OPM 99-74

DATE: December 1, 1999

TO: All Appointing Authorities

FROM: Oscar B. Jackson, Jr., Administrator
and Cabinet Secretary of Human Resources

RE: 2000 Annual Compensation Report

In accordance with O.S. Title 74:840-1.6A(5), enclosed is a copy of the Office of Personnel Management "2000 Annual Compensation Report." The report summarizes the results of the OPM Annual Survey of the compensation practices of the state's competitive labor market. This survey compares the compensation practices of the State of Oklahoma for the 28,000 classified service positions covered by the Merit System of Personnel Administration with other organizations.

The OPM 2000 Annual Compensation Report presents the following findings:

- Salaries for benchmark classified service salaries trail the competitive labor market by 12.6%.
- Fringe benefits for the state service lead the competitive labor market by 1.9%.
- Classified service total compensation (salaries and fringe benefits) trails the competitive labor market by 7.5%.

The OPM 2000 Annual Compensation Report presents the following recommendations:

- Grant up to a 7.5% salary increase for classified service state employees during FY 2001, in order to address the difference in total compensation for classified service employees compared to the competitive labor market. Similar consideration may be provided unclassified service employees.
- Authorize pay-for-performance during 2001, as recommended in the Office of Personnel Management Classification and Compensation Reform Project Report (December 1998), and the Office of Personnel Management Report to the Legislative Interim Study Committees on Pay-for-Performance 99S-021 and 99H-043 (October 1999).

These findings and recommendations will be presented for consideration by the Second Regular Session of the Forty-Seventh Oklahoma Legislature.

Enclosure

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EXECUTIVE SUMMARY

Introduction

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 November 1 of each year. Such analysis shall include all forms of compensation including fringe benefits."

The Office of Personnel Management 2000 Annual Compensation Report meets the statutory requirements as outlined in 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 compares these programs with the State's fringe benefit package.

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 applicable 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.

In this manner, this year's report will be directed more to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices compare with the current labor market. Survey sources used for this year's salary and benefit analysis are:

- OPM 2000 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Oklahoma City Human Resources Society Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey

(see Appendix, page 15 for a summary of each survey)

Average Salary Comparison (Direct Compensation)

An analysis of salary survey data submitted indicates that on average, classified employee salaries fell approximately 12.6% below the competitive labor market. Table 1 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

Table 1: Employee Average Salary Comparison

State of Oklahoma vs. Market

State of Oklahoma	Market	% Difference
$27,614 *	**$31,093**	**-12.6%**

* Figure includes projected average longevity payment for calendar year 1999 of $1,397.50 (see Appendix, page 15)

Source: FY 2000 Multi-Survey Summary Report of Competitive Labor Market

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. When compared with the competitive labor market, our package is quite competitive. Table 2 below displays the State's benefit package compared to the external labor market. For the purposes of this report, **the average classified employee profile is defined as a classified employee with ten years of State service with insurance coverage for a spouse and two or more children**, the same is assumed for the market.

Table 2: Average Employee Fringe Benefit Comparison

State of Oklahoma vs. Market

	State of Oklahoma Benefit	State of Oklahoma Value	Market Benefit	Market Value
Health Care Benefit		$4,628		$4,353
Annual Leave Accrual	20 days	$2,124	18 days	$2,153
Sick Leave Accrual	15 days	$1,593	11 days	$1,315
Paid Holidays	10 days	$1,062	8 days	$957
Defined-Benefit Retirement Plan (employer contribution)	10%	$2,761	7%	$2,177
Defined-Contribution Retirement Plan	$300	$300	3%	$933
Social Security	7.65%	$2,112	7.65%	$2,379
Workers' Compensation & Unemployment Insurance	1.0% approx.	$276	1.0% approx.	$311
TOTAL FRINGE BENEFITS		**$14,856**		**$14,578**

Source: OPM 2000 State of Oklahoma Compensation Survey

State of Oklahoma	Market	% Difference
$14,856	**$14,578**	**+1.9%**

Total Compensation Profile

Total compensation is defined as the total value of the employee's direct and indirect compensation provided by the employer. For the purposes of this report, the **average classified employee profile is defined as a classified employee with ten years of State service with insurance coverage for a spouse and two or more children** (see Appendix, page 16 for Total Compensation calculation formulas).

Table 3: Average Employee Total Compensation Comparison

State of Oklahoma vs. Market

State of Oklahoma	Market	% Difference
$42,470	**$45,671**	**-7.5%**

* Figure includes projected average longevity payment for calendar year 1999 of $1,397.50 (see Appendix, page 15)

Sources: FY 2000 Multi-Survey Summary Report of Competitive Labor Market
OPM 2000 State of Oklahoma Compensation Survey

RECOMMENDATIONS

1. **The Office of Personnel Management recommends an adjustment of up to 7.5% to move State of Oklahoma Merit System classified service employee total compensation towards the market.**

Results of the 2000 Annual Compensation Report reveal the State's Merit System salary practices to be 12.6% below the market based on benchmark comparisons of average classified salaries and 7.5% below the market based upon a comparison of total compensation. Based on this information, it is recommended that State of Oklahoma classified employees receive an increase in compensation of up to 7.5%.

Based on a classified employee payroll of approximately $740 million, the cost of providing the following percentage increases to classified employee salaries can be estimated:

Base Salary Adjustment	Approximate Cost
2.5%	$18,500,000
5.0%	$37,000,000
7.5%	$55,500,000

If the recommended adjustments were to be considered for both classified and unclassified employees, the associated costs could be estimated based on an approximate annual payroll of $1 billion:

Base Salary Adjustment	Approximate Cost
2.5%	$25,000,000
5.0%	$50,000,000
7.5%	$75,000,000

2. **The Office of Personnel Management recommends legislative authority to implement pay-for-performance.**

Senate Bill 464 contained provisions for the implementation of several pay movement mechanisms that would create more flexibility for agency management for employee compensation. One important component of the legislation was omitted. The pay for performance pay movement mechanism was not included in the final legislation. With the implementation of the CCRA, and the use of the Performance Management Process (PMP) employee job performance system, pay for performance completes the package of new pay movement mechanisms and employee evaluation methodology. According to extensive research conducted by OPM, it has been shown that pay does motivate employee performance and that pay for performance is a predominant pay practice in both public and private organizations.

For additional information regarding pay for performance, please refer to the Office of Personnel Management Report to the Legislative Interim Study Committee on Pay for Performance 99S-021 and 99H-043.

SURVEY FINDINGS

Methodology

The State of Oklahoma has 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 or contiguous states. It is within these boundaries that our competitive labor market exists. In keeping with a single market philosophy, the following market data sources were used in the salary analysis in this report: OPM 2000 State of Oklahoma Compensation Survey, Central States Salary Survey (contiguous states only), Oklahoma City Human Resources Society Survey, Oklahoma Hospital Association Survey, Southeastern States Salary Survey (contiguous states only), and The State Chamber Survey (see Appendix, page 15).

✪ "**Market"**: The State of Oklahoma's competitive labor market is comprised of public and private sector organizations operating within our state and public sector organizations in our surrounding or contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas).

Market Pay Analysis

An analysis of the competitive market salary survey data indicates that on average, classified employee salaries fell approximately 12.6% below the competitive labor market for benchmark jobs surveyed. A comparison of classified employee salaries and market salaries is represented below in Table 4.

Table 4: Employee Average Salary Comparison

State of Oklahoma vs. Market

State of Oklahoma	Market	% Difference
$27,614 *	**$31,093**	**-12.6%**

* Figure includes projected average longevity payment for calendar year 1999 of $1,397.50 (see Appendix, page 15)

Source: FY 2000 Multi-Survey Summary Report of Competitive Labor Market

FRINGE BENEFITS

Fringe Benefits Practices

The State of Oklahoma provides a highly competitive and progressive employee benefit package which includes such benefits as vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a very progressive cafeteria plan under which each eligible employee is allotted a monthly benefit allowance with which they must purchase the four (4) core benefits of **health, dental, life, and disability insurance**. Employees may choose from any of 5 available HMO plans or select the Sooner HealthChoice plan option. The benefit allowance amounts are based on dependent coverage choices made by the employee and range from $262.19 to $385.68 per month (see Appendix, page 16). If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income.

Fringe benefits are normally defined in the following manner:

1. **Paid Leave**: includes vacation days, sick days, paid holidays, and other paid time off.
2. **Insurance Costs**: includes health, dental, life, short and long term disability, or salary continuation.
3. **Employer Retirement Contributions**: includes employer contributions on behalf of employees for defined-benefit and defined-contribution pension plans.
4. **Legally Required Benefits**: includes Social Security and Medicare, federal and state unemployment insurance, workers' compensation and state temporary disability insurance.

Table 5: State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	**$262.19 to $385.68**
Annual Leave Accrual (after 1 year)	**10 - 15 days**
Sick Leave Accrual	**15 days**
Paid Holidays	**10 days**
Defined-Benefit Plan	**Yes** (10% employer contribution) (3.0% - 3.5% employee contribution)
Defined-Contribution Plan	**Yes** ($25 matching funds from the state)
Social Security	**7.65%**
Workers' Compensation & Unemployment Insurance	**1.0%** (approximately)*

* Workers' Compensation premiums vary by occupation.

Employee Fringe Benefit Comparison

Table 6: Employee Fringe Benefit Comparison

State of Oklahoma vs. Market

	State of Oklahoma	Market
Vacation Days (after 1 yr.)	10-15 days	10 days
Sick Days	15 days	11 days
Paid Holidays	10 days	8 days
Retirement:		
Defined Benefit Plan	Yes	Yes
Defined Contribution Plan	Yes	Yes
Contribution Match	Yes	Yes
Health Care:		
Medical Insurance	Yes	Yes
Dental Insurance	Yes	Yes
Life Insurance	Yes	Yes
Disability Insurance	Yes	Yes

Source: OPM 2000 State of Oklahoma Compensation Survey

Vacation Days

Table 7: Vacation Days

State of Oklahoma vs. Market

Annual Leave/Vacation	State of Oklahoma	Market
Number of days after 1 year	10 - 15	11
Number of days after 5 years	15 - 18	15
Number of days after 10 years	20	18
Number of days after 15 years	20	20
Number of days after 20 years	25	22

Source: OPM 2000 State of Oklahoma Compensation Survey

✪ 72% of organizations surveyed allow some form of annual leave/vacation accrual from year to year.

Sick Days

Table 8: Sick Days

State of Oklahoma vs. Market		
Sick Days	**State of Oklahoma**	**Market**
Number of days provided each year	15	11

Source: OPM 2000 State of Oklahoma Compensation Survey

✪ 87% of organizations surveyed allow some form of sick leave accrual from year to year

Employer-Sponsored Retirement Plans

Conceptually, an individual's retirement savings is viewed as a three-legged stool consisting of the following components:

1. **Employer-Sponsored Retirement Plans (defined-benefit and defined-contribution plans),**
2. **Social Security, and**
3. **Personal Savings**

Defined-Benefit Plan: A defined-benefit plan is an employer-sponsored plan in which an employer promises to provide a specific level of retirement benefit upon an employee's retirement.

Defined-Contribution Plan: A defined-contribution plan is an employer-sponsored plan in which an employer and/or employee contribute a specified amount to the employee's account.

✪ The State of Oklahoma provides both a defined-benefit and defined-contribution plan.
✪ The State of Oklahoma provides $25/month in matching funds to employee's opting to participate in the defined-contribution plan.

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

✪ 82% of the organizations surveyed provide a defined-benefit plan.

✪ 88% of the organizations surveyed provide a defined-contribution plan.

✪ 79% of the organizations surveyed provide either a dollar or percentage match to the define-contribution plan.

Source: OPM 2000 State of Oklahoma Compensation Survey

APPENDIX

Projected Average Longevity Payment

The projected average longevity payment was calculated from a standard batch report generated by the state's mainframe personnel information system or StatePer. The report generates a projected longevity payroll for any 12-month period in question by querying employee longevity dates and projected payments. The report then summarizes a projected annual longevity payroll and provides the number of eligible employees. The projected amount identified in this report ($1,398) was calculated in the following manner:

✪ Calculation:

Projected Longevity payroll (1/1/99 through 12/31/99)=$36,917,810

Number of Eligible Employees = 26,417

$36,917,810/26,417=$1,397.50 ($1,398)

Market Data Sources ("Market") Information

OPM 2000 State of Oklahoma Compensation Survey: This salary/benefits survey was conducted by the compensation division of the State of Oklahoma's Office of Personnel Management. The salary portion of the survey covered a total of fifty-two classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding or contiguous to Oklahoma. Forty-one organizations participated in this survey. Salary data is current as of July 1999.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): This survey is conducted annually by members of the Central States Salary Conference. The consortium is composed of 25 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states which are contiguous to our state; Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas. The salary portion of the survey covered a total of 171 benchmark jobs. Salary data is current as of July 1999.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): This survey is conducted annually by members of the Southeastern States Salary Conference. 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 which are contiguous to our state: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered a total of 110 benchmark jobs. Salary data is current as of July 1999.

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 101 organizations employing more than 30,000 people in the state of Oklahoma. Salary data is current as of June 1999.

Oklahoma City Human Resources Society Survey: This survey is conducted annually by the Oklahoma City Human Resources Society. The society is comprised of Human Resource professionals from public and private sector organizations located in the Oklahoma City area. The salary portion of the survey covered eighty-two benchmark jobs representing 13,000 employees from 35 participating organizations. Salary data is current as of April 1999.

Oklahoma Hospital Association: This salary survey is conducted bi-annually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the state of Oklahoma. This year, 89 of the 125 hospitals responded to the survey. Salary data is current as of January 1999.

Employee Benefit Allowance

Each State of Oklahoma benefit eligible employee (works 1,000 or more hours per year per O.S. 74:1303(G)) receives an allotted monthly benefit allowance with which they must purchase the four (4) core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee. The current benefit allowances, as of July 1, 1999 (FY 2000), are as follows:

Employee only	$262.19
Employee & spouse	$315.09
Employee & 1 child	$275.72
Employee & 2 or more children	$295.28
Employee, spouse & 1 child	$366.12
Employee, spouse & 2 or more children	$385.68

Total Compensation Calculation Formulas

Direct Compensation: This is the basic compensation an employee receives, usually as a wage or salary. In this report, direct compensation is represented as employee average salary.

✪ **Example:**

State of Oklahoma (classified employee)	$27,614
Market:	$31,093

Health Care Benefit: The State of Oklahoma employee health care benefit was computed by multiplying the allowance allotted for a spouse and two or more children by 12. The "market" benefit was computed by utilizing the percent of payroll spent on the four (4) core benefits. The data gathered in the OPM 2000 State of Oklahoma Compensation Survey showed that on average, the market spent 14% of their total payroll on the four (4) core employee benefits.

✪ **Example:** Health Care Benefit for the 'market" employee was calculated in the following manner:

$31,093 x .14 = $4,353

Paid Leave: The employee average salary was divided by 260, the number of working days in a calendar year to arrive at the employee's daily wages. The daily wage rate was then multiplied by the number of paid leave days to arrive at a value. This calculation formula was used to compute the value of Annual Leave, Sick Leave, and Paid Holidays.

✪ **Example:** Annual Leave for the State of Oklahoma employee was calculated in the following manner:

$27,614/260 = $106.21

$106.21 X 20 days = $2,124

Defined-Benefit Retirement Plan: The employee salary was multiplied by the employer contribution rate.

✪ **Example:** Defined-Benefit contributions for the State of Oklahoma employee were calculated in the following manner:

$27,614 X .1 = $2,761

Defined-Contribution Retirement Plan: For the State of Oklahoma employee, the employer provided matching dollar amount of $25 per month is reflected as $300 annually. The majority of the "market" employers provide a percentage match of 50% capped at 3% of gross. That amount was calculated based on the "market" employee contributing 6% of their annual salary to the defined-contribution plan (usually a 401(k) Plan).

✪ **Example:** "Market" employee donating 6% of annual salary with a 50% match from the employer capped at 3% of gross.

$31,093 X .03 = $933

Social Security: The employee average salary was multiplied by .0765.

✪ **Example:** Social Security for the State of Oklahoma employee was calculated in the following manner:

$27,614 X .0765 = $2,112

Workers' Compensation & Unemployment Insurance: the employee average salary was multiplied by .01.

✪ **Example:** The amount for State of Oklahoma employee was calculated in the following manner:

$27,614 X .01 = $276

FY 2000 Multi-Survey Benchmark Jobs (282)

D501	ACCOUNT CLERK I
D502	ACCOUNT CLERK II
D503	ACCOUNT CLERK III
D101	ACCOUNTANT I
D102	ACCOUNTANT II
D103	ACCOUNTANT III
A101	ADMINISTRATIVE ASSISTANT I
A102	ADMINISTRATIVE ASSISTANT II
E116	ADMINISTRATIVE HEARING OFFICER II
E215	ADMINISTRATIVE LIBRARIAN
U203	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR II
W401	AIRPLANE PILOT
411B	ALCOHOL/DRUG REHABILITATION COUNSELOR
722B	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II
S401	ASSISTANT DIRECTOR FOR DESIGN (DOT)
D121	AUDITOR II
D125	AUDITOR SUPERVISOR
P101	AUTOMOTIVE MAINTENANCE WORKER
P102	AUTOMOTIVE MECHANIC I
P103	AUTOMOTIVE MECHANIC II
V201	BIOMEDICAL/THERAPEUTIC EQUIPMENT TECHNICIAN
D202	BUDGET ANALYST II
D215	BUDGET ANALYST III (OSF)
D216	BUDGET ANALYST IV (OSF)
P604	BUILDING MAINTENANCE SUPERINTENDENT II
P601	BUILDING MAINTENANCE SUPERVISOR
D310	BUSINESS MANAGER I
D312	BUSINESS MANAGER III
811H	CASE MANAGER II (DDS)
D401	CASHIER
E176	CENTRAL SERVICES AGENCY ADMINISTRATOR I
420D	CHAPLAIN II
R101	CHEMIST I
R103	CHEMIST III
R420	CHIEF ARCHITECT
820E	CHILD SUPPORT SPECIALIST SUPERVISOR
811U	CHILD WELFARE SPECIALIST II
C102	CIVIL RIGHTS ADMINISTRATOR II
C103	CIVIL RIGHTS ADMINISTRATOR III
D530	CLAIMS PROCESSOR/REVIEWER I
D531	CLAIMS PROCESSOR/REVIEWER II
A111	CLERK I
A112	CLERK II
A113	CLERK III
A114	CLERK IV
A662	COLLECTIONS CLERK II
H201	COMMUNICATION DISPATCHER
E348	COMMUNICATIONS DESIGN ANALYST
D330	COMPTROLLER I
D331	COMPTROLLER II
B106	COMPUTER OPERATIONS SECTION SUPERVISOR
B101	COMPUTER OPERATIONS TECHNICIAN I
B102	COMPUTER OPERATIONS TECHNICIAN II
B103	COMPUTER OPERATIONS TECHNICIAN III
B545	COMPUTER SERVICES ADMINISTRATOR
B540	COMPUTER SERVICES ANALYST
B542	COMPUTER SERVICES COORDINATOR
P607	CONSTRUCTION MANAGER
F105	CONTRACTING OFFICER
Z120	COOK
I102	CORRECTIONAL OFFICER I

I111	CORRECTIONAL SECURITY CORPORAL
I103	CORRECTIONAL SECURITY SERGEANT
862C	COUNTY DIRECTOR III (DHS)
G120	CRIMINALIST I
N115	CUSTODIAL SUPERVISOR
N110	CUSTODIAL WORKER
B525	DATA BASE ADMINISTRATOR
B202	DATA ENTRY OPERATOR II
B313	DATA PROCESSING ADMINISTRATOR
B523	DATA PROCESSING APPLICATIONS SPECIALIST II
B524	DATA PROCESSING APPLICATIONS SPECIALIST III
B312	DATA PROCESSING DIRECTOR
B530	DATA PROCESSING EQUIPMENT INSTALLATION SPECIALIST I
B302	DATA PROCESSING MANAGER
B510	DATA PROCESSING PROGRAMMER ANALYST I
B511	DATA PROCESSING PROGRAMMER ANALYST II
B512	DATA PROCESSING PROGRAMMER ANALYST III
B515	DATA PROCESSING PROGRAMMER ANALYST SUPERVISOR
B520	DATA PROCESSING SERVICES COORDINATOR II
B502	DATA PROCESSING SYSTEMS SPECIALIST I
B503	DATA PROCESSING SYSTEMS SPECIALIST II
B504	DATA PROCESSING SYSTEMS SPECIALIST III
010C	DENTAL HYGIENIST
Z141	DIETITIAN
613A	DIRECTOR OF UNEMPLOYMENT INSURANCE (ESC)
F110	DIRECTOR, PROCUREMENT DIVISION
840C	DISABILITY DETERMINATION SPECIALIST II
U104	DISTRICT FORESTER
S419	DIVISION ENGINEER
T102	DRAFTING TECHNICIAN II
F302	DUPLICATING EQUIPMENT OPERATOR II
510B	EDUCATIONAL CONSULTANT
V220	EEG/EKG TECHNICIAN
P428	ELECTRICAL APPRENTICE
P432	ELECTRICAL CONTRACTOR
P301	ELECTRONICS TECHNICIAN
622A	EMPLOYMENT OFFICE MANAGER I
S413	ENGINEER INTERN I
S414	ENGINEER INTERN II
S417	ENGINEERING MANAGER
T201	ENGINEERING TECHNICIAN I
R809	ENVIRONMENTAL DISTRICT SANITARIAN (OSDH)
S104	ENVIRONMENTAL ENGINEER SUPERVISOR
R807	ENVIRONMENTAL PROGRAM ADMINISTRATOR
X382	ENVIRONMENTAL PROGRAM DIRECTOR II
R801	ENVIRONMENTAL SPECIALIST I
R802	ENVIRONMENTAL SPECIALIST II
R805	ENVIRONMENTAL SPECIALIST SUPERVISOR
N210	EQUIPMENT OPERATOR
A411	EXECUTIVE SECRETARY II
A412	EXECUTIVE SECRETARY III
A623	FINGERPRINT SPECIALIST II
D651	FLEXIBLE BENEFITS ANALYST
Z157	FOOD MANAGER
Z156	FOOD SERVICE SUPERINTENDENT II
Z150	FOOD SERVICE WORKER
W210	GRAPHIC ARTIST
N135	GROUNDSKEEPER SUPERVISOR
022C	HABILITATION SPECIALIST III
Y150	HEALTH EDUCATION CONSULTANT
Y371	HEALTH FACILITIES NURSE SURVEYOR II
Y156	HEALTH PROMOTION/WELLNESS MANAGER
H120	HIGHWAY PATROL CAPTAIN
H130	HIGHWAY PATROL MAJOR

H103	HIGHWAY PATROL OFFICER
H105	HIGHWAY PATROL OFFICER SUPERVISOR
712C	HISTORIC PROPERTIES MANAGER II
724A	HISTORICAL SOCIETY PRESERVATION ARCHITECT
R305	HYDROLOGIST SUPERVISOR
E440	INFORMATIONAL REPRESENTATIVE I
E441	INFORMATIONAL REPRESENTATIVE II
E442	INFORMATIONAL REPRESENTATIVE III
630C	INTERVIEWER
P429	JOURNEYMAN ELECTRICIAN
P459	JOURNEYMAN PLUMBER
834A	JUVENILE SPECIALIST I
834B	JUVENILE SPECIALIST II
M656	LABOR COMPLIANCE OFFICER II
V301	LABORATORY ASSISTANT
V310	LABORATORY TECHNICIAN
N410	LABORER
R401	LANDSCAPE ARCHITECT
Z210	LAUNDRY WORKER
E206	LIBRARIAN ASSISTANT II
E211	LIBRARIAN II
E201	LIBRARY TECHNICIAN
011A	LICENSED PRACTICAL NURSE
N220	LIGHT VEHICLE DRIVER
P420	MAINTENANCE CARPENTER I
P421	MAINTENANCE CARPENTER II
P451	MAINTENANCE PAINTER II
E320	MANAGEMENT ANALYST
523A	MANUAL SIGN LANGUAGE SPECIALIST
P409	MECHANICAL JOURNEYMAN
A205	MEDICAL RECORD MANAGER
A201	MEDICAL RECORD TECHNICIAN
V401	MEDICAL TECHNOLOGIST
A210	MEDICAL TRANSCRIPTIONIST
021B	MENTAL HEALTH AIDE II
021C	MENTAL HEALTH AIDE III
F320	MICROFILM EQUIPMENT OPERATOR II
M449	MOTOR VEHICLE ENFORCEMENT OFFICER
730B	NATURALIST
012A	NURSING AIDE
Z161	NUTRITIONIST II
230H	OCCUPATIONAL THERAPIST III
P510	OFFSET PRESS OPERATOR II
P513	OFFSET PRESS OPERATOR SUPERVISOR
M321	OIL AND GAS SAFETY SPECIALIST (OCC)
831H	OVERSIGHT SPECIALIST
N613	PARK MANAGER I
N614	PARK MANAGER II
N615	PARK MANAGER III
J305	PARK RANGER II
D604	PAYROLL ADMINISTRATIVE ASSISTANT
C340	PERSONNEL ADMINISTRATOR
C310	PERSONNEL ASSISTANT
C320	PERSONNEL MANAGER I
C321	PERSONNEL MANAGER II
C315	PERSONNEL OFFICER
C330	PERSONNEL SPECIALIST I
C331	PERSONNEL SPECIALIST II
130C	PHARMACIST II
V320	PHARMACY TECHNICIAN
W220	PHOTOGRAPHER
N231	PHYSICAL PLANT OPERATOR II
240G	PHYSICAL THERAPIST III
240I	PHYSICAL THERAPY ASSISTANT II

311C	PLANNING COORDINATOR III
A640	POSTAL CLERK
I304	PROBATION AND PAROLE TEAM SUPERVISOR
S416	PROFESSIONAL ENGINEER I
S424	PROFESSIONAL ENGINEER II
S425	PROFESSIONAL ENGINEER III
614G	PROGRAM CHIEF (ESC)
868D	PROGRAMS ADMINISTRATOR
868B	PROGRAMS SUPERVISOR
430C	PSYCHOLOGICAL ASSISTANT
430H	PSYCHOLOGICAL ASSISTANT/PROGRAM COORDINATOR
431B	PSYCHOLOGIST II
X310	PUBLIC HEALTH ADMINISTRATOR
Y170	PUBLIC HEALTH EDUCATOR
122B	PUBLIC HEALTH NURSE II
123G	PUBLIC HEALTH NURSE PRACTITIONER
122E	PUBLIC HEALTH NURSE V
F120	PURCHASING AGENT I
F121	PURCHASING AGENT II
A120	RECEPTIONIST
252E	RECREATIONAL THERAPIST II
621A	REGIONAL MANAGER (OESC)
123A	REGISTERED NURSE I
123B	REGISTERED NURSE II
123C	REGISTERED NURSE III
123D	REGISTERED NURSE IV
123E	REGISTERED NURSE V
D551	REVENUE EXAMINER II
J315	SAFETY OFFICER COORDINATOR
J311	SAFETY OFFICER II
A401	SECRETARY I
A402	SECRETARY II
J410	SECURITY OFFICER
D203	SENIOR BUDGET ANALYST
B541	SENIOR COMPUTER SERVICES ANALYST
423B	SENIOR CORRECTIONAL CASE MANAGER
G122	SENIOR CRIMINALIST
N111	SENIOR CUSTODIAL WORKER
Z142	SENIOR DIETITIAN
T103	SENIOR DRAFTING TECHNICIAN
J513	SENIOR DRIVER'S LICENSE EXAMINER
P302	SENIOR ELECTRONICS TECHNICIAN
T203	SENIOR ENGINEERING TECHNICIAN
S103	SENIOR ENVIRONMENTAL ENGINEER
R803	SENIOR ENVIRONMENTAL SPECIALIST
N211	SENIOR EQUIPMENT OPERATOR
M402	SENIOR FRAUD INVESTIGATOR
R303	SENIOR HYDROLOGIST
630D	SENIOR INTERVIEWER
V311	SENIOR LABORATORY TECHNICIAN
011B	SENIOR LICENSED PRACTICAL NURSE
R203	SENIOR MICROBIOLOGIST
C316	SENIOR PERSONNEL OFFICER
C332	SENIOR PERSONNEL SPECIALIST (OPM)
N232	SENIOR PHYSICAL PLANT OPERATOR
I302	SENIOR PROBATION AND PAROLE OFFICER
530C	SENIOR REHABILITATION TEACHER OF THE BLIND
812C	SENIOR SOCIAL SERVICE SUPERVISOR
E516	SENIOR TARIFF AND COST OF SERVICE ANALYST
870C	SENIOR VOCATIONAL REHABILITATION COUNSELOR
R903	SENIOR WATER RESOURCES ENGINEER
R508	SENIOR WATER RESOURCES GEOLOGIST
U101	SERVICE FORESTER
812A	SOCIAL SERVICE SUPERVISOR

810D	SOCIAL WORK ASSISTANT
811B	SOCIAL WORKER II
811C	SOCIAL WORKER III
811D	SOCIAL WORKER IV
G205	SPECIAL AGENT (OSBI)
211F	SPEECH-LANGUAGE PATHOLOGIST
E522	STATISTICAL ANALYST III
F230	SUPPLY OFFICER I
T602	SURVEY TECHNICIAN II
A310	SWITCHBOARD OPERATOR
D130	TAX AUDITOR
C410	TRAINING SPECIALIST I
C420	TRAINING SPECIALIST II
S408	TRANSPORTATION PROJECT/BRANCH MANAGER
S405	TRANSPORTATION SPECIALIST II
S406	TRANSPORTATION SPECIALIST III
A503	TYPIST CLERK III
870B	VOCATIONAL REHABILITATION COUNSELOR
534A	VOCATIONAL TRAINING INSTRUCTOR
F245	WAREHOUSE SUPERINTENDENT
F240	WAREHOUSE SUPERVISOR
N420	WAREHOUSE WORKER I
N421	WAREHOUSE WORKER II
R509	WATER RESOURCES GEOLOGIST SUPERVISOR
P491	WELDER II
A522	WORD PROCESSING OPERATOR III
D562	WORKERS' COMPENSATION CLAIMS ADJUSTER II
V410	X-RAY TECHNOLOGIST
833A	YOUTH GUIDANCE SPECIALIST I