

"People are a resource and not just a cost."

Peter Drucker



**REPORT OF THE
GOVERNOR'S TASK FORCE ON
STATE EMPLOYEE COMPENSATION**

(Authorized by Executive Order 2007-13; April 6, 2007)

January 1, 2008

Steven D. Hendrickson, Chair
Director, State & Local Government Relations
The Boeing Company

REPORT OF THE GOVERNOR’S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Table of Contents

Page No.

| | |
|---------|--|
| 3-7 | Report of the Governor’s Task Force on State Employee Compensation January 1, 2008 |
| | Materials Presented at Task Force Meetings: |
| 8-9 | Executive Order 2007-13 - April 6, 2007 |
| 10 | Governor’s Letter of Appointment of Steven D. Hendrickson as Task Force Chair - August 21, 2007 |
| 11 | Roster of Task Force Members and Designees |
| | Meeting Minutes: |
| 12-13 | September 20, 2007 |
| 14-15 | October 23, 2007 |
| 16-18 | November 6, 2007 |
| 19-22 | November 20, 2007 |
| 23-26 | November 30, 2007 |
| 27-28 | December 18, 2007 |
| 29-33 | Overview of the Oklahoma Merit System |
| 34-37 | Statutory and Regulatory Requirements for State Compensation System |
| 38-63 | Workforce & Compensation Briefing for the Governor’s Task Force on State Employee Compensation - September 20, 2007 |
| 64-143 | Office of Personnel Management 2006 Annual Compensation Report |
| 144-227 | “Outlook on Oklahoma” OPM Fiscal Year 2006 Annual Report |

REPORT OF THE GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

January 1, 2008

Members

Steven D. Hendrickson, CHAIR
Director, State & Local Government Relations
The Boeing Company

Michael Barlow, Managing Member
Barlow Education Management Services, LLC

Howard H. Hendrick, Cabinet Secretary of Human Services
Director, Oklahoma Department of Human Services
Designee: Diane Haser-Bennett, Human Resources Management Division Director

Tony Hutchison, Director
Oklahoma Office of State Finance
Designee: Kristin Griffin, Human Resources Director

Oscar B. Jackson, Jr., Cabinet Secretary of Human Resources and Administration
Administrator, Oklahoma Office of Personnel Management
Designee: Hank Batty, Deputy Administrator for Programs

Justin Jones, Director
Oklahoma Department of Corrections
Designee: Linda Parrish, Administrator of Personnel

Jeanette Rice, Senior Vice President, Corporate and Human Resources
American Fidelity Assurance Company

Nancy Love Robertson, Senior Vice President, Franchise Human Resources
Sonic Industries

Sterling R. Zearley, Executive Director
Oklahoma Public Employees Association
Designee: Scott Barger, Deputy Director

Governor Brad Henry established the Governor's Task Force on State Employee Compensation by Executive Order 2007-13 filed April 6, 2007 (attached), to determine a strategic direction for compensation for State of Oklahoma employees. Members were appointed in September 2007 and met October through December, 2007, in order to provide recommendations in this final report to the Governor, Senate President Pro Tempore, Senate Co-President Pro Tempore, and Speaker of the House of Representatives by January 1, 2008, as specified in the Executive Order.

Three Ad Hoc Committees were formed, with each assigned to address a specific issue and make recommendations to the full Task Force: Benefits Committee, chaired by Jeanette Rice; Classified Service Committee, chaired by Nancy Love Robertson; and, Unclassified Service Committee, chaired by Michael Barlow. Meeting frequency and schedule were determined by each Committee Chair.

The State of Oklahoma employs 36,911 people, making State government Oklahoma's largest employer. Of these employees, 4,552 or 12.3% are eligible to retire today. Within the next seven years, by the year 2015, 15,729 or 42.6% are eligible to retire. The potential need to hire replacements for 15,729 employees by 2015 places the State in competition for an increasingly limited pool of qualified candidates. Between now and 2015, the number of working Oklahomans between the age of 18 and 65 is projected to decrease by 18,909 people, or 1.9%. Employment for all Oklahoma employers is expected to grow with an estimated 154,000 new jobs statewide between 2007 and 2014. This growth rate for jobs is 50% larger than the anticipated population growth for the state, clearly indicating that competition for intellectual capital will be intense.

Competition for talent required to perform government services requires the State to adopt a compensation strategy capable of successfully positioning the State of Oklahoma to be an employer of choice. This position will enable the State to attract and retain the most qualified employees at all levels of public service.

The Task Force recommends that the strategic direction for State employee compensation be to develop a market-based philosophy for combined compensation, benefits, and work environment. This philosophy should be transparent to all employees and used when making decisions regarding state employees' total compensation. For purposes of this report and study, the Task Force focused on recommendations for compensation and benefits. Work environment, which includes intangibles such as opportunity, work conditions, and intrinsic value of public service, are considered beyond the scope of this Task Force.

The Findings and Recommendations are:

1. FINDING:

Currently, there are approximately 9,000 unclassified service jobs out of a total of 36,000 employees in the Executive Branch of Oklahoma State government. The Office of Personnel

Management is required by statute (74:840-1.6A. 5.) to perform an annual study of classified service jobs to compare pay rates, including fringe benefits, to the market. There is no comparable requirement for a study of unclassified service jobs. Moreover, while an exhaustive study of the classified service was conducted and a structure implemented in the 1999 Classification and Compensation Reform Act, no similar study or structure has been applied to the unclassified service. The lack of standardized, consistent documentation of unclassified service jobs has made a comparison impossible.

RECOMMENDATION:

Recommend that the State take immediate action to initiate a comprehensive benchmark study of the entire Executive Branch work force, both classified and unclassified service, to be conducted by an independent consulting firm. The study should include recommendations on internal equity and external competitiveness (e.g., evaluations of job descriptions, job families, classified vs. unclassified service); an evaluation of the State's benefits package, particularly the health-care portion including the ratio between salary and benefits allowance; and, a comprehensive overview of defined benefit and defined contribution retirement plans in the public sector. Such a study will inevitably require the development of appropriate job documentation using standard format and evaluation of unclassified service jobs. Upon completion of the study and the establishment of a structure for unclassified service jobs, it will be possible to compare unclassified jobs to the market on a regular, consistent basis, and the Office of Personnel Management can include a comparison of unclassified service pay rates to the market in its Annual Compensation Report. To identify the scope and cost of this study, the Task Force recommends approval to immediately initiate a Request for Information (RFI) process in order to secure funding in the 2008 legislative session. The items below are to be incorporated into the RFI but are not all-inclusive:

- Conduct a review of benchmark job families in order to relate unclassified service employee pay and benefits with the market.
- Develop a long-term medical cost containment strategy that would include a review of plan utilization over a multi-year period, adverse selection, plan design, benefit allocation, and consumer-driven strategies and trends with the goal to minimize annual increases and plan utilization at below market cost.
- Determine the competitiveness of retirement plans by benchmarking them to other states and private industry.
- Evaluate the longevity pay program, the structure and the funding stream.
- Include in recommendations by the consultant a strategy for providing annual cash compensation adjustments.

2. FINDING:

Agencies create unclassified service jobs for a variety of reasons, including the policy-making nature of the job, the need for more flexibility in the hiring process, the need for more discretion in pay setting, and the desirability of an at-will employment relationship. Pursuant to

statute (74:841.30), agency requests to place jobs in the unclassified service must be submitted for approval to the Compensation and Unclassified Positions Review Board, a body consisting of representatives from the Legislature, State agencies and the Oklahoma Public Employees Association. However, there are no statutory criteria for establishing jobs in the unclassified service in merit system agencies.

RECOMMENDATION:

Establish uniform statutory criteria for authorizing unclassified service positions in merit system agencies.

3. FINDING:

The State has been collecting statistics on employee turnover for several years. However, turnover statistics tell only part of the story, since they do not reveal the underlying reasons for the turnover. A comprehensive exit interview process for all employees who terminate employment with the State would be invaluable in determining the causes of employee turnover. An additional survey, conducted when employees enter on duty with the State, would reveal those positive factors of State employment that influence people to accept employment with the State. Results of these two surveys would be useful in agencies' workforce planning processes.

RECOMMENDATION:

Recommend that the Office of Personnel Management develop a standardized exit interview survey for all employees terminating employment with the State or employees transferring within State entities in a standard format. Collect data from these interviews to determine the cause of employee turnover and require that the data be addressed in agency workforce planning. Also establish a survey to ascertain the reasons why employees are joining State government, as well as a process to provide feedback on State employment strengths and weaknesses in the first year of employment.

4. FINDING:

The State spends approximately \$700 million per year providing a wide array of benefits to employees, including medical benefits, dental and vision benefits, life and disability insurance, and defined benefit and defined contribution retirement plans. However, this State investment in employee total compensation has not been adequately articulated to employees by the State. The effectiveness of these benefits as recruitment and retention tools depends to a large degree on the perceived value of these benefits to the employee population. The only way to realistically determine the perceived value of a benefit plan is to conduct an employee survey. The results of such a survey can be used to ensure that the State is allocating its financial resources toward those benefits with the greatest perceived value among employees.

RECOMMENDATION:

Recommend that a survey be conducted to determine the value that employees place on each benefit. In addition, a total compensation communication strategy should be developed to increase employee awareness and understanding. Finally, the concept of

total compensation “report cards” personalized for each employee should be adopted, and a total compensation statement should be developed that accurately reflects the value of the cash compensation and benefits that State employees receive.

5. FINDING:

In 2001, the Legislature passed Senate Bill 224, which required a study of all agency director salaries for both appropriated and non-appropriated State agencies. The study, which Hay Group consultants performed on the Office of Personnel Management’s behalf, compared the salaries paid to the agency directors with those of executives in both the public and private sector labor markets. The findings and conclusions of this report were that there are significant inequities among the pay rates of agency director positions, and that agency director pay significantly lags the market. The inclusion of all agency directors in a comprehensive salary structure has been recommended each year in the Annual Compensation Report; however, to date only the non-appropriated agency directors have been incorporated in the structure. Appropriated agency directors are still subject to pay caps established by the Legislature in their annual appropriations bills. Moreover, since there is no formal structure, there is no assurance that pay levels are competitive with the external market or commensurate with the content and size of the job.

RECOMMENDATION:

Recommend that the statute be revised to include all agency directors in the structure to which the non-appropriated agency directors are currently assigned.

6. FINDING:

Owing partially to the Constitutionally mandated annual appropriation process, State government has not been able to follow a strategy for employee compensation as the market changes, resulting in occasional, sporadic efforts to catch up to the market. These attempts usually fall short, because the market continues to move even as these proposals are under consideration. The gap that has grown over a two year, three year, or even longer period since the last pay adjustment is so large that the gap cannot be closed in a single year. By addressing these market issues annually, the State can avoid the “feast or famine” pattern that, even in years of strong economic growth, too often falls short of market considerations. Providing modest increases on a regular basis is more motivating to employees and encourages employee loyalty.

RECOMMENDATION:

Recommend that the Governor submit as part of his budget and the Legislature should implement a multi-year plan to bring and maintain State employee compensation and benefits to market based upon the State’s total compensation philosophy. In the 2008 legislative session, the plan shall be based on the best available salary market data, including the 2007 Office of Personnel Management Compensation Report. Implementation of the multi-year plan shall transition in the 2009 session to include additional information from any data based on a total compensation approach recommended by the Task Force as a result of implementation of Recommendation #1 in this report. Additionally, whenever salary rises are granted by the Legislature, sufficient monies should be included to pay for associated payroll costs.



Brad Henry
Governor

FILED

APR 06 2007

OKLAHOMA SECRETARY
OF STATE

EXECUTIVE DEPARTMENT

EXECUTIVE ORDER 2007-13

I, Brad Henry, Governor of the State of Oklahoma, by the authority vested in me pursuant to Sections 1 and 2 of Article VI of the Oklahoma Constitution, hereby establish the Governor's Task Force on State Employee Compensation to establish a strategic direction for compensation for State executive branch employees.

The responsibilities and duties of the Task Force shall include, but not be limited to, the following:

1. Review and analyze existing data and reports relating to state employee direct (cash) compensation; analysis should include the use of relevant market studies.
2. Review state policies and practices relating to employee compensation;
3. Identify positions which pose critical recruitment and retention concerns for the state;
4. Review existing data and reports relating to state employee benefits, and determine the feasibility of performing a benefit value study of state employee benefits; and
5. Develop strategies to assure that critical recruitment and retention issues are addressed and that state employee pay is competitive with the external market on an on-going, long-term basis.

The Task Force shall consist of 9 members, to be appointed by, and to serve at the pleasure of, the Governor, as follows:

1. The Administrator of the Office of Personnel Management or designee;
2. The Director of the Office of State Finance or designee;
3. The Director of the Department of Human Services or designee;
4. The Director of the Department of Corrections or designee;
5. The Executive Director of the largest organization representing state employees in the State of Oklahoma or designee; and
6. Four senior level executives from the private sector, of which, one to be designated by the Governor to serve as chair of the Task Force.

The Task Force shall meet at such times and places as it deems appropriate. Members

041962

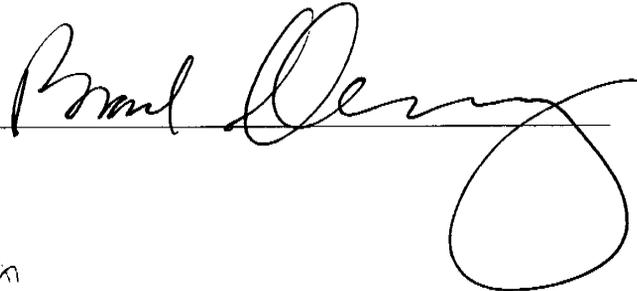
shall serve without compensation. Task Force members employed by a state agency shall be reimbursed travel expenses related to their service on the Task Force as authorized by State Law by their respective state agency. Remaining Task Force members shall be reimbursed travel expenses related to their service on the Task Force as authorized by state law by the Office of Personnel Management. Administrative support for the Task Force, including but not limited to personnel to insure the proper performance of the duties and responsibilities of the Task Force, shall be provided by the Office of Personnel Management and the Office of State Finance. All participating state agencies and entities shall provide for any administrative support requested by the Task Force.

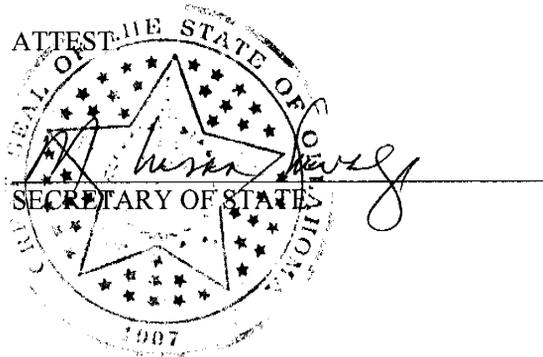
The Task Force shall submit a final report to the Governor, President Pro Tempore, Co-President Pro Tempore, and Speaker of the House not later than January 1, 2008. The final report shall summarize the study and contain recommendations on compensation strategy designed to attract and retain the most qualified workforce for the State of Oklahoma.

This Executive Order shall be distributed to the Office of Personnel Management and the Office of State Finance, which shall cause the provisions of this order to be implemented.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Oklahoma to be affixed at Oklahoma City, Oklahoma, this 16th day of April, 2007.

BY THE GOVERNOR OF THE STATE OF OKLAHOMA







Brad Henry
Governor

August 21, 2007

Oscar B. Jackson, Jr., IPMA-CP
Administrator and Cabinet Secretary of
Human Resources and Administration
Office of Personnel Management, State of Oklahoma
2101 North Lincoln Boulevard, G-80
Oklahoma City, OK 73105-4904

Dear Secretary Jackson:

As required by statute, I hereby designate Steven D. Hendrickson as Chair of the Governor's Task Force on State Employee Compensation.

Sincerely,

Brad Henry
Brad Henry

cc: Steven D. Hendrickson

Governor's Task Force on State Employee Compensation

Roster

Steven D. Hendrickson, Chair

Director, State & Local Government Relations
The Boeing Company

Michael Barlow

Managing Member
Barlow Education Management Services, LLC

Howard H. Hendrick

Cabinet Secretary of Human Services
Director, Oklahoma Department of Human Services

Designee: **Diane Haser-Bennett**, HRMD Director
Oklahoma Department of Human Services

Tony Hutchison

Director
Oklahoma Office of State Finance

Designee: **Kristin Griffin**, HR Director
Oklahoma Office of State Finance

Oscar B. Jackson, Jr.

Administrator and Cabinet Secretary of Human Resources and Administration
Oklahoma Office of Personnel Management

Designee: **Hank Batty**, Deputy Administrator for Programs
Oklahoma Office of Personnel Management

Justin Jones

Director
Oklahoma Department of Corrections

Designee: **Linda Parrish**, Administrator of Personnel
Oklahoma Department of Corrections

Jeanette Rice

Senior Vice President, Corporate & Human Resources
American Fidelity Assurance Company

Nancy Love Robertson

Senior Vice President, Franchise Human Resources
Sonic Industries

Sterling R. Zearley

Executive Director
Oklahoma Public Employees Association

Designee: **Scott Barger**, Deputy Director
Oklahoma Public Employees Association

Minutes

GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Special Meeting

Thursday, September 20, 2007 – 9:00 a.m.

Governor's Large Conference Room

State Capitol Building, 2nd Floor

Oklahoma City, Oklahoma

Notice for this meeting was filed with the Office of the Secretary of State on September 17, 2007. The Agenda was posted at the State Capitol Building, 2nd Floor. This meeting was conducted in accordance with the provisions of the Open Meeting Act, Section 301 through 315, Title 25.

Members Present

Steven Hendrickson, Chair

Michael Barlow

Diane Haser-Bennett, Designee for Howard Hendrick

Tony Hutchison

Oscar Jackson

Linda Parrish, Designee for Justin Jones

Jeanette Rice

Sterling Zearley

Members Absent

Nancy Love Robertson

Office of Personnel Management (OPM) Staff Present

Janet Anderson, Recording Secretary for Meeting

Hank Batty

Susan Loftin

Tom Patt

Shirley Russell

Kara Smith

Ross Trip

1. Welcome and Introductions

Chair Hendrickson called the meeting to order, welcomed attendees, and introduced members of the Task Force and designees present

2. Review of Executive Order 2007-13 – April 6, 2007

Copies of the Governor's Executive Order establishing the Governor's Task Force on State Employee Compensation were distributed and reviewed.

3. Presentation: Overview of State Government Workforce, Compensation, and Benefits
Tom Patt, OPM Director of Compensation, and Ross Tripp, OPM Manager of Workforce Planning, provided a briefing with handout material regarding the State of Oklahoma workforce and compensation. Also distributed were copies of the 2006 Annual Compensation Report prepared by OPM for the Governor and legislative leadership, and the OPM FY2006 Annual Report.

4. Proposed Work Schedule
Chair Hendrickson reiterated that the Task Force is directed by the Executive Order to submit a final report to the Governor, President Pro Tempore, Co-President Pro Tempore, and Speaker of the House not later than January 1, 2008; thus, there is significant work to be accomplished within the time constraints of that order.

(Note: Due to another commitment, Diane Haser-Bennett left the meeting.)

5. Division of Labor
Chair Hendrickson relayed his decision to form ad hoc committees, with each assigned to work on a specific issue and then make recommendations to the full Task Force. Each ad hoc committee chair will determine the meeting frequency and schedule for that group.

6. Ad Hoc Working Groups
After discussion, three ad hoc committees were formed, with membership and assignments as follows:

Benefits

Jeanette Rice, Chair
Tony Hutchison or Designee Kristin Griffin
Sterling Zearley or Designee Scott Barger

Classified Service

Nancy Love Robertson, Chair
Howard Hendrick or Designee Diane Haser-Bennett
Oscar Jackson or Designee Hank Batty

Unclassified Service

Michael Barlow, Chair
Justin Jones or Designee Linda Parrish
Sterling Zearley or Designee Scott Barger

7. Future Meetings
Chair Hendrickson advised that the full Task Force will next meet in late October 2007. The meeting date and location will be communicated in the near future.

8. Closing Remarks
Chair Hendrickson thanked Task Force members for their willingness to serve, and stated that he looked forward to working with the group in the weeks ahead.

9. Adjourn
The meeting was adjourned by Chair Hendrickson.

Minutes

GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Special Meeting

Tuesday, October 23, 2007 – 8:00 a.m.

Office of Personnel Management, Conference Room 560
Jim Thorpe Building, 2101 North Lincoln Boulevard
Oklahoma City, Oklahoma

Notice for this meeting was filed with the Office of the Secretary of State on October 5, 2007. The Agenda was posted at 2101 North Lincoln Boulevard on the first and ground floors. This meeting was conducted in accordance with the provisions of the Open Meeting Act, Section 301 through 315, Title 25.

Members Present

Steven Hendrickson, Chair
Michael Barlow
Diane Haser-Bennett, Designee for Howard Hendrick
Tony Hutchison
Oscar Jackson
Linda Parrish, Designee for Justin Jones
Jeanette Rice
Nancy Love Robertson
Sterling Zearley

Office of Personnel Management (OPM) Staff Present

Janet Anderson, Recording Secretary for Meeting
Hank Batty
Tom Patt
Shirley Russell
Kara Smith
Ross Tripp

Other Attendees

Trish Frazier, Oklahoma Public Employees Association
Bob Gragg, Barlow Education Management Services, LLC
Terry McKenna, House of Representatives Staff

Chair Hendrickson called the meeting to order and welcomed all attendees.

Following review and discussion, Mr. Barlow moved to approve the Minutes as presented from the September 20, 2007, meeting of the Task Force, Mr. Jackson seconded, and the motion carried.

Ad Hoc Benefits Committee Chair Rice distributed the **Ad Hoc Committee – Benefits Report** dated October 23, 2007 (*copy attached to Minutes*), which addresses Objective, Scope, Philosophy, and Recommendation (attain additional data; formulate plans around data). The

Committee determined that the top five issues or challenges in the State's approach to benefits are: 1) Communicating the value of benefits; 2) Development of a long-term benefit strategy linked to market; 3) Understanding the "value" that employees place on benefits; 4) Development of a long-term medical cost containment strategy; and, 5) Aging workforce and impact on benefits.

Ad Hoc Unclassified Service Committee Chair Barlow distributed the **Unclassified Employees Ad Hoc Working Group Recommendations to General Task Force** report dated October 23, 2007 (*copy attached to Minutes*), which focuses on: 1) Job Descriptions; 2) OPM/External Market Review; 3) Exit Surveys; 4) Legislative Reclassifications; 5) COLA and Targeted Increases; and, 6) Legislative Funding, with recommendation and rationale presented for each item.

Ad Hoc Classified Service Committee Chair Robertson distributed the **Ad Hoc Committee on Classified Service Employee Compensation** report dated October 10, 2007 (*copy attached to Minutes*), which addresses: 1) Determination of scope of classified employee cash compensation, including base pay, merit and promotion increases, and longevity compensation; 2) What the State's philosophy should be regarding cash compensation for all employees; 3) The education of all employees to view their compensation through the lens of *total* compensation; and, 4) Consideration of shifting the burden of cost of retirement from taxpayers to employees similar to the practice in the private sector.

Following review and discussion of the three Ad Hoc Committee reports, Chair Hendrickson commended their work and progress to date and stated that he felt it important to clarify and vote on the key objectives of the Task Force. The following actions were taken:

Ms. Robertson moved that the mission of the Task Force is to provide recommendations for compensation and benefits; the motion was seconded by Mr. Barlow and all voted in favor.

Mr. Zearley moved that the concept of total compensation "report cards" for employees be adopted, and that a total compensation statement be developed that accurately reflects the value of the compensation in comparison to the market. Mr. Jackson seconded, and the motion carried.

Chair Hendrickson moved that a total compensation communication plan be developed, with Mr. Hutchison seconding and all voting in favor.

Chair Hendrickson stated that the next meeting of the Task Force should be scheduled at the earliest possible date, and requested that a four-hour block of time be allotted for the meeting. He asked that in the interim, any individual member or working group of the Task Force may e-mail to him recommendations for motions to be considered at the upcoming meeting. He said that he would provide potential meeting dates and times as soon as possible.

The meeting was adjourned by Chair Hendrickson.

Minutes

GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Special Meeting

Tuesday, November 6, 2007 – 2:00 p.m.

Office of Personnel Management, Conference Room G-91

Jim Thorpe Building, 2101 North Lincoln Boulevard

Oklahoma City, Oklahoma

Notice for this meeting was filed with the Office of the Secretary of State on October 24, 2007. The Agenda was posted at 2101 North Lincoln Boulevard on the first and ground floors. This meeting was conducted in accordance with the provisions of the Open Meeting Act, Section 301 through 315, Title 25.

Members Present

Steven Hendrickson, Chair

Michael Barlow

Diane Haser-Bennett, Designee for Howard Hendrick

Howard Hendrick

Tony Hutchison

Oscar Jackson

Linda Parrish, Designee for Justin Jones

Jeanette Rice

Nancy Love Robertson

Sterling Zearley

Office of Personnel Management (OPM) Staff Present

Janet Anderson, Recording Secretary for Meeting

Hank Batty

Susan Loftin

Tom Patt

Shirley Russell

Kara Smith

Ross Tripp

Other Attendees

Scott Barger, Oklahoma Public Employees Association

Jason Deal, Oklahoma Senate Staff

Trish Frazier, Oklahoma Public Employees Association

Philip Kraft, Employees Benefits Council

Terry McKenna, Oklahoma House of Representatives Staff

Tom Spencer, Oklahoma Public Employees Retirement System

Chair Hendrickson called the meeting to order and welcomed attendees.

Following review and discussion, Mr. Barlow moved to approve the Minutes from the October 23, 2007, meeting of the Task Force as presented. Mr. Jackson seconded, and the motion carried.

Discussion was held regarding motions for the final report of the Governor's Task Force on State Employee Compensation.

Mr. Hutchison moved to adopt a total compensation and benefits strategy to place Oklahoma at market with combined compensation and benefits offerings, and to define "at market." Mr. Jackson seconded, and the motion carried.

Mr. Zearley moved that all agencies shall develop official job descriptions for all classified and unclassified job positions. Once job descriptions have been developed, OPM staff shall analyze them to compare job positions between agencies in order to establish internal equity of job tasks within job titles. Once job descriptions have been developed and reviewed for internal equity by OPM staff, a system such as the HAY system shall be used to evaluate jobs and establish pay grades and pay ranges for jobs. Further, unclassified positions should be included in the OPM Compensation Report. Mr. Barlow seconded.

Following discussion, the original motion was amended by Mr. Zearley to require all state positions to have job descriptions in standard format as prescribed by OPM and that they be available to OPM. Mr. Barlow seconded, and the amended motion carried.

Ms. Rice joined the meeting.

Ms. Robertson moved to begin a multi-year audit process regarding the Human Resource function(s) in state government. The process would involve the use of an outside consulting firm who would oversee a multi-faceted, simultaneous audit of three primary areas of concern: 1. Organizational structure and design (including centralizing appropriate HR services, assessing all job functions and determining appropriate use of outsourcing, agency structure, and the articulation of aggregated HR policies and guidelines to all agencies); 2. Cash compensation (based on stated philosophy); and, 3. Benefits (based on stated philosophy and including retirement). The results would likely pay for the upfront expense of the consultants due to the streamlining and increased efficiency of the HR function of Oklahoma's state government. Ms. Rice seconded.

Following discussion, the original motion was amended by Mr. Hutchison to have a total compensation audit and benchmark study done by an outside consulting firm. Ms. Robertson seconded, and the amended motion carried.

Mr. Hendrick joined the meeting, replacing his designee Diane Haser-Bennett.

Mr. Barlow moved to include unclassified positions in the annual OPM Compensation Report. Mr. Zearley seconded.

Following discussion, Mr. Barlow withdrew the motion.

Mr. Zearley moved that OPM should develop a compensation plan and budget and forward them to the Office of State Finance for inclusion in the Executive Budget. Mr. Hutchison seconded.

Following discussion, Mr. Zearley withdrew the motion.

Mr. Hutchison moved to perform a study to look at whether we have the proper mix of defined benefits and defined contributions to properly recruit and retain employees and get the most value for the money we spend. Mr. Hendrick seconded, and the motion carried.

Mr. Zearley left the meeting; Mr. Barger joined as his designee.

Chair Hendrickson moved to establish a multi-year commitment from the Legislature to fund state employee pay and benefit adjustments. Mr. Hutchison seconded.

Following discussion, Chair Hendrickson withdrew the motion.

Ms. Rice moved to perform a study of the health and wellness plans and health benefit allowance and develop a long-term cost containment strategy to help recruit and retain employees and get the most value for the money we spend. Mr. Hutchison seconded, and the motion carried.

Ms. Robertson moved to extend the mission of the Governor's Task Force for State Employee Compensation to oversee, define and select a compensation, health and wellness consulting vendor with a selection date of no later than April 30, 2008. Mr. Hutchison seconded, and the motion carried.

Mr. Barger moved that the Task Force should recommend an across-the-board pay increase averaging \$2,700, effective July 1, 2008, to restore lost purchasing power and begin closing the compensation gap between state employees and the market.

The motion died for lack of a second.

Chair Hendrickson will provide potential meeting dates and times to Task Force members as soon as possible for scheduling of future meetings.

The meeting was adjourned by Chair Hendrickson.

Minutes

GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Special Meeting

Tuesday, November 20, 2007 – 8:00 a.m.

Office of Personnel Management, Conference Room G-91

Jim Thorpe Building, 2101 North Lincoln Boulevard

Oklahoma City, Oklahoma

Notice for this meeting was filed with the Office of the Secretary of State on November 8, 2007. The Agenda was posted at 2101 North Lincoln Boulevard on the first and ground floors. This meeting was conducted in accordance with the provisions of the Open Meeting Act, Section 301 through 315, Title 25.

Members Present

Steven Hendrickson, Chair

Michael Barlow

Diane Haser-Bennett, Designee for Howard Hendrick

Tony Hutchison

Oscar Jackson

Linda Parrish, Designee for Justin Jones

Jeanette Rice

Nancy Love Robertson

Sterling Zearley

Office of Personnel Management (OPM) Staff Present

Janet Anderson, Recording Secretary for Meeting

Susan Loftin

Tom Patt

Shirley Russell

Kara Smith

Other Attendees

Scott Barger, Oklahoma Public Employees Association

Rich Edwards, Oklahoma Office of State Finance

Trish Frazier, Oklahoma Public Employees Association

Kristin Griffin, Oklahoma Office of State Finance

Terry McKenna, Oklahoma House of Representatives Staff

Chair Hendrickson called the meeting to order and welcomed attendees.

Mr. Jackson moved to approve the Minutes from the November 6, 2007, meeting of the Task Force as presented. Mr. Barlow seconded, and the motion carried.

Discussion was held regarding motions for the final report of the Governor's Task Force on State Employee Compensation.

Ms. Haser-Bennett moved that the design of the compensation and benchmark study, conducted by an outside consulting firm, should include recommendations on organizational effectiveness and efficiency (e.g., evaluations of job descriptions, job families, classified vs. non-classified); an evaluation of the State's benefits package, particularly the health-care portion including the ratio between salary and benefits allowance; and, a comprehensive overview of defined benefit vs. defined contribution retirement plans in the public sector. Mr. Zearley seconded, and the motion carried.

Mr. Zearley moved to accept *Roll-Up Conceptual Motions* numbers 1-14 (copy attached to *Minutes*) for inclusion in the request for proposal for a benchmark study. Ms. Rice seconded, and the motion carried.

Mr. Hutchison moved to consider all *Roll-Up Conceptual Motions* numbers 1-14 below by item. Mr. Zearley seconded, and the motion carried.

1. Conduct a review of every job family in order to relate unclassified employee pay and benefits with the market.
2. Establish common processes to document the rationale between classified and non-classified positions. Adopt policies that discourage reclassification of employees from classified to non-classified solely in order to provide pay increases.
3. Establish a multi-year commitment from the Legislature to fund State employee pay and benefit adjustments based on established total compensation philosophy.
4. Collect enrollment data that illustrates which employees are electing what health plans and at what levels.
5. Extract enrollment data and trend data over time to understand if "adverse" selection occurs in health plans.
6. Adopt a policy to move the State from a defined benefit retirement plan to a defined contribution retirement plan. Apply the savings from this action toward salary adjustments for those positions currently below market. Appoint a task force to develop and implement this policy. (*Strike*)
7. Annual cost-of-living adjustments (COLAs) based on the Consumer Price Index (CPI) should be passed and funded by the Legislature. (*Table*)
8. Whenever salary raises are granted by the Legislature, sufficient monies should be included to pay for associated benefits.
9. Once job descriptions have been developed and reviewed for internal equity by OPM staff, a system such as the HAY system shall be used to evaluate jobs and establish pay grades and pay ranges for jobs. (*Strike*)
10. Provide benchmark data that includes both cash compensation and benefits. (*Strike*)

11. Evaluate how the benefit allowances are calculated.
12. Determine the competitiveness of retirement plans by benchmarking them to other states and private industry.
13. Develop a long-term medical cost containment strategy.
14. Evaluate the longevity pay program, the structure and the funding stream.

Mr. Hutchison moved that the Task Force recommend the Governor submit as part of his budget and the Legislature implement a multi-year plan to bring State employee compensation to market based upon the State's total compensation philosophy. In the 2008 legislative session, the plan shall be based on the best available market data, including the 2007 OPM Compensation Report. The multi-year plan shall transition in the 2009 session to include additional information from any data based on the total compensation model recommended by the Task Force. Mr. Zearley seconded, and the motion carried.

Ms. Rice moved to include in recommendations by the consultant a strategy for providing annual cash compensation adjustments. Mr. Hutchison seconded, and the motion carried.

Mr. Hutchison moved to consider all *Conceptual Remaining Resolutions* numbers 1-8 below (*copy attached to Minutes*) by item. Ms. Haser-Bennett seconded, and the motion carried.

1. Once a structure is established, then include unclassified positions in the annual OPM Compensation report.
2. Conduct exit interviews with all employees terminating employment with the State or employees transferring within State entities in a standard format. Collect data from these interviews to determine the cause of employee turnover and require that the data be addressed in agency workforce planning.
3. Maintain two categories of employee turnover data: 1. Termination of employment from the State, and 2. Employee transfer within State entities. (*Strike*)
4. Establish data that illustrates the reasons why employees are joining State employment. (Establish an "on-boarding" process that results in feedback of State employment strengths and weaknesses in the first year of employment.)
5. OPM should develop a compensation plan and budget and forward it to the Office of State Finance for inclusion in the Executive Budget. (*Strike*)
6. Unclassified positions in merit agencies should be reviewed and possibly returned to the merit system with the goal of a limit of 10 percent unclassified positions in each agency. (*Strike*)
7. Implement a branding/communication strategy related to benefits that promotes the quality programs already in place.

8. Conduct an employee survey with the goal of determining the “value” that the employees place on each benefit in order to validate that we are allocating our financial resources toward those benefits with the greatest perceived value.

Mr. Jackson moved that the statute be amended to set the minimum wage at \$8.25 per hour (current Federal poverty guidelines) without indexing. This amount should remain constant for several years but can be revisited from time to time to determine if adjustment is necessary.

Following discussion, the motion was tabled.

Mr. Jackson moved to revise the statute to include all agency directors in the structure to which the non-appropriated directors are currently assigned. Mr. Barlow seconded, and the motion carried.

Chair Hendrickson committed to provide potential meeting dates and times to Task Force members as soon as possible for scheduling of meetings in December 2008.

The meeting was adjourned by Chair Hendrickson.

Minutes

GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Special Meeting

Friday, November 30, 2007 – 8:00 a.m.

Office of Personnel Management, Conference Room G-91
Jim Thorpe Building, 2101 North Lincoln Boulevard,
Oklahoma City, Oklahoma

Notice for this meeting was filed with the Office of the Secretary of State on November 8, 2007. The Agenda was posted at 2101 North Lincoln Boulevard on the first and ground floors. This meeting was conducted in accordance with the provisions of the Open Meeting Act, Section 301 through 315, Title 25.

Members Present

Steven Hendrickson, Chair
Michael Barlow
Diane Haser-Bennett, Designee for Howard Hendrick
Tony Hutchison
Oscar Jackson
Linda Parrish, Designee for Justin Jones
Jeanette Rice
Nancy Love Robertson
Sterling Zearley

Office of Personnel Management (OPM) Staff Present

Janet Anderson, Recording Secretary for Meeting
Hank Batty
Susan Loftin
Tom Patt
Shirley Russell
Kara Smith

Other Attendees

Scott Barger, Oklahoma Public Employees Association
Rich Edwards, Oklahoma Office of State Finance
Trish Frazier, Oklahoma Public Employees Association
Kristin Griffin, Oklahoma Office of State Finance
Terry McKenna, Oklahoma House of Representatives Staff

Chair Hendrickson called the meeting to order and welcomed attendees.

Mr. Barlow moved to approve the Minutes from the November 20, 2007, meeting of the Task Force as presented. Mr. Hutchison seconded, and the motion carried.

Discussion was held regarding a “conceptual first draft report” of the Governor’s Task Force on State Employee Compensation, including Findings, Recommendations, and issues to be incorporated into a Request for Information.

Identified Findings and Recommendations are:

Finding: Robust data collection processes are in place for Classified service positions with regard to salary compared to market and job descriptions. Data collection processes are less uniform in Unclassified service positions, resulting in inability to compare salary to market and inconsistent use and application of job descriptions. Accordingly, implementation of the strategic direction should support the market-based philosophy for compensation and benefits.

Recommendation: The State should take immediate action to initiate a comprehensive compensation and benchmark study of Classified and Unclassified service employees conducted by an independent consulting firm. The study should include recommendations on internal equity and external competitiveness (e.g., evaluations of job descriptions, job families, Classified vs. Unclassified service); an evaluation of the State’s benefits package, particularly the health-care portion including the ratio between salary and benefits allowance; and, a comprehensive overview of defined benefit and defined contribution retirement plans in the public sector. To identify the scope and cost of this study, the Task Force recommends approval to immediately initiate a Request for Information (RIF) process in order to secure funding in the 2008 legislative session.

Finding: State processes to allocate resources for employee compensation and benefits result in inconsistent application of salary adjustments across State agencies. Owing partially to the Constitutionally mandated annual appropriation process, long-term consistent commitments to employee compensation and benefits are absent.

Recommendation: The Task Force recommends that the Governor should submit as part of his budget and the Legislature should implement a multi-year plan to bring and maintain State employee compensation and benefits to market based upon the State’s total compensation philosophy. In the 2008 legislative session, the plan shall be based on the best available salary market data, including the 2007 OPM Compensation Report. Implementation of the multi-year plan shall transition in the 2009 session to include additional information from any data based on a total compensation approach recommended by the Task Force. Additionally, whenever salary raises are granted by the Legislature, sufficient monies should be included to pay for associated payroll costs.

Finding: The State investment in employee total compensation has not been adequately articulated by the State.

Recommendation: A total compensation communication plan should be developed to increase employee awareness and understanding. The concept of total compensation “report cards” for employees should be adopted, and a total compensation statement should be developed that accurately reflects the value of the cash compensation and benefits that State employees receive.

Recommendations for which Findings need to be created are:

- Establish common processes to document the rationale between Classified and Unclassified service positions. Adopt policies that discourage reclassification of employees from Classified to Unclassified service solely in order to provide pay increases.
- Once a structure is established, then include Unclassified service positions in the annual OPM Compensation Report.
- Conduct exit interviews with all employees terminating employment with the State or employees transferring within State entities in a standard format. Collect data from these interviews to determine the cause of employee turnover and require that the data be addressed in agency workforce planning. Also establish data that illustrates the reasons why employees are joining State employment. (Establish an “on-boarding” process that results in feedback of State employment strengths and weaknesses in the first year of employment.)
- Conduct an employee survey with the goal of determining the “value” that the employees place on each benefit in order to validate that we are allocating our financial resources toward those benefits with the greatest perceived value.
- Revise statute to include all agency directors in the structure to which the non-appropriated directors are currently assigned.

Issues to be incorporated into a Request for Information, but which are not all inclusive, are:

- Require all State positions to have job descriptions in standard format as prescribed by OPM, and that they be available to OPM.
- Conduct a review of benchmark job families in order to relate Unclassified service employee pay and benefits with the market.
- Develop a long-term medical cost containment strategy that would include a review of plan utilization over a multi-year period, adverse selection, plan design, benefit allocation and consumer-driven strategies with the goal to minimize annual increases and plan utilization at below market cost.
- Determine the competitiveness of retirement plans by benchmarking them to other states and private industry.
- Evaluate the longevity pay program, the structure and the funding stream.
- Include in recommendations by the consultant a strategy for providing annual cash compensation adjustments.

Chair Hendrickson requested that a draft of the final report of the Governor's Task Force on State Employee Compensation be prepared by the Office of Personnel Management and presented for review and possible approval at the next meeting of the full Task Force scheduled for December 14, 2007.

Chair Hendrickson reiterated that the final report must be presented to the Governor and legislative leadership by January 1, 2008. After discussion, it was concluded that three separate private meetings will be scheduled with the Governor, Senate President Pro Tempore, Senate Co-President Pro Tempore, and Speaker of the House of Representatives to take place as soon as possible after December 14, 2007, at which Chair Hendrickson and three additional Task Force members will provide a briefing on the contents of the report prior to its release. The Office of Personnel Management was asked to schedule the briefings and determine the availability of Task Force members to participate.

The meeting was adjourned by Chair Hendrickson.

**Minutes
(Unofficial)**

GOVERNOR'S TASK FORCE ON STATE EMPLOYEE COMPENSATION

Special Meeting

Tuesday, December 18, 2007 – 10:00 a.m.

Office of Personnel Management, Conference Room G-91
Jim Thorpe Building, 2101 North Lincoln Boulevard,
Oklahoma City, Oklahoma

Notice for this meeting was filed with the Office of the Secretary of State on November 28, 2007. The Agenda was posted at 2101 North Lincoln Boulevard on the first and ground floors. This meeting was conducted in accordance with the provisions of the Open Meeting Act, Section 301 through 315, Title 25.

Members Present

Steven Hendrickson, Chair
Diane Haser-Bennett, Designee for Howard Hendrick
Tony Hutchison
Oscar Jackson
Linda Parrish, Designee for Justin Jones
Jeanette Rice
Sterling Zearley

Office of Personnel Management (OPM) Staff Present

Janet Anderson, Recording Secretary for Meeting
Hank Batty
Susan Loftin
Tom Patt
Kara Smith
Ross Tripp

Other Attendees

Trish Frazier, Oklahoma Public Employees Association
Kristin Griffin, Oklahoma Office of State Finance
Terry McKenna, Oklahoma House of Representatives Staff
Brittnee Thiessen, Office of Senator Glenn Coffee

Chair Hendrickson called the meeting to order and welcomed attendees.

Mr. Jackson moved to approve the Minutes from the November 30, 2007, meeting of the Task Force as presented. Mr. Hutchison seconded, and the motion carried.

Mr. Jackson moved to commence discussion and review of the draft of the final report of the Governor's Task Force on State Employee Compensation, prepared by the Office of Personnel Management. Mr. Hutchison seconded, and the motion carried.

Following review and minor editing of the draft report, Ms. Rice moved to approve the edited document as the final report of the Governor's Task Force on State Employee Compensation. Mr. Hutchison seconded, and the motion carried.

As discussed in the November 30, 2007, Task Force meeting, three separate private meetings will take place with the Governor, Senate leadership, and House of Representatives leadership to provide a briefing on the contents of the final report prior to its release.

Chair Hendrickson thanked members of the Task Force for their leadership, professionalism, and contributions in carrying out the Governor's directive of establishing a strategic direction for compensation for State executive branch employees.

The meeting was adjourned by Chair Hendrickson.

OVERVIEW OF THE OKLAHOMA MERIT SYSTEM

Purpose:

To foster a competent career service free from political patronage. The official description in statute is as follows:

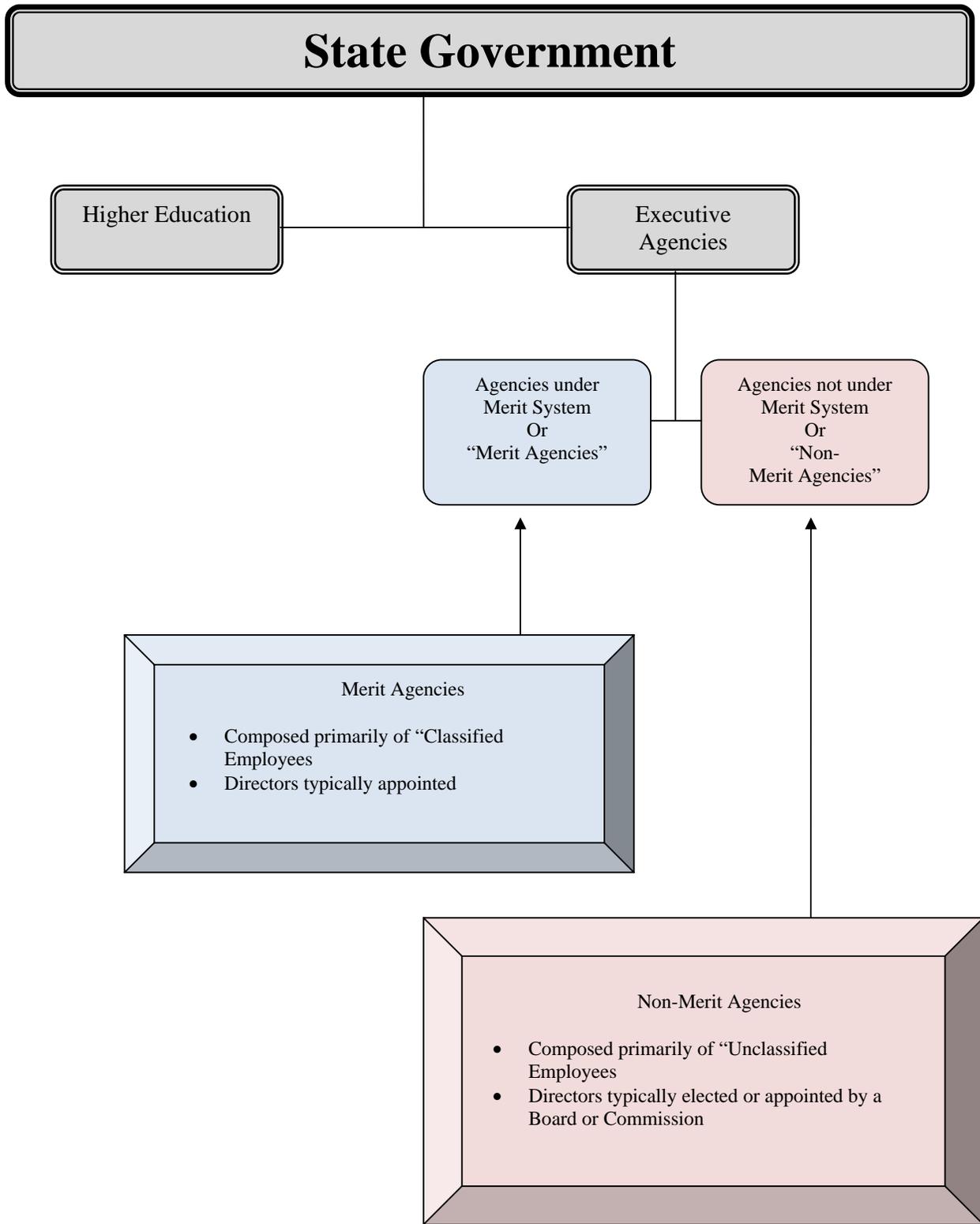
§74-840-1.2. Purpose.

It is the purpose of this act to protect the public from improper use of authority, to protect public officials and employees from unwarranted assaults on their integrity and to enforce the protections for classified employees and citizens under the Merit System of Personnel Administration.

Brief History:

- 1936 – State voters adopted the Social Security Amendment to the state constitution requiring employment standards based on merit for state agencies supported by federal grants-in-aid. This led to the creation of the state’s first merit system.
- 1938 – A three member Merit System Council was appointed by the Governor to administer the new Merit System. Although it only applied to agencies receiving grants-in-aid, its intent was to create an employment system free from political patronage.
- 1959 – The state Legislature created the “Merit Act,” thus providing a statutory basis for its administration and extension to other state agencies through the issuance of Executive orders. The act replaced the three person council with a seven member State Personnel Board.
- 1982 – Oklahoma Legislature passed §74-840 et. al. entitled the “Oklahoma Personnel Act.” It also created the Office of Personnel Management as the administrative agency for this new merit system and an ethics and merit commission (now the Merit Protection Commission) to decide personnel related disputes.

Chart 1: Merit/Non-Merit Illustration



Classified and Unclassified Positions

The primary difference between classified employees and unclassified employees is that classified positions fall under the authority of the merit system. With the exception of leave issues, unclassified positions do not.

Classified Employees –

- Are grouped or “Classified” together into job families by job descriptions, duties, and responsibilities.

- Fall into structured pay bands according to their duties and responsibilities.

- Conform to Oklahoma Merit system as well as federal employment guidelines.

- Must be hired under merit system procedure.

Unclassified Employees

- Are not bound by salary bands assigned to classified jobs.

- Are not grouped together by job families.

- Unclassified positions do not have to conform to merit system hiring guidelines.

- “At-will” Employees

- Conform to Federal employment guidelines but not the merit system.

 - *they do follow the merit system leave and benefit policies.

The guiding principle is that merit agencies primarily utilize classified employees and that non-merit agencies primarily utilize unclassified employees. However both types of agencies can utilize both types of positions. See chart 2 for a breakdown of agencies and their status and employees.

Chart 2: Agency Merit Status and Employee Breakdown

| Agency | Merit Status | Regular Full-Time Employees | Classified Emp. | Unclassified Emp. | Percent Classified |
|--------------------------------|--------------|-----------------------------|-----------------|-------------------|--------------------|
| Agriculture | Merit | 424 | 374 | 50 | 88.2% |
| 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 | 300 | 273 | 27 | 91.0% |
| Bureau Of Narcotics | Merit | 95 | 76 | 19 | 80.0% |
| Central Services | Merit | 251 | 189 | 62 | 75.3% |
| Civil Emergency Management | Merit | 28 | 23 | 5 | 82.1% |
| Commerce | Merit | 162 | 7 | 155 | 4.3% |
| Commission On Children & Youth | Merit | 30 | 23 | 7 | 76.7% |
| Commissioners Land Office | Merit | 63 | 46 | 17 | 73.0% |
| Compsource | Merit | 357 | 191 | 166 | 53.5% |
| Conservation Commission | Merit | 54 | 6 | 48 | 11.1% |
| Corporation Commission | Merit | 492 | 386 | 106 | 78.5% |
| Corrections | Merit | 4,712 | 4,375 | 337 | 92.8% |
| Cosmetology Board | Merit | 14 | 11 | 3 | 78.6% |
| Department Of Consumer Credit | Merit | 16 | 12 | 4 | 75.0% |
| Department Of Securities | Merit | 26 | 2 | 24 | 7.7% |
| Education | Merit | 375 | 8 | 367 | 2.1% |
| Election Board | Merit | 24 | 22 | 2 | 91.7% |
| Embalmers & Funeral Directors | Merit | 3 | 0 | 3 | 0.0% |
| Employees Benefits Council | Merit | 33 | 27 | 6 | 81.8% |
| Environmental Quality | Merit | 538 | 501 | 37 | 93.1% |
| Ethics Commission | Merit | 8 | 4 | 4 | 50.0% |
| GRDA | Merit | 518 | 400 | 118 | 77.2% |
| Health | Merit | 2,264 | 1,770 | 494 | 78.2% |
| Health Care Authority | Merit | 381 | 0 | 381 | 0.0% |
| Historical Society | Merit | 164 | 146 | 18 | 89.0% |
| Human Rights Commission | Merit | 18 | 16 | 2 | 88.9% |
| Human Services | Merit | 7,648 | 7,052 | 596 | 92.2% |
| J.D. McCarty Center | Merit | 204 | 175 | 29 | 85.8% |
| Juvenile Affairs | Merit | 1,164 | 1,100 | 64 | 94.5% |
| Labor | Merit | 108 | 94 | 14 | 87.0% |
| Libraries | Merit | 64 | 60 | 4 | 93.8% |
| Liquefied Petroleum Gas Board | Merit | 9 | 7 | 2 | 77.8% |
| Medical Licensure/Supervision | Merit | 23 | 19 | 4 | 82.6% |
| Mental Health | Merit | 2,001 | 1,260 | 741 | 63.0% |
| Merit Protection Commission | Merit | 8 | 6 | 2 | 75.0% |
| Military Department | Merit | 361 | 195 | 166 | 54.0% |
| OCAST | Merit | 23 | 0 | 23 | 0.0% |
| OESC | Merit | 816 | 741 | 75 | 90.8% |
| Office Of Handicapped Concerns | Merit | 7 | 5 | 2 | 71.4% |
| Okla Real Estate Commission | Merit | 17 | 12 | 5 | 70.6% |
| Oklahoma Able Commission | Merit | 41 | 38 | 3 | 92.7% |
| Oklahoma Peanut Commission | Merit | 1 | 0 | 1 | 0.0% |
| OSEEGIB | Merit | 180 | 154 | 26 | 85.6% |
| Pardon And Parole Board | Merit | 37 | 34 | 3 | 91.9% |
| Personnel Management | Merit | 76 | 61 | 15 | 80.3% |

Chart 2: Agency Merit Status and Employee Breakdown (continued)

| Agency | Merit Status | Regular Full-Time Employees | Classified Employees | Unclassified Employees | Percent Classified |
|--------------------------------|--------------|-----------------------------|----------------------|------------------------|--------------------|
| Physician Manpower Training | Merit | 6 | 3 | 3 | 50.0% |
| Pro Enginers & Land Surveyors | Merit | 8 | 6 | 2 | 75.0% |
| Public Employees Retirement | Merit | 55 | 38 | 17 | 69.1% |
| Public Safety | Merit | 1,550 | 1,499 | 51 | 96.7% |
| Rehabilitation Services | Merit | 884 | 728 | 156 | 82.4% |
| School Of Science/Math | Merit | 75 | 3 | 72 | 4.0% |
| Secretary Of State | Merit | 36 | 31 | 5 | 86.1% |
| State Finance | Merit | 137 | 64 | 73 | 46.7% |
| State Fire Marshal | Merit | 32 | 28 | 4 | 87.5% |
| Tax Commission | Merit | 933 | 680 | 253 | 72.9% |
| Teachers' Retirement System | Merit | 52 | 26 | 26 | 50.0% |
| Tourism and Recreation | Merit | 591 | 311 | 280 | 52.6% |
| Transportation | Merit | 2,393 | 2,349 | 44 | 98.2% |
| Transportation Authority | Merit | 617 | 579 | 38 | 93.8% |
| Veterans Affairs | Merit | 1,757 | 1,695 | 62 | 96.5% |
| Water Resources Board | Merit | 94 | 67 | 27 | 71.3% |
| Will Rogers Memorial Comm | Merit | 7 | 4 | 3 | 57.1% |
| Total Merit | | 33,382 | 28,017 | 5,365 | 83.9% |
| Non-Merit | | | | | |
| Aeronautics Commission | Non-Merit | 10 | 0 | 10 | 0.0% |
| Attorney General | Non-Merit | 168 | 0 | 168 | 0.0% |
| Auditor and Inspector | Non-Merit | 169 | 3 | 166 | 1.8% |
| Bd Of Chem Test Alcohol/Drug | Non-Merit | 6 | 0 | 6 | 0.0% |
| Board Of Architects | Non-Merit | 3 | 0 | 3 | 0.0% |
| Board Of Nursing | Non-Merit | 30 | 0 | 30 | 0.0% |
| Boll Weevil Eradication Org | Non-Merit | 14 | 0 | 14 | 0.0% |
| Capitol Complex/Centennial Com | Non-Merit | 7 | 0 | 7 | 0.0% |
| Career/Tech. Education | Non-Merit | 362 | 0 | 362 | 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 | 36 | 5 | 31 | 13.9% |
| Department Of Mines | Non-Merit | 36 | 0 | 36 | 0.0% |
| District Attorney | Non-Merit | 1,145 | 0 | 1,145 | 0.0% |
| Educational Television Auth | Non-Merit | 74 | 0 | 74 | 0.0% |
| Firefighter Pension/Retirement | Non-Merit | 10 | 0 | 10 | 0.0% |
| Horse Racing Commission | Non-Merit | 43 | 0 | 43 | 0.0% |
| House of Representatives | Non-Merit | 212 | 0 | 212 | 0.0% |
| Indian Affairs Commission | Non-Merit | 4 | 0 | 4 | 0.0% |
| Indigent Defense System | Non-Merit | 121 | 0 | 121 | 0.0% |
| Industrial Finance Authority | Non-Merit | 6 | 0 | 6 | 0.0% |
| Insurance Department | Non-Merit | 150 | 0 | 150 | 0.0% |
| Interstate Oil & Gas Compact | Non-Merit | 2 | 0 | 2 | 0.0% |
| J.M. Davis Gun Museum | Non-Merit | 6 | 0 | 6 | 0.0% |
| Law Enforcement Retirement | Non-Merit | 5 | 0 | 5 | 0.0% |
| Lieutenant Governor | Non-Merit | 11 | 0 | 11 | 0.0% |
| Marginally Producing Wells | Non-Merit | 5 | 0 | 5 | 0.0% |
| Medicolegal Investigations | Non-Merit | 72 | 0 | 72 | 0.0% |

Statutory and Regulatory Requirements for State Compensation System

I. Statutory

The Oklahoma Personnel Act (Title 74, Section 840 of the Oklahoma Statutes) assigns responsibility to the Office of Personnel Management (OPM) to develop *“...an efficient and effective system of personnel administration that meets the management needs of the various agencies.”* (74:840-1.6A. 1.)

Toward this objective, the State is required *“...to provide a pay structure based on internal equity and external competitiveness balanced by the state’s fiscal conditions. The state’s goal shall be to provide a flexible and adaptable state employee pay system based on the market data found in relevant public and private sector markets.”* (74:840-4.6.A.)

The OPM Administrator is further required by the Act to *“...develop a salary schedule for the classified service and pay lines as appropriate to meet the needs of agencies.”* The Administrator is also tasked with designing *“...a compensation system for all classified employees...consistent with but not limited to the recommendations contained in the Classification and Compensation Reform Report from the Administrator....”* (74:840-4.6.B. and C.)

Agencies are authorized to hire unclassified employees who are not subject to the rules and regulations that apply to classified employees (except for leave regulations) and who serve at the pleasure of the appointing authority (“at will” service). (74:840-5.1) *“All executive branch state agencies who employ personnel in the unclassified service of the state, whose salaries are not prescribed by law, shall establish salary schedules for such employees.”* (74:840-4.6.D.)

In administering the state pay system, the Administrator is required to: *“Conduct an analysis of the rates of pay prevailing in the state in 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.”* (74:840-1.6A.5.)

The Administrator is also required 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%),

II. Regulatory

Merit Rule provisions regarding the State's Compensation System for Classified Employees are found in Title 530 of the Oklahoma Administrative Code, Chapter 10, Subchapter 7 (530:10-7).

Appendix A to this subchapter, which contains the Classified Pay Bands, is shown below:

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

*Minimum revised to reflect State employee minimum wage rate (see 74 O.S. 840-2.16)

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 initial study shall be conducted by December 1, 2001, and every two (2) years thereafter.”

State employees must be paid a minimum wage, which is established in statute as follows: “...the amount established in the Federal Poverty Guidelines for a three-person household, issued each year in the Federal Register by the United States Department of Health and Human Services.” (74:840-2.16)

Employees may not be awarded a raise in pay, including an across-the-board increase. “Such raises are prohibited unless authorized by the Legislature and by Merit System of Personnel Administration Rules....” (74:840-2.17 A.) Exceptions to this “no-raise” rule include the pay movement mechanisms, which will be covered elsewhere in this briefing. (74:840-2.17 B.)

In addition to their basic pay, state employees are entitled to Longevity Pay based on years of creditable service with the state, according to the following schedule:

| Years of Service | Annual Longevity Payment |
|--|--------------------------|
| At least 2 years but less than 4 years | \$250.00 |
| At least 4 years but less than 6 years | \$426.00 |
| At least 6 years but less than 8 years | \$626.00 |
| At least 8 years but less than 10 years | \$850.00 |
| At least 10 years but less than 12 years | \$1,062.00 |
| At least 12 years but less than 14 years | \$1,250.00 |
| At least 14 years but less than 16 years | \$1,500.00 |
| At least 16 years but less than 18 years | \$1,688.00 |
| At least 18 years but less than 20 years | \$1,900.00 |
| At least 20 years | \$2,000.00 |

For each additional two (2) years of service after the first twenty (20) years, an additional Two Hundred Dollars (\$200.00) shall be added to the amount stated for twenty (20) years of service.

Impact of Classification/Compensation Reform Act of 1998 on the State's Classified Pay System

Prior to 1999:

- The system evolved to over 1400 job classifications in 100 salary grades with 13 steps
- There was a statutory prohibition on in-range pay increases, which meant that the primary methods for employee pay increases were legislative general increases and promotion/reclassification
- There was no mechanism for cost of living adjustments

After 1999:

- 1400+ classifications collapsed into 370 job families
- Pay structure collapsed into 18 pay bands with 67% ranges
- Previous restrictions on pay replaced with more flexible system which provides agencies more authority to manage pay through a series of pay movement mechanisms, dependent on availability of funds

State of Oklahoma Workforce & Compensation System



A Briefing for the Governor's Task Force on State Employee Compensation

September 20, 2007

**Ross Tripp
Workforce Planning Manager
Office of Personnel Management**

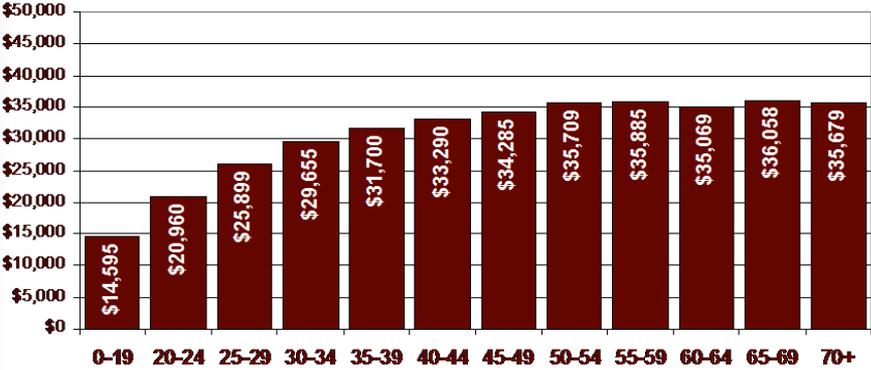
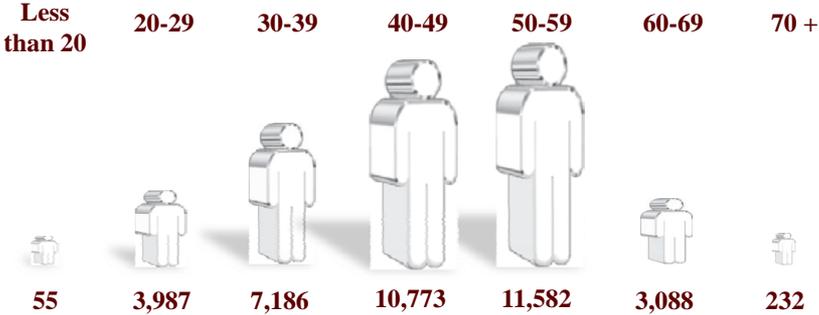
**Tom Patt
Director of Compensation
Office of Personnel Management**

State of Oklahoma Workforce Demographics

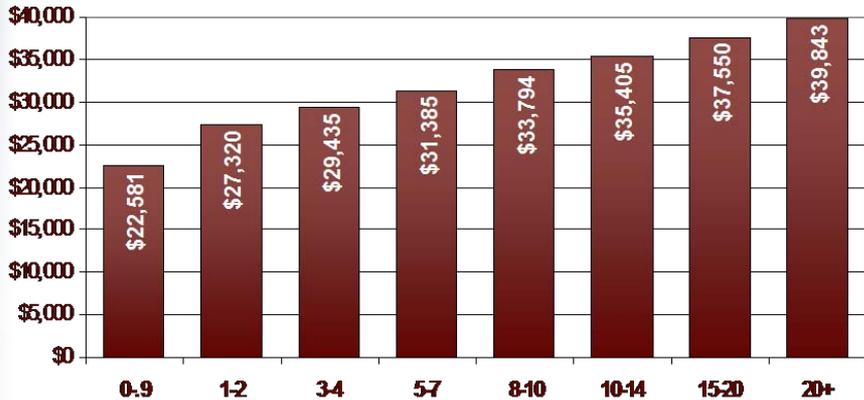
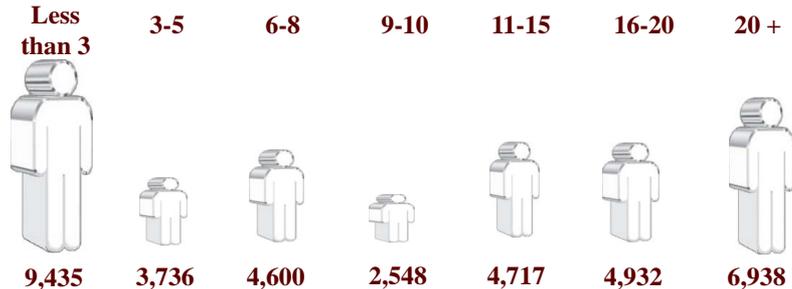
DEMOGRAPHICS



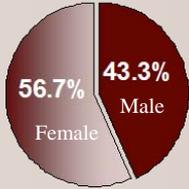
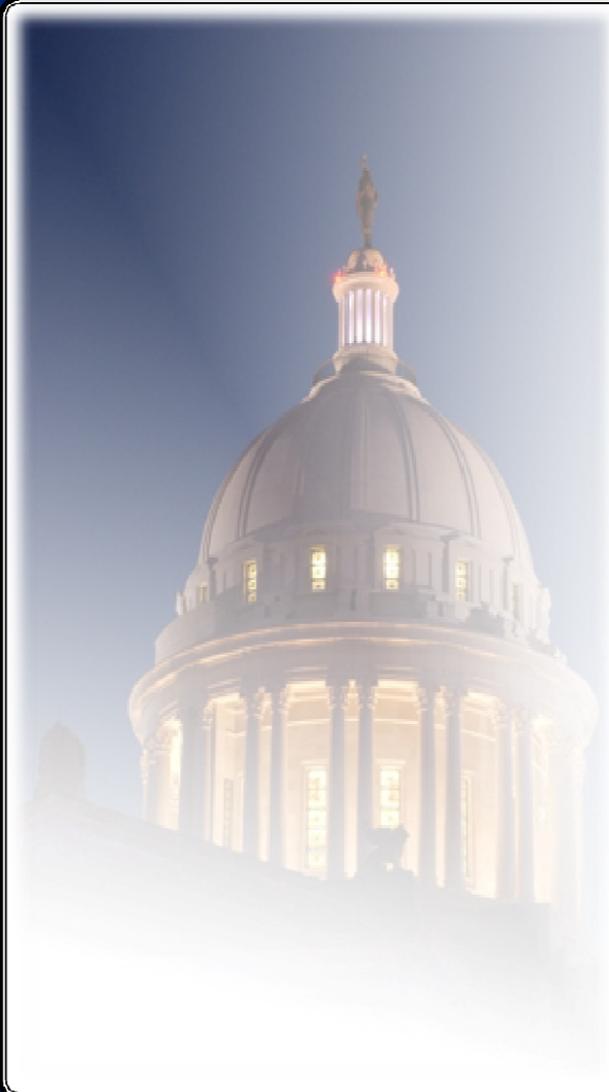
State of Oklahoma Workforce Demographics Age



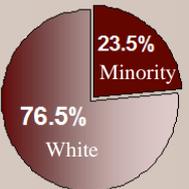
State of Oklahoma Workforce Demographics Years of Service



State of Oklahoma Workforce Demographics Demographics



of 36,532 employees

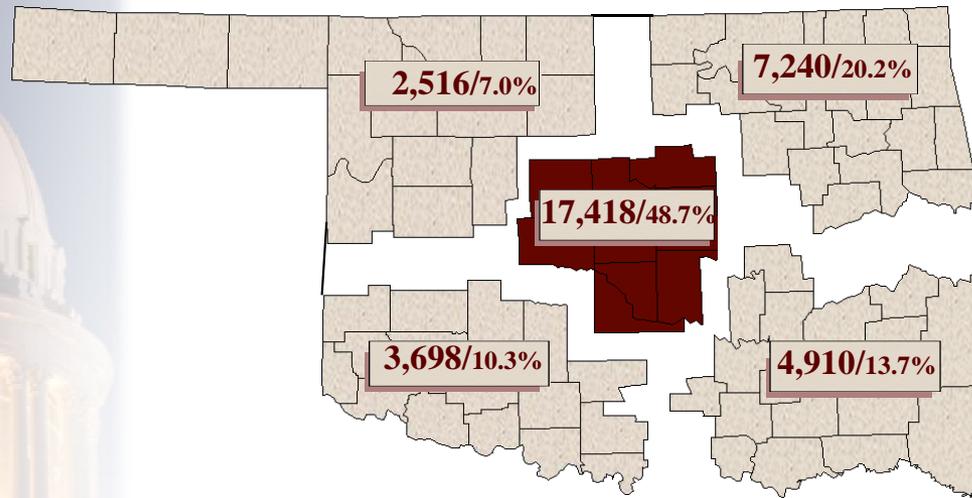


of 36,913 employees

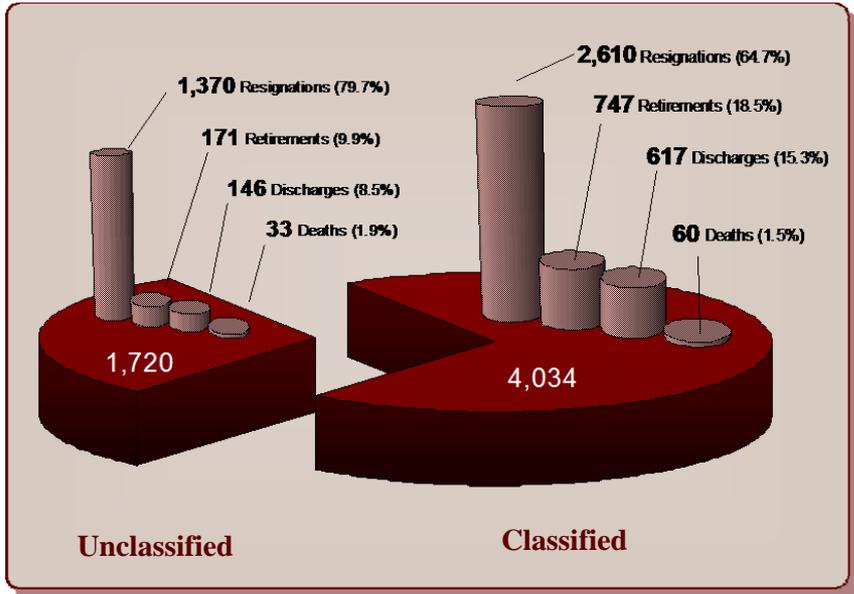
| White | A. Indian/ Alaska Native | Asian | Black/ African American | Hispanic/ Latino | Percent Minority |
|--------|--------------------------------|-------|-------------------------------|---------------------|---------------------|
| 26,790 | 2,865 | 672 | 4,259 | 877 | 24.50% |



State of Oklahoma Workforce Demographics Employee Residence



State of Oklahoma Workforce Demographics Turnover



State of Oklahoma Workforce Demographics Turnover

| Fiscal Year | Resignation | Retirement | Discharge | Total | Turnover Rate |
|--------------|--------------|------------|------------|-------|---------------|
| 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% |
| 2005 | 2,288 | 602 | 507 | 3,397 | 12.6% |
| 2006 | 2,610 | 747 | 617 | 3,974 | 14.2% |
| Unclassified | 1,370 | 171 | 146 | | 19.30% |
| Total | 3,980 | 918 | 763 | | 15.60% |



State of Oklahoma Compensation System

COMPENSATION



State of Oklahoma Compensation System Overview

- **Statutory/Regulatory Basis**
- **Compensation System (Pre-CCRA)**
- **Compensation System (Effect of CCRA)**
- **History of General Pay Increases**
- **Average Salary Trend for State Employees**
- **Overview of Pay Movement Mechanisms**
- **PMM Utilization by Agencies**
- **Annual Compensation Report Results**



State of Oklahoma Compensation System

- **Statutory/Regulatory Basis**
 - **Statutory basis is the Oklahoma Personnel Act (Title 74, Section 840 of Oklahoma Statutes)**
 - **Regulatory basis is the Merit Rules of Personnel Administration (Title 530, Chapter 10, Subchapter 7)**

“The State of Oklahoma...shall provide a pay structure based on internal equity and external competitiveness balanced by the state’s fiscal conditions. The state’s goal shall be to provide a flexible and adaptable state employee pay system based on the market data found in relevant public and private sector markets.” (74:840-4.6.A.)



State of Oklahoma Compensation System

- Statutory/Regulatory Basis

“All executive branch state agencies who employ personnel in the unclassified service of the state, whose salaries are not prescribed by law, shall establish salary schedules for such employees.” (74:840-4.6.D.)

the Administrator is required to: “...conduct an analysis of the rates of pay prevailing in the state in 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.” (74:840-1.6A.5.)

State employees must be paid a minimum wage, which is established in statute as follows: “...the amount established in the Federal Poverty Guidelines for a three-person household, issued each year in the Federal Register by the United States Department of Health and Human Services.” (74:840-2.16)



State of Oklahoma Compensation System

- Statutory/Regulatory Basis

| Pay Band | RATE | MINIMUM | MIDPOINT | MAXIMUM |
|----------|---------|------------|------------|------------|
| A* | Annual | \$17,170* | \$17,185 | \$21,481 |
| | Monthly | \$1,430.83 | \$1,432.08 | \$1,790.08 |
| | Hourly | \$8.25 | \$8.26 | \$10.33 |
| B* | Annual | \$17,170 | \$18,011 | \$22,514 |
| | Monthly | \$1,430.83 | \$1,500.92 | \$1,876.17 |
| | Hourly | \$8.25 | \$9.56 | \$10.82 |
| C* | Annual | \$17,170 | \$19,054 | \$23,818 |
| | Monthly | \$1,430.83 | \$1,587.83 | \$1,984.83 |
| | Hourly | \$8.25 | \$9.16 | \$11.45 |
| D* | Annual | \$17,170 | \$20,542 | \$25,678 |
| | Monthly | \$1,430.83 | \$1,711.83 | \$2,139.83 |
| | Hourly | \$8.25 | \$9.88 | \$12.35 |
| E* | Annual | \$17,170 | \$22,597 | \$28,246 |
| | Monthly | \$1,430.83 | \$1,883.08 | \$2,353.83 |
| | Hourly | \$8.25 | \$10.86 | \$13.58 |
| F | Annual | \$18,642 | \$24,856 | \$31,070 |
| | Monthly | \$1,553.50 | \$2,071.33 | \$2,589.17 |
| | Hourly | \$8.96 | \$11.95 | \$14.94 |
| G | Annual | \$20,507 | \$27,343 | \$34,179 |
| | Monthly | \$1,708.92 | \$2,278.58 | \$2,848.25 |
| | Hourly | \$9.86 | \$13.15 | \$16.43 |
| H | Annual | \$22,558 | \$30,077 | \$37,596 |
| | Monthly | \$1,879.83 | \$2,506.42 | \$3,133.00 |
| | Hourly | \$10.85 | \$14.46 | \$18.08 |
| I | Annual | \$24,981 | \$33,308 | \$41,635 |
| | Monthly | \$2,081.75 | \$2,775.67 | \$3,469.58 |
| | Hourly | \$12.01 | \$16.01 | \$20.02 |
| J | Annual | \$27,464 | \$36,618 | \$45,773 |
| | Monthly | \$2,288.67 | \$3,051.50 | \$3,814.42 |
| | Hourly | \$13.20 | \$17.60 | \$22.01 |
| K | Annual | \$30,020 | \$40,026 | \$50,033 |
| | Monthly | \$2,501.67 | \$3,335.50 | \$4,169.42 |
| | Hourly | \$14.43 | \$19.24 | \$24.05 |
| L | Annual | \$33,021 | \$44,028 | \$55,035 |
| | Monthly | \$2,751.75 | \$3,669.00 | \$4,586.25 |
| | Hourly | \$15.88 | \$21.17 | \$26.46 |
| M | Annual | \$36,653 | \$48,870 | \$61,088 |
| | Monthly | \$3,054.42 | \$4,072.50 | \$5,090.67 |
| | Hourly | \$17.62 | \$23.50 | \$29.37 |
| N | Annual | \$40,685 | \$54,247 | \$67,809 |
| | Monthly | \$3,390.42 | \$4,520.58 | \$5,650.75 |
| | Hourly | \$19.56 | \$26.08 | \$32.60 |
| O | Annual | \$45,566 | \$60,755 | \$75,944 |
| | Monthly | \$3,797.17 | \$5,062.92 | \$6,328.67 |
| | Hourly | \$21.91 | \$29.21 | \$36.51 |
| P | Annual | \$51,491 | \$68,654 | \$85,818 |
| | Monthly | \$4,290.92 | \$5,721.17 | \$7,151.50 |
| | Hourly | \$24.76 | \$33.01 | \$41.26 |
| Q | Annual | \$58,185 | \$77,580 | \$96,975 |
| | Monthly | \$4,848.75 | \$6,465.00 | \$8,081.25 |
| | Hourly | \$27.97 | \$37.30 | \$46.62 |
| R | Annual | \$65,749 | \$87,665 | \$109,581 |
| | Monthly | \$5,479.08 | \$7,305.42 | \$9,131.75 |
| | Hourly | \$31.61 | \$42.15 | \$52.68 |



State of Oklahoma Compensation System

- **Statutory/Regulatory Basis**
State Longevity Pay Program

| Years of Service | Annual Longevity Payment |
|--|--------------------------|
| At least 2 years but less than 4 years | \$250.00 |
| At least 4 years but less than 6 years | \$426.00 |
| At least 6 years but less than 8 years | \$626.00 |
| At least 8 years but less than 10 years | \$850.00 |
| At least 10 years but less than 12 years | \$1,062.00 |
| At least 12 years but less than 14 years | \$1,250.00 |
| At least 14 years but less than 16 years | \$1,500.00 |
| At least 16 years but less than 18 years | \$1,688.00 |
| At least 18 years but less than 20 years | \$1,900.00 |
| At least 20 years | \$2,000.00 |

For each additional two (2) years of service after the first twenty (20) years, an additional Two Hundred Dollars (\$200.00) shall be added to the amount stated for twenty (20) years of service.



State of Oklahoma Compensation System Pre-CCRA System

- **1981 – 1999: System evolved to over 1400 job classifications in 100 salary grades with 13 steps**
- **Statutory prohibition on in-range pay increases**
- **Primary methods for employee pay increases: legislative general increases and promotion/reclassification**
- **No mechanism for cost-of-living adjustments**

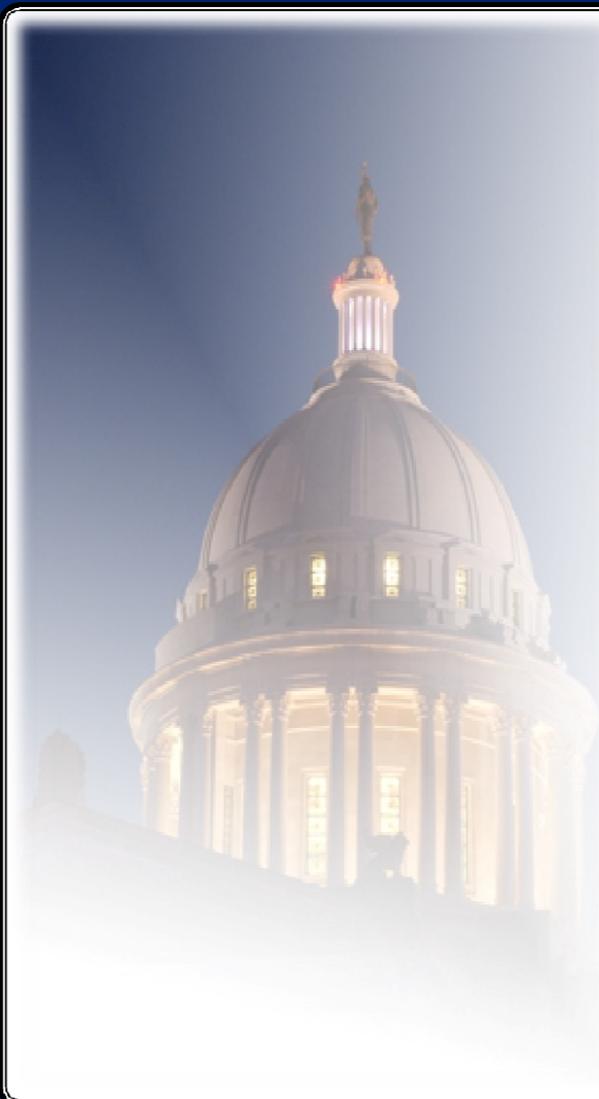




State of Oklahoma Compensation System Effect of CCRA

- **1999: Classification & Compensation Reform**
- **1400+ classifications collapsed into 370 job families**
- **Pay structure consists of 18 pay bands with 67% ranges**
- **Previous restrictions on pay replaced with more flexible system which provides agencies more authority to manage pay through a series of pay movement mechanisms, dependent on availability of funds**





State of Oklahoma Compensation System Pay Increase History

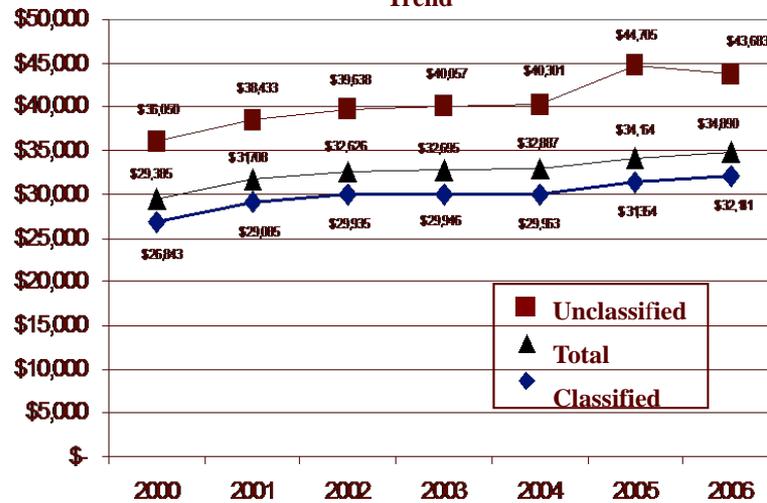
History of Legislative Pay Increases:

- *FY 2001: \$2,000 general increase*
- *FY 2002: \$0*
- *FY 2003: \$0*
- *FY 2004: \$0*
- *FY 2005: \$1,400 general increase*
- *FY 2006: \$700 general increase*
- *FY 2007: 5.0% general increase*



State of Oklahoma Compensation System Pay Increase History

Chart 16: FY 06 Average Annual Salary
Trend



State of Oklahoma Compensation System PMM Overview

- **Pay Movement Mechanisms**
 - **Career Progression**: adjustments to employee pay when the employee is advanced from one level of a job family to a higher non-supervisory level. *Minimum of 5% up to 20% of pay.*
 - **Adjustment on Completion of Probationary/Trial Period**: Adjustment upon completion of probationary period after appointment or trial period after promotion. *Not to exceed 5% of pay*
 - **Adjustment on Lateral Transfer**: adjustment for employee assignment to same job family and level or different job family and level in same pay band, based on needs of agency. *Not to exceed 5% of pay*



State of Oklahoma Compensation System PMM Overview

- **Pay Movement Mechanisms**
 - **Market Adjustments**: adjustments to employees performing the same or similar duties in a job family to make their salaries more competitive with the market. Must be approved by OPM.
 - **Equity Adjustments**: adjustments to one or more employees performing the same or similar duties in a job family to correct a significant pay disparity. Adjustments above midpoint must be approved by OPM.



State of Oklahoma Compensation System PMM Overview

- **Pay Movement Mechanisms (cont.)**
 - **Skill-based pay adjustments:** Differentials or lump sums awarded to employees for the acquisition of a skill or certification which increase their value to the agency. After 2 years, differentials become a permanent part of pay. Skill-based pay plan must be approved by OPM. *Not to exceed 10% of pay*
 - **Performance-based pay adjustments:** salary increases or lump sums awarded to employees based on achieving a “Meets Standards” or “Exceeds Standards” on their performance ratings. Performance-based Adjustment Plan must be approved by OPM. *Not to exceed 5% of pay for meets standards, 10% for exceeds standards*



State of Oklahoma Compensation System PMM Utilization

PMM Costs by Calendar Year

| PERS. ACTION | PMM TITLE | 2003 | 2004 | 2005 | 2006 |
|--------------|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| C05 | LATERAL TRANSFER | \$99,867.97 | \$105,687.57 | \$87,412.86 | \$105,349.16 |
| C16 | CAREER PROGRESSION | \$1,709,239.62 | \$2,472,947.64 | \$1,933,178.36 | \$3,100,907.34 |
| C20 | PERFORMANCE-BASED ADJUSTMENT | \$1,145,141.97 | \$754,155.92 | \$1,201,515.89 | \$841,769.88 |
| C26 | COMPLETION OF PROB/TRIAL PERIOD | \$260,803.65 | \$311,416.85 | \$447,095.23 | \$473,331.17 |
| C28 | EQUITY ADJUSTMENT | \$514,774.81 | \$819,834.29 | \$704,417.54 | \$811,140.03 |
| C29 | SKILL-BASED PAY ADJUSTMENT | \$140,352.12 | \$96,516.23 | \$200,681.62 | \$95,944.54 |
| C45 | MARKET ADJUSTMENT | \$143,236.40 | \$2,378,055.63 | \$602,994.86 | \$3,560,350.93 |
| | Total | \$4,013,416.54 | \$6,938,614.13 | \$5,177,296.36 | \$8,988,793.06 |





State of Oklahoma Compensation System Annual Compensation Report

- Prepared annually in response to O.S. 74:840-1.6A(5)
- Based on 6 credible surveys
 - ✓ State of Oklahoma Compensation Survey
 - ✓ Central States Compensation Association Survey (contiguous states cut)
 - ✓ Southeastern States Salary Conference Survey (contiguous states cut)
 - ✓ State Chamber Survey
 - ✓ CompData Survey
 - ✓ Oklahoma Hospital Association Survey



State of Oklahoma Compensation System Annual Compensation Report

Employee Average Salary Comparison

| Fiscal Year | State of Oklahoma | Market | % Difference |
|-------------|--------------------------|---------------------------|--------------|
| 2006 | \$32,427.98 ¹ | \$36,315.14 ² | -11.99% |
| 2006 | \$33,996.04 ³ | \$36,315.14 ¹⁰ | -6.82% |



State of Oklahoma Compensation System Annual Compensation Report

Market Comparison Trend (1999-2006)

| Year | State of Oklahoma | Market | % Difference |
|------|-------------------|----------|--------------|
| 2006 | \$32,427 | \$36,315 | -11.99% |
| 2005 | \$31,518 | \$34,102 | -8.20% |
| 2004 | \$29,968 | \$33,393 | -11.4% |
| 2003 | \$29,969 | \$33,361 | -11.3% |
| 2002 | \$29,318 | \$32,621 | -11.3% |
| 2001 | \$30,001 | \$31,344 | -4.5% |
| 2000 | \$28,738 | \$32,513 | -13.1% |
| 1999 | \$27,614 | \$31,093 | -12.6% |



State of Oklahoma Compensation System

Annual Compensation Report

| Fringe Benefit Comparison | State of Oklahoma Contribution | Market Contribution |
|--|--------------------------------|---------------------|
| Health Care Benefit | 23.9% | 13.10% |
| Annual Leave Accrual | 20 | 13 |
| Sick Leave Accrual | 15 | 9 |
| Paid Holidays | 10 | 10 |
| Defined Benefit Retirement Plan (employer contribution) ¹ | 11.5% | 8.78% |
| Defined Contribution Retirement Plan | 1% | 4.31% |
| Social Security | 7.65% | 7.65% |
| Worker's Compensation & Unemployment Insurance | 1% | 1% |



**STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT**

**2006
ANNUAL COMPENSATION REPORT**

**Presented to
The Honorable Brad Henry
Governor of Oklahoma**

**The Honorable Mike Morgan
President Pro Tempore, Oklahoma Senate**

**The Honorable Lance Cargill
Speaker-Elect, Oklahoma House of Representatives**



President Theodore Roosevelt Signing Statehood Proclamation – November 16, 1907

December 1, 2006

**Oscar B. Jackson, Jr., IPMA-CP
Administrator, Oklahoma Office of Personnel Management
Cabinet Secretary of Human Resources and Administration**

One hundred copies of this publication have been printed and issued by the Office of Personnel Management at the cost of \$185.60. Copies have been deposited in the Publications Clearinghouse of the Oklahoma Department of Libraries.

STATE OF OKLAHOMA
OFFICE OF PERSONNEL MANAGEMENT

THE 2006 ANNUAL COMPENSATION REPORT

“We serve the people of Oklahoma by delivering reliable and innovative human resource services to our partner agencies to achieve their missions.”



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

OPM COMPENSATION AND WORKFORCE PLANNING TEAM

Thomas W. Patt, CCP, CBP, IPMA-CP
Director of Compensation

Everett T. Slavik
Assistant Director of Compensation

Jake M. Smith
Compensation Analyst

Alan R. Tripp
Workforce Planning Manager

TABLE OF CONTENTS

| | |
|---|------------|
| EXECUTIVE SUMMARY | 1 |
| AVERAGE SALARY COMPARISON (DIRECT COMPENSATION) | 1 |
| <i>Table 1: Employee Benchmark Average Salary Comparison State of Oklahoma vs. Market</i> | <i>1</i> |
| FRINGE BENEFIT COMPARISON (INDIRECT COMPENSATION)..... | 1 |
| <i>Table 2: Average Employee Fringe Benefit Comparison.....</i> | <i>1</i> |
| PAY BAND ADJUSTMENT | 2 |
| EMPLOYEE TURNOVER..... | 2 |
| <i>Table 3: Turnover Rates FY 2000-2006</i> | <i>2</i> |
| RECOMMENDATIONS..... | 2 |
| INTRODUCTION..... | II |
| STATUTORY REQUIREMENT | 5 |
| PURPOSE AND SCOPE OF ANNUAL SURVEY | 5 |
| 2006 LEGISLATIVE COMPENSATION ACTIVITY | 6 |
| ECONOMIC INDICATORS | 7 |
| <i>Table 4: Total Salary Budget Increase (U.S.).....</i> | <i>8</i> |
| PAY MOVEMENT MECHANISM USAGE | 8 |
| <i>Table 5: Agency PMM Usage 2004-2005</i> | <i>8</i> |
| METHODOLOGY..... | III |
| MARKET SURVEYS | 9 |
| MARKET PRICING APPROACH | 10 |
| FRINGE BENEFITS..... | 11 |
| <i>Table 6: CY 2006 State of Oklahoma Employee Benefits Package</i> | <i>12</i> |
| COMPARING BENEFITS | 12 |
| EMPLOYEE TURNOVER..... | 13 |
| ANALYSIS..... | IV |
| AVERAGE SALARY COMPARISON | 15 |
| <i>Table 7: Employee Average Salary Comparison.....</i> | <i>15</i> |
| <i>Table 8: Market Comparison Trend (1999-2006).....</i> | <i>15</i> |
| <i>Figure 1: Oklahoma vs. Market Pay Trend (2000-2006).....</i> | <i>16</i> |
| <i>Table 9: Oklahoma General Pay Increase History.....</i> | <i>16</i> |
| PAY BAND ANALYSIS | 17 |
| MARKET PAY AND STRUCTURE MOVEMENT..... | 17 |
| <i>Table 10: WorldatWork Survey: Salary Structure Increases – National (All Employer Categories).....</i> | <i>17</i> |
| EMPLOYEE | 17 |
| CATEGORY..... | 17 |
| RANGE PENETRATION | 18 |
| <i>Table 11: Pay Band Compa Ratios After the October Pay Increase.....</i> | <i>18</i> |
| <i>Table 12: Pay Band Compa Ratios Prior to October Pay Increase.....</i> | <i>18</i> |
| <i>Table 13: Pay Band Compa Ratios</i> | <i>19</i> |
| <i>Figure 2: Pay Band Average Salary</i> | <i>19</i> |
| EMPLOYEES AT OR ABOVE RANGE MAXIMUMS..... | 19 |
| <i>Table 14: Employees Near Band Maximums</i> | <i>20</i> |
| COST OF PAY BAND ADJUSTMENT | 20 |
| AGENCY DIRECTOR SALARY STRUCTURE | 20 |
| <i>Figure 3: All Agency Director Salaries (2001).....</i> | <i>22</i> |
| <i>Figure 4: Appropriated Agency Director Salaries.....</i> | <i>22</i> |
| <i>Figure 5: Nonappropriated Agency Director Salaries.....</i> | <i>23</i> |
| FRINGE BENEFITS ANALYSIS..... | 23 |

| | |
|---|-----------|
| <i>Table 15: Vacation Days</i> | 24 |
| <i>Table 16: Sick Days</i> | 24 |
| RETIREMENT PLANS | 24 |
| FRINGE BENEFIT COMPARISON (INDIRECT COMPENSATION)..... | 24 |
| <i>Table 17: Average Employee Fringe Benefit Comparison</i> | 25 |
| TURNOVER ANALYSIS | 25 |
| <i>Table 18: FY 2006 State Classified Employee Turnover</i> | 25 |
| RECOMMENDATIONS | V |
| COMPENSATION | 27 |
| APPENDIX | VI |
| <i>Table A1: 2006 Multi-Survey Benchmark Jobs</i> | 29 |
| <i>Table A2: Benchmarks Below Market by 10% or More</i> | 37 |
| <i>Table A3: Voluntary Turnover Rates > 10% for 3 Fiscal Years</i> | 44 |
| <i>Table A4: FY 2006 Turnover Rate >10% by Job Family Level</i> | 47 |
| <i>Table A5: Effect of Pay Band Adjustment By Agency</i> | 64 |
| <i>Table A6: Proposed Pay Bands for FY 2007</i> | 65 |
| <i>Table A7: Cost of Proposed Pay Bands for Selected Agency Directors</i> | 66 |

The seal of the State of Oklahoma is centered in the background. It features a large yellow five-pointed star in the center, surrounded by a blue ring containing smaller white stars. The outermost ring is yellow and contains the text "GREAT SEAL OF THE STATE OF OKLAHOMA" at the top and "1907" at the bottom.

Executive Summary

Average Salary Comparison (Direct Compensation)

Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. An analysis of salary survey data for 303 benchmark jobs indicates that, on average, classified employee salaries fell approximately 11.99 percent below the competitive labor market. **The second row of Table 1 displays the market relationship had the October 1, 2006 general increase been provided to employees at the end of FY 2006.** The 303 benchmarks represent 17,575 employees, or 64 percent of classified state employees.

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

| Fiscal Year | State of Oklahoma | Market | % Difference |
|-------------|--------------------------|--------------------------|--------------|
| 2006 | \$32,427.98 ¹ | \$36,315.14 ² | -11.99% |
| 2006 | \$33,996.04 ¹ | \$36,315.14 ² | -6.82% |

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 below displays a breakdown of the employer benefits of the state's benefit package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

**Table 2: Average Employee Fringe Benefit Comparison
State of Oklahoma vs. Market**

| | State of Oklahoma Contribution | Market Contribution ³ |
|--|--------------------------------|----------------------------------|
| Health Care Benefit | 23.9% | 13.10% |
| Annual Leave Accrual | 20 | 13 |
| Sick Leave Accrual | 15 | 9 |
| Paid Holidays | 10 | 10 |
| Defined Benefit Retirement Plan (employer contribution) ⁴ | 11.5% | 8.78% |
| Defined Contribution Retirement Plan | 1% | 4.31% |
| Social Security | 7.65% | 7.65% |
| Worker's Compensation & Unemployment Insurance | 1% | 1% |

¹ Figure includes average longevity payment for calendar year 2006 of \$1,066.85.

² Source: FY 2006 Multi-Survey Summary Report of Competitive Labor Market

³ Source: OPM 2006 State of Oklahoma Compensation Survey

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

Pay Band Adjustment

In analyzing the classified pay structure, consideration was given to market pay movement, the positioning of current classified average pay in the pay bands, and costs. Market pay growth appears to be accelerating as the economy becomes stronger. In 15 out of the 17 populated pay bands, the average salary is close to, or above, the midpoint of the range. All of these factors point to the need to adjust the pay bands by 5.0 percent. The annual cost associated with such an adjustment, including costs of mandatory benefits, is approximately \$27,537.62. See Table A5 in the Appendix for cost information for each agency affected.

Employee Turnover

The overall turnover rate among classified employees in FY 2006 was 14.8 percent and the voluntary rate was 12.3 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2006 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased from the previous fiscal year. The increase in overall turnover is attributed to a 17.1 percent increase in the total number of resignations and retirements. Below is a table representing the turnover rates (overall and voluntary) of the past seven fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2006

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

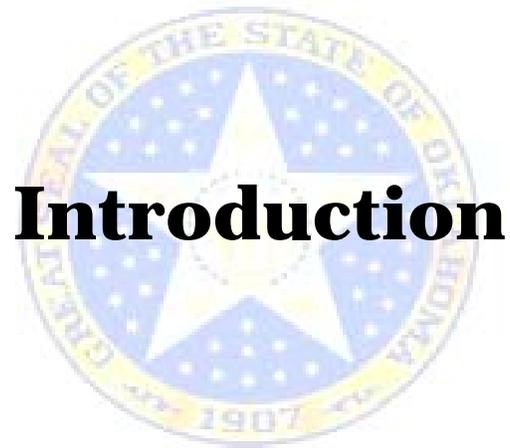
Recommendations

Pay Band Adjustment: The minimums, maximums and midpoints of the classified pay bands should be adjusted upward 5.0 percent. The annual cost associated with the adjustment, including costs of mandatory benefits, is approximately \$29,662.02.

Pay Adjustment: A 3.0 percent general increase is recommended to establish a competitive position with the market. The cost of a 3.0 percent adjustment (including mandatory benefits) for all appropriated state agencies including classified and unclassified employees is estimated to be \$46,762,237.21. In addition, a 1.0 percent fund based upon agencies' payroll budgets and earmarked for pay movement

mechanisms should be provided to appropriated agencies aimed at specific recruitment and retention problems. Such a fund is estimated to cost \$15,587,412.40.

Agency Director Salary Structure: A salary structure has been in place for three years for 36 nonappropriated agency directors. In order to assure effective and efficient administration of all agency director salaries, the remaining 66 appropriated agency directors should be incorporated into this salary structure. The cost to increase the salaries of 31 agency directors falling below the proposed minimum salary levels would be \$287,254, which should be funded without additional appropriations.



Introduction

Statutory Requirement

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

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

Additionally, the Report includes data on the following:

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

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

NOTE: The titling practice has changed with respect to this annual report. In previous years, the report title included the fiscal year in which the report was issued; for example, last year's report was titled FY 2006 Annual Compensation Report. However, this practice created confusion, since data reported is actually from the previous fiscal year. To avoid this confusion, beginning with this year's report, we are titling the report based on the calendar year in which the report is issued. Hence, the current report is titled 2006 Annual Compensation Report (versus FY 2007) and is based on data from FY 2006.

Purpose and Scope of Annual Survey

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

1. to report the comparable salary and benefit information from data of selected states and private sector companies; and

2. to place more emphasis on the comparison between the competitive labor market data and State of Oklahoma Merit System classified service salaries.

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 64 percent of all state employees, compare with the relevant labor market. Survey sources used for this year's salary and benefit analysis are:

- OPM 2006 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2006 Survey, by Compdata Surveys

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

2006 Legislative Compensation Activity

The following compensation-related bills became law after the second session of the 50th Oklahoma Legislature:

Senate Bill 82XX (Second Extraordinary Session):

- Section 4. Provides a 5 percent annualized increase, for full-time and part-time employees of the state, with certain delineated exceptions. *Effective October 1, 2006.*
- The bill also increases salary ranges for the Department of Public Safety and sets annual salary ranges for positions in the Oklahoma State Bureau of Narcotics and Dangerous Drugs Control, the Office of the Chief Medical Examiner, and the Oklahoma State Bureau of Investigation. *Salary ranges effective 01/01/07.*

House Bill 1181XX (Second Extraordinary Session):

- Amends 74:3601.2 to increase the salary ranges for certain nonappropriated agency directors. *Effective 07/01/06.*

Senate Bill 1831:

- Amends 74:840-2.17 to provide that a skill-based pay adjustment implemented on or after November 1, 2006 is to be paid to an employee only as long as the employee remains in the position and performs the skills for which the differential is paid and are not to be included as a part of the employee's base salary. *Effective 11/01/06.*

Senate Bill 1686:

- Amends 74:840-2.15 to clarify that state employers have the discretion of offering state employees (other than those involved with fire suppression duties) who must work on a holiday the option of rescheduling the holiday or being paid two times the employee's regular hourly rate. State employees who perform fire suppression duties must be paid holiday pay at two times the employee's regular hourly rate. *Effective July 1, 2006.*

Senate Bill 1088:

- Amends 72:48 to increase the amount of paid military leave from 20 workdays to 30 workdays for state employees who are called to active duty in the U.S. military and its reserves components. *Effective May 23, 2006.*

Senate Bill 1361:

- Amends 44:209 to extend the 30-day paid military leave for state employees in the National Guard to employees in all branches of the U.S. military. *Effective October 1, 2006.*

Senate Bill 1581:

- Amends 74:840-2.20 to require that state employees with fire protection, law enforcement, or Department of Corrections duties receive compensation for excess leave at their regular rate of pay when they are denied use of such excess leave due to emergency circumstances that threaten public safety, health or welfare. *Effective July 1, 2006.*

Economic Indicators

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

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 3.8 percent as of September 2006, which represents a decrease from 4.1 percent one year ago. Unemployment in the City of Oklahoma City decreased from 4.0 percent in September 2005 to 3.7 percent in September of 2006. The Manpower Employment Outlook Survey reported in September that employers in the Southern Region, which includes Oklahoma, project a 23 percent increase in hiring activity for the fourth quarter of 2006 – a hiring pace which has remained reasonably consistent throughout the year. Inflation is moderate, with the national Consumer Price Index increasing 2.1 percent from September 2005 to September 2006.

From a compensation standpoint, WorldatWork, in its 2006-07 Salary Budget Survey, reported that salary increases kept pace with projected levels, similar to the previous year's results. WorldatWork is the leading not-for-profit professional association dedicated to knowledge leadership in compensation, benefits and total rewards. As shown in Table 4 on page 10, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2006 that are equal to those projected in 2005. The survey projects slightly larger increase levels for 2007.

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

| | <u>Actual 2004</u> | <u>Projected 2005</u> | <u>Actual 2005</u> | <u>Projected 2006</u> | <u>Actual 2006</u> | <u>Projected 2007</u> |
|-------------------------------------|------------------------|---------------------------|------------------------|---------------------------|------------------------|---------------------------|
| Nonexempt Hourly Nonunion Employees | 3.5% | 3.6% | 3.6% | 3.7% | 3.7% | 3.8% |
| Nonexempt Salaried Employees | 3.4% | 3.6% | 3.6% | 3.7% | 3.7% | 3.8% |
| Exempt Salaried Employees | 3.6% | 3.7% | 3.7% | 3.8% | 3.8% | 3.9% |
| Officers/Executives | 3.6% | 3.8% | 3.8% | 3.9% | 3.9% | 4.0% |

Pay Movement Mechanism Usage

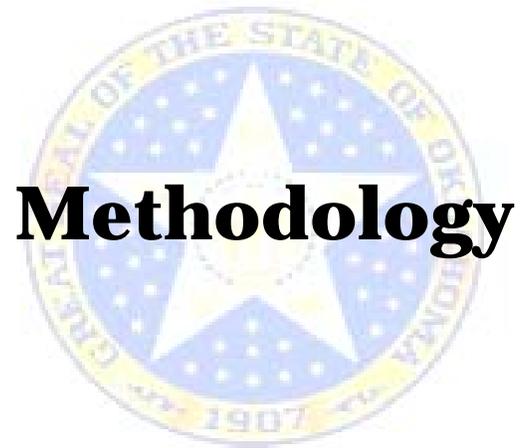
The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified and unclassified employees under their purview through the use of a variety of pay movement mechanisms (PMMs). Table 5 below reveals the numbers of PMM transactions during CY 2005 in comparison with CY 2004. This table reveals that overall usage by agencies of PMMs increased dramatically.

During CY 2005, the cost for five of the pay movement mechanisms decreased. The most dramatic reduction occurred in market adjustments, which decreased by 75 percent. The dramatic decrease in market-based adjustments may be attributable to the two general pay increases that were authorized by the Legislature for 2005. These two increases contributed to a reduction in the overall disparity between state pay and the market, which undoubtedly helped in reducing the demand by state agencies for targeted adjustments in individual job family levels.

Table 5: Agency PMM Usage 2004-2005

| PMM TITLE | 2004 Number | 2004 Amount | 2005 Number | 2005 Amount | % Diff |
|---------------------------------|------------------------|-----------------------|------------------------|-----------------------|----------------|
| Lateral Transfer | 594 | \$105,687.57 | 467 | \$87,412.86 | -17.29% |
| Career Progression | 1,593 | \$2,472,947.64 | 1,599 | \$1,933,178.36 | -21.83% |
| Performance-Based Adjustment | 784 | \$754,155.92 | 1,344 | \$1,201,515.89 | 59.32% |
| Completion Of Prob/Trial Period | 530 | \$311,416.85 | 643 | \$447,095.23 | 43.57% |
| Equity-Based Adjustment | 937 | \$819,834.29 | 3,918 | \$704,417.54 | -14.08% |
| Skill-Based Pay Adjustment | 98 | \$96,516.23 | 154 | \$200,681.62 | 107.93% |
| Market-Based Adjustment | 1,766 | \$2,378,055.63 | 1,711 | \$602,994.86 | -74.64% |
| Total | 6,302 | \$6,938,614.13 | 9,836 | \$5,177,296.36 | -25.38% |
| % of state payroll | | 0.62% | | 0.39% | |

⁵ 2006-07 Salary Budget Survey, WorldatWork, August 2006



Methodology

Market Surveys

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

OPM 2006 State of Oklahoma Compensation Survey: The Compensation Division of the State of Oklahoma's Office of Personnel Management conducts this salary/benefits survey. The salary portion of the survey covered a total of 81 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding Oklahoma. A total of 29 organizations participated in this survey. The survey includes salary data for a total of 33,519 employees. Salary data is current as of July 2006.

Central States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 26 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 158 of our benchmark jobs. Salary data is current as of July 2006.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Southeastern States Salary Conference conduct this survey annually. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 106 of our benchmark jobs. Salary data is current as of July 2006.

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 125 organizations employing 24,268

workers in the State of Oklahoma. The salary portion of the survey covered 90 of our benchmark jobs. Salary data is current as of July 2006.

Oklahoma Hospital Association: This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 17 of our benchmark jobs. Salary data is current as of July 2006.

Compensation Data 2006: This salary/benefits survey is conducted by Compdata Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 143 of our benchmark jobs. Salary figures are from April 2006, but to maintain consistency, the salaries are aged .95 percent according to employment cost increases to reflect the equivalent of July data.

This year, the state's 303 benchmark comparisons represented 27,310 employees, or 64 percent of the classified employee workforce (See Table A1 in the Appendix for a listing of benchmark jobs).

Market Pricing Approach

The market pricing methodology employed in this report is based on the establishment of market composite rates, which are weighted market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources. In blending the data, more weight was given to some surveys than others based on a consideration of the following criteria:

- How well survey benchmark job content matched that of state jobs
- How closely the survey participants reflected the relevant market
- The degree of statistical analysis and quality control applied to the surveys
- The relative stability of the survey participant mix

The weighting percentages are shown below. The result is a solid survey value for each benchmark job that clearly reflects a "market consensus" or "going rate".

| | |
|-----------------------|-----|
| Oklahoma Survey | 30% |
| Central States Survey | 25% |
| Chamber Survey | 25% |
| CompData 2006 | 20% |

NOTE: The OHA Survey is accorded the weight normally assigned to the Oklahoma Survey on health care jobs. The Southeastern States survey is used for regional or state-specific jobs only when a Central States match cannot be made, with a weight of 25 percent.

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

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

Fringe Benefits

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance used for purchasing the four core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$433.55 to \$1,098.18 per month in CY 2006. If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income. If the benefit cost exceeds the allowance, the remainder is deducted from the employee's pay.

Fringe benefits are normally defined in the following manner:

Paid Leave: includes vacation and sick days, paid holidays, and other paid time off.

Insurance Costs: includes health, dental, life, short and long term disability, or salary continuation.

Employer Retirement Contributions: includes employer contributions on behalf of employees' defined-benefit and defined-contribution pension plans.

Legally Required Benefits: includes Social Security and Medicare, federal and state unemployment insurance, workers' compensation and state temporary disability insurance.

Table 6: CY 2006 State of Oklahoma Employee Benefits Package

| | |
|--|--|
| Health Care Benefit Allowance | \$433.55 to \$1,098.18 per month |
| Annual Leave Accrual (after 1 year) | 15 days |
| Sick Leave Accrual | 15 days |
| Paid Holidays | 10 days |
| Defined Benefit Plan | 11.5% employer contribution – 3.00 - 3.5% employee contribution |
| Defined Contribution Plan | \$25 per month matching funds from the state |
| Social Security | 7.65% |
| Workers' Compensation & Unemployment Insurance | 1% (approximately)⁶ |

Comparing Benefits

The state's fringe benefits package detailed:

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

Paid Leave: The state offers 10 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years (see Table 15 on page 29). The average years of service is 12 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan: The state contributes an amount equal to 11.5 percent of employees' salary.

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

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

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

The Market's fringe benefits package detailed:

⁶ Workers' Compensation premiums vary by occupation.

Health Care Benefit Contribution: The market amount contributed to employee health benefits was computed by using the percent of payroll spent on the four core benefits. The data gathered in the OPM FY 2007 State of Oklahoma Compensation Survey showed that on average, the market spent 13.10 percent of their total payroll on the four (4) core employee benefits.

Paid Leave: The market offers 10 Paid Holidays. For sick leave, market employees accrue an average of 9 days each year. Also, market employees earn an average of 12 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan: The market input to a Defined-Benefit Retirement Plan was gathered from the OPM 2006 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary. For comparison purposes, the average length of service for the market employee was assumed to be the same as that of the average length for classified state employee: 12 years.

Defined-Contribution Retirement Plan: The market input to a Defined-Contribution Retirement Plan was gathered from the OPM 2006 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary.

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

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

Employee Turnover

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

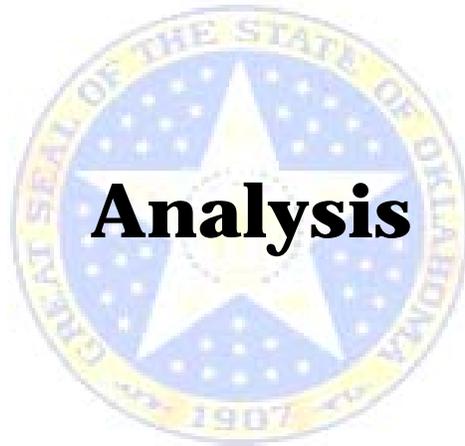
The following turnover analyses are included in this year's report:

- A listing of 83 job-family levels with three consecutive years of 10 percent or greater voluntary turnover – Table A4 in the Appendix.
- A listing of selected job family levels with turnover rates of 10 percent or greater – Table A5 in the Appendix.

- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The average salary for the entire classified workforce (including longevity), as opposed to the benchmark average salary, was used in calculating the turnover cost. Using this salary figure is appropriate, since the intent is to derive the cost of turnover for all classified jobs. The formula used to calculate this cost is based on a conservative, simplified costing model.⁷ Below are the steps of the costing model:
 - A. Average classified salary for the State of Oklahoma (including average longevity pay)
 - B. Percentage of pay for benefits (X) average salary
 - C. Total employee annual cost (add A + B)
 - D. Determine the number of employees that voluntarily resigned within the previous FY
 - E. The time an employee becomes fully productive (typically 12 months)
 - F. Per person turnover cost: $(E \div 12) (X) C (X) 50\%$ ⁸
 - G. Annual turnover cost for the state: (Multiply F X D)

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

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



Analysis

Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 11.99 percent below the competitive labor market. Table 7 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. **The second row of Table 7 displays the market relationship had the October 1, 2006 general increase been provided to employees at the end of FY 2006.** Table A2 in the Appendix identifies job family levels that are 10 percent or more below market average.

Table 7: Employee Average Salary Comparison

| Fiscal Year | State of Oklahoma | Market | % Difference |
|-------------|--------------------------|---------------------------|--------------|
| 2006 | \$32,427.98 ⁹ | \$36,315.14 ¹⁰ | -11.99% |
| 2006 | \$33,996.04 ⁹ | \$36,315.14 ¹⁰ | -6.82% |

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

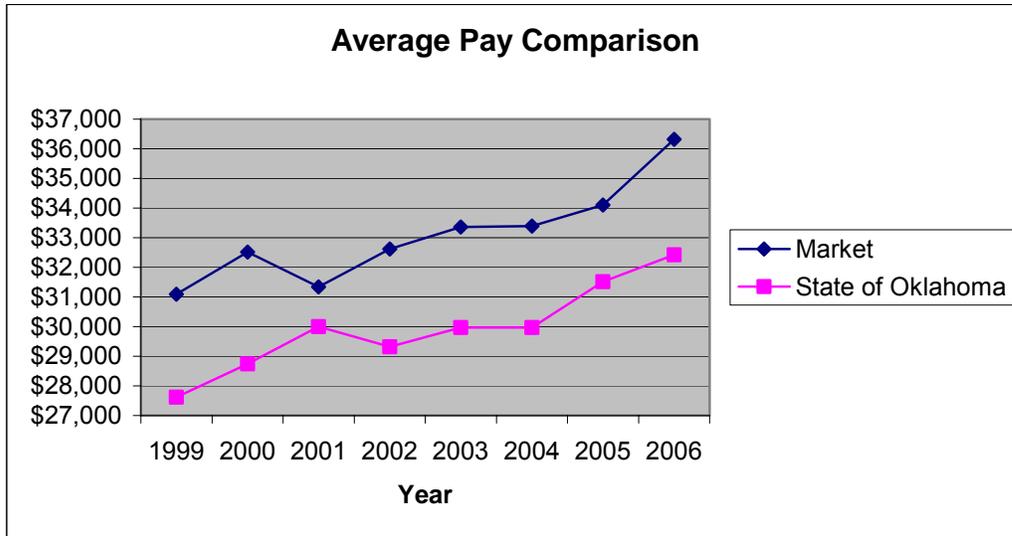
Table 8: Market Comparison Trend (1999-2006)

| Year | State of Oklahoma | Market | % Difference |
|------|-------------------|----------|--------------|
| 2006 | \$32,427 | \$36,315 | -11.99% |
| 2005 | \$31,518 | \$34,102 | -8.20% |
| 2004 | \$29,968 | \$33,393 | -11.4% |
| 2003 | \$29,969 | \$33,361 | -11.3% |
| 2002 | \$29,318 | \$32,621 | -11.3% |
| 2001 | \$30,001 | \$31,344 | -4.5% |
| 2000 | \$28,738 | \$32,513 | -13.1% |
| 1999 | \$27,614 | \$31,093 | -12.6% |

⁹ Figure includes average longevity payment for calendar year 2006 of \$1,066.85.

¹⁰ Source: 2006 Multi-Survey Summary Report of Competitive Labor Market

Figure 1: Oklahoma vs. Market Pay Trend (1999-2006)



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

Table 9: Oklahoma General Pay Increase History

| Appropriation Bills | Effective Fiscal Year | Pay Increase Allocated for Classified Employees | Effective Date |
|---------------------|-----------------------|---|----------------|
| SB 82XX | 2007 | 5% | 10/01/2006 |
| HB 2005 | 2006 | \$700 | 07/01/2005 |
| HB 2005 | 2005 | \$1,400 | 01/01/2005 |
| - | 2004 | \$0 | N/A |
| - | 2003 | \$0 | N/A |
| - | 2002 | \$0 | N/A |
| SB 959 | 2001 | \$2,000 | 10/01/2000 |
| - | 2000 | \$0 | N/A |

Pay Band Analysis

For classified employees, pay bands were last adjusted in July 2006, when the midpoints, minimums and maximums were advanced 2.5 percent. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Numbers of employees near the pay band maximums
- Costs associated with the recommended adjustment (See Table A6 in the Appendix.)

Market Pay and Structure Movement

As reported earlier in this report, the WorldatWork Annual Salary Budget Survey for 2006-2007 reported actual 2006 salary increases for various employee categories in the range of 3.7 to 3.9 percent (see Table 4 on page 8). Projections for next year's budgets are slightly higher, ranging from 3.8 to 4.0 percent.

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

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

| Employee Category | Projected 2004 | Actual 2004 | Projected 2005 | Actual 2005 | Projected 2006 | Actual 2006 | Projected 2007 |
|-----------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|
| <u>Non Exempt Hourly Nonunion</u> | 2.2% | 1.9% | 2.3% | 2.1% | 2.4% | 2.5% | 2.6% |
| <u>Nonexempt Salaried</u> | 2.4% | 2.0% | 2.4% | 2.2% | 2.5% | 2.6% | 2.7% |
| <u>Exempt Salaried</u> | 2.4% | 2.0% | 2.4% | 2.2% | 2.5% | 2.6% | 2.7% |
| <u>Officers/ Executives</u> | 2.3% | 2.0% | 2.4% | 2.2% | 2.5% | 2.7% | 2.7% |

Range Penetration

Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much “headroom” is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa ratio, which is defined as salary divided by the pay band midpoint. A compa ratio can be calculated for each pay band. Table 11 below illustrates the current compa ratios for each pay band (after the 10/01/06 pay increase). Average salary positioning in each pay band is graphically illustrated in Figure 2 on page 25.

Table 11: Pay Band Compa Ratios After the October Pay Increase

| | | | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Pay Band | B | C | D | E | F | G | H | I | J |
| Compa Ratio | 103.1% | 109.7% | 108.0% | 106.5% | 103.9% | 105.8% | 105.9% | 103.0% | 99.4% |
| Pay Band | K | L | M | N | O | P | Q | R | |
| Compa Ratio | 102.3% | 108.1% | 113.5% | 105.2% | 107.5% | 99.4% | 100.2% | 101.4% | |

Comparing the compa ratios after the increase with those prior to the increase (Table 12 below) reveals the clear impact that the October increase had on salaries within the pay bands. By further comparing with the values reported in last year’s report (Table 13 below), which were computed before the 2.5% pay band adjustment on July 1, 2006, one can observe that in almost every pay band, the numbers are higher. Apparently, the general pay increases awarded to all state employees on October 1 of this year, as well as pay movement mechanisms used by agencies for targeted adjustments, more than offset the effect of the July 1 pay band adjustment.

Table 12: Pay Band Compa Ratios Prior to October Pay Increase

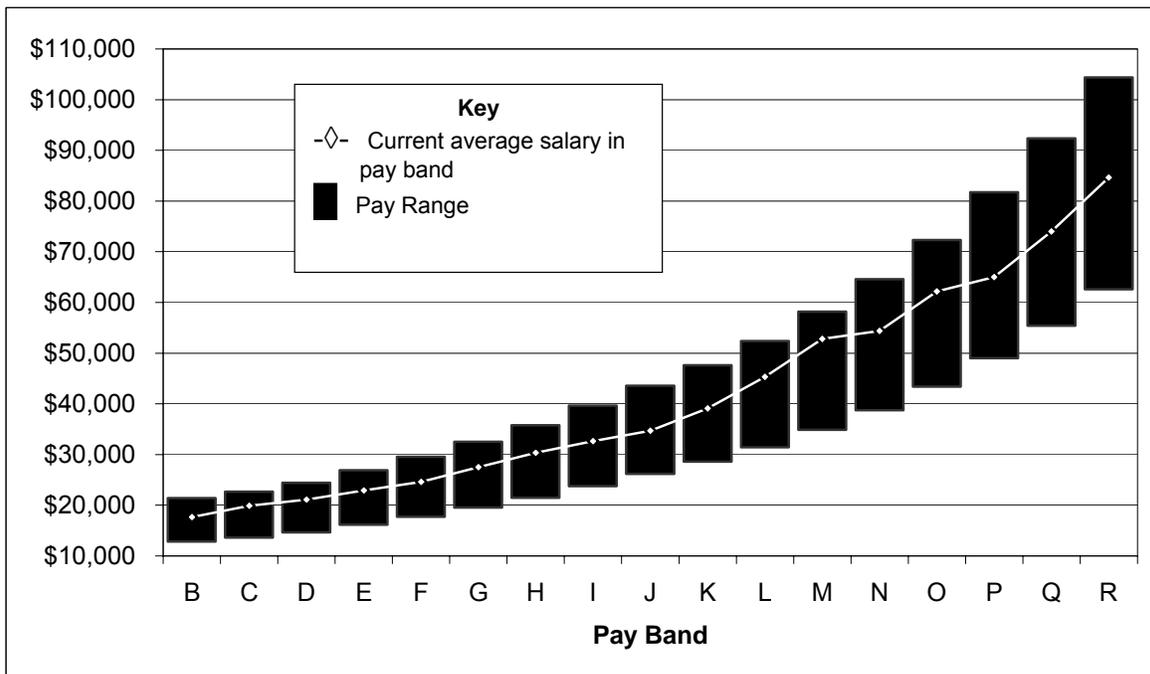
| | | | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Pay Band | B | C | D | E | F | G | H | I | J |
| Compa Ratio | 95.7% | 104.3% | 110.3% | 97.3% | 98.5% | 101.2% | 101.2% | 98.2% | 94.8% |
| Pay Band | K | L | M | N | O | P | Q | R | |
| Compa Ratio | 98.1% | 99.0% | 97.6% | 93.1% | 94.8% | 92.9% | 93.5% | 89.6% | |

Table 13: Pay Band Compa Ratios

| | | | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Pay Band | B | C | D | E | F | G | H | I | J |
| Compa Ratio | 100.5% | 108% | 108.7% | 104.3% | 100.2% | 101.8% | 100.2% | 97.9% | 96.0% |
| Pay Band | K | L | M | N | O | P | Q | R | |
| Compa Ratio | 98.6% | 98.2% | 98.7% | 94.6% | 96.2% | 92.5% | 92.6% | 86.3% | |

As salaries continue to creep up toward the pay band maximum, it becomes increasingly more difficult for agencies to address pay issues with appropriate increases.

Figure 2: Pay Band Average Salary



Employees at or above Range Maximums

Another important statistic related to range penetration is the number of employees at or above range maximums. Table 14 on page 26 displays the numbers of employees whose salaries are at or above the range maximums, as well as those whose salaries are within 5 percent of range maximum. As can be seen, except in the upper pay bands, there is a significant clustering of employees near the pay band maximums.

Table 14: Employees Near Band Maximums

| Pay Band | Within 5% of Max or above Max | % Within 5% of Max or above Max |
|-----------------|--------------------------------------|--|
| B | 4 | 6.1% |
| C | 59 | 17.9% |
| D | 192 | 20.3% |
| E | 374 | 24.1% |
| F | 362 | 10.9% |
| G | 256 | 14.0% |
| H | 494 | 16.3% |
| I | 529 | 11.6% |
| J | 167 | 5.4% |
| K | 176 | 6.5% |
| L | 241 | 12.8% |
| M | 221 | 13.9% |
| N | 105 | 13.7% |
| O | 28 | 8.8% |
| P | 2 | 1.2% |
| Q | 2 | 3.3% |
| R | 0 | 0.0% |
| Total | 3212 | |

Cost of Pay Band Adjustment

A cost has been calculated for a pay band adjustment of 5.0 percent, which takes into account market and structure movement, but which is primarily intended to address the high range penetration of salaries in the classified pay bands and the large numbers of employees whose pay is at or near pay band maximums. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, is \$29,662.02. A detailed breakdown of costs by agency can be found in table A5 in the Appendix.

Agency Director Salary Structure

In considering adjustments to state pay, it is also important to consider the pay of the state's top executives. Failure to deal appropriately with agency director pay can create compression problems, since the director's salary often serves as a barrier to salary growth of subordinate managers and employees.

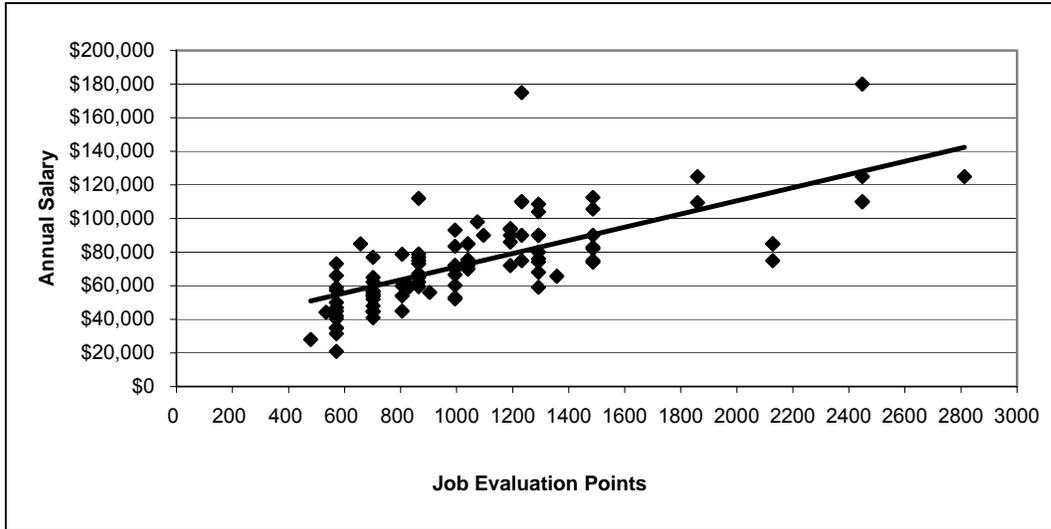
In 2001, the Legislature passed Senate Bill 224, which required a study of all agency director salaries for both appropriated and nonappropriated state agencies. The study, which HayGroup consultants performed on OPM's behalf, compared the salaries paid to the agency directors with those of executives in both the public and private sector labor markets. The findings and conclusions of this report were as follows:

- There is a significant degree of salary dispersion resulting primarily from the lack of a formalized and structured pay plan.
- There is no stated comparator market or level at which the state wants to pay in the market.
- The state's pay practice trails the relevant market for positions of similar job content by amounts varying from 50 percent to 130 percent.

Although a bill was introduced in 2002 during the 48th Legislative Session to incorporate the Agency Director Study recommendations, it failed to pass. In 2004, the 49th Legislature passed House Bill 2006, which established pay ranges for nonappropriated agency directors consistent with those in the HayGroup study, with a slight upward adjustment (2.8%) of the range minimums, midpoints and maximums to account for market pay growth since the completion of the study. As a result, nonappropriated agency boards, commissions, departments or programs now have the authority to raise agency director salaries within those ranges, subject to guidelines and restrictions contained in the statute. Moreover, the salary structure assures the incumbents are paid equitably consistent with the magnitude and content of the job. Appropriated agency directors, on the other hand, have no pay ranges and are subject to pay caps established by the Legislature in their annual appropriations bills. Since there is no formal structure, there is no assurance that pay levels are commensurate with the content and size of the job.

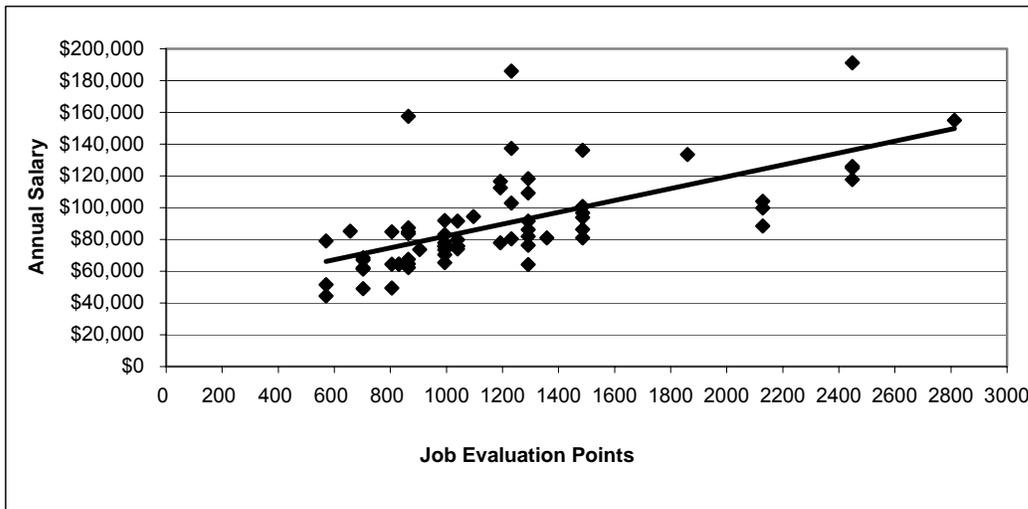
The negative consequence of not including the appropriated agency directors in a salary structure is graphically illustrated in the series of charts below. Figure 3 displays the salaries of all agency directors in 2001 plotted against the job evaluation points assigned to the jobs by the HayGroup in its study. This chart clearly depicts the salary dispersion noted by HayGroup in its report as a serious pay equity problem, since jobs of approximately the same size (job evaluation points) have significant disparities in salary. As an example, of the several jobs displayed on the chart with 1200 evaluation points, one has an associated pay level of approximately \$80,000, while another has a pay level of \$180,000 – a 125 percent disparity in salaries for two jobs of the same size.

Figure 3: All Agency Director Salaries (2001)



If this chart is compared with Figure 4, which depicts current appropriated agency director salaries plotted against job evaluation points, one can discern the same pattern of salary inequities as existed for the entire population of agency directors in 2001.

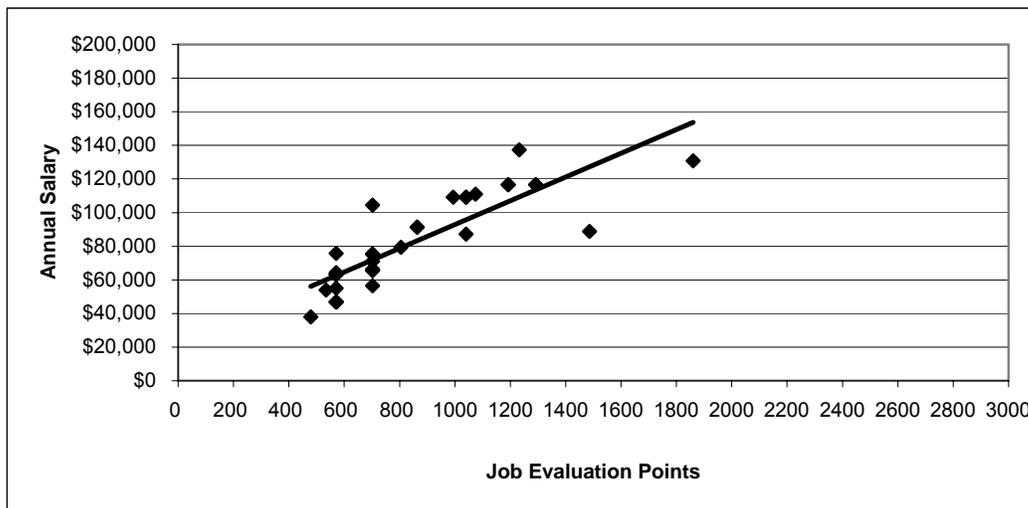
Figure 4: Appropriated Agency Director Salaries



By contrast, if both of the above charts are compared with Figure 5, which shows nonappropriated agency director salaries plotted against job evaluation points, one can readily discern that salaries of nonappropriated directors are more tightly clustered together, indicating that jobs of similar size and content have reasonably similar pay levels. Such a pattern is to be expected, since incumbent directors have, for the past two years, been assigned to pay ranges with established minimum and maximum pay levels based on job content. Indeed, the pay equity of the nonappropriated directors

will only improve over time as the ranges are adjusted upward and the salaries of directors whose pay levels are currently above the pay range maximum gradually fall within the ranges.

Figure 5: Nonappropriated Agency Director Salaries



This analysis suggests that pay ranges similar to those used for the nonappropriated directors would be equally effective in improving pay equity among the appropriated directors. Although HB 2006 represented a step in the right direction by instituting pay ranges for the nonappropriated agency directors, it fell short of including all agency chief executive officers in a comprehensive, internally equitable, market-based salary structure. In 2006, the Legislature passed HB 1181XX, which increased the salary ranges for the nonappropriated agency directors by 5 percent. If the appropriated directors were to be included in salary ranges consistent with those of the nonappropriated directors, a total of 31 directors’ salaries would need to be increased to meet the minimums of the proposed pay ranges – costing the state \$287,254. See Table A8 in the Appendix for details on each agency.

Fringe Benefits Analysis

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

Table 15: Vacation Days

| Annual Leave/Vacation | State of Oklahoma | Market*¹¹ |
|-------------------------------|--------------------------|-----------------------------|
| Number of days after 1 year | 15 | 9 |
| Number of days after 5 years | 18 | 11 |
| Number of days after 10 years | 20 | 12 |
| Number of days after 15 years | 20 | 13 |
| Number of days after 20 years | 25 | 14 |

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

Table 16: Sick Days

| Sick Days | State of Oklahoma | Market¹² |
|-----------------------------------|--------------------------|----------------------------|
| Number of days provided each year | 15 | 9 |

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

Retirement Plans

A survey of the competitive labor market revealed the following about employer sponsored retirement plans¹³:

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

Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 17 below displays a breakdown of the employer benefits of the state's package compared to those of the external labor market. The percentages in the table indicate the employers' contribution in relation to the respective average base salary.

¹¹ Source: OPM 2006 State of Oklahoma Compensation Survey

¹² Source: OPM 2006 State of Oklahoma Compensation Survey

¹³ Source: OPM 2006 State of Oklahoma Compensation Survey

Table 17: Average Employee Fringe Benefit Comparison

| | State of Oklahoma Contribution | Market Contribution ¹⁴ |
|---|--------------------------------|-----------------------------------|
| Health Care Benefit | 23.9% | 13.10% |
| Annual Leave Accrual | 20 | 13 |
| Sick Leave Accrual | 15 | 9 |
| Paid Holidays | 10 | 10 |
| Defined Benefit Retirement Plan (employer contribution) ¹⁵ | 11.5% | 8.78% |
| Defined Contribution Retirement Plan | 1% | 4.31% |
| Social Security | 7.65% | 7.65% |
| Worker's Compensation & Unemployment Insurance | 1% | 1% |

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

Turnover Analysis

Table 18, on page 31, displays the overall and voluntary turnover rates for the state's classified work force. The overall rate increased from the previous year's rate to 14.8 percent, and the voluntary rate increased to 12.3 percent.

Table 18: FY 2006 State Classified Employee Turnover

| | |
|--------------------------------|---------------|
| Employees as of 7/1/05 | 26,803 |
| Resignations | 2,618 |
| Retirements | 766 |
| Discharges | 620 |
| Deaths | 60 |
| Overall Turnover Rate | 14.80% |
| Voluntary Turnover Rate | 12.30% |

¹⁴ Source: OPM 2006 State of Oklahoma Compensation Survey

¹⁵ Includes only those employers that offer a Defined Benefit Retirement Plan.

A list of job families with turnover rates of 10 percent or greater is included in Table A5 in the Appendix). Also included is a listing of 83 JFD levels with 10 percent or greater voluntary turnover for **three consecutive fiscal years**. (Table A4 in the Appendix). For FY 2006, there were 322 job family levels that had a turnover of ten percent or greater, a decrease of .62 percent from the previous fiscal year. Of the 83 job family levels with 10 percent or greater voluntary turnover for three consecutive years, approximately 31.3 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2006, the turnover cost for the classified workforce was \$79.6 million. As indicated in the methodology section, this figure was based on a conservative costing model.¹⁶ Below is the calculation using the actual salary and demographic figures:

A. Average classified salary for the state (including average longevity pay):

\$32,427.98

B. Percentage of pay for benefits times annual pay:

45.05% (X) \$32,427.98 = \$14,608.80

C. Total employee annual cost (add A + B): \$32,427.98 + \$14,608.80 =

\$47,036.78

D. Number of Voluntary Separations: 3,384

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

F. Per person turnover cost: $(12 \div 12)$ (X) \$47,036.78 (X) 50% =

\$23,518.39¹⁷

G. Annual turnover cost for the state: $(\$23,518.39 \times 3,384) =$

Total Turnover Cost: \$79,586,231

¹⁶ Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*. 11th Edition. Page 77

¹⁷ Assumes 50 percent productivity throughout first year (E).

Recommendations



Compensation

Results of the FY 2007 Annual Compensation Report indicate that the state's classified pay rates are 11.99 percent below the market based on average pay rates for classified benchmark jobs. This analysis takes into account the \$700 general increase provided to all state employees on July 1, 2005, but does not factor in the 5.0 percent increase provided on October 1, 2006. For comparison purposes, had the five percent increase been given to employees on July 1, 2006, the market deficit would have been 6.82 percent.

During the last three fiscal years, the state has provided general increases to its employees that have helped the state keep pace with market pay growth. However, the economy is strong and employers are providing larger and more aggressive pay programs to attract and retain qualified employees. As reported earlier in this report, market pay growth is projected to occur at a more rapid pace in the coming year. In this competitive environment, the state cannot afford to be complacent and allow its classified pay rates to fall further behind the market, particularly in critical jobs.

With this in mind, and in consideration of other relevant factors affecting the state's compensation system, the following compensation recommendations are made:

Recommendation: Recommend that the minimums, maximums and midpoints of the classified pay bands be adjusted upward by 5.0 percent. This figure takes into account market pay and structure movement but is primarily intended to address the high range penetration of salaries in the classified pay bands and the large numbers of employees whose pay is at or near pay band maximums. The annual cost of such an adjustment will be approximately \$27,537.62, which is the cost of pay adjustments to the new pay band minimums for those employees whose salaries currently fall below those levels and includes the cost of mandatory benefits. This adjustment will position the pay bands competitively with the market and will enable agencies to effectively use the pay movement mechanisms to target recruitment and retention problems. See Table A5 in the Appendix for cost information for each agency affected.

In view of the negligible cost associated with this adjustment, it could be accomplished without additional funding from the Legislature, as was the case with all previous adjustments in the last 5 years.

Recommendation: In light of the projections for higher salary budgets in the market during the coming year, it is likely the state will again lose ground against the market unless a general increase is provided to all state employees. Annual increases are common in the private sector, as the WorldatWork data on salary budgets confirms. Moreover, numerous states have been providing modest pay adjustments in recent years on a more consistent, regular basis, in an effort to remain competitive in the market and to avoid the "feast or famine" pattern of extended periods with no increases followed by large "catch-up" pay adjustments. Providing modest increases on a regular basis is more motivating to employees and encourages loyalty. In light

of this, a 3.0 percent general pay increase is recommended to enable the state to establish a competitive position with the market. The cost of a 3.0 percent adjustment (including mandatory benefits) for all state agencies is estimated to be \$46,762,237.21. In addition, a 1.0 percent fund based upon agencies' payroll budgets and earmarked for pay movement mechanisms should be provided to appropriated agencies. This enables agencies to deal with recruitment and retention problems and internal equity issues, as well as to encourage high performance and the acquisition of essential skills, through the use of pay movement mechanisms such as market adjustments, equity adjustments, performance-based adjustments, and skill-based pay adjustments. Such a fund is estimated to cost \$15,587,412.40.

Recommendation: During the 2004 Legislative Session, House Bill 2006 was passed, which placed the nonappropriated agency directors into the salary structure recommended by the Agency Director Compensation Report, issued on January 11, 2002. Recommend the Legislature incorporate all remaining agency directors into this structure. This will establish a comprehensive salary structure, which will enable the pay of the state's executives to be administered in a manner that will assure internal equity and external market competitiveness, consistent with principles employed in the state classified pay system. The cost of implementing the pay ranges of 31 agency directors with salaries below the recommended minimum pay band levels is estimated at \$287,254.



Appendix

Table A1: 2006 Multi-Survey Benchmark Jobs

44 benchmarks were added this year for a total of 303 JFD's representing 17,575 state employees. **Bold** indicates new titles and levels in this year's report.

| JFD CODE | JFD TITLE |
|----------|---|
| A11B | INSURANCE CLAIMS ADJUSTER II |
| A32B | INSURANCE BENEFITS SPECIALIST II |
| B10B | INFORMATION SYSTEMS OPERATIONS SPECIALIST II |
| B10C | INFORMATION SYSTEMS OPERATIONS SPECIALIST III |
| B10D | INFORMATION SYSTEMS OPERATIONS SPECIALIST IV |
| B10E | INFORMATION SYSTEMS OPERATIONS SPECIALIST V |
| B21A | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I |
| B21B | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II |
| B21C | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III |
| B21D | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV |
| B22A | INFORMATION SYSTEMS NETWORK ADMINISTRATOR I |
| B22B | INFORMATION SYSTEMS NETWORK ADMINISTRATOR II |
| B23A | INFORMATION SYSTEMS NETWORK TECHNICIAN I |
| B30A | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I |
| B30B | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II |
| B30C | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III |
| B30D | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV |
| B31B | INFORMATION SYSTEMS MANAGER II |
| B32C | INFORMATION SYSTEMS ADMINISTRATOR III |
| B40A | INFORMATION SYSTEMS PLANNING SPECIALIST I |
| B40B | INFORMATION SYSTEMS PLANNING SPECIALIST II |
| C10B | CIVIL RIGHTS ADMINISTRATOR II |
| C12A | EMPLOYEE ASSISTANCE PROGRAM COORDINATOR I |
| C30A | HUMAN RESOURCES ASSISTANT I |
| C31B | HUMAN RESOURCES MANAGEMENT SPECIALIST II |
| C31C | HUMAN RESOURCES MANAGEMENT SPECIALIST III |
| C32A | HUMAN RESOURCES PROGRAMS MANAGER I |
| C32C | HUMAN RESOURCES PROGRAMS MANAGER III |
| C41A | TRAINING SPECIALIST I |
| C41B | TRAINING SPECIALIST II |
| C41C | TRAINING SPECIALIST III |
| C42B | VIDEO PRODUCTION SPECIALIST II |
| D12B | AUDITOR II |
| D12C | AUDITOR III |
| D12D | AUDITOR IV |

| JFD CODE | JFD TITLE |
|-----------------|---|
| D14A | ACCOUNTANT I |
| D14B | ACCOUNTANT II |
| D14C | ACCOUNTANT III |
| D14D | ACCOUNTANT IV |
| D20B | BUDGET ANALYST II |
| D20D | BUDGET ANALYST IV |
| D30A | BUSINESS MANAGER I |
| D30C | BUSINESS MANAGER III |
| D33A | FINANCIAL MANAGER/COMPTRROLLER I |
| D33B | FINANCIAL MANAGER/COMPTRROLLER II |
| D33C | FINANCIAL MANAGER/COMPTRROLLER III |
| D50A | ACCOUNTING TECHNICIAN I |
| D50B | ACCOUNTING TECHNICIAN II |
| D50C | ACCOUNTING TECHNICIAN III |
| D50D | ACCOUNTING TECHNICIAN IV |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I |
| E13C | CUSTOMER SERVICE REPRESENTATIVE III |
| D14B | ACCOUNTANT II |
| D14C | ACCOUNTANT III |
| D14D | ACCOUNTANT IV |
| D20B | BUDGET ANALYST II |
| D20D | BUDGET ANALYST IV |
| D30A | BUSINESS MANAGER I |
| D30C | BUSINESS MANAGER III |
| D33A | FINANCIAL MANAGER/COMPTRROLLER I |
| D33B | FINANCIAL MANAGER/COMPTRROLLER II |
| D33C | FINANCIAL MANAGER/COMPTRROLLER III |
| D50A | ACCOUNTING TECHNICIAN I |
| D50B | ACCOUNTING TECHNICIAN II |
| D50C | ACCOUNTING TECHNICIAN III |
| D50D | ACCOUNTING TECHNICIAN IV |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I |
| E13C | CUSTOMER SERVICE REPRESENTATIVE III |
| E16A | ADMINISTRATIVE TECHNICIAN I |
| E16B | ADMINISTRATIVE TECHNICIAN II |
| E16C | ADMINISTRATIVE TECHNICIAN III |
| E17A | ADMINISTRATIVE ASSISTANT I |
| E17B | ADMINISTRATIVE ASSISTANT II |
| E19A | MEDICAL TRANSCRIPTIONIST I |

| JFD CODE | JFD TITLE |
|-----------------|--|
| E20B | LIBRARY TECHNICIAN II |
| E21B | LIBRARIAN II |
| E22A | ADMINISTRATIVE LIBRARIAN I |
| E24A | SECRETARY I |
| E24B | SECRETARY II |
| E24C | SECRETARY III |
| E24E | SECRETARY V |
| E25B | LEGAL SECRETARY II |
| E30A | LEGAL RESEARCH ASSISTANT I |
| E31B | ADMINISTRATIVE HEARING OFFICER II |
| E34B | OFFSET PRESS OPERATOR II |
| E43B | GRAPHIC ARTIST II |
| E44A | PUBLIC INFORMATION OFFICER I |
| E44B | PUBLIC INFORMATION OFFICER II |
| E45B | PUBLIC INFORMATION MANAGER II |
| E46B | STATISTICAL RESEARCH SPECIALIST II |
| E48C | PLANNING COORDINATOR III |
| E49A | MANAGEMENT ANALYST I |
| E50A | PHOTOGRAPHER I |
| E55B | CUSTOMER ASSISTANCE REPRESENTATIVE II |
| E55D | CUSTOMER ASSISTANCE REPRESENTATIVE IV |
| F10C | CONTRACTING AND PROCUREMENT OFFICER III |
| F10D | CONTRACTING AND PROCUREMENT OFFICER IV |
| F14A | CONTRACTING AND ACQUISITIONS AGENT I |
| F14B | CONTRACTING AND ACQUISITIONS AGENT II |
| F14C | CONTRACTING AND ACQUISITIONS AGENT III |
| F15A | CONTRACTING AND ACQUISITIONS ADMINISTRATOR I |
| F20A | MATERIEL MANAGEMENT SPECIALIST I |
| F20B | MATERIEL MANAGEMENT SPECIALIST II |
| F20C | MATERIEL MANAGEMENT SPECIALIST III |
| F20D | MATERIEL MANAGEMENT SPECIALIST IV |
| F41A | CONSTRUCTION/MAINTENANCE TECHNICIAN I |
| F41B | CONSTRUCTION/MAINTENANCE TECHNICIAN II |
| F41C | CONSTRUCTION/MAINTENANCE TECHNICIAN III |
| F44A | CARPENTER I |
| F45A | CONSTRUCTION/MAINTENANCE ADMINISTRATOR I |
| F45B | CONSTRUCTION/MAINTENANCE ADMINISTRATOR II |
| F46A | PAINTER I |
| F46B | PAINTER II |

| JFD CODE | JFD TITLE |
|-----------------|---|
| F47B | AUTOMOTIVE/ENGINE MECHANIC II |
| F47C | AUTOMOTIVE/ENGINE MECHANIC III |
| F48B | WELDER II |
| F48C | WELDER III |
| F49B | PHYSICAL PLANT OPERATOR II |
| F49C | PHYSICAL PLANT OPERATOR III |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II |
| F50C | HOUSEKEEPING/CUSTODIAL WORKER III |
| F50D | HOUSEKEEPING/CUSTODIAL WORKER IV |
| F54A | LIGHT VEHICLE DRIVER I |
| F56A | ELECTRONICS TECHNICIAN I |
| F56B | ELECTRONICS TECHNICIAN II |
| F69A | CHIEF ARCHITECT I |
| F72A | CONSTRUCTION MANAGER I |
| F74B | MECHANICAL SYSTEMS TECHNICIAN II |
| F75A | ELECTRICIAN I |
| F75B | ELECTRICIAN II |
| F75C | ELECTRICIAN III |
| F75D | ELECTRICIAN IV |
| F76B | PLUMBER II |
| F76C | PLUMBER III |
| F77A | GROUNDSKEEPER I |
| F78A | EQUIPMENT OPERATOR I |
| F78B | EQUIPMENT OPERATOR II |
| F78C | EQUIPMENT OPERATOR III |
| F79A | LABORER I |
| G10A | COMMUNICATIONS OFFICER (DPS) I |
| G12A | CRIMINALIST I |
| G12B | CRIMINALIST II |
| G14A | DRIVER S LICENSE EXAMINER I |
| G15A | LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I |
| G16B | PHYSICAL EVIDENCE TECHNICIAN II |
| G19C | FINGERPRINT SPECIALIST III |
| G21C | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III |
| G22B | LAW ENFORCEMENT SPECIAL AGENT (OSBI) II |
| G19C | FINGERPRINT SPECIALIST III |
| G21C | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III |
| G22B | LAW ENFORCEMENT SPECIAL AGENT (OSBI) II |

| JFD CODE | JFD TITLE |
|-----------------|--|
| G50C | LAW ENFORCEMENT CAPITOL PATROL OFFICER III |
| G53B | LAW ENFORCEMENT HIGHWAY PATROL OFFICER II |
| G53C | LAW ENFORCEMENT HIGHWAY PATROL OFFICER III |
| G53E | LAW ENFORCEMENT HIGHWAY PATROL OFFICER V |
| G54B | LAW ENFORCEMENT HIGHWAY PATROL MANAGER II |
| H10B | PROGRAMS MANAGER II |
| H10E | PROGRAMS MANAGER V |
| H15B | COUNTY DIRECTOR II |
| H20A | SOCIAL SERVICES SPECIALIST I |
| H20B | SOCIAL SERVICES SPECIALIST II |
| H20C | SOCIAL SERVICES SPECIALIST III |
| H20D | SOCIAL SERVICES SPECIALIST IV |
| H22B | SOCIAL SERVICES INSPECTOR II |
| H23B | CHILD WELFARE SPECIALIST II |
| H23D | CHILD WELFARE SPECIALIST IV |
| H24B | CHILD CARE LICENSING SPECIALIST II |
| H27B | CLINICAL SOCIAL WORKER II |
| H27D | CLINICAL SOCIAL WORKER IV |
| H30B | CHILD SUPPORT SPECIALIST II |
| I10C | CORRECTIONAL SECURITY OFFICER III |
| I10D | CORRECTIONAL SECURITY OFFICER IV |
| I11B | CORRECTIONAL SECURITY MANAGER II |
| I20B | CORRECTIONAL CASE MANAGER II |
| I24A | CORRECTIONAL COUNSELOR I |
| I26B | INTERNAL AFFAIRS SPECIAL INVESTIGATOR II |
| I30A | CORRECTIONAL INDUSTRIES MANAGER I |
| I40B | PROBATION AND PAROLE OFFICER II |
| I40D | PROBATION AND PAROLE OFFICER IV |
| J15B | INDUSTRIAL HYGIENIST II |
| J16B | BOILER AND PRESSURE VESSEL INSPECTOR II |
| J17B | LABOR COMPLIANCE OFFICER II |
| J25A | SAFETY AND HEALTH DIRECTOR I |
| J25B | SAFETY AND HEALTH DIRECTOR II |
| J31B | SAFETY CONSULTANT II |
| J31C | SAFETY CONSULTANT III |
| J31D | SAFETY CONSULTANT IV |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II |
| J15B | INDUSTRIAL HYGIENIST II |
| J16B | BOILER AND PRESSURE VESSEL INSPECTOR II |

| JFD CODE | JFD TITLE |
|-----------------|--|
| J17B | LABOR COMPLIANCE OFFICER II |
| J25A | SAFETY AND HEALTH DIRECTOR I |
| J25B | SAFETY AND HEALTH DIRECTOR II |
| J31B | SAFETY CONSULTANT II |
| J31C | SAFETY CONSULTANT III |
| J31D | SAFETY CONSULTANT IV |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II |
| K10B | JUVENILE JUSTICE SPECIALIST II |
| K10D | JUVENILE JUSTICE SPECIALIST IV |
| K11B | DISABILITY DETERMINATION SPECIALIST II |
| K15A | MANUAL SIGN LANGUAGE SPECIALIST I |
| K21B | VOCATIONAL REHABILITATION SPECIALIST II |
| K23B | REHABILITATION OF THE BLIND SPECIALST II |
| K28A | VOCATIONAL TRAINING INSTRUCTOR I |
| L13C | AGRICULTURAL MARKET DEVELOPMENT COORDINATOR III |
| L16B | AGRICULTURE FIELD INSPECTOR II |
| L22B | FOREST REGENERATION SPECIALIST II |
| L24B | FORESTER II |
| M32B | OIL AND GAS FIELD INSPECTOR II |
| M40B | PUBLIC UTILITY REGULATORY ANALYST II |
| M40D | PUBLIC UTILITY REGULATORY ANALYST IV |
| M41B | PUBLIC UTILITY COMPLIANCE SPECIALIST II |
| P15A | NATURALIST I |
| P20B | PARK RANGER II |
| P25B | PARK MANAGER II |
| P25D | PARK MANAGER IV |
| R10C | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III |
| R20A | ENVIRONMENTAL PROGRAMS SPECIALIST I |
| R20C | ENVIRONMENTAL PROGRAMS SPECIALIST III |
| R20D | ENVIRONMENTAL PROGRAMS SPECIALIST IV |
| R25B | ENVIRONMENTAL PROGRAMS MANAGER II |
| S10A | ENGINEER INTERN I |
| S10D | ENGINEER INTERN IV |
| S11A | PROFESSIONAL ENGINEER I |
| S11B | PROFESSIONAL ENGINEER II |
| S11C | PROFESSIONAL ENGINEER III |
| S12D | ENGINEERING MANAGER IV |
| S16A | PROFESSIONAL LAND SURVEYOR I |
| T10A | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I |

| JFD CODE | JFD TITLE |
|-----------------|---|
| T10B | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II |
| T10C | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III |
| T10D | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV |
| T10F | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI |
| T21B | TRANSPORTATION TECHNICIAN II |
| T21C | TRANSPORTATION TECHNICIAN III |
| T21D | TRANSPORTATION TECHNICIAN IV |
| T22B | TRANSPORTATION SPECIALIST II |
| T25B | TRANSPORTATION EQUIPMENT OPERATOR II |
| T25D | TRANSPORTATION EQUIPMENT OPERATOR IV |
| T40A | AIRPLANE PILOT I |
| U11B | HISTORICAL FACILITY MANAGER II |
| U11C | HISTORICAL FACILITY MANAGER III |
| U12B | HISTORICAL COLLECTIONS SPECIALIST II |
| U12C | HISTORICAL COLLECTIONS SPECIALIST III |
| U14B | HISTORIC PRESERVATION SPECIALIST II |
| V11B | REVENUE COMPLIANCE OFFICER II |
| V17B | REVENUE COMPLIANCE EXAMINER II |
| V30A | ASSESSMENT AND EQUALIZATION ANALYST I |
| W10B | WORKFORCE SERVICES SPECIALIST II |
| W10D | WORKFORCE SERVICES SPECIALIST IV |
| X10A | HEALTH INFORMATION TECHNICIAN I |
| X10C | HEALTH INFORMATION TECHNICIAN III |
| X12B | THERAPEUTIC/MEDICAL ASSISTANT II |
| X13A | LABORATORY TECHNICIAN I |
| X13B | LABORATORY TECHNICIAN II |
| X13C | LABORATORY TECHNICIAN III |
| X14A | CLINICAL LABORATORY SCIENTIST I |
| X14B | CLINICAL LABORATORY SCIENTIST II |
| X14D | CLINICAL LABORATORY SCIENTIST IV |
| X17B | PUBLIC HEALTH SPECIALIST II |
| X17D | PUBLIC HEALTH SPECIALIST IV |
| X19A | DENTAL CARE HYGIENIST I |
| X20A | HEALTH EDUCATOR I |
| X20B | HEALTH EDUCATOR II |
| X20C | HEALTH EDUCATOR III |
| X22B | SPEECH-LANGUAGE PATHOLOGIST II |
| X23B | ALCOHOL AND DRUG COUNSELOR II |
| X25B | PHARMACY TECHNICIAN II |

| JFD CODE | JFD TITLE |
|---------------------|--|
| X27B | EPIDEMIOLOGIST II |
| X29B | HEALTH FACILITY SURVEYOR II |
| X31B | PSYCHOLOGICAL CLINICIAN II |
| X31D | PSYCHOLOGICAL CLINICIAN IV |
| X33B | OCCUPATIONAL THERAPIST II |
| X34B | PHYSICAL THERAPIST II |
| X34C | PHYSICAL THERAPIST III |
| X34D | PHYSICAL THERAPIST IV |
| X36B | RECREATION THERAPIST II |
| X36C | RECREATION THERAPIST III |
| X40A | CLINICAL LABORATORY ADMINISTRATOR I |
| Y10A | PATIENT CARE ASSISTANT I |
| Y10B | PATIENT CARE ASSISTANT II |
| Y10C | PATIENT CARE ASSISTANT III |
| Y11B | LICENSED PRACTICAL NURSE II |
| Y12A | REGISTERED NURSE I |
| Y12B | REGISTERED NURSE II |
| Y12C | REGISTERED NURSE III |
| Y13A | NURSING MANAGER I |
| Y13B | NURSING MANAGER II |
| Y13C | NURSING MANAGER III |
| Y14B | ADVANCED PRACTICE NURSE II |
| Z12B | DIRECT CARE SPECIALIST II |
| Z18C | INDEPENDENT LIVING INSTRUCTOR III |
| Z20A | FOOD SERVICE SPECIALIST I |
| Z20B | FOOD SERVICE SPECIALIST II |
| Z21A | FOOD SERVICE MANAGER I |
| Z21C | FOOD SERVICE MANAGER III |
| Z25B | NUTRITION THERAPIST II |
| Z25C | NUTRITION THERAPIST III |
| Z30B | LINEN AND CLOTHING SPECIALIST II |
| Z50B | VOLUNTEER SERVICES SPECIALIST II |
| Z51B | JUVENILE SPECIALIST II |
| Z52B | CHAPLAIN II |

Table A2: Benchmarks Below Market by 10% or More

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|---|----------------------------|----------------------------|----------------------------|
| A32B | INSURANCE BENEFITS SPECIALIST II | -92.71% | N/A | N/A |
| B10B | INFORMATION SYSTEMS OPERATIONS SPECIALIST II | -28.75% | -38.60% | -36.79% |
| B10C | INFORMATION SYSTEMS OPERATIONS SPECIALIST III | -16.44% | -12.42% | -15.05% |
| B10D | INFORMATION SYSTEMS OPERATIONS SPECIALIST IV | -27.86% | -20.77% | -13.98% |
| B10E | INFORMATION SYSTEMS OPERATIONS SPECIALIST V | -33.91% | -30.25% | -45.51% |
| B21A | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I | -26.11% | N/A | N/A |
| B21B | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II | -30.18% | N/A | -4.97% |
| B21C | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III | -47.23% | -4.65% | -7.67% |
| B21D | INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV | -55.46% | -30.32% | -23.06% |
| B22B | INFORMATION SYSTEMS NETWORK ADMINISTRATOR II | -24.24% | -41.91% | -31.20% |
| B23A | INFORMATION SYSTEMS NETWORK TECHNICIAN I | -17.70% | -19.25% | -16.74% |
| B30A | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I | -36.24% | -7.26% | -17.19% |
| B30C | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III | -13.06% | -18.04% | -13.64% |
| B30D | INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV | -29.46% | -40.78% | -30.89% |
| B31B | INFORMATION SYSTEMS MANAGER II | -41.02% | -6.14% | N/A |
| B32C | INFORMATION SYSTEMS ADMINISTRATOR III | -13.75% | -9.55% | N/A |
| B40A | INFORMATION SYSTEMS PLANNING SPECIALIST I | -35.56% | N/A | -0.92% |
| B40B | INFORMATION SYSTEMS PLANNING SPECIALIST II | -51.47% | -47.45% | N/A |
| C30A | HUMAN RESOURCES ASSISTANT I | -17.87% | -22.49% | -15.79% |
| C31B | HUMAN RESOURCES MANAGEMENT SPECIALIST II | -43.87% | -38.71% | -44.97% |
| C31C | HUMAN RESOURCES MANAGEMENT SPECIALIST III | -46.30% | N/A | -32.78% |
| C32A | HUMAN RESOURCES PROGRAMS MANAGER I | -46.57% | -8.36% | -21.97% |
| C32C | HUMAN RESOURCES PROGRAMS MANAGER III | -44.96% | -24.85% | -34.35% |

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|-------------------------------------|----------------------------|----------------------------|----------------------------|
| C41A | TRAINING SPECIALIST I | -13.95% | -17.87% | -13.29% |
| C41B | TRAINING SPECIALIST II | -40.30% | -41.40% | -35.91% |
| C41C | TRAINING SPECIALIST III | -50.39% | -53.02% | -62.65% |
| D12B | AUDITOR II | -29.44% | -14.35% | -10.45% |
| D12C | AUDITOR III | -30.74% | -40.43% | -5.13% |
| D12D | AUDITOR IV | -54.96% | -39.07% | -46.01% |
| D14A | ACCOUNTANT I | -22.77% | -17.32% | -20.67% |
| D14B | ACCOUNTANT II | -21.08% | -9.81% | -14.18% |
| D14D | ACCOUNTANT IV | -25.59% | -10.13% | -17.00% |
| D20B | BUDGET ANALYST II | -35.90% | -24.70% | -22.93% |
| D20D | BUDGET ANALYST IV | -41.77% | -15.58% | -11.89% |
| D30A | BUSINESS MANAGER I | -25.93% | -24.57% | -32.84% |
| D30C | BUSINESS MANAGER III | -69.68% | N/A | N/A |
| D33A | FINANCIAL MANAGER/COMPTROLLER I | -30.40% | N/A | N/A |
| D33B | FINANCIAL MANAGER/COMPTROLLER II | -26.59% | -29.99% | -32.54% |
| D33C | FINANCIAL MANAGER/COMPTROLLER III | -45.60% | -47.90% | -48.97% |
| D50B | ACCOUNTING TECHNICIAN II | -22.63% | -17.15% | -16.47% |
| D50D | ACCOUNTING TECHNICIAN IV | -36.82% | -1.92% | -2.98% |
| E13A | CUSTOMER SERVICE REPRESENTATIVE I | -29.48% | -15.08% | -25.22% |
| E13C | CUSTOMER SERVICE REPRESENTATIVE III | -10.34% | -12.28% | -3.63% |
| E16C | ADMINISTRATIVE TECHNICIAN III | -13.84% | -10.92% | -7.73% |
| E17B | ADMINISTRATIVE ASSISTANT II | -24.44% | -0.71% | -5.40% |
| E19A | MEDICAL TRANSCRIPTIONIST I | -45.71% | N/A | N/A |
| E20B | LIBRARY TECHNICIAN II | -35.22% | -21.04% | -26.15% |
| E21B | LIBRARIAN II | -18.08% | -12.60% | N/A |
| E22A | ADMINISTRATIVE LIBRARIAN I | -24.70% | -24.31% | -27.20% |

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|--|----------------------------|----------------------------|----------------------------|
| E24E | SECRETARY V | -14.00% | -3.77% | -6.11% |
| E25B | LEGAL SECRETARY II | -11.09% | -0.80% | -4.99% |
| E30A | LEGAL RESEARCH ASSISTANT I | -19.20% | N/A | N/A |
| E31B | ADMINISTRATIVE HEARING OFFICER II | -25.65% | -21.12% | -17.92% |
| E34B | OFFSET PRESS OPERATOR II | -14.47% | -1.98% | -1.52% |
| E43B | GRAPHIC ARTIST II | -13.93% | 3.31% | 0.14% |
| E44A | PUBLIC INFORMATION OFFICER I | -37.22% | N/A | N/A |
| E44B | PUBLIC INFORMATION OFFICER II | -53.85% | -41.12% | -38.89% |
| E45B | PUBLIC INFORMATION MANAGER II | -65.10% | -26.51% | -50.53% |
| E46B | STATISTICAL RESEARCH SPECIALIST II | -26.25% | -22.00% | -28.93% |
| E48C | PLANNING COORDINATOR III | -25.34% | -20.76% | -23.96% |
| E49A | MANAGEMENT ANALYST I | -15.37% | -13.00% | -17.20% |
| E50A | PHOTOGRAPHER I | -20.95% | -22.80% | -20.20% |
| E55B | CUSTOMER ASSISTANCE REPRESENTATIVE II | -39.64% | N/A | 4.44% |
| F10D | CONTRACTING AND PROCUREMENT OFFICER IV | -33.45% | -52.37% | -43.22% |
| F14A | CONTRACTING AND ACQUISITIONS AGENT I | -23.48% | -12.42% | -3.19% |
| F14B | CONTRACTING AND ACQUISITIONS AGENT II | -34.55% | -18.17% | -3.34% |
| F14C | CONTRACTING AND ACQUISITIONS AGENT III | -31.16% | -29.81% | -41.11% |
| F15A | CONTRACTING AND ACQUISITIONS ADMINISTRATOR I | -32.28% | -29.10% | -30.84% |
| F20B | MATERIEL MANAGEMENT SPECIALIST II | -21.44% | -37.43% | -5.10% |
| F20C | MATERIEL MANAGEMENT SPECIALIST III | -17.20% | N/A | N/A |
| F20D | MATERIEL MANAGEMENT SPECIALIST IV | -66.54% | N/A | 11.72% |
| F41A | CONSTRUCTION/MAINTENANCE TECHNICIAN I | -16.59% | -5.67% | -12.69% |
| F41B | CONSTRUCTION/MAINTENANCE TECHNICIAN II | -34.51% | -17.68% | -21.81% |
| F41C | CONSTRUCTION/MAINTENANCE TECHNICIAN III | -49.19% | -36.61% | -32.35% |
| F44A | CARPENTER I | -47.82% | -36.24% | N/A |

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|--|----------------------------|----------------------------|----------------------------|
| F45A | CONSTRUCTION/MAINTENANCE ADMINISTRATOR I | -57.55% | -53.12% | -62.67% |
| F45B | CONSTRUCTION/MAINTENANCE ADMINISTRATOR II | -45.83% | N/A | -87.54% |
| F46A | PAINTER I | -26.00% | -20.62% | -32.76% |
| F46B | PAINTER II | -20.70% | -20.49% | -31.45% |
| F47B | AUTOMOTIVE/ENGINE MECHANIC II | -18.31% | -9.59% | -1.07% |
| F47C | AUTOMOTIVE/ENGINE MECHANIC III | -27.16% | -9.44% | -2.95% |
| F48B | WELDER II | -14.91% | -6.36% | -11.98% |
| F48C | WELDER III | -16.34% | -11.85% | -11.70% |
| F49C | PHYSICAL PLANT OPERATOR III | -34.49% | N/A | -11.51% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | -12.93% | -2.40% | -13.89% |
| F56A | ELECTRONICS TECHNICIAN I | -16.65% | -6.95% | -9.99% |
| F56B | ELECTRONICS TECHNICIAN II | -48.97% | N/A | N/A |
| F72A | CONSTRUCTION MANAGER I | -92.56% | -75.47% | N/A |
| F74B | MECHANICAL SYSTEMS TECHNICIAN II | -54.80% | -47.48% | -45.87% |
| F75A | ELECTRICIAN I | -16.29% | -15.97% | -22.51% |
| F75B | ELECTRICIAN II | -21.67% | -31.37% | -17.85% |
| F75D | ELECTRICIAN IV | -38.10% | -43.11% | N/A |
| F76B | PLUMBER II | -31.24% | -16.87% | -39.30% |
| F78C | EQUIPMENT OPERATOR III | -24.99% | N/A | N/A |
| G12B | CRIMINALIST II | -29.77% | N/A | -10.98% |
| G16B | PHYSICAL EVIDENCE TECHNICIAN II | -14.57% | N/A | N/A |
| G19C | FINGERPRINT SPECIALIST III | -17.57% | N/A | N/A |
| G21C | STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III | -40.59% | N/A | N/A |
| G22B | LAW ENFORCEMENT SPECIAL AGENT (OSBI) II | -55.60% | N/A | N/A |
| G53E | LAW ENFORCEMENT HIGHWAY PATROL OFFICER V | -17.29% | N/A | 2.73% |
| G54B | LAW ENFORCEMENT HIGHWAY PATROL MANAGER II | -21.00% | -13.80% | -6.94% |

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|---|----------------------------|----------------------------|----------------------------|
| H15B | COUNTY DIRECTOR II | -31.26% | N/A | -20.38% |
| H20A | SOCIAL SERVICES SPECIALIST I | -20.89% | -23.07% | N/A |
| H20C | SOCIAL SERVICES SPECIALIST III | -10.44% | -4.79% | -5.58% |
| H23B | CHILD WELFARE SPECIALIST II | -12.51% | -6.49% | -10.30% |
| H24B | CHILD CARE LICENSING SPECIALIST II | -61.09% | N/A | N/A |
| H27B | CLINICAL SOCIAL WORKER II | -12.18% | 7.63% | 18.97% |
| H27D | CLINICAL SOCIAL WORKER IV | -16.59% | N/A | N/A |
| I24A | CORRECTIONAL COUNSELOR I | -14.29% | N/A | N/A |
| I30A | CORRECTIONAL INDUSTRIES MANAGER I | -25.09% | N/A | N/A |
| J15B | INDUSTRIAL HYGIENIST II | -27.86% | N/A | -8.21% |
| J17B | LABOR COMPLIANCE OFFICER II | -54.28% | -50.26% | -54.17% |
| J25B | SAFETY AND HEALTH DIRECTOR II | -20.53% | N/A | N/A |
| J31B | SAFETY CONSULTANT II | -25.85% | -52.23% | -56.62% |
| J31C | SAFETY CONSULTANT III | -40.94% | N/A | N/A |
| J31D | SAFETY CONSULTANT IV | -61.25% | N/A | N/A |
| J41B | FIRE PREVENTION AND SECURITY OFFICER II | -20.42% | 3.11% | -0.69% |
| K15A | MANUAL SIGN LANGUAGE SPECIALIST I | -46.25% | -22.26% | -18.11% |
| K21B | VOCATIONAL REHABILITATION SPECIALIST II | -18.46% | -11.04% | -21.75% |
| L24B | FORESTER II | -15.35% | N/A | N/A |
| M32B | OIL AND GAS FIELD INSPECTOR II | -31.69% | N/A | N/A |
| M40B | PUBLIC UTILITY REGULATORY ANALYST II | -26.50% | N/A | -32.41% |
| M40D | PUBLIC UTILITY REGULATORY ANALYST IV | -17.40% | -18.30% | -21.89% |
| M41B | PUBLIC UTILITY COMPLIANCE SPECIALIST II | -23.37% | N/A | N/A |
| P15A | NATURALIST I | -13.06% | -10.12% | -19.05% |
| P20B | PARK RANGER II | -12.69% | 5.75% | -18.65% |
| P25B | PARK MANAGER II | -20.37% | -3.28% | -17.89% |

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|---|----------------------------|----------------------------|----------------------------|
| P25D | PARK MANAGER IV | -19.93% | -13.96% | -6.62% |
| R10C | ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III | -34.73% | -38.73% | -31.86% |
| R20C | ENVIRONMENTAL PROGRAMS SPECIALIST III | -31.50% | -34.02% | -20.66% |
| R20D | ENVIRONMENTAL PROGRAMS SPECIALIST IV | -38.47% | -28.92% | -49.18% |
| R25B | ENVIRONMENTAL PROGRAMS MANAGER II | -24.28% | -8.89% | -9.91% |
| S10A | ENGINEER INTERN I | -13.53% | -10.55% | -13.80% |
| S10D | ENGINEER INTERN IV | -17.21% | -21.21% | -21.65% |
| S11B | PROFESSIONAL ENGINEER II | -28.97% | -16.18% | -30.17% |
| S11C | PROFESSIONAL ENGINEER III | -37.50% | -31.18% | -25.82% |
| S12D | ENGINEERING MANAGER IV | -21.16% | -21.98% | -16.05% |
| T10A | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I | -29.95% | -29.02% | -32.01% |
| T10B | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II | -25.95% | -35.15% | -41.36% |
| T10C | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III | -34.80% | -19.34% | -12.78% |
| T10D | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV | -28.33% | N/A | N/A |
| T10F | COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI | -25.04% | N/A | N/A |
| T21B | TRANSPORTATION TECHNICIAN II | -17.19% | -35.24% | -34.39% |
| T21C | TRANSPORTATION TECHNICIAN III | -32.14% | -42.53% | -44.20% |
| T22B | TRANSPORTATION SPECIALIST II | -13.68% | -15.31% | -16.20% |
| T25B | TRANSPORTATION EQUIPMENT OPERATOR II | -27.84% | N/A | -31.89% |
| T25D | TRANSPORTATION EQUIPMENT OPERATOR IV | -19.62% | N/A | -15.85% |
| U11B | HISTORICAL FACILITY MANAGER II | -10.87% | -9.62% | -17.68% |
| U11C | HISTORICAL FACILITY MANAGER III | -23.79% | -20.51% | -17.61% |
| V11B | REVENUE COMPLIANCE OFFICER II | -12.56% | N/A | -17.22% |
| V17B | REVENUE COMPLIANCE EXAMINER II | -39.37% | -24.42% | -30.94% |
| V30A | ASSESSMENT AND EQUALIZATION ANALYST I | -30.70% | N/A | N/A |
| W10B | WORKFORCE SERVICES SPECIALIST II | -19.77% | -25.87% | -43.85% |

| JFD CODE | JFD TITLE | 2006 % Below Market | 2005 % Below Market | 2004 % Below Market |
|-----------------|-------------------------------------|----------------------------|----------------------------|----------------------------|
| W10D | WORKFORCE SERVICES SPECIALIST IV | -22.62% | -26.26% | -33.67% |
| X10C | HEALTH INFORMATION TECHNICIAN III | -69.94% | -62.14% | N/A |
| X13A | LABORATORY TECHNICIAN I | -44.31% | -45.47% | -3.79% |
| X13B | LABORATORY TECHNICIAN II | -47.82% | -32.52% | -27.50% |
| X13C | LABORATORY TECHNICIAN III | -17.52% | -23.52% | -27.41% |
| X14A | CLINICAL LABORATORY SCIENTIST I | -11.34% | N/A | -10.25% |
| X14B | CLINICAL LABORATORY SCIENTIST II | -12.31% | -18.01% | -18.39% |
| X14D | CLINICAL LABORATORY SCIENTIST IV | -21.56% | -7.58% | -19.41% |
| X22B | SPEECH-LANGUAGE PATHOLOGIST II | -18.91% | -15.13% | -2.70% |
| X31D | PSYCHOLOGICAL CLINICIAN IV | -28.13% | -14.41% | -21.14% |
| X34B | PHYSICAL THERAPIST II | -46.20% | N/A | N/A |
| X34D | PHYSICAL THERAPIST IV | -46.62% | N/A | N/A |
| X40A | CLINICAL LABORATORY ADMINISTRATOR I | -12.74% | -8.59% | -6.74% |
| Y12A | REGISTERED NURSE I | -34.81% | N/A | -12.38% |
| Y12B | REGISTERED NURSE II | -23.71% | -19.65% | -19.92% |
| Y12C | REGISTERED NURSE III | -13.77% | -14.69% | -14.62% |
| Y13A | NURSING MANAGER I | -22.39% | -16.10% | -12.52% |
| Y13B | NURSING MANAGER II | -43.87% | -40.97% | -36.61% |
| Y13C | NURSING MANAGER III | -43.98% | N/A | -26.16% |
| Y14B | ADVANCED PRACTICE NURSE II | -12.08% | -16.76% | -25.92% |
| Z18C | INDEPENDENT LIVING INSTRUCTOR III | -45.95% | N/A | N/A |
| Z25B | NUTRITION THERAPIST II | -12.54% | -2.00% | -2.99% |
| Z25C | NUTRITION THERAPIST III | -21.33% | 6.46% | 5.60% |
| Z50B | VOLUNTEER SERVICES SPECIALIST II | -32.56% | -13.20% | -18.77% |
| Z51B | JUVENILE SPECIALIST II | -24.61% | N/A | -38.95% |
| Z52B | CHAPLAIN II | -16.96% | -8.30% | -8.07% |

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

| JFD Code | JFD Title | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 |
|----------|---------------------------------------|---------------------------------|---------------------------------|---------------------------------|
| I10A | CORRECTIONAL SECURITY OFFICER I | 65.7% | 25.6% | 36.9% |
| B20A | INFORMATION SYSTEMS TELE. TECHN I | 60.0% | 42.9% | 16.7% |
| E15A | DOCKET CLERK I | 50.0% | 25.0% | 25.0% |
| H30A | CHILD SUPPORT SPECIALIST I | 50.0% | 32.3% | 46.7% |
| H51A | PLANNING/OVERSIGHT SPECIALIST I | 50.0% | 200.0% | 50.0% |
| J33C | AIRFIELD FIREFIGHTER III | 50.0% | 33.3% | 25.0% |
| Y11A | LICENSED PRACTICAL NURSE I | 47.8% | 51.9% | 67.6% |
| Z12A | DIRECT CARE SPECIALIST I | 43.9% | 32.2% | 33.7% |
| Z51A | JUVENILE SPECIALIST I | 42.6% | 81.0% | 57.1% |
| J33B | AIRFIELD FIREFIGHTER II | 40.0% | 33.3% | 16.7% |
| U13A | HISTORICAL INTERPRETER I | 40.0% | 28.6% | 25.0% |
| V10B | TAX DOCUMENT EXAMINER II | 40.0% | 12.5% | 14.3% |
| G28A | POLICE OFFICER I | 37.5% | 500.0% | 75.0% |
| S10A | ENGINEER INTERN I | 36.4% | 11.1% | 13.3% |
| K10A | JUVENILE JUSTICE SPECIALIST I | 35.3% | 21.1% | 37.5% |
| C15A | HUMAN RIGHTS REPRESENTATIVE I | 33.3% | 50.0% | 50.0% |
| C38B | PAYROLL ADMINISTRATIVE ASSISTANT II | 33.3% | 25.0% | 20.0% |
| D20B | BUDGET ANALYST II | 33.3% | 12.5% | 10.0% |
| F79A | LABORER I | 33.3% | 18.2% | 46.2% |
| H26A | ADULT PROTECTIVE SERVICES SPEC I | 33.3% | 27.3% | 10.0% |
| K11A | DISABILITY DETERMINATION SPECIALIST I | 33.3% | 20.0% | 20.0% |
| Z50A | VOLUNTEER SERVICES SPECIALIST I | 33.3% | 25.0% | 25.0% |
| H23A | CHILD WELFARE SPECIALIST I | 32.6% | 25.1% | 18.4% |
| Y10A | PATIENT CARE ASSISTANT I | 32.0% | 25.9% | 25.6% |
| G54B | LAW ENFORCE HIGHWAY PATROL MNGR II | 30.0% | 33.3% | 11.1% |
| Z51B | JUVENILE SPECIALIST II | 29.8% | 25.0% | 25.8% |
| P20A | PARK RANGER I | 28.6% | 21.4% | 11.8% |
| H20A | SOCIAL SERVICES SPECIALIST I | 26.2% | 35.1% | 26.7% |
| Y11B | LICENSED PRACTICAL NURSE II | 25.6% | 26.3% | 19.8% |

| JFD Code | JFD Title | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 |
|-----------------|---------------------------------------|--|--|--|
| A40B | INSURANCE PROGRAM ADMINISTRATOR II | 25.0% | 11.1% | 27.3% |
| B10B | INFO SYSTEMS OPERATIONS SPECIALIST II | 25.0% | 50.0% | 50.0% |
| I12C | CORRECTIONAL CHIEF OF SECURITY III | 25.0% | 14.3% | 28.6% |
| J25A | SAFETY AND HEALTH DIRECTOR I | 25.0% | 25.0% | 33.3% |
| N13D | VETS AFFAIRS FIELD SERVICES REP. IV | 25.0% | 40.0% | 20.0% |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER I | 24.2% | 27.9% | 32.3% |
| Y12B | REGISTERED NURSE II | 24.2% | 18.1% | 18.3% |
| I40A | PROBATION AND PAROLE OFFICER I | 23.3% | 11.5% | 18.0% |
| Z20A | FOOD SERVICE SPECIALIST I | 23.3% | 24.6% | 26.6% |
| X14A | CLINICAL LABORATORY SCIENTIST I | 22.2% | 28.6% | 16.7% |
| X32A | CHILD DEVELOPMENT SPECIALIST I | 22.2% | 25.0% | 20.0% |
| Y12C | REGISTERED NURSE III | 22.2% | 24.5% | 25.5% |
| X31B | PSYCHOLOGICAL CLINICIAN II | 20.8% | 17.6% | 13.0% |
| I10B | CORRECTIONAL SECURITY OFFICER II | 20.0% | 29.2% | 16.8% |
| X23B | ALCOHOL AND DRUG COUNSELOR II | 20.0% | 40.0% | 33.3% |
| X31D | PSYCHOLOGICAL CLINICIAN IV | 20.0% | 13.0% | 12.0% |
| G28B | POLICE OFFICER II | 19.8% | 21.8% | 15.6% |
| T25A | TRANSPORTON EQUIPMENT OPERATOR I | 19.8% | 15.0% | 16.9% |
| R20A | ENVIRONMENTAL PROGRAMS SPECIALIST I | 19.4% | 11.1% | 12.8% |
| J41A | FIRE PREVENTION & SECURITY OFFICER I | 18.8% | 15.5% | 26.8% |
| X11A | THERAPEUTIC/MEDICAL AIDE I | 18.2% | 27.3% | 12.5% |
| X22B | SPEECH-LANGUAGE PATHOLOGIST II | 18.0% | 16.4% | 13.5% |
| H23B | CHILD WELFARE SPECIALIST II | 17.7% | 13.4% | 12.0% |
| J52A | COSMETOLOGY INSPECTOR I | 16.7% | 33.3% | 16.7% |
| M35B | PIPELINE SAFETY/REGULATION SPEC II | 16.7% | 16.7% | 33.3% |
| X31E | PSYCHOLOGICAL CLINICIAN V | 16.7% | 16.7% | 14.3% |
| G15A | LAW ENFORCEMENT COMM SPEC I | 15.8% | 12.5% | 31.6% |
| I10C | CORRECTIONAL SECURITY OFFICER III | 15.5% | 11.9% | 10.1% |
| A20A | INSURANCE SUB/REIMBURSE SPEC I | 15.4% | 30.8% | 18.2% |
| Z30A | LINEN AND CLOTHING SPECIALIST I | 15.2% | 26.7% | 47.4% |
| B40C | INFORMATION SYSTEMS PLANNING SPEC III | 14.3% | 22.7% | 16.7% |

| JFD Code | JFD Title | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 |
|-----------------|--------------------------------------|--|--|--|
| F50D | HOUSEKEEPING/CUSTODIAL WORKER IV | 14.3% | 16.7% | 33.3% |
| G12A | CRIMINALIST I | 14.3% | 20.0% | 12.5% |
| K23C | REHABILITATION OF THE BLIND SPEC III | 14.3% | 14.3% | 14.3% |
| Y12A | REGISTERED NURSE I | 13.3% | 18.2% | 30.4% |
| Y13A | NURSING MANAGER I | 13.3% | 26.2% | 32.6% |
| W10C | WORKFORCE SERVICES SPECIALIST III | 12.9% | 10.9% | 11.9% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER II | 12.8% | 11.3% | 11.1% |
| T50B | TOLL COLLECTOR II | 12.8% | 11.2% | 12.0% |
| K10B | JUVENILE JUSTICE SPECIALIST II | 12.3% | 14.4% | 12.4% |
| K10D | JUVENILE JUSTICE SPECIALIST IV | 12.2% | 12.5% | 11.6% |
| Z12B | DIRECT CARE SPECIALIST II | 12.1% | 10.4% | 11.9% |
| Y11C | LICENSED PRACTICAL NURSE III | 11.3% | 11.5% | 11.4% |
| B40D | INFORMATION SYSTEMS PLANNING SPEC IV | 11.1% | 10.0% | 44.4% |
| E46B | STATISTICAL RESEARCH SPECIALIST II | 11.1% | 10.0% | 11.1% |
| H10C | PROGRAMS MANAGER III | 11.1% | 12.8% | 16.0% |
| I30D | CORRECTIONAL INDUSTRIES MANAGER IV | 11.1% | 10.0% | 18.2% |
| X20A | HEALTH EDUCATOR I | 11.1% | 50.0% | 11.1% |
| H30B | CHILD SUPPORT SPECIALIST II | 10.9% | 14.7% | 11.3% |
| D50B | ACCOUNTING TECHNICIAN II | 10.5% | 12.9% | 10.7% |
| Q20C | POWER PLANT MAINTENANCE TECHN. III | 10.5% | 12.5% | 17.6% |
| Z51C | JUVENILE SPECIALIST III | 10.2% | 16.0% | 12.5% |
| Z52B | CHAPLAIN II | 9.1% | 20.0% | 16.7% |
| X14D | CLINICAL LABORATORY SCIENTIST IV | 8.3% | 14.3% | 18.8% |

Table A4: FY 2006 Turnover Rate >10% by Job Family Level

| JFD Code | JFD Title | # of Incs | Overall Turnover FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|---------------------------------|-----------|--------------------------|-------------------------------|----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| A10B | INSURANCE UNDERWRITER | 7 | 1 | 14.3% | 1 | 14.3% | * | * | * |
| A10C | INSURANCE UNDERWRITER | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| A20A | INSURANCE SUBRO/REIMBURSE SPEC | 13 | 2 | 15.4% | 2 | 15.4% | 30.8% | 18.2% | 16.7% |
| A30B | MEMBER SERVICES REP | 21 | 3 | 14.3% | 3 | 14.3% | 13.0% | * | * |
| A32B | INSURANCE BENEFITS SPECIALIST | 5 | 1 | 20.0% | 0 | 0.0% | 33.3% | * | * |
| A33A | PROVIDER CONTRACTING SPEC | 6 | 1 | 16.7% | 1 | 16.7% | 25.0% | * | * |
| A40A | INSURANCE PROGRAM ADMIN | 8 | 1 | 12.5% | 1 | 12.5% | 10.0% | * | * |
| A40B | INSURANCE PROGRAM ADMIN | 8 | 2 | 25.0% | 2 | 25.0% | 11.1% | 27.3% | * |
| A50A | RETIREMENT BENEFIT ANALYST | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| B10B | INFO SYS OPERATIONS SPECIALIST | 4 | 1 | 25.0% | 1 | 25.0% | 50.0% | 50.0% | * |
| B10D | INFO SYS OPERATIONS SPECIALIST | 19 | 7 | 36.8% | 7 | 36.8% | * | * | * |
| B20A | INF SYS TELECOMMUNICATIONS TEC | 5 | 3 | 60.0% | 3 | 60.0% | 42.9% | 16.7% | 16.6% |
| B20B | INF SYS TELECOMMUNICATIONS TEC | 7 | 1 | 14.3% | 1 | 14.3% | 12.5% | * | * |
| B22A | INFO SYSTEMS NETWORK ADMIN | 4 | 1 | 25.0% | 0 | 0.0% | * | * | * |
| B22C | INFO SYSTEMS NETWORK ADMIN | 6 | 1 | 16.7% | 1 | 16.7% | * | * | * |
| B23A | INFO SYSTEMS NETWORK TECHNICIAN | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| B31A | INFO SYSTEMS MANAGER | 9 | 1 | 11.1% | 1 | 11.1% | * | 11.8% | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| B31B | INFO SYSTEMS MANAGER | 18 | 3 | 16.7% | 3 | 16.7% | * | * | * |
| B31C | INFO SYSTEMS MANAGER | 22 | 6 | 27.3% | 6 | 27.3% | * | * | * |
| B32C | INFO SYSTEMS ADMR | 8 | 1 | 12.5% | 1 | 12.5% | 11.1% | * | * |
| B40C | INFO SYSTEMS PLANNING SPEC | 21 | 3 | 14.3% | 3 | 14.3% | 22.7% | 16.7% | 14.3% |
| B40D | INFO SYSTEMS PLANNING SPEC | 9 | 1 | 11.1% | 1 | 11.1% | 10.0% | 44.4% | 11.1% |
| B51C | INFO SYSTEMS APPLICATION SPEC | 52 | 6 | 11.5% | 5 | 9.6% | * | * | * |
| B52B | INFO SYS DATA MNGMNT ANALYST | 6 | 1 | 16.7% | 1 | 16.7% | * | * | * |
| B52C | IS DATA MANAGEMENT ANALYST | 23 | 4 | 17.4% | 4 | 17.4% | 13.6% | * | * |
| B55A | INFO SYS SERVICES COORDINATOR | 13 | 2 | 15.4% | 2 | 15.4% | * | * | * |
| B55D | INFORMATION SYS SERVICES CDNR | 7 | 2 | 28.6% | 1 | 14.3% | 12.5% | * | * |
| C15A | HUMAN RIGHTS REPRESENTATIVE | 3 | 1 | 33.3% | 1 | 33.3% | 50.0% | 50.0% | 12.5% |
| C15B | HUMAN RIGHTS REPRESENTATIVE | 3 | 2 | 66.7% | 2 | 66.7% | 33.3% | * | * |
| C30A | HUMAN RESOURCES ASSISTANT | 38 | 5 | 13.2% | 5 | 13.2% | * | 11.4% | 11.4% |
| C31A | HUMAN RESOURCES MNGMNT SPEC | 19 | 3 | 15.8% | 3 | 15.8% | * | * | * |
| C31B | HUMAN RESOURCES MNGMNT SPEC | 59 | 7 | 11.9% | 5 | 8.5% | * | * | * |
| C31D | HUMAN RESOURCES MNGMNT SPEC | 37 | 5 | 13.5% | 5 | 13.5% | * | 11.1% | 17.9% |
| C32A | HUMAN RESOURCES PROGRAMS MGR | 11 | 2 | 18.2% | 2 | 18.2% | * | * | * |
| C32B | HUMAN RESOURCES PROGRAMS MGR | 28 | 5 | 17.9% | 5 | 17.9% | * | 14.3% | * |
| C38B | PAYROLL ADMINISTRATIVE ASST | 3 | 1 | 33.3% | 1 | 33.3% | 25.0% | 20.0% | 25.0% |
| C41C | TRAINING SPECIALIST | 7 | 1 | 14.3% | 1 | 14.3% | * | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| D10C | FINANCIAL LOAN ANALYST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| D12A | AUDITOR | 69 | 9 | 13.0% | 8 | 11.6% | * | * | * |
| D12B | AUDITOR | 127 | 15 | 11.8% | 12 | 9.4% | * | * | * |
| D12D | AUDITOR | 31 | 9 | 29.0% | 9 | 29.0% | * | 20.0% | * |
| D14A | ACCOUNTANT | 54 | 6 | 11.1% | 5 | 9.3% | * | 11.1% | * |
| D14D | ACCOUNTANT | 55 | 11 | 20.0% | 11 | 20.0% | * | * | * |
| D20B | BUDGET ANALYST | 6 | 2 | 33.3% | 2 | 33.3% | 12.5% | 10.0% | * |
| D20D | BUDGET ANALYST | 4 | 1 | 25.0% | 1 | 25.0% | * | 50.0% | 20.0% |
| D30B | BUSINESS MANAGER | 22 | 3 | 13.6% | 2 | 9.1% | * | * | * |
| D30C | BUSINESS MANAGER | 14 | 3 | 21.4% | 3 | 21.4% | 15.8% | * | * |
| D33A | FINANCIAL MANAGER/COMPTROLLER | 6 | 1 | 16.7% | 1 | 16.7% | * | * | * |
| D33B | FINANCIAL MANAGER/COMPTROLLER | 19 | 2 | 10.5% | 2 | 10.5% | * | * | * |
| D50B | ACCOUNTING TECHNICIAN | 76 | 10 | 13.2% | 8 | 10.5% | 12.9% | 10.7% | * |
| D54B | CONSUMER CREDIT EXAMINER | 2 | 1 | 50.0% | 1 | 50.0% | * | 50.0% | * |
| E12C | ADMINISTRATIVE PROGRAMS OFCR | 77 | 8 | 10.4% | 8 | 10.4% | 10.8% | * | * |
| E13B | CUSTOMER SVC REPRESENTATIVE | 160 | 17 | 10.6% | 14 | 8.8% | * | * | * |
| E15A | DOCKET CLERK | 2 | 1 | 50.0% | 1 | 50.0% | 25.0% | 25.0% | * |
| E16B | ADMINISTRATIVE TECHNICIAN | 247 | 44 | 17.8% | 34 | 13.8% | 10.3% | * | 13.7% |
| E16C | ADMINISTRATIVE TECHNICIAN | 1076 | 130 | 12.1% | 117 | 10.9% | * | * | 10.9% |
| E16D | ADMINISTRATIVE TECHNICIAN | 113 | 13 | 11.5% | 12 | 10.6% | * | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|--------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| E19A | MEDICAL TRANSCRIPTIONIST | 1 | 1 | 100.0% | 1 | 100.0% | * | 50.0% | * |
| E21C | LIBRARIAN | 5 | 1 | 20.0% | 1 | 20.0% | * | * | * |
| E22B | ADMINISTRATIVE LIBRARIAN | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| E24B | SECRETARY | 101 | 16 | 15.8% | 16 | 15.8% | * | * | * |
| E25A | LEGAL SECRETARY | 5 | 1 | 20.0% | 1 | 20.0% | 25.0% | * | * |
| E25B | LEGAL SECRETARY | 16 | 5 | 31.3% | 4 | 25.0% | * | 12.0% | 10.7% |
| E30A | LEGAL RESEARCH ASSISTANT | 2 | 1 | 50.0% | 1 | 50.0% | * | 33.3% | * |
| E34A | OFFSET PRESS OPERATOR | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| E36B | OPTICAL IMAGING SPECIALIST | 44 | 9 | 20.5% | 6 | 13.6% | * | * | * |
| E36C | OPTICAL IMAGING SPECIALIST | 5 | 1 | 20.0% | 1 | 20.0% | 25.0% | * | * |
| E43A | GRAPHIC ARTIST | 10 | 2 | 20.0% | 2 | 20.0% | 11.1% | * | * |
| E46B | STATISTICAL RESEARCH SPECL | 9 | 1 | 11.1% | 1 | 11.1% | 10.0% | 11.1% | 22.2% |
| E46C | STATISTICAL RESEARCH SPECL | 15 | 3 | 20.0% | 3 | 20.0% | * | 11.1% | * |
| E46D | STATISTICAL RESEARCH SPECL | 5 | 1 | 20.0% | 1 | 20.0% | 16.7% | * | * |
| E55B | CUSTOMER ASST REPRESENTATIVE | 54 | 10 | 18.5% | 9 | 16.7% | * | 16.1% | * |
| F10A | CONTRACT & PROCUREMENT OFCR | 3 | 1 | 33.3% | 1 | 33.3% | * | 40.0% | * |
| F10B | CONTRACT & PROCUREMENT OFCR | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| F10D | CONTRACTING & PROCUREMENT OFCR | 3 | 1 | 33.3% | 1 | 33.3% | 50.0% | * | * |
| F14D | CONTRACTING & ACQUISITIONS AGT | 15 | 2 | 13.3% | 2 | 13.3% | * | * | * |
| F20C | MATERIEL MANAGEMENT SPECIALIST | 47 | 5 | 10.6% | 4 | 8.5% | 15.8% | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|--------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| F20D | MATERIEL MANAGEMENT SPECIALIST | 32 | 5 | 15.6% | 4 | 12.5% | * | 16.1% | 17.9% |
| F21A | MATERIEL MANAGEMENT OFFICER | 18 | 2 | 11.1% | 2 | 11.1% | 10.5% | * | * |
| F30C | MINERALS MANAGEMENT SPECIALIST | 2 | 1 | 50.0% | 1 | 50.0% | 33.3% | * | * |
| F31B | REAL ESTATE MANAGEMENT SPECL | 5 | 1 | 20.0% | 0 | 0.0% | * | * | * |
| F31C | REAL ESTATE MANAGEMENT SPECL | 4 | 1 | 25.0% | 1 | 25.0% | * | * | * |
| F41A | CONSTRUCTION/MAINTENANCE TECH | 102 | 18 | 17.6% | 12 | 11.8% | 14.9% | * | 11.2% |
| F41B | CONSTRUCTION/MAINTENANCE TECH | 71 | 8 | 11.3% | 5 | 7.0% | * | 11.9% | * |
| F41C | CONSTRUCTION/MAINTENANCE TECH | 118 | 15 | 12.7% | 12 | 10.2% | * | * | * |
| F42A | CONSTRUCTION INSPECTOR | 1 | 1 | 100.0% | 1 | 100.0% | * | 40.0% | * |
| F44A | CARPENTER | 8 | 2 | 25.0% | 2 | 25.0% | * | 20.0% | 23.1% |
| F45A | CONSTRUCTION/MAINTENANCE ADMIN | 34 | 6 | 17.6% | 6 | 17.6% | * | 11.8% | * |
| F45D | CONSTRUCTION/MAINTENANCE ADMR | 6 | 1 | 16.7% | 1 | 16.7% | 25.0% | * | * |
| F47B | AUTOMOTIVE/ENGINE MECHANIC | 26 | 4 | 15.4% | 4 | 15.4% | * | * | * |
| F50A | HOUSEKEEPING/CUSTODIAL WORKER | 66 | 23 | 34.8% | 16 | 24.2% | 27.9% | 32.3% | 11.4% |
| F50B | HOUSEKEEPING/CUSTODIAL WORKER | 156 | 26 | 16.7% | 20 | 12.8% | 11.3% | 11.1% | * |
| F50C | HOUSEKEEPING/CUSTODIAL WORKER | 40 | 5 | 12.5% | 5 | 12.5% | 17.9% | * | * |
| F50D | HOUSEKEEPING/CUSTODIAL WORKER | 7 | 1 | 14.3% | 1 | 14.3% | 16.7% | 33.3% | 14.3% |
| F50E | HOUSEKEEPING/CUSTODIAL WORKER | 8 | 2 | 25.0% | 2 | 25.0% | * | 14.3% | * |
| F54A | LIGHT VEHICLE DRIVER | 6 | 1 | 16.7% | 1 | 16.7% | 25.0% | * | * |
| F56A | ELECTRONICS TECHNICIAN | 4 | 1 | 25.0% | 1 | 25.0% | * | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| F68A | INTERIOR DESIGNER | 1 | 1 | 100.0% | 1 | 100.0% | 50.0% | * | * |
| F69A | CHIEF ARCHITECT | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| F71A | ROOFING MANAGER | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| F74A | MECHANICAL SYSTEMS TECHNICIAN | 4 | 1 | 25.0% | 1 | 25.0% | * | 66.7% | 25.0% |
| F74B | MECHANICAL SYSTEMS TECHNICIAN | 9 | 1 | 11.1% | 1 | 11.1% | * | 18.2% | 16.7% |
| F74C | MECHANICAL SYSTEMS TECHNICIAN | 1 | 1 | 100.0% | 0 | 0.0% | 50.0% | * | * |
| F75B | ELECTRICIAN | 6 | 1 | 16.7% | 1 | 16.7% | 28.6% | * | * |
| F75D | ELECTRICIAN | 13 | 3 | 23.1% | 3 | 23.1% | 14.3% | * | * |
| F76A | PLUMBER | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| F77B | GROUNDSKEEPER | 9 | 3 | 33.3% | 3 | 33.3% | 11.1% | * | * |
| F78B | EQUIPMENT OPERATOR | 21 | 3 | 14.3% | 2 | 9.5% | * | 13.6% | * |
| F78C | EQUIPMENT OPERATOR | 6 | 1 | 16.7% | 1 | 16.7% | * | * | * |
| F79A | LABORER | 12 | 8 | 66.7% | 4 | 33.3% | 18.2% | 46.2% | 15.4% |
| G10B | COMMUNICATIONS OFFICER (DPS) | 14 | 3 | 21.4% | 3 | 21.4% | * | * | * |
| G10D | COMMUNICATIONS OFFICER (DPS) | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| G10E | COMMUNICATIONS OFFICER (DPS) | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| G12A | CRIMINALIST | 7 | 1 | 14.3% | 1 | 14.3% | 20.0% | 12.5% | * |
| G12E | CRIMINALIST | 4 | 1 | 25.0% | 1 | 25.0% | * | * | * |
| G13B | CRIME REPORTING FIELD REPR | 7 | 2 | 28.6% | 2 | 28.6% | 12.5% | * | * |
| G14B | DRIVER'S LICENSE EXAMINER | 8 | 1 | 12.5% | 1 | 12.5% | * | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|--------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| G15A | LAW ENF COMMUNICATIONS SPEC | 19 | 3 | 15.8% | 3 | 15.8% | 12.5% | 31.6% | * |
| G19A | FINGERPRINT SPECIALIST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| G21D | STATE FIRE MARSHAL LAW ENF AGT | 4 | 1 | 25.0% | 1 | 25.0% | * | * | * |
| G23D | LAW ENF ABLE COMMISSION AGT | 7 | 1 | 14.3% | 1 | 14.3% | 16.7% | * | * |
| G23E | LAW ENF ABLE COMMISSION AGT | 3 | 2 | 66.7% | 1 | 33.3% | * | * | * |
| G24E | LAW ENFORCEMENT NARCOTICS AGT | 9 | 1 | 11.1% | 1 | 11.1% | 10.0% | * | * |
| G28A | POLICE OFFICER | 8 | 4 | 50.0% | 3 | 37.5% | 500.0% | 75.0% | 25.0% |
| G28B | POLICE OFFICER | 116 | 27 | 23.3% | 23 | 19.8% | 21.8% | 15.6% | 17.4% |
| G28C | POLICE OFFICER | 17 | 4 | 23.5% | 4 | 23.5% | * | 14.3% | * |
| G28D | POLICE OFFICER | 21 | 5 | 23.8% | 5 | 23.8% | * | 10.0% | * |
| G40A | LAW ENFORCEMENT PROG ADMR | 4 | 1 | 25.0% | 1 | 25.0% | * | 11.1% | * |
| G40B | LAW ENFORCEMENT PROG ADMR | 14 | 2 | 14.3% | 2 | 14.3% | * | * | * |
| G51B | LAW ENF CAPITOL PATROL MANAGER | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| G52A | LAW ENF LAKE PATROL OFFICER | 8 | 1 | 12.5% | 1 | 12.5% | * | 11.1% | * |
| G53A | LAW ENF HIGHWAY PATROL OFFICER | 27 | 27 | 100.0% | 27 | 100.0% | * | * | * |
| G53E | LAW ENF HIGHWAY PATROL OFFICER | 109 | 13 | 11.9% | 12 | 11.0% | * | * | * |
| G54A | LAW ENF HIGHWAY PATROL MANAGER | 32 | 5 | 15.6% | 5 | 15.6% | * | * | * |
| G54B | LAW ENF HIGHWAY PATROL MANAGER | 10 | 3 | 30.0% | 3 | 30.0% | 33.3% | 11.1% | * |
| G55C | LAW ENF HIGHWAY PATROL ADMR | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| H10C | PROGRAMS MANAGER | 45 | 5 | 11.1% | 5 | 11.1% | 12.8% | 16.0% | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|--------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| H10D | PROGRAMS MANAGER | 29 | 14 | 48.3% | 14 | 48.3% | 17.1% | * | * |
| H10E | PROGRAMS MANAGER | 7 | 2 | 28.6% | 2 | 28.6% | * | 25.0% | 11.1% |
| H15D | COUNTY DIRECTOR | 1 | 1 | 100.0% | 1 | 100.0% | * | 66.7% | 25.0% |
| H20A | SOCIAL SERVICES SPECIALIST | 294 | 86 | 29.3% | 77 | 26.2% | 35.1% | 26.7% | 23.6% |
| H21A | CASE MANAGER | 5 | 1 | 20.0% | 1 | 20.0% | * | 12.5% | * |
| H22A | SOCIAL SERVICES INSPECTOR | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| H23A | CHILD WELFARE SPECIALIST | 233 | 88 | 37.8% | 76 | 32.6% | 25.1% | 18.4% | 18.8% |
| H23B | CHILD WELFARE SPECIALIST | 575 | 112 | 19.5% | 102 | 17.7% | 13.4% | 12.0% | 13.2% |
| H26A | ADULT PROTECTIVE SERVICES SPEC | 15 | 7 | 46.7% | 5 | 33.3% | 27.3% | 10.0% | 36.4% |
| H27C | CLINICAL SOCIAL WORKER | 15 | 2 | 13.3% | 1 | 6.7% | 15.8% | * | * |
| H30A | CHILD SUPPORT SPECIALIST | 46 | 27 | 58.7% | 23 | 50.0% | 32.3% | 46.7% | 16.4% |
| H30B | CHILD SUPPORT SPECIALIST | 92 | 12 | 13.0% | 10 | 10.9% | 14.7% | 11.3% | * |
| H50D | DISABILITY PROGRAM SPECIALIST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| H51A | PLANNING/OVERSIGHT SPECIALIST | 2 | 1 | 50.0% | 1 | 50.0% | 200.0% | 50.0% | * |
| I10A | CORRECTIONAL SECURITY OFFICER | 143 | 134 | 93.7% | 94 | 65.7% | 25.6% | 36.9% | 21.4% |
| I10B | CORRECTIONAL SECURITY OFFICER | 165 | 36 | 21.8% | 33 | 20.0% | 29.2% | 16.8% | 21.9% |
| I10C | CORRECTIONAL SECURITY OFFICER | 582 | 99 | 17.0% | 90 | 15.5% | 11.9% | 10.1% | 11.6% |
| I10D | CORRECTIONAL SECURITY OFFICER | 825 | 94 | 11.4% | 89 | 10.8% | * | * | * |
| I11B | CORRECTIONAL SECURITY MANAGER | 54 | 8 | 14.8% | 8 | 14.8% | * | * | * |
| I12A | CORRECTIONAL CHIEF OF SECURITY | 6 | 1 | 16.7% | 1 | 16.7% | 14.3% | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|---------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| I12B | CORRECTIONAL CHIEF OF SECURITY | 9 | 1 | 11.1% | 1 | 11.1% | * | * | * |
| I12C | CORRECTIONAL CHIEF OF SECURITY | 8 | 2 | 25.0% | 2 | 25.0% | 14.3% | 28.6% | 14.3% |
| I20C | CORRECTIONAL CASE MANAGER | 28 | 3 | 10.7% | 3 | 10.7% | 11.1% | * | * |
| I30A | CORRECTIONAL INDUSTRIES MNGR | 9 | 1 | 11.1% | 1 | 11.1% | * | 16.7% | 18.1% |
| I30B | CORRECTIONAL INDUSTRIES MNGR | 15 | 3 | 20.0% | 3 | 20.0% | * | * | * |
| I30D | CORRECTIONAL INDUSTRIES MNGR | 9 | 1 | 11.1% | 1 | 11.1% | 10.0% | 18.2% | * |
| I35C | INSTITUTIONAL FARMS MANAGER | 6 | 1 | 16.7% | 1 | 16.7% | * | * | * |
| I40A | PROBATION AND PAROLE OFFICER | 60 | 14 | 23.3% | 14 | 23.3% | 11.5% | 18.0% | 14.7% |
| J12B | EMERGENCY MANAGEMENT OFFICER | 6 | 2 | 33.3% | 2 | 33.3% | * | * | * |
| J12D | EMERGENCY MANAGEMENT OFFICER | 4 | 2 | 50.0% | 2 | 50.0% | 20.0% | * | * |
| J14B | ASBESTOS INSPECTOR | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| J17B | LABOR COMPLIANCE OFFICER | 10 | 4 | 40.0% | 4 | 40.0% | * | * | * |
| J19A | OCCUPATIONAL LICENSURE SPECL | 1 | 1 | 100.0% | 1 | 100.0% | * | 100.0% | * |
| J19C | OCCUPATIONAL LICENSURE SPEC | 5 | 1 | 20.0% | 1 | 20.0% | * | 33.3% | * |
| J25A | SAFETY AND HEALTH DIRECTOR | 4 | 1 | 25.0% | 1 | 25.0% | 25.0% | 33.3% | * |
| J31C | SAFETY CONSULTANT | 21 | 3 | 14.3% | 3 | 14.3% | * | * | * |
| J33B | AIRFIELD FIREFIGHTER | 5 | 2 | 40.0% | 2 | 40.0% | 33.3% | 16.7% | * |
| J33C | AIRFIELD FIREFIGHTER | 4 | 2 | 50.0% | 2 | 50.0% | 33.3% | 25.0% | * |
| J41A | FIRE PREVENT & SECURITY OFFICER | 64 | 15 | 23.4% | 12 | 18.8% | 15.5% | 26.8% | 17.9% |
| J41B | FIRE PREVENT & SECURITY OFFICER | 19 | 6 | 31.6% | 4 | 21.1% | * | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|----------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| J52A | COSMETOLOGY INSPECTOR | 6 | 1 | 16.7% | 1 | 16.7% | 33.3% | 16.7% | 50.0% |
| K10A | JUVENILE JUSTICE SPECIALIST | 17 | 6 | 35.3% | 6 | 35.3% | 21.1% | 37.5% | 10.0% |
| K10B | JUVENILE JUSTICE SPECIALIST | 171 | 23 | 13.5% | 21 | 12.3% | 14.4% | 12.4% | 10.5% |
| K10C | JUVENILE JUSTICE SPECIALIST | 34 | 4 | 11.8% | 4 | 11.8% | 11.4% | * | * |
| K10D | JUVENILE JUSTICE SPECIALIST | 41 | 5 | 12.2% | 5 | 12.2% | 12.5% | 11.6% | * |
| K11A | DISABILITY DETERMINATION SPEC | 15 | 6 | 40.0% | 5 | 33.3% | 20.0% | 20.0% | 50.0% |
| K11C | DISABILITY DETERMINATION SPEC | 49 | 8 | 16.3% | 8 | 16.3% | * | * | * |
| K15A | MANUAL SIGN LANGUAGE SPECIALIST | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| K20A | REHABILITATION TECHNICIAN | 15 | 2 | 13.3% | 1 | 6.7% | 10.0% | * | * |
| K21B | VOCATIONAL REHABILITATION SPEC | 26 | 3 | 11.5% | 2 | 7.7% | 16.4% | * | * |
| K23C | REHABILITATION OF THE BLIND SPEC | 7 | 1 | 14.3% | 1 | 14.3% | 14.3% | 14.3% | 14.3% |
| L16B | AGRICULTURE FIELD INSPECTOR | 60 | 8 | 13.3% | 8 | 13.3% | 11.3% | * | * |
| L16C | AGRICULTURE FIELD INSPECTOR | 9 | 1 | 11.1% | 1 | 11.1% | * | * | * |
| L22C | FOREST REGENERATION SPECIALIST | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| L23C | FOREST RES PROTECTION SPEC | 4 | 1 | 25.0% | 1 | 25.0% | 20.0% | * | * |
| L24A | FORESTER | 4 | 2 | 50.0% | 1 | 25.0% | 33.3% | * | * |
| L24E | FORESTER | 5 | 1 | 20.0% | 1 | 20.0% | * | * | * |
| L33A | WILDLIFE DAMAGE CONTROL SPEC | 2 | 1 | 50.0% | 1 | 50.0% | 33.3% | * | * |
| L40B | METROLOGIST | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| L40C | METROLOGIST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|---------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| M20B | CONSUMER COMPLAINT VESTIGATOR | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| M32C | OIL AND GAS FIELD INSPECTOR | 8 | 3 | 37.5% | 2 | 25.0% | * | * | * |
| M35A | PIPELINE SAFETY/REGULATION SPE | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| M35B | PIPELINE SAFETY/REGULATION SPE | 6 | 1 | 16.7% | 1 | 16.7% | 16.7% | 33.3% | * |
| M36B | LIQUEFIED PETROLEUM GAS INSPEC | 5 | 1 | 20.0% | 1 | 20.0% | * | * | * |
| M40D | PUBLIC UTILITY REGULATORY ANAL | 5 | 1 | 20.0% | 1 | 20.0% | * | * | * |
| N13A | VETS AFFAIRS FIELD SERVICES REP | 6 | 2 | 33.3% | 2 | 33.3% | 25.0% | * | * |
| N13D | VETS AFFAIRS FIELD SERVICES REP | 4 | 1 | 25.0% | 1 | 25.0% | 40.0% | 20.0% | * |
| P20A | PARK RANGER | 14 | 4 | 28.6% | 4 | 28.6% | 21.4% | 11.8% | 31.3% |
| P20B | PARK RANGER | 17 | 2 | 11.8% | 2 | 11.8% | * | 10.0% | * |
| P25B | PARK MANAGER | 6 | 1 | 16.7% | 1 | 16.7% | * | * | * |
| P25D | PARK MANAGER | 9 | 1 | 11.1% | 1 | 11.1% | 10.0% | * | * |
| Q10A | POWER GENERATION OPNS TECH | 15 | 2 | 13.3% | 1 | 6.7% | * | * | * |
| Q10D | POWER GENERATION OPNS TECH | 9 | 2 | 22.2% | 2 | 22.2% | 12.5% | * | * |
| Q20C | POWER PLANT MAINTENANCE TECH | 19 | 2 | 10.5% | 2 | 10.5% | 12.5% | 17.6% | 11.1% |
| Q20D | POWER PLANT MAINTENANCE TECH | 12 | 12 | 100.0% | 12 | 100.0% | * | * | * |
| Q21D | POWER TRANSMISSION MAINT TECH | 4 | 5 | 125.0% | 5 | 125.0% | 42.9% | * | * |
| Q23B | HEAVY EQUIP RAILCAR MAINT TECH | 7 | 1 | 14.3% | 1 | 14.3% | * | * | * |
| R10A | ENVIRON/CHEMICAL LAB SCIENTIST | 16 | 7 | 43.8% | 7 | 43.8% | * | 44.4% | 42.9% |
| R10B | ENVIRON/CHEMICAL LAB SCIENTIST | 19 | 6 | 31.6% | 5 | 26.3% | * | 13.0% | 11.1% |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|--------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| R20A | ENVIRONMENTAL PROGRAMS SPECL | 31 | 7 | 22.6% | 6 | 19.4% | 11.1% | 12.8% | * |
| R20B | ENVIRONMENTAL PROGRAMS SPECL | 92 | 12 | 13.0% | 10 | 10.9% | 15.5% | * | * |
| R25B | ENVIRONMENTAL PROGRAMS MNGR | 29 | 3 | 10.3% | 2 | 6.9% | * | * | * |
| R25D | ENVIRONMENT PROGRAMS MNGER | 7 | 1 | 14.3% | 1 | 14.3% | * | * | * |
| S10A | ENGINEER INTERN | 11 | 4 | 36.4% | 4 | 36.4% | 11.1% | 13.3% | 26.3% |
| S10B | ENGINEER INTERN | 2 | 1 | 50.0% | 1 | 50.0% | 18.2% | * | * |
| S10C | ENGINEER INTERN | 9 | 1 | 11.1% | 1 | 11.1% | 12.5% | * | * |
| S10D | ENGINEER INTERN | 31 | 6 | 19.4% | 6 | 19.4% | * | * | * |
| S11A | PROFESSIONAL ENGINEER | 23 | 3 | 13.0% | 3 | 13.0% | * | * | * |
| S11C | PROFESSIONAL ENGINEER | 19 | 2 | 10.5% | 2 | 10.5% | * | * | * |
| S12D | ENGINEERING MANAGER | 15 | 3 | 20.0% | 3 | 20.0% | 12.5% | * | * |
| T10A | COMP AIDED DRAFT & DESIGN SPEC | 7 | 1 | 14.3% | 0 | 0.0% | * | * | * |
| T10B | COMP AIDED DRAFT & DESIGN SPEC | 17 | 2 | 11.8% | 2 | 11.8% | 13.6% | * | * |
| T10C | COMP AIDED DRAFT & DESIGN SPEC | 26 | 4 | 15.4% | 4 | 15.4% | * | * | * |
| T22D | TRANSPORTATION SPECIALIST | 18 | 2 | 11.1% | 1 | 5.6% | 10.5% | * | * |
| T25A | TRANSPORTATION EQUIPMENT OPR | 162 | 52 | 32.1% | 32 | 19.8% | 15.0% | 16.9% | 16.9% |
| T50B | TOLL COLLECTOR | 242 | 36 | 14.9% | 31 | 12.8% | 11.2% | 12.0% | 19.3% |
| T51A | TOLL OPERATIONS MANAGER | 7 | 1 | 14.3% | 1 | 14.3% | * | * | * |
| T60C | PHOTOGRAMMETRIST | 3 | 1 | 33.3% | 0 | 0.0% | * | * | * |
| U10A | HISTORICAL PROGRAMS ADMR | 2 | 1 | 50.0% | 1 | 50.0% | * | 16.7% | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| U11B | HISTORICAL FACILITY MANAGER | 8 | 2 | 25.0% | 1 | 12.5% | * | 25.0% | * |
| U12B | HISTORICAL COLLECTIONS SPECL | 8 | 2 | 25.0% | 2 | 25.0% | 12.5% | * | * |
| U12C | HISTORICAL COLLECTIONS SPECL | 4 | 1 | 25.0% | 1 | 25.0% | 25.0% | * | * |
| U12D | HISTORICAL COLLECTIONS SPECL | 2 | 1 | 50.0% | 1 | 50.0% | * | * | * |
| U13A | HISTORICAL INTERPRETER | 10 | 5 | 50.0% | 4 | 40.0% | 28.6% | 25.0% | * |
| U13C | HISTORICAL INTERPRETER | 3 | 1 | 33.3% | 0 | 0.0% | * | * | * |
| V10B | TAX DOCUMENT EXAMINER | 5 | 2 | 40.0% | 2 | 40.0% | 12.5% | 14.3% | 28.6% |
| V10C | TAX DOCUMENT EXAMINER | 4 | 2 | 50.0% | 2 | 50.0% | 20.0% | * | * |
| V12A | MOTOR VEHICLE RESEARCH SPEC | 7 | 1 | 14.3% | 1 | 14.3% | 66.7% | * | * |
| V17A | REVENUE COMPLIANCE EXAMINER | 25 | 12 | 48.0% | 7 | 28.0% | 16.7% | * | * |
| V20A | TAXPAYER SERVICES REP | 6 | 1 | 16.7% | 1 | 16.7% | 25.0% | * | * |
| V20B | TAXPAYER SERVIC REP | 25 | 6 | 24.0% | 5 | 20.0% | * | * | * |
| V30A | ASSESSMENT & EQUAL ANALYST | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| W10A | WORKFORCE SERVICES SPECIALIST | 9 | 1 | 11.1% | 1 | 11.1% | * | 25.0% | 16.7% |
| W10B | WORKFORCE SERVICES SPECIALIST | 14 | 6 | 42.9% | 6 | 42.9% | * | * | * |
| W10C | WORKFORCE SERVICES SPECIALIST | 178 | 27 | 15.2% | 23 | 12.9% | 10.9% | 11.9% | * |
| W16B | EMPL SCTY FRAUD INVESTIGATOR | 4 | 1 | 25.0% | 1 | 25.0% | * | * | * |
| X11A | THERAPEUTIC/MEDICAL AIDE | 11 | 3 | 27.3% | 2 | 18.2% | 27.3% | 12.5% | * |
| X13A | LABORATORY TECHNICIAN | 5 | 2 | 40.0% | 1 | 20.0% | * | * | * |
| X13B | LABORATORY TECHNICIAN | 10 | 2 | 20.0% | 2 | 20.0% | 22.2% | * | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| X14A | CLINICAL LABORATORY SCIENTIST | 9 | 2 | 22.2% | 2 | 22.2% | 28.6% | 16.7% | 50.0% |
| X14B | CLINICAL LABORATORY SCIENTIST | 13 | 2 | 15.4% | 2 | 15.4% | * | 11.1% | 22.2% |
| X14D | CLINICAL LABORATORY SCIENTIST | 12 | 2 | 16.7% | 1 | 8.3% | 14.3% | 18.8% | * |
| X17A | PUBLIC HEALTH SPECIALIST | 7 | 3 | 42.9% | 3 | 42.9% | * | 28.6% | 20.0% |
| X20A | HEALTH EDUCATOR | 9 | 1 | 11.1% | 1 | 11.1% | 50.0% | 11.1% | * |
| X20B | HEALTH EDUCATOR | 13 | 3 | 23.1% | 3 | 23.1% | 11.1% | * | * |
| X22B | SPEECH-LANGUAGE PATHOLOGIST | 50 | 9 | 18.0% | 9 | 18.0% | 16.4% | 13.5% | 11.1% |
| X22C | SPEECH-LANGUAGE PATHOLOGIST | 9 | 2 | 22.2% | 2 | 22.2% | 11.1% | * | * |
| X23A | ALCOHOL AND DRUG COUNSELOR | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| X23B | ALCOHOL AND DRUG COUNSELOR | 10 | 2 | 20.0% | 2 | 20.0% | 40.0% | 33.3% | * |
| X23C | ALCOHOL AND DRUG COUNSELOR | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| X24A | DENTAL CARE ASSISTANT | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| X25A | PHARMACY TECHNICIAN | 1 | 2 | 200.0% | 2 | 200.0% | * | * | * |
| X25B | PHARMACY TECHNICIAN | 19 | 5 | 26.3% | 5 | 26.3% | 19.0% | * | * |
| X27A | EPIDEMIOLOGIST | 5 | 1 | 20.0% | 1 | 20.0% | * | * | * |
| X27D | EPIDEMIOLOGIST | 1 | 1 | 100.0% | 1 | 100.0% | 50.0% | * | * |
| X31B | PSYCHOLOGICAL CLINICIAN | 48 | 10 | 20.8% | 10 | 20.8% | 17.6% | 13.0% | * |
| X31C | PSYCHOLOGICAL CLINICIAN | 24 | 4 | 16.7% | 4 | 16.7% | * | * | * |
| X31D | PSYCHOLOGICAL CLINICIAN | 20 | 4 | 20.0% | 4 | 20.0% | 13.0% | 12.0% | * |
| X31E | PSYCHOLOGICAL CLINICIAN | 6 | 1 | 16.7% | 1 | 16.7% | 16.7% | 14.3% | 12.5% |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-----------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| X32A | CHILD DEVELOPMENT SPECIALIST | 9 | 2 | 22.2% | 2 | 22.2% | 25.0% | 20.0% | * |
| X32B | CHILD DEVELOPMENT SPECIALIST | 20 | 3 | 15.0% | 2 | 10.0% | * | 17.4% | 16.7% |
| X32C | CHILD DEVELOPMENT SPECIALIST | 18 | 2 | 11.1% | 2 | 11.1% | * | 12.5% | * |
| X33A | OCCUPATIONAL THERAPIST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| X33D | OCCUPATIONAL THERAPIST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| X34A | PHYSICAL THERAPIST | 2 | 2 | 100.0% | 2 | 100.0% | * | * | * |
| X34C | PHYSICAL THERAPIST | 5 | 1 | 20.0% | 1 | 20.0% | * | * | * |
| X34D | PHYSICAL THERAPIST | 1 | 1 | 100.0% | 1 | 100.0% | * | * | * |
| X36A | RECREATION THERAPIST | 16 | 2 | 12.5% | 2 | 12.5% | 18.5% | * | * |
| X38A | DISEASE INTERVENTION SPECIALIST | 2 | 2 | 100.0% | 1 | 50.0% | * | * | * |
| X38B | DISEASE INTERVENTION SPECIALIST | 6 | 2 | 33.3% | 2 | 33.3% | * | 28.6% | 12.5% |
| X39A | DIR. OF PATIENT ACTIVITY PROGRAMS | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| X41B | EMERGENCY MED SERVICES ADMIN | 4 | 2 | 50.0% | 2 | 50.0% | 25.0% | * | * |
| X46C | CLINICAL HEALTH FACILITY SURVEYOR | 9 | 9 | 100.0% | 8 | 88.9% | * | * | * |
| Y10A | PATIENT CARE ASSISTANT | 694 | 356 | 51.3% | 222 | 32.0% | 25.9% | 25.6% | 24.2% |
| Y10B | PATIENT CARE ASSISTANT | 370 | 48 | 13.0% | 39 | 10.5% | * | * | * |
| Y11A | LICENSED PRACTICAL NURSE | 90 | 56 | 62.2% | 43 | 47.8% | 51.9% | 67.6% | 34.7% |
| Y11B | LICENSED PRACTICAL NURSE | 270 | 90 | 33.3% | 69 | 25.6% | 26.3% | 19.8% | 18.9% |
| Y11C | LICENSED PRACTICAL NURSE | 124 | 17 | 13.7% | 14 | 11.3% | 11.5% | 11.4% | * |
| Y12A | REGISTERED NURSE | 15 | 2 | 13.3% | 2 | 13.3% | 18.2% | 30.4% | 13.0% |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|--------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Y12B | REGISTERED NURSE | 277 | 74 | 26.7% | 67 | 24.2% | 18.1% | 18.3% | 20.2% |
| Y12C | REGISTERED NURSE | 343 | 92 | 26.8% | 76 | 22.2% | 24.5% | 25.5% | 19.0% |
| Y13A | NURSING MANAGER | 45 | 6 | 13.3% | 6 | 13.3% | 26.2% | 32.6% | 14.0% |
| Y15C | HEALTH CARE MANAGEMENT NURSE | 20 | 3 | 15.0% | 3 | 15.0% | * | 14.3% | 12.5% |
| Z12A | DIRECT CARE SPECIALIST | 228 | 174 | 76.3% | 100 | 43.9% | 32.2% | 33.7% | 29.5% |
| Z12B | DIRECT CARE SPECIALIST | 487 | 83 | 17.0% | 59 | 12.1% | 10.4% | 11.9% | * |
| Z12C | DIRECT CARE SPECIALIST | 63 | 7 | 11.1% | 5 | 7.9% | * | * | * |
| Z18C | INDEPENDENT LIVING INSTRUCTOR | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| Z20A | FOOD SERVICE SPECIALIST | 120 | 44 | 36.7% | 28 | 23.3% | 24.6% | 26.6% | 31.2% |
| Z20B | FOOD SERVICE SPECIALIST | 156 | 26 | 16.7% | 20 | 12.8% | 10.1% | * | 17.1% |
| Z20C | FOOD SERVICE SPECIALIST | 39 | 4 | 10.3% | 4 | 10.3% | 10.0% | * | 11.1% |
| Z20D | FOOD SERVICE SPECIALIST | 108 | 18 | 16.7% | 11 | 10.2% | 13.6% | * | * |
| Z21B | FOOD SERVICE MANAGER | 21 | 3 | 14.3% | 3 | 14.3% | * | * | * |
| Z21C | FOOD SERVICE MANAGER | 11 | 2 | 18.2% | 2 | 18.2% | * | * | * |
| Z25D | NUTRITION THERAPIST | 13 | 2 | 15.4% | 2 | 15.4% | * | * | * |
| Z26B | INSTITUTIONAL PROG COORDINATOR | 4 | 1 | 25.0% | 1 | 25.0% | * | * | * |
| Z27B | INSTITUTION/COMM PROGRAM ADMIN | 3 | 1 | 33.3% | 1 | 33.3% | * | * | * |
| Z30A | LINEN AND CLOTHING SPECIALIST | 33 | 8 | 24.2% | 5 | 15.2% | 26.7% | 47.4% | 20.0% |
| Z30D | LINEN AND CLOTHING SPECIALIST | 19 | 2 | 10.5% | 2 | 10.5% | * | * | * |
| Z50A | VOLUNTEER SERVICES SPECIALIST | 3 | 1 | 33.3% | 1 | 33.3% | 25.0% | 25.0% | * |

| JFD Code | JFD Title | # of Incs | Overall Turnover Rate FY 2006 | Overall Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2006 | Voluntary Turnover Rate FY 2005 | Voluntary Turnover Rate FY 2004 | Voluntary Turnover Rate FY 2003 |
|----------|-------------------------------|-----------|-------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Z50B | VOLUNTEER SERVICES SPECIALIST | 2 | 1 | 50.0% | 1 | 50.0% | * | 20.0% | * |
| Z51A | JUVENILE SPECIALIST | 54 | 33 | 61.1% | 23 | 42.6% | 81.0% | 57.1% | 65.9% |
| Z51B | JUVENILE SPECIALIST | 151 | 57 | 37.7% | 45 | 29.8% | 25.0% | 25.8% | 25.4% |
| Z51C | JUVENILE SPECIALIST | 49 | 5 | 10.2% | 5 | 10.2% | 16.0% | 12.5% | 16.7% |
| Z52B | CHAPLAIN | 11 | 2 | 18.2% | 1 | 9.1% | 20.0% | 16.7% | * |

Table A5: Effect of Pay Band Adjustment By Agency

| 5% PAY ADJUSTMENT | | |
|---------------------------------|-----------------------------------|---------------------------------|
| AGENCY NAME | FTE BELOW PROPOSED MINIMUM | YEARLY COST TO INCREASE* |
| Corporation Commission | 3 | \$624.30 |
| Employment Security Commission | 9 | \$4,495.06 |
| State Department of Health | 1 | \$1,311.03 |
| Historical Society | 2 | \$2,365.85 |
| Office of Juvenile Affairs | 2 | \$0.58 |
| Dept of Libraries | 1 | \$160.62 |
| Mental Health & Substance Abuse | 1 | \$6.06 |
| Bur of Narc & Dangerous Drugs | 1 | \$679.09 |
| Dept of Tourism & Recreation | 1 | \$28.69 |
| Dept of Public Safety | 1 | \$1,529.46 |
| OK Tax Commission | 9 | \$11,813.22 |
| Dept of Human Services | 23 | \$6,648.07 |
| TOTAL | 54 | \$29,662.02 |

*Cost includes mandatory benefits of retirement and Social Security.

Table A6: Proposed Pay Bands for FY 2007

| PAY BAND | RATE | MINIMUM | MIDPOINT | MAXIMUM |
|----------|---------|------------|------------|------------|
| A | Annual | \$12,889 | \$17,185 | \$21,481 |
| | Monthly | \$1,074.08 | \$1,432.08 | \$1,790.08 |
| | Hourly | \$6.20 | \$8.26 | \$10.33 |
| B | Annual | \$13,508 | \$18,011 | \$22,514 |
| | Monthly | \$1,125.67 | \$1,500.92 | \$1,876.17 |
| | Hourly | \$6.49 | \$8.66 | \$10.82 |
| C | Annual | \$14,291 | \$19,054 | \$23,818 |
| | Monthly | \$1,190.92 | \$1,587.83 | \$1,984.83 |
| | Hourly | \$6.87 | \$9.16 | \$11.45 |
| D | Annual | \$15,407 | \$20,542 | \$25,678 |
| | Monthly | \$1,283.92 | \$1,711.83 | \$2,139.83 |
| | Hourly | \$7.41 | \$9.88 | \$12.35 |
| E | Annual | \$16,948 | \$22,597 | \$28,246 |
| | Monthly | \$1,412.33 | \$1,883.08 | \$2,353.83 |
| | Hourly | \$8.15 | \$10.86 | \$13.58 |
| F | Annual | \$18,642 | \$24,856 | \$31,070 |
| | Monthly | \$1,553.50 | \$2,071.33 | \$2,589.17 |
| | Hourly | \$8.96 | \$11.95 | \$14.94 |
| G | Annual | \$20,507 | \$27,343 | \$34,179 |
| | Monthly | \$1,708.92 | \$2,278.58 | \$2,848.25 |
| | Hourly | \$9.86 | \$13.15 | \$16.43 |
| H | Annual | \$22,558 | \$30,077 | \$37,596 |
| | Monthly | \$1,879.83 | \$2,506.42 | \$3,133.00 |
| | Hourly | \$10.85 | \$14.46 | \$18.08 |
| I | Annual | \$24,981 | \$33,308 | \$41,635 |
| | Monthly | \$2,081.75 | \$2,775.67 | \$3,469.58 |
| | Hourly | \$12.01 | \$16.01 | \$20.02 |
| J | Annual | \$27,464 | \$36,618 | \$45,773 |
| | Monthly | \$2,288.67 | \$3,051.50 | \$3,814.42 |
| | Hourly | \$13.20 | \$17.60 | \$22.01 |
| K | Annual | \$30,020 | \$40,026 | \$50,033 |
| | Monthly | \$2,501.67 | \$3,335.50 | \$4,169.42 |
| | Hourly | \$14.43 | \$19.24 | \$24.05 |
| L | Annual | \$33,021 | \$44,028 | \$55,035 |
| | Monthly | \$2,751.75 | \$3,669.00 | \$4,586.25 |
| | Hourly | \$15.88 | \$21.17 | \$26.46 |
| M | Annual | \$36,653 | \$48,870 | \$61,088 |
| | Monthly | \$3,054.42 | \$4,072.50 | \$5,090.67 |
| | Hourly | \$17.62 | \$23.50 | \$29.37 |
| N | Annual | \$40,685 | \$54,247 | \$67,809 |
| | Monthly | \$3,390.42 | \$4,520.58 | \$5,650.75 |
| | Hourly | \$19.56 | \$26.08 | \$32.60 |
| O | Annual | \$45,566 | \$60,755 | \$75,944 |
| | Monthly | \$3,797.17 | \$5,062.92 | \$6,328.67 |
| | Hourly | \$21.91 | \$29.21 | \$36.51 |
| P | Annual | \$51,491 | \$68,654 | \$85,818 |
| | Monthly | \$4,290.92 | \$5,721.17 | \$7,151.50 |
| | Hourly | \$24.76 | \$33.01 | \$41.26 |
| Q | Annual | \$58,185 | \$77,580 | \$96,975 |
| | Monthly | \$4,848.75 | \$6,465.00 | \$8,081.25 |
| | Hourly | \$27.97 | \$37.30 | \$46.62 |
| R | Annual | \$65,749 | \$87,665 | \$109,581 |
| | Monthly | \$5,479.08 | \$7,305.42 | \$9,131.75 |
| | Hourly | \$31.61 | \$42.15 | \$52.68 |

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

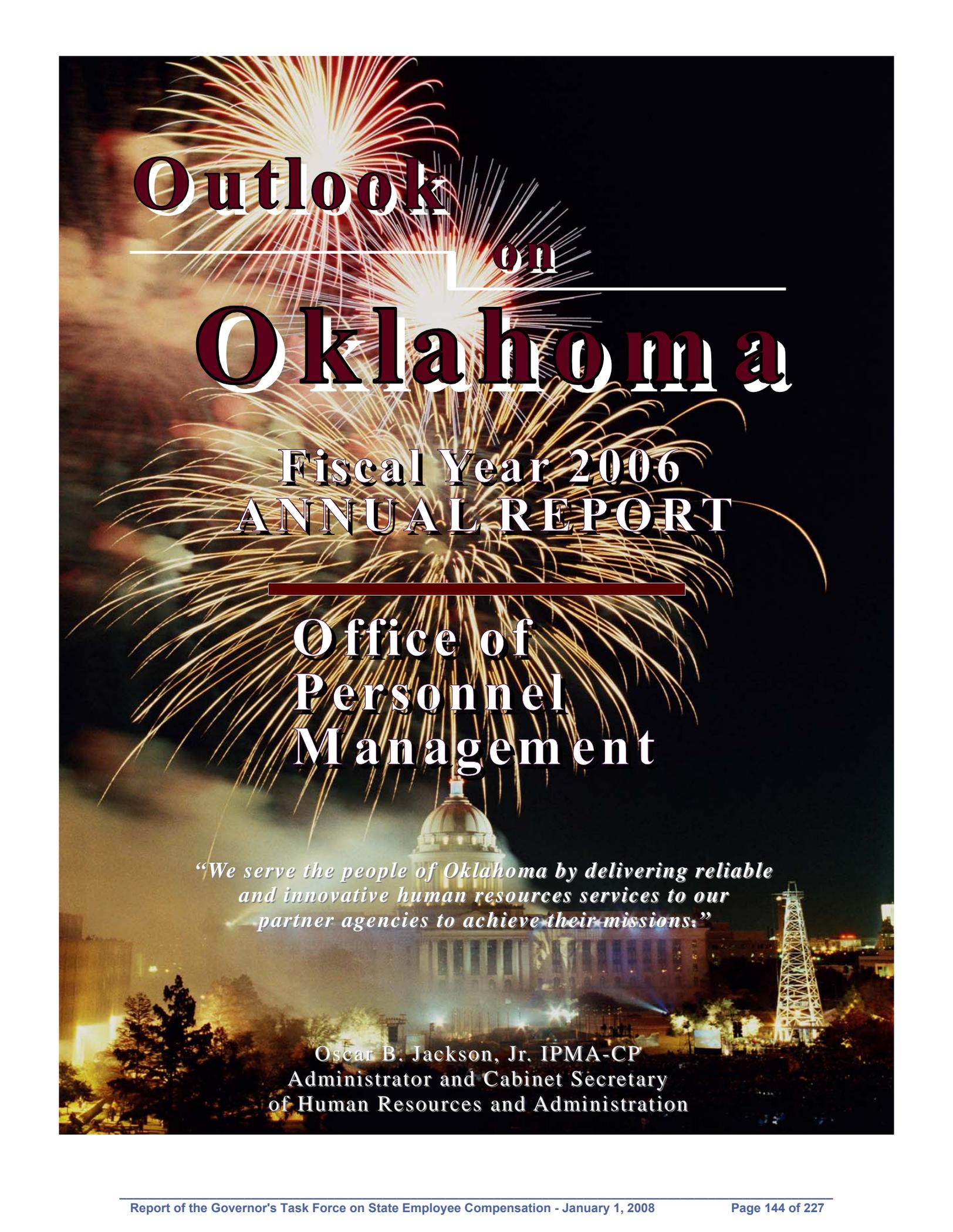
Note: This includes all agency directors identified in HayGroup's 2002 Agency Director Study who were not in Section 2 of HB 2006.

| Agency | Current Salary | Proposed Minimum | Proposed Midpoint | Proposed Maximum | Cost to Meet Minimum |
|----------------------------------|-----------------------|-------------------------|--------------------------|-------------------------|-----------------------------|
| Human Services Department | \$155,000 | \$138,669 | \$163,139 | \$187,610 | |
| Transportation Department | \$117,705 | \$124,163 | \$146,074 | \$167,985 | \$6,458 |
| Health Department | \$191,205 | \$160,085 | \$188,336 | \$216,586 | |
| Corrections Department | \$126,009 | \$124,163 | \$146,074 | \$167,985 | |
| Mental Health Department | \$124,987 | \$124,163 | \$146,074 | \$167,985 | |
| Public Safety Department | \$88,400 | \$111,933 | \$131,686 | \$151,439 | \$23,533 |
| Tax Commission | \$104,055 | \$111,933 | \$131,686 | \$151,439 | \$7,878 |
| Veterans Affairs | \$99,750 | \$111,933 | \$131,686 | \$151,439 | \$12,183 |
| Health Care Authority | \$133,455 | \$101,438 | \$119,338 | \$137,239 | |
| Military Department | \$136,184 | \$93,189 | \$109,635 | \$126,080 | |
| Tourism & Recreation Department | \$86,310 | \$93,189 | \$109,635 | \$126,080 | \$6,879 |
| Commerce Department | \$100,800 | \$93,189 | \$109,635 | \$126,080 | |
| Rehabilitation Services | \$80,955 | \$93,189 | \$109,635 | \$126,080 | \$12,234 |
| Office of Personnel Management | \$80,955 | \$93,189 | \$109,635 | \$126,080 | \$12,234 |
| Juvenile Affairs | \$96,705 | \$93,189 | \$109,635 | \$126,080 | |
| Environmental Quality Department | \$93,922 | \$93,189 | \$109,635 | \$126,080 | |
| State Bureau of Investigation | \$76,322 | \$86,136 | \$101,336 | \$116,537 | \$9,814 |
| Commissioners of the Land Office | \$77,805 | \$86,136 | \$101,336 | \$116,537 | \$8,331 |
| Corporation Commission | \$86,205 | \$86,136 | \$101,336 | \$116,537 | |

| Agency | Current Salary | Proposed Minimum | Proposed Midpoint | Proposed Maximum | Cost to Meet Minimum |
|----------------------------------|-----------------------|-------------------------|--------------------------|-------------------------|-----------------------------|
| Water Resources Board | \$91,455 | \$86,136 | \$101,336 | \$116,537 | |
| Medicolegal Investigations | \$185,955 | \$160,085 | \$188,336 | \$216,586 | |
| Wildlife Conservation Commission | \$116,536 | \$86,136 | \$101,336 | \$116,537 | |
| Securities Commission | \$137,239 | \$101,438 | \$119,338 | \$137,239 | |
| Indigent Defense System | \$118,191 | \$101,438 | \$119,338 | \$137,239 | |
| Educational Television Authority | \$64,277 | \$86,136 | \$101,336 | \$116,537 | \$21,859 |
| Central Services | \$80,451 | \$86,136 | \$101,336 | \$116,537 | \$5,685 |
| Turnpike Authority | \$109,200 | \$86,136 | \$101,336 | \$116,537 | |
| Career and Technology Education | \$112,455 | \$86,136 | \$101,336 | \$116,537 | |
| Office of State Finance | \$102,900 | \$86,136 | \$101,336 | \$116,537 | |
| Secretary of State | \$94,500 | \$86,136 | \$101,336 | \$116,537 | |
| Agriculture Department | \$82,005 | \$86,136 | \$101,336 | \$116,537 | \$4,131 |
| Civil Emergency Management | \$75,705 | \$80,732 | \$94,979 | \$109,225 | \$5,027 |
| ABLE Commission | \$75,705 | \$80,732 | \$94,979 | \$109,225 | \$5,027 |
| Historical Society | \$83,055 | \$80,732 | \$94,979 | \$109,225 | |
| J.D. McCarty Children's Center. | \$75,705 | \$80,732 | \$94,979 | \$109,225 | \$5,027 |
| Center of Science & Technology | \$91,455 | \$80,732 | \$94,979 | \$109,225 | |
| School of Science & Mathematics | \$75,685 | \$80,732 | \$94,979 | \$109,225 | \$5,047 |
| Law Enforcement Education & Tng | \$73,500 | \$80,732 | \$94,979 | \$109,225 | \$7,232 |
| Narcotics and Dangerous Drugs | \$74,100 | \$80,732 | \$94,979 | \$109,225 | \$6,632 |
| Election Board | \$79,860 | \$80,732 | \$94,979 | \$109,225 | \$872 |
| Conservation Commission | \$65,398 | \$80,732 | \$94,979 | \$109,225 | \$15,334 |
| Libraries Department | \$77,805 | \$80,732 | \$94,979 | \$109,225 | \$2,927 |
| District Attorneys Council | \$91,980 | \$80,732 | \$94,979 | \$109,225 | |

| Agency | Current Salary | Proposed Minimum | Proposed Midpoint | Proposed Maximum | Cost to Meet Minimum |
|---|-----------------------|-------------------------|--------------------------|-------------------------|-----------------------------|
| Pardon & Parole Board | \$70,459 | \$80,732 | \$94,979 | \$109,225 | \$10,273 |
| Arts Council | \$64,680 | \$67,550 | \$79,471 | \$91,392 | \$2,870 |
| The University Hospital Authority | \$157,500 | \$67,550 | \$79,471 | \$91,392 | |
| Horse Racing Commission | \$87,255 | \$67,550 | \$79,471 | \$91,392 | |
| Capitol Complex and Centennial Commission | \$83,580 | \$67,550 | \$79,471 | \$91,392 | |
| Merit Protection Commission | \$64,470 | \$67,550 | \$79,471 | \$91,392 | \$3,080 |
| Children & Youth Commission | \$64,470 | \$67,550 | \$79,471 | \$91,392 | \$3,080 |
| Human Rights Commission | \$64,386 | \$67,550 | \$79,471 | \$91,391 | \$3,164 |
| Law Enforcement Retirement | \$84,735 | \$67,550 | \$79,471 | \$91,392 | |
| Ethics Commission | \$84,801 | \$67,550 | \$79,471 | \$91,392 | |
| Oklahoma Department of Mines | \$62,370 | \$67,550 | \$79,471 | \$91,392 | \$5,180 |
| Fire Marshal's Office | \$73,625 | \$67,550 | \$79,471 | \$91,392 | |
| Office of Handicapped Concerns | \$49,455 | \$67,550 | \$79,471 | \$91,392 | \$18,095 |
| Teacher Preparation Commission | \$67,515 | \$67,550 | \$79,471 | \$91,392 | \$35 |
| Consumer Credit | \$61,337 | \$55,748 | \$65,585 | \$75,423 | |
| Boll Weevil Eradication Org. | \$62,200 | \$55,748 | \$65,585 | \$75,423 | |
| J.M. Davis Memorial Commission | \$67,100 | \$55,748 | \$65,585 | \$75,423 | |
| Oklahoma Scenic Rivers Commission | \$49,078 | \$55,748 | \$65,585 | \$75,423 | \$6,670 |
| Oklahoma Space Industry Development | \$85,155 | \$55,748 | \$65,585 | \$75,423 | |
| Physicians Manpower Training | \$68,540 | \$55,748 | \$65,585 | \$75,423 | |
| Indian Affairs Commission | \$51,555 | \$46,788 | \$55,044 | \$63,301 | |
| Board of Private Schools | \$44,500 | \$46,788 | \$55,044 | \$63,301 | \$2,288 |
| Will Rogers Memorial Commission | \$79,006 | \$46,788 | \$55,044 | \$63,301 | |
| Total Salary Cost | | | | | \$239,079 |

| Agency | Current Salary | Proposed Minimum | Proposed Midpoint | Proposed Maximum | Cost to Meet Minimum |
|-------------------------------|----------------|------------------|-------------------|------------------|----------------------|
| Mandatory Benefit Cost | | | | | \$48,175 |
| Total Cost | | | | | \$287,254 |



Outlook

on

Oklahoma

**Fiscal Year 2006
ANNUAL REPORT**

**Office of
Personnel
Management**

“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

Cover Photo: Courtesy of the Legislative Service Bureau Photo Division.

This publication, printed by the Department of Central Services, has been distributed by the Oklahoma Office of Personnel Management as authorized by 74 O.S. § 840-1.6A (13). Three hundred and fifty copies have been printed at a cost of \$7,885. Copies have been deposited with the Publications Clearinghouse of the Department of Libraries.

Outlook **on** **Oklahoma**

State of Oklahoma
Office of Personnel Management

Fiscal Year 2006
ANNUAL REPORT

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

Coordinated by
Alan Ross Tripp, Workforce Planning Manager
Office of Workforce Planning

The Oklahoma Office of Personnel Management

Table of Contents

| | |
|--|-----|
| From the Administrator..... | iii |
| Executive Summary..... | iv |
| Information Methodology..... | v |
| | |
| 1. Overview: Office of Personnel Management | |
| OPM History..... | 1 |
| Organization..... | 1 |
| Management Team Organization Chart..... | 3 |
| Financial Information..... | 4 |
| Strategic Vision..... | 4 |
| Chart 1: OPM General Revenue Appropriations Trend FY 1999-2006..... | 4 |
| Legislative Briefing..... | 4 |
| | |
| 2. Position Management: Organizing the Work for Oklahoma | |
| Table 1: FY 2006 Executive Branch Appropriations & Expenditures..... | 9 |
| Human Resources and Administration..... | 9 |
| Table 2: FY 2006 Executive Branch FTE Usage..... | 10 |
| Classification..... | 11 |
| Table 3: FY 06 Unclassified Usage..... | 12 |
| Agency Services..... | 14 |
| Table 4: Fiscal Year Occupational Group Employee Counts..... | 15 |
| | |
| 3. Selection: Hiring the Workers | |
| Applicant Services..... | 17 |
| Chart 2: FY 06 Certificate Appointments vs. Other Appointments..... | 17 |
| Chart 3: Certificate Appointment Trend 1999-2006..... | 17 |
| Carl Albert Public Internship Program..... | 18 |
| Chart 4: FY 06 Applicant Process..... | 19 |
| Chart 5: FY 06 Application Process..... | 19 |
| Table 5: FY 06 Top 20 Most Applied for Job Families..... | 20 |
| Personnel Assessment..... | 20 |
| Chart 6: Written, Validated Tests Created or Revised from FY 1996 to 2006..... | 20 |
| Chart 7: FY 06 Appointments by Type..... | 21 |
| Chart 8: FY 06 Appointments by Job Category..... | 21 |
| Map 1: Applicants to Percentage Appointed by County..... | 22 |
| | |
| 4. Demographics: The Oklahoma Workforce | |
| Chart 9: FTE Count 1997 to 2006..... | 25 |
| Chart 10: FY 06 Employee Percent by Job Category..... | 25 |
| Table 6: Agency Employees by Job Category..... | 26 |
| Map 2: State Employee County Residence..... | 29 |
| Table 7: Employees by Age Groups..... | 30 |
| Table 8: Employees by Years of Service..... | 30 |
| Table 9: FY 06 Agency Average Age, Years of Service..... | 31 |
| Table 10: FY 06 Occupational Group Age Information..... | 33 |
| Chart 11: FY 06 Gender by Age Groups..... | 34 |
| Equal Opportunity and Workforce Diversity..... | 34 |
| Chart 12: FY 06 Gender, Race & Job Category..... | 35 |
| Table 11: FY 06 Race by Job Category..... | 35 |

Table of Contents (continued)

Demographics Continued...

Table 12: Agency Employees by Gender and Race.....36
 Table 13: Temporary Employees by Cabinet.....38
 Chart 13: Count of Temporary/Part-Time Employees by Age Group.....38

5. Workforce Planning

Office of Workforce Planning.....41
 Table 14: Cumulative Retirement Eligibility.....43
 Chart 14: Cumulative Retirement Eligibility for Next 10 Years (comparative).....43
 Chart 15: Employees by Years to Retirement Eligibility.....44

6. Compensation: Paying the Workers

Compensation.....47
 Chart 16: FY 06 Average Annual Salary Trend.....48
 Table 15: FY 06 Agency Average Salaries.....49
 Chart 17: FY 06 Average Salaries by Age Groups.....51
 Chart 18: FY 06 Average Salaries by Years of Service Groups.....51
 Table 16: FY 06 Average Salaries by Job Categories & Gender.....51
 Chart 19: FY 06 Pay Band Distribution.....52
 Table 17: Pay Bands.....52

7. Turnover: Worker Mobility

Chart 20: FY 06 Turnover.....55
 Table 18: Classified Turnover Trend FY 1996 to FY 2006.....55
 Table 19: FY 06 Occupational Group Turnover.....56
 Table 20: FY 06 Agency Turnover.....57

8. OPM Services

Human Resources Development Services.....61
 Quality Oklahoma.....61
 Productivity Enhancement Program.....61
 Table 21: FY 06 HRDS Courses.....62
 Certified Public Manager.....63
 Employee Assistance Program.....63
 State Agency Review Committee.....64
 Oklahoma Commission on the Status of Women.....64
 Governor's Advisory Council on Asian American Affairs.....64
 Governor's Ethnic American Advisory Council.....64
 Governor's Advisory Council on Latin American and Hispanic Affairs.....64
 OPM Departments and Employees.....65

Appendix

All Agencies - Select Information.....A1
 Affiliated Councils and Commissions.....A4

From the Administrator



Like all Oklahomans, we here at the Office of Personnel Management are celebrating the Oklahoma Centennial in 2007. And, like many others, we think often of the changes that have occurred in our State during our portion of the “Oklahoma century.”

Since its creation in 1959 as the State Personnel Board, the Office of Personnel Management has played a major role in how state government in Oklahoma selects, compensates and manages the state’s workforce. That workforce, understandably, is far different today than it was a half century ago. As the nature of our workforce changes, so too do the challenges we face. Some of our more “seasoned” workers can recall operating mimeograph machines, using electric typewriters and arranging IBM punch cards for high volume “data processing” work. Now our technology changes so rapidly that even our tools of five years past can seem hopelessly outdated. This year saw state government reach an important milestone on the PeopleSoft Enterprise Resource Planning System as the phased conversion to the PeopleSoft Human Resource Information and Payroll System of all Executive, Legislative, and Judicial Branch agencies, excluding institutions of higher education, was completed. This will allow us to manage our resources and personnel more effectively than ever before. OPM is committed to using data derived from this system to provide an outlook on Oklahoma’s changing workforce and to guide us in leading the state’s workforce into the next century.

As part of our continued efforts, I am pleased to present the Office of Personnel Management’s Annual Report for Fiscal Year 2006. I hope that you will find the statistics, tables and other information we present herein to be useful and informative, and we hope that you are pleased with our continued efforts to make “Working for Oklahoma” something in which we all can take great pride.

Best Wishes,

A handwritten signature in black ink, appearing to read "Oscar B. Jackson, Jr.".

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



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 801 full-time, regular employees at the conclusion of Fiscal Year 2006. 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 36,917 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 06, a total of 19,134 applicants applied through OPM's process, and OPM administered 15,864 tests. Agencies appointed 3,731 applicants, which accounted for about 48 percent of the full-time, regular appointments. (See pg. 17 for more details)

Demographics

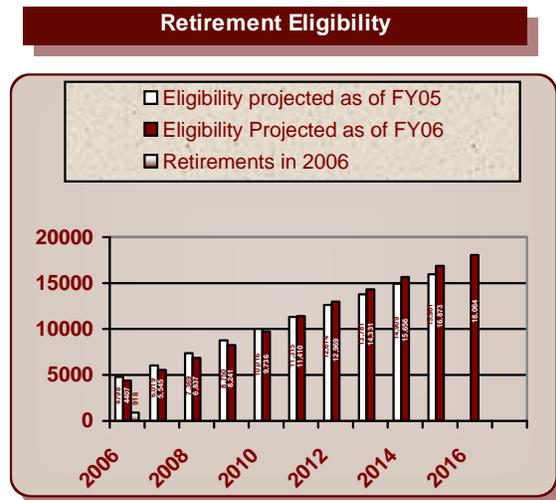
About 75.9 percent of the 36,917 employees in the workforce are in the classified service while the remainder are in the unclassified service, which are not subject to most of the Merit Rule provisions in statute or rule.

The state employees at least one person from every county in Oklahoma, with the highest number of employees at 10,078 residing in Oklahoma County. 3,129 reside in Cleveland County, and 2,304 live in Tulsa County. (See pg. 25 for more details)

Demographics (continued)

The average age for state employees is 45.4 and a total of 11,582 employees (31.4% of all state employees) are between the age of 50 to 59, the highest number in any age category. The average state years of service is 11 years.

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



See page 29 for more details.

Compensation

The average annual salary for all employees is \$34,890. The average classified annual salary is \$32,141, which is an increase of 18.7 percent since FY 2000. The average unclassified annual salary is \$43,683, which is a 21.2 percent increase since FY 2000. (See pg. 41 for more details)

Turnover

Resignations account for about 69 percent of total turnover, and the overall turnover rate has risen from 13.1 percent in FY 05 to 14.2 percent in FY 06. (See pg. 51 for more details)



For FY 06, 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 in FY 2007.

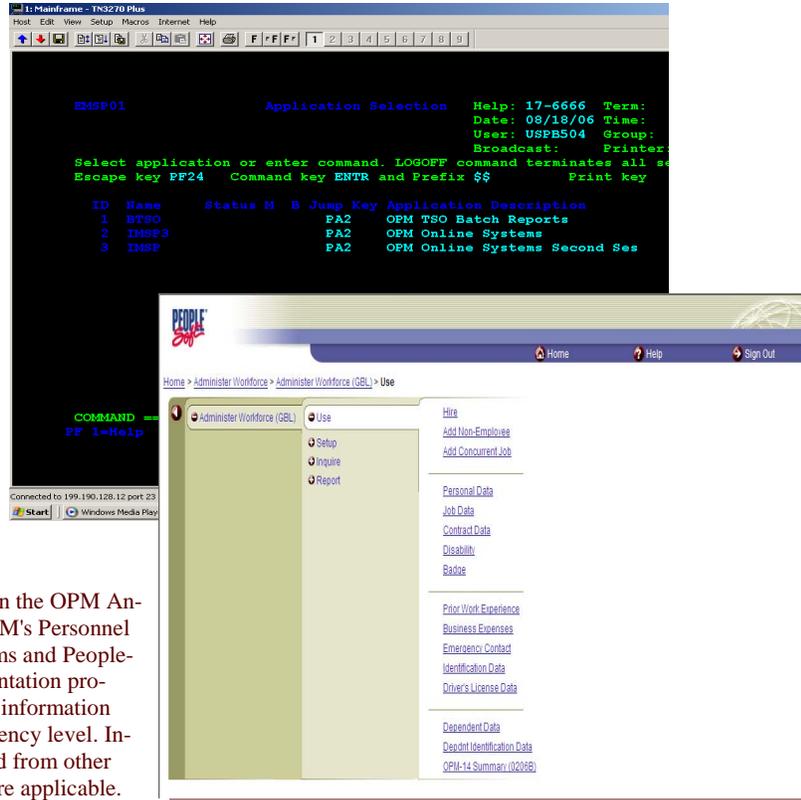
Reporting Progress

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. Peoplesoft allows more accurate tracking of data from all employees on the state payroll system.

Data Reliability

Great effort has been made to ensure the information reported in these pages accurately reflects the workforce.

Unless otherwise noted all data in the OPM Annual Report is gathered from OPM's Personnel Management Information Systems and PeopleSoft. As the PeopleSoft implementation progresses, it will be imperative for information quality control to occur at the agency level. Information not reported or derived from other sources is noted throughout where applicable.



*All numbers are based on full time regular employees unless otherwise noted.

Did you know?

The Oklahoma Land Run on Easter Sunday in 1889 was just one of seven land openings in the territory. There were four other land runs, one land lottery, and in 1906 approximately 480,000 acres were distributed by a sealed bid auction.



Photo: Courtesy of the Legislative Service Bureau Photo Division.

Outlook on Oklahoma

1 Overview: Office of Personnel Management



Postcard of the State Capital Office Building Circa 1933
(Renamed the Jim Thorpe Building)

Photo: Courtesy of the Legislative Service Bureau Photo Division.

The Oklahoma Office of Personnel Management



History

In 1936, state voters adopted the Social Security Amendment to the state constitution to comply with the federal Social Security Act. The Social Security Act required employment standards based on merit for state agencies supported by federal grants-in-aid. This action led to the state's first Merit System. In August 1938, a three-member Merit System Council was appointed by the Governor to administer the Merit System, which applied only to grants-in-aid agencies: Public Welfare (now the Department of Human Services), Employment Security, Health, and Civil Defense (now the Department of Emergency Management).

The purpose of the Merit System was to foster a competent career service free from political patronage. The System was patterned after a standard model provided by the federal Office of State Merit Systems and had no basis in Oklahoma law.

In 1959, the state Legislature created the Merit Act, thus giving the Merit System a statutory basis, and provided for the extension of the Merit System to other state agencies through the issuance of Executive Orders. The Act replaced the Merit System Council with a seven-member State Personnel Board to be appointed by the Governor. The Board appointed a director who employed staff.

In 1982, the Oklahoma Legislature passed major reform legislation that replaced the Merit Act with the Oklahoma Personnel Act and created OPM as the administrative agency for the state personnel system. It also created the Ethics and Merit Commission (now the Oklahoma Merit Protection Commission) as a quasi-judicial entity to decide personnel-related disputes. Additional reforms were passed in the 1990s to provide state agencies with more flexibility while maintaining the basic protections of the Merit System. Since that time, OPM's role within state government has evolved from one that is primarily regulatory to one focusing on HR leadership and consultation.

Organization

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, recruitment, testing, certification, human resources development and employee 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 06, 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 51 "non-Merit System" agencies are "unclassified."

OPM also administers programs that affect both classified and unclassified employees, including Workforce Planning, Agency Payroll and Voluntary Payroll Deduction. Additionally, a number of state and federal personnel laws apply to all state agencies and employees.

The work of OPM is divided among nine departments/divisions:

- Office of the Administrator,
- State Employee Assistance Program,
- Employee Selection Services (Applicant Services and Personnel Assessment),
- Office of Equal Opportunity and Workplace Diversity,
- Financial Management Services,
- Human Resource Development Services,
- Information Technology Services, and
- Management Services (Classification and Compensation).

Our Mission

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

Our Vision

The Office of Personnel Management: “Human Resources Provider of Choice”
The State of Oklahoma: “Employer of Choice”

Core Values and Behaviors

Integrity: We are trustworthy. Our actions are consistent with our words and we pursue the highest good for the State of Oklahoma. We keep our promises and we do what we say we will do. We accept full responsibility for our decisions and our actions.

Customer Service: We listen. We treat others as they wish to be treated. Our work reflects our best effort. We continually examine ourselves, our systems, and our processes to ensure that we can meet our internal and external customers’ requirements.

Diversity: We value the ideas, background, experiences, and talents of each employee of the Office of Personnel Management. We respect each other. We are committed to ensuring that Oklahoma’s state government workforce reflects the diversity of its citizenry.

Human Resources Excellence:

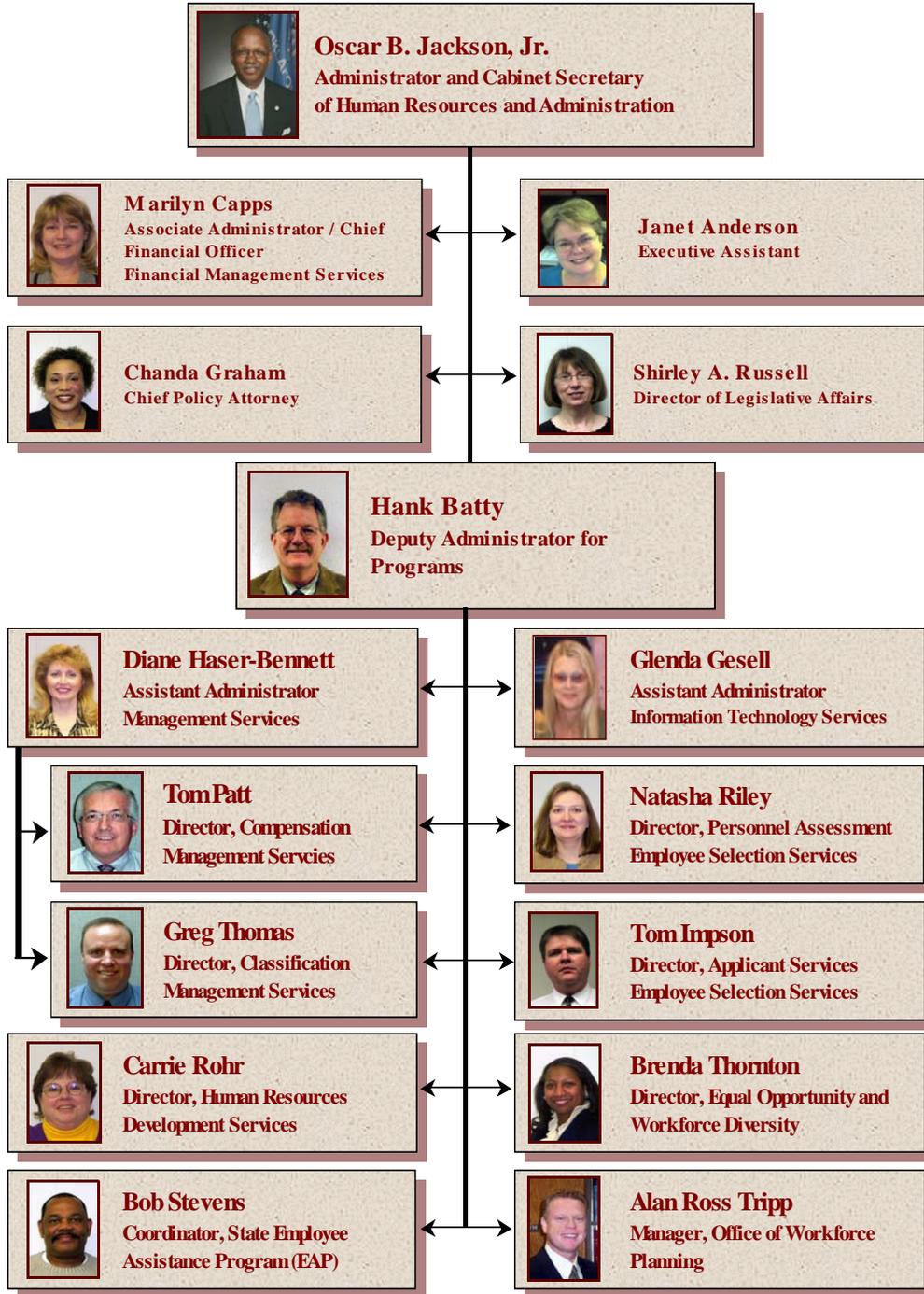
We offer leadership in service to the Human Resources professional community through our ongoing efforts to discover, implement, and share best practices. We are experts in the field of HR Management and share our expertise with each other and with our partners throughout state service, and both the public and private sectors. We empower each other to achieve.

Innovation:

We seek innovative solutions to human resources issues. We actively encourage creative approaches to human resources management. We are willing to experiment and take risks.

Partnering for Results:

We create mutually-beneficial partnerships and work with our external and internal customers on an equal basis toward common goals, recognizing the obligations we have to one another.



Summary

FY 2006 Annual Report



Financial Management Services

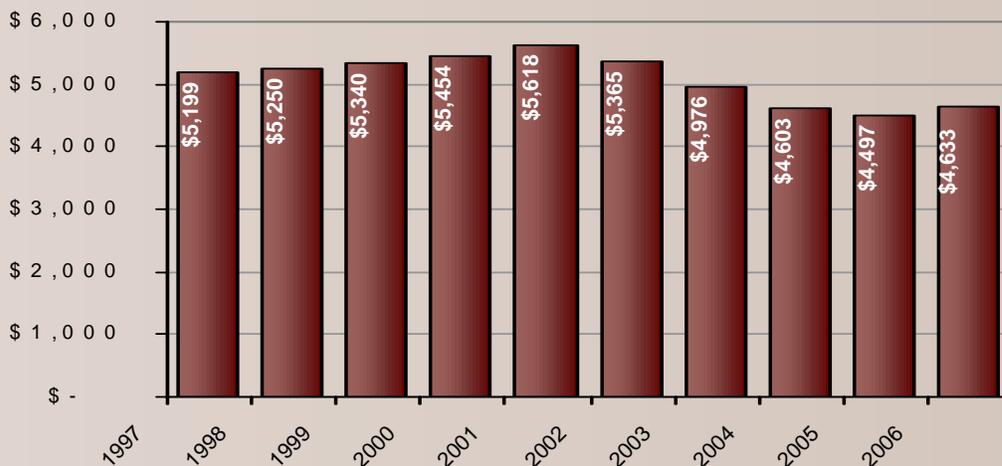
Marilyn Capps
Associate Administrator / Chief Financial Officer
Financial Management Services

Budget

OPM delivers its services with an operating budget of \$4.875 million in FY 2006 and a total full-time-equivalent (FTE) staff of 80. This budget represents a 3 percent increase in general revenue funding compared to FY 2005. The increase funded the salary portion of employee pay raises. OPM absorbed the increased benefits cost totaling over \$100,000.

A total of 95 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 and the Commission on the Status of Women Revolving Fund.

Chart 1: OPM General Revenue Appropriations Trend FY 1996-2006 (in 1,000s)



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.



Shirley A. Russell
Director of Legislative Affairs

FY 2006 HR Legislation Summary Review

COMPENSATION

Senate Bill 1686 (*Lerblance/Liotta*)

Enrolled SB 1686 clarifies that all state employers have the discretion of offering state employees that must work on a holiday the option of rescheduling the holiday or being paid two times the employee's regular hourly rate. State employees with fire suppression duties must receive holiday pay at two times the employee's regular hourly rate. *Amends 74:840-2.15; effective July 1, 2006.*

Senate Bill 82XX

Section 11 of Enrolled SB 82XX of the Second Extraordinary Session provides a 5% annualized salary increase for all full-time and part-time employees. *Raises effective 10/01/06.*

The bill also increases salary ranges for the Department of Public Safety, including Commissioner and Assistant Commissioner, the Highway Patrol Division, the Lake Patrol Section, the Capitol Patrol Section, the Communications Section, and the Driver License Examining Division. It also sets annual salary ranges for positions in the Oklahoma State Bureau of Narcotics and Dangerous Drugs Control, the Office of the Chief Medical Examiner, and the Oklahoma State Bureau of Investigation. *Salaries effective 1/01/07.*

House Bill 1181XX

Enrolled HB 1181XX of the Second Extraordinary Session provides a 5% increase to the salary range of the directors of non-appropriated state agencies, boards, commissions, departments, and programs with the Board of Dentistry and the State Board of Osteopathic Examiners receiving specific adjustments. *Effective 7/01/06.*

LEAVE

Senate Bill 1088 (*Bass/Coody*)

Enrolled SB 1088 increases the number of days of paid military leave for which state employees who are called to duty in the US military and its reserve components are eligible to receive. Previously, employees received their full regular pay for the first 20 workdays in the federal fiscal year; SB 1088 increases the number of workdays of full regular pay to 30 for all military reserves. *Amends 72:48; effective May 23, 2006.*



FY 2006 HR Legislation Summary Review (Continued)

LEAVE (continued)

Senate Bill 1361 (Leftwich/Terrill)

Enrolled SB 1361 extends the 30-day leave of absence for state employees in the National Guard to include all branches of the US military. *Amends 44:209; effective October 1, 2006.*



First Joint Session of the Legislature, January 19, 1917

Photo: Courtesy of the Legislative Service Bureau Photo Division.

Senate Bill 1581 (Leftwich/Terrill)

Section 2 of Enrolled SB 1581 permits state employees with fire protection, law enforcement, or Department of Corrections duties to receive compensation for excess leave at the regular rate of pay when they are unable to use excess leave because the leave is denied due to emergency circumstances that threaten public safety, health or welfare. *Amends 74:840-2.20; effective July 1, 2006.*

SKILL BASED PAY

Senate Bill 1831 (Johnson/Peters)

Enrolled SB 1831 states that skill-based adjustments implemented on or after 11/01/06 are paid to an employee as long as the employee remains in the position utilizing the skills. The adjustment is not to be included as part of the employee's base salary. *Amends 74:840-2.17; effective November 1, 2006.*

MISCELLANEOUS

House Bill 2125 (Wright/Easley)

Enrolled HB 2125 changes the name of the State Agency Review Committee to the Oversight Committee for the State Employee Charitable Contributions and re-creates the Committee for another six years. *Amends 74:7003, 7005, 7007-7009;*

Outlook on **Oklahoma**

Position Management: Organizing the Work For Oklahoma

1915



2005

Photo: Courtesy of the Legislative Service Bureau Photo Division.

The Oklahoma Office of Personnel Management

Table 1: FY 2006 Executive Branch (excluding Higher Education) Appropriations & Expenditures

| Cabinet | Regular Full-Time Employees | FY06 Appropriation (in \$1,000s) | FY06 Total Expenditures (in \$1,000s) |
|------------------------------------|-----------------------------|----------------------------------|---------------------------------------|
| Governor | 34 | \$2,579 | \$2,906 |
| Lieutenant Governor | 11 | \$592 | \$556 |
| Agriculture | 506 | \$42,500 | \$72,804 |
| Commerce and Tourism | 1,873 | \$89,868 | \$217,766 |
| Education (excl. Higher Education) | 977 | \$3,213,348 | 4,578,254 |
| Energy | 544 | \$13,203 | \$52,677 |
| Environment | 948 | \$15,340 | \$58,588 |
| Finance and Revenue | 2,093 | \$140,166 | \$418,650 |
| Health | 4,688 | \$869,463 | \$3,763,989 |
| HR and Administration | 801 | \$20,509 | \$100,400 |
| Human Services | 9,946 | \$665,132 | \$1,773,347 |
| Military | 363 | \$12,546 | \$30,799 |
| Safety and Security | 8,348 | \$613,971 | \$760,666 |
| Science and Technology | 23 | \$12,401 | \$13,806 |
| Secretary of State | 69 | \$7,903 | \$11,239 |
| Transportation | 3,024 | \$275,671 | \$949,515 |
| Veterans Affairs | 1,755 | \$36,040 | \$97,257 |
| Total | 35,026 | \$6,031,234 | \$12,903,219 |

Source: OPM and PeopleSoft HRMS, Governor's FY-2007 Executive Budget Historical Data, Governor's FY-2008 Executive Budget Historical Data. Note that Grand River Dam Authority is not included in above table. Total expenditures are not included for the Oklahoma Turnpike Authority. Includes appropriated and non-appropriated agencies. See Appendix for details of agencies.

Cabinet Department

Human Resources and Administration is comprised of 9 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
- OSEEGIB
- 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: Executive Branch (excluding Higher Education) FY 2006 FTE Usage

| Cabinet | Regular Full-Time Employees | Temp/ Seasonal Employees | FY 06 FTE Usage | Percentage Of Regular Employees |
|------------------------------------|-----------------------------|--------------------------|-----------------|---------------------------------|
| Governor | 34 | 4 | 35.2 | 89.5% |
| Lieutenant Governor | 11 | 2 | 7.2 | 84.6% |
| Agriculture | 506 | 102 | 597.2 | 83.2% |
| Commerce and Tourism | 1,873 | 819 | 2,147.2 | 69.6% |
| Education (excl. Higher Education) | 977 | 77 | 1,279.3 | 92.7% |
| Energy | 544 | 30 | 517.7 | 94.8% |
| Environment | 948 | 144 | 997.1 | 86.8% |
| Finance and Revenue | 2,093 | 71 | 2,063.5 | 96.7% |
| Health | 4,688 | 439 | 4,790.4 | 91.4% |
| HR and Administration | 801 | 98 | 764.4 | 89.1% |
| Human Services | 9,946 | 757 | 10,113.4 | 92.9% |
| Military | 363 | 35 | 376.2 | 91.2% |
| Safety and Security | 8,348 | 318 | 8,180.0 | 96.3% |
| Science and Technology | 23 | 1 | 19.3 | 95.8% |
| Secretary of State | 69 | 8 | 65.7 | 89.6% |
| Transportation | 3,024 | 89 | 2,965.4 | 97.1% |
| Veterans Affairs | 1,755 | 155 | 1,837.4 | 91.9% |
| Grand River Dam Authority GRDA) | 518 | 36 | 484.0 | 93.5% |
| Total | 36,521 | 3,185 | 37,240.6 | 92.0% |

Full-time-equivalent employees as of June 30, 2006, from OSF FY-2006 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.



Colorful Oklahomans.....

Oklahoma has a long history of interesting and colorful characters in State Politics. Propelled to local fame in 1953 after printing questionably humorous postcards involving President Eisenhower, Cowboy Pink Williams was elected Lieutenant Governor in 1954. Williams often hitchhiked to the state capital till the legislature appropriated money to buy him a car.



Greg Thomas, IPMA-CS
Director of Classification

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 373 job titles with 1,061 levels for these titles. 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.

FY06 Major Accomplishments

- Audited and processed 68,593 personnel actions
 - Included in that total are 1,125 personnel actions from the Oklahoma Military Department for the deployment of National Guardsmen to New Orleans to aid in the Hurricane Katrina relief effort. Also, over 3,500 market and equity adjustments were processed for the Department of Human Services giving 2% salary adjustment to all employees in their Social Services job families in an effort to resolve recruitment and retention problems.
- Responded to 16,464 inquiries and requests from agencies and employees
- Provided Human Resources support and guidance for 135 state agencies
- Managed 373 job family descriptors
 - Revised 20 Job Family Descriptors
 - Developed and adopted 2 new Job Family Descriptors, which were the first since November 1999, when the Class/Comp Reform Act was implemented.
- Played a key role in conversion of Group 4A agencies to the PeopleSoft HR System, involving approximately 16,00 employees. Worked directly with the agencies to resolve discrepancies and update data, allowing the conversion to take place before the scheduled conversion date.
- Developed position management training for PeopleSoft HR System. Core staff integrated this training component into PeopleSoft HR Basic Training, and invited OPM Classification/ASU staff to provide instruction.

Position Management

FY 2006 Annual Report

Table 3: FY 06 Unclassified Usage

| Agency | Merit Status | Regular Full-Time Employees | Classified Emp. | Unclassified Emp. | Percent Classified |
|--------------------------------|--------------|-----------------------------|-----------------|-------------------|--------------------|
| Agriculture | Merit | 424 | 374 | 50 | 88.2% |
| 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 | 300 | 273 | 27 | 91.0% |
| Bureau Of Narcotics | Merit | 95 | 76 | 19 | 80.0% |
| Central Services | Merit | 251 | 189 | 62 | 75.3% |
| Civil Emergency Management | Merit | 28 | 23 | 5 | 82.1% |
| Commerce | Merit | 162 | 7 | 155 | 4.3% |
| Commission On Children & Youth | Merit | 30 | 23 | 7 | 76.7% |
| Commissioners Land Office | Merit | 63 | 46 | 17 | 73.0% |
| Compsource | Merit | 357 | 191 | 166 | 53.5% |
| Conservation Commission | Merit | 54 | 6 | 48 | 11.1% |
| Corporation Commission | Merit | 492 | 386 | 106 | 78.5% |
| Corrections | Merit | 4,712 | 4,375 | 337 | 92.8% |
| Cosmetology Board | Merit | 14 | 11 | 3 | 78.6% |
| Department Of Consumer Credit | Merit | 16 | 12 | 4 | 75.0% |
| Department Of Securities | Merit | 26 | 2 | 24 | 7.7% |
| Education | Merit | 375 | 8 | 367 | 2.1% |
| Election Board | Merit | 24 | 22 | 2 | 91.7% |
| Embalmers & Funeral Directors | Merit | 3 | 0 | 3 | 0.0% |
| Employees Benefits Council | Merit | 33 | 27 | 6 | 81.8% |
| Environmental Quality | Merit | 538 | 501 | 37 | 93.1% |
| Ethics Commission | Merit | 8 | 4 | 4 | 50.0% |
| GRDA | Merit | 518 | 400 | 118 | 77.2% |
| Health | Merit | 2,264 | 1,770 | 494 | 78.2% |
| Health Care Authority | Merit | 381 | 0 | 381 | 0.0% |
| Historical Society | Merit | 164 | 146 | 18 | 89.0% |
| Human Rights Commission | Merit | 18 | 16 | 2 | 88.9% |
| Human Services | Merit | 7,648 | 7,052 | 596 | 92.2% |
| J.D. McCarty Center | Merit | 204 | 175 | 29 | 85.8% |
| Juvenile Affairs | Merit | 1,164 | 1,100 | 64 | 94.5% |
| Labor | Merit | 108 | 94 | 14 | 87.0% |
| Libraries | Merit | 64 | 60 | 4 | 93.8% |
| Liquefied Petroleum Gas Board | Merit | 9 | 7 | 2 | 77.8% |
| Medical Licensure/Supervision | Merit | 23 | 19 | 4 | 82.6% |
| Mental Health | Merit | 2,001 | 1,260 | 741 | 63.0% |
| Merit Protection Commission | Merit | 8 | 6 | 2 | 75.0% |
| Military Department | Merit | 361 | 195 | 166 | 54.0% |
| OCAST | Merit | 23 | 0 | 23 | 0.0% |
| OESC | Merit | 816 | 741 | 75 | 90.8% |
| Office Of Handicapped Concerns | Merit | 7 | 5 | 2 | 71.4% |
| Okla Real Estate Commission | Merit | 17 | 12 | 5 | 70.6% |
| Oklahoma Able Commission | Merit | 41 | 38 | 3 | 92.7% |
| Oklahoma Peanut Commission | Merit | 1 | 0 | 1 | 0.0% |
| OSEEGIB | Merit | 180 | 154 | 26 | 85.6% |
| Pardon And Parole Board | Merit | 37 | 34 | 3 | 91.9% |
| Personnel Management | Merit | 76 | 61 | 15 | 80.3% |

Position Management

FY 2006 Annual Report

Table 3: FY 06 Unclassified Usage (continued)

| Agency | Merit Status | Regular Full-Time Employees | Classified Employees | Unclassified Employees | Percent Classified |
|--------------------------------|--------------|-----------------------------|----------------------|------------------------|--------------------|
| Physician Manpower Training | Merit | 6 | 3 | 3 | 50.0% |
| Pro Engineers & Land Surveyors | Merit | 8 | 6 | 2 | 75.0% |
| Public Employees Retirement | Merit | 55 | 38 | 17 | 69.1% |
| Public Safety | Merit | 1,550 | 1,499 | 51 | 96.7% |
| Rehabilitation Services | Merit | 884 | 728 | 156 | 82.4% |
| School Of Science/Math | Merit | 75 | 3 | 72 | 4.0% |
| Secretary Of State | Merit | 36 | 31 | 5 | 86.1% |
| State Finance | Merit | 137 | 64 | 73 | 46.7% |
| State Fire Marshal | Merit | 32 | 28 | 4 | 87.5% |
| Tax Commission | Merit | 933 | 680 | 253 | 72.9% |
| Teachers' Retirement System | Merit | 52 | 26 | 26 | 50.0% |
| Tourism and Recreation | Merit | 591 | 311 | 280 | 52.6% |
| Transportation | Merit | 2,393 | 2,349 | 44 | 98.2% |
| Transportation Authority | Merit | 617 | 579 | 38 | 93.8% |
| Veterans Affairs | Merit | 1,757 | 1,695 | 62 | 96.5% |
| Water Resources Board | Merit | 94 | 67 | 27 | 71.3% |
| Will Rogers Memorial Comm | Merit | 7 | 4 | 3 | 57.1% |
| Total Merit | | 33,382 | 28,017 | 5,365 | 83.9% |
| Non-Merit | | | | | |
| Aeronautics Commission | Non-Merit | 10 | 0 | 10 | 0.0% |
| Attorney General | Non-Merit | 168 | 0 | 168 | 0.0% |
| Auditor and Inspector | Non-Merit | 169 | 3 | 166 | 1.8% |
| Bd Of Chem Test Alcohol/Drug | Non-Merit | 6 | 0 | 6 | 0.0% |
| Board Of Architects | Non-Merit | 3 | 0 | 3 | 0.0% |
| Board Of Nursing | Non-Merit | 30 | 0 | 30 | 0.0% |
| Boll Weevil Eradication Org | Non-Merit | 14 | 0 | 14 | 0.0% |
| Capitol Complex/Centennial Com | Non-Merit | 7 | 0 | 7 | 0.0% |
| Career/Tech. Education | Non-Merit | 362 | 0 | 362 | 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 | 36 | 5 | 31 | 13.9% |
| Department Of Mines | Non-Merit | 36 | 0 | 36 | 0.0% |
| District Attorney | Non-Merit | 1,145 | 0 | 1,145 | 0.0% |
| Educational Television Auth | Non-Merit | 74 | 0 | 74 | 0.0% |
| Firefighter Pension/Retirement | Non-Merit | 10 | 0 | 10 | 0.0% |
| Horse Racing Commission | Non-Merit | 43 | 0 | 43 | 0.0% |
| House of Representatives | Non-Merit | 212 | 0 | 212 | 0.0% |
| Indian Affairs Commission | Non-Merit | 4 | 0 | 4 | 0.0% |
| Indigent Defense System | Non-Merit | 121 | 0 | 121 | 0.0% |
| Industrial Finance Authority | Non-Merit | 6 | 0 | 6 | 0.0% |
| Insurance Department | Non-Merit | 150 | 0 | 150 | 0.0% |
| Interstate Oil & Gas Compact | Non-Merit | 2 | 0 | 2 | 0.0% |
| J.M. Davis Gun Museum | Non-Merit | 6 | 0 | 6 | 0.0% |
| Law Enforcement Retirement | Non-Merit | 5 | 0 | 5 | 0.0% |
| Lieutenant Governor | Non-Merit | 11 | 0 | 11 | 0.0% |
| Marginally Producing Wells | Non-Merit | 5 | 0 | 5 | 0.0% |
| Medicolegal Investigations | Non-Merit | 72 | 0 | 72 | 0.0% |

Position Management

FY 2006 Annual Report

Table 3: FY 06 Unclassified Usage (continued)

| Agency | Merit Status | Regular Full-Time Employees | Classified Employees | Unclassified Employees | Percent Classified |
|--------------------------------|--------------|-----------------------------|----------------------|------------------------|--------------------|
| Motor Vehicle Commission | Non-Merit | 4 | 0 | 4 | 0.0% |
| Nursing Home Admin Examiners | Non-Merit | 4 | 0 | 4 | 0.0% |
| Office Of The Governor | Non-Merit | 34 | 0 | 34 | 0.0% |
| Oklahoma Accountancy Board | Non-Merit | 9 | 0 | 9 | 0.0% |
| Oklahoma Arts Council | Non-Merit | 17 | 0 | 17 | 0.0% |
| Oklahoma Lottery Commission | Non-Merit | 39 | 0 | 39 | 0.0% |
| Oklahoma State Senate | Non-Merit | 184 | 0 | 184 | 0.0% |
| Oklahoma Wheat Commission | Non-Merit | 6 | 0 | 6 | 0.0% |
| Police Pension & Retirement | Non-Merit | 11 | 0 | 11 | 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 | 9 | 2 | 7 | 22.2% |
| Space Industry Dev Authority | Non-Merit | 5 | 0 | 5 | 0.0% |
| Speech-Language Pathology | Non-Merit | 1 | 0 | 1 | 0.0% |
| State Banking Department | Non-Merit | 40 | 0 | 40 | 0.0% |
| State Bond Advisor | Non-Merit | 3 | 0 | 3 | 0.0% |
| State Treasurer | Non-Merit | 77 | 0 | 77 | 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 | 5 | 0 | 5 | 0.0% |
| Used Motor Vehicle Commission | Non-Merit | 10 | 0 | 10 | 0.0% |
| Veterinary Medical Examiner | Non-Merit | 3 | 0 | 3 | 0.0% |
| Wildlife Conservation | Non-Merit | 316 | 0 | 316 | 0.0% |
| Total Non-Merit | | 3,535 | 10 | 3,525 | 0.3% |
| Total | | 36,917 | 28,027 | 8,890 | 75.9% |



Agency Services

Karen Luman
Human Resources Program Manager / Agency Services
Classification

Agency Services

The Agency Services Unit of OPM's Management Services assists 60 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 21 Merit System agencies and 39 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.

Position Management

FY 2006 Annual Report

Agency Services Continued....

Agency Services assisted with the conversion of agencies to the PeopleSoft system in FY 06. Group 4B accounted for approximately 25,000 state employees.

Approximately 20,000 inactive direct deposit records were purged from files as a result of decentralization.

Table 4: Fiscal Year Occupational Group Employee Counts

| Occupational Group | 06 Emp. Count | 05 Emp. Count | 04 Emp. Count | 03 Emp. Count | 02 Emp. Count | 02-06 Percent Change |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|
| Insurance and Benefits Administration | 174 | 178 | 188 | 201 | 206 | -15.5% |
| Information Technology | 739 | 726 | 741 | 745 | 757 | -2.4% |
| HR Management and Development | 423 | 390 | 391 | 392 | 399 | 6.0% |
| Financial Management | 987 | 924 | 940 | 970 | 1,046 | -5.6% |
| General Administrative | 4,140 | 3,982 | 4,049 | 4,153 | 4,464 | -7.3% |
| Logistics and Property Management | 1,339 | 1,282 | 1,301 | 1,324 | 1,381 | -3.0% |
| Law Enforcement | 1,639 | 1,528 | 1,517 | 1,540 | 1,528 | 7.3% |
| Social Services | 4,770 | 4,472 | 4,422 | 4,424 | 4,653 | 2.5% |
| Corrections & Custody | 3,059 | 2,893 | 2,946 | 2,977 | 3,137 | -2.5% |
| General Safety, Security | 242 | 218 | 219 | 198 | 204 | 18.6% |
| Rehabilitation/Vocational Services | 688 | 508 | 656 | 665 | 670 | 2.7% |
| Agricultural Services and Inspections | 249 | 257 | 257 | 259 | 287 | -13.2% |
| Oil, Gas, Transportation and Utility | 202 | 178 | 158 | 164 | 185 | 9.2% |
| Veterans Services | 27 | 29 | 33 | 42 | 38 | -28.9% |
| Travel, Tourism and Recreation | 93 | 91 | 93 | 112 | 120 | -22.5% |
| Power Generation | 326 | 313 | 312 | 312 | 312 | 4.5% |
| General and Environmental Services | 380 | 360 | 363 | 358 | 351 | 8.3% |
| Prof. Engineering and Land Surveyors | 275 | 280 | 301 | 303 | 296 | -7.1% |
| Transportation | 2,165 | 2,111 | 2,125 | 2,110 | 2,076 | 4.3% |
| Historical Preservation | 81 | 71 | 66 | 73 | 79 | 2.5% |
| Revenue and Taxation | 324 | 279 | 262 | 333 | 366 | -11.5% |
| Employment Services | 338 | 301 | 312 | 333 | 339 | -0.3% |
| Health Care Services | 843 | 786 | 812 | 801 | 834 | 1.1% |
| Nursing Services | 2,614 | 2,485 | 2,427 | 2,367 | 2,490 | 5.0% |
| Institutional and Nutritional Services | 1,910 | 1,819 | 1,782 | 1,757 | 1,809 | 5.6% |
| Total Classified | 28,027 | 26,461 | 26,673 | 26,913 | 28,027 | 0.0% |
| Unclassified | 8,890 | 7,056 | 8,068 | 7,619 | 8,084 | 10.0% |
| Total | 36,917* | 33,517 | 34,741 | 34,532 | 36,113 | 2.2% |

*Note: 2006 includes approximately 1800 employees of the House of Representatives, Senate, and Judiciary previously unreported that are now tracked in Peoplesoft.

Outlook on Oklahoma

Selection: Hiring the Workers



Carl Albert Public Internship Coordinator
Jenny Chong talks to a student at the Greater
Oklahoma City Chamber of Commerce job fair

The Oklahoma Office of Personnel Management



Tom Impson
Director of Applicant Services
Employee Selection Services

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. Employee Selection Services also acquired the Carl Albert Internship program in FY06.

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:

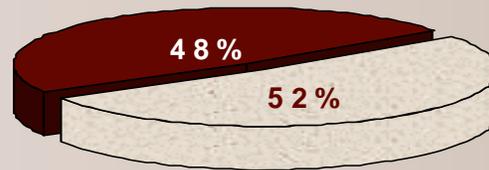
Registers

The team is responsible for services related to applicant registers, test administration, and applicant files. In FY 06, the team administered 12,546 tests.

Priority Reemployment

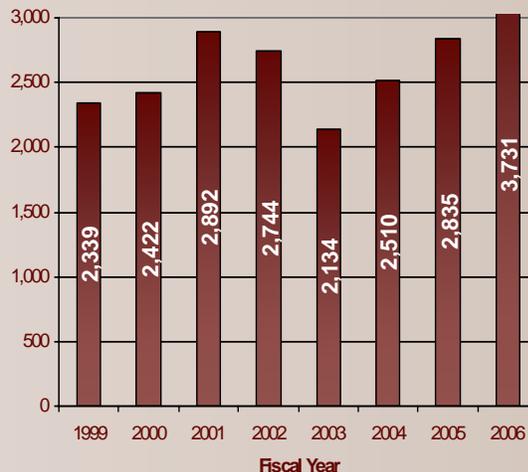
The division administers the Priority Reemployment Consideration (PRC) program. State law provides for permanent, classified employees and regular, unclassified employees separated through a reduction in force to be eligible for priority consideration for jobs in which they meet all requirements.

Chart 2: FY 06 Certificate Appointments vs. Other Appointments



- 3,731 appointments of applicants from OPM's certificate process
- 4,016 appointments in other* classified and unclassified processes (excluding temporaries)

Chart 3: Certificate Appointment Trend 1999-2006





APPLICANT SERVICES (continued)

Recruitment

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

In FY 06 division staff attended 37 career and job fairs including events at: University of Oklahoma, Oklahoma State University, University of Central Oklahoma, University of Tulsa, Rose State College, Metro Tech, St. Gregory University, Redlands Community College, NW Oklahoma State University, Oklahoma City Community College, Oklahoma City University, Oklahoma Christian University, Moore-Norman Vo-tech, Francis Tuttle, and SW Oklahoma State University.

Carl Albert Public Internship Program



Jenny Chong
Coordinator, CAPIP

The Carl Albert Public Internship Program has assisted 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 since 1988. The program has two components: the Undergraduate Internship, and the Executive Fellows. At the conclusion of FY 06, a total of 25 graduate students and eight 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.

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.

State agencies utilized CAPIP's from the following universities: University of Oklahoma, Oklahoma City University, Oklahoma State University, East Central University, Northwestern State University, University of Oklahoma Health Science Center, University of Central Oklahoma, Langston University, and the University of Arkansas.

Chart 4: FY 06 Applicant Process

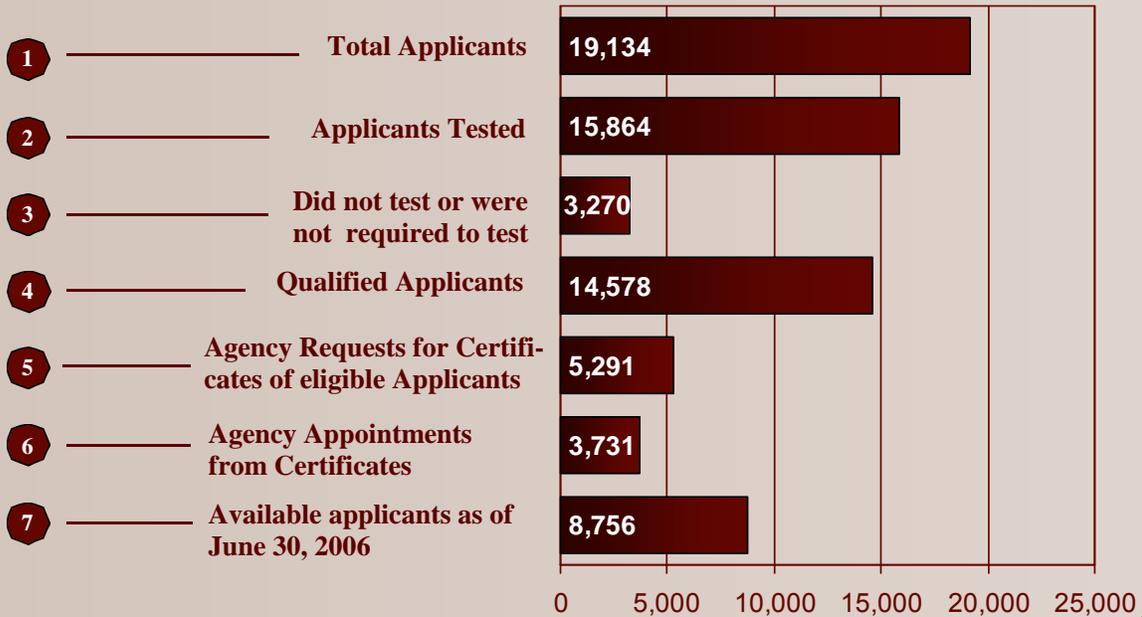


Chart 5: FY 06 Application Process

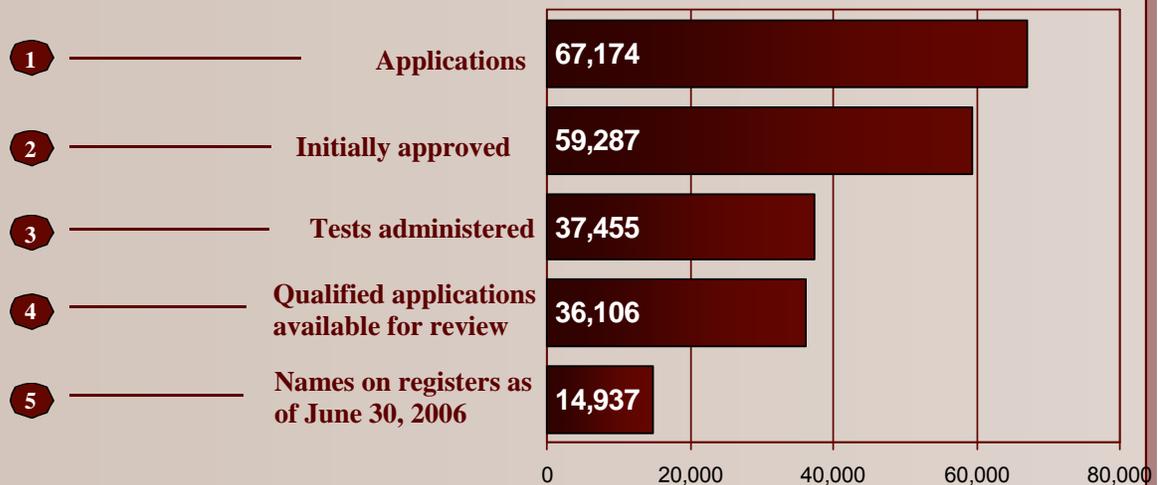


Table 5: FY 06 Top 20 Most Applied for Job Families

| Job Family | Applications | Appointments | Percent Appointed |
|--------------------------------------|--------------|--------------|-------------------|
| Administrative Technician | 2,842 | 237 | 8.34% |
| Customer Svc Representative | 835 | 22 | 2.63% |
| Workforce Services Specialist | 613 | 19 | 3.10% |
| Administrative Assistant | 581 | 27 | 4.65% |
| Child Welfare Specialist | 576 | 243 | 42.19% |
| Social Services Specialist | 498 | 258 | 51.81% |
| Secretary | 463 | 32 | 6.91% |
| Customer Asst Representative | 374 | 31 | 8.29% |
| Correctional Security Officer | 363 | 458 | 126.17% |
| Therapeutic/Medical Aide | 336 | 3 | 0.89% |
| Patient Care Assistant | 332 | 431 | 129.82% |
| Toll Collector | 286 | 31 | 10.84% |
| Direct Care Specialist | 273 | 244 | 89.38% |
| Food Service Specialist | 219 | 117 | 53.42% |
| Juvenile Specialist | 208 | 102 | 49.04% |
| Housekeeping/Custodial Worker | 193 | 70 | 36.27% |
| Probation Parole Officer | 189 | 55 | 29.10% |
| Juvenile Justice Specialist | 182 | 47 | 25.82% |
| Adult Protective Services Specialist | 176 | 18 | 10.23% |
| Materiel Management Specialist | 151 | 23 | 15.23% |
| Total | 9,690 | 2,468 | 25.47% |
| Percent of all applications | 64.9% | 66.1% | |



Natasha Riley
Director; Personnel Assessment
Employee Selection Services

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.

FY 2006 Major Accomplishments

Personnel Assessment staff developed or revised five written content-validated job knowledge test, one certification test, and developed or revised fifteen ratings of training and experience. Of those fifteen ratings of training and experience, six were supplemental questionnaires.

In development and validation of selection devices, Personnel Assessment conducted 37 meetings with agency employees to review new or existing selection devices. Additionally, four meetings were held to provide consultation to agencies on interviewing and other selection procedures.

Chart 6: Written, Validated Tests Created or Revised from FY 1996 to 2006



Personnel Assessment continued....

For the first time a member of the division, Laura Sohl, presented research which she conducted during a job analysis of Juvenile Specialist to the 30th annual conference of the IPMA-HR Assessment council (IPMAAC).

The division completed eleven agency audits of the performance management process, bringing the total number of agencies audited to 73. Meeting were held with leaders of four agencies regarding insufficient PMP compliance.

Division staff taught the HRDS course: Structured Interviewing Process seven times.

Chart 7: FY 06 Merit Agencies Appointments by Type

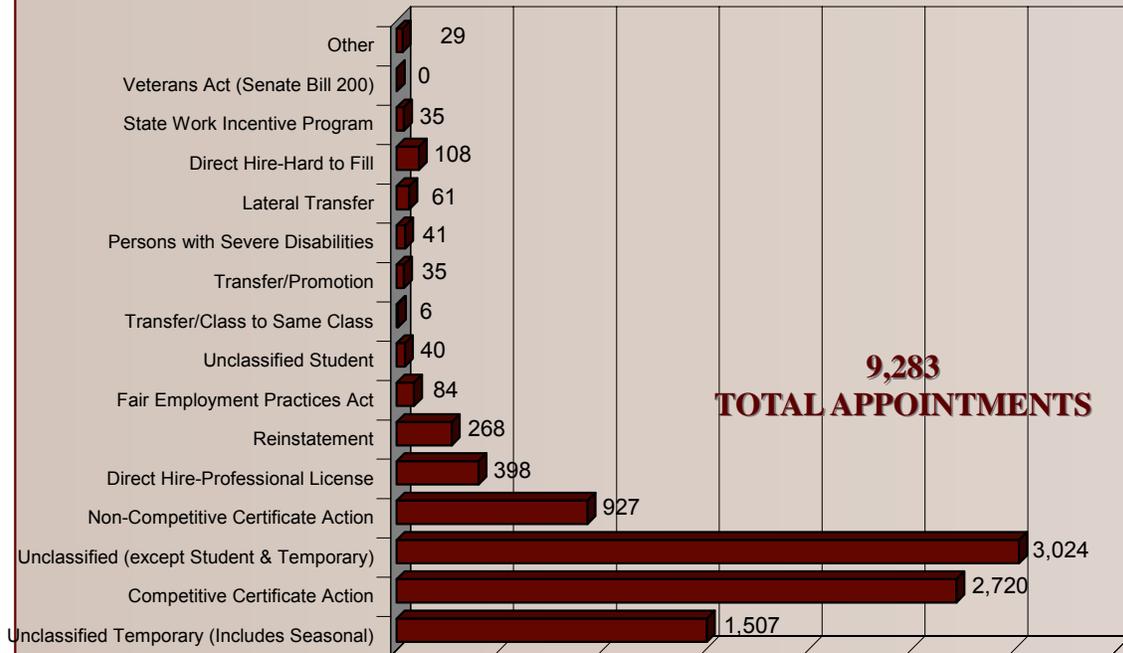
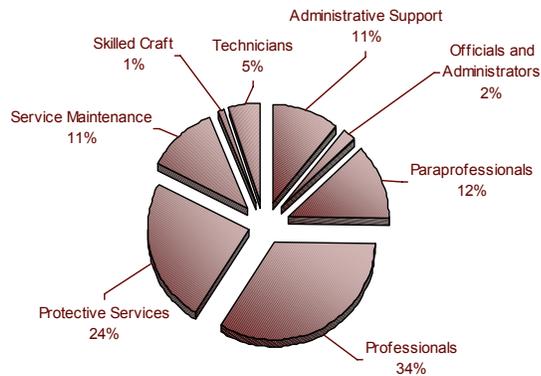


Chart 8: FY 06 Merit Agencies Appointments by EEO Category

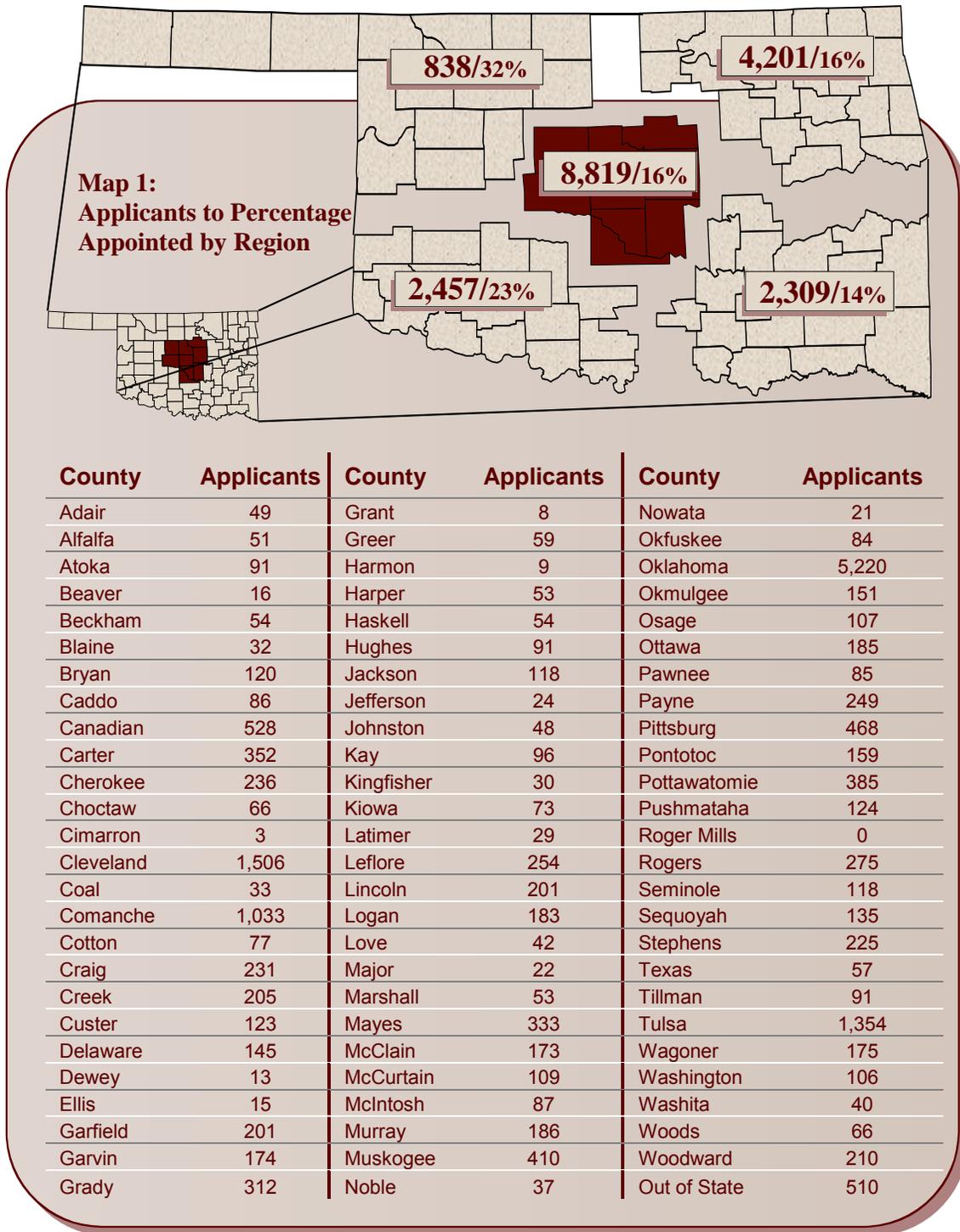
Number Category

| | |
|--------------|------------------------------|
| 1,007 | Administrative Support |
| 186 | Officials and Administrators |
| 1,147 | Paraprofessionals |
| 3,119 | Professionals |
| 2,199 | Protective Service |
| 1,047 | Service Maintenance |
| 124 | Skilled Craft |
| 454 | Technicians |
| 9,283 | Total |



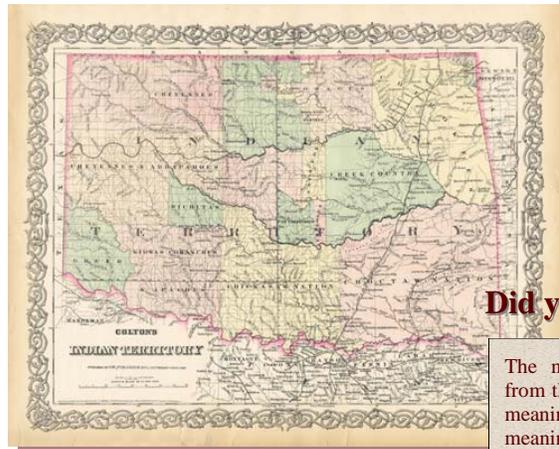
Selection

FY 2006 Annual Report



Outlook on Oklahoma

Demographics: The Oklahoma Workforce



Indian Territory 1876

Did you know?

The name "Oklahoma" comes from the Choctaw words: "okla" meaning people and "humma" meaning red, so the state's name literally means "red people."

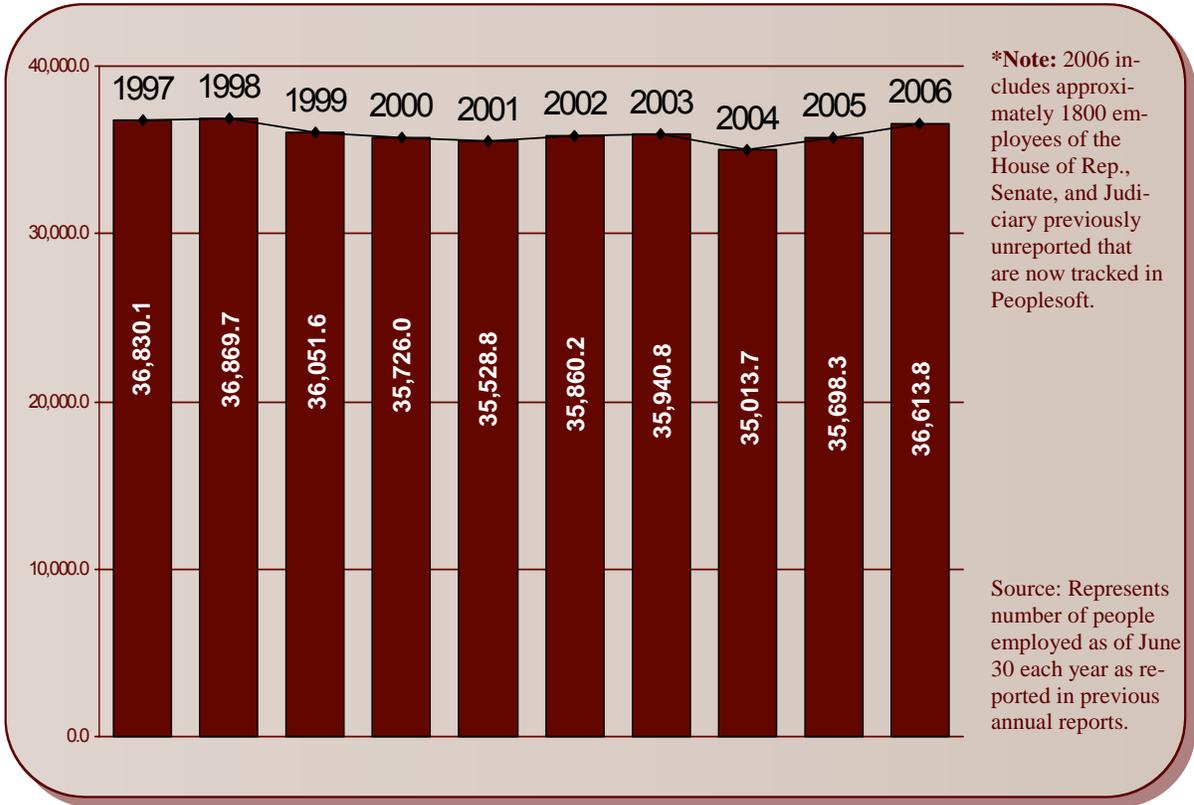
Photo: Courtesy of the Legislative Service Bureau Photo Division.

The Oklahoma Office of Personnel Management

Demographics

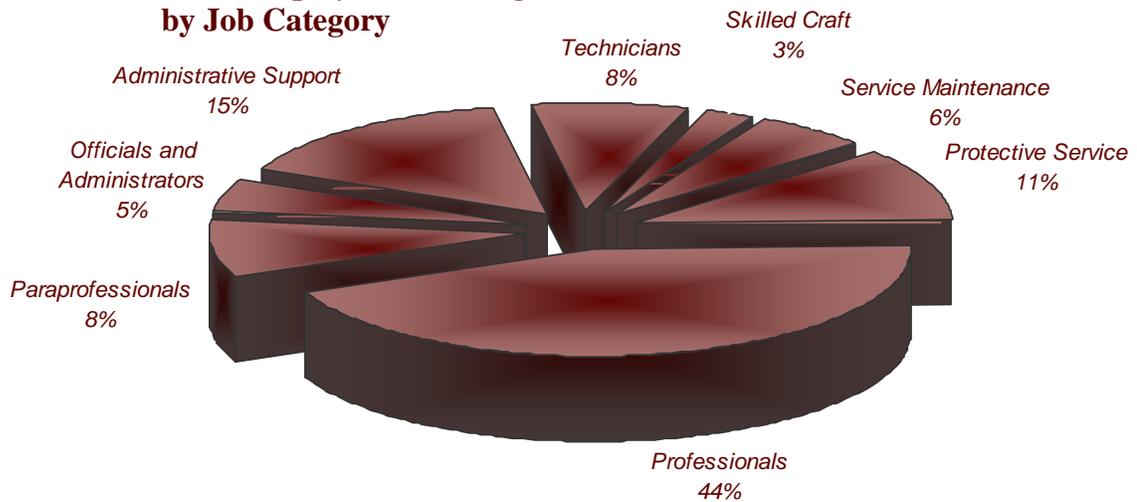
FY 2006 Annual Report

Chart 9: FTE Count 1997 to 2006



Source: Represents Fiscal Year Average as reported in the OSF FTE Report.

Chart 10: FY 06 Employee Percentage by Job Category



Demographics

FY 2006 Annual Report

Table 6: Agency Employees by Job Category

| Agency | Admin. Support | Off. & Admin. | Para – Prof. | Prof. | Prot. Svc. | Svc. Maint. | Skilled Craft | Tech. |
|--------------------------------|----------------|---------------|--------------|-------|------------|-------------|---------------|-------|
| Aeronautics Commission | 2 | 1 | 0 | 7 | 0 | 0 | 0 | 0 |
| Agriculture | 52 | 27 | 2 | 108 | 101 | 8 | 2 | 124 |
| Attorney General | 24 | 3 | 10 | 128 | 0 | 0 | 0 | 3 |
| Auditor and Inspector | 13 | 30 | 6 | 119 | 1 | 0 | 0 | 0 |
| Board Of Nursing | 14 | 3 | 0 | 13 | 0 | 0 | 0 | 0 |
| Board Of Pharmacy | 1 | 3 | 0 | 4 | 0 | 0 | 0 | 0 |
| Boll Weevil Eradication Org | 3 | 1 | 0 | 7 | 0 | 3 | 0 | 0 |
| Bureau Of Investigation | 49 | 16 | 1 | 88 | 64 | 0 | 1 | 81 |
| Bureau Of Narcotics | 21 | 11 | 0 | 10 | 46 | 0 | 0 | 7 |
| Capitol Complex/Centennial Com | 2 | 2 | 0 | 3 | 0 | 0 | 0 | 0 |
| Career/Tech. Education | 60 | 27 | 10 | 220 | 0 | 13 | 11 | 21 |
| Central Services | 50 | 24 | 8 | 79 | 0 | 28 | 44 | 18 |
| Civil Emergency Management | 5 | 2 | 0 | 19 | 1 | 0 | 0 | 1 |
| CLEET | 7 | 1 | 0 | 25 | 0 | 0 | 0 | 1 |
| Commerce | 15 | 29 | 2 | 116 | 0 | 0 | 0 | 0 |
| Comm. On Children & Youth | 7 | 2 | 0 | 20 | 0 | 0 | 0 | 1 |
| Commissioners Land Office | 15 | 7 | 0 | 37 | 0 | 0 | 0 | 4 |
| Compsource | 101 | 8 | 8 | 157 | 0 | 1 | 1 | 81 |
| Conservation Commission | 3 | 8 | 0 | 36 | 0 | 0 | 0 | 7 |
| Construction Industries Board | 8 | 2 | 0 | 26 | 0 | 0 | 0 | 0 |
| Corporation Commission | 86 | 39 | 11 | 194 | 34 | 0 | 0 | 128 |
| Corrections | 508 | 114 | 49 | 1,206 | 2,439 | 141 | 22 | 233 |
| Cosmetology Board | 6 | 2 | 0 | 0 | 0 | 0 | 0 | 6 |
| Department Of Consumer Credit | 4 | 2 | 0 | 10 | 0 | 0 | 0 | 0 |
| Department Of Mines | 5 | 3 | 2 | 18 | 8 | 0 | 0 | 0 |
| Department Of Securities | 2 | 2 | 2 | 19 | 0 | 0 | 0 | 1 |
| District Attorney | 630 | 15 | 3 | 490 | 0 | 0 | 0 | 7 |
| Education | 78 | 58 | 2 | 227 | 0 | 0 | 1 | 9 |
| Educational Television Auth | 5 | 3 | 9 | 40 | 0 | 3 | 9 | 5 |
| Election Board | 4 | 3 | 2 | 10 | 0 | 0 | 0 | 5 |
| Employees Benefits Council | 6 | 5 | 2 | 17 | 0 | 0 | 0 | 3 |
| Environmental Quality | 61 | 42 | 2 | 415 | 0 | 2 | 0 | 16 |
| Ethics Commission | 1 | 2 | 0 | 4 | 0 | 0 | 0 | 1 |
| Firefighter Pension/Retirement | 2 | 2 | 2 | 4 | 0 | 0 | 0 | 0 |
| GRDA | 31 | 88 | 0 | 59 | 9 | 8 | 291 | 32 |

Demographics

FY 2006 Annual Report

Table 6: Agency Employees by Job Category (Continued)

| Agency | Admin. Support | Off. & Admin. | Para - prof. | Prof. | Prot. Svc. | Svc. Maint. | Skilled Craft | Tech. |
|---------------------------------|----------------|---------------|--------------|--------------|------------|-------------|---------------|------------|
| Health | 516 | 75 | 84 | 1,470 | 3 | 14 | 2 | 100 |
| Health Care Authority | 63 | 27 | 28 | 246 | 0 | 0 | 0 | 17 |
| Historical Society | 19 | 7 | 34 | 67 | 0 | 22 | 6 | 9 |
| Horse Racing Commission | 15 | 2 | 1 | 24 | 0 | 1 | 0 | 0 |
| House of Representatives | 70 | 48 | 1 | 52 | 0 | 7 | 0 | 6 |
| Human Rights Commission | 7 | 2 | 0 | 9 | 0 | 0 | 0 | 0 |
| Human Services | 902 | 187 | 779 | 5,278 | 40 | 135 | 132 | 195 |
| Indigent Defense System | 22 | 16 | 0 | 82 | 0 | 0 | 0 | 1 |
| Industrial Finance Authority | 0 | 4 | 0 | 2 | 0 | 0 | 0 | 0 |
| Insurance Department | 56 | 15 | 1 | 78 | 0 | 0 | 0 | 0 |
| J.D. McCarty Center | 11 | 9 | 116 | 43 | 0 | 15 | 2 | 8 |
| Juvenile Affairs | 114 | 44 | 339 | 464 | 131 | 36 | 17 | 18 |
| Labor | 23 | 14 | 0 | 61 | 0 | 1 | 0 | 9 |
| Libraries | 15 | 6 | 4 | 36 | 0 | 0 | 0 | 3 |
| Lieutenant Governor | 1 | 3 | 0 | 6 | 0 | 0 | 0 | 1 |
| Liquefied Petroleum Gas Board | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 6 |
| Medical Licensure/Supervision | 12 | 3 | 0 | 8 | 0 | 0 | 0 | 0 |
| Medicolegal Investigations | 8 | 5 | 2 | 42 | 4 | 2 | 0 | 9 |
| Mental Health | 240 | 81 | 509 | 857 | 28 | 121 | 42 | 123 |
| Merit Protection Commission | 0 | 2 | 0 | 6 | 0 | 0 | 0 | 0 |
| Military Department | 46 | 17 | 24 | 124 | 71 | 28 | 34 | 17 |
| OCAST | 3 | 6 | 0 | 14 | 0 | 0 | 0 | 0 |
| OESC | 72 | 102 | 70 | 517 | 6 | 0 | 4 | 45 |
| Office Of Handicapped Concerns | 1 | 1 | 0 | 4 | 0 | 0 | 0 | 1 |
| Office Of The Governor | 0 | 1 | 0 | 33 | 0 | 0 | 0 | 0 |
| Oklahoma Real Estate Commission | 11 | 3 | 0 | 2 | 0 | 0 | 0 | 1 |
| Oklahoma Able Commission | 5 | 8 | 0 | 7 | 21 | 0 | 0 | 0 |
| Oklahoma Accountancy Board | 3 | 2 | 0 | 4 | 0 | 0 | 0 | 0 |
| Oklahoma Arts Council | 2 | 7 | 0 | 8 | 0 | 0 | 0 | 0 |
| OSEEGIB | 16 | 9 | 52 | 88 | 0 | 0 | 0 | 15 |
| Pardon And Parole Board | 6 | 2 | 0 | 5 | 24 | 0 | 0 | 0 |
| Personnel Management | 14 | 11 | 2 | 41 | 0 | 0 | 0 | 8 |



Photo: Courtesy of the Legislative Service Bureau Photo Division.

Demographics

FY 2006 Annual Report

Table 6: Agency Employees by Job Category (Continued)

| Agency | Admin. Support | Off. & Admin. | Para - prof. | Prof. | Prot. Svc. | Svc Maint. | Skilled Craft | Tech. |
|--------------------------------|----------------|---------------|--------------|---------------|--------------|--------------|---------------|--------------|
| Physician Manpower Training | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 |
| Police Pension & Retirement | 2 | 3 | 0 | 6 | 0 | 0 | 0 | 0 |
| Pro Engineers & Land Surveyors | 6 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Public Employees Retirement | 12 | 7 | 12 | 20 | 0 | 0 | 0 | 4 |
| Public Safety | 395 | 28 | 4 | 151 | 885 | 12 | 30 | 45 |
| Rehabilitation Services | 89 | 58 | 85 | 480 | 4 | 24 | 12 | 132 |
| Scenic Rivers Commission | 2 | 1 | 0 | 1 | 3 | 0 | 1 | 1 |
| School Of Science/Math | 5 | 5 | 1 | 61 | 0 | 3 | 0 | 0 |
| Secretary Of State | 18 | 3 | 3 | 9 | 0 | 0 | 0 | 3 |
| Senate | 70 | 3 | 10 | 124 | 0 | 3 | 0 | 2 |
| State Banking Department | 5 | 5 | 0 | 29 | 0 | 0 | 0 | 1 |
| State Finance | 16 | 16 | 4 | 66 | 0 | 0 | 0 | 35 |
| State Fire Marshal | 4 | 0 | 0 | 6 | 22 | 0 | 0 | 0 |
| State Treasurer | 11 | 4 | 4 | 42 | 0 | 0 | 0 | 16 |
| Tax Commission | 87 | 44 | 34 | 709 | 0 | 0 | 4 | 55 |
| Teacher Preparation Commission | 3 | 3 | 1 | 2 | 0 | 0 | 0 | 0 |
| Teachers' Retirement System | 11 | 4 | 4 | 30 | 0 | 0 | 0 | 3 |
| Tourism and Recreation | 114 | 17 | 67 | 107 | 42 | 110 | 113 | 21 |
| Transportation | 167 | 263 | 15 | 228 | 1 | 848 | 86 | 785 |
| Transportation Authority | 309 | 17 | 49 | 57 | 0 | 136 | 14 | 35 |
| Used Motor Vehicle Commission | 4 | 1 | 0 | 5 | 0 | 0 | 0 | 0 |
| Veterans Affairs | 85 | 29 | 618 | 243 | 35 | 367 | 47 | 333 |
| Water Resources Board | 12 | 14 | 0 | 62 | 0 | 0 | 0 | 6 |
| Wildlife Conservation | 31 | 6 | 1 | 105 | 10 | 2 | 1 | 160 |
| Will Rogers Memorial Comm | 1 | 1 | 0 | 2 | 0 | 3 | 0 | 0 |
| Other | 37 | 33 | 7 | 41 | 0 | 0 | 1 | 3 |
| Total | 5,653 | 1,875 | 3,098 | 16,214 | 4,033 | 2,097 | 930 | 3,017 |

"Other" category includes all 24 agencies with fewer than five full-time, regular employees.

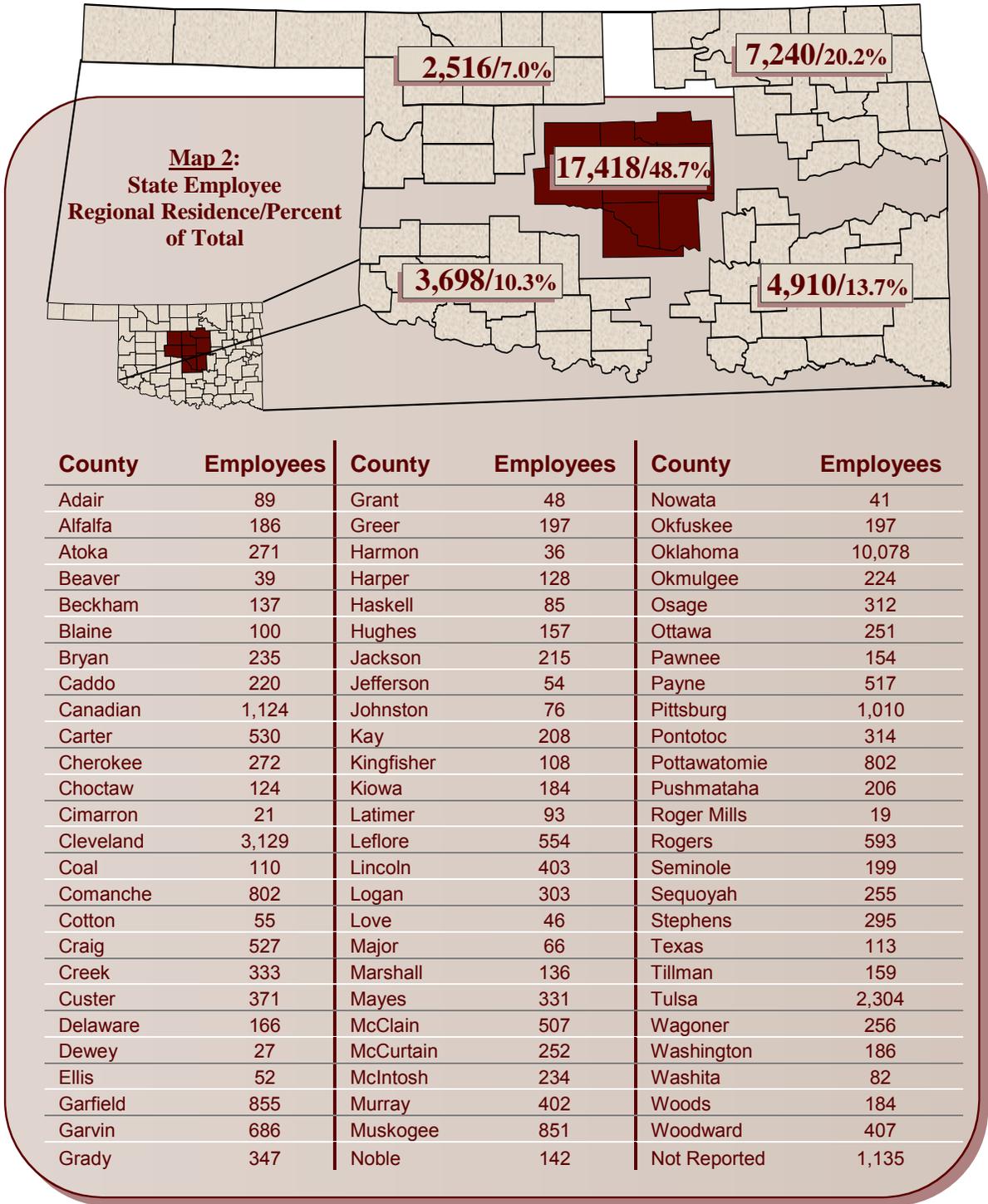


Oklahoma City
2006

The Oklahoma Office of Personnel Management

Demographics

FY 2006 Annual Report



Demographics

FY 2006 Annual Report



Table 7:

**Employees
by Age Groups**

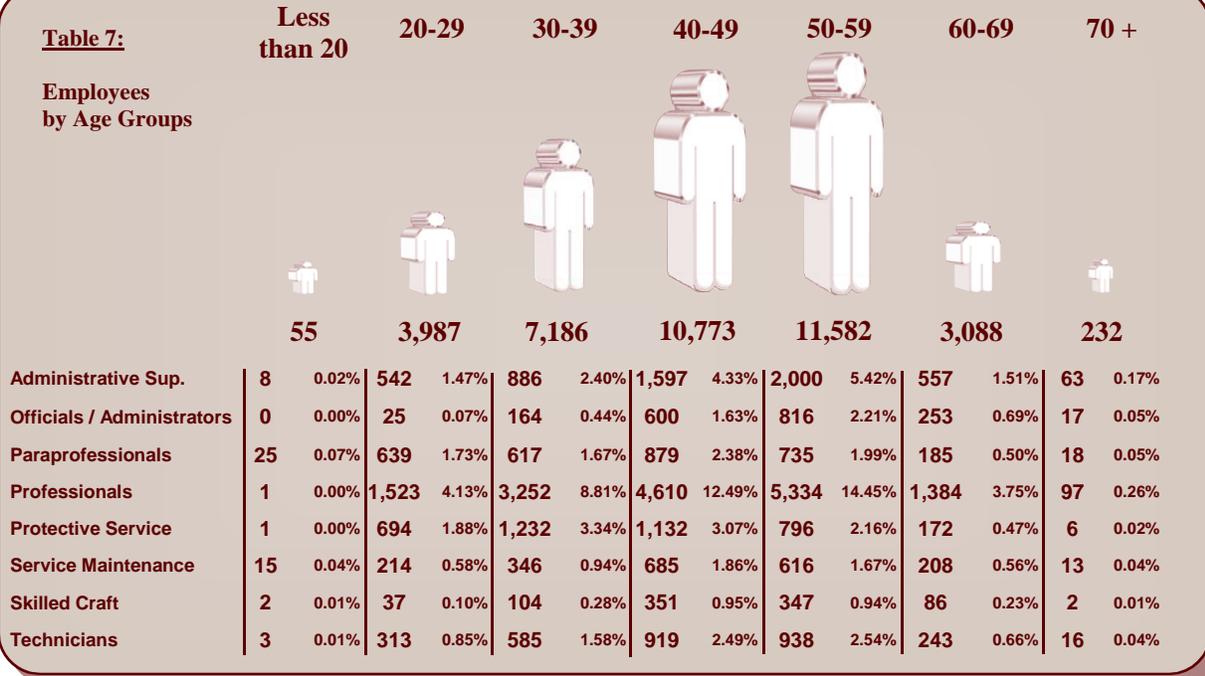
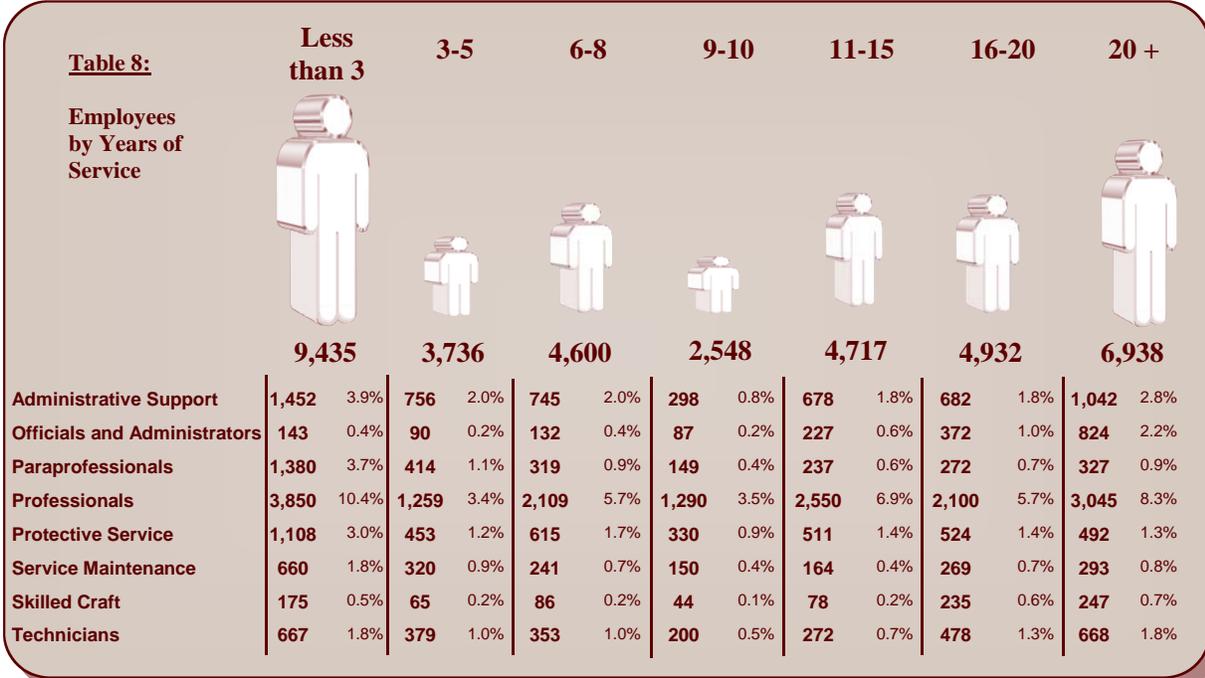


Table 8:

**Employees
by Years of
Service**



Demographics

FY 2006 Annual Report

Table 9: FY 06 Agency Average Age, Years of Service

| Agency | Emp. under age 50 | Emp. age 50 or older | Avg. Age | Avg. Years of Service | Avg. Years to Ret. Eligibility |
|--------------------------------|-------------------|----------------------|----------|-----------------------|--------------------------------|
| Aeronautics Commission | 7 | 3 | 45.1 | 8.7 | 14.7 |
| Agriculture | 245 | 179 | 45.9 | 13.8 | 10.4 |
| Attorney General | 102 | 66 | 44.7 | 9.3 | 14.7 |
| Auditor and Inspector | 119 | 50 | 41.4 | 10.7 | 16.4 |
| Board Of Nursing | 14 | 16 | 48.4 | 7.3 | 12.9 |
| Board Of Pharmacy | 5 | 3 | 49.0 | 11.0 | 11.4 |
| Boll Weevil Eradication Org | 9 | 5 | 49.3 | 6.0 | 12.6 |
| Bureau Of Investigation | 189 | 111 | 43.8 | 12.6 | 14.0 |
| Bureau Of Narcotics | 63 | 32 | 43.3 | 12.4 | 14.2 |
| Capitol Complex/Centennial Com | 3 | 4 | 53.9 | 13.1 | 8.2 |
| Career/Tech. Education | 205 | 157 | 47.5 | 12.3 | 10.1 |
| Central Services | 111 | 140 | 49.3 | 12.3 | 9.7 |
| Civil Emergency Management | 8 | 20 | 54.4 | 12.3 | 7.2 |
| CLEET | 15 | 19 | 49.1 | 10.9 | 10.7 |
| Commerce | 94 | 68 | 45.7 | 10.1 | 13.8 |
| Commission On Children & Youth | 19 | 11 | 44.0 | 10.1 | 14.7 |
| Commissioners Land Office | 26 | 37 | 50.5 | 14.8 | 8.0 |
| Compsource | 192 | 165 | 46.6 | 9.7 | 12.8 |
| Conservation Commission | 32 | 22 | 46.0 | 12.6 | 12.6 |
| Construction Industries Board | 18 | 18 | 49.2 | 8.0 | 12.1 |
| Corporation Commission | 208 | 284 | 50.5 | 12.6 | 9.5 |
| Corrections | 3,049 | 1,663 | 44.1 | 10.1 | 12.7 |
| Cosmetology Board | 10 | 4 | 46.2 | 8.8 | 13.0 |
| Department Of Consumer Credit | 5 | 11 | 53.9 | 10.4 | 8.6 |
| Department Of Mines | 19 | 17 | 47.7 | 15.2 | 9.2 |
| Department Of Securities | 12 | 14 | 49.5 | 15.6 | 9.0 |
| District Attorney | 776 | 369 | 42.9 | 8.2 | 14.0 |
| Education | 211 | 164 | 46.1 | 9.8 | 11.7 |
| Educational Television Auth | 45 | 29 | 44.4 | 8.2 | 15.7 |
| Election Board | 9 | 15 | 50.9 | 14.4 | 7.8 |
| Employees Benefits Council | 17 | 16 | 48.3 | 9.8 | 11.7 |
| Environmental Quality | 323 | 215 | 44.9 | 11.4 | 11.9 |
| Ethics Commission | 1 | 7 | 56.3 | 13.4 | 5.1 |
| Firefighter Pension/Retirement | 5 | 5 | 47.1 | 13.8 | 10.4 |
| GRDA | 258 | 260 | 47.8 | 17.4 | 7.2 |
| Health | 1,296 | 968 | 45.9 | 10.1 | 11.8 |
| Health Care Authority | 269 | 112 | 43.1 | 10.0 | 15.6 |
| Historical Society | 75 | 89 | 48.7 | 11.5 | 11.4 |
| Horse Racing Commission | 19 | 24 | 52.1 | 11.8 | 8.8 |
| Human Rights Commission | 13 | 5 | 44.3 | 11.0 | 14.3 |
| Human Services | 4,607 | 3,041 | 44.8 | 11.0 | 12.0 |
| Indigent Defense System | 78 | 43 | 45.1 | 8.9 | 14.7 |
| Industrial Finance Authority | 0 | 6 | 61.7 | 17.7 | 0.8 |
| Insurance Department | 88 | 62 | 45.1 | 7.2 | 15.3 |
| J.D. McCarty Center | 154 | 50 | 38.8 | 5.0 | 17.4 |
| Juvenile Affairs | 762 | 401 | 44.2 | 9.6 | 15.0 |

Demographics

FY 2006 Annual Report

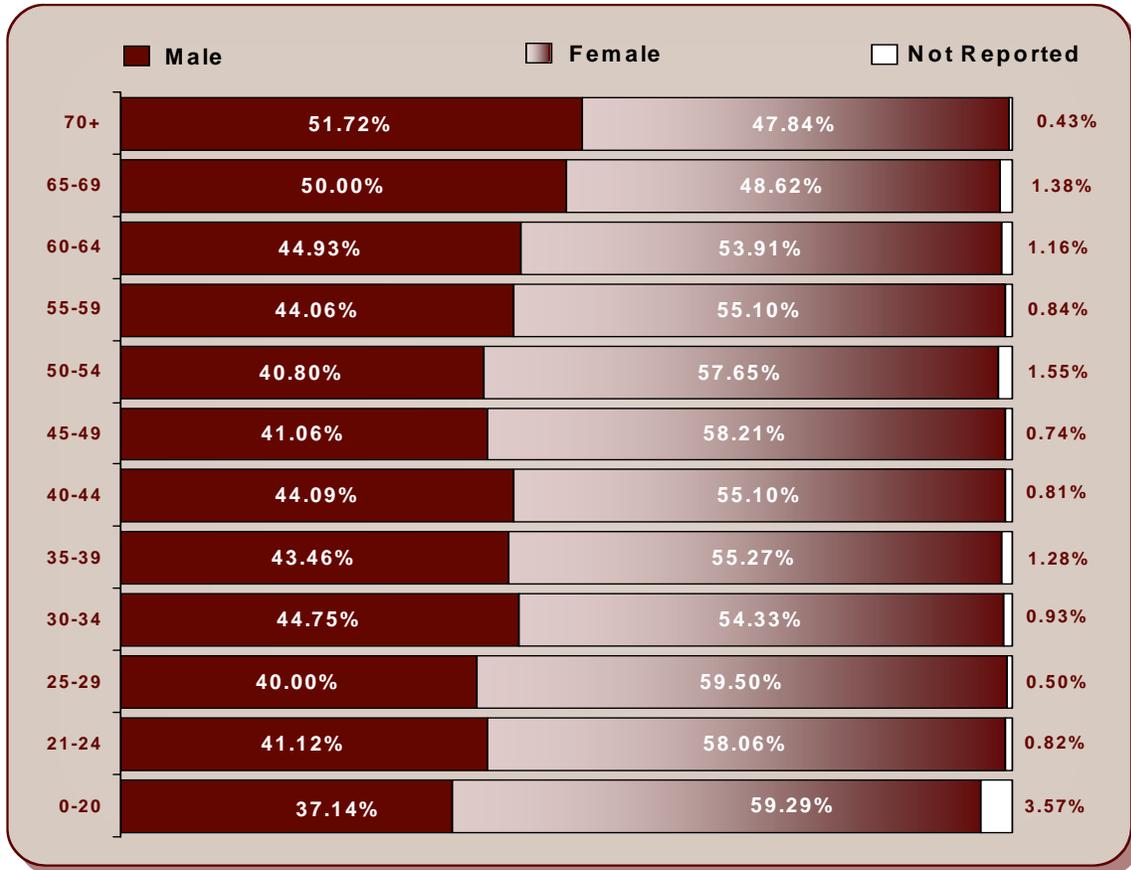
Table 9: FY 06 Agency Average Age, Years of Service (continued)

| Agency | Emp. under age 50 | Emp. age 50 or older | Avg. Age | Avg. Years of Service | Avg. Years to Ret. Eligibility |
|--------------------------------|-------------------|----------------------|-------------|-----------------------|--------------------------------|
| Labor | 64 | 44 | 45.4 | 10.2 | 13.9 |
| Libraries | 21 | 43 | 51.1 | 14.0 | 8.6 |
| Lieutenant Governor | 7 | 4 | 38.6 | 4.0 | 17.0 |
| Liquefied Petroleum Gas Board | 1 | 8 | 58.4 | 15.1 | 5.1 |
| Medical Licensure/Supervision | 11 | 12 | 47.8 | 12.2 | 11.1 |
| Medicolegal Investigations | 57 | 15 | 40.6 | 7.9 | 18.5 |
| Mental Health | 1,213 | 788 | 45.0 | 9.0 | 12.5 |
| Merit Protection Commission | 3 | 5 | 49.5 | 10.1 | 10.4 |
| Military Department | 237 | 124 | 44.0 | 7.3 | 15.9 |
| OCAST | 10 | 13 | 50.3 | 11.3 | 9.7 |
| OESC | 356 | 460 | 49.5 | 13.1 | 9.9 |
| Office Of Handicapped Concerns | 3 | 4 | 50.4 | 15.6 | 9.3 |
| Office Of The Governor | 28 | 6 | 38.6 | 7.1 | 20.7 |
| Okla Real Estate Commission | 11 | 6 | 43.3 | 13.1 | 14.4 |
| Oklahoma ABLE Commission | 17 | 24 | 50.1 | 19.1 | 6.6 |
| Oklahoma Accountancy Board | 6 | 3 | 44.7 | 11.1 | 15.9 |
| Oklahoma Arts Council | 7 | 10 | 51.9 | 11.2 | 9.4 |
| OSEEGIB | 106 | 74 | 47.0 | 10.9 | 12.5 |
| Pardon And Parole Board | 12 | 25 | 51.5 | 18.4 | 6.1 |
| Personnel Management | 39 | 37 | 46.2 | 11.4 | 12.7 |
| Physician Manpower Training | 3 | 3 | 53.0 | 22.0 | 3.7 |
| Police Pension & Retirement | 5 | 6 | 49.8 | 12.5 | 9.0 |
| Pro Engineers & Land Surveyors | 5 | 3 | 44.6 | 5.9 | 15.9 |
| Public Employees Retirement | 26 | 29 | 49.4 | 12.1 | 9.7 |
| Public Safety | 1,034 | 516 | 44.0 | 13.7 | 13.5 |
| Rehabilitation Services | 403 | 481 | 49.3 | 13.9 | 9.9 |
| Scenic Rivers Commission | 8 | 1 | 40.8 | 9.5 | 15.6 |
| School Of Science/Math | 40 | 35 | 47.9 | 7.6 | 13.5 |
| Secretary Of State | 21 | 15 | 46.1 | 13.9 | 11.6 |
| State Banking Department | 29 | 11 | 45.1 | 15.7 | 11.3 |
| State Finance | 75 | 62 | 47.8 | 11.9 | 11.2 |
| State Fire Marshal | 9 | 23 | 52.8 | 11.8 | 8.7 |
| State Treasurer | 50 | 27 | 45.3 | 9.3 | 14.2 |
| Tax Commission | 483 | 450 | 48.3 | 13.6 | 9.0 |
| Teacher Preparation Commission | 5 | 4 | 49.4 | 10.6 | 9.4 |
| Teachers' Retirement System | 23 | 29 | 49.4 | 13.0 | 10.4 |
| Tourism and Recreation | 332 | 259 | 46.5 | 10.7 | 11.0 |
| Transportation | 1,486 | 907 | 45.7 | 14.3 | 10.2 |
| Transportation Authority | 357 | 260 | 46.6 | 8.6 | 13.5 |
| Used Motor Vehicle Commission | 6 | 4 | 41.8 | 9.2 | 16.7 |
| Veterans Affairs | 1,101 | 656 | 44.2 | 6.8 | 13.9 |
| Water Resources Board | 63 | 31 | 42.1 | 12.5 | 14.9 |
| Wildlife Conservation | 209 | 107 | 43.4 | 16.1 | 11.0 |
| Will Rogers Memorial Comm | 0 | 7 | 54.7 | 12.8 | 5.7 |
| Other | 62 | 60 | 46.6 | 8.9 | 13.2 |
| 05 Total | 19,686 | 12,853 | 46.0 | 11.7 | 12.6 |
| 06 Total | 21,829 | 14,691 | 45.4 | 11.0 | 12.2 |

Table 10: FY 06 Occupational Group Age Information

| Occupational Group | Avg. Age | Avg. Years of Service | Avg. Years to Ret. Eligibility | Percent Eligible to Ret. Within 3 Years |
|--|-------------|-----------------------|--------------------------------|---|
| Agricultural Services and Inspections | 49.0 | 11.7 | 10.2 | 27.6% |
| Corrections & Custody | 47.3 | 13.7 | 10.0 | 26.8% |
| Employment Services | 48.7 | 15.2 | 8.7 | 35.0% |
| Financial Management | 49.3 | 13.0 | 9.0 | 30.1% |
| General Administrative | 48.3 | 13.0 | 9.7 | 30.6% |
| General and Environmental Services | 49.0 | 11.8 | 9.5 | 26.0% |
| General Safety, Security | 42.4 | 12.9 | 14.9 | 21.0% |
| Health Care Services | 43.8 | 10.5 | 12.9 | 20.6% |
| Historical Preservation | 41.4 | 9.0 | 14.7 | 11.1% |
| HR Management and Development | 46.5 | 8.9 | 12.9 | 19.0% |
| Information Technology | 45.6 | 11.8 | 13.2 | 24.4% |
| Institutional and Nutritional Services | 45.7 | 14.9 | 10.2 | 31.3% |
| Insurance and Benefits Administration | 52.1 | 12.7 | 8.9 | 36.1% |
| Law Enforcement | 53.9 | 13.0 | 6.9 | 44.4% |
| Logistics and Property Management | 44.7 | 13.4 | 10.9 | 23.7% |
| Nursing Services | 47.2 | 17.2 | 7.5 | 25.2% |
| Oil, Gas, Transportation and Utility | 43.4 | 11.7 | 12.9 | 23.7% |
| Power Generation | 44.6 | 14.1 | 11.0 | 19.3% |
| Prof. Engineering and Land Surveyors | 45.9 | 12.8 | 10.9 | 25.7% |
| Rehabilitation/Vocational Services | 47.8 | 12.4 | 11.7 | 33.3% |
| Revenue and Taxation | 47.1 | 11.3 | 10.8 | 26.5% |
| Social Services | 50.5 | 13.1 | 9.4 | 36.7% |
| Transportation | 46.2 | 11.1 | 11.2 | 23.4% |
| Travel, Tourism and Recreation | 44.0 | 7.1 | 13.9 | 14.4% |
| Veterans Services | 43.8 | 8.0 | 14.2 | 16.3% |
| Total Classified | 45.3 | 11.1 | 12.0 | 22.4% |
| Unclassified | 45.6 | 10.4 | 12.4 | 22.1% |
| Total | 45.4 | 11.0 | 12.1 | 22.3% |

Chart 11: FY 06 Gender by Age Groups



Equal Opportunity and Workforce Diversity

Brenda Thornton
 Director, 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. The division surveys state agencies each year for information to produce the EEO/Affirmative Action Status Report. Previous year's reports are available online.

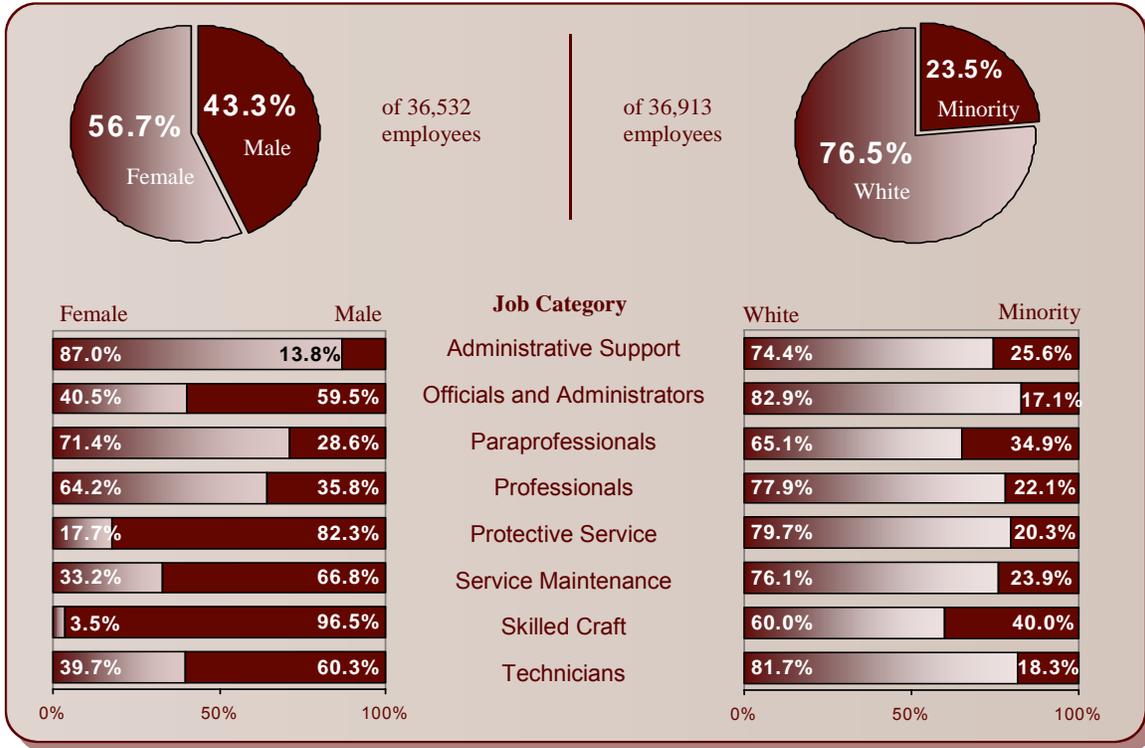


FY 2005 EEO/Affirmative Action Status Report

Demographics

FY 2006 Annual Report

Chart 12: FY 06 Gender, Race & Job Category



Less than 1 percent of employees' gender is not reported in personnel systems. About 10 percent of employees' race information is not specified in the personnel systems.

Table 11: FY 06 Race by Job Category

| Job Category | American Indian/Alaska Native | Asian | Black/African American | Hispanic / Latino | Total Minority | Percent of Total |
|----------------------------------|-------------------------------|-------------|------------------------|-------------------|----------------|------------------|
| Administrative Support | 442 | 64 | 770 | 173 | 1,448 | 25.6% |
| Officials and Administrators | 115 | 30 | 146 | 30 | 321 | 17.1% |
| Paraprofessionals | 195 | 74 | 681 | 131 | 1,081 | 34.9% |
| Professionals | 1,096 | 373 | 1,812 | 298 | 3,579 | 22.1% |
| Protective Service | 403 | 23 | 303 | 91 | 819 | 20.3% |
| Service Maintenance | 199 | 21 | 198 | 83 | 501 | 23.9% |
| Skilled Craft | 203 | 0 | 150 | 19 | 372 | 40.0% |
| Technicians | 212 | 88 | 200 | 52 | 552 | 18.3% |
| Total | 2,865 | 672 | 4,259 | 877 | 8,673 | |
| Percent of Total Minority | 33.0% | 7.7% | 49.1% | 10.1% | | |

About 10 percent of employees' race information is not reported in the personnel systems.

Demographics

FY 2006 Annual Report

Table 12: Agency Employees by Gender and Race

| Agency | Percent Male | Percent Female | White | A. Indian/ Alaska Native | Asian | Black/ African American | Hispanic/ Latino | Percent Minority |
|------------------------------|--------------|----------------|-------|--------------------------------|-------|-------------------------------|---------------------|---------------------|
| Aeronautics Commission | 60.0% | 40.0% | 7 | 1 | 1 | 1 | 0 | 30.0% |
| Agriculture | 71.7% | 28.3% | 363 | 29 | 4 | 24 | 4 | 14.4% |
| Attorney General | 46.4% | 53.6% | 146 | 13 | 0 | 7 | 2 | 13.1% |
| Auditor and Inspector | 40.8% | 59.2% | 146 | 13 | 1 | 9 | 0 | 13.6% |
| Board Of Nursing | 3.3% | 96.7% | 21 | 3 | 0 | 6 | 0 | 30.0% |
| Board Of Pharmacy | 37.5% | 62.5% | 8 | 0 | 0 | 0 | 0 | 0.0% |
| Boll Weevil Eradication Org | 50.0% | 50.0% | 14 | 0 | 0 | 0 | 0 | 0.0% |
| Bureau Of Investigation | 48.0% | 52.0% | 257 | 13 | 4 | 22 | 4 | 14.3% |
| Bureau Of Narcotics | 61.1% | 38.9% | 64 | 9 | 1 | 5 | 16 | 32.6% |
| Capitol Complex/Cent. Com | 14.3% | 85.7% | 7 | 0 | 0 | 0 | 0 | 0.0% |
| Career/Tech. Education | 47.8% | 52.2% | 333 | 13 | 1 | 13 | 2 | 8.0% |
| Central Services | 55.8% | 44.2% | 178 | 16 | 5 | 45 | 7 | 29.1% |
| Civil Emerg. Management | 50.0% | 50.0% | 23 | 1 | 0 | 2 | 2 | 17.9% |
| CLEET | 58.8% | 41.2% | 29 | 3 | 0 | 1 | 1 | 14.7% |
| Commerce | 44.4% | 55.6% | 131 | 8 | 5 | 16 | 2 | 19.1% |
| Comm. Children & Youth | 23.3% | 76.7% | 26 | 2 | 0 | 1 | 1 | 13.3% |
| Commissioners Land Office | 52.4% | 47.6% | 55 | 1 | 2 | 4 | 1 | 12.7% |
| Compsource | 29.7% | 70.3% | 299 | 15 | 8 | 30 | 5 | 16.2% |
| Conservation Commission | 53.7% | 46.3% | 49 | 4 | 0 | 1 | 0 | 9.3% |
| Construction Industries | 72.2% | 27.8% | 31 | 2 | 2 | 0 | 1 | 13.9% |
| Corporation Commission | 60.2% | 39.8% | 413 | 25 | 11 | 38 | 5 | 16.1% |
| Corrections | 60.6% | 39.4% | 3,715 | 422 | 42 | 439 | 94 | 21.2% |
| Cosmetology Board | 21.4% | 78.6% | 13 | 1 | 0 | 0 | 0 | 7.1% |
| Dept. Consumer Credit | 56.3% | 43.8% | 14 | 1 | 0 | 0 | 1 | 12.5% |
| Department Of Mines | 52.8% | 47.2% | 31 | 2 | 0 | 3 | 0 | 13.9% |
| Department Of Securities | 46.2% | 53.8% | 24 | 0 | 1 | 1 | 0 | 7.7% |
| District Attorney | 31.5% | 68.5% | 1,086 | 27 | 1 | 21 | 10 | 5.2% |
| Education | 19.2% | 80.8% | 322 | 18 | 8 | 21 | 6 | 14.1% |
| Educational Television Auth. | 64.9% | 35.1% | 66 | 1 | 2 | 5 | 0 | 10.8% |
| Election Board | 25.0% | 75.0% | 17 | 1 | 1 | 4 | 1 | 29.2% |
| Employees Benefits Council | 36.4% | 63.6% | 30 | 1 | 0 | 2 | 0 | 9.1% |
| Environmental Quality | 58.4% | 41.6% | 444 | 29 | 25 | 29 | 11 | 17.5% |
| Ethics Commission | 50.0% | 50.0% | 7 | 0 | 0 | 1 | 0 | 12.5% |
| Firefighter Pension/Retire. | 20.0% | 80.0% | 7 | 1 | 0 | 2 | 0 | 30.0% |
| GRDA | 72.8% | 27.2% | 512 | 6 | 0 | 0 | 0 | 1.2% |
| Health | 17.8% | 82.2% | 1,831 | 149 | 40 | 152 | 92 | 19.1% |
| Health Care Authority | 20.5% | 79.5% | 268 | 10 | 12 | 80 | 11 | 29.7% |
| Historical Society | 53.7% | 46.3% | 144 | 8 | 0 | 9 | 3 | 12.2% |
| Horse Racing Commission | 55.8% | 44.2% | 40 | 1 | 0 | 2 | 0 | 7.0% |
| Human Rights Commission | 27.8% | 72.2% | 4 | 0 | 0 | 11 | 3 | 77.8% |
| Human Services | 24.1% | 75.9% | 5,804 | 536 | 119 | 1,032 | 157 | 24.1% |
| Indigent Defense System | 45.5% | 54.5% | 104 | 7 | 3 | 4 | 3 | 14.0% |
| Industrial Finance Authority | 66.7% | 33.3% | 6 | 0 | 0 | 0 | 0 | 0.0% |
| Insurance Department | 32.0% | 68.0% | 112 | 9 | 5 | 21 | 3 | 25.3% |
| J.D. McCarty Center | 27.5% | 72.5% | 174 | 4 | 2 | 21 | 3 | 14.7% |
| Juvenile Affairs | 46.7% | 53.3% | 830 | 62 | 3 | 239 | 29 | 28.6% |

Demographics

FY 2006 Annual Report

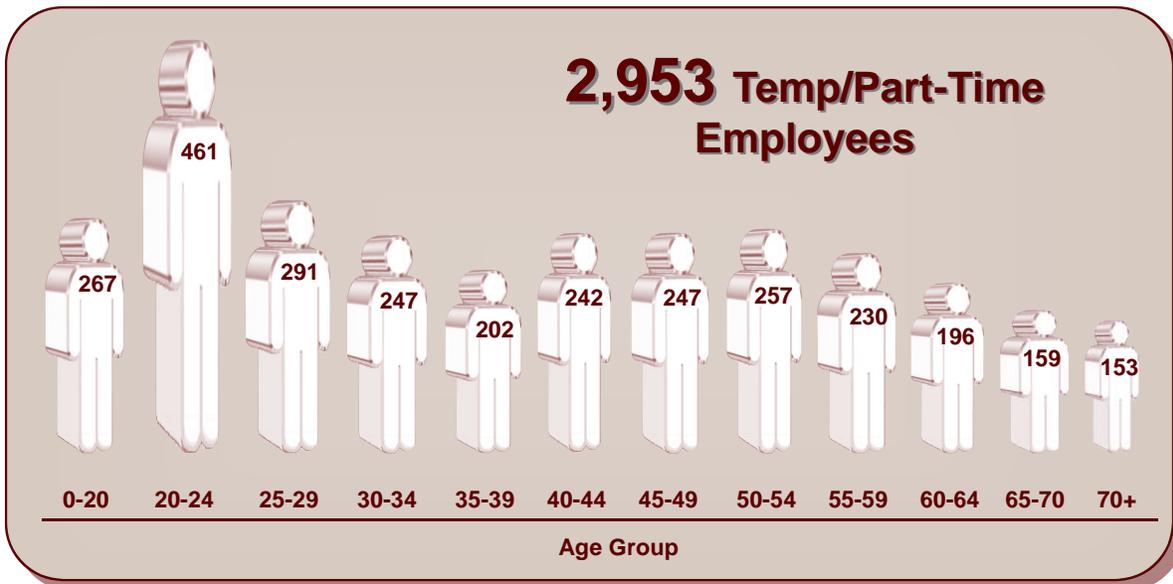
Table 12: Agency Employees by Gender and Race (Continued)

| Agency | Percent Male | Percent Female | White | A. Indian/ Alaska Native | Asian | Black/ African American | Hispanic/ Latino | Percent Minority |
|------------------------------|--------------|----------------|---------------|-----------------------------|------------|-------------------------------|---------------------|---------------------|
| Labor | 50.9% | 48.1% | 87 | 4 | 4 | 9 | 4 | 19.4% |
| Libraries | 29.7% | 70.3% | 55 | 0 | 4 | 5 | 0 | 14.1% |
| Lieutenant Governor | 36.4% | 54.5% | 11 | 0 | 0 | 0 | 0 | 0.0% |
| Liq. Petroleum Gas Board | 77.8% | 22.2% | 9 | 0 | 0 | 0 | 0 | 0.0% |
| Med. Licensure/Supervision | 30.4% | 69.6% | 17 | 3 | 0 | 2 | 1 | 26.1% |
| Medicolegal Investigations | 55.6% | 44.4% | 60 | 7 | 2 | 3 | 0 | 16.7% |
| Mental Health | 33.7% | 66.3% | 1,451 | 163 | 80 | 249 | 58 | 27.5% |
| Merit Protection Comm. | 25.0% | 75.0% | 7 | 0 | 1 | 0 | 0 | 12.5% |
| Military Department | 64.5% | 35.5% | 302 | 32 | 6 | 13 | 8 | 16.3% |
| OCAST | 34.8% | 65.2% | 22 | 0 | 0 | 1 | 0 | 4.3% |
| OESC | 25.1% | 41.9% | 687 | 26 | 5 | 92 | 6 | 15.8% |
| Office Of Hand. Concerns | 57.1% | 42.9% | 6 | 1 | 0 | 0 | 0 | 14.3% |
| Office Of The Governor | 38.2% | 61.8% | 31 | 0 | 0 | 3 | 0 | 8.8% |
| Okla. Real Estate Comm. | 23.5% | 76.5% | 13 | 0 | 1 | 2 | 1 | 23.5% |
| Oklahoma ABLE Comm. | 56.1% | 43.9% | 34 | 1 | 0 | 6 | 0 | 17.1% |
| Okla. Accountancy Board | 33.3% | 66.7% | 7 | 1 | 0 | 1 | 0 | 22.2% |
| Oklahoma Arts Council | 17.6% | 82.4% | 13 | 1 | 1 | 2 | 0 | 23.5% |
| OSEEGIB | 30.0% | 70.0% | 152 | 6 | 4 | 14 | 4 | 15.6% |
| Pardon And Parole Board | 54.1% | 45.9% | 26 | 3 | 0 | 7 | 1 | 29.7% |
| Personnel Management | 28.9% | 71.1% | 50 | 2 | 4 | 18 | 2 | 34.2% |
| Physician Manpower Train. | 33.3% | 66.7% | 6 | 0 | 0 | 0 | 0 | 0.0% |
| Police Pension & Retire. | 18.2% | 81.8% | 10 | 0 | 1 | 0 | 0 | 9.1% |
| Pro Engineers/Land Survey. | 12.5% | 87.5% | 7 | 0 | 0 | 1 | 0 | 12.5% |
| Public Employees Retire. | 32.7% | 67.3% | 47 | 2 | 1 | 4 | 1 | 14.5% |
| Public Safety | 73.4% | 26.5% | 1,316 | 97 | 5 | 97 | 35 | 15.1% |
| Rehabilitation Services | 28.8% | 70.9% | 702 | 24 | 19 | 128 | 11 | 20.6% |
| Scenic Rivers Commission | 77.8% | 22.2% | 9 | 0 | 0 | 0 | 0 | 0.0% |
| School Of Science/Math | 57.3% | 42.7% | 61 | 0 | 8 | 4 | 2 | 18.7% |
| Secretary Of State | 11.1% | 88.9% | 25 | 4 | 1 | 4 | 2 | 30.6% |
| State Banking Department | 62.5% | 37.5% | 36 | 1 | 0 | 1 | 2 | 10.0% |
| State Finance | 53.3% | 45.3% | 108 | 7 | 5 | 12 | 5 | 21.2% |
| State Fire Marshal | 78.1% | 21.9% | 32 | 0 | 0 | 0 | 0 | 0.0% |
| State Treasurer | 36.4% | 63.6% | 59 | 3 | 4 | 9 | 2 | 23.4% |
| Tax Commission | 37.7% | 62.3% | 728 | 49 | 34 | 108 | 14 | 22.0% |
| Teacher Preparation Comm. | 11.1% | 88.9% | 8 | 0 | 0 | 1 | 0 | 11.1% |
| Teachers Retirement | 25.0% | 75.0% | 38 | 4 | 3 | 5 | 2 | 26.9% |
| Tourism and Recreation | 54.1% | 45.9% | 506 | 53 | 5 | 19 | 8 | 14.4% |
| Transportation | 81.9% | 18.1% | 2,023 | 175 | 24 | 102 | 69 | 15.5% |
| Transportation Authority | 51.9% | 48.1% | 475 | 70 | 4 | 50 | 18 | 23.0% |
| Used Motor Vehicle Comm. | 50.0% | 40.0% | 9 | 1 | 0 | 0 | 0 | 10.0% |
| Veterans Affairs | 22.4% | 77.6% | 1,367 | 102 | 44 | 193 | 51 | 22.2% |
| Water Resources Board | 60.6% | 38.3% | 82 | 3 | 4 | 4 | 1 | 12.8% |
| Wildlife Conservation | 86.7% | 13.3% | 285 | 24 | 0 | 4 | 3 | 9.8% |
| Will Rogers Mem. Comm. | 71.4% | 28.6% | 7 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 42.8% | 57.2% | 26,790 | 2,865 | 672 | 4,259 | 877 | 24.5% |

Table 12: Temporary/Part-Time Employees by Cabinet

| Cabinet | Total Full-Time Regular Employees | Temporary/Part-Time Employees | Percent Temporary |
|---------------------------|-----------------------------------|-------------------------------|-------------------|
| Governor | 34 | 4 | 10.5% |
| Lieutenant Governor | 11 | 2 | 15.4% |
| Agriculture | 509 | 99 | 16.3% |
| Commerce and Tourism | 1,888 | 805 | 29.9% |
| Education (excl. High Ed) | 978 | 76 | 7.2% |
| Energy | 548 | 26 | 4.5% |
| Environment | 953 | 139 | 12.7% |
| Finance and Revenue | 2,105 | 75 | 3.4% |
| Health | 4,709 | 418 | 8.2% |
| HR and Administration | 444 | 50 | 10.1% |
| Human Services | 10,016 | 688 | 6.4% |
| Military | 438 | 53 | 10.8% |
| Safety and Security | 8,397 | 308 | 3.5% |
| Science and Technology | 24 | 0 | 0.0% |
| Secretary of State | 70 | 7 | 9.1% |
| Transportation | 3,027 | 87 | 2.8% |
| Veterans Affairs | 1,794 | 116 | 6.1% |
| Total | 35,945 | 2,953 | 7.6% |

Chart 13: Count of Temporary/Part-Time Employees by Age Group



Outlook **on**

Oklahoma

Workforce Planning:

**The Oklahoma
Workforce**

**Right People
Right Place
Right Time**

The Oklahoma Office of Personnel Management



Office of Workforce Planning

Alan Ross Tripp
Manager, Office of Workforce Planning

The Office of Workforce Planning works in line with OPM's strategic mission to promote workforce planning and encourage agencies to utilize information to analyze their current workforce, determine future workforce needs, and implement solutions so that agencies may accomplish their missions.

The Office of Workforce Planning is focusing its efforts on three main services that it will provide to agencies: research and information, workforce planning facilitation, and policy navigation.

Research: The office is collecting and storing information as well as networking with other states and organizations about their workforce planning practices. Such a repository of information will help inspire creative thinking for addressing Oklahoma's workforce challenges. Best practices, guides, training, and programs will be made available online.

Facilitation: The office is prepared to:

- 1) Offer training or an overview of the workforce planning process.
- 2) Speak to leadership teams about the implications and benefits of such planning.
- 3) Guide decision makers through the process of evaluating their specific workforce situations.
- 4) Organize a consortium of human resources professionals to increase collaboration and cooperation.

Navigation: As agencies progress and begin to devise and implement plans to overcome their challenges, it will be important that proposals and actions fall within the applicable rules, laws and processes of managing human resources in the state of Oklahoma. The Office of Workforce Planning is poised to connect agencies to the expert advice from various ruling authorities.

FY2006 Accomplishments:

Workforce Plans

In conjunction with Office of State Finance preparations have been made to include formal workforce plans in each agencies strategic plan. Beginning in 2007 each agency will be asked to create a Workforce Plan analyzing the following information:

Turnover Analysis

05-06 Agency Count
05-06 Retirements
05-06 Retire Rate Average
05-06 Resignations
05-06 Resignation Rate
Total 05-06 Voluntary Turnover
Total 05-06 Voluntary Turnover Rate

Retirement Projections

Average Age
Average State Service
Years to Retirement
% Eligible to Retire in 3 Years
% Eligible to Retire in 5 Years



The Office of Workforce Planning released “Outlook Oklahoma” to provide agencies easily accessible data for their workforce planning efforts.

With the impending wave of retirements looming over Oklahoma's workforce, planning is becoming increasingly necessary to ensure the retention of institutional knowledge and productivity in the face of an aging workforce. To help address these issues agencies need access to critical data such as turnover rates and projected retirements to successfully plan for these obstacles.

Outlook Oklahoma provides a comprehensive set of statistics to assist Oklahoma's state agencies in their workforce planning efforts. It provides the following information for the previous 12 months:

- Employee Count (beginning of the period)
- Employee Count (end of the period)
- Retirements
- Retirement Rate
- Resignations
- Resignation Rate
- Total Voluntary Turnovers
- Total Voluntary Turnover Rate
- Current Average Age
- Current Average State Service
- Current Average Years to Retirement
- Percent of FTE's Eligible to Retire in 3 Years
- Percent of FTE's Eligible to Retire in 5 Years

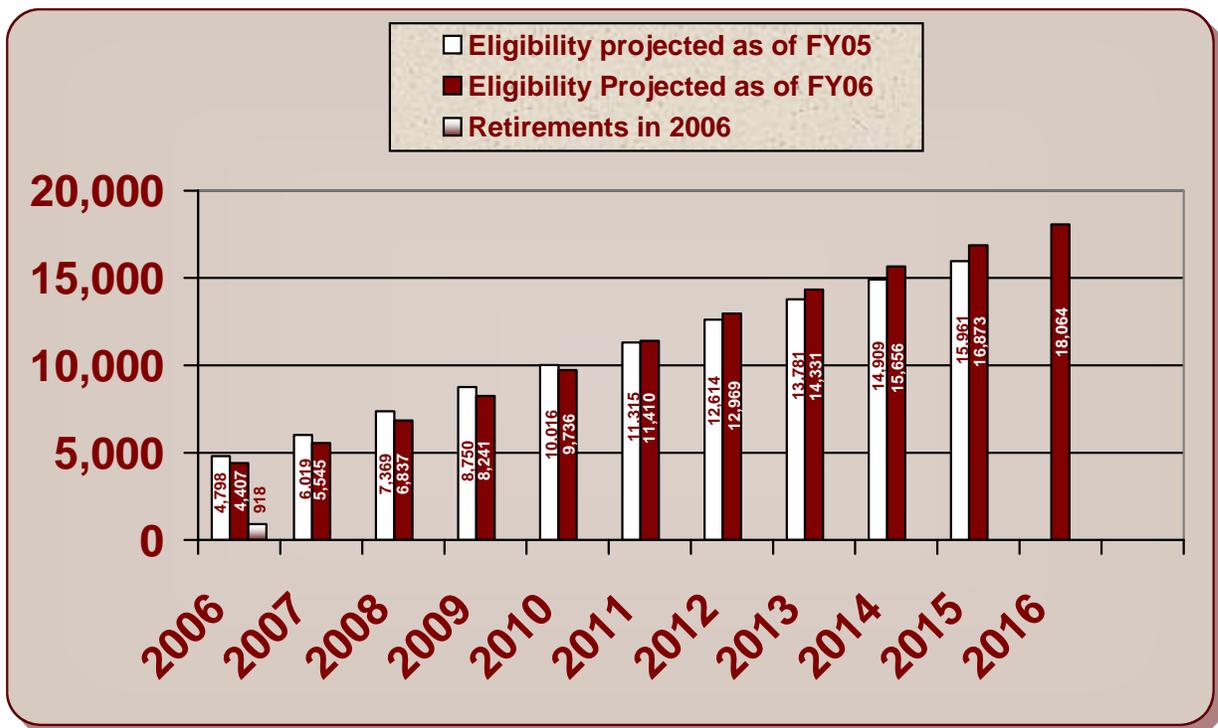
| OKLAHOMA Office of Personnel Management | | | | | | |
|--|--|------------------------------------|--------------------------------------|-------------------------------------|---------------------------------|---------------------------------|
| Outlook Oklahoma | | | | | | |
| Update Agency Contact | Agency Yr State Demographics | Division Turnovers | Division Retirements | Job Demographics | Exit | |
| TITLE | 6/30/06 Employee Count | Current Average Age | Current Average State Service | Current Average Years to Retirement | % Eligible to Retire in 3 Years | % Eligible to Retire in 5 Years |
| Division A | | | | | | |
| 0287 | 2 | 26 | 0.5 | 31.75 | | |
| 3999 | 1 | 32 | 1 | 28.5 | | |
| C30A | 1 | 56 | 1 | 0 | | |
| C31A | 6 | 43.67 | 10.33 | 15.25 | 50% | 50% |
| C31B | 1 | 24 | 1 | 32.5 | | |
| C31C | 1 | 58 | 16 | 3 | 100% | 100% |
| C32A | 1 | 65 | 8 | 7 | | |
| C32C | 2 | 39.5 | 14.5 | 15.5 | | |
| E12A | 1 | 64 | 38 | | 100% | 100% |
| E16A | 1 | 42 | 2 | 20 | | |
| E17A | | | | | | |
| E17B | 1 | 56 | 5 | 6 | | |
| TOTALS | 18 | 43.33 | 9.11 | 16.06 | 27.78% | 27.78% |
| Division B | | | | | | |
| C32C | 1 | 56 | 19 | 2.5 | 100% | 100% |
| E17A | | | | | | |
| E17B | 1 | 56 | 16 | 4 | | 100% |

OUTLOOK OKLAHOMA

Table 14: Cumulative Retirement Eligibility

| Number of Employees | Years to Retirement Eligibility Groups | | | | | | | | |
|------------------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Job Category | Now | 1-3 | 4-5 | 6-8 | 9-10 | 11-15 | 16-20 | More than 20 |
| Administrative Support | 811 | 696 | 550 | 642 | 321 | 780 | 710 | 1,144 | 11.4 |
| Officials and Administrators | 524 | 342 | 212 | 260 | 132 | 184 | 121 | 100 | 6.3 |
| Paraprofessionals | 196 | 252 | 203 | 272 | 151 | 432 | 501 | 1,091 | 15.7 |
| Professionals | 1,974 | 1,946 | 1,408 | 1,845 | 1,129 | 2,317 | 2,150 | 3,434 | 11.8 |
| Protective Service | 226 | 293 | 232 | 377 | 261 | 565 | 631 | 1,448 | 15.6 |
| Service Maintenance | 199 | 237 | 164 | 254 | 136 | 355 | 313 | 439 | 12.3 |
| Skilled Craft | 117 | 152 | 136 | 146 | 59 | 122 | 105 | 93 | 9.0 |
| Technicians | 349 | 409 | 252 | 378 | 212 | 401 | 341 | 675 | 11.7 |
| Total | 4,396 | 4,327 | 3,157 | 4,174 | 2,401 | 5,156 | 4,872 | 8,424 | 12.1 |
| Percent of Total | 12% | 12% | 9% | 11% | 7% | 14% | 13% | 23% | |

Chart 14: Cumulative Retirement Eligibility



Although the number of employees projected in FY 06 for the period between 2006-2010 is lower than the number projected for the same period in 2005, 918 of those projected to be eligible in FY05 have already retired. Considering these retirements, the eligibility projections in FY06 are actually higher than those projected in FY05.

Workforce Planning

FY 2006 Annual Report

Chart 15: Cumulative Retirement Eligibility

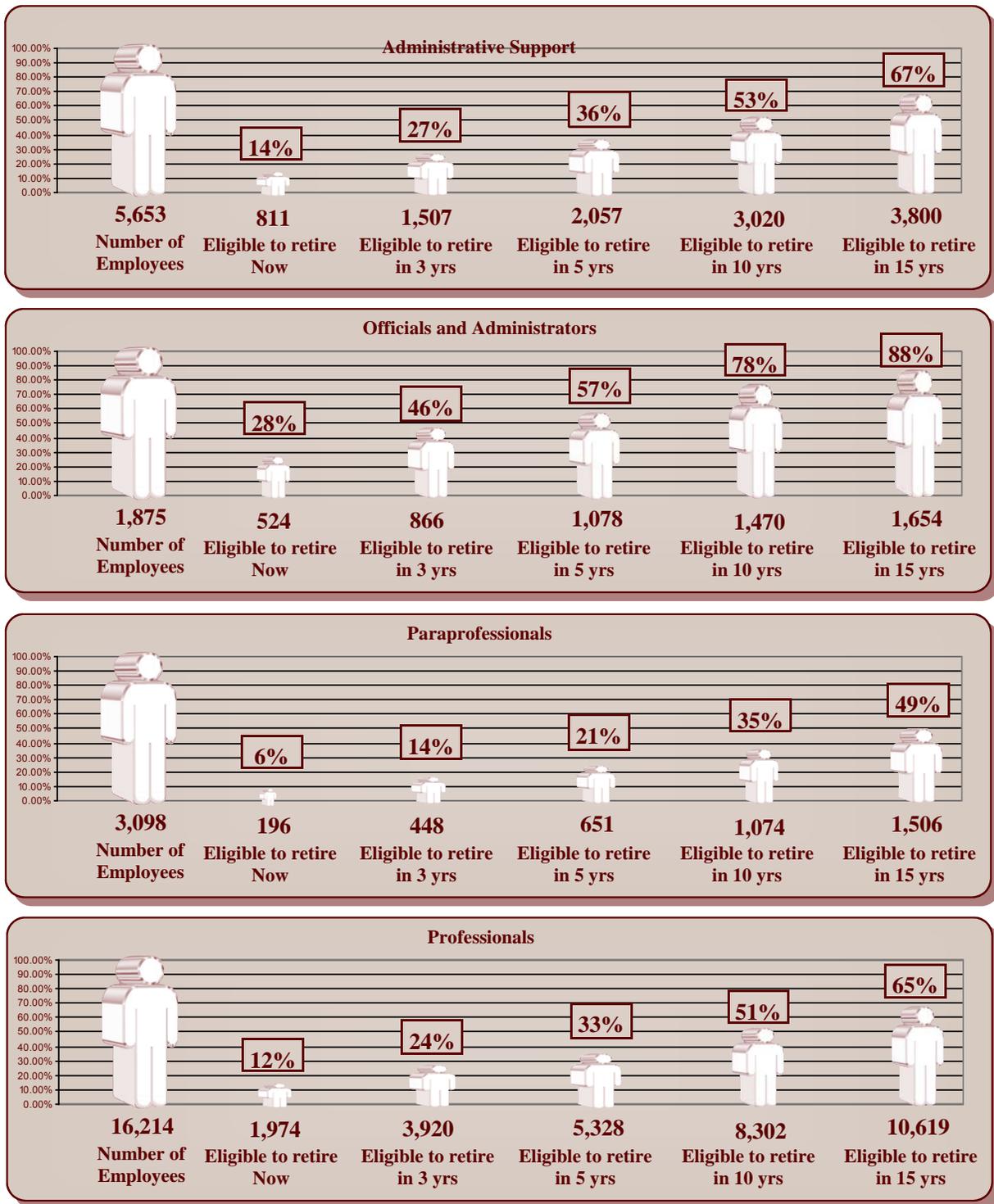
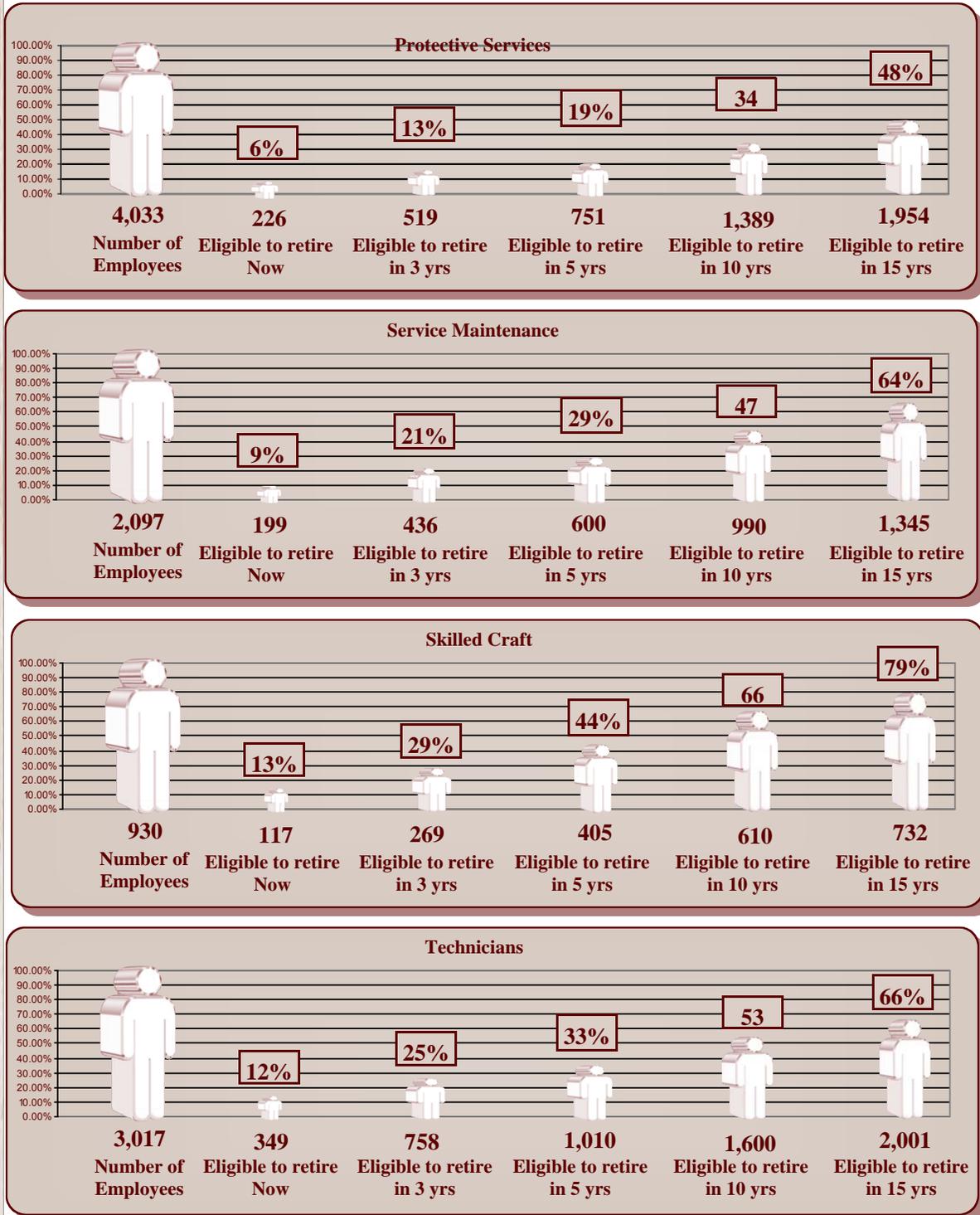


Chart 15: Cumulative Retirement Eligibility (continued)



Outlook on **Oklahoma**

Compensation: Paying the Workers

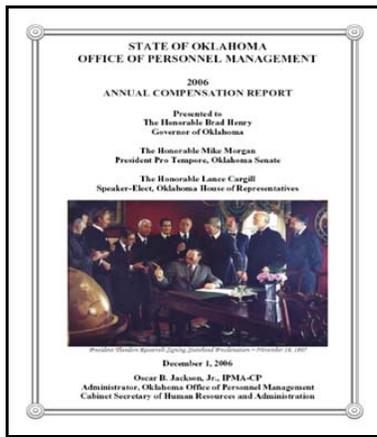


The Oklahoma Office of Personnel Management

COMPENSATION



Tom Patt, IPMA-CP, CCP, CBP
Director, Compensation
Management Services



2006 Compensation Survey

The Compensation Division is responsible for administering the compensation program for the state classified service and, to a lesser extent, the unclassified service. In fulfilling this responsibility, staff members reviewed and approved several hundred agency requests for market-based adjustments, equity-based adjustments, skill-based adjustments, and performance-based adjustments during FY 2006. In addition to these pay transactions, the Division fielded numerous questions from agencies for guidance in interpreting statutes and rules related to compensation, including the Fair Labor Standards Act, The Family and Medical Leave Act, The Oklahoma Personnel Act, and the Merit Rules of Personnel Administration.

An important function of the Division is the statutory requirement to conduct an analysis of the rates of pay prevailing in the state in the public and private sectors for comparable jobs and report the findings to the Governor and the legislature.

During FY 2006, the division fulfilled this requirement by issuing the FY 2006 Annual Compensation Report. This report contained recommendations concerning pay, benefits, turnover and workforce planning for consideration by state government leaders. In December of 2005, the Compensation staff presented the findings and recommendations of this report to Compensation and Unclassified Positions Review Board, which is comprised of members of the State Senate, the State House of Representatives, and appointees of the Governor.

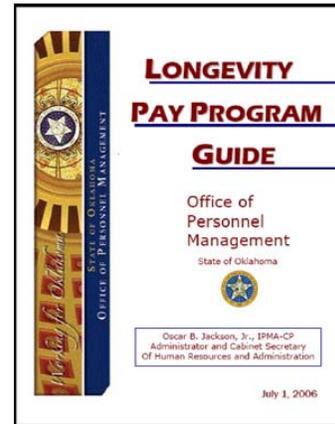
During FY 2006, the Compensation staff completed two market studies for state agencies. The first study, completed in January of 2006, was a market comparison of the rates of pay for classified jobs in the Grand River Dam Authority. To complete this study, the staff conducted a salary survey to comparably sized power generation and transmission utilities in Oklahoma and the surrounding states. A second market study was completed in October of 2005 for the Oklahoma Tourism and Recreation Department. This study compared the pay rates of selected unclassified jobs with the relevant market. Completion of this study required a customized survey of employees in the hotel and recreation industry.



Compensation (Continued)

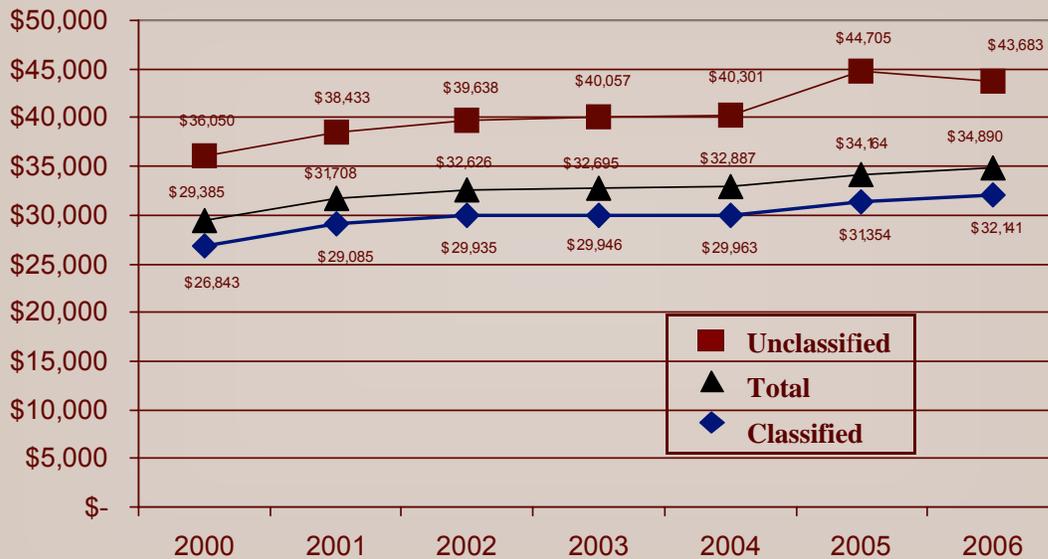
Another important responsibility of the Division is the administration of the Job Content Review process, using the Hay Guide Chart-Profile method of Job evaluation. Compensation staff lead JCR committees, consisting of agency representatives trained in the Hay Point Factor System, in the Process of Assigning points to jobs based on the required know-how, problem-solving, and accountability. Based on this evaluation, jobs are allocated to appropriate pay bands within the stat's classified salary structure. Sixteen jobs were evaluated through this process during FY 2006.

The compensation staff also assists agencies in administering the Longevity Pay Program, which is an important tool in encouraging employees to remain in state government service. In June of 2006, the Compensation staff developed and published the first Longevity Pay Program Guide. The Guide is a comprehensive single source for information about eligibility requirements, creditable service, timing and amount of payments, calculation of cumulative service, determination of longevity anniversary dates, and other pertinent issues. Agencies have responded favorably to this long awaited interpretive guide.



Longevity Guide

Chart 16: FY 06 Average Annual Salary Trend



Compensation

FY 2006 Annual Report

Table 15: FY 06 Agency Average Salaries

| Agency | Classified Employees | Classified Average Salary | Unclassified Employees | Unclassified Average Salary | Total Average Salary |
|--------------------------------|----------------------|---------------------------|------------------------|-----------------------------|----------------------|
| Aeronautics Commission | 0 | \$0 | 10 | \$47,967 | \$47,967 |
| Agriculture | 374 | \$31,746 | 50 | \$46,321 | \$33,464 |
| Attorney General | 0 | \$0 | 168 | \$47,447 | \$47,447 |
| Auditor and Inspector | 3 | \$53,103 | 166 | \$43,156 | \$43,333 |
| Bd Of Chem Test Alcohol/Drug | 0 | \$0 | 6 | \$38,854 | \$38,854 |
| Board Of Architects | 0 | \$0 | 3 | \$39,840 | \$39,840 |
| Board Of Dentistry | 1 | \$35,053 | 3 | \$38,826 | \$37,883 |
| Board Of Nursing | 0 | \$0 | 30 | \$40,818 | \$40,818 |
| Board Of Osteopathic Examiners | 2 | \$30,468 | 3 | \$50,243 | \$42,333 |
| Board Of Pharmacy | 2 | \$37,312 | 6 | \$54,595 | \$50,274 |
| Boll Weevil Eradication Org | 0 | \$0 | 14 | \$29,942 | \$29,942 |
| Bureau Of Investigation | 273 | \$40,398 | 27 | \$55,130 | \$41,724 |
| Bureau Of Narcotics | 76 | \$40,852 | 19 | \$41,847 | \$41,051 |
| Capitol Complex/Centennial Com | 0 | \$0 | 7 | \$46,871 | \$46,871 |
| Career/Tech. Education | 0 | \$0 | 362 | \$42,808 | \$42,808 |
| Central Services | 189 | \$29,363 | 62 | \$48,219 | \$34,020 |
| Chiropractic Examiners Board | 0 | \$0 | 2 | \$34,980 | \$34,980 |
| Civil Emergency Management | 23 | \$36,435 | 5 | \$46,596 | \$38,249 |
| Cleet | 0 | \$0 | 34 | \$38,010 | \$38,010 |
| Commerce | 7 | \$34,833 | 155 | \$49,655 | \$49,015 |
| Commission On Children & Youth | 23 | \$35,608 | 7 | \$46,765 | \$38,212 |
| Commissioners Land Office | 46 | \$38,782 | 17 | \$51,557 | \$42,229 |
| Compsource | 191 | \$37,888 | 166 | \$39,628 | \$38,697 |
| Conservation Commission | 6 | \$38,942 | 48 | \$38,907 | \$38,911 |
| Construction Industries Board | 5 | \$38,418 | 31 | \$38,631 | \$38,602 |
| Corporation Commission | 386 | \$34,291 | 106 | \$49,736 | \$37,619 |
| Corrections | 4,375 | \$33,022 | 337 | \$61,484 | \$35,058 |
| Cosmetology Board | 11 | \$24,008 | 3 | \$40,159 | \$27,469 |
| Department Of Consumer Credit | 12 | \$31,659 | 4 | \$45,729 | \$35,177 |
| Department Of Mines | 0 | \$0 | 36 | \$38,789 | \$38,789 |
| Department Of Securities | 2 | \$29,116 | 24 | \$62,085 | \$59,549 |
| District Attorney | 0 | \$0 | 1,145 | \$1,316 | \$1,316 |
| Education | 8 | \$26,822 | 367 | \$35,994 | \$35,798 |
| Educational Television Auth | 0 | \$0 | 74 | \$33,881 | \$33,881 |
| Election Board | 22 | \$32,015 | 2 | \$67,831 | \$35,000 |
| Embalmers & Funeral Directors | 0 | \$0 | 3 | \$44,060 | \$44,060 |
| Employees Benefits Council | 27 | \$38,986 | 6 | \$55,176 | \$41,929 |
| Environmental Quality | 501 | \$41,007 | 37 | \$54,804 | \$41,956 |
| Ethics Commission | 4 | \$35,136 | 4 | \$60,438 | \$47,787 |
| Firefighter Pension/Retirement | 0 | \$0 | 10 | \$48,016 | \$48,016 |
| GRDA | 400 | \$46,090 | 118 | \$64,940 | \$50,384 |
| Health | 1,770 | \$35,196 | 494 | \$47,219 | \$37,820 |
| Health Care Authority | 0 | \$0 | 381 | \$44,879 | \$44,879 |
| Historical Society | 146 | \$29,665 | 18 | \$37,959 | \$30,575 |
| Horse Racing Commission | 0 | \$0 | 43 | \$37,376 | \$37,376 |
| Human Rights Commission | 16 | \$29,617 | 2 | \$49,010 | \$31,772 |
| Human Services | 7,052 | \$29,467 | 596 | \$48,819 | \$30,975 |
| Indian Affairs Commission | 0 | \$0 | 4 | \$38,978 | \$38,978 |
| Indigent Defense System | 0 | \$0 | 121 | \$51,761 | \$51,761 |
| Industrial Finance Authority | 0 | \$0 | 6 | \$63,874 | \$63,874 |
| Insurance Department | 0 | \$0 | 150 | \$37,163 | \$37,163 |
| Interstate Oil & Gas Compact | 0 | \$0 | 2 | \$52,500 | \$52,500 |
| J.D. McCarty Center | 175 | \$22,715 | 29 | \$49,170 | \$26,475 |
| Jm Davis Gun Museum | 0 | \$0 | 6 | \$32,460 | \$32,460 |
| Juvenile Affairs | 1,099 | \$26,104 | 64 | \$50,403 | \$27,442 |
| Labor | 94 | \$35,966 | 14 | \$49,662 | \$37,741 |
| Law Enforcement Retirement | 0 | \$0 | 5 | \$43,360 | \$43,360 |
| Libraries | 60 | \$35,020 | 4 | \$61,340 | \$36,665 |

Compensation

FY 2006 Annual Report

Table 15: FY 06 Agency Average Salaries (Continued)

| Agency | Classified Employees | Classified Average Salary | Unclassified Employees | Unclassified Average Salary | Total Average Salary |
|--------------------------------|----------------------|---------------------------|------------------------|-----------------------------|----------------------|
| Lieutenant Governor's Office | 0 | \$0 | 11 | \$43,534 | \$43,534 |
| Liquefied Petroleum Gas Board | 7 | \$29,328 | 2 | \$38,786 | \$31,430 |
| Marginally Producing Wells | 0 | \$0 | 5 | \$42,512 | \$42,512 |
| Medical Licensure/Supervision | 19 | \$31,878 | 4 | \$61,295 | \$36,994 |
| Medicolegal Investigations | 0 | \$0 | 72 | \$36,316 | \$36,316 |
| Mental Health | 1,260 | \$25,243 | 741 | \$39,748 | \$30,615 |
| Merit Protection Commission | 6 | \$34,536 | 2 | \$48,460 | \$38,017 |
| Military Department | 195 | \$26,738 | 166 | \$28,469 | \$27,534 |
| Motor Vehicle Commission | 0 | \$0 | 4 | \$35,749 | \$35,749 |
| Nursing Home Admin Examiners | 0 | \$0 | 4 | \$43,342 | \$43,342 |
| Ocast | 0 | \$0 | 23 | \$50,561 | \$50,561 |
| OESC | 741 | \$31,278 | 75 | \$34,192 | \$31,546 |
| Office Of Handicapped Concerns | 5 | \$35,041 | 2 | \$44,200 | \$37,658 |
| Office Of The Governor | 0 | \$0 | 34 | \$48,482 | \$48,482 |
| Okla Real Estate Commission | 12 | \$28,996 | 5 | \$38,556 | \$31,808 |
| Oklahoma Able Commission | 38 | \$43,113 | 3 | \$68,733 | \$44,987 |
| Oklahoma Accountancy Board | 0 | \$0 | 9 | \$38,296 | \$38,296 |
| Oklahoma Arts Council | 0 | \$0 | 17 | \$43,768 | \$43,768 |
| Oklahoma Lottery Commission | 0 | \$0 | 39 | \$47,319 | \$47,319 |
| Oklahoma Peanut Commission | 0 | \$0 | 1 | \$51,321 | \$51,321 |
| Oklahoma Wheat Commission | 0 | \$0 | 6 | \$46,680 | \$46,680 |
| OSEEGIB | 154 | \$35,353 | 26 | \$68,224 | \$40,101 |
| Pardon And Parole Board | 34 | \$32,754 | 3 | \$51,973 | \$34,313 |
| Personnel Management | 61 | \$35,068 | 15 | \$40,654 | \$36,170 |
| Physician Manpower Training | 3 | \$35,856 | 3 | \$47,042 | \$41,449 |
| Police Pension & Retirement | 0 | \$0 | 11 | \$50,327 | \$50,327 |
| Private Vocational Schools Brd | 0 | \$0 | 2 | \$34,526 | \$34,526 |
| Pro Engineers & Land Surveyors | 6 | \$31,271 | 2 | \$47,547 | \$35,340 |
| Psychologists Examiners Board | 0 | \$0 | 1 | \$44,560 | \$44,560 |
| Public Employees Retirement | 38 | \$30,351 | 17 | \$58,923 | \$39,183 |
| Public Safety | 1,499 | \$39,359 | 51 | \$52,242 | \$39,783 |
| Rehabilitation Services | 728 | \$32,289 | 156 | \$46,869 | \$34,862 |
| Scenic Rivers Commission | 2 | \$26,276 | 7 | \$26,763 | \$26,655 |
| School Of Science/Math | 3 | \$19,354 | 72 | \$44,740 | \$43,725 |
| Secretary Of State | 31 | \$29,601 | 5 | \$55,259 | \$33,164 |
| Space Industry Dev Authority | 0 | \$0 | 5 | \$45,500 | \$45,500 |
| Speech-Language Pathology | 0 | \$0 | 1 | \$36,000 | \$36,000 |
| State Banking Department | 0 | \$0 | 40 | \$54,279 | \$54,279 |
| State Bond Advisor | 0 | \$0 | 3 | \$65,517 | \$65,517 |
| State Finance | 64 | \$39,748 | 73 | \$53,196 | \$46,914 |
| State Fire Marshal | 28 | \$37,133 | 4 | \$50,110 | \$38,755 |
| State Treasurer | 0 | \$0 | 77 | \$39,155 | \$39,155 |
| Tax Commission | 680 | \$29,849 | 253 | \$49,525 | \$35,184 |
| Teacher Preparation Commission | 0 | \$0 | 9 | \$44,145 | \$44,145 |
| Teachers' Retirement System | 26 | \$30,605 | 26 | \$47,637 | \$39,121 |
| Tobacco Board Of Directors | 0 | \$0 | 3 | \$58,918 | \$58,918 |
| Tourism and Recreation | 311 | \$28,013 | 280 | \$24,337 | \$26,271 |
| Transportation | 2,349 | \$33,784 | 44 | \$55,321 | \$34,180 |
| Transportation Authority | 579 | \$26,031 | 38 | \$53,237 | \$27,707 |
| University Hospitals Authority | 0 | \$0 | 5 | \$66,924 | \$66,924 |
| Used Motor Vehicle Commission | 0 | \$0 | 10 | \$28,753 | \$28,753 |
| Veterans Affairs | 1,695 | \$25,492 | 62 | \$76,375 | \$27,287 |
| Veterinary Medical Examiner | 0 | \$0 | 3 | \$38,043 | \$38,043 |
| Water Resources Board | 67 | \$41,533 | 27 | \$48,239 | \$43,459 |
| Wildlife Conservation | 0 | \$0 | 316 | \$38,072 | \$38,072 |
| Will Rogers Memorial Comm | 4 | \$24,450 | 3 | \$62,448 | \$40,735 |
| Total | 28,027 | \$ 32,141.00 | 8,890 | \$ 43,683.00 | \$ 34,890.00 |

Chart 17: FY 06 Average Salaries by Age Groups

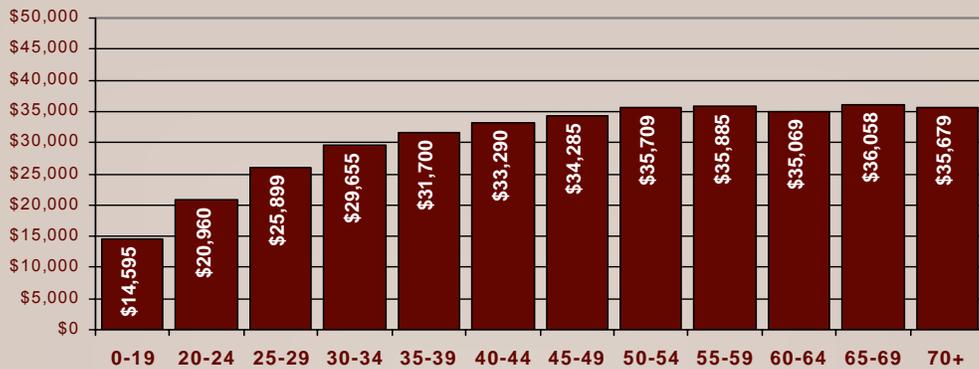


Chart 18: FY 06 Average Salaries by Years of Service Groups

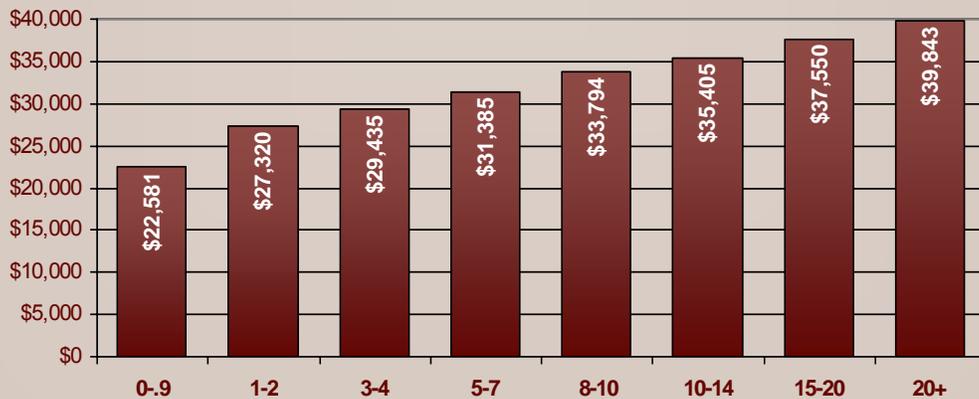


Table 16: FY 06 Average Salaries by Job Categories & Gender

| Job Category | Male Count | Male Avg. | Female Count | Female Avg. |
|------------------------------|------------|--------------|--------------|--------------|
| Administrative Support | 731 | \$ 24,825.28 | 4,886 | \$ 22,217.73 |
| Officials and Administrators | 1,107 | \$ 57,453.41 | 754 | \$ 52,102.50 |
| Paraprofessionals | 874 | \$ 23,946.97 | 2,184 | \$ 22,917.19 |
| Professionals | 5,720 | \$ 38,574.15 | 10,275 | \$ 35,382.90 |
| Protective Service | 3,316 | \$ 35,063.72 | 715 | \$ 30,680.70 |
| Service Maintenance | 1,401 | \$ 24,579.27 | 696 | \$ 20,419.89 |
| Skilled Craft | 850 | \$ 34,103.50 | 31 | \$ 27,856.62 |
| Technicians | 1,803 | \$ 36,441.66 | 1,189 | \$ 31,507.30 |
| Total | 15,802 | \$ 37,564.66 | 20,730 | \$ 32,761.00 |

Chart 19: FY 06 Pay Band Distribution

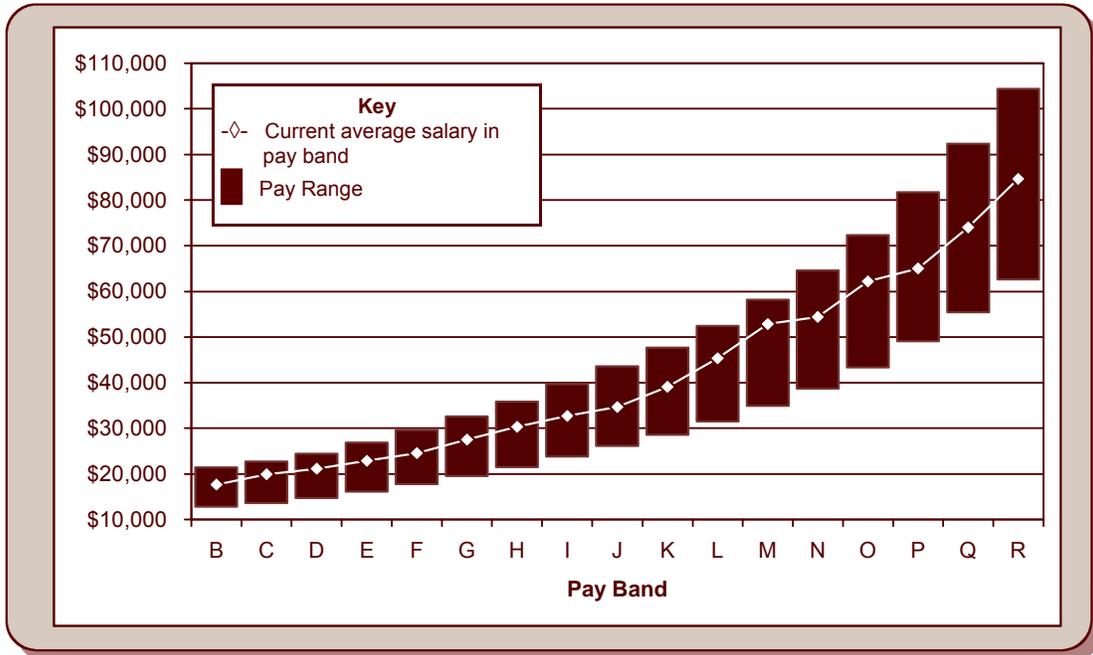


Table 17: Pay Bands

| Pay Band | Employees in Pay Band | Percent in Band | Minimum Salary | Midpoint Salary | Maximum Salary |
|--------------|-----------------------|-----------------|----------------|-----------------|----------------|
| A | 0 | 0.0% | \$ 12,483 | \$ 16,367 | \$ 20,459 |
| B | 73 | 0.3% | \$ 12,865 | \$ 17,153 | \$ 21,441 |
| C | 329 | 1.2% | \$ 13,610 | \$ 18,147 | \$ 22,684 |
| D | 980 | 3.5% | \$ 14,673 | \$ 19,564 | \$ 24,455 |
| E | 1,608 | 5.7% | \$ 16,141 | \$ 21,521 | \$ 26,901 |
| F | 3,491 | 12.4% | \$ 17,754 | \$ 23,672 | \$ 29,590 |
| G | 1,895 | 6.7% | \$ 19,531 | \$ 26,041 | \$ 32,551 |
| H | 3,158 | 11.2% | \$ 21,484 | \$ 28,645 | \$ 35,806 |
| I | 4,586 | 16.3% | \$ 23,792 | \$ 31,722 | \$ 39,653 |
| J | 3,143 | 11.2% | \$ 26,156 | \$ 34,874 | \$ 43,593 |
| K | 2,862 | 10.2% | \$ 28,590 | \$ 38,120 | \$ 47,650 |
| L | 1,753 | 6.2% | \$ 31,448 | \$ 41,931 | \$ 52,414 |
| M | 1,612 | 5.7% | \$ 34,907 | \$ 46,543 | \$ 58,179 |
| N | 773 | 2.8% | \$ 38,748 | \$ 51,664 | \$ 64,580 |
| O | 319 | 1.1% | \$ 43,397 | \$ 57,862 | \$ 72,328 |
| P | 172 | 0.6% | \$ 49,039 | \$ 65,385 | \$ 81,731 |
| Q | 60 | 0.2% | \$ 55,415 | \$ 73,886 | \$ 92,358 |
| R | 17 | 0.1% | \$ 62,618 | \$ 83,490 | \$ 104,363 |
| Total | 26,831 | | | | |



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

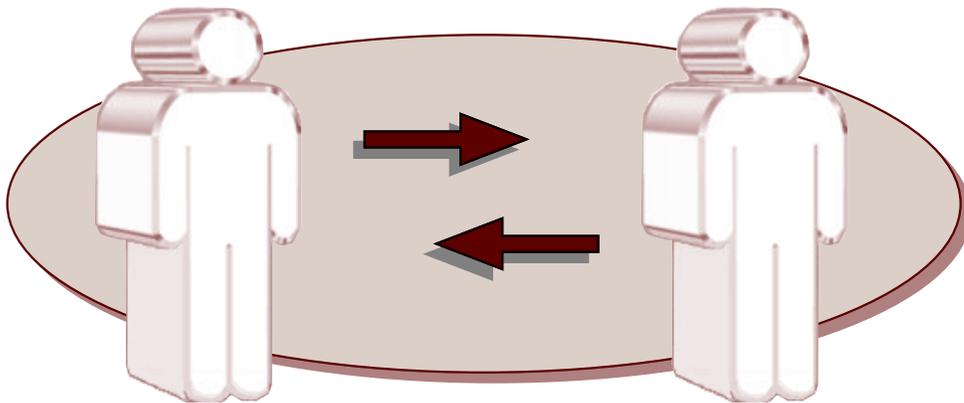
An increase in pay provided to employees who are significantly underpaid relative to other employees at the same agency and in the same job family and level.

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.

Outlook on Oklahoma

7 Turnover: Worker Mobility



The Oklahoma Office of Personnel Management

Chart 20: FY 06 Turnover

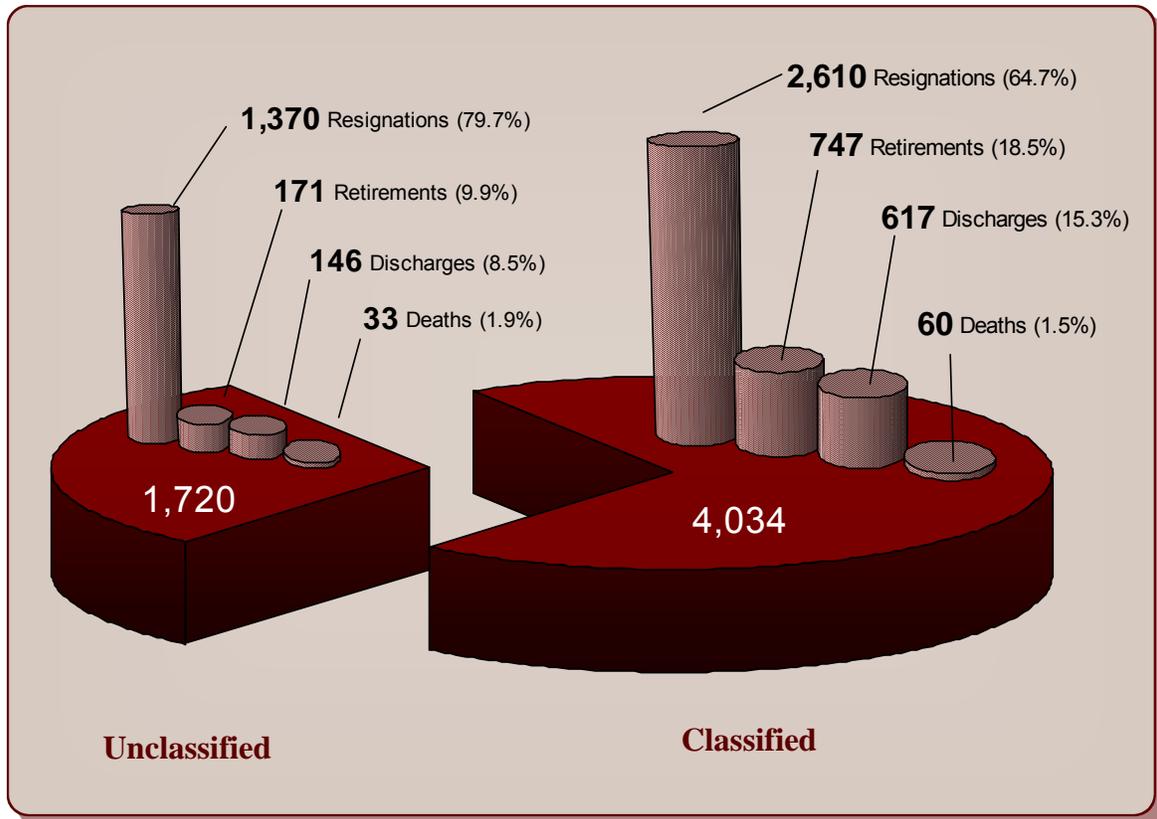


Table 18: Classified Turnover Trend FY 1995 to FY 2006

| Fiscal Year | Resignation | Retirement | Discharge | Total | Turnover Rate |
|-------------|-------------|------------|-----------|-------|---------------|
| 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% |
| 2005 | 2,288 | 602 | 507 | 3,397 | 12.6% |
| 2006 | 2,610 | 747 | 617 | 3,974 | 14.2% |

Unclassified turnover information and Deaths have not been reported in past information. Does not include deaths.



Table 19: FY 06 Occupational Group Turnover

| Occupational Group | Resign. | Retire. | Discharges | Deaths | Turnover Rate |
|--|--------------|------------|------------|-----------|---------------|
| Agricultural Services and Inspections | 11 | 6 | 0 | 1 | 10.1% |
| Corrections & Custody | 56 | 18 | 5 | 2 | 11.2% |
| Employment Services | 32 | 11 | 3 | 1 | 12.1% |
| Financial Management | 67 | 32 | 5 | 4 | 11.7% |
| General Administrative | 262 | 139 | 40 | 5 | 11.2% |
| General and Environmental Services | 117 | 38 | 30 | 6 | 14.9% |
| General Safety, Security | 96 | 89 | 8 | 3 | 12.8% |
| Health Care Services | 466 | 88 | 48 | 7 | 13.6% |
| Historical Preservation | 331 | 75 | 56 | 5 | 16.1% |
| HR Management and Development | 32 | 8 | 6 | 0 | 21.0% |
| Information Technology | 57 | 13 | 6 | 1 | 15.2% |
| Institutional and Nutritional Services | 13 | 11 | 1 | 0 | 9.7% |
| Insurance and Benefits Administration | 4 | 5 | 0 | 1 | 5.6% |
| Law Enforcement | 2 | 1 | 0 | 0 | 10.3% |
| Logistics and Property Management | 7 | 2 | 0 | 0 | 9.9% |
| Nursing Services | 19 | 10 | 2 | 0 | 9.9% |
| Oil, Gas, Transportation and Utility | 34 | 5 | 4 | 2 | 12.5% |
| Power Generation | 23 | 3 | 0 | 0 | 9.3% |
| Prof. Engineering and Land Surveyors | 115 | 58 | 32 | 5 | 9.9% |
| Rehabilitation/Vocational Services | 7 | 3 | 3 | 0 | 18.3% |
| Revenue and Taxation | 25 | 5 | 6 | 1 | 13.3% |
| Social Services | 20 | 13 | 3 | 2 | 12.6% |
| Transportation | 92 | 21 | 6 | 2 | 15.4% |
| Travel, Tourism and Recreation | 520 | 51 | 202 | 5 | 31.3% |
| Veterans Services | 297 | 42 | 151 | 7 | 27.3% |
| Total Classified | 2,610 | 747 | 617 | 60 | 14.4% |
| Unclassified | 1,370 | 171 | 146 | 33 | 19.3% |
| Total | 3,980 | 918 | 763 | 93 | 15.6% |

Table 20: FY 06 Agency Turnover

| Agency | Resign. | Retire. | Discharges | Deaths | Turnover Rate |
|--------------------------------|---------|---------|------------|--------|---------------|
| Aeronautics Commission | 1 | 0 | 0 | 0 | 10.0% |
| Agriculture | 1 | 0 | 0 | 0 | 0.2% |
| Attorney General | 24 | 1 | 5 | 0 | 17.9% |
| Auditor and Inspector | 20 | 5 | 3 | 0 | 16.6% |
| Bd Of Chem Test Alcohol/Drug | 1 | 0 | 0 | 0 | 16.7% |
| Board Of Architects | 0 | 0 | 0 | 0 | 0.0% |
| Board Of Dentistry | 0 | 0 | 0 | 0 | 0.0% |
| Board Of Nursing | 4 | 2 | 0 | 0 | 20.0% |
| Board Of Osteopathic Examiners | 1 | 0 | 0 | 0 | 20.0% |
| Board Of Pharmacy | 0 | 0 | 0 | 0 | 0.0% |
| Boll Weevil Eradication Org | 0 | 0 | 0 | 0 | 0.0% |
| Bureau Of Investigation | 18 | 10 | 1 | 0 | 9.7% |
| Bureau Of Narcotics | 2 | 3 | 0 | 2 | 7.4% |
| Capitol Complex/Centennial Com | 1 | 0 | 0 | 0 | 14.3% |
| Career/Tech. Education | 51 | 6 | 0 | 0 | 15.7% |
| Central Services | 33 | 7 | 3 | 0 | 17.1% |
| Chiropractic Examiners Board | 0 | 0 | 0 | 0 | 0.0% |
| Civil Emergency Management | 4 | 1 | 0 | 0 | 17.9% |
| Cleet | 4 | 0 | 1 | 0 | 14.7% |
| Commerce | 15 | 1 | 0 | 1 | 10.5% |
| Commission On Children & Youth | 3 | 0 | 0 | 0 | 10.0% |
| Commissioners Land Office | 3 | 4 | 0 | 1 | 12.7% |
| Compsource | 53 | 12 | 5 | 1 | 19.9% |
| Conservation Commission | 5 | 2 | 0 | 0 | 13.0% |
| Construction Industries Board | 0 | 1 | 0 | 0 | 2.8% |
| Corporation Commission | 31 | 8 | 5 | 2 | 9.3% |
| Corrections | 503 | 122 | 75 | 14 | 15.2% |
| Cosmetology Board | 1 | 0 | 0 | 0 | 7.1% |
| Department Of Consumer Credit | 0 | 1 | 0 | 0 | 6.3% |
| Department Of Mines | 1 | 0 | 0 | 1 | 5.6% |
| Department Of Securities | 2 | 0 | 1 | 0 | 11.5% |
| District Attorney | 87 | 10 | 13 | 1 | 9.7% |
| Education | 41 | 9 | 2 | 0 | 13.9% |
| Educational Television Auth | 6 | 0 | 3 | 0 | 12.2% |
| Election Board | 0 | 1 | 0 | 1 | 8.3% |
| Embalmers & Funeral Directors | 0 | 0 | 0 | 0 | 0.0% |
| Employees Benefits Council | 2 | 0 | 1 | 0 | 9.1% |
| Environmental Quality | 71 | 10 | 9 | 2 | 17.1% |
| Ethics Commission | 0 | 0 | 0 | 1 | 12.5% |
| Firefighter Pension/Retirement | 0 | 0 | 0 | 0 | 0.0% |
| GRDA | 25 | 18 | 5 | 0 | 9.3% |
| Health | 269 | 60 | 24 | 6 | 15.8% |
| Health Care Authority | 31 | 4 | 0 | 2 | 9.7% |
| Historical Society | 13 | 4 | 6 | 1 | 14.6% |
| Horse Racing Commission | 4 | 0 | 0 | 0 | 9.3% |
| Human Rights Commission | 4 | 0 | 0 | 0 | 22.2% |
| Human Services | 684 | 166 | 135 | 17 | 13.0% |
| Indian Affairs Commission | 2 | 0 | 0 | 0 | 50.0% |
| Indigent Defense System | 12 | 1 | 0 | 0 | 10.7% |
| Industrial Finance Authority | 0 | 2 | 0 | 0 | 33.3% |
| Insurance Department | 15 | 0 | 8 | 0 | 15.3% |
| Interstate Oil & Gas Compact | 0 | 0 | 0 | 0 | 0.0% |
| J.D. McCarty Center | 74 | 2 | 35 | 0 | 54.4% |
| Jm Davis Gun Museum | 3 | 0 | 1 | 0 | 66.7% |
| Juvenile Affairs | 182 | 37 | 29 | 1 | 21.0% |
| Labor | 13 | 3 | 1 | 0 | 15.7% |
| Law Enforcement Retirement | 0 | 0 | 0 | 0 | 0.0% |
| Libraries | 3 | 3 | 0 | 0 | 9.4% |

Turnover

FY 2006 Annual Report

Table 20: FY 06 Agency Turnover (continued)

| Agency | Resign. | Retire. | Discharges | Deaths | Turnover Rate |
|--------------------------------|--------------|------------|------------|-----------|---------------|
| Lieutenant Governor's Office | 7 | 0 | 0 | 0 | 63.6% |
| Liquefied Petroleum Gas Board | 0 | 1 | 0 | 0 | 11.1% |
| Marginally Producing Wells | 1 | 0 | 0 | 0 | 20.0% |
| Medical Licensure/Supervision | 2 | 1 | 0 | 0 | 13.0% |
| Medicolegal Investigations | 20 | 2 | 3 | 0 | 34.7% |
| Mental Health | 343 | 45 | 86 | 3 | 23.8% |
| Merit Protection Commission | 1 | 1 | 0 | 0 | 25.0% |
| Military Department | 108 | 12 | 13 | 1 | 37.1% |
| Motor Vehicle Commission | 0 | 0 | 0 | 0 | 0.0% |
| Nursing Home Admin Examiners | 1 | 0 | 0 | 0 | 25.0% |
| Ocast | 3 | 0 | 0 | 0 | 13.0% |
| OESC | 75 | 24 | 12 | 3 | 14.0% |
| Office Of Handicapped Concerns | 2 | 0 | 0 | 0 | 28.6% |
| Office Of The Governor | 6 | 0 | 0 | 0 | 17.6% |
| Okla Real Estate Commission | 1 | 1 | 1 | 0 | 17.6% |
| Oklahoma Able Commission | 1 | 2 | 0 | 0 | 7.3% |
| Oklahoma Accountancy Board | 0 | 0 | 0 | 0 | 0.0% |
| Oklahoma Arts Council | 1 | 0 | 0 | 0 | 5.9% |
| Oklahoma Lottery Commission | 8 | 0 | 1 | 0 | 23.1% |
| Oklahoma Peanut Commission | 0 | 0 | 0 | 0 | 0.0% |
| Oklahoma Wheat Commission | 1 | 1 | 0 | 0 | 33.3% |
| OSEEGIB | 12 | 3 | 0 | 2 | 9.4% |
| Pardon And Parole Board | 2 | 1 | 2 | 0 | 13.5% |
| Personnel Management | 18 | 0 | 0 | 1 | 25.0% |
| Physician Manpower Training | 0 | 0 | 0 | 0 | 0.0% |
| Police Pension & Retirement | 0 | 0 | 0 | 0 | 0.0% |
| Private Vocational Schools Brd | 0 | 0 | 0 | 0 | 0.0% |
| Pro Engineers & Land Surveyors | 3 | 0 | 0 | 0 | 37.5% |
| Psychologists Examiners Board | 0 | 0 | 0 | 0 | 0.0% |
| Public Employees Retirement | 3 | 0 | 1 | 0 | 7.3% |
| Public Safety | 74 | 87 | 6 | 3 | 11.0% |
| Rehabilitation Services | 51 | 14 | 11 | 2 | 8.8% |
| Scenic Rivers Commission | 2 | 0 | 0 | 0 | 22.2% |
| School Of Science/Math | 2 | 2 | 1 | 0 | 6.7% |
| Secretary Of State | 3 | 1 | 0 | 0 | 11.1% |
| Space Industry Dev Authority | 1 | 0 | 0 | 0 | 20.0% |
| Speech-Language Pathology | 0 | 0 | 0 | 0 | 0.0% |
| State Banking Department | 1 | 0 | 0 | 0 | 2.5% |
| State Bond Advisor | 0 | 0 | 0 | 0 | 0.0% |
| State Finance | 21 | 2 | 0 | 0 | 16.8% |
| State Fire Marshal | 0 | 2 | 0 | 0 | 6.3% |
| State Treasurer | 12 | 0 | 2 | 0 | 18.2% |
| Tax Commission | 65 | 28 | 10 | 4 | 11.5% |
| Teacher Preparation Commission | 0 | 0 | 0 | 0 | 0.0% |
| Teachers' Retirement System | 4 | 1 | 0 | 1 | 11.5% |
| Tobacco Board Of Directors | 1 | 0 | 0 | 0 | 33.3% |
| Tourism and Recreation | 58 | 16 | 3 | 4 | 13.5% |
| Transportation | 128 | 69 | 25 | 6 | 9.5% |
| Transportation Authority | 44 | 10 | 11 | 0 | 10.5% |
| University Hospitals Authority | 0 | 0 | 0 | 0 | 0.0% |
| Used Motor Vehicle Commission | 1 | 0 | 0 | 0 | 10.0% |
| Veterans Affairs | 405 | 45 | 179 | 3 | 36.0% |
| Veterinary Medical Examiner | 1 | 0 | 0 | 0 | 33.3% |
| Water Resources Board | 22 | 4 | 0 | 0 | 27.7% |
| Wildlife Conservation | 22 | 7 | 16 | 2 | 14.8% |
| Will Rogers Memorial Comm | 1 | 2 | 0 | 0 | 42.9% |
| Total | 3,980 | 918 | 763 | 93 | 15.6% |

Outlook on Oklahoma



OPM and State participants attend training partnered by the Oklahoma Public Human Resources Association and OPM's Human Resources Development Services entitled, "Developing Competencies for HR Success Training." This was one of many training courses offered by the HRDS Division in 2006.

The Oklahoma Office of Personnel Management



Carrie Rohr
Director, Human Resources Development Services

Human Resources Development Services

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 06, there were 348 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 06, over 84 percent of supervisors fully met the requirements.

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

Quality Oklahoma

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 2006 featured 58 exhibitors representing 20 agencies. More than \$1129 million in cost savings or revenue generation by these projects was documented during FY 06 for a cumulative total of more than \$410.9 million since 1993. 30 Commendation of Excellence Awards and 6 specialty awards were presented .

Productivity Enhancement Program

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.

PEP allows agencies to present non-cash and cash awards to state employees for ideas, programs, and projects resulting in increased productivity, cost savings, revenue generation, or improved safety, efficiency, morale, or better services.

To date, 281 recipients representing 27 agencies show a documented first-year savings of \$7,496,996.05 and have received \$244,883.40 in cash awards. There have been 29 non-cash awards and 52 cash awards presented.



Table 21: FY 06 HRDS Courses

| Course Name | FY 06 Participants | Course Name | FY 06 Participants |
|---|--------------------|---|--------------------|
| Administrative Law | 115 | Managing the Grievance Process | 41 |
| Advanced Creative Problem Solving | 105 | Managing the Troubled Employee | 24 |
| Affirmative Action Plan Training | 53 | Mediation - A Better Way (Oklahoma Alliance for Civil Rights) | 17 |
| Applied Leadership | 192 | Mediation Skills for Personnel Supervisors | 8 |
| Awards and Recognitions | 101 | Motivating for Performance | 174 |
| Business Etiquette | 278 | MPC Appeals Process | 25 |
| Certified Personnel Professional Training | 32 | One Minute Manager | 166 |
| Challenges of Supervision | 243 | OPHRA Holiday 2005 Training Conference | 57 |
| Change Management | 64 | OPHRA Spring 2006 Training Conference | 60 |
| Changing Workplace | 87 | Performance Management Process | 521 |
| Conducting Effective Group Meetings | 106 | Performance Measurement | 43 |
| CPM Executive Development Seminar | 29 | Personnel Law Video Festival | 71 |
| CPM Orientation | 40 | Personnel Policies and Practices | 150 |
| Delegation and Control | 132 | Planning Skills for Managers | 61 |
| Developing Competencies for HR Success (IPMA) | 13 | Policy Analysis | 84 |
| Developing Creative Problem Solving Skills | 185 | Professional Relationship Empowerment Program | 18 |
| Developing Effective Negotiating Skills | 186 | Program Evaluation | 50 |
| Disability Awareness | 129 | Progressive Discipline | 319 |
| Effective Communication In Management | 129 | Public Speaking & Effective Presentations | 43 |
| Effective Stress Management | 309 | Quality Oklahoma Processes | 40 |
| Effective Time Management Techniques | 258 | Quality Tools | 35 |
| Emotional Intelligence | 133 | Risk Management Policyholders Seminar | 101 |
| Ethics In Public Management | 201 | Safety Management | 84 |
| Everyday Creativity | 131 | Sexual Harassment and Discrimination | 181 |
| Facilitation Skills | 7 | Skills for Effective Presentations | 13 |
| Gender Issues In Management | 94 | Strategies for Improving Communication | 141 |
| How to Conduct On-the-Job Training | 137 | Structured Interview Process | 182 |
| Lateral Thinking for Supervisors | 70 | Systems Management | 28 |
| Legislative Process | 161 | Team Building | 162 |
| Listening Skills for Managers | 68 | Violence In the Workplace | 196 |
| Management 2000 | 23 | Workplace Energy | 113 |
| Managing a Multigenerational Workforce | 133 | World Trends | 122 |
| Managing Conflict | 246 | Writing Skills for Managers | 169 |
| Managing Diversity In the Workplace | 79 | | |
| | | Total | 7,774 |



Human Resources Development Services (continued)

Certified Public Manager Program

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 06, 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 110 tests, and approved 108 projects. A total of 378 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. In addition, candidates must complete four exams and four work-related projects.

Employee Assistance Program



Bob Stevens
Coordinator, 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 06, 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 06—
- 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.

State Agency Review Committee

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. In the FY 2006 campaign, 32,695 state employees contributed \$553,653.

Oklahoma Commission on the 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

Governor's Advisory Council on 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 representatives from the Asian-American community who are appointed by the Governor. During FY-06, 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

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 representatives of Ethnic Americans of the Middle East/Near East community who were appointed by the Governor.

In FY-06, 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. Fayyz H. Hashmi, Dr. Bassel S. Hassoun, and Dr. Mohammad Karami. On November 1, 2005, Governor Henry hosted the Council's second Iftar dinner at the Governor's Mansion during the Holy Month of Ramadan.

Governor's Advisory Council on 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 FY06, Oscar Quiroga served as chair and Giovanni Perry as vice-chair. Other members included Yolanda Velarde Charney, Dr. Eloy A. Chavez Nancy Galvan, Sebastian Lantos, Teri Mora, Guillermo Rojas, Cliff Uranga, Arthur J. Valdez, Steven J. Valencia, and Juanita Vasquez-Sykes.

Services

FY 2006 Annual Report

OPM Departments and Employees

(as of June 30, 2006)

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

Shirley Russell - Director of Legislative Affairs

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 - Human Resources Mgmt Spec.

Ron Thatcher - Human Resources Mgmt Spec.

Sara Dean - Human Resources Mgmt Spec.

Tonya Holman - Human Resources Mgmt Spec.

Tamara Alexander - Administrative Technician

Carolyn Rumsey - Human Resources Mgmt Spec.

Jacob Smith - Human Resources Mgmt Spec.

Sarah Barber - Human Resources Mgmt Spec.

Brian Jepsen - Human Resources Mgmt Spec.

Everett Slavik - Human Resources Programs Mgr

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.

Laura Sohl - Human Resources Mgmt. Spec.

Melissa Jolly - Human Resources Mgmt. Spec.

Nikki Carriveau - Human Resources Mgmt. Spec.

Rebecca Coyote - Administrative Assistant

Sandie Wein - Human Resources Mgmt. Spec.

Jenny Chong - CAPIP Coordinator

Michelle Gresham - Administrative Technician

Elizabeth Blais - Human Resources Mgmt. Spec.

Carolyn Fryar - Human Resources Assistant

Office of Workforce Planning

Ross Tripp - Workforce Planning Manager

Financial Management Services

Marilyn Capps - Associate Administrator

and Chief Financial Officer

Jim Patterson - Administrative Technician

Latisha Edwards - Accountant

Marcia Alexander - Graphic Artist

Marsha Reeder - Administrative Programs Officer

Gina Kwiatkowski - Contracting & Acquisitions Agt.

Steven Snyder - Accounting Technician

TV Muralidharan - Customer Service Representative

Christina Burckel - Administrative Technician

Bernie Buchenau - Information Sys. Application

Terri Berry - Human Resources Programs Mgr.

Dustin Crossfield - Info. Sys. Network Mgmt Spec.

Elda M. Walker - Accountant

Information Technology Services

Glenda Gesell - Assistant Administrator

Randy Peter - Information Systems Manager

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.

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 - Emp. Assistance Prog. Coord.

Warren Thompson - Emp. Assistance Prog. Coord.

Blanca Longoria - Administrative Assistant

Outlook on **Oklahoma**

Appendix

The Oklahoma Office of Personnel Management

Appendix

FY 2006 Annual Report

All Agencies - Select Information

| Agencies by Cabinet | Merit Status | FY 05 Emp. Count | Avg. Age | Avg. Years of Service | Avg. Salary | Total Turnover |
|--------------------------------|--------------|---------------------|----------|--------------------------|-------------|-------------------|
| Governor | | | | | | |
| Office Of The Governor | Non-Merit | 34 | 38.6 | 7.1 | \$48,482 | 17.6% |
| Lieutenant Governor | | | | | | |
| Lieutenant Governor | Non-Merit | 11 | 38.6 | 4.0 | \$43,534 | 63.6% |
| Agriculture | | | | | | |
| Agriculture | Merit | 424 | 45.9 | 13.8 | \$33,464 | 0.2% |
| Boll Weevil Eradication Org | Non-Merit | 14 | 49.3 | 6.0 | \$29,942 | 0.0% |
| Conservation Commission | Merit | 54 | 46.0 | 12.6 | \$38,911 | 13.0% |
| Oklahoma Peanut Commission | Merit | 1 | 57.0 | 19.0 | \$51,321 | 0.0% |
| Oklahoma Wheat Commission | Non-Merit | 6 | 45.0 | 13.8 | \$46,680 | 33.3% |
| Commerce | | | | | | |
| Capitol Complex/Centennial Com | Non-Merit | 7 | 53.9 | 13.1 | \$46,871 | 14.3% |
| Commerce | Merit | 162 | 45.7 | 10.1 | \$49,015 | 10.5% |
| Historical Society | Merit | 164 | 48.7 | 11.5 | \$30,575 | 14.6% |
| Industrial Finance Authority | Non-Merit | 6 | 61.7 | 17.7 | \$63,874 | 33.3% |
| Jm Davis Gun Museum | Non-Merit | 6 | 46.7 | 5.9 | \$32,460 | 66.7% |
| Labor | Merit | 108 | 45.4 | 10.2 | \$37,741 | 15.7% |
| OESC | Merit | 816 | 49.5 | 13.1 | \$31,546 | 14.0% |
| Scenic Rivers Commision | Non-Merit | 9 | 40.8 | 9.5 | \$26,655 | 22.2% |
| Tourism and Recreation | Merit | 591 | 46.5 | 10.7 | \$26,271 | 13.5% |
| Will Rogers Memorial Comm | Merit | 7 | 54.7 | 12.8 | \$40,735 | 42.9% |
| Education | | | | | | |
| Career/Tech. Education | Non-Merit | 362 | 47.5 | 12.3 | \$42,808 | 15.7% |
| Education | Merit | 375 | 46.1 | 9.8 | \$35,798 | 13.9% |
| Educational Television Auth | Non-Merit | 74 | 44.4 | 8.2 | \$33,881 | 12.2% |
| Libraries | Merit | 64 | 51.1 | 14.0 | \$36,665 | 9.4% |
| Oklahoma Arts Council | Non-Merit | 17 | 51.9 | 11.2 | \$43,768 | 5.9% |
| Private Vocational Schools Brd | Non-Merit | 2 | 61.0 | 24.0 | \$34,526 | 0.0% |
| School Of Science/Math | Merit | 75 | 47.9 | 7.6 | \$43,725 | 6.7% |
| Teacher Preparation Commission | Non-Merit | 9 | 49.4 | 10.6 | \$44,145 | 0.0% |
| Energy | | | | | | |
| Corporation Commission | Merit | 492 | 50.5 | 12.6 | \$37,619 | 9.3% |
| Department Of Mines | Non-Merit | 36 | 47.7 | 15.2 | \$38,789 | 5.6% |
| Interstate Oil & Gas Compact | Non-Merit | 2 | 29.0 | 0.5 | \$52,500 | 0.0% |
| GRDA | Merit | 518 | 47.8 | 17.4 | \$50,384 | 9.3% |
| Liquefied Petroleum Gas Board | Merit | 9 | 58.4 | 15.1 | \$31,430 | 11.1% |
| Marginally Producing Wells | Non-Merit | 5 | 41.0 | 3.4 | \$42,512 | 20.0% |
| Environment | | | | | | |
| Environmental Quality | Merit | 538 | 44.9 | 11.4 | \$41,956 | 17.1% |
| State Treasurer | Non-Merit | 77 | 45.3 | 9.3 | \$39,155 | 18.2% |
| Tax Commission | Merit | 933 | 48.3 | 13.6 | \$35,184 | 11.5% |
| Teachers' Retirement System | Merit | 52 | 49.4 | 13.0 | \$39,121 | 11.5% |
| Water Resources Board | Merit | 94 | 42.1 | 12.5 | \$43,459 | 27.7% |
| Wildlife Conservation | Non-Merit | 316 | 43.4 | 16.1 | \$38,072 | 14.8% |

Appendix

FY 2006 Annual Report

All Agencies - Select Information

| Agencies by Cabinet | Merit Status | FY 05 Emp. Count | Avg. Age | Avg. Years of Service | Avg. Salary | Total Turnover |
|---|--------------|------------------|----------|-----------------------|-------------|----------------|
| Finance and Revenue | | | | | | |
| Auditor and Inspector | Non-Merit | 169 | 41.4 | 10.7 | \$43,333 | 16.6% |
| Commissioners Land Office | Merit | 63 | 50.5 | 14.8 | \$42,229 | 12.7% |
| Compsource | Non-Merit | 357 | 46.6 | 9.7 | \$38,697 | 19.9% |
| Firefighter Pension/Retirement | Non-Merit | 10 | 47.1 | 13.8 | \$48,016 | 0.0% |
| Insurance Department | Non-Merit | 150 | 45.1 | 7.2 | \$37,163 | 15.3% |
| Law Enforcement Retirement | Non-Merit | 5 | 47.8 | 15.0 | \$43,360 | 0.0% |
| Oklahoma Lottery Commission | Non-Merit | 39 | 43.4 | 3.4 | \$47,319 | 23.1% |
| Police Pension & Retirement | Non-Merit | 11 | 49.8 | 12.5 | \$50,327 | 0.0% |
| Public Employees Retirement | Merit | 55 | 49.4 | 12.1 | \$39,183 | 7.3% |
| State Banking Department | Non-Merit | 40 | 45.1 | 15.7 | \$54,279 | 2.5% |
| State Finance | Merit | 137 | 47.8 | 11.9 | \$46,914 | 16.8% |
| State Treasurer | Non-Merit | 77 | 45.3 | 9.3 | \$39,155 | 18.2% |
| Tax Commission | Merit | 933 | 48.3 | 13.6 | \$35,184 | 11.5% |
| Teachers' Retirement System | Merit | 52 | 49.4 | 13.0 | \$39,121 | 11.5% |
| Health | | | | | | |
| Construction Industries Board | Non-Merit | 36 | 49.2 | 8.0 | \$38,602 | 2.8% |
| Health | Merit | 2,264 | 45.9 | 10.1 | \$37,820 | 15.8% |
| Health Care Authority | Merit | 381 | 43.1 | 10.0 | \$44,879 | 9.7% |
| Mental Health | Merit | 2,001 | 45.0 | 9.0 | \$30,615 | 23.8% |
| Nursing Home Admin Examiners | Non-Merit | 4 | 56.0 | 15.9 | \$43,342 | 25.0% |
| Tobacco Board Of Directors | Non-Merit | 3 | 47.3 | 11.3 | \$58,918 | 33.3% |
| Human Resources and Administration | | | | | | |
| Board Of Architects | Non-Merit | 3 | 42.3 | 11.0 | \$39,840 | 0.0% |
| Board Of Dentistry | Merit | 4 | 49.8 | 22.5 | \$37,883 | 0.0% |
| Board Of Nursing | Non-Merit | 30 | 48.4 | 7.3 | \$40,818 | 20.0% |
| Board Of Osteopathic Examiners | Merit | 5 | 61.2 | 12.6 | \$42,333 | 20.0% |
| Board Of Pharmacy | Merit | 8 | 49.0 | 11.0 | \$50,274 | 0.0% |
| Central Services | Merit | 251 | 49.3 | 12.3 | \$34,020 | 17.1% |
| Chiropractic Examiners Board | Non-Merit | 2 | 26.5 | 4.0 | \$34,980 | 0.0% |
| Cosmetology Board | Merit | 14 | 46.2 | 8.8 | \$27,469 | 7.1% |
| Department Of Consumer Credit | Merit | 16 | 53.9 | 10.4 | \$35,177 | 6.3% |
| Department Of Securities | Merit | 26 | 49.5 | 15.6 | \$59,549 | 11.5% |
| Embalmers & Funeral Directors | Merit | 3 | 50.3 | 7.0 | \$44,060 | 0.0% |
| Employees Benefits Council | Merit | 33 | 48.3 | 9.8 | \$41,929 | 9.1% |
| Horse Racing Commission | Non-Merit | 43 | 52.1 | 11.8 | \$37,376 | 9.3% |
| Human Rights Commission | Merit | 18 | 44.3 | 11.0 | \$31,772 | 22.2% |
| Medical Licensure/Supervision | Merit | 23 | 47.8 | 12.2 | \$36,994 | 13.0% |
| Merit Protection Commission | Merit | 8 | 49.5 | 10.1 | \$38,017 | 25.0% |
| Motor Vehicle Commission | Merit | 4 | 43.3 | 11.8 | \$35,749 | 0.0% |
| Okla Real Estate Commission | Merit | 17 | 43.3 | 13.1 | \$31,808 | 17.6% |
| Oklahoma Accountancy Board | Non-Merit | 9 | 44.7 | 11.1 | \$38,296 | 0.0% |
| OSEEGIB | Non-Merit | 180 | 47.0 | 10.9 | \$40,101 | 9.4% |
| Personnel Management | Merit | 76 | 46.2 | 11.4 | \$36,170 | 25.0% |
| Pro Engineers & Land Surveyors | Merit | 8 | 44.6 | 5.9 | \$35,340 | 37.5% |
| Psychologists Examiners Board | Non-Merit | 1 | 57.0 | 24.0 | \$44,560 | 0.0% |
| Speech-Language Pathology | Non-Merit | 1 | 54.0 | 14.0 | \$36,000 | 0.0% |
| State Bond Advisor | Non-Merit | 3 | 50.3 | 13.7 | \$65,517 | 0.0% |
| Used Motor Vehicle Commission | Non-Merit | 10 | 41.8 | 9.2 | \$28,753 | 10.0% |
| Veterinary Medical Examiner | Non-Merit | 3 | 43.0 | 8.7 | \$38,043 | 33.3% |

All Agencies - Select Information

| Agencies by Cabinet | Merit Status | FY 05 Emp. Count | Avg. Age | Avg. Years of Service | Avg. Salary | Total Turnover |
|--------------------------------|--------------|---------------------|----------|--------------------------|-------------|-------------------|
| Human Services | | | | | | |
| Commission On Children & Youth | Merit | 30 | 44.0 | 10.1 | \$38,212 | 10.0% |
| Human Services (DHS) | Merit | 7,648 | 44.8 | 11.0 | \$30,975 | 13.0% |
| Indian Affairs Commission | Non-Merit | 4 | 49.0 | 4.9 | \$38,978 | 50.0% |
| J.D. McCarty Center | Merit | 204 | 38.8 | 5.0 | \$26,475 | 54.4% |
| Juvenile Affairs | Merit | 1,163 | 44.2 | 9.6 | \$27,442 | 21.0% |
| Office Of Handicapped Concerns | Merit | 7 | 50.4 | 15.6 | \$37,658 | 28.6% |
| Physician Manpower Training | Merit | 6 | 53.0 | 22.0 | \$41,449 | 0.0% |
| Rehabilitation Services | Merit | 884 | 49.3 | 13.9 | \$34,862 | 8.8% |
| University Hospitals Authority | Non-Merit | 5 | 47.6 | 18.2 | \$66,924 | 0.0% |
| Military | | | | | | |
| Military Department | Merit | 361 | 44.0 | 7.3 | \$27,534 | 37.1% |
| Safety and Security | | | | | | |
| Attorney General | Non-Merit | 168 | 44.7 | 9.3 | \$47,447 | 17.9% |
| Bd Of Chem Test Alcohol/Drug | Non-Merit | 6 | 53.8 | 15.2 | \$38,854 | 16.7% |
| Bureau Of Investigation | Merit | 300 | 43.8 | 12.6 | \$41,724 | 9.7% |
| Bureau Of Narcotics | Merit | 95 | 43.3 | 12.4 | \$41,051 | 7.4% |
| Civil Emergency Management | Merit | 28 | 54.4 | 12.3 | \$38,249 | 17.9% |
| CLEET | Non-Merit | 34 | 49.1 | 10.9 | \$38,010 | 14.7% |
| Corrections | Merit | 4,712 | 44.1 | 10.1 | \$35,058 | 15.2% |
| District Attorney | Non-Merit | 1,145 | 42.9 | 8.2 | \$1,316 | 9.7% |
| Indigent Defense System | Non-Merit | 121 | 45.1 | 8.9 | \$51,761 | 10.7% |
| Medicolegal Investigations | Non-Merit | 72 | 40.6 | 7.9 | \$36,316 | 34.7% |
| Oklahoma ABLE Commission | Merit | 41 | 50.1 | 19.1 | \$44,987 | 7.3% |
| Pardon And Parole Board | Merit | 37 | 51.5 | 18.4 | \$34,313 | 13.5% |
| Public Safety | Merit | 1,550 | 44.0 | 13.7 | \$39,783 | 11.0% |
| State Fire Marshal | Merit | 32 | 52.8 | 11.8 | \$38,755 | 6.3% |
| Science and Technology | | | | | | |
| OCAST | Merit | 23 | 50.3 | 11.3 | \$50,561 | 13.0% |
| Secretary Of State | | | | | | |
| Election Board | Non-Merit | 24 | 50.9 | 14.4 | \$35,000 | 8.3% |
| Ethics Commission | Merit | 8 | 56.3 | 13.4 | \$47,787 | 12.5% |
| Secretary Of State | Merit | 36 | 46.1 | 13.9 | \$33,164 | 11.1% |
| Transportation | | | | | | |
| Aeronautics Commission | Non-Merit | 10 | 45.1 | 8.7 | \$47,967 | 10.0% |
| Space Industry Dev Authority | Non-Merit | 5 | 49.0 | 1.7 | \$45,500 | 20.0% |
| Transportation | Merit | 2,393 | 45.7 | 14.3 | \$34,180 | 9.5% |
| Transportation Authority | Merit | 617 | 46.6 | 8.6 | \$27,707 | 10.5% |
| Veterans Affairs | | | | | | |
| Veterans Affairs | Merit | 1,757 | 44.2 | 6.8 | \$27,287 | 36.0% |

Affiliated Councils and Commissions**Governor's Advisory Council on Latin American and Hispanic Affairs**

Oscar N. Quiroga - Chair, Oklahoma City

Giovanni I. Perry - Vice-Chair, Norman

Yolanda Velarde Charney, Owasso

Dr. Eloy A. Chavez, Shawnee

Nancy Galvan, El Reno

Sebastian Lantos, Tulsa

Teri Mora, Guyman

Guillermo Rojas, Tulsa

Cliff Uranga, Oklahoma City

Arthur J. Valdez, Oklahoma City

Steven J. Valencia, Alva

Juanita Vasquez-Sykes, Oklahoma City

Governor's Advisory Council on Asian-American Affairs

Hung Le - Chair, Oklahoma City

Tinny Chang, Oklahoma City

Dr. Kyung-Whan Min, Edmond

Dr. Evelina C. Morales, Oklahoma City

Thuy Pham, Oklahoma City

Dr. Rita Raman, Oklahoma City

Dr. Yoshi K. Sasaki, Norman

Vasithy Pic Sengdara, Oklahoma City

Nick Wu, Norman

Governor's Ethnic American Advisory Council

Dr. Sandra Kaye Rana - Chair, Broken Arrow

Marjaneh Seirafi-Pour - Vice-Chair / Secretary, Norman

Dr. Riaz Ahmad, Edmond

Karen E. Bak, Edmond

Malaka A. Elyazgi, Norman

Mohammad J. Farzaneh, Norman

Dr. Fayyaz H. Hashmi, Edmond

Dr. Basel S. Hassoun, Oklahoma City

Dr. Mohammad Karami, Norman

Affirmative Action Review Council

R. Charles Smith - Chair, Health, Oklahoma City

Peggy J. Carter - Vice-Chair, Department of Corrections, Oklahoma City

Representative Jabar Shumate, Tulsa

Representative Opio Toure, Oklahoma City

Carole S. Call, OU Health Sciences Center, Oklahoma City

Glenda F. Love, Ronald McDonald House, Tulsa

Affiliated Councils and Commissions (continued)

Oklahoma Commission on the Status of Women

Jennifer Paustenbaugh - Chair, Stillwater

Catherine Haynes - Vice Chair, Ponca City

Lou Kohlman - Secretary, Oklahoma City

Mary Walker - Nominating Committee, Tulsa

Anita Norman - Nominating Committee, Perry

Jilda Motley - Advisory Council Co-Chair, **Tulsa**

Bob Darcy, Stillwater

Pat Martin, Purcell

Betty Boyd, Tulsa

Marilyn Ehlers, Oklahoma City

Sally Frasier, Tulsa

Vicki French, Foss

Chris Morriss, Edmond

Kathryn Jones, Oklahoma City

Rebecca Kennedy, Seminole

Lou Kerr, Oklahoma City

Denise Kinzey, Cushing

Senator Debbe Leftwich, Oklahoma City

Bernice Mitchell, Stillwater

Sheila Sheaman, Ardmore

Rita Newton, Oklahoma City

Rowena Ogden, Stillwell

Patricia Presley, Oklahoma City

Claudean Berry Reynolds, Stillwater

Renita Shofner, Tulsa

Margaret Swimmer, Tulsa

Janelle Anne Walker, Oklahoma City

Ginny Wilson, Tahlequah

Christie Woodson, Lawton

State Agency Review Committee

Rhonda Burgess - Chair, Office of Juvenile Affairs

Mike Wester - Vice Chair, Department of Human Services, Shawnee

Diane Haser-Bennett, Designee for OPM Administrator, Office of Personnel Management, Oklahoma City

Norma Goff, Department of Human Services, Oklahoma City

Nancy Barrett, Oklahoma Department of Transportation, Oklahoma City

Brenda Sullivan, Tax Commission, Oklahoma City

Michelle Kirby, Department of Veterans Affairs, Norman

State of Oklahoma
Office of Personnel Management

Jim Thorpe Building
2101 N. Lincoln Blvd.
Oklahoma City, OK 73105
(405) 521-2777
Website: www.opm.ok.gov

Printed March 2007