



**OKLAHOMA**  
Office of Management  
& Enterprise Services

2024

# 2024 Annual Compensation Report

State of  
Oklahoma



**OKLAHOMA**  
Office of Management  
& Enterprise Services

# Annual Compensation Report

Fiscal Year 2024

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# Executive Summary

## Introduction

The Annual Compensation Report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current salary practices for state 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 benefits package.

## Average salary comparison (direct compensation)

An analysis of salary survey data for 1330 benchmark jobs indicates that, on average, state employee salaries are 8.78% below the competitive labor market. The 1330 benchmarks represent 27,274, or 83%, of state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

Table 1: Employee benchmark average salary comparison – State of Oklahoma vs. Market

Benefit	State of Oklahoma contribution <sup>1</sup>	Market contribution	Percent above/below market
Average salaries	\$67,845	\$74,377	-8.78%

## Benefits comparison (indirect compensation)

The State of Oklahoma offers a comprehensive employee benefits package. Table 2 illustrates the employer contributions to the state's benefits package compared to those of the external labor market. The costs in the table indicate the employers' contributions in relation to the respective average base salary. A detailed breakdown of benefits costs and comparisons to the labor market is contained in the analysis section of the report.

Table 2: Average total compensation costs (salary and benefits)

Benefit	State of Oklahoma	Market	Percent above/below market
Average salaries	\$67,845	\$74,377	-8.78%
Total benefits cost	\$34,048	\$38,882	-12.36%
Average total compensation cost	\$101,893	\$113,259	-10.04

A benefits cost comparison does not provide analysis of perceived value to employees nor benefits competitiveness to the market. Cost comparison reflects the financial cost the state pays for benefits compared to the cost of the same types of benefits the market provides and does not provide a true representation of market competitiveness of the state benefits package.

## State employee turnover

The overall turnover rate among state employees in FY 2024 was 22.42% and the voluntary rate was 19.01%. The overall turnover rate includes resignations, retirements, discharges and deaths that

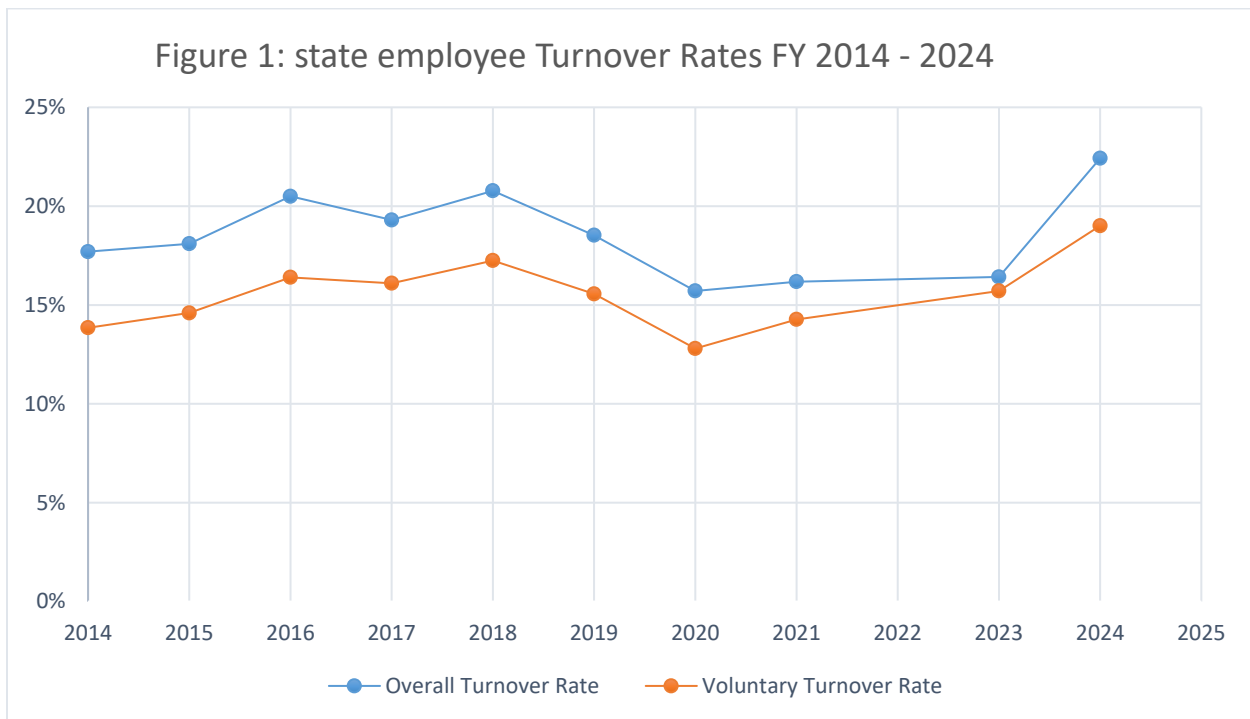
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<sup>1</sup> Includes average longevity payment for each benchmark.

occurred in FY 2024 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased from the previously recorded fiscal year.

Table 3: State employee turnover rates FY 2014-2024

Year	Overall turnover rate	Voluntary turnover rate
2024	22.42%	19.01%
2023	16.42%	15.71%
2021	16.18%	14.27%
2020	15.71%	12.80%
2019	18.53%	15.56%
2018	20.78%	17.25%
2017	19.30%	16.10%
2016	20.50%	16.40%
2015	18.10%	14.60%
2014	17.70%	13.85%



**Note:** The 2022 EY Compensation Study replaced the Annual Compensation Report in 2022, so there is no 2022 turnover data represented on the tables.

## Recommendations

### Compensation

The average state employee pay rates are 8.78% below the market pay rates for comparable benchmark jobs. As market pay continues to grow at levels approximating 4.1% per year, it is likely the state will lose even more ground against the market unless steps are taken to mitigate the growing lag. The appendix to this report shows not all jobs are lagging the market, therefore, a targeted approach to adjusting salaries is recommended. Also, the consumer price index continues to increase and there has been no general pay increase for state employees since 2019. As a result, a cost-of-living adjustment for state employees is recommended.

**Recommendation 1:** Adjust the state employee pay bands upward by 8%. The pay bands were last moved upward by 8% on April 1, 2024. In support of HCM's efforts to modernize the state's compensation philosophy, it is recommended to adjust the state employee midpoint and maximum pay bands upward by 8% again this year. While no immediate fiscal impact is being identified, an 8% adjustment will position the pay bands more competitively in the market and will enable agencies to effectively use the pay movement mechanisms to target those jobs currently paying below market as well as address recruitment and retention problems.

**Recommendation 2:** Legislatively consider and provide for a 3-5% cost of living adjustment for all state employees. Annual increases are common in the private sector, as the WorldatWork data on salary budgets confirms. Providing modest increases on a regular basis is more motivating to employees and encourages loyalty. State employees have not received an across-the-board increase since 2019. According to the U.S. Bureau of Labor Statistics and reported in the Oklahoma Department of Commerce 3rd Quarter 2024 Consumer Price Index Report, the consumer price index cumulative increase since 2019 is 19.1% for midwest urban areas and 20.4% for south urban areas. The midwest and the south urban areas' CPIs increased by 2.65% and 2.23%, respectively, over the 12-month period, while the national CPI increased 2.48%. (Source: [3rd Quarter Consumer Price Index Report 2024](#).)

(Source: [Oklahoma CPI Report](#) | [Oklahoma Department of Commerce](#))

This CPI inflation calculator from the Bureau of Labor Statistics shows that a state employee with a \$50,000 salary that has not been adjusted since 2019 has had a 22.8% reduction in buying power.

The image is a screenshot of the 'CPI Inflation Calculator' from the Bureau of Labor Statistics. It features a blue header with the title 'CPI Inflation Calculator'. Below the header, there are input fields for the initial amount (\$50,000.00), the initial date (December 2019), and the final date (December 2024). A text label 'has the same buying power as' is positioned between the two date fields. The final amount, \$61,407.96, is displayed in a yellow box. A blue 'Calculate' button is located at the bottom of the form.

Year	Month	Amount
2019	December	\$50,000.00
2024	December	\$61,407.96

(Source: [https://www.bls.gov/data/inflation\\_calculator.htm](https://www.bls.gov/data/inflation_calculator.htm))

In light of this, a modest 3-5% cost of living adjustment pay increase is recommended to make up for some of the increased cost of living since 2019. OMES will work with the Legislature to provide fiscal impact statements as needed for specific bills addressing state employee compensation.

It is also recommended that the Legislature consider codifying an annual cost of living increase that is tied to the consumer price index to prevent inflation continuing to erode state employees' buying power and standard of living year after year.

## Introduction

### Statutory requirement

Title 74 O.S. § 840:1.6A (5) provides that “the Administrator of the Office of Management & Enterprise Services 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. Information solicited by the Office of Management and Enterprise Services from public and private sector employers for such analysis, including but not limited to salaries, benefits, and compensation policies and procedures, shall be confidential and shall not be subject to disclosure under the Oklahoma Open Records Act.”

The Office of Management and Enterprise Services 2024 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current salary practices for state 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 benefits package.

Reporting of this data is relevant to an analysis of the competitive market position of the state's state employee workforce. Moreover, including this analysis from year to year enables trending of data and the identification of areas of concern.

### Purpose and scope of Annual Compensation Report

This report is concentrated on the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma pay practices for state employee jobs, which represent approximately 83% of all state employees, compared with the relevant labor market. Survey sources used for this year's salary and benefits analysis are:

- 2024 National Compensation Association of State Governments Salary Report (data from states surrounding the State of Oklahoma).
- 2024 Oklahoma Hospital Association Survey.
- Payfactors Compensation Data Management Software.

## Economic Indicators

As of September 2024, the unemployment rate in the United States was 4.1%, 0.3% higher than September 2023, according to the U.S. Department of Labor.

<https://data.bls.gov/timeseries/LNS14000000>

WorldatWork's "2022-23 Salary Budget Survey" revealed that salary increase budgets reached their highest level in 20 years in the United States, rising to an average of 4.1% in 2022 with a 3.8% median. What's more, the survey revealed this level is expected to be maintained, as a 4.1% average increased

budget is projected for 2023.

Salary Increase Budgets Reach 20-Year High | WorldatWork

From the information provided by the Oklahoma Employment Security Commission, as of June 2024, unemployment in Oklahoma is at 3.4%, this is 0.3% higher compared to June 2023. year ended September 2024, the Consumer Price Index for All Urban Consumers increased 2.4% (not seasonally adjusted).

Table 1. Consumer Price Index for All Urban Consumers (CPI-U): U. S. city average, by expenditure category - 2024 M09 Results

## Methodology

### Market surveys

State of Oklahoma employees work in 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 and private sector organizations in surrounding states. In keeping with this market philosophy, the following market data sources were used in the salary and benefits analysis in this report.

**National Compensation Association of State Governments 2024 Salary Report and Benefits Report (data from states surrounding the State of Oklahoma):** NCASG annually conducts the National Compensation Survey, Benefits Survey and the Executive Survey. The consortium is composed of 46 member states located within the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that surround our state. There are six surrounding states (Arkansas, Colorado, Kansas, Louisiana, Missouri and New Mexico) that participate in the survey.

**Oklahoma Hospital Association:** This salary survey is conducted semiannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 135 hospitals in the State of Oklahoma.

**Payfactors:** This suite of cloud-based compensation data management tools allows the State of Oklahoma to access market data updated monthly, along with benchmarking, job pricing and report building functionality. Payfactors enables the streamlining and centralization of compensation analytics for the State of Oklahoma.

### Market pricing approach

The market pricing methodology employed in this report is based on the establishment of market composite rates, which are market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources.

This methodology is based on generally accepted compensation practices 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.

Agencies should review their jobs with all-numeric coded profiles and identify those that have matches in the existing job catalog and move employees over to those as soon as possible. Agencies also need to identify jobs that may need new job families or levels created. This work will make it possible for HCM to continue providing relevant market data to agencies.



## Benefits

State benefits will be compared with the market in the following areas:

**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, and workers' compensation.

## 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. The voluntary turnover includes only resignations and retirements.

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

The voluntary turnover cost for the state employee workforce is based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model.<sup>2</sup> Below are the steps of the costing model:

- A. State employee benchmark average salary.
- B. Percentage of pay for benefits × average salary.
- C. Total employee annual cost (A + B).
- D. Determine the number of employees who voluntarily resigned within the previous fiscal year.
- E. The time an employee becomes fully productive (typically 12 months).
- F. Per person turnover cost  $([E \div 12] \times C \times 50\%)$ .<sup>3</sup>
- G. Annual turnover cost for the state  $(F \times D)$ .

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<sup>2</sup> John H. Jackson and Robert L. Mathis, *Human Resource Management*, 12th Edition: 86-87.

<sup>3</sup> Assumes 50% productivity throughout first year.

## Analysis

### State employee benchmark job average salary comparison

An analysis of salary survey data indicates that, on average, state employee salaries are 8.78% below the competitive labor market. Table 4 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

Table 4: Employee average salary comparison

Benefit	State of Oklahoma contribution <sup>4</sup>	Market contribution	Percent above/below market
Average Salaries	\$67,845	\$74,377	-8.78%

A review of market and state average salary growth from 2014 to the present (see Table 5 and Figure 2) reveals the pay relationship over the last 10 years as well as the average increase or decrease from the previous year for both the state and the market. The state average salary has increased about 26.54% since 2014 while the market has increased closer to 24.9% during the same time. Data from FY 2022 is unavailable due to the EY Compensation Study replacing the Annual Compensation Report for those years.

Table 5: Market comparison trend (2014-2024)

Year	State of Oklahoma	State average salary increase % from year to year	Market	Market average salary increase % from year to year
2024	\$67,845	19.52%	\$74,377	12.44%
2023	\$56,763	13.41%	\$66,151	13.37%
2021	\$48,784	16.36%	\$58,349	3.62%
2020	\$50,051	4.27%	\$56,308	-2.71%
2019	\$47,999	1.58%	\$57,875	-5.01%
2018	\$47,254	6.46%	\$60,924	0.47%
2017	\$44,385	1.34%	\$60,640	4.61%
2016	\$43,797	0.84%	\$57,965	2.09%
2015	\$43,432	1.15%	\$56,778	2.13%
2014	\$42,940	21.46%	\$55,595	26.41%
Percent salary increase 2014-2024		58.00%	33.78%	

<sup>4</sup> Includes average longevity payment for each benchmark.

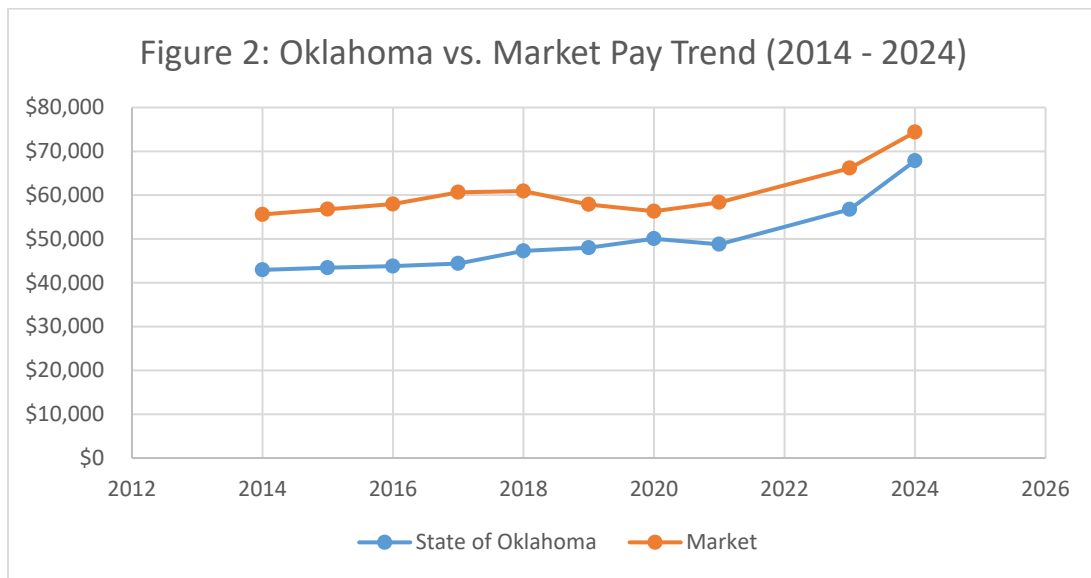


Table 6: Oklahoma General Pay Increase History

Appropriation bills	Effective fiscal year	Pay increase allocated for state employees	Effective date
<b>HB 4386</b>	2023	35% pay increase to each commissioned officer of the Highway Patrol Division of the Department of Public Safety.	7/1/2022
-	2022	\$0	N/A
-	2021	\$0	N/A
-	2020	\$0	N/A
<b>HB 2771</b>	2019	\$40,000 and under = \$1,500 \$40,001-\$50,000 = \$1,250 \$50,001-\$60,000 = \$800 \$60,001 and over = \$600	7/1/2019
<b>SB 1045</b>	2019	A \$2/hour increase was given to select employees within the Department of Corrections.	7/1/2019
<b>HB 1024</b>	2018	\$40,000 and under = \$2,000 \$40,000.01-\$49,999.99 = \$1,500 \$50,000-\$59,999.99 = \$1,000 \$60,000 and over = \$750	7/1/2018
-	2017	\$0	N/A
-	2016	\$0	N/A
-	2015	\$0	N/A
<b>SB 2131</b>	2014	A 6.25% increase was given to select employees within the following occupational groups: corrections, nursing, juvenile services, social services and law enforcement. In addition, correctional officers received 8%.	7/1/2014

## State employee pay bands

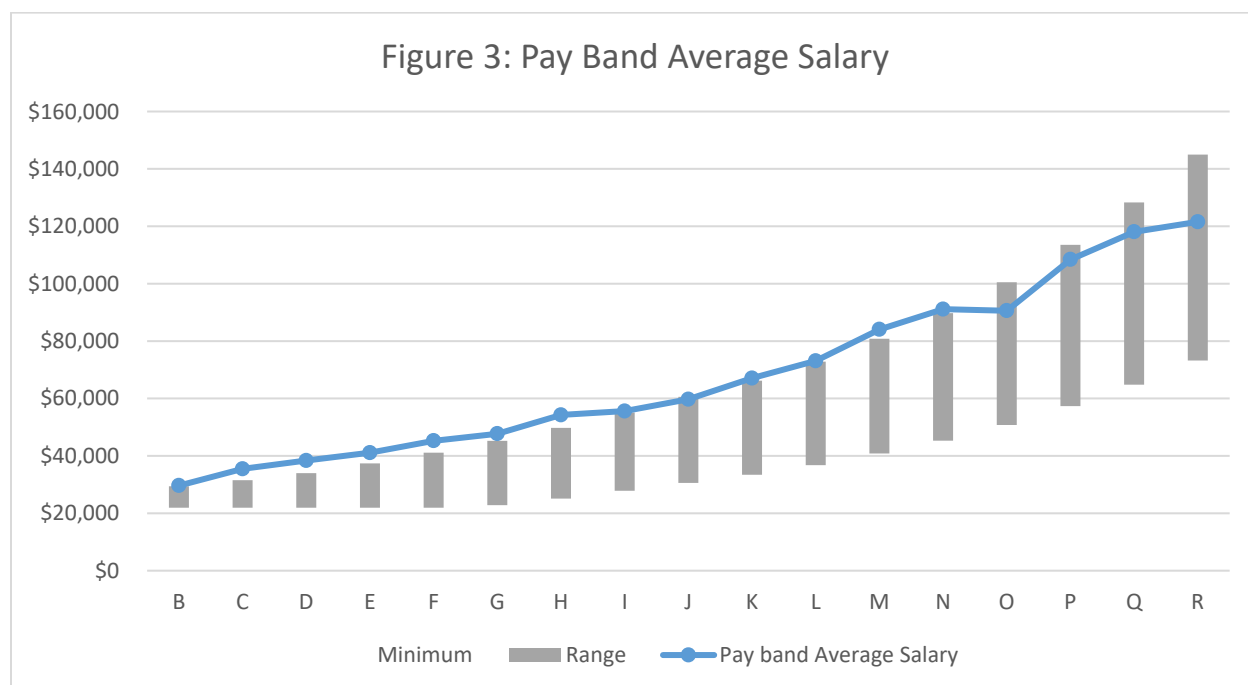
The pay bands were adjusted in April 2024 by moving the maximum on each band up 8%. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment.
- Amounts other employers in the market have adjusted their pay structures during the same period.
- Number of employees near the pay band maximums.
- Range penetration of state employee average salaries. 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 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, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 7 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2024.

Table 7: Pay band compa-ratio

Pay band	Pay band average salary	Pay band midpoint	Compa-ratio
B	\$29,643.68	\$25,820	115%
C	\$35,474.68	\$25,820	137%
D	\$38,365.91	\$27,185	141%
E	\$41,099.14	\$30,099	137%
F	\$45,264.20	\$32,894	138%
G	\$47,724.50	\$36,184	132%
H	\$54,269.57	\$39,802	136%
I	\$55,599.28	\$44,078	126%
J	\$59,726.88	\$48,460	123%
K	\$67,084.31	\$52,970	127%
L	\$73,105.12	\$58,265	125%
M	\$84,055.86	\$64,673	130%
N	\$91,127.57	\$71,789	127%
O	\$90,600.99	\$80,402	113%
P	\$108,425.60	\$90,855	119%
Q	\$118,063.16	\$102,666	115%
R	\$121,568.97	\$116,013	105%

As both Table 7 and Figure 3 illustrate, average salaries appear to be over the pay bands. This has occurred this year as many jobs that weren't in a standardized job profile are now in a standardized job profile and tied to a pay band when they were not included in the pay bands before, but the pay rates didn't change as they were transitioned to the standardized job profile. However, moving the pay bands will provide room for growth and would allow agencies who are paying near the top of the pay band to give slight increases if they choose.



## Agency director salary structure

In 2013, pursuant to Title 74 O.S. § 74-3601.2, OMES engaged an independent vendor to review State of Oklahoma agency director salaries as required by HB 1717. The vendor reviewed salaries of all agency directors and compared those salaries with similar positions in the public and private sectors within Oklahoma and elsewhere. Beginning with FY 2013, OMES shall review these salary ranges every three years to report on and to make recommendations for proposed salary ranges.

Effective April 1, 2024, OMES moved the agency director salary ranges upwards by 8%.

Appointing authorities and agency governing boards should make salary determinations on an agency-by-agency basis. Financial decisions should continue to be made in the best interests of the agency and its mission, and the performance of agency directors should continue to be regularly and rigorously evaluated.

Agency director structures are listed on the OMES website at <https://oklahoma.gov/omes/omes-careers/pay-bands.html> (oklahoma.gov). Agencies are to report agency director increases to OMES by Aug. 1 each year.

## Benefits analysis

### State benefits package

**Insurance benefits contribution** – The average amount that the State of Oklahoma contributed to employees for insurance was \$5,894 per year.

**Paid leave** – The state offers 11 paid holidays. For sick leave, employees accrue 15 days each year. Employees accrue annual leave according to service years. The average benchmark years of service is 9.87 years, which means the average annual leave accrual is 18 days per year.

**Defined-benefit retirement plan** – During FY 2024, the state contributed 16.5% of employees' salaries.

**Defined-contribution retirement plan (Pathfinder)** – Pathfinder is the mandatory defined-contribution plan for eligible state employees who first became employed by a participating employer on or after Nov. 1, 2015, and have no prior participation in OPERS. Under this plan, members will choose a contribution rate that will be matched by their employer up to 7%, and members have the freedom to select and change their investments.

**Defined-contribution retirement plan (SoonerSave)** – For each participating 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% of an employee’s salary.

**Workers’ compensation and unemployment Insurance** – The state pays the cost of employee participation in these programs. Because the method of payment and actual costs can vary by agency and occupation, 1% was used as a reasonable estimate of the costs associated with these programs.

#### Market Benefits Package

**Insurance benefits contribution** – The market amount contributed to employee health benefits was computed by using National Compensation Association of State Government Benefits 2024 Annual Survey. The average amount the market contributed to employee-only insurance was \$38,882 per year.

**Paid leave** – According to the 2024 NCASG benefits report, the average employer offered 10 paid holidays. For sick leave, market employees accrue an average of 13 days each year. In addition, market employees earn an average of 21 days of paid vacation each year.

**Defined-benefit retirement plan** – The market input for a defined-benefit retirement plan was gathered from the 2024 NCASG benefits report. The average yearly contribution is 20% or \$13,362 per employee. This figure is an average of the surrounding state government contributions.

**Social Security** – The mandatory employer contribution to Social Security is 7.65% of employees’ salaries.

**Workers’ compensation and unemployment insurance** – For comparison, it is assumed market companies also pay 1% of salary toward mandatory workers’ compensation insurance and unemployment.

Table 8: Vacation days/annual leave<sup>5</sup>

Years of service	State	Market
1 to 4 years	15	13
5 to 9 years	18	15
10 to 14 years	20	18
15 to 19 years	20	21
20 to 24 years	25	22

#### Benefits comparison (indirect compensation)

The State of Oklahoma offers a comprehensive employee benefits package. Table 9 displays a breakdown of the employer benefits of the state’s package compared to those of the external labor

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<sup>5</sup> 2024 National Compensation Association of State Governments Annual Benefits Report.

market. The average cost is calculated based on the employers' contribution in relation to the respective average state benchmark salary and the average market salary.

Table 9: Average employee benefits cost comparison

Benefit	State of Oklahoma contribution	Market contribution	Percent above/below market
Health insurance	\$8,707	\$7,584	14.81%
Annual leave accrual days	\$3,930	\$5,396	-27.17%
Sick leave accrual days	\$3,275	\$3,340	-1.95%
Paid holidays	\$2,402	\$2,570	-6.56%
Defined-benefit retirement plan (employer contribution)	\$9,366	\$13,362	-29.91%
Social Security	\$4,342	\$5,111	-15.04%
Worker's compensation & unemployment insurance	\$568	\$668	-15.03%
<b>Total benefits cost</b>	<b>\$34,048.26</b>	<b>\$38,882</b>	<b>-12.36%</b>
<b>Average salaries</b>	<b>\$67,845</b>	<b>\$74,377</b>	<b>21.1%</b>
<b>Average total compensation cost</b>	<b>\$101,893</b>	<b>\$113,259</b>	<b>\$ -10.04%</b>

For reference purposes, an overall market average has been provided for insurance benefits levels (deductibles, copayments, coinsurance, etc.). However, insurance benefits differ widely in the marketplace depending upon the employer's size, business sector (professional service, manufacturing, corporate, public employee, etc.), section of country and whether it is a single-employer or multi-employer program. Each of these factors can produce significant variation in averages.

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

Comparing the values of benefits provided by the State of Oklahoma and by employers in the private sector can be complicated by the many different health care plan designs per employers in the market. The primary factors to consider are benefits costs and plan design. To assess value accurately, an actuarial study should be performed to provide a direct comparison of value with the market.

### Employer Contribution

Much of the difficulty in comparing state and private sector benefits lies in the employer contributions. The state's solution is to fund core benefits with an employee benefit allowance as part of a total compensation package. The core benefits are the insurance coverages every active state employee must have: health, dental, basic life and disability. The benefit allowance is automatically given in one of six

levels depending on family status: employee only; employee and spouse; employee, spouse and one child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the benefit allowance be based on the total of the average premiums of the highest-cost health plans; the average of the dental plans, life and disability; and 75% of dependents' health care costs.

Excess benefit allowance, after core benefits have been selected, may be used by employees to pay for optional benefits or added to their paychecks. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life and flexible spending accounts.

## Total Compensation Cost

In light of the benefits cost comparison with the market, as well as the market relationship of cash compensation highlighted earlier in this report, the following table reflects the total compensation cost comparison with the market.

Table 10: Average total compensation costs (salary and benefits)

Benefit	State of Oklahoma	Market	Percent above/below market
Average salaries	\$67,845	\$74,377	-8.78%
Total benefits cost	\$34,048.26	\$38,882	-12.43%
Average total compensation cost	\$101,893	\$113,259	-10.04%

## Turnover Analysis

Table 11 displays the overall and voluntary turnover rates for the state's state employee workforce. The overall rate increased from the previous year's rate of 16.42% to 22.42%. The voluntary rate increased from 15.71% to 19.01%.

Table 11: FY 2024 state employee turnover

Employees as of July 1, 2024	34,536
Resignations	5620
Retirements	828
Voluntary resignation buyouts	4
Discharges	497
Deaths	68
Reductions in force	143
Overall turnover rate	22.42%
Voluntary turnover rate	19.01%

Beginning in FY 2016, voluntary resignation buyouts and reductions in force are included in turnover calculations.



During FY 2024, the turnover cost for the state employee workforce was \$286,320,060.60. As indicated in the methodology section, this figure was based on a conservative cost model.<sup>6</sup> Table 12 is the calculation using the actual salary and demographic figures:

Table 12: FY 2024 turnover cost

<b>FY 2024 Turnover cost</b>	<b>2024</b>
<b>A. State employee benchmark average salary</b>	\$67,845
<b>B. Percentage of pay for benefits × average salary</b>	\$34,048.26
<b>C. Total employee annual cost (add A + B)</b>	\$101,893.26
<b>D. Determine the number of employees who voluntarily resigned within the previous fiscal year</b>	5,620
<b>E. The time an employee becomes fully productive (typically 12 months)</b>	12 months
<b>F. Per person turnover cost <math>([E \div 12] \times C \times 50\%)^7</math></b>	\$50,946.63
<b>G. Annual turnover cost for the state (F x D)</b>	\$286,320,060.60

<sup>6</sup> John H. Jackson and Robert L. Mathis, *Human Resource Management*, 12th Edition: 86-87.

<sup>7</sup> Assumes 50% productivity throughout first year.

## Appendix

**Table A1: Multi-Survey Benchmark Jobs and Market Compa-Ratio**

In this case, a compa-ratio is calculated as the job family level's average salary divided by the current market rate. A compa-ratio of 100% means that the employee is paid exactly what the external market pays. A compa-ratio of 75% means that the employee is paid 25% below the external market. A compa-ratio over 100% would mean the job-family-level average is paid above the external market.

Job Profile	Job Title	Market Comp-Ratio
A20A	Insurance Subrogation/Reimb Sp I	90%
A20B	Insurance Subrogation/Reimb Sp II	87%
A20C	Insurance Subrogation/Reimb Sp III	76%
A31B	Flexible Benefits Representati II	94%
A31C	Flexible Benefits Representati III	102%
A32A	Insurance Benefits Specialist I	82%
A33A	Provider Contracting Specialis I	81%
A33B	Provider Contracting Specialis II	65%
A40A	Insurance Program Administrato I	180%
A51A	Retirement Benefit Administrat I	122%
B10A	Information Sys Operations Spe I	79%
B10C	Information Sys Operations Spe III	84%
B10D	Information Sys Operations Spe IV	79%
B10E	Information Sys Operations Spe V	82%
B12B	IT Service Desk Technician II	78%
B12C	IT Service Desk Technician III	84%
B21A	Info Sys Network Mgmt Spe I	105%
B21B	Info Sys Network Mgmt Spec II	93%
B21C	Info Sys Network Mgmt Spec III	98%
B21D	Info Sys Network Mgmt Spec IV	75%
B22B	Information Sys Network Admr II	102%
B22C	Information Sys Network Admr III	93%
B22D	Information Sys Network Admr IV	81%
B23A	Information Sys Network Tech I	81%
B25A	Geographic Info Sys Spec I	81%
B25B	Geographic Info Sys Spec II	82%
B25C	Geographic Info Sys Spec III	92%
B26A	Geographic Info Sys Manager I	87%
B26B	Geographic Info Sys Manager II	103%
B30A	Info Sys Operating Sys Spec I	88%
B30B	Info Sys Operating Sys Spec II	81%
B30C	Info Sys Operating Sys Spec III	69%
B31A	Information Systems Manager I	131%
B31C	Information Systems Manager III	101%
B32A	Information Systems Admr I	130%

<b>B32B</b>	Information Systems Admr II	139%
<b>B32C</b>	Information Systems Admr III	98%
<b>B51A</b>	Information Sys Application Sp I	105%
<b>B51B</b>	Information Sys Application Sp II	109%
<b>B51C</b>	Information Sys Application Sp III	105%
<b>B51D</b>	Information Sys Application Sp IV	86%
<b>B52A</b>	IS Data Management Analyst I	113%
<b>B52B</b>	IS Data Management Analyst II	97%
<b>B52C</b>	IS Data Management Analyst III	83%
<b>B52D</b>	IS Data Management Analyst IV	80%
<b>B52E</b>	IS Data Management Analyst V	71%
<b>B55A</b>	Information Sys Services Cdnr I	99%
<b>B55B</b>	Information Sys Services Cdnr II	105%
<b>B55C</b>	Information Sys Services Cdnr III	121%
<b>B55D</b>	Information Sys Services Cdnr IV	119%
<b>B60A</b>	Workday Functional & Technical Analyst I	103%
<b>B60B</b>	Workday Functional & Technical Analyst II	97%
<b>C10A</b>	Civil Rights Administrator I	88%
<b>C10C</b>	Civil Rights Administrator III	90%
<b>C30A</b>	Human Resources Assistant I	91%
<b>C31A</b>	Human Resources Mgmt Spec I	108%
<b>C31B</b>	Human Resources Mgmt Spec II	108%
<b>C31C</b>	Human Resources Mgmt Spec III	113%
<b>C31D</b>	Human Resources Mgmt Spec IV	53%
<b>C32A</b>	Human Resources Programs Manager I	117%
<b>C32B</b>	Human Resources Programs Manager II	82%
<b>C32C</b>	Human Resources Programs Manager III	95%
<b>C33A</b>	Human Resources Prog Director I	83%
<b>C33B</b>	Human Resources Prog Director II	90%
<b>C34A</b>	HCM Statewide HR Consultant I	95%
<b>C34C</b>	HCM Statewide HR Consultant III	77%
<b>C37B</b>	Personnel Programs Analyst II	83%
<b>C40A</b>	Correctional Training Officer I	102%
<b>C40B</b>	Correctional Training Officer II	88%
<b>C41A</b>	Training Specialist I	97%
<b>C41B</b>	Training Specialist II	99%
<b>C41C</b>	Training Specialist III	75%
<b>C41D</b>	Training Specialist IV	66%
<b>C42B</b>	Video Production Specialist II	80%
<b>C42C</b>	Video Production Specialist III	85%
<b>C42D</b>	Video Production Specialist IV	69%
<b>C44A</b>	Background Investigator I	75%
<b>C44B</b>	Background Investigator II	70%
<b>C44C</b>	Background Investigator III	65%
<b>D10B</b>	Financial Loan Analyst II	65%
<b>D10D</b>	Financial Loan Analyst IV	58%

<b>D12A</b>	Auditor I	90%
<b>D12B</b>	Auditor II	87%
<b>D12C</b>	Auditor III	89%
<b>D12D</b>	Auditor IV	83%
<b>D14A</b>	Accountant I	100%
<b>D14B</b>	Accountant II	75%
<b>D14C</b>	Accountant III	89%
<b>D14D</b>	Accountant IV	103%
<b>D20A</b>	Budget Analyst I	145%
<b>D20B</b>	Budget Analyst II	95%
<b>D20C</b>	Budget Analyst III	81%
<b>D20D</b>	Budget Analyst IV	85%
<b>D21D</b>	Budget Analyst (OSF) IV	75%
<b>D24A</b>	Grants Management Specialist I	123%
<b>D24B</b>	Grants Management Specialist II	94%
<b>D24C</b>	Grants Management Specialist III	95%
<b>D26A</b>	Financial Analyst I	102%
<b>D26B</b>	Financial Analyst II	104%
<b>D26C</b>	Financial Analyst III	98%
<b>D30A</b>	Business Manager I	74%
<b>D30B</b>	Business Manager II	63%
<b>D30C</b>	Business Manager III	55%
<b>D33A</b>	Financial Manager/Comptroller I	126%
<b>D33B</b>	Financial Manager/Comptroller II	103%
<b>D33C</b>	Financial Manager/Comptroller III	80%
<b>D33D</b>	Financial Manager/Comptroller IV	86%
<b>D50A</b>	Accounting Technician I	125%
<b>D50B</b>	Accounting Technician II	88%
<b>D50C</b>	Accounting Technician III	88%
<b>D50D</b>	Accounting Technician IV	93%
<b>E11B</b>	Programs Manager II	99%
<b>E11C</b>	Programs Manager III	99%
<b>E11D</b>	Programs Manager IV	101%
<b>E11E</b>	Programs Manager V	110%
<b>E11F</b>	Programs Manager VI	98%
<b>E15A</b>	Docket Clerk I	80%
<b>E15B</b>	Docket Clerk II	73%
<b>E16A</b>	Administrative Technician I	109%
<b>E16B</b>	Administrative Technician II	84%
<b>E16C</b>	Administrative Technician III	99%
<b>E16D</b>	Administrative Technician IV	91%
<b>E17A</b>	Administrative Assistant I	97%
<b>E17B</b>	Administrative Assistant II	99%
<b>E17C</b>	Administrative Assistant III	83%
<b>E17D</b>	Administrative Assistant IV	80%
<b>E18A</b>	Business Filing Specialist I	95%

<b>E18B</b>	Business Filing Specialist II	144%
<b>E18C</b>	Business Filing Specialist III	146%
<b>E18D</b>	Business Filing Specialist IV	125%
<b>E19B</b>	Medical Transcriptionist II	88%
<b>E20B</b>	Library Technician II	110%
<b>E20C</b>	Library Technician III	106%
<b>E21B</b>	Librarian II	90%
<b>E21C</b>	Librarian III	108%
<b>E21D</b>	Librarian IV	85%
<b>E22A</b>	Administrative Librarian I	69%
<b>E22B</b>	Administrative Librarian II	104%
<b>E23A</b>	Program Specialist I	114%
<b>E24A</b>	Secretary I	83%
<b>E24B</b>	Secretary II	81%
<b>E24C</b>	Secretary III	74%
<b>E24D</b>	Secretary IV	75%
<b>E24E</b>	Secretary V	84%
<b>E25A</b>	Legal Secretary I	99%
<b>E25B</b>	Legal Secretary II	99%
<b>E25C</b>	Legal Secretary III	99%
<b>E25D</b>	Legal Secretary IV	99%
<b>E30A</b>	Legal Research Assistant I	98%
<b>E31A</b>	Administrative Hearing Officer I	99%
<b>E31B</b>	Administrative Hearing Officer II	92%
<b>E31C</b>	Administrative Hearing Officer III	98%
<b>E32A</b>	Administrative Hearing Manager I	98%
<b>E34B</b>	Offset Press Operator II	102%
<b>E34C</b>	Offset Press Operator III	100%
<b>E34D</b>	Offset Press Operator IV	99%
<b>E35C</b>	Duplicating Equipment Operator III	103%
<b>E36A</b>	Optical Imaging Specialist I	99%
<b>E36B</b>	Optical Imaging Specialist II	99%
<b>E36C</b>	Optical Imaging Specialist III	99%
<b>E41A</b>	Archivist/Records Mgmt Spec I	98%
<b>E41B</b>	Archivist/Records Mgmt Spec II	119%
<b>E41C</b>	Archivist/Records Mgmt Spec III	101%
<b>E42A</b>	Administrative Archivist I	97%
<b>E43B</b>	Graphic Artist II	103%
<b>E43C</b>	Graphic Artist III	99%
<b>E44A</b>	Public Information Officer I	98%
<b>E44B</b>	Public Information Officer II	112%
<b>E44C</b>	Public Information Officer III	98%
<b>E45A</b>	Public Information Manager I	98%
<b>E45B</b>	Public Information Manager II	99%
<b>E46A</b>	Statistical Research Spec I	99%
<b>E46B</b>	Statistical Research Spec II	115%

<b>E46C</b>	Statistical Research Spec I III	98%
<b>E46D</b>	Statistical Research Spec I IV	99%
<b>E48B</b>	Planning Coordinator II	65%
<b>E49A</b>	Business Analyst I	89%
<b>E49B</b>	Business Analyst II	98%
<b>E50B</b>	Photographer II	99%
<b>E52B</b>	Project Management Specialist II	83%
<b>E52C</b>	Project Management Specialist III	99%
<b>E52D</b>	Project Management Specialist IV	99%
<b>E52E</b>	Project Management Specialist V	88%
<b>E55A</b>	Customer Asst Representative I	97%
<b>E55B</b>	Customer Asst Representative II	99%
<b>E55C</b>	Customer Asst Representative III	99%
<b>E55D</b>	Customer Asst Representative IV	99%
<b>E60A</b>	Accreditation Officer-Statewide I	102%
<b>E60B</b>	Accreditation Officer-Statewide II	102%
<b>E63B</b>	Executive Administrative Assistant II	71%
<b>E66A</b>	General Counsel I	56%
<b>E66C</b>	General Counsel III	39%
<b>E80A</b>	Attorney I	73%
<b>E80B</b>	Attorney II	74%
<b>E80C</b>	Attorney III	48%
<b>E80D</b>	Attorney IV	52%
<b>E80E</b>	Attorney V	54%
<b>F10B</b>	Contracting & Procurement Ofcr II	101%
<b>F10C</b>	Contracting & Procurement Ofcr III	99%
<b>F10D</b>	Contracting & Procurement Ofcr IV	100%
<b>F11A</b>	Contracting & Procurement Admr I	99%
<b>F11B</b>	Contracting & Procurement Admr II	98%
<b>F14A</b>	Contracting & Acquisitions Agt I	98%
<b>F14B</b>	Contracting & Acquisitions Agt II	99%
<b>F14C</b>	Contracting & Acquisitions Agt III	99%
<b>F14D</b>	Contracting & Acquisitions Agt IV	99%
<b>F16A</b>	Fire Equipment Specialist I	97%
<b>F16B</b>	Fire Equipment Specialist II	102%
<b>F20A</b>	Materiel Management Specialist I	98%
<b>F20B</b>	Materiel Management Specialist II	99%
<b>F20C</b>	Materiel Management Specialist III	100%
<b>F20D</b>	Materiel Management Specialist IV	99%
<b>F21A</b>	Materiel Management Officer I	101%
<b>F21B</b>	Materiel Management Officer II	100%
<b>F31A</b>	Real Estate Management Spec I	97%
<b>F31B</b>	Real Estate Management Spec II	98%
<b>F31D</b>	Real Estate Management Spec IV	98%
<b>F38A</b>	Real Property Mgmt Spec I	104%
<b>F41A</b>	Construction/Maintenance Techn I	99%

<b>F41B</b>	Construction/Maintenance Techn II	121%
<b>F41C</b>	Construction/Maintenance Techn III	99%
<b>F44A</b>	Carpenter I	91%
<b>F45A</b>	Construction/Maintenance Admr I	87%
<b>F45B</b>	Construction/Maintenance Admr II	99%
<b>F45C</b>	Construction/Maintenance Admr III	98%
<b>F45D</b>	Construction/Maintenance Admr IV	99%
<b>F47A</b>	Fleet Specialist I	100%
<b>F47B</b>	Fleet Specialist II	103%
<b>F47C</b>	Fleet Specialist III	105%
<b>F47D</b>	Fleet Specialist IV	99%
<b>F47E</b>	Fleet Specialist V	99%
<b>F48B</b>	Welder II	98%
<b>F48C</b>	Welder III	99%
<b>F49C</b>	Physical Plant Operator III	100%
<b>F50A</b>	Housekeeping/Custodial Worker I	99%
<b>F50B</b>	Housekeeping/Custodial Worker II	95%
<b>F50C</b>	Housekeeping/Custodial Worker III	100%
<b>F50D</b>	Housekeeping/Custodial Worker IV	95%
<b>F50E</b>	Housekeeping/Custodial Worker V	98%
<b>F56A</b>	Electronics Technician I	95%
<b>F56B</b>	Electronics Technician II	99%
<b>F56C</b>	Electronics Technician III	99%
<b>F65A</b>	Construction Designer I	97%
<b>F69A</b>	Architect I	82%
<b>F69B</b>	Architect II	86%
<b>F69C</b>	Architect III	74%
<b>F72A</b>	Construction Manager I	57%
<b>F73C</b>	Military Construction Consultant III	88%
<b>F74A</b>	Mechanical Systems Technician I	85%
<b>F74B</b>	Mechanical Systems Technician II	118%
<b>F74D</b>	Mechanical Systems Technician IV	87%
<b>F75A</b>	Electrician I	73%
<b>F75B</b>	Electrician II	102%
<b>F75D</b>	Electrician IV	62%
<b>F76B</b>	Plumber II	64%
<b>F76D</b>	Plumber IV	93%
<b>F77A</b>	Groundskeeper I	83%
<b>F77B</b>	Groundskeeper II	59%
<b>F78A</b>	Equipment Operator I	66%
<b>F78B</b>	Equipment Operator II	86%
<b>F78C</b>	Equipment Operator III	84%
<b>F79A</b>	Laborer I	82%
<b>F79B</b>	Laborer II	74%
<b>G10A</b>	Communications Officer (DPS) I	91%
<b>G10B</b>	Communications Officer (DPS) II	105%

<b>G10C</b>	Communications Officer (DPS) III	87%
<b>G10D</b>	Communications Officer (DPS) IV	80%
<b>G10E</b>	Communications Officer (DPS) V	81%
<b>G11A</b>	Law Enforcement Communication Center Director I	156%
<b>G12A</b>	Criminalist I	98%
<b>G12B</b>	Criminalist II	107%
<b>G12C</b>	Criminalist III	108%
<b>G12D</b>	Criminalist IV	191%
<b>G12E</b>	Criminalist V	175%
<b>G13A</b>	Crime Reporting Field Representative I	105%
<b>G13C</b>	Crime Reporting Field Representative III	116%
<b>G14A</b>	Driver's License Examiner I	57%
<b>G14B</b>	Driver's License Examiner II	101%
<b>G14C</b>	Driver's License Examiner III	77%
<b>G14D</b>	Driver's License Examiner IV	71%
<b>G16A</b>	Physical Evidence Technician I	122%
<b>G16B</b>	Physical Evidence Technician II	113%
<b>G16C</b>	Physical Evidence Technician III	123%
<b>G17A</b>	Criminal Intelligence Analyst I	117%
<b>G17B</b>	Criminal Intelligence Analyst II	96%
<b>G19C</b>	Fingerprint Specialist III	98%
<b>G19D</b>	Fingerprint Specialist IV	105%
<b>G21A</b>	State Fire Marshal Law Enforcement Agent I	120%
<b>G21C</b>	State Fire Marshal Law Enforcement Agent III	106%
<b>G21D</b>	State Fire Marshal Law Enforcement Agent IV	93%
<b>G21E</b>	State Fire Marshal Law Enforcement Agent V	67%
<b>G22A</b>	Law Enforcement Special Agent I	126%
<b>G22B</b>	Law Enforcement Special Agent II	125%
<b>G22C</b>	Law Enforcement Special Agent III	96%
<b>G22D</b>	Law Enforcement Special Agent IV	91%
<b>G24C</b>	Law Enforcement Narcotics Agent III	215%
<b>G24D</b>	Law Enforcement Narcotics Agent IV	217%
<b>G25B</b>	Law Enforcement DHS Agent II	121%
<b>G25C</b>	Law Enforcement DHS Agent III	114%
<b>G25D</b>	Law Enforcement DHS Agent IV	111%
<b>G25E</b>	Law Enforcement DHS Agent V	93%
<b>G25F</b>	Law Enforcement DHS Agent	94%
<b>G28B</b>	Police Officer II	83%
<b>G28C</b>	Police Officer III	85%
<b>G28D</b>	Police Officer IV	84%
<b>G28E</b>	Police Officer V	52%
<b>G31A</b>	Game Warden I	94%
<b>G40A</b>	Law Enforcement Program Administrator I	147%
<b>G40B</b>	Law Enforcement Program Administrator II	112%
<b>G50C</b>	Law Enforcement Capitol Patrol Officer III	304%
<b>G53B</b>	Law Enforcement Highway Patrol Officer II	85%



<b>G53C</b>	Law Enforcement Highway Patrol Officer III	105%
<b>G53E</b>	Law Enforcement Highway Patrol Officer V	141%
<b>G54A</b>	Law Enforcement Highway Patrol Manager I	126%
<b>G54B</b>	Law Enforcement Highway Patrol Manager II	120%
<b>H15B</b>	Field Manager II	209%
<b>H15C</b>	Field Manager	230%
<b>H16A</b>	Child Welfare Assistant I	54%
<b>H16B</b>	Child Welfare Assistant II	76%
<b>H16C</b>	Child Welfare Assistant III	62%
<b>H20A</b>	Social Services Specialist I	67%
<b>H20B</b>	Social Services Specialist II	93%
<b>H20C</b>	Social Services Specialist III	100%
<b>H20D</b>	Social Services Specialist IV	94%
<b>H21A</b>	Case Manager I	97%
<b>H21B</b>	Case Manager II	85%
<b>H21C</b>	Case Manager III	80%
<b>H21D</b>	Case Manager IV	68%
<b>H22B</b>	Social Services Inspector II	79%
<b>H22C</b>	Social Services Inspector III	67%
<b>H23A</b>	Child Welfare Specialist I	90%
<b>H23B</b>	Child Welfare Specialist II	66%
<b>H23C</b>	Child Welfare Specialist III	79%
<b>H23D</b>	Child Welfare Specialist IV	74%
<b>H23E</b>	Child Welfare Specialist V	73%
<b>H24A</b>	Child Care Licensing Specialist I	84%
<b>H24B</b>	Child Care Licensing Specialist II	79%
<b>H24C</b>	Child Care Licensing Specialist III	76%
<b>H24D</b>	Child Care Licensing Specialist IV	72%
<b>H26A</b>	Adult Protective Services Spec I	91%
<b>H26B</b>	Adult Protective Services Spec II	76%
<b>H26C</b>	Adult Protective Services Spec III	77%
<b>H26D</b>	Adult Protective Services Spec IV	81%
<b>H27B</b>	Clinical Social Worker II	83%
<b>H27C</b>	Clinical Social Worker III	150%
<b>H27D</b>	Clinical Social Worker IV	106%
<b>H30A</b>	Child Support Specialist I	95%
<b>H30B</b>	Child Support Specialist II	81%
<b>H30C</b>	Child Support Specialist III	82%
<b>H30D</b>	Child Support Specialist IV	71%
<b>I10B</b>	Correctional Security Officer II	133%
<b>I10C</b>	Correctional Security Officer III	104%
<b>I10D</b>	Correctional Security Officer IV	91%
<b>I11A</b>	Correctional Security Manager I	105%
<b>I11B</b>	Correctional Security Manager II	111%
<b>I12A</b>	Correctional Chief of Security I	157%
<b>I12B</b>	Correctional Chief of Security II	116%

I12C	Correctional Chief of Security III	115%
I17B	Fugitive Apprehension Agent II	49%
I17C	Fugitive Apprehension Agent III	47%
I20B	Correctional Case Manager II	78%
I23A	Correctional Teacher I	134%
I23B	Correctional Teacher II	116%
I24A	Correctional Unit Assistant I	101%
I25A	Correctional Records Officer I	86%
I30B	Correctional Industries Manager II	80%
I30C	Correctional Industries Manager III	71%
I30D	Correctional Industries Manager IV	54%
I30E	Correctional Industries Manager V	42%
I40A	Probation and Parole Officer I	121%
I40B	Probation and Parole Officer II	91%
I40C	Probation and Parole Officer III	92%
I40D	Probation and Parole Officer IV	87%
J12B	Emergency Management Officer II	101%
J13C	Investigator III	166%
J17C	Labor Compliance Officer III	116%
J19A	Occupational Licensure Specialist I	133%
J30A	Safety Manager I	77%
J31B	Safety Consultant II	117%
J31C	Safety Consultant III	133%
J31D	Safety Consultant IV	112%
J33B	Airfield Firefighter II	95%
J33D	Airfield Firefighter IV	67%
J41A	Fire Prevention & Security Ofc I	96%
J41B	Fire Prevention & Security Ofc II	87%
J41C	Fire Prevention & Security Officer III	89%
J41D	Fire Prevention & Security Officer IV	100%
J42A	Pathologist Technician I	50%
K11A	Disability Determination Specialist I	122%
K11B	Disability Determination Specialist II	110%
K11C	Disability Determination Specialist III	112%
K11D	Disability Determination Specialist IV	104%
K21A	Vocational Rehabilitation Spec I	124%
K21B	Vocational Rehabilitation Spec II	104%
K21C	Vocational Rehabilitation Spec III	120%
K21D	Vocational Rehabilitation Spec IV	107%
K22B	Assistive Technology Specialist II	119%
K22C	Assistive Technology Specialist III	166%
K22D	Assistive Technology Specialist IV	141%
K28A	Job Title Default Vocational Training Instructor I	66%
L13C	Agricultural Mkt Devlpmt Cdnr III	58%
L14A	Hatchery Technician I	99%
L16A	Agriculture Field Inspector I	92%

<b>L16B</b>	Agriculture Field Inspector II	112%
<b>L16C</b>	Agriculture Field Inspector III	126%
<b>L16D</b>	Agriculture Field Inspector IV	100%
<b>L16E</b>	Agriculture Field Inspector V	100%
<b>L18A</b>	Wildlife Biologist I	84%
<b>L20A</b>	Forestry Fire Control Officer I	81%
<b>L20B</b>	Forestry Fire Control Officer II	77%
<b>L22A</b>	Forest Regeneration Specialist I	100%
<b>L22B</b>	Forest Regeneration Specialist II	92%
<b>L22C</b>	Forest Regeneration Specialist III	81%
<b>L22D</b>	Forest Regeneration Specialist IV	75%
<b>L23A</b>	Forest Ranger I	52%
<b>L23B</b>	Forest Ranger II	47%
<b>L23C</b>	Forest Ranger III	30%
<b>L24A</b>	Forester I	63%
<b>L24B</b>	Forester II	54%
<b>L24C</b>	Forester III	98%
<b>L24D</b>	Forester IV	100%
<b>L24E</b>	Forester V	107%
<b>L25C</b>	Law Enforce Spec Agent (ODAFF) III	71%
<b>L33B</b>	Wildlife Damage Control Spec II	60%
<b>L33C</b>	Wildlife Damage Control Spec III	54%
<b>L40B</b>	Metrologist II	70%
<b>L41A</b>	Agricultural Services Admr I	128%
<b>L41B</b>	Agricultural Services Admr II	133%
<b>L41C</b>	Agricultural Services Admr III	130%
<b>M10A</b>	Regulatory Program Manager I	94%
<b>M10B</b>	Regulatory Program Manager II	115%
<b>M10C</b>	Regulatory Program Manager III	98%
<b>M30A</b>	Fuel Specialist I	69%
<b>M30B</b>	Fuel Specialist II	59%
<b>M30C</b>	Fuel Specialist III	51%
<b>M32A</b>	Oil and Gas Field Inspector I	101%
<b>M32B</b>	Oil and Gas Field Inspector II	101%
<b>M32C</b>	Oil and Gas Field Inspector III	98%
<b>M32D</b>	Oil and Gas Field Inspector IV	102%
<b>M41A</b>	Public Utility Compliance Spec I	104%
<b>M46A</b>	Transportation Customer Spec I	76%
<b>M46B</b>	Transportation Customer Spec II	73%
<b>M46C</b>	Transportation Customer Spec III	103%
<b>M46D</b>	Transportation Customer Spec IV	103%
<b>M53A</b>	Motor Carrier Enforcement Ofcr I	102%
<b>M53B</b>	Motor Carrier Enforcement Ofcr II	101%
<b>M53C</b>	Motor Carrier Enforcement Ofcr III	96%
<b>M53D</b>	Motor Carrier Enforcement Ofcr IV	102%
<b>N12A</b>	Veterans Center Administrator I	132%

<b>N13A</b>	Veterans Affairs Fld Svcs Repr I	97%
<b>N13B</b>	Veterans Affairs Fld Svcs Repr II	99%
<b>N13C</b>	Veterans Affairs Fld Svcs Repr III	107%
<b>N13D</b>	Veterans Affairs Fld Svcs Repr IV	98%
<b>N14A</b>	Veterans Claims & Benefits Adm I	112%
<b>N14B</b>	Veterans Claims & Benefits Adm II	125%
<b>N15B</b>	State Accrediting Officer II	102%
<b>N16B</b>	Patient Services Coordinator II	105%
<b>N16C</b>	Patient Services Coordinator III	123%
<b>P15A</b>	Naturalist I	130%
<b>P15B</b>	Naturalist II	52%
<b>P20A</b>	Park Ranger I	97%
<b>P20B</b>	Park Ranger II	95%
<b>P20C</b>	Park Ranger III	98%
<b>P20D</b>	Park Ranger IV	48%
<b>P25A</b>	Park Manager I	76%
<b>P25B</b>	Park Manager II	49%
<b>P25C</b>	Park Manager III	52%
<b>P25D</b>	Park Manager IV	49%
<b>P25E</b>	Park Manager V	49%
<b>Q11A</b>	Technician I	101%
<b>Q11B</b>	Technician II	124%
<b>Q11C</b>	Technician III	93%
<b>Q11D</b>	Technician IV	95%
<b>Q12A</b>	Senior Technician I	103%
<b>Q12B</b>	Senior Technician II	88%
<b>Q20B</b>	Power Plant Maintenance Tech II	134%
<b>Q21B</b>	Power Transmission Maint Tech II	108%
<b>Q23C</b>	Heavy Equip Railcar Maint Tech III	116%
<b>Q24B</b>	Electrical Drafting Technician II	125%
<b>Q50B</b>	GRDA Lake Patrol Officer II	100%
<b>R10A</b>	Environ/Chemical Lab Scientist I	76%
<b>R10B</b>	Environ/Chemical Lab Scientist II	106%
<b>R10C</b>	Environ/Chemical Lab Scientist III	99%
<b>R10D</b>	Environ/Chemical Lab Scientist IV	99%
<b>R20A</b>	Environmental Programs Spec I	111%
<b>R20B</b>	Environmental Programs Spec II	102%
<b>R20C</b>	Environmental Programs Spec III	98%
<b>R20D</b>	Environmental Programs Spec IV	99%
<b>R22C</b>	Environmental Investigator III	75%
<b>R22D</b>	Environmental Investigator IV	76%
<b>R25A</b>	Environmental Programs Manager I	79%
<b>R25B</b>	Environmental Programs Manager II	99%
<b>R25C</b>	Environmental Programs Manager III	99%
<b>S10A</b>	Engineer Intern I	83%
<b>S10B</b>	Engineer Intern II	73%

<b>S10C</b>	Engineer Intern III	101%
<b>S10D</b>	Engineer Intern IV	101%
<b>S10E</b>	Engineer Intern V	101%
<b>S10F</b>	Engineer Intern VI	101%
<b>S10G</b>	Engineer Intern VII	101%
<b>S11A</b>	Professional Engineer I	91%
<b>S11B</b>	Professional Engineer II	122%
<b>S11C</b>	Professional Engineer III	101%
<b>S12A</b>	Engineering Manager I	103%
<b>S12B</b>	Engineering Manager II	73%
<b>S12C</b>	Engineering Manager III	89%
<b>S12D</b>	Engineering Manager IV	86%
<b>S12E</b>	Engineering Manager V	86%
<b>S15A</b>	Land Surveyor Intern I	104%
<b>S15B</b>	Land Surveyor Intern II	121%
<b>S16B</b>	Professional Land Surveyor II	86%
<b>S17A</b>	Land Surveyor Manager I	97%
<b>S17B</b>	Land Surveyor Manager II	92%
<b>S17C</b>	Land Surveyor Manager III	85%
<b>T10A</b>	Comp Aided Drafting & Dsgn Spe I	94%
<b>T10B</b>	Comp Aided Drafting & Dsgn Spe II	78%
<b>T10C</b>	Comp Aided Drafting & Dsgn Spe III	79%
<b>T10D</b>	Comp Aided Drafting & Dsgn Spe IV	63%
<b>T10E</b>	Comp Aided Drafting & Dsgn Spe V	73%
<b>T10F</b>	Comp Aided Drafting & Dsgn Spe VI	68%
<b>T22A</b>	Transportation Specialist I	101%
<b>T22B</b>	Transportation Specialist II	88%
<b>T22C</b>	Transportation Specialist III	77%
<b>T22D</b>	Transportation Specialist IV	55%
<b>T22E</b>	Transportation Specialist V	47%
<b>T22F</b>	Transportation Specialist VI	57%
<b>T23A</b>	Transportation Manager I	118%
<b>T23B</b>	Transportation Manager II	103%
<b>T23C</b>	Transportation Manager III	102%
<b>T23D</b>	Transportation Manager IV	101%
<b>T25A</b>	Transportation Equipment Opr I	96%
<b>T25B</b>	Transportation Equipment Opr II	80%
<b>T25C</b>	Transportation Equipment Opr III	83%
<b>T25D</b>	Transportation Equipment Opr IV	80%
<b>T26A</b>	Transportation Superintendent I	101%
<b>T26B</b>	Transportation Superintendent II	100%
<b>T28A</b>	Heavy Equipment Operator I	97%
<b>T28B</b>	Heavy Equipment Operator II	84%
<b>T28C</b>	Heavy Equipment Operator III	93%
<b>T29A</b>	Road Maintenance Supervisor I	82%
<b>T50B</b>	Toll Collector II	115%

<b>T50C</b>	Toll Collector III	106%
<b>T50D</b>	Toll Collector IV	102%
<b>T51A</b>	Toll Operations Manager I	99%
<b>T60C</b>	Photogrammetrist III	61%
<b>T60D</b>	Photogrammetrist IV	103%
<b>U10A</b>	Historical Programs Admr I	101%
<b>U10B</b>	Historical Programs Admr II	146%
<b>U10C</b>	Historical Programs Admr III	141%
<b>U11A</b>	Historical Facility Manager I	100%
<b>U11B</b>	Historical Facility Manager II	89%
<b>U11C</b>	Historical Facility Manager III	99%
<b>U11D</b>	Historical Facility Manager IV	86%
<b>U12A</b>	Historical Collections Spec I	100%
<b>U12B</b>	Historical Collections Spec II	75%
<b>U12C</b>	Historical Collections Spec III	106%
<b>U13A</b>	Historical Interpreter I	100%
<b>U13B</b>	Historical Interpreter II	103%
<b>U13C</b>	Historical Interpreter III	49%
<b>U14B</b>	Historic Preservation Spec II	100%
<b>U14C</b>	Historic Preservation Spec III	79%
<b>V10B</b>	Tax Document Examiner II	84%
<b>V10C</b>	Tax Document Examiner III	75%
<b>V10D</b>	Tax Document Examiner IV	51%
<b>V11A</b>	Revenue Compliance Officer I	120%
<b>V11B</b>	Revenue Compliance Officer II	106%
<b>V11C</b>	Revenue Compliance Officer III	81%
<b>V12A</b>	Motor Vehicle Research Spec I	118%
<b>V12B</b>	Motor Vehicle Research Spec II	99%
<b>V12C</b>	Motor Vehicle Research Spec III	142%
<b>V14A</b>	Motor Vehicle Enforcement Ofcr I	97%
<b>V14B</b>	Motor Vehicle Enforcement Ofcr II	98%
<b>V14C</b>	Motor Vehicle Enforcement Ofcr III	99%
<b>V20A</b>	Taxpayer Services Representati I	142%
<b>V20B</b>	Taxpayer Services Representati II	118%
<b>V20C</b>	Taxpayer Services Representati III	104%
<b>V20D</b>	Taxpayer Services Representative IV	103%
<b>V30A</b>	Assessment & Equalization Analyst I	98%
<b>V30B</b>	Assessment & Equalization Analyst II	71%
<b>W10A</b>	Workforce Services Specialist I	99%
<b>W10B</b>	Workforce Services Specialist II	81%
<b>W10C</b>	Workforce Services Specialist III	63%
<b>W15A</b>	Compliance Enforcement Officer I	138%
<b>W15B</b>	Compliance Enforcement Officer II	119%
<b>W15C</b>	Compliance Enforcement Officer III	104%
<b>W15D</b>	Compliance Enforcement Officer IV	79%
<b>W20A</b>	Program Representative I	111%

<b>W20B</b>	Program Representative II	98%
<b>W20C</b>	Program Representative III	89%
<b>W31A</b>	Exec Asst to the Executive Dir I	104%
<b>X10A</b>	Health Information Technician I	100%
<b>X10B</b>	Health Information Technician II	101%
<b>X10C</b>	Health Information Technician III	100%
<b>X11B</b>	Therapeutic/Medical Aide II	109%
<b>X12B</b>	Therapeutic/Medical Assistant II	101%
<b>X13A</b>	Laboratory Technician I	84%
<b>X13B</b>	Laboratory Technician II	92%
<b>X13C</b>	Laboratory Technician III	90%
<b>X14A</b>	Laboratory Scientist I	100%
<b>X14B</b>	Laboratory Scientist II	96%
<b>X14C</b>	Laboratory Scientist III	131%
<b>X14D</b>	Laboratory Scientist IV	86%
<b>X15A</b>	Records Management Specialist I	102%
<b>X15B</b>	Records Management Specialist II	101%
<b>X17A</b>	Public Health Specialist I	100%
<b>X17B</b>	Public Health Specialist II	101%
<b>X17C</b>	Public Health Specialist III	100%
<b>X17D</b>	Public Health Specialist IV	102%
<b>X17E</b>	Public Health Specialist V	102%
<b>X18A</b>	Behavioral Health Professional I	96%
<b>X18B</b>	Behavioral Health Professional II	113%
<b>X18C</b>	Behavioral Health Professional III	102%
<b>X18D</b>	Behavioral Health Professional IV	98%
<b>X18E</b>	Behavioral Health Professional V	97%
<b>X19A</b>	Dental Care Hygienist I	73%
<b>X20A</b>	Health Educator I	98%
<b>X20B</b>	Health Educator II	93%
<b>X20C</b>	Health Educator III	110%
<b>X21A</b>	Audiologist I	50%
<b>X21B</b>	Audiologist II	100%
<b>X21C</b>	Audiologist III	100%
<b>X21D</b>	Audiologist IV	66%
<b>X22A</b>	Speech-Language Pathologist I	89%
<b>X22B</b>	Speech-Language Pathologist II	101%
<b>X22C</b>	Speech-Language Pathologist III	81%
<b>X22D</b>	Speech-Language Pathologist IV	101%
<b>X23B</b>	Alcohol and Drug Counselor II	46%
<b>X23C</b>	Alcohol and Drug Counselor III	119%
<b>X23D</b>	Alcohol and Drug Counselor IV	102%
<b>X24A</b>	Dental Assistant I	91%
<b>X24B</b>	Dental Assistant II	70%
<b>X25A</b>	Pharmacy Technician I	69%
<b>X25B</b>	Pharmacy Technician II	80%

<b>X25C</b>	Pharmacy Technician III	67%
<b>X26A</b>	Pharmacist I	69%
<b>X26B</b>	Pharmacist II	58%
<b>X26C</b>	Pharmacist III	101%
<b>X26D</b>	Pharmacist IV	101%
<b>X27A</b>	Epidemiologist I	147%
<b>X27B</b>	Epidemiologist II	153%
<b>X27C</b>	Epidemiologist III	97%
<b>X28A</b>	Health Planning Specialist I	163%
<b>X28B</b>	Health Planning Specialist II	154%
<b>X28C</b>	Health Planning Specialist III	127%
<b>X29C</b>	Health Facility Surveyor III	101%
<b>X29D</b>	Health Facility Surveyor IV	104%
<b>X30A</b>	Music Therapist I	65%
<b>X30B</b>	Music Therapist II	143%
<b>X30C</b>	Music Therapist III	102%
<b>X31B</b>	Behavioral Health Clinician II	98%
<b>X31C</b>	Behavioral Health Clinician III	150%
<b>X31D</b>	Behavioral Health Clinician IV	99%
<b>X32A</b>	Child Development Specialist I	84%
<b>X32B</b>	Child Development Specialist II	77%
<b>X32C</b>	Child Development Specialist III	95%
<b>X32D</b>	Child Development Specialist IV	96%
<b>X33A</b>	Occupational Therapist I	100%
<b>X33B</b>	Occupational Therapist II	102%
<b>X33C</b>	Occupational Therapist III	102%
<b>X34A</b>	Physical Therapist I	137%
<b>X34B</b>	Physical Therapist II	101%
<b>X34C</b>	Physical Therapist III	97%
<b>X34D</b>	Physical Therapist IV	71%
<b>X35A</b>	Recreational Activities Spec I	99%
<b>X35B</b>	Recreational Activities Spec II	99%
<b>X35C</b>	Recreational Activities Spec III	101%
<b>X36B</b>	Recreation Therapist II	105%
<b>X36C</b>	Recreation Therapist III	82%
<b>X36D</b>	Recreation Therapist IV	103%
<b>X38A</b>	Disease Intervention Specialist I	101%
<b>X38B</b>	Disease Intervention Specialist II	83%
<b>X38C</b>	Disease Intervention Specialist III	82%
<b>X38D</b>	Disease Intervention Specialist IV	68%
<b>X38E</b>	Disease Intervention Specialist V	62%
<b>X40A</b>	Laboratory Administrator I	93%
<b>X40B</b>	Laboratory Administrator II	97%
<b>X41B</b>	Emergency Medical Svcs Admr II	81%
<b>X42A</b>	Chief, Dental Health Services I	31%
<b>X44A</b>	Asst Dep Commissioner, Health Dept I	68%



<b>X45A</b>	Director of Professional Svcs I	101%
<b>X45B</b>	Director of Professional Svcs II	99%
<b>X46B</b>	Clinical Health Fac Surveyor II	98%
<b>X46C</b>	Clinical Health Fac Surveyor III	99%
<b>X46D</b>	Clinical Health Fac Surveyor IV	99%
<b>X48A</b>	Enforcement Analyst I	88%
<b>X49A</b>	Special Educator I	88%
<b>X49B</b>	Special Educator II	101%
<b>X49C</b>	Special Educator III	77%
<b>X50A</b>	Dentist I	94%
<b>X51A</b>	Psychologist I	88%
<b>X53A</b>	Resident Doctor I	86%
<b>X53B</b>	Resident Doctor II	84%
<b>X53C</b>	Resident Doctor III	86%
<b>X53D</b>	Resident Doctor IV	78%
<b>X55A</b>	Behavioral Health Case Manager I	74%
<b>X55B</b>	Behavioral Health Case Manager II	64%
<b>X55C</b>	Behavioral Health Case Manager III	70%
<b>X55D</b>	Behavioral Health Case Manager IV	69%
<b>X57A</b>	Behavioral Health Assistant I	97%
<b>X57B</b>	Behavioral Health Assistant II	90%
<b>X59A</b>	Peer Recovery Support Specialist I	76%
<b>X59B</b>	Peer Recovery Support Specialist II	71%
<b>X59C</b>	Peer Recovery Support Specialist III	61%
<b>X59D</b>	Peer Recovery Support Specialist IV	59%
<b>X62B</b>	Prior Authorization and Review Specialist II	125%
<b>X62C</b>	Prior Authorization and Review Specialist III	106%
<b>X64C</b>	Physician III	63%
<b>X65A</b>	Psychiatrist I	111%
<b>X65B</b>	Psychiatrist II	81%
<b>X65D</b>	Psychiatrist IV	72%
<b>Y10A</b>	Patient Care Assistant I	89%
<b>Y10B</b>	Patient Care Assistant II	96%
<b>Y10C</b>	Patient Care Assistant III	86%
<b>Y11A</b>	Licensed Practical Nurse I	83%
<b>Y11B</b>	Licensed Practical Nurse II	85%
<b>Y11C</b>	Licensed Practical Nurse III	87%
<b>Y11D</b>	Licensed Practical Nurse IV	98%
<b>Y12A</b>	Registered Nurse I	92%
<b>Y12B</b>	Registered Nurse II	95%
<b>Y12C</b>	Registered Nurse III	81%
<b>Y13A</b>	Nursing Manager I	109%
<b>Y13B</b>	Nursing Manager II	91%
<b>Y13C</b>	Nursing Manager III	95%
<b>Y13D</b>	Nursing Manager IV	101%
<b>Y14A</b>	Advanced Practice Nurse I	115%

<b>Y14B</b>	Advanced Practice Nurse II	116%
<b>Y15A</b>	Health Care Management Nurse I	112%
<b>Y15B</b>	Health Care Management Nurse II	101%
<b>Y15C</b>	Health Care Management Nurse III	98%
<b>Z10A</b>	Teaching Assistant I	98%
<b>Z11A</b>	Teacher I	83%
<b>Z12A</b>	Direct Care Specialist I	106%
<b>Z12B</b>	Direct Care Specialist II	80%
<b>Z12C</b>	Direct Care Specialist III	99%
<b>Z12D</b>	Direct Care Specialist IV	99%
<b>Z12E</b>	Direct Care Specialist V	98%
<b>Z13A</b>	Transportation Officer I	111%
<b>Z14A</b>	Institutional Safety & Sct Cdr I	105%
<b>Z18A</b>	Independent Living Instructor I	100%
<b>Z18B</b>	Independent Living Instructor II	101%
<b>Z20A</b>	Food Service Specialist I	97%
<b>Z20B</b>	Food Service Specialist II	87%
<b>Z20C</b>	Food Service Specialist III	100%
<b>Z20D</b>	Food Service Specialist IV	99%
<b>Z21A</b>	Food Service Manager I	88%
<b>Z21B</b>	Food Service Manager II	79%
<b>Z21C</b>	Food Service Manager III	91%
<b>Z23A</b>	Teacher/Instructor I	66%
<b>Z23B</b>	Teacher/Instructor II	80%
<b>Z23D</b>	Teacher/Instructor IV	89%
<b>Z25C</b>	Nutrition Therapist III	125%
<b>Z26A</b>	Institutional Prog Coordinator I	93%
<b>Z27B</b>	Institutional/Comm Prog Admr II	112%
<b>Z30A</b>	Linen and Clothing Specialist I	89%
<b>Z30D</b>	Linen and Clothing Specialist IV	75%
<b>Z30E</b>	Linen and Clothing Specialist V	73%
<b>Z52B</b>	Chaplain II	80%