



# WORKING *for* OKLAHOMA

Fiscal Year 2005  
**Annual Report**

## OFFICE OF PERSONNEL MANAGEMENT

State of Oklahoma



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*"We serve the people of Oklahoma by delivering reliable and innovative human resources services to our partner agencies to achieve their missions."*

---

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

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FISCAL YEAR 2005 ANNUAL REPORT



State of Oklahoma  
Office of Personnel Management

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

Coordinated by the  
Office of Workforce Planning  
Austin Gilley, Workforce Planning Manager

Office of Communications and  
Legislative Affairs  
Dayna Petete (in memoriam)



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## From the Administrator



# Working for Oklahoma...

building a legacy for tomorrow

It is an honor to count myself among the more than 36,000 public servants who are *Working for Oklahoma*. We not only work for the *state*, but the work we do is ultimately *for* Oklahoma as we provide quality programs and services to Oklahomans.

The work is not easy, and the future promises to hold even more challenges. As demands for efficiency increase and our workforce supply decreases through our imminent demographic changes, we will have to be more strategic in how we manage our resources and especially our people. OPM is proud to help the efforts to effectively manage the challenges facing our state agencies.

I have seen these workforce challenges first hand in OPM's recent past as our organization tragically lost two key employees. While we heal from the deep sorrow of lost friendships, we also must face the work day by building on our foundations to ensure we have a strong legacy for tomorrow.

As part of our effort, I am pleased to present the Fiscal Year 2005 edition of the OPM Annual Report. This report, although delayed by the circumstances, marks a renewed effort to showcase the workforce of Oklahoma.

I hope that you find the statistics, tables, and other information presented in this report to be useful and informative, and we hope you are pleased with our efforts.

Best Wishes,

A handwritten signature in black ink, appearing to read "Oscar B. Jackson, Jr." with a stylized flourish at the end.

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

## Executive Summary

### Cabinet

The cabinet department Human Resources and Administration is comprised of **nine** appropriated agencies and **24** non-appropriated agencies. These agencies employed a total of **676** full-time, regular employees at the conclusion of Fiscal Year 2005. Oscar B. Jackson, Jr., serves as the Cabinet Secretary, and John S. Richard, Director of the Department of Central Services, serves as Deputy Cabinet Secretary.

### OPM

The Office of Personnel Management provides comprehensive human resources services to **114** state agencies, employing **36,412** workers, and thousands of individuals interested in a career in state service. OPM provides services related to recruitment, selection, training, classification, compensation, employee assistance, payroll, workforce planning, and equal opportunity. Mr. Jackson serves as the Administrator for OPM.

### Selection

External applicants seek employment in the state's classified service by submitting applications to the Applicant Services division of OPM. In FY 05, a total of **18,770** applicants applied through OPM's process, and OPM administered **14,426** tests. Agencies appointed **2,835** applicants, which accounted for about **56** percent of the full-time, regular appointments. (See pg. 17 for more details)

### Demographics

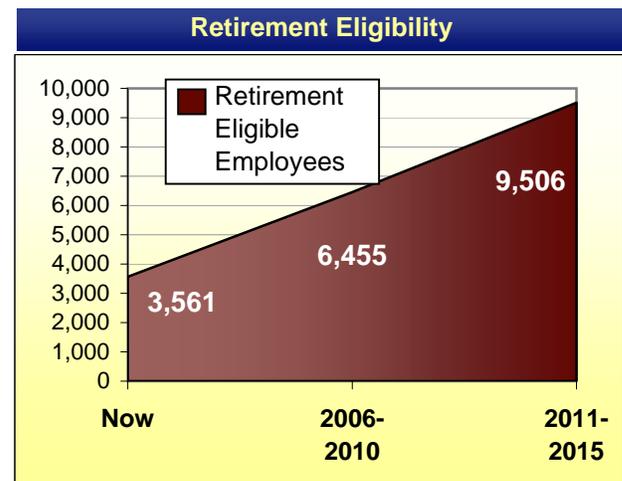
About **74** percent of the **36,412** employees in the workforce are in the classified service while the remainder are in the unclassified service, which are not subject to most of the Merit Rule provisions in statute or rule.

The state employs at least **one** person from every county in Oklahoma, with the highest number of employees at **8,895** living in Oklahoma County. **2,798** live in Cleveland County, and **1,964** live in Tulsa County. (See pg. 25 for more details)

### Demographics (continued)

The average age for state employees is **46**, and a total of **10,125** employees are between the age of **40** to **49**, the highest number in any age category. The average state years of service is **11.7** years.

About **30** percent of employees will be eligible to retire within the next five years. The growing retirement eligibility totals appear as follows:



Source: OPM and PeopleSoft Human Resources Management Systems. As of June 30, 2005.

See page 29 for more details.

### Compensation

The average annual salary for all employees is **\$33,956**. The average classified annual salary is **\$31,102**, which is an increase of **18.7** percent since FY 1999. The average unclassified annual salary is **\$44,568**, which is a **25.3** percent increase since FY 1999. (See pg. 41 for more details)

### Turnover

Resignations account for about **70** percent of total turnover, but the overall turnover rate has remained steady at about **12** percent for the past **10** years. (See pg. 51 for more details)

## Information Methodology

### Information and Data

Albert Einstein once said: "Know where to find the information and how to use it - that's the secret of success."

The FY 2005 OPM Annual Report is an attempt to continue the progress of finding and using meaningful personnel information to assist employees, agencies and policy-makers in sound personnel-related decisions. It is a work in progress that spans the historical, organizational and technological changes in state personnel management. The advancements in information management are reflected in the evolution of the OPM Annual Reports.

For FY 05, a portion of information is collected and stored in OPM's Personnel Management Information Systems, and a portion is collected and stored in the new PeopleSoft Human Resources Management System (HRMS), which is progressing toward full implementation.

### Reporting Progress

As information becomes more readily available through the PeopleSoft HRMS, OPM is committed to encouraging agencies to use the information as the need for strategic human resources management increases.

### Data Reliability

Great effort has been made to ensure the information reported in these pages accurately reflects the workforce. Each table and chart is accompanied by a "source" citation with applicable notes to the data. As the PeopleSoft implementation progresses, it will be imperative for information quality control to occur at the agency level. Information not reported is noted throughout where applicable.

### Report Structure

The report attempts to focus on meaningful indicators that reflect the trends, processes and programs that agencies depend on to meet their workforce needs and challenges.

## Work in Progress

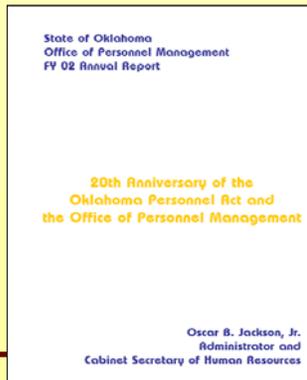


**1987**

"The employee information system was expanded to include all state employees and was modified to be easier to use."

**1992**

"HB 1973 requires state agencies to participate in OPM's Personnel Management Information System."

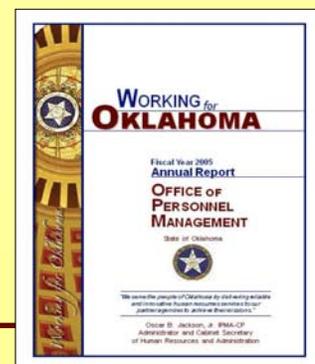


**2002**

"A joint effort...to implement the enterprise-wide information system, which will provide an integrated package of software solutions."

**2005**

About 30 percent of state employees' data is on the PeopleSoft HRMS system, and the remaining are due to enter soon."

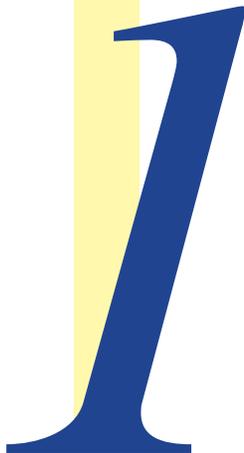






# WORKING *for* OKLAHOMA

## OVERVIEW: OFFICE OF PERSONNEL MANAGEMENT



- OPM continues evolving as a human resources service provider.
- OPM is committed to promoting workforce planning and analysis at the agency level.
- FY 05 Legislative actions included changes in leave, performance management process, vendor access, unclassified service and other human resources related reforms.



# Office of Personnel Management

## Administrator and Cabinet Secretary

OPM Administrator Oscar B. Jackson, Jr., serves as Cabinet Secretary of Human Resources and Administration. Mr. Jackson serves as the principal point of contact for the following entities: Oklahoma Merit Protection Commission, Oklahoma State and Education Employees Group Insurance Board, the Employees Benefits Council, the Human Rights Commission, and the Office of Personnel Management.

## Function

OPM administers the Merit System of Personnel Administration, which is a comprehensive personnel system consisting of position classification, compensation and benefits, recruitment, certification, human resources development and assistance.

Agencies, positions, and employees that are subject to the Merit System are “classified” whereby procedures are governed by the Oklahoma Personnel Act and the Merit Rules. In FY 05, there were 64 Merit System state agencies. The Oklahoma Personnel Act also contains provisions that apply to agencies, positions, and employees that are not subject to the Merit System. The positions and employees in these “non-Merit System” agencies are “unclassified.”

OPM also administers programs that affect both classified and unclassified employees,

## OPM History Timeline

1936

Voters adopt amendment to state constitution to comply with Social Security Act, which required merit employment practices for those receiving federal aid.

1959

Legislature passes Merit Act, which creates the State Personnel Board.

1982

Legislature approves Personnel Act and creates OPM and the Ethics and Merit Commission, which is now the Merit Protection Commission.

1999

Legislature enacts Classification and Compensation Reform Act, which provides a more uniform but flexible approach to agency personnel management.

And beyond...

including agency payroll and voluntary payroll deduction. Additionally, a number of state and federal personnel laws apply to all state agencies and employees.

## In Memoriam

### OPM Mourns

In 2005, OPM lost two valuable employees, Dayna Petete and David Hays.

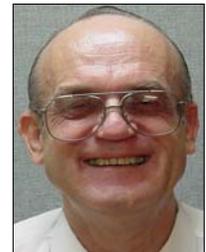


Dayna Petete

Petete was the Assistant Administrator for Communications and Legislative Liaison and worked at OPM for 13 years. She also managed the Carl Albert Public

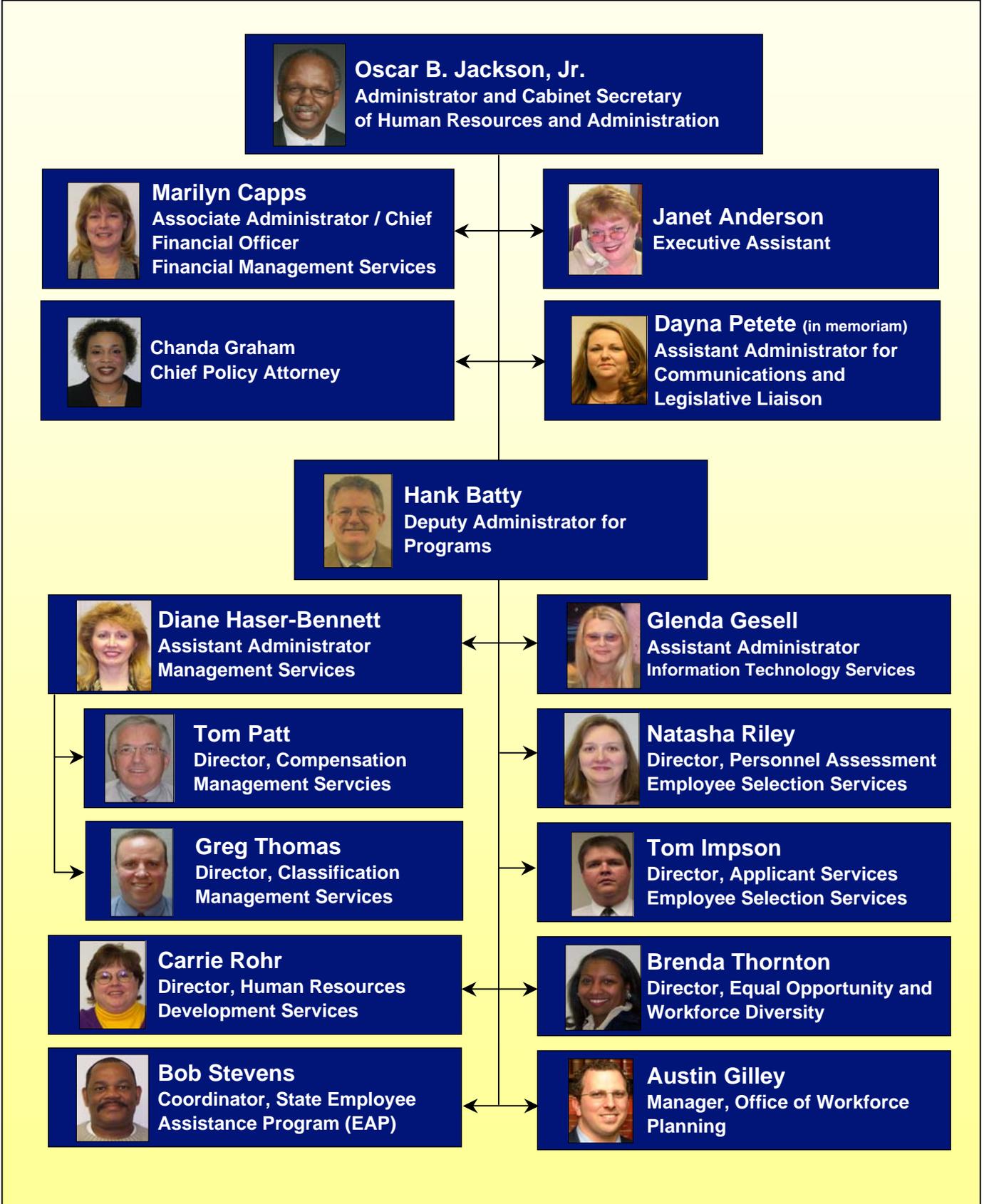
Internship Program, and served as editor of both the HR Exchange and the OPM Annual Report.

Hays, the Director of Classification, worked at OPM for more than 15 years during which he managed the classification system through the Classification and Compensation Reform Act of 1999.



David Hays

**Organization**



## FY 2005 Notable Achievements

### Workforce Planning

OPM established a workforce planning function to encourage agencies to address workforce challenges.

### Director Salary Schedule

A uniform statutory salary schedule designed to address internal equity and external competitiveness has been established for 36 nonappropriated agency directors.

### Direct Deposit

OPM decentralized the payroll direct deposit process, with the exception of the 45 agencies which are supported by the OPM Agency Services Unit.

### CORE Oklahoma Project for Peoplesoft HRMS Implementation

OPM assisted 45 state agencies in transitioning from the OPM legacy systems for human resources and payroll to the PeopleSoft HRMS. OPM also continued to provide support in the project implementation through its data transfer and process consultation roles.

### Voluntary Payroll Deduction

OPM approved four supplemental insurance companies and 30 supplemental insurance policies for deduction status, and rules were amended to provide more flexibility for Oklahoma Today magazine, educational organization dues, product vendors, and employee organization materials.

## Strategic Vision for the Future

### Changing Role

The Office of Personnel Management continues to serve the people of Oklahoma by delivering reliable and innovative human resource services to our partner agencies to achieve their missions. It continues to evolve from a regulatory role into a human resources service provider. Changes in workforce demographics and advances in

technology are presenting new challenges to state agencies. To meet these challenges effectively, OPM must focus on (1) ensuring that services are efficient, effective, and meet the needs of customers, (2) promoting workforce planning by state agencies, and (3) developing and retaining an innovative, effective and diverse OPM workforce.

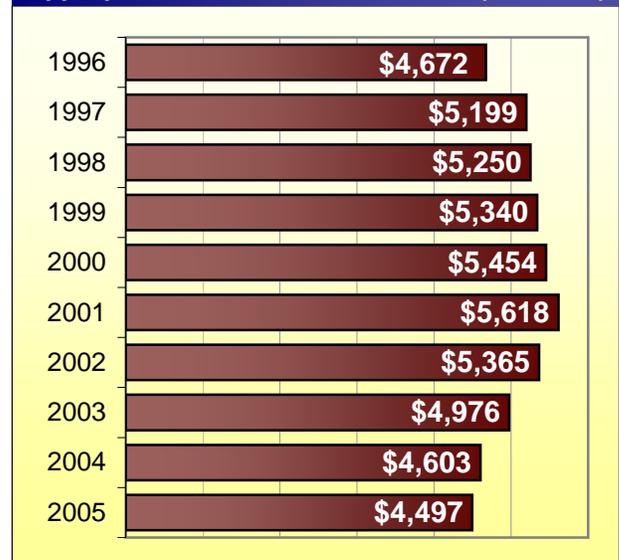
## Financial Information

### Budget

OPM delivers its services with an operating budget of about \$4.5 million in FY 2005 and a total full-time-equivalent (FTE) staff of 78.9. This budget represents a 2.3 percent reduction in general revenue funding compared to FY 2004 and a reduction in funding in the amount of \$1.12 million over the past four years due to the state's declining revenues. Despite the decline in funding, mandatory expenses for employees and operating expenses have increased.

A total of 97 percent of the agency's funding is derived from General Revenue and the remaining three percent from the Employee Benefits Council Reimbursement Fund and the OPM Revolving Fund.

**Chart 1: OPM General Revenue Appropriations Trend FY 1996-2005 (in 1,000s)**



Source: OPM and OSF. Not adjusted for inflation.

## FY 2005 HR Legislation Summary Review

### 2005 Session

During the 2005 session, the Oklahoma Legislature passed a number of human resources-related bills that affect state agencies and employees. This list includes major HR-related legislation. It does not include legislation regarding specific agencies, retirement, insurance, or appropriations.

#### Compensation:

##### Senate Bill 473

Section 5 of Enrolled SB 473 clarifies that Oklahoma has a public accountability pay system, which prohibits the payment of state employees for time not worked unless the time not worked is covered by available paid leave. Adds 74:840-2.30; effective July 1, 2005.

#### CORE/PeopleSoft

##### House Bill 1046

Section 3 of Enrolled HB 1046 requires state agencies using the state-wide CORE Enterprise Resources Planning software system to pay for all transactions at a rate established by the Office of State Finance, which is to be based on the cost to OSF for providing such services. Also authorizes OSF to collect up to \$4 million in the first year; during each subsequent year, transaction services will be evaluated and adjusted based on the cost of services provided. Noncodified; effective July 1, 2005.

#### Employee Actions

##### House Bill 1500

Section 3 of Enrolled HB 1500 requires state agencies to notify OPM when an employee is demoted as a result of a position audit or reclassification, and OPM to review the agency's decision before the demotion occurs and respond to the agency within ten days of receiving notification. Section 3 also provides that this requirement does not apply to demotions that are a result of a position audit or reclassification performed by OPM. Amends 74:840-6.5; effective July 1, 2005.

#### Grievance Procedure

##### House Bill 1755

Section 1 of Enrolled HB 1755 requires the Merit Protection Commission to establish rules to monitor state agency grievance processes to ensure full compliance with the law, and provides that MPC may recommend any changes necessary to improve such processes. Amends 74:840-1.9; effective November 1, 2005.

#### Leave

##### Senate Bill 315

Section 1 of Enrolled SB 315 permits all state employees to exceed the maximum annual leave accumulation limits, provided that the excess issued, at the Appointing Authority's discretion, during the same calendar year in which it accrues or within 12 months of the date on which it accrues. Amends 74:840-2.20; effective July 1, 2005.

Section 2 of Enrolled SB 315 increases the amount of paid military leave for which state employees who are called to active duty in the National Guard are eligible to receive. Currently, employees receive their full regular pay for the first 20 workdays in the federal fiscal year; SB 315 increases the number of workdays of full regular pay to 30. Amends 44:209; effective July 1, 2005.

Continued

## FY 2005 HR Legislation Summary Review

### Leave (continued...)

#### Senate Bill 473

Section 2 of Enrolled SB 473 makes 74:840-2.15 consistent with OAC 530:10-7-12, which requires employees to take compensatory time before taking annual leave and prohibits the extension of the 180-day limit for use of compensatory time to institutional employees. Amends 74:840-2.15; effective July 1, 2005.

### Longevity

#### Senate Bill 473

Section 3 of Enrolled SB 473 requires agencies to post an employee's longevity date as directed by the OPM Administrator when the employee initially enters on duty with the agency. Amends 74:840-2.18; effective July 1, 2005.

### Miscellaneous

#### Senate Bill 473

Section 1 of Enrolled SB 473 authorizes OPM to charge all state agencies using payroll services provided by OPM at a rate established by the Administrator. Amends 74:840-1.18; effective July 1, 2005.

### Performance Management Process

#### House Bill 1755

Section 2 of Enrolled HB 1755 clarifies numerous items related to the Performance Management Process (PMP):

- Replaces “service rating” with “performance evaluation” throughout the section;
- Revises Subsection B to more accurately reflect the components of the PMP, as spelled out in the Merit Rules and the PMP handbook, i.e., identification of employee accountabilities and behaviors, mid-term interview, identification of performance strengths and performance areas for development, final interview, and opportunity for the employee to submit written comments;
- Requires that each performance evaluation contain the agency number, date of review, and employee identification number;
- Clarifies that:
  - o Non-probationary employees shall be rated at least once a year;
  - o Permanent classified employees who disagree with their performance evaluation may file an internal agency grievance;
  - o All employees (classified and unclassified) who believe that their employing agency has not complied with Subsection B, which lists the required components of PMP, may file a complaint through an internal agency dispute resolution process or, if there is no such process in their agency, through MPC, which only has jurisdiction to investigate or hear appeals regarding the failure of an agency to comply with Subsection B;
- Amends Subsection I, which requires OPM to conduct an annual random audit of state agency compliance with 74:840-4.17, to require agencies not in compliance to submit a written plan to OPM detailing its efforts to come into compliance.

Amends 74:840-4.17; effective November 1, 2005.

Continued

## FY 2005 HR Legislation Summary Review

(continued...)

### **Productivity Enhancement Program (PEP)**

#### **House Bill 1650**

Enrolled HB 1650 requires that a state employee recipient of a PEP cash incentive award be paid in one lump sum if the 12-month period during which the idea was implemented mirrors the fiscal year, or two single payments if the implementation period occurs in two fiscal years. Amends 74:4117; effective November 1, 2005.

### **Reduction-in-Force**

#### **House Bill 1500**

Section 2 of Enrolled HB 1500 requires state agencies to provide their reduction-in-force implementation plan to the Director of the Office of State Finance, Oklahoma Public Employees Association, and other associations representing state employees at the time of the RIF. Amends 74:840-2.27C; July 1, 2005.

### **Unclassified Service**

#### **House Bill 1500**

Section 4 of Enrolled HB 1500 changes the name of the Oklahoma Biennial Compensation Review Board to the Oklahoma Compensation and Unclassified Positions Review Board and expands the jurisdiction of the Board to include review of agency proposals to add unclassified positions to the state service and of positions currently in the unclassified service. Section 4 also requires:

- Merit System agencies to submit requests for unclassified authorizations to the OPM Administrator who, following review and analysis, will forward all requests to the Oklahoma Compensation and Unclassified Positions Review Board with recommendations, and
- OPM to review and analyze positions currently in the unclassified service and provide recommendations to the Board. Amends 74:841.30; effective July 1, 2005.

Section 5 repeals the State Classification Task Force, which was created in 2003 to review state unclassified positions and make recommendations to the Legislature and transfers these duties to the Oklahoma Compensation and Unclassified Positions Review Board. Repeals 74:840-5.1B; effective July 1, 2005.

### **Vendor Access**

#### **Senate Bill 586**

Section 1 requires state agencies to:

- Provide for a one-day employee benefit informational meeting no less than 15 working days before the annual benefits enrollment deadline;
- Invite vendors approved for state payroll deductions to such meetings to provide benefit information and answer questions, and encourage them to attend;

Section 2 requires that vendor materials be placed in the annual benefit enrollment materials provided to state employees and their dependents. Amends 74:1344 and adds 74:1344.1; effective July 1, 2005.

### **Voluntary Payroll Deduction**

#### **House Bill 1245**

Enrolled HB 1245 expands the entities with voluntary payroll deduction status to include any credit union, bank, and savings association with an office in Oklahoma. Amends 62:7.10; July 1, 2005.



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## POSITIONS: THE WORK FOR OKLAHOMA

# 2

- There are 25,721 full-time, regular employees in 25 job families in the state's classified system.
- Base payroll accounts for about half of all FY 05 appropriations.
- The average annual salary for all full-time, regular employees in the classified and unclassified service is \$33,736.



**Table 1: FY 2005 Cabinet Payroll, Appropriations & Expenditures**

Cabinet	Full-Time Employees	Payroll (in \$1,000s)	FY05 Appropriation (in \$1,000s)	FY05 Total Expenditures (in \$1,000s)
Governor	29	\$ 1,526	\$ 2,523	\$ 2,603
Lieutenant Governor	6	\$ 325	\$ 523	\$ 587
Agriculture	487	\$ 16,213	\$ 31,849	\$ 59,242
Commerce and Tourism	1,944	\$ 58,484	\$ 88,288	\$ 231,616
Energy	441	\$ 17,066	\$ 12,583	\$ 32,225
Environment	933	\$ 37,234	\$ 16,127	\$ 89,521
Finance and Revenue	1,985	\$ 76,994	\$ 82,468	\$ 422,266
Health	4,394	\$ 156,190	\$ 734,297	\$ 3,356,759
HR and Administration	676	\$ 26,189	\$ 19,765	\$ 103,395
Human Services	9,181	\$ 279,679	\$ 537,037	\$ 1,742,223
Military	322	\$ 9,299	\$ 8,063	\$ 26,454
Safety and Security	6,873	\$ 248,832	\$ 525,416	\$ 717,834
Science and Technology	19	\$ 940	\$ 11,670	\$ 12,569
Secretary of State	246	\$ 15,494	\$ 8,281	\$ 10,309
Transportation	2,945	\$ 95,262	\$ 201,394	\$ 725,471
Veterans Affairs	1,673	\$ 45,022	\$ 30,091	\$ 88,811
<b>Total</b>	<b>32,154</b>	<b>\$ 1,084,747</b>	<b>\$ 2,310,372</b>	<b>\$ 7,621,885</b>

**Source:** OPM and PeopleSoft HRMS, Governor's FY-2006 Executive Budget Historical Data, Governor's FY-2007 Executive Budget Historical Data. Note that Grand River Dam Authority and State Department of Education are not included in above table. Total expenditures are not included for the Oklahoma Turnpike Authority. Does include appropriated and non-appropriated agencies. See Appendix for details of agencies.

**Analysis:** Base payroll accounts for almost half of all appropriations and about 15 percent of all expenditures. This payroll figure does not account for mandatory and/or flexible benefits. Some cabinets are comprised of non-appropriated agencies and/or agencies with other funding sources.

## Human Resources and Administration

### Cabinet Department

Human Resources and Administration is comprised of nine appropriated agencies and 24 non-appropriated agencies. The appropriated agencies include:

- Office of Personnel Management
- Merit Protection Commission
- Department of Central Services
- State Bond Advisor
- Human Rights Commission
- Securities Commission
- Consumer Credit Commission
- Capitol Improvement Authority
- Horse Racing Commission

The non-appropriated agencies include:

- Board of Dentistry
- Board of Nursing
- Chiropractic Examiners Board

- Employees Benefit Council
- Engineers & Land Surveyors
- Funeral Board
- Group Health Insurance
- Licensed & Landscape Architects Board
- Medical Licensure & Supervision Board
- Motor Vehicle Commission, Oklahoma
- Optometry Board
- Osteopathic Examiners Board
- Oklahoma State Accountancy Board
- Perfusionists Board
- Pharmacy Board
- Psychologist Examiners Board
- Real Estate Commission
- Social Workers Board
- Speech Pathology & Audiology Board
- State Board of Cosmetology
- State Board of Podiatry Board
- State Burial Board
- Used Motor Vehicle & Parts Comm.
- Veterinary Medical Examiners Board

Table 2: FY 2005 FTE Usage

Cabinet	Full-Time Employees	Part-Time Employees	FY 05 FTE Usage	Percentage Full-Time
Governor	29	8	32.9	78.4%
Lieutenant Governor	6	3	9.0	66.7%
Agriculture	487	104	533.9	82.4%
Commerce and Tourism	1,944	502	2,277.3	79.5%
Education (excl. Higher Education)	904	78	988.2	92.1%
Energy	441	26	459.4	94.4%
Environment	933	118	995.8	88.8%
Finance and Revenue	1,985	81	2,001.9	96.1%
Health	4,394	452	4,576.8	90.7%
HR and Administration	676	152	703.1	81.6%
Human Services	9,181	867	9,857.5	91.4%
Military	322	46	367.3	87.5%
Safety and Security	6,873	187	8,099.8	97.4%
Science and Technology	19	0	19.0	100.0%
Secretary of State	246	8	69.5	96.9%
Transportation	2,945	81	2,975.7	97.3%
Veterans Affairs	1,673	130	1,728.3	92.8%
Grand River Dam Authority (GRDA)	459	52	504.2	97.3%
<b>Total</b>	<b>33,517</b>	<b>2,895</b>	<b>36,199.6</b>	<b>92.1%</b>

**Source:** Full-time and Part-time employees as of June 30, 2005, from OPM and PeopleSoft HRMS. Full-time-equivalent employees as of June 30, 2005, from OSF FY-2005 FTE Usage Report. Notes: (a) Agencies may have authorizations for employees who do not count towards FTE. (b) Full-time equivalency is a calculated number based on total hours worked and is an indicator of manpower and not actual people. (c) Part-time employees include full-time temporary employees.

**Analysis:** Full-time, regular employees account for the majority of all employees. Part-time and temporary designations are captured in the personnel systems.

## Classification

### Position Management

OPM's Classification Division is assigned responsibilities involving the classification of jobs and employees under the state Merit System.

In this role, team members perform job audits to identify work performed by state employees, develop job family descriptors, allocate positions to the appropriate job family descriptor, and ensure that employees are classified based on position allocations and status. Responsibilities also include maintaining a position management system to identify positions established in the executive branch of state government, establishing unclassified positions as authorized, maintaining job codes for use with unclassified

positions, and reviewing agency personnel actions to ensure compliance.

### Classified

Currently, there are 25 occupational groups in the classified system. The groups are comprised of 369 job titles each with multiple levels. The specific jobs are associated with varying levels of qualifications, duties and compensation that align with the overall personnel system.

### Unclassified

Merit System agencies may request unclassified positions based on statutory authority. The positions are assigned a tracking code, but the positions are not associated with specific qualifications, duties or compensation in the statewide system.

Table 3: FY 05 Unclassified Usage

Agency	Merit Status	Total Employees	Classified Employees	Unclassified Employees	Percent Classified
Agriculture	Merit	422	376	46	89.1%
Board Of Dentistry	Merit	4	1	3	25.0%
Board Of Osteopathic Examiners	Merit	5	2	3	40.0%
Board Of Pharmacy	Merit	8	2	6	25.0%
Bureau Of Investigation	Merit	287	264	23	92.0%
Bureau Of Narcotics	Merit	89	75	14	84.3%
Central Services	Merit	198	157	41	79.3%
Civil Emergency Management	Merit	24	20	4	83.3%
Commerce	Merit	138	7	131	5.1%
Commission On Children & Youth	Merit	22	15	7	68.2%
Commissioners Land Office	Merit	57	42	15	73.7%
Compsource	Merit	363	207	156	57.0%
Conservation Commission	Merit	50	6	44	12.0%
Corporation Commission	Merit	393	313	80	79.6%
Corrections	Merit	4,527	4,193	334	92.6%
Cosmetology Board	Merit	14	11	3	78.6%
Department Of Consumer Credit	Merit	13	9	4	69.2%
Department Of Securities	Merit	24	2	22	8.3%
Education	Merit	348	12	336	3.4%
Election Board	Merit	24	22	2	91.7%
Embalmers & Funeral Directors	Merit	3	0	3	0.0%
Employees Benefits Council	Merit	30	26	4	86.7%
Environmental Quality	Merit	528	498	30	94.3%
Ethics Commission	Merit	7	3	4	42.9%
GRDA	Merit	459	390	69	85.0%
Health	Merit	2,148	1,676	472	78.0%
Health Care Authority	Merit	357	0	357	0.0%
Historical Society	Merit	137	121	16	88.3%
Human Rights Commission	Merit	17	15	2	88.2%
Human Services	Merit	7,322	6,780	542	92.6%
J.D. McCarty Center	Merit	194	168	26	86.6%
Juvenile Affairs	Merit	978	931	47	95.2%
Labor	Merit	93	83	10	89.2%
Libraries	Merit	66	62	4	93.9%
Liquefied Petroleum Gas Board	Merit	8	6	2	75.0%
Medical Licensure/Supervision	Merit	22	18	4	81.8%
Mental Health	Merit	1,850	1,177	673	63.6%
Merit Protection Commission	Merit	7	6	1	85.7%
Military Department	Merit	322	186	136	57.8%
OCAST	Merit	19	0	19	0.0%
OESC	Merit	725	677	48	93.4%
Office Of Handicapped Concerns	Merit	8	6	2	75.0%
Okla Real Estate Commission	Merit	17	14	3	82.4%
Oklahoma Able Commission	Merit	46	42	4	91.3%
Oklahoma Peanut Commission	Merit	1	0	1	0.0%
OSEEGIB	Merit	168	145	23	86.3%
Pardon And Parole Board	Merit	40	32	8	80.0%
Personnel Management	Merit	66	53	13	80.3%

Source: OPM and PeopleSoft HRMS as of June 30, 2005.

Continued

Table 3: FY 05 Unclassified Usage (Continued)

Agency	Merit Status	Total Employees	Classified Employees	Unclassified Employees	Percent Classified
Physician Manpower Training	Merit	6	3	3	50.0%
Pro Engineers & Land Surveyors	Merit	6	4	2	66.7%
Public Employees Retirement	Merit	52	36	16	69.2%
Public Safety	Merit	1,430	1,386	44	96.9%
Rehabilitation Services	Merit	644	531	113	82.5%
School Of Science/Math	Merit	68	6	62	8.8%
Secretary Of State	Merit	34	29	5	85.3%
State Finance	Merit	128	63	65	49.2%
State Fire Marshal	Merit	28	25	3	89.3%
Tax Commission	Merit	876	647	229	73.9%
Teachers' Retirement System	Merit	51	26	25	51.0%
Tourism and Recreation	Merit	812	304	508	37.4%
Transportation	Merit	2,382	2,341	41	98.3%
Transportation Authority	Merit	550	521	29	94.7%
Veterans Affairs	Merit	1,673	1,618	55	96.7%
Water Resources Board	Merit	83	59	24	71.1%
Will Rogers Memorial Comm	Merit	8	4	4	50.0%
<b>Total Merit</b>		<b>30,928</b>	<b>26,080</b>	<b>4,848</b>	<b>84.32%</b>
Non-Merit					
Aeronautics Commission	Non-Merit	11	0	11	0.0%
Attorney General	Non-Merit	158	0	158	0.0%
Auditor and Inspector	Non-Merit	151	0	151	0.0%
Bd Of Chem Test Alcohol/Drug	Non-Merit	5	0	5	0.0%
Board Of Architects	Non-Merit	3	0	3	0.0%
Board Of Nursing	Non-Merit	23	0	23	0.0%
Boll Weevil Eradication Org	Non-Merit	11	0	11	0.0%
Capitol Complex/Centennial Com	Non-Merit	8	0	8	0.0%
Career/Tech. Education	Non-Merit	337	0	337	0.0%
Chiropractic Examiners Board	Non-Merit	2	0	2	0.0%
CLEET	Non-Merit	34	0	34	0.0%
Construction Industries Board	Non-Merit	33	5	28	15.2%
Department Of Mines	Non-Merit	35	0	35	0.0%
District Attorney	Non-Merit	35	0	35	0.0%
Educational Television Auth	Non-Merit	59	0	59	0.0%
Firefighter Pension/Retirement	Non-Merit	10	0	10	0.0%
Horse Racing Commission	Non-Merit	17	0	17	0.0%
House of Representatives	Non-Merit	305	0	305	0.0%
Indian Affairs Commission	Non-Merit	3	0	3	0.0%
Indigent Defense System	Non-Merit	115	0	115	0.0%
Industrial Finance Authority	Non-Merit	6	0	6	0.0%
Insurance Department	Non-Merit	117	0	117	0.0%
Interstate Oil & Gas Compact	Non-Merit	1	0	1	0.0%
J.M. Davis Gun Museum	Non-Merit	5	0	5	0.0%
Law Enforcement Retirement	Non-Merit	4	0	4	0.0%
Lieutenant Governor	Non-Merit	6	0	6	0.0%
Marginally Producing Wells	Non-Merit	4	0	4	0.0%
Medicolegal Investigations	Non-Merit	55	0	55	0.0%
Motor Vehicle Commission	Non-Merit	4	0	4	0.0%
Nursing Home Admin Examiners	Non-Merit	3	0	3	0.0%

Source: OPM and PeopleSoft HRMS as of June 30, 2005.

Continued

Table 3: FY 05 Unclassified Usage (Continued)

Agency	Merit Status	Total Employees	Classified Employees	Unclassified Employees	Percent Classified
Office Of The Governor	Non-Merit	29	0	29	0.0%
Oklahoma Accountancy Board	Non-Merit	8	0	8	0.0%
Oklahoma Arts Council	Non-Merit	15	0	15	0.0%
Oklahoma Lottery Commission	Non-Merit	3	0	3	0.0%
Oklahoma State Senate	Non-Merit	228	0	228	0.0%
Oklahoma Wheat Commission	Non-Merit	3	0	3	0.0%
Police Pension & Retirement	Non-Merit	10	0	10	0.0%
Private Vocational Schools Brd	Non-Merit	2	0	2	0.0%
Psychologists Examiners Board	Non-Merit	1	0	1	0.0%
Scenic Rivers Commision	Non-Merit	12	2	10	16.7%
Space Industry Dev Authority	Non-Merit	2	0	2	0.0%
Speech-Language Pathology	Non-Merit	1	0	1	0.0%
State Banking Department	Non-Merit	39	0	39	0.0%
State Bond Advisor	Non-Merit	3	0	3	0.0%
State Treasurer	Non-Merit	124	0	124	0.0%
Teacher Preparation Commission	Non-Merit	9	0	9	0.0%
Tobacco Board Of Directors	Non-Merit	3	0	3	0.0%
University Hospitals Authority	Non-Merit	4	0	4	0.0%
Used Motor Vehicle Commission	Non-Merit	9	0	9	0.0%
Veterinary Medical Examiner	Non-Merit	3	0	3	0.0%
Wildlife Conservation	Non-Merit	322	0	322	0.0%
<b>Total Non-Merit</b>		<b>3,122</b>	<b>381</b>	<b>2,741</b>	<b>12.2%</b>
<b>Total</b>		<b>34,050</b>	<b>26,461</b>	<b>7,589</b>	<b>77.7%</b>

Source: OPM and PeopleSoft HRMS as of June 30, 2005.

## Agency Services Unit

### Personnel Assistance

The Agency Services Unit of OPM's Management Services assists 45 agencies with their human resources management needs based upon the administrative capacity and resources of the various agencies. This primarily includes smaller agencies that do not have full-time human resources staff.

Team members act as liaisons to 18 Merit System agencies and 27 non-Merit System agencies. Other responsibilities include processing and posting or approving agency personnel transactions, providing payroll services for these agencies, and

maintaining the employee file system consisting of records for all current Merit System employees and a large number of former employees.

In FY 05, the Agency Services Unit decentralized the direct deposit process for all agencies, except for the 45 agencies for which team members provide payroll support.

In FY 05, the Agency Services assisted with the conversion of its agencies to the PeopleSoft system and began processing payroll and personnel through the new human resources management system.

**Table 4: Fiscal Year Occupational Group Employee Counts**

Occupational Group	05 Employee Count	04 Employee Count	03 Employee Count	02 Employee Count	02-05 Percent Change
Insurance and Benefits Administration	178	188	201	206	-13.6%
Information Technology	726	741	745	757	-4.1%
HR Management and Development	390	391	392	399	-2.3%
Financial Management	924	940	970	1,046	-11.7%
General Administrative	3,982	4,049	4,153	4,464	-10.8%
Logistics and Property Management	1,282	1,301	1,324	1,381	-7.2%
Law Enforcement	1,528	1,517	1,540	1,528	0.0%
Social Services	4,472	4,422	4,424	4,653	-3.9%
Corrections & Custody	2,893	2,946	2,977	3,137	-7.8%
General Safety, Security	218	219	198	204	6.9%
Rehabilitation/Vocational Services	508	656	665	670	-24.2%
Agricultural Services and Inspections	257	257	259	287	-10.5%
Oil, Gas, Transportation and Utility	178	158	164	185	-3.8%
Veterans Services	29	33	42	38	-23.7%
Travel, Tourism and Recreation	91	93	112	120	-24.2%
Power Generation	313	312	312	312	0.3%
General and Environmental Services	360	363	358	351	2.6%
Prof. Engineering and Land Surveyors	280	301	303	296	-5.4%
Transportation	2,111	2,125	2,110	2,076	1.7%
Historical Preservation	71	66	73	79	-10.1%
Revenue and Taxation	279	262	333	366	-23.8%
Employment Services	301	312	333	339	-11.2%
Health Care Services	786	812	801	834	-5.8%
Nursing Services	2,485	2,427	2,367	2,490	-0.2%
Institutional and Nutritional Services	1,819	1,782	1,757	1,809	0.6%
<b>Total Classified</b>	<b>26,461</b>	<b>26,673</b>	<b>26,913</b>	<b>28,027</b>	<b>-5.6%</b>
Unclassified	7,056	8,068	7,619	8,084	-12.7%
<b>Total</b>	<b>33,517</b>	<b>34,741</b>	<b>34,532</b>	<b>36,113</b>	<b>-7.2%</b>

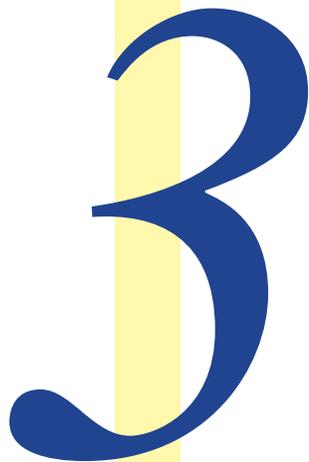
Source: OPM and PeopleSoft HRMS systems as of each fiscal year. Includes only full-time, regular employees.

**Analysis:** The total number of full-time, regular employees is estimated to have decreased by 7.2 percent over the past three fiscal years. The occupational groups with the largest percentage decrease at 24.2 percent were Rehabilitation/Vocational Services and Travel, Tourism and Recreation. The largest number decrease was in General Administrative (-482) followed by Corrections & Custody (-244). A total of five occupational groups increased in number, with the largest percentage increase in General Safety, Security.



# WORKING *for* OKLAHOMA

## SELECTION: HIRING THE WORKERS

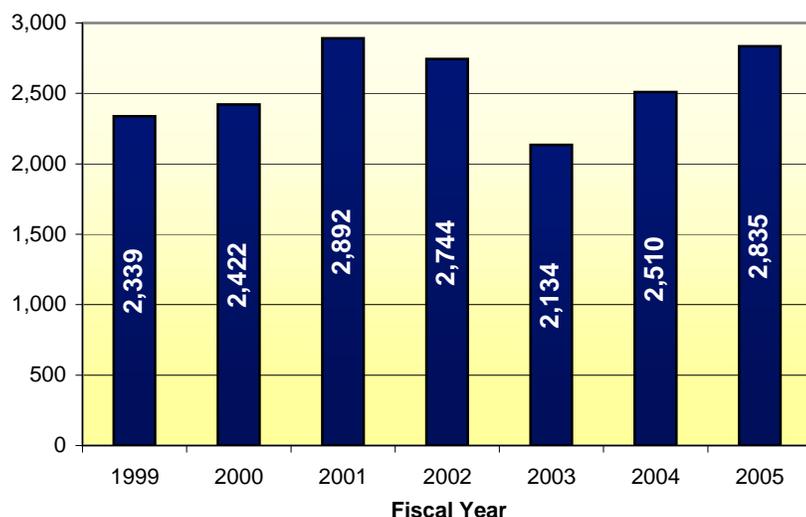


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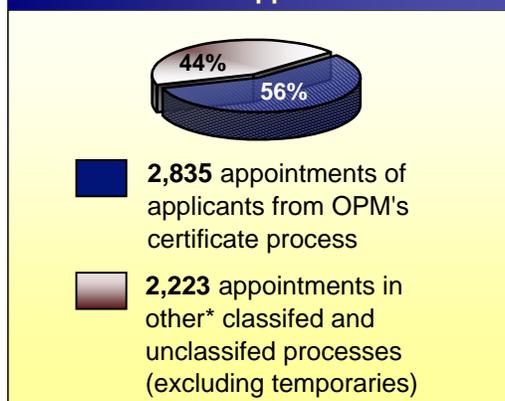
- 70,695 applications were filed through OPM's applicant process for the Merit System.
- 2,835 classified appointments were made from the OPM application process, accounting for more than half of all appointments to full-time, regular employment.
- At least four applications were filed from residents in every county in the state. Oklahoma County had the highest number of resident applicants at 5,601.



**Chart 3: Certificate Appointment Trend 1999-2005**



**Chart 4: FY 05 Certificate Appointments vs. Other Appointments**



**Source:** OPM and PeopleSoft HRMS systems. Other appointment processes include reinstatement, transfer, veteran, disability, unclassified, work incentive, and direct-hire appointments. See page 20 for appointment detail.

**Analysis:** The majority of state employees are appointed through OPM's application process. These appointments have increased by 12.9 percent from the previous fiscal year. Trend data is not available for the other types of appointments. See page 20 for FY 2005 appointment details.

## Applicant Services

### Applicant Services

External applicants seek employment in the state's classified service by submitting applications to the Applicant Services Division of OPM. The division team members determine if applicants meet minimum qualifications and conduct ratings of applicant education and experience. The division also reviews agency requests to promote, demote, transfer or reinstate employees.

29 state agencies currently have direct online access to job registers established by OPM. These agencies employ over 80 percent of all classified employees in state government.

The division also administers these services:

### Recruitment

The division organizes recruitment efforts for the state classified service, including provisions under the Fair Employment Practices Act.

### Priority Reemployment

The division administers the Priority Reemployment Consideration (PRC) program. State law provides for permanent, classified employees and regular, unclassified employees separated through a reduction in force to be eligible for priority consideration for jobs in which they meet all requirements.

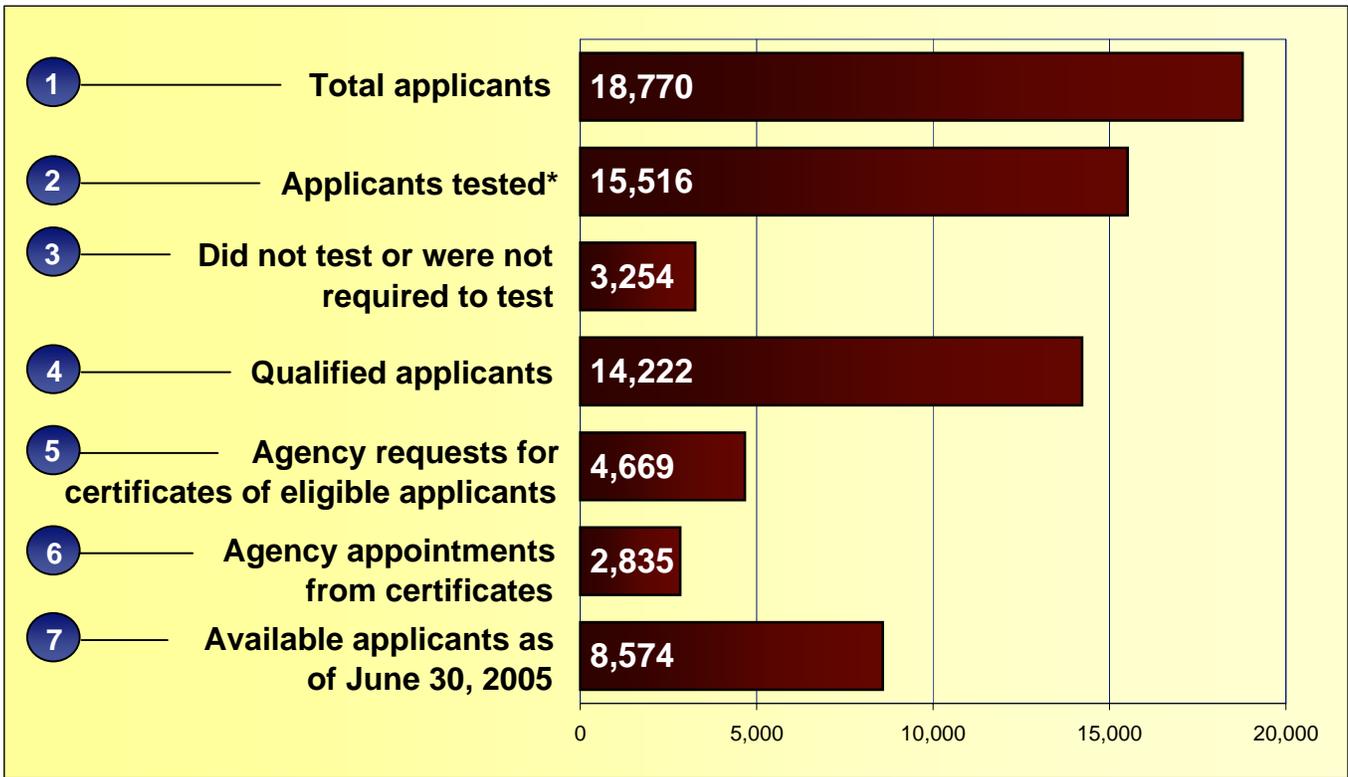
### Registers

The team is responsible for services related to applicant registers, test administration, and applicant files. In FY 05, the team administered 14,426 tests.

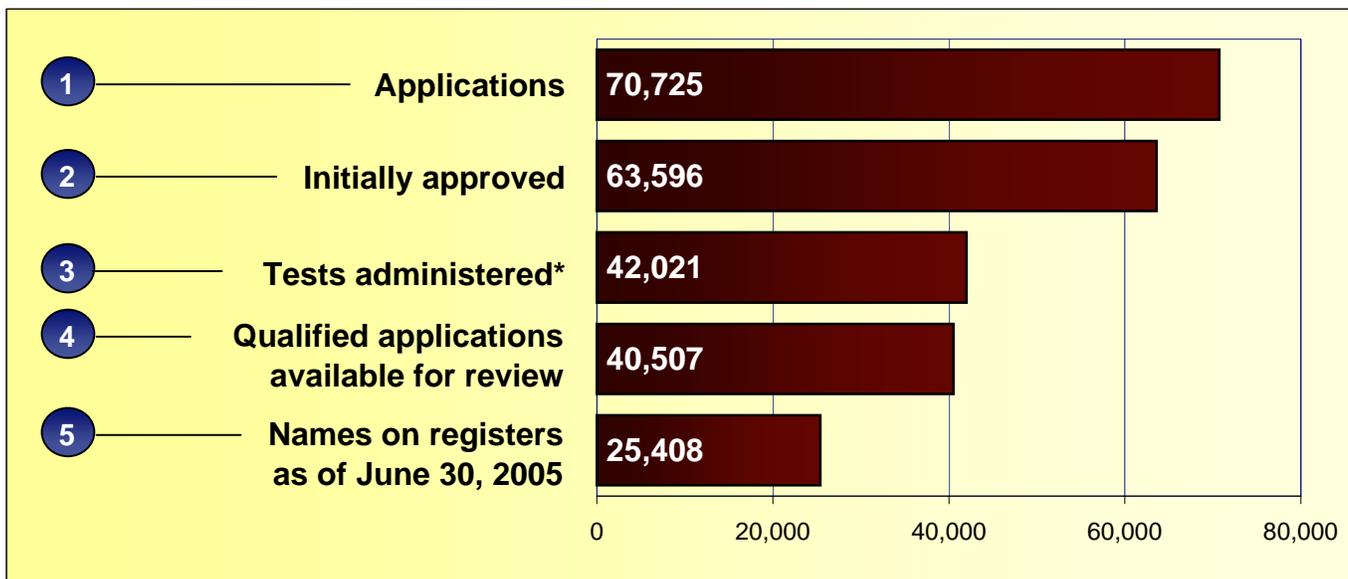
### Persons with Severe Disabilities

The division processed 51 appointments from applicants in the Persons with Severe Disabilities Employment Program. The Department of Rehabilitation Services certifies applicants into the program, which then allows for special employment consideration.

**Chart 5: FY 05 Applicant Process**



**Chart 6: FY 05 Application Process**



**Source:** OPM OK CAREERS, OPM and PeopleSoft HRMS. Some applicants and their applications remain in the system from the previous fiscal year and are not reflected here. \*Tests are considered selection devices and include written tests, performance tests, ratings, and/or questionnaires. Specific jobs can require none, one, or multiple selection devices, and test results can apply to multiple jobs applied for.

**Analysis:** On average, each applicant applied for almost four jobs. About 92 percent of all applicants became available to agencies for at least one of the jobs they applied for, and about 20 percent of those available applicants were appointed. By the end of the fiscal year, about 50 percent of all applicants stopped pursuing employment, but most can reactivate their applications in the following fiscal year.

**Table 5: FY 05 Top 20 Most Applied for Job Families\***

Job Family	Applications**	Appointments	Percent Appointed
Administrative Technician	4,888	208	4.26%
Customer Service Representative	1,246	21	1.69%
Workforce Services Specialist	782	18	2.30%
Secretary	747	18	2.41%
Administrative Assistant	720	19	2.64%
Social Services Specialist	707	242	34.23%
Therapeutic/Medical Aide	707	3	0.42%
Child Welfare Specialist	674	179	26.56%
Customer Asst Representative	666	43	6.46%
Registered Nurse	579	2	0.35%
Correctional Security Officer	526	293	55.70%
Food Service Specialist	521	105	20.15%
Patient Care Assistant	516	386	74.81%
Housekeeping/Custodial Worker	504	62	12.30%
Juvenile Specialist	465	97	20.86%
Direct Care Specialist	442	220	49.77%
IS Network Management Specialist	389	8	2.06%
Law Enforcement Special Agent	346	2	0.58%
Juvenile Justice Specialist	283	25	8.83%
Materiel Management Specialist	274	18	6.57%
<b>Total</b>	<b>15,982</b>	<b>1,969</b>	<b>12.32%</b>
<b>Percent of all applications</b>	<b>62.9%</b>	<b>69.45%</b>	

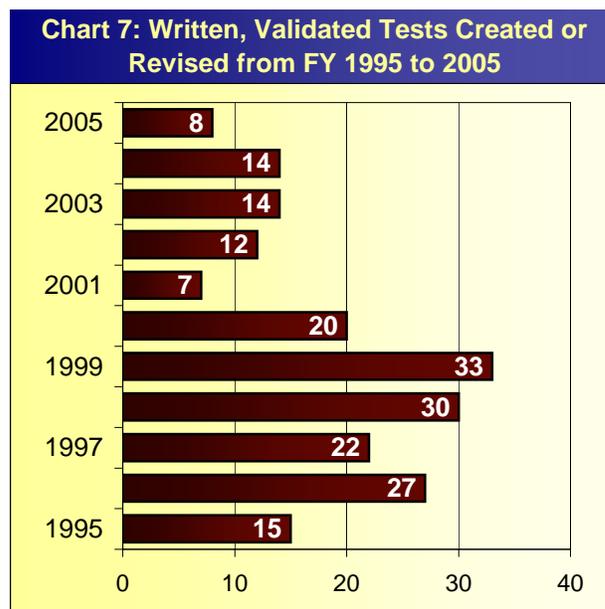
Source: OPM OK CAREERS, OPM and PeopleSoft HRMS systems. \*Includes only applications approved through OPM's process. \*\*Applications may represent same employee applying for multiple levels of job family.

**Personnel Assessment**

**Testing**

The Personnel Assessment Division develops and validates employee selection procedures, including written tests, ratings of training and experience, performance tests, structured interviews, and certification tests.

The computerized test development, administration, and scoring system, Integrated Computerized Examination (ICE), completed its second year of implementation on January 10, 2005. Those applicants taking a test in ICE are able to get the results of the test immediately upon completion of the test. Furthermore, applicants earning passing scores have their names placed on the applicable registers within ten minutes of completing the test.



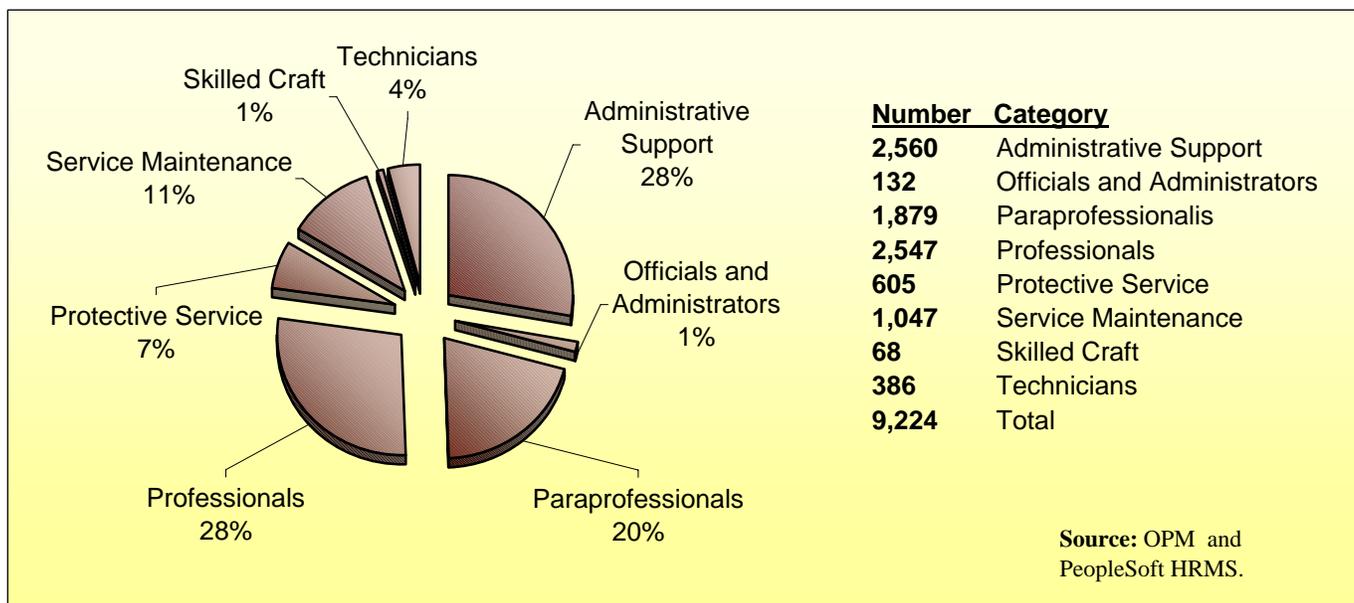
Source: As reported in previous OPM Annual Reports.

**Table 6: FY 05 Merit Agencies Appointments by Type**

Description	Number	Percent
Unclassified Temporary (Includes Seasonal)	4,166	45.2%
Competitive Certificate Action	1,929	20.9%
Unclassified (except Student & Temporary)	1,350	14.6%
Non-Competitive Certificate Action	820	8.9%
Direct Hire-Professional License	398	4.3%
Reinstatement	239	2.6%
Fair Employment Practices Act	86	0.9%
Unclassified Student	51	0.6%
Transfer/Class to Same Class	43	0.5%
Transfer/Promotion	34	0.4%
Persons with Severe Disabilities	30	0.3%
Lateral Transfer	20	0.2%
Direct Hire-Hard to Fill	20	0.2%
State Work Incentive Program	16	0.2%
Veterans Act (Senate Bill 200)	2	0.0%
Other	20	0.2%
<b>Total</b>	<b>9,224</b>	<b>100.0%</b>

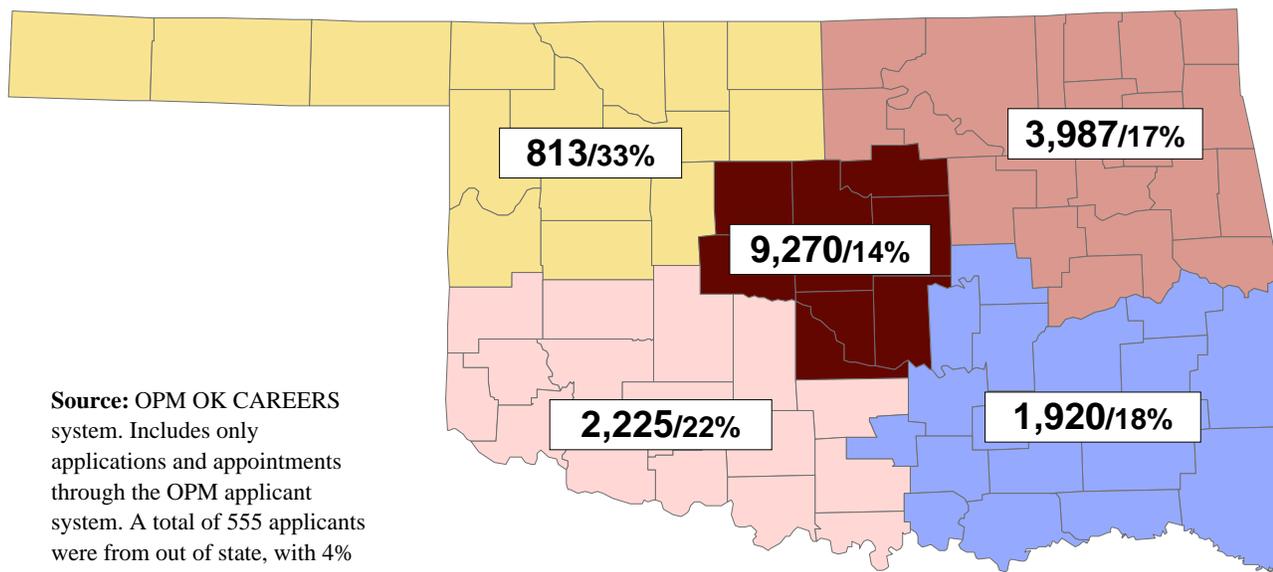
**Source:** OPM and PeopleSoft HRMS. Other appointments include demotions, special projects, Executive Fellow conversion, recall from reduction-in-force, and SWIP conversion.

**Chart 8: FY 05 Merit Agencies Appointments by Job Category**



**Analysis:** More than half of all appointments, excluding temporary and part-time employees, are made through OPM's applicant process. Administrative support and professional positions are the most often appointed job categories.

**Map 1: Applicants to Percentage Appointed by Region**



**Source:** OPM OK CAREERS system. Includes only applications and appointments through the OPM applicant system. A total of 555 applicants were from out of state, with 4% being appointed.

**Table 7: Applicants by County**

County	Applicants	County	Applicants	County	Applicants
Adair	29	Grant	11	Nowata	25
Alfalfa	43	Greer	38	Okfuskee	90
Atoka	78	Harmon	14	Oklahoma	5,601
Beaver	14	Harper	22	Okmulgee	121
Beckham	56	Haskell	52	Osage	111
Blaine	56	Hughes	71	Ottawa	128
Bryan	85	Jackson	80	Pawnee	58
Caddo	111	Jefferson	16	Payne	246
Canadian	590	Johnston	33	Pittsburg	403
Carter	375	Kay	80	Pontotoc	162
Cherokee	197	Kingfisher	43	Pottawatomie	416
Choctaw	46	Kiowa	63	Pushmataha	61
Cimarron	4	Latimer	44	Roger Mills	10
Cleveland	1,497	LeFlore	139	Rogers	246
Coal	33	Lincoln	190	Seminole	114
Comanche	936	Logan	200	Sequoyah	126
Cotton	38	Love	22	Stephens	172
Craig	189	Major	30	Texas	38
Creek	214	Marshall	51	Tillman	82
Custer	114	Mayes	326	Tulsa	1,479
Delaware	114	McClain	193	Wagoner	157
Dewey	20	McCurtain	77	Washington	89
Ellis	17	McIntosh	78	Washita	31
Garfield	225	Murray	177	Woods	78
Garvin	191	Muskogee	390	Woodward	187
Grady	238	Noble	34	Out of State	555





# WORKING *for* OKLAHOMA

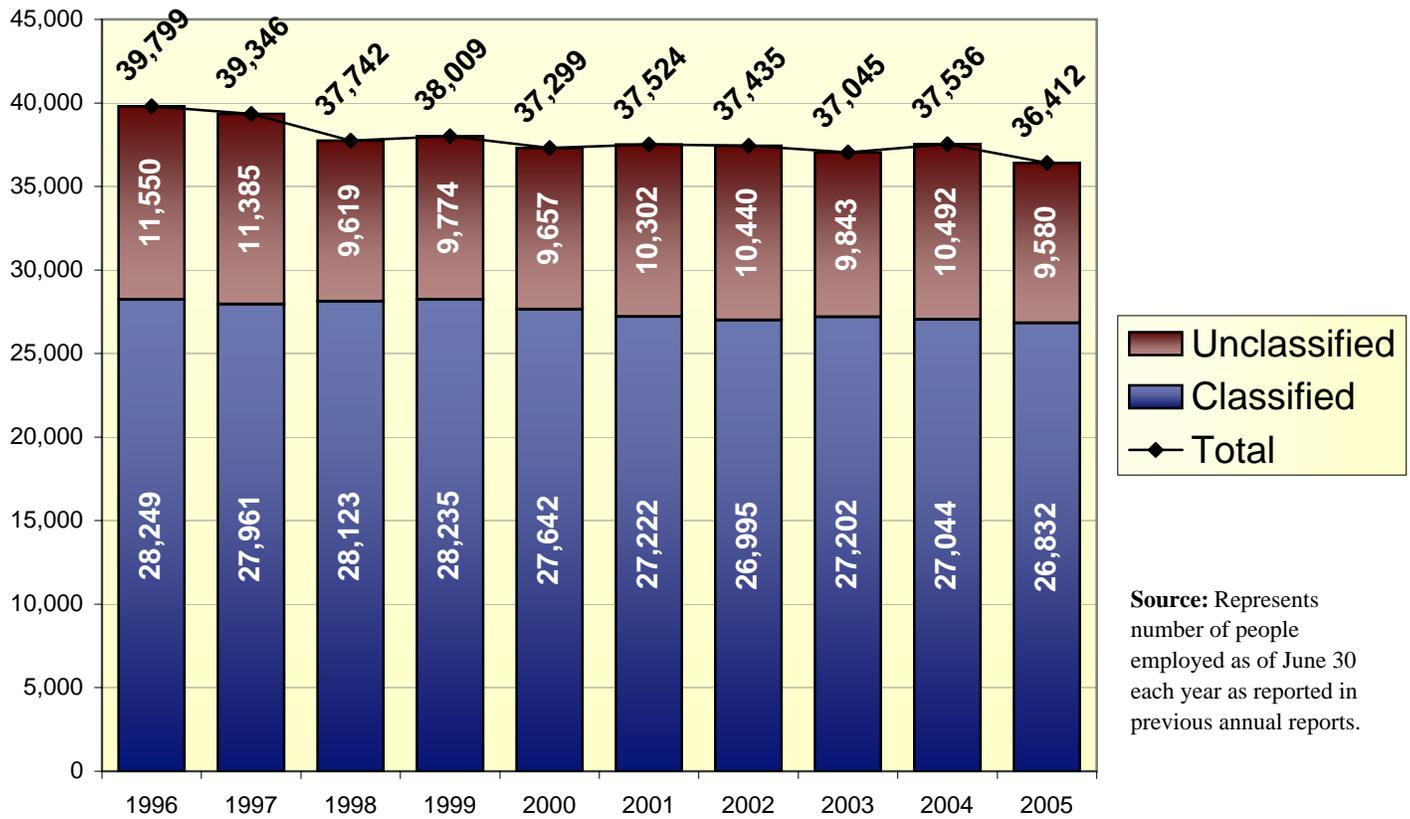
## DEMOGRAPHICS: THE OKLAHOMA WORKFORCE

# 4

- 74 percent of the 36,412 employees are classified. Eight percent of the employee total are temporary and/or part-time employees.
- 19,686 full-time regular employees are younger than 50 years of age, and 12,853 exceed age 50.
- 30 percent of all employees will be eligible to retire within the next five years.



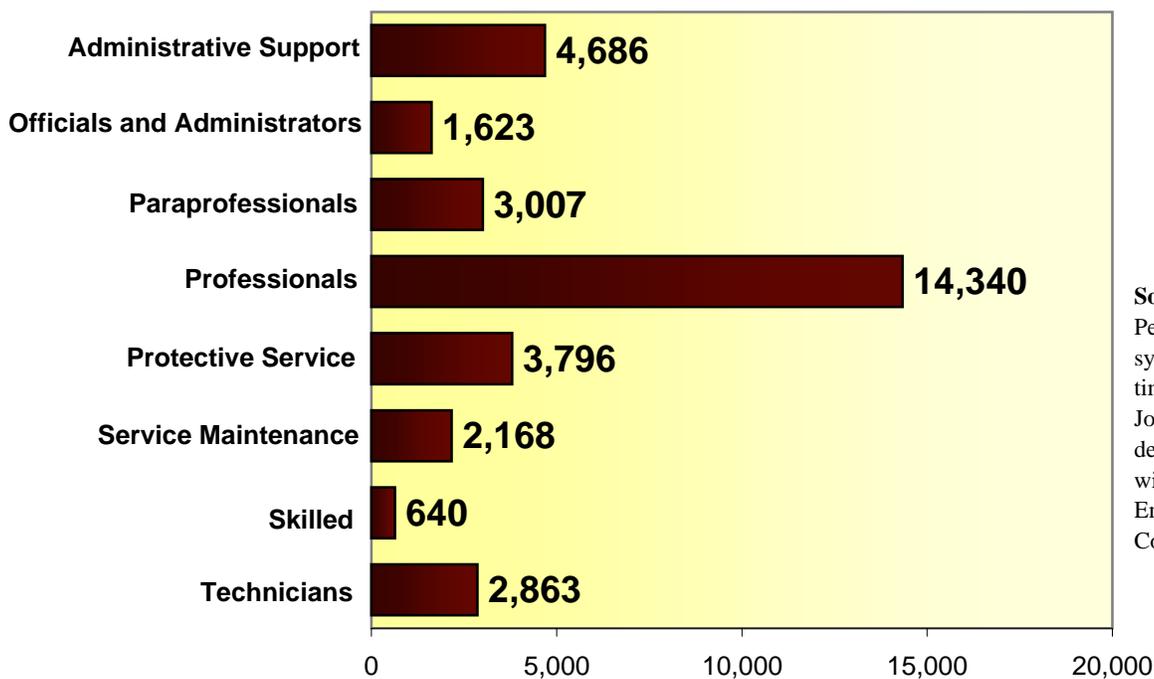
**Chart 9: Employee Count 1996 to 2005**



**Source:** Represents number of people employed as of June 30 each year as reported in previous annual reports.

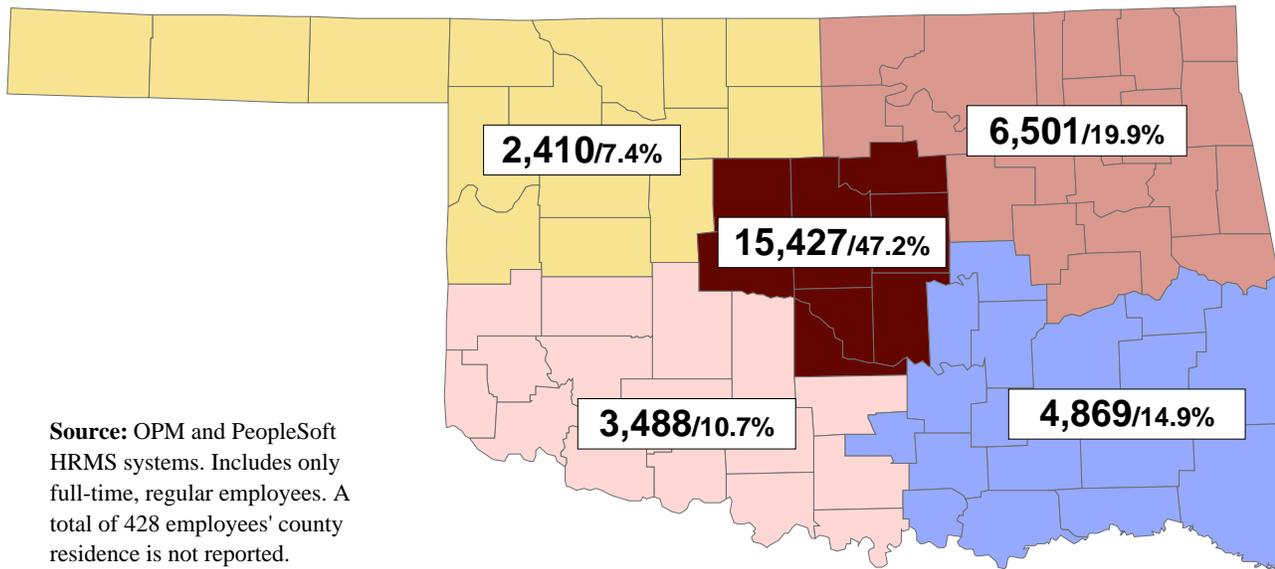
**Analysis:** The number of employees has remained fairly constant over the past 10 years.

**Chart 10: FY 05 Employee Count by Job Category**



**Source:** OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. Job categories are designated in compliance with the U.S. Equal Employment Opportunity Commission.

Map 2: State Employee Regional Residence/Percent of Total



Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. A total of 428 employees' county residence is not reported.

Table 8: State Employee County Residence

County	Employees	County	Employees	County	Employees
Adair	88	Grant	45	Nowata	42
Alfalfa	182	Greer	197	Okfuskee	206
Atoka	312	Harmon	32	Oklahoma	8,895
Beaver	32	Harper	130	Okmulgee	206
Beckham	135	Haskell	74	Osage	288
Blaine	106	Hughes	136	Ottawa	242
Bryan	212	Jackson	198	Pawnee	149
Caddo	197	Jefferson	49	Payne	443
Canadian	984	Johnston	94	Pittsburg	988
Carter	490	Kay	164	Pontotoc	301
Cherokee	306	Kingfisher	102	Pottawatomie	719
Choctaw	121	Kiowa	174	Pushmataha	240
Cimarron	22	Latimer	96	Roger Mills	18
Cleveland	2,798	LeFlore	550	Rogers	535
Coal	107	Lincoln	350	Seminole	177
Comanche	710	Logan	270	Sequoyah	239
Cotton	48	Love	61	Stephens	253
Craig	428	Major	61	Texas	97
Creek	282	Marshall	151	Tillman	130
Custer	332	Mayes	328	Tulsa	1,964
Delaware	161	McClain	445	Wagoner	226
Dewey	31	McCurtain	243	Washington	166
Ellis	56	McIntosh	223	Washita	129
Garfield	825	Murray	399	Woods	189
Garvin	685	Muskogee	802	Woodward	390
Grady	315	Noble	124	Not Reported	428

Table 9: Agency Employees by Job Category

Agency	Admin. Support	Officials and Admin.	Para - profess.	Profess.	Protect. Service	Service Maint.	Skilled Craft	Tech.	Totals
Aeronautics Commission	2	1	0	8	0	0	0	0	11
Agriculture	50	26	3	102	107	6	1	127	422
Attorney General	23	3	11	118	0	0	0	3	158
Auditor and Inspector	15	24	5	106	0	0	0	1	151
Bd Of Chem Test Alcohol/Drug	3	1	0	0	0	0	0	1	5
Board Of Architects	1	2	0	0	0	0	0	0	3
Board Of Dentistry	2	1	0	1	0	0	0	0	4
Board Of Nursing	11	3	0	9	0	0	0	0	23
Board Of Osteopathic Examiners	2	2	0	1	0	0	0	0	5
Board Of Pharmacy	1	3	0	4	0	0	0	0	8
Boll Weevil Eradication Org	2	1	0	7	0	1	0	0	11
Bureau Of Investigation	52	17	1	74	63	0	1	79	287
Bureau Of Narcotics	17	14	0	7	44	0	0	7	89
Capitol Complex/Centennial Com	2	2	0	4	0	0	0	0	8
Career/Tech. Education	62	27	9	199	0	12	10	18	337
Central Services	40	20	5	57	0	27	37	12	198
Chiropractic Examiners Board	1	1	0	0	0	0	0	0	2
Civil Emergency Management	6	2	0	15	0	0	0	1	24
Cleet	8	1	0	24	0	0	0	1	34
Commerce	14	25	3	96	0	0	0	0	138
Commission On Children & Youth	6	1	0	15	0	0	0	0	22
Commissioners Land Office	12	6	0	35	0	0	0	4	57
Compsource	88	10	8	171	0	0	2	84	363
Conservation Commission	3	7	0	36	0	0	0	4	50
Construction Industries Board	8	2	0	23	0	0	0	0	33
Corporation Commission	80	26	10	128	30	0	0	119	393
Corrections	495	103	42	1,164	2,319	138	22	244	4,527
Cosmetology Board	6	2	0	0	0	0	0	6	14
Department Of Consumer Credit	3	2	0	8	0	0	0	0	13
Department Of Mines	5	4	2	17	7	0	0	0	35
Department Of Securities	2	6	2	13	0	0	0	1	24
District Attorney	7	5	5	10	0	0	0	8	35
Education	82	58	1	198	0	0	0	9	348
Educational Television Auth	5	3	7	30	0	3	7	4	59
Election Board	4	3	2	191	0	0	0	5	205
Embalmers & Funeral Directors	1	2	0	0	0	0	0	0	3
Employees Benefits Council	5	5	2	16	0	0	0	2	30
Environmental Quality	64	41	1	405	0	2	0	15	528
Ethics Commission	1	2	0	3	0	0	0	1	7
Firefighter Pension/Retirement	2	2	2	4	0	0	0	0	10
GRDA	33	45	0	55	7	6	282	31	459
Health	518	81	86	1,354	2	12	0	95	2,148
Health Care Authority	63	22	34	225	0	0	0	13	357
Historical Society	15	7	29	51	0	21	7	7	137
Horse Racing Commission	8	2	1	5	0	1	0	0	17
Human Rights Commission	7	2	0	8	0	0	0	0	17
Human Services	904	178	758	5,039	3	130	132	178	7,322
Indian Affairs Commission	2	1	0	0	0	0	0	0	3
Indigent Defense System	19	13	2	81	0	0	0	0	115
Industrial Finance Authority	1	1	1	3	0	0	0	0	6
Insurance Department	49	10	0	58	0	0	0	0	117
Interstate Oil & Gas Compact	0	1	0	0	0	0	0	0	1
J.D. McCarty Center	11	9	120	35	0	11	2	6	194
Jm Davis Gun Museum	2	0	0	2	0	1	0	0	5
Juvenile Affairs	102	40	273	392	111	34	13	13	978
Labor	21	11	0	51	0	1	0	9	93
Law Enforcement Retirement	1	1	0	2	0	0	0	0	4
Libraries	16	6	5	35	0	0	0	4	66

Source: OPM and PeopleSoft HRMS systems. Information as of June 30, 2005. Includes only full-time, regular employees.

Continued

Table 9: Agency Employees by Job Category (Continued)

Agency	Admin. Support	Officials and Admin.	Para - profess.	Profess.	Protect. Service	Service Maint.	Skilled Craft	Tech.	Totals
Lieutenant Governor's Office	1	3	0	2	0	0	0	0	6
Liquefied Petroleum Gas Board	1	1	0	1	0	0	0	5	8
Marginally Producing Wells	1	2	0	1	0	0	0	0	4
Medical Licensure/Supervision	11	2	0	9	0	0	0	0	22
Medicolegal Investigations	7	5	2	30	2	2	0	7	55
Mental Health	226	72	474	789	28	111	40	110	1,850
Merit Protection Commission	2	2	0	3	0	0	0	0	7
Military Department	42	18	9	117	64	21	37	14	322
Motor Vehicle Commission	1	2	0	1	0	0	0	0	4
Nursing Home Admin Examiners	2	1	0	0	0	0	0	0	3
Ocast	1	4	0	14	0	0	0	0	19
OESC	77	94	73	437	4	0	4	36	725
Office Of Handicapped Concerns	2	1	0	4	0	0	0	1	8
Office Of The Governor	0	1	0	28	0	0	0	0	29
Okla Real Estate Commission	11	3	0	2	0	0	0	1	17
Oklahoma Able Commission	7	9	0	7	23	0	0	0	46
Oklahoma Accountancy Board	3	2	0	3	0	0	0	0	8
Oklahoma Arts Council	2	5	0	8	0	0	0	0	15
Oklahoma Lottery Commission	0	2	0	1	0	0	0	0	3
Oklahoma Peanut Commission	0	1	0	0	0	0	0	0	1
Oklahoma Wheat Commission	0	2	0	1	0	0	0	0	3
OSEEGIB	17	9	46	82	0	0	0	14	168
Pardon And Parole Board	6	2	0	9	23	0	0	0	40
Personnel Management	10	11	4	32	0	0	0	9	66
Physician Manpower Training	2	2	0	2	0	0	0	0	6
Police Pension & Retirement	2	2	0	6	0	0	0	0	10
Private Vocational Schools Brd	0	1	0	1	0	0	0	0	2
Pro Engineers & Land Surveyors	5	1	0	0	0	0	0	0	6
Psychologists Examiners Board	0	0	0	1	0	0	0	0	1
Public Employees Retirement	11	7	11	19	0	0	0	4	52
Public Safety	365	23	3	142	812	12	31	42	1,430
Rehabilitation Services	63	37	173	224	4	24	11	108	644
Scenic Rivers Commission	3	1	0	1	2	3	1	1	12
School Of Science/Math	6	4	1	54	0	3	0	0	68
Secretary Of State	16	2	3	10	0	0	0	3	34
Space Industry Dev Authority	1	1	0	0	0	0	0	0	2
Speech-Language Pathology	0	0	0	1	0	0	0	0	1
State Banking Department	4	4	0	30	0	0	0	1	39
State Bond Advisor	1	0	0	2	0	0	0	0	3
State Finance	15	16	5	57	0	0	0	35	128
State Fire Marshal	4	0	0	4	20	0	0	0	28
State Treasurer	19	4	8	66	0	0	0	27	124
Tax Commission	74	41	34	688	0	0	4	35	876
Teacher Preparation Commission	3	3	1	2	0	0	0	0	9
Teachers' Retirement System	11	4	4	29	0	0	0	3	51
Tobacco Board Of Directors	1	1	0	1	0	0	0	0	3
Tourism and Recreation	129	15	77	116	87	254	115	19	812
Transportation	179	257	13	204	0	848	86	795	2,382
Transportation Authority	273	16	50	53	0	117	13	28	550
University Hospitals Authority	2	2	0	0	0	0	0	0	4
Used Motor Vehicle Commission	3	1	0	5	0	0	0	0	9
Veterans Affairs	87	31	584	232	29	365	39	306	1,673
Veterinary Medical Examiner	2	0	0	1	0	0	0	0	3
Water Resources Board	11	14	0	52	0	0	0	6	83
Wildlife Conservation	28	6	1	101	10	4	1	171	322
Will Rogers Memorial Comm	1	1	1	2	0	3	0	0	8
<b>Total</b>	<b>4,686</b>	<b>1,623</b>	<b>3,007</b>	<b>14,340</b>	<b>3,796</b>	<b>2,168</b>	<b>640</b>	<b>2,863</b>	<b>33,123</b>
<b>Percentage Totals</b>	<b>14.15%</b>	<b>4.90%</b>	<b>9.08%</b>	<b>43.29%</b>	<b>11.46%</b>	<b>6.55%</b>	<b>1.93%</b>	<b>8.64%</b>	<b>100.0%</b>

Source: OPM and PeopleSoft HRMS systems. Information as of June 30, 2005. Includes only full-time, regular employees.

Table 10: Employees by Age Groups

Number of Employees	Age Groups								Average Age
	Job Category	Less than 20	20-29	30-39	40-49	50-59	60-69	70+	
Administrative Support	5	345	707	1,392	1,561	542	44	90	48.0
Officials and Administrators	0	19	134	545	701	187	12	25	50.9
Paraprofessionals	31	555	579	868	699	175	18	82	42.7
Professionals	3	1,138	2,727	4,337	4,635	1,122	141	237	46.7
Protective Service	6	553	1,177	1,109	732	143	12	64	41.6
Service Maintenance	46	273	346	686	587	185	13	32	44.9
Skilled Craft	0	27	79	246	212	60	1	15	48.1
Technicians	2	257	539	942	870	201	13	39	45.9
<b>Total</b>	<b>93</b>	<b>3,167</b>	<b>6,288</b>	<b>10,125</b>	<b>9,997</b>	<b>2,615</b>	<b>254</b>	<b>584</b>	<b>46.0</b>
<b>Percent of Total</b>	<b>0.3%</b>	<b>9.6%</b>	<b>19.0%</b>	<b>30.6%</b>	<b>30.2%</b>	<b>7.9%</b>	<b>0.8%</b>	<b>1.8%</b>	

Source: OPM and PeopleSoft HRMS systems.

Table 11: Employees by Years of Service

Number of Employees	Years of Service Groups							Not Reported	Average Years
	Job Category	Less than 3	3-5	6-8	9-10	11-15	16-20		
Administrative Support	912	752	586	271	629	580	881	75	11.7
Officials and Administrators	85	99	100	83	224	352	664	16	18.8
Paraprofessionals	1,114	476	304	147	277	304	319	66	8.4
Professionals	2,510	2,181	1,861	962	2,061	1,983	2,572	210	11.9
Protective Service	678	587	707	294	517	534	413	66	10.4
Service Maintenance	573	313	258	107	199	277	266	175	9.9
Skilled Craft	83	89	76	45	65	115	150	17	13.5
Technicians	531	385	381	131	326	473	610	26	12.7
<b>Total</b>	<b>6,486</b>	<b>4,882</b>	<b>4,273</b>	<b>2,040</b>	<b>4,298</b>	<b>4,618</b>	<b>5,875</b>	<b>651</b>	<b>11.7</b>
<b>Percent of Total</b>	<b>19.6%</b>	<b>14.7%</b>	<b>12.9%</b>	<b>6.2%</b>	<b>13.0%</b>	<b>13.9%</b>	<b>17.7%</b>	<b>2.0%</b>	

Source: OPM and PeopleSoft HRMS systems.

Table 12: Employees by Years to Retirement Eligibility

Number of Employees	Years to Retirement Eligibility Groups								Average Years
	Job Category	Now	1-3	4-5	6-8	9-10	11-15	16-20	
Administrative Support	603	623	630	526	242	497	464	977	11.2
Officials and Administrators	416	265	252	228	113	127	83	105	6.4
Paraprofessionals	195	245	294	249	136	328	327	1,131	16.3
Professionals	1,601	1,743	1,786	1,571	905	1,633	1,269	3,476	12.1
Protective Service	190	260	300	372	246	430	366	1,528	16.4
Service Maintenance	180	223	220	221	129	264	224	522	13.3
Skilled Craft	64	101	112	74	39	69	62	94	9.8
Technicians	312	348	353	353	194	317	216	719	12.6
<b>Total</b>	<b>3,561</b>	<b>3,808</b>	<b>3,947</b>	<b>3,594</b>	<b>2,004</b>	<b>3,665</b>	<b>3,011</b>	<b>8,552</b>	<b>12.6</b>
<b>Percent of Total</b>	<b>11%</b>	<b>12%</b>	<b>12%</b>	<b>11%</b>	<b>6%</b>	<b>11%</b>	<b>9%</b>	<b>26%</b>	
<b>Average Age</b>	<b>60.2</b>	<b>56.1</b>	<b>52.6</b>	<b>50.2</b>	<b>47.5</b>	<b>45.5</b>	<b>43.4</b>	<b>32.5</b>	

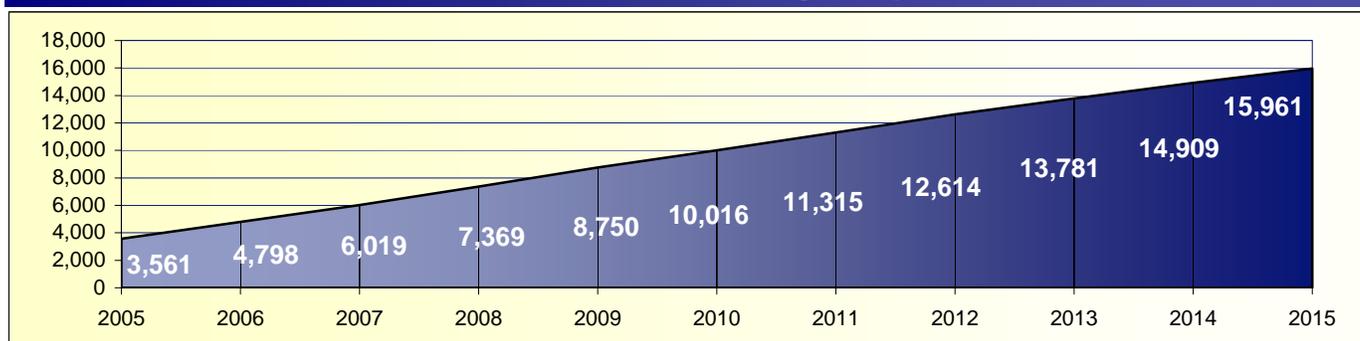
Source: OPM and PeopleSoft HRMS systems. Three percent is unknown due to information not reported. Retirement eligibility is based on the applicable rule of 62, 80 or 90. Other rule provisions are not accounted for.

Table 13: Cumulative Retirement Eligibility

Job Category	Years to Retirement							
	Now	% of Total	Within 3 Years	% of Total	Within 5 Years	% of Total	Within 10 Years	% of Total
Administrative Support	603	13%	1,226	26%	1,680	36%	2,517	54%
Officials and Administrators	416	26%	681	42%	854	53%	1,224	75%
Paraprofessionals	195	6%	440	15%	631	21%	1,062	35%
Professionals	1,601	11%	3,344	23%	4,535	32%	7,155	50%
Protective Service	190	5%	450	12%	638	17%	1,234	33%
Service Maintenance	180	8%	403	19%	554	26%	916	42%
Skilled Craft	64	10%	165	26%	233	36%	374	58%
Technicians	312	11%	660	23%	891	31%	1,479	52%
<b>Total</b>	<b>3,561</b>	<b>11%</b>	<b>7,369</b>	<b>22%</b>	<b>10,016</b>	<b>30%</b>	<b>15,961</b>	<b>48%</b>

Source: OPM and PeopleSoft HRMS systems. Retirement eligibility based on applicable rule 62, 80 or 90. Other rule provisions are not accounted for. Three percent is unknown due to information not reported.

Chart 11: Cumulative Retirement Eligibility for Next 10 Years



Source: Projections based on data from OPM and PeopleSoft HRMS systems. A total of 584 employees' ages and 397 employees' years of service are unknown due to information not reported. Assumes zero turnover.

**Analysis:** A total of 22 percent of employees will be eligible to retire within three years, but the retirement rate is two percent. Determining why eligible employees do not retire would require further analysis. Assuming a correlation with Social Security retirement, it is important to note that about five percent of employees over the next three years will be more than 65 years in age.

## Workforce Planning

In accordance with Senate Bill 1384, OPM re-established its Office of Workforce Planning at the conclusion of Fiscal Year 2005. The office is planning to work in line with OPM's strategic mission to promote workforce planning and encourage agencies to utilize their information and the information available through the PeopleSoft system to analyze their current workforce, determine future workforce needs, and implement solutions so that agencies may accomplish their missions.

Table 14: FY 05 Agency Average Age, Years of Service

Agency	Number under age 50	Number age 50 or older	Average Age	Average Years of Service	Average Years to Retirement Eligibility
Aeronautics Commission	8	3	44.2	7.2	15.9
Agriculture	246	170	46.4	14.6	11.1
Attorney General	91	59	45.4	10.3	13.8
Auditor and Inspector	112	36	40.9	10.6	16.7
Bd Of Chem Test Alcohol/Drug	1	3	50.2	10.5	10.4
Board Of Architects	2	1	41.8	10.1	17.4
Board Of Dentistry	2	2	48.9	21.9	5.0
Board Of Nursing	13	8	47.7	7.7	13.2
Board Of Osteopathic Examiners	1	4	60.5	11.3	2.8
Board Of Pharmacy	5	3	48.6	10.4	11.9
Boll Weevil Eradication Org	6	5	51.8	5.6	10.6
Bureau Of Investigation	178	100	44.0	12.1	13.9
Bureau Of Narcotics	66	22	42.2	12.6	14.9
Capitol Complex/Centennial Com	3	4	53.4	12.5	8.6
Career/Tech. Education	191	139	47.8	13.4	10.8
Central Services	87	103	49.8	14.4	8.2
Chiropractic Examiners Board	2	0	25.8	3.4	30.4
Civil Emergency Management	7	16	53.5	13.4	7.7
Cleet	16	18	48.8	10.7	10.7
Commerce	81	52	45.8	10.3	13.4
Commission On Children & Youth	13	7	44.5	8.9	14.6
Commissioners Land Office	24	30	50.0	15.5	8.2
Compsource	195	166	47.4	10.2	11.7
Conservation Commission	31	19	45.8	12.6	12.3
Construction Industries Board	18	14	49.4	6.9	12.3
Corporation Commission	168	214	50.8	13.0	8.9
Corrections	2,897	1,577	44.8	10.9	13.8
Cosmetology Board	10	3	44.2	8.6	14.7
Department Of Consumer Credit	4	8	53.8	11.6	7.8
Department Of Mines	19	15	48.3	15.1	8.5
Department Of Securities	11	13	50.8	15.9	7.6
District Attorney	29	6	40.9	8.8	17.3
Education	197	146	46.7	10.9	12.3
Educational Television Auth	32	26	46.3	8.3	14.0
Election Board	34	169	63.5	7.4	5.5
Embalmers & Funeral Directors	1	2	49.8	6.2	13.5
Employees Benefits Council	16	12	49.0	10.7	11.0
Environmental Quality	322	200	45.7	11.9	13.1
Ethics Commission	0	7	57.4	13.3	3.6
Firefighter Pension/Retirement	5	5	46.6	12.1	10.7
GRDA	30	25	49.3	11.3	8.7
Health	1,200	892	46.8	10.8	12.5
Health Care Authority	247	103	43.3	10.5	15.4
Historical Society	58	73	50.2	13.1	9.6
Horse Racing Commission	8	9	51.0	11.7	8.5
Human Rights Commission	13	3	41.9	11.3	15.7
Human Services	4448	2823	45.5	12.0	13.0
Indian Affairs Commission	1	2	45.5	4.8	15.5
Indigent Defense System	73	37	45.4	8.9	14.3
Industrial Finance Authority	0	6	60.9	16.8	1.3
Insurance Department	66	49	46.5	8.2	13.6
Interstate Oil & Gas Compact	1	0	29.0	0.4	30.3
J.D. McCarty Center	129	44	39.4	5.5	19.4
Jm Davis Gun Museum	2	2	49.8	6.7	10.4
Juvenile Affairs	589	326	45.1	10.8	13.8
Labor	53	37	46.1	11.2	12.8
Law Enforcement Retirement	1	3	53.2	23.2	2.0
Libraries	24	41	50.5	13.7	8.9

Source: OPM and PeopleSoft HRMS systems. Information as of June 30, 2005. Includes only full-time, regular employees. A total of 584 employees' ages are not reported and 397 employees' years of service are not reported.

Table 14: FY 05 Agency Average Age, Years of Service (Continued)

Agency	Number under age 50	Number age 50 or older	Average Age	Average Years of Service	Average Years to Retirement Eligibility
Lieutenant Governor's Office	3	2	43.5	3.9	17.6
Liquefied Petroleum Gas Board	1	6	56.9	16.3	5.5
Marginally Producing Wells	2	1	49.8	3.3	11.9
Medical Licensure/Supervision	11	9	47.7	11.6	11.2
Medicolegal Investigations	43	11	41.6	9.4	17.1
Mental Health	1,123	691	45.7	10.2	13.2
Merit Protection Commission	2	5	52.0	10.2	8.5
Military Department	202	101	45.2	8.6	14.6
Motor Vehicle Commission	2	2	42.5	10.8	14.0
Nursing Home Admin Examiners	0	3	56.0	20.6	2.8
Ocast	7	11	50.1	12.9	9.0
OESC	316	389	49.6	13.9	9.4
Office Of Handicapped Concerns	3	5	51.5	14.3	8.4
Office Of The Governor	23	5	39.5	7.5	19.9
Okla Real Estate Commission	13	4	42.7	13.3	14.2
Oklahoma Able Commission	23	22	49.5	18.3	7.1
Oklahoma Accountancy Board	4	3	49.1	13.2	11.5
Oklahoma Arts Council	6	9	52.4	11.4	8.6
Oklahoma Lottery Commission	0	3	56.4	9.7	5.0
Oklahoma Peanut Commission	0	1	56.8	18.1	2.5
Oklahoma Wheat Commission	0	3	55.0	21.4	3.5
OSEEGIB	101	63	47.1	10.6	12.3
Pardon And Parole Board	14	24	51.5	15.7	6.9
Personnel Management	30	33	47.9	12.8	10.8
Physician Manpower Training	3	3	52.4	21.2	4.3
Police Pension & Retirement	6	4	49.4	10.9	9.9
Private Vocational Schools Brd	0	2	60.2	23.2	0.3
Pro Engineers & Land Surveyors	4	2	47.4	9.9	12.2
Psychologists Examiners Board	0	1	56.1	22.8	0.6
Public Employees Retirement	26	24	48.3	11.5	10.7
Public Safety	950	458	44.4	13.6	13.0
Rehabilitation Services	301	336	49.5	15.3	9.3
Scenic Rivers Commission	7	3	43.7	11.1	12.5
School Of Science/Math	34	32	48.7	7.6	12.8
Secretary Of State	22	11	45.5	15.0	11.3
Space Industry Dev Authority	1	1	51.4	2.3	9.5
Speech-Language Pathology	0	1	53.7	13.3	6.5
State Banking Department	25	12	46.5	16.4	9.8
State Bond Advisor	1	2	49.4	12.9	7.8
State Finance	69	55	48.2	12.8	10.7
State Fire Marshal	8	20	54.0	12.5	7.4
State Treasurer	82	40	45.6	10.0	13.6
Tax Commission	454	422	49.0	14.7	9.2
Teacher Preparation Commission	6	3	48.7	10.6	9.1
Teachers' Retirement System	27	22	48.3	12.3	11.3
Tobacco Board Of Directors	2	1	47.0	15.4	8.8
Tourism and Recreation	502	276	43.1	11.9	11.4
Transportation	1,496	881	46.0	14.8	11.1
Transportation Authority	316	217	46.5	8.8	13.4
University Hospitals Authority	1	3	52.1	22.0	3.2
Used Motor Vehicle Commission	5	4	45.2	9.3	13.8
Veterans Affairs	1,047	612	44.9	7.9	15.0
Veterinary Medical Examiner	3	0	42.6	8.1	18.6
Water Resources Board	60	23	42.9	13.2	13.7
Wildlife Conservation	210	108	43.9	16.4	12.2
Will Rogers Memorial Comm	2	6	53.8	13.9	4.4
<b>Total</b>	<b>19,686</b>	<b>12,853</b>	<b>46.0</b>	<b>11.7</b>	<b>12.6</b>
<b>Percentage Totals</b>	<b>60.50%</b>	<b>39.50%</b>	<b>-</b>	<b>-</b>	<b>-</b>

Source: OPM and PeopleSoft HRMS systems. Information as of June 30, 2005. Includes only full-time, regular employees.

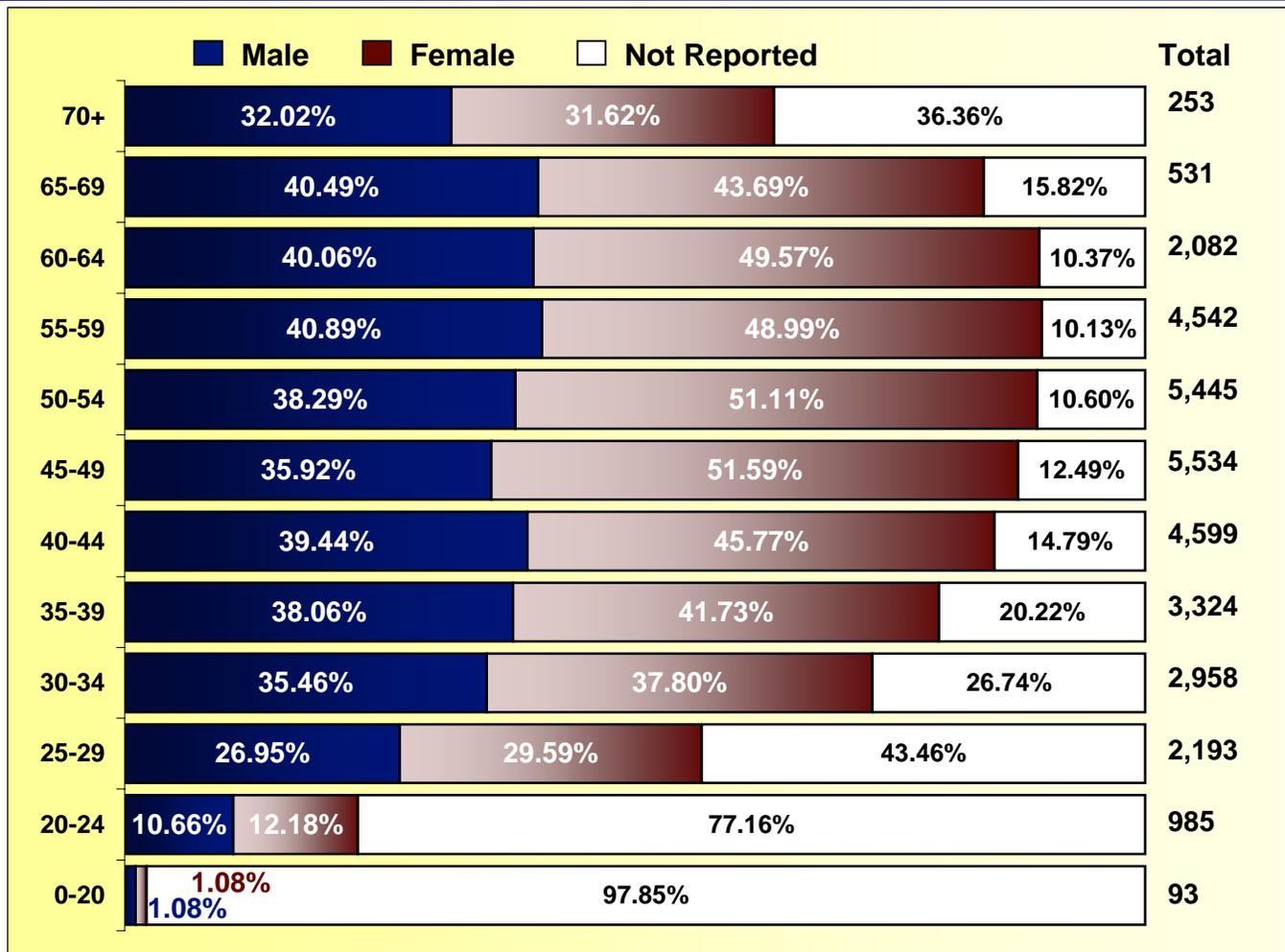
Table 15: FY 05 Occupational Group Age Information

Occupational Group	Average Age	Average Years of Service	Average Years to Retirement Eligibility	Percent Eligible to Retire Within 3 Years
Agricultural Services and Inspections	46.4	15.5	11.0	31.9%
Corrections & Custody	42.2	10.0	16.1	11.9%
Employment Services	51.0	13.9	8.5	35.2%
Financial Management	49.4	13.6	9.4	30.8%
General Administrative	48.8	13.6	9.9	30.2%
General and Environmental Services	44.5	12.2	13.8	23.3%
General Safety, Security	46.6	8.8	13.2	14.2%
Health Care Services	47.1	12.1	11.6	22.6%
Historical Preservation	49.1	13.1	10.1	32.4%
HR Management and Development	49.2	15.8	8.5	33.2%
Information Technology	47.5	14.3	10.2	26.4%
Institutional and Nutritional Services	44.4	9.0	14.9	17.0%
Insurance and Benefits Administration	48.8	11.7	10.2	25.8%
Law Enforcement	43.1	13.3	14.0	20.0%
Logistics and Property Management	49.1	12.5	9.9	25.2%
Nursing Services	44.7	8.0	15.0	16.5%
Oil, Gas, Transportation and Utility	52.0	13.4	8.6	37.1%
Power Generation	49.4	16.4	6.1	19.2%
Prof. Engineering and Land Surveyors	44.7	14.4	12.2	19.6%
Rehabilitation/Vocational Services	46.2	13.3	12.1	24.6%
Revenue and Taxation	47.9	12.0	11.3	25.4%
Social Services	44.5	11.5	14.0	21.1%
Transportation	46.1	13.5	11.6	24.8%
Travel, Tourism and Recreation	46.3	15.2	10.5	25.3%
Veterans Services	53.0	12.7	7.9	34.5%
<b>Total Classified</b>	<b>45.9</b>	<b>11.8</b>	<b>12.7</b>	<b>22.4%</b>
Unclassified	46.3	11.3	12.3	21.6%
<b>Total</b>	<b>46.0</b>	<b>11.7</b>	<b>12.6</b>	<b>22.2%</b>

**Source:** OPM and PeopleSoft HRMS systems as of June 30, 2005. Includes only full-time, regular employees. Information for Power Generation job family may be inaccurate.

**Analysis:** Employees in the Veterans Services job family have the oldest average age, which is 10 years higher on average than the youngest job family of Corrections & Custody.

**Chart 12: FY 05 Gender by Age Groups**



Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. About 20 percent of employees' gender is not reported in the personnel systems.

## Equal Opportunity and Workforce Diversity

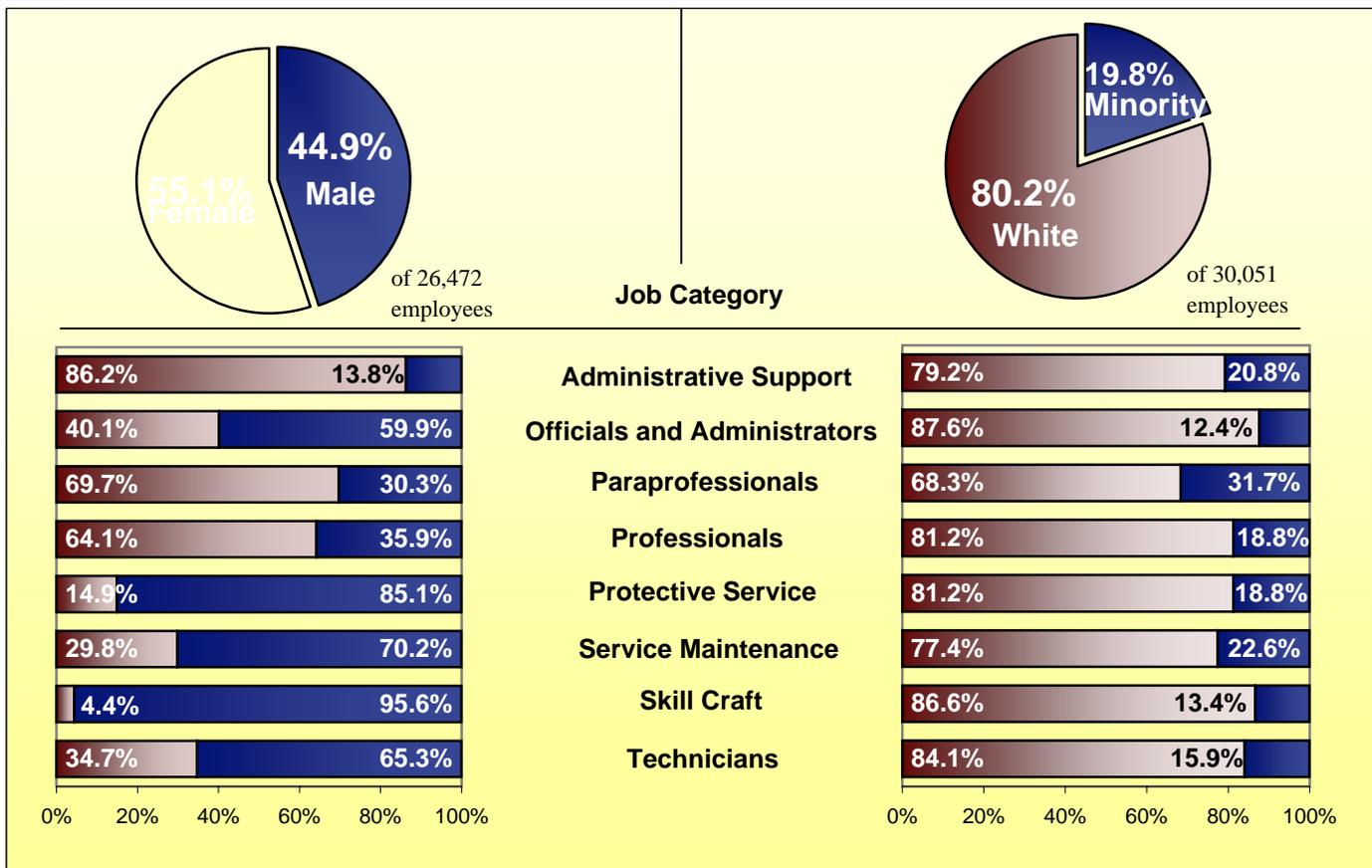
The Equal Opportunity and Workforce Diversity staff provides services that support a diverse workforce. The division reports annually on the progress made in the area of affirmative action, including the status of the recruitment of women, men, and minorities. Staff supports the Affirmative Action Review Council (AARC), Governor's Advisory Council on Asian-American Affairs, Governor's Advisory Council on Latin American and Hispanic Affairs, and the Governor's Ethnic American Advisory Council.



FY 2004 EEO/Affirmative Action Status Report

The division surveys state agencies each year for information to produce the Status Report. Previous year's reports are available online.

**Chart 13: FY 05 Gender, Race & Job Category**



**Source:** OPM and PeopleSoft HRMS systems. About 20 percent of employees' gender is not reported in personnel systems. About 10 percent of employees' racial information is not reported in the personnel systems.

**Table 16: FY 05 Race by Job Category**

Job Category	White	American Indian/Alaska Native	Asian	Black/African American	Hispanic/Latino	Total Minority	Percent of Total Minority
Administrative Support	3,379	271	39	472	106	888	20.8%
Officials and Administrators	1,288	65	17	83	17	182	12.4%
Paraprofessionals	1,862	156	59	544	105	864	31.7%
Professionals	10,508	743	253	1,228	202	2,426	18.8%
Protective Service	2,812	319	18	240	72	649	18.8%
Service Maintenance	1,555	180	19	179	75	453	22.6%
Skilled Craft	497	42	0	31	4	77	13.4%
Technicians	2,195	160	66	151	39	416	15.9%
<b>Total</b>	<b>24,096</b>	<b>1,936</b>	<b>471</b>	<b>2,928</b>	<b>620</b>	<b>5,955</b>	
<b>Percent of Total</b>	<b>80.2%</b>	<b>6.4%</b>	<b>1.6%</b>	<b>9.7%</b>	<b>2.1%</b>	<b>19.8%</b>	

**Source:** OPM and PeopleSoft HRMS systems. About 10 percent of employees' racial information is not reported in the personnel systems.

**Analysis:** Since 1995, the percentage of minorities in the state workforce has risen 1.3 percent. By job category in FY 2005, the largest percentage of minorities was found in Paraprofessional positions, while the smallest percentage of minorities was in positions categorized as Officials and Administrators.

Table 17: Agency Employees by Gender and Race

Agency	Percent Male	Percent Female	White	American Indian/Alaska Native	Asian	Black/ African American	Hispanic/ Latino	Percent Minority
Aeronautics Commission	54.5%	45.5%	9	0	1	1	0	18.2%
Agriculture	71.0%	29.0%	289	26	4	22	4	16.2%
Attorney General	44.9%	55.1%	126	14	0	5	2	14.3%
Auditor and Inspector	38.7%	61.3%	118	13	0	6	0	13.9%
Bd Of Chem Test Alcohol/Drug	50.0%	50.0%	4	0	0	0	0	0.0%
Board Of Architects	0.0%	100.0%	3	0	0	0	0	0.0%
Board Of Dentistry	25.0%	75.0%	4	0	0	0	0	0.0%
Board Of Nursing	4.8%	95.2%	20	0	0	1	0	4.8%
Board Of Osteopathic Examiners	60.0%	40.0%	5	0	0	0	0	0.0%
Board Of Pharmacy	37.5%	62.5%	8	0	0	0	0	0.0%
Boll Weevil Eradication Org	54.5%	45.5%	11	0	0	0	0	0.0%
Bureau Of Investigation	48.7%	51.3%	240	13	3	18	1	12.7%
Bureau Of Narcotics	63.6%	36.4%	58	9	1	5	15	34.1%
Capitol Complex/Centennial Com	14.3%	85.7%	7	0	0	0	0	0.0%
Career/Tech. Education	46.6%	53.4%	254	11	1	11	2	9.0%
Central Services	55.7%	44.3%	133	8	4	35	3	27.3%
Chiropractic Examiners Board	50.0%	50.0%	2	0	0	0	0	0.0%
Civil Emergency Management	50.0%	50.0%	18	1	0	2	1	18.2%
Cleet	57.6%	42.4%	28	3	0	1	1	15.2%
Commerce	43.8%	56.3%	107	6	2	12	1	16.4%
Commission On Children & Youth	41.2%	58.8%	13	2	0	1	1	23.5%
Commissioners Land Office	54.7%	45.3%	45	1	2	4	1	15.1%
Compsource	31.1%	68.9%	235	14	8	27	2	17.8%
Conservation Commission	55.1%	44.9%	44	4	0	1	0	10.2%
Construction Industries Board	68.8%	31.3%	27	2	2	0	1	15.6%
Corporation Commission	60.9%	39.1%	323	15	7	23	3	12.9%
Corrections	61.8%	38.2%	2,798	367	34	372	67	23.1%
Cosmetology Board	23.1%	76.9%	12	1	0	0	0	7.7%
Department Of Consumer Credit	50.0%	50.0%	10	1	0	0	1	16.7%
Department Of Mines	50.0%	50.0%	29	2	0	3	0	14.7%
Department Of Securities	50.0%	50.0%	23	0	0	1	0	4.2%
District Attorney	33.3%	66.7%	21	1	1	4	0	22.2%
Education	18.2%	81.8%	207	18	6	21	6	19.8%
Educational Television Auth	71.9%	28.1%	53	0	0	4	0	7.0%
Election Board	36.2%	63.8%	40	2	1	3	1	14.9%
Embalmers & Funeral Directors	100.0%	0.0%	3	0	0	0	0	0.0%
Employees Benefits Council	41.4%	58.6%	26	1	0	2	0	10.3%
Environmental Quality	64.3%	35.7%	344	31	20	23	11	19.8%
Ethics Commission	42.9%	57.1%	6	0	0	1	0	14.3%
Firefighter Pension/Retirement	25.0%	75.0%	7	0	0	1	0	12.5%
GRDA	88.7%	11.3%	53	0	0	0	0	0.0%
Health	18.4%	81.6%	1,354	115	33	131	67	20.4%
Health Care Authority	19.4%	80.6%	146	10	13	71	7	40.9%
Historical Society	60.2%	39.8%	113	7	0	6	2	11.7%
Horse Racing Commission	40.0%	60.0%	14	0	0	1	0	6.7%
Human Rights Commission	20.0%	80.0%	4	0	1	7	3	73.3%
Human Services	24.2%	75.8%	4,350	378	95	905	122	25.6%
Indian Affairs Commission	0.0%	100.0%	2	1	0	0	0	33.3%
Indigent Defense System	45.0%	55.0%	96	7	3	2	1	11.9%
Industrial Finance Authority	66.7%	33.3%	6	0	0	0	0	0.0%
Insurance Department	29.5%	70.5%	81	7	5	18	1	27.7%
Interstate Oil & Gas Compact	100.0%	0.0%	1	0	0	0	0	0.0%
J.D. McCarty Center	26.2%	73.8%	51	6	3	22	2	39.3%
Jm Davis Gun Museum	40.0%	60.0%	3	2	0	0	0	40.0%
Juvenile Affairs	45.6%	54.4%	650	47	1	169	18	26.6%
Labor	50.0%	50.0%	75	3	2	6	2	14.8%
Law Enforcement Retirement	25.0%	75.0%	4	0	0	0	0	0.0%
Libraries	28.6%	71.4%	54	0	4	5	0	14.3%

Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. Totals may not match other information due to information not reported.

Continued

Table 17: Agency Employees by Gender and Race (Continued)

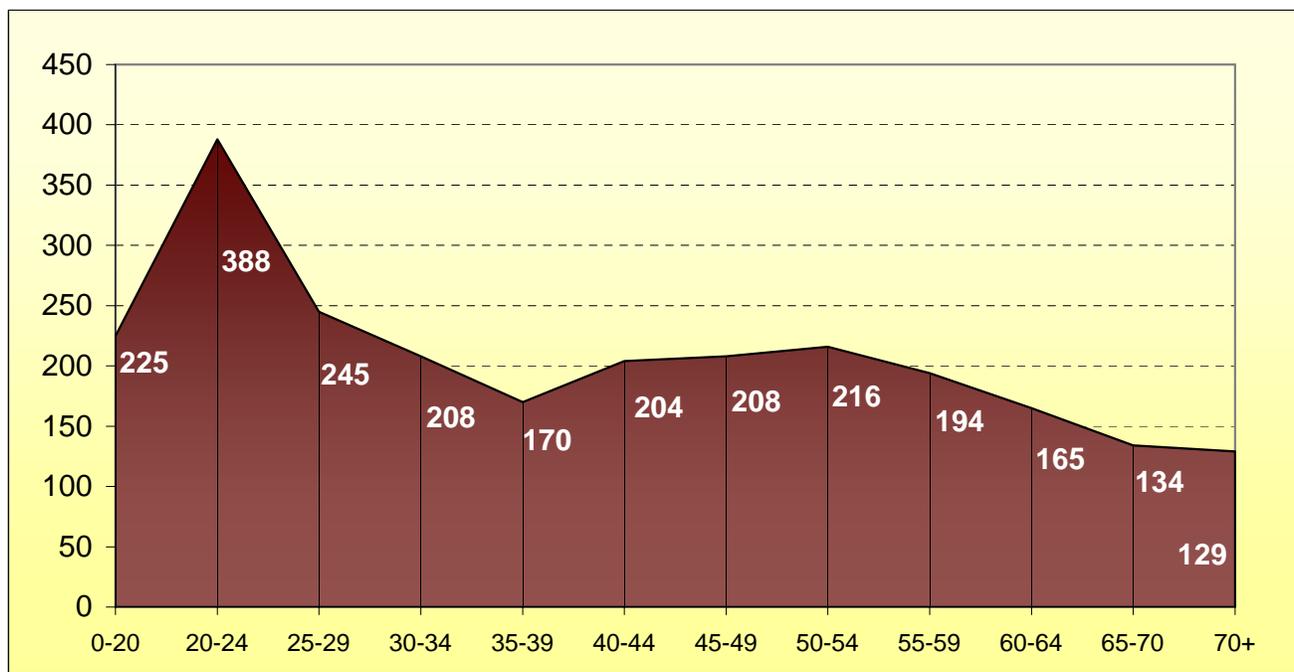
Agency	Percent Male	Percent Female	White	American Indian/Alaska Native	Asian	Black/African American	Hispanic/Latino	Percent Minority
Lieutenant Governor's Office	80.0%	20.0%	5	0	0	0	0	0.0%
Liquefied Petroleum Gas Board	71.4%	28.6%	7	0	0	0	0	0.0%
Marginally Producing Wells	25.0%	75.0%	4	0	0	0	0	0.0%
Medical Licensure/Supervision	40.0%	60.0%	16	1	1	1	1	20.0%
Medicolegal Investigations	60.8%	39.2%	45	2	1	3	0	11.8%
Mental Health	35.5%	64.5%	802	156	60	202	54	37.0%
Merit Protection Commission	33.3%	66.7%	5	0	1	0	0	16.7%
Military Department	67.2%	32.8%	248	28	5	5	7	15.4%
Motor Vehicle Commission	25.0%	75.0%	4	0	0	0	0	0.0%
Nursing Home Admin Examiners	33.3%	66.7%	3	0	0	0	0	0.0%
Ocast	38.9%	61.1%	18	0	0	0	0	0.0%
OESC	37.9%	62.1%	346	19	3	75	5	22.8%
Office Of Handicapped Concerns	50.0%	50.0%	7	1	0	0	0	12.5%
Office Of The Governor	41.4%	58.6%	28	0	0	1	0	3.4%
Okla Real Estate Commission	20.0%	80.0%	11	1	0	3	0	26.7%
Oklahoma Able Commission	59.1%	40.9%	37	1	0	6	0	15.9%
Oklahoma Accountancy Board	28.6%	71.4%	5	1	0	1	0	28.6%
Oklahoma Arts Council	14.3%	85.7%	11	1	0	2	0	21.4%
Oklahoma Lottery Commission	66.7%	33.3%	3	0	0	0	0	0.0%
Oklahoma Peanut Commission	100.0%	0.0%	1	0	0	0	0	0.0%
Oklahoma Wheat Commission	33.3%	66.7%	3	0	0	0	0	0.0%
OSEEGIB	30.4%	69.6%	137	4	3	13	4	14.9%
Pardon And Parole Board	59.0%	41.0%	25	3	0	9	2	35.9%
Personnel Management	32.8%	67.2%	42	2	2	15	0	31.1%
Physician Manpower Training	33.3%	66.7%	6	0	0	0	0	0.0%
Police Pension & Retirement	10.0%	90.0%	9	0	1	0	0	10.0%
Private Vocational Schools Brd	100.0%	0.0%	2	0	0	0	0	0.0%
Pro Engineers & Land Surveyors	0.0%	100.0%	5	0	0	1	0	16.7%
Psychologists Examiners Board	0.0%	100.0%	1	0	0	0	0	0.0%
Public Employees Retirement	28.0%	72.0%	42	2	1	4	1	16.0%
Public Safety	74.0%	26.0%	1,183	85	2	85	30	14.6%
Rehabilitation Services	28.2%	71.8%	463	19	16	69	8	19.5%
Scenic Rivers Commission	75.0%	25.0%	4	0	0	0	0	0.0%
School Of Science/Math	59.1%	40.9%	54	0	8	2	2	18.2%
Secretary Of State	12.5%	87.5%	23	3	1	3	2	28.1%
Space Industry Dev Authority	50.0%	50.0%	2	0	0	0	0	0.0%
Speech-Language Pathology	0.0%	100.0%	1	0	0	0	0	0.0%
State Banking Department	64.9%	35.1%	35	0	0	1	1	5.4%
State Bond Advisor	66.7%	33.3%	3	0	0	0	0	0.0%
State Finance	55.7%	44.3%	101	5	2	10	4	17.2%
State Fire Marshal	75.0%	25.0%	28	0	0	0	0	0.0%
State Treasurer	39.5%	60.5%	85	5	10	17	2	28.6%
Tax Commission	36.8%	63.2%	605	35	30	96	11	22.1%
Teacher Preparation Commission	11.1%	88.9%	8	0	0	1	0	11.1%
Teachers' Retirement System	26.5%	73.5%	38	3	3	4	1	22.4%
Tobacco Board Of Directors	33.3%	66.7%	2	0	0	0	1	33.3%
Tourism and Recreation	58.0%	42.0%	347	70	3	26	11	24.1%
Transportation	81.9%	18.1%	1,640	154	18	98	64	16.9%
Transportation Authority	52.7%	47.3%	394	64	3	45	14	24.2%
University Hospitals Authority	50.0%	50.0%	4	0	0	0	0	0.0%
Used Motor Vehicle Commission	50.0%	50.0%	7	1	0	0	0	12.5%
Veterans Affairs	26.4%	73.6%	649	93	38	169	44	34.6%
Veterinary Medical Examiner	33.3%	66.7%	3	0	0	0	0	0.0%
Water Resources Board	62.2%	37.8%	75	1	2	4	0	8.5%
Wildlife Conservation	89.7%	10.3%	249	27	0	4	2	11.7%
Will Rogers Memorial Comm	75.0%	25.0%	8	0	0	0	0	0.0%
<b>Total</b>	<b>44.9%</b>	<b>55.1%</b>	<b>20,656</b>	<b>1,936</b>	<b>471</b>	<b>2,928</b>	<b>620</b>	<b>22.4%</b>

Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. Totals may not match other information due to data not reported.

**Table 18: Temporary Employees by Cabinet**

Cabinet	Total Full-Time Regular Employees	Temporary Employees	Percent Temporary
Governor	29	8	21.6%
Lieutenant Governor	6	3	33.3%
Agriculture	487	104	17.6%
Commerce and Tourism	1,944	502	20.5%
Education (excl. High Ed)	904	78	7.9%
Energy	441	26	5.6%
Environment	933	118	11.2%
Finance and Revenue	1,985	81	3.9%
Health	4,394	452	9.3%
HR and Administration	676	152	18.4%
Human Services	9,181	867	8.6%
Military	322	46	12.5%
Safety and Security	6,873	187	2.6%
Science and Technology	19	0	0.0%
Secretary of State	246	8	3.1%
Transportation	2,945	81	2.7%
Veterans Affairs	1,673	130	7.2%
<b>Total</b>	<b>33,058</b>	<b>2,843</b>	<b>7.9%</b>

Source: OPM and PeopleSoft HRMS systems. As of June 30, 2005. Grand River Dam Authority not included.

**Chart 14: Count of Temporary/Part-Time Employees by Age Group**

Source: OPM and PeopleSoft HRMS systems. About 12 percent of temporary and part-time employees' age information is not specified in the personnel systems.



# WORKING *for* OKLAHOMA

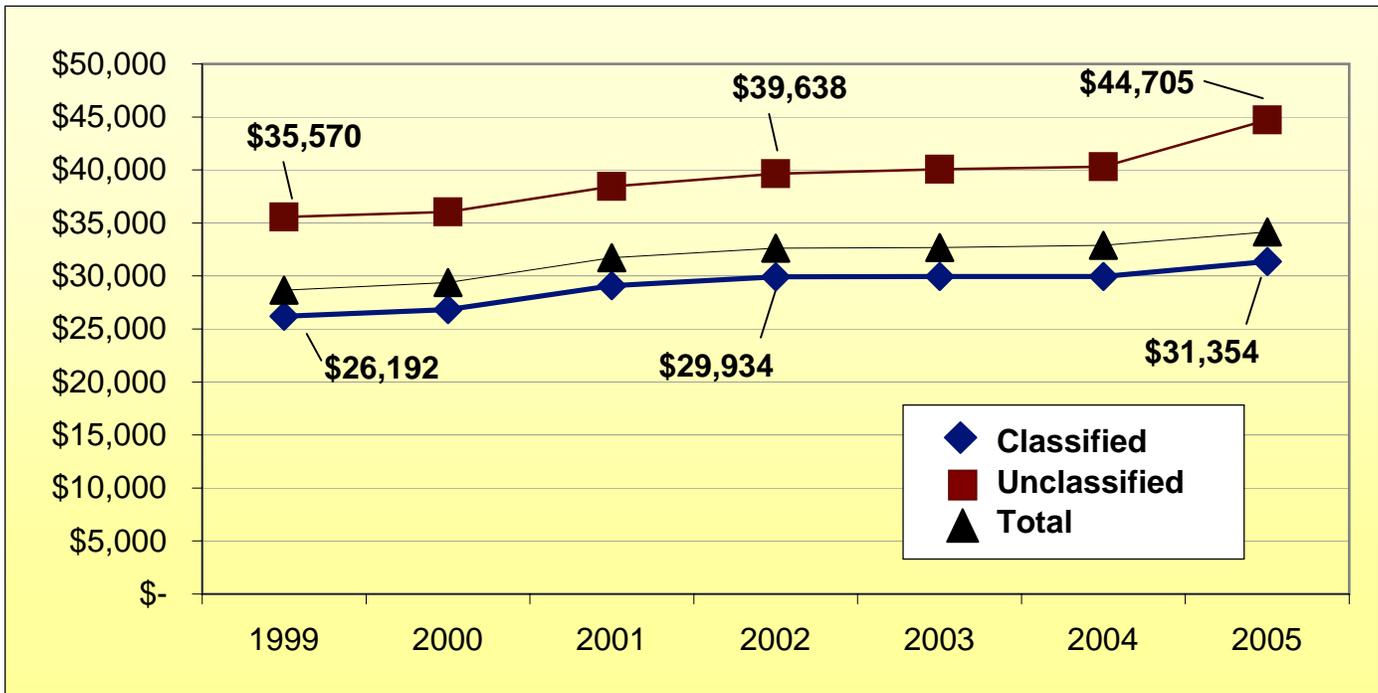
## COMPENSATION: PAYING THE WORKERS

# 5

- The average annual salary for classified employees was \$31,102, and the average annual salary for unclassified employees was \$44,568.
- Agencies spent \$6.6 million on Pay Movement Mechanisms to address recruitment and retention challenges during FY 05.



Chart 15: FY 05 Average Annual Salary Trend



Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. Average Annual Salaries are taken from June 30 of each fiscal year included. Prior years are unavailable.

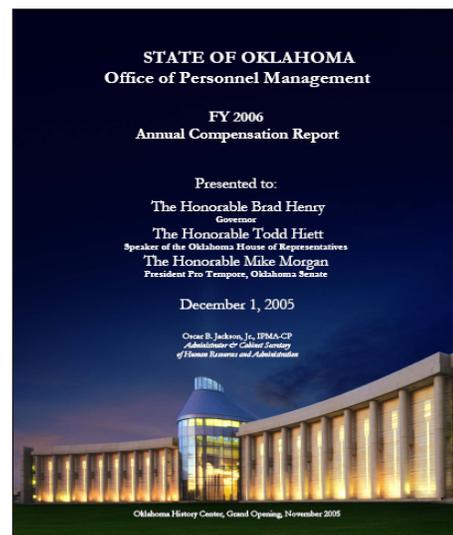
**Analysis:** Classified average annual salaries increased 18.7 percent from fiscal years 1999 to 2005. Unclassified average annual salaries increased 25.3 percent from fiscal years 1999 to 2005. The largest increases occurred in fiscal years 2001 and 2005, which appear to coincide with legislative increases in the corresponding fiscal years. Average annual salary data prior to 1999 is not available.

## Compensation

### Determining Pay

The Compensation Division within Management Services Division, provides analysis for employee compensation matters through three primary tools. The staff surveys local and regional businesses for wage information and produces an annual report that compares the state's rates with the market. The division also monitors and advises on all pay movement mechanisms (PMM's), which are statutorily authorized tools for increasing employee salaries. The increases are recorded in the annual PMM Report. Both reports are available online.

Staff also conducts reviews of position changes and new positions to determine the salary band in the Classified system.



Fiscal Year 2006 Annual Compensation Report.

**Table 20: FY 05 Agency Average Salaries**

Agency	Classified Employees	Classified Average Salary	Unclassified Employees	Unclassified Average Salary	Total Average Salary
Aeronautics Commission	0	\$ -	11	\$ 47,551.85	\$ 47,551.85
Agriculture	376	\$ 30,744.82	46	\$ 46,959.55	\$ 32,512.30
Attorney General	0	\$ -	158	\$ 48,726.15	\$ 48,726.15
Auditor and Inspector	0	\$ -	151	\$ 43,979.50	\$ 43,979.50
Bd Of Chem Test Alcohol/Drug	0	\$ -	5	\$ 35,944.78	\$ 35,944.78
Board Of Architects	0	\$ -	3	\$ 40,647.68	\$ 40,647.68
Board Of Dentistry	1	\$ 35,052.60	3	\$ 38,826.28	\$ 37,882.86
Board Of Nursing	0	\$ -	23	\$ 42,813.37	\$ 42,813.37
Board Of Osteopathic Examiners	2	\$ 30,118.08	3	\$ 50,242.72	\$ 42,192.86
Board Of Pharmacy	2	\$ 38,099.04	6	\$ 54,595.10	\$ 50,471.09
Boll Weevil Eradication Org	0	\$ -	11	\$ 32,299.35	\$ 32,299.35
Bureau Of Investigation	264	\$ 41,068.09	23	\$ 56,178.47	\$ 42,279.03
Bureau Of Narcotics	75	\$ 41,890.52	14	\$ 47,844.63	\$ 42,827.12
Capitol Complex/Centennial Com	0	\$ -	8	\$ 43,072.53	\$ 43,072.53
Career/Tech. Education	0	\$ -	337	\$ 43,336.46	\$ 43,336.46
Central Services	157	\$ 30,468.53	41	\$ 51,879.86	\$ 34,902.19
Chiropractic Examiners Board	0	\$ -	2	\$ 34,980.00	\$ 34,980.00
Civil Emergency Management	20	\$ 36,627.40	4	\$ 49,145.04	\$ 38,713.67
Cleet	0	\$ -	34	\$ 37,623.41	\$ 37,623.41
Commerce	7	\$ 34,832.62	131	\$ 49,598.42	\$ 48,849.43
Commission On Children & Youth	15	\$ 36,845.62	7	\$ 46,463.14	\$ 39,905.74
Commissioners Land Office	42	\$ 39,798.65	15	\$ 51,157.44	\$ 42,787.81
Compsource	207	\$ 37,553.23	156	\$ 39,708.08	\$ 38,479.28
Conservation Commission	6	\$ 38,941.94	44	\$ 38,855.66	\$ 38,866.02
Construction Industries Board	5	\$ 38,418.24	28	\$ 38,961.97	\$ 38,879.59
Corporation Commission	313	\$ 35,504.99	80	\$ 51,282.81	\$ 38,716.76
Corrections	4,193	\$ 30,736.21	334	\$ 60,206.27	\$ 32,910.50
Cosmetology Board	11	\$ 24,112.53	3	\$ 40,159.40	\$ 27,551.14
Department Of Consumer Credit	9	\$ 33,001.35	4	\$ 45,729.00	\$ 36,917.55
Department Of Mines	0	\$ -	35	\$ 38,811.51	\$ 38,811.51
Department Of Securities	2	\$ 29,116.20	22	\$ 65,333.20	\$ 62,315.12
District Attorney	0	\$ -	35	\$ 41,065.48	\$ 41,065.48
Education	12	\$ 26,278.30	336	\$ 37,121.14	\$ 36,747.25
Educational Television Auth	0	\$ -	59	\$ 34,797.77	\$ 34,797.77
Election Board	22	\$ 31,460.23	183	\$ 72,745.69	\$ 68,315.06
Embalmers & Funeral Directors	0	\$ -	3	\$ 44,060.24	\$ 44,060.24
Employees Benefits Council	26	\$ 41,451.18	4	\$ 59,706.30	\$ 43,885.20
Environmental Quality	498	\$ 39,453.12	30	\$ 62,582.65	\$ 40,767.30
Ethics Commission	3	\$ 31,723.80	4	\$ 60,438.21	\$ 48,132.03
Firefighter Pension/Retirement	0	\$ -	10	\$ 48,016.44	\$ 48,016.44
GRDA	390	\$ 49,463.29	69	\$ 73,869.03	\$ 53,132.13
Health	1,676	\$ 34,587.36	472	\$ 45,622.96	\$ 37,012.31
Health Care Authority	0	\$ -	357	\$ 41,554.58	\$ 41,554.58
Historical Society	121	\$ 30,578.57	16	\$ 37,905.48	\$ 31,434.27
Horse Racing Commission	0	\$ -	17	\$ 34,621.00	\$ 34,621.00
Human Rights Commission	15	\$ 30,301.90	2	\$ 49,010.04	\$ 32,502.86
Human Services	6,780	\$ 29,084.91	542	\$ 49,107.36	\$ 30,567.04
Indian Affairs Commission	0	\$ -	3	\$ 37,672.40	\$ 37,672.40
Indigent Defense System	0	\$ -	115	\$ 53,185.31	\$ 53,185.31
Industrial Finance Authority	0	\$ -	6	\$ 63,948.40	\$ 63,948.40
Insurance Department	0	\$ -	117	\$ 37,854.58	\$ 37,854.58
Interstate Oil & Gas Compact	0	\$ -	1	\$ 60,000.00	\$ 60,000.00
J.D. McCarty Center	168	\$ 24,752.12	26	\$ 48,011.91	\$ 27,869.41
Jm Davis Gun Museum	0	\$ -	5	\$ 35,352.05	\$ 35,352.05
Juvenile Affairs	931	\$ 27,054.48	47	\$ 52,355.75	\$ 28,270.39
Labor	83	\$ 37,473.12	10	\$ 56,006.94	\$ 39,466.00
Law Enforcement Retirement	0	\$ -	4	\$ 47,950.02	\$ 47,950.02
Libraries	62	\$ 34,219.79	4	\$ 61,340.16	\$ 35,863.45

Source: OPM and PeopleSoft HRMS systems. Information as of June 30, 2005. Includes only full-time, regular employees.

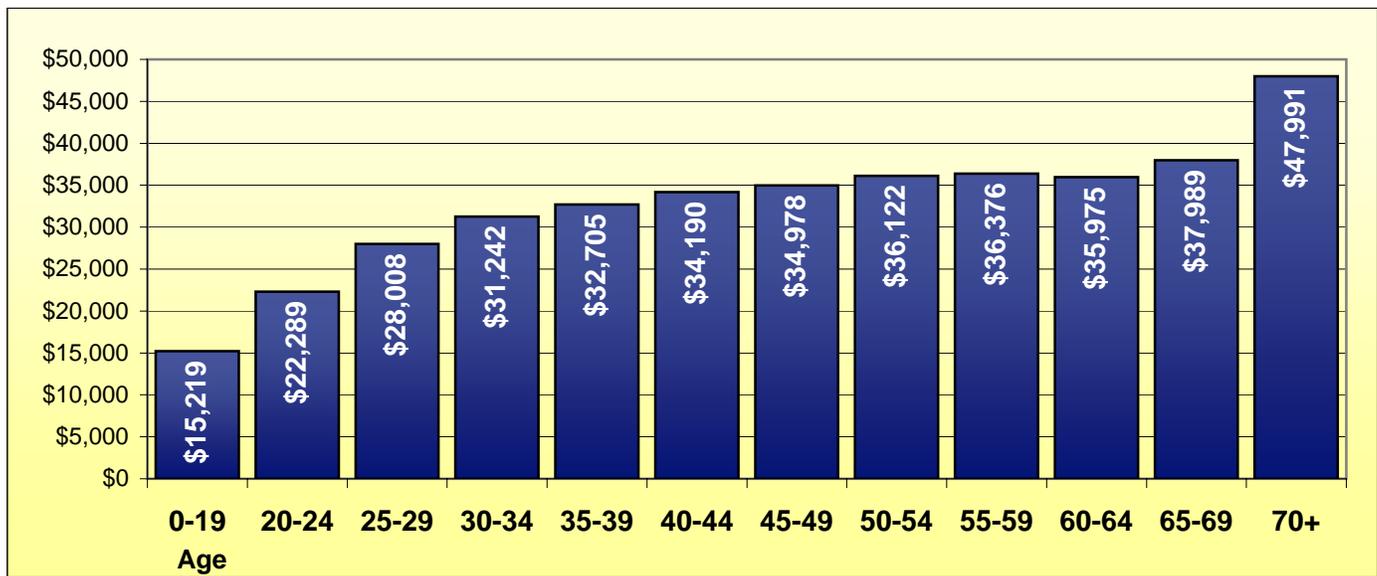
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Table 20: FY 05 Agency Average Salaries (Continued)

Agency	Classified Employees	Classified Average Salary	Unclassified Employees	Unclassified Average Salary	Total Average Salary
Lieutenant Governor's Office	0	\$ -	6	\$ 54,183.36	\$ 54,183.36
Liquefied Petroleum Gas Board	6	\$ 29,549.88	2	\$ 38,785.56	\$ 31,858.80
Marginally Producing Wells	0	\$ -	4	\$ 44,365.50	\$ 44,365.50
Medical Licensure/Supervision	18	\$ 33,043.28	4	\$ 61,294.74	\$ 38,179.91
Medicolegal Investigations	0	\$ -	55	\$ 39,970.44	\$ 39,970.44
Mental Health	1,177	\$ 26,082.57	673	\$ 43,956.20	\$ 32,584.71
Merit Protection Commission	6	\$ 36,684.66	1	\$ 57,090.00	\$ 39,599.71
Military Department	186	\$ 27,684.10	136	\$ 30,509.53	\$ 28,877.45
Motor Vehicle Commission	0	\$ -	4	\$ 35,749.29	\$ 35,749.29
Nursing Home Admin Examiners	0	\$ -	3	\$ 37,693.76	\$ 37,693.76
Ocast	0	\$ -	19	\$ 49,457.93	\$ 49,457.93
OESC	677	\$ 32,262.37	48	\$ 39,725.28	\$ 32,756.47
Office Of Handicapped Concerns	6	\$ 33,719.26	2	\$ 44,200.08	\$ 36,339.47
Office Of The Governor	0	\$ -	29	\$ 52,613.57	\$ 52,613.57
Okla Real Estate Commission	14	\$ 28,852.01	3	\$ 47,345.00	\$ 32,115.48
Oklahoma Able Commission	42	\$ 43,970.13	4	\$ 60,600.03	\$ 45,416.21
Oklahoma Accountancy Board	0	\$ -	8	\$ 37,722.78	\$ 37,722.78
Oklahoma Arts Council	0	\$ -	15	\$ 43,750.00	\$ 43,750.00
Oklahoma Lottery Commission	0	\$ -	3	\$ 131,666.67	\$ 131,666.67
Oklahoma Peanut Commission	0	\$ -	1	\$ 51,321.00	\$ 51,321.00
Oklahoma Wheat Commission	0	\$ -	3	\$ 47,588.80	\$ 47,588.80
OSEEGIB	145	\$ 35,934.37	23	\$ 70,480.75	\$ 40,663.93
Pardon And Parole Board	32	\$ 32,833.01	8	\$ 34,165.95	\$ 33,099.60
Personnel Management	53	\$ 38,760.77	13	\$ 40,042.41	\$ 39,013.21
Physician Manpower Training	3	\$ 35,855.84	3	\$ 47,041.80	\$ 41,448.82
Police Pension & Retirement	0	\$ -	10	\$ 48,419.69	\$ 48,419.69
Private Vocational Schools Brd	0	\$ -	2	\$ 35,225.58	\$ 35,225.58
Pro Engineers & Land Surveyors	4	\$ 26,415.75	2	\$ 44,566.56	\$ 32,466.02
Psychologists Examiners Board	0	\$ -	1	\$ 44,559.96	\$ 44,559.96
Public Employees Retirement	36	\$ 30,306.06	16	\$ 57,905.24	\$ 38,798.11
Public Safety	1,386	\$ 41,328.30	44	\$ 51,723.26	\$ 41,648.14
Rehabilitation Services	531	\$ 31,029.72	113	\$ 40,132.06	\$ 32,626.87
Scenic Rivers Commission	2	\$ 25,576.20	10	\$ 21,294.01	\$ 22,007.71
School Of Science/Math	6	\$ 23,133.26	62	\$ 46,434.02	\$ 44,378.07
Secretary Of State	29	\$ 30,740.34	5	\$ 52,145.83	\$ 33,888.20
Space Industry Dev Authority	0	\$ -	2	\$ 55,900.02	\$ 55,900.02
Speech-Language Pathology	0	\$ -	1	\$ 36,191.04	\$ 36,191.04
State Banking Department	0	\$ -	39	\$ 55,227.11	\$ 55,227.11
State Bond Advisor	0	\$ -	3	\$ 65,516.76	\$ 65,516.76
State Finance	63	\$ 41,047.89	65	\$ 58,562.47	\$ 49,942.01
State Fire Marshal	25	\$ 37,511.06	3	\$ 51,479.68	\$ 39,007.70
State Treasurer	0	\$ -	124	\$ 37,119.68	\$ 37,119.68
Tax Commission	647	\$ 30,062.21	229	\$ 49,505.04	\$ 35,144.87
Teacher Preparation Commission	0	\$ -	9	\$ 44,300.13	\$ 44,300.13
Teachers' Retirement System	26	\$ 30,736.30	25	\$ 48,516.21	\$ 39,451.94
Tobacco Board Of Directors	0	\$ -	3	\$ 58,153.88	\$ 58,153.88
Tourism and Recreation	304	\$ 28,155.10	508	\$ 19,562.89	\$ 22,779.68
Transportation	2,341	\$ 32,648.49	41	\$ 59,869.38	\$ 33,117.02
Transportation Authority	521	\$ 27,155.34	29	\$ 54,994.08	\$ 28,623.20
University Hospitals Authority	0	\$ -	4	\$ 67,405.59	\$ 67,405.59
Used Motor Vehicle Commission	0	\$ -	9	\$ 31,527.19	\$ 31,527.19
Veterans Affairs	1,618	\$ 25,343.99	55	\$ 73,001.47	\$ 26,910.73
Veterinary Medical Examiner	0	\$ -	3	\$ 38,042.68	\$ 38,042.68
Water Resources Board	59	\$ 42,644.76	24	\$ 52,630.45	\$ 45,532.19
Wildlife Conservation	0	\$ -	322	\$ 37,048.41	\$ 37,048.41
Will Rogers Memorial Comm	4	\$ 24,450.48	4	\$ 63,333.63	\$ 43,892.06
<b>Total</b>	<b>26,461</b>	<b>\$ 31,353.67</b>	<b>7,056</b>	<b>\$ 44,705.36</b>	<b>\$ 34,164.47</b>

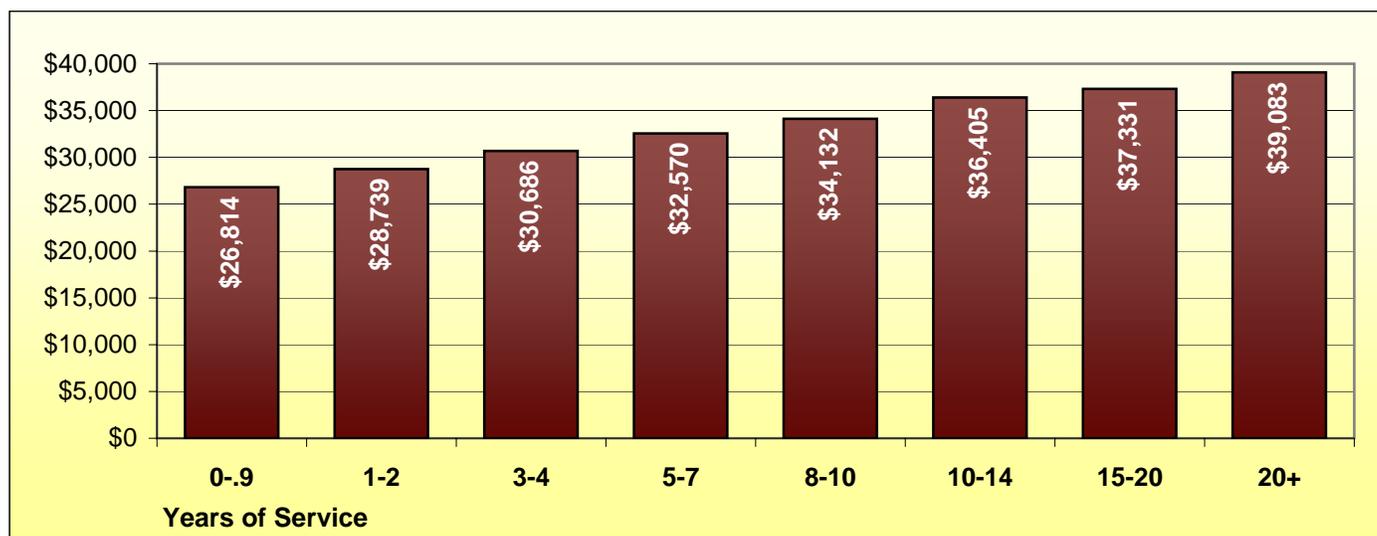
Source: OPM and PeopleSoft HRMS systems. Information as of June 30, 2005. Includes only full-time, regular employees.

**Chart 16: FY 05 Average Salaries by Age Groups**



Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees.

**Chart 17: FY 05 Average Salaries by Years of Service Groups**



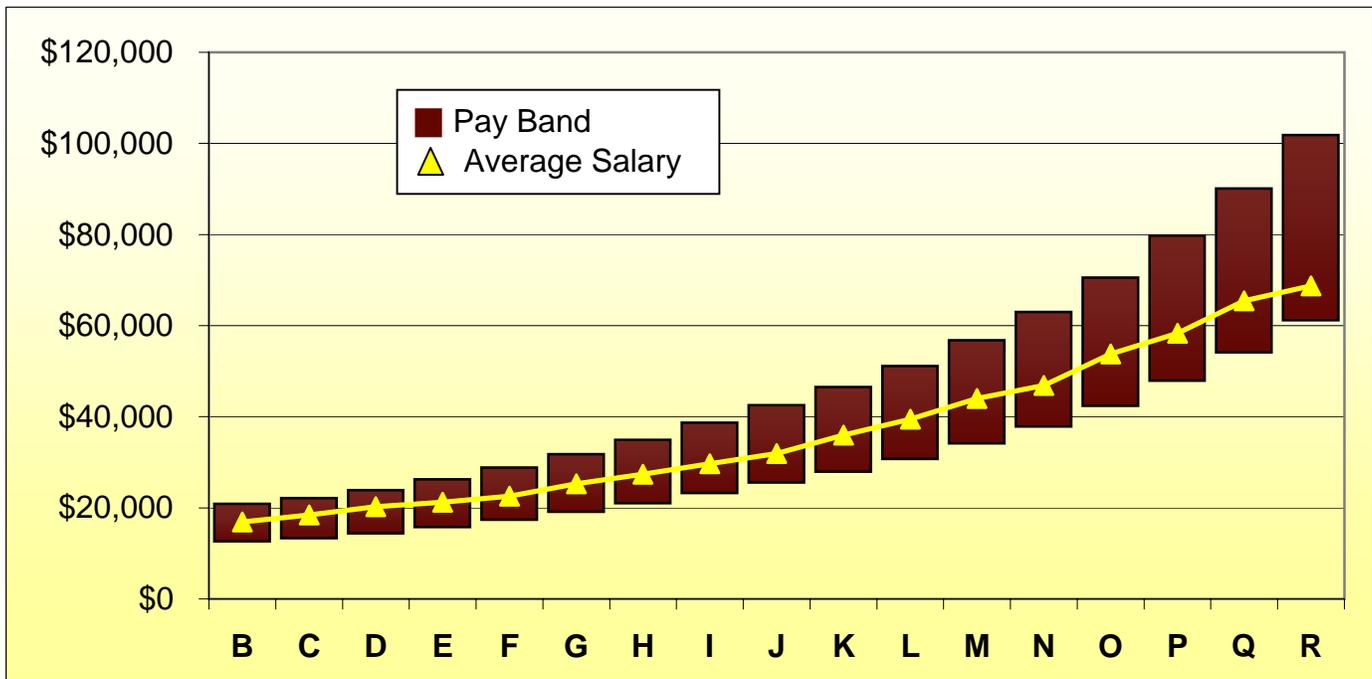
Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees.

**Table 21: FY 05 Average Salaries by Job Categories & Gender**

Job Category	Male Count	Male Avg.	Female Count	Female Avg.
Administrative Support	552	\$ 27,079.08	3,439	\$ 26,301.08
Officials and Administrators	945	\$ 59,109.20	624	\$ 52,611.36
Paraprofessionals	586	\$ 27,019.19	1,345	\$ 25,478.37
Professionals	4,234	\$ 42,152.19	7,569	\$ 36,746.37
Protective Service	2,596	\$ 36,591.63	455	\$ 32,027.82
Service Maintenance	1,022	\$ 25,812.39	435	\$ 21,464.89
Skilled Craft	734	\$ 29,440.68	26	\$ 28,113.86
Technicians	1,557	\$ 36,267.08	819	\$ 32,507.25
<b>Total</b>	<b>12,226</b>	<b>\$ 38,115.90</b>	<b>14,712</b>	<b>\$ 33,098.67</b>

Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. About 20 percent of employees' gender is not reported.

**Chart 18: FY 05 Pay Band Distribution**



**Source:** OPM and PeopleSoft HRMS systems. Includes 25,339 employees in the Classified Pay Band system. The remaining employees are either Unclassified or in the service of the court system or law enforcement positions in which pay levels are established separately through other policy procedures.

**Analysis:** This chart represents average salaries as of June 30, 2005. The Pay Bands are those implemented at the start of fiscal year 2006.

## Pay Bands

Pay Band	Employees in Pay Band	Percent in Band	Minimum Salary	Midpoint Salary	Maximum Salary
A	0	0.0%	\$ 12,483	\$ 15,968	\$ 19,960
B	62	0.2%	\$ 12,551	\$ 16,735	\$ 20,919
C	318	1.3%	\$ 13,278	\$ 17,704	\$ 22,130
D	885	3.5%	\$ 14,315	\$ 19,087	\$ 23,859
E	1,556	6.1%	\$ 15,747	\$ 20,996	\$ 26,245
F	3,302	13.0%	\$ 17,321	\$ 23,095	\$ 28,869
G	1,809	7.1%	\$ 19,055	\$ 25,406	\$ 31,758
H	2,966	11.7%	\$ 20,960	\$ 27,946	\$ 34,933
I	4,353	17.2%	\$ 23,211	\$ 30,948	\$ 38,685
J	2,949	11.6%	\$ 25,517	\$ 34,023	\$ 42,529
K	2,746	10.8%	\$ 27,893	\$ 37,190	\$ 46,488
L	1,594	6.3%	\$ 30,681	\$ 40,908	\$ 51,135
M	1,457	5.8%	\$ 34,056	\$ 45,408	\$ 56,760
N	764	3.0%	\$ 37,803	\$ 50,404	\$ 63,005
O	329	1.3%	\$ 42,338	\$ 56,451	\$ 70,564
P	176	0.7%	\$ 47,843	\$ 63,790	\$ 79,738
Q	57	0.2%	\$ 54,063	\$ 72,084	\$ 90,105
R	16	0.1%	\$ 61,091	\$ 81,454	\$ 101,818
<b>Total</b>	<b>25,339</b>				

**Source:** OPM. Pay Bands are created and assigned based on a methodology for factoring jobs created by the Hay Group. The Pay Bands were increased five percent at the conclusion of fiscal year 2005.

Table 22: FY 05 Agency Pay Movement Mechanism Usage

Agency	Number of PMMs	Monthly Cost	Average Employee Increase	FY05 Cost	FY 06 Projected Cost
Aeronautics Commission	4	\$ 670	\$ 168	\$ 8,041	\$ 8,041
Agriculture	100	\$ 18,483	\$ 185	\$ 132,619	\$ 221,798
Attorney General	3	\$ 675	\$ 225	\$ 2,025	\$ 8,100
Boll Weevil Eradication Org	1	\$ -	\$ -	\$ -	\$ -
Bureau Of Investigation	45	\$ 14,916	\$ 331	\$ 90,468	\$ 178,994
Bureau Of Narcotics	16	\$ 3,960	\$ 248	\$ 27,798	\$ 47,525
Career/Tech. Education	65	\$ -	\$ -	\$ -	\$ -
Central Services	31	\$ 8,542	\$ 276	\$ 43,524	\$ 102,504
CLEET	1	\$ -	\$ -	\$ -	\$ -
Commerce	9	\$ 2,867	\$ 319	\$ 19,107	\$ 34,406
Comm. On Children & Youth	9	\$ 1,615	\$ 179	\$ 14,751	\$ 19,377
Commissioners Land Office	23	\$ 4,251	\$ 185	\$ 45,004	\$ 51,013
Compsource	84	\$ 11,515	\$ 137	\$ 79,215	\$ 138,181
Conservation Commission	2	\$ -	\$ -	\$ -	\$ -
Corporation Commission	131	\$ 26,635	\$ 203	\$ 229,343	\$ 319,617
Corrections	500	\$ 52,643	\$ 105	\$ 289,823	\$ 631,722
Cosmetology Board	11	\$ 1,078	\$ 98	\$ 11,876	\$ 12,933
Dept. Of Consumer Credit	3	\$ 1,016	\$ 339	\$ 8,049	\$ 12,196
District Attorney	1	\$ -	\$ -	\$ -	\$ -
Education	12	\$ 141	\$ 12	\$ 1,254	\$ 1,695
Employees Benefits Council	5	\$ 1,036	\$ 207	\$ 8,053	\$ 12,430
Environmental Quality	385	\$ 67,631	\$ 176	\$ 478,461	\$ 811,574
GRDA	24	\$ 10,466	\$ 436	\$ 51,498	\$ 125,593
Health	617	\$ 131,625	\$ 213	\$ 1,042,111	\$ 1,579,496
Health Care Authority	7	\$ -	\$ -	\$ -	\$ -
Historical Society	4	\$ 1,264	\$ 316	\$ 12,559	\$ 15,168
Human Rights Commission	1	\$ 333	\$ 333	\$ 1,320	\$ 4,000
Human Services	482	\$ 102,968	\$ 214	\$ 896,563	\$ 1,235,615
J.D. McCarty Center	30	\$ 3,639	\$ 121	\$ 23,643	\$ 43,673
Juvenile Affairs	57	\$ 6,172	\$ 108	\$ 44,005	\$ 74,065
Labor	23	\$ 4,208	\$ 183	\$ 24,043	\$ 50,493
Libraries	5	\$ 727	\$ 145	\$ 4,658	\$ 8,728
Liquefied Petroleum Gas Brd.	1	\$ 88	\$ 88	\$ 614	\$ 1,059
Medicolegal Investigations	1	\$ 833	\$ 833	\$ 10,000	\$ 10,000
Mental Health	22	\$ 3,028	\$ 138	\$ 11,865	\$ 36,338
Merit Protection Commission	4	\$ 717	\$ 179	\$ 5,361	\$ 8,600
Military Department	50	\$ 7,376	\$ 148	\$ 52,165	\$ 88,517
OESC	739	\$ 94,707	\$ 128	\$ 659,626	\$ 1,136,483
Okla Real Estate Commission	5	\$ 513	\$ 103	\$ 2,439	\$ 6,155
Oklahoma ABLA Commission	67	\$ 13,283	\$ 198	\$ 147,150	\$ 159,401
OSEEGIB	8	\$ 1,773	\$ 222	\$ 15,152	\$ 21,282
Pardon And Parole Board	2	\$ 350	\$ 175	\$ 1,130	\$ 4,201
Personnel Management	34	\$ 7,986	\$ 235	\$ 42,596	\$ 95,836
Police Pension & Retirement	9	\$ 1,015	\$ 113	\$ 5,966	\$ 12,176
Pro Engineers & Land Survey.	2	\$ 159	\$ 80	\$ 630	\$ 1,910

Source: OPM and PeopleSoft HRMS systems. Costs are calculated against base payroll only. Table includes only agencies that used PMMs. Agencies with no cost used Lateral Transfers without providing salary increases. More information can be obtained from the OPM Annual PMM Usage Report, available online.

Continued

**Table 22: FY 05 Agency Pay Movement Mechanism Usage (Continued)**

Agency	Number of PMMs	Monthly Cost	Average Employee Increase	FY05 Cost	FY 06 Projected Cost
Public Employees Retirement	6	\$ 1,594	\$ 266	\$ 9,808	\$ 19,131
Public Safety	119	\$ 14,734	\$ 124	\$ 69,505	\$ 176,813
Rehabilitation Services	383	\$ 83,336	\$ 218	\$ 640,211	\$ 1,000,027
School Of Science/Math	1	\$ -	\$ -	\$ -	\$ -
Secretary Of State	2	\$ 194	\$ 97	\$ 1,654	\$ 2,329
State Finance	30	\$ 5,816	\$ 194	\$ 44,395	\$ 69,789
State Treasurer	9	\$ 3,365	\$ 374	\$ 26,050	\$ 40,379
Tax Commission	208	\$ 41,303	\$ 199	\$ 312,847	\$ 495,634
Teachers' Retirement System	10	\$ 1,056	\$ 106	\$ 6,590	\$ 12,666
Tourism and Recreation	28	\$ 3,506	\$ 125	\$ 22,877	\$ 42,066
Transportation	458	\$ 81,587	\$ 178	\$ 549,051	\$ 979,043
Transportation Authority	21	\$ 6,241	\$ 297	\$ 42,138	\$ 74,895
Veterans Affairs	441	\$ 51,194	\$ 116	\$ 315,007	\$ 614,332
Water Resources Board	15	\$ 2,164	\$ 144	\$ 18,649	\$ 25,966
Wildlife Conservation	1	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>5,367</b>	<b>\$ 906,997</b>	<b>\$ 169</b>	<b>\$ 6,603,289</b>	<b>\$ 10,883,964</b>

**Source:** OPM and PeopleSoft HRMS systems. Cost is calculated against base payroll only. Agencies with no cost used Lateral Transfers without providing salary increases. Table includes only agencies that used PMMs. More information can be obtained from the OPM Annual PMM Usage Report, available online.

## Pay Movement Mechanisms

### Salary Increases

Pay Movement Mechanisms are statutorily approved means for agencies to provide pay increases to employees for pre-defined reasons:

### Promotion

An assignment of an employee to a different job in a higher pay band, to or from a supervisory level. The position must be announced and subjected to the competitive applications process.

### Career Progression

A move in the same family from a lower non-supervisory level to a higher non-supervisory level. Increase is limited to 20 percent.

### Lateral Transfer

Moving from one job to another within the same pay band. Increase is limited to five percent.

### Completion of Probation or Trial Period

A pay adjustment limited to five percent that is given to an employee after completing an initial probationary or trial period.

### Market Adjustment

A pay increase based on recruitment and retention difficulties, market conditions, and other relevant factors.

### Skill-Based Pay

A pay increase given to an employee who acquires additional skills and abilities that exceed the job qualifications and are able to be applied to the work performed. The skills and abilities must be verifiable through certification, licensure, diploma or some other method.

### Equity-Based Adjustment

An increase in pay provided to employees who are significantly underpaid relative to other employees at the same agency and in the same job family and level.

### Performance-Based Adjustment

A pay increase to reward employees agency wide who have achieved an overall rating of "meets standards" or "exceeds standards" in their performance evaluation.





# WORKING *for* OKLAHOMA

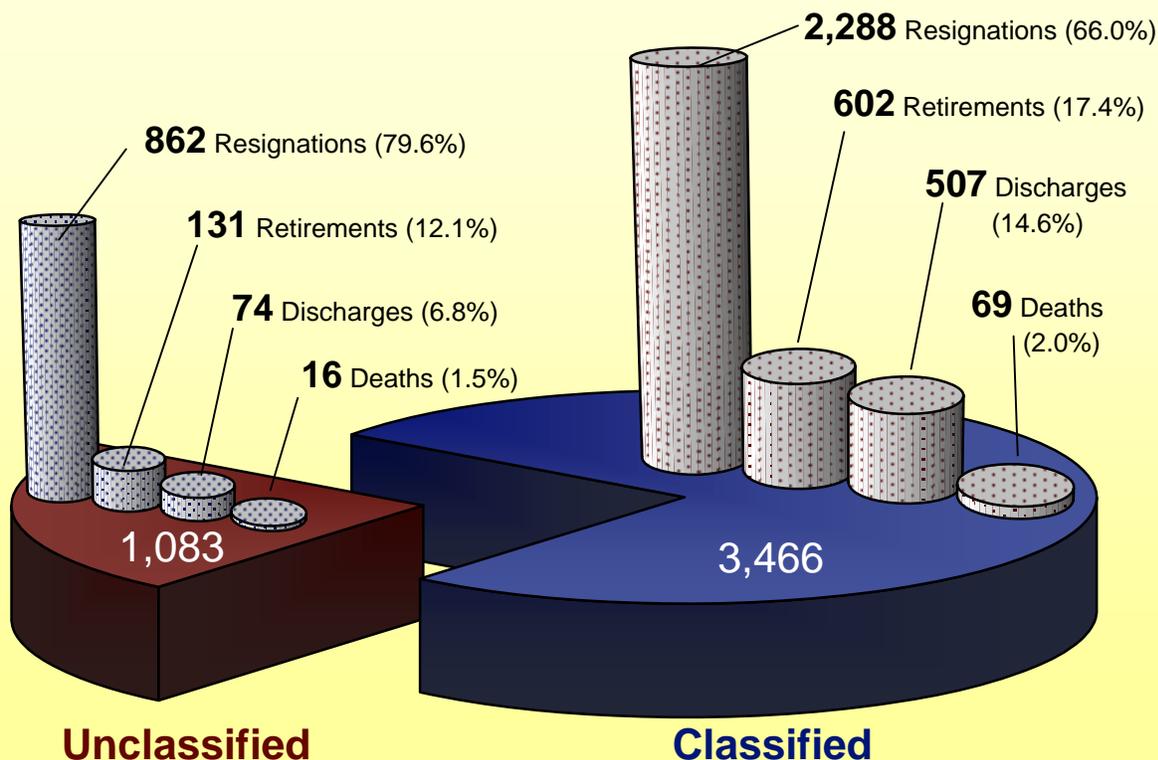
## TURNOVER: WORKER MOBILITY



- Resignations accounted for about 70 percent of all separations in FY 05.
- The total classified turnover rate was 12.6 percent, which is close to the average of 11.9 percent over the past 10 years.
- About two percent of employees retired in FY 05, but about 11 percent were eligible to retire.



**Chart 19: FY 05 Turnover**



**Source:** OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. In FY 05, there were no recorded Transfers Out or Reductions in Force.

**Analysis:** Resignations make up a large portion of total turnover. Retirements, discharges and deaths account for fewer separations.

**Table 23: Classified Turnover Trend FY 1995 to FY 2005**

Fiscal Year	Resignation	Retirement	Discharge	Total	Turnover Rate
1995	1,857	601	196	2,654	10.0%
1996	1,723	685	266	2,674	9.5%
1997	1,975	735	323	3,033	10.8%
1998	2,269	670	413	3,352	11.9%
1999	2,305	658	339	3,302	11.7%
2000	2,688	700	413	3,801	13.8%
2001	2,495	714	363	3,572	13.1%
2002	2,139	715	415	3,269	12.1%
2003	2,000	641	458	3,238	11.9%
2004	2,270	720	479	3,705	13.7%
<b>2005</b>	<b>2,288</b>	<b>602</b>	<b>507</b>	<b>3,397</b>	<b>12.6%</b>

**Source:** OPM and PeopleSoft HRMS systems, and previous Annual Reports. Unclassified turnover information and Deaths have not been reported in past information.

**Analysis:** Total resignations have averaged about eight percent in each of the past 10 years, and the total turnover has averaged about 12 percent.

Table 24: FY 05 Occupational Group Turnover

Occupational Group	Resign.	Retire.	Discharges	Deaths	Turnover Rate
Agricultural Services and Inspections	9	8	0	0	6.6%
Corrections & Custody	257	56	36	8	12.1%
Employment Services	16	10	5	0	9.9%
Financial Management	49	28	7	3	9.3%
General Administrative	222	94	31	7	8.7%
General and Environmental Services	24	3	1	1	8.0%
General Safety, Security	23	2	4	0	13.2%
Health Care Services	93	18	6	3	14.8%
Historical Preservation	3	2	0	0	7.6%
HR Management and Development	18	8	3	1	7.7%
Information Technology	55	13	4	1	9.9%
Institutional and Nutritional Services	258	33	122	8	23.6%
Insurance and Benefits Administration	21	6	0	1	14.9%
Law Enforcement	56	29	21	2	7.1%
Logistics and Property Management	89	49	21	9	12.9%
Nursing Services	452	53	173	8	28.3%
Oil, Gas, Transportation and Utility	10	4	0	4	11.4%
Power Generation	8	7	0	0	4.8%
Prof. Engineering and Land Surveyors	18	6	0	4	9.3%
Rehabilitation/Vocational Services	55	19	2	0	11.6%
Revenue and Taxation	19	9	2	1	11.8%
Social Services	422	79	42	4	12.4%
Transportation	98	63	27	4	9.0%
Travel, Tourism and Recreation	4	2	0	0	6.5%
Veterans Services	9	1	0	0	30.3%
<b>Total Classified</b>	<b>2,288</b>	<b>602</b>	<b>507</b>	<b>69</b>	<b>12.9%</b>
Unclassified	862	131	74	16	13.4%
<b>Total</b>	<b>3,150</b>	<b>733</b>	<b>581</b>	<b>85</b>	<b>13.1%</b>

**Source:** OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. Rate based on FY 2005 beginning employee count.

**Analysis:** The job families with the highest turnover rates appear to be in positions involving primary care work. They include: Veterans Services, Nursing Services, Health Care Services, Institutional and Nutritional Services, with each exceeding 20 percent turnover in FY 2005.

Table 25: FY 05 Agency Turnover

Agency	Resign.	Retire.	Discharges	Deaths	Turnover Rate
Aeronautics Commission	1	1	0	0	20.0%
Agriculture	21	9	2	0	7.1%
Attorney General	30	0	1	0	18.0%
Auditor and Inspector	11	1	1	0	8.3%
Bd Of Chem Test Alcohol/Drug	1	0	0	0	20.0%
Board Of Architects	0	0	0	0	0.0%
Board Of Dentistry	0	0	0	0	0.0%
Board Of Nursing	6	1	1	0	25.8%
Board Of Osteopathic Examiners	0	0	0	0	0.0%
Board Of Pharmacy	0	0	0	0	0.0%
Boll Weevil Eradication Org	34	0	0	0	44.2%
Bureau Of Investigation	13	5	1	0	6.6%
Bureau Of Narcotics	7	4	0	0	11.6%
Capitol Complex/Centennial Com	1	0	0	0	12.5%
Career/Tech. Education	33	4	1	0	9.9%
Central Services	13	12	4	3	16.2%
Chiropractic Examiners Board	0	0	0	0	0.0%
Civil Emergency Management	3	0	0	0	10.7%
Cleet	3	1	0	0	11.4%
Commerce	15	5	0	0	17.1%
Commission On Children & Youth	8	1	0	0	42.9%
Commissioners Land Office	0	4	1	0	8.5%
CompSource	64	6	3	0	19.9%
Conservation Commission	3	0	1	1	7.9%
Construction Industries Board	0	1	0	0	0.0%
Corporation Commission	31	7	0	7	12.5%
Corrections	415	116	51	12	12.7%
Cosmetology Board	2	1	0	0	21.4%
Department Of Consumer Credit	1	0	1	0	16.7%
Department Of Mines	1	0	0	0	2.8%
Department Of Securities	2	0	0	0	7.1%
District Attorney	4	0	1	0	13.5%
Education	40	18	3	0	18.0%
Educational Television Auth	8	1	6	0	21.7%
Election Board	2	0	0	1	12.5%
Embalmers & Funeral Directors	0	0	0	0	0.0%
Employees Benefits Council	2	0	0	0	6.7%
Environmental Quality	39	7	3	2	9.6%
Ethics Commission	0	0	0	0	0.0%
Firefighter Pension/Retirement	0	0	0	0	0.0%
GRDA	12	11	1	0	5.3%
Health	288	42	16	5	15.7%
Health Care Authority	28	6	1	2	10.7%
Historical Society	10	3	0	0	10.0%
Horse Racing Commission	3	0	1	0	5.3%
Human Rights Commission	3	0	0	0	20.0%
Human Services	643	147	101	13	11.6%
Indian Affairs Commission	1	0	0	0	20.0%
Indigent Defense System	20	1	1	0	17.9%
Industrial Finance Authority	0	0	0	0	0.0%
Insurance Department	12	5	6	0	18.4%
Interstate Oil & Gas Compact	0	0	0	0	0.0%
J.D. McCarty Center	32	2	26	1	42.4%
Jm Davis Gun Museum	1	0	0	0	10.0%
Juvenile Affairs	165	20	37	1	22.8%
Labor	9	0	1	0	10.2%
Law Enforcement Retirement	2	0	0	0	50.0%
Libraries	2	4	0	2	12.5%

Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees in agencies with more than five employees. Rate based on FY 2005 beginning employee count. For three-year trend information, please refer to FY 2006 Annual Compensation Report.

Continued

Table 25: FY 05 Agency Turnover (Continued)

Agency	Resign.	Retire.	Discharges	Deaths	Turnover Rate
Lieutenant Governor's Office	2	1	0	0	50.0%
Liquefied Petroleum Gas Board	0	0	0	0	0.0%
Marginally Producing Wells	1	0	0	0	25.0%
Medical Licensure/Supervision	0	1	1	0	8.7%
Medicolegal Investigations	7	3	6	1	23.9%
Mental Health	258	46	81	4	21.8%
Merit Protection Commission	0	0	0	0	0.0%
Military Department	46	4	7	2	18.3%
Motor Vehicle Commission	1	0	0	0	25.0%
Nursing Home Admin Examiners	0	0	0	0	0.0%
Ocast	0	0	0	0	0.0%
OESC	40	14	8	1	8.3%
Office Of Handicapped Concerns	0	0	0	0	0.0%
Office Of The Governor	7	0	1	0	24.2%
Okla Real Estate Commission	1	0	1	0	10.5%
Oklahoma Able Commission	0	2	0	0	4.5%
Oklahoma Accountancy Board	0	0	0	0	0.0%
Oklahoma Arts Council	0	0	1	0	6.3%
Oklahoma Lottery Commission	0	0	0	0	0.0%
Oklahoma Peanut Commission	0	0	0	0	0.0%
Oklahoma Wheat Commission	2	0	0	0	40.0%
OSEEGIB	14	5	1	1	11.1%
Pardon And Parole Board	3	0	0	0	7.5%
Personnel Management	11	2	2	1	21.1%
Physician Manpower Training	0	0	0	0	0.0%
Police Pension & Retirement	0	0	0	0	0.0%
Private Vocational Schools Brd	2	0	0	0	50.0%
Pro Engineers & Land Surveyors	0	0	0	0	0.0%
Psychologists Examiners Board	0	0	0	0	0.0%
Public Employees Retirement	2	0	1	0	6.4%
Public Safety	47	25	16	1	6.2%
Rehabilitation Services	55	26	11	2	11.0%
Scenic Rivers Commission	0	0	0	0	0.0%
School Of Science/Math	5	0	0	1	8.6%
Secretary Of State	1	0	0	0	3.0%
Space Industry Dev Authority	1	0	0	0	50.0%
Speech-Language Pathology	1	0	0	0	50.0%
State Banking Department	0	0	0	0	0.0%
State Bond Advisor	0	0	0	0	0.0%
State Finance	22	3	0	0	20.7%
State Fire Marshal	2	0	0	0	7.1%
State Treasurer	8	1	1	0	13.9%
Tax Commission	49	28	3	2	9.3%
Teacher Preparation Commission	1	0	1	0	25.0%
Teachers' Retirement System	1	0	0	0	2.1%
Tobacco Board Of Directors	0	0	0	0	0.0%
Tourism and Recreation	42	9	2	3	4.9%
Transportation	99	75	19	5	8.2%
Transportation Authority	39	11	9	3	11.5%
University Hospitals Authority	0	0	0	0	0.0%
Used Motor Vehicle Commission	2	0	0	0	9.1%
Veterans Affairs	301	25	135	7	28.6%
Veterinary Medical Examiner	0	0	1	0	16.7%
Water Resources Board	21	0	0	0	21.9%
Wildlife Conservation	10	6	1	1	4.6%
Will Rogers Memorial Comm	1	0	0	0	12.5%
<b>Total</b>	<b>3,150</b>	<b>733</b>	<b>581</b>	<b>85</b>	<b>13.1%</b>

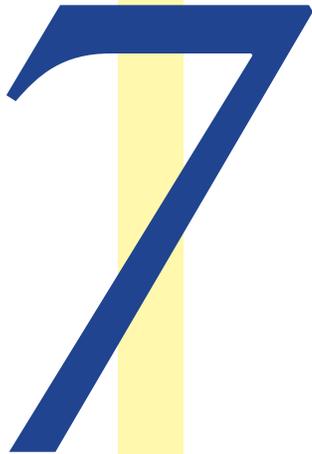
Source: OPM and PeopleSoft HRMS systems. Includes only full-time, regular employees. Rate based on FY 2005 beginning employee count.

**Analysis:** Corresponding to the Occupational Group turnover rates, agencies that employ workers in those groups appear to have higher turnover rates.



# WORKING *for* OKLAHOMA

## OPM SERVICES



- Human Resources Development Services conducted 365 total training days for 7,615 participants.
- 272 participants are currently enrolled in the Certified Public Manager Program. This program has produced 378 graduates, 25 of those in FY 05.
- \$498,249 was raised through the State Employee Charitable Contribution Campaign.
- The Employee Assistance Program (EAP) assisted 193 individuals.
- The Productivity Enhancement Program (PEP) awarded \$15,824 in cash awards based upon \$386,056 in documented annual savings.



Table 26: FY 05 HRDS Courses

Course Name	FY 05 Participants	Course Name	FY 05 Participants
Administrative Law	83	Managing Diversity In the Workplace	91
Advanced Creative Problem Solving	100	Managing the Grievance Process	44
Affirmative Action Plan Training	104	Managing the Troubled Employee	47
Applied Leadership	165	Mediation Skills	18
Awards and Recognitions	162	Motivating for Performance	164
Business Etiquette	294	MPC Appeals Process	45
Certified Personnel Professional Training	59	One Minute Manager	145
Challenges of Supervision	234	OPHRA Fall 2004 Training Conference	45
Change Management	70	Performance Management Process	395
Changing Workplace	89	Performance Measurement	49
Conducting Effective Group Meetings	94	Personnel Law Video Festival	108
CPM Executive Development Seminar	29	Personnel Policies and Practices	149
CPM Orientation	50	Planning Skills for Managers	60
Delegation and Control	166	Policy Analysis	90
Developing Creative Problem Solving Skills	213	Professional Relationship Empowerment	24
Developing Effective Negotiating Skills	154	Program Evaluation	72
Direct Deposit Process Training	176	Progressive Discipline	274
Disability Awareness	113	Public Speaking & Effective Presentations	14
Effective Communication In Management	158	Quality Oklahoma Processes	42
Effective Stress Management	349	Quality Tools	37
Effective Time Management Techniques	259	Risk Management Policyholders	74
Ethics In Public Management	184	Safety Management	95
Everyday Creativity	166	Sexual Harassment and Discrimination	172
Facilitation Skills	17	Strategies for Improving Communication	132
Gender Issues In Management	102	Structured Interview Process	109
How to Conduct On-the-Job Training	127	Systems Management	33
Lateral Thinking for Supervisors	119	Team Building	176
Legislative Process	172	Violence In the Workplace	131
Listening Skills for Managers	103	Workplace Energy	116
Management 2000	50	World Trends	140
Managing Conflict	222	Writing Skills for Managers	141
		<b>Total</b>	<b>7,615</b>

Source: OPM HRDS.

## Human Resources Development Services

### HRDS

Members of the Human Resource Development Services team provide professional development and training services to state employees in order to improve the quality of the state workforce. During FY 05, there were 365 total training session days, with an average of three classes per day.

The HRDS Team also administers the state's Mandatory Supervisory Training Program for executive branch agencies. The Oklahoma Personnel Act requires employees appointed to

supervisory positions to complete 24 hours of training within 12 months of assuming a supervisory position, and 12 hours of training each year thereafter. In FY 05, over 87 percent of supervisors fully met the requirements.

Members of the HRDS Team also continued partnerships with the Interagency Training Council of the Oklahoma City Federal Executive Board and the Oklahoma State University Cooperative Partnership, which provides training to state employees at discounted rates.

## State Employee Assistance Program

### State EAP

The OPM State Employee Assistance Program provides assistance to state agencies in their management of employees whose personal problems may have a negative impact on job performance. The OPM State EAP also assists employees and their family members who are seeking corrective help with medical or mental health problems, including alcohol or drug abuse, and emotional, marital, familial, financial, or other personal problems.

The Program is advised by the Employee Assistance Program Advisory Council.

During FY 05, OPM State EAP Team members assisted 193 individuals—

- 13 percent of whom were supervisors,
  - 87 percent were non-supervisors,
- Out of 193 referrals made during FY 05—
- 51 were for work-related problems,
  - 149 were related to family conflict or parent/child problems,
  - 71 were for marital problems,
  - 94 were for mental health or alcohol/drug problems,
  - 82 were self-referred, and
  - 35 were referred by a supervisor.

## Certified Public Manager

### CPM

In 1986, OPM created the Certified Public Manager (CPM) Program as a comprehensive management training program for state employees. Since its inception, more than 850 state employees have participated in the program. The program has been honored by the Council of State Governments as an exemplary state management program.

During FY 05, 280 employees from 51 state agencies, boards, and commissions, as well as the city of Oklahoma City and Tulsa County, were enrolled in the CPM program. OPM conducted 150 sessions of CPM-required courses, administered 102 tests, and approved 75 projects.

A total of 351 participants have graduated from the program since its inception.

The CPM Program is designed to improve services provided by state government to Oklahoma citizens. Participants in the Program enhance management skills through seminars, examinations, and job-related projects. Graduates offer improved resources to their agencies and to the state.

CPM's long-range goal is to help agencies identify and develop the skills of state government's future leaders.

The CPM Program is a three-level program consisting of 237 required classroom hours and 63 elective classroom hours: Level I—Basic Supervisory Skills, 75 classroom hours; Level II—Middle Management Skills, 84 classroom hours; Level III—Advanced Management Skills, 78 classroom hours.

## State Agency Review Committee

### SARC

In 1989, the Legislature created a single combined charitable solicitation entity that enables state employees to contribute to a variety of charitable organizations through payroll deduction. OPM coordinates the activities

of the State Agency Review Committee (SARC), which oversees the Oklahoma State Employee Charitable Contribution Campaign. Contributions statewide in Oklahoma for FY 05 were approximately \$498,249, a 9.3 percent increase from FY 04.

## Carl Albert Public Internship Program

### CAPIP

The state Legislature created the Carl Albert Public Internship Program in 1988 to assist students at institutions of higher education in gaining experience and knowledge in state government and to encourage recruitment of such students to pursue careers in state government service.

The program has two components: the Undergraduate Internship, and the Executive Fellowship. At the conclusion of FY 05, a total 38 graduate students and six undergraduate students participated in internships.

The undergraduate internship program consists of temporary positions for students enrolled in institutions of higher education and working toward an undergraduate degree. Undergraduate interns were employed at the Teacher's

Retirement System, Office of State Finance, and the State Employees and Education Group Insurance Board. The interns were attending the University of Central Oklahoma, Oklahoma State University - Oklahoma City, and Langston University.

Executive Fellows Interns may be employed for up to two years, and those who successfully complete a two-year internship are eligible for appointment to a position in the classified or unclassified state service.

Executive Fellows were primarily employed at the Department of Securities, Rehabilitation Services, OPM, Employment Security Commission, OPERS, Water Resources Board and the Health Care Authority. The fellows were attending 12 schools throughout the state of Oklahoma and one in the state of Arkansas.

## Quality Oklahoma

### Quality

OPM administers the Quality Oklahoma program by offering Quality Oklahoma Processes and Quality Tools courses on the regular training schedule.

The intent of the program remains to improve state services to Oklahoma citizens, empower decision-making at the lowest level, and encourage continuous improvement in meeting customer requirements and system redesign.

Quality Oklahoma Team Day 2005 featured 58 exhibitors representing 21 agencies. More than \$8.9 million in cost savings or revenue generation by these projects was documented during FY 05 for a cumulative total of more than \$298.4 million since 1993.

OPM instructors conducted 26 sessions for 32 days of Quality training during the fall and spring semesters.

## Productivity Enhancement Program

### PEP

The Productivity Enhancement Program (PEP) is the state's official employee suggestion program. Through PEP, successfully implemented ideas, programs, and projects resulting in measurable savings are eligible for awards. This fiscal year,

PEP awarded cash awards totaling \$15,824.99 to four state employees based on \$386,056.40 in documented savings. Also, John S. Richard, director of the Department of Central Services, became the new chair of the Committee for Incentive Awards for State Employees.

## Oklahoma Commission on the Status of Women\*

### Status of Women

The Oklahoma Legislature created the Oklahoma Commission on the Status of Women in 1994 to:

- Act as an advisory entity on equity issues relating to gender bias; monitor legislation to determine whether it is discriminatory toward one gender or the other;
- Act as a resource and clearinghouse for research related to women and gender bias;
- Report annually to the Governor, President Pro Tempore of the Senate, and Speaker of the House of Representatives regarding its activities;

- Make recommendations concerning needed legislation or regulatory changes.

The commission consists of 30 members who serve staggered five-year terms. Ten members are appointed by the Governor, ten by the President Pro Tempore, and ten by the Speaker.

**\*Note:** OPM provides office space and infrastructure support for the Commission, but OPM does not have direct oversight or coordination responsibilities for the Commission.

## Governor's Advisory Council on Asian American Affairs

### Asian American Affairs

The mission of the council is to provide advice and assistance to the governor on policy issues related to the arts, economic development, health and human services, human resources, education, and other issues affecting the Asian-American population of Oklahoma.

The council is made up of nine representatives from the Asian-American community who are appointed by the Governor. During FY-05, Hung Le served as chair. Members included Tinny Chang, Dr. Kyung-Whan Min, Dr. Evelina Morales, Thuy Pham, Dr. Rita Raman, Dr. Yoshi Sasaki, Vasithy Sengdara, and Nick Wu.

## Governor's Ethnic American Advisory Council

### Ethnic American Council

The mission of the council is to provide advice and assistance to the governor on the development and implementation of policies, plans, and programs relating to the needs and values of the Ethnic American community. The council is currently made up of nine representatives of Ethnic Americans of the Middle East/Near East community who were appointed by the Governor.

In FY-05, Dr. Sandra K. Rana was elected to serve as chair and Marjaneh Seirafi-Pour was elected to serve as vice-chair/secretary. Members included Dr. Riaz Ahmad, Karen E. Bak, Malaka A. Elyazgi, Mohammad J. Farzaneh, Dr. Bassel S. Hassoun, and Dr. Mohammad Karami. On November 5, 2004, Governor Henry hosted the Council's first Iftar dinner at the Governor's Mansion during the Holy Month of Ramadan.

## Governor's Advisory Council on Latin American and Hispanic Affairs

### Latin American and Hispanic Affairs

The council's primary mission is to expand opportunities for Oklahoma Hispanics in education, employment, health, housing, culture, and recreation. Council members also advise the Governor on the development and implementation

of policies, plans, and programs related to the special needs of Hispanics. During FY05, Oscar Quiroga served as chair and Giovanni Perry as vice-chair. Other members included Yolanda Charney, Nancy Galvan, Sebastian Lantos, Teri Mora, and Guillermo Rojas.

**OPM Departments and Employees**

(as of June 30, 2005)

**Office of the Administrator**

Oscar B. Jackson, Jr. - *Administrator and Cabinet Secretary for Human Resources and Administration*  
 Hank Batty - *Deputy Administrator for Programs*  
 Janet Anderson - *Executive Assistant*  
 Chanda Graham - *Chief Policy Attorney*  
 Dayna Petete - *Assistant Administrator for Communications and Legislative Liason*

**Management Services**

Diane Haser-Bennett - *Assistant Administrator*  
 Tom Patt - *Director of Compensation*  
 Greg Thomas - *Director of Classification*  
 John Bonny - *Human Resources Programs Mgr.*  
 Karen Luman - *Human Resources Programs Mgr.*  
 Faith Frazier - *Administrative Assistant*  
 Harry Gentry - *Human Resources Mgmt Spec.*  
 Marianne Sanchez - *Payroll Administrative Asst.*  
 Ron Thatcher - *Human Resources Mgmt Spec.*  
 Ross Tripp - *Human Resources Mgmt Spec.*  
 Sara Dean - *Human Resources Mgmt Spec.*  
 Sharon Dossey - *Payroll Administrative Asst.*  
 Tamara Alexander - *Administrative Technician*  
 Terri Berry - *Human Resources Mgmt Spec.*

**Employee Selection Services**

Tom Impson - *Director of Applicant Services*  
 Natasha Riley - *Director of Personnel Assessment*  
 Patti Nelson - *Human Resources Programs Mgr.*  
 Amanda Dean - *Administrative Technician*  
 Cassandra Patmon - *Human Resources Mgmt Spec.*  
 Crystal Burke - *Human Resources Mgmt. Spec.*  
 Emilou Hiebert - *Administrative Programs Officer*  
 Herman Johnson - *Human Resources Mgmt. Spec.*  
 Jennifer Jepson - *Human Resources Mgmt. Spec.*  
 Juan Benavidez - *Human Resources Mgmt. Spec.*  
 Katrina Parham - *Human Resources Mgmt. Spec.*  
 Laura Sohl - *Human Resources Mgmt. Spec.*  
 Laverne Fullbright - *Human Resources Assistant*  
 Melissa Jolly - *Human Resources Mgmt. Spec.*  
 Nikki Carriveau - *Human Resources Mgmt. Spec.*  
 Rebecca Coyote - *Administrative Assistant*  
 Sandie Wein - *Human Resources Mgmt. Spec.*

**Office of Workforce Planning**

Austin Gilley - *Workforce Planning Manager*

**Financial Management Services**

Marilyn Capps - *Associate Administrator and Chief Financial Officer*  
 Jim Patterson - *Administrative Technician*  
 Jose Posa - *Accountant*  
 Latisha Edwards - *Accountant*  
 Marcia Alexander - *Graphic Artist*  
 Marsha Reeder - *Administrative Programs Officer*  
 Patti Ormerod - *Human Resources Programs Mgr.*  
 Steven Snyder - *Accounting Technician*  
 TV Muralidharan - *Customer Service Representative*  
 Christina Burckel - *Administrative Technician*

**Information Technology Services**

Glenda Gesell - *Assistant Administrator*  
 Randy Peter - *Information Systems Manager*  
 Bernie Buchenau - *Information Sys. Application Spec.*  
 Bunny Illeperuma - *Information Sys. Application Spec.*  
 Carol Pillow - *Information Sys. Application Spec.*  
 Janice Halley - *Information Sys. Application Spec.*  
 Linda Helms - *Information Sys. Application Spec.*  
 Linda Spivey - *Information Sys. Services Cdnr.*  
 Marsheila Ward - *Information Sys. Application Spec.*  
 Robert Clayton - *Information Sys. Application Spec.*  
 Valsamma Reghunathan - *Information Sys. Application Spec.*

**Human Resources Development Services**

Carrie Rohr - *Director of Human Resources Development Svcs.*  
 Grayson Bedwell - *Administrative Assistant*  
 Joyce Smith - *Training Specialist*

**Equal Opportunity and Workforce Diversity**

Brenda Thornton - *Director*  
 Linda Williamson - *Administrative Assistant*

**Employee Assistance Program**

Robert Stevens - *Coordinator*  
 Deanna Miller - *Employee Assistance Prog. Coord.*  
 Warren Thompson - *Employee Assistance Prog. Coord.*  
 Blanca Longoria - *Administrative Assistant*





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APPENDIX



## All Agencies - Select Information

Agencies by Cabinet	Merit Status	FY 05 Employee Count	Average Age	Average Years of Service	Average Salary	Total Turnover
<b>Governor</b>						
Office Of The Governor	Non-Merit	29	39.5	7.5	\$ 52,613.57	24.2%
<b>Lieutenant Governor</b>						
Lieutenant Governor	Non-Merit	6	43.5	3.9	\$ 54,183.36	50.0%
<b>Agriculture</b>						
Agriculture	Merit	422	46.4	14.6	\$ 32,512.30	7.1%
Boll Weevil Eradication Org	Non-Merit	11	51.8	5.6	\$ 32,299.35	44.2%
Conservation Commission	Merit	50	45.8	12.6	\$ 38,866.02	7.9%
Oklahoma Peanut Commission	Merit	1	56.8	18.1	\$ 51,321.00	0.0%
Oklahoma Wheat Commission	Non-Merit	3	55.0	21.4	\$ 47,588.80	40.0%
<b>Commerce</b>						
Capitol Complex/Centennial Com	Non-Merit	8	53.4	12.5	\$ 43,072.53	12.5%
Commerce	Merit	138	45.8	10.3	\$ 48,849.43	17.1%
Historical Society	Merit	137	50.2	13.1	\$ 31,434.27	10.0%
Industrial Finance Authority	Non-Merit	6	60.9	16.8	\$ 63,948.40	0.0%
Jm Davis Gun Museum	Non-Merit	5	49.8	6.7	\$ 35,352.05	10.0%
Labor	Merit	93	46.1	11.2	\$ 39,466.00	10.2%
OESC	Merit	725	49.6	13.9	\$ 32,756.47	8.3%
Scenic Rivers Commision	Non-Merit	12	43.7	11.1	\$ 22,007.71	0.0%
Tourism and Recreation	Merit	812	43.1	11.9	\$ 22,779.68	4.9%
Will Rogers Memorial Comm	Merit	8	53.8	13.9	\$ 43,892.06	12.5%
<b>Education</b>						
Career/Tech. Education	Non-Merit	337	47.8	13.4	\$ 43,336.46	9.9%
Education	Merit	348	46.7	10.9	\$ 36,747.25	18.0%
Educational Television Auth	Non-Merit	59	46.3	8.3	\$ 34,797.77	21.7%
Libraries	Merit	66	50.5	13.7	\$ 35,863.45	12.5%
Oklahoma Arts Council	Non-Merit	15	52.4	11.4	\$ 43,750.00	6.3%
Private Vocational Schools Brd	Non-Merit	2	60.2	23.2	\$ 35,225.58	50.0%
School Of Science/Math	Merit	68	48.7	7.6	\$ 44,378.07	8.6%
Teacher Preparation Commission	Non-Merit	9	48.7	10.6	\$ 44,300.13	25.0%
<b>Energy</b>						
Corporation Commission	Merit	393	50.8	13.0	\$ 38,716.76	12.5%
Department Of Mines	Non-Merit	35	48.3	15.1	\$ 38,811.51	2.8%
Interstate Oil & Gas Compact	Non-Merit	1	29.0	0.4	\$ 60,000.00	0.0%
Liquefied Petroleum Gas Board	Merit	8	56.9	16.3	\$ 31,858.80	0.0%
Marginally Producing Wells	Non-Merit	4	49.8	3.3	\$ 44,365.50	25.0%
<b>Environment</b>						
Environmental Quality	Merit	528	46	12	40,767	9.59%
State Treasurer	Non-Merit	124	45.6	10.0	\$ 37,119.68	13.9%
Tax Commission	Merit	876	49.0	14.7	\$ 35,144.87	9.3%
Teachers' Retirement System	Merit	51	48.3	12.3	\$ 39,451.94	2.1%
Water Resources Board	Merit	83	42.9	13.2	\$ 45,532.19	21.9%
Wildlife Conservation	Non-Merit	322	43.9	16.4	\$ 37,048.41	4.6%

Source: OPM and PeopleSoft HRMS as of June 30, 2005.

Continued...

## All Agencies - Select Information

Agencies by Cabinet	Merit Status	FY 05 Employee Count	Average Age	Average Years of Service	Average Salary	Total Turnover
<b>Finance and Revenue</b>						
Auditor and Inspector	Non-Merit	151	40.9	10.6	\$ 43,979.50	8.3%
Commissioners Land Office	Merit	57	50.0	15.5	\$ 42,787.81	8.5%
Compsource	Non-Merit	363	47.4	10.2	\$ 38,479.28	19.9%
Firefighter Pension/Retirement	Non-Merit	10	46.6	12.1	\$ 48,016.44	0.0%
Insurance Department	Non-Merit	117	46.5	8.2	\$ 37,854.58	18.4%
Law Enforcement Retirement	Non-Merit	4	53.2	23.2	\$ 47,950.02	50.0%
Oklahoma Lottery Commission	Non-Merit	3	56.4	9.7	\$131,666.67	0.0%
Police Pension & Retirement	Non-Merit	10	49.4	10.9	\$ 48,419.69	0.0%
Public Employees Retirement	Merit	52	48	11	38,798	6.38%
State Banking Department	Non-Merit	39	46.5	16.4	\$ 55,227.11	0.0%
State Finance	Merit	128	48.2	12.8	\$ 49,942.01	20.7%
State Treasurer	Non-Merit	124	45.6	10.0	\$ 37,119.68	13.9%
Tax Commission	Merit	876	49.0	14.7	\$ 35,144.87	9.3%
Teachers' Retirement System	Merit	51	48.3	12.3	\$ 39,451.94	2.1%
<b>Health</b>						
Construction Industries Board	Non-Merit	33	49.4	6.9	\$ 38,879.59	0.0%
Health	Merit	2,148	46.8	10.8	\$ 37,012.31	15.7%
Health Care Authority	Merit	357	43.3	10.5	\$ 41,554.58	10.7%
Mental Health	Merit	1,850	45.7	10.2	\$ 32,584.71	21.8%
Nursing Home Admin Examiners	Non-Merit	3	56.0	20.6	\$ 37,693.76	0.0%
Tobacco Board Of Directors	Non-Merit	3	47.0	15.4	\$ 58,153.88	0.0%
<b>Human Resources and Administration</b>						
Board Of Architects	Non-Merit	3	41.8	10.1	\$ 40,647.68	0.0%
Board Of Dentistry	Merit	4	48.9	21.9	\$ 37,882.86	0.0%
Board Of Nursing	Non-Merit	23	47.7	7.7	\$ 42,813.37	25.8%
Board Of Osteopathic Examiners	Merit	5	60.5	11.3	\$ 42,192.86	0.0%
Board Of Pharmacy	Merit	8	48.6	10.4	\$ 50,471.09	0.0%
Central Services	Merit	198	49.8	14.4	\$ 34,902.19	16.2%
Chiropractic Examiners Board	Non-Merit	2	25.8	3.4	\$ 34,980.00	0.0%
Cosmetology Board	Merit	14	44.2	8.6	\$ 27,551.14	21.4%
Department Of Consumer Credit	Merit	13	53.8	11.6	\$ 36,917.55	16.7%
Department Of Securities	Merit	24	50.8	15.9	\$ 62,315.12	7.1%
Embalmers & Funeral Directors	Merit	3	49.8	6.2	\$ 44,060.24	0.0%
Employees Benefits Council	Merit	30	49.0	10.7	\$ 43,885.20	6.7%
Horse Racing Commission	Non-Merit	17	51.0	11.7	\$ 34,621.00	5.3%
Human Rights Commission	Merit	17	41.9	11.3	\$ 32,502.86	20.0%
Medical Licensure/Supervision	Merit	22	47.7	11.6	\$ 38,179.91	8.7%
Merit Protection Commission	Merit	7	52.0	10.2	\$ 39,599.71	0.0%
Motor Vehicle Commission	Merit	4	42.5	10.8	\$ 35,749.29	25.0%
Okla Real Estate Commission	Merit	17	42.7	13.3	\$ 32,115.48	10.5%
Oklahoma Accountancy Board	Non-Merit	8	49.1	13.2	\$ 37,722.78	0.0%
OSEEGIB	Non-Merit	168	47.1	10.6	\$ 40,663.93	11.1%
Personnel Management	Merit	66	47.9	12.8	\$ 39,013.21	21.1%
Pro Enginers & Land Surveyors	Merit	6	47.4	9.9	\$ 32,466.02	0.0%
Psychologists Examiners Board	Non-Merit	1	56.1	22.8	\$ 44,559.96	0.0%
Speech-Language Pathology	Non-Merit	1	53.7	13.3	\$ 36,191.04	50.0%
State Bond Advisor	Non-Merit	3	49.4	12.9	\$ 65,516.76	0.0%
Used Motor Vehicle Commission	Non-Merit	9	45.2	9.3	\$ 31,527.19	9.1%
Veterinary Medical Examiner	Non-Merit	3	42.6	8.1	\$ 38,042.68	16.7%

Source: OPM and PeopleSoft HRMS as of June 30, 2005.

Continued...

## All Agencies - Select Information

Agencies by Cabinet	Merit Status	FY 05 Employee Count	Average Age	Average Years of Service	Average Salary	Total Turnover
<b>Human Services</b>						
Commission On Children & Youth	Merit	22	44.5	8.9	\$ 39,905.74	42.9%
Human Services (DHS)	Merit	7,322	45.5	12.0	\$ 30,567.04	11.6%
Indian Affairs Commission	Non-Merit	3	45.5	4.8	\$ 37,672.40	20.0%
J.D. McCarty Center	Merit	194	39.4	5.5	\$ 27,869.41	42.4%
Juvenile Affairs	Merit	978	45.1	10.8	\$ 28,270.39	22.8%
Office Of Handicapped Concerns	Merit	8	51.5	14.3	\$ 36,339.47	0.0%
Physician Manpower Training	Merit	6	52.4	21.2	\$ 41,448.82	0.0%
Rehabilitation Services	Merit	644	49.5	15.3	\$ 32,626.87	11.0%
University Hospitals Authority	Non-Merit	4	52.1	22.0	\$ 67,405.59	0.0%
<b>Military</b>						
Military Department	Merit	322	45.2	8.6	\$ 28,877.45	18.3%
<b>Safety and Security</b>						
Attorney General	Non-Merit	158	45.4	10.3	\$ 48,726.15	18.0%
Bd Of Chem Test Alcohol/Drug	Non-Merit	5	50.2	10.5	\$ 35,944.78	20.0%
Bureau Of Investigation	Merit	287	44.0	12.1	\$ 42,279.03	6.6%
Bureau Of Narcotics	Merit	89	42.2	12.6	\$ 42,827.12	11.6%
Civil Emergency Management	Merit	24	53.5	13.4	\$ 38,713.67	10.7%
CLEET	Non-Merit	34	48.8	10.7	\$ 37,623.41	11.4%
Corrections	Merit	4,527	44.8	10.9	\$ 32,910.50	12.7%
District Attorney	Non-Merit	35	40.9	8.8	\$ 41,065.48	13.5%
Indigent Defense System	Non-Merit	115	45.4	8.9	\$ 53,185.31	17.9%
Medicolegal Investigations	Non-Merit	55	41.6	9.4	\$ 39,970.44	23.9%
Oklahoma ABLE Commission	Merit	46	49.5	18.3	\$ 45,416.21	4.5%
Pardon And Parole Board	Merit	40	51.5	15.7	\$ 33,099.60	7.5%
Public Safety	Merit	1,430	44.4	13.6	\$ 41,648.14	6.2%
State Fire Marshal	Merit	28	54.0	12.5	\$ 39,007.70	7.1%
<b>Science and Technology</b>						
OCAST	Merit	19	50.1	12.9	\$ 49,457.93	0.0%
<b>Secretary Of State</b>						
Election Board	Non-Merit	205	63.5	7.4	\$ 68,315.06	12.5%
Ethics Commission	Merit	7	57.4	13.3	\$ 48,132.03	0.0%
Secretary Of State	Merit	34	45.5	15.0	\$ 33,888.20	3.0%
<b>Transportation</b>						
Aeronautics Commission	Non-Merit	11	44.2	7.2	\$ 47,551.85	20.0%
Space Industry Dev Authority	Non-Merit	2	51.4	2.3	\$ 55,900.02	50.0%
Transportation	Merit	2,382	46.0	14.8	\$ 33,117.02	8.2%
Transportation Authority	Merit	550	46.5	8.8	\$ 28,623.20	11.5%
<b>Veterans Affairs</b>						
Veterans Affairs	Merit	1,673	44.9	7.9	\$ 26,910.73	28.6%
<b>Not Specified</b>						
GRDA	Merit	65	49.3	11.3	\$ 62,325.45	5.3%

Source: OPM and PeopleSoft HRMS as of June 30, 2005.

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PRINTED APRIL 2006