	-24.31%
X13C	Laboratory Technician III	-23.52%
W10A	Workforce Services Specialist I	-23.37%
H20A	Social Services Specialist I	-23.07%
E50A	Photographer I	-22.80%
C30A	Human Resources Assistant I	-22.49%
K15A	Manual Sign Language Specialist I	-22.26%
E46B	Statistical Research Specialist II	-22.00%
S12D	Engineering Manager IV	-21.98%
Y10C	Patient Care Assistant III	-21.53%
S10D	Engineer Intern IV	-21.21%
G55A	Law Enforcement Highway Patrol Administrator I	-21.13%
E31B	Administrative Hearing Officer II	-21.12%
E20B	Library Technician II	-21.04%
B10D	Information Systems Operations Specialist IV	-20.77%
E48C	Planning Coordinator III	-20.76%
F46A	Painter I	-20.62%
U11C	Historical Facility Manager III	-20.51%
F46B	Painter II	-20.49%

JFD	Title	Average Pay % Below Market
F21A	Materiel Management Officer I	-20.44%
Y12B	Registered Nurse II	-19.65%
T10C	Computer Aided Drafting And Design III	-19.34%
B23A	Information Systems Network Technician I	-19.25%
X27B	Epidemiologist II	-18.82%
C31D	Human Resources Management Specialist IV	-18.56%
M40D	Public Utility Regulatory Analyst IV	-18.30%
F14B	Contracting And Acquisitions Agent II	-18.17%
B30C	Information Systems Operating System Specialist III	-18.04%
X14B	Clinical Laboratory Scientist II	-18.01%
C41A	Training Specialist I	-17.87%
F41B	Construction/Maintenance Technician II	-17.68%
D14A	Accountant I	-17.32%
D50B	Accounting Technician II	-17.15%
F76B	Plumber II	-16.87%
H30D	Child Support Specialist IV	-16.86%
Y14B	Advanced Practice Nurse II	-16.76%
E13B	Customer Service Representative II	-16.60%
X23B	Alcohol And Drug Counselor II	-16.39%
S11B	Professional Engineer II	-16.18%
Y13A	Nursing Manager I	-16.10%
F75A	Electrician I	-15.97%
M32C	Oil And Gas Field Inspector III	-15.75%
D20D	Budget Analyst IV	-15.58%
T22B	Transportation Specialist II	-15.31%
X22B	Speech-Language Pathologist	-15.13%
E13A	Customer Service Representative I	-15.08%
S16A	Professional Land Surveyor I	-14.90%
Y12C	Registered Nurse III	-14.69%
X31D	Psychological Clinician IV	-14.41%
D12B	Auditor II	-14.35%
E24C	Secretary III	-14.07%
P25D	Park Manager IV	-13.96%
G54B	Law Enforcement Highway Patrol Manager II	-13.80%
B30B	Information Systems Operating System Specialist II	-13.77%
R20B	Environmental Programs Specialist II	-13.32%
Z50B	Volunteer Services Specialist II	-13.20%
E49A	Management Analyst I	-13.00%
H10B	Programs Manager II	-12.70%
E21B	Librarian II	-12.60%
G14A	Driver S License Examiner I	-12.43%
F14A	Contracting And Acquisitions Agent I	-12.42%
B10C	Information Systems Operations Specialist III	-12.42%
E13C	Customer Service Representative III	-12.28%
I11B	Correctional Security Manager II	-11.99%
F48C	Welder III	-11.85%
X31B	Psychological Clinician II	-11.62%

JFD	Title	Average Pay % Below Market
B52B	Information Systems Data Management II	-11.60%
X29B	Health Facility Surveyor II	-11.53%
D14C	Accountant III	-11.22%
K21B	Vocational Rehabilitation Specialist II	-11.04%
E16C	Administrative Technician III	-10.92%
H20D	Social Services Specialist IV	-10.70%
E34D	Offset Press Operator Iv	-10.56%
S10A	Engineer Intern I	-10.55%
G12C	Criminalist III	-10.45%
E55D	Customer Assistance Representative IV	-10.39%
D14D	Accountant IV	-10.13%
H23D	Child Welfare Specialist IV	-10.12%
P15A	Naturalist I	-10.12%

Table A3: Benchmarks Above Market By 10% Or More

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

JFD	Title	Average Pay % Above Market
G50C	Law Enforcement Capitol Patrol Officer III	48.05%
X20A	Health Educator I	24.54%
G52A	Law Enforcement Lake Patrol Officer I	24.48%
C10B	Civil Rights Administrator II	21.12%
A11B	Insurance Claims Adjuster II	20.51%
T40A	Airplane Pilot I	19.07%
J16B	Boiler And Pressure Vessel Inspector II	17.77%
Y10B	Patient Care Assistant II	16.54%
G12A	Criminalist I	16.50%
Z30B	Linen And Clothing Specialist II	16.20%
Z12B	Direct Care Specialist II	15.68%
I40B	Probation And Parole Officer II	14.49%
G53C	Law Enforcement Highway Patrol Officer III	13.64%
E24A	Secretary I	10.92%
Y10A	Patient Care Assistant I	10.24%
S12C	Engineering Manager III	10.18%

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	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
A20C	Insurance Subrogation/Reimbursement Specialist III	25.0%	25.0%	25.0%
C38B	Payroll Administrative Assistant II	25.0%	20.0%	25.0%
C41A	Training Specialist I	33.3%	20.0%	20.0%
D21D	Budget Analyst (OSF)	100.0%	33.3%	25.0%
E46A	Statistical Research Specialist I	100.0%	33.3%	33.3%
F16A	Surplus Property Agent I	20.0%	33.3%	25.0%
G28A	Police Officer	500.0%	75.0%	25.0%
H20A	Social Services Specialist I	35.1%	26.7%	23.6%
I10A	Correctional Security Officer	25.6%	36.9%	21.4%
J15C	Industrial Hygienist III	33.3%	50.0%	33.3%
K11A	Disability Determination Specialist I	20.0%	20.0%	50.0%
X21B	Audiologist II	50.0%	50.0%	33.3%
X22A	Speech-Language Pathologist I	33.3%	40.0%	20.0%
Y10A	Patient Care Assistant I	25.9%	25.6%	24.2%
Y11A	Licensed Practical Nurse I	51.9%	67.6%	34.7%
Z12A	Direct Care Specialist I	32.2%	33.7%	29.5%
Z20A	Food Service Specialist I	24.6%	26.6%	31.2%
Z30A	Linen and Clothing Specialist I	26.7%	47.4%	20.0%
Z51A	Juvenile Specialist I	81.0%	57.1%	65.9%
Z51B	Juvenile Specialist II	25.0%	25.8%	25.4%
A11A	Insurance Claims Adjuster I	44.4%	10.0%	11.8%
A20A	Insurance Subrogation/Reimbursement Specialist I	30.8%	18.2%	16.7%
B20A	Information Systems Telecommunications Specialist I	42.9%	16.7%	16.6%
B40C	Information Systems Planning Specialist III	22.7%	16.7%	14.3%
B40D	Information Systems Planning Specialist IV	10.0%	44.4%	11.1%
C15A	Human Rights Representative I	50.0%	50.0%	12.5%
E16A	Administrative Technician I	11.1%	20.7%	12.9%
E46B	Statistical Research Specialist II	10.0%	11.1%	22.2%
F14A	Contracting And Acquisitions Agent I	12.5%	14.3%	16.6%
F20A	Materiel Management Specialist I	14.3%	20.0%	16.6%
F50A	Housekeeping/Custodial Worker I	27.9%	32.3%	11.4%
F50D	Housekeeping/Custodial Worker IV	16.7%	33.3%	14.3%
F74D	Mechanical Systems Technician IV	13.3%	26.7%	12.5%
F76B	Plumber II	33.3%	25.0%	16.7%
F79A	Laborer I	18.2%	46.2%	15.4%
G28B	Police Officer	21.8%	15.6%	17.4%
H23A	Child Welfare Specialist I	25.1%	18.4%	18.8%
H23B	Child Welfare Specialist II	13.4%	12.0%	13.2%
H26A	Adult Protective Services Specialist I	27.3%	10.0%	36.4%
H30A	Child Support Specialist I	32.3%	46.7%	16.4%

JFD Code	JFD Title	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003
I10B	Correctional Security Officer II	29.2%	16.8%	21.9%
I10C	Correctional Security Officer III	11.9%	10.1%	11.6%
I12C	Correctional Chief of Security III	14.3%	28.6%	14.3%
I40A	Probation and Parole Officer I	11.5%	18.0%	14.7%
I40C	Probation and Parole Officer III	16.1%	12.9%	14.3%
J41A	Fire Prevention & Security Officer I	15.5%	26.8%	17.9%
J41C	Fire Prevention & Security Officer III	10.0%	25.0%	25.0%
J52A	Cosmetology Inspector I	33.3%	16.7%	50.0%
K10A	Juvenile Justice Specialist I	21.1%	37.5%	10.0%
K10B	Juvenile Justice Specialist II	14.4%	12.4%	10.5%
K23C	Rehabilitation of the Blind Specialist III	14.3%	14.3%	14.3%
N12B	Veterans Center Administrator II	200.0%	57.1%	14.3%
N13C	Veterans Affairs Field Services Representative III	16.7%	25.0%	33.3%
P20A	Park Ranger I	21.4%	11.8%	31.3%
P20C	Park Ranger III	12.5%	11.1%	18.2%
Q20C	Power Plant Maintenance Technician III	12.5%	17.6%	11.1%
S10A	Engineer Intern I	11.1%	13.3%	26.3%
T25A	Transportation Equipment Operator I	15.0%	16.9%	16.9%
T50B	Toll Collector II	11.2%	12.0%	19.3%
V10B	Tax Document Examiner II	12.5%	14.3%	28.6%
V10D	Tax Document Examiner IV	60.0%	28.6%	10.0%
X13C	Laboratory Technician III	10.0%	25.0%	22.2%
X14A	Clinical Laboratory Scientist I	28.6%	16.7%	50.0%
X22B	Speech-Language Pathologist II	16.4%	13.5%	11.1%
X29C	Health Facility Surveyor III	21.8%	10.1%	14.6%
X31E	Psychological Clinician V	16.7%	14.3%	12.5%
Y11B	Licensed Practical Nurse	26.3%	19.8%	18.9%
Y12A	Registered Nurse I	18.2%	30.4%	13.0%
Y12B	Registered Nurse II	18.1%	18.3%	20.2%
Y12C	Registered Nurse III	24.5%	25.5%	19.0%
Y13A	Nursing Manager I	26.2%	32.6%	14.0%
Y13B	Nursing Manager II	16.7%	20.0%	14.3%
Y14B	Advanced Practice Nurse II	21.3%	10.3%	15.6%
Z51C	Juvenile Specialist III	16.0%	12.5%	16.7%

Table A5: FY 2005 Turnover Rate >10% by Job Family Level

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
A11A	Insurance Claims Adjuster	18	8	44.4%	8	44.4%	10.0%	11.8%	20.0%
A11B	Insurance Claims Adjuster	36	4	11.1%	4	11.1%	0.0%	0.0%	0.0%
A11C	Insurance Claims Adjuster	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%
A20A	Insurance Subrogation/Reimbursement Spec	13	4	30.8%	4	30.8%	18.2%	16.7%	9.1%
A20C	Insurance Subrogation/Reimbursement Spec	4	1	25.0%	1	25.0%	25.0%	25.0%	25.0%
A30B	Member Services Representative	23	3	13.0%	3	13.0%	0.0%	0.0%	0.0%
A32B	Insurance Benefits Specialist	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
A33A	Provider Contracting Specialist	4	2	50.0%	1	25.0%	0.0%	0.0%	0.0%
A40A	Insurance Program Administrator	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
A40B	Insurance Program Administrator	9	1	11.1%	1	11.1%	27.3%	0.0%	0.0%
B10B	Information Sys Operations Specialist	2	1	50.0%	1	50.0%	50.0%	0.0%	0.0%
B10C	Information Sys Operations Specialist	24	5	20.8%	4	16.7%	7.7%	13.3%	0.0%
B20A	Inf Sys Telecommunications Tec	7	3	42.9%	3	42.9%	16.7%	16.6%	0.0%
B20B	Inf Sys Telecommunications Tec	8	2	25.0%	1	12.5%	0.0%	0.0%	0.0%
B21A	Info Sys Network Mgmt Specialist	13	3	23.1%	3	23.1%	18.2%	0.0%	11.1%
B21D	Info Sys Network Mgmt Spec	14	2	14.3%	2	14.3%	0.0%	0.0%	0.0%
B30B	Info Sys Operating Sys Spec	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
B30D	Info Sys Operating Sys Spec	19	2	10.5%	2	10.5%	0.0%	0.0%	0.0%
B32C	Information Systems Admr	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
B40C	Information Sys Planning Spec	22	5	22.7%	5	22.7%	16.7%	14.3%	0.0%
B40D	Information Sys Planning Spec	10	1	10.0%	1	10.0%	44.4%	11.1%	11.1%
B51A	Information Sys Application Sp	11	2	18.2%	2	18.2%	0.0%	0.0%	0.0%
B51B	Information Sys Application Sp	66	9	13.6%	9	13.6%	0.0%	0.0%	0.0%
B52C	IS Data Management Analyst	22	3	13.6%	3	13.6%	0.0%	0.0%	0.0%
B55D	Information Sys Services Cdnr	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
C10C	Civil Rights Administrator	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
C15A	Human Rights Representative	2	1	50.0%	1	50.0%	50.0%	12.5%	37.5%
C15B	Human Rights Representative	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
C31A	Human Resources Mgmt Spec	14	2	14.3%	1	7.1%	0.0%	0.0%	0.0%
C31B	Human Resources Mgmt Spec	66	8	12.1%	6	9.1%	8.8%	0.0%	0.0%
C38B	Payroll Administrative Asst	4	1	25.0%	1	25.0%	20.0%	25.0%	33.3%
C41A	Training Specialist	3	1	33.3%	1	33.3%	20.0%	20.0%	33.3%
C42B	Video Production Specialist	5	2	40.0%	2	40.0%	0.0%	0.0%	0.0%
D12A	Auditor	86	9	10.5%	7	8.1%	0.0%	0.0%	0.0%
D14B	Accountant	106	11	10.4%	11	10.4%	5.1%	0.0%	0.0%
D20B	Budget Analyst	8	1	12.5%	1	12.5%	10.0%	0.0%	0.0%
D20C	Budget Analyst	7	1	14.3%	1	14.3%	0.0%	14.3%	20.0%
D21D	Budget Analyst (OSF)	2	2	100.0%	2	100.0%	33.3%	25.0%	0.0%
D30C	Business Manager	19	4	21.1%	3	15.8%	0.0%	0.0%	0.0%
D50A	Accounting Technician	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
D50B	Accounting Technician	85	13	15.3%	11	12.9%	10.7%	0.0%	0.0%
D50D	Accounting Technician	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
D51D	Insurance/Benefits Accounts Sp	6	1	16.7%	1	16.7%	14.3%	0.0%	0.0%
D54A	Consumer Credit Examiner	5	2	40.0%	1	20.0%	0.0%	0.0%	0.0%
E12C	Administrative Programs Officer	65	7	10.8%	7	10.8%	0.0%	0.0%	0.0%
E15A	Docket Clerk	4	1	25.0%	1	25.0%	25.0%	0.0%	33.3%
E16A	Administrative Technician	18	2	11.1%	2	11.1%	20.7%	12.9%	34.2%
E16B	Administrative Technician	262	32	12.2%	27	10.3%	8.1%	13.7%	11.7%
E16C	Administrative Technician	1096	114	10.4%	100	9.1%	9.3%	10.9%	10.6%
E20C	Library Technician	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
E21C	Librarian	5	1	20.0%	0	0.0%	0.0%	0.0%	0.0%
E21D	Librarian	14	2	14.3%	2	14.3%	0.0%	0.0%	0.0%
E24D	Secretary	79	9	11.4%	9	11.4%	0.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
E25A	Legal Secretary	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
E31B	Administrative Hearing Officer	15	3	20.0%	3	20.0%	0.0%	0.0%	0.0%
E33A	Bindery Worker	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
E35D	Duplicating Equipment Operator	3	1	33.3%	0	0.0%	0.0%	0.0%	0.0%
E36C	Optical Imaging Specialist	8	2	25.0%	2	25.0%	0.0%	0.0%	0.0%
E43A	Graphic Artist	9	1	11.1%	1	11.1%	0.0%	0.0%	13.0%
E44A	Public Information Officer	5	3	60.0%	3	60.0%	25.0%	0.0%	16.7%
E44C	Public Information Officer	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
E45A	Public Information Manager	2	1	50.0%	1	50.0%	50.0%	0.0%	0.0%
E46A	Statistical Research Specialist	1	1	100.0%	1	100.0%	33.3%	33.3%	0.0%
E46B	Statistical Research Specialist	10	1	10.0%	1	10.0%	11.1%	22.2%	0.0%
E46D	Statistical Research Specialist	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
E55A	Customer Asst Representative	27	4	14.8%	2	7.4%	0.0%	0.0%	0.0%
E55B	Customer Asst Representative	38	4	10.5%	3	7.9%	16.1%	8.3%	5.0%
F10C	Contracting & Procurement Officer	6	3	50.0%	2	33.3%	16.7%	0.0%	0.0%
F10D	Contracting & Procurement Officer	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
F14A	Contracting & Acquisitions Agent	8	1	12.5%	1	12.5%	14.3%	16.6%	3.6%
F15A	Contracting & Acquisition Admr	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
F16A	Surplus Property Agent	5	1	20.0%	1	20.0%	33.3%	25.0%	0.0%
F20A	Materiel Management Specialist	7	1	14.3%	1	14.3%	20.0%	16.6%	0.0%
F20C	Materiel Management Specialist	57	10	17.5%	9	15.8%	8.0%	0.0%	0.0%
F21A	Materiel Management Officer	19	2	10.5%	2	10.5%	0.0%	0.0%	0.0%
F21B	Materiel Management Officer	18	3	16.7%	3	16.7%	0.0%	0.0%	0.0%
F30C	Minerals Management Specialist	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
F41A	Construction/Maintenance Technician	101	15	14.9%	15	14.9%	8.2%	11.2%	9.1%
F44A	Carpenter	10	1	10.0%	0	0.0%	20.0%	23.1%	11.8%
F45D	Construction/Maintenance Admr	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
F46A	Painter	3	1	33.3%	0	0.0%	0.0%	20.0%	0.0%
F47E	Automotive/Engine Mechanic	13	2	15.4%	2	15.4%	16.7%	0.0%	0.0%
F49C	Physical Plant Operator	6	2	33.3%	2	33.3%	0.0%	0.0%	0.0%
F50A	Housekeeping/Custodial Worker	68	30	44.1%	19	27.9%	32.3%	11.4%	17.1%
F50B	Housekeeping/Custodial Worker	151	23	15.2%	17	11.3%	11.1%	5.3%	17.0%
F50C	Housekeeping/Custodial Worker	39	8	20.5%	7	17.9%	0.0%	0.0%	0.0%
F50D	Housekeeping/Custodial Worker	6	1	16.7%	1	16.7%	33.3%	14.3%	0.0%
F50E	Housekeeping/Custodial Worker	7	1	14.3%	0	0.0%	14.3%	0.0%	0.0%
F54A	Light Vehicle Driver	8	3	37.5%	2	25.0%	0.0%	0.0%	0.0%
F63B	Asbestos Superintendent	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
F68A	Interior Designer	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
F72A	Construction Manager	2	1	50.0%	1	50.0%	33.3%	0.0%	0.0%
F74C	Mechanical Systems Technician	2	1	50.0%	1	50.0%	0.0%	0.0%	50.0%
F74D	Mechanical Systems Technician	15	2	13.3%	2	13.3%	26.7%	12.5%	0.0%
F75B	Electrician	7	2	28.6%	2	28.6%	0.0%	0.0%	0.0%
F75D	Electrician	14	2	14.3%	2	14.3%	0.0%	0.0%	0.0%
F76B	Plumber	3	1	33.3%	1	33.3%	25.0%	16.7%	14.3%
F76C	Plumber	8	2	25.0%	2	25.0%	27.3%	0.0%	11.1%
F77A	Groundskeeper	5	2	40.0%	2	40.0%	0.0%	0.0%	0.0%
F77B	Groundskeeper	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
F78A	Equipment Operator	24	3	12.5%	2	8.3%	6.9%	10.3%	15.6%
F79A	Laborer	11	2	18.2%	2	18.2%	46.2%	15.4%	26.7%
G10A	Communications Officer (DPS)	65	9	13.8%	6	9.2%	16.1%	0.0%	13.4%
G12A	Criminalist	5	2	40.0%	1	20.0%	12.5%	5.0%	66.7%
G13B	Crime Reporting Field Repr	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
G13C	Crime Reporting Field Repr	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
G14A	Driver's License Examiner	91	10	11.0%	3	3.3%	10.1%	0.0%	15.7%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
G15A	Law Enf Communications Spec	16	2	12.5%	2	12.5%	31.6%	0.0%	21.1%
G16A	Physical Evidence Technician	1	2	200.0%	2	200.0%	0.0%	0.0%	0.0%
G17A	Criminal Intelligence Analyst	4	1	25.0%	1	25.0%	20.0%	0.0%	0.0%
G21B	State Fire Marshal Law Enf Agt	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
G23D	Law Enf ABLE Commission Agt	6	1	16.7%	1	16.7%	0.0%	0.0%	0.0%
G24E	Law Enforcement Narcotics Agt	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
G28A	Police Officer	1	6	600.0%	5	500.0%	75.0%	25.0%	100.0%
G28B	Police Officer	101	32	31.7%	22	21.8%	15.6%	17.4%	14.8%
G30B	Licensing Svcs Hearing Officer	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
G33C	Law Enf Telecomm Sys Spec	8	1	12.5%	1	12.5%	100.0%	0.0%	0.0%
G33D	Law Enf Telecomm Sys Spec	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
G33E	Law Enf Telecomm Sys Spec	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
G54B	Law Enf Highway Patrol Manager	9	3	33.3%	3	33.3%	11.1%	0.0%	0.0%
H10C	Programs Manager	47	6	12.8%	6	12.8%	16.0%	0.0%	16.4%
H10D	Programs Manager	35	6	17.1%	6	17.1%	0.0%	0.0%	0.0%
H15B	County Director	16	9	56.3%	9	56.3%	59.0%	0.0%	0.0%
H20A	Social Services Specialist	208	79	38.0%	73	35.1%	26.7%	23.6%	25.5%
H20C	Social Services Specialist	37	5	13.5%	5	13.5%	0.0%	0.0%	0.0%
H21B	Case Manager	227	27	11.9%	25	11.0%	0.0%	0.0%	0.0%
H23A	Child Welfare Specialist	167	51	30.5%	42	25.1%	18.4%	18.8%	27.5%
H23B	Child Welfare Specialist	647	93	14.4%	87	13.4%	12.0%	13.2%	12.5%
H23C	Child Welfare Specialist	174	20	11.5%	18	10.3%	0.0%	0.0%	0.0%
H23D	Child Welfare Specialist	178	18	10.1%	17	9.6%	0.0%	0.0%	0.0%
H26A	Adult Protective Services Spec	11	5	45.5%	3	27.3%	10.0%	36.4%	55.5%
H27A	Clinical Social Worker	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
H27B	Clinical Social Worker	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
H27C	Clinical Social Worker	19	3	15.8%	3	15.8%	0.0%	0.0%	0.0%
H27D	Clinical Social Worker	9	2	22.2%	1	11.1%	0.0%	0.0%	0.0%
H30A	Child Support Specialist	31	12	38.7%	10	32.3%	46.7%	16.4%	20.3%
H30B	Child Support Specialist	102	18	17.6%	15	14.7%	11.3%	0.0%	20.0%
H30D	Child Support Specialist	22	4	18.2%	4	18.2%	0.0%	0.0%	0.0%
H33A	Regional After-Care Supervisor	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
H51A	Planning/Oversight Specialist	1	2	200.0%	2	200.0%	50.0%	0.0%	0.0%
H51C	Planning/Oversight Specialist	4	3	75.0%	3	75.0%	0.0%	0.0%	0.0%
I10A	Correctional Security Officer	133	50	37.6%	34	25.6%	36.9%	21.4%	46.0%
I10B	Correctional Security Officer	113	35	31.0%	33	29.2%	16.8%	21.9%	10.9%
I10C	Correctional Security Officer	678	94	13.9%	81	11.9%	10.1%	11.6%	10.4%
I12A	Correctional Chief of Security	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%
I12C	Correctional Chief of Security	7	1	14.3%	1	14.3%	28.6%	14.3%	25.0%
I15A	Unit Manager (DOC)	63	9	14.3%	9	14.3%	0.0%	0.0%	0.0%
I20C	Correctional Case Manager	27	3	11.1%	3	11.1%	0.0%	0.0%	0.0%
I21A	Correctional Activities Officer	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
I23A	Correctional Teacher	65	7	10.8%	7	10.8%	10.6%	0.0%	0.0%
I23B	Correctional Teacher	12	3	25.0%	1	8.3%	0.0%	0.0%	0.0%
I30C	Correctional Industries Mgr	16	2	12.5%	2	12.5%	0.0%	0.0%	0.0%
I30D	Correctional Industries Mgr	10	1	10.0%	1	10.0%	18.2%	0.0%	0.0%
I40A	Probation and Parole Officer	52	6	11.5%	6	11.5%	18.0%	14.7%	13.5%
I40C	Probation and Parole Officer	31	6	19.4%	5	16.1%	12.9%	14.3%	21.6%
J12D	Emergency Management Officer	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
J15B	Industrial Hygienist	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
J15C	Industrial Hygienist	3	1	33.3%	1	33.3%	50.0%	33.3%	33.3%
J17B	Labor Compliance Officer	9	1	11.1%	0	0.0%	0.0%	0.0%	0.0%
J17C	Labor Compliance Officer	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
J25A	Safety and Health Director	4	1	25.0%	1	25.0%	33.3%	0.0%	50.0%
J31B	Safety Consultant	18	3	16.7%	3	16.7%	7.7%	14.3%	11.8%
J33B	Airfield Firefighter	6	2	33.3%	2	33.3%	16.7%	0.0%	25.0%
J33C	Airfield Firefighter	3	1	33.3%	1	33.3%	25.0%	0.0%	0.0%
J41A	Fire Prevention & Security Ofc	58	12	20.7%	9	15.5%	26.8%	17.9%	10.5%
J41C	Fire Prevention & Security Ofc	10	1	10.0%	1	10.0%	25.0%	25.0%	33.3%
J52A	Cosmetology Inspector	6	2	33.3%	2	33.3%	16.7%	50.0%	50.0%
K10A	Juvenile Justice Specialist	19	4	21.1%	4	21.1%	37.5%	10.0%	10.0%
K10B	Juvenile Justice Specialist	181	27	14.9%	26	14.4%	12.4%	10.5%	10.3%
K10C	Juvenile Justice Specialist	35	4	11.4%	4	11.4%	0.0%	0.0%	0.0%
K10D	Juvenile Justice Specialist	40	5	12.5%	5	12.5%	11.6%	0.0%	9.8%
K11A	Disability Determination Specl	15	3	20.0%	3	20.0%	20.0%	50.0%	52.9%
K20A	Rehabilitation Technician	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
K20B	Rehabilitation Technician	84	10	11.9%	10	11.9%	0.0%	0.0%	0.0%
K20C	Rehabilitation Technician	6	1	16.7%	1	16.7%	33.3%	0.0%	100.0%
K21A	Vocational Rehabilitation Spec	11	2	18.2%	1	9.1%	12.5%	0.0%	0.0%
K21B	Vocational Rehabilitation Spec	55	9	16.4%	9	16.4%	0.0%	0.0%	0.0%
K23B	Rehabilitation of the Blind Sp	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
K23C	Rehabilitation of the Blind Sp	7	1	14.3%	1	14.3%	14.3%	14.3%	16.7%
L16A	Agriculture Field Inspector	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
L16B	Agriculture Field Inspector	71	8	11.3%	8	11.3%	0.0%	0.0%	0.0%
L16D	Agriculture Field Inspector	9	1	11.1%	1	11.1%	15.8%	0.0%	0.0%
L23C	Forest Resource Protection Spe	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
L24A	Forester	6	2	33.3%	2	33.3%	0.0%	0.0%	0.0%
L33A	Wildlife Damage Control Specl	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
L41B	Agricultural Services Admr	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
M10B	Regulatory Program Manager	7	2	28.6%	2	28.6%	50.0%	0.0%	0.0%
M30A	Fuel Specialist	5	2	40.0%	2	40.0%	16.7%	0.0%	50.0%
M30C	Fuel Specialist	16	3	18.8%	2	12.5%	0.0%	0.0%	0.0%
M31C	Oil and Gas Specialist	8	1	12.5%	1	12.5%	11.1%	0.0%	0.0%
M32A	Oil and Gas Field Inspector	1	1	100.0%	1	100.0%	11.1%	0.0%	0.0%
M35B	Pipeline Safety/Regulation Spe	6	1	16.7%	1	16.7%	33.3%	0.0%	0.0%
M40B	Public Utility Regulatory Anal	8	1	12.5%	1	12.5%	10.0%	0.0%	0.0%
M40C	Public Utility Regulatory Anal	3	1	33.3%	0	0.0%	0.0%	0.0%	0.0%
M53B	Motor Carrier Enforcement Ofcr	16	2	12.5%	1	6.3%	0.0%	0.0%	0.0%
M53C	Motor Carrier Enforcement Ofcr	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
N12A	Veterans Center Administrator	3	3	100.0%	3	100.0%	40.0%	0.0%	0.0%
N12B	Veterans Center Administrator	1	2	200.0%	2	200.0%	57.1%	14.3%	14.3%
N13A	Veterans Affairs Fld Svcs Repr	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
N13C	Veterans Affairs Fld Svcs Repr	6	1	16.7%	1	16.7%	25.0%	33.3%	25.0%
N13D	Veterans Affairs Fld Svcs Repr	5	2	40.0%	2	40.0%	20.0%	0.0%	0.0%
N14B	Veterans Claims & Benefits Adm	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
P20A	Park Ranger	14	3	21.4%	3	21.4%	11.8%	31.3%	6.3%
P20C	Park Ranger	8	1	12.5%	1	12.5%	11.1%	18.2%	0.0%
P25D	Park Manager	10	1	10.0%	1	10.0%	0.0%	0.0%	0.0%
Q10C	Power Generation Opns Tech	7	1	14.3%	1	14.3%	14.3%	0.0%	0.0%
Q10D	Power Generation Opns Tech	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
Q20C	Power Plant Maintenance Tech	16	2	12.5%	2	12.5%	17.6%	11.1%	10.5%
Q21D	Power Transmission Maint Tech	7	3	42.9%	3	42.9%	0.0%	0.0%	0.0%
Q23D	Heavy Equip Railcar Maint Tech	1	1	100.0%	1	100.0%	100.0%	0.0%	0.0%
Q50B	GRDA Lake Patrol Officer	6	1	16.7%	1	16.7%	14.3%	0.0%	0.0%
Q50C	GRDA Lake Patrol Officer	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
R20A	Environmental Programs Specl	27	3	11.1%	3	11.1%	12.8%	5.1%	12.5%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
R20B	Environmental Programs Spec	110	18	16.4%	17	15.5%	0.0%	0.0%	0.0%
R23A	Environmental Technician	10	1	10.0%	0	0.0%	20.0%	0.0%	10.0%
R25A	Environmental Programs Manager	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
S10A	Engineer Intern	9	1	11.1%	1	11.1%	13.3%	26.3%	22.2%
S10B	Engineer Intern	11	2	18.2%	2	18.2%	0.0%	0.0%	0.0%
S10C	Engineer Intern	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
S11A	Professional Engineer	21	3	14.3%	2	9.5%	0.0%	0.0%	0.0%
S12C	Engineering Manager	26	4	15.4%	3	11.5%	0.0%	0.0%	0.0%
S12D	Engineering Manager	16	2	12.5%	2	12.5%	0.0%	0.0%	0.0%
S16B	Professional Land Surveyor	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
T10A	Comp Aided Drafting & Dsgn Spe	3	1	33.3%	0	0.0%	0.0%	0.0%	0.0%
T10B	Comp Aided Drafting & Dsgn Spe	22	4	18.2%	3	13.6%	0.0%	0.0%	0.0%
T21A	Transportation Technician	21	5	23.8%	3	14.3%	0.0%	0.0%	0.0%
T21C	Transportation Technician	116	12	10.3%	10	8.6%	0.0%	0.0%	0.0%
T22D	Transportation Specialist	19	2	10.5%	2	10.5%	0.0%	0.0%	0.0%
T23E	Transportation Manager	7	2	28.6%	1	14.3%	25.0%	0.0%	0.0%
T25A	Transportation Equipment Opr	173	38	22.0%	26	15.0%	16.9%	16.9%	14.8%
T25D	Transportation Equipment Opr	81	9	11.1%	9	11.1%	0.0%	0.0%	0.0%
T50B	Toll Collector	242	35	14.5%	27	11.2%	12.0%	19.3%	15.5%
T50D	Toll Collector	7	1	14.3%	1	14.3%	0.0%	0.0%	0.0%
U12B	Historical Collections Spec	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
U12C	Historical Collections Spec	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
U13A	Historical Interpreter	7	2	28.6%	2	28.6%	25.0%	0.0%	20.0%
V10B	Tax Document Examiner	8	1	12.5%	1	12.5%	14.3%	28.6%	11.1%
V10C	Tax Document Examiner	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
V10D	Tax Document Examiner	5	3	60.0%	3	60.0%	28.6%	10.0%	28.6%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
V11C	Revenue Compliance Officer	7	2	28.6%	2	28.6%	0.0%	0.0%	0.0%
V12A	Motor Vehicle Research Specl	3	2	66.7%	2	66.7%	0.0%	0.0%	0.0%
V17A	Revenue Compliance Examiner	12	3	25.0%	2	16.7%	7.7%	0.0%	14.3%
V17B	Revenue Compliance Examiner	46	5	10.9%	5	10.9%	13.5%	0.0%	0.0%
V20A	Taxpayer Services Representati	4	2	50.0%	1	25.0%	0.0%	0.0%	0.0%
V20D	Taxpayer Services Representati	4	1	25.0%	1	25.0%	20.0%	0.0%	40.0%
V30B	Assessment & Equalization Anal	13	3	23.1%	3	23.1%	23.1%	0.0%	0.0%
W10A	Workforce Services Specialist	6	1	16.7%	0	0.0%	25.0%	16.7%	6.7%
W10C	Workforce Services Specialist	174	22	12.6%	19	10.9%	11.9%	0.0%	10.8%
W31A	Exec Asst to the Executive Dir	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
X10A	Health Information Technician	48	6	12.5%	5	10.4%	0.0%	0.0%	0.0%
X11A	Therapeutic/Medical Aide	11	4	36.4%	3	27.3%	12.5%	0.0%	0.0%
X12B	Therapeutic/Medical Assistant	4	1	25.0%	1	25.0%	0.0%	0.0%	33.3%
X13A	Laboratory Technician	5	1	20.0%	0	0.0%	0.0%	0.0%	0.0%
X13B	Laboratory Technician	9	2	22.2%	2	22.2%	0.0%	0.0%	0.0%
X13C	Laboratory Technician	10	1	10.0%	1	10.0%	25.0%	22.2%	10.0%
X14A	Clinical Laboratory Scientist	7	2	28.6%	2	28.6%	16.7%	50.0%	0.0%
X14C	Clinical Laboratory Scientist	7	1	14.3%	1	14.3%	22.2%	0.0%	0.0%
X14D	Clinical Laboratory Scientist	14	2	14.3%	2	14.3%	18.8%	0.0%	17.6%
X17D	Public Health Specialist	6	1	16.7%	0	0.0%	0.0%	0.0%	0.0%
X17E	Public Health Specialist	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
X20A	Health Educator	10	5	50.0%	5	50.0%	11.1%	0.0%	0.0%
X20B	Health Educator	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
X20C	Health Educator	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
X21B	Audiologist	2	1	50.0%	1	50.0%	50.0%	33.3%	0.0%
X22A	Speech-Language Pathologist	3	1	33.3%	1	33.3%	40.0%	20.0%	50.0%
X22B	Speech-Language Pathologist	55	9	16.4%	9	16.4%	13.5%	11.1%	14.3%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
X22C	Speech-Language Pathologist	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
X22D	Speech-Language Pathologist	8	2	25.0%	2	25.0%	0.0%	0.0%	0.0%
X23B	Alcohol and Drug Counselor	10	4	40.0%	4	40.0%	33.3%	0.0%	11.1%
X23D	Alcohol and Drug Counselor	7	2	28.6%	2	28.6%	0.0%	0.0%	0.0%
X25B	Pharmacy Technician	21	4	19.0%	4	19.0%	0.0%	0.0%	0.0%
X27B	Epidemiologist	7	1	14.3%	1	14.3%	25.0%	0.0%	0.0%
X27C	Epidemiologist	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
X27D	Epidemiologist	2	1	50.0%	1	50.0%	0.0%	0.0%	0.0%
X28B	Health Planning Specialist	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
X29C	Health Facility Surveyor	78	17	21.8%	17	21.8%	10.1%	14.6%	21.5%
X29D	Health Facility Surveyor	14	5	35.7%	4	28.6%	12.5%	0.0%	0.0%
X30B	Music Therapist	3	1	33.3%	1	33.3%	0.0%	0.0%	0.0%
X31B	Psychological Clinician	51	12	23.5%	9	17.6%	13.0%	0.0%	17.0%
X31D	Psychological Clinician	23	3	13.0%	3	13.0%	12.0%	0.0%	0.0%
X31E	Psychological Clinician	6	1	16.7%	1	16.7%	14.3%	12.5%	0.0%
X32A	Child Development Specialist	8	2	25.0%	2	25.0%	20.0%	0.0%	20.0%
X35A	Recreational Activities Spec	11	2	18.2%	1	9.1%	0.0%	0.0%	0.0%
X35C	Recreational Activities Spec	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
X36A	Recreation Therapist	27	5	18.5%	5	18.5%	3.3%	0.0%	7.9%
X36B	Recreation Therapist	18	3	16.7%	3	16.7%	0.0%	10.3%	17.9%
X37B	Respiratory Therapist	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
X41B	Emergency Medical Svcs Admr	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
Y10A	Patient Care Assistant	634	279	44.0%	164	25.9%	25.6%	24.2%	23.4%
Y10B	Patient Care Assistant	357	36	10.1%	23	6.4%	6.7%	0.0%	0.0%
Y10C	Patient Care Assistant	18	4	22.2%	4	22.2%	0.0%	0.0%	0.0%
Y11A	Licensed Practical Nurse	104	66	63.5%	54	51.9%	67.6%	34.7%	28.4%
Y11B	Licensed Practical Nurse	266	83	31.2%	70	26.3%	19.8%	18.9%	15.9%

JFD Code	JFD Title	Number of Incumbents	Total Turnover FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
Y11C	Licensed Practical Nurse	122	16	13.1%	14	11.5%	11.4%	0.0%	12.6%
Y12A	Registered Nurse	11	2	18.2%	2	18.2%	30.4%	13.0%	16.7%
Y12B	Registered Nurse	271	59	21.8%	49	18.1%	18.3%	20.2%	15.9%
Y12C	Registered Nurse	339	99	29.2%	83	24.5%	25.5%	19.0%	13.8%
Y13A	Nursing Manager	42	11	26.2%	11	26.2%	32.6%	14.0%	6.4%
Y13B	Nursing Manager	42	7	16.7%	7	16.7%	20.0%	14.3%	7.0%
Y13C	Nursing Manager	13	2	15.4%	2	15.4%	30.0%	0.0%	0.0%
Y14B	Advanced Practice Nurse	47	10	21.3%	10	21.3%	10.3%	15.6%	14.3%
Z10A	Teaching Assistant	5	1	20.0%	1	20.0%	0.0%	0.0%	0.0%
Z12A	Direct Care Specialist	171	115	67.3%	55	32.2%	33.7%	29.5%	50.0%
Z12B	Direct Care Specialist	501	69	13.8%	52	10.4%	11.9%	9.5%	10.2%
Z12E	Direct Care Specialist	9	1	11.1%	1	11.1%	0.0%	0.0%	0.0%
Z14A	Institutional Safety & Sct Cdr	4	1	25.0%	1	25.0%	0.0%	0.0%	0.0%
Z16A	Educational Consultant	1	1	100.0%	1	100.0%	0.0%	0.0%	0.0%
Z18B	Independent Living Instructor	26	3	11.5%	3	11.5%	0.0%	0.0%	0.0%
Z20A	Food Service Specialist	118	45	38.1%	29	24.6%	26.6%	31.2%	37.4%
Z20B	Food Service Specialist	159	22	13.8%	16	10.1%	6.2%	17.1%	11.5%
Z20C	Food Service Specialist	40	6	15.0%	4	10.0%	8.1%	11.1%	11.9%
Z20D	Food Service Specialist	118	19	16.1%	16	13.6%	8.3%	7.0%	13.8%
Z21A	Food Service Manager	51	7	13.7%	6	11.8%	0.0%	0.0%	0.0%
Z25B	Nutrition Therapist	14	3	21.4%	2	14.3%	28.6%	0.0%	0.0%
Z25C	Nutrition Therapist	10	2	20.0%	2	20.0%	11.1%	0.0%	7.7%
Z26C	Institutional Prog Coordinator	8	1	12.5%	1	12.5%	0.0%	0.0%	0.0%
Z30A	Linen and Clothing Specialist	30	10	33.3%	8	26.7%	47.4%	20.0%	56.2%
Z30D	Linen and Clothing Specialist	22	3	13.6%	2	9.1%	0.0%	0.0%	0.0%
Z50A	Volunteer Services Specialist	4	1	25.0%	1	25.0%	25.0%	0.0%	0.0%
Z50B	Volunteer Services Specialist	3	1	33.3%	0	0.0%	20.0%	0.0%	0.0%

JFD Code	JFD Title	Number of Incumbents	Total Turnover Rate FY 2005	Overall Turnover Rate FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2005	Voluntary Turnover Rate FY 2004	Voluntary Turnover Rate FY 2003	Voluntary Turnover Rate FY 2002
Z51A	Juvenile Specialist	42	43	102.4%	34	81.0%	57.1%	65.9%	60.6%
Z51B	Juvenile Specialist	144	45	31.3%	36	25.0%	25.8%	25.4%	17.2%
Z51C	Juvenile Specialist	50	10	20.0%	8	16.0%	12.5%	16.7%	5.5%
Z52B	Chaplain	10	2	20.0%	2	20.0%	16.7%	0.0%	0.0%

Table A6: Effect of Pay Band Adjustment By Agency

Agency	2% Pay Adjustment			2.5% Pay Adjustment			3% Pay Adjustment		
	FTE Below Proposed Minimum	% of Workforce Below	Monthly Cost* to Increase	FTE Below Proposed Minimum	% of Workforce Below	Monthly Cost* to Increase	FTE Below Proposed Minimum	% of Workforce Below	Monthly Cost* to Increase
Military Department	1	0.26%	\$45.51	1	0.26%	\$56.90	2	0.52%	\$74.72
Department of Corrections	14	0.30%	\$332.27	15	0.33%	\$532.44	16	0.35%	\$746.85
Corporation Commission	3	0.65%	\$7.62	3	0.65%	\$48.64	3	0.65%	\$89.66
Employment Securities Commission	7	0.80%	\$188.04	12	1.37%	\$296.51	12	1.37%	\$440.67
Pardon & Parole Board	1	2.22%	\$41.10	1	2.22%	\$51.37	1	2.22%	\$61.65
Department of Health	27	1.13%	\$1,424.27	28	1.17%	\$1,953.09	33	1.38%	\$2,502.96
Historical Society	3	1.74%	\$97.54	3	1.74%	\$131.34	4	2.33%	\$173.19
Office of Juvenile Affairs	15	1.50%	\$478.57	28	2.80%	\$882.13	34	3.40%	\$1,318.34
Department of Libraries	0	0.00%	\$0.00	1	1.19%	\$10.59	1	1.19%	\$27.50
Department of Mental Health	18	0.86%	\$744.67	22	1.05%	\$972.50	23	1.10%	\$1,235.06
Pharmacy Board	1	12.50%	\$74.69	1	12.50%	\$95.44	1	12.50%	\$116.20
J.D. McCarty Center	0	0.00%	\$0.00	1	0.47%	\$14.76	1	0.47%	\$35.51
Tax Commission	27	2.96%	\$1,042.55	27	2.96%	\$1,303.19	37	4.06%	\$1,642.07
Rehabilitation Services	10	1.12%	\$399.10	11	1.23%	\$495.27	11	1.23%	\$592.12
Department of Human Services	113	1.43%	\$5,120.12	117	1.48%	\$7,226.95	123	1.56%	\$9,401.03
Total	240		\$9,996.05	271		\$14,071.12	302		\$18,457.53

*Cost includes mandatory benefits of retirement and Social Security.

Table A7: Proposed Pay Bands for FY 2006

Pay Band	Rate	Minimum	Midpoint	Maximum
A	Annual	\$12,483*	\$16,367	\$20,460
	Monthly	\$1,066.00	\$1,363.97	\$1,704.96
	Hourly	\$6.15	\$7.87	\$9.84
B	Annual	\$12,865	\$17,153	\$21,442
	Monthly	\$1,072.08	\$1,429.44	\$1,786.80
	Hourly	\$6.18	\$8.25	\$10.31
C	Annual	\$13,610	\$18,147	\$22,683
	Monthly	\$1,134.16	\$1,512.22	\$1,890.27
	Hourly	\$6.54	\$8.72	\$10.91
D	Annual	\$14,673	\$19,564	\$24,455
	Monthly	\$1,222.75	\$1,630.34	\$2,037.93
	Hourly	\$7.05	\$9.41	\$11.76
E	Annual	\$16,141	\$21,521	\$26,901
	Monthly	\$1,345.05	\$1,793.39	\$2,241.74
	Hourly	\$7.76	\$10.34	\$12.94
F	Annual	\$17,754	\$23,672	\$29,590
	Monthly	\$1,479.51	\$1,972.67	\$2,465.84
	Hourly	\$8.54	\$11.38	\$14.23
G	Annual	\$19,530	\$26,041	\$32,551
	Monthly	\$1,627.56	\$2,170.08	\$2,712.60
	Hourly	\$9.39	\$12.52	\$15.65
H	Annual	\$21,483	\$28,645	\$35,805
	Monthly	\$1,790.28	\$2,387.03	\$2,983.80
	Hourly	\$10.33	\$13.78	\$17.21
I	Annual	\$23,791	\$31,722	\$39,652
	Monthly	\$1,982.59	\$2,643.45	\$3,304.31
	Hourly	\$11.44	\$15.25	\$19.07
J	Annual	\$26,155	\$34,874	\$43,592
	Monthly	\$2,179.61	\$2,906.14	\$3,632.68
	Hourly	\$12.58	\$16.77	\$20.96
K	Annual	\$28,589	\$38,120	\$47,649
	Monthly	\$2,382.48	\$3,176.64	\$3,970.80
	Hourly	\$13.75	\$18.33	\$22.91
L	Annual	\$31,448	\$41,931	\$52,413
	Monthly	\$2,620.67	\$3,494.23	\$4,367.78
	Hourly	\$15.12	\$20.16	\$25.19
M	Annual	\$34,907	\$46,543	\$58,179
	Monthly	\$2,908.97	\$3,878.63	\$4,848.28
	Hourly	\$16.78	\$22.38	\$27.97
N	Annual	\$38,748	\$51,664	\$64,580
	Monthly	\$3,229.02	\$4,305.36	\$5,381.70
	Hourly	\$18.62	\$24.84	\$31.05
O	Annual	\$43,396	\$57,862	\$72,328
	Monthly	\$3,616.41	\$4,821.87	\$6,027.34
	Hourly	\$20.86	\$27.82	\$34.77
P	Annual	\$49,038	\$65,385	\$81,730
	Monthly	\$4,086.52	\$5,448.70	\$6,810.87
	Hourly	\$23.58	\$31.44	\$39.30
Q	Annual	\$55,415	\$73,886	\$92,357
	Monthly	\$4,617.85	\$6,157.13	\$7,696.42
	Hourly	\$26.64	\$35.53	\$44.40
R	Annual	\$62,617	\$83,490	\$104,362
	Monthly	\$5,218.13	\$6,957.51	\$8,696.89
	Hourly	\$30.10	\$40.14	\$50.17

Table A8: 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	Current Director Salary	Cost to Meet Minimum
ABLE Commission	9	9	980	\$76,887	\$90,456	\$104,024	\$72,100	\$4,787
Agriculture Department	10	10	1170	\$82,034	\$96,511	\$110,987	\$78,100	\$3,934
Arts Council	8	8	827	\$64,334	\$75,687	\$87,040	\$61,600	\$2,734
Board of Private Schools	6	6	586	\$44,560	\$52,423	\$60,287	\$42,381	\$2,179
Boll Weevil Eradication Org.	7	7	690	\$53,093	\$62,462	\$71,832	\$62,200	\$0
Bureau of Investigation	10	10	1170	\$82,034	\$96,511	\$110,987	\$76,322	\$5,712
Capitol Complex and Centennial Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$79,600	\$0
Career and Technology Education	10	10	1170	\$82,034	\$96,511	\$110,987	\$107,100	\$0
Center of Science & Technology	9	9	980	\$76,887	\$90,456	\$104,024	\$87,100	\$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	\$70,000	\$6,887
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	\$62,284	\$14,603
Consumer Credit	7	7	690	\$53,093	\$62,462	\$71,832	\$58,416	\$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	\$120,009	\$0
District Attorneys Council	9	9	980	\$74,793	\$90,456	\$104,024	\$92,292	\$0
Educational Television Authority	10	10	1170	\$82,034	\$96,511	\$110,987	\$61,216	\$20,818
Election Board	9	9	980	\$76,887	\$90,456	\$104,024	\$76,057	\$830
Environmental Quality Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$89,450	\$0
Ethics Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$80,763	\$0

Agency	Content Grade	Pay Grade	Pay Grade Points	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Current Director Salary	Cost to Meet Minimum
Fire Marshal's Office	8	8	827	\$64,334	\$75,687	\$87,040	\$58,149	\$6,185
Health Care Authority	12	12	1708	\$96,607	\$113,656	\$130,704	\$127,100	\$0
Health Department	14	16	3770	\$152,462	\$179,367	\$206,273	\$182,100	\$0
Historical Society	9	9	980	\$76,887	\$90,456	\$104,024	\$74,100	\$2,787
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	\$61,320	\$1,262
Human Services Department	15	15	3017	\$132,065	\$155,371	\$178,677	\$155,000	\$0
Indian Affairs Commission	6	6	586	\$44,560	\$52,423	\$60,287	\$49,100	\$0
Indigent Defense System	10	12	1708	\$96,607	\$113,656	\$130,704	\$112,563	\$0
J.D. McCarty Children's Center.	9	9	980	\$76,887	\$90,456	\$104,024	\$72,100	\$4,787
J.M. Davis Memorial Commission	7	7	690	\$53,093	\$62,462	\$71,832	\$67,100	\$0
Juvenile Affairs	11	11	1418	\$88,752	\$104,414	\$120,076	\$90,000	\$0
Land Office	10	10	1170	\$82,034	\$96,511	\$110,987	\$74,700	\$7,334
Law Enforcement Education & Tng	9	9	980	\$76,887	\$90,456	\$104,024	\$70,000	\$6,887
Law Enforcement Retirement	8	8	827	\$64,334	\$75,687	\$87,040	\$80,700	\$0
Libraries Department	9	9	980	\$76,887	\$90,456	\$104,024	\$74,100	\$2,787
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	\$124,987	\$0
Merit Protection Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$57,790	\$6,544
Military Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$113,202	\$0
Narcotics and Dangerous Drugs	9	9	980	\$76,887	\$90,456	\$104,024	\$74,100	\$2,787
Office of Handicapped Concerns	8	8	827	\$64,334	\$75,687	\$87,040	\$47,100	\$17,234
Office of Personnel Management	11	11	1418	\$88,752	\$104,414	\$120,076	\$77,100	\$11,652
Office of State Finance	10	10	1170	\$82,034	\$96,511	\$110,987	\$98,000	\$0
Oklahoma Department of Mines	8	8	827	\$64,334	\$75,687	\$87,040	\$59,400	\$4,934
Oklahoma Scenic Rivers Commission	7	7	702	\$51,647	\$62,462	\$71,832	\$46,041	\$5,606
Oklahoma Space Industry Development	7	7	690	\$51,647	\$62,462	\$71,832	\$81,100	\$0
Pardon & Parole Board	9	9	980	\$76,887	\$90,456	\$104,024	\$67,104	\$9,783

Agency	Content Grade	Pay Grade	Pay Grade Points	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Current Director Salary	Cost to Meet Minimum
Physicians Manpower Training	7	7	690	\$53,093	\$62,462	\$71,832	\$65,276	\$0
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	\$72,081	\$4,806
Secretary of State	10	10	1170	\$82,034	\$96,511	\$110,987	\$90,000	\$0
Securities Commission	10	12	1708	\$96,607	\$113,656	\$130,704	\$130,704	\$0
Tax Commission	13	13	2077	\$106,603	\$125,415	\$144,227	\$98,400	\$8,203
Teacher Preparation Commission	8	8	827	\$64,334	\$75,687	\$87,040	\$64,300	\$34
The University Hospital Authority	8	8	827	\$64,334	\$75,687	\$87,040	\$114,100	\$0
Tourism & Recreation Department	11	11	1418	\$88,752	\$104,414	\$120,076	\$82,200	\$6,552
Transportation Authority	10	10	1170	\$82,034	\$96,511	\$110,987	\$109,200	\$0
Transportation Department	14	14	2507	\$118,250	\$139,118	\$159,986	\$112,100	\$6,150
Veterans Affairs	13	13	2077	\$106,603	\$125,415	\$144,227	\$95,000	\$11,603
Water Resources Board	10	10	1170	\$82,034	\$96,511	\$110,987	\$81,400	\$634
Wildlife Conservation Commission	10	10	1170	\$82,034	\$96,511	\$110,987	\$96,511	\$0
Will Rogers Memorial Commission	6	6	586	\$44,560	\$52,423	\$60,287	\$75,244	\$0
Total Directors Below Proposed Minimum							35	\$231,273

