

**OPM 00-61**

**DATE:** December 1, 2000  
**TO:** All Appointing Authorities  
**FROM:** Oscar B. Jackson, Jr., Administrator and  
Cabinet Secretary of Human Resources  
**RE:** **FY 2001 Annual Compensation Report**

In accordance with O.S. Title 74:840-1.6A(5), enclosed is a copy of the Office of Personnel Management (OPM) "FY 2001 Annual Compensation Report." The report summarizes the results of the OPM Annual Survey of the compensation practices of the state's competitive labor market. This survey compares the compensation practices of the State of Oklahoma for over 26,000 classified service positions covered by the Merit System of Personnel Administration with other organizations.

The OPM FY 2001 Annual Compensation Report presents the following findings:

- Salaries for benchmark classified service salaries trail the competitive labor market by 13.1%.
- Fringe benefits for the state service trail the competitive labor market by 1.0%.
- Classified service total compensation (salaries and fringe benefits) trails the competitive labor market by 8.2%.

The OPM FY 2001 Annual Compensation Report presents the following recommendations:

- Grant up to a 8.2% salary increase for classified service state employees during FY 2002, in order to address the difference in total compensation for classified service employees compared to the competitive labor market. Similar consideration may be provided unclassified service employees.
- Authorize pay-for-performance during FY 2002, as recommended in the Office of Personnel Management Classification and Compensation Reform Project Report (December 1998), and the Office of Personnel Management Report to the Legislative Interim Study Committees on Pay-for-Performance 99S-021 and 99H-043 (October 1999).

These findings and recommendations will be presented for consideration by the members of the Forty-Eighth Oklahoma Legislature.

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# **EXECUTIVE SUMMARY**

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## **Introduction**

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

The Office of Personnel Management 2001 Annual Compensation Report meets the statutory requirements as outlined in Title 74. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the State's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits or non-cash compensation programs found in the market and compares these programs with the State's fringe benefit package.

## **Compensation Activity**

During the 2000 session, the Oklahoma Legislature passed several compensation-related bills that affected state agencies and employees.

Effective July 1, 2000, House Bill 1334 (section 3) amends the O.S. Title 74, Section 840-2.17 to authorize salary adjustments not to exceed 5% for permanent classified employees following career progression to a different job family level. Previously, the statute authorized this adjustment for probationary classified employees achieving permanent status following the initial probationary period and permanent classified employees successfully completing trial periods after promotion to a different job family.

Effective October 1, 2000, Senate Bill 959 (section 1) created non-codified new law to provide an annualized salary increase of \$2,000 to all state employees who were employed by the state on the last working day of September 2000. The bill also requires that permanent classified employees retain a certain percentage of the \$2,000 increase, if they are promoted to a higher paying position during certain increments of time.

## **Purpose and Scope of Annual Survey**

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

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

## **Purpose and Scope of Annual Survey (continued from page 3)**

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

- OPM 2001 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey

(see Appendix, page 17 for a summary of each survey)

## Average Salary Comparison (Direct Compensation)

An analysis of salary survey data submitted indicates that on average, classified employee salaries fell approximately 13.1% below the competitive labor market. Table 1 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

**Table 1: Employee Average Salary Comparison**

State of Oklahoma vs. Market		
<u>State of Oklahoma</u> As of October 1, 2000 \$28,738 *	<u>Market</u> As of July 1, 2000 \$32,513	<u>% Difference</u> -13.1%

\* Figure includes projected average longevity payment for calendar year 2000 of \$1,410 (see Appendix, page 17)

**Source:** FY 2001 Multi-Survey Summary Report of Competitive Labor Market

## Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. When compared with the competitive labor market, our package is quite competitive. Table 2 below displays the State's benefit package compared to the external labor market. For the purposes of this report, **the average classified employee profile is defined as a classified employee with ten years of State service with insurance coverage for a spouse and two or more children**, the same is assumed for the market.

**Table 2: Average Employee Fringe Benefit Comparison**

State of Oklahoma vs. Market*				
	<u>State of Oklahoma</u> <u>Benefit</u>	<u>State of Oklahoma</u> <u>Value</u>	<u>Market</u> <u>Benefit</u>	<u>Market</u> <u>Value</u>
Health Care Benefit		\$4,951		\$4,552
Annual Leave Accrual	20 days	\$2,211	19 days	\$2,376
Sick Leave Accrual	15 days	\$1,658	14 days	\$1,751
Paid Holidays	10 days	\$1,105	8 days	\$1,000
Defined-Benefit Retirement Plan (employer contribution)	10%	\$2,874	7%	\$2,276
Defined-Contribution Retirement Plan	\$300	\$300	3%	\$975
Social Security	7.65%	\$2,199	7.65%	\$2,487
Workers' Compensation & Unemployment Insurance	1.0% approx.	\$287	1.0% approx.	\$325
<b>TOTAL FRINGE BENEFITS</b>		<b>\$15,585</b>		<b>\$15,742</b>

\***Source:** OPM 2001 State of Oklahoma Compensation Survey

<u>State of Oklahoma</u> \$15,585	<u>Market</u> \$15,742	<u>% Difference</u> -1.0%

## Total Compensation Profile

Total compensation is defined as the total value of the employee's direct and indirect compensation provided by the employer. For the purposes of this report, the **average classified employee profile is defined as a classified employee with ten years of State service with insurance coverage for a spouse and two or more children** (see Appendix, page 16 for Total Compensation calculation formulas).

**Table 3: Average Employee Total Compensation Comparison**

<b>State of Oklahoma vs. Market*</b>		
<b><u>State of Oklahoma</u> as of October 1, 2000</b>	<b><u>Market</u> as of July 1, 2000</b>	<b><u>% Difference</u></b>
<b>\$44,596**</b>	<b>\$48,255</b>	<b>-8.2%</b>

**\*Sources:** FY 2001 Multi-Survey Summary Report of Competitive Labor Market  
OPM 2001 State of Oklahoma Compensation Survey

\*\* Figure includes projected average longevity payment for calendar year 2000 of \$1,410 (see Appendix, page 17)

# RECOMMENDATIONS

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**1. The Office of Personnel Management recommends an adjustment of up to 8.2% to move State of Oklahoma Merit System classified service employee total compensation towards the market.**

Results of the 2001 Annual Compensation Report indicate that the State's Merit System salary practices are 13.1% below the market based on benchmark comparisons of average classified salaries and 8.2% below the market based upon a comparison of total compensation. Based on this information, it is recommended that State of Oklahoma classified employees receive an increase in compensation of up to 8.2% Based on a classified employee payroll of approximately \$775 million, the cost of providing the following percentage increases to classified employee salaries can be estimated:

<u>Base Salary Adjustment</u>	<u>Approximate Cost</u>
2.5%	\$19,375,000
5.0%	\$38,750,000
7.5%	\$58,125,000
8.2%	\$63,550,000

If the recommended adjustments were to be considered for both classified and unclassified employees, the associated costs could be estimated based on an approximate annual payroll of \$1.16 billion:

<u>Base Salary Adjustment</u>	<u>Approximate Cost</u>
2.5%	\$28,950,000
5.0%	\$57,900,000
7.5%	\$87,000,000
8.2%	\$95,120,000

**2. The Office of Personnel Management recommends legislative authority to implement pay-for-performance.**

Senate Bill 464 contained provisions for the implementation of several pay movement mechanisms that have created more flexibility for agency management for employee compensation. The use of pay movement mechanisms involving market adjustments, lateral transfers, skill-based pay adjustments, equity-based adjustments, career progression increases, and probationary/trial period increases must be reported annually to the Office of Personnel Management no later than January 1. A pay movement mechanism report was published in January 2000 for actual costs incurred from November 1999 and December 1999. The upcoming 2001 Pay Movement Mechanism Report will provide information on costs resulting from the use of pay movement mechanisms by agencies occurring during the past 12-month period of January 1, 2000 and December 31, 2000.

One important component of the legislation increase was omitted: pay for performance compensation. With the implementation of the CCRA, and the use of the Performance Management Process (PMP) employee job performance system, pay for performance

completes the package of new pay movement mechanisms and employee evaluation methodology. According to extensive research conducted by OPM, it has been shown.

**2. The Office of Personnel Management recommends legislative authority to implement pay-for-performance. (continued from page 8)**

that pay does motivate employee performance and that pay for performance is a predominant pay practice in both public and private organizations

For additional information regarding pay for performance, please refer to the Office of Personnel Management Report to the Legislative Interim Study Committee on Pay for Performance 99S-021 and 99H-043.

# **SURVEY FINDINGS**

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## Methodology

The State of Oklahoma has a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public sector organizations in our surrounding or contiguous states. It is within these boundaries that our competitive labor market exists. In keeping with a single market philosophy, the following market data sources were used in the salary analysis in this report: OPM 2001 State of Oklahoma Compensation Survey, Central States Salary Survey (contiguous states only), Oklahoma Hospital Association Survey, Southeastern States Salary Survey (contiguous states only), and The State Chamber Survey (see Appendix, page 17).

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

## Market Pay Analysis

An analysis of the competitive market salary survey data indicates that on average, classified employee salaries fell approximately 13.1% below the competitive labor market for benchmark jobs surveyed. A comparison of classified employee salaries and market salaries is represented below in Table 4.

**Table 4: Employee Average Salary Comparison**

<b>State of Oklahoma vs. Market*</b>		
<u>State of Oklahoma</u> As of October 1, 2000	<u>Market</u> As of July 1, 2000	<u>% Difference</u>
\$28,738 **	\$32,513	-13.1%

**\*Source:** FY 2001 Multi-Survey Summary Report of Competitive Labor Market

\*\* Figure includes projected average longevity payment for calendar year 2000 of \$1,410 (see Appendix, page 17)

# FRINGE BENEFITS

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## Fringe Benefits Practices

The State of Oklahoma provides a highly competitive and progressive employee benefit package which includes such benefits as vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a very progressive cafeteria plan under which each eligible employee is allotted a monthly benefit allowance with which they must purchase the four (4) core benefits of **health, dental, life, and disability insurance**. Employees may choose from any of 4 available HMO plans or select the Sooner HealthChoice plan option. The benefit allowance amounts are based on dependent coverage choices made by the employee and range from \$262.19 to \$412.54 per month (see Appendix, page 18). If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income.

Fringe benefits are normally defined in the following manner:

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

**Table 5: State of Oklahoma Employee Benefits Package**

Health Care Benefit Allowance	<b>\$262.19 to \$412.54 per month</b>
Annual Leave Accrual (after 1 year)	<b>10 - 15 days</b>
Sick Leave Accrual	<b>15 days</b>
Paid Holidays	<b>10 days</b>
Defined-Benefit Plan	<b>Yes</b> (10% employer contribution) (3.0% - 3.5% employee contribution)
Defined-Contribution Plan	<b>Yes</b> (\$25 per month matching funds from the state)
Social Security	<b>7.65%</b>
Workers' Compensation & Unemployment Insurance	<b>1.0%</b> (approximately)*

\* Workers' Compensation premiums vary by occupation.

## Employee Fringe Benefit Comparison

**Table 6: Employee Fringe Benefit Comparison**

State of Oklahoma vs. Market*		
	<u>State of Oklahoma</u>	<u>Market</u>
Vacation Days (after 1 year)	10-15 days	12 days
Sick Days	15 days	14 days
Paid Holidays	10 days	8 days
<b>Retirement:</b>		
Defined Benefit Plan	Yes	Yes
Defined Contribution Plan	Yes	Yes
Contribution Match	Yes	Yes
<b>Health Care:</b>		
Medical Insurance	Yes	Yes
Dental Insurance	Yes	Yes
Life Insurance	Yes	Yes
Disability Insurance	Yes	Yes

\***Source:** OPM 2001 State of Oklahoma Compensation Survey

## Vacation Days

**Table 7: Vacation Days**

State of Oklahoma vs. Market*		
<u>Annual Leave/Vacation</u>	<u>State of Oklahoma</u>	<u>Market</u>
Number of days after 1 year	10 - 15	12
Number of days after 5 years	15 - 18	16
Number of days after 10 years	20	19
Number of days after 15 years	20	21
Number of days after 20 years	25	22

\***Source:** OPM 2001 State of Oklahoma Compensation Survey

- 77% of organizations surveyed allow some form of annual leave/vacation accrual from year to year.

## Sick Days

**Table 8: Sick Days**

<b>State of Oklahoma vs. Market*</b>		
<b><u>Sick Days</u></b>	<b><u>State of Oklahoma</u></b>	<b><u>Market</u></b>
Number of days provided each year	15	14

**\*Source:** OPM 2001 State of Oklahoma Compensation Survey

- 83% of organizations surveyed allow some form of sick leave accrual from year to year

## Employer-Sponsored Retirement Plans\*

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

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

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

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

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

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

- 78% of the organizations surveyed provide a defined-benefit plan.
- 82% of the organizations surveyed provide a defined-contribution plan.
- 68% of the organizations surveyed provide either a dollar or percentage match to the define-contribution plan.

**\*Source:** OPM 2001 State of Oklahoma Compensation Survey

# APPENDIX

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## **Projected Average Longevity Payment**

The projected average longevity payment was calculated from a standard batch report generated by the state's mainframe personnel information system or StatePer. The report generates a projected longevity payroll for any 12-month period in question by querying employee longevity dates and projected payments. The report then summarizes a projected annual longevity payroll and provides the number of eligible employees. The projected amount identified in this report (\$1,410) was calculated in the following manner:

➤ Calculation:

Projected Longevity payroll (1/1/00 through 12/31/00)=\$35,745,964

Number of Eligible Employees = 25,346

$\$35,745,964 / 25,346 = \$1,410.32$  (\$1,410)

## **Market Data Sources ("Market") Information**

**OPM 2001 State of Oklahoma Compensation Survey:** This salary/benefits survey was conducted by the compensation division of the State of Oklahoma's Office of Personnel Management. The salary portion of the survey covered a total of 52 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding or contiguous to Oklahoma. Forty-five (45) organizations participated in this survey. Salary data is current as of July 2000.

**Central States Salary Survey (data from states contiguous to the State of Oklahoma):** This survey is conducted annually by members of the Central States Salary Conference. The consortium is composed of 25 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states which are contiguous to our state. There are seven (7) Oklahoma contiguous states [Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas] that participate in the Central States Salary Survey. The salary portion of the survey covered a total of 171 benchmark jobs. Salary data is current as of July 2000.

**Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma):** This survey is conducted annually by members of the Southeastern States Salary Conference. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states which are contiguous to our state. Three (3) of the seven (7) contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered a total of 111 benchmark jobs. Salary data is current as of July 2000.

**The State Chamber Survey:** This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from 97 organizations employing more than

30,000 people in the state of Oklahoma. The salary portion of the survey covered a total of 73 benchmark jobs. Salary data is current as of June 2000.

**Oklahoma Hospital Association:** This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. This year, 85 of the 125 hospitals responded to the survey. The salary portion of the survey covered a total of 17 benchmark jobs. Salary data is current as of January 2000.

**Employee Benefit Allowance**

Each State of Oklahoma benefit eligible employee (works 1,000 or more hours per year per O.S. 74:1303(G)) receives an allotted monthly benefit allowance with which they must purchase the four (4) core benefits of **health, dental, life, and disability insurance**. The benefit allowance amounts are based on dependent coverage choices made by the employee. The current benefit allowances, as of July 1, 2000 (FY 2001), are as follows:

Employee only	\$262.19
Employee & spouse	\$331.16
Employee & 1 child	\$283.42
Employee & 2 or more children	\$306.07
Employee, spouse & 1 child	\$389.89
Employee, spouse & 2 or more children	\$412.54

**Total Compensation Calculation Formulas**

**Direct Compensation:** This is the basic compensation an employee receives, usually as a wage or salary. In this report, direct compensation is represented as employee average salary.

✪ **Example:**

State of Oklahoma (classified employee)    \$28,738  
 Market:    \$32,513

**Health Care Benefit Allowance:** The State of Oklahoma employee health care benefit allowance was computed by multiplying the allowance allotted for a spouse and two or more children by 12. The “market” benefit was computed by utilizing the percent of payroll spent on the four (4) core benefits. The data gathered in the OPM 2000 State of Oklahoma Compensation Survey showed that on average, the market spent 14% of their total payroll on the four (4) core employee benefits.

➤ **Example:** Health Care Benefit Allowance for the “market” employee was calculated in the following manner:

$$\$32,513 \times .14 = \$4,552$$

**Paid Leave:** The employee average salary was divided by 260, the number of working days in a calendar year to arrive at the employee’s daily wages. The daily wage rate was then multiplied by the number of paid leave days to arrive at a value. This

calculation formula was used to compute the value of Annual Leave, Sick Leave, and Paid Holidays.

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

$$\$28,738/260 = \$110.53$$

$$\$110.53 \times 20 \text{ days} = \$2,211$$

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

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

$$\$28,738 \times .1 = \$2,874$$

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

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

- $\$32,513 \times .03 = \$975$

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

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

- $\$28,738 \times .0765 = \$2,199$

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

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

$$\$28,738 \times .01 = \$287$$

## **FY 2001 Multi-Survey Benchmark Jobs (215)**

- There are 138 Job Family Descriptors listed below representing 16,241 state employees.

D14A	ACCOUNTANT I
D14B	ACCOUNTANT II
D14C	ACCOUNTANT III
D14D	ACCOUNTANT IV
D50A	ACCOUNTING TECHNICIAN I
D50B	ACCOUNTING TECHNICIAN II
D50C	ACCOUNTING TECHNICIAN III
D50D	ACCOUNTING TECHNICIAN IV
E17A	ADMINISTRATIVE ASSISTANT I
E17B	ADMINISTRATIVE ASSISTANT II
E31B	ADMINISTRATIVE HEARING OFFICER II
E22A	ADMINISTRATIVE LIBRARIAN I
E16A	ADMINISTRATIVE TECHNICIAN I
E16B	ADMINISTRATIVE TECHNICIAN II
E16C	ADMINISTRATIVE TECHNICIAN III
E16D	ADMINISTRATIVE TECHNICIAN IV
Y14B	ADVANCE PRACTICE NURSE II
L13B	AGRICULTURAL MARKET DEVELOPMENT COORDINATOR II
T40A	AIRPLANE PILOT I
X23B	ALCOHOL AND DRUG COUSELOR II
D12A	AUDITOR I
D12B	AUDITOR II
D12D	AUDITOR IV
F47B	AUTOMOTIVE/ENGINE MECHANIC II
D21C	BUDGET ANALYST (OSF) III
D21D	BUDGET ANALYST (OSF) IV
D20D	BUDGET ANALYST IV
D30A	BUSINESS MANAGER I
D30C	BUSINESS MANAGER III
F44A	CARPENTER I
H21B	CASE MANAGER II
Z52B	CHAPLAIN II
F69A	CHIEF ARCHITECT I
H24C	CHILD CARE LICENSING SPECIALIST III
H23B	CHILD WELFARE SPECIALIST II
C10B	CIVIL RIGHTS ADMINISTRATOR II
C10C	CIVIL RIGHTS ADMINISTRATOR III
X14B	CLINICAL LABORATORY SCIENTIST II
X14D	CLINICAL LABORATORY SCIENTIST IV
H27B	CLINICAL SOCIAL WORKER II
T10C	COMPUTER AIDED DRAFTING AND DESIGN III
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III
F14B	CONTRACTING AND ACQUISITIONS AGENT II
F10C	CONTRACTING AND PROCUREMENT OFFICER III
I20B	CORRECTIONAL CASE MANAGER II
I10B	CORRECTIONAL SECURITY OFFICER II
I10C	CORRECTIONAL SECURITY OFFICER III
I10D	CORRECTIONAL SECURITY OFFICER IV
H15B	COUNTY DIRECTOR II
E13B	CUSTOMER SERVICE REPRESENTATIVE II
X19A	DENTAL CARE HYGIENIST I
Z12B	DIRECT CARE SPECIALIST II
Z12C	DIRECT CARE SPECIALIST III
K11B	DISABILITY DETERMINATION SPECIALIST II
G14B	DRIVER'S LICENSE EXAMINER II
E35B	DUPLICATING EQUIPMENT OPERATOR II
Z16A	EDUCATIONAL CONSULTANT I
F75A	ELECTRICIAN I

F75B	ELECTRICIAN II
F75D	ELECTRICIAN IV
W16B	EMPLOYMENT SECURITY FRAUD INVESTIGATOR II
S10B	ENGINEER INTERN II
S10D	ENGINEER INTERN IV
S12B	ENGINEERING MANAGER II
S12D	ENGINEERING MANAGER IV
R25B	ENVIRONMENTAL PROGRAMS MANAGER II
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV
R10A	ENVIRONMENTAL/CHEMICAL LABORATORY SPECIALIST I
R10D	ENVIRONMENTAL/CHEMICAL LABORATORY SPECIALIST IV
F78A	EQUIPMENT OPERATOR I
D33B	FINANCIAL MANAGER/COMPTROLLER II
G19C	FINGERPRINT SPECIALIST III
J41A	FIRE PREVENTION AND SECURITY OFFICER I
Z21C	FOOD SERVICE MANAGER III
Z20A	FOOD SERVICE SPECIALIST I
Z20B	FOOD SERVICE SPECIALIST II
L24A	FORESTER I
L24B	FORESTER II
E43A	GRAPHIC ARTIST I
X20A	HEALTH EDUCATOR I
X20B	HEALTH EDUCATOR II
X29D	HEALTH FACILITY SURVEYOR IV
X10A	HEALTH INFORMATION TECHNICIAN I
X10C	HEALTH INFORMATION TECHNICIAN III
U11C	HISTORIC FACILITY MANAGER III
U12B	HISTORICAL COLLECTIONS SPECIALIST II
F50A	HOUSEKEEPING/CUSTODIAL WORKER I
F50B	HOUSEKEEPING/CUSTODIAL WORKER II
C30A	HUMAN RESOURCES ASSISTANT
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV
C32A	HUMAN RESOURCES PROGRAMS MANAGER I
C32C	HUMAN RESOURCES PROGRAMS MANAGER III
B32B	INFORMATION SYSTEMS ADMINISTRATOR II
B32C	INFORMATION SYSTEMS ADMINISTRATOR III
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV
B52E	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST V
B31A	INFORMATION SYSTEMS MANAGER I
B31B	INFORMATION SYSTEMS MANAGER II
B31C	INFORMATION SYSTEMS MANAGER III
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III
B30D	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST IV
B10B	INFORMATION SYSTEMS OPERATIONS SPECIALIST II
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V
B40C	INFORMATION SYSTEMS PLANNING SPECIALIST III
B55B	INFORMATION SYSTEMS SERVICES COORDINATOR II
B20A	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN I
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II

A11B	INSURANCE CLAIMS ADJUSTER II
Z51B	JUVENILE SPECIALIST II
J17B	LABOR COMPLIANCE OFFICER II
X13A	LABORATORY TECHNICIAN I
X13B	LABORATORY TECHNICIAN II
X13C	LABORATORY TECHNICIAN III
F79A	LABORER I
G15A	LAW ENFORCEMENT COMMUNICATIONS SPECIALIST I
E21B	LIBRARIAN II
E20B	LIBRARY TECHNICIAN II
Y11A	LICENSED PRACTICAL NURSE I
Y11B	LICENSED PRACTICAL NURSE II
F54A	LIGHT VEHICLE DRIVER I
Z30B	LINEN AND CLOTHING SPECIALIST II
E49A	MANAGEMENT ANALYST I
K15A	MANUAL SIGN LANGUAGE SPECIALIST I
F21A	MATERIEL MANAGEMENT OFFICER I
F20A	MATERIEL MANAGEMENT SPECIALIST I
F20B	MATERIEL MANAGEMENT SPECIALIST II
F20D	MATERIEL MANAGEMENT SPECIALIST IV
F74B	MECHANICAL SYSTEMS TECHNICIAN II
E19A	MEDICAL TRANSCRIPTIONIST I
V14B	MOTOR VEHICLE ENFORCEMENT OFFICER II
P15A	NATURALIST I
Y13A	NURSING MANAGER I
Y13B	NURSING MANAGER II
Z25B	NUTRITION THERAPIST II
Z25C	NUTRITION THERAPIST III
X33C	OCCUPATIONAL THERAPIST III
M32C	OIL AND GAS FIELD INSPECTOR III
P25B	PARK MANAGER II
P25D	PARK MANAGER IV
P20B	PARK RANGER II
Y10A	PATIENT CARE ASSISTANT I
Y10B	PATIENT CARE ASSISTANT II
Y10C	PATIENT CARE ASSISTANT III
X26B	PHARMACIST II
X25B	PHARMACY TECHNICIAN II
E50A	PHOTOGRAPHER I
E49C	PHYSICAL PLANT OPERATOR III
X34C	PHYSICAL THERAPIST III
E48C	PLANNING COORDINATOR III
H51A	PLANNING/OVERSIGHT SPECIALIST I
F76B	PLUMBER II
I40B	PROBATION AND PAROLE OFFICER II
I40D	PROBATION AND PAROLE OFFICER IV
S11A	PROFESSIONAL ENGINEER I
S11B	PROFESSIONAL ENGINEER II
S11C	PROFESSIONAL ENGINEER III
H10B	PROGRAMS MANAGER II
H10D	PROGRAMS MANAGER IV
H10E	PROGRAMS MANAGER V
X31B	PSYCHOLOGICAL CLINICIAN II
X31D	PSYCHOLOGICAL CLINICIAN IV
X43A	PUBLIC HEALTH ADMINISTRATOR I
X17A	PUBLIC HEALTH SPECIALIST I
X17D	PUBLIC HEALTH SPECIALIST IV
E45B	PUBLIC INFORMATION MANAGER II
E44A	PUBLIC INFORMATION OFFICER I
E44B	PUBLIC INFORMATION OFFICER II
M40C	PUBLIC UTILITY REGULATORY ANALYST III
X36B	RECREATION THERAPIST II
Y12A	REGISTERED NURSE I
Y12B	REGISTERED NURSE II

Y12C	REGISTERED NURSE III
K23B	REHABILITATION OF THE BLIND SPECIALIST II
V17B	REVENUE COMPLIANCE EXAMINER II
J31B	SAFETY CONSULTANT II
E24A	SECRETARY I
E24B	SECRETARY II
E24D	SECRETARY IV
H20B	SOCIAL SERVICES SPECIALIST II
H20C	SOCIAL SERVICES SPECIALIST III
H20D	SOCIAL SERVICES SPECIALIST IV
X22B	SPEECH-LANGUAGE PATHOLOGIST II
E46C	STATISTICAL RESEARCH SPECIALIST III
X11B	THERAPEUTIC/MEDICAL AIDE II
X12A	THERAPEUTIC/MEDICAL ASSISTANT I
X12B	THERAPEUTIC/MEDICAL ASSISTANT II
C41A	TRAINING SPECIALIST I
C41B	TRAINING SPECIALIST II
T22C	TRANSPORTATION SPECIALIST III
T22D	TRANSPORTATION SPECIALIST IV
T21C	TRANSPORTATION TECHNICIAN III
K21A	VOCATIONAL REHABILITATION SPECIALIST I
K21B	VOCATIONAL REHABILITATION SPECIALIST II
K28A	VOCATIONAL TRAINING INSTRUCTOR I
F48A	WELDER II
W10B	WORKFORCE SERVICES SPECIALIST II
W10C	WORKFORCE SERVICES SPECIALIST III
W10D	WORKFORCE SERVICES SPECIALIST IV