

STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT



REVISED
FY 2002 ANNUAL
COMPENSATION
REPORT

Includes Bi-Annual Report
On Turnover, Market Position, and
Applicant Pools

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EXECUTIVE SUMMARY	1
INTRODUCTION	2
COMPENSATION ACTIVITY	2
PURPOSE AND SCOPE OF ANNUAL SURVEY	4
AVERAGE SALARY COMPARISON (DIRECT COMPENSATION)	4
<i>Table 1: Employee Average Salary Comparison</i>	4
<i>Table 2: Market Comparison Trend (1999-2002).....</i>	5
<i>Figure 1: Oklahoma vs. Market Pay Trend (1999-2002).....</i>	5
FRINGE BENEFIT COMPARISON (INDIRECT COMPENSATION).....	5
<i>Table 3: Average Employee Fringe Benefit Cost Comparison.....</i>	6
<i>Figure 2: Average Employee Fringe Benefit Cost Comparison</i>	6
TOTAL COMPENSATION ANALYSIS.....	7
TURNOVER, MARKET RELATIONSHIP, AND APPLICANT POOL DATA	7
<i>Table 4: FY 2001 State Classified Employee Turnover</i>	8
 RECOMMENDATIONS	 10
 SURVEY FINDINGS	 12
METHODOLOGY	13
MARKET PAY ANALYSIS	13
<i>Table 5: Employee Average Salary Comparison</i>	13
FRINGE BENEFITS.....	14
FRINGE BENEFITS PRACTICES	15
<i>Table 6: Overall Fringe Benefit Cost Comparison.....</i>	15
<i>Table 7: State of Oklahoma Fringe Benefits Package</i>	15
EMPLOYEE FRINGE BENEFIT COMPARISON	16
<i>Table 8: Employee Fringe Benefit Comparison</i>	16
VACATION DAYS	16
<i>Table 9: Vacation Days</i>	16
SICK DAYS	17
<i>Table 10: Sick Days.....</i>	17
EMPLOYER-SPONSORED RETIREMENT PLANS	17
APPENDIX.....	18
<u>PROJECTED AVERAGE LONGEVITY PAYMENT</u>	19
<u>MARKET DATA SOURCES (“MARKET”) INFORMATION</u>	19
<u>EMPLOYEE BENEFIT ALLOWANCE</u>	20
<u>FRINGE BENEFIT COST CALCULATION.....</u>	20
<i>Table A1: FY 2002 Multi-Survey Benchmark Jobs (202)</i>	22
<i>Table A2: FY 2001 Turnover Rate > 10% by Job Family Level.....</i>	26
<i>Table A3: Job Family Levels ? 10% Below Market As of 10/1/01.....</i>	33
<i>Table A4: Job Families with Low Nos. of Applicants.....</i>	35

EXECUTIVE SUMMARY

Introduction

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

The Office of Personnel Management FY 2002 Annual Compensation Report meets the statutory requirements as outlined in 840-1-6A(5) of Title 74. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the State's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits or non-cash compensation programs found in the market and compares these programs with the State's fringe benefit package.

Additionally, Section 840-1.6A(20) of Title 74 requires the Administrator of the Office of Personnel Management to conduct a study identifying the following, by job family descriptor(s):

- a. selected job family levels with a turnover rate in excess of ten percent (10%)
- b. selected job family levels identified by the Administrator of the Office of Personnel Management with salaries and benefits that are ten percent (10%) or more below the market for such position(s), and
- c. selected job family levels identified by the Administrator of the Office of Personnel Management in which recruitment efforts have yielded a low number of qualified applicants.

This study is to be conducted by December 1, 2001, and every two (2) years thereafter. Since the subject matter of this study is directly related to the analysis of public and private sector pay required by Section 840-1.6A(5), the results of this study are also included in this report.

2001 Legislative Compensation Activity

During the 2001 Oklahoma Legislative Session, several compensation-related bills were passed that affected state agencies and their employees.

Salary Administration.

Effective June 1, 2001:

Senate Bill 224: The OPM Administrator is required to conduct a study of all agency director salaries for the purpose of determining the market rate of pay for their services, and to report the findings to the Governor and legislative leadership by January 1, 2002.

Senate Bill 748: Oklahoma Tourism & Recreation Department can award employees in the specified divisions additional compensation not to exceed 25% of the revenue collected from obtaining advertising for any of the Department's Internet websites or promotional publications/products.

Effective July 1, 2001

House Bill 1768, Sections 2 and 3: The OPM Administrator is required to conduct a study every 2 years of selected job family levels with turnover in excess of 10%, salaries 10% or more below market, and recruitment/retention problems. All raises are prohibited (not just across-the-board raises), except those expressly authorized. Agencies are authorized to provide up to a 5% salary adjustment for lateral transfers within the same job family or to another job family/level assigned to the same salary band as well as trial period completion after promotion to a different job family level. Performance-based adjustments are authorized for employees who receive at least a "meets standards" rating on their most current performance rating.

House Bill 1768, Section 27: Nurse managers in the Department of Human Services, Department of Veterans Affairs and the Department of Health received a \$2,100 pay raise. Transportation equipment operators at the Oklahoma Transportation Authority received a \$1,300 pay raise.

Senate Bill 702, Section 3: Pay raises were provided to the Department of Corrections, State Department of Health, Department of Human Services, Department of Mental Health & Substance Abuse Services, J.D. McCarty Center for Children, Office of Juvenile Affairs, Oklahoma Transportation Authority, Pardon & Parole Board, Department of Rehabilitation Services, Department of Transportation, and the Department of Veterans Affairs for positions identified by the Oklahoma Public Employees Association as having recruitment and retention problems.

House Bill 1546, Sections 1 and 2: A \$1.6 million appropriation for salary increases for the Office of Juvenile Affairs Police Officers, Juvenile Specialist, and Institutional Program Coordinators.

House Bill 1548, Section 3: Increased salaries for court reporters from \$29,758 to \$33,500 will begin January 1, 2002.

Effective November 1, 2001:

House Bill 1394, Section 3: Annualized increases are approved for Department of Corrections (DOC) fugitive apprehension officers equal to the amount of the increase awarded to other commissioned DOC officers on October 1, 1994, exclusive of longevity or shift differential pay. It is also required that fugitive apprehension officers receive back pay for the period of October 1994 to November 1, 2001.

Senate Bill 571, Section 2: The OPM Administrator is authorized to establish pay differentials consistent with the Oklahoma Personnel Act. A classified employee who is on-call must receive a minimum of two hours of work if the employee reports to work while on-call.

Leave.

Effective July 1, 2001

Senate Bill 702, Section 2: An increase in the state employee flexible benefit allowance and in the state employee dependent allowance was implemented.

Effective November 1, 2001

Senate Bill 571, Section 3: Annual leave accrual rates increased for employees hired since July 1, 1996, thus making the rates the same for all employees.

Purpose and Scope of Annual Survey

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

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

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

- ☞☞OPM FY 2002 State of Oklahoma Compensation Survey
- ☞☞Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- ☞☞The State Chamber Survey
- ☞☞Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- ☞☞Oklahoma Hospital Association Survey

(see Appendix, page 19 for a summary of each survey)

Average Salary Comparison (Direct Compensation)

An analysis of salary survey data submitted indicates that on average, classified employee salaries fell approximately 4.5% below the competitive labor market. Table 1 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

Table 1: Employee Average Salary Comparison

State of Oklahoma vs. Market			
Year	State of Oklahoma	Market	% Difference
2002	\$30,001 *	\$31,344	-4.5%

* Figure includes projected average longevity payment for calendar year 2001 of \$1,416 (see Appendix, page 19)

Source: FY 2002 Multi-Survey Summary Report of Competitive Labor Market

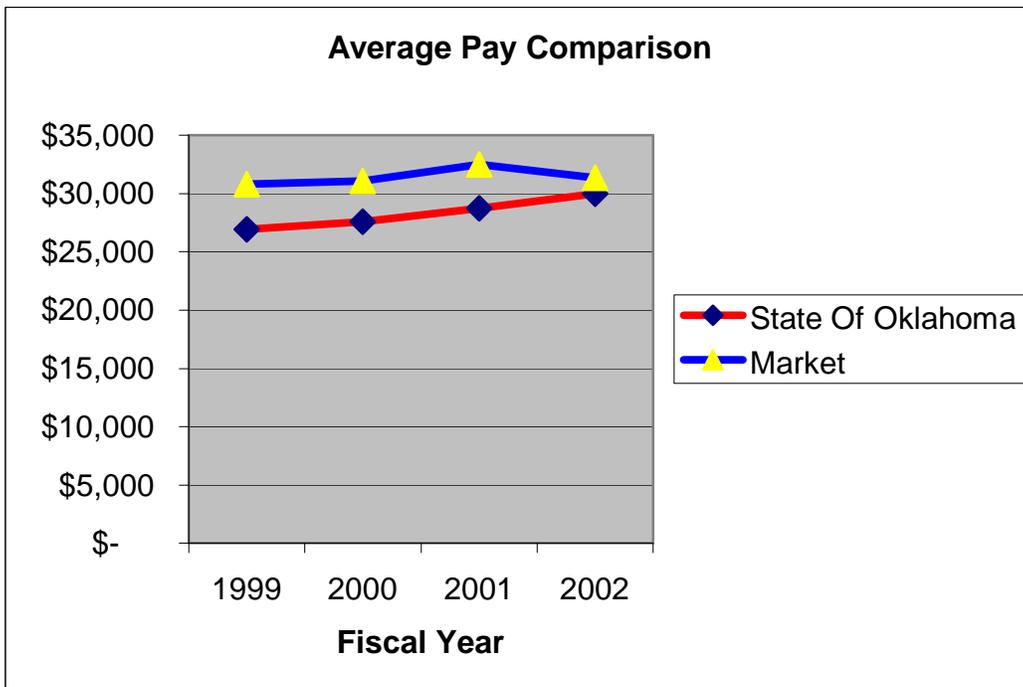
This year, Oklahoma's average pay is the closer to the market average than it has been in the previous three years, as depicted in Table 2 and Figure 1, below. These historical data reveal that state average pay has consistently lagged the market by 12 to 14 percent until this year, when the difference narrowed dramatically. This marked change appears to be caused by two factors. First, the increased use by state agencies of the various pay movement mechanisms available to them under Title 530, Subchapter 7, has served to increase state average pay by 4.4% over the previous year's average. Second, the market average pay for this year decreased from last year's average by 3.6%. A number of factors can negatively influence market average pay, including significant work force restructuring, hiring, or retirements among survey

participants. However, a major factor in this year's decline appears to be the change in the methodology of reporting to survey by a major participant in the State's primary salary survey.

Table 2: Market Comparison Trend (1999-2002)

<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2002	\$30,001 *	\$31,344	-4.5%
2001	28,738	32,513	-13.1%
2000	27,614	31,093	-12.6%
1999	26,961	30,742	-14.0%

Figure 1: Oklahoma vs. Market Pay Trend (1999-2002)



Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 3 below displays a breakdown of the employer costs of the State's benefit package compared to those of the external labor market.

**Table 3: Average Employee Fringe Benefit Cost Comparison
State of Oklahoma vs. Market***

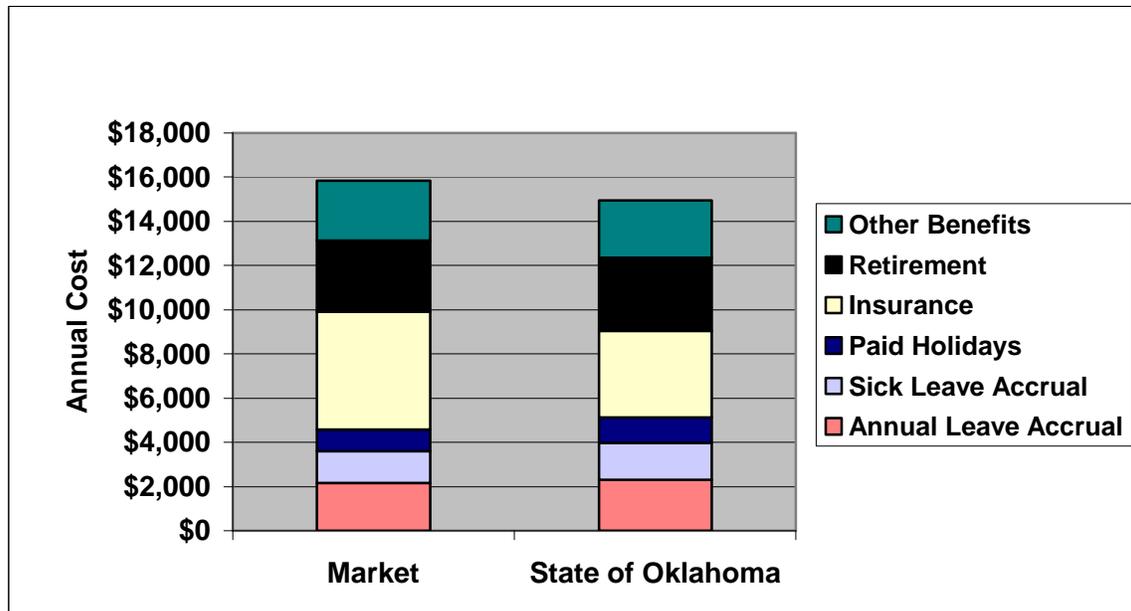
	<u>State of Oklahoma Benefit</u>	<u>State of Oklahoma Cost</u>	<u>Market Benefit</u>	<u>Market Cost</u>
Health Care Benefit		\$3,919		\$5,329
Annual Leave Accrual	20 days	\$2,308	18 days	\$2,170
Sick Leave Accrual	15 days	\$1,658	12 days	\$1,447
Paid Holidays	10 days	\$1,154	8 days	\$964
Defined-Benefit Retirement Plan (employer contribution)	10%	\$3,000	7%	\$2,276
Defined-Contribution Retirement Plan	\$300	\$300	3%	\$940
Social Security	7.65%	\$2,295	7.65%	\$2398
Workers' Compensation & Unemployment Insurance	1.0% approx.	\$300	1.0% approx.	\$313
TOTAL FRINGE BENEFITS		\$14,934		\$15,837

*Source: OPM FY 2002 State of Oklahoma Compensation Survey

Total Benefit Cost Comparison

<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
\$14,934	\$15,837	-6.1%

Figure 2: Average Employee Fringe Benefit Cost Comparison



The State of Oklahoma's fringe benefit costs are 6.1 percent lower than those of its competitor market. However, this result merely compares benefit expenditures and does not quantify the value relationship of the State's benefits to the market.

Total Compensation Analysis

Total compensation is defined as the total value of the employee's direct and indirect compensation provided by the employer. While it is possible to compare the value of the State's direct pay with the market, it is more difficult to assess the market relationship of indirect compensation value with any degree of precision. Using a simple comparison of benefit cost is not sufficient, given the impact on cost of such considerations as the age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers. Accordingly, no attempt has been made in this year's report to combine the average benefit cost with average direct pay to arrive at a "total compensation" amount.

For the future, the Office of Personnel Management is exploring the feasibility of using a "benefit value study" to provide a more accurate value comparison with the market. This methodology uses actuarially derived values for the state and its comparison employers, based on the State's own demographics and assumptions. The use of such a methodology will require a subset of the State's market survey participants to agree to submit benefits data to a consulting actuary, who will then perform the comparative analysis. Results of the analysis could then be converted to a percent-of-pay result, which would allow a total compensation comparison.

Turnover, Market Relationship, and Applicant Pool Data

Pursuant to O.S. Title 74, Section 840-1.6A(20), the following data are to be reported bi-annually:

- a. selected job family levels with a turnover rate in excess of ten percent (10%)
- b. selected job family levels identified by the Administrator of the Office of Personnel Management with salaries and benefits that are ten percent (10%) or more below the market for such position(s), and
- c. selected job family levels identified by the Administrator of the Office of Personnel Management in which recruitment efforts have yielded a low number of qualified applicants.

The following information pertains to these requirements:

A. Employee Turnover

Employee turnover is a measure of separations from an employing organization, usually expressed as a turnover rate. Turnover rates are typically calculated by dividing the total number of separations, both voluntary and involuntary, by the total number of employees. For the purpose of calculating this rate, separations are usually defined as discharges, resignations and retirements. However, in addition to the overall turnover rate, it is important to look specifically at voluntary turnover, which represents the rate at which employees exercise their free choice to leave their employment. In the latter case, separations would only include resignations and retirements.

For purposes of this report, the turnover rate was calculated by dividing the number of separations (both overall and voluntary) during the fiscal year by the number of employees on roll at the beginning of the fiscal year. Based on this methodology, turnover within the State of Oklahoma classified system is as follows:

Table 4: FY 2001 State Classified Employee Turnover

No. of Employees as of 7/1/00	28,066
No. of Resignations	2,488
No. of Retirements	703
No. of Discharges	358
Overall Turnover Rate	12.6%
Voluntary Turnover Rate	11.4%

See Table A2 in the Appendix for breakdown of Job Family Levels with turnover rates in excess of ten percent. It should be noted that it is too early to determine what effect, if any, many of the compensation-related bills referred to previously in this report will have on turnover within affected job family levels.

B. Job Family Levels Ten Percent Below Market

Information regarding market position of classified jobs is derived from the comparison of average salary rates of benchmark positions with relevant survey data, as described elsewhere in this report. Accordingly, actual market position is only available for job families identified as benchmark jobs. See Table A3 in the Appendix for a listing of job family levels ten percent or more below the market.

C. Job Family Levels with Low Numbers of Qualified Applicants

In attempting to identify job family levels with low numbers of qualified applicants, it became apparent that an additional qualifying factor, beyond just the sheer size of the applicant pool, would have to be considered. In order to make the results meaningful for identifying recruitment problems, strong consideration of agency demand for applicants would also have to be factored into the analysis. For example, an applicant pool of ten applicants may not pose a problem if only one vacancy were filled during the previous year; however, the same pool would clearly be inadequate to fill 5 or more vacancies.

In an effort to factor in agency demand as well as applicant pool size, the following criterion was used:

Job family levels for which the Office of Personnel Management has established registers that: (a) are currently open for competitive recruitment; and (b) have a number of certificates requested by agencies within the past 12 months which is greater than or equal to 25% of the number of qualified applicants currently on the register.

This criterion is based on the assumption that, to be sufficient, an applicant pool must contain at least four applicants (not previously considered) for each vacancy to be filled. Agencies have complained frequently that certificates issued throughout the year include many of the same applicants they have considered already and have elected not to offer employment. This criterion acknowledges that consideration of the same applicant pool on multiple occasions is an indication of a low number of applicants from whom to select new employees.

The Construction/Maintenance Technician Level 1, Job Code F41A, is a good illustration of the how this criterion is applied. There are currently 75 names on the

register for this job family level, and agencies have requested 27 certificates in the past 12 months. Using the criterion, the register has an inadequate number of applicants, since the number of certificates requested (27) exceeds 25% of the number of applicants ($.25 \times 75 = 19$). Looking at it from a different perspective, the register would have to contain 108 ($27/.25$) applicants to be sufficient.

In order to more accurately identify jobs where low numbers of qualified applicants are available, the Office of Personnel Management will survey Merit System agencies by February 2002, to seek additional information. Agencies will be asked to identify not only the job families and levels for which recruitment has been difficult, but also to focus on reasons for these difficulties, including, but not limited to, current compensation levels. The results of this survey will be reported out to all parties on the distribution list for the Annual Compensation Report.

The list of job family levels with low numbers of qualified applicants in accordance with the above criterion is found in Table A4 in the Appendix to this report.

RECOMMENDATIONS

Compensation

Results of the FY 2002 Annual Compensation Report indicate that the State's Merit System salary practices are 4.5% below the market based on benchmark comparisons of average classified salaries. However, this report does not recommend an across-the-board increase to State classified salaries, based on the following considerations:

- ?? While across-the-board increases do address the overall market disparity in classified employee average pay, they do not address individual job family disparities with any degree of precision. Moreover, they exacerbate situations wherein specific job families are already paid in excess of the market.
- ?? The increase in the survey average pay during the previous year was unusual and suggests some volatility in the market. It is prudent to allow additional time to determine if this is indeed an anomaly or if it portends a trend.

In light of the above, this report recommends that agencies examine the pay rates of job families under their purview and, where appropriate and within available funding, consider using appropriate pay movement mechanisms for targeted job family levels and positions. Agencies may also consider requesting legislative support for funding the use of pay movement mechanisms, if funding is not available within their budgets for targeted recruitment and retention challenges.

Turnover

Employee turnover can be attributed to a number of factors, including compensation, potential for growth, and management policies and practices, among others. It is difficult to draw meaningful conclusions from benchmarking turnover against other organizations, primarily because different standards and criteria are used to calculate turnover. A more revealing approach would be to track and trend state employee turnover data from year to year. The Office of Personnel Management is in the process of establishing a workforce planning function whose mission will be to examine workforce issues, including turnover and retention data, and develop strategies for addressing them. In the meantime, agencies should consider conducting their own analyses of turnover based on their own data and experience.

Job Families Ten Percent or More Below Market

Agencies currently have the authority to request market adjustments for individual job families or job family levels, subject to availability of funds. It is recommended that agencies continue to review their pay rates in relation to relevant market data and consider requesting adjustments where warranted. As agencies make broader use of this authority, in addition to the other pay movement mechanisms, many of the more serious market disparities should be alleviated.

Job Families with Low Numbers of Applicants

The Office of Personnel Management will recommend to agencies experiencing recruitment difficulties that they employ full use of available pay movement mechanisms provided by statute to attract more candidates. Further, OPM will focus more of its recruitment efforts on the job family levels identified in this report at job fairs, career days, college and career technology visits and other activities. OPM will explore expanded partnerships with agencies experiencing difficulties to coordinate recruitment activities.

SURVEY FINDINGS

Methodology

The State of Oklahoma has a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public sector organizations in our surrounding or contiguous states. It is within these boundaries that our competitive labor market exists. In keeping with a single market philosophy, the following market data sources were used in the salary analysis in this report: OPM FY 2002 State of Oklahoma Compensation Survey, Central States Salary Survey (contiguous states only), Oklahoma Hospital Association Survey, Southeastern States Salary Survey (contiguous states only), and The State Chamber Survey (see Appendix, page 17).

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

Typically, the market average increases from year to year; however, the market average reported in this report was lower than last year’s reported market average by 3.6 percent. This discrepancy was due to a decrease in the market’s average salary in one of our major market data sources, the Central States Survey. A major cause of the decrease appears to be a restructuring which occurred in the compensation and classification system of a major survey participant, which caused the participant to report significantly lower incumbent count against many of the survey benchmark classifications.

Market Pay Analysis

An analysis of the competitive market salary survey data indicates that on average, classified employee salaries fell approximately 4.5% below the competitive labor market for benchmark jobs surveyed. A comparison of classified employee salaries and market salaries is represented below in Table 4.

Table 5: Employee Average Salary Comparison

State of Oklahoma vs. Market*		
<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
\$30,001 **	\$31,344	-4.5%

***Source:** FY 2002 Multi-Survey Summary Report of Competitive Labor Market

** Figure includes projected average longevity payment for calendar year 2002 of \$1,416 (see Appendix, page 19)

FY 2002 market position is substantially below the market position in the three previous years of -13.1 percent, -12.6 percent, and -14.0 percent respectively. This difference is due in part to the growth in state salaries due to the increased use of pay movement mechanisms, as well as to the market anomaly noted in the above paragraph on methodology.

FRINGE BENEFITS

Fringe Benefits Practices

The State of Oklahoma provides a highly competitive and progressive employee benefit package which includes such benefits as vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a very progressive cafeteria plan under which each eligible employee is allotted a monthly benefit allowance with which they must purchase the four (4) core benefits of **health, dental, life, and disability insurance**. Employees may choose from any of 4 available HMO plans or select the Sooner HealthChoice plan option. The benefit allowance amounts are based on dependent coverage choices made by the employee and range from \$262.19 to \$539.34 per month (see Appendix, page 18). If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income. As indicated in Table 7, below, State fringe benefit costs as a whole are 6.1 percent lower than market benefit costs.

Fringe benefits are normally defined in the following manner:

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

Table 6: Overall Fringe Benefit Cost Comparison

<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
\$14,934	\$15,837	-6.1%

Table 7: State of Oklahoma Employee Benefits Package

Health Care Benefit Allowance	\$262.19 to \$539.34 per month
Annual Leave Accrual (after 1 year)	15 days
Sick Leave Accrual	15 days
Paid Holidays	10 days
Defined-Benefit Plan	Yes (10% employer contribution) (3.0% - 3.5% employee contribution)
Defined-Contribution Plan	Yes (\$25 per month matching funds from the state)
Social Security	7.65%
Workers' Compensation & Unemployment Insurance	1.0% (approximately)*

* Workers' Compensation premiums vary by occupation.

Employee Fringe Benefit Comparison

Table 8: Employee Fringe Benefit Comparison

State of Oklahoma vs. Market*		
	<u>State of Oklahoma</u>	<u>Market</u>
Vacation Days (after 1 year)	15 days	12 days
Sick Days	15 days	12 days
Paid Holidays	10 days	8 days
Retirement:		
Defined Benefit Plan	Yes	Yes
Defined Contribution Plan	Yes	Yes
Contribution Match	Yes	Yes
Health Care:		
Medical Insurance	Yes	Yes
Dental Insurance	Yes	Yes
Life Insurance	Yes	Yes
Disability Insurance	Yes	Yes

***Source:** OPM FY 2002 State of Oklahoma Compensation Survey

Vacation Days

Table 9: Vacation Days

State of Oklahoma vs. Market*		
<u>Annual Leave/Vacation</u>	<u>State of Oklahoma</u>	<u>Market</u>
Number of days after 1 year	15	12
Number of days after 5 years	18	15
Number of days after 10 years	20	18
Number of days after 15 years	20	20
Number of days after 20 years	25	21

***Source:** OPM FY 2002 State of Oklahoma Compensation Survey

74% of organizations surveyed allow some form of annual leave/vacation accrual from year to year.

Sick Days

Table 10: Sick Days

State of Oklahoma vs. Market*		
<u>Sick Days</u>	<u>State of Oklahoma</u>	<u>Market</u>
Number of days provided each year	15	12

***Source:** OPM FY 2002 State of Oklahoma Compensation Survey

74% of organizations surveyed allow some form of sick leave accrual from year to year

Employer-Sponsored Retirement Plans*

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

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

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

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

The State of Oklahoma provides both a defined-benefit and defined-contribution plan.

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

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

78% of the organizations surveyed provide a defined-benefit plan.

84% of the organizations surveyed provide a defined-contribution plan.

55% of the organizations surveyed provide either a dollar or percentage match to the define-contribution plan.

***Source:** OPM FY 2002 State of Oklahoma Compensation Survey

APPENDIX

Projected Average Longevity Payment

The projected average longevity payment was calculated from a standard batch report generated by the state's mainframe personnel information system or StatePer. The report generates a projected longevity payroll for any 12-month period in question by querying employee longevity dates and projected payments. The report then summarizes a projected annual longevity payroll and provides the number of eligible employees. The projected amount identified in this report (\$1,416) was calculated in the following manner:

✍️ Calculation:

Projected Longevity payroll (1/1/01 through 12/31/01)=\$35,188,350

Number of Eligible Employees = 24,859

$\$35,188,350 / 24,859 = \$1,415.52$ (\$1,416)

Market Data Sources ("Market") Information

OPM FY 2002 State of Oklahoma Compensation Survey: This salary/benefits survey was conducted by the compensation division of the State of Oklahoma's Office of Personnel Management. The salary portion of the survey covered a total of 50 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding or contiguous to Oklahoma. Fifty-one (51) organizations participated in this survey. Salary data is current as of July 2001.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): This survey is conducted annually by members of the Central States Salary Conference. The consortium is composed of 25 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states which are contiguous to our state. There are seven (7) Oklahoma contiguous states [Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas] that participate in the Central States Salary Survey. The salary portion of the survey covered a total of 195 benchmark jobs. Salary data is current as of July 2001.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): This survey is conducted annually by members of the Southeastern States Salary Conference. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states which are contiguous to our state. Three (3) of the seven (7) contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered a total of 111 benchmark jobs. Salary data is current as of July 2001.

The State Chamber Survey: This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from 97 organizations employing more than 30,000 people in the state of Oklahoma. The salary portion of the survey covered a total of 70 benchmark jobs. Salary data is current as of July 2001.

Oklahoma Hospital Association: This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. This year, 85 of the 125 hospitals responded to the survey. The salary portion of the survey covered a total of 14 benchmark jobs. Salary data is current as of July 2001.

Employee Benefit Allowance

Each State of Oklahoma benefit eligible employee (works 1,000 or more hours per year per O.S. 74:1303(G)) receives an allotted monthly benefit allowance with which they must purchase the four (4) core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee. The current benefit allowances, as of July 1, 2001 (FY 2002), are as follows:

Employee only	\$262.19
Employee & spouse	\$406.46
Employee & 1 child	\$328.85
Employee & 2 or more children	\$367.23
Employee, spouse & 1 child	\$500.96
Employee, spouse & 2 or more children	\$539.34

Fringe Benefit Cost Calculation

The average cost for the State's fringe benefits package was calculated in the following manner:

Health Care Benefit Allowance: The State of Oklahoma employee health care benefit allowance average is \$326.55 per month. This figure was annualized to arrive at the State cost for the four core benefits mentioned above. The "market" cost was computed by utilizing the percent of payroll spent on the four (4) core benefits. The data gathered in the OPM FY 2002 State of Oklahoma Compensation Survey showed that on average, the market spent 17% of their total payroll on the four (4) core employee benefits.

Example: Health Care Benefit Allowance for the "market" employee was calculated in the following manner:

$$\$31,344 \times .17 = \$5,329$$

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

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

$$\$30,001 / 260 = \$115.39$$

$$\$115.39 \times 20 \text{ days} = \$2,308$$

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

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

$$\$30,001 \times .1 = \$3,000$$

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

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

$$\$31,344 \times .03 = \$940$$

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

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

$$\$30,001 \times .0765 = \$2,295$$

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

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

$$\$30,001 \times .01 = \$300$$

Table A1. FY 2002 Multi-Survey Benchmark Jobs (202)

There are 131 Job Family Descriptors listed below representing 15,193 state employees.

D14A	ACCOUNTANT I
D14B	ACCOUNTANT II
D14C	ACCOUNTANT III
D14D	ACCOUNTANT IV
D50A	ACCOUNTING TECHNICIAN I
D50B	ACCOUNTING TECHNICIAN II
D50C	ACCOUNTING TECHNICIAN III
D50D	ACCOUNTING TECHNICIAN IV
E17A	ADMINISTRATIVE ASSISTANT I
E17B	ADMINISTRATIVE ASSISTANT II
E31B	ADMINISTRATIVE HEARING OFFICER II
E22A	ADMINISTRATIVE LIBRARIAN I
E16A	ADMINISTRATIVE TECHNICIAN I
E16B	ADMINISTRATIVE TECHNICIAN II
E16C	ADMINISTRATIVE TECHNICIAN III
E16D	ADMINISTRATIVE TECHNICIAN IV
Y14B	ADVANCE PRACTICE NURSE II
T40A	AIRPLANE PILOT I
X23B	ALCOHOL AND DRUG COUSELOR II
D12B	AUDITOR II
D12D	AUDITOR IV
F47B	AUTOMOTIVE/ENGINE MECHANIC II
D21C	BUDGET ANALYST (OSF) III
D21D	BUDGET ANALYST (OSF) IV
D20D	BUDGET ANALYST IV
D30A	BUSINESS MANAGER I
D30C	BUSINESS MANAGER III
F44A	CARPENTER I
H21B	CASE MANAGER II
Z52B	CHAPLAIN II
F69A	CHIEF ARCHITECT I
H24C	CHILD CARE LICENSING SPECIALIST III
H23B	CHILD WELFARE SPECIALIST II
C10B	CIVIL RIGHTS ADMINISTRATOR II
C10C	CIVIL RIGHTS ADMINISTRATOR III
X14B	CLINICAL LABORATORY SCIENTIST II
X14D	CLINICAL LABORATORY SCIENTIST IV
H27B	CLINICAL SOCIAL WORKER II
T10C	COMPUTER AIDED DRAFTING AND DESIGN III
F45B	CONSTRUCTION/MAINTENANCE ADMINSTRATOR II
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III
F14B	CONTRACTING AND ACQUISITIONS AGENT II
F10C	CONTRACTING AND PROCUREMENT OFFICER III
I20B	CORRECTIONAL CASE MANAGER II
I10B	CORRECTIONAL SECURITY OFFICER II
I10C	CORRECTIONAL SECURITY OFFICER III
I10D	CORRECTIONAL SECURITY OFFICER IV
H15B	COUNTY DIRECTOR II
X19A	DENTAL CARE HYGIENIST I
Z12B	DIRECT CARE SPECIALIST II
K11B	DISABILITY DETERMINATION SPECIALIST II
G14B	DRIVER'S LICENSE EXAMINER II
E35B	DUPLICATING EQUIPMENT OPERATOR II
Z16A	EDUCATIONAL CONSULTANT I
F75A	ELECTRICIAN I
F75B	ELECTRICIAN II
F75D	ELECTRICIAN IV
W16B	EMPLOYMENT SECURITY FRAUD INVESTIGATOR II
S10B	ENGINEER INTERN II
S10D	ENGINEER INTERN IV

S12B	ENGINEERING MANAGER II
S12D	ENGINEERING MANAGER IV
R25B	ENVIRONMENTAL PROGRAMS MANAGER II
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV
R10D	ENVIRONMENTAL/CHEMICAL LABORATORY SPECIALIST IV
F78A	EQUIPMENT OPERATOR I
D33B	FINANCIAL MANAGER/COMPTROLLER II
G19C	FINGERPRINT SPECIALIST III
J41A	FIRE PREVENTION AND SECURITY OFFICER I
Z21C	FOOD SERVICE MANAGER III
Z20A	FOOD SERVICE SPECIALIST I
Z20B	FOOD SERVICE SPECIALIST II
L24B	FORESTER II
E43A	GRAPHIC ARTIST I
X20A	HEALTH EDUCATOR I
X20B	HEALTH EDUCATOR II
X29D	HEALTH FACILITY SURVEYOR IV
X10C	HEALTH INFORMATION TECHNICIAN III
U14C	HISTORIC PRESERVATION SPECIALIST III
U11C	HISTORICAL FACILITY MANAGER III
U12B	HISTORICAL COLLECTIONS SPECIALIST II
F50A	HOUSEKEEPING/CUSTODIAL WORKER I
F50B	HOUSEKEEPING/CUSTODIAL WORKER II
C30A	HUMAN RESOURCES ASSISTANT
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV
C32A	HUMAN RESOURCES PROGRAMS MANAGER I
C32C	HUMAN RESOURCES PROGRAMS MANAGER III
B32B	INFORMATION SYSTEMS ADMINISTRATOR II
B32C	INFORMATION SYSTEMS ADMINISTRATOR III
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV
B52E	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST V
B31A	INFORMATION SYSTEMS MANAGER I
B31B	INFORMATION SYSTEMS MANAGER II
B31C	INFORMATION SYSTEMS MANAGER III
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST III
B55B	INFORMATION SYSTEMS SERVICES COORDINATOR II
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II
A11B	INSURANCE CLAIMS ADJUSTER II
Z51B	JUVENILE SPECIALIST II
J17B	LABOR COMPLIANCE OFFICER II
X13A	LABORATORY TECHNICIAN I
X13B	LABORATORY TECHNICIAN II
X13C	LABORATORY TECHNICIAN III
X13C	LABORATORY TECHNICIAN III
F79A	LABORER I
E21B	LIBRARIAN II
E20B	LIBRARY TECHNICIAN II

Y11A	LICENSED PRACTICAL NURSE I
Y11B	LICENSED PRACTICAL NURSE II
F54A	LIGHT VEHICLE DRIVER I
Z30B	LINEN AND CLOTHING SPECIALIST II
E49A	MANAGEMENT ANALYST I
K15A	MANUAL SIGN LANGUAGE SPECIALIST I
F21A	MATERIEL MANAGEMENT OFFICER I
F20A	MATERIEL MANAGEMENT SPECIALIST I
F20B	MATERIEL MANAGEMENT SPECIALIST II
F20D	MATERIEL MANAGEMENT SPECIALIST IV
F74B	MECHANICAL SYSTEMS TECHNICIAN II
E19A	MEDICAL TRANSCRIPTIONIST I
V14B	MOTOR VEHICLE ENFORCEMENT OFFICER II
P15A	NATURALIST I
Y13A	NURSING MANAGER I
Y13B	NURSING MANAGER II
Z25B	NUTRITION THERAPIST II
Z25C	NUTRITION THERAPIST III
X33C	OCCUPATIONAL THERAPIST III
M32C	OIL AND GAS FIELD INSPECTOR III
P25B	PARK MANAGER II
P25D	PARK MANAGER IV
P20B	PARK RANGER II
Y10A	PATIENT CARE ASSISTANT I
Y10B	PATIENT CARE ASSISTANT II
Y10C	PATIENT CARE ASSISTANT III
X26B	PHARMACIST II
X25B	PHARMACY TECHNICIAN II
E50A	PHOTOGRAPHER I
E49C	PHYSICAL PLANT OPERATOR III
X34C	PHYSICAL THERAPIST III
E48C	PLANNING COORDINATOR III
F76B	PLUMBER II
I40B	PROBATION AND PAROLE OFFICER II
I40D	PROBATION AND PAROLE OFFICER IV
S11A	PROFESSIONAL ENGINEER I
S11B	PROFESSIONAL ENGINEER II
S11C	PROFESSIONAL ENGINEER III
H10B	PROGRAMS MANAGER II
H10D	PROGRAMS MANAGER IV
H10E	PROGRAMS MANAGER V
X31B	PSYCHOLOGICAL CLINICIAN II
X31D	PSYCHOLOGICAL CLINICIAN IV
X43A	PUBLIC HEALTH ADMINISTRATOR I
X17A	PUBLIC HEALTH SPECIALIST I
X17D	PUBLIC HEALTH SPECIALIST IV
E45B	PUBLIC INFORMATION MANAGER II
E44B	PUBLIC INFORMATION OFFICER II
M40C	PUBLIC UTILITY REGULATORY ANALYST III
X36B	RECREATION THERAPIST II
Y12A	REGISTERED NURSE I
Y12B	REGISTERED NURSE II
Y12C	REGISTERED NURSE III
K23B	REHABILITATION OF THE BLIND SPECIALIST II
V17B	REVENUE COMPLIANCE EXAMINER II
J31B	SAFETY CONSULTANT II
E24A	SECRETARY I
E24B	SECRETARY II
E24D	SECRETARY IV
H20B	SOCIAL SERVICES SPECIALIST II
H20C	SOCIAL SERVICES SPECIALIST III
H20D	SOCIAL SERVICES SPECIALIST IV
X22B	SPEECH-LANGUAGE PATHOLOGIST II
E46C	STATISTICAL RESEARCH SPECIALIST III
X11B	THERAPEUTIC/MEDICAL AIDE II
X12A	THERAPEUTIC/MEDICAL ASSISTANT I

X12B	THERAPEUTIC/MEDICAL ASSISTANT II
C41A	TRAINING SPECIALIST I
C41B	TRAINING SPECIALIST II
T22C	TRANSPORTATION SPECIALIST III
T22D	TRANSPORTATION SPECIALIST IV
T21C	TRANSPORTATION TECHNICIAN III
K21B	VOCATIONAL REHABILITATION SPECIALIST II
K28A	VOCATIONAL TRAINING INSTRUCTOR I
F48A	WELDER II
W10B	WORKFORCE SERVICES SPECIALIST II
W10C	WORKFORCE SERVICES SPECIALIST III
W10D	WORKFORCE SERVICES SPECIALIST IV

Table A2. FY 2001 Turnover Rate* >10% by Job Family Level

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
A10A	Insurance Underwriter	2	1	50.0%	1	50.0%
A10C	Insurance Underwriter	6	1	16.7%	1	16.7%
A11B	Insurance Claims Adjuster	35	4	11.4%	4	11.4%
A11C	Insurance Claims Adjuster	6	3	50.0%	2	33.3%
A20A	Insurance Subrogation/Reimbursement	15	4	26.7%	4	26.7%
A20B	Insurance Subrogation/Reimbursement	7	1	14.3%	1	14.3%
A20C	Insurance Subrogation/Reimbursement	4	1	25.0%	1	25.0%
A31B	Flexible Benefits Representative	4	1	25.0%	1	25.0%
A33A	Provider Contracting Specialist	3	1	33.3%	1	33.3%
A40A	Insurance Program Administrator	14	5	35.7%	5	35.7%
B10A	Information Systems Operations Spec	2	1	50.0%	1	50.0%
B20A	Information Systems Telecommunication Technician	5	3	60.0%	3	60.0%
B20B	Information Systems Telecommunication Technician	7	1	14.3%	1	14.3%
B21A	Information Systems Network Management Specialist	7	1	14.3%	1	14.3%
B21B	Information Systems Network Management Specialist	28	4	14.3%	4	14.3%
B21D	Information Systems Network Managem	9	1	11.1%	0	**
B22B	Information Systems Network Administrator	4	1	25.0%	1	25.0%
B30A	Information Systems Operating System Specialist	1	1	100.0%	1	100.0%
B30C	Information Systems Operating System	20	3	15.0%	3	15.0%
B31C	Information Systems Manager	15	4	26.7%	4	26.7%
B32B	Information Systems Administrator	12	2	16.7%	2	16.7%
B32C	Information Systems Administrator	10	3	30.0%	3	30.0%
B40C	Information Systems Planning Specialist	13	2	15.4%	2	15.4%
B40D	Information Systems Planning Specialist	7	1	14.3%	1	14.3%
B51A	Information Systems Applications Sp	25	4	16.0%	4	16.0%
B51B	Information Systems Applications Specialist	111	23	20.7%	19	17.1%
B51D	Information Systems Applications Specialist	70	9	12.9%	9	12.9%
B52A	Information Systems Data Management	2	1	50.0%	1	50.0%
B52B	Information Systems Data Management	8	1	12.5%	1	12.5%
B52C	Information Systems Data Management	8	3	37.5%	3	37.5%
B52D	Information Systems Data Management	7	3	42.9%	3	42.9%
B55C	Information Systems Services Coordinator	28	4	14.3%	4	14.3%
C10A	Civil Rights Administrator	2	1	50.0%	1	50.0%
C16B	Human Rights Administrator	1	1	100.0%	1	100.0%
C31A	Human Resources Management Specialist	14	2	14.3%	2	14.3%
C31C	Human Resources Management Specialist	16	2	12.5%	2	12.5%
C31D	Human Resources Management Specialist	48	8	16.7%	8	16.7%
C32B	Human Resources Programs Manager	6	2	33.3%	2	33.3%
C38B	Payroll Administrative Assistant	4	1	25.0%	1	25.0%

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
C40A	Correctional Training Officer	1	1	100.0%	1	100.0%
C40B	Correctional Training Officer	28	5	17.9%	5	17.9%
C41B	Training Specialist	37	6	16.2%	6	16.2%
C41C	Training Specialist	9	1	11.1%	1	11.1%
C42B	Video Production Specialist	6	1	16.7%	1	16.7%
C43C	National Guard Training Officer	2	1	50.0%	1	50.0%
D12C	Auditor	2	2	100.0%	2	100.0%
D14A	Accountant	60	12	20.0%	11	18.3%
D14C	Accountant	60	7	11.7%	7	11.7%
D14D	Accountant	39	4	10.3%	4	10.3%
D18D	Pre-Audit Claims Specialist	3	1	33.3%	1	33.3%
D20B	Budget Analyst	12	2	16.7%	2	16.7%
D20D	Budget Analyst	5	1	20.0%	1	20.0%
D21C	Budget Analyst (OSF)	2	1	50.0%	1	50.0%
D21D	Budget Analyst (OSF)	5	1	20.0%	1	20.0%
D30A	Business Manager	7	1	14.3%	1	14.3%
D30C	Business Manager	7	5	71.4%	5	71.4%
D33A	Financial Manager/Comptroller	12	2	16.7%	2	16.7%
D33B	Financial Manager/Comptroller	18	2	11.1%	2	11.1%
D33C	Financial Manager/Comptroller	5	2	40.0%	2	40.0%
D50A	Accounting Technician	3	3	100.0%	3	100.0%
D50D	Accounting Technician	7	1	14.3%	1	14.3%
D51B	Insurance/Benefits Accounts Special	35	5	14.3%	3	**
D51D	Insurance/Benefits Accounts Special	7	1	14.3%	1	14.3%
E13A	Customer Service Representative	7	2	28.6%	2	28.6%
E13B	Customer Service Representative	284	30	10.6%	26	**
E14A	Court Reporter	5	1	20.0%	1	20.0%
E15B	Docket Clerk	6	3	50.0%	3	50.0%
E16A	Administrative Technician	55	9	16.4%	7	12.7%
E16B	Administrative Technician	556	66	11.9%	55	**
E16C	Administrative Technician	903	101	11.2%	90	**
E20B	Library Technician	28	4	14.3%	4	14.3%
E21D	Librarian	16	2	12.5%	2	12.5%
E24C	Secretary	54	9	16.7%	9	16.7%
E25B	Legal Secretary	34	4	11.8%	3	**
E30A	Legal Research Assistant	4	2	50.0%	2	50.0%
E34A	Offset Press Operator	5	1	20.0%	1	20.0%
E34D	Offset Press Operator	7	1	14.3%	1	14.3%
E35B	Duplicating Equipment Operator	7	1	14.3%	0	**
E41A	Archivist/Records Management Specialist	5	1	20.0%	1	20.0%
E44B	Public Information Officer	17	3	17.6%	3	17.6%
E45B	Public Information Manager	12	2	16.7%	2	16.7%
E46A	Statistical Research Specialist	1	1	100.0%	1	100.0%
E46B	Statistical Research Specialist	13	3	23.1%	3	23.1%
E46D	Statistical Research Specialist	6	1	16.7%	1	16.7%
E48C	Planning Coordinator	2	1	50.0%	1	50.0%
E55D	Customer Assistance Representative	12	2	16.7%	2	16.7%
F10A	Contracting And Procurement Officer	8	1	12.5%	0	**
F14B	Contracting And Acquisitions Agent	9	3	33.3%	3	33.3%
F16A	Surplus Property Agent	4	1	25.0%	1	25.0%
F20A	Materiel Management Specialist	11	2	18.2%	2	18.2%

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
F20B	Materiel Management Specialist	89	10	11.2%	9	10.1%
F20C	Materiel Management Specialist	39	5	12.8%	5	12.8%
F21B	Materiel Management Officer	15	2	13.3%	2	13.3%
F35A	Director, Service Division	1	1	100.0%	1	100.0%
F41A	Construction/Maintenance Technician	122	13	10.7%	12	**
F42A	Construction Inspector	9	1	11.1%	1	11.1%
F43C	Exhibit Design Technician	2	1	50.0%	1	50.0%
F44A	Carpenter	19	2	10.5%	2	10.5%
F44A	Carpenter	19	2	10.5%	2	10.5%
F45B	Construction/Maintenance Administrator	32	5	15.6%	5	15.6%
F45C	Construction/Maintenance Administrator	4	1	25.0%	1	25.0%
F49B	Physical Plant Operator	14	2	14.3%	2	14.3%
F49C	Physical Plant Operator	7	1	14.3%	1	14.3%
F50A	Housekeeping/Custodial Worker	197	45	22.8%	32	16.2%
F50B	Housekeeping/Custodial Worker	57	8	14.0%	8	14.0%
F50D	Housekeeping/Custodial Worker	7	1	14.3%	1	14.3%
F54A	Light Vehicle Driver	8	1	12.5%	1	12.5%
F62B	Asbestos Worker	5	1	20.0%	1	20.0%
F65A	Construction Designer	5	1	20.0%	0	**
F74B	Mechanical Systems Technician	12	3	25.0%	3	25.0%
F74D	Mechanical Systems Technician	17	2	11.8%	1	**
F75B	Electrician	8	1	12.5%	1	12.5%
F76C	Plumber	9	1	11.1%	1	11.1%
F77A	Groundskeeper	8	1	12.5%	1	12.5%
F77B	Groundskeeper	10	2	20.0%	2	20.0%
F78A	Equipment Operator	40	8	20.0%	8	20.0%
F78C	Equipment Operator	2	1	50.0%	1	50.0%
F79A	Laborer	18	3	16.7%	2	11.1%
G10B	Communications Officer (DPS)	15	2	13.3%	2	13.3%
G10D	Communications Officer (DPS)	3	2	66.7%	2	66.7%
G12C	Criminalist	19	3	15.8%	3	15.8%
G13B	Crime Reporting Field Representative	8	1	12.5%	1	12.5%
G14A	Driver S License Examiner	84	11	13.1%	11	13.1%
G14B	Driver's License Examiner	6	1	16.7%	1	16.7%
G16A	Physical Evidence Technician	1	1	100.0%	1	100.0%
G16B	Physical Evidence Technician	11	2	18.2%	2	18.2%
G19C	Fingerprint Specialist	6	2	33.3%	2	33.3%
G21B	State Fire Marshal Law Enforcement	4	1	25.0%	1	25.0%
G22E	Law Enforcement Special Agent (OSBI)	7	1	14.3%	1	14.3%
G28A	Police Officer	2	2	100.0%	2	100.0%
G28B	Police Officer	83	27	32.5%	23	27.7%
G28C	Police Officer	4	2	50.0%	2	50.0%
G54A	Law Enforcement Highway Patrol Manager	28	3	10.7%	3	10.7%
H10B	Programs Manager	101	11	10.9%	11	10.9%
H10C	Programs Manager	63	7	11.1%	5	**
H10D	Programs Manager	27	9	33.3%	9	33.3%
H10E	Programs Manager	10	2	20.0%	2	20.0%
H11A	Programs Field Representative	112	13	11.6%	13	11.6%
H15B	County Director	79	8	10.1%	8	10.1%
H15D	County Director	7	1	14.3%	1	14.3%

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
H20A	Social Services Specialist	337	105	31.2%	98	29.1%
H20B	Social Services Specialist	1426	153	10.7%	151	10.6%
H21A	Case Manager	7	4	57.1%	4	57.1%
H21B	Case Manager	179	19	10.6%	19	10.6%
H22D	Social Services Inspector	7	3	42.9%	3	42.9%
H23A	Child Welfare Specialist	204	56	27.5%	55	27.0%
H23B	Child Welfare Specialist	608	86	14.1%	82	13.5%
H26A	Adult Protective Services Specialist	5	2	40.0%	1	20.0%
H26B	Adult Protective Services Specialist	98	12	12.2%	11	11.2%
H26C	Adult Protective Services Specialist	3	1	33.3%	1	33.3%
H27B	Clinical Social Worker	5	1	20.0%	1	20.0%
H27C	Clinical Social Worker	21	4	19.0%	3	14.3%
H27D	Clinical Social Worker	12	3	25.0%	3	25.0%
H30A	Child Support Specialist	63	28	44.4%	25	39.7%
H30B	Child Support Specialist	83	22	26.5%	21	25.3%
H30D	Child Support Specialist	17	2	11.8%	2	11.8%
H51C	Planning/Oversight Specialist	3	1	33.3%	1	33.3%
I10A	Correctional Security Officer	158	71	44.9%	52	32.9%
I10B	Correctional Security Officer	208	38	18.3%	34	16.3%
I10C	Correctional Security Officer	721	106	14.7%	92	12.8%
I10D	Correctional Security Officer	820	88	10.7%	86	10.5%
I15A	Unit Manager (DOC)	66	11	16.7%	11	16.7%
I21A	Correctional Activities Officer	12	2	16.7%	1	**
I21B	Correctional Activities Officer	10	2	20.0%	2	20.0%
I23A	Correctional Teacher	76	10	13.2%	10	13.2%
I23B	Correctional Teacher	15	2	13.3%	2	13.3%
I26B	Internal Affairs Special Investigator	5	1	20.0%	1	20.0%
I30C	Correctional Industries Manager	18	5	27.8%	4	22.2%
I30E	Correctional Industries Manager	8	2	25.0%	2	25.0%
I40A	Probation And Parole Officer	48	12	25.0%	12	25.0%
I40B	Probation And Parole Officer	231	29	12.6%	29	12.6%
I40C	Probation And Parole Officer	38	13	34.2%	13	34.2%
I50B	Correctional Health Services Administrator	2	1	50.0%	1	50.0%
J12B	Emergency Management Officer	9	2	22.2%	2	22.2%
J12D	Emergency Management Officer	5	1	20.0%	1	20.0%
J16B	Boiler And Pressure Vessel Inspector	4	1	25.0%	1	25.0%
J17B	Labor Compliance Officer	8	1	12.5%	1	12.5%
J17C	Labor Compliance Officer	3	1	33.3%	1	33.3%
J19C	Occupational Licensure Specialist	10	3	30.0%	3	30.0%
J20A	Real Estate Investigator	2	1	50.0%	1	50.0%
J25A	Safety And Health Director	2	1	50.0%	1	50.0%
J31B	Safety Consultant	35	5	14.3%	5	14.3%
J41A	Fire Prevention And Security Office	26	5	19.2%	5	19.2%
J52A	Cosmetology Inspector	6	1	16.7%	1	16.7%
J55C	Medical/Dental Investigator	2	1	50.0%	1	50.0%
K10A	Juvenile Justice Specialist	14	4	28.6%	4	28.6%
K10B	Juvenile Justice Specialist	197	26	13.2%	25	12.7%
K10C	Juvenile Justice Specialist	31	5	16.1%	5	16.1%
K11A	Disability Determination Specialist	15	3	20.0%	3	20.0%
K11C	Disability Determination Specialist	46	5	10.9%	5	10.9%

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
K20A	Rehabilitation Technician	30	5	16.7%	4	13.3%
K21A	Vocational Rehabilitation Specialist	22	3	13.6%	3	13.6%
L13B	Agricultural Market Development Coordinator	1	1	100.0%	1	100.0%
L13C	Agricultural Market Development Coordinator	2	2	100.0%	2	100.0%
L16A	Agriculture Field Inspector	10	2	20.0%	1	**
L16C	Agriculture Field Inspector	9	1	11.1%	1	11.1%
L16D	Agriculture Field Inspector	17	2	11.8%	2	11.8%
L16E	Agriculture Field Inspector	6	1	16.7%	1	16.7%
L21A	Forest Fire Detection Specialist	1	1	100.0%	1	100.0%
L22A	Forest Regeneration Specialist	2	1	50.0%	1	50.0%
L24A	Forester	7	1	14.3%	1	14.3%
L33A	Wildlife Damage Control Specialist	7	3	42.9%	3	42.9%
L41C	Agricultural Services Administrator	4	1	25.0%	1	25.0%
M10A	Regulatory Program Manager	4	1	25.0%	1	25.0%
M10B	Regulatory Program Manager	13	3	23.1%	3	23.1%
M32A	Oil And Gas Field Inspector	13	4	30.8%	4	30.8%
M32C	Oil And Gas Field Inspector	2	1	50.0%	1	50.0%
M35B	Pipeline Safety/Regulation Specialist	7	2	28.6%	2	28.6%
M40C	Public Utility Regulatory Analyst	7	1	14.3%	1	14.3%
M40D	Public Utility Regulatory Analyst	3	1	33.3%	1	33.3%
N10A	Assistant Deputy Director, ODVA	1	1	100.0%	1	100.0%
N13A	Veterans Affairs Field Services Rep	3	1	33.3%	1	33.3%
P20A	Park Ranger	19	4	21.1%	3	15.8%
P20B	Park Ranger	27	3	11.1%	3	11.1%
P20C	Park Ranger	10	3	30.0%	3	30.0%
P25B	Park Manager	6	1	16.7%	1	16.7%
Q20C	Power Plant Maintenance Technician	23	3	13.0%	3	13.0%
Q21D	Power Transmission Maintenance Tech	6	1	16.7%	1	16.7%
Q22B	SCADA System Maintenance Technician	7	1	14.3%	1	14.3%
Q22C	SCADA System Maintenance Technician	5	1	20.0%	1	20.0%
R10A	Environmental/Chemical Laboratory Scientist	10	3	30.0%	3	30.0%
R20A	Environmental Programs Specialist	13	3	23.1%	3	23.1%
R20B	Environmental Programs Specialist	176	24	13.6%	24	13.6%
R20D	Environmental Programs Specialist	21	5	23.8%	5	23.8%
R23A	Environmental Technician	9	1	11.1%	0	**
R25A	Environmental Programs Manager	7	2	28.6%	2	28.6%
R25C	Environmental Programs Manager	3	1	33.3%	1	33.3%
S10D	Engineer Intern	37	7	18.9%	7	18.9%
S11C	Professional Engineer	2	1	50.0%	1	50.0%
S12A	Engineering Manager	2	1	50.0%	1	50.0%
S12B	Engineering Manager	62	7	11.3%	7	11.3%
S17A	Land Surveyor Manager	4	1	25.0%	1	25.0%
S17B	Land Surveyor Manager	2	1	50.0%	1	50.0%
T10A	Computer Aided Drafting And Design	6	3	50.0%	2	33.3%
T21A	Transportation Technician	70	8	11.4%	7	**
T23A	Transportation Manager	23	3	13.0%	3	13.0%
T25A	Transportation Equipment Operator	220	53	24.1%	43	19.5%
T27A	Highway Sign Fabricator	3	1	33.3%	1	33.3%
T50B	Toll Collector	227	64	28.2%	60	26.4%

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
T50D	Toll Collector	8	1	12.5%	1	12.5%
T60C	Photogrammetrist	3	1	33.3%	1	33.3%
U11A	Historical Facility Manager	2	1	50.0%	1	50.0%
U12B	Historical Collections Specialist	9	1	11.1%	1	11.1%
U12C	Historical Collections Specialist	5	1	20.0%	1	20.0%
U13B	Historical Interpreter	22	4	18.2%	4	18.2%
U14B	Historic Preservation Specialist	2	1	50.0%	1	50.0%
V10D	Tax Document Examiner	7	1	14.3%	1	14.3%
V17A	Revenue Compliance Examiner	32	7	21.9%	5	15.6%
V30A	Assessment And Equalization Analyst	8	2	25.0%	2	25.0%
V30C	Assessment And Equalization Analyst	4	1	25.0%	1	25.0%
W10A	Workforce Services Specialist	24	6	25.0%	5	20.8%
W15A	Employment Security Tax Enforcement	1	1	100.0%	1	100.0%
W16B	Employment Security Fraud Investigator	5	1	20.0%	1	20.0%
W20B	Program Representative	3	3	100.0%	3	100.0%
X10A	Health Information Technician	41	5	12.2%	5	12.2%
X10B	Health Information Technician	11	2	18.2%	2	18.2%
X11A	Therapeutic/Medical Aide	12	2	16.7%	2	16.7%
X12A	Therapeutic/Medical Assistant	5	2	40.0%	2	40.0%
X12B	Therapeutic/Medical Assistant	6	1	16.7%	1	16.7%
X14B	Clinical Laboratory Scientist	19	3	15.8%	3	15.8%
X17A	Public Health Specialist	6	1	16.7%	1	16.7%
X20A	Health Educator	13	2	15.4%	2	15.4%
X21B	Audiologist	1	1	100.0%	1	100.0%
X22B	Speech-Language Pathologist	61	8	13.1%	8	13.1%
X23D	Alcohol And Drug Counselor	8	3	37.5%	3	37.5%
X25B	Pharmacy Technician	17	4	23.5%	4	23.5%
X27A	Epidemiologist	1	1	100.0%	1	100.0%
X27C	Epidemiologist	3	1	33.3%	1	33.3%
X28B	Health Planning Specialist	2	1	50.0%	1	50.0%
X28C	Health Planning Specialist	2	1	50.0%	1	50.0%
X29B	Health Facility Surveyor	22	4	18.2%	4	18.2%
X29C	Health Facility Surveyor	28	10	35.7%	8	28.6%
X30A	Music Therapist	3	1	33.3%	1	33.3%
X30B	Music Therapist	4	1	25.0%	1	25.0%
X31B	Psychological Clinician	73	18	24.7%	18	24.7%
X31D	Psychological Clinician	31	5	16.1%	5	16.1%
X31E	Psychological Clinician	8	1	12.5%	1	12.5%
X32B	Child Development Specialist	38	7	18.4%	7	18.4%
X35A	Recreational Activities Specialist	15	5	33.3%	4	26.7%
X35B	Recreational Activities Specialist	6	1	16.7%	1	16.7%
X36B	Recreation Therapist	21	4	19.0%	4	19.0%
X38A	Disease Intervention Specialist	3	2	66.7%	2	66.7%
X38B	Disease Intervention Specialist	7	1	14.3%	1	14.3%
Y10A	Patient Care Assistant	623	253	40.6%	180	28.9%
Y10B	Patient Care Assistant	390	49	12.6%	40	10.3%
Y11A	Licensed Practical Nurse	110	30	27.3%	22	20.0%
Y11B	Licensed Practical Nurse	274	47	17.2%	42	15.3%
Y11C	Licensed Practical Nurse	75	13	17.3%	13	17.3%
Y12A	Registered Nurse	21	5	23.8%	5	23.8%
Y12B	Registered Nurse	336	65	19.3%	64	19.0%

JFD Code	Job Family Title	Number Incumbents	Total Separations	Overall Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
Y12C	Registered Nurse	375	72	19.2%	67	17.9%
Y13A	Nursing Manager	49	7	14.3%	7	14.3%
Y13B	Nursing Manager	41	7	17.1%	7	17.1%
Y13C	Nursing Manager	7	1	14.3%	1	14.3%
Z10A	Teaching Assistant	5	1	20.0%	1	20.0%
Z12A	Direct Care Specialist	80	66	82.5%	43	53.8%
Z12B	Direct Care Specialist	542	74	13.7%	66	12.2%
Z17B	Arts And Crafts Instructor	1	1	100.0%	1	100.0%
Z20A	Food Service Specialist	103	40	38.8%	25	24.3%
Z20C	Food Service Specialist	41	5	12.2%	5	12.2%
Z20D	Food Service Specialist	117	31	26.5%	24	20.5%
Z21B	Food Service Manager	18	4	22.2%	4	22.2%
Z25B	Nutrition Therapist	16	2	12.5%	2	12.5%
Z25D	Nutrition Therapist	13	2	15.4%	2	15.4%
Z26A	Institutional Program Coordinator	3	1	33.3%	1	33.3%
Z27A	Institutional/Community Program Administrator	4	1	25.0%	1	25.0%
Z30A	Linen And Clothing Specialist	8	8	100.0%	4	50.0%
Z30B	Linen And Clothing Specialist	29	6	20.7%	6	20.7%
Z30C	Linen And Clothing Specialist	17	2	11.8%	2	11.8%
Z30D	Linen And Clothing Specialist	25	3	12.0%	3	12.0%
Z51A	Juvenile Specialist	48	29	60.4%	21	43.8%
Z51B	Juvenile Specialist	147	41	27.9%	36	24.5%
Z51C	Juvenile Specialist	52	8	15.4%	6	11.5%
Z51D	Juvenile Specialist	38	6	15.8%	6	15.8%
Z52B	Chaplain	12	2	16.7%	1	**

***Turnover Definitions and Information Sources:**

Turnover: Resignations (SO1), Retirements (SO2), and Discharges (SO3) as reported in TSO Report E56, Selected Personnel Actions, for Fiscal Year 2001

Turnover Rate: The ratio of classified employee turnover by each job family descriptor during the fiscal year to the total number of classified employees in each job family descriptor at the beginning of the fiscal year as reported in TSO Report E26, Normalized Payroll for Classified Employees, for 6/30/00.

****Turnover rate = 10.0 percent or less**

Table A3. Job Family Levels* ? 10% Below Market As of 10/1/01

JFD Code	Job Family Title	Number of Incumbents	Average Pay % Below Market
B55B	Information Systems Services Coordinator II	31	-79.60%
B21B	Information Systems Network Management Specialist II	27	-57.70%
K15A	Manual Sign Language Specialist I	2	-56.84%
X11B	Therapeutic/Medical Aide II	42	-55.84%
B32C	Information Systems Administrator III	14	-55.81%
F49C	Physical Plant Operator III	6	-55.57%
H21B	Case Manager II	188	-55.37%
F41C	Construction/Maintenance Technician III	128	-52.37%
E16B	Administrative Technician II	431	-51.86%
R20D	Environmental Programs Specialist IV	19	-51.72%
F76B	Plumber II	7	-49.84%
J17B	Labor Compliance Officer II	11	-49.17%
E44B	Public Information Officer II	15	-46.97%
B51D	Information Systems Applications Specialist IV	73	-46.36%
B31A	Information Systems Manager I	17	-45.63%
F21A	Material Management Officer I	17	-42.87%
W10B	Workforce Services Specialist II	28	-42.71%
E16C	Administrative Technician III	1020	-41.87%
F45B	Construction/Maintenance Administrator II	30	-40.78%
F47B	Automotive/Engine Mechanic II	25	-39.98%
C31D	Human Resources Management Specialist IV	42	-39.76%
E50A	Photographer I	4	-38.92%
B21D	Information Systems Network Management Specialist IV	11	-38.51%
B51C	Information Systems Applications Specialist III	39	-37.98%
S12B	Engineering Manager II	64	-37.88%
B10E	Information Systems Operations Specialist V	15	-37.49%
B31B	Information Systems Manager II	29	-34.84%
B30C	Information Systems Operating System Specialist III	17	-34.16%
V17B	Revenue Compliance Examiner II	54	-34.00%
D50D	Accounting Technician IV	3	-32.33%
X13C	Laboratory Technician III	10	-32.29%
D50B	Accounting Technician II	101	-32.15%
B31C	Information Systems Manager III	18	-32.01%
R20B	Environmental Programs Specialist II	152	-31.45%
P25D	Park Manager IV	12	-31.21%
B10C	Information Systems Operations Specialist III	31	-31.01%
B30B	Information Systems Operating System Specialist II	14	-30.86%
S10B	Engineer Intern II	13	-29.25%
E35B	Duplicating Equipment Operator II	4	-28.95%
B51B	Information Systems Applications Specialist II	88	-28.66%
E43A	Graphic Artist I	24	-27.93%
W10D	Workforce Services Specialist IV	51	-27.37%
D30C	Business Manager III	15	-27.35%
E20B	Library Technician II	21	-27.10%
D14D	Accountant IV	39	-26.64%
X31B	Psychological Clinician II	54	-26.35%
D30A	Business Manager I	7	-26.15%
H20B	Social Services Specialist II	1361	-26.08%
S11A	Professional Engineer I	18	-25.48%
S12D	Engineering Manager IV	15	-25.31%
H10B	Programs Manager II	101	-24.81%
J31B	Safety Consultant II	34	-24.43%
C31B	Human Resources Management Specialist II	74	-24.25%
S10D	Engineer Intern IV	33	-24.21%

JFD Code	Job Family Title	Number of Incumbents	Average Pay % Below Market
K11B	Disability Determination Specialist II	24	-24.04%
X17D	Public Health Specialist IV	6	-24.03%
F75D	Electrician IV	16	-23.95%
D33B	Financial Manager/Comptroller II	19	-23.40%
D20D	Budget Analyst IV	6	-23.00%
B51A	Information Systems Applications Specialist I	20	-23.84%
Y13B	Nursing Manager II	43	-22.22%
C41A	Training Specialist I	4	-22.18%
X10C	Health Information Technician III	5	-21.78%
T21C	Transportation Technician III	93	-21.76%
S11C	Professional Engineer III	6	-21.10%
C10C	Civil Rights Administrator III	4	-20.21%
Y14B	Advance Practice Nurse II	56	-19.32%
F54A	Light Vehicle Driver I	8	-19.19%
P25B	Park Manager II	4	-18.93%
U11C	Historical Facility Manager III	12	-18.15%
D12D	Auditor IV	33	-17.31%
H20D	Social Services Specialist IV	245	-17.14%
S11B	Professional Engineer II	60	-17.03%
D14C	Accountant III	55	-16.99%
X13B	Laboratory Technician II	11	-16.99%
H24C	Child Care Licensing Specialist III	22	-16.80%
E17A	Administrative Assistant I	459	-16.71%
K21B	Vocational Rehabilitation Specialist II	75	-16.56%
B10B	Information Systems Operations Specialist II	3	-16.43%
M32C	Oil And Gas Field Inspector III	3	-16.11%
E46C	Statistical Research Specialist III	14	-16.01%
X20A	Health Educator I	9	-15.95%
X13A	Laboratory Technician I	3	-15.89%
H10E	Programs Manager V	8	-15.74%
Z51B	Juvenile Specialist II	160	-15.63%
F48B	Welder II	5	-14.97%
D14B	Accountant II	120	-14.84%
D21B	Auditor II	179	-14.35%
X43A	Public Health Administrator I	6	-13.82%
F79A	Laborer I	15	-13.75%
X12B	Therapeutic/Medical Assistant II	7	-13.62%
U12B	Historical Collections Specialist II	9	-13.50%
C32C	Human Resources Programs Manager III	16	-13.31%
H10D	Programs Manager IV	19	-13.31%
Y12B	Registered Nurse II	335	-12.91%
C32A	Human Resources Programs Manager I	15	-12.82%
R20C	Environmental Programs Specialist III	36	-12.74%
Y12A	Registered Nurse I	23	-12.44%
F20B	Materiel Management Specialist II	89	-12.03%
D14A	Accountant I	66	-11.80%
M40C	Public Utility Regulatory Analyst III	5	-11.71%
B21A	Information Systems Network Management Specialist I	10	-11.46%
X14B	Clinical Laboratory Scientist II	10	-11.42%
X26B	Pharmacist II	2	-11.23%
D50A	Accounting Technician I	4	-11.02%
R25B	Environmental Programs Manager II	26	-10.46%
E19A	Medical Transcriptionist I	2	-10.36%
Y13A	Nursing Manager I	46	-10.28%
B21C	Information Systems Network Management Specialist III	34	-10.23%

*Benchmark jobs only

Table A4. Job Families with Low Nos. of Qualified Applicants

JFD Code	Job Family
A10A	Insurance Underwriter
A11A	Insurance Claims Adjuster
A11B	Insurance Claims Adjuster
A50C	Retirement Benefit Analyst
B21C	Information Systems Network Management Specialist
C41B	Training Specialist
D12A	Auditor
D12B	Auditor
D50A	Accounting Technician
D50B	Accounting Technician
D50C	Accounting Technician
E16B	Administrative Technician (typing required)
E16C	Administrative Technician (typing required)
E20A	Library Technician
E24A	Secretary
E34B	Offset Press Operator
E34C	Offset Press Operator
E36A	Optical Imaging Specialist
E36B	Optical Imaging Specialist
E46B	Statistical Research Specialist
E46C	Statistical Research Specialist
F41A	Construction/Maintenance Technician
G12B	Criminalist
G12C	Criminalist
G15A	Law Enforcement Communications Specialist
G28B	Police Officer
H20A	Social Services Specialist
H20B	Social Services Specialist
H21A	Case Manager
H21B	Case Manager
H23A	Child Welfare Specialist
H23B	Child Welfare Specialist
H23C	Child Welfare Specialist
H24B	Child Care Licensing Specialist
H26B	Adult Protective Services Specialist
H27B	Clinical Social Worker
H30A	Child Support Specialist
H30B	Child Support Specialist
I21A	Correctional Activities Officer
J41B	Fire Prevention and Security Officer
K10A	Juvenile Justice Specialist
K10B	Juvenile Justice Specialist
K11B	Disability Determination Specialist
K11C	Disability Determination Specialist
K20A	Rehabilitation Technician
K20B	Rehabilitation Technician
K20C	Rehabilitation Technician
K21A	Vocational Rehabilitation Specialist
K21B	Vocational Rehabilitation Specialist
L23A	Forest Resource Protection Specialist

JFD Code	Job Family
L24C	Forester
P20A	Park Ranger
R10A	Environmental/Chemical Laboratory Scientist
R10B	Environmental/Chemical Laboratory Scientist
R20A	Environmental Programs Specialist
R20B	Environmental Programs Specialist
S10A	Engineer Intern
S10B	Engineer Intern
S10C	Engineer Intern
S10D	Engineer Intern
S11A	Professional Engineer
S11B	Professional Engineer
T25A	Transportation Equipment Operator
U12B	Historical Collections Specialist
V17A	Revenue Compliance Examiner
W10C	Workforce Services Specialist
X17B	Public Health Specialist
X21C	Audiologist
X22A	Speech-Language Pathologist
X22B	Speech-Language Pathologist
X22D	Speech-Language Pathologist
X24B	Dental Care Assistant
X25B	Pharmacy Technician
X27A	Epidemiologist
X27B	Epidemiologist
X27C	Epidemiologist
X31A	Psychological Clinician
X31B	Psychological Clinician
X31C	Psychological Clinician
X31D	Psychological Clinician
X31E	Psychological Clinician
X32A	Child Development Specialist
X32B	Child Development Specialist
X33C	Occupational Therapist
X36A	Recreation Therapist
X36B	Recreation Therapist
X38B	Disease Intervention Specialist
Y10A	Patient Care Assistant
Y11A	Licensed Practical Nurse
Y11B	Licensed Practical Nurse
Y12C	Registered Nurse
Y13A	Nursing Manager
Z12B	Direct Care Specialist
Z20B	Food Service Specialist
Z20D	Food Service Specialist
Z25B	Nutrition Therapist
Z25D	Nutrition Therapist
Z30A	Linen and Clothing Specialist
Z51B	Juvenile Specialist
Z51C	Juvenile Specialist