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STATE OF OKLAHOMA
OFFICE OF PERSONNEL
MANAGEMENT

THE 2007 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."



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*Administrator & Cabinet Secretary
of Human Resources and Administration*

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Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 399 benchmark jobs indicates that, on average, classified employee salaries fell approximately 12.05 percent below the competitive labor market. The 399 benchmarks represent 20,072 employees, or 73 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
2007	\$34,713.71 ¹	\$38,896.87 ²	-12.05%

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 ³
Health Care Benefit	28.26%	16.51%
Annual Leave Accrual	20	17
Sick Leave Accrual	15	9
Paid Holidays	10	10
Defined Benefit Retirement Plan (employer contribution) ⁴	12.5%	9.56%
Defined Contribution Retirement Plan	1%	7.5%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

¹ Figure includes average longevity payment for calendar year 2006 of \$1,069.63.

² Source: FY 2007 Multi-Survey Summary Report of Competitive Labor Market

³ Source: OPM 2007 State of Oklahoma Compensation Survey

⁴ Includes only those employers that offer a Defined Benefit Retirement Plan.

Pay Band Adjustment

In analyzing the classified pay structure, consideration was given to market pay movement, the positioning of current classified average pay in the pay bands, and costs. Market pay growth is continuing at a 4 percent pace annually. State average pay appears to be appropriately situated within the pay bands. However, the recent indexing of the minimum wage for state employees to the Federal poverty guidelines for a three-person family has severely impacted the classified pay bands; accordingly, a 3.0 percent adjustment to the minimums, midpoints, and maximums is recommended. The annual cost associated with such an adjustment, including costs of mandatory benefits and retirement, is approximately \$610,889. See Table A5 in the Appendix for cost information for each agency affected.

Employee Turnover

The overall turnover rate among classified employees in FY 2007 was 13.9 percent and the voluntary rate was 11.6 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2007 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate slightly decreased from the previous fiscal year. Below is a table representing the turnover rates (overall and voluntary) of the past eight fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2007

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

Recommendations

Pay Band Adjustment: The minimums, maximums and midpoints of the classified pay bands should be adjusted upward 3.0 percent. The annual cost associated with raising employees at the lower end of these bands to the new minimum, including costs of mandatory benefits, is approximately \$610,889.

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

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poverty guidelines for a three-person household. On average, this indexing increases 3 percent each year. This will create serious pay compression problems that can undermine employee morale and will be costly to remedy. We recommend the indexing feature be deleted from the statute and that the minimum wage remain at \$17,170 per year for 2008. This minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness.

Pay Adjustment: A 5.0 percent general increase is recommended to establish a competitive position with the market. The cost of a 5.0 percent adjustment (including mandatory benefits) for all appropriated state agencies including classified and unclassified employees is estimated to be \$84,856,027. In addition, a 2.0 percent fund based upon agencies' payroll budgets and earmarked for pay movement mechanisms should be provided to appropriated agencies to address specific recruitment and retention problems. Such a fund is estimated to cost \$33,942,411.

Agency Director Salary Structure:

- To insure internal equity and market competitiveness, we recommend the Legislature incorporate all remaining agency directors into the salary structure in which the nonappropriated agency directors are currently included. This will result in a cost to the state of \$207,047, which includes the additional cost of mandatory benefits. This cost should be borne by the agencies, without additional funding by the Legislature.
- To keep pace with market pay growth, the minimums, midpoints and maximums of the agency director pay structure should be adjusted. In light of the original philosophy behind the positioning of the ranges in 2001, the subsequent adjustments made to the ranges, and the impact of market movement since 2001, an upward adjustment to the ranges of 10.7 percent is recommended. The cost to the state of adjusting the ranges with all agency directors included will be an additional \$337,530, over and above the cost of adding the directors of appropriated agencies and the directors of nonappropriated agencies who were omitted from the original structure. This additional cost should be borne by the agencies, without additional funding by the Legislature.

Statutory Requirement

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

The Office of Personnel Management FY 2007 Annual Compensation Report meets the statutory requirements as outlined in 840:1.6A(5) of Title 74. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and it compares these programs with the state's fringe benefit package.

Additionally, the Report includes data on the following:

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

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

Purpose and Scope of Annual Survey

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

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

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 73 percent of all state employees,

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

- OPM 2007 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2007 Survey, by Compdata Surveys
- Economic Research Institute Salary Assessor

(See page 9 for a summary of each survey.)

2007 Legislative Compensation Activity

The following compensation-related bills became law after the first session of the 51st Oklahoma Legislature:

Senate Bill 626:

Changes the pay movement mechanism report from a calendar year to a fiscal year report;

- Deletes the requirement that after two years of continuous employment on the job an employee hired through the State Work Incentive Program (SWIP) pass an entrance examination before conversion to permanent classified status; and,
- Increases the maximum cash award amount that can be given to a state employee through the employee recognition program from \$250 to \$500 per recognized employee.

House Bill 1114:

- Section 1 of Enrolled House Bill 1114 indexes the minimum annualized salary for state employees to the Federal Poverty Guidelines for a three-person household as issued each year by the US Department of Health and Human Services. Amends O.S. 74:840-2.16; effective July 1, 2007.

House Bill 1114:

- Permits a state agency to make direct payments not to exceed \$5000 in any 12-month period on behalf of an eligible employee to any private or public entity for qualified educational loan expenses with cumulative total reimbursement not to exceed \$15,000. Employees receiving assistance are committed to a "required payback period" of 2000 hours of full-time employment for each \$5000 of qualified educational loan expenses paid for by the employing agency. Creates O.S. 74:1731, et al. effective July 1, 2007.

Economic Indicators

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

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 4.1 percent as of September 2007, which represents an increase from 3.8 percent one year ago. Unemployment in the City of Oklahoma City increased from 3.7 percent in September 2006 to 4.0 percent in September of 2007. The Manpower Employment Outlook Survey reported in September that 26 percent of employers in the Southern Region, which includes Oklahoma, projected an increase in hiring activity for the fourth quarter of 2007 and 8 percent projected a decrease – resulting in a Net Employment Outlook of +18%. These hiring projections are moderately 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 3.5 percent from September 2006 to September 2007.

From a compensation standpoint, WorldatWork, in its 2007-08 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 dedicated to knowledge leadership in compensation, benefits and total rewards. As shown in Table 4 below, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2007 that are equal to or greater than those projected in 2006. The survey projects levels for 2008 relatively equivalent to 2007.

Table 4: Total Salary Budget Increase (U.S.)⁵

	Actual 2005	Projected 2006	Actual 2006	Projected 2007	Actual 2007	Projected 2008
Nonexempt Hourly Nonunion Employees	3.6%	3.7%	3.8%	3.8%	3.8%	3.9%
Nonexempt Salaried Employees	3.7%	3.7%	3.8%	3.8%	3.9%	3.9%
Exempt Salaried Employees	3.8%	3.8%	3.9%	3.9%	4.0%	4.0%
Officers/Executives	3.9%	3.9%	4.1%	4.0%	4.2%	4.1%

Pay Movement Mechanism Usage

The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified and unclassified employees under their purview through the use of a variety of pay movement mechanisms (PMMs). Table 5 below reveals the numbers of PMM transactions during CY 2005 in comparison with CY 2006. This table reveals that overall usage by agencies of PMMs decreased somewhat.

⁵ 2007-08 Salary Budget Survey, WorldatWork, August 2007

During CY 2006, the cost for five of the pay movement mechanisms increased. The most dramatic increase occurred in market adjustments, which increased by 490 percent. The dramatic increase in market-based adjustments may be attributable to the lack of a general pay increase authorized by the Legislature for FY 2006.

Table 5: Agency PMM Usage 2005-2006

PMM TITLE	2005	2005 Amount	2006	2006 Amount	% Diff
LATERAL TRANSFER	467	\$87,412.86	110	\$105,349.16	20.52%
CAREER PROGRESSION	1,599	\$1,933,178.36	2,290	\$3,100,907.34	60.40%
PERFORMANCE-BASED ADJUSTMENT	1,344	\$1,201,515.89	619	\$841,769.88	-29.94%
COMPLETION OF PROB/TRIAL PERIOD	643	\$447,095.23	684	\$473,331.17	5.87%
EQUITY ADJUSTMENT	3,918	\$704,417.54	777	\$811,140.03	15.15%
SKILL-BASED PAY ADJUSTMENT	154	\$200,681.62	152	\$69,944.54	-65.15%
MARKET ADJUSTMENT	1,711	\$602,994.86	2,239	\$3,560,350.93	490.44%
Total	9,836	\$5,177,296.36	6,871	\$8,962,793.06	73.12%
% of State Payroll		0.62%		0.59%	

Market Surveys

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

OPM 2007 State of Oklahoma Compensation Survey: The Compensation Division of the State of Oklahoma's Office of Personnel Management conducts this salary/benefits survey. The salary portion of the survey covered a total of 81 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding Oklahoma. A total of 29 organizations participated in this survey. The salary portion of the survey covered 80 of our benchmark jobs. Salary data is current as of July 2007.

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 138 of our benchmark jobs. Salary data is current as of July 2007.

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 41 of our benchmark jobs. Salary data is current as of July 2007.

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.

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Wage and salary data was collected from 125 organizations employing 24,268 workers in the State of Oklahoma. The salary portion of the survey covered 85 of our benchmark jobs. Salary data is current as of July 2007.

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 43 of our benchmark jobs. Salary data is current as of July 2007.

Compensation Data 2007: 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 163 of our benchmark jobs. Salary figures are from April 2007, 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 Salary Assessor 2007: Is a software program developed by ERI that reports "up to the present day" 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 270 of our benchmark jobs. Salary data is current as of July 2007.

This year, the state's 399 benchmark comparisons represented 20,072 employees, or 73 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, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance used for purchasing the four core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$525.59 to \$1,342.54 per month in CY 2007. 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 and state temporary disability insurance.

Table 6: CY 2007 State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	\$525.59 to \$1,342.54 per month
Annual Leave Accrual (after 1 year)	15 days
Sick Leave Accrual	15 days
Paid Holidays	10 days
Defined Benefit Plan	12.5% employer contribution –3.5% employee contribution
Defined Contribution Plan	\$25 per month matching funds from the state
Social Security	7.65%
Workers' Compensation & Unemployment Insurance	1% (approximately) ⁶

Comparing Benefits

The state's benefits package detailed:

⁶ Workers' Compensation premiums vary by occupation.

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Health Care Benefit Contribution: The average amount that the State of Oklahoma contributed to employees for health care was \$646.00 per month, or 23.9 percent of the average benchmark salary (including longevity). The figure was converted to a percentage of average base salary for comparison.

Paid Leave: The state offers 10 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years (see Table 15 on page 25). The average years of service is 12 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan: The state contributes an amount equal to 12.5 percent of employees' salary.

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

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

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

The Market's benefits package detailed:

Health Care Benefit Contribution: The market amount contributed to employee health benefits was computed by using the percent of payroll spent on the four core benefits. The data gathered in the OPM 2007 State of Oklahoma Compensation Survey showed that on average, the market spent 16.51 percent of their total payroll on the four (4) core employee benefits.

Paid Leave: The market offers 10 Paid Holidays. For sick leave, market employees accrue an average of 9 days each year. Also, market employees earn an average of 17 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan: The market input to a Defined-Benefit Retirement Plan was gathered from the OPM 2007 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary. For comparison purposes, the average length of service for the market employee was assumed to be the same as that of the average length for classified state employee: 12 years.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the OPM 2007 State of Oklahoma

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Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary.

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

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

Employee Turnover

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

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

- A listing of 83 job-family levels with three consecutive years of 10 percent or greater voluntary turnover – Table A4 in the Appendix.
- A listing of selected job family levels with turnover rates of 10 percent or greater – Table A5 in the Appendix.
- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model.⁷ 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: $(E \div 12) (X) C (X) 50\%$ ⁸
 - G. Annual turnover cost for the state: (Multiply F X D)

⁷ Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*. 11th Edition. Page 77

⁸ Assumes 50 percent productivity throughout first year (E).

Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 12.05 percent below the competitive labor market. Table 7 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. Table A2 in the Appendix identifies job family levels that are 10 percent or more below market average. Table A9 in the Appendix displays how overall classified salaries in individual agencies compare to the market.

Table 7: Employee Average Salary Comparison

Fiscal Year	State of Oklahoma	Market	% Difference
2007	\$34,713.71 ⁹	\$38,896.87 ¹⁰	-12.05%

A review of market and state average salary growth from 1999 to the present (see Table 8 below and Figure 1 on page 16) reveals the pay relationship over the last nine years. It should be noted that the reduction in the market average in 2001 was primarily due to a change in the methodology by which a major survey participant matched its benchmark jobs to the survey, rather than any significant pay retrenchment in the overall market.

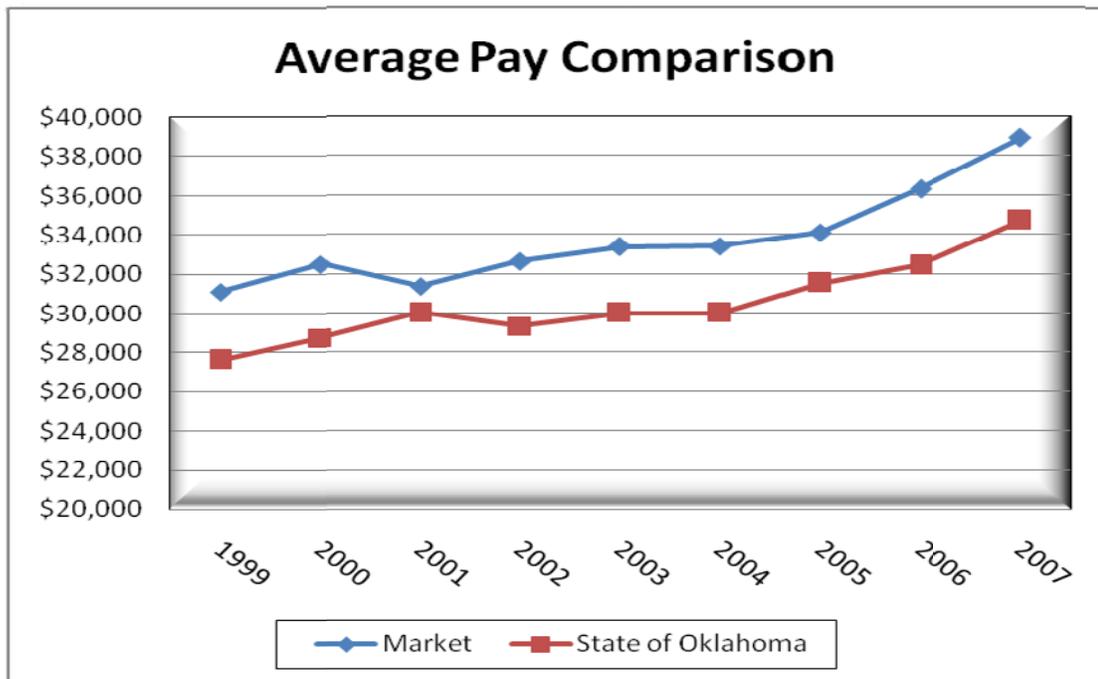
Table 8: Market Comparison Trend (1999-2007)

Year	State of Oklahoma	Market	% Difference
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%
2003	\$29,969	\$33,361	-11.30%
2002	\$29,318	\$32,621	-11.30%
2001	\$30,001	\$31,344	-4.50%
2000	\$28,738	\$32,513	-13.10%
1999	\$27,614	\$31,093	-12.60%

⁹ Figure includes average longevity payment for calendar year 2006 of \$1,069.63.

¹⁰ Source: FY 2007 Multi-Survey Summary Report of Competitive Labor Market

Figure 1: Oklahoma vs. Market Pay Trend (1999-2007)



It appears the general pay increases (see Table 9 below) and agency PMM usage, coupled with the overall economic decline in the early years of the millennium, has allowed the state to lag the market by a fairly consistent amount over the last nine years, with only 2005 showing any true, measurable narrowing of the gap.

Table 9: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2008	0	N/A
SB 82XX	2007	5%	10/1/2006
HB 2005	2006	\$700	7/1/2005
HB 2005	2005	\$1,400	1/1/2005
-	2004	\$0	N/A
-	2003	\$0	N/A
-	2002	\$0	N/A
SB 959	2001	\$2,000	10/1/2000
-	2000	\$0	N/A

Pay Band Analysis

For classified employees, pay bands were last adjusted in July 2007, when the midpoints, minimums and maximums were advanced 5 percent. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Numbers of employees near the pay band maximums
- Costs associated with the recommended adjustment (See Table A5 in the Appendix.)

Market Pay and Structure Movement

As reported earlier in this report, the WorldatWork Annual Salary Budget Survey for 2006-2007 reported actual 2007 salary increases for various employee categories in the range of 3.8 to 4.2 percent (see Table 4 on page 7). Projections for next year's budgets remain relatively at the same level as the previous year, ranging from 3.9 to 4.1 percent.

Salary structure adjustments reported by WorldatWork also show a slight upsurge this year, for the second year in a row. A 2.7 percent average structure adjustment has been projected for both salaried exempt and nonexempt for 2007. The Central States Compensation Association Salary and Benefits Survey reports that its 26 member states are adjusting their salary structures an average of 2.4 percent during FY 2007.

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

	Actual 2005	Projected 2006	Actual 2006	Projected 2007	Actual 2007	Projected 2008
Nonexempt Hourly Nonunion Employees	2.1%	2.4%	2.5%	2.6%	2.5%	2.6%
Nonexempt Salaried Employees	2.2%	2.5%	2.6%	2.7%	2.6%	2.7%
Exempt Salaried Employees	2.2%	2.5%	2.6%	2.7%	2.6%	2.7%
Officers/Executives	2.2%	2.5%	2.7%	2.7%	2.6%	2.8%

Range Penetration

Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much “headroom” is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa ratio, which is defined as salary divided by

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the pay band midpoint. A compa ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 11 below illustrates the current compa ratios for each pay band as of June 30, 2007 as well as the compa ratios adjusted for a possible 3% increase to the pay bands. Average salary positioning in each pay band is graphically illustrated in Figure 2 on page 25.

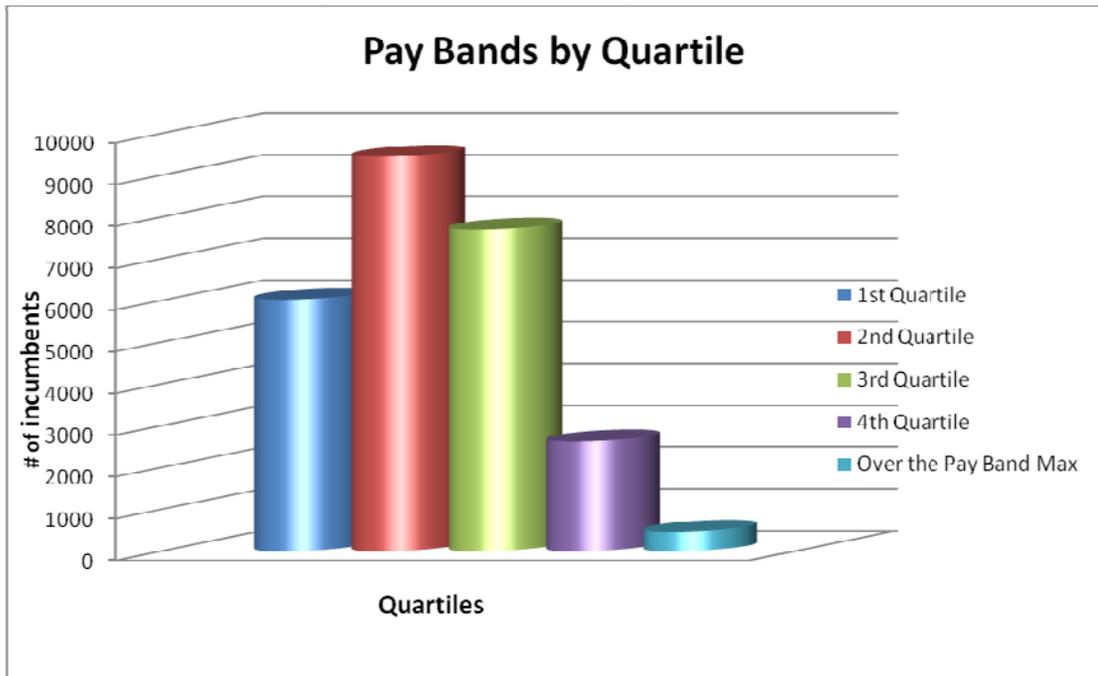
Table 11: Pay Band Compa Ratios

Pay Band	Current Compa-Ratios	Compa-Ratios Adjusted for 3% Increase	Pay Band	Current Compa-Ratios	Compa-Ratios Adjusted for 3% Increase
B	94.16%	91.42%	K	97.44%	94.61%
C	102.27%	99.29%	L	99.36%	96.47%
D	104.48%	101.43%	M	98.60%	95.73%
E	100.13%	97.21%	N	94.63%	91.87%
F	97.33%	94.49%	O	96.53%	93.72%
G	101.76%	98.80%	P	93.71%	90.98%
H	100.09%	97.18%	Q	95.43%	92.65%
I	97.47%	94.63%	R	97.79%	94.94%
J	94.29%	91.54%			

As both Table 11 and Figure 2 suggest, average salaries appear to be well positioned in the pay bands. With the exception of Bands C, D, E, G, and H, average salaries are actually below the midpoint of the pay bands. Even in the bands cited as exceptions, the average is either at or only slightly above the midpoint. As illustrated in Figure 2, only about 12 percent of classified employee salaries are in the highest quartile of the pay bands or above the pay band maximums.

Figure 2: Pay Band Average Salary

Figure 3: Pay Bands by Quartile



Cost of Pay Band Adjustment

A cost has been calculated for a pay band adjustment of 3.0 percent, which takes into account market and structure movement, but which is primarily intended to address

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the impact on the classified structure caused by the indexed minimum wage (see next section). The annualized cost for such an adjustment, including the cost of retirement and social security contributions, is \$610,889.32. A detailed breakdown of costs by agency can be found in table A5 in the Appendix.

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, the State minimum wage moved to \$17,170 per year (\$8.25 an hour) from the previous \$12,480 per year (\$6.00 an hour rate). Table 12 illustrates the pay band structure prior to HB 1114 implementation.

**Table 12: 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

In order to implement HB 1114, the Office of Personnel Management (OPM) had two options: 1.) Adjust the entire pay band structure upwards in order to maintain the internal equity and relationship between pay bands, as illustrated in Table 13 below; or 2.) Adjust only the minimums of those pay bands which are currently below the new minimum wage.

The payroll cost, excluding mandatory benefits, to implement the first option is approximately \$54 million, and would result in 15,280 classified employees receiving a salary adjustment. (All cost and impact statements cited in this analysis do not include unclassified and temporary appointments).

**Table 13: State of Oklahoma Classified Pay Band Schedule
Entire Pay Band Structure Adjustment**

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$17,170	\$22,854	\$28,568	J	\$36,595	\$48,794	\$60,993
B	\$17,998	\$23,997	\$29,996	K	\$40,255	\$53,673	\$67,092
C	\$19,040	\$25,386	\$31,733	L	\$44,281	\$59,041	\$73,801
D	\$20,527	\$27,369	\$34,211	M	\$49,151	\$65,535	\$81,919
E	\$22,579	\$30,106	\$37,632	N	\$54,558	\$72,744	\$90,930
F	\$24,837	\$33,116	\$41,395	O	\$61,105	\$81,473	\$101,842
G	\$27,321	\$36,428	\$45,535	P	\$69,049	\$92,065	\$115,081
H	\$30,053	\$40,071	\$50,088	Q	\$78,025	\$104,033	\$130,042
I	\$33,269	\$44,358	\$55,448	R	\$88,168	\$117,558	\$146,947

Unfortunately, the Oklahoma Legislature did not allocate additional funds to enable agencies to cope with the substantial cost of implementing Option 1. As a result, OPM chose the second option and adjusted only those pay band minimums which fell below the new state minimum wage. The payroll cost, excluding mandatory benefits, to implement this option was only \$98,670.96, and resulted in 123 classified employees receiving a salary adjustment.

While the second option clearly involves the lesser expense, its implementation does not come without its own cost in terms of its detrimental effects on the pay structure. Table 14 illustrates the effect this option has on the overall pay band structure.

**Table 14: State of Oklahoma Classified Pay Band Schedule
Current Pay Band Structure 07/01/07
Adjusting Only the Minimums of the Structure**

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$17,170	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$17,170	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$17,170	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$17,170	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$17,170	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$18,642	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

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, as a result of the new minimum wage, the highlighted pay bands have been significantly narrowed, as illustrated below:

Pay Band	Previous Band Width	New Band Width
A	67%	25%
B	67%	31%
C	67%	38%
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. Tables 15 through 22 below show the cumulative effect of the compression on the pay bands and the costs

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associated therewith. Ultimately, as many as seven of the state's eighteen classified pay bands could be impacted, with the minimums of the first four pay bands actually exceeding the established midpoints.

Table 15: 07/01/2008

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$17,616	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$17,616	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$17,616	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$17,616	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$17,616	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$18,642	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Yearly Cost to Implement: \$64,359.14
Number of Employees affected: 184

Table 16: 07/01/2009

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$18,074	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$18,074	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$18,074	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$18,074	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$18,074	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$18,642	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Yearly Cost to Implement: \$137,076.01
Number of Employees affected: 337

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Table 17: 07/01/2010

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$18,544	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$18,544	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$18,544	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$18,544	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$18,544	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$18,642	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Yearly Cost to Implement: \$172,813.41
 Number of Employees affected: 478

Table 18: 07/01/2011

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$19,027	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$19,027	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$19,027	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$19,027	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$19,027	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$19,027	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Yearly Cost to Implement: \$271,759.61
 Number of Employees affected: 735

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Table 19: 07/01/2012

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$19,521	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$19,521	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$19,521	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$19,521	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$19,521	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$19,521	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Yearly Cost to Implement: \$421,659.40
 Number of Employees affected: 944

Table 20: 07/01/2013

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$20,029	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$20,029	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$20,029	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$20,029	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$20,029	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$20,029	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,507	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Yearly Cost to Implement: \$551,542.16
 Number of Employees affected: 1,194

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Table 21: 07/01/2014

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$20,550	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$20,550	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$20,550	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$20,550	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$20,550	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$20,550	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$20,550	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

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

Table 22: 07/01/2015

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
A	\$21,084	\$17,185	\$21,481	J	\$27,464	\$36,618	\$45,773
B	\$21,084	\$18,011	\$22,514	K	\$30,020	\$40,026	\$50,033
C	\$21,084	\$19,054	\$23,818	L	\$33,021	\$44,028	\$55,035
D	\$21,084	\$20,542	\$25,678	M	\$36,653	\$48,870	\$61,088
E	\$21,084	\$22,597	\$28,246	N	\$40,685	\$54,247	\$67,809
F	\$21,084	\$24,856	\$31,070	O	\$45,566	\$60,755	\$75,944
G	\$21,084	\$27,343	\$34,179	P	\$51,491	\$68,654	\$85,818
H	\$22,558	\$30,077	\$37,596	Q	\$58,185	\$77,580	\$96,975
I	\$24,981	\$33,308	\$41,635	R	\$65,749	\$87,665	\$109,581

Graphic illustrations of the effect of this pay compression on state employee compensation system can be observed in Tables 23 and 24, below. Table 23 illustrates the cumulative effect of pay compression that will occur within Administrative Technician job family by the year 2015, at which point the indexed minimum wage will have caused all four levels of the job family to have the same minimum hiring rate. Table 24 illustrates the current erosion of pay distinctions between job families, as the new minimum wage has caused Level II of the

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Administrative Technician job family (pay band E) to have the same hiring rate as a Level I Housekeeping/Custodial Worker (pay band B).

Table 23: Pay Compression Within JFD

JFD CODE	JFD TITLE	PAY BAND	AVG ANNUAL SALARY	2015 PAY BAND MINIMUM
E16A	ADMINISTRATIVE TECHNICIAN I	D	\$20,500.07	\$21,084.00
E16B	ADMINISTRATIVE TECHNICIAN II	E	\$22,375.04	\$21,084.00
E16C	ADMINISTRATIVE TECHNICIAN III	F	\$23,813.57	\$21,084.00
E16D	ADMINISTRATIVE TECHNICIAN IV	G	\$27,443.18	\$21,084.00

Table 24: Pay Compression Between JFDs

JFD TITLE	PAY BAND	PAY BAND MINIMUM	JFD TITLE	PAY BAND	PAY BAND MINIMUM
HOUSEKEEPING/CUSTODIAL WORKER I	B	\$17,170.00	ADMIN TECH I	D	\$17,170.00
HOUSEKEEPING/CUSTODIAL WORKER II	C	\$17,170.00	ADMIN TECH II	E	\$17,170.00
HOUSEKEEPING/CUSTODIAL WORKER III	D	\$17,170.00	ADMIN TECH III	F	\$18,642.00
HOUSEKEEPING/CUSTODIAL WORKER IV	G	\$20,507.00	ADMIN TECH IV	G	\$20,507.00
HOUSEKEEPING/CUSTODIAL WORKER V	I	\$24,981.00	N/A	N/A	N/A

While it is apparent that this indexed minimum wage was implemented based on the best of intentions, it has become apparent that its consequences to the state's classified pay structure are potentially harmful over time. We recommend the indexing feature be deleted from the statute and that the minimum wage remain at \$17,170 per year for 2008. 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.

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

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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.

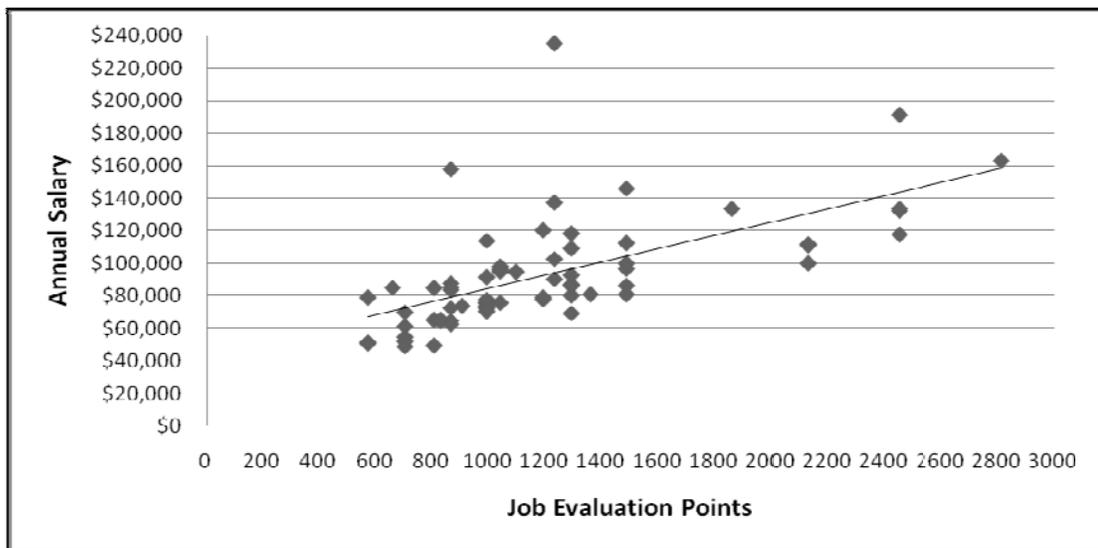
Although a bill was introduced in 2002 during the 48th Legislative Session to incorporate the Agency Director Study recommendations, it failed to pass. In 2004, the 49th Legislature passed House Bill 2006, which established pay ranges for nonappropriated agency directors consistent with those in the 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.

The negative consequence of not including the appropriated agency directors in a salary structure is graphically illustrated in the series of charts below. Figure 4 displays the salaries of all agency directors in 2001 plotted against the job evaluation points assigned to the jobs by the HayGroup in its study. This chart clearly depicts the salary dispersion noted by HayGroup in its report as a serious pay equity problem, since jobs of approximately the same size (job evaluation points) have significant disparities in salary. As an example, of the several jobs displayed on the chart with 1200 evaluation points, one has an associated pay level of approximately \$80,000, while another has a pay level of \$180,000 – a 125 percent disparity in salaries for two jobs of the same size.

Figure 4: All Agency Director Salaries (2001)

If this chart is compared with Figure 5, which depicts current appropriated agency director salaries plotted against job evaluation points, one can discern the same pattern of salary inequities as existed for the entire population of agency directors in 2001.

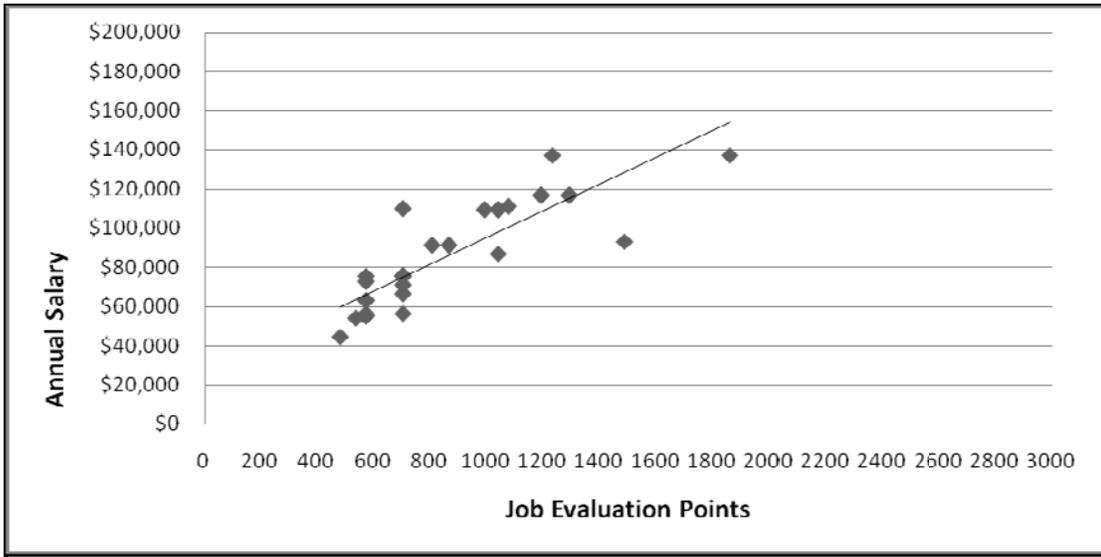
Figure 5: Current Appropriated Agency Director Salaries



By contrast, if both of the above charts are compared with Figure 6, which shows nonappropriated agency director salaries plotted against job evaluation points, one can readily discern that salaries of nonappropriated directors are more tightly clustered together, indicating that jobs of similar size and content have reasonably similar pay levels. Such a pattern is to be expected, since incumbent directors have, for the past two years, been assigned to pay ranges with established minimum and

maximum pay levels based on job content. Indeed, the pay equity of the nonappropriated directors will only improve over time as the ranges are adjusted upward and the salaries of directors whose pay levels are currently above the pay range maximum gradually fall within the ranges.

Figure 6: Nonappropriated Agency Director Salaries



This analysis suggests that pay ranges similar to those used for the nonappropriated directors would be equally effective in improving pay equity among the appropriated directors. Although HB 2006 represented a step in the right direction by instituting pay ranges for the nonappropriated agency directors, it fell short of including all agency chief executive officers in a comprehensive, internally equitable, market-based salary structure. In 2006, the Legislature passed HB 1181XX, which increased the salary ranges for the nonappropriated agency directors by 5 percent. If the appropriated directors were to be included in salary ranges consistent with those of the nonappropriated directors, a total of 25 directors' salaries would need to be increased to meet the minimums of the proposed pay ranges – costing the state \$207,047. See Table A7 in the Appendix for details on each agency.

Salary Range Adjustment. Title 74, Section 3601.2 of the Oklahoma Statutes requires that the Office of Personnel Management review salary ranges for nonappropriated agency directors every two years and report on and make recommendations on proposed salary ranges in the Annual Compensation report. As indicated above, the salary ranges of nonappropriated directors are essentially the same as the ranges proposed by the HayGroup in their 2001 study, with the exception of an upward adjustment of 2.8 percent made in 2004 at the time of the incorporation of nonappropriated agency directors and a further adjustment of 5.0 percent made in 2006 as a result of HB 1181XX. In analyzing further changes to this structure, consideration should be given to the original intent of HayGroup in proposing the salary ranges in 2001. In its Report of Findings and Recommendations on the Agency Director Study, HayGroup recommended pay ranges that were less than the

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median of its Oklahoma market data, which in turn significantly lagged national market data. Hay's stated objective in establishing such conservative ranges was to achieve a pragmatic balance between competitive pay and the need for affordability and "political palatability" in public servants' pay.¹¹

An analysis of market pay growth for this employee category reveals a relatively stable pattern of increases since 2001. WorldatWork Salary Budget Survey reports budget increases ranging from 3.6 percent to 4.1 percent during this time period, with a 4.0 percent increase projected for 2008. The overall average annual increase percentage from January 1, 2002 to July 1, 2008 is approximately 3.85 percent. Salary structure adjustments also remained relatively stable during this time period, increasing by amounts ranging from 2.0 percent to 2.6 percent, with 2.8 percent projected for 2008. The overall average annual structure adjustment from January 1, 2002 to July 1, 2008 is 2.38 percent. Taking these figures into account, and recognizing that public sector executive pay lags the private sector to a considerable degree, a more moderate 3.0 percent average is assumed for annual market pay growth. In light of this data, the philosophy behind the original pay ranges, and the adjustments that have been made to the nonappropriated ranges since 2004, a 10.7 percent adjustment to the current pay ranges for nonappropriated agency directors is recommended. The additional cost to the state of implementing these revised ranges for both appropriated and nonappropriated directors – over and above the cost of incorporating the appropriated directors, identified above – is \$337,530, which is displayed in Table A8 in the appendix.

Benefits Analysis

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

Table 25: Vacation Days

Annual Leave/Vacation	State of Oklahoma	Market* ¹²
Number of days after 1 year	15	10
Number of days after 5 years	18	14
Number of days after 10 years	20	17
Number of days after 15 years	20	19
Number of days after 20 years	25	21

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

¹¹ State of Oklahoma Agency Head Compensation Report, p. 16, December 22, 2001

¹² Source: OPM 2007 State of Oklahoma Compensation Survey

Table 26: Sick Days

Sick Days	State of Oklahoma	Market ¹³
Number of days provided each year	15	9

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

Retirement Plans

A survey of the competitive labor market revealed the following about employer sponsored retirement plans¹⁴:

- 46 percent of the organizations responding provide a defined benefit plan.
- 75 percent of the organizations responding provide a defined contribution plan.
- 79 percent of the organizations providing a defined contribution plan provide a dollar or a percentage match to the employee’s plan.

Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 27 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 27: Average Employee Benefit Comparison

	State of Oklahoma Contribution	Market Contribution ¹⁵
Health Care Benefit	28.26%	16.51%
Annual Leave Accrual	20	17
Sick Leave Accrual	15	9
Paid Holidays	10	10
Defined Benefit Retirement Plan (employer contribution) ¹⁶	12.5%	9.56%
Defined Contribution Retirement Plan	1%	7.5%
Social Security	7.65%	7.65%
Worker's Compensation & Unemployment Insurance	1%	1%

¹³ Source: OPM 2007 State of Oklahoma Compensation Survey

¹⁴ Source: OPM 2007 State of Oklahoma Compensation Survey

¹⁵ Source: OPM 2007 State of Oklahoma Compensation Survey

¹⁶ Includes only those employers that offer a Defined Benefit Retirement Plan.

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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 work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers.

Turnover Analysis

Table 28 displays the overall and voluntary turnover rates for the state's classified work force. The overall rate decreased from the previous year's rate of 14.8 percent to 13.9 percent, and the voluntary rate decreased from 12.3 percent to 11.6 percent.

Table 28: FY 2007 State Classified Employee Turnover

Employees as of 7/1/07	28,027
Resignations	2,513
Retirements	742
Discharges	570
Deaths	60
Overall Turnover Rate	13.9%
Voluntary Turnover Rate	11.6%

A list of job families with turnover rates of 10 percent or greater is included in Table A5 in the Appendix). Also included is a listing of 76 JFD levels with 10 percent or greater voluntary turnover for **three consecutive fiscal years**. (Table A4 in the Appendix). For FY 2007, there were 308 job family levels that had a turnover of ten percent or greater, a decrease of 4.4 percent from the previous fiscal year. Of the 76 job family levels with 10 percent or greater voluntary turnover for three consecutive years, approximately 32.89 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2007, the turnover cost for the classified workforce was \$84.9 million. As indicated in the methodology section, this figure was based on a conservative costing model.¹⁷ Below is the calculation using the actual salary and demographic figures:

- A. Classified benchmark average salary: \$34,713.71
- B. Percentage of pay for benefits times annual pay:
50.41% (X) \$34,713.71= \$17,499.18
- C. Total employee annual cost (add A + B): \$32,427.98 +\$14,608.80 =
\$52,212.89

¹⁷ Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*. 11th Edition. Page 77

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D. Number of Voluntary Separations: 3,255

E. Amount of time an employee becomes fully productive: 12 months

F. Per person turnover cost: $(12 \div 12) (X) \$52,212.89 (X) 50\% =$
 $\$26,106.45^{18}$

G. Annual turnover cost for the state: $(\$26,106.45 X 3,255) =$

Total Turnover Cost: \$84,976,478.48

¹⁸ Assumes 50 percent productivity throughout first year (E).

Compensation

Results of the 2007 Annual Compensation Report indicate that the state's classified pay rates are 12.05 percent below the market based on average pay rates for classified benchmark jobs.

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 increase has been approved for FY 2008, notwithstanding the fact that market pay increases averaged approximately 4 percent in 2007 and are projected to be at approximately the same level next year. To effectively compete for a high quality work force, 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 following compensation recommendations are made:

Recommendation: We recommend that the minimums, maximums and midpoints of the classified pay bands be adjusted upward by 3.0 percent. This figure takes into account market pay and structure movement and is intended to keep the state's pay structure competitive with the market. The annual cost of such an adjustment will be approximately \$610,889.32, which is the cost of pay adjustments to the new pay band minimums for those employees whose salaries currently fall below those levels and includes the cost of mandatory benefits. This adjustment will position the pay bands competitively with the market and will enable agencies to effectively use the pay movement mechanisms to target recruitment and retention problems. See Table A5 in the Appendix for cost information for each agency affected.

Recommendation: The newly established minimum wage for state employees, which is indexed to the Federal poverty guidelines for a three-person household, will ultimately create serious pay compression problems that undermine employee morale and will be costly to remedy. We recommend that the indexing feature be deleted from the statute and that the minimum wage remain at \$17,170 per year for 2008. 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.

Recommendation: State classified pay rates are currently 12.05 percent below market. As market pay continues to grow at levels approximating 4 percent per year, it is likely the state will lose even more ground against the market unless a general increase is provided to all state employees. 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

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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. In light of this, a 5.0 percent general pay increase is recommended to enable the state to establish a competitive position with the market. The cost of a 5.0 percent adjustment (including mandatory benefits) for all state agencies is estimated to be \$84,856.027. In addition, a 2.0 percent fund based upon agencies’ payroll budgets and earmarked for pay movement mechanisms should be provided to appropriated agencies. This enables agencies to deal with recruitment and retention problems and internal equity issues, as well as to encourage high performance and the acquisition of essential skills, through the use of pay movement mechanisms such as market adjustments, equity adjustments, performance-based adjustments, and skill-based pay adjustments. Such a fund is estimated to cost \$33,942.411.

Recommendation: During the 2004 Legislative Session, House Bill 2006 was passed, which placed the nonappropriated agency directors into the salary structure recommended by the Agency Director Compensation Report, issued on January 11, 2002. 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. The cost to the state of incorporating the remaining agency directors into the structure is \$207,047, which includes the additional cost of mandatory benefits. This cost should be borne by the agencies, without additional funding by the Legislature.

Recommendation: To keep pace with market pay growth, the minimums, midpoints and maximums of the original pay structure should be adjusted. When the pay bands were first established and recommended in 2001, they were set at a level which was below both the Oklahoma and national market, in an effort to strike a balance between competitiveness and affordability. Since the initial recommendation in 2001, the nonappropriated directors were included in the structure and the ranges have been adjusted twice: by 2.8 percent in 2004 and by 5.0 percent in 2006. Considering the original philosophy behind the positioning of the ranges in 2001, the subsequent adjustments made to the ranges, and the impact of market movement since 2001, an upward adjustment to the ranges of 10.7 percent is recommended. The cost to the state of adjusting the ranges with all agency directors included will be an additional \$337,530, over and above the cost of adding the remaining directors to the structure (identified above). This additional cost should be borne by the agencies, without additional funding by the Legislature.

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Table A1: 2007 Multi-Survey Benchmark Jobs

147 benchmarks were added this year for a total of 399 JFD's representing 20,072 state employees. **Bold** indicates new titles and levels in this year's report.

JFD CODE	JFD TITLE
A10B	INSURANCE UNDERWRITER II
A11A	INSURANCE CLAIMS ADJUSTER I
A11B	INSURANCE CLAIMS ADJUSTER II
A30B	MEMBER SERVICES REPRESENTATIVE II
A32B	INSURANCE BENEFITS SPECIALIST II
A40A	INSURANCE PROGRAM ADMINISTRATOR I
A40B	INSURANCE PROGRAM ADMINISTRATOR II
A40D	INSURANCE PROGRAM ADMINISTRATOR IV
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V
B20A	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II
B20C	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN III
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV
B22A	INFORMATION SYSTEMS NETWORK ADMINISTRATOR I
B22B	INFORMATION SYSTEMS NETWORK ADMINISTRATOR II
B22C	INFORMATION SYSTEMS NETWORK ADMINISTRATOR III
B22D	INFORMATION SYSTEMS NETWORK ADMINISTRATOR IV
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN I
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV
B31A	INFORMATION SYSTEMS MANAGER I

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JFD CODE	JFD TITLE
B31B	INFORMATION SYSTEMS MANAGER II
B31C	INFORMATION SYSTEMS MANAGER III
B32A	INFORMATION SYSTEMS ADMINISTRATOR I
B32B	INFORMATION SYSTEMS ADMINISTRATOR II
B32C	INFORMATION SYSTEMS ADMINISTRATOR III
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST III
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST IV
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV
B52A	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST I
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II
B52D	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV
C10A	CIVIL RIGHTS ADMINISTRATOR I
C10C	CIVIL RIGHTS ADMINISTRATOR III
C12A	EMPLOYEE ASSISTANCE PROGRAM COORDINATOR I
C30A	HUMAN RESOURCES ASSISTANT I
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV
C32B	HUMAN RESOURCES PROGRAMS MANAGER II
C32C	HUMAN RESOURCES PROGRAMS MANAGER III
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR I
C33B	HUMAN RESOURCES PROGRAMS DIRECTOR II
C41A	TRAINING SPECIALIST I
C41B	TRAINING SPECIALIST II
C41C	TRAINING SPECIALIST III
C42B	VIDEO PRODUCTION SPECIALIST II
D10C	FINANCIAL LOAN ANALYST III
D10D	FINANCIAL LOAN ANALYST IV
D12A	AUDITOR I
D12B	AUDITOR II

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JFD CODE	JFD TITLE
D12C	AUDITOR III
D12D	AUDITOR IV
D14A	ACCOUNTANT I
D14B	ACCOUNTANT II
D14C	ACCOUNTANT III
D14D	ACCOUNTANT IV
D20B	BUDGET ANALYST II
D20C	BUDGET ANALYST III
D20D	BUDGET ANALYST IV
D30A	BUSINESS MANAGER I
D30C	BUSINESS MANAGER III
D33A	FINANCIAL MANAGER/COMPTRROLLER I
D33B	FINANCIAL MANAGER/COMPTRROLLER II
D33C	FINANCIAL MANAGER/COMPTRROLLER III
D50A	ACCOUNTING TECHNICIAN I
D50B	ACCOUNTING TECHNICIAN II
D50C	ACCOUNTING TECHNICIAN III
D50D	ACCOUNTING TECHNICIAN IV
D54A	CONSUMER CREDIT EXAMINER I
E12A	ADMINISTRATIVE PROGRAMS OFFICER I
E12D	ADMINISTRATIVE PROGRAMS OFFICER IV
E13B	CUSTOMER SERVICE REPRESENTATIVE II
E13C	CUSTOMER SERVICE REPRESENTATIVE III
E14A	COURT REPORTER I
E16A	ADMINISTRATIVE TECHNICIAN I
E16B	ADMINISTRATIVE TECHNICIAN II
E16C	ADMINISTRATIVE TECHNICIAN III
E16D	ADMINISTRATIVE TECHNICIAN IV
E17A	ADMINISTRATIVE ASSISTANT I
E17B	ADMINISTRATIVE ASSISTANT II
E19A	MEDICAL TRANSCRIPTIONIST I
E20B	LIBRARY TECHNICIAN II
E21B	LIBRARIAN II
E21C	LIBRARIAN III

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JFD CODE	JFD TITLE
E21D	LIBRARIAN IV
E22A	ADMINISTRATIVE LIBRARIAN I
E22B	ADMINISTRATIVE LIBRARIAN II
E24A	SECRETARY I
E24B	SECRETARY II
E24C	SECRETARY III
E24E	SECRETARY V
E25B	LEGAL SECRETARY II
E31B	ADMINISTRATIVE HEARING OFFICER II
E33C	BINDERY WORKER III
E34B	OFFSET PRESS OPERATOR II
E34C	OFFSET PRESS OPERATOR III
E35C	DUPLICATING EQUIPMENT OPERATOR III
E35D	DUPLICATING EQUIPMENT OPERATOR IV
E37A	REPRODUCTION SERVICES MANAGER I
E41B	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II
E43A	GRAPHIC ARTIST I
E43B	GRAPHIC ARTIST II
E43C	GRAPHIC ARTIST III
E44B	PUBLIC INFORMATION OFFICER II
E44C	PUBLIC INFORMATION OFFICER III
E45A	PUBLIC INFORMATION MANAGER I
E45B	PUBLIC INFORMATION MANAGER II
E46B	STATISTICAL RESEARCH SPECIALIST II
E46C	STATISTICAL RESEARCH SPECIALIST III
E48C	PLANNING COORDINATOR III
E49A	MANAGEMENT ANALYST I
E50A	PHOTOGRAPHER I
E55A	CUSTOMER ASSISTANCE REPRESENTATIVE I
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II
E55C	CUSTOMER ASSISTANCE REPRESENTATIVE III
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV
F10A	CONTRACTING AND PROCUREMENT OFFICER I
F10C	CONTRACTING AND PROCUREMENT OFFICER III

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JFD CODE	JFD TITLE
F10D	CONTRACTING AND PROCUREMENT OFFICER IV
F14A	CONTRACTING AND ACQUISITIONS AGENT I
F14B	CONTRACTING AND ACQUISITIONS AGENT II
F14C	CONTRACTING AND ACQUISITIONS AGENT III
F14D	CONTRACTING AND ACQUISITIONS AGENT IV
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I
F20A	MATERIEL MANAGEMENT SPECIALIST I
F20B	MATERIEL MANAGEMENT SPECIALIST II
F20C	MATERIEL MANAGEMENT SPECIALIST III
F20D	MATERIEL MANAGEMENT SPECIALIST IV
F21A	MATERIEL MANAGEMENT OFFICER I
F21B	MATERIEL MANAGEMENT OFFICER II
F36B	DIRECTOR, REAL ESTATE MANAGEMENT DIVISION II
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III
F43B	EXHIBIT DESIGN SPECIALIST II
F44A	CARPENTER I
F44B	CARPENTER II
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR I
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II
F45C	CONSTRUCTION/MAINTENANCE ADMINISTRATOR III
F45D	CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV
F46A	PAINTER I
F46B	PAINTER II
F47A	AUTOMOTIVE/ENGINE MECHANIC I
F47C	AUTOMOTIVE/ENGINE MECHANIC III
F47D	AUTOMOTIVE/ENGINE MECHANIC IV
F48B	WELDER II
F48C	WELDER III
F49A	PHYSICAL PLANT OPERATOR I
F49B	PHYSICAL PLANT OPERATOR II
F49C	PHYSICAL PLANT OPERATOR III
F50A	HOUSEKEEPING/CUSTODIAL WORKER I

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JFD CODE	JFD TITLE
F50B	HOUSEKEEPING/CUSTODIAL WORKER II
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV
F54A	LIGHT VEHICLE DRIVER I
F56A	ELECTRONICS TECHNICIAN I
F56B	ELECTRONICS TECHNICIAN II
F69A	CHIEF ARCHITECT I
F72A	CONSTRUCTION MANAGER I
F74A	MECHANICAL SYSTEMS TECHNICIAN I
F74B	MECHANICAL SYSTEMS TECHNICIAN II
F74D	MECHANICAL SYSTEMS TECHNICIAN IV
F75A	ELECTRICIAN I
F75B	ELECTRICIAN II
F75C	ELECTRICIAN III
F75D	ELECTRICIAN IV
F76A	PLUMBER I
F76C	PLUMBER III
F76D	PLUMBER IV
F77A	GROUNDSKEEPER I
F77B	GROUNDSKEEPER II
F78A	EQUIPMENT OPERATOR I
F78B	EQUIPMENT OPERATOR II
F78C	EQUIPMENT OPERATOR III
F79A	LABORER I
G10A	COMMUNICATIONS OFFICER (DPS) I
G12A	CRIMINALIST I
G12B	CRIMINALIST II
G14A	DRIVER S LICENSE EXAMINER I
G15A	LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I
G16B	PHYSICAL EVIDENCE TECHNICIAN II
G19C	FINGERPRINT SPECIALIST III
G21C	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III
G22C	LAW ENFORCEMENT SPECIAL AGENT (OSBI) III
G50C	LAW ENFORCEMENT CAPITOL PATROL OFFICER III
G53C	LAW ENFORCEMENT HIGHWAY PATROL OFFICER III

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JFD CODE	JFD TITLE
G53E	LAW ENFORCEMENT HIGHWAY PATROL OFFICER V
G54B	LAW ENFORCEMENT HIGHWAY PATROL MANAGER II
H10B	PROGRAMS MANAGER II
H10D	PROGRAMS MANAGER IV
H15B	COUNTY DIRECTOR II
H20A	SOCIAL SERVICES SPECIALIST I
H20B	SOCIAL SERVICES SPECIALIST II
H20C	SOCIAL SERVICES SPECIALIST III
H20D	SOCIAL SERVICES SPECIALIST IV
H21B	CASE MANAGER II
H22B	SOCIAL SERVICES INSPECTOR II
H23B	CHILD WELFARE SPECIALIST II
H23D	CHILD WELFARE SPECIALIST IV
H24B	CHILD CARE LICENSING SPECIALIST II
H27A	CLINICAL SOCIAL WORKER I
H27B	CLINICAL SOCIAL WORKER II
H27D	CLINICAL SOCIAL WORKER IV
H30B	CHILD SUPPORT SPECIALIST II
H30D	CHILD SUPPORT SPECIALIST IV
I10C	CORRECTIONAL SECURITY OFFICER III
I10D	CORRECTIONAL SECURITY OFFICER IV
I11B	CORRECTIONAL SECURITY MANAGER II
I20B	CORRECTIONAL CASE MANAGER II
I23A	CORRECTIONAL TEACHER I
I24A	CORRECTIONAL COUNSELOR I
I26B	INTERNAL AFFAIRS SPECIAL INVESTIGATOR II
I30A	CORRECTIONAL INDUSTRIES MANAGER I
I30C	CORRECTIONAL INDUSTRIES MANAGER III
I30D	CORRECTIONAL INDUSTRIES MANAGER IV
I40B	PROBATION AND PAROLE OFFICER II
I40D	PROBATION AND PAROLE OFFICER IV
J10B	SAFETY STANDARDS INSPECTOR II
J15B	INDUSTRIAL HYGIENIST II
J16B	BOILER AND PRESSURE VESSEL INSPECTOR II

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JFD CODE	JFD TITLE
J17B	LABOR COMPLIANCE OFFICER II
J19B	OCCUPATIONAL LICENSURE SPECIALIST II
J25A	SAFETY AND HEALTH DIRECTOR I
J25B	SAFETY AND HEALTH DIRECTOR II
J31B	SAFETY CONSULTANT II
J31C	SAFETY CONSULTANT III
J31D	SAFETY CONSULTANT IV
J41A	FIRE PREVENTION AND SECURITY OFFICER I
J41B	FIRE PREVENTION AND SECURITY OFFICER II
J41C	FIRE PREVENTION AND SECURITY OFFICER III
K10A	JUVENILE JUSTICE SPECIALIST I
K10B	JUVENILE JUSTICE SPECIALIST II
K10D	JUVENILE JUSTICE SPECIALIST IV
K11B	DISABILITY DETERMINATION SPECIALIST II
K15A	MANUAL SIGN LANGUAGE SPECIALIST I
K20B	REHABILITATION TECHNICIAN II
K21B	VOCATIONAL REHABILITATION SPECIALIST II
K23B	REHABILITATION OF THE BLIND SPECIALIST II
K28A	VOCATIONAL TRAINING INSTRUCTOR I
K30A	VENDING MACHINE TECHNICIAN I
L13C	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR III
L16B	AGRICULTURE FIELD INSPECTOR II
L16C	AGRICULTURE FIELD INSPECTOR III
L21A	FOREST FIRE DETECTION SPECIALIST I
L22B	FOREST REGENERATION SPECIALIST II
L24B	FORESTER II
M10A	REGULATORY PROGRAM MANAGER I
M20A	CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I
M32B	OIL AND GAS FIELD INSPECTOR II
M40B	PUBLIC UTILITY REGULATORY ANALYST II
M40D	PUBLIC UTILITY REGULATORY ANALYST IV
M41B	PUBLIC UTILITY COMPLIANCE SPECIALIST II
M50B	TRANSPORTATION RATE AUDITOR II
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II

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JFD CODE	JFD TITLE
P15A	NATURALIST I
P20B	PARK RANGER II
P25A	PARK MANAGER I
P25B	PARK MANAGER II
P25D	PARK MANAGER IV
Q10B	POWER GENERATION OPERATIONS TECHNICAL II
Q20B	POWER PLANT MAINTENANCE TECHNICIAN II
Q21A	POWER TRANSMISSION MAINTENANCE TECHNICIAN I
Q21B	POWER TRANSMISSION MAINTENANCE TECHNICIAN II
Q24B	ELECTRICAL DRAFTING TECHNICIAN II
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III
R25B	ENVIRONMENTAL PROGRAMS MANAGER II
R25C	ENVIRONMENTAL PROGRAMS MANAGER III
R25D	ENVIRONMENTAL PROGRAMS MANAGER IV
S10A	ENGINEER INTERN I
S10D	ENGINEER INTERN IV
S11A	PROFESSIONAL ENGINEER I
S11B	PROFESSIONAL ENGINEER II
S11C	PROFESSIONAL ENGINEER III
S12A	ENGINEERING MANAGER I
S12B	ENGINEERING MANAGER II
S12C	ENGINEERING MANAGER III
S12D	ENGINEERING MANAGER IV
S16B	PROFESSIONAL LAND SURVEYOR II
S17A	LAND SURVEYOR MANAGER I
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III
T10D	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV
T10E	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI

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JFD CODE	JFD TITLE
T21A	TRANSPORTATION TECHNICIAN I
T21B	TRANSPORTATION TECHNICIAN II
T21C	TRANSPORTATION TECHNICIAN III
T22B	TRANSPORTATION SPECIALIST II
T23A	TRANSPORTATION MANAGER I
T23B	TRANSPORTATION MANAGER II
T25B	TRANSPORTATION EQUIPMENT OPERATOR II
T25D	TRANSPORTATION EQUIPMENT OPERATOR IV
T27B	HIGHWAY SIGN FABRICATOR II
T40A	AIRPLANE PILOT I
T60A	PHOTOGRAMMETRIST I
T60C	PHOTOGRAMMETRIST III
U11B	HISTORICAL FACILITY MANAGER II
U11C	HISTORICAL FACILITY MANAGER III
U12B	HISTORICAL COLLECTIONS SPECIALIST II
U12C	HISTORICAL COLLECTIONS SPECIALIST III
U14A	HISTORIC PRESERVATION SPECIALIST I
U14B	HISTORIC PRESERVATION SPECIALIST II
U14C	HISTORIC PRESERVATION SPECIALIST III
V11B	REVENUE COMPLIANCE OFFICER II
V11C	REVENUE COMPLIANCE OFFICER III
V17B	REVENUE COMPLIANCE EXAMINER II
V30A	ASSESSMENT AND EQUALIZATION ANALYST I
W10A	WORKFORCE SERVICES SPECIALIST I
W10B	WORKFORCE SERVICES SPECIALIST II
W10D	WORKFORCE SERVICES SPECIALIST IV
X10A	HEALTH INFORMATION TECHNICIAN I
X10B	HEALTH INFORMATION TECHNICIAN II
X10C	HEALTH INFORMATION TECHNICIAN III
X11A	THERAPEUTIC/MEDICAL AIDE I
X12A	THERAPEUTIC/MEDICAL ASSISTANT I
X12B	THERAPEUTIC/MEDICAL ASSISTANT II
X13A	LABORATORY TECHNICIAN I
X13B	LABORATORY TECHNICIAN II

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JFD CODE	JFD TITLE
X13C	LABORATORY TECHNICIAN III
X14A	CLINICAL LABORATORY SCIENTIST I
X14B	CLINICAL LABORATORY SCIENTIST II
X14D	CLINICAL LABORATORY SCIENTIST IV
X17B	PUBLIC HEALTH SPECIALIST II
X17D	PUBLIC HEALTH SPECIALIST IV
X19A	DENTAL CARE HYGIENIST I
X20A	HEALTH EDUCATOR I
X20B	HEALTH EDUCATOR II
X21C	AUDIOLOGIST III
X22B	SPEECH-LANGUAGE PATHOLOGIST II
X22C	SPEECH-LANGUAGE PATHOLOGIST III
X23B	ALCOHOL AND DRUG COUNSELOR II
X24B	DENTAL CARE ASSISTANT II
X25B	PHARMACY TECHNICIAN II
X27B	EPIDEMIOLOGIST II
X29B	HEALTH FACILITY SURVEYOR II
X31B	PSYCHOLOGICAL CLINICIAN II
X31D	PSYCHOLOGICAL CLINICIAN IV
X32B	CHILD DEVELOPMENT SPECIALIST II
X33C	OCCUPATIONAL THERAPIST III
X33D	OCCUPATIONAL THERAPIST IV
X34C	PHYSICAL THERAPIST III
X35A	RECREATIONAL ACTIVITIES SPECIALIST I
X35B	RECREATIONAL ACTIVITIES SPECIALIST II
X35C	RECREATIONAL ACTIVITIES SPECIALIST III
X36B	RECREATION THERAPIST II
X40A	CLINICAL LABORATORY ADMINISTRATOR I
Y10A	PATIENT CARE ASSISTANT I
Y10B	PATIENT CARE ASSISTANT II
Y10C	PATIENT CARE ASSISTANT III
Y11B	LICENSED PRACTICAL NURSE II
Y11C	LICENSED PRACTICAL NURSE III
Y12B	REGISTERED NURSE II

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JFD CODE	JFD TITLE
Y12C	REGISTERED NURSE III
Y13A	NURSING MANAGER I
Y13B	NURSING MANAGER II
Y13C	NURSING MANAGER III
Y14B	ADVANCED PRACTICE NURSE II
Y15B	HEALTH CARE MANAGEMENT NURSE II
Y15C	HEALTH CARE MANAGEMENT NURSE III
Z12A	DIRECT CARE SPECIALIST I
Z12B	DIRECT CARE SPECIALIST II
Z12D	DIRECT CARE SPECIALIST IV
Z13A	TRANSPORTATION OFFICER I
Z18C	INDEPENDENT LIVING INSTRUCTOR III
Z20A	FOOD SERVICE SPECIALIST I
Z20B	FOOD SERVICE SPECIALIST II
Z20C	FOOD SERVICE SPECIALIST III
Z21A	FOOD SERVICE MANAGER I
Z21B	FOOD SERVICE MANAGER II
Z21C	FOOD SERVICE MANAGER III
Z24A	NUTRITION ASSISTANT I
Z25B	NUTRITION THERAPIST II
Z25C	NUTRITION THERAPIST III
Z25D	NUTRITION THERAPIST IV
Z30B	LINEN AND CLOTHING SPECIALIST II
Z30D	LINEN AND CLOTHING SPECIALIST IV
Z30E	LINEN AND CLOTHING SPECIALIST V
Z40A	PERSONAL GROOMING SPECIALIST I
Z50B	VOLUNTEER SERVICES SPECIALIST II
Z51B	JUVENILE SPECIALIST II
Z52B	CHAPLAIN II
Z52C	CHAPLAIN III

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Table A2: Benchmarks Below Market by 10% or More

JFD CODE	JFD TITLE	2007 % Below Market
A10B	INSURANCE UNDERWRITER II	-11.29%
A30B	MEMBER SERVICES REPRESENTATIVE II	-10.70%
A32B	INSURANCE BENEFITS SPECIALIST II	-49.39%
A40A	INSURANCE PROGRAM ADMINISTRATOR I	-18.60%
A40B	INSURANCE PROGRAM ADMINISTRATOR II	-27.39%
A40D	INSURANCE PROGRAM ADMINISTRATOR IV	-31.15%
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II	-15.79%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	-12.68%
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV	-19.48%
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V	-25.63%
B20A	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I	-16.14%
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II	-15.56%
B20C	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN III	-31.99%
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I	-27.40%
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II	-20.50%
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III	-28.45%
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV	-27.62%
B22B	INFORMATION SYSTEMS NETWORK ADMINISTRATOR II	-27.93%
B22C	INFORMATION SYSTEMS NETWORK ADMINISTRATOR III	-32.16%
B22D	INFORMATION SYSTEMS NETWORK ADMINISTRATOR IV	-24.94%
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I	-17.35%
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II	-16.39%
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	-11.36%
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV	-25.23%
B31A	INFORMATION SYSTEMS MANAGER I	-39.71%
B31B	INFORMATION SYSTEMS MANAGER II	-24.80%

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JFD CODE	JFD TITLE	2007 % Below Market
B31C	INFORMATION SYSTEMS MANAGER III	-18.74%
B32A	INFORMATION SYSTEMS ADMINISTRATOR I	-43.10%
B32B	INFORMATION SYSTEMS ADMINISTRATOR II	-24.11%
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	-35.24%
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST III	-13.45%
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST IV	-24.28%
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I	-27.48%
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II	-22.64%
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III	-28.37%
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV	-27.03%
B52A	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST I	-25.41%
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II	-30.29%
B52D	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV	-12.19%
C10C	CIVIL RIGHTS ADMINISTRATOR III	-29.14%
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II	-20.08%
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III	-27.10%
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV	-29.76%
C32B	HUMAN RESOURCES PROGRAMS MANAGER II	-25.30%
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	-20.18%
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR I	-29.76%
C33B	HUMAN RESOURCES PROGRAMS DIRECTOR II	-45.85%
C41B	TRAINING SPECIALIST II	-25.31%
C41C	TRAINING SPECIALIST III	-22.29%
D10C	FINANCIAL LOAN ANALYST III	-10.03%
D12A	AUDITOR I	-33.72%
D12B	AUDITOR II	-23.82%
D12C	AUDITOR III	-19.72%
D12D	AUDITOR IV	-32.09%

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JFD CODE	JFD TITLE	2007 % Below Market
D14A	ACCOUNTANT I	-10.64%
D14B	ACCOUNTANT II	-11.59%
D14C	ACCOUNTANT III	-17.71%
D14D	ACCOUNTANT IV	-15.86%
D20B	BUDGET ANALYST II	-21.84%
D20C	BUDGET ANALYST III	-16.89%
D20D	BUDGET ANALYST IV	-18.14%
D30A	BUSINESS MANAGER I	-13.54%
D30C	BUSINESS MANAGER III	-34.81%
D33A	FINANCIAL MANAGER/COMPTROLLER I	-13.24%
D33B	FINANCIAL MANAGER/COMPTROLLER II	-22.41%
D33C	FINANCIAL MANAGER/COMPTROLLER III	-27.44%
D50C	ACCOUNTING TECHNICIAN III	-11.12%
D50D	ACCOUNTING TECHNICIAN IV	-20.68%
D54A	CONSUMER CREDIT EXAMINER I	-26.52%
E12D	ADMINISTRATIVE PROGRAMS OFFICER IV	-29.95%
E13C	CUSTOMER SERVICE REPRESENTATIVE III	-11.01%
E16D	ADMINISTRATIVE TECHNICIAN IV	-11.82%
E17B	ADMINISTRATIVE ASSISTANT II	-10.40%
E19A	MEDICAL TRANSCRIPTIONIST I	-30.31%
E21B	LIBRARIAN II	-10.67%
E21D	LIBRARIAN IV	-16.49%
E22A	ADMINISTRATIVE LIBRARIAN I	-15.27%
E22B	ADMINISTRATIVE LIBRARIAN II	-22.89%
E24E	SECRETARY V	-13.24%
E31B	ADMINISTRATIVE HEARING OFFICER II	-19.20%
E33C	BINDERY WORKER III	-13.99%
E34B	OFFSET PRESS OPERATOR II	-14.18%

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JFD CODE	JFD TITLE	2007 % Below Market
E35D	DUPLICATING EQUIPMENT OPERATOR IV	-18.51%
E43B	GRAPHIC ARTIST II	-14.62%
E44B	PUBLIC INFORMATION OFFICER II	-23.58%
E44C	PUBLIC INFORMATION OFFICER III	-34.60%
E45A	PUBLIC INFORMATION MANAGER I	-41.77%
E45B	PUBLIC INFORMATION MANAGER II	-30.96%
E46B	STATISTICAL RESEARCH SPECIALIST II	-26.16%
E46C	STATISTICAL RESEARCH SPECIALIST III	-37.07%
E48C	PLANNING COORDINATOR III	-19.14%
E49A	MANAGEMENT ANALYST I	-22.18%
E50A	PHOTOGRAPHER I	-17.61%
E55C	CUSTOMER ASSISTANCE REPRESENTATIVE III	-13.68%
F10D	CONTRACTING AND PROCUREMENT OFFICER IV	-18.45%
F14B	CONTRACTING AND ACQUISITIONS AGENT II	-13.54%
F14C	CONTRACTING AND ACQUISITIONS AGENT III	-30.66%
F14D	CONTRACTING AND ACQUISITIONS AGENT IV	-31.77%
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I	-28.58%
F20C	MATERIEL MANAGEMENT SPECIALIST III	-12.60%
F20D	MATERIEL MANAGEMENT SPECIALIST IV	-29.39%
F21A	MATERIEL MANAGEMENT OFFICER I	-50.23%
F21B	MATERIEL MANAGEMENT OFFICER II	-57.94%
F36B	DIRECTOR, REAL ESTATE MANAGEMENT DIVISION II	-33.46%
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I	-15.31%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II	-27.98%
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III	-30.38%
F43B	EXHIBIT DESIGN SPECIALIST II	-16.11%
F44A	CARPENTER I	-26.36%
F44B	CARPENTER II	-28.32%

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JFD CODE	JFD TITLE	2007 % Below Market
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR I	-23.35%
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II	-28.29%
F45C	CONSTRUCTION/MAINTENANCE ADMINISTRATOR III	-38.85%
F45D	CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV	-34.63%
F46A	PAINTER I	-18.15%
F46B	PAINTER II	-31.87%
F47D	AUTOMOTIVE/ENGINE MECHANIC IV	-14.64%
F48B	WELDER II	-14.76%
F48C	WELDER III	-20.28%
F49A	PHYSICAL PLANT OPERATOR I	-43.06%
F49B	PHYSICAL PLANT OPERATOR II	-27.28%
F49C	PHYSICAL PLANT OPERATOR III	-26.07%
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV	-15.41%
F56A	ELECTRONICS TECHNICIAN I	-12.29%
F56B	ELECTRONICS TECHNICIAN II	-17.39%
F72A	CONSTRUCTION MANAGER I	-12.72%
F74A	MECHANICAL SYSTEMS TECHNICIAN I	-23.27%
F74B	MECHANICAL SYSTEMS TECHNICIAN II	-29.16%
F74D	MECHANICAL SYSTEMS TECHNICIAN IV	-38.80%
F75B	ELECTRICIAN II	-15.62%
F75D	ELECTRICIAN IV	-17.61%
F76D	PLUMBER IV	-29.87%
F77B	GROUNDSKEEPER II	-13.71%
F78A	EQUIPMENT OPERATOR I	-10.67%
F78C	EQUIPMENT OPERATOR III	-18.80%
G16B	PHYSICAL EVIDENCE TECHNICIAN II	-11.16%
G22C	LAW ENFORCEMENT SPECIAL AGENT (OSBI) III	-17.14%
H10B	PROGRAMS MANAGER II	-16.51%

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JFD CODE	JFD TITLE	2007 % Below Market
H10D	PROGRAMS MANAGER IV	-14.48%
H15B	COUNTY DIRECTOR II	-20.99%
H20A	SOCIAL SERVICES SPECIALIST I	-15.78%
H21B	CASE MANAGER II	-23.18%
H23B	CHILD WELFARE SPECIALIST II	-14.52%
H24B	CHILD CARE LICENSING SPECIALIST II	-36.90%
H27A	CLINICAL SOCIAL WORKER I	-16.47%
H27B	CLINICAL SOCIAL WORKER II	-10.15%
H27D	CLINICAL SOCIAL WORKER IV	-12.71%
H30D	CHILD SUPPORT SPECIALIST IV	-31.46%
I11B	CORRECTIONAL SECURITY MANAGER II	-14.64%
I30A	CORRECTIONAL INDUSTRIES MANAGER I	-29.16%
I30C	CORRECTIONAL INDUSTRIES MANAGER III	-48.64%
I30D	CORRECTIONAL INDUSTRIES MANAGER IV	-48.79%
J15B	INDUSTRIAL HYGIENIST II	-17.89%
J17B	LABOR COMPLIANCE OFFICER II	-34.56%
J25A	SAFETY AND HEALTH DIRECTOR I	-10.65%
J25B	SAFETY AND HEALTH DIRECTOR II	-11.28%
J31B	SAFETY CONSULTANT II	-17.40%
J31C	SAFETY CONSULTANT III	-24.24%
J31D	SAFETY CONSULTANT IV	-21.51%
J41C	FIRE PREVENTION AND SECURITY OFFICER III	-32.20%
K10A	JUVENILE JUSTICE SPECIALIST I	-12.67%
K10D	JUVENILE JUSTICE SPECIALIST IV	-12.86%
K15A	MANUAL SIGN LANGUAGE SPECIALIST I	-31.74%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	-20.89%
L16C	AGRICULTURE FIELD INSPECTOR III	-14.38%
L22B	FOREST REGENERATION SPECIALIST II	-11.28%

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JFD CODE	JFD TITLE	2007 % Below Market
L24B	FORESTER II	-14.24%
M10A	REGULATORY PROGRAM MANAGER I	-17.98%
M20A	CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I	-24.03%
M32B	OIL AND GAS FIELD INSPECTOR II	-22.30%
M40B	PUBLIC UTILITY REGULATORY ANALYST II	-26.43%
M40D	PUBLIC UTILITY REGULATORY ANALYST IV	-16.23%
M41B	PUBLIC UTILITY COMPLIANCE SPECIALIST II	-18.49%
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II	-28.53%
P15A	NATURALIST I	-12.84%
P20B	PARK RANGER II	-10.62%
P25B	PARK MANAGER II	-10.73%
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II	-33.24%
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III	-29.84%
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II	-10.83%
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III	-17.88%
R25C	ENVIRONMENTAL PROGRAMS MANAGER III	-18.84%
R25D	ENVIRONMENTAL PROGRAMS MANAGER IV	-21.58%
S10A	ENGINEER INTERN I	-11.66%
S11B	PROFESSIONAL ENGINEER II	-13.88%
S11C	PROFESSIONAL ENGINEER III	-21.18%
S12A	ENGINEERING MANAGER I	-21.83%
S12B	ENGINEERING MANAGER II	-18.29%
S12C	ENGINEERING MANAGER III	-17.48%
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I	-13.82%
T10E	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V	-10.14%
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI	-17.68%
T21B	TRANSPORTATION TECHNICIAN II	-22.18%
T21C	TRANSPORTATION TECHNICIAN III	-29.77%

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JFD CODE	JFD TITLE	2007 % Below Market
T23A	TRANSPORTATION MANAGER I	-34.83%
T25B	TRANSPORTATION EQUIPMENT OPERATOR II	-26.52%
T25D	TRANSPORTATION EQUIPMENT OPERATOR IV	-16.71%
T27B	HIGHWAY SIGN FABRICATOR II	-19.23%
U11B	HISTORICAL FACILITY MANAGER II	-28.01%
U11C	HISTORICAL FACILITY MANAGER III	-27.08%
U12B	HISTORICAL COLLECTIONS SPECIALIST II	-22.42%
V11B	REVENUE COMPLIANCE OFFICER II	-21.35%
V11C	REVENUE COMPLIANCE OFFICER III	-46.44%
V17B	REVENUE COMPLIANCE EXAMINER II	-26.93%
V30A	ASSESSMENT AND EQUALIZATION ANALYST I	-24.23%
W10A	WORKFORCE SERVICES SPECIALIST I	-23.93%
W10B	WORKFORCE SERVICES SPECIALIST II	-33.53%
W10D	WORKFORCE SERVICES SPECIALIST IV	-31.34%
X10B	HEALTH INFORMATION TECHNICIAN II	-14.05%
X10C	HEALTH INFORMATION TECHNICIAN III	-35.89%
X12A	THERAPEUTIC/MEDICAL ASSISTANT I	-18.48%
X13A	LABORATORY TECHNICIAN I	-35.39%
X13B	LABORATORY TECHNICIAN II	-24.07%
X13C	LABORATORY TECHNICIAN III	-14.94%
X14B	CLINICAL LABORATORY SCIENTIST II	-19.23%
X14D	CLINICAL LABORATORY SCIENTIST IV	-25.42%
X19A	DENTAL CARE HYGIENIST I	-10.72%
X20A	HEALTH EDUCATOR I	-17.64%
X20B	HEALTH EDUCATOR II	-16.81%
X21C	AUDIOLOGIST III	-25.50%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	-26.32%
X22C	SPEECH-LANGUAGE PATHOLOGIST III	-23.83%

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JFD CODE	JFD TITLE	2007 % Below Market
X23B	ALCOHOL AND DRUG COUNSELOR II	-12.27%
X31D	PSYCHOLOGICAL CLINICIAN IV	-26.07%
X40A	CLINICAL LABORATORY ADMINISTRATOR I	-12.44%
Y11C	LICENSED PRACTICAL NURSE III	-13.69%
Y12B	REGISTERED NURSE II	-19.10%
Y12C	REGISTERED NURSE III	-18.27%
Y13A	NURSING MANAGER I	-15.55%
Y13B	NURSING MANAGER II	-27.04%
Y13C	NURSING MANAGER III	-27.69%
Y14B	ADVANCED PRACTICE NURSE II	-17.64%
Y15B	HEALTH CARE MANAGEMENT NURSE II	-17.97%
Y15C	HEALTH CARE MANAGEMENT NURSE III	-39.52%
Z18C	INDEPENDENT LIVING INSTRUCTOR III	-33.26%
Z21C	FOOD SERVICE MANAGER III	-22.00%
Z25C	NUTRITION THERAPIST III	-22.47%
Z25D	NUTRITION THERAPIST IV	-24.57%
Z30D	LINEN AND CLOTHING SPECIALIST IV	-14.82%
Z30E	LINEN AND CLOTHING SPECIALIST V	-42.45%
Z50B	VOLUNTEER SERVICES SPECIALIST II	-33.53%
Z51B	JUVENILE SPECIALIST II	-16.79%
Z52B	CHAPLAIN II	-11.67%
Z52C	CHAPLAIN III	-41.73%

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Table A3: Voluntary Turnover Rates > 10% for 3 Fiscal Years

JFD CODE	JFD TITLE	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
A33A	PROVIDER CONTRACTING SPECIALIS	16.70%	16.70%	25.00%
A40A	INSURANCE PROGRAM ADMINISTRATO	11.10%	12.50%	10.00%
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST	15.80%	10.00%	10.50%
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST	16.70%	14.30%	22.70%
D30C	BUSINESS MANAGER	10.50%	21.40%	15.80%
E15A	DOCKET CLERK	50.00%	50.00%	25.00%
E16B	ADMINISTRATIVE TECHNICIAN	16.70%	13.80%	10.30%
E36C	OPTICAL IMAGING SPECIALIST	14.30%	20.00%	25.00%
E43A	GRAPHIC ARTIST	10.00%	20.00%	11.10%
E46B	STATISTICAL RESEARCH SPECL	12.50%	11.10%	10.00%
F21A	MATERIEL MANAGEMENT OFFICER	16.70%	11.10%	10.50%
F45D	CONSTRUCTION/MAINTENANCE ADMR	16.70%	16.70%	25.00%
F50A	HOUSEKEEPING/CUSTODIAL WORKER	27.40%	24.20%	27.90%
F50B	HOUSEKEEPING/CUSTODIAL WORKER	15.10%	12.80%	11.30%
F50D	HOUSEKEEPING/CUSTODIAL WORKER	11.10%	14.30%	16.70%
F54A	LIGHT VEHICLE DRIVER	16.70%	16.70%	25.00%
F75D	ELECTRICIAN	16.70%	23.10%	14.30%
G13B	CRIME REPORTING FIELD REPR	12.50%	28.60%	12.50%
G28A	POLICE OFFICER	54.50%	37.50%	500.00%
G28B	POLICE OFFICER	21.50%	19.80%	21.80%
H10C	PROGRAMS MANAGER	12.50%	11.10%	12.80%
H10D	PROGRAMS MANAGER	15.80%	48.30%	17.10%
H20A	SOCIAL SERVICES SPECIALIST	22.70%	26.20%	35.10%
H23A	CHILD WELFARE SPECIALIST	25.80%	32.60%	25.10%
H23B	CHILD WELFARE SPECIALIST	16.70%	17.70%	13.40%

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JFD CODE	JFD TITLE	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
H26A	ADULT PROTECTIVE SERVICES SPECIALIST	17.40%	33.30%	27.30%
H30A	CHILD SUPPORT SPECIALIST	30.90%	50.00%	32.30%
H30B	CHILD SUPPORT SPECIALIST	23.30%	10.90%	14.70%
I10A	CORRECTIONAL SECURITY OFFICER	29.90%	65.70%	25.60%
I10B	CORRECTIONAL SECURITY OFFICER	23.30%	20.00%	29.20%
I10C	CORRECTIONAL SECURITY OFFICER	12.80%	15.50%	11.90%
I12C	CORRECTIONAL CHIEF OF SECURITY	11.10%	25.00%	14.30%
I30D	CORRECTIONAL INDUSTRIES MANAGER	11.10%	11.10%	10.00%
I40A	PROBATION AND PAROLE OFFICER	11.90%	23.30%	11.50%
J25A	SAFETY AND HEALTH DIRECTOR	25.00%	25.00%	25.00%
J33B	AIRFIELD FIREFIGHTER	50.00%	40.00%	33.30%
J33C	AIRFIELD FIREFIGHTER	25.00%	50.00%	33.30%
J41A	FIRE PREVENTION AND SECURITY OFFICER	13.50%	18.80%	15.50%
J52A	COSMETOLOGY INSPECTOR	16.70%	16.70%	33.30%
K10A	JUVENILE JUSTICE SPECIALIST	14.30%	35.30%	21.10%
K10B	JUVENILE JUSTICE SPECIALIST	16.60%	12.30%	14.40%
K11A	DISABILITY DETERMINATION SPECIALIST	33.30%	33.30%	20.00%
L16B	AGRICULTURE FIELD INSPECTOR	10.00%	13.30%	11.30%
L33A	WILDLIFE DAMAGE CONTROL SPECIALIST	20.00%	50.00%	33.30%
M35B	PIPELINE SAFETY/REGULATION SPE	12.50%	16.70%	16.70%
N13D	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE	33.30%	25.00%	40.00%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST	13.30%	11.80%	13.60%
T25A	TRANSPORTATION EQUIPMENT OPR	33.60%	19.80%	15.00%
T50B	TOLL COLLECTOR	11.10%	12.80%	11.20%
U13A	HISTORICAL INTERPRETER	15.40%	40.00%	28.60%
V12A	MOTOR VEHICLE RESEARCH SPECIALIST	16.70%	14.30%	66.70%
V17A	REVENUE COMPLIANCE EXAMINER	21.10%	28.00%	16.70%

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JFD CODE	JFD TITLE	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
V20A	TAXPAYER SERVICES REPRESENTATIVE	15.00%	16.70%	25.00%
W10C	WORKFORCE SERVICES SPECIALIST	12.10%	12.90%	10.90%
X13B	LABORATORY TECHNICIAN	11.10%	20.00%	22.20%
X14A	CLINICAL LABORATORY SCIENTIST	12.50%	22.20%	28.60%
X22C	SPEECH-LANGUAGE PATHOLOGIST	11.10%	22.20%	11.10%
X23B	ALCOHOL AND DRUG COUNSELOR	20.00%	20.00%	40.00%
X25B	PHARMACY TECHNICIAN	15.80%	26.30%	19.00%
X31D	PSYCHOLOGICAL CLINICIAN	10.00%	20.00%	13.00%
X32A	CHILD DEVELOPMENT SPECIALIST	10.00%	22.20%	25.00%
X41B	EMERGENCY MEDICAL SERVICES ADMINISTRATOR	20.00%	50.00%	25.00%
Y10A	PATIENT CARE ASSISTANT	31.90%	32.00%	25.90%
Y11A	LICENSED PRACTICAL NURSE	52.20%	47.80%	51.90%
Y11B	LICENSED PRACTICAL NURSE	27.50%	25.60%	26.30%
Y11C	LICENSED PRACTICAL NURSE	13.10%	11.30%	11.50%
Y12A	REGISTERED NURSE	28.60%	13.30%	18.20%
Y12B	REGISTERED NURSE	20.40%	24.20%	18.10%
Y12C	REGISTERED NURSE	17.50%	22.20%	24.50%
Z12B	DIRECT CARE SPECIALIST	11.30%	43.90%	32.20%
Z12C	DIRECT CARE SPECIALIST	10.40%	12.10%	10.40%
Z20B	FOOD SERVICE SPECIALIST	13.90%	23.30%	24.60%
Z20C	FOOD SERVICE SPECIALIST	15.80%	12.80%	10.10%
Z20D	FOOD SERVICE SPECIALIST	15.00%	10.30%	10.00%
Z51B	JUVENILE SPECIALIST	17.10%	42.60%	81.00%
Z51C	JUVENILE SPECIALIST	19.30%	29.80%	25.00%

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Table A4: FY 2007 Turnover Rate >10% by Job Family Level

JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
A10A	INSURANCE UNDERWRITER	0	0	0.0%	0	0.0%	*	*
A10B	INSURANCE UNDERWRITER	6	1	16.7%	1	16.7%	14.3%	*
A10C	INSURANCE UNDERWRITER	1	0	0.0%	0	0.0%	50.0%	*
A10D	INSURANCE UNDERWRITER	1	0	0.0%	0	0.0%	0.0%	*
A11A	INSURANCE CLAIMS ADJUSTER	9	0	0.0%	0	0.0%	10.0%	44.4%
A11B	INSURANCE CLAIMS ADJUSTER	30	2	6.7%	1	3.3%	6.3%	11.1%
A11C	INSURANCE CLAIMS ADJUSTER	6	1	16.7%	0	0.0%	0.0%	14.3%
A20A	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST	12	0	0.0%	0	0.0%	15.4%	30.8%
A20B	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST	3	0	0.0%	0	0.0%	0.0%	*
A20C	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST	5	0	0.0%	0	0.0%	0.0%	25.0%
A30A	MEMBER SERVICES REPRESENTATIVE	1	0	0.0%	0	0.0%	0.0%	*
A30B	MEMBER SERVICES REPRESENTATIVE	21	2	9.5%	2	9.5%	14.3%	13.0%
A30C	MEMBER SERVICES REPRESENTATIVE	4	0	0.0%	0	0.0%	0.0%	*
A31A	FLEXIBLE BENEFITS REPRESENTATI	2	0	0.0%	0	0.0%	0.0%	*
A31B	FLEXIBLE BENEFITS REPRESENTATI	1	0	0.0%	0	0.0%	0.0%	*
A31C	FLEXIBLE BENEFITS REPRESENTATI	2	0	0.0%	0	0.0%	0.0%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
A32A	INSURANCE BENEFITS SPECIALIST	0	0	0.0%	0	0.0%	*	*
A32B	INSURANCE BENEFITS SPECIALIST	7	1	14.3%	1	14.3%	0.0%	33.3%
A32C	INSURANCE BENEFITS SPECIALIST	3	0	0.0%	0	0.0%	0.0%	*
A33A	PROVIDER CONTRACTING SPECIALIS	6	1	16.7%	1	16.7%	16.7%	25.0%
A33B	PROVIDER CONTRACTING SPECIALIS	1	0	0.0%	0	0.0%	0.0%	*
A33C	PROVIDER CONTRACTING SPECIALIS	1	0	0.0%	0	0.0%	0.0%	*
A40A	INSURANCE PROGRAM ADMINISTRATO	9	2	22.2%	1	11.1%	12.5%	10.0%
A40B	INSURANCE PROGRAM ADMINISTRATO	4	0	0.0%	0	0.0%	25.0%	11.1%
A40C	INSURANCE PROGRAM ADMINISTRATO	4	0	0.0%	0	0.0%	0.0%	*
A40D	INSURANCE PROGRAM ADMINISTRATO	2	0	0.0%	0	0.0%	0.0%	*
A50A	RETIREMENT BENEFIT ANALYST	3	0	0.0%	0	0.0%	33.3%	*
A50B	RETIREMENT BENEFIT ANALYST	13	2	15.4%	2	15.4%	8.3%	*
A50C	RETIREMENT BENEFIT ANALYST	13	0	0.0%	0	0.0%	7.7%	*
A50D	RETIREMENT BENEFIT ANALYST	4	0	0.0%	0	0.0%	0.0%	*
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST	3	0	0.0%	0	0.0%	25.0%	50.0%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST	19	1	5.3%	1	5.3%	5.0%	16.7%
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST	12	1	8.3%	1	8.3%	36.8%	*
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST	13	1	7.7%	1	7.7%	7.1%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
B20A	INF SYS TELECOMMUNICATIONS TEC	7	0	0.0%	0	0.0%	60.0%	42.9%
B20B	INF SYS TELECOMMUNICATIONS TEC	8	0	0.0%	0	0.0%	14.3%	12.5%
B20C	INF SYS TELECOMMUNICATIONS TEC	2	0	0.0%	0	0.0%	0.0%	*
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST	11	1	9.1%	1	9.1%	8.3%	23.1%
B21B	INFO SYS NETWORK MGMT SPEC	26	0	0.0%	0	0.0%	3.0%	*
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST	62	0	0.0%	0	0.0%	3.9%	*
B21D	INFO SYS NETWORK MGMT SPEC	11	2	18.2%	2	18.2%	7.7%	14.3%
B22A	INFORMATION SYSTEMS NETWORK ADMINISTRATOR	5	0	0.0%	0	0.0%	0.0%	*
B22B	INFORMATION SYSTEMS NETWORK ADMINISTRATOR	3	0	0.0%	0	0.0%	0.0%	*
B22C	INFORMATION SYSTEMS NETWORK ADMINISTRATOR	4	0	0.0%	0	0.0%	16.7%	*
B22D	INFORMATION SYS NETWORK ADMR	3	0	0.0%	0	0.0%	0.0%	*
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN	12	1	8.3%	1	8.3%	33.3%	*
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST	6	0	0.0%	0	0.0%	0.0%	*
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST	11	0	0.0%	0	0.0%	0.0%	10.0%
B30C	INFO SYS OPERATING SYS SPEC	22	1	4.5%	1	4.5%	4.5%	*
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST	19	3	15.8%	3	15.8%	10.0%	10.5%
B31A	INFORMATION SYSTEMS MANAGER	7	0	0.0%	0	0.0%	11.1%	*
B31B	INFORMATION SYSTEMS MANAGER	17	2	11.8%	2	11.8%	16.7%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
B31C	INFORMATION SYSTEMS MANAGER	18	1	5.6%	1	5.6%	27.3%	*
B32A	INFORMATION SYSTEMS ADMINISTRATOR	2	0	0.0%	0	0.0%	0.0%	*
B32B	INFORMATION SYSTEMS ADMR	13	0	0.0%	0	0.0%	0.0%	*
B32C	INFORMATION SYSTEMS ADMR	8	0	0.0%	0	0.0%	12.5%	11.1%
B40A	INFORMATION SYSTEMS PLANNING SPECIALIST	9	1	11.1%	1	11.1%	10.0%	*
B40B	INFORMATION SYSTEMS PLANNING SPECIALIST	9	0	0.0%	0	0.0%	0.0%	*
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST	24	4	16.7%	4	16.7%	14.3%	22.7%
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST	9	0	0.0%	0	0.0%	11.1%	10.0%
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST	11	3	27.3%	2	18.2%	0.0%	18.2%
B51B	INFORMATION SYS APPLICATION SP	53	5	9.4%	3	5.7%	6.7%	13.6%
B51C	INFORMATION SYS APPLICATION SP	52	14	26.9%	11	21.2%	9.6%	*
B51D	INFORMATION SYS APPLICATION SP	75	5	6.7%	5	6.7%	8.5%	*
B52A	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST	1	0	0.0%	0	0.0%	*	*
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST	7	0	0.0%	0	0.0%	16.7%	*
B52C	IS DATA MANAGEMENT ANALYST	24	1	4.2%	1	4.2%	17.4%	13.6%
B52D	IS DATA MANAGEMENT ANALYST	6	0	0.0%	0	0.0%	0.0%	*
B52E	IS DATA MANAGEMENT ANALYST	1	0	0.0%	0	0.0%	0.0%	*
B55A	INFORMATION SYSTEMS SERVICES COORDINATOR	13	2	15.4%	1	7.7%	15.4%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
B55B	INFORMATION SYSTEMS SERVICES COORDINATOR	73	7	9.6%	5	6.8%	6.8%	*
B55C	INFORMATION SYSTEMS SERVICES COORDINATOR	41	3	7.3%	3	7.3%	5.6%	*
B55D	INFORMATION SYS SERVICES CDNR	7	0	0.0%	0	0.0%	14.3%	12.5%
C10A	CIVIL RIGHTS ADMINISTRATOR	2	0	0.0%	0	0.0%	0.0%	*
C10B	CIVIL RIGHTS ADMINISTRATOR	8	1	12.5%	1	12.5%	0.0%	*
C10C	CIVIL RIGHTS ADMINISTRATOR	3	0	0.0%	0	0.0%	0.0%	25.0%
C12A	EMPLOYEE ASSISTANCE PROG CDNR	4	0	0.0%	0	0.0%	0.0%	*
C12B	EMPLOYEE ASSISTANCE PROG CDNR	1	0	0.0%	0	0.0%	0.0%	*
C14A	COMMUNITY RELATIONS SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*
C15A	HUMAN RIGHTS REPRESENTATIVE	5	0	0.0%	0	0.0%	33.3%	50.0%
C15B	HUMAN RIGHTS REPRESENTATIVE	2	0	0.0%	0	0.0%	66.7%	33.3%
C15C	HUMAN RIGHTS REPRESENTATIVE	1	0	0.0%	0	0.0%	0.0%	*
C16A	HUMAN RIGHTS ADMINISTRATOR	1	0	0.0%	0	0.0%	0.0%	*
C30A	HUMAN RESOURCES ASSISTANT	42	5	11.9%	5	11.9%	13.2%	*
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST	26	3	11.5%	3	11.5%	15.8%	7.1%
C31B	HUMAN RESOURCES MGMT SPEC	70	6	8.6%	6	8.6%	8.5%	9.1%
C31C	HUMAN RESOURCES MGMT SPEC	60	7	11.7%	7	11.7%	6.3%	*
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST	40	4	10.0%	4	10.0%	13.5%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
C32A	HUMAN RESOURCES PROGRAMS MGR	16	2	12.5%	2	12.5%	18.2%	*
C32B	HUMAN RESOURCES PROGRAMS MANAGER	25	3	12.0%	3	12.0%	17.9%	*
C32C	HUMAN RESOURCES PROGRAMS MGR	26	4	15.4%	4	15.4%	0.0%	*
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR	3	3	100.0%	3	100.0%	0.0%	*
C33B	HUMAN RESOURCES PROGRAMS DIRECTOR	1	0	0.0%	0	0.0%	0.0%	*
C38B	PAYROLL ADMINISTRATIVE ASST	0	0	0.0%	0	0.0%	33.3%	25.0%
C40A	CORRECTIONAL TRAINING OFFICER	1	0	0.0%	0	0.0%	0.0%	*
C40B	CORRECTIONAL TRAINING OFFICER	20	1	5.0%	1	5.0%	3.8%	*
C40C	CORRECTIONAL TRAINING OFFICER	8	0	0.0%	0	0.0%	*	*
C40D	CORRECTIONAL TRAINING OFFICER	0	0	0.0%	0	0.0%	*	*
C41A	TRAINING SPECIALIST	2	0	0.0%	0	0.0%	0.0%	33.3%
C41B	TRAINING SPECIALIST	38	5	13.2%	5	13.2%	0.0%	*
C41C	TRAINING SPECIALIST	8	0	0.0%	0	0.0%	14.3%	*
C42A	VIDEO PRODUCTION SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
C42B	VIDEO PRODUCTION SPECIALIST	4	1	25.0%	1	25.0%	0.0%	40.0%
C42C	VIDEO PRODUCTION SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*
C43C	NATIONAL GUARD TRAINING OFCR	2	0	0.0%	0	0.0%	0.0%	*
D10A	FINANCIAL LOAN ANALYST	0	0	0.0%	0	0.0%	*	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
D10B	FINANCIAL LOAN ANALYST	0	0	0.0%	0	0.0%	0.0%	*
D10C	FINANCIAL LOAN ANALYST	3	1	33.3%	1	33.3%	100.0%	*
D10D	FINANCIAL LOAN ANALYST	1	0	0.0%	0	0.0%	0.0%	*
D12A	AUDITOR	71	7	9.9%	7	9.9%	11.6%	8.1%
D12B	AUDITOR	128	13	10.2%	11	8.6%	9.4%	*
D12C	AUDITOR	115	6	5.2%	6	5.2%	5.7%	*
D12D	AUDITOR	25	0	0.0%	0	0.0%	29.0%	*
D14A	ACCOUNTANT	55	3	5.5%	2	3.6%	9.3%	*
D14B	ACCOUNTANT	106	9	8.5%	9	8.5%	5.4%	10.4%
D14C	ACCOUNTANT	74	5	6.8%	5	6.8%	1.8%	*
D14D	ACCOUNTANT	52	4	7.7%	4	7.7%	20.0%	*
D18A	PRE-AUDIT CLAIMS SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*
D18B	PRE-AUDIT CLAIMS SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
D18C	PRE-AUDIT CLAIMS SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
D18D	PRE-AUDIT CLAIMS SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
D20A	BUDGET ANALYST	3	0	0.0%	0	0.0%	0.0%	*
D20B	BUDGET ANALYST	7	0	0.0%	0	0.0%	33.3%	12.5%
D20C	BUDGET ANALYST	7	1	14.3%	1	14.3%	0.0%	14.3%

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
D20D	BUDGET ANALYST	5	0	0.0%	0	0.0%	25.0%	*
D30A	BUSINESS MANAGER	5	0	0.0%	0	0.0%	0.0%	*
D30B	BUSINESS MANAGER	22	2	9.1%	2	9.1%	9.1%	*
D30C	BUSINESS MANAGER	19	2	10.5%	2	10.5%	21.4%	15.8%
D33A	FINANCIAL MANAGER/COMPTROLLER	5	0	0.0%	0	0.0%	16.7%	*
D33B	FINANCIAL MANAGER/COMPTROLLER	18	0	0.0%	0	0.0%	10.5%	*
D33C	FINANCIAL MANAGER/COMPTROLLER	12	0	0.0%	0	0.0%	0.0%	*
D33D	FINANCIAL MANAGER/COMPTROLLER	3	0	0.0%	0	0.0%	0.0%	*
D50A	ACCOUNTING TECHNICIAN	13	0	0.0%	0	0.0%	0.0%	16.7%
D50B	ACCOUNTING TECHNICIAN	71	6	8.5%	6	8.5%	10.5%	12.9%
D50C	ACCOUNTING TECHNICIAN	107	13	12.1%	12	11.2%	6.5%	*
D50D	ACCOUNTING TECHNICIAN	8	0	0.0%	0	0.0%	0.0%	33.3%
D51A	INSURANCE/BENEFITS ACCOUNTS SP	1	0	0.0%	0	0.0%	*	*
D51B	INSURANCE/BENEFITS ACCOUNTS SP	21	1	4.8%	1	4.8%	5.0%	*
D51C	INSURANCE/BENEFITS ACCOUNTS SP	11	0	0.0%	0	0.0%	0.0%	*
D51D	INSURANCE/BENEFITS ACCOUNTS SP	6	0	0.0%	0	0.0%	0.0%	16.7%
D54A	CONSUMER CREDIT EXAMINER	4	0	0.0%	0	0.0%	0.0%	20.0%
D54B	CONSUMER CREDIT EXAMINER	3	1	33.3%	1	33.3%	50.0%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
E12A	ADMINISTRATIVE PROGRAMS OFCR	309	25	8.1%	24	7.8%	7.3%	*
E12B	ADMINISTRATIVE PROGRAMS OFCR	231	15	6.5%	14	6.1%	8.0%	*
E12C	ADMINISTRATIVE PROGRAMS OFCR	88	5	5.7%	5	5.7%	10.4%	10.8%
E12D	ADMINISTRATIVE PROGRAMS OFFICER	41	4	9.8%	4	9.8%	8.1%	*
E13A	CUSTOMER SERVICE REPRESENTATIVE	8	2	25.0%	2	25.0%	0.0%	*
E13B	CUSTOMER SVC REPRESENTATIVE	154	23	14.9%	19	12.3%	8.8%	*
E13C	CUSTOMER SERVICE REPRESENTATIVE	71	4	5.6%	4	5.6%	7.5%	*
E14A	COURT REPORTER	5	0	0.0%	0	0.0%	0.0%	*
E15A	DOCKET CLERK	4	2	50.0%	2	50.0%	50.0%	25.0%
E15B	DOCKET CLERK	4	0	0.0%	0	0.0%	0.0%	*
E15C	DOCKET CLERK	4	1	25.0%	1	25.0%	0.0%	*
E16A	ADMINISTRATIVE TECHNICIAN	32	5	15.6%	4	12.5%	8.7%	11.1%
E16B	ADMINISTRATIVE TECHNICIAN	227	40	17.6%	38	16.7%	13.8%	10.3%
E16C	ADMINISTRATIVE TECHNICIAN	1100	147	13.4%	131	11.9%	10.9%	9.1%
E16D	ADMINISTRATIVE TECHNICIAN	104	18	17.3%	16	15.4%	10.6%	*
E17A	ADMINISTRATIVE ASSISTANT	439	52	11.8%	46	10.5%	7.3%	*
E17B	ADMINISTRATIVE ASSISTANT	410	43	10.5%	39	9.5%	6.8%	*
E18A	BUSINESS FILING SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*

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E18B	BUSINESS FILING SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
E18C	BUSINESS FILING SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
E19A	MEDICAL TRANSCRIPTIONIST	2	1	50.0%	1	50.0%	100.0%	*
E20A	LIBRARY TECHNICIAN	1	0	0.0%	0	0.0%	0.0%	*
E20B	LIBRARY TECHNICIAN	10	0	0.0%	0	0.0%	7.1%	*
E20C	LIBRARY TECHNICIAN	8	0	0.0%	0	0.0%	0.0%	16.7%
E21A	LIBRARIAN	4	0	0.0%	0	0.0%	0.0%	*
E21B	LIBRARIAN	3	0	0.0%	0	0.0%	0.0%	*
E21C	LIBRARIAN	6	2	33.3%	2	33.3%	20.0%	0.0%
E21D	LIBRARIAN	11	1	9.1%	1	9.1%	8.3%	14.3%
E22A	ADMINISTRATIVE LIBRARIAN	3	0	0.0%	0	0.0%	0.0%	*
E22B	ADMINISTRATIVE LIBRARIAN	2	1	50.0%	1	50.0%	50.0%	*
E24A	SECRETARY	118	8	6.8%	7	5.9%	3.1%	*
E24B	SECRETARY	85	10	11.8%	9	10.6%	15.8%	*
E24C	SECRETARY	101	8	7.9%	7	6.9%	7.3%	*
E24D	SECRETARY	65	6	9.2%	6	9.2%	8.8%	11.4%
E24E	SECRETARY	102	7	6.9%	6	5.9%	4.1%	*
E25A	LEGAL SECRETARY	5	1	20.0%	0	0.0%	20.0%	25.0%

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E25B	LEGAL SECRETARY	16	2	12.5%	1	6.3%	25.0%	*
E25C	LEGAL SECRETARY	8	1	12.5%	1	12.5%	0.0%	*
E25D	LEGAL SECRETARY	8	2	25.0%	2	25.0%	0.0%	*
E30A	LEGAL RESEARCH ASSISTANT	1	0	0.0%	0	0.0%	50.0%	*
E31A	ADMINISTRATIVE HEARING OFFICER	0	0	0.0%	0	0.0%	0.0%	*
E31B	ADMINISTRATIVE HEARING OFFICER	16	1	6.3%	1	6.3%	6.7%	20.0%
E33B	BINDERY WORKER	1	0	0.0%	0	0.0%	0.0%	*
E33C	BINDERY WORKER	3	0	0.0%	0	0.0%	0.0%	*
E34A	OFFSET PRESS OPERATOR	2	1	50.0%	1	50.0%	50.0%	*
E34B	OFFSET PRESS OPERATOR	6	1	16.7%	1	16.7%	0.0%	*
E34C	OFFSET PRESS OPERATOR	12	0	0.0%	0	0.0%	0.0%	*
E34D	OFFSET PRESS OPERATOR	4	0	0.0%	0	0.0%	0.0%	*
E35C	DUPLICATING EQUIPMENT OPERATOR	1	0	0.0%	0	0.0%	0.0%	*
E35D	DUPLICATING EQUIPMENT OPERATOR	1	0	0.0%	0	0.0%	0.0%	0.0%
E36A	OPTICAL IMAGING SPECIALIST	1	0	0.0%	0	0.0%	*	*
E36B	OPTICAL IMAGING SPECIALIST	46	6	13.0%	5	10.9%	13.6%	*
E36C	OPTICAL IMAGING SPECIALIST	7	1	14.3%	1	14.3%	20.0%	25.0%
E37A	REPRODUCTION SERVICES MANAGER	3	0	0.0%	0	0.0%	0.0%	*

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E38A	DIRECTOR OF CENTRAL PRINTING	1	0	0.0%	0	0.0%	0.0%	*
E41A	ARCHIVIST/RECORDS MGMT SPECL	4	0	0.0%	0	0.0%	0.0%	*
E41B	ARCHIVIST/RECORDS MGMT SPECL	4	1	25.0%	1	25.0%	0.0%	*
E41C	ARCHIVIST/RECORDS MGMT SPECL	5	1	20.0%	1	20.0%	0.0%	*
E42A	ADMINISTRATIVE ARCHIVIST	1	0	0.0%	0	0.0%	0.0%	*
E43A	GRAPHIC ARTIST	10	1	10.0%	1	10.0%	20.0%	11.1%
E43B	GRAPHIC ARTIST	11	0	0.0%	0	0.0%	9.1%	*
E43C	GRAPHIC ARTIST	2	0	0.0%	0	0.0%	*	*
E44A	PUBLIC INFORMATION OFFICER	3	0	0.0%	0	0.0%	0.0%	60.0%
E44B	PUBLIC INFORMATION OFFICER	12	2	16.7%	2	16.7%	0.0%	*
E44C	PUBLIC INFORMATION OFFICER	3	0	0.0%	0	0.0%	0.0%	50.0%
E45A	PUBLIC INFORMATION MANAGER	3	0	0.0%	0	0.0%	0.0%	50.0%
E45B	PUBLIC INFORMATION MANAGER	11	1	9.1%	1	9.1%	8.3%	*
E46A	STATISTICAL RESEARCH SPECL	1	0	0.0%	0	0.0%	*	*
E46B	STATISTICAL RESEARCH SPECL	8	1	12.5%	1	12.5%	11.1%	10.0%
E46C	STATISTICAL RESEARCH SPECL	17	4	23.5%	4	23.5%	20.0%	*
E46D	STATISTICAL RESEARCH SPECL	6	0	0.0%	0	0.0%	20.0%	16.7%
E47A	RESEARCH DIRECTOR	1	0	0.0%	0	0.0%	0.0%	*

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E48C	PLANNING COORDINATOR	1	0	0.0%	0	0.0%	0.0%	*
E49A	MANAGEMENT ANALYST	4	1	25.0%	1	25.0%	0.0%	*
E50A	PHOTOGRAPHER	3	0	0.0%	0	0.0%	0.0%	*
E50B	PHOTOGRAPHER	0	0	0.0%	0	0.0%	*	*
E55A	CUSTOMER ASST REPRESENTATIVE	38	6	15.8%	5	13.2%	1.8%	7.4%
E55B	CUSTOMER ASST REPRESENTATIVE	66	14	21.2%	11	16.7%	16.7%	7.9%
E55C	CUSTOMER ASST REPRESENTATIVE	25	2	8.0%	2	8.0%	6.3%	*
E55D	CUSTOMER ASST REPRESENTATIVE	4	0	0.0%	0	0.0%	0.0%	*
F10A	CONTRACTING & PROCUREMENT OFCR	5	1	20.0%	1	20.0%	33.3%	*
F10B	CONTRACTING & PROCUREMENT OFCR	1	0	0.0%	0	0.0%	50.0%	*
F10C	CONTRACTING & PROCUREMENT OFCR	5	0	0.0%	0	0.0%	0.0%	33.3%
F10D	CONTRACTING & PROCUREMENT OFCR	2	0	0.0%	0	0.0%	33.3%	50.0%
F14A	CONTRACTING AND ACQUISITIONS AGENT	13	2	15.4%	2	15.4%	9.1%	12.5%
F14B	CONTRACTING & ACQUISITIONS AGT	21	1	4.8%	1	4.8%	9.5%	*
F14C	CONTRACTING & ACQUISITIONS AGT	18	0	0.0%	0	0.0%	0.0%	*
F14D	CONTRACTING & ACQUISITIONS AGT	15	2	13.3%	2	13.3%	13.3%	*
F15A	CONTRACTING & ACQUISITION ADMR	6	0	0.0%	0	0.0%	0.0%	16.7%
F16A	SURPLUS PROPERTY AGENT	6	0	0.0%	0	0.0%	0.0%	20.0%

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F20A	MATERIEL MANAGEMENT SPECIALIST	8	1	12.5%	1	12.5%	0.0%	14.3%
F20B	MATERIEL MANAGEMENT SPECIALIST	67	7	10.4%	6	9.0%	7.0%	*
F20C	MATERIEL MANAGEMENT SPECIALIST	49	1	2.0%	1	2.0%	8.5%	15.8%
F20D	MATERIEL MANAGEMENT SPECIALIST	31	2	6.5%	1	3.2%	12.5%	*
F21A	MATERIEL MANAGEMENT OFFICER	18	4	22.2%	3	16.7%	11.1%	10.5%
F21B	MATERIEL MANAGEMENT OFFICER	21	1	4.8%	1	4.8%	5.6%	16.7%
F30A	MINERALS MANAGEMENT SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*
F30C	MINERALS MANAGEMENT SPECIALIST	4	0	0.0%	0	0.0%	50.0%	33.3%
F30D	MINERALS MANAGEMENT SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*
F31B	REAL ESTATE MANAGEMENT SPECL	4	0	0.0%	0	0.0%	0.0%	*
F31C	REAL ESTATE MANAGEMENT SPECL	4	1	25.0%	1	25.0%	25.0%	*
F31D	REAL ESTATE MANAGEMENT SPECL	3	0	0.0%	0	0.0%	0.0%	*
F36A	REAL ESTATE MANAGEMENT SPECL	0	0	0.0%	0	0.0%	*	*
F36B	DIR, REAL ESTATE MANAGEMENT	1	0	0.0%	0	0.0%	0.0%	*
F38A	REAL PROPERTY MGMT SPECL	3	1	33.3%	1	33.3%	0.0%	*
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN	103	10	9.7%	8	7.8%	11.8%	14.9%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN	75	10	13.3%	7	9.3%	7.0%	*
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN	123	7	5.7%	6	4.9%	10.2%	*

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F42A	CONSTRUCTION INSPECTOR	0	0	0.0%	0	0.0%	100.0%	*
F43B	EXHIBIT DESIGN TECHNICIAN	1	0	0.0%	0	0.0%	0.0%	*
F44A	CARPENTER	9	0	0.0%	0	0.0%	25.0%	0.0%
F44B	CARPENTER	10	0	0.0%	0	0.0%	7.7%	*
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR	36	2	5.6%	2	5.6%	17.6%	*
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR	30	2	6.7%	2	6.7%	9.4%	*
F45C	CONSTRUCTION/MAINTENANCE ADMINISTRATOR	9	1	11.1%	1	11.1%	0.0%	*
F45D	CONSTRUCTION/MAINTENANCE ADMR	6	1	16.7%	1	16.7%	16.7%	25.0%
F46A	PAINTER	3	0	0.0%	0	0.0%	0.0%	0.0%
F46B	PAINTER	4	1	25.0%	1	25.0%	0.0%	*
F47A	AUTOMOTIVE/ENGINE MECHANIC	1	0	0.0%	0	0.0%	*	*
F47B	AUTOMOTIVE/ENGINE MECHANIC	24	2	8.3%	2	8.3%	15.4%	*
F47C	AUTOMOTIVE/ENGINE MECHANIC	68	8	11.8%	6	8.8%	3.1%	*
F47D	AUTOMOTIVE/ENGINE MECHANIC	12	0	0.0%	0	0.0%	0.0%	*
F47E	AUTOMOTIVE/ENGINE MECHANIC	15	0	0.0%	0	0.0%	7.1%	15.4%
F48B	WELDER	4	1	25.0%	1	25.0%	0.0%	*
F48C	WELDER	9	0	0.0%	0	0.0%	10.0%	*
F49A	PHYSICAL PLANT OPERATOR	1	0	0.0%	0	0.0%	*	*

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F49B	PHYSICAL PLANT OPERATOR	10	1	10.0%	1	10.0%	0.0%	*
F49C	PHYSICAL PLANT OPERATOR	4	1	25.0%	1	25.0%	0.0%	33.3%
F50A	HOUSEKEEPING/CUSTODIAL WORKER	73	32	43.8%	20	27.4%	24.2%	27.9%
F50B	HOUSEKEEPING/CUSTODIAL WORKER	166	33	19.9%	25	15.1%	12.8%	11.3%
F50C	HOUSEKEEPING/CUSTODIAL WORKER	42	3	7.1%	3	7.1%	12.5%	17.9%
F50D	HOUSEKEEPING/CUSTODIAL WORKER	9	1	11.1%	1	11.1%	14.3%	16.7%
F50E	HOUSEKEEPING/CUSTODIAL WORKER	6	1	16.7%	1	16.7%	25.0%	0.0%
F54A	LIGHT VEHICLE DRIVER	6	1	16.7%	1	16.7%	16.7%	25.0%
F56A	ELECTRONICS TECHNICIAN	5	0	0.0%	0	0.0%	25.0%	*
F56B	ELECTRONICS TECHNICIAN	2	0	0.0%	0	0.0%	*	*
F58A	Security Systems Program Mgr	1	0	0.0%	0	0.0%	*	*
F62C	ASBESTOS WORKER	1	0	0.0%	0	0.0%	0.0%	*
F63A	ASBESTOS SUPERINTENDENT	3	0	0.0%	0	0.0%	0.0%	*
F63B	ASBESTOS SUPERINTENDENT	2	0	0.0%	0	0.0%	0.0%	50.0%
F65A	CONSTRUCTION DESIGNER	4	1	25.0%	1	25.0%	0.0%	*
F68A	INTERIOR DESIGNER	0	0	0.0%	0	0.0%	100.0%	50.0%
F69A	CHIEF ARCHITECT	1	0	0.0%	0	0.0%	50.0%	*
F70A	FACILITIES PROG OFFICER (OMD)	2	1	50.0%	1	50.0%	0.0%	*

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F71A	ROOFING MANAGER	1	0	0.0%	0	0.0%	50.0%	*
F72A	CONSTRUCTION MANAGER	2	0	0.0%	0	0.0%	0.0%	50.0%
F73A	MILITARY CONSTR CONSULTANT	1	1	100.0%	1	100.0%	0.0%	*
F74A	MECHANICAL SYSTEMS TECHNICIAN	5	0	0.0%	0	0.0%	25.0%	*
F74B	MECHANICAL SYSTEMS TECHNICIAN	12	2	16.7%	2	16.7%	11.1%	*
F74C	MECHANICAL SYSTEMS TECHNICIAN	1	0	0.0%	0	0.0%	0.0%	50.0%
F74D	MECHANICAL SYSTEMS TECHNICIAN	19	2	10.5%	2	10.5%	6.7%	13.3%
F75A	ELECTRICIAN	4	0	0.0%	0	0.0%	0.0%	*
F75B	ELECTRICIAN	6	0	0.0%	0	0.0%	16.7%	28.6%
F75C	ELECTRICIAN	1	0	0.0%	0	0.0%	0.0%	*
F75D	ELECTRICIAN	12	2	16.7%	2	16.7%	23.1%	14.3%
F76A	PLUMBER	1	0	0.0%	0	0.0%	50.0%	*
F76B	PLUMBER	2	1	50.0%	1	50.0%	0.0%	33.3%
F76C	PLUMBER	7	1	14.3%	1	14.3%	0.0%	25.0%
F76D	PLUMBER	4	1	25.0%	1	25.0%	0.0%	*
F77A	GROUNDSKEEPER	7	2	28.6%	1	14.3%	0.0%	40.0%
F77B	GROUNDSKEEPER	7	0	0.0%	0	0.0%	33.3%	11.1%
F78A	EQUIPMENT OPERATOR	20	2	10.0%	1	5.0%	4.5%	8.3%

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F78B	EQUIPMENT OPERATOR	23	2	8.7%	2	8.7%	9.5%	*
F78C	EQUIPMENT OPERATOR	5	0	0.0%	0	0.0%	16.7%	*
F79A	LABORER	12	2	16.7%	1	8.3%	33.3%	18.2%
F79B	LABORER	1	0	0.0%	0	0.0%	0.0%	*
G10A	COMMUNICATIONS OFFICER (DPS)	65	5	7.7%	5	7.7%	7.6%	9.2%
G10B	COMMUNICATIONS OFFICER (DPS)	16	1	6.3%	1	6.3%	21.4%	*
G10C	COMMUNICATIONS OFFICER (DPS)	15	0	0.0%	0	0.0%	7.1%	*
G10D	COMMUNICATIONS OFFICER (DPS)	2	0	0.0%	0	0.0%	33.3%	*
G10E	COMMUNICATIONS OFFICER (DPS)	0	0	0.0%	0	0.0%	100.0%	*
G11A	LAW ENF COMMUNICATION CTR DIR	1	0	0.0%	0	0.0%	0.0%	*
G12A	CRIMINALIST	6	0	0.0%	0	0.0%	14.3%	20.0%
G12B	CRIMINALIST	13	0	0.0%	0	0.0%	9.1%	*
G12C	CRIMINALIST	34	3	8.8%	3	8.8%	6.3%	*
G12D	CRIMINALIST	12	0	0.0%	0	0.0%	9.1%	*
G12E	CRIMINALIST	4	1	25.0%	1	25.0%	25.0%	*
G13A	CRIME REPORTING FIELD REPR	4	0	0.0%	0	0.0%	*	*
G13B	CRIME REPORTING FIELD REPR	8	1	12.5%	1	12.5%	28.6%	12.5%
G13C	CRIME REPORTING FIELD REPR	1	0	0.0%	0	0.0%	0.0%	50.0%

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G14A	DRIVER'S LICENSE EXAMINER	110	4	3.6%	4	3.6%	8.9%	3.3%
G14B	DRIVER'S LICENSE EXAMINER	10	1	10.0%	1	10.0%	12.5%	*
G15A	LAW ENF COMMUNICATIONS SPECL	21	2	9.5%	2	9.5%	15.8%	12.5%
G15B	LAW ENFORCEMENT COMMUNICATIONS SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*
G16A	PHYSICAL EVIDENCE TECHNICIAN	3	1	33.3%	1	33.3%	0.0%	200.0%
G16B	PHYSICAL EVIDENCE TECHNICIAN	10	0	0.0%	0	0.0%	0.0%	*
G16C	PHYSICAL EVIDENCE TECHNICIAN	2	1	50.0%	1	50.0%	0.0%	*
G17A	CRIMINAL INTELLIGENCE ANALYST	3	0	0.0%	0	0.0%	0.0%	25.0%
G17B	CRIMINAL INTELLIGENCE ANALYST	5	0	0.0%	0	0.0%	0.0%	*
G19A	FINGERPRINT SPECIALIST	0	0	0.0%	0	0.0%	100.0%	*
G19B	FINGERPRINT SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*
G19C	FINGERPRINT SPECIALIST	6	1	16.7%	1	16.7%	0.0%	*
G21A	STATE FIRE MARSHAL LAW ENF AGT	1	0	0.0%	0	0.0%	*	*
G21B	STATE FIRE MARSHAL LAW ENF AGT	2	0	0.0%	0	0.0%	0.0%	20.0%
G21C	STATE FIRE MARSHAL LAW ENF AGT	14	2	14.3%	2	14.3%	9.1%	*
G21D	STATE FIRE MARSHAL LAW ENF AGT	4	1	25.0%	1	25.0%	25.0%	*
G21E	STATE FIRE MARSHAL LAW ENF AGT	1	0	0.0%	0	0.0%	0.0%	*
G22A	LAW ENFORCEMENT SPECIAL AGENT	2	0	0.0%	0	0.0%	*	*

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G22B	LAW ENFORCEMENT SPECIAL AGENT	1	0	0.0%	0	0.0%	0.0%	*
G22C	LAW ENFORCEMENT SPECIAL AGENT	61	2	3.3%	2	3.3%	5.2%	*
G22D	LAW ENFORCEMENT SPECIAL AGENT	11	2	18.2%	2	18.2%	10.0%	*
G22E	LAW ENFORCEMENT SPECIAL AGENT	7	1	14.3%	1	14.3%	0.0%	*
G23A	LAW ENF ABLE COMMISSION AGT	0	0	0.0%	0	0.0%	*	*
G23C	LAW ENF ABLE COMMISSION AGT	14	0	0.0%	0	0.0%	0.0%	*
G23D	LAW ENF ABLE COMMISSION AGT	7	0	0.0%	0	0.0%	14.3%	16.7%
G23E	LAW ENF ABLE COMMISSION AGT	5	1	20.0%	1	20.0%	33.3%	*
G24A	LAW ENFORCEMENT NARCOTICS AGT	0	0	0.0%	0	0.0%	*	*
G24B	LAW ENFORCEMENT NARCOTICS AGT	5	1	20.0%	1	20.0%	0.0%	*
G24C	LAW ENFORCEMENT NARCOTICS AGT	35	1	2.9%	1	2.9%	2.9%	*
G24D	LAW ENFORCEMENT NARCOTICS AGT	1	1	100.0%	1	100.0%	0.0%	*
G24E	LAW ENFORCEMENT NARCOTICS AGT	8	0	0.0%	0	0.0%	11.1%	10.0%
G24F	LAW ENFORCEMENT NARCOTICS AGT	2	1	50.0%	1	50.0%	0.0%	*
G25B	DHS INVESTIGATIVE AGENT	0	1	100.0%	0	100.0%	*	*
G25C	DHS INVESTIGATIVE AGENT	0	2	200.0%	2	200.0%	*	*
G25D	DHS INVESTIGATIVE AGENT	0	0	0.0%	0	0.0%	*	*
G25E	DHS INVESTIGATIVE AGENT	0	1	100.0%	1	100.0%	*	*

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G28A	POLICE OFFICER	11	9	81.8%	6	54.5%	37.5%	500.0%
G28B	POLICE OFFICER	130	33	25.4%	28	21.5%	19.8%	21.8%
G28C	POLICE OFFICER	15	4	26.7%	3	20.0%	23.5%	*
G28D	POLICE OFFICER	20	4	20.0%	4	20.0%	23.8%	*
G28E	POLICE OFFICER	2	0	0.0%	0	0.0%	0.0%	*
G30A	LICENSING SVCS HEARING OFFICER	36	3	8.3%	3	8.3%	0.0%	*
G30B	LICENSING SVCS HEARING OFFICER	4	2	50.0%	2	50.0%	0.0%	20.0%
G30C	LICENSING SVCS HEARING OFFICER	0	0	0.0%	0	0.0%	*	*
G33B	LAW ENF TELECOMM SYS SPECL	1	0	0.0%	0	0.0%	0.0%	*
G33C	LAW ENF TELECOMM SYS SPECL	7	0	0.0%	0	0.0%	0.0%	12.5%
G33D	LAW ENF TELECOMM SYS SPECL	1	1	100.0%	1	100.0%	0.0%	50.0%
G40A	LAW ENFORCEMENT PROGRAMS ADMR	3	0	0.0%	0	0.0%	25.0%	*
G40B	LAW ENFORCEMENT PROGRAMS ADMR	13	1	7.7%	1	7.7%	14.3%	*
G50A	LAW ENF CAPITOL PATROL OFFICER	1	0	0.0%	0	0.0%	0.0%	*
G50C	LAW ENF CAPITOL PATROL OFFICER	14	2	14.3%	1	7.1%	6.7%	*
G50D	LAW ENF CAPITOL PATROL OFFICER	6	0	0.0%	0	0.0%	0.0%	*
G51B	LAW ENF CAPITOL PATROL MANAGER	1	0	0.0%	0	0.0%	100.0%	*
G52A	LAW ENF LAKE PATROL OFFICER	8	2	25.0%	2	25.0%	12.5%	*

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G53A	LAW ENF HIGHWAY PATROL OFFICER	32	28	87.5%	27	84.4%	100.0%	*
G53B	LAW ENF HIGHWAY PATROL OFFICER	49	0	0.0%	0	0.0%	*	*
G53C	LAW ENF HIGHWAY PATROL OFFICER	585	30	5.1%	29	5.0%	7.1%	*
G53E	LAW ENF HIGHWAY PATROL OFFICER	116	7	6.0%	6	5.2%	11.0%	*
G54A	LAW ENF HIGHWAY PATROL MANAGER	38	2	5.3%	2	5.3%	15.6%	*
G54B	LAW ENF HIGHWAY PATROL MANAGER	11	0	0.0%	0	0.0%	30.0%	33.3%
G55A	LAW ENF HIGHWAY PATROL ADMR	1	0	0.0%	0	0.0%	0.0%	*
G55B	LAW ENF HIGHWAY PATROL ADMR	0	0	0.0%	0	0.0%	0.0%	*
G55C	LAW ENF HIGHWAY PATROL ADMR	1	0	0.0%	0	0.0%	100.0%	*
H10A	PROGRAMS MANAGER	118	15	12.7%	15	12.7%	5.5%	*
H10B	PROGRAMS MANAGER	135	13	9.6%	13	9.6%	8.1%	*
H10C	PROGRAMS MANAGER	40	5	12.5%	5	12.5%	11.1%	12.8%
H10D	PROGRAMS MANAGER	19	3	15.8%	3	15.8%	48.3%	17.1%
H10E	PROGRAMS MANAGER	9	1	11.1%	1	11.1%	28.6%	*
H11A	PROGRAMS FIELD REPRESENTATIVE	193	16	8.3%	15	7.8%	3.3%	*
H15B	COUNTY DIRECTOR	2	0	0.0%	0	0.0%	0.0%	56.3%
H15D	COUNTY DIRECTOR	0	0	0.0%	0	0.0%	100.0%	*
H20A	SOCIAL SERVICES SPECIALIST	344	88	25.6%	78	22.7%	26.2%	35.1%

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H20B	SOCIAL SERVICES SPECIALIST	1291	135	10.5%	129	10.0%	8.6%	*
H20C	SOCIAL SERVICES SPECIALIST	49	4	8.2%	4	8.2%	7.9%	13.5%
H20D	SOCIAL SERVICES SPECIALIST	232	22	9.5%	20	8.6%	4.4%	*
H21A	CASE MANAGER	6	2	33.3%	1	16.7%	20.0%	*
H21B	CASE MANAGER	241	23	9.5%	21	8.7%	7.1%	11.0%
H21C	CASE MANAGER	38	3	7.9%	3	7.9%	5.6%	*
H21D	CASE MANAGER	38	0	0.0%	0	0.0%	5.4%	*
H22A	SOCIAL SERVICES INSPECTOR	0	0	0.0%	0	0.0%	100.0%	*
H22B	SOCIAL SERVICES INSPECTOR	71	6	8.5%	6	8.5%	1.6%	*
H22C	SOCIAL SERVICES INSPECTOR	54	3	5.6%	3	5.6%	3.9%	*
H22D	SOCIAL SERVICES INSPECTOR	9	0	0.0%	0	0.0%	9.1%	*
H23A	CHILD WELFARE SPECIALIST	287	88	30.7%	74	25.8%	32.6%	25.1%
H23B	CHILD WELFARE SPECIALIST	648	113	17.4%	108	16.7%	17.7%	13.4%
H23C	CHILD WELFARE SPECIALIST	193	25	13.0%	23	11.9%	6.9%	10.3%
H23D	CHILD WELFARE SPECIALIST	198	8	4.0%	8	4.0%	7.7%	9.6%
H24B	CHILD CARE LICENSING SPECIALIST	79	6	7.6%	6	7.6%	4.9%	*
H24C	CHILD CARE LICENSING SPECIALIST	24	3	12.5%	3	12.5%	0.0%	*
H24C	CHILD CARE LICENSING SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*

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H24D	CHILD CARE LICENSING SPECIALIST	22	0	0.0%	0	0.0%	4.5%	*
H26A	ADULT PROTECTIVE SERVICES SPECIALIST	23	4	17.4%	4	17.4%	33.3%	27.3%
H26B	ADULT PROTECTIVE SERVICES SPECIALIST	102	10	9.8%	9	8.8%	6.7%	*
H26C	ADULT PROTECTIVE SERVICES SPECIALIST	23	1	4.3%	0	0.0%	10.0%	*
H26D	ADULT PROTECTIVE SERVICES SPECIALIST	24	0	0.0%	0	0.0%	4.5%	*
H27A	CLINICAL SOCIAL WORKER	3	0	0.0%	0	0.0%	0.0%	25.0%
H27B	CLINICAL SOCIAL WORKER	5	0	0.0%	0	0.0%	0.0%	25.0%
H27C	CLINICAL SOCIAL WORKER	14	3	21.4%	3	21.4%	6.7%	15.8%
H27D	CLINICAL SOCIAL WORKER	11	2	18.2%	2	18.2%	0.0%	11.1%
H30A	CHILD SUPPORT SPECIALIST	68	29	42.6%	21	30.9%	50.0%	32.3%
H30B	CHILD SUPPORT SPECIALIST	90	22	24.4%	21	23.3%	10.9%	14.7%
H30C	CHILD SUPPORT SPECIALIST	25	1	4.0%	1	4.0%	0.0%	*
H30D	CHILD SUPPORT SPECIALIST	28	1	3.6%	1	3.6%	8.7%	18.2%
H50A	DISABILITY PROGRAM SPECIALIST	0	0	0.0%	0	0.0%	*	*
H50B	DISABILITY PROGRAM SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
H50D	DISABILITY PROGRAM SPECIALIST	2	0	0.0%	0	0.0%	100.0%	*
H51A	PLANNING/OVERSIGHT SPECIALIST	5	0	0.0%	0	0.0%	50.0%	200.0%
H51B	PLANNING/OVERSIGHT SPECIALIST	5	0	0.0%	0	0.0%	0.0%	*

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H51C	PLANNING/OVERSIGHT SPECIALIST	1	0	0.0%	0	0.0%	0.0%	75.0%
H51D	PLANNING/OVERSIGHT SPECIALIST	2	0	0.0%	0	0.0%	*	*
I10A	CORRECTIONAL SECURITY OFFICER	221	107	48.4%	66	29.9%	65.7%	25.6%
I10B	CORRECTIONAL SECURITY OFFICER	206	50	24.3%	48	23.3%	20.0%	29.2%
I10C	CORRECTIONAL SECURITY OFFICER	556	77	13.8%	71	12.8%	15.5%	11.9%
I10D	CORRECTIONAL SECURITY OFFICER	817	58	7.1%	51	6.2%	10.8%	*
I11A	CORRECTIONAL SECURITY MANAGER	143	10	7.0%	10	7.0%	6.6%	*
I11B	CORRECTIONAL SECURITY MANAGER	57	3	5.3%	3	5.3%	14.8%	*
I12A	CORRECTIONAL CHIEF OF SECURITY	8	0	0.0%	0	0.0%	16.7%	14.3%
I12B	CORRECTIONAL CHIEF OF SECURITY	10	2	20.0%	2	20.0%	11.1%	*
I12C	CORRECTIONAL CHIEF OF SECURITY	9	1	11.1%	1	11.1%	25.0%	14.3%
I15A	UNIT MANAGER (DOC)	68	5	7.4%	5	7.4%	6.3%	14.3%
I16A	CORRECTIONAL SECURITY CONSULTANT	2	0	0.0%	0	0.0%	0.0%	*
I17A	FUGITIVE APPREHENSION AGENT (DOC)	3	0	0.0%	0	0.0%	0.0%	*
I20A	CORRECTIONAL CASE MANAGER	92	6	6.5%	6	6.5%	7.4%	*
I20B	CORRECTIONAL CASE MANAGER	168	8	4.8%	6	3.6%	3.9%	*
I20C	CORRECTIONAL CASE MANAGER	0	0	0.0%	0	0.0%	10.7%	11.1%
I20D	CORRECTIONAL CASE MANAGER	29	0	0.0%	0	0.0%	*	*

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I21A	CORRECTIONAL ACTIVITIES OFFICER	8	1	12.5%	1	12.5%	0.0%	11.1%
I21B	CORRECTIONAL ACTIVITIES OFFICER	15	2	13.3%	1	6.7%	0.0%	*
I22A	SCHOOL PRINCIPAL	1	0	0.0%	0	0.0%	0.0%	*
I23A	CORRECTIONAL TEACHER	68	5	7.4%	5	7.4%	2.9%	10.8%
I23B	CORRECTIONAL TEACHER	10	0	0.0%	0	0.0%	0.0%	8.3%
I24A	CORRECTIONAL COUNSELOR	62	2	3.2%	1	1.6%	6.5%	*
I25A	CORRECTIONAL RECORDS OFFICER	33	2	6.1%	2	6.1%	3.3%	*
I26B	INTERNAL AFFAIRS SPECIAL INVESTIGATOR (DOC)	11	4	36.4%	4	36.4%	0.0%	*
I26C	INTERNAL AFFAIRS SPECIAL INVESTIGATOR (DOC)	0	0	0.0%	0	0.0%	*	*
I30A	CORRECTIONAL INDUSTRIES MANAGER	10	2	20.0%	2	20.0%	11.1%	*
I30B	CORRECTIONAL INDUSTRIES MANAGER	12	0	0.0%	0	0.0%	20.0%	*
I30C	CORRECTIONAL INDUSTRIES MANAGER	16	0	0.0%	0	0.0%	6.7%	12.5%
I30D	CORRECTIONAL INDUSTRIES MANAGER	9	1	11.1%	1	11.1%	11.1%	10.0%
I30E	CORRECTIONAL INDUSTRIES MANAGER	6	1	16.7%	1	16.7%	0.0%	*
I35A	INSTITUTIONAL FARMS MANAGER	40	2	5.0%	2	5.0%	6.8%	*
I35B	INSTITUTIONAL FARMS MANAGER	1	0	0.0%	0	0.0%	0.0%	*
I35C	INSTITUTIONAL FARMS MANAGER	6	0	0.0%	0	0.0%	16.7%	*
I35D	INSTITUTIONAL FARMS MANAGER	3	0	0.0%	0	0.0%	0.0%	*

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I40A	PROBATION AND PAROLE OFFICER	84	11	13.1%	10	11.9%	23.3%	11.5%
I40B	PROBATION AND PAROLE OFFICER	216	12	5.6%	12	5.6%	7.7%	*
I40C	PROBATION AND PAROLE OFFICER	0	8	800.0%	8	800.0%	6.3%	16.1%
I40D	PROBATION AND PAROLE OFFICER	37	1	2.7%	1	2.7%	*	*
I41A	PARDON AND PAROLE INVESTIGATOR	2	1	50.0%	1	50.0%	0.0%	*
I41B	PARDON AND PAROLE INVESTIGATOR	19	1	5.3%	1	5.3%	5.6%	*
I41C	PARDON AND PAROLE INVESTIGATOR	3	0	0.0%	0	0.0%	0.0%	*
J10A	SAFETY STANDARDS INSPECTOR	2	1	50.0%	0	0.0%	0.0%	*
J10B	SAFETY STANDARDS INSPECTOR	4	0	0.0%	0	0.0%	0.0%	*
J10C	SAFETY STANDARDS INSPECTOR	1	0	0.0%	0	0.0%	0.0%	*
J10D	SAFETY STANDARDS INSPECTOR	0	0	0.0%	0	0.0%	*	*
J12B	EMERGENCY MANAGEMENT OFFICER	7	0	0.0%	0	0.0%	33.3%	*
J12D	EMERGENCY MANAGEMENT OFFICER	5	0	0.0%	0	0.0%	50.0%	20.0%
J14B	ASBESTOS INSPECTOR	1	0	0.0%	0	0.0%	33.3%	*
J14C	ASBESTOS INSPECTOR	4	0	0.0%	0	0.0%	0.0%	*
J14D	ASBESTOS INSPECTOR	1	0	0.0%	0	0.0%	0.0%	*
J15A	INDUSTRIAL HYGIENIST	0	0	0.0%	0	0.0%	0.0%	*
J15B	INDUSTRIAL HYGIENIST	1	0	0.0%	0	0.0%	*	*

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J15C	INDUSTRIAL HYGIENIST	2	0	0.0%	0	0.0%	0.0%	33.3%
J16B	BOILER & PRESSURE VESSEL INSPE	5	0	0.0%	0	0.0%	0.0%	*
J16C	BOILER & PRESSURE VESSEL INSPE	1	0	0.0%	0	0.0%	0.0%	*
J17A	LABOR COMPLIANCE OFFICER	2	0	0.0%	0	0.0%	0.0%	*
J17B	LABOR COMPLIANCE OFFICER	9	0	0.0%	0	0.0%	40.0%	0.0%
J17C	LABOR COMPLIANCE OFFICER	5	0	0.0%	0	0.0%	0.0%	25.0%
J17D	LABOR COMPLIANCE OFFICER	1	1	100.0%	1	100.0%	*	*
J19A	OCCUPATIONAL LICENSURE SPECL	0	0	0.0%	0	0.0%	100.0%	*
J19B	OCCUPATIONAL LICENSURE SPECL	2	0	0.0%	0	0.0%	0.0%	*
J19C	OCCUPATIONAL LICENSURE SPECIALIST	5	0	0.0%	0	0.0%	20.0%	*
J20B	REAL ESTATE INVESTIGATOR	1	0	0.0%	0	0.0%	0.0%	*
J20C	REAL ESTATE INVESTIGATOR	1	0	0.0%	0	0.0%	0.0%	*
J25A	SAFETY AND HEALTH DIRECTOR	4	1	25.0%	1	25.0%	25.0%	25.0%
J25B	SAFETY AND HEALTH DIRECTOR	3	1	33.3%	1	33.3%	0.0%	*
J31B	SAFETY CONSULTANT	15	3	20.0%	3	20.0%	0.0%	16.7%
J31C	SAFETY CONSULTANT	22	4	18.2%	4	18.2%	14.3%	*
J31D	SAFETY CONSULTANT	1	0	0.0%	0	0.0%	*	*
J33A	AIRFIELD FIREFIGHTER	7	1	14.3%	1	14.3%	0.0%	*

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J33B	AIRFIELD FIREFIGHTER	2	1	50.0%	1	50.0%	40.0%	33.3%
J33C	AIRFIELD FIREFIGHTER	4	1	25.0%	1	25.0%	50.0%	33.3%
J41A	FIRE PREVENTION AND SECURITY OFFICER	74	13	17.6%	10	13.5%	18.8%	15.5%
J41B	FIRE PREVENTION AND SECURITY OFFICER	21	5	23.8%	5	23.8%	21.1%	*
J41C	FIRE PREVENTION AND SECURITY OFFICER	11	0	0.0%	0	0.0%	0.0%	10.0%
J52A	COSMETOLOGY INSPECTOR	6	1	16.7%	1	16.7%	16.7%	33.3%
J53A	PHARMACY INSPECTOR	1	0	0.0%	0	0.0%	0.0%	*
J54B	Jail Insp/Investigation Ofcr	1	0	0.0%	0	0.0%	*	*
J55B	MEDICAL/DENTAL INVESTIGATOR	3	0	0.0%	0	0.0%	0.0%	*
J55C	MEDICAL/DENTAL INVESTIGATOR	2	0	0.0%	0	0.0%	0.0%	*
J55E	MEDICAL/DENTAL INVESTIGATOR	2	1	50.0%	1	50.0%	0.0%	*
K10A	JUVENILE JUSTICE SPECIALIST	28	6	21.4%	4	14.3%	35.3%	21.1%
K10B	JUVENILE JUSTICE SPECIALIST	187	32	17.1%	31	16.6%	12.3%	14.4%
K10C	JUVENILE JUSTICE SPECIALIST	37	2	5.4%	2	5.4%	11.8%	11.4%
K10D	JUVENILE JUSTICE SPECIALIST	45	3	6.7%	3	6.7%	12.2%	12.5%
K11A	DISABILITY DETERMINATION SPECIALIST	9	3	33.3%	3	33.3%	33.3%	20.0%
K11B	DISABILITY DETERMINATION SPECIALIST	33	1	3.0%	0	0.0%	3.1%	*
K11C	DISABILITY DETERMINATION SPECIALIST	52	6	11.5%	5	9.6%	16.3%	*

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K11D	DISABILITY DETERMINATION SPECIALIST	18	1	5.6%	1	5.6%	4.8%	*
K12A	DISABILITY DETERMINATION TECHNICIAN	18	1	5.6%	1	5.6%	0.0%	*
K15A	MANUAL SIGN LANGUAGE SPECIALIST	2	0	0.0%	0	0.0%	33.3%	*
K20A	REHABILITATION TECHNICIAN	17	4	23.5%	1	5.9%	6.7%	10.0%
K20B	REHABILITATION TECHNICIAN	19	2	10.5%	2	10.5%	0.0%	11.9%
K20C	REHABILITATION TECHNICIAN	59	11	18.6%	11	18.6%	8.9%	16.7%
K21A	VOCATIONAL REHABILITATION SPECIALIST	11	2	18.2%	1	9.1%	0.0%	9.1%
K21B	VOCATIONAL REHABILITATION SPECIALIST	38	4	10.5%	3	7.9%	7.7%	16.4%
K21C	VOCATIONAL REHABILITATION SPECIALIST	45	2	4.4%	2	4.4%	0.0%	*
K21D	VOCATIONAL REHABILITATION SPECIALIST	45	3	6.7%	3	6.7%	5.0%	*
K23A	REHABILITATION OF THE BLIND SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*
K23B	REHABILITATION OF THE BLIND SPECIALIST	8	1	12.5%	0	0.0%	0.0%	10.0%
K23C	REHABILITATION OF THE BLIND SPECIALIST	5	0	0.0%	0	0.0%	14.3%	14.3%
K23D	REHABILITATION OF THE BLIND SPECIALIST	3	0	0.0%	0	0.0%	0.0%	*
K28A	VOCATIONAL TRAINING INSTRUCTOR	2	0	0.0%	0	0.0%	0.0%	*
K30A	VENDING MACHINE TECHNICIAN	2	0	0.0%	0	0.0%	0.0%	*
K31A	VENDING FACILITY BUSINESS CONSULTANT	0	0	0.0%	0	0.0%	0.0%	*
K31B	VENDING FACILITY BUSINESS CONSULTANT	5	2	40.0%	2	40.0%	0.0%	*

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L13A	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR	0	0	0.0%	0	0.0%	*	*
L13B	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR	0	0	0.0%	0	0.0%	*	*
L13C	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR	1	0	0.0%	0	0.0%	0.0%	*
L16A	AGRICULTURE FIELD INSPECTOR	15	1	6.7%	1	6.7%	0.0%	20.0%
L16B	AGRICULTURE FIELD INSPECTOR	50	6	12.0%	5	10.0%	13.3%	11.3%
L16C	AGRICULTURE FIELD INSPECTOR	15	2	13.3%	2	13.3%	11.1%	*
L16D	AGRICULTURE FIELD INSPECTOR	7	2	28.6%	2	28.6%	0.0%	11.1%
L16E	AGRICULTURE FIELD INSPECTOR	6	1	16.7%	1	16.7%	0.0%	*
L21A	FOREST FIRE DETECTION SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*
L22A	FOREST REGENERATION SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
L22B	FOREST REGENERATION SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
L22C	FOREST REGENERATION SPECIALIST	2	0	0.0%	0	0.0%	50.0%	*
L23A	FOREST RESOURCE PROTECTION SPECIALIST	37	1	2.7%	1	2.7%	4.8%	*
L23B	FOREST RESOURCE PROTECTION SPECIALIST	41	0	0.0%	0	0.0%	9.5%	*
L23C	FOREST RESOURCE PROTECTION SPECIALIST	3	0	0.0%	0	0.0%	25.0%	20.0%
L24A	FORESTER	3	0	0.0%	0	0.0%	25.0%	33.3%
L24B	FORESTER	4	0	0.0%	0	0.0%	0.0%	*
L24C	FORESTER	6	1	16.7%	1	16.7%	0.0%	*

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L24D	FORESTER	3	0	0.0%	0	0.0%	0.0%	*
L24E	FORESTER	5	1	20.0%	1	20.0%	20.0%	*
L25C	AGRICULTURE SERVICES SPECIAL INVESTIGATIONS OFFICER	7	0	0.0%	0	0.0%	0.0%	*
L25D	AGRICULTURE SERVICES SPECIAL INVESTIGATIONS OFFICER	1	0	0.0%	0	0.0%	0.0%	*
L33A	WILDLIFE DAMAGE CONTROL SPECIALIST	5	1	20.0%	1	20.0%	50.0%	33.3%
L33B	WILDLIFE DAMAGE CONTROL SPECIALIST	13	1	7.7%	1	7.7%	6.7%	*
L33C	WILDLIFE DAMAGE CONTROL SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
L34A	SEED ANALYST	1	0	0.0%	0	0.0%	0.0%	*
L34B	SEED ANALYST	1	0	0.0%	0	0.0%	0.0%	*
L40A	METROLOGIST	1	0	0.0%	0	0.0%	*	*
L40B	METROLOGIST	1	0	0.0%	0	0.0%	50.0%	*
L40C	METROLOGIST	0	0	0.0%	0	0.0%	100.0%	*
L41A	AGRICULTURAL SERVICES ADMINISTRATOR	7	1	14.3%	1	14.3%	0.0%	*
L41B	AGRICULTURAL SERVICES ADMINISTRATOR	6	1	16.7%	1	16.7%	0.0%	20.0%
L41C	AGRICULTURAL SERVICES ADMINISTRATOR	2	0	0.0%	0	0.0%	0.0%	*
M10A	REGULATORY PROGRAM MANAGER	5	0	0.0%	0	0.0%	0.0%	*
M10B	REGULATORY PROGRAM MANAGER	6	0	0.0%	0	0.0%	0.0%	28.6%
M10C	REGULATORY PROGRAM MANAGER	3	0	0.0%	0	0.0%	0.0%	*

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M11A	DIRECTOR, OIL AND GAS DIVISION	1	0	0.0%	0	0.0%	*	*
M11B	DIRECTOR, OIL AND GAS DIVISION	1	0	0.0%	0	0.0%	0.0%	*
M20A	CONSUMER COMPLAINT INVESTIGATO	5	1	20.0%	1	20.0%	0.0%	*
M20B	CONSUMER COMPLAINT INVESTIGATO	3	0	0.0%	0	0.0%	33.3%	*
M30A	FUEL SPECIALIST	8	1	12.5%	1	12.5%	0.0%	40.0%
M30B	FUEL SPECIALIST	3	0	0.0%	0	0.0%	0.0%	*
M30C	FUEL SPECIALIST	14	1	7.1%	1	7.1%	7.7%	12.5%
M30D	FUEL SPECIALIST	0	0	0.0%	0	0.0%	*	*
M31A	OIL AND GAS SPECIALIST	3	1	33.3%	1	33.3%	0.0%	*
M31B	OIL AND GAS SPECIALIST	4	1	25.0%	1	25.0%	0.0%	*
M31C	OIL AND GAS SPECIALIST	4	1	25.0%	1	25.0%	0.0%	12.5%
M31D	OIL AND GAS SPECIALIST	8	0	0.0%	0	0.0%	0.0%	*
M32A	OIL AND GAS FIELD INSPECTOR	15	0	0.0%	0	0.0%	10.0%	100.0%
M32B	OIL AND GAS FIELD INSPECTOR	16	0	0.0%	0	0.0%	0.0%	*
M32C	OIL AND GAS FIELD INSPECTOR	19	3	15.8%	2	10.5%	25.0%	*
M32D	OIL AND GAS FIELD INSPECTOR	8	0	0.0%	0	0.0%	0.0%	*
M33A	OIL AND GAS PRODUCTION ADVISOR	1	0	0.0%	0	0.0%	0.0%	*
M35A	PIPELINE SAFETY/REGULATION SPE	0	0	0.0%	0	0.0%	100.0%	*

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M35B	PIPELINE SAFETY/REGULATION SPE	8	1	12.5%	1	12.5%	16.7%	16.7%
M35C	PIPELINE SAFETY/REGULATION SPE	2	0	0.0%	0	0.0%	0.0%	*
M36A	LIQUEFIED PETROLEUM GAS INSPEC	1	0	0.0%	0	0.0%	*	*
M36B	LIQUEFIED PETROLEUM GAS INSPEC	5	0	0.0%	0	0.0%	20.0%	*
M40A	PUBLIC UTILITY REGULATORY ANAL	3	0	0.0%	0	0.0%	0.0%	*
M40B	PUBLIC UTILITY REGULATORY ANAL	10	2	20.0%	2	20.0%	0.0%	12.5%
M40C	PUBLIC UTILITY REGULATORY ANAL	2	0	0.0%	0	0.0%	0.0%	0.0%
M40D	PUBLIC UTILITY REGULATORY ANAL	5	1	20.0%	1	20.0%	20.0%	*
M41B	PUBLIC UTILITY COMPLIANCE SPEC	1	0	0.0%	0	0.0%	0.0%	*
M41C	PUBLIC UTILITY COMPLIANCE SPEC	1	0	0.0%	0	0.0%	0.0%	*
M50B	TRANSPORTATION RATE AUDITOR	3	0	0.0%	0	0.0%	0.0%	*
M53A	MOTOR CARRIER ENFORCEMENT OFCR	1	0	0.0%	0	0.0%	*	*
M53B	MOTOR CARRIER ENFORCEMENT OFCR	29	3	10.3%	3	10.3%	0.0%	6.3%
M53C	MOTOR CARRIER ENFORCEMENT OFCR	3	0	0.0%	0	0.0%	0.0%	50.0%
M53D	MOTOR CARRIER ENFORCEMENT OFCR	1	0	0.0%	0	0.0%	*	*
N13A	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE	1	0	0.0%	0	0.0%	33.3%	25.0%
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE	9	0	0.0%	0	0.0%	0.0%	*
N13C	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE	4	2	50.0%	1	25.0%	0.0%	16.7%

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N13D	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE	3	1	33.3%	1	33.3%	25.0%	40.0%
N15A	STATE ACCREDITING OFFICER	1	0	0.0%	0	0.0%	0.0%	*
N16A	PATIENT SERVICES COORDINATOR	2	0	0.0%	0	0.0%	0.0%	*
N16B	PATIENT SERVICES COORDINATOR	3	0	0.0%	0	0.0%	0.0%	*
N16C	PATIENT SERVICES COORDINATOR	4	0	0.0%	0	0.0%	0.0%	*
P15A	NATURALIST	8	0	0.0%	0	0.0%	0.0%	*
P20A	PARK RANGER	15	1	6.7%	1	6.7%	28.6%	21.4%
P20B	PARK RANGER	18	1	5.6%	1	5.6%	11.8%	*
P20C	PARK RANGER	6	1	16.7%	1	16.7%	0.0%	12.5%
P20D	PARK RANGER	1	0	0.0%	0	0.0%	0.0%	*
P25A	PARK MANAGER	14	0	0.0%	0	0.0%	7.7%	*
P25B	PARK MANAGER	5	0	0.0%	0	0.0%	16.7%	*
P25C	PARK MANAGER	12	0	0.0%	0	0.0%	0.0%	*
P25D	PARK MANAGER	7	0	0.0%	0	0.0%	11.1%	10.0%
P25E	PARK MANAGER	7	1	14.3%	1	14.3%	0.0%	*
Q10A	POWER GENERATION OPNS TECH	17	0	0.0%	0	0.0%	6.7%	*
Q10B	POWER GENERATION OPNS TECH	38	1	2.6%	1	2.6%	5.9%	*
Q10C	POWER GENERATION OPNS TECH	8	0	0.0%	0	0.0%	0.0%	14.3%

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Q10D	POWER GENERATION OPNS TECH	11	1	9.1%	1	9.1%	22.2%	12.5%
Q20A	POWER PLANT MAINTENANCE TECH	6	0	0.0%	0	0.0%	0.0%	*
Q20B	POWER PLANT MAINTENANCE TECH	76	2	2.6%	2	2.6%	1.4%	*
Q20C	POWER PLANT MAINTENANCE TECH	22	0	0.0%	0	0.0%	10.5%	12.5%
Q20D	POWER PLANT MAINTENANCE TECH	1	0	0.0%	0	0.0%	100.0%	*
Q21A	POWER TRANSMISSION MAINT TECH	27	0	0.0%	0	0.0%	5.9%	*
Q21B	POWER TRANSMISSION MAINT TECH	27	0	0.0%	0	0.0%	0.0%	*
Q21C	POWER TRANSMISSION MAINT TECH	12	0	0.0%	0	0.0%	0.0%	*
Q21D	POWER TRANSMISSION MAINT TECH	0	0	0.0%	0	0.0%	125.0%	42.9%
Q22A	SCADA SYSTEM MAINTENANCE TECHN	3	0	0.0%	0	0.0%	0.0%	*
Q22B	SCADA SYSTEM MAINTENANCE TECHN	5	0	0.0%	0	0.0%	0.0%	*
Q22C	SCADA SYSTEM MAINTENANCE TECHN	4	0	0.0%	0	0.0%	0.0%	*
Q22D	SCADA SYSTEM MAINTENANCE TECHN	1	0	0.0%	0	0.0%	0.0%	*
Q23A	HEAVY EQUIP RAILCAR MAINT TECH	2	0	0.0%	0	0.0%	0.0%	*
Q23B	HEAVY EQUIP RAILCAR MAINT TECH	9	0	0.0%	0	0.0%	14.3%	*
Q23C	HEAVY EQUIP RAILCAR MAINT TECH	3	0	0.0%	0	0.0%	0.0%	*
Q24B	ELECTRICAL DRAFTING TECHNICIAN	3	0	0.0%	0	0.0%	0.0%	*
Q30A	POWER GENERATION SYSTEM OPR	2	0	0.0%	0	0.0%	0.0%	*

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Q30B	POWER GENERATION SYSTEM OPR	1	0	0.0%	0	0.0%	0.0%	*
Q30C	POWER GENERATION SYSTEM OPR	9	0	0.0%	0	0.0%	0.0%	*
Q30D	POWER GENERATION SYSTEM OPR	2	0	0.0%	0	0.0%	*	*
Q40A	POWER GEN COAL YARD EQUIP OPR	2	0	0.0%	0	0.0%	0.0%	*
Q40B	POWER GEN COAL YARD EQUIP OPR	3	1	33.3%	1	33.3%	0.0%	*
Q40C	POWER GEN COAL YARD EQUIP OPR	22	0	0.0%	0	0.0%	9.1%	*
Q40D	POWER GEN COAL YARD EQUIP OPR	1	0	0.0%	0	0.0%	0.0%	*
Q50B	GRDA LAKE PATROL OFFICER	5	1	20.0%	1	20.0%	0.0%	16.7%
Q50C	GRDA LAKE PATROL OFFICER	1	0	0.0%	0	0.0%	0.0%	50.0%
Q50D	GRDA LAKE PATROL OFFICER	1	0	0.0%	0	0.0%	0.0%	*
R10A	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST	17	2	11.8%	2	11.8%	43.8%	*
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST	15	0	0.0%	0	0.0%	26.3%	*
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST	18	1	5.6%	0	0.0%	0.0%	*
R10D	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST	7	0	0.0%	0	0.0%	0.0%	*
R20A	ENVIRONMENTAL PROGRAMS SPECL	39	4	10.3%	3	7.7%	19.4%	11.1%
R20B	ENVIRONMENTAL PROGRAMS SPECL	81	9	11.1%	8	9.9%	10.9%	15.5%
R20C	ENVIRONMENTAL PROGRAMS SPECL	105	7	6.7%	6	5.7%	3.2%	*
R20D	ENVIRONMENTAL PROGRAMS SPECL	31	1	3.2%	1	3.2%	7.4%	*

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R23A	ENVIRONMENTAL TECHNICIAN	2	1	50.0%	1	50.0%	0.0%	0.0%
R23B	ENVIRONMENTAL TECHNICIAN	9	1	11.1%	1	11.1%	0.0%	*
R25A	ENVIRONMENTAL PROGRAMS MANAGER	10	2	20.0%	2	20.0%	0.0%	20.0%
R25B	ENVIRONMENTAL PROGRAMS MANAGER	27	3	11.1%	3	11.1%	6.9%	*
R25C	ENVIRONMENTAL PROGRAMS MANAGER	12	1	8.3%	1	8.3%	10.0%	*
R25D	ENVIRONMENTAL PROGRAMS MANAGER	7	1	14.3%	1	14.3%	14.3%	*
S10A	ENGINEER INTERN	13	1	7.7%	1	7.7%	36.4%	11.1%
S10B	ENGINEER INTERN	2	0	0.0%	0	0.0%	50.0%	18.2%
S10C	ENGINEER INTERN	10	0	0.0%	0	0.0%	11.1%	12.5%
S10D	ENGINEER INTERN	27	4	14.8%	4	14.8%	19.4%	*
S10E	ENGINEER INTERN	7	2	28.6%	2	28.6%	0.0%	*
S11A	PROFESSIONAL ENGINEER	25	3	12.0%	3	12.0%	13.0%	9.5%
S11B	PROFESSIONAL ENGINEER	36	5	13.9%	5	13.9%	6.0%	*
S11C	PROFESSIONAL ENGINEER	28	1	3.6%	1	3.6%	10.5%	*
S12A	ENGINEERING MANAGER	2	0	0.0%	0	0.0%	0.0%	*
S12B	ENGINEERING MANAGER	70	5	7.1%	5	7.1%	1.4%	*
S12C	ENGINEERING MANAGER	20	0	0.0%	0	0.0%	9.5%	11.5%
S12D	ENGINEERING MANAGER	17	1	5.9%	1	5.9%	20.0%	12.5%

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S16A	PROFESSIONAL LAND SURVEYOR	1	0	0.0%	0	0.0%	0.0%	*
S16B	PROFESSIONAL LAND SURVEYOR	11	0	0.0%	0	0.0%	0.0%	11.1%
S17A	LAND SURVEYOR MANAGER	4	0	0.0%	0	0.0%	0.0%	*
S17B	LAND SURVEYOR MANAGER	1	0	0.0%	0	0.0%	0.0%	*
S17C	LAND SURVEYOR MANAGER	1	0	0.0%	0	0.0%	0.0%	*
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST	5	2	40.0%	0	0.0%	0.0%	0.0%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST	15	2	13.3%	2	13.3%	11.8%	13.6%
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST	24	3	12.5%	3	12.5%	15.4%	*
T10D	COMP AIDED DRAFTING & DSGN SPE	25	1	4.0%	1	4.0%	4.3%	*
T10E	COMP AIDED DRAFTING & DSGN SPE	39	3	7.7%	3	7.7%	8.8%	*
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST	19	1	5.3%	1	5.3%	4.5%	*
T21A	TRANSPORTATION TECHNICIAN	36	5	13.9%	5	13.9%	6.9%	14.3%
T21B	TRANSPORTATION TECHNICIAN	50	4	8.0%	4	8.0%	5.4%	*
T21C	TRANSPORTATION TECHNICIAN	92	5	5.4%	5	5.4%	5.3%	8.6%
T21D	TRANSPORTATION TECHNICIAN	1	0	0.0%	0	0.0%	0.0%	*
T22A	TRANSPORTATION SPECIALIST	49	3	6.1%	3	6.1%	7.3%	*
T22B	TRANSPORTATION SPECIALIST	147	6	4.1%	5	3.4%	5.4%	*
T22C	TRANSPORTATION SPECIALIST	101	5	5.0%	4	4.0%	5.6%	*

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T22D	TRANSPORTATION SPECIALIST	18	1	5.6%	1	5.6%	5.6%	10.5%
T23A	TRANSPORTATION MANAGER	47	2	4.3%	1	2.1%	9.8%	*
T23B	TRANSPORTATION MANAGER	62	4	6.5%	4	6.5%	1.7%	*
T23C	TRANSPORTATION MANAGER	14	0	0.0%	0	0.0%	7.1%	*
T23D	TRANSPORTATION MANAGER	9	0	0.0%	0	0.0%	0.0%	*
T23E	TRANSPORTATION MANAGER	6	0	0.0%	0	0.0%	0.0%	14.3%
T25A	TRANSPORTATION EQUIPMENT OPR	146	71	48.6%	49	33.6%	19.8%	15.0%
T25B	TRANSPORTATION EQUIPMENT OPR	484	56	11.6%	53	11.0%	8.7%	*
T25C	TRANSPORTATION EQUIPMENT OPR	233	9	3.9%	9	3.9%	5.0%	*
T25D	TRANSPORTATION EQUIPMENT OPERATOR	88	4	4.5%	4	4.5%	6.1%	11.1%
T26A	TRANSPORTATION SUPERINTENDENT	31	2	6.5%	1	3.2%	5.9%	*
T26B	TRANSPORTATION SUPERINTENDENT	115	3	2.6%	3	2.6%	0.9%	*
T27A	HIGHWAY SIGN FABRICATOR	0	0	0.0%	0	0.0%	*	*
T27B	HIGHWAY SIGN FABRICATOR	5	0	0.0%	0	0.0%	0.0%	*
T27C	HIGHWAY SIGN FABRICATOR	1	0	0.0%	0	0.0%	0.0%	*
T27D	HIGHWAY SIGN FABRICATOR	0	0	0.0%	0	0.0%	*	*
T40A	AIRPLANE PILOT	1	0	0.0%	0	0.0%	0.0%	*
T50A	TOLL COLLECTOR	0	0	0.0%	0	0.0%	0.0%	*

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T50B	TOLL COLLECTOR	279	42	15.1%	31	11.1%	12.8%	11.2%
T50C	TOLL COLLECTOR	3	0	0.0%	0	0.0%	0.0%	*
T50D	TOLL COLLECTOR	7	1	14.3%	1	14.3%	0.0%	14.3%
T51A	TOLL OPERATIONS MANAGER	7	2	28.6%	2	28.6%	14.3%	*
T60A	PHOTOGRAMMETRIST	1	0	0.0%	0	0.0%	*	*
T60B	PHOTOGRAMMETRIST	0	0	0.0%	0	0.0%	0.0%	*
T60C	PHOTOGRAMMETRIST	4	0	0.0%	0	0.0%	0.0%	*
T60D	PHOTOGRAMMETRIST	1	0	0.0%	0	0.0%	0.0%	*
U10A	HISTORICAL PROGRAMS ADMR	1	0	0.0%	0	0.0%	50.0%	*
U10B	HISTORICAL PROGRAMS ADMR	2	0	0.0%	0	0.0%	0.0%	*
U10C	HISTORICAL PROGRAMS ADMR	3	0	0.0%	0	0.0%	0.0%	*
U11A	HISTORICAL FACILITY MANAGER	3	0	0.0%	0	0.0%	0.0%	*
U11B	HISTORICAL FACILITY MANAGER	8	1	12.5%	1	12.5%	12.5%	*
U11C	HISTORICAL FACILITY MANAGER	12	0	0.0%	0	0.0%	0.0%	*
U11D	HISTORICAL FACILITY MANAGER	4	0	0.0%	0	0.0%	0.0%	*
U12A	HISTORICAL COLLECTIONS SPECL	5	0	0.0%	0	0.0%	0.0%	*
U12B	HISTORICAL COLLECTIONS SPECL	6	0	0.0%	0	0.0%	25.0%	12.5%
U12C	HISTORICAL COLLECTIONS SPECL	7	0	0.0%	0	0.0%	25.0%	25.0%

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U12D	HISTORICAL COLLECTIONS SPECL	1	0	0.0%	0	0.0%	50.0%	*
U13A	HISTORICAL INTERPRETER	13	2	15.4%	2	15.4%	40.0%	28.6%
U13B	HISTORICAL INTERPRETER	8	2	25.0%	2	25.0%	0.0%	*
U13C	HISTORICAL INTERPRETER	3	0	0.0%	0	0.0%	0.0%	*
U14B	HISTORIC PRESERVATION SPECL	2	0	0.0%	0	0.0%	0.0%	*
U14C	HISTORIC PRESERVATION SPECL	3	0	0.0%	0	0.0%	0.0%	*
V10B	TAX DOCUMENT EXAMINER	5	0	0.0%	0	0.0%	40.0%	12.5%
V10C	TAX DOCUMENT EXAMINER	7	0	0.0%	0	0.0%	50.0%	20.0%
V10D	TAX DOCUMENT EXAMINER	3	0	0.0%	0	0.0%	*	*
V11A	REVENUE COMPLIANCE OFFICER	45	6	13.3%	5	11.1%	7.0%	*
V11B	REVENUE COMPLIANCE OFFICER	16	1	6.3%	1	6.3%	5.9%	*
V11C	REVENUE COMPLIANCE OFFICER	6	0	0.0%	0	0.0%	0.0%	28.6%
V12A	MOTOR VEHICLE RESEARCH SPECIALIST	6	2	33.3%	1	16.7%	14.3%	66.7%
V12B	MOTOR VEHICLE RESEARCH SPECIALIST	2	1	50.0%	1	50.0%	0.0%	*
V12C	MOTOR VEHICLE RESEARCH SPECIALIST	12	1	8.3%	1	8.3%	0.0%	*
V14B	MOTOR VEHICLE ENFORCEMENT OFCR	15	0	0.0%	0	0.0%	7.7%	*
V14C	MOTOR VEHICLE ENFORCEMENT OFCR	4	1	25.0%	1	25.0%	0.0%	*
V17A	REVENUE COMPLIANCE EXAMINER	19	6	31.6%	4	21.1%	28.0%	16.7%

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V17B	REVENUE COMPLIANCE EXAMINER	38	2	5.3%	2	5.3%	6.7%	10.9%
V20A	TAXPAYER SERVICES REPRESENTATIVE	20	3	15.0%	3	15.0%	16.7%	25.0%
V20B	TAXPAYER SERVICES REPRESENTATIVE	30	0	0.0%	0	0.0%	20.0%	*
V20C	TAXPAYER SERVICES REPRESENTATIVE	73	6	8.2%	5	6.8%	5.6%	*
V20D	TAXPAYER SERVICES REPRESENTATIVE	3	1	33.3%	1	33.3%	0.0%	25.0%
V30A	ASSESSMENT AND EQUALIZATION ANALYST	5	1	20.0%	1	20.0%	33.3%	*
V30B	ASSESSMENT AND EQUALIZATION ANALYST	10	0	0.0%	0	0.0%	9.1%	23.1%
V30C	ASSESSMENT AND EQUALIZATION ANALYST	4	0	0.0%	0	0.0%	0.0%	*
W10A	WORKFORCE SERVICES SPECIALIST	7	0	0.0%	0	0.0%	11.1%	0.0%
W10B	WORKFORCE SERVICES SPECIALIST	25	5	20.0%	4	16.0%	42.9%	*
W10C	WORKFORCE SERVICES SPECIALIST	190	27	14.2%	23	12.1%	12.9%	10.9%
W10D	WORKFORCE SERVICES SPECIALIST	65	7	10.8%	7	10.8%	0.0%	*
W15A	EMPL SCTY TAX ENFORCEMENT OFCR	2	0	0.0%	0	0.0%	0.0%	*
W15B	EMPL SCTY TAX ENFORCEMENT OFCR	36	4	11.1%	4	11.1%	5.9%	*
W15C	EMPL SCTY TAX ENFORCEMENT OFCR	3	0	0.0%	0	0.0%	0.0%	*
W15D	EMPL SCTY TAX ENFORCEMENT OFCR	3	0	0.0%	0	0.0%	0.0%	*
W16B	EMPL SCTY FRAUD INVESTIGATOR	3	1	33.3%	1	33.3%	25.0%	*
W16C	EMPL SCTY FRAUD INVESTIGATOR	3	0	0.0%	0	0.0%	*	*

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W20C	PROGRAM REPRESENTATIVE	1	0	0.0%	0	0.0%	0.0%	*
X10A	HEALTH INFORMATION TECHNICIAN	56	8	14.3%	7	12.5%	5.7%	10.4%
X10B	HEALTH INFORMATION TECHNICIAN	15	0	0.0%	0	0.0%	0.0%	*
X10C	HEALTH INFORMATION TECHNICIAN	4	1	25.0%	1	25.0%	0.0%	*
X11A	THERAPEUTIC/MEDICAL AIDE	14	1	7.1%	1	7.1%	18.2%	27.3%
X11B	THERAPEUTIC/MEDICAL AIDE	32	6	18.8%	6	18.8%	9.4%	*
X12A	THERAPEUTIC/MEDICAL ASSISTANT	2	0	0.0%	0	0.0%	0.0%	*
X12B	THERAPEUTIC/MEDICAL ASSISTANT	3	0	0.0%	0	0.0%	0.0%	25.0%
X13A	LABORATORY TECHNICIAN	5	2	40.0%	0	0.0%	20.0%	0.0%
X13B	LABORATORY TECHNICIAN	9	1	11.1%	1	11.1%	20.0%	22.2%
X13C	LABORATORY TECHNICIAN	10	0	0.0%	0	0.0%	0.0%	10.0%
X14A	CLINICAL LABORATORY SCIENTIST	8	1	12.5%	1	12.5%	22.2%	28.6%
X14B	CLINICAL LABORATORY SCIENTIST	14	2	14.3%	2	14.3%	15.4%	*
X14C	CLINICAL LABORATORY SCIENTIST	6	1	16.7%	1	16.7%	0.0%	14.3%
X14D	CLINICAL LABORATORY SCIENTIST	12	0	0.0%	0	0.0%	8.3%	14.3%
X15B	RECORDS MANAGEMENT SPECIALIST	4	0	0.0%	0	0.0%	0.0%	*
X17A	PUBLIC HEALTH SPECIALIST	6	0	0.0%	0	0.0%	42.9%	*
X17B	PUBLIC HEALTH SPECIALIST	10	0	0.0%	0	0.0%	0.0%	*

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X17C	PUBLIC HEALTH SPECIALIST	33	2	6.1%	2	6.1%	2.9%	*
X17D	PUBLIC HEALTH SPECIALIST	6	1	16.7%	1	16.7%	0.0%	0.0%
X17E	PUBLIC HEALTH SPECIALIST	5	1	20.0%	1	20.0%	0.0%	20.0%
X19A	DENTAL CARE HYGIENIST	2	1	50.0%	0	0.0%	0.0%	*
X19B	DENTAL CARE HYGIENIST	1	0	0.0%	0	0.0%	*	*
X20A	HEALTH EDUCATOR	15	1	6.7%	1	6.7%	11.1%	50.0%
X20B	HEALTH EDUCATOR	12	2	16.7%	1	8.3%	23.1%	11.1%
X20C	HEALTH EDUCATOR	7	0	0.0%	0	0.0%	0.0%	20.0%
X21B	AUDIOLOGIST	0	0	0.0%	0	0.0%	0.0%	50.0%
X21C	AUDIOLOGIST	2	1	50.0%	1	50.0%	0.0%	*
X22A	SPEECH-LANGUAGE PATHOLOGIST	4	1	25.0%	1	25.0%	0.0%	33.3%
X22B	SPEECH-LANGUAGE PATHOLOGIST	24	1	4.2%	1	4.2%	18.0%	16.4%
X22C	SPEECH-LANGUAGE PATHOLOGIST	18	2	11.1%	2	11.1%	22.2%	11.1%
X22D	SPEECH-LANGUAGE PATHOLOGIST	10	0	0.0%	0	0.0%	0.0%	25.0%
X23A	ALCOHOL AND DRUG COUNSELOR	1	0	0.0%	0	0.0%	100.0%	*
X23B	ALCOHOL AND DRUG COUNSELOR	10	2	20.0%	2	20.0%	20.0%	40.0%
X23C	ALCOHOL AND DRUG COUNSELOR	0	0	0.0%	0	0.0%	100.0%	*
X23D	ALCOHOL AND DRUG COUNSELOR	7	0	0.0%	0	0.0%	0.0%	28.6%

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X24A	DENTAL CARE ASSISTANT	2	2	100.0%	2	100.0%	33.3%	*
X24B	DENTAL CARE ASSISTANT	25	2	8.0%	2	8.0%	8.0%	*
X25A	PHARMACY TECHNICIAN	3	0	0.0%	0	0.0%	200.0%	*
X25B	PHARMACY TECHNICIAN	19	3	15.8%	3	15.8%	26.3%	19.0%
X27A	EPIDEMIOLOGIST	5	0	0.0%	0	0.0%	20.0%	*
X27B	EPIDEMIOLOGIST	4	1	25.0%	1	25.0%	0.0%	14.3%
X27C	EPIDEMIOLOGIST	7	0	0.0%	0	0.0%	0.0%	20.0%
X27D	EPIDEMIOLOGIST	0	0	0.0%	0	0.0%	100.0%	50.0%
X28A	HEALTH PLANNING SPECIALIST	0	0	0.0%	0	0.0%	0.0%	*
X28B	HEALTH PLANNING SPECIALIST	5	0	0.0%	0	0.0%	0.0%	25.0%
X28C	HEALTH PLANNING SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*
X29A	HEALTH FACILITY SURVEYOR	2	0	0.0%	0	0.0%	0.0%	*
X29B	HEALTH FACILITY SURVEYOR	1	0	0.0%	0	0.0%	0.0%	*
X29C	HEALTH FACILITY SURVEYOR	12	2	16.7%	2	16.7%	5.3%	21.8%
X29D	HEALTH FACILITY SURVEYOR	3	1	33.3%	1	33.3%	0.0%	28.6%
X30A	MUSIC THERAPIST	2	1	50.0%	1	50.0%	0.0%	*
X30B	MUSIC THERAPIST	3	0	0.0%	0	0.0%	0.0%	33.3%
X30C	MUSIC THERAPIST	1	0	0.0%	0	0.0%	0.0%	*

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X31A	PSYCHOLOGICAL CLINICIAN	6	4	66.7%	4	66.7%	0.0%	*
X31B	PSYCHOLOGICAL CLINICIAN	59	7	11.9%	5	8.5%	20.8%	17.6%
X31C	PSYCHOLOGICAL CLINICIAN	20	2	10.0%	2	10.0%	16.7%	*
X31D	PSYCHOLOGICAL CLINICIAN	20	2	10.0%	2	10.0%	20.0%	13.0%
X31E	PSYCHOLOGICAL CLINICIAN	7	0	0.0%	0	0.0%	16.7%	16.7%
X32A	CHILD DEVELOPMENT SPECIALIST	10	1	10.0%	1	10.0%	22.2%	25.0%
X32B	CHILD DEVELOPMENT SPECIALIST	15	2	13.3%	2	13.3%	10.0%	*
X32C	CHILD DEVELOPMENT SPECIALIST	16	1	6.3%	1	6.3%	11.1%	*
X32D	CHILD DEVELOPMENT SPECIALIST	9	0	0.0%	0	0.0%	0.0%	*
X33A	OCCUPATIONAL THERAPIST	0	0	0.0%	0	0.0%	100.0%	*
X33B	OCCUPATIONAL THERAPIST	3	1	33.3%	1	33.3%	0.0%	*
X33C	OCCUPATIONAL THERAPIST	5	1	20.0%	1	20.0%	0.0%	*
X33D	OCCUPATIONAL THERAPIST	3	0	0.0%	0	0.0%	100.0%	*
X34A	PHYSICAL THERAPIST	1	0	0.0%	0	0.0%	100.0%	*
X34B	PHYSICAL THERAPIST	2	1	50.0%	1	50.0%	*	*
X34C	PHYSICAL THERAPIST	4	0	0.0%	0	0.0%	20.0%	*
X34D	PHYSICAL THERAPIST	1	0	0.0%	0	0.0%	100.0%	*
X35A	RECREATIONAL ACTIVITIES SPECIALIST	9	1	11.1%	1	11.1%	0.0%	9.1%

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X35B	RECREATIONAL ACTIVITIES SPECIALIST	16	0	0.0%	0	0.0%	0.0%	*
X35C	RECREATIONAL ACTIVITIES SPECIALIST	4	0	0.0%	0	0.0%	0.0%	25.0%
X36A	RECREATION THERAPIST	23	3	13.0%	2	8.7%	12.5%	18.5%
X36B	RECREATION THERAPIST	26	1	3.8%	1	3.8%	7.4%	16.7%
X36C	RECREATION THERAPIST	3	1	33.3%	1	33.3%	0.0%	*
X36D	RECREATION THERAPIST	13	3	23.1%	3	23.1%	8.3%	*
X38A	DISEASE INTERVENTION SPECIALIST	2	1	50.0%	1	50.0%	50.0%	*
X38B	DISEASE INTERVENTION SPECIALIST	6	0	0.0%	0	0.0%	33.3%	*
X38C	DISEASE INTERVENTION SPECIALIST	2	0	0.0%	0	0.0%	0.0%	*
X39A	DIRECTOR OF PATIENT ACTIVITY PROGRAMS	2	0	0.0%	0	0.0%	33.3%	*
X40A	CLINICAL LABORATORY ADMINISTRATOR	2	0	0.0%	0	0.0%	0.0%	*
X41A	EMERGENCY MEDICAL SERVICES ADMINISTRATOR	1	0	0.0%	0	0.0%	0.0%	*
X41B	EMERGENCY MEDICAL SERVICES ADMINISTRATOR	5	1	20.0%	1	20.0%	50.0%	25.0%
X45A	DIRECTOR OF PROFESSIONAL SERVICES	1	0	0.0%	0	0.0%	0.0%	*
X45B	DIRECTOR OF PROFESSIONAL SERVICES	1	0	0.0%	0	0.0%	0.0%	*
X46A	CLINICAL HEALTH FACILITY SURVEYOR	0	0	0.0%	0	0.0%	*	*
X46B	CLINICAL HEALTH FACILITY SURVEYOR	2	0	0.0%	0	0.0%	*	*
X46C	CLINICAL HEALTH FACILITY SURVEYOR	70	9	12.9%	8	11.4%	88.9%	*

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X46D	CLINICAL HEALTH FACILITY SURVEYOR	12	1	8.3%	1	8.3%	*	*
Y10A	PATIENT CARE ASSISTANT	749	367	49.0%	239	31.9%	32.0%	25.9%
Y10B	PATIENT CARE ASSISTANT	383	47	12.3%	38	9.9%	10.5%	6.4%
Y10C	PATIENT CARE ASSISTANT	18	0	0.0%	0	0.0%	6.3%	22.2%
Y11A	LICENSED PRACTICAL NURSE	67	42	62.7%	35	52.2%	47.8%	51.9%
Y11B	LICENSED PRACTICAL NURSE	302	103	34.1%	83	27.5%	25.6%	26.3%
Y11C	LICENSED PRACTICAL NURSE	137	19	13.9%	18	13.1%	11.3%	11.5%
Y12A	REGISTERED NURSE	14	5	35.7%	4	28.6%	13.3%	18.2%
Y12B	REGISTERED NURSE	284	65	22.9%	58	20.4%	24.2%	18.1%
Y12C	REGISTERED NURSE	354	74	20.9%	62	17.5%	22.2%	24.5%
Y13A	NURSING MANAGER	42	3	7.1%	3	7.1%	13.3%	26.2%
Y13B	NURSING MANAGER	45	3	6.7%	3	6.7%	9.5%	16.7%
Y13C	NURSING MANAGER	16	1	6.3%	1	6.3%	6.7%	15.4%
Y14A	ADVANCED PRACTICE NURSE	1	2	200.0%	1	100.0%	*	*
Y14B	ADVANCED PRACTICE NURSE	37	5	13.5%	5	13.5%	*	*
Y15A	HEALTH CARE MANAGEMENT NURSE	2	1	50.0%	1	50.0%	7.1%	21.3%
Y15B	HEALTH CARE MANAGEMENT NURSE	142	14	9.9%	13	9.2%	0.0%	*
Y15C	HEALTH CARE MANAGEMENT NURSE	20	0	0.0%	0	0.0%	6.4%	*

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Z10A	TEACHING ASSISTANT	8	1	12.5%	1	12.5%	15.0%	*
Z12A	DIRECT CARE SPECIALIST	226	146	64.6%	94	41.6%	0.0%	20.0%
Z12B	DIRECT CARE SPECIALIST	471	72	15.3%	53	11.3%	43.9%	32.2%
Z12C	DIRECT CARE SPECIALIST	67	7	10.4%	7	10.4%	12.1%	10.4%
Z12D	DIRECT CARE SPECIALIST	11	0	0.0%	0	0.0%	7.9%	*
Z12E	DIRECT CARE SPECIALIST	10	0	0.0%	0	0.0%	6.7%	*
Z13A	TRANSPORTATION OFFICER	3	0	0.0%	0	0.0%	0.0%	11.1%
Z14A	INSTITUTIONAL SAFETY & SCT CDR	4	1	25.0%	1	25.0%	0.0%	*
Z17A	ARTS AND CRAFTS INSTRUCTOR	1	0	0.0%	0	0.0%	0.0%	25.0%
Z18A	INDEPENDENT LIVING INSTRUCTOR	33	5	15.2%	5	15.2%	0.0%	*
Z18B	INDEPENDENT LIVING INSTRUCTOR	29	1	3.4%	0	0.0%	0.0%	*
Z18C	INDEPENDENT LIVING INSTRUCTOR	2	0	0.0%	0	0.0%	0.0%	11.5%
Z18D	INDEPENDENT LIVING INSTRUCTOR	1	0	0.0%	0	0.0%	33.3%	*
Z20A	FOOD SERVICE SPECIALIST	117	48	41.0%	31	26.5%	0.0%	*
Z20B	FOOD SERVICE SPECIALIST	165	34	20.6%	23	13.9%	23.3%	24.6%
Z20C	FOOD SERVICE SPECIALIST	38	7	18.4%	6	15.8%	12.8%	10.1%
Z20D	FOOD SERVICE SPECIALIST	113	20	17.7%	17	15.0%	10.3%	10.0%
Z21A	FOOD SERVICE MANAGER	57	4	7.0%	4	7.0%	10.2%	13.6%

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Z21B	FOOD SERVICE MANAGER	23	4	17.4%	4	17.4%	5.5%	11.8%
Z21C	FOOD SERVICE MANAGER	11	2	18.2%	2	18.2%	14.3%	*
Z24A	NUTRITION ASSISTANT	19	0	0.0%	0	0.0%	18.2%	*
Z25A	NUTRITION THERAPIST	1	1	100.0%	1	100.0%	0.0%	*
Z25B	NUTRITION THERAPIST	9	0	0.0%	0	0.0%	*	*
Z25C	NUTRITION THERAPIST	18	2	11.1%	2	11.1%	0.0%	14.3%
Z25D	NUTRITION THERAPIST	12	2	16.7%	2	16.7%	0.0%	20.0%
Z26A	INSTITUTIONAL PROGRAM COORDINATOR	1	0	0.0%	0	0.0%	15.4%	*
Z26B	INSTITUTIONAL PROGRAM COORDINATOR	3	0	0.0%	0	0.0%	*	*
Z26C	INSTITUTIONAL PROGRAM COORDINATOR	6	2	33.3%	2	33.3%	25.0%	*
Z27B	INSTITUTIONAL/COMMUNITY PROGRAM ADMINISTRATOR	2	0	0.0%	0	0.0%	0.0%	12.5%
Z27C	INSTITUTIONAL/COMMUNITY PROGRAM ADMINISTRATOR	2	0	0.0%	0	0.0%	33.3%	*
Z30A	LINEN AND CLOTHING SPECIALIST	35	8	22.9%	5	14.3%	0.0%	*
Z30B	LINEN AND CLOTHING SPECIALIST	18	0	0.0%	0	0.0%	15.2%	26.7%
Z30C	LINEN AND CLOTHING SPECIALIST	11	1	9.1%	1	9.1%	0.0%	*
Z30D	LINEN AND CLOTHING SPECIALIST	20	3	15.0%	3	15.0%	0.0%	*
Z30E	LINEN AND CLOTHING SPECIALIST	1	0	0.0%	0	0.0%	10.5%	9.1%
Z40A	PERSONAL GROOMING SPECIALIST	1	0	0.0%	0	0.0%	0.0%	*

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JFD Code	JFD Title	Number of Incumbents 7/1/2006	Overall Turnover FY 2007	Overall Turnover Rate FY 2007	Voluntary Turnover FY 2007	Voluntary Turnover Rate FY 2007	Voluntary Turnover Rate FY 2006	Voluntary Turnover Rate FY 2005
Z50A	VOLUNTEER SERVICES SPECIALIST	3	0	0.0%	0	0.0%	0.0%	*
Z50B	VOLUNTEER SERVICES SPECIALIST	4	0	0.0%	0	0.0%	33.3%	25.0%
Z51A	JUVENILE SPECIALIST	79	36	45.6%	23	29.1%	50.0%	0.0%
Z51B	JUVENILE SPECIALIST	175	38	21.7%	30	17.1%	42.6%	81.0%
Z51C	JUVENILE SPECIALIST	57	16	28.1%	11	19.3%	29.8%	25.0%
Z51D	JUVENILE SPECIALIST	30	2	6.7%	2	6.7%	10.2%	16.0%
Z52B	CHAPLAIN	12	2	16.7%	2	16.7%	7.4%	*
Z52C	CHAPLAIN	1	0	0.0%	0	0.0%	9.1%	20.0%

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Table A5: Effect of Pay Band Adjustment By Agency

3% Pay Band Adjustment		
Agency Name	FTE BELOW PROPOSED MINIMUM	Cost of 3% Adjustment by Agency*
Military Department	13	\$12,870.66
Department of Agriculture, Food and Forestry	1	\$97.81
Commission On Children & Youth	1	\$1,010.93
Department of Corrections	2	\$5,104.57
Corporation Commission	1	\$1,301.21
State Election Board	1	\$431.08
Employment Security Commission	39	\$27,152.48
Pardon and Parole Board	1	\$292.71
Department of Health	31	\$52,126.23
Oklahoma Historical Society	2	\$3,986.42
Office of Juvenile Affairs	34	\$18,220.59
Department of Libraries	1	\$1,362.48
Department of Mental Health and Substance Abuse	68	\$64,882.23
Office of Personnel Management	1	\$957.09
State Pharmacy Board	1	\$1,655.33
Department of Tourism & Recreation	8	\$4,792.27
Department of Central Services	2	\$5,559.87
Department of Public Safety	1	\$547.10
Quartz Mountain Arts and Conference Center and Nature Park	1	\$271.19
Department of Veterans Affairs	56	\$61,152.14
J.D. McCarty Center	3	\$3,895.20
Oklahoma Tax Commission	153	\$163,131.47
Department of Rehabilitation Services	56	\$66,168.85
Department of Human Services	246	\$113,919.43
TOTAL		\$610,889.32

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Table A6: Proposed Pay Bands for FY 2009

PAY BAND	RATE	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	RATE	MINIMUM	MIDPOINT	MAXIMUM	PAY BAND	RATE	MINIMUM	MIDPOINT	MAXIMUM
A*	Annual	\$17,170	\$17,701	\$22,126	G	Annual	\$21,122	\$28,163	\$35,204	M	Annual	\$37,752	\$50,336	\$62,920
	Monthly	\$1,430.83	\$1,475.05	\$1,843.81		Monthly	\$1,760.21	\$2,346.94	\$2,933.68		Monthly	\$3,146.01	\$4,194.68	\$5,243.34
	Hourly	\$8.25	\$8.51	\$10.64		Hourly	\$10.16	\$13.54	\$16.93		Hourly	\$18.15	\$24.20	\$30.25
B*	Annual	\$17,170	\$18,551	\$23,189	H	Annual	\$23,234	\$30,979	\$38,724	N	Annual	\$41,906	\$55,874	\$69,843
	Monthly	\$1,430.83	\$1,545.94	\$1,932.43		Monthly	\$1,936.21	\$2,581.61	\$3,227.01		Monthly	\$3,492.15	\$4,656.20	\$5,820.25
	Hourly	\$8.25	\$8.92	\$11.15		Hourly	\$11.17	\$14.89	\$18.62		Hourly	\$20.15	\$26.86	\$33.58
C*	Annual	\$17,170	\$19,626	\$24,532	I	Annual	\$25,730	\$34,307	\$42,884	O	Annual	\$46,933	\$62,578	\$78,222
	Monthly	\$1,430.83	\$1,635.47	\$2,044.34		Monthly	\$2,144.20	\$2,858.94	\$3,573.67		Monthly	\$3,911.10	\$5,214.80	\$6,518.51
	Hourly	\$8.25	\$9.44	\$11.79		Hourly	\$12.37	\$16.49	\$20.62		Hourly	\$22.56	\$30.09	\$37.61
D*	Annual	\$17,170	\$21,158	\$26,448	J	Annual	\$28,287	\$37,717	\$47,146	P	Annual	\$53,035	\$70,714	\$88,392
	Monthly	\$1,430.83	\$1,763.19	\$2,203.99		Monthly	\$2,357.28	\$3,143.05	\$3,928.81		Monthly	\$4,419.60	\$5,892.80	\$7,366.00
	Hourly	\$8.25	\$10.17	\$12.72		Hourly	\$13.60	\$18.13	\$22.67		Hourly	\$25.50	\$34.00	\$42.50
E	Annual	\$17,456	\$23,275	\$29,094	K	Annual	\$30,920	\$41,227	\$51,533	Q	Annual	\$59,931	\$79,907	\$99,884
	Monthly	\$1,454.68	\$1,939.58	\$2,424.47		Monthly	\$2,576.67	\$3,435.57	\$4,294.46		Monthly	\$4,994.21	\$6,658.95	\$8,323.69
	Hourly	\$8.39	\$11.19	\$13.99		Hourly	\$14.87	\$19.82	\$24.78		Hourly	\$28.81	\$38.42	\$48.02
F	Annual	\$19,201	\$25,602	\$32,002	L	Annual	\$34,012	\$45,349	\$56,686	R	Annual	\$67,721	\$90,295	\$112,869
	Monthly	\$1,600.11	\$2,133.47	\$2,666.84		Monthly	\$2,834.30	\$3,779.07	\$4,723.84		Monthly	\$5,643.43	\$7,524.58	\$9,405.72
	Hourly	\$9.23	\$12.31	\$15.39		Hourly	\$16.35	\$21.80	\$27.25		Hourly	\$32.56	\$43.41	\$54.26

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Table A7: Cost of Proposed Pay Bands for Selected Agency Directors

Note: This includes all appropriated agency directors and nonappropriated agency directors who are not currently included in Title 74, Section 3601.2 of the Oklahoma Statutes²

Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Human Services Department	\$162,750	\$138,669	\$163,139	\$187,610	
Transportation Department	\$117,705	\$124,163	\$146,074	\$167,985	\$6,458
Health Department	\$191,205	\$160,085	\$188,336	\$216,586	
Corrections Department	\$132,309	\$124,163	\$146,074	\$167,985	
Mental Health Department	\$133,455	\$124,163	\$146,074	\$167,985	
Public Safety Department	\$111,133	\$111,933	\$131,686	\$151,439	\$800
Tax Commission	\$111,933	\$111,933	\$131,686	\$151,439	
Veterans Affairs	\$99,750	\$111,933	\$131,686	\$151,439	\$12,183
Health Care Authority	\$133,455	\$101,438	\$119,338	\$137,239	
Military Department	\$146,228	\$93,189	\$109,635	\$126,080	
Tourism & Recreation Department	\$86,310	\$93,189	\$109,635	\$126,080	\$6,879
Commerce Department	\$112,500	\$93,189	\$109,635	\$126,080	
Rehabilitation Services	\$80,955	\$93,189	\$109,635	\$126,080	\$12,234
Office of Personnel Management	\$80,955	\$93,189	\$109,635	\$126,080	\$12,234
Juvenile Affairs	\$96,705	\$93,189	\$109,635	\$126,080	
Environmental Quality Department	\$99,922	\$93,189	\$109,635	\$126,080	
Bureau of Investigation	\$80,138	\$86,136	\$101,336	\$116,537	\$5,998
Land Office	\$77,805	\$86,136	\$101,336	\$116,537	\$8,331
Corporation Commission	\$86,205	\$86,136	\$101,336	\$116,537	
Water Resources Board	\$92,655	\$86,136	\$101,336	\$116,537	
Medicolegal Investigations	\$235,000	\$160,085	\$188,336	\$216,586	
Wildlife Conservation Commission	\$120,033	\$86,136	\$101,336	\$116,537	
Securities Commission	\$137,239	\$101,438	\$119,338	\$137,239	
Indigent Defense System	\$118,191	\$101,438	\$119,338	\$137,239	
Educational Television Authority	\$69,419	\$86,136	\$101,336	\$116,537	\$16,717
Central Services	\$90,451	\$86,136	\$101,336	\$116,537	
Transportation Authority	\$109,200	\$86,136	\$101,336	\$116,537	

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Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Career and Technology Education	\$112,455	\$86,136	\$101,336	\$116,537	
Office of State Finance	\$102,900	\$86,136	\$101,336	\$116,537	
Secretary of State	\$94,500	\$86,136	\$101,336	\$116,537	
Agriculture Department	\$87,005	\$86,136	\$101,336	\$116,537	
Civil Emergency Management	\$75,705	\$80,732	\$94,979	\$109,225	\$5,027
ABLE Commission	\$75,705	\$80,732	\$94,979	\$109,225	\$5,027
Historical Society	\$91,360	\$80,732	\$94,979	\$109,225	
J.D. McCarty Children's Center.	\$95,000	\$80,732	\$94,979	\$109,225	
Center of Science & Technology	\$96,027	\$80,732	\$94,979	\$109,225	
School of Science & Mathematics	\$75,685	\$80,732	\$94,979	\$109,225	\$5,047
Law Enforcement Education & Tng	\$73,500	\$80,732	\$94,979	\$109,225	\$7,232
Narcotics and Dangerous Drugs	\$96,305	\$80,732	\$94,979	\$109,225	
Election Board	\$97,815	\$80,732	\$94,979	\$109,225	
Conservation Commission	\$72,398	\$80,732	\$94,979	\$109,225	\$8,334
Libraries Department	\$77,805	\$80,732	\$94,979	\$109,225	\$2,927
District Attorneys Council	\$114,081	\$80,732	\$94,979	\$109,225	
Pardon & Parole Board	\$70,459	\$80,732	\$94,979	\$109,225	\$10,273
Arts Council	\$64,680	\$67,550	\$79,471	\$91,392	\$2,870
The University Hospital Authority	\$157,500	\$67,550	\$79,471	\$91,392	
Horse Racing Commission	\$87,255	\$67,550	\$79,471	\$91,392	
Capitol Complex and Centennial Commission	\$83,580	\$67,550	\$79,471	\$91,392	
Merit Protection Commission	\$65,205	\$67,550	\$79,471	\$91,392	\$2,345
Children & Youth Commission	\$65,170	\$67,550	\$79,471	\$91,392	\$2,380
Human Rights Commission	\$64,386	\$67,550	\$79,471	\$91,391	\$3,164
Law Enforcement Retirement	\$84,735	\$67,550	\$79,471	\$91,392	
Ethics Commission	\$84,801	\$67,550	\$79,471	\$91,392	
Oklahoma Department of Mines	\$62,370	\$67,550	\$79,471	\$91,392	\$5,180
Fire Marshal's Office	\$73,625	\$67,550	\$79,471	\$91,392	
Office of Handicapped Concerns	\$49,455	\$67,550	\$79,471	\$91,392	\$18,095
Teacher Preparation Commission	\$72,515	\$67,550	\$79,471	\$91,392	

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Agency	Current Salary	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Consumer Credit	\$61,337	\$55,748	\$65,585	\$75,423	
Boll Weevil Eradication Org.	\$55,000	\$55,748	\$65,585	\$75,423	\$748
J.M. Davis Memorial Commission	\$52,000	\$55,748	\$65,585	\$75,423	\$3,748
Oklahoma Scenic Rivers Commission	\$49,078	\$55,748	\$65,585	\$75,423	\$6,670
Oklahoma Space Industry Development	\$85,155	\$55,748	\$65,585	\$75,423	
Physicians Manpower Training	\$70,000	\$55,748	\$65,585	\$75,423	
Indian Affairs Commission	\$51,555	\$46,788	\$55,044	\$63,301	
Board of Private Schools	\$50,500	\$46,788	\$55,044	\$63,301	
Will Rogers Memorial Commission	\$79,008	\$46,788	\$55,044	\$63,301	
Cost					\$170,901
Cost of Mandatory Benefits					\$36,146
Total Cost					\$207,047

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Table A8: Additional Cost to Raise All Directors to New Pay Bands

Note: *NOTE: Italicized salaries are adjusted salaries for those appropriated directors whose current salaries fall below the minimum of the previous nonappropriated structure.

Those agencies added to the structure are shown in bold.

Agency	Current Salary*	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Human Services Department	\$162,750	\$153,506	\$180,595	\$207,685	
Corrections Department	\$132,309	\$137,448	\$161,704	\$185,960	\$5,139
Health Department	\$191,205	\$177,215	\$208,488	\$239,761	
Transportation Department	<i>\$124,163</i>	\$137,448	\$161,704	\$185,960	\$13,285
Mental Health Department	\$133,455	\$137,448	\$161,704	\$185,960	\$3,993
Public Safety Department	<i>\$111,933</i>	\$123,910	\$145,776	\$167,643	\$11,977
Veterans Affairs	<i>\$111,933</i>	\$123,910	\$145,776	\$167,643	\$11,977
Tax Commission	\$111,933	\$123,910	\$145,776	\$167,643	\$11,977
Health Care Authority	\$133,455	\$112,292	\$132,108	\$151,924	
Grand River Dam Authority	\$137,239	\$112,292	\$132,108	\$151,924	
Military Department	\$146,228	\$103,161	\$121,366	\$139,570	
Commerce Department	\$112,500	\$103,161	\$121,366	\$139,570	
Employment Security Commission	\$93,190	\$103,161	\$121,366	\$139,570	\$9,971
Environmental Quality Department	\$99,922	\$103,161	\$121,366	\$139,570	\$3,239
Juvenile Affairs	\$96,705	\$103,161	\$121,366	\$139,570	\$6,456
Office of Personnel Management	<i>\$93,189</i>	\$103,161	\$121,366	\$139,570	\$9,972
Tourism & Recreation Department	<i>\$93,189</i>	\$103,161	\$121,366	\$139,570	\$9,972
Rehabilitation Services	<i>\$93,189</i>	\$103,161	\$121,366	\$139,570	\$9,972
Agriculture Department	\$87,005	\$95,352	\$112,179	\$129,006	\$8,347
Indigent Defense System	\$118,191	\$112,292	\$132,108	\$151,924	
Banking Department	\$137,239	\$112,292	\$132,108	\$151,924	
Office of State Finance	\$102,900	\$95,352	\$112,179	\$129,006	
Corporation Commission	\$86,205	\$95,352	\$112,179	\$129,006	\$9,147
Educational Television Authority	<i>\$86,136</i>	\$95,352	\$112,179	\$129,006	\$9,216
Bureau of Investigation	<i>\$86,136</i>	\$95,352	\$112,179	\$129,006	\$9,216
Wildlife Conservation Commission	\$120,033	\$95,352	\$112,179	\$129,006	
Medicolegal Investigations	\$235,000	\$177,215	\$208,488	\$239,761	

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Agency	Current Salary*	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
CompSource Okla	\$116,536	\$95,352	\$112,179	\$129,006	
Land Office	\$86,136	\$95,352	\$112,179	\$129,006	\$9,216
Public Employee's Retirement System	\$116,536	\$95,352	\$112,179	\$129,006	
Employees Group Insurance Board	\$116,536	\$95,352	\$112,179	\$129,006	
Central Services	\$90,451	\$95,352	\$112,179	\$129,006	\$4,901
Oklahoma Student Loan Authority	\$110,987	\$95,352	\$112,179	\$129,006	
Secretary of State	\$94,500	\$95,352	\$112,179	\$129,006	\$852
Securities Commission	\$137,239	\$112,292	\$132,108	\$151,924	
Teachers Retirement System	\$116,536	\$95,352	\$112,179	\$129,006	
Career and Technology Education	\$112,455	\$95,352	\$112,179	\$129,006	
Water Resources Board	\$92,655	\$95,352	\$112,179	\$129,006	\$2,697
Turnpike Authority	\$109,200	\$95,352	\$112,179	\$129,006	
ABLE Commission	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
District Attorneys Council	\$114,081	\$89,370	\$105,141	\$120,912	
Election Board	\$97,815	\$89,370	\$105,141	\$120,912	
Pardon & Parole Board	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
Civil Emergency Management	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
Firefighters Pension/Retirement	\$109,226	\$89,370	\$105,141	\$120,912	
Historical Society	\$91,360	\$89,370	\$105,141	\$120,912	
Industrial Finance Authority	\$109,225	\$89,370	\$105,141	\$120,912	
Law Enforcement Education & Tng	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
Libraries Department	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
Narcotics and Dangerous Drugs	\$96,305	\$89,370	\$105,141	\$120,912	
Police Pension & Retirement Board	\$109,227	\$89,370	\$105,141	\$120,912	
Center of Science & Technology	\$96,027	\$89,370	\$105,141	\$120,912	
School of Science & Mathematics	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
Conservation Commission	\$80,732	\$89,370	\$105,141	\$120,912	\$8,638
J.D. McCarty Children's Center.	\$95,000	\$89,370	\$105,141	\$120,912	
Employees Benefit Council	\$87,000	\$89,370	\$105,141	\$120,912	\$2,370
Capitol Complex and Centennial Commission	\$83,580	\$74,778	\$87,975	\$101,171	

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Agency	Current Salary*	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Arts Council	\$67,550	\$74,778	\$87,975	\$101,171	\$7,228
Oklahoma Department of Mines	\$67,550	\$74,778	\$87,975	\$101,171	\$7,228
Children & Youth Commission	\$67,550	\$74,778	\$87,975	\$101,171	\$7,228
Teacher Preparation Commission	\$72,515	\$74,778	\$87,975	\$101,171	\$2,263
Ethics Commission	\$84,801	\$74,778	\$87,975	\$101,171	
Merit Protection Commission	\$67,550	\$74,778	\$87,975	\$101,171	\$7,228
Fire Marshal's Office	\$73,625	\$74,778	\$87,975	\$101,171	\$1,153
Office of Handicapped Concerns	\$67,550	\$74,778	\$87,975	\$101,171	\$7,228
Horse Racing Commission	\$87,255	\$74,778	\$87,975	\$101,171	
Human Rights Commission	\$67,550	\$74,778	\$87,974	\$101,170	\$7,228
Law Enforcement Retirement	\$84,735	\$74,778	\$87,975	\$101,171	
Medical Licensure Board	\$91,392	\$74,778	\$87,975	\$101,171	
Nursing Board	\$91,392	\$74,778	\$87,975	\$101,171	
Real Estate Commission	\$91,392	\$74,778	\$87,975	\$101,171	
The University Hospital Authority	\$157,500	\$74,778	\$87,975	\$101,171	
Accountancy Board	\$66,320	\$61,713	\$72,603	\$83,494	
Boll Weevil Eradication Org.	\$55,748	\$61,713	\$72,603	\$83,494	\$5,965
J.M. Davis Memorial Commission	\$55,748	\$61,713	\$72,603	\$83,494	\$5,965
Oklahoma Space Industry Development	\$85,155	\$61,713	\$72,603	\$83,494	
Liquefied Petroleum Gas Admin	\$56,482	\$61,713	\$72,603	\$83,494	\$5,231
Marginal Wells Commission	\$71,000	\$61,713	\$72,603	\$83,494	
Motor Vehicle Commission	\$75,424	\$61,713	\$72,603	\$83,494	
Oklahoma Scenic Rivers Commission	\$55,748	\$61,713	\$72,603	\$83,494	\$5,965
Professional Engineers/Land Surveyors	\$75,424	\$61,713	\$72,603	\$83,494	
Physicians Manpower Training	\$70,000	\$61,713	\$72,603	\$83,494	
Consumer Credit	\$61,337	\$61,713	\$72,603	\$83,494	\$376
Used Motor Vehicle & Parts Commission	\$75,424	\$61,713	\$72,603	\$83,494	
Wheat Commission	\$75,424	\$61,713	\$72,603	\$83,494	
Brd of Licensed Architects & Landscape	\$72,500	\$50,382	\$69,472	\$88,560	
Chiropractic Examiners Board	\$55,044	\$51,794	\$60,934	\$70,074	

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Agency	Current Salary*	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Cost to Meet Minimum
Cosmetology Board	\$63,301	\$51,794	\$60,934	\$70,074	
Dentistry Board	\$75,687	\$60,535	\$71,218	\$81,901	
Embalmers & Funeral Directors	\$63,301	\$51,794	\$60,934	\$70,074	
Board of Licensed Social Workers	\$44,342	\$51,794	\$60,934	\$70,074	\$7,452
Indian Affairs Commission	\$51,555	\$51,794	\$60,934	\$70,074	\$239
Nursing Homes Administrators	\$63,301	\$51,794	\$60,934	\$70,074	
Osteopathy Board	\$56,508	\$60,535	\$71,218	\$81,901	\$4,027
Oklahoma Peanut Commission	\$53,887	\$51,794	\$60,934	\$70,074	
Board of Private Schools	\$50,500	\$51,794	\$60,934	\$70,074	\$1,294
Psychologist Board of Examiners	\$55,044	\$51,794	\$60,934	\$70,074	
Veterinary Examiners Board	\$55,044	\$51,794	\$60,934	\$70,074	
Will Rogers Memorial Commission	\$79,008	\$51,794	\$60,934	\$70,074	
Speech Pathology & Audiology	\$44,706	\$42,066	\$49,490	\$56,913	
Sum of Appropriated Agency Costs					\$278,605
Cost of Mandatory Benefits:					\$58,925
Total Cost:					\$337,530

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Table A9: Market Analysis by Agency

AGENCY #	AGENCY NAME	# OF CLASSIFIED INCS	# OF BENCHMARK INCS	% INCS COVERED	BENCHMARK AVG SALARY	MARKET AVG SALARY	% BELOW MARKET
025	MILITARY DEPARTMENT	190	106	55.79%	\$29,969.16	\$39,415.08	-31.52%
030	ABLE COMMISSION	43	12	27.91%	\$36,106.41	\$41,893.78	-16.03%
040	AGRICULTURE, FOOD & FORESTRY	391	183	46.80%	\$33,654.01	\$41,038.78	-21.94%
090	OFFICE OF STATE FINANCE	62	50	80.65%	\$43,577.58	\$57,584.42	-32.14%
127	CHILDREN & YOUTH COMMISSION	21	9	42.86%	\$34,044.89	\$48,701.62	-43.05%
131	DEPARTMENT OF CORRECTIONS	4321	3056	70.72%	\$35,258.41	\$38,529.73	-9.28%
160	DEPARTMENT OF COMMERCE	5	5	100.00%	\$38,691.28	\$49,469.68	-27.86%
170	CONSTRUCTION INDUSTRIES BOARD	4	2	50.00%	\$38,955.04	\$40,158.00	-3.09%
185	CORPORATION COMMISSION	376	185	49.20%	\$35,792.38	\$44,506.10	-24.35%
190	COSMETOLOGY BOARD	10	5	50.00%	\$27,326.45	\$28,146.25	-3.00%
265	DEPARTMENT OF EDUCATION	6	6	100.00%	\$28,216.06	\$30,493.04	-8.07%
270	ELECTION BOARD	20	17	85.00%	\$33,728.35	\$44,357.75	-31.51%
290	EMPLOYMENT SECURITY COMMISSION	663	317	47.81%	\$32,757.06	\$45,477.76	-38.83%
292	DEPARTMENT OF ENVIRONMENTAL QUALITY	511	446	87.28%	\$44,296.01	\$53,444.20	-20.65%
296	ETHICS COMMISSION	2	2	100.00%	\$42,271.49	\$52,086.46	-23.22%
298	MERIT PROTECTION COMMISSION	5	5	100.00%	\$46,393.92	\$58,675.21	-26.47%
306	PARDON & PAROLE BOARD	34	8	23.53%	\$28,865.87	\$33,119.67	-14.74%

State of Oklahoma Office of Personnel Management

AGENCY #	AGENCY NAME	# OF CLASSIFIED INCS	# OF BENCHMARK INCS	% INCS COVERED	BENCHMARK AVG SALARY	MARKET AVG SALARY	% BELOW MARKET
308	OKLAHOMA STATE BUREAU OF INVESTIGATION	257	151	58.75%	\$42,142.20	\$49,353.15	-17.11%
309	EMERGENCY MANAGEMENT	20	9	45.00%	\$34,370.39	\$44,735.61	-30.16%
310	FIRE MARSHAL	30	17	56.67%	\$38,019.57	\$44,189.71	-16.23%
326	OFFICE OF HANDICAPPED CONCERNS	6	2	33.33%	\$31,615.00	\$46,973.56	-48.58%
340	DEPARTMENT OF HEALTH	1982	1563	78.86%	\$35,418.69	\$42,300.49	-19.43%
345	DEPARTMENT OF TRANSPORTATION	2378	1616	67.96%	\$36,407.85	\$45,477.87	-24.91%
350	HISTORICAL SOCIETY	143	83	58.04%	\$33,182.73	\$41,434.80	-24.87%
355	HUMAN RIGHTS COMMISSION	15	5	33.33%	\$29,344.69	\$32,070.03	-9.29%
390	COMPSOURCE OKLAHOMA	174	153	87.93%	\$39,170.52	\$45,117.32	-15.18%
400	OFFICE OF JUVENILE AFFAIRS	908	627	69.05%	\$29,600.89	\$35,065.42	-18.46%
405	DEPARTMENT OF LABOR	80	54	67.50%	\$39,815.14	\$48,872.79	-22.75%
410	LAND OFFICE	38	19	50.00%	\$43,342.83	\$54,890.56	-26.64%
430	DEPARTMENT OF LIBRARIES	58	46	79.31%	\$36,419.51	\$44,195.89	-21.35%
445	LP GAS ADMINISTRATION	6	1	16.67%	\$33,113.28	\$42,581.26	-28.59%
450	MEDICAL LICENSURE/SUPERVISION BOARD	16	11	68.75%	\$32,652.64	\$35,147.68	-7.64%
452	MENTAL HEALTH & SUBSTANCE ABUSE	1218	1132	92.94%	\$26,679.55	\$30,541.82	-14.48%
477	OBN	76	18	23.68%	\$28,744.88	\$31,530.80	-9.69%
515	OPERS	33	14	42.42%	\$32,851.09	\$35,368.72	-7.66%

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516	OSEEGIB	149	77	51.68%	\$40,402.74	\$49,546.34	-22.63%
525	BOARD OF OSTEOPATHIC EXAMINERS	2	1	50.00%	\$40,402.74	\$49,546.34	-22.63%
548	OFFICE OF PERSONNEL MANAGEMENT	53	46	86.79%	\$38,974.58	\$49,433.15	-26.83%
560	PHARMACY BOARD	2	1	50.00%	\$45,566.89	\$80,101.00	-75.79%
566	DEPARTMENT OF TOURISM & RECREATION	321	262	81.62%	\$29,184.16	\$35,543.01	-21.79%
568	SCENIC RIVERS COMMISSION	2	2	100.00%	\$27,589.97	\$44,105.36	-59.86%
570	PROFESSIONAL ENGINEERS & LANDSURVEYORS	4	4	100.00%	\$29,292.10	\$32,905.67	-12.34%
580	DEPARTMENT OF CENTRAL SERVICES	172	154	89.53%	\$32,264.52	\$40,766.35	-26.35%
585	DEPARTMENT OF PUBLIC SAFETY	1421	1181	83.11%	\$45,467.83	\$45,207.63	0.57%
588	REAL ESTATE COMMISSION	12	9	75.00%	\$28,419.83	\$37,174.02	-30.80%
619	PHYSICIANS MANPOWER & TRAINING	3	2	66.67%	\$31,591.56	\$32,459.71	-2.75%
620	QUARTZ MOUNTAIN	7	6	85.71%	\$26,460.86	\$29,926.94	-13.10%
625	SECRETARY OF STATE	25	16	64.00%	\$34,327.50	\$42,119.80	-22.70%
629	SCHOOL OF SCIENCE & MATHEMATICS	3	3	100.00%	\$22,735.99	\$23,587.04	-3.74%
630	DEPARTMENT OF SECURITIES	2	2	100.00%	\$30,524.44	\$29,783.73	2.43%
635	DEPARTMENT OF CONSUMER CREDIT	12	10	83.33%	\$31,301.47	\$39,365.91	-25.76%
645	CONSERVATION COMMISSION	6	6	100.00%	\$48,672.06	\$60,164.46	-23.61%
650	DEPARTMENT OF VETERAN AFFAIRS	1653	1483	89.72%	\$27,900.61	\$29,587.04	-6.04%

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670	J.D. McCARTY CHILDREN'S CENTER	170	162	95.29%	\$25,788.08	\$29,624.53	-14.88%
695	TAX COMMISSION	656	414	63.11%	\$32,361.12	\$44,997.37	-39.05%
715	TEACHER'S RETIREMENT SYSTEM	26	12	46.15%	\$33,817.32	\$37,165.84	-9.90%
805	DEPARTMENT OF REHABILITATION SERVICES	722	336	46.54%	\$30,295.30	\$36,082.98	-19.10%
815	EMPLOYEE BENEFITS COUNCIL	27	15	55.56%	\$46,904.37	\$58,746.52	-25.25%
830	DEPARTMENT OF HUMAN SERVICES	6968	5499	78.92%	\$30,825.20	\$36,107.68	-17.14%
835	WATER RESOURCES BOARD	63	47	74.60%	\$45,119.92	\$54,419.53	-20.61%
880	WILL ROGERS COMMISSION	3	1	33.33%	\$19,598.29	\$22,454.05	-14.57%
978	TURNPIKE AUTHORITY	517	176	34.04%	\$31,312.76	\$36,601.18	-16.89%
980	GRAND RIVER DAM AUTHORITY	377	210	55.70%	\$52,422.71	\$49,866.31	4.88%

