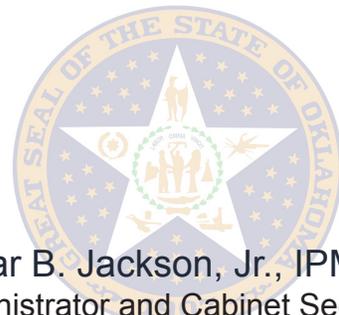


OPM ANNUAL COMPENSATION REPORT



“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 and Cabinet Secretary of
Human Resources and Administration
State of Oklahoma
Office of Personnel Management

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STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT

2008 ANNUAL COMPENSATION REPORT



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December 2008

TABLE OF CONTENTS

PART I — EXECUTIVE SUMMARY

| | |
|--|---|
| Note on Economic Conditions..... | 2 |
| Average Salary Comparison (Direct Compensation)..... | 2 |
| Table 1: Employee Benchmark Average Salary Comparison..... | 2 |
| Benefit Comparison (Indirect Compensation)..... | 2 |
| Table 2: Average Employee Fringe Benefit Comparison..... | 2 |
| Employee Turnover..... | 2 |
| Table 3: Turnover Rates FY 2000-2008..... | 3 |
| Recommendations..... | 3 |

PART II — INTRODUCTION

| | |
|---|---|
| Statutory Requirements..... | 6 |
| Purpose and Scope of Compensation Report..... | 6 |
| 2008 Legislative Compensation Activity..... | 6 |
| Governor’s Task Force on State Employee Compensation..... | 6 |
| Note on Economic Conditions..... | 7 |
| Table 4: Total Salary Budget Increase..... | 8 |
| Pay Movement Mechanism Usage..... | 8 |
| Table 5: Agency PMM Usage 2006-2007..... | 8 |

PART III — METHODOLOGY

| | |
|------------------------------|----|
| Market Surveys..... | 10 |
| Market Pricing Approach..... | 11 |
| Benefits..... | 11 |
| State Benefit Package..... | 11 |
| Market Benefit Package..... | 12 |
| Employee Turnover..... | 12 |

PART IV — ANALYSIS

| | |
|--|----|
| Average Salary Comparison..... | 14 |
| Table 6: Employee Average Salary Comparison..... | 14 |
| Table 7: Market Comparison Trend (2004 - 2008)..... | 14 |
| Figure 1: Oklahoma vs. Market Pay Trend (2004 - 2008)..... | 14 |
| Table 8: Oklahoma General Pay Increase History..... | 15 |
| Minimum Wage for State Employees..... | 15 |
| Table 9: State of Oklahoma Classified Pay Band Schedule (eff. 7/01/06)..... | 15 |
| Table 10: State of Oklahoma Classified Pay Band Schedule (eff. 7/01/08)..... | 16 |
| Table 11: Pay Band Width..... | 16 |
| Table 12: State of Oklahoma Classified Pay Band Schedule (Projected to 7/01/14)..... | 16 |
| Agency Director Salary Structure..... | 17 |
| Benefits Analysis..... | 18 |
| Table 13: Vacation Days..... | 18 |
| Table 14: Sick Days..... | 18 |

| | |
|---|----|
| Retirement Plans..... | 18 |
| Benefit Comparison..... | 18 |
| Table 15: Average Employee Benefit Comparison..... | 18 |
| Turnover Analysis..... | 19 |
| Table 16: FY 2007 State Classified Employee Turnover..... | 19 |

PART V — RECOMMENDATIONS

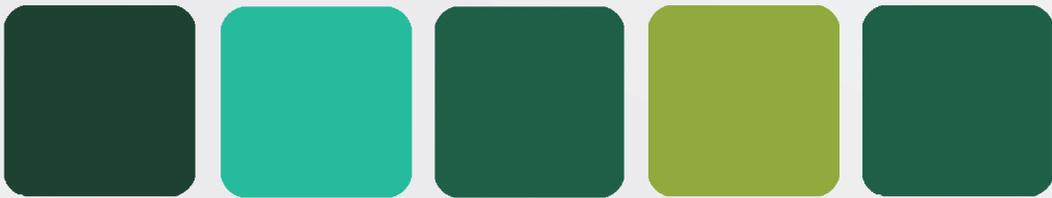
| | |
|-------------------|----|
| Compensation..... | 22 |
|-------------------|----|

PART VI — APPENDIX

| | |
|---|----|
| Table A1: Multi Survey Benchmark Jobs & Percent Below Market..... | 26 |
| Table A2: Market Analysis by Agency..... | 37 |
| Table A3: FY 2008 Turnover Rate by Job Family Level..... | 39 |
| Table A4: Cost of Five Percent Salary Increase by Agency..... | 49 |
| Table A5: Proposed Agency Director Salary Structure and Associated Costs..... | 51 |

PART I

EXECUTIVE SUMMARY:



EXECUTIVE SUMMARY

NOTE ON ECONOMIC CONDITIONS

The economic data reported in the Introduction to this report is based on the most recent reporting available through the Oklahoma Employment Security Commission and the U.S. Department of Labor, which is as of September of 2008. This data would suggest a relatively stable economic picture, with a drop in unemployment from September 2007 to September 2008 and an inflation rate that was slightly higher than during the same time period one year ago. However, since September, dramatic changes have occurred in the economic condition internationally, nationally, and within the State of Oklahoma. Although not yet reflected in the reported data, the current volatile economic environment – including rising unemployment, deflationary pressures, and the economic recession – is a factor that must be considered in reviewing this report.

AVERAGE SALARY COMPARISON (DIRECT COMPENSATION)

An analysis of salary survey data for 433 benchmark jobs indicates that, on average, classified employee salaries are 16.12 percent below the competitive labor market. The 433 benchmarks represent 20,600 employees, or 76 percent of classified state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

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

| Fiscal Year | State of Oklahoma | Market | % Difference |
|-------------|-------------------|-------------|--------------|
| 2008 | \$34,868.40 | \$40,489.56 | -16.12% |

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 displays a breakdown of the employer contributions to 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[1] |
|--|--------------------------------|------------------------|
| Health Care Benefit | \$10,676.40 | \$5,689.00 |
| Annual Leave Accrual Days | 20 | 19 |
| Sick Leave Accrual Days | 15 | 15 |
| Paid Holidays | 10 | 10 |
| Defined Benefit Retirement Plan (employer contribution)[2] | \$4,707.23 | \$3,616.00 |
| Defined Contribution Retirement Plan | \$300.00 | \$2,593.00 |
| Social Security | 7.65% | 7.65% |
| Worker's Compensation & Unemployment Insurance | 1.0% | 1.0% |

[1] Source: 2008/2009 Watson Wyatt Survey Report on Employee Benefits

[2] Includes only those employers that offer a Defined Benefit Retirement Plan.

EMPLOYEE TURNOVER

The overall turnover rate among classified employees in FY 2008 was 14.1 percent and the voluntary rate was 11.7 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2008 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate slightly increased from the previous fiscal year. Table 3 on the page 3 represents the turnover rates (overall and voluntary) of the past eight fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2008

| Year | Overall Turnover Rate | Voluntary Turnover Rate |
|------|-----------------------|-------------------------|
| 2008 | 14.1% | 11.7% |
| 2007 | 13.9% | 11.6% |
| 2006 | 14.8% | 12.3% |
| 2005 | 12.9% | 10.8% |
| 2004 | 12.5% | 10.8% |
| 2003 | 11.2% | 9.6% |
| 2002 | 11.8% | 10.3% |
| 2001 | 12.7% | 11.4% |
| 2000 | 13.5% | 12.1% |

RECOMMENDATIONS

State Minimum Wage: HB 1114, enacted in the first session of the 51st Legislature, established a minimum wage for state employees, which is indexed to the Federal poverty guidelines for a three-person household. On average, this indexing increases 3 percent each year. The result of the application of this minimum wage to the state's classified pay bands over the past two years has been to significantly reduce the pay band widths in the lower pay levels from their previous widths of 67 percent; for example, pay band A has been reduced to 26 percent; pay band B has been reduced to 32 percent; pay band C has been narrowed to 39 percent; and pay band D has been reduced to 50 percent. These reductions create serious pay compression problems that can undermine employee morale and are costly to remedy. Moreover, the minimum wage is driven entirely by changes to the Federal poverty guidelines, contrary to the State's statutory pay philosophy that requires the State to provide a pay system "...based on the market data found in relevant public and private sector markets."^[1] The Office of Personnel Management recommends that the indexing feature be deleted from the statute and that the minimum wage remain at \$17,600 per year. This minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness.

General Pay Increase: As in previous years, OPM's analysis finds that state average pay continues to trail market average, presently by some 16 percent. State employees have not had a general pay increase in two years. In an effort to address the disparity, we recommend a 5 percent pay increase for all state employees. The cost of a 5 percent adjustment (including mandatory benefits) for all appropriated state agencies including classified and unclassified employees is estimated to be \$68,092,796 (see Table A4 in the Appendix).

It is acknowledged that the Legislature's ability to fund the suggested pay increase is severely limited because of the historic economic downturn now occurring in Oklahoma and across the nation. Oklahoma, like almost every other state in the nation, is facing a multi-million dollar revenue shortfall in the coming year and is expected to be forced to reduce expenditures.

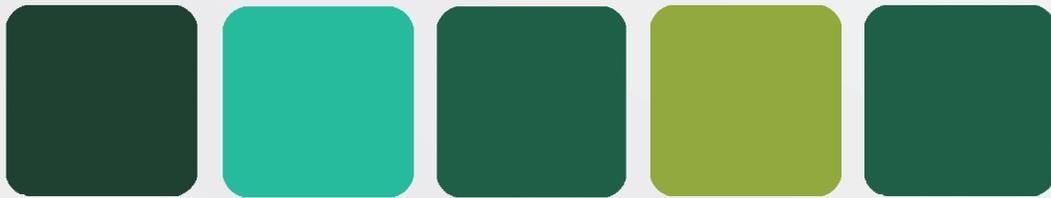
Special Recruitment and Retention Funding: The state's market position has deteriorated from 12.1 percent last year to 16.1 percent this year. Overall turnover continues at a rate of over 14 percent. Market competitiveness and turnover for a large number of critical service delivery job classes is significantly higher than the numbers referenced above. State agencies are authorized to address these issues using pay movement mechanisms; however, they may only do so within current available budget. Because payroll for state agencies has been stagnant and/or reduced, agencies have not had the flexibility within their budgets to take advantage of these pay movement mechanisms, and their usage has declined significantly during the past two years. For example, from 2006 to 2007, agency expenditures for market-based pay adjustments declined by 69 percent. The Office of Personnel Management has for the past few years recommended establishing a fund of 1 percent-2 percent based upon appropriated agencies' payroll budgets and earmarked for pay movement mechanisms. We recommend a similar level of funding this year, which would allow agencies to roll market-based adjustments into base salaries to provide more competitive pay rates for critical job families. The annual cost of a 1 percent fund for such purpose is estimated to be \$13,618,333.

[1] Title 74, Section 840-4.6.A. of the Oklahoma Statutes

Agency Director Salary Structure: To insure internal equity and market competitiveness, the Office of Personnel Management recommends the Legislature incorporate all remaining agency directors into the salary structure in which the nonappropriated agency directors are currently included. We also recommend the entire structure be modified to reflect current market data, consistent with the recent recommendations from the HayGroup. Incorporating the remaining agency directors into the structure and revising the structure to reflect current market pay will result in 38 of 66 appropriated agency directors and 6 of 37 nonappropriated directors receiving pay adjustments to raise their salaries to the new minimums of their respective pay ranges. These increases are estimated to cost \$409,203 for appropriated agency directors and \$29,965 for nonappropriated directors, for a total cost for all agency directors of \$439,168 (see Table A5 in the Appendix). These estimates do not include the cost of mandatory benefits. We recommend these costs be borne by the agencies without additional funding by the Legislature, except in those cases where the agency has a demonstrated inability to fund the increase.

PART II

INTRODUCTION:



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 2008 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state’s current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market; and it compares these programs with the state’s fringe benefit package.

Additionally, the Report includes data on the following:

- a. turnover rates by job family levels; and
- b. market relationship of all benchmark job family levels.

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

PURPOSE AND SCOPE OF COMPENSATION REPORT

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 76 percent of all state employees, compare with the relevant labor market. Survey sources used for this year’s salary and benefit analysis are:

- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2007 Survey, by Compdata Surveys
- Economic Research Institute Salary Assessor
- 2008/2009 Watson Wyatt Survey Report on Employee Benefits

[\(See page 10 for a summary of each survey.\)](#)

2008 LEGISLATIVE COMPENSATION ACTIVITY

There were no bills passed during the 2008 Legislature that significantly impacted the state’s compensation system.

GOVERNOR’S TASK FORCE ON STATE EMPLOYEE COMPENSATION

On April 6, 2007, Governor Brad Henry issued Executive Order 2007-13, creating the Governor’s Task Force on State Employee Compensation to determine a strategic direction for compensation for State of Oklahoma employees. Members were appointed in September 2007 and met October through December, 2007, in order to provide recommendations a final report to the Governor, Senate President Pro Tempore, Senate Co-President Pro Tempore, and Speaker of the House of Representatives by January 1, 2008, as specified in the Executive Order. Members of this panel included four representatives from the private sector in addition to the Administrator of the Office of Personnel Management, the Director of the Office of State Finance, the Director of the Department of Human Services, the Director of the Department of Corrections, and the Executive Director of the Oklahoma Public Employees Association.

The Task Force met on several occasions and received briefings and documentation pertaining to state employee compensation, benefits, and work environment. Based on its review of this information, the Task Force recommended that:

- The State take immediate action to initiate a comprehensive benchmark study of the entire Executive Branch workforce, both classified and unclassified service, to be conducted by an independent consulting firm. The study should include an evaluation of the State's benefits package, including the health care and retirement benefits.
- The State establish uniform statutory criteria for authorizing unclassified service positions in merit system agencies.
- The Office of Personnel Management develop a standardized exit interview survey for all employees terminating employment with the state or transferring between state entities.
- The State conduct a survey to determine the value employees place on each benefit, and total compensation "report cards" be developed to inform employees of the value of the salary and benefits they receive in their employment with the State.
- All agency directors be included in the salary structure to which current non-appropriated agency directors are currently assigned.
- The Governor submit, as part of his budget, and the Legislature implement, a multi-year plan to bring and maintain State employee compensation and benefits to market.

Early this year, Governor Henry included in his 2009 Executive Budget a recommendation to fund the comprehensive benchmark study recommended by the Task Force at a level of \$725,000. Ultimately, the Governor's recommendation was not adopted by the Legislature during the 2008 session. On November 3, 2008, the Governor issued Executive Order 2008-47, which directs that the Office of Personnel Management, working with the Employees Benefits Council, the Office of State Finance, the Oklahoma Public Employees Retirement System and the other retirement systems develop a total compensation "report card" personalized for each employee, reflecting the value of the cash compensation and benefits State employees receive. Work has begun on this project, and it is expected that this total compensation statement will be published early in Calendar Year (CY) 2009. At this point, no final action has been taken to adopt the other recommendations issued by the Task Force.

NOTE ON ECONOMIC CONDITIONS

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 3.5 percent as of September 2008, which represents a decrease from 4.1 percent one year ago. Unemployment in the City of Oklahoma City dropped from 4.0 percent in September 2007 to 3.5 percent in September of 2008. The Manpower Employment Outlook Survey reported in September that 22 percent of employers in the Southern Region, which includes Oklahoma, projected an increase in hiring activity for the fourth quarter of 2008 and 13 percent projected a decrease – resulting in a Net Employment Outlook of +9 percent. These hiring projections are significantly weaker when compared with a year ago at this same time. Inflation was higher this year than last, with the national Consumer Price Index increasing 4.9 percent from September 2007 to September 2008. The impact of more recent economic developments, including the destabilization in the financial markets and auto industry as well as the dramatic reduction in oil prices, is not yet reflected in the above indexes.

From a compensation standpoint, WorldatWork, in its 2008-09 Salary Budget Survey, reported that salary increases kept pace with projected levels, similar to the previous year's results. WorldatWork is the leading not-for-profit professional association in compensation, benefits and total rewards. As shown in Table 4 on the next page, all categories of employees, with the exception of officers and executives, are actually receiving increases in 2008 that are equal to those projected for 2008. The survey projects levels for 2009 that are slightly lower than those reported in 2008.

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

| | Actual 2006 | Projected 2007 | Actual 2007 | Projected 2008 | Actual 2008 | Projected 2009 |
|--|-------------|----------------|-------------|----------------|-------------|----------------|
| Nonexempt Hourly Nonunion Employees | 3.8% | 3.8% | 3.8% | 3.9% | 3.9% | 3.8% |
| Nonexempt Salaried Employees | 3.8% | 3.8% | 3.9% | 3.9% | 3.9% | 3.8% |
| Exempt Salaried Employees | 3.9% | 3.9% | 4.0% | 4.0% | 4.0% | 3.9% |
| Officers/Executives | 4.1% | 4.0% | 4.2% | 4.1% | 4.2% | 4.1% |

PAY MOVEMENT MECHANISM USAGE

O.S. Title 74, Section 840-2.17 provides 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 2007 in comparison with CY 2006. This table indicates that overall usage by agencies of PMMs decreased significantly.

During CY 2007, the cost of six of seven the pay movement mechanisms decreased. The most dramatic decrease occurred in the lateral transfer category, which decreased by 78.10 percent. The significant decrease in PMM usage may be attributable to the lack of increased funding over the last several fiscal years.

Table 5: Agency PMM Usage 2006-2007

| PMM TITLE | 2006 | 2006 Amount | 2007 | 2007 Amount | % Diff |
|--------------------------------|--------------|-----------------------|-------------|-----------------------|----------------|
| Lateral Transfer | 110 | \$105,349.16 | 73 | \$23,073.10 | -78.10% |
| Career Progression | 2,290 | \$3,100,907.34 | 2,779 | \$1,439,820.06 | -53.57% |
| Performance-Based Adjustment | 619 | \$841,769.88 | 595 | \$492,040.48 | -41.55% |
| Completion of Probation Period | 684 | \$473,331.17 | 553 | \$124,313.29 | -73.74% |
| Equity Adjustment | 777 | \$811,140.03 | 1,294 | \$446,857.75 | -44.91% |
| Skill-Based Pay Adjustment | 152 | \$95,944.54 | 170 | \$225,856.57 | 222.91% |
| Market Adjustment | 2,239 | \$3,560,350.93 | 1,817 | \$1,590,758.06 | -55.32% |
| Total | 6,871 | \$8,988,793.06 | 7281 | \$4,342,719.31 | -51.55% |
| % of State Payroll | | 0.59% | | 0.28% | |

PART III

METHODOLOGY:



METHODOLOGY

MARKET SURVEYS

The State of Oklahoma employs a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public sector organizations in our surrounding states.

For technical, clerical and blue-collar jobs, we look exclusively at survey data from employers within the state; for professional and managerial jobs, our emphasis is on survey data from both within the State of Oklahoma and with the contiguous states. Comparisons for state-specific jobs are made exclusively with data from surveys that measure the market for state jobs. It is within these boundaries that our competitive labor markets exist. In keeping with this market philosophy, the following market data sources were used in the salary and benefit analysis in this report:

Central States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 26 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 149 of our benchmark jobs. Salary data is current as of July 2008.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Southeastern States Salary Conference conduct this survey annually. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 90 of our benchmark jobs. Salary data is current as of July 2008.

The State Chamber Survey: This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data were collected from 130 organizations employing 34,467 workers in the State of Oklahoma. The salary portion of the survey covered 93 of our benchmark jobs. Salary data is current as of July 2008.

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 61 of our benchmark jobs. Salary data is current as of July 2008.

Compensation Data 2008: 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 110 of our benchmark jobs. Salary figures are from April 2008, but to maintain consistency, the salaries are aged .95 percent according to employment cost increases to reflect the equivalent of July data.

Economic Research Institute (ERI) Salary Assessor 2008: This software program developed by ERI reports current competitive wage, salary, and incentive survey data for over 5,000 jobs. Analyses are derived from millions of data points gathered from 2,975 annual survey sources that include loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country. The salary portion of this survey covered 291 of our benchmark jobs. Salary data is current as of July 2008.

2008/2009 Watson Wyatt Survey Report on Employee Benefits: This national benefit survey is conducted by Watson Wyatt, and consists of responses from 503 organizations. A regional cut of responses was used in the benefit analysis of this report.

This year, the state's 433 benchmark comparisons represented 20,600 employees, or 76 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 market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources.

This methodology is based on generally accepted compensation practice and is recommended by WorldatWork, the leading compensation professional association in the United States, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

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

BENEFITS

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, retirement, 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 \$554.48 to \$1,443.33 per month in CY 2008. 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.

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.

STATE BENEFIT PACKAGE

Insurance Benefit Contribution -- The average amount that the State of Oklahoma contributed to employees for insurance was \$890 per month, or 30.6 percent of the average benchmark salary (including longevity).

Paid Leave -- The state offers 10 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years. The average years of service is 11.2 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan -- During FY 2008 the state contributed 13.5 percent of employees' salary.

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

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

Workers' Compensation & Unemployment Insurance -- The state pays the cost of employee participation in these programs. Because the method of payment and actual costs can vary by agency and occupation, a one percent figure was used as a reasonable estimate of the costs associated with these programs.

MARKET BENEFIT PACKAGE

Insurance Benefit Contribution -- The market amount contributed to employee insurance was computed by using the 2008/2009 Watson Wyatt Survey Report on Employee Benefits. The average amount that the market contributed to employees for insurance was \$475 per month.

Paid Leave -- forty percent of the market offers 10 or more paid holidays. For sick leave, market employees with 10 or more years of service accrue an average of 15 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 2008/2009 Watson Wyatt Survey Report on Employee Benefit, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a yearly cost per employee.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the 2008/2009 Watson Wyatt Survey Report on Employee Benefits, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a yearly cost per employee.

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

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

EMPLOYEE TURNOVER

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

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

- Turnover rates for each job family level. See Table A3 in the Appendix.
- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model.¹ Below are the steps of the costing model:
 - A. Classified benchmark average salary
 - B. Percentage of pay for benefits (X) average salary
 - C. Total employee annual cost (add A + B)
 - D. Determine the number of employees that voluntarily resigned within the previous FY
 - E. The time an employee becomes fully productive (typically 12 months)
 - F. Per person turnover cost: $(E/12) (X) C (X) 50\%$ ²
 - G. Annual turnover cost for the state: (Multiply F X D)

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

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

PART IV

ANALYSIS:



ANALYSIS

AVERAGE SALARY COMPARISON

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 16.12 percent below the competitive labor market. Table 6 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. Table A1 in the Appendix identifies the benchmark job family levels and the percent below market average. Table A2 in the Appendix displays how overall classified salaries in individual agencies compare to the market.

Table 6: Employee Average Salary Comparison

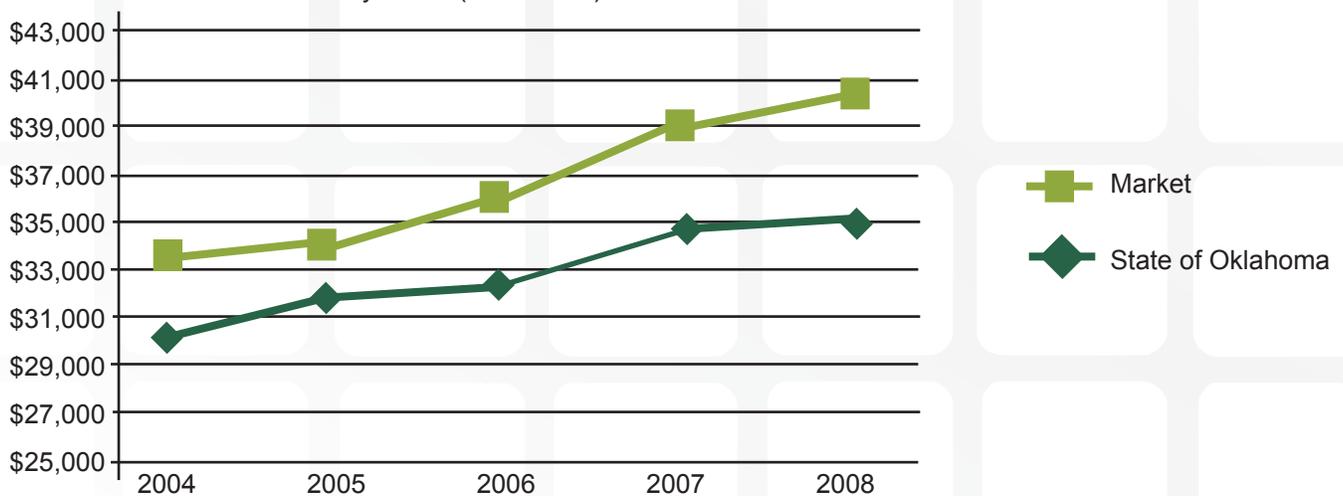
| Fiscal Year | State of Oklahoma | Market | % Difference |
|-------------|-------------------|-------------|--------------|
| 2008 | \$34,868.40 | \$40,489.56 | -16.12% |

A review of market and state average salary growth from 2004 to the present (see Table 7 and Figure 1) reveals the pay relationship over the last five years.

Table 7: Market Comparison Trend (2004-2008)

| Year | State of Oklahoma | Market | % Difference |
|------|-------------------|----------|--------------|
| 2008 | \$34,868 | \$40,490 | -16.12% |
| 2007 | \$34,714 | \$38,897 | -12.05% |
| 2006 | \$32,427 | \$36,315 | -11.99% |
| 2005 | \$31,518 | \$34,102 | -8.20% |
| 2004 | \$29,968 | \$33,393 | -11.40% |

Figure 1: Oklahoma vs. Market Pay Trend (2004-2008)



It appears general pay increases (see Table 8 below) and agency PMM usage, coupled with the overall economic decline in the early years of the millennium, have allowed the state to lag the market by a fairly consistent amount over the last five years, with only 2005 showing any true, measurable narrowing of the gap.

Table 8: Oklahoma General Pay Increase History

| Appropriation Bills | Effective Fiscal Year | Pay Increase Allocated for Classified Employees | Effective Date |
|---------------------|-----------------------|---|----------------|
| - | 2008 | \$0.00 | N/A |
| SB 82XX | 2007 | 5% | 10/1/2006 |
| HB 2005 | 2006 | \$700.00 | 7/1/2005 |
| HB 2005 | 2005 | \$1,400.00 | 1/1/2005 |
| - | 2004 | \$0.00 | N/A |
| - | 2003 | \$0.00 | N/A |
| - | 2002 | \$0.00 | N/A |
| SB 959 | 2001 | \$2,000.00 | 10/1/2000 |
| - | 2000 | \$0.00 | N/A |

MINIMUM WAGE FOR STATE EMPLOYEES

Effective July 1, 2007, HB 1114 required the State minimum wage to increase to the Federal Poverty Guidelines for a three-person household as issued each year by the US Department of Health and Human Services. As a result, on July 1, 2007, the State minimum wage moved to \$17,170 per year (\$8.25 per hour) from the previous \$12,480 per year (\$6.00 per hour rate); and on July 1, 2008, the minimum wage increased to \$17,600 per year (\$8.46 per hour). Table 9 illustrates the pay band structure prior to HB 1114 implementation.

Table 9: State of Oklahoma Classified Pay Band Schedule (Effective 7/01/06)

| Pay Band | Minimum | Midpoint | Maximum | Pay Band | Minimum | Midpoint | Maximum |
|----------|----------|----------|----------|----------|----------|----------|-----------|
| A | \$12,483 | \$16,367 | \$20,459 | J | \$26,156 | \$34,874 | \$43,593 |
| B | \$12,865 | \$17,153 | \$21,441 | K | \$28,590 | \$38,120 | \$47,650 |
| C | \$13,610 | \$18,147 | \$22,684 | L | \$31,448 | \$41,931 | \$52,414 |
| D | \$14,673 | \$19,564 | \$24,455 | M | \$34,907 | \$46,543 | \$58,179 |
| E | \$16,141 | \$21,521 | \$26,901 | N | \$38,748 | \$51,664 | \$64,580 |
| F | \$17,754 | \$23,672 | \$29,590 | O | \$43,397 | \$57,862 | \$72,328 |
| G | \$19,531 | \$26,041 | \$32,551 | P | \$49,039 | \$65,385 | \$81,731 |
| H | \$21,484 | \$28,645 | \$35,806 | Q | \$55,415 | \$73,886 | \$92,358 |
| I | \$23,792 | \$31,722 | \$39,653 | R | \$62,618 | \$83,490 | \$104,363 |

To implement the new minimum wage without incurring substantial costs, OPM adjusted the minimums of those pay bands which were currently below the new minimum wage, resulting in the narrowing of the lowest four pay bands. The cost of making this adjustment, excluding mandatory benefits, was minimal (\$98,671), with adjustments to only 123 classified employees. However, while the initial expense was minimal, the implementation of this minimum wage provision did not come without its own cost in terms of its detrimental effects on the pay structure. Table 10 on page 16 illustrates the effect this option has on the overall pay band structure.

Table 10: State of Oklahoma Classified Pay Band Schedule Current Pay Band Structure 07/01/08

| Pay Band | Minimum | Midpoint | Maximum | Pay Band | Minimum | Midpoint | Maximum |
|----------|----------|----------|----------|----------|----------|----------|-----------|
| A | \$17,600 | \$17,701 | \$22,126 | J | \$28,288 | \$37,717 | \$47,146 |
| B | \$17,600 | \$18,551 | \$23,189 | K | \$30,920 | \$41,227 | \$51,534 |
| C | \$17,600 | \$19,626 | \$24,533 | L | \$34,012 | \$45,349 | \$56,686 |
| D | \$17,600 | \$21,158 | \$26,448 | M | \$37,752 | \$50,336 | \$62,920 |
| E | \$17,600 | \$23,275 | \$29,094 | N | \$41,906 | \$55,874 | \$69,843 |
| F | \$19,202 | \$25,602 | \$32,003 | O | \$46,934 | \$62,578 | \$78,223 |
| G | \$21,122 | \$28,163 | \$35,204 | P | \$53,036 | \$70,714 | \$88,393 |
| H | \$23,234 | \$30,979 | \$38,724 | Q | \$59,930 | \$79,907 | \$99,884 |
| I | \$25,730 | \$34,307 | \$42,884 | R | \$67,721 | \$90,295 | \$112,869 |

The State’s broad-banded pay bands normally have a 67% spread from the minimum to the maximum of each pay band, with a 5 to 13 percent differential between respective pay band midpoints. However, due to the new minimum wage, the pay bands A through E have been significantly narrowed, as illustrated in Table 11 below:

Table 11: Pay Band Width

| Pay Band | Previous Pay Band Width | New Pay Band Width |
|----------|-------------------------|--------------------|
| A | 67% | 26% |
| B | 67% | 32% |
| C | 67% | 39% |
| D | 67% | 50% |
| E | 67% | 65% |

Such structural changes inevitably impact the ability of the employing agency to maintain desired pay differentials between employees of different tenure within a job or at different levels of a job. Moreover, the impact will become more severe over time, because the minimum wage is now indexed to the poverty guidelines and will of necessity increase each year as the guidelines are adjusted upward. Historically, the guidelines have increased an average of 2.6 percent per year. Assuming, conservatively, that this moderate increase trend continues in the future, and assuming that state employee salaries do not receive across-the-board adjustments during this time period, more pay bands will be affected by these compression problems. Table 12 shows the cumulative effect of the compression on the pay bands and the costs associated therewith in just six years. Ultimately, as many as six of the state’s eighteen classified pay bands could be impacted, with the minimums of the first three pay bands actually exceeding the established midpoints.

Table 12: State of Oklahoma Classified Pay Band Schedule Projected to 07/01/2014

| Pay Band | Minimum | Midpoint | Maximum | Pay Band | Minimum | Midpoint | Maximum |
|----------|----------|----------|----------|----------|----------|----------|-----------|
| A | \$20,550 | \$17,701 | \$22,126 | J | \$28,288 | \$37,717 | \$47,146 |
| B | \$20,550 | \$18,551 | \$23,189 | K | \$30,920 | \$41,227 | \$51,534 |
| C | \$20,550 | \$19,626 | \$24,533 | L | \$34,012 | \$45,349 | \$56,686 |
| D | \$20,550 | \$21,158 | \$26,448 | M | \$37,752 | \$50,336 | \$62,920 |
| E | \$20,550 | \$23,275 | \$29,094 | N | \$41,906 | \$55,874 | \$69,843 |
| F | \$20,550 | \$25,602 | \$32,003 | O | \$46,934 | \$62,578 | \$78,223 |
| G | \$21,122 | \$28,163 | \$35,204 | P | \$53,036 | \$70,714 | \$88,393 |
| H | \$23,234 | \$30,979 | \$38,724 | Q | \$59,930 | \$79,907 | \$99,884 |
| I | \$25,730 | \$34,307 | \$42,884 | R | \$67,721 | \$90,295 | \$112,869 |

Yearly Cost to Implement: \$663,641.08; Number of Employees affected: 1,380

While the implementation of this indexed minimum wage was based on the best of intentions, it has become apparent that the consequences to the state’s classified pay structure are potentially harmful over time. Moreover, the minimum wage is driven entirely by changes to the Federal poverty guidelines, contrary to the State’s statutory pay philosophy

[1] Title 74, Section 840-4.6.A. of the Oklahoma Statutes

that requires the State to provide a pay system "...based on the market data found in relevant public and private sector markets." [1] We recommend the statute be revised to delete the indexing feature and that the minimum wage remain at its current level of \$17,600 per year. This minimum wage level can be monitored over time and revised in conjunction with overall pay increases to address market competitiveness. Maintaining the minimum wage at a constant amount for a period of time will allow those lower pay bands that are impacted by the minimum to be gradually re-adjusted over time to restore them to their intended scope and function.

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. In 2004, the 49th Legislature passed House Bill 2006, which established pay ranges for nonappropriated agency directors consistent with those in the HayGroup study, with a slight upward adjustment (2.8%) of the range minimums, midpoints and maximums to account for market pay growth since the completion of the study. As a result, nonappropriated agency boards, commissions, departments or programs now have the authority to raise agency director salaries within those ranges, subject to guidelines and restrictions contained in the statute. Moreover, the salary structure assures the incumbents are paid equitably consistent with the magnitude and content of the job. Appropriated agency directors, on the other hand, have no pay ranges and are subject to pay caps established by the Legislature in their annual appropriations bills. Since there is no formal structure, there is no assurance that pay levels are commensurate with the content and size of the job.

To determine the cost of placing the appropriated agency directors in the structure, a comparison must be made between current agency director salaries and the minimums of the appropriate pay bands. Since it has been seven years since the initial study, HayGroup was requested to provide an update based on current market data. The resulting report provided by the company showed that the midpoints increased an average of 16.8 percent from the original report in 2002 to the present, which represents an approximate 2.4 percent average increase per year. Table A5 in the Appendix shows the costs associated with updating the HayGroup recommended pay ranges to reflect current market relationships and including all agency directors in the structure. The cost to implement the new ranges for the nonappropriated directors is \$29,965, which represents the cost of increasing the salaries of 6 agency directors who are below the minimums to the new minimums. The cost to include those appropriated directors who were not previously in the ranges is \$409,203, which is the cost of increasing the salaries of 38 agency directors who are below the minimums to the new minimums. The total cost of implementing the new pay bands for all agency directors is \$439,168. All of the above cost estimates do not include the cost of mandatory benefits.

BENEFITS ANALYSIS

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

Table 13: Vacation Days

| Annual Leave/Vacation | State of Oklahoma | Market |
|-------------------------------|-------------------|--------|
| Number of days after 1 year | 15 | 11 |
| Number of days after 5 years | 18 | 15 |
| Number of days after 10 years | 20 | 19 |
| Number of days after 20 years | 25 | 22 |

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

Table 14: Sick Days

| Sick Days | State of Oklahoma | Market |
|-------------------------------|-------------------|--------|
| Number of days after 1 year | 15 | 10 |
| Number of days after 5 years | 15 | 13 |
| Number of days after 10 years | 15 | 15 |
| Number of days after 20 years | 15 | 16 |

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

RETIREMENT PLANS

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

- 46 percent of the organizations provide a defined benefit plan.
- 100 percent of the organizations provide a defined contribution plan.
- 86 percent of the organizations provide a dollar or a percentage match to the employee's defined contribution plan.

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 15 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 15: Average Employee Benefit Comparison

| | State of Oklahoma Contribution | Market Contribution[1] |
|---|--------------------------------|------------------------|
| Insurance Benefit | \$10,676.40 | \$5,689.00 |
| Annual Leave Accrual Days | 20 | 19 |
| Sick Leave Accrual Days | 15 | 15 |
| Paid Holidays | 10 | 10 |
| Defined Benefit Retirement Plan (employer contribution)[2] | \$4,707.23 | \$3,616.00 |
| Defined Contribution Retirement Plan | \$300.00 | \$2,593.00 |
| Social Security | 7.65% | 7.65% |
| Worker's Compensation & Unemployment Insurance | 1.0% | 1.0% |

[1] Source: 2008/2009 Watson Wyatt Survey Report on Employee Benefits

[2] Includes only those employers that offer a Defined Benefit Retirement Plan.

Benefit costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefit cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the workforce, health claims experience, defined benefit plan funding status, and other factors that vary among employers.

TURNOVER ANALYSIS

Table 16 displays the overall and voluntary turnover rates for the state's classified workforce. The overall rate increased from the previous year's rate of 13.9 percent to 14.1 percent, and the voluntary rate increased from 11.6 percent to 11.7 percent.

Table 16: FY 2007 State Classified Employee Turnover

| FY 08 State Classified Employee Turnover | |
|--|--------|
| Employees as of 7/1/07 | 27,131 |
| Resignations | 2,363 |
| Retirements | 798 |
| Discharges | 596 |
| Deaths | 71 |
| Overall Turnover Rate | 14.1% |
| Voluntary Turnover Rate | 11.7% |

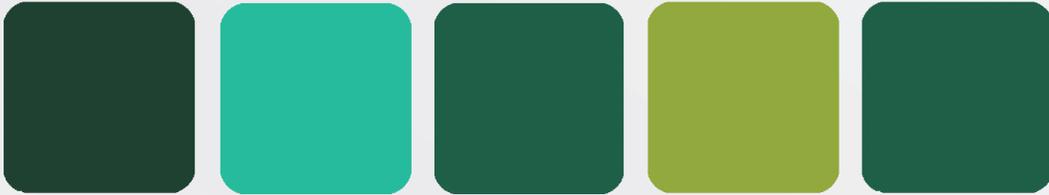
A list of job families with turnover rates is included in Table A3 in the Appendix. During FY 2008, the turnover cost for the classified workforce was \$84.7 million. As indicated in the methodology section, this figure was based on a conservative costing model.³ Below is the calculation using the actual salary and demographic figures:

| | |
|---|-----------------|
| A. Average classified salary for the state (including average longevity pay): | \$34,868 |
| B. Percentage of pay for benefits times annual pay: 53.75% (X) \$34,868= | \$18,741.55 |
| C. \$34,868 + \$18,741.55 = | \$53,609.55 |
| D. Number of Voluntary Separations: | 3,161 |
| E. Amount of time an employee becomes fully productive: | 12 months |
| F. Per person turnover cost: (12÷12) (X) \$53,609.55 (X) 50% = | \$26,804.78 |
| G. Annual turnover cost for the state: (\$26,804.78 X 3,161) = | \$84,729,909.58 |
| Total Turnover Cost: \$84,729,909.58 | |

³Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87

PART V

RECOMMENDATIONS:



RECOMMENDATIONS

COMPENSATION

Results of the 2008 Annual Compensation Report indicate that the state's classified pay rates are 16.12 percent below the market based on average pay rates for classified benchmark jobs. This figure represents the highest deficit to the market for state classified pay in at least the last 10 years.

During the period FY 2005 – FY 2007, general increases were provided to state employees that helped to keep pace with market pay growth. However, no increases were approved for FY 2008 and FY 2009, notwithstanding the fact that market pay increases were nearly 4 percent in both 2007 and 2008 and are projected to be at approximately the same level in 2009. The current market disparity clearly shows the negative impact that two years without a pay increase have had on the market competitiveness of the state's classified compensation system. To effectively compete for a high quality workforce, the state cannot afford to be complacent and allow its classified pay rates to fall further behind the market, particularly in critical jobs.

With this in mind, and in consideration of other relevant factors affecting the state's compensation system, the Office of Personnel Management makes the following compensation recommendations:

State Minimum Wage: HB 1114, enacted in the first session of the 51st Legislature, established a minimum wage for state employees, which is indexed to the Federal poverty guidelines for a three-person household. On average, this indexing increases 3 percent each year. The result of the application of this minimum wage to the state's classified pay bands over the past two years has been to significantly reduce the pay band widths in the lower pay levels from their previous widths of 67 percent; for example, pay band A has been reduced to 26 percent; pay band B has been reduced to 32 percent; pay band C has been narrowed to 39 percent; and pay band D has been reduced to 50 percent. These reductions create serious pay compression problems that can undermine employee morale and are costly to remedy. Moreover, the minimum wage is driven entirely by changes to the Federal poverty guidelines, contrary to the State's statutory pay philosophy that requires the State to provide a pay system "...based on the market data found in relevant public and private sector markets."^[1] We recommend that the indexing feature be deleted from the statute and that the minimum wage remain at \$17,600 per year. This minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness. Maintaining the minimum wage at a constant amount for a period of time will allow those lower pay bands that are impacted by the minimum to be gradually re-adjusted over time to restore them to their intended scope and function.

General Pay Increase: As in previous years, OPM's analysis finds that state average pay continues to trail market average, presently by some 16 percent. State employees have not had a general pay increase in two years. In an effort to address the disparity, we recommend a 5 percent pay increase for all state employees. The cost of a 5 percent adjustment (including mandatory benefits) for all appropriated state agencies including classified and unclassified employees is estimated to be \$68,092,796 (see Table A4 in the Appendix).

Annual increases are common in the private sector, as the WorldatWork data on salary budgets confirms. Moreover, numerous states have been providing modest pay adjustments in recent years on a more consistent, regular basis, in an effort to remain competitive in the market and to avoid the "feast or famine" pattern of extended periods with no increases followed by large "catch-up" pay adjustments. Providing modest increases on a regular basis is more motivating to employees and encourages loyalty. Finally, in its January 2008 Report, the Governor's Task Force on State Employee Compensation included as one of its recommendations that the Governor submit as part of his budget and the Legislature implement a multi-year plan to bring and maintain State employee compensation and benefits to market. The significant level of disparity between State classified pay and the market requires aggressive action by the state to forestall an exodus of critical talent from state agencies.

It is acknowledged that the Legislature's ability to fund the suggested pay increase is severely limited because of the historic economic downturn now occurring in Oklahoma and across the nation. Oklahoma, like almost every other state in the nation, is facing a multi-million dollar revenue shortfall in the coming year and is expected to be forced to reduce expenditures.

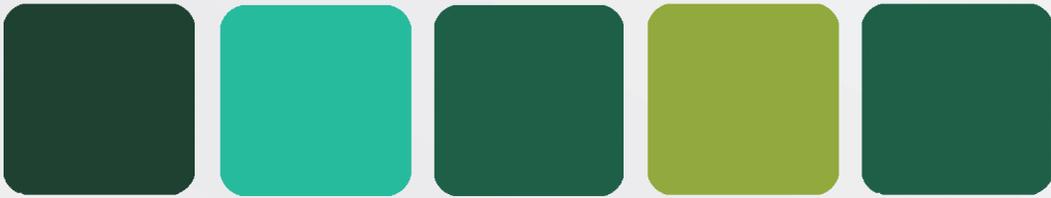
^[1] Title 74, Section 840-4.6.A. of the Oklahoma Statutes

Special Recruitment and Retention Fund: The state's market position has deteriorated from 12.1 percent last year to 16.1 percent this year. Overall turnover continues at a rate of over 14 percent. Market competitiveness and turnover for a large number of critical service delivery job classes is significantly higher than the numbers referenced above. State agencies are authorized to address these issues using pay movement mechanisms; however, they may only do so within current available budget. Because payroll for state agencies has been stagnant and/or reduced, agencies have not had the flexibility within their budgets to take advantage of these pay movement mechanisms, and their usage has declined significantly during the past two years. For example, from 2006 to 2007, agency expenditures for market-based pay adjustments declined by 69 percent. The Office of Personnel Management has for the past few years recommended establishing a fund of 1 percent-2 percent based upon appropriated agencies' payroll budgets and earmarked for pay movement mechanisms. We recommend a similar level of funding this year, which would allow agencies to roll market-based adjustments into base salaries to provide more competitive pay rates for critical job families. The annual cost of a 1 percent fund for such purpose is estimated to be \$13,618,333.

Agency Director Salary Structure: 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. We 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. Incorporating the remaining agency directors into the structure and revising the structure to reflect current market pay will result in 38 of 66 appropriated agency directors and 6 of 37 nonappropriated directors receiving pay adjustments to raise their salaries to the new minimums of their respective pay ranges. These increases are estimated to cost \$409,203 for appropriated agency directors and \$29,965 for nonappropriated directors, for a total cost for all agency directors of \$439,168. These estimates do not include the cost of mandatory benefits. We recommend these costs be borne by the agencies without additional funding by the Legislature, except in those cases where the agency has a demonstrated inability to fund the increase.

PART VI

APPENDIX:



APPENDIX

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| A10B | INSURANCE UNDERWRITER II | -15.85% |
| A11A | INSURANCE CLAIMS ADJUSTER I | 21.78% |
| A11B | INSURANCE CLAIMS ADJUSTER II | 8.03% |
| A30B | MEMBER SERVICES REPRESENTATIVE II | -6.65% |
| A32B | INSURANCE BENEFITS SPECIALIST II | -33.74% |
| A40A | INSURANCE PROGRAM ADMINISTRATOR I | -26.99% |
| A40B | INSURANCE PROGRAM ADMINISTRATOR II | -39.15% |
| A40D | INSURANCE PROGRAM ADMINISTRATOR IV | -30.02% |
| B10B | INFORMATION SYSTEMS OPERATIONS SPECIALIST II | -24.92% |
| B10C | INFORMATION SYSTEMS OPERATIONS SPECIALIST III | -13.92% |
| B10D | INFORMATION SYSTEMS OPERATIONS SPECIALIST IV | -29.43% |
| B20B | INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II | -21.55% |
| B21A | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I | -46.69% |
| B21B | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II | -35.93% |
| B21C | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III | -30.44% |
| B21D | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV | -43.40% |
| B22A | INFORMATION SYSTEMS NETWORK ADMINISTRATOR I | -32.11% |
| B22B | INFORMATION SYSTEMS NETWORK ADMINISTRATOR II | -55.57% |
| B22C | INFORMATION SYSTEMS NETWORK ADMINISTRATOR III | -44.22% |
| B23A | INFORMATION SYSTEMS NETWORK TECHNICIAN I | -9.40% |
| B30A | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I | -51.35% |
| B30B | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II | -17.63% |
| B30C | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III | -20.65% |
| B30D | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV | -25.86% |
| B31A | INFORMATION SYSTEMS MANAGER I | -52.99% |
| B31B | INFORMATION SYSTEMS MANAGER II | -31.58% |
| B31C | INFORMATION SYSTEMS MANAGER III | -37.08% |
| B32A | INFORMATION SYSTEMS ADMINISTRATOR I | -50.93% |
| B32B | INFORMATION SYSTEMS ADMINISTRATOR II | -41.77% |
| B32C | INFORMATION SYSTEMS ADMINISTRATOR III | -71.97% |
| B40A | INFORMATION SYSTEMS PLANNING SPECIALIST I | -11.74% |
| B40B | INFORMATION SYSTEMS PLANNING SPECIALIST II | -13.28% |
| B40C | INFORMATION SYSTEMS PLANNING SPECIALIST III | -29.95% |
| B40D | INFORMATION SYSTEMS PLANNING SPECIALIST IV | -33.25% |
| B51A | INFORMATION SYSTEMS APPLICATIONS SPECIALIST I | -61.69% |
| B51B | INFORMATION SYSTEMS APPLICATIONS SPECIALIST II | -42.27% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| B51C | INFORMATION SYSTEMS APPLICATIONS SPECIALIST III | -46.12% |
| B51D | INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV | -39.22% |
| B52B | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II | -36.73% |
| B52C | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST III | -29.23% |
| B52D | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV | -27.90% |
| C10A | CIVIL RIGHTS ADMINISTRATOR I | -4.43% |
| C10B | CIVIL RIGHTS ADMINISTRATOR II | -30.01% |
| C10C | CIVIL RIGHTS ADMINISTRATOR III | -41.09% |
| C30A | HUMAN RESOURCES ASSISTANT I | -8.48% |
| C31A | HUMAN RESOURCES MANAGEMENT SPECIALIST I | -9.84% |
| C31B | HUMAN RESOURCES MANAGEMENT SPECIALIST II | -20.85% |
| C31C | HUMAN RESOURCES MANAGEMENT SPECIALIST III | -26.59% |
| C31D | HUMAN RESOURCES MANAGEMENT SPECIALIST IV | -23.98% |
| C32A | HUMAN RESOURCES PROGRAMS MANAGER I | -37.79% |
| C32B | HUMAN RESOURCES PROGRAMS MANAGER II | -45.41% |
| C32C | HUMAN RESOURCES PROGRAMS MANAGER III | -38.29% |
| C33A | HUMAN RESOURCES PROGRAMS DIRECTOR I | -59.97% |
| C33B | HUMAN RESOURCES PROGRAMS DIRECTOR II | -124.08% |
| C41A | TRAINING SPECIALIST I | -15.90% |
| C41B | TRAINING SPECIALIST II | -41.73% |
| C41C | TRAINING SPECIALIST III | -31.59% |
| D12A | AUDITOR I | -58.71% |
| D12B | AUDITOR II | -44.45% |
| D12C | AUDITOR III | -42.89% |
| D12D | AUDITOR IV | -36.55% |
| D14A | ACCOUNTANT I | -16.02% |
| D14B | ACCOUNTANT II | -18.34% |
| D14C | ACCOUNTANT III | -20.94% |
| D14D | ACCOUNTANT IV | -21.26% |
| D20B | BUDGET ANALYST II | -26.36% |
| D20C | BUDGET ANALYST III | -38.12% |
| D20D | BUDGET ANALYST IV | -23.82% |
| D30A | BUSINESS MANAGER I | -7.73% |
| D30B | BUSINESS MANAGER II | -14.81% |
| D30C | BUSINESS MANAGER III | -61.54% |
| D33A | FINANCIAL MANAGER/COMPTROLLER I | -21.11% |
| D33B | FINANCIAL MANAGER/COMPTROLLER II | -40.77% |
| D33C | FINANCIAL MANAGER/COMPTROLLER III | -50.66% |
| D33D | FINANCIAL MANAGER/COMPTROLLER IV | -66.13% |
| D50A | ACCOUNTING TECHNICIAN I | -1.53% |
| D50B | ACCOUNTING TECHNICIAN II | -8.07% |
| D50C | ACCOUNTING TECHNICIAN III | -20.91% |
| D50D | ACCOUNTING TECHNICIAN IV | -26.53% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| D54A | CONSUMER CREDIT EXAMINER I | -28.51% |
| E12A | ADMINISTRATIVE PROGRAMS OFFICER I | -4.45% |
| E12D | ADMINISTRATIVE PROGRAMS OFFICER IV | -41.73% |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I | -6.93% |
| E13B | CUSTOMER SERVICE REPRESENTATIVE II | 2.22% |
| E13C | CUSTOMER SERVICE REPRESENTATIVE III | 5.71% |
| E14A | COURT REPORTER I | 11.13% |
| E16A | ADMINISTRATIVE TECHNICIAN I | 2.83% |
| E16B | ADMINISTRATIVE TECHNICIAN II | -2.63% |
| E16C | ADMINISTRATIVE TECHNICIAN III | -8.76% |
| E16D | ADMINISTRATIVE TECHNICIAN IV | -18.25% |
| E17A | ADMINISTRATIVE ASSISTANT I | -6.56% |
| E17B | ADMINISTRATIVE ASSISTANT II | -25.49% |
| E19A | MEDICAL TRANSCRIPTIONIST I | -45.92% |
| E20A | LIBRARY TECHNICIAN I | 5.35% |
| E20B | LIBRARY TECHNICIAN II | 1.99% |
| E20C | LIBRARY TECHNICIAN III | -2.49% |
| E21A | LIBRARIAN I | -31.45% |
| E21B | LIBRARIAN II | -13.11% |
| E21C | LIBRARIAN III | -6.17% |
| E21D | LIBRARIAN IV | -23.74% |
| E22A | ADMINISTRATIVE LIBRARIAN I | -24.45% |
| E22B | ADMINISTRATIVE LIBRARIAN II | -35.14% |
| E24A | SECRETARY I | 8.75% |
| E24B | SECRETARY II | 2.70% |
| E24C | SECRETARY III | -7.59% |
| E24D | SECRETARY IV | -7.98% |
| E24E | SECRETARY V | -16.23% |
| E25B | LEGAL SECRETARY II | -22.46% |
| E31B | ADMINISTRATIVE HEARING OFFICER II | -32.58% |
| E33A | BINDERY WORKER I | -18.12% |
| E33C | BINDERY WORKER III | -19.37% |
| E34B | OFFSET PRESS OPERATOR II | -5.13% |
| E34C | OFFSET PRESS OPERATOR III | -10.77% |
| E34D | OFFSET PRESS OPERATOR IV | -23.47% |
| E35C | DUPLICATING EQUIPMENT OPERATOR III | 10.63% |
| E35D | DUPLICATING EQUIPMENT OPERATOR IV | -29.75% |
| E37A | REPRODUCTION SERVICES MANAGER I | -8.85% |
| E41B | ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II | -5.40% |
| E41C | ARCHIVIST/RECORDS MANAGEMENT SPECIALIST III | -30.26% |
| E43A | GRAPHIC ARTIST I | 9.49% |
| E43B | GRAPHIC ARTIST II | -12.99% |
| E43C | GRAPHIC ARTIST III | -5.86% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| E44A | PUBLIC INFORMATION OFFICER I | -20.53% |
| E44B | PUBLIC INFORMATION OFFICER II | -39.68% |
| E44C | PUBLIC INFORMATION OFFICER III | -60.61% |
| E45A | PUBLIC INFORMATION MANAGER I | -107.16% |
| E45B | PUBLIC INFORMATION MANAGER II | -100.05% |
| E46B | STATISTICAL RESEARCH SPECIALIST II | -44.38% |
| E46C | STATISTICAL RESEARCH SPECIALIST III | -67.68% |
| E48C | PLANNING COORDINATOR III | -24.64% |
| E49A | MANAGEMENT ANALYST I | -44.70% |
| E50A | PHOTOGRAPHER I | -24.53% |
| E50B | PHOTOGRAPHER II | -20.36% |
| E55A | CUSTOMER ASSISTANCE REPRESENTATIVE I | -2.06% |
| E55B | CUSTOMER ASSISTANCE REPRESENTATIVE II | -11.81% |
| E55C | CUSTOMER ASSISTANCE REPRESENTATIVE III | -32.56% |
| E55D | CUSTOMER ASSISTANCE REPRESENTATIVE IV | -7.32% |
| F10A | CONTRACTING AND PROCUREMENT OFFICER I | -1.51% |
| F10C | CONTRACTING AND PROCUREMENT OFFICER III | -1.81% |
| F10D | CONTRACTING AND PROCUREMENT OFFICER IV | -24.28% |
| F14A | CONTRACTING AND ACQUISITIONS AGENT I | -12.06% |
| F14B | CONTRACTING AND ACQUISITIONS AGENT II | -23.71% |
| F14C | CONTRACTING AND ACQUISITIONS AGENT III | -52.12% |
| F14D | CONTRACTING AND ACQUISITIONS AGENT IV | -73.28% |
| F15A | CONTRACTING AND ACQUISITIONS ADMINISTRATOR I | -50.27% |
| F20A | MATERIEL MANAGEMENT SPECIALIST I | -2.04% |
| F20B | MATERIEL MANAGEMENT SPECIALIST II | -3.84% |
| F20C | MATERIEL MANAGEMENT SPECIALIST III | -17.03% |
| F20D | MATERIEL MANAGEMENT SPECIALIST IV | -42.19% |
| F21A | MATERIEL MANAGEMENT OFFICER I | -102.12% |
| F21B | MATERIEL MANAGEMENT OFFICER II | -149.61% |
| F31B | REAL ESTATE MANAGEMENT SPECIALIST II | -39.83% |
| F36B | DIRECTOR, REAL ESTATE MANAGEMENT DIVISION II | -68.80% |
| F41A | CONSTRUCTION/MAINTENANCE TECHNICIAN I | -14.97% |
| F41B | CONSTRUCTION/MAINTENANCE TECHNICIAN II | -27.32% |
| F41C | CONSTRUCTION/MAINTENANCE TECHNICIAN III | -33.41% |
| F44A | CARPENTER I | -51.12% |
| F44B | CARPENTER II | -34.96% |
| F45A | CONSTRUCTION/MAINTENANCE ADMINISTRATOR I | -32.80% |
| F45B | CONSTRUCTION/MAINTENANCE ADMINISTRATOR II | -33.56% |
| F45C | CONSTRUCTION/MAINTENANCE ADMINISTRATOR III | -67.34% |
| F45D | CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV | -44.92% |
| F46A | PAINTER I | -24.07% |
| F46B | PAINTER II | -65.65% |
| F47A | AUTOMOTIVE/ENGINE MECHANIC I | -19.24% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|---|---------------------|
| F47B | AUTOMOTIVE/ENGINE MECHANIC II | -27.15% |
| F47C | AUTOMOTIVE/ENGINE MECHANIC III | -6.77% |
| F47D | AUTOMOTIVE/ENGINE MECHANIC IV | -2.01% |
| F47E | AUTOMOTIVE/ENGINE MECHANIC V | -16.67% |
| F48A | WELDER I | -29.44% |
| F48B | WELDER II | -20.30% |
| F48C | WELDER III | -23.65% |
| F49B | PHYSICAL PLANT OPERATOR II | -45.11% |
| F49C | PHYSICAL PLANT OPERATOR III | -40.03% |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I | -5.35% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | 4.60% |
| F50C | HOUSEKEEPING/CUSTODIAL WORKER III | -37.59% |
| F50D | HOUSEKEEPING/CUSTODIAL WORKER IV | -54.76% |
| F50E | HOUSEKEEPING/CUSTODIAL WORKER V | -134.10% |
| F54A | LIGHT VEHICLE DRIVER I | -27.66% |
| F56A | ELECTRONICS TECHNICIAN I | 0.45% |
| F56B | ELECTRONICS TECHNICIAN II | -0.65% |
| F65A | CONSTRUCTION DESIGNER I | -51.35% |
| F69A | CHIEF ARCHITECT I | -7.05% |
| F72A | CONSTRUCTION MANAGER I | -26.92% |
| F74A | MECHANICAL SYSTEMS TECHNICIAN I | -45.85% |
| F74B | MECHANICAL SYSTEMS TECHNICIAN II | -44.16% |
| F74C | MECHANICAL SYSTEMS TECHNICIAN III | -17.01% |
| F74D | MECHANICAL SYSTEMS TECHNICIAN IV | -64.53% |
| F75A | ELECTRICIAN I | -16.07% |
| F75B | ELECTRICIAN II | -17.15% |
| F75C | ELECTRICIAN III | -21.99% |
| F75D | ELECTRICIAN IV | -18.48% |
| F76A | PLUMBER I | -22.30% |
| F76B | PLUMBER II | -38.24% |
| F76C | PLUMBER III | -17.90% |
| F76D | PLUMBER IV | -50.59% |
| F77A | GROUNDSKEEPER I | 2.67% |
| F77B | GROUNDSKEEPER II | -26.86% |
| F78A | EQUIPMENT OPERATOR I | 6.86% |
| F78B | EQUIPMENT OPERATOR II | -42.76% |
| F79A | LABORER I | -10.18% |
| G10A | COMMUNICATIONS OFFICER (DPS) I | 9.58% |
| G12A | CRIMINALIST I | 18.82% |
| G12B | CRIMINALIST II | 18.91% |
| G12C | CRIMINALIST III | 18.84% |
| G14A | DRIVER S LICENSE EXAMINER I | 16.01% |
| G15A | LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I | -12.27% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|---|---------------------|
| G16B | PHYSICAL EVIDENCE TECHNICIAN II | -15.90% |
| G19C | FINGERPRINT SPECIALIST III | -6.67% |
| G21C | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III | -25.35% |
| G22C | LAW ENFORCEMENT SPECIAL AGENT (OSBI) III | -4.65% |
| G50C | LAW ENFORCEMENT CAPITOL PATROL OFFICER III | 42.19% |
| G53A | LAW ENFORCEMENT HIGHWAY PATROL OFFICER I | -14.91% |
| G53C | LAW ENFORCEMENT HIGHWAY PATROL OFFICER III | 4.57% |
| G53E | LAW ENFORCEMENT HIGHWAY PATROL OFFICER V | 1.73% |
| G54B | LAW ENFORCEMENT HIGHWAY PATROL MANAGER II | -7.99% |
| H10B | PROGRAMS MANAGER II | -2.88% |
| H10C | PROGRAMS MANAGER III | -10.03% |
| H10D | PROGRAMS MANAGER IV | -21.93% |
| H10E | PROGRAMS MANAGER V | -27.00% |
| H20A | SOCIAL SERVICES SPECIALIST I | -20.91% |
| H20B | SOCIAL SERVICES SPECIALIST II | -6.52% |
| H20C | SOCIAL SERVICES SPECIALIST III | -14.48% |
| H20D | SOCIAL SERVICES SPECIALIST IV | -13.34% |
| H21B | CASE MANAGER II | -35.54% |
| H22B | SOCIAL SERVICES INSPECTOR II | -9.32% |
| H23B | CHILD WELFARE SPECIALIST II | -12.63% |
| H23D | CHILD WELFARE SPECIALIST IV | -14.79% |
| H24B | CHILD CARE LICENSING SPECIALIST II | -66.94% |
| H27A | CLINICAL SOCIAL WORKER I | -13.96% |
| H27B | CLINICAL SOCIAL WORKER II | -9.02% |
| H27C | CLINICAL SOCIAL WORKER III | -20.76% |
| H27D | CLINICAL SOCIAL WORKER IV | -14.35% |
| H30B | CHILD SUPPORT SPECIALIST II | -7.62% |
| H30D | CHILD SUPPORT SPECIALIST IV | -39.88% |
| I10B | CORRECTIONAL SECURITY OFFICER II | -11.11% |
| I10C | CORRECTIONAL SECURITY OFFICER III | -12.03% |
| I10D | CORRECTIONAL SECURITY OFFICER IV | -8.52% |
| I11A | CORRECTIONAL SECURITY MANAGER I | -32.22% |
| I20B | CORRECTIONAL CASE MANAGER II | -22.91% |
| I23A | CORRECTIONAL TEACHER I | -19.02% |
| I24A | CORRECTIONAL COUNSELOR I | -17.35% |
| I30A | CORRECTIONAL INDUSTRIES MANAGER I | -34.81% |
| I30C | CORRECTIONAL INDUSTRIES MANAGER III | -105.27% |
| I40B | PROBATION AND PAROLE OFFICER II | -6.05% |
| I40D | PROBATION AND PAROLE OFFICER IV | 5.28% |
| J10B | SAFETY STANDARDS INSPECTOR II | -32.96% |
| J15B | INDUSTRIAL HYGIENIST II | -47.02% |
| J16B | BOILER AND PRESSURE VESSEL INSPECTOR II | 0.41% |
| J17B | LABOR COMPLIANCE OFFICER II | -55.97% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|---|---------------------|
| J19B | OCCUPATIONAL LICENSURE SPECIALIST II | -5.63% |
| J25A | SAFETY AND HEALTH DIRECTOR I | -16.43% |
| J25B | SAFETY AND HEALTH DIRECTOR II | -10.22% |
| J31B | SAFETY CONSULTANT II | -42.01% |
| J31C | SAFETY CONSULTANT III | -31.74% |
| J31D | SAFETY CONSULTANT IV | -26.34% |
| J41A | FIRE PREVENTION AND SECURITY OFFICER I | -13.39% |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II | -11.51% |
| J41C | FIRE PREVENTION AND SECURITY OFFICER III | 3.69% |
| J41D | FIRE PREVENTION AND SECURITY OFFICER IV | -22.40% |
| K10A | JUVENILE JUSTICE SPECIALIST I | -18.26% |
| K11B | DISABILITY DETERMINATION SPECIALIST II | -5.72% |
| K15A | MANUAL SIGN LANGUAGE SPECIALIST I | -62.34% |
| K20B | REHABILITATION TECHNICIAN II | -6.72% |
| K21B | VOCATIONAL REHABILITATION SPECIALIST II | -16.10% |
| K23B | REHABILITATION OF THE BLIND SPECIALST II | -5.43% |
| K28A | VOCATIONAL TRAINING INSTRUCTOR I | 10.50% |
| K30A | VENDING MACHINE TECHNICIAN I | -10.03% |
| L13C | AGRICULTURAL MARKET DEVELOPMENT COORDINATOR III | -38.58% |
| L16A | AGRICULTURE FIELD INSPECTOR I | -27.47% |
| L16B | AGRICULTURE FIELD INSPECTOR II | -15.10% |
| L16C | AGRICULTURE FIELD INSPECTOR III | -33.15% |
| L21A | FOREST FIRE DETECTION SPECIALIST I | 3.62% |
| L22B | FOREST REGENERATION SPECIALIST II | 2.85% |
| L24B | FORESTER II | -15.43% |
| M10A | REGULATORY PROGRAM MANAGER I | -29.19% |
| M20A | CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I | -5.70% |
| M32B | OIL AND GAS FIELD INSPECTOR II | -45.61% |
| M40B | PUBLIC UTILITY REGULATORY ANALYST II | -44.53% |
| M40D | PUBLIC UTILITY REGULATORY ANALYST IV | -27.32% |
| M41B | PUBLIC UTILITY COMPLIANCE SPECIALIST II | -54.36% |
| M50B | TRANSPORTATION RATE AUDITOR II | -11.31% |
| N13B | VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II | -49.36% |
| P15A | NATURALIST I | -21.94% |
| P20B | PARK RANGER II | -9.04% |
| P25A | PARK MANAGER I | -20.08% |
| P25B | PARK MANAGER II | -17.34% |
| P25C | PARK MANAGER III | -14.53% |
| P25D | PARK MANAGER IV | -13.77% |
| Q10B | POWER GENERATION OPERATIONS TECHNICAL II | 11.01% |
| Q20B | POWER PLANT MAINTENANCE TECHNICIAN II | 7.64% |
| Q21A | POWER TRANSMISSION MAINTENANCE TECHNICIAN I | -8.35% |
| Q21B | POWER TRANSMISSION MAINTENANCE TECHNICIAN II | 9.67% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|---|---------------------|
| Q24B | ELECTRICAL DRAFTING TECHNICIAN II | 6.77% |
| R10B | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II | -15.05% |
| R10C | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III | -27.08% |
| R10D | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST IV | -56.61% |
| R20A | ENVIRONMENTAL PROGRAMS SPECIALIST I | -3.29% |
| R20B | ENVIRONMENTAL PROGRAMS SPECIALIST II | -22.23% |
| R20C | ENVIRONMENTAL PROGRAMS SPECIALIST III | -25.78% |
| R25B | ENVIRONMENTAL PROGRAMS MANAGER II | -2.65% |
| R25C | ENVIRONMENTAL PROGRAMS MANAGER III | -24.71% |
| R25D | ENVIRONMENTAL PROGRAMS MANAGER IV | -37.28% |
| S10A | ENGINEER INTERN I | -11.71% |
| S10D | ENGINEER INTERN IV | -5.17% |
| S11A | PROFESSIONAL ENGINEER I | 1.08% |
| S11B | PROFESSIONAL ENGINEER II | -16.23% |
| S11C | PROFESSIONAL ENGINEER III | -23.52% |
| S12A | ENGINEERING MANAGER I | -36.62% |
| S12B | ENGINEERING MANAGER II | -25.60% |
| S12C | ENGINEERING MANAGER III | -20.64% |
| S12D | ENGINEERING MANAGER IV | -8.74% |
| S16A | PROFESSIONAL LAND SURVEYOR I | 14.87% |
| S16B | PROFESSIONAL LAND SURVEYOR II | 8.99% |
| S17A | LAND SURVEYOR MANAGER I | 5.85% |
| T10A | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I | 2.86% |
| T10B | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II | -7.61% |
| T10C | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III | -21.24% |
| T10D | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV | -10.69% |
| T10E | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V | -24.70% |
| T10F | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI | -22.35% |
| T21A | TRANSPORTATION TECHNICIAN I | -1.14% |
| T21B | TRANSPORTATION TECHNICIAN II | -29.29% |
| T21C | TRANSPORTATION TECHNICIAN III | -37.22% |
| T21D | TRANSPORTATION TECHNICIAN IV | -19.75% |
| T22B | TRANSPORTATION SPECIALIST II | -26.50% |
| T23A | TRANSPORTATION MANAGER I | -57.28% |
| T25A | TRANSPORTATION EQUIPMENT OPERATOR I | -63.61% |
| T25B | TRANSPORTATION EQUIPMENT OPERATOR II | -43.56% |
| T25C | TRANSPORTATION EQUIPMENT OPERATOR III | -32.23% |
| T25D | TRANSPORTATION EQUIPMENT OPERATOR IV | -26.09% |
| T60B | PHOTOGRAMMETRIST II | -25.03% |
| T60C | PHOTOGRAMMETRIST III | -16.65% |
| U11A | HISTORICAL FACILITY MANAGER I | -42.32% |
| U11B | HISTORICAL FACILITY MANAGER II | -34.79% |
| U11C | HISTORICAL FACILITY MANAGER III | -35.55% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| U11D | HISTORICAL FACILITY MANAGER IV | -33.39% |
| U12B | HISTORICAL COLLECTIONS SPECIALIST II | -32.78% |
| U12C | HISTORICAL COLLECTIONS SPECIALIST III | -21.65% |
| U14B | HISTORIC PRESERVATION SPECIALIST II | 3.22% |
| U14C | HISTORIC PRESERVATION SPECIALIST III | 15.81% |
| V11B | REVENUE COMPLIANCE OFFICER II | -12.58% |
| V11C | REVENUE COMPLIANCE OFFICER III | -92.17% |
| V17B | REVENUE COMPLIANCE EXAMINER II | -82.75% |
| V20B | TAXPAYER SERVICES REPRESENTATIVE II | 4.84% |
| V30A | ASSESSMENT AND EQUALIZATION ANALYST I | -35.05% |
| W10A | WORKFORCE SERVICES SPECIALIST I | -36.90% |
| W10B | WORKFORCE SERVICES SPECIALIST II | -49.25% |
| W10D | WORKFORCE SERVICES SPECIALIST IV | -55.92% |
| X10A | HEALTH INFORMATION TECHNICIAN I | 3.84% |
| X10C | HEALTH INFORMATION TECHNICIAN III | -20.80% |
| X11A | THERAPEUTIC/MEDICAL AIDE I | 2.48% |
| X11B | THERAPEUTIC/MEDICAL AIDE II | 14.11% |
| X12A | THERAPEUTIC/MEDICAL ASSISTANT I | -33.64% |
| X12B | THERAPEUTIC/MEDICAL ASSISTANT II | -12.25% |
| X13A | LABORATORY TECHNICIAN I | -94.48% |
| X13B | LABORATORY TECHNICIAN II | -29.84% |
| X13C | LABORATORY TECHNICIAN III | 1.21% |
| X14A | CLINICAL LABORATORY SCIENTIST I | 1.43% |
| X14B | CLINICAL LABORATORY SCIENTIST II | -17.74% |
| X14C | CLINICAL LABORATORY SCIENTIST III | -41.50% |
| X14D | CLINICAL LABORATORY SCIENTIST IV | -35.39% |
| X17B | PUBLIC HEALTH SPECIALIST II | 2.19% |
| X17D | PUBLIC HEALTH SPECIALIST IV | -45.66% |
| X19A | DENTAL CARE HYGIENIST I | -5.26% |
| X20A | HEALTH EDUCATOR I | -14.32% |
| X20B | HEALTH EDUCATOR II | -6.93% |
| X20C | HEALTH EDUCATOR III | -2.91% |
| X21C | AUDIOLOGIST III | -34.28% |
| X22A | SPEECH-LANGUAGE PATHOLOGIST I | -31.79% |
| X22B | SPEECH-LANGUAGE PATHOLOGIST II | -28.83% |
| X22C | SPEECH-LANGUAGE PATHOLOGIST III | -16.97% |
| X22D | SPEECH-LANGUAGE PATHOLOGIST IV | -25.06% |
| X23B | ALCOHOL AND DRUG COUNSELOR II | -14.31% |
| X24B | DENTAL CARE ASSISTANT II | -3.62% |
| X25A | PHARMACY TECHNICIAN I | 2.71% |
| X25B | PHARMACY TECHNICIAN II | 2.22% |
| X27B | EPIDEMIOLOGIST II | -19.86% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| X27C | EPIDEMIOLOGIST III | -6.90% |
| X28B | HEALTH PLANNING SPECIALIST II | -32.79% |
| X29B | HEALTH FACILITY SURVEYOR II | -35.25% |
| X31B | PSYCHOLOGICAL CLINICIAN II | -5.57% |
| X31C | PSYCHOLOGICAL CLINICIAN III | -52.67% |
| X31D | PSYCHOLOGICAL CLINICIAN IV | -65.89% |
| X32B | CHILD DEVELOPMENT SPECIALIST II | -11.17% |
| X33C | OCCUPATIONAL THERAPIST III | 12.98% |
| X33D | OCCUPATIONAL THERAPIST IV | 7.32% |
| X34C | PHYSICAL THERAPIST III | 11.50% |
| X35A | RECREATIONAL ACTIVITIES SPECIALIST I | 9.70% |
| X35C | RECREATIONAL ACTIVITIES SPECIALIST III | 0.94% |
| X36A | RECREATION THERAPIST I | -16.76% |
| X36B | RECREATION THERAPIST II | -6.49% |
| X36C | RECREATION THERAPIST III | -17.41% |
| X40A | CLINICAL LABORATORY ADMINISTRATOR I | -24.48% |
| Y10A | PATIENT CARE ASSISTANT I | 3.31% |
| Y10B | PATIENT CARE ASSISTANT II | 8.74% |
| Y10C | PATIENT CARE ASSISTANT III | 15.74% |
| Y11A | LICENSED PRACTICAL NURSE I | -4.05% |
| Y11B | LICENSED PRACTICAL NURSE II | -3.87% |
| Y12A | REGISTERED NURSE I | -11.77% |
| Y12B | REGISTERED NURSE II | -31.92% |
| Y12C | REGISTERED NURSE III | -22.57% |
| Y13A | NURSING MANAGER I | -28.78% |
| Y13B | NURSING MANAGER II | -43.44% |
| Y13C | NURSING MANAGER III | -51.89% |
| Y14B | ADVANCED PRACTICE NURSE II | -10.47% |
| Y15B | HEALTH CARE MANAGEMENT NURSE II | -27.58% |
| Y15C | HEALTH CARE MANAGEMENT NURSE III | -68.97% |
| Z12A | DIRECT CARE SPECIALIST I | -6.33% |
| Z12B | DIRECT CARE SPECIALIST II | -1.27% |
| Z12D | DIRECT CARE SPECIALIST IV | 7.44% |
| Z18C | INDEPENDENT LIVING INSTRUCTOR III | -10.71% |
| Z20A | FOOD SERVICE SPECIALIST I | -0.09% |
| Z20B | FOOD SERVICE SPECIALIST II | 4.03% |
| Z20C | FOOD SERVICE SPECIALIST III | -39.88% |
| Z21A | FOOD SERVICE MANAGER I | 2.74% |
| Z21B | FOOD SERVICE MANAGER II | -37.42% |
| Z21C | FOOD SERVICE MANAGER III | -34.07% |
| Z24A | NUTRITION ASSISTANT I | 11.40% |
| Z25A | NUTRITION THERAPIST I | -13.96% |
| Z25B | NUTRITION THERAPIST II | -12.46% |

TABLE A1: MULTI SURVEY BENCHMARK JOBS & PERCENT BELOW MARKET (cont.)

34 benchmarks were added this year for a total of 433 JFD's representing 20,600 state employees. Bold indicates new titles and levels in this year's report.

| JFD Code | JFD Title | 2008 % Below Market |
|-------------|--|---------------------|
| Z25C | NUTRITION THERAPIST III | -31.22% |
| Z25D | NUTRITION THERAPIST IV | -27.86% |
| Z30B | LINEN AND CLOTHING SPECIALIST II | 10.49% |
| Z30D | LINEN AND CLOTHING SPECIALIST IV | -37.83% |
| Z30E | LINEN AND CLOTHING SPECIALIST V | -88.37% |
| Z40A | PERSONAL GROOMING SPECIALIST I | 2.12% |
| Z50A | VOLUNTEER SERVICES SPECIALIST I | -7.80% |
| Z50B | VOLUNTEER SERVICES SPECIALIST II | -84.25% |
| Z51B | JUVENILE SPECIALIST II | -20.18% |
| Z52B | CHAPLAIN II | -23.67% |
| Z52C | CHAPLAIN III | -75.19% |

TABLE A2: MARKET ANALYSIS BY AGENCY

| Agency Number | Agency Name | Number of Classified Incumbents | Number of Benchmark Incumbents | Percent Incumbents Covered | Benchmark Average Salary | Market Average Salary | Percent Below Market |
|---------------|---|---------------------------------|--------------------------------|----------------------------|--------------------------|-----------------------|----------------------|
| 025 | MILITARY DEPARTMENT | 194 | 122 | 62.89% | \$30,757.34 | \$41,644.50 | -35.40% |
| 030 | ABLE COMMISSION | 40 | 11 | 27.50% | \$36,669.30 | \$44,829.54 | -22.25% |
| 040 | DEPARTMENT OF AGRICULTURE, FOOD, & FORESTRY | 377 | 194 | 51.46% | \$33,881.69 | \$43,409.62 | -28.12% |
| 090 | OFFICE OF STATE FINANCE | 45 | 37 | 82.22% | \$45,398.77 | \$58,946.50 | -29.84% |
| 127 | CHILDREN & YOUTH COMMISSION | 20 | 9 | 45.00% | \$40,317.18 | \$55,418.71 | -37.46% |
| 131 | DEPARTMENT OF CORRECTIONS | 4366 | 3375 | 77.30% | \$34,421.59 | \$40,308.16 | -17.10% |
| 160 | DEPARTMENT OF COMMERCE | 4 | 4 | 100.00% | \$41,048.38 | \$45,372.61 | -10.53% |
| 170 | CONSTRUCTION INDUSTRIES BOARD | 3 | 2 | 66.67% | \$38,955.04 | \$42,470.00 | -9.02% |
| 185 | CORPORATION COMMISSION | 365 | 177 | 48.49% | \$36,313.49 | \$48,244.46 | -32.86% |
| 190 | COSMETOLOGY BOARD | 8 | 5 | 62.50% | \$27,326.45 | \$29,254.77 | -7.06% |
| 265 | DEPARTMENT OF EDUCATION | 5 | 5 | 100.00% | \$28,130.63 | \$32,195.53 | -14.45% |
| 270 | ELECTION BOARD | 21 | 18 | 85.71% | \$34,041.65 | \$43,651.93 | -28.23% |
| 290 | EMPLOYMENT SECURITY COMMISSION | 618 | 308 | 49.84% | \$34,744.61 | \$49,668.31 | -42.95% |
| 292 | DEPARTMENT OF ENVIRONMENTAL QUALITY | 516 | 461 | 89.34% | \$45,222.61 | \$55,920.58 | -23.66% |
| 296 | ETHICS COMMISSION | 2 | 2 | 100.00% | \$33,082.64 | \$47,196.27 | -42.66% |
| 298 | MERIT PROTECTION COMMISSION | 5 | 4 | 80.00% | \$44,629.90 | \$59,589.29 | -33.52% |
| 306 | PARDON & PAROLE BOARD | 35 | 9 | 25.71% | \$30,329.75 | \$37,665.83 | -24.19% |
| 308 | OKLAHOMA STATE BUREAU OF INVESTIGATION | 263 | 193 | 73.38% | \$47,896.98 | \$48,644.12 | -1.56% |
| 309 | DEPARTMENT OF EMERGENCY MANAGEMENT | 20 | 9 | 45.00% | \$34,027.51 | \$48,373.99 | -42.16% |
| 310 | STATE FIRE MARSHALL | 26 | 12 | 46.15% | \$38,067.82 | \$47,613.67 | -25.08% |
| 326 | OFFICE OF DISABILITY CONCERNS | 6 | 2 | 33.33% | \$30,008.12 | \$40,259.34 | -34.16% |
| 340 | DEPARTMENT OF HEALTH | 1741 | 1464 | 84.09% | \$36,250.01 | \$44,798.86 | -23.58% |
| 345 | DEPARTMENT OF TRANSPORTATION | 2327 | 1912 | 82.17% | \$33,834.77 | \$45,301.12 | -33.89% |
| 350 | OKLAHOMA HISTORICAL SOCIETY | 145 | 104 | 71.72% | \$32,697.61 | \$41,448.26 | -26.76% |
| 355 | OKLAHOMA HUMAN RIGHTS COMMISSION | 13 | 4 | 30.77% | \$29,761.62 | \$32,859.98 | -10.41% |
| 390 | COMPSOURCE OKLAHOMA | 164 | 147 | 89.63% | \$39,005.90 | \$46,275.05 | -18.64% |
| 400 | OFFICE OF JUVENILE AFFAIRS | 877 | 390 | 44.47% | \$29,568.29 | \$37,263.91 | -26.03% |
| 405 | DEPARTMENT OF LABOR | 75 | 48 | 64.00% | \$40,374.73 | \$52,994.40 | -31.26% |
| 410 | COMMISSIONER OF THE LAND OFFICE | 39 | 24 | 61.54% | \$43,055.50 | \$58,182.17 | -35.13% |
| 430 | DEPARTMENT OF LIBRARIES | 54 | 46 | 85.19% | \$36,604.02 | \$46,640.94 | -27.42% |
| 445 | LIQUEFIED PETROLEUM GAS BOARD | 6 | 1 | 16.67% | \$35,513.28 | \$44,045.46 | -24.03% |
| 450 | BOARD OF MEDICAL LICENSURE AND SUPERVISION | 16 | 11 | 68.75% | \$32,765.62 | \$36,980.94 | -12.87% |

TABLE A2: MARKET ANALYSIS BY AGENCY (cont.)

| Agency Number | Agency Name | Number of Classified Incumbents | Number of Benchmark Incumbents | Percent Incumbents Covered | Benchmark Average Salary | Market Average Salary | Percent Below Market |
|---------------|--|---------------------------------|--------------------------------|----------------------------|--------------------------|-----------------------|----------------------|
| 452 | DEPARTMENT OF MENTAL HEALTH AND SUBSTANCE ABUSE | 1171 | 1118 | 95.47% | \$25,641.28 | \$30,025.91 | -17.10% |
| 477 | BUREAU OF NARCOTICS & DANGEROUS DRUGS CONTROL | 86 | 20 | 23.26% | \$36,290.13 | \$44,342.01 | -22.19% |
| 515 | OKLAHOMA PUBLIC EMPLOYEES RETIREMENT SYSTEM | 34 | 13 | 38.24% | \$33,532.82 | \$37,273.41 | -11.16% |
| 516 | STATE & EDUCATION EMPLOYEES GROUP INSURANCE BOARD | 151 | 86 | 56.95% | \$42,715.16 | \$50,863.75 | -19.08% |
| 548 | OFFICE OF PERSONNEL MANAGEMENT | 50 | 46 | 92.00% | \$41,005.63 | \$54,482.69 | -32.87% |
| 560 | STATE PHARMACY BOARD | 3 | 2 | 66.67% | \$34,743.45 | \$51,660.95 | -48.69% |
| 566 | OKLAHOMA TOURISM & RECREATION DEPARTMENT | 306 | 267 | 87.25% | \$29,772.04 | \$36,687.88 | -23.23% |
| 568 | SCENIC RIVERS COMMISSION | 2 | 2 | 100.00% | \$29,587.94 | \$37,994.05 | -28.41% |
| 570 | STATE BOARD OF LECENSURE FOR PROFESSIONAL ENGINEERS & LAND SURVEYORS | 4 | 4 | 100.00% | \$29,292.10 | \$35,383.09 | -20.79% |
| 580 | DEPARTMENT OF CENTRAL SERVICES | 178 | 168 | 94.38% | \$35,333.59 | \$44,052.37 | -24.68% |
| 585 | DEPARTMENT OF PUBLIC SAFETY | 1432 | 1248 | 87.15% | \$45,586.92 | \$45,777.13 | -0.42% |
| 588 | REAL ESTATE COMMISSION | 13 | 9 | 69.23% | \$34,764.55 | \$40,101.07 | -15.35% |
| 619 | PHYSICIAN MANPOWER TRAINING COMMISSION | 3 | 2 | 66.67% | \$31,589.58 | \$34,503.11 | -9.22% |
| 620 | QUARTZ MOUNTAIN ARTS AND CONFERENCE CENTER AND NATURE PARK | 7 | 6 | 85.71% | \$26,460.86 | \$31,507.68 | -19.07% |
| 625 | SECRETARY OF STATE | 27 | 18 | 66.67% | \$35,979.00 | \$42,357.51 | -17.73% |
| 629 | OKLAHOMA SCHOOL OF SCIENCE & MATHEMATICS | 3 | 3 | 100.00% | \$22,735.99 | \$23,267.43 | -2.34% |
| 630 | OKLAHOMA SECURITIES COMMISSION | 1 | 1 | 100.00% | \$31,301.04 | \$32,669.61 | -4.37% |
| 635 | DEPARTMENT OF CONSUMER CREDIT | 11 | 4 | 36.36% | \$35,571.00 | \$40,979.69 | -15.21% |
| 645 | OKLAHOMA CONSERVATION COMMISSION | 6 | 6 | 100.00% | \$48,672.06 | \$67,773.90 | -39.25% |
| 650 | DEPARTMENT OF VETERANS AFFAIRS | 1632 | 1466 | 89.83% | \$27,402.25 | \$29,620.67 | -8.10% |
| 670 | J.D. MCCARTY CENTER | 177 | 168 | 94.92% | \$27,184.44 | \$33,143.68 | -21.92% |
| 695 | OKLAHOMA TAX COMMISSION | 631 | 418 | 66.24% | \$32,180.69 | \$48,132.77 | -49.57% |
| 715 | TEACHERS RETIREMENT SYSTEM | 26 | 13 | 50.00% | \$34,309.88 | \$38,896.13 | -13.37% |
| 805 | DEPARTMENT OF REHABILITATION SERVICES | 715 | 327 | 45.73% | \$30,408.89 | \$36,626.84 | -20.45% |
| 815 | EMPLOYEE BENEFITS COUNCIL | 28 | 19 | 67.86% | \$44,191.50 | \$54,969.54 | -24.39% |
| 830 | DEPARTMENT OF HUMAN SERVICES | 7080 | 5573 | 78.71% | \$31,853.34 | \$37,971.70 | -19.21% |
| 835 | WATER RESOURCES BOARD | 59 | 46 | 77.97% | \$47,765.89 | \$59,484.10 | -24.53% |
| 880 | WILL ROGERS MEMORIAL COMMISSION | 3 | 1 | 33.33% | \$19,598.29 | \$23,158.87 | -18.17% |
| 978 | OKLAHOMA TURNPIKE AUTHORITY | 519 | 234 | 45.09% | \$30,221.58 | \$38,046.10 | -25.89% |
| 980 | GRAND RIVER DAMN AUTHORITY | 367 | 207 | 56.40% | \$51,592.37 | \$50,922.13 | 1.30% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|---|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| A10C | INSURANCE UNDERWRITER III | 1 | 1 | 100.0% | 1 | 100.0% |
| A11A | INSURANCE CLAIMS ADJUSTER I | 8 | 2 | 25.0% | 2 | 25.0% |
| A11B | INSURANCE CLAIMS ADJUSTER II | 25 | 3 | 12.0% | 2 | 8.0% |
| A32A | INSURANCE BENEFITS SPECIALIST I | 1 | 1 | 100.0% | 1 | 100.0% |
| A40B | INSURANCE PROGRAM ADMINISTRATOR II | 6 | 1 | 16.7% | 1 | 16.7% |
| A50B | RETIREMENT BENEFIT ANALYST II | 10 | 3 | 30.0% | 3 | 30.0% |
| B10C | INFORMATION SYSTEMS OPERATIONS SPECIALIST III | 18 | 2 | 11.1% | 2 | 11.1% |
| B20A | INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I | 3 | 1 | 33.3% | 1 | 33.3% |
| B21A | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I | 9 | 1 | 11.1% | 1 | 11.1% |
| B22A | INFORMATION SYSTEMS NETWORK ADMINISTRATOR I | 4 | 1 | 25.0% | 1 | 25.0% |
| B23A | INFORMATION SYSTEMS NETWORK TECHNICIAN I | 11 | 2 | 18.2% | 1 | 9.1% |
| B30A | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I | 2 | 1 | 50.0% | 0 | 0.0% |
| B30D | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV | 15 | 3 | 20.0% | 3 | 20.0% |
| B31A | INFORMATION SYSTEMS MANAGER I | 7 | 1 | 14.3% | 1 | 14.3% |
| B32B | INFORMATION SYSTEMS ADMINISTRATOR II | 11 | 2 | 18.2% | 2 | 18.2% |
| B40C | INFORMATION SYSTEMS PLANNING SPECIALIST III | 26 | 3 | 11.5% | 1 | 3.8% |
| B51B | INFORMATION SYSTEMS APPLICATIONS SPECIALIST II | 49 | 5 | 10.2% | 4 | 8.2% |
| B51C | INFORMATION SYSTEMS APPLICATIONS SPECIALIST III | 47 | 6 | 12.8% | 5 | 10.6% |
| B52B | INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II | 10 | 1 | 10.0% | 1 | 10.0% |
| C10B | CIVIL RIGHTS ADMINISTRATOR II | 8 | 1 | 12.5% | 1 | 12.5% |
| C10C | CIVIL RIGHTS ADMINISTRATOR III | 3 | 1 | 33.3% | 1 | 33.3% |
| C15A | HUMAN RIGHTS REPRESENTATIVE I | 6 | 1 | 16.7% | 0 | 0.0% |
| C30A | HUMAN RESOURCES ASSISTANT I | 40 | 4 | 10.0% | 4 | 10.0% |
| C31B | HUMAN RESOURCES MANAGEMENT SPECIALIST II | 79 | 8 | 10.1% | 8 | 10.1% |
| C31C | HUMAN RESOURCES MANAGEMENT SPECIALIST III | 59 | 7 | 11.9% | 6 | 10.2% |
| C32A | HUMAN RESOURCES PROGRAMS MANAGER I | 15 | 2 | 13.3% | 2 | 13.3% |
| C32B | HUMAN RESOURCES PROGRAMS MANAGER II | 30 | 4 | 13.3% | 4 | 13.3% |
| C33A | HUMAN RESOURCES PROGRAMS DIRECTOR I | 4 | 1 | 25.0% | 1 | 25.0% |
| C40B | CORRECTIONAL TRAINING OFFICER II | 22 | 3 | 13.6% | 1 | 4.5% |
| C41C | TRAINING SPECIALIST III | 7 | 1 | 14.3% | 1 | 14.3% |
| D12A | AUDITOR I | 57 | 7 | 12.3% | 6 | 10.5% |
| D12B | AUDITOR II | 130 | 13 | 10.0% | 11 | 8.5% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL(cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|-------------------------------------|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| D18B | PRE-AUDIT CLAIMS SPECIALIST II | 2 | 1 | 50.0% | 1 | 50.0% |
| D20C | BUDGET ANALYST III | 7 | 1 | 14.3% | 1 | 14.3% |
| D30B | BUSINESS MANAGER II | 22 | 3 | 13.6% | 3 | 13.6% |
| D30C | BUSINESS MANAGER III | 18 | 2 | 11.1% | 2 | 11.1% |
| D33B | FINANCIAL MANAGER/COMPTROLLER II | 17 | 3 | 17.6% | 3 | 17.6% |
| D33C | FINANCIAL MANAGER/COMPTROLLER III | 11 | 3 | 27.3% | 3 | 27.3% |
| D50B | ACCOUNTING TECHNICIAN II | 66 | 8 | 12.1% | 8 | 12.1% |
| D50C | ACCOUNTING TECHNICIAN III | 99 | 12 | 12.1% | 10 | 10.1% |
| D50D | ACCOUNTING TECHNICIAN IV | 7 | 1 | 14.3% | 1 | 14.3% |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I | 3 | 3 | 100.0% | 2 | 66.7% |
| E13B | CUSTOMER SERVICE REPRESENTATIVE II | 155 | 30 | 19.4% | 22 | 14.2% |
| E13C | CUSTOMER SERVICE REPRESENTATIVE III | 70 | 10 | 14.3% | 9 | 12.9% |
| E15A | DOCKET CLERK I | 1 | 1 | 100.0% | 1 | 100.0% |
| E16B | ADMINISTRATIVE TECHNICIAN II | 219 | 28 | 12.8% | 21 | 9.6% |
| E16C | ADMINISTRATIVE TECHNICIAN III | 1046 | 117 | 11.2% | 107 | 10.2% |
| E19A | MEDICAL TRANSCRIPTIONIST I | 2 | 1 | 50.0% | 1 | 50.0% |
| E20B | LIBRARY TECHNICIAN II | 12 | 2 | 16.7% | 2 | 16.7% |
| E21A | LIBRARIAN I | 4 | 1 | 25.0% | 0 | 0.0% |
| E21B | LIBRARIAN II | 3 | 1 | 33.3% | 1 | 33.3% |
| E24A | SECRETARY I | 104 | 16 | 15.4% | 16 | 15.4% |
| E24B | SECRETARY II | 85 | 10 | 11.8% | 9 | 10.6% |
| E25A | LEGAL SECRETARY I | 5 | 2 | 40.0% | 2 | 40.0% |
| E25B | LEGAL SECRETARY II | 17 | 2 | 11.8% | 2 | 11.8% |
| E31B | ADMINISTRATIVE HEARING OFFICER II | 15 | 2 | 13.3% | 2 | 13.3% |
| E34B | OFFSET PRESS OPERATOR II | 6 | 1 | 16.7% | 1 | 16.7% |
| E36A | OPTICAL IMAGING SPECIALIST I | 5 | 1 | 20.0% | 0 | 0.0% |
| E37A | REPRODUCTION SERVICES MANAGER I | 3 | 1 | 33.3% | 1 | 33.3% |
| E38A | DIRECTOR OF CENTRAL PRINTING I | 1 | 1 | 100.0% | 1 | 100.0% |
| E42A | ADMINISTRATIVE ARCHIVIST I | 1 | 1 | 100.0% | 1 | 100.0% |
| E43A | GRAPHIC ARTIST I | 7 | 1 | 14.3% | 1 | 14.3% |
| E44B | PUBLIC INFORMATION OFFICER II | 10 | 2 | 20.0% | 1 | 10.0% |
| E46A | STATISTICAL RESEARCH SPECIALIST I | 4 | 1 | 25.0% | 1 | 25.0% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL (cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|---|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| E46C | STATISTICAL RESEARCH SPECIALIST III | 11 | 4 | 36.4% | 4 | 36.4% |
| E49A | MANAGEMENT ANALYST I | 3 | 1 | 33.3% | 1 | 33.3% |
| E55A | CUSTOMER ASSISTANCE REPRESENTATIVE I | 26 | 9 | 34.6% | 6 | 23.1% |
| E55B | CUSTOMER ASSISTANCE REPRESENTATIVE II | 56 | 11 | 19.6% | 8 | 14.3% |
| E55D | CUSTOMER ASSISTANCE REPRESENTATIVE IV | 4 | 1 | 25.0% | 0 | 0.0% |
| F20A | MATERIAL MANAGEMENT SPECIALIST I | 4 | 1 | 25.0% | 1 | 25.0% |
| F20D | MATERIAL MANAGEMENT SPECIALIST IV | 31 | 4 | 12.9% | 3 | 9.7% |
| F21A | MATERIAL MANAGEMENT OFFICER I | 16 | 4 | 25.0% | 4 | 25.0% |
| F21B | MATERIAL MANAGEMENT OFFICER II | 17 | 3 | 17.6% | 3 | 17.6% |
| F41A | CONSTRUCTION/MAINTENANCE TECHNICIAN I | 101 | 15 | 14.9% | 12 | 11.9% |
| F41B | CONSTRUCTION/MAINTENANCE TECHNICIAN II | 84 | 10 | 11.9% | 7 | 8.3% |
| F41C | CONSTRUCTION/MAINTENANCE TECHNICIAN III | 125 | 14 | 11.2% | 13 | 10.4% |
| F43B | EXHIBIT DESIGN TECHNICIAN II | 1 | 1 | 100.0% | 1 | 100.0% |
| F44A | CARPENTER I | 8 | 2 | 25.0% | 1 | 12.5% |
| F45A | CONSTRUCTION/MAINTENANCE ADMINISTRATOR I | 34 | 4 | 11.8% | 4 | 11.8% |
| F45D | CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV | 6 | 1 | 16.7% | 1 | 16.7% |
| F46A | PAINTER I | 3 | 1 | 33.3% | 1 | 33.3% |
| F46B | PAINTER II | 3 | 1 | 33.3% | 1 | 33.3% |
| F47B | AUTOMOTIVE/ENGINE MECHANIC II | 16 | 2 | 12.5% | 1 | 6.3% |
| F48C | WELDER III | 9 | 2 | 22.2% | 2 | 22.2% |
| F49B | PHYSICAL PLANT OPERATOR II | 8 | 1 | 12.5% | 1 | 12.5% |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I | 67 | 31 | 46.3% | 14 | 20.9% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | 152 | 32 | 21.1% | 25 | 16.4% |
| F50C | HOUSEKEEPING/CUSTODIAL WORKER III | 37 | 4 | 10.8% | 3 | 8.1% |
| F50E | HOUSEKEEPING/CUSTODIAL WORKER V | 6 | 1 | 16.7% | 1 | 16.7% |
| F54A | LIGHT VEHICLE DRIVER I | 6 | 1 | 16.7% | 1 | 16.7% |
| F74A | MECHANICAL SYSTEMS TECHNICIAN I | 6 | 1 | 16.7% | 1 | 16.7% |
| F74B | MECHANICAL SYSTEMS TECHNICIAN II | 8 | 2 | 25.0% | 2 | 25.0% |
| F74D | MECHANICAL SYSTEMS TECHNICIAN IV | 16 | 3 | 18.8% | 3 | 18.8% |
| F75A | ELECTRICIAN I | 4 | 2 | 50.0% | 1 | 25.0% |
| F75B | ELECTRICIAN II | 6 | 2 | 33.3% | 2 | 33.3% |
| F75C | ELECTRICIAN III | 1 | 1 | 100.0% | 1 | 100.0% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL(cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|--|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| F76C | PLUMBER III | 7 | 1 | 14.3% | 1 | 14.3% |
| F77A | GROUNDSKEEPER I | 6 | 2 | 33.3% | 2 | 33.3% |
| F78B | EQUIPMENT OPERATOR II | 19 | 4 | 21.1% | 4 | 21.1% |
| F78C | EQUIPMENT OPERATOR III | 4 | 1 | 25.0% | 1 | 25.0% |
| G12A | CRIMINALIST I | 4 | 1 | 25.0% | 0 | 0.0% |
| G13A | CRIME REPORTING FIELD REPRESENTATIVE I | 6 | 1 | 16.7% | 1 | 16.7% |
| G21C | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III | 10 | 2 | 20.0% | 2 | 20.0% |
| G21E | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT V | 1 | 1 | 100.0% | 1 | 100.0% |
| G22A | LAW ENFORCEMENT SPECIAL AGENT (OSBI) I | 7 | 1 | 14.3% | 1 | 14.3% |
| G22D | LAW ENFORCEMENT SPECIAL AGENT (OSBI) IV | 7 | 4 | 57.1% | 4 | 57.1% |
| G22E | LAW ENFORCEMENT SPECIAL AGENT (OSBI) V | 8 | 1 | 12.5% | 1 | 12.5% |
| G24A | LAW ENFORCEMENT NARCOTICS AGENT I | 1 | 1 | 100.0% | 1 | 100.0% |
| G24C | LAW ENFORCEMENT NARCOTICS AGENT III | 22 | 3 | 13.6% | 3 | 13.6% |
| G24F | LAW ENFORCEMENT NARCOTICS AGENT VI | 3 | 1 | 33.3% | 1 | 33.3% |
| G28A | POLICE OFFICER I | 10 | 2 | 20.0% | 0 | 0.0% |
| G28B | POLICE OFFICER II | 94 | 23 | 24.5% | 20 | 21.3% |
| G28D | POLICE OFFICER IV | 20 | 3 | 15.0% | 3 | 15.0% |
| G30A | LICENSING SERVICES HEARING OFFICER I | 32 | 5 | 15.6% | 5 | 15.6% |
| G40A | LAW ENFORCEMENT PROGRAMS ADMINISTRATOR I | 3 | 1 | 33.3% | 1 | 33.3% |
| G40B | LAW ENFORCEMENT PROGRAMS ADMINISTRATOR II | 11 | 3 | 27.3% | 3 | 27.3% |
| G52A | LAW ENFORCEMENT LAKE PATROL OFFICER III | 6 | 1 | 16.7% | 1 | 16.7% |
| G53A | LAW ENFORCEMENT HIGHWAY PATROL OFFICER I | 50 | 9 | 18.0% | 9 | 18.0% |
| G53B | LAW ENFORCEMENT HIGHWAY PATROL OFFICER II | 4 | 1 | 25.0% | 1 | 25.0% |
| G53E | LAW ENFORCEMENT HIGHWAY PATROL OFFICER V | 100 | 11 | 11.0% | 10 | 10.0% |
| H10E | PROGRAMS MANAGER V | 7 | 1 | 14.3% | 1 | 14.3% |
| H20A | SOCIAL SERVICES SPECIALIST I | 300 | 91 | 30.3% | 78 | 26.0% |
| H20B | SOCIAL SERVICES SPECIALIST II | 1278 | 153 | 12.0% | 144 | 11.3% |
| H21D | CASE MANAGER IV | 40 | 4 | 10.0% | 3 | 7.5% |
| H22B | SOCIAL SERVICES INSPECTOR II | 66 | 10 | 15.2% | 9 | 13.6% |
| H23A | CHILD WELFARE SPECIALIST I | 228 | 71 | 31.1% | 60 | 26.3% |
| H23B | CHILD WELFARE SPECIALIST II | 675 | 116 | 17.2% | 111 | 16.4% |
| H23C | CHILD WELFARE SPECIALIST III | 191 | 21 | 11.0% | 21 | 11.0% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL (cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|--|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| H26A | ADULT PROTECTIVE SERVICES SPECIALIST I | 14 | 4 | 28.6% | 4 | 28.6% |
| H26B | ADULT PROTECTIVE SERVICES SPECIALIST II | 106 | 12 | 11.3% | 11 | 10.4% |
| H27D | CLINICAL SOCIAL WORKER IV | 10 | 2 | 20.0% | 2 | 20.0% |
| H30A | CHILD SUPPORT SPECIALIST I | 48 | 24 | 50.0% | 16 | 33.3% |
| H30C | CHILD SUPPORT SPECIALIST III | 30 | 6 | 20.0% | 4 | 13.3% |
| I10A | CORRECTIONAL SECURITY OFFICER I | 174 | 94 | 54.0% | 61 | 35.1% |
| I10B | CORRECTIONAL SECURITY OFFICER II | 189 | 43 | 22.8% | 38 | 20.1% |
| I10C | CORRECTIONAL SECURITY OFFICER III | 582 | 100 | 17.2% | 95 | 16.3% |
| I10D | CORRECTIONAL SECURITY OFFICER IV | 838 | 95 | 11.3% | 88 | 10.5% |
| I12B | CORRECTIONAL CHIEF OF SECURITY II | 9 | 1 | 11.1% | 1 | 11.1% |
| I12C | CORRECTIONAL CHIEF OF SECURITY III | 10 | 2 | 20.0% | 2 | 20.0% |
| I17A | FUGITIVE APPREHENSION AGENT (DOC) I | 3 | 1 | 33.3% | 1 | 33.3% |
| I20A | CORRECTIONAL CASE MANAGER I | 76 | 9 | 11.8% | 8 | 10.5% |
| I20C | CORRECTIONAL CASE MANAGER III | 4 | 1 | 25.0% | 1 | 25.0% |
| I21A | CORRECTIONAL ACTIVITIES OFFICER I | 8 | 2 | 25.0% | 2 | 25.0% |
| I21B | CORRECTIONAL ACTIVITIES OFFICER II | 13 | 2 | 15.4% | 2 | 15.4% |
| I23A | CORRECTIONAL TEACHER I | 67 | 8 | 11.9% | 8 | 11.9% |
| I24A | CORRECTIONAL COUNSELOR I | 57 | 11 | 19.3% | 10 | 17.5% |
| I26B | INTERNAL AFFAIRS SPECIAL INVESTIGATOR II | 5 | 1 | 20.0% | 0 | 0.0% |
| I30D | CORRECTIONAL INDUSTRIES MANAGER IV | 8 | 1 | 12.5% | 1 | 12.5% |
| I30E | CORRECTIONAL INDUSTRIES MANAGER V | 5 | 1 | 20.0% | 1 | 20.0% |
| I35A | INSTITUTIONAL FARMS MANAGER I | 39 | 4 | 10.3% | 4 | 10.3% |
| I35C | INSTITUTIONAL FARMS MANAGER III | 6 | 1 | 16.7% | 1 | 16.7% |
| I35D | INSTITUTIONAL FARMS MANAGER IV | 3 | 1 | 33.3% | 0 | 0.0% |
| I40A | PROBATION AND PAROLE OFFICER I | 81 | 11 | 13.6% | 8 | 9.9% |
| I40B | PROBATION AND PAROLE OFFICER II | 54 | 10 | 18.5% | 10 | 18.5% |
| I41B | PARDON AND PAROLE INVESTIGATOR II | 19 | 3 | 15.8% | 3 | 15.8% |
| J10A | SAFETY STANDARDS INSPECTOR I | 4 | 1 | 25.0% | 1 | 25.0% |
| J10C | SAFETY STANDARDS INSPECTOR III | 1 | 1 | 100.0% | 1 | 100.0% |
| J14C | ASBESTOS INSPECTOR III | 4 | 1 | 25.0% | 1 | 25.0% |
| J16C | BOILER AND PRESSURE VESSEL INSPECTOR III | 1 | 1 | 100.0% | 1 | 100.0% |
| J17B | LABOR COMPLIANCE OFFICER II | 7 | 1 | 14.3% | 1 | 14.3% |
| J19C | OCCUPATIONAL LICENSURE SPECIALIST III | 4 | 1 | 25.0% | 1 | 25.0% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL(cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|--|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| J20B | REAL ESTATE INVESTIGATOR II | 1 | 1 | 100.0% | 1 | 100.0% |
| J25A | SAFETY AND HEALTH DIRECTOR I | 3 | 1 | 33.3% | 1 | 33.3% |
| J25B | SAFETY AND HEALTH DIRECTOR II | 2 | 1 | 50.0% | 1 | 50.0% |
| J31B | SAFETY CONSULTANT II | 13 | 3 | 23.1% | 3 | 23.1% |
| J31C | SAFETY CONSULTANT III | 19 | 2 | 10.5% | 1 | 5.3% |
| J33A | AIRFIELD FIREFIGHTER I | 10 | 1 | 10.0% | 1 | 10.0% |
| J33C | AIRFIELD FIREFIGHTER III | 3 | 1 | 33.3% | 1 | 33.3% |
| J41A | FIRE PREVENTION AND SECURITY OFFICER I | 49 | 12 | 24.5% | 7 | 14.3% |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II | 44 | 6 | 13.6% | 4 | 9.1% |
| J41C | FIRE PREVENTION AND SECURITY OFFICER III | 11 | 2 | 18.2% | 1 | 9.1% |
| J55B | MEDICAL/DENTAL INVESTIGATOR II | 3 | 1 | 33.3% | 0 | 0.0% |
| K10A | JUVENILE JUSTICE SPECIALIST I | 30 | 7 | 23.3% | 6 | 20.0% |
| K10B | JUVENILE JUSTICE SPECIALIST II | 168 | 22 | 13.1% | 21 | 12.5% |
| K10C | JUVENILE JUSTICE SPECIALIST III | 36 | 4 | 11.1% | 2 | 5.6% |
| K11A | DISABILITY DETERMINATION SPECIALIST I | 16 | 4 | 25.0% | 3 | 18.8% |
| K20A | REHABILITATION TECHNICIAN I | 14 | 2 | 14.3% | 1 | 7.1% |
| K21A | VOCATIONAL REHABILITATION SPECIALIST I | 16 | 3 | 18.8% | 3 | 18.8% |
| K21B | VOCATIONAL REHABILITATION SPECIALIST II | 41 | 9 | 22.0% | 8 | 19.5% |
| K21C | VOCATIONAL REHABILITATION SPECIALIST III | 38 | 4 | 10.5% | 4 | 10.5% |
| K21D | VOCATIONAL REHABILITATION SPECIALIST IV | 41 | 6 | 14.6% | 5 | 12.2% |
| K23B | REHABILITATION OF THE BLIND SPECIALIST II | 7 | 2 | 28.6% | 2 | 28.6% |
| K30A | VENDING MACHINE TECHNICIAN I | 1 | 2 | 200.0% | 0 | 0.0% |
| L13B | AGRICULTURAL MARKET DEVELOPMENT COORDINATOR II | 1 | 1 | 100.0% | 1 | 100.0% |
| L16A | AGRICULTURE FIELD INSPECTOR I | 20 | 6 | 30.0% | 5 | 25.0% |
| L16C | AGRICULTURE FIELD INSPECTOR III | 13 | 3 | 23.1% | 3 | 23.1% |
| L16D | AGRICULTURE FIELD INSPECTOR IV | 10 | 1 | 10.0% | 1 | 10.0% |
| L22A | FOREST REGENERATION SPECIALIST I | 3 | 1 | 33.3% | 1 | 33.3% |
| L23C | FOREST RESOURCE PROTECTION SPECIALIST III | 3 | 1 | 33.3% | 1 | 33.3% |
| L24C | FORESTER III | 6 | 2 | 33.3% | 2 | 33.3% |
| L25C | AGRICULTURE SERVICES SPECIAL INVESTIGATOR III | 7 | 1 | 14.3% | 1 | 14.3% |
| L33B | WILDLIFE DAMAGE CONTROL SPECIALIST II | 12 | 3 | 25.0% | 3 | 25.0% |
| L41A | AGRICULTURAL SERVICES ADMINISTRATOR I | 7 | 1 | 14.3% | 1 | 14.3% |
| M11B | DIRECTOR, OIL AND GAS DIVISION II | 1 | 1 | 100.0% | 1 | 100.0% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL(cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|---|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| M20A | CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I | 4 | 1 | 25.0% | 1 | 25.0% |
| M30A | FUEL SPECIALIST I | 7 | 2 | 28.6% | 0 | 0.0% |
| M30C | FUEL SPECIALIST III | 7 | 1 | 14.3% | 1 | 14.3% |
| M30D | FUEL SPECIALIST IV | 4 | 1 | 25.0% | 1 | 25.0% |
| M31A | OIL AND GAS SPECIALIST I | 5 | 1 | 20.0% | 1 | 20.0% |
| M31D | OIL AND GAS SPECIALIST IV | 8 | 1 | 12.5% | 1 | 12.5% |
| M35B | PIPELINE SAFETY/REGULATION SPECIALIST II | 8 | 1 | 12.5% | 1 | 12.5% |
| M40B | PUBLIC UTILITY REGULATORY ANALYST II | 12 | 2 | 16.7% | 2 | 16.7% |
| M50B | TRANSPORTATION RATE AUDITOR II | 2 | 1 | 50.0% | 1 | 50.0% |
| N13A | VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE I | 2 | 1 | 50.0% | 0 | 0.0% |
| N13B | VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II | 8 | 1 | 12.5% | 1 | 12.5% |
| N16C | PATIENT SERVICES COORDINATOR III | 4 | 1 | 25.0% | 1 | 25.0% |
| P20A | PARK RANGER I | 19 | 6 | 31.6% | 6 | 31.6% |
| P20B | PARK RANGER II | 17 | 2 | 11.8% | 1 | 5.9% |
| P25A | PARK MANAGER I | 14 | 2 | 14.3% | 2 | 14.3% |
| P25D | PARK MANAGER IV | 9 | 2 | 22.2% | 2 | 22.2% |
| P25E | PARK MANAGER V | 6 | 1 | 16.7% | 1 | 16.7% |
| Q23B | HEAVY EQUIPMENT RAILCAR MAINTENANCE II | 10 | 1 | 10.0% | 0 | 0.0% |
| Q30C | POWER GENERATION SYSTEM OPERATOR III | 10 | 1 | 10.0% | 1 | 10.0% |
| Q40B | POWER GENERATION COAL YARD EQUIPMENT II | 5 | 1 | 20.0% | 1 | 20.0% |
| R10B | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II | 20 | 2 | 10.0% | 2 | 10.0% |
| R20A | ENVIRONMENTAL PROGRAMS SPECIALIST I | 34 | 4 | 11.8% | 4 | 11.8% |
| R25B | ENVIRONMENTAL PROGRAMS MANAGER II | 23 | 5 | 21.7% | 5 | 21.7% |
| S10A | ENGINEER INTERN I | 13 | 3 | 23.1% | 3 | 23.1% |
| S10C | ENGINEER INTERN III | 9 | 1 | 11.1% | 1 | 11.1% |
| S11A | PROFESSIONAL ENGINEER I | 19 | 4 | 21.1% | 4 | 21.1% |
| S12D | ENGINEERING MANAGER IV | 16 | 2 | 12.5% | 2 | 12.5% |
| T10A | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I | 10 | 2 | 20.0% | 0 | 0.0% |
| T10B | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II | 8 | 5 | 62.5% | 4 | 50.0% |
| T10C | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III | 27 | 3 | 11.1% | 3 | 11.1% |
| T21A | TRANSPORTATION TECHNICIAN I | 41 | 6 | 14.6% | 5 | 12.2% |
| T21B | TRANSPORTATION TECHNICIAN II | 49 | 7 | 14.3% | 7 | 14.3% |
| T22B | TRANSPORTATION SPECIALIST II | 147 | 17 | 11.6% | 16 | 10.9% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL(cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|--|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| T22D | TRANSPORTATION SPECIALIST IV | 18 | 4 | 22.2% | 4 | 22.2% |
| T25A | TRANSPORTATION EQUIPMENT OPERATOR I | 178 | 98 | 55.1% | 74 | 41.6% |
| T25B | TRANSPORTATION EQUIPMENT OPERATOR II | 454 | 50 | 11.0% | 46 | 10.1% |
| T27B | HIGHWAY SIGN FABRICATOR II | 3 | 1 | 33.3% | 1 | 33.3% |
| T50B | TOLL COLLECTOR II | 230 | 39 | 17.0% | 29 | 12.6% |
| T50C | TOLL COLLECTOR III | 2 | 1 | 50.0% | 1 | 50.0% |
| T50D | TOLL COLLECTOR IV | 5 | 1 | 20.0% | 1 | 20.0% |
| T51A | TOLL OPERATIONS MANAGER I | 6 | 2 | 33.3% | 2 | 33.3% |
| U11C | HISTORICAL FACILITY MANAGER III | 13 | 2 | 15.4% | 2 | 15.4% |
| U11D | HISTORICAL FACILITY MANAGER IV | 4 | 1 | 25.0% | 1 | 25.0% |
| U12B | HISTORICAL COLLECTIONS SPECIALIST II | 4 | 1 | 25.0% | 1 | 25.0% |
| U13B | HISTORICAL INTERPRETER II | 7 | 1 | 14.3% | 1 | 14.3% |
| U14C | HISTORIC PRESERVATION SPECIALIST III | 4 | 1 | 25.0% | 1 | 25.0% |
| V10B | TAX DOCUMENT EXAMINER II | 9 | 2 | 22.2% | 2 | 22.2% |
| V10C | TAX DOCUMENT EXAMINER III | 8 | 2 | 25.0% | 1 | 12.5% |
| V11A | REVENUE COMPLIANCE OFFICER I | 39 | 4 | 10.3% | 4 | 10.3% |
| V11C | REVENUE COMPLIANCE OFFICER III | 6 | 1 | 16.7% | 1 | 16.7% |
| V12A | MOTOR VEHICLE RESEARCH SPECIALIST I | 5 | 1 | 20.0% | 1 | 20.0% |
| V14C | MOTOR VEHICLE ENFORCEMENT OFFICER III | 4 | 2 | 50.0% | 2 | 50.0% |
| V20D | TAXPAYER SERVICES REPRESENTATIVE IV | 3 | 1 | 33.3% | 1 | 33.3% |
| W10B | WORKFORCE SERVICES SPECIALIST II | 21 | 4 | 19.0% | 4 | 19.0% |
| W10C | WORKFORCE SERVICES SPECIALIST III | 165 | 32 | 19.4% | 27 | 16.4% |
| W15A | EMPLOYMENT SECURITY TAX ENFORCEMENT OFFICER I | 5 | 2 | 40.0% | 1 | 20.0% |
| W15B | EMPLOYMENT SECURITY TAX ENFORCEMENT OFFICER II | 15 | 5 | 33.3% | 4 | 26.7% |
| X10A | HEALTH INFORMATION TECHNICIAN I | 58 | 8 | 13.8% | 5 | 8.6% |
| X10B | HEALTH INFORMATION TECHNICIAN II | 17 | 4 | 23.5% | 4 | 23.5% |
| X11B | THERAPEUTIC/MEDICAL AIDE II | 33 | 4 | 12.1% | 4 | 12.1% |
| X13A | LABORATORY TECHNICIAN I | 5 | 1 | 20.0% | 0 | 0.0% |
| X13B | LABORATORY TECHNICIAN II | 8 | 2 | 25.0% | 2 | 25.0% |
| X14A | CLINICAL LABORATORY SCIENTIST I | 8 | 1 | 12.5% | 1 | 12.5% |
| X17A | PUBLIC HEALTH SPECIALIST I | 8 | 1 | 12.5% | 1 | 12.5% |
| X17C | PUBLIC HEALTH SPECIALIST III | 37 | 4 | 10.8% | 4 | 10.8% |
| X17E | PUBLIC HEALTH SPECIALIST V | 6 | 1 | 16.7% | 1 | 16.7% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL(cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|---------------------------------------|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| X23D | ALCOHOL AND DRUG COUNSELOR IV | 6 | 2 | 33.3% | 2 | 33.3% |
| X27A | EPIDEMIOLOGIST I | 6 | 1 | 16.7% | 1 | 16.7% |
| X27B | EPIDEMIOLOGIST II | 3 | 1 | 33.3% | 1 | 33.3% |
| X28B | HEALTH PLANNING SPECIALIST II | 5 | 1 | 20.0% | 1 | 20.0% |
| X30A | MUSIC THERAPIST I | 2 | 1 | 50.0% | 1 | 50.0% |
| X31A | PSYCHOLOGICAL CLINICIAN I | 4 | 1 | 25.0% | 1 | 25.0% |
| X31B | PSYCHOLOGICAL CLINICIAN II | 55 | 6 | 10.9% | 4 | 7.3% |
| X31D | PSYCHOLOGICAL CLINICIAN IV | 19 | 3 | 15.8% | 3 | 15.8% |
| X32B | CHILD DEVELOPMENT SPECIALIST II | 15 | 4 | 26.7% | 4 | 26.7% |
| X32C | CHILD DEVELOPMENT SPECIALIST III | 17 | 3 | 17.6% | 3 | 17.6% |
| X33C | OCCUPATIONAL THERAPIST III | 2 | 1 | 50.0% | 0 | 0.0% |
| X36B | RECREATION THERAPIST II | 26 | 6 | 23.1% | 4 | 15.4% |
| X36D | RECREATION THERAPIST IV | 12 | 2 | 16.7% | 2 | 16.7% |
| X38A | DISEASE INTERVENTION SPECIALIST I | 3 | 1 | 33.3% | 1 | 33.3% |
| X38B | DISEASE INTERVENTION SPECIALIST II | 6 | 1 | 16.7% | 1 | 16.7% |
| X46B | CLINICAL HEALTH FACILITY SURVEYOR II | 3 | 2 | 66.7% | 2 | 66.7% |
| X46C | CLINICAL HEALTH FACILITY SURVEYOR III | 67 | 16 | 23.9% | 12 | 17.9% |
| Y10A | PATIENT CARE ASSISTANT I | 720 | 350 | 48.6% | 205 | 28.5% |
| Y10B | PATIENT CARE ASSISTANT II | 367 | 65 | 17.7% | 53 | 14.4% |
| Y10C | PATIENT CARE ASSISTANT III | 36 | 4 | 11.1% | 4 | 11.1% |
| Y11A | LICENSED PRACTICAL NURSE I | 37 | 27 | 73.0% | 21 | 56.8% |
| Y11B | LICENSED PRACTICAL NURSE II | 315 | 109 | 34.6% | 83 | 26.3% |
| Y12A | REGISTERED NURSE I | 20 | 4 | 20.0% | 3 | 15.0% |
| Y12B | REGISTERED NURSE II | 267 | 50 | 18.7% | 44 | 16.5% |
| Y12C | REGISTERED NURSE III | 345 | 67 | 19.4% | 56 | 16.2% |
| Y13A | NURSING MANAGER I | 47 | 15 | 31.9% | 14 | 29.8% |
| Y13B | NURSING MANAGER II | 32 | 5 | 15.6% | 5 | 15.6% |
| Y13C | NURSING MANAGER III | 26 | 5 | 19.2% | 5 | 19.2% |
| Y14B | ADVANCED PRACTICE NURSE II | 33 | 7 | 21.2% | 7 | 21.2% |
| Z10A | TEACHING ASSISTANT I | 7 | 1 | 14.3% | 1 | 14.3% |
| Z12A | DIRECT CARE SPECIALIST I | 189 | 116 | 61.4% | 70 | 37.0% |
| Z12B | DIRECT CARE SPECIALIST II | 466 | 72 | 15.5% | 63 | 13.5% |
| Z12C | DIRECT CARE SPECIALIST III | 64 | 12 | 18.8% | 12 | 18.8% |

TABLE A3: FY 2008 TURNOVER RATE BY JOB FAMILY LEVEL (cont.)

| JFD Code | JFD Title | Number of Incumbents 7/1/2007 | Overall Turnover FY 2008 | Overall Turnover Rate FY 2008 | Voluntary Turnover FY 2008 | Voluntary Turnover Rate FY 2008 |
|----------|---|-------------------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| Z13A | TRANSPORTATION OFFICER I | 3 | 2 | 66.7% | 2 | 66.7% |
| Z14A | INSTITUTIONAL SAFETY AND SECURITY COORDINATOR I | 1 | 1 | 100.0% | 1 | 100.0% |
| Z18C | INDEPENDENT LIVING INSTRUCTOR III | 2 | 1 | 50.0% | 1 | 50.0% |
| Z20A | FOOD SERVICE SPECIALIST I | 120 | 57 | 47.5% | 33 | 27.5% |
| Z20B | FOOD SERVICE SPECIALIST II | 154 | 41 | 26.6% | 36 | 23.4% |
| Z20C | FOOD SERVICE SPECIALIST III | 36 | 5 | 13.9% | 4 | 11.1% |
| Z20D | FOOD SERVICE SPECIALIST IV | 106 | 26 | 24.5% | 21 | 19.8% |
| Z21C | FOOD SERVICE MANAGER III | 9 | 1 | 11.1% | 1 | 11.1% |
| Z25B | NUTRITION THERAPIST II | 10 | 1 | 10.0% | 1 | 10.0% |
| Z26B | INSTITUTIONAL PROGRAM COORDINATOR II | 3 | 1 | 33.3% | 1 | 33.3% |
| Z30A | LINEN AND CLOTHING SPECIALIST I | 31 | 5 | 16.1% | 4 | 12.9% |
| Z30C | LINEN AND CLOTHING SPECIALIST III | 11 | 3 | 27.3% | 2 | 18.2% |
| Z51A | JUVENILE SPECIALIST I | 29 | 23 | 79.3% | 13 | 44.8% |
| Z51B | JUVENILE SPECIALIST II | 137 | 55 | 40.1% | 39 | 28.5% |
| Z51C | JUVENILE SPECIALIST III | 43 | 11 | 25.6% | 9 | 20.9% |

TABLE A4: COST OF FIVE PERCENT SALARY INCREASE BY AGENCY

| Agency Number | Agency Name | Salary Increase Cost Including Mandatory Benefits |
|----------------------|---|--|
| 025 | Military Department | \$280,015.34 |
| 030 | Alcoholic Beverage Laws Enforcement Commission (ABLE) | \$126,165.81 |
| 040 | Department of Agriculture, Food and Forestry | \$984,611.72 |
| 047 | Indigent Defense System, Oklahoma | \$453,324.46 |
| 049 | Attorney General, Office of the | \$616,912.01 |
| 055 | Arts Council, Oklahoma | \$43,378.15 |
| 090 | Finance, Office of State | \$531,178.42 |
| 125 | Mines, Department of | \$68,398.94 |
| 127 | Commission On Children & Youth | \$70,466.88 |
| 131 | Department of Corrections | \$11,184,412.71 |
| 160 | Commerce, Oklahoma Department of | \$520,266.94 |
| 185 | Corporation Commission | \$1,254,017.14 |
| 204 | J.M. Davis Memorial Commission | \$13,452.75 |
| 220 | District Attorneys Council | \$3,098,300.36 |
| 265 | Education, Department of | \$570,145.37 |
| 266 | Educational Television Authority, Oklahoma | \$159,371.65 |
| 269 | Teacher Preparation, Commission for | \$36,190.68 |
| 270 | State Election Board | \$76,831.56 |
| 290 | Employment Security Commission | \$1,489,475.82 |
| 292 | Environmental Quality, Oklahoma Department of | \$1,668,315.92 |
| 296 | Ethics Commission | \$28,084.96 |
| 298 | Merit Protection Commission, Oklahoma | \$31,464.69 |
| 300 | Auditor and Inspector, State | \$357,325.29 |
| 305 | Governor, Office of the | \$111,617.59 |
| 306 | Pardon and Parole Board | \$94,516.23 |
| 308 | Investigation, Oklahoma State Bureau of (OSBI) | \$1,008,086.80 |
| 309 | Emergency Management, Oklahoma Department of | \$30,707.87 |
| 310 | Fire Marshal's Office, State | \$79,451.98 |
| 326 | Handicapped Concerns, Office of | \$13,959.01 |
| 340 | Department of Health | \$3,001,973.65 |
| 342 | Medicolegal Investigations, Board of | \$217,714.23 |
| 345 | Transportation, Oklahoma Department of (DOT) | \$5,172,783.63 |
| 346 | Space Industry Development Authority, Oklahoma | \$13,778.78 |
| 350 | Oklahoma Historical Society | \$328,709.11 |
| 353 | Horse Racing Commission, Oklahoma | \$174,425.16 |
| 355 | Human Rights Commission, Oklahoma (HRC) | \$26,633.67 |
| 360 | Indian Affairs Commission, Oklahoma | \$8,715.75 |
| 385 | Insurance Department | \$326,490.59 |
| 400 | Office of Juvenile Affairs | \$1,873,797.27 |
| 405 | Labor, Department of | \$188,080.83 |
| 410 | Land Office, Commissioners of the | \$165,337.04 |
| 415 | Law Enforcement Education and Training, Council on | \$117,253.72 |
| 430 | Department of Libraries | \$133,654.05 |
| 440 | Lieutenant Governor, Office of the | \$20,993.24 |

TABLE A4: COST OF FIVE PERCENT SALARY INCREASE BY AGENCY (cont.)

| Agency Number | Agency Name | Salary Increase Cost Including Mandatory Benefits |
|----------------------|---|--|
| 452 | Department of Mental Health and Substance Abuse | \$4,926,580.60 |
| 477 | Narcotics and Dangerous Drugs Control, Oklahoma State Bureau of (BNDDC) | \$376,904.71 |
| 548 | Office of Personnel Management | \$235,882.88 |
| 563 | Private Vocational Schools | \$6,996.45 |
| 566 | Department of Tourism & Recreation | \$1,369,418.74 |
| 568 | Scenic Rivers Commission | \$35,905.32 |
| 580 | Department of Central Services | \$617,849.88 |
| 585 | Department of Public Safety | \$3,206,992.69 |
| 619 | Physician Manpower Training Commission | \$18,292.61 |
| 625 | Secretary of State | \$12,782.67 |
| 628 | Advancement of Science and Technology, Oklahoma Center for the (OCAST) | \$84,746.84 |
| 629 | Science and Mathematics, Oklahoma School of | \$224,186.94 |
| 635 | Consumer Credit, Department of | \$31,236.04 |
| 645 | Conservation Commission, Oklahoma | \$161,044.28 |
| 650 | Department of Veterans Affairs | \$3,376,314.99 |
| 670 | J.D. McCarty Center | \$458,500.53 |
| 695 | Oklahoma Tax Commission | \$2,142,792.62 |
| 740 | Treasurer, State | \$133,646.60 |
| 800 | Career and Technology Education | \$759,928.48 |
| 805 | Department of Rehabilitation Services | \$1,042,532.71 |
| 807 | Health Care Authority, Oklahoma | \$670,135.28 |
| 825 | University Hospitals Authority, The | \$29,779.51 |
| 830 | Department of Human Services | \$11,104,744.54 |
| 835 | Environment, Office of the Secretary of | \$253,939.18 |
| 880 | Will Rogers Memorial Commission | \$40,873.41 |
| Total Cost: | | \$68,092,796.24 |

TABLE A5: PROPOSED AGENCY DIRECTOR SALARY STRUCTURE AND ASSOCIATED COSTS

Bold indicates nonappropriated agencies.

| Agency | Salary Current | \$ Under Minimum | Proposed Minimum | Proposed Midpoint | Proposed Maximum | \$ Over Maximum |
|--|------------------|------------------|------------------|-------------------|------------------|-----------------|
| Medicolegal Investigations | \$235,000 | | \$162,291 | \$190,931 | \$219,571 | \$15,429 |
| Health Department | \$191,205 | | \$162,291 | \$190,931 | \$219,571 | |
| Human Services Department | \$162,750 | | \$142,834 | \$168,040 | \$193,246 | |
| Oklahoma Lottery Commission | \$184,485 | | \$142,834 | \$168,040 | \$193,246 | |
| Military Department | \$151,346 | | \$129,655 | \$152,536 | \$175,416 | |
| Mental Health Department | \$133,455 | | \$129,655 | \$152,536 | \$175,416 | |
| Corrections Department | \$132,309 | | \$129,655 | \$152,536 | \$175,416 | |
| Transportation Department | \$117,705 | \$11,950 | \$129,655 | \$152,536 | \$175,416 | |
| Tax Commission | \$111,933 | \$6,611 | \$118,544 | \$139,464 | \$160,383 | |
| Public Safety Department | \$111,133 | \$7,411 | \$118,544 | \$139,464 | \$160,383 | |
| Veterans Affairs | \$99,750 | \$18,794 | \$118,544 | \$139,464 | \$160,383 | |
| Health Care Authority | \$133,455 | | \$109,009 | \$128,246 | \$147,483 | |
| Securities Commission | \$137,239 | | \$109,009 | \$128,246 | \$147,483 | |
| Banking Department | \$137,239 | | \$109,009 | \$128,246 | \$147,483 | |
| Indigent Defense System | \$118,191 | | \$109,009 | \$128,246 | \$147,483 | |
| Grand River Dam Authority | \$137,239 | | \$109,009 | \$128,246 | \$147,483 | |
| Office of Personnel Management | \$80,955 | \$20,561 | \$101,516 | \$119,430 | \$137,345 | |
| Commerce Department | \$112,500 | | \$101,516 | \$119,430 | \$137,345 | |
| Rehabilitation Services | \$88,750 | \$12,766 | \$101,516 | \$119,430 | \$137,345 | |
| Tourism & Recreation Department | \$86,310 | \$15,206 | \$101,516 | \$119,430 | \$137,345 | |
| Employment Security Commission | \$93,190 | \$8,326 | \$101,516 | \$119,430 | \$137,345 | |
| Environmental Quality Department | \$99,922 | \$1,594 | \$101,516 | \$119,430 | \$137,345 | |
| Juvenile Affairs | \$96,705 | \$4,811 | \$101,516 | \$119,430 | \$137,345 | |
| Agriculture Department | \$87,005 | \$8,102 | \$95,107 | \$111,891 | \$128,675 | |
| CompSource Okla | \$116,536 | | \$95,107 | \$111,891 | \$128,675 | |
| Bureau of Investigation | \$80,138 | \$14,969 | \$95,107 | \$111,891 | \$128,675 | |
| Career and Technology Education | \$112,455 | | \$95,107 | \$111,891 | \$128,675 | |
| Central Services | \$90,451 | \$4,656 | \$95,107 | \$111,891 | \$128,675 | |
| Office of State Finance | \$108,045 | | \$95,107 | \$111,891 | \$128,675 | |
| Turnpike Authority | \$109,200 | | \$95,107 | \$111,891 | \$128,675 | |
| Wildlife Conservation Commission | \$123,033 | | \$95,107 | \$111,891 | \$128,675 | |
| Educational Television Authority | \$69,419 | \$25,688 | \$95,107 | \$111,891 | \$128,675 | |
| Employees Group Insurance Board | \$116,536 | | \$95,107 | \$111,891 | \$128,675 | |
| Public Employee's Retirement System | \$116,536 | | \$95,107 | \$111,891 | \$128,675 | |
| The University Hospital Authority | \$157,500 | | \$95,107 | \$111,891 | \$128,675 | \$28,825 |
| Water Resources Board | \$92,655 | \$2,452 | \$95,107 | \$111,891 | \$128,675 | |
| Teachers Retirement System | \$116,536 | | \$95,107 | \$111,891 | \$128,675 | |
| Corporation Commission | \$86,205 | \$8,902 | \$95,107 | \$111,891 | \$128,675 | |
| Oklahoma Student Loan Authority | \$110,987 | | \$95,107 | \$111,891 | \$128,675 | |
| Secretary of State | \$94,500 | \$607 | \$95,107 | \$111,891 | \$128,675 | |
| Land Office | \$77,805 | \$17,302 | \$95,107 | \$111,891 | \$128,675 | |

TABLE A5: PROPOSED AGENCY DIRECTOR SALARY STRUCTURE AND ASSOCIATED COSTS (cont.)

Bold indicates nonappropriated agencies.

| Agency | Salary Current | \$ Under Minimum | Proposed Minimum | Proposed Midpoint | Proposed Maximum | \$ Over Maximum |
|--|------------------|------------------|------------------|-------------------|------------------|-----------------|
| Industrial Finance Authority | \$109,225 | | \$90,198 | \$106,115 | \$122,032 | |
| School of Science & Mathematics | \$75,685 | \$14,513 | \$90,198 | \$106,115 | \$122,032 | |
| ABLE Commission | \$75,705 | \$14,493 | \$90,198 | \$106,115 | \$122,032 | |
| Civil Emergency Management | \$75,705 | \$14,493 | \$90,198 | \$106,115 | \$122,032 | |
| Historical Society | \$91,360 | | \$90,198 | \$106,115 | \$122,032 | |
| J.D. McCarty Children's Center. | \$95,000 | | \$90,198 | \$106,115 | \$122,032 | |
| Law Enforcement Education & Tng | \$73,500 | \$16,698 | \$90,198 | \$106,115 | \$122,032 | |
| Libraries Department | \$77,805 | \$12,393 | \$90,198 | \$106,115 | \$122,032 | |
| Narcotics and Dangerous Drugs | \$96,305 | | \$90,198 | \$106,115 | \$122,032 | |
| District Attorneys Council | \$119,685 | | \$90,198 | \$106,115 | \$122,032 | |
| Conservation Commission | \$72,398 | \$17,800 | \$90,198 | \$106,115 | \$122,032 | |
| Employees Benefit Council | \$87,000 | \$3,198 | \$90,198 | \$106,115 | \$122,032 | |
| Firefighters Pension/Retirement | \$109,226 | | \$90,198 | \$106,115 | \$122,032 | |
| Pardon & Parole Board | \$70,459 | \$19,739 | \$90,198 | \$106,115 | \$122,032 | |
| Police Pension & Retirement Board | \$109,227 | | \$90,198 | \$106,115 | \$122,032 | |
| Pharmacy Board | \$109,725 | | \$90,198 | \$106,115 | \$122,032 | |
| Center of Science & Technology | \$96,027 | | \$90,198 | \$106,115 | \$122,032 | |
| Election Board | \$97,815 | | \$90,198 | \$106,115 | \$122,032 | |
| Construction Industries Board | \$85,000 | | \$75,642 | \$88,991 | \$102,340 | |
| Medical Licensure Board | \$91,392 | | \$75,642 | \$88,991 | \$102,340 | |
| Children & Youth Commission | \$65,170 | \$10,472 | \$75,642 | \$88,991 | \$102,340 | |
| Human Rights Commission | \$64,386 | \$11,256 | \$75,642 | \$88,991 | \$102,340 | |
| Law Enforcement Retirement | \$84,735 | | \$75,642 | \$88,991 | \$102,340 | |
| Office of Handicapped Concerns | \$49,455 | \$26,187 | \$75,642 | \$88,991 | \$102,340 | |
| Oklahoma Department of Mines | \$62,370 | \$13,272 | \$75,642 | \$88,991 | \$102,340 | |
| Arts Council | \$64,680 | \$10,962 | \$75,642 | \$88,991 | \$102,340 | |
| Ethics Commission | \$110,241 | | \$75,642 | \$88,991 | \$102,340 | \$7,901 |
| Horse Racing Commission | \$87,255 | | \$75,642 | \$88,991 | \$102,340 | |
| Merit Protection Commission | \$65,205 | \$10,437 | \$75,642 | \$88,991 | \$102,340 | |
| Nursing Board | \$91,392 | | \$75,642 | \$88,991 | \$102,340 | |
| Teacher Preparation Commission | \$72,515 | \$3,127 | \$75,642 | \$88,991 | \$102,340 | |
| Tobacco Settlement Endowment Trust Fund | \$90,156 | | \$75,642 | \$88,991 | \$102,340 | |
| Real Estate Commission | \$91,392 | | \$75,642 | \$88,991 | \$102,340 | |
| Fire Marshal's Office | \$73,625 | \$2,017 | \$75,642 | \$88,991 | \$102,340 | |
| Oklahoma Scenic Rivers Commission | \$49,078 | \$13,021 | \$62,099 | \$73,058 | \$84,017 | |
| Consumer Credit | \$61,337 | \$762 | \$62,099 | \$73,058 | \$84,017 | |
| Liquefied Petroleum Gas Admin | \$56,483 | \$5,616 | \$62,099 | \$73,058 | \$84,017 | |
| J.M. Davis Memorial Commission | \$52,000 | \$10,099 | \$62,099 | \$73,058 | \$84,017 | |
| Accountancy Board | \$68,954 | | \$62,099 | \$73,058 | \$84,017 | |
| Physicians Manpower Training | \$70,000 | | \$62,099 | \$73,058 | \$84,017 | |
| Professional Engineers/Land Surveyors | \$75,424 | | \$62,099 | \$73,058 | \$84,017 | |

TABLE A5: PROPOSED AGENCY DIRECTOR SALARY STRUCTURE AND ASSOCIATED COSTS (cont.)

Bold indicates nonappropriated agencies.

| Agency | Salary Current | \$ Under Minimum | Proposed Minimum | Proposed Midpoint | Proposed Maximum | \$ Over Maximum |
|---|-----------------|------------------|------------------|-------------------|------------------|-----------------|
| Wheat Commission | \$75,424 | | \$62,099 | \$73,058 | \$84,017 | |
| Boll Weevil Eradication Org. | \$58,600 | \$3,499 | \$62,099 | \$73,058 | \$84,017 | |
| Marginal Wells Commission | \$71,000 | | \$62,099 | \$73,058 | \$84,017 | |
| Motor Vehicle Commission | \$75,424 | | \$62,099 | \$73,058 | \$84,017 | |
| Used Motor Vehicle & Parts Commission | \$75,424 | | \$62,099 | \$73,058 | \$84,017 | |
| Oklahoma Space Industry Development | \$85,155 | | \$62,099 | \$73,058 | \$84,017 | \$1,138 |
| Osteopathy Board | \$75,687 | | \$51,818 | \$60,963 | \$70,107 | \$5,580 |
| Social Workers Board | \$44,342 | \$7,477 | \$51,818 | \$60,963 | \$70,107 | |
| Board of Private Schools | \$50,500 | \$1,318 | \$51,818 | \$60,963 | \$70,107 | |
| Indian Affairs Commission | \$51,555 | \$263 | \$51,818 | \$60,963 | \$70,107 | |
| Nursing Homes Administrators | \$63,301 | | \$51,818 | \$60,963 | \$70,107 | |
| Will Rogers Memorial Commission | \$79,008 | | \$51,818 | \$60,963 | \$70,107 | \$8,901 |
| Board of Licensed Architects & Landscape | \$72,500 | | \$51,818 | \$60,963 | \$70,107 | \$2,393 |
| Chiropractic Examiners Board | \$55,044 | | \$51,818 | \$60,963 | \$70,107 | |
| Dentistry Board | \$75,687 | | \$51,818 | \$60,963 | \$70,107 | \$5,580 |
| Psychologist Board of Examiners | \$55,044 | | \$51,818 | \$60,963 | \$70,107 | |
| Cosmetology Board | \$46,788 | \$5,030 | \$51,818 | \$60,963 | \$70,107 | |
| Oklahoma Peanut Commission | \$63,300 | | \$51,818 | \$60,963 | \$70,107 | |
| Veterinary Examiners Board | \$55,044 | | \$51,818 | \$60,963 | \$70,107 | |
| Embalmers & Funeral Directors | \$51,500 | \$318 | \$51,818 | \$60,963 | \$70,107 | |
| Speech Pathology & Audiology | \$51,412 | | \$41,735 | \$49,100 | \$56,465 | |
| Total Cost | | \$439,168 | | | | |



STATE OF OKLAHOMA
Office of Personnel Management
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