



# 2014

# ANNUAL COMPENSATION REPORT

Human Capital Management 1/1/2015



# Compensation Annual Report

Fiscal Year 2014

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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 merit system salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs, found in the market; and it compares these programs with the state's fringe benefit package.

## Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 308 benchmark jobs indicates that, on average, classified employee salaries are 22.76 percent below the competitive labor market. The 308 benchmarks represent 12,677 employees, or 54 percent of classified 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

Fiscal Year	State of Oklahoma Average Salary <sup>[1]</sup>	Market	% Difference
2014	\$42,940	\$55,595	-22.76

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

## Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 illustrates the employer contributions to the state's benefit package compared to those of the external labor market. The costs in the table indicate the employers' contribution in relation to the respective average base salary. A detailed breakdown of benefit 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)

	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost:	\$42,940	\$55,595	-22.76
Average Benefit Cost:	\$26,088	\$26,111	-0.09
Total Compensation Cost:	\$69,028	\$81,706	-15.52

It should be noted a benefit cost comparison does not provide analysis of perceived value to employees nor benefit 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 benefit package. The state, on average, pays almost 1 percent less for similar benefits offered in the market, but does not technically provide 1 percent less in services. Age of the workforce, health claims experience, defined benefit plan funding status and other factors that vary among employers all impact the cost and preclude us from using cost as a value comparison with the market.

## Classified Employee Turnover

The overall turnover rate among classified employees in FY 2014 was 17.7 percent and the voluntary rate was 13.85 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2014 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased from the previous fiscal year.

Table 3: Classified Employee Turnover Rates FY 2000-2014

Year	Overall Turnover Rate	Voluntary Turnover Rate
2014	17.70%	13.85%
2012	16.50%	13.80%
2011	13.00%	10.30%
2010	13.90%	10.80%
2009	13.20%	10.40%
2008	14.10%	11.70%
2007	13.90%	11.60%
2006	14.80%	12.30%
2005	12.90%	10.80%
2004	12.50%	10.80%
2003	11.20%	9.60%
2002	11.80%	10.30%
2001	12.70%	11.40%
2000	13.50%	12.10%

Note: The 2013 Total Remuneration Study replaced the Annual Compensation Report in 2013 so there is no 2013 turnover data.

# Recommendations

### *Pay Band Adjustment*

House Bill 3293 was passed during the second regular session of the 54th Legislature. The bill states that the Office of Management and Enterprise Services (OMES) shall develop a compensation schedule for all career (classified) and executive service (unclassified) positions within the executive branch pursuant to the recommendations of the 2013 State Employee Total Remuneration Study (this excludes the institutions under the administrative authority of the Oklahoma State Regents for Higher Education). It also states that OMES may develop market-based occupational compensation structures. The compensation structures established (pursuant to this section) for all career and executive service positions shall be initially established and published by Jan. 1, 2015, and thereafter shall be reviewed for revision annually.

Effective July 2014, we increased the midpoint and maximum amounts of the classified pay structure by 10 percent. However, we chose not to move the minimum amounts considering the undue economic hardship it would have created for numerous agencies.

**We recommend the state continue to move toward the Considerations for Action plan regarding salary structures laid out in the executive summary of the 2013 State of Oklahoma Total Remuneration Study.**

### *Senate Bill 2131 Clean up*

Senate Bill 2131 increased the salaries of select employees within the Corrections, Law Enforcement, Nursing, Social Services and Youth Services occupational groups by 6.25 percent. In addition, correctional security officers' salaries were increased by 8 percent. Following the bill's implementation in July of 2014, many agencies notified us of additional employees, who fall within one of the occupational groups mentioned above, who were not given the increase.

**We recommend a cleanup bill that would give the same salary increase to employees who were not included in the original bill. We estimate this would affect 380 people at a cost of \$1,256,966.**

# Introduction

## Statutory Requirement

O.S. Title 74, Section 840:1.6A(5) provides that “the administrator of the Office of Management and 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 Dec. 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 2014 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 merit system salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs, found in the market; and it compares these programs with the state’s fringe benefit package.

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

## Purpose and Scope of Compensation Report

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma merit system pay practices for classified jobs, which represent approximately 70 percent of all state employees, compared with the relevant labor market. Survey sources used for this year’s salary and benefit analysis are:

- 2014 National Compensation Association of State Governments (data from states contiguous to the State of Oklahoma)
- 2014 Quorum Survey
- 2014 Oklahoma Hospital Association Survey
- 2013 State of Oklahoma Total Remuneration Study (The Hay Group and Kenning Consulting)
- Compensation Data 2014 Non-Profit Survey, by CompData Surveys
- 2014 Economic Research Institute Salary Assessor
- The Kaiser Foundation Employer Health Benefits 2014 Annual Survey
- National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2013

## 2014 Legislative Compensation Activity

House Bill 3293 was passed during the second regular session of the 54th Legislature. House Bill 3293 states that OMES shall develop a compensation schedule for all career (classified) and executive service (unclassified) positions within the executive branch pursuant to the recommendations of the 2013 State Employee Total Remuneration Study (this excludes the institutions under the administrative authority of the Oklahoma State Regents for Higher Education). It also states that OMES may develop market-based occupational compensation structures. The compensation structures established (pursuant to this section) for all career and executive service positions shall be initially established and published by Jan. 1, 2015, and thereafter shall be reviewed for revision annually. The provisions of this section are not subject to the provisions of Article I of the Administrative Procedures Act.

Effective July 1, 2014, we increased the midpoint and maximum amounts of the classified pay structure by 10 percent. However, we chose not to move the minimum amounts considering the undue economic hardship it would have created for numerous agencies.

Senate Bill 2131 was passed during the second regular session of the 54th Legislature. The bill increased the salaries of select employees within the Corrections, Law Enforcement, Nursing, Social Services and Youth Services occupational groups by 6.25 percent. In addition, correctional security officers' salaries were increased by 8 percent.

## Note on Economic Conditions

As of November 2014, unemployment in the United States has decreased to 5.8 percent, 3.5 percent less than April 2012, according to bls.gov.  
<http://www.bls.gov/news.release/laus.nr0.htm>

According to the WorldatWork 2014-2015 Salary Budget Survey, pay increase budgets with U.S. employers are up to 3.0 percent in 2014, from 2.8 percent in 2012. There has only been a slight increase since the current marketplace is not demanding much growth.  
<http://www.worldatwork.org/waw/adimLink?id=75751>

From the information provided by the Oklahoma Employment Security Commission, unemployment in Oklahoma has decreased almost another point. As of November 2014, the state is at 4.4 percent; most of the year it was improved by 1.1 percent. Job gains are increasing in Oklahoma. The total nonfarm employment job gains increased by 2 percent, 33,500 jobs, since November 2013; educational and health services had the largest gain.  
[http://www.ok.gov/oesc\\_web/documents/lminr12192014.pdf](http://www.ok.gov/oesc_web/documents/lminr12192014.pdf)

# Methodology

## Market Surveys

The State of Oklahoma employs a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public and private sector organizations in surrounding states. In keeping with this market philosophy, the following market data sources were used in the salary and benefit analysis in this report.

**National Compensation Association of State Governments (data from states contiguous to the State of Oklahoma):** NCASG annually conducts the National Compensation Survey, Benefits Survey and the Executive Survey. The consortium is composed of 41 member states located within the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico and Texas) that participate in the Central States Salary Survey.

**The Quorum Survey:** The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from numerous organizations within the State of Oklahoma. The salary portion of the survey covered 71 of our benchmark jobs.

**Oklahoma Hospital Association:** This salary survey is conducted semi-annually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 86 of our benchmark jobs.

**Compensation Data Non-Profit:** This salary/benefits survey is conducted by CompData Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report was obtained from employers in the State of Oklahoma. The salary portion of this survey covered 88 of our benchmark jobs.

**Economic Research Institute (ERI) Salary Assessor:** This software program, developed by ERI, reports current competitive wage, salary and incentive survey data for over 5,000 jobs. Analyses are derived from millions of data points gathered from 2,975 annual survey sources including loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country. The salary portion of this survey is specific to the seven surrounding states and covered 230 of our benchmark jobs.

**2013 Total Remuneration Study (Kenning Consulting):** The State of Oklahoma total remuneration study was conducted by Kenning Consulting at the request of OMES. Data was based on 141 benchmark positions from public and private sector organizations within Oklahoma as well as the contiguous states. Additional benefits data was acquired from Nebraska and Tennessee. Salary data was aged 3 percent. The salary portion of this survey covered 71 of our benchmark jobs.

**The Kaiser Foundation Employer Health Benefits 2014 Annual Survey:** An annual survey of employer-sponsored health benefits conducted by the Kaiser Family Foundation and the Health Research and Educational Trust (Kaiser/HRET). HRET, a nonprofit research organization, is an affiliate of the American Hospital Association. The Kaiser Family Foundation designs, analyzes, conducts and pays for the cost of the survey in partnership with HRET. HRET subcontracts with researchers at NORC, located at the University of Chicago, to work with Kaiser and HRET researchers in conducting the study. Kaiser/HRET retained National Research, LLC (NR), a Washington, D.C.-based survey research firm, to conduct telephone interviews with human resource and benefits managers using the Kaiser/HRET survey instrument.

**National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2013:** The Public Fund Survey is an online compendium of key characteristics of most of the nation's largest public retirement systems. The National Association of State Retirement Administrators and the National Council on Teacher Retirement sponsor the survey.

## Market Pricing Approach

The market pricing methodology employed in this report is based on the establishment of market composite rates (MCA). Market composite rates 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 practice and is recommended by WorldatWork, the leading compensation professional association in the United States, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

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

## 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. This rate includes only resignations and retirements.

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

- Turnover rates for each job family level. See Table A3 in the appendix.
- The voluntary turnover cost for the classified state workforce 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>1</sup> Below are the steps of the costing model:
  - A. Classified benchmark average salary.
  - B. Percentage of pay for benefits (X) average salary.
  - C. Total employee annual cost: (add A + B).
  - D. Determine the number of employees that voluntarily resigned within the previous FY.
  - E. The time an employee becomes fully productive (typically 12 months).
  - F. Per person turnover cost:  $(E \div 12) (X) C (X) 50$  percent.<sup>2</sup>
  - G. Annual turnover cost for the state: (multiply F X D).

<sup>1</sup> Dr. John H. Jackson and Dr. Robert L. Mathis *Human Resource Management*. 12<sup>th</sup> Edition. Page 86-87.

<sup>2</sup> Assumes 50 percent productivity throughout first year (E).

# Analysis

## Classified Employee Benchmark Job Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries are 22.76 percent below the competitive labor market. Table 5 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. Table A1 in the Appendix identifies the benchmark job family levels and their relationship to the market. Table A2 in the Appendix displays how overall classified salaries in individual agencies compare to the market.

Table 5: Employee Average Salary Comparison

Fiscal Year	State of Oklahoma Average Salary <sup>[1]</sup>	Market	% Difference
2014	\$42,940	\$55,595	-22.76

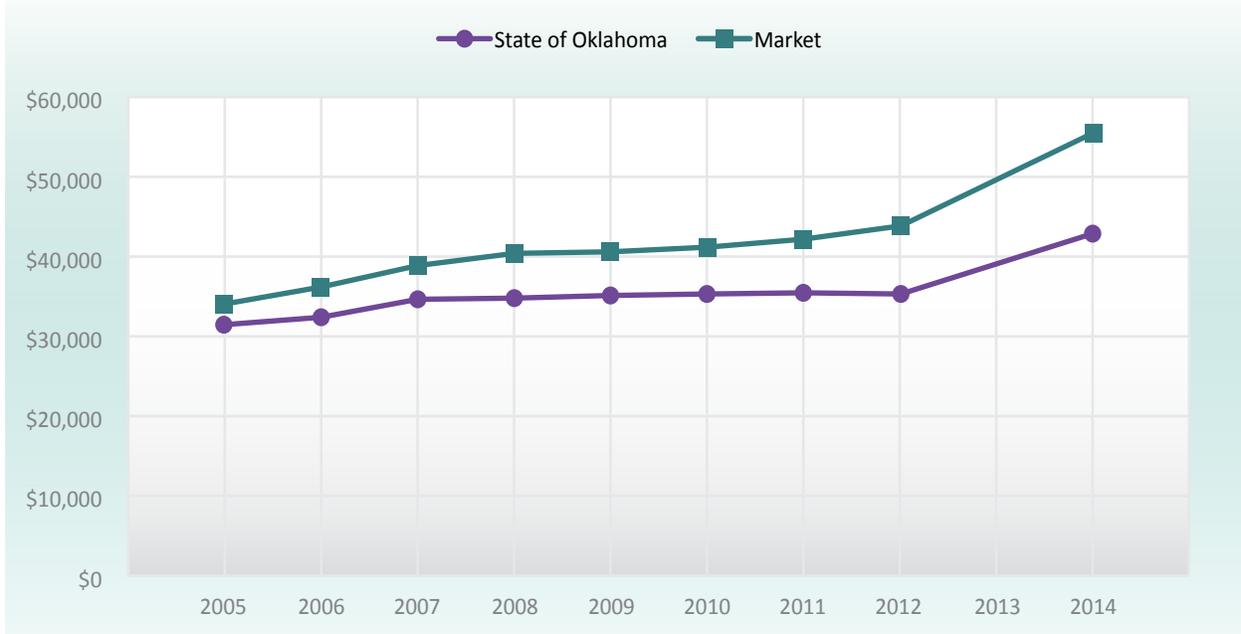
<sup>[1]</sup> Includes average longevity payment for each benchmark.

A review of market and state average salary growth from 2005 to the present (see Table 6 and Figure 1) reveals the pay relationship over the last nine 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 36 percent since 2005 while the market has increased closer to 63 percent during the same time. Data from FY 2013 is unavailable due to the 2013 Total Remuneration Report replacing the Annual Compensation Report.

Table 6: Market Comparison Trend (2005-2014)

Year	State of Oklahoma Average Salary	State Average Salary Increase % From Year to Year	Market	Market Average Salary Increase % From Year to Year
2014	\$42,940	21.46	\$55,595	26.41
2013	na	na	na	na
2012	\$35,352	-0.25	\$43,979	4.13
2011	\$35,440	0.04	\$42,235	2.36
2010	\$35,427	0.62	\$41,260	1.49
2009	\$35,209	0.98	\$40,656	0.41
2008	\$34,868	0.44	\$40,490	4.10
2007	\$34,714	7.05	\$38,897	7.11
2006	\$32,427	2.88	\$36,315	6.49
2005	\$31,518		\$34,102	
<b>Percent Salary Increase 2005-2014</b>		<b>36.24</b>		<b>63.03</b>

Figure 1: Oklahoma vs. Market Pay Trend (2005-2014)



Clearly, the lack of regular general pay increases over the past several years (see Table 7 below) has caused the state's compensation position to increasingly lag behind the market.

Table 7: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
<b>SB2131</b>	<b>2014</b>	A 6.25 percent increase was given to select employees within the following occupational groups: Corrections, Nursing, Juvenile Services, Social Services, Law Enforcement. In addition, correctional officers received 8 percent.	7/1/2014
-	2013	\$0.00	N/A
-	2012	\$0.00	N/A
-	2011	\$0.00	N/A
-	2010	\$0.00	N/A
-	2009	\$0.00	N/A
-	2008	\$0.00	N/A
SB 82XX	2007	5 percent	10/1/2006

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
HB 2005	2006	\$700.00	7/1/2005
HB 2005	2005	\$1,400.00	1/1/2005
-	2004	\$0.00	N/A
-	2003	\$0.00	N/A
-	2002	\$0.00	N/A
SB 959	2001	\$2,000.00	10/1/2000
-	2000	\$0.00	N/A

Legislative increases or Cost of Living Adjustments might not have been prevalent in the last 7 years, but that does not mean agencies were not utilizing pay movement mechanisms to target employees who needed pay increases. As Table 8 illustrates in calendar year 2014 alone, a little over 10,000 current state employees were given salary increases. Table 9 indicates that roughly 22,000 current state employees received some type of increase since Mary Fallin took the oath of office in 2011.

Table 8: Salary Increases in Calendar Year 2014

Reason Code	Increase Type	# of Increases
C24	Classified Salary Adjustment Legislative & Others	5898
C25	Unclassified Salary Adjustment Legislative & Others	1409
C28	Equity Adjustment	292
C45	Market Adjustment	2600
<b>Grand Total</b>		<b>10199</b>

Table 9: Employees Receiving Increase Since 2011

Reason Code	Increase Type	# of Increases
C24	Classified Salary Adjustment, Legislative & Others	7493
C25	Unclassified Salary Adjustment, Legislative & Others	5186
C28	Equity Adjustment	1841
C45	Market Adjustment	8087
<b>Current employees who have received an increase (2011-Current)</b>		<b>22607</b>

## Classified Pay Bands

For classified employees, pay bands were adjusted in July of 2014, when the midpoints and maximums were advanced 10 percent. Outside of moving the minimum amounts to match the federal poverty index for a family of three, they remained unchanged. This was done in an effort to decrease the financial burden on agencies. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment.
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries.
- Number of employees near the pay band maximums.

## Range Penetration

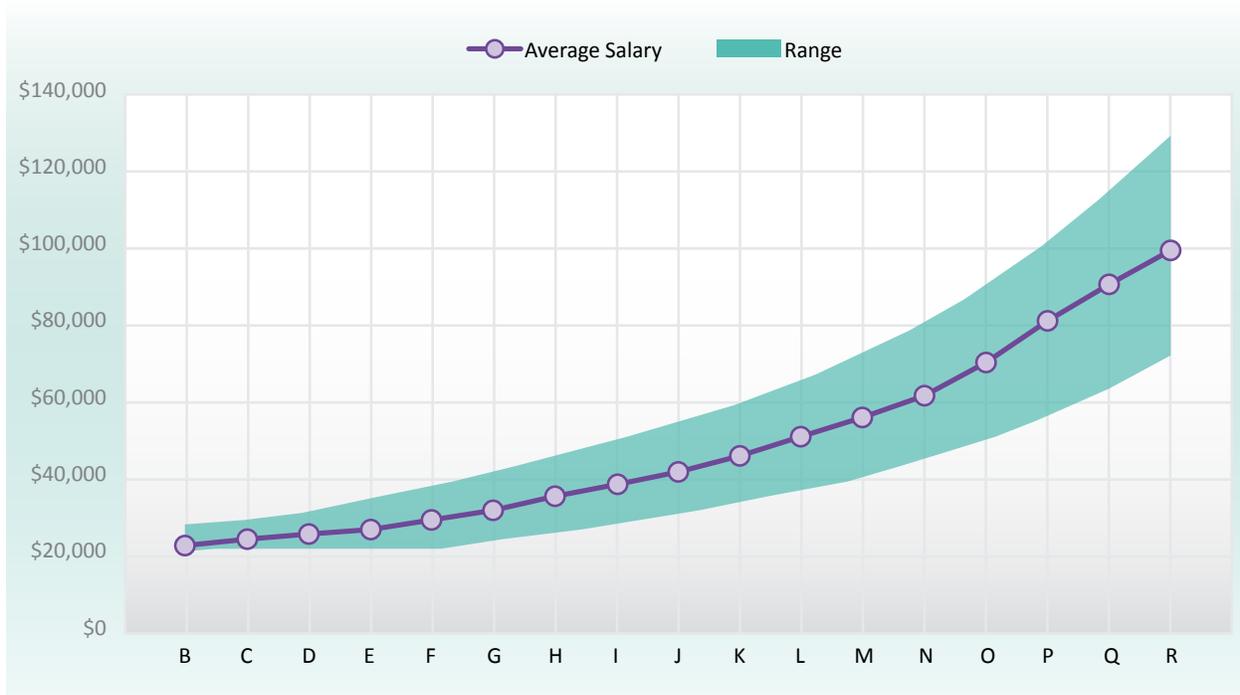
Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much headroom is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa-ratio, which is defined as salary divided by the pay band midpoint. A compa-ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 10 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2014.

Table 10: Pay Band Compa-ratio

Pay Band	Average Salary + Longevity	Average of Range Midpoint	Compa-ratio
B	\$20,721.49	\$21,018.28	99%
C	\$22,715.53	\$22,236.26	102%
D	\$23,781.97	\$23,972.01	99%
E	\$25,136.74	\$26,370.58	95%
F	\$27,653.73	\$29,007.07	95%
G	\$30,175.89	\$31,908.68	95%
H	\$33,769.24	\$35,099.21	96%
I	\$36,846.68	\$38,869.83	95%
J	\$40,142.54	\$42,733.36	94%
K	\$44,463.56	\$46,710.19	95%
L	\$49,225.46	\$51,380.42	96%
M	\$54,186.52	\$57,030.69	95%
N	\$59,932.13	\$63,305.24	95%
O	\$68,400.72	\$70,900.87	96%
P	\$79,670.08	\$80,118.96	99%
Q	\$89,092.99	\$90,534.63	98%
R	\$97,832.90	\$102,304.24	96%

As both Table 10 and Figure 2 illustrate, average salaries appear to be well positioned in the pay bands. With the exception of Pay Band B, average salaries are actually below the midpoint of the pay bands. However, moving the pay bands in July 2015, 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.

Figure 2: Pay Band Average Salary



## Cost to Move the Minimum 10 Percent

Foreseeing the financial hardship it would have provided for many agencies, the Human Capital Management unit (HCM) of OMES did not move the minimums of the classified pay bands on July 1, 2014. However, the minimum amounts should be moved to reflect the 10 percent increase of the midpoint and maximum amounts. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, would be approximately \$2,241,382 (see Appendix A4 for a detailed breakdown of costs by agency).

## Agency Director Salary Structure

In 2013, pursuant to Title §74-3601.2, HCM engaged an independent vendor to review State of Oklahoma agency director salaries as required by House Bill 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. In August of 2013, HCM notified agency directors and their board/commissions of their proposed salary range. Agencies are to report agency director increases to HCM by Aug. 1 each year. As of Sept. 1, 2014, 49 agency directors were given an increase.

## Benefits Analysis

### *State Benefit Package:*

**Insurance Benefit Contribution** — The average amount that the State of Oklahoma contributed to employees for insurance was \$7,692 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 years of service is 11.2 years, which means the average annual leave accrual is 20 days per year.

**Defined-Benefit Retirement Plan** — In FY 2014, the state contributed 16.5 percent of employees' salary.

**Defined-Contribution Retirement Plan** — 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 percent 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, a 1 percent figure was used as a reasonable estimate of the costs associated with these programs.

### *Market Benefit Package:*

**Insurance Benefit Contribution** — The market amount contributed to employee health benefits was computed by using The Kaiser Foundation Employer Health Benefits 2014 Annual Survey. The average amount the market contributed for employee-only insurance was \$4,944 per year.

**Paid Leave** — According to the State of Oklahoma 2013 Total Remuneration Study, the average employer offered 9 paid holidays. For sick leave, market employees accrue an average of 15 days each year. In addition, market employees earn an average of 20 days of paid vacation each year.

**Defined-Benefit Retirement Plan** — The market input to a Defined-Benefit Retirement Plan was gathered from the NASRA FY 2013 Public Fund Survey Report; the average yearly contribution is 12.5 percent or \$6,949 per employee. This figure is an average of the surrounding state employer contributions.

**Defined-Contribution Retirement Plan** — In 2011 the market input to a defined-contribution plan was gathered from the 2010/2011 Watson Wyatt Report on Employee Benefits. The average yearly contribution was \$2,358.74 per employee. This showed that our defined-contribution plan lagged significantly behind the market. This year we were unable to obtain reliable data for the defined-contribution retirement plan and were forced to leave it out of our benefit comparison.

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

**Workers' Compensation and Unemployment Insurance** — For comparison, it is assumed market companies also pay 1 percent of salary toward mandatory employees' workers' compensation insurance and unemployment.

Table 11: Vacation Days/Annual Leave

Years of Service	State	Market*
0 to 1	15	13
2 to 5	15	16
6 to 10	18	20
11 to 20	20	21
More than 20 years	25	26

[\\*2013 State of Oklahoma Total Remuneration Report](#)

## Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 12 displays a breakdown of the employer benefits of the state’s package compared to those of the external labor 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 12: Average Employee Benefit Cost Comparison

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/ Below Market
Health Insurance	\$7,692	\$4,944 <sup>1</sup>	55.58
Annual Leave Accrual Days	\$3,303	\$4,277 <sup>2</sup>	-22.76
Sick Leave Accrual Days	\$2,477	\$3,207 <sup>3</sup>	-22.76
Paid Holidays	\$1,817	\$1,924 <sup>4</sup>	-5.60
Defined-Benefit Retirement Plan (Employer contribution)	\$7,085	\$6,949 <sup>5</sup>	1.95
Social Security	\$3,285	\$4,253	-22.76
Workers’ Compensation and Unemployment Insurance	\$429	\$556	-22.76
<b>Total Benefit Cost</b>	<b>\$26,088</b>	<b>\$26,111</b>	<b>-0.09</b>
<b>Average Salaries</b>	<b>\$42,940</b>	<b>\$55,595</b>	<b>-22.76</b>
<b>Average Total Compensation Cost</b>	<b>\$69,028</b>	<b>\$81,706</b>	<b>-15.52</b>

[1. Kaiser Family Foundation Employer Health Benefits 2014.](#)

[2. 2013 Total Remuneration Study – Market averages 20 annual leave days per year.](#)

[3. 2013 Total Remuneration Study – Market averages 15 sick days per year.](#)

[4. 2013 Total Remuneration Study – Market averages 9 holidays per year.](#)

[5. National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2013.](#)

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 or multi-employer program. Each of these factors can produce significant variation in averages.

Benefit costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefit cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the 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 many different health care plan designs per employers in the market. The primary factors to consider are benefit costs and plan design. To accurately assess value, an actuarial study should be performed to provide a direct comparison of value with the market.

## Benefit Allowance Costs

The state has to overcome a number of challenges as it keeps costs under control. Health care utilization is a major cost driver for the state's largest employer group. Approximately 30 percent of Oklahoma's state employees have been diagnosed with cardiovascular disease or diabetes, and another 30 percent are considered at risk, or very close to developing those conditions. In addition, the average age of state employees is nearly 47 years and the health insurance plans offered to state employees and their families are guaranteed issue, meaning all pre-existing conditions are covered immediately. By statute, 75 percent of dependents' health premiums are paid by the state and dependent children can be covered up to age 26, regardless of student or marital status.

### *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 costs 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 1 of 6 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 average premiums of the highest-cost health plans, plus the average of the dental plans, life, disability and 75 percent of dependents' health costs. In 2012 the benefit allowance was amended by the legislature to be the current 2012 benefit allowance or the HealthChoice High PPO plan, whichever is the greater.

Excess benefit allowance, after core benefits have been selected, may be used by employees to pay for optional benefits and/or added to their paychecks. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life, flexible spending accounts, the OKHealth Wellness Program and SoonerSave Deferred Compensation and Savings Incentive Plans.

## Total Compensation Cost

In light of the benefit 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 13: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost:	\$42,940	\$55,595	-22.76
Average Benefit Cost:	\$26,088	\$26,111	-0.09
<b>Total Compensation Cost:</b>	<b>\$69,028</b>	<b>\$81,706</b>	<b>-15.52</b>

One should not infer from the above comparative cost analysis that the state's benefit package offsets in any significant way the state's competitive disadvantage with respect to pay. For reasons mentioned earlier in this report, costs are not an accurate reflection of the value of a benefit package.

## Turnover Analysis

Table 14 displays the overall and voluntary turnover rates for the state's classified work force. The overall rate increased from the previous year's rate of 16.5 percent to 17.73 percent. The voluntary rate also increased slightly from 13.8 percent to 13.85 percent.

Table 14: FY 2014 State Classified Employee Turnover

<b>Employees as of 7/01/2013</b>	23437
<b>Resignations</b>	2545
<b>Retirements</b>	700
<b>Discharges</b>	849
<b>Deaths</b>	61
<b>Overall Turnover Rate</b>	17.73%
<b>Voluntary Turnover Rate</b>	13.85%

A list of job families with turnover rates is included in Table A3 in the Appendix. During FY 2014, the turnover cost for the classified workforce was \$102,345,403. As indicated in the methodology section, this figure was based on a conservative costing model [1] Table 15 is the calculation using the actual salary and demographic figures:

Table 15: FY 2014 Turnover Cost

FY 2014 Turnover Cost	
A. Classified benchmark average salary	\$42,939.98
B. Percentage of pay for benefits (X) average salary	\$20,138.85
C. Total employee annual cost (add A + B)	\$63,078.83
D. Determine the number of employees that voluntarily resigned within the previous FY	3245
E. The time an employee becomes fully productive (typically 12 months)	12 Months
F. <u>Per person turnover cost: (E, 12) (X) C (X) 50%<sup>[2]</sup></u>	\$31,539.42
G. Annual turnover cost for the state (multiply F X D)	\$102,345,402.68

<sup>[1]</sup> Dr. John H. Jackson and Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87.

<sup>[2]</sup> Assumes 50 percent productivity throughout first year (E).

# Recommendations

### *Pay Band Adjustment:*

House Bill 3293 was passed during the second regular session of the 54th Legislature. The bill states that the Office of Management and Enterprise Services (OMES) shall develop a compensation schedule for all career (classified) and executive service (unclassified) positions within the executive branch pursuant to the recommendations of the 2013 State Employee Total Remuneration Study (this excludes the institutions under the administrative authority of the Oklahoma State Regents for Higher Education). It also states that OMES may develop market-based occupational compensation structures. The compensation structures established (pursuant to this section) for all career and executive service positions shall be initially established and published by Jan. 1, 2015, and thereafter shall be reviewed for revision annually.

Effective July 2014, we increased the midpoint and maximum amounts of the classified pay structure by 10 percent. However, we chose not to move the minimum amounts considering the undue economic hardship it would have created for numerous agencies.

**We recommend the state continue to move toward the Considerations for Action plan regarding salary structures laid out in the executive summary of the 2013 State of Oklahoma Total Remuneration Study.**

### *Senate Bill 2131 Clean up*

Senate Bill 2131 increased the salaries of select employees within the Corrections, Law Enforcement, Nursing, Social Services and Youth Services occupational groups by 6.25 percent. In addition, correctional security officers' salaries were increased by 8 percent. Following the bill's implementation in July of 2014, many agencies notified us of additional employees, who fall within one of the occupational groups mentioned above, who were not given the increase.

**We recommend a cleanup bill that would give the same salary increase to employees who were not included in the original bill. We estimate this would affect 380 people at a cost of \$1,256,966.**

# Appendix

Table A1: Multi-Survey Benchmark Jobs and Relationship to Market

Job Code	Job Title	% Above/ Below Market
A10B	Insurance Underwriter	-21
A11A	Insurance Claims Adjuster	10
A30B	Member Services Representative	-12
A40A	Insurance Program Administrator	-37
A40D	Insurance Program Administrator	-33
B10C	Information Sys Operations Specialist	-9
B10D	Information Sys Operations Specialist	-4
B10E	Information Sys Operations Specialist	-25
B20B	Info Sys Telecommunications Tech	-5
B21B	Info Sys Network Mgmt Specialist	-42
B21C	Info Sys Network Mgmt Specialist	-28
B22C	Information Sys Network Administrator	-35
B23A	Information Sys Network Tech	-29
B30A	Info Sys Operating Sys Specialist	-14
B30B	Info Sys Operating Sys Specialist	-15
B30C	Info Sys Operating Sys Specialist	-30
B31A	Information Systems Manager	-37
B31B	Information Systems Manager	-32
B31C	Information Systems Manager	-36
B32A	Information Systems Administrator	-44
B32B	Information Systems Administrator	-24
B32C	Information Systems Administrator	-38
B40D	Information Sys Planning Specialist	-23
B51A	Information Sys Application Specialist	-38
B51B	Information Sys Application Specialist	-33
B51C	Information Sys Application Specialist	-31
B51D	Information Sys Application Specialist	-37
B52B	IS Data Management Analyst	-32
B52C	IS Data Management Analyst	-37
B55B	Information Sys Services Cdnr	-51
C10A	Civil Rights Administrator	-36
C10B	Civil Rights Administrator	-27
C10C	Civil Rights Administrator	-32
C30A	Human Resources Assistant	2

Job Code	Job Title	% Above/ Below Market
C31A	Human Resources Mgmt Specialist	-17
C31B	Human Resources Mgmt Specialist	-22
C31C	Human Resources Mgmt Specialist	-28
C31D	Human Resources Mgmt Specialist	-30
C32A	Human Resources Programs Mgr	-40
C32C	Human Resources Programs Mgr	-25
C33A	Human Resources Prog Director	-36
C33B	Human Resources Prog Director	-38
C41B	Training Specialist	-26
C41C	Training Specialist	-38
C42B	Video Production Specialist	-24
D12A	Auditor	-51
D12B	Auditor	-37
D12C	Auditor	-39
D12D	Auditor	-42
D14A	Accountant	-19
D14B	Accountant	-18
D14C	Accountant	-25
D14D	Accountant	-16
D20B	Budget Analyst	-30
D20D	Budget Analyst	-26
D30A	Business Manager	-26
D30B	Business Manager	-25
D30C	Business Manager	-39
D33A	Financial Manager/Comptroller	-30
D33B	Financial Manager/Comptroller	-38
D33C	Financial Manager/Comptroller	-30
D33D	Financial Manager/Comptroller	-20
D50A	Accounting Technician	19
D50B	Accounting Technician	1
D50D	Accounting Technician	28
D51B	Insurance/Benefits Accounts Specialist	-6
D54A	Consumer Credit Examiner	-11
D54B	Consumer Credit Examiner	-4
E12A	Administrative Programs Officer	-30
E12D	Administrative Programs Officer	-30

Job Code	Job Title	% Above/ Below Market
E13A	Customer Svc Representative	-13
E13C	Customer Svc Representative	-23
E14A	Court Reporter	-14
E16A	Administrative Technician	20
E16B	Administrative Technician	8
E16C	Administrative Technician	12
E17A	Administrative Assistant	-10
E17B	Administrative Assistant	-16
E19A	Medical Transcriptionist	-35
E20B	Library Technician	-9
E20C	Library Technician	-16
E21B	Librarian	-23
E21C	Librarian	-19
E21D	Librarian	-20
E22A	Administrative Librarian	-25
E22B	Administrative Librarian	-26
E24C	Secretary	-26
E25B	Legal Secretary	-29
E30A	Legal Research Assistant	-49
E31B	Administrative Hearing Officer	11
E33C	Bindery Worker	-25
E34A	Offset Press Operator	-37
E34B	Offset Press Operator	-15
E34C	Offset Press Operator	-18
E34D	Offset Press Operator	-25
E35D	Duplicating Equipment Operator	-25
E37A	Reproduction Services Manager	-11
E41B	Archivist/Records Mgmt Specialist	-14
E43B	Graphic Artist	-18
E43C	Graphic Artist	-28
E44A	Public Information Officer	-14
E44B	Public Information Officer	-30
E44C	Public Information Officer	-39
E45A	Public Information Manager	-32
E45B	Public Information Manager	-40
E46B	Statistical Research Specialist	-9

Job Code	Job Title	% Above/ Below Market
E46C	Statistical Research Specialist	-50
E48B	Planning Coordinator	-24
E49A	Management Analyst	-30
E50B	Photographer	-18
E55A	Customer Asst Representative	-4
E55B	Customer Asst Representative	2
E55C	Customer Asst Representative	-5
E55D	Customer Asst Representative	-15
F14A	Contracting and Acquisitions Agt	16
F14B	Contracting and Acquisitions Agt	-4
F14C	Contracting and Acquisitions Agt	-33
F15A	Contracting and Acquisition Administrator	-24
F20A	Materiel Management Specialist	-17
F20B	Materiel Management Specialist	-8
F20C	Materiel Management Specialist	-22
F20D	Materiel Management Specialist	-36
F21A	Materiel Management Officer	-45
F21B	Materiel Management Officer	-58
F30A	Minerals Management Specialist	-16
F30B	Minerals Management Specialist	-17
F41A	Construction/Maintenance Techn	-14
F41B	Construction/Maintenance Techn	-21
F41C	Construction/Maintenance Techn	-31
F44A	Carpenter	-34
F44B	Carpenter	-37
F45A	Construction/Maintenance Administrator	-39
F45D	Construction/Maintenance Administrator	-37
F46A	Painter	-45
F47A	Fleet Specialist	4
F47C	Fleet Specialist	-9
F47D	Fleet Specialist	-34
F48B	Welder	-10
F48C	Welder	-11
F49C	Physical Plant Operator	-39
F50A	Housekeeping/Custodial Worker	-8
F50B	Housekeeping/Custodial Worker	-1

Job Code	Job Title	% Above/ Below Market
F50D	Housekeeping/Custodial Worker	-32
F54A	Light Vehicle Driver	-4
F56A	Electronics Technician	-6
F65A	Construction Designer	-36
F69A	Chief Architect	-14
F72A	Construction Manager	-34
F74A	Mechanical Systems Technician	-39
F74B	Mechanical Systems Technician	-24
F74C	Mechanical Systems Technician	-39
F74D	Mechanical Systems Technician	-34
F75A	Electrician	-12
F75B	Electrician	-19
F76B	Plumber	-32
F76D	Plumber	-27
F77A	Groundskeeper	-12
F77B	Groundskeeper	-33
F78B	Equipment Operator	-25
F78C	Equipment Operator	4
F79A	Laborer	-15
G10B	Communications Officer (DPS)	39
G12B	Criminalist	-2
G14A	Driver's License Examiner	13
G15A	Law Enf Communications Specialist	14
G16B	Physical Evidence Technician	-2
G19C	Fingerprint Specialist	-10
G28B	Police Officer	-36
G53C	Law Enf Highway Patrol Officer	-19
G54A	Law Enf Highway Patrol Manager	-11
G54B	Law Enf Highway Patrol Manager	-14
H10C	Programs Manager	-18
H10D	Programs Manager	-26
H10E	Programs Manager	-32
H20B	Social Services Specialist	-26
H21B	Case Manager	-23
H21D	Case Manager	-32
H22B	Social Services Inspector	2

Job Code	Job Title	% Above/ Below Market
H23B	Child Welfare Specialist	-7
H24B	Child Care Licensing Specialist	-30
H27B	Clinical Social Worker	-17
H27C	Clinical Social Worker	-21
H27D	Clinical Social Worker	-32
H30B	Child Support Specialist	-8
I10C	Correctional Security Officer	-1
I11A	Correctional Security Manager	-14
I12C	Correctional Chief of Security	8
I30B	Correctional Industries Mgr	-15
I40B	Probation and Parole Officer	-11
I40D	Probation and Parole Officer	-1
J10B	Safety Standards Inspector	-46
J15B	Industrial Hygienist	-34
J17C	Labor Compliance Officer	0
J25A	Safety and Health Director	-21
J31B	Safety Consultant	-28
J31C	Safety Consultant	-38
J41A	Fire Prevention and Security Ofc	-15
J41B	Fire Prevention and Security Ofc	-9
J41D	Fire Prevention and Security Ofc	-29
K10A	Juvenile Justice Specialist	-26
K11B	Disability Determination Specialist	-5
K15A	Manual Sign Language Specialist	-30
K20B	Rehabilitation Technician	-16
K21B	Vocational Rehabilitation Specialist	-14
K21D	Vocational Rehabilitation Specialist	-17
K30A	Vending Machine Technician	-36
L16B	Agriculture Field Inspector	-16
L16C	Agriculture Field Inspector	-37
L21A	Forest Fire Detection Specialist	-15
L22B	Forest Regeneration Specialist	-38
L24C	Forester	-4
M20A	Consumer Complaint Investigator	-9
M32B	Oil and Gas Field Inspector	-25
M53B	Motor Carrier Enforcement Ofcr	15

Job Code	Job Title	% Above/ Below Market
N13B	Veterans Affairs Fld Svcs Repr	-38
P20B	Park Ranger	-14
P25A	Park Manager	-32
P25B	Park Manager	-35
Q10B	Power Generation Opns Tech	16
Q20B	Power Plant Maintenance Tech	-14
Q21A	Power Transmission Maint Tech	-6
Q21B	Power Transmission Maint Tech	-3
Q21D	Power Transmission Maint Tech	3
Q24B	Electrical Drafting Technician	2
R10B	Environ/Chemical Lab Scientist	-41
R10D	Environ/Chemical Lab Scientist	-37
R20B	Environmental Programs Specialist	-26
R25B	Environmental Programs Manager	-17
R25C	Environmental Programs Manager	-24
R25D	Environmental Programs Manager	-33
S10A	Engineer Intern	-6
S10C	Engineer Intern	-21
S11A	Professional Engineer	-9
S11B	Professional Engineer	-16
S11C	Professional Engineer	-14
S12A	Engineering Manager	-25
S12D	Engineering Manager	-4
S16B	Professional Land Surveyor	14
S17A	Land Surveyor Manager	19
T10A	Comp Aided Drafting and Dsgn Specialist	-6
T10B	Comp Aided Drafting and Dsgn Specialist	-15
T10E	Comp Aided Drafting and Dsgn Specialist	-22
T10F	Comp Aided Drafting and Dsgn Specialist	-22
T23A	Transportation Manager	-20
T25B	Transportation Equipment Opr	-30
T60C	Photogrammetrist	-18
U10A	Historical Programs Administrator	34
U11B	Historical Facility Manager	-37
U12B	Historical Collections Specialist	-29
U14A	Historic Preservation Specialist	-20

Job Code	Job Title	% Above/ Below Market
V11C	Revenue Compliance Officer	-51
V17B	Revenue Compliance Examiner	-50
V20C	Taxpayer Services Representative	-14
W10A	Workforce Services Specialist	-36
W10B	Workforce Services Specialist	-39
W10D	Workforce Services Specialist	-48
W15C	Compliance Enforcement Officer	9
X10A	Health Information Technician	-12
X10C	Health Information Technician	-28
X11B	Therapeutic/Medical Aide	-2
X12A	Therapeutic/Medical Assistant	-29
X13B	Laboratory Technician	-19
X14A	Clinical Laboratory Scientist	-27
X14B	Clinical Laboratory Scientist	-35
X14D	Clinical Laboratory Scientist	-25
X19B	Dental Care Hygienist	-33
X20B	Health Educator	-12
X22C	Speech-Language Pathologist	-10
X23B	Alcohol and Drug Counselor	-21
X24B	Dental Care Assistant	-6
X25A	Pharmacy Technician	5
X25B	Pharmacy Technician	-7
X27B	Epidemiologist	2
X29C	Health Facility Surveyor	8
X31B	Psychological Clinician	-9
X31C	Psychological Clinician	-33
X32B	Child Development Specialist	-3
X33C	Occupational Therapist	-2
X34C	Physical Therapist	9
X35A	Recreational Activities Specialist	7
X35C	Recreational Activities Specialist	-9
X36B	Recreation Therapist	-10
Y10A	Patient Care Assistant	-1
Y10B	Patient Care Assistant	12
Y11C	Licensed Practical Nurse	5
Y12B	Registered Nurse	-18

Job Code	Job Title	% Above/ Below Market
Y12C	Registered Nurse	-30
Y13A	Nursing Manager	-17
Y13C	Nursing Manager	-25
Y14B	Advanced Practice Nurse	-23
Y15B	Health Care Management Nurse	-17
Y15C	Health Care Management Nurse	-38
Z12A	Direct Care Specialist	-2
Z12B	Direct Care Specialist	6
Z12D	Direct Care Specialist	-9
Z20A	Food Service Specialist	1
Z20B	Food Service Specialist	1
Z21A	Food Service Manager	-11
Z21C	Food Service Manager	-44
Z24A	Nutrition Assistant	4
Z25B	Nutrition Therapist	-7
Z25D	Nutrition Therapist	-25
Z30B	Linen and Clothing Specialist	13
Z30E	Linen and Clothing Specialist	-45
Z50A	Volunteer Services Specialist	-16
Z51B	Youth Guidance Specialist	-26
Z52B	Chaplain	-32

Table A2: Market Analysis by Agency

Agency Number	Agency Name	Number of Benchmark Incumbents	Number of Classified Employees	% of Classified Incumbents Covered	Agency Benchmark Average	Benchmark Market Average	% Above or Below Market
030	ABLE Commission (0030)	5	31	16	\$37,303	\$46,660	-20
040	Agriculture, Food and Forestry Department (0040)	133	321	41	\$35,024	\$48,956	-28
308	Bureau of Investigation - OSBI (0308)	81	263	31	\$38,969	\$43,294	-10
127	Children and Youth Commission (0127)	2	16	13	\$37,567	\$49,616	-24
645	Conservation Commission (0645)	3	3	100	\$49,658	\$71,779	-31
635	Consumer Credit Department (0635)	18	26	69	\$45,137	\$49,296	-8
185	Corporation Commission (0185)	137	314	44	\$38,797	\$46,952	-17
131	Corrections Department (0131)	1376	3565	39	\$34,884	\$44,220	-21
190	Cosmetology and Barbering Board (0190)	5	10	50	\$33,134	\$28,445	16
452	Department of Mental Health and Substance Abuse Services (0452)	607	701	87	\$24,593	\$30,023	-18
270	Election Board (0270)	11	13	85	\$36,374	\$42,561	-15
309	Emergency Management (0309)	3	12	25	\$43,861	\$62,126	-29
290	Employment Security Commission (0290)	250	574	44	\$42,256	\$62,333	-32
292	Environmental Quality Department (0292)	217	461	47	\$51,676	\$67,900	-24
310	Fire Marshal (0310)	2	16	13	\$36,963	\$50,596	-27
980	Grand River Dam Authority (0980)	89	288	31	\$56,017	\$58,600	-4
340	Health Department (0340)	1123	1522	74	\$39,755	\$47,471	-16

Agency Number	Agency Name	Number of Benchmark Incumbents	Number of Classified Employees	% of Classified Incumbents Covered	Agency Benchmark Average	Benchmark Market Average	% Above or Below Market
350	Historical Society (0350)	62	119	52	\$36,005	\$47,323	-24
830	Human Services Department - OKDHS (0830)	3808	6437	59	\$33,418	\$41,323	-19
670	J.D. McCarty Center (0670)	172	186	92	\$31,492	\$37,290	-16
405	Labor Department (0405)	27	49	55	\$43,508	\$59,085	-26
410	Land Office, Commissioners of the (0410)	18	33	55	\$39,999	\$50,650	-21
430	Libraries Department (0430)	31	41	76	\$38,844	\$51,193	-24
445	Liquefied Petroleum Gas Board (0445)	1	6	17	\$37,644	\$49,955	-25
090	Management and Enterprise Services, Office of (0090)	229	286	80	\$45,003	\$68,210	-34
450	Medical Licensure and Supervision Board (0450)	8	13	62	\$38,974	\$38,980	0
298	Merit Protection Commission (0298)	1	3	33	\$48,000	\$61,879	-22
025	Military Department, Oklahoma (0025)	47	90	52	\$30,848	\$45,423	-32
391	Multiple Injury Trust Fund (0391)	5	6	83	\$49,691	\$65,692	-24
477	Narcotics and Dangerous Drugs Control (0477)	8	72	11	\$40,491	\$38,668	5
400	Office of Juvenile Affairs (0400)	201	643	31	\$30,660	\$39,242	-22
306	Pardon and Parole Board (0306)	1	21	5	\$41,532	\$42,478	-2
560	Pharmacy Board (0560)	2	2	100	\$44,808	\$61,000	-27
619	Physician Manpower Training Commission (0619)	1	3	33	\$30,979	\$41,644	-26

Agency Number	Agency Name	Number of Benchmark Incumbents	Number of Classified Employees	% of Classified Incumbents Covered	Agency Benchmark Average	Benchmark Market Average	% Above or Below Market
570	Professional Engineers and Land Surveyors Licensure Board (0570)	2	3	67	\$37,452	\$38,580	-3
515	Public Employees Retirement System (0515)	4	14	29	\$35,690	\$35,989	-1
585	Public Safety Department (0585)	1008	1365	74	\$48,810	\$58,157	-16
588	Real Estate Commission (0588)	6	10	60	\$38,434	\$35,398	9
805	Rehabilitation Services (0805)	294	773	38	\$35,260	\$44,262	-20
629	School of Science and Mathematics (0629)	6	7	86	\$21,520	\$25,494	-16
625	Secretary of State (0625)	16	24	67	\$40,574	\$44,966	-10
695	Tax Commission (0695)	308	515	60	\$31,787	\$53,760	-41
566	Tourism and Recreation Department (0566)	135	204	66	\$31,218	\$39,804	-22
345	Transportation Department (0345)	704	2267	31	\$42,722	\$53,836	-21
978	Turnpike Authority (0978)	156	478	33	\$34,931	\$43,582	-20
650	Veterans Affairs Department (0650)	1308	1592	82	\$27,519	\$28,495	-3
835	Water Resources Board (0835)	23	58	40	\$53,981	\$69,190	-22
880	Will Rogers Memorial Commission (0880)	1	2	50	\$25,500	\$43,566	-41

Table A3: FY 2014 Turnover Rate by Job Family Level

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
A10B	Insurance Underwriter	1	0	0.00%	0	0.00%
A10D	Insurance Underwriter	0	0		0	
A11A	Insurance Claims Adjuster	1	0	0.00%	0	0.00%
A11B	Insurance Claims Adjuster	1	1	100.00%	0	0.00%
A11C	Insurance Claims Adjuster	0	0		0	
A20A	Insurance Subrogation/Reimb Sp	3	2	66.67%	1	33.33%
A20B	Insurance Subrogation/Reimb Sp	7	1	14.29%	1	14.29%
A20C	Insurance Subrogation/Reimb Sp	3	0	0.00%	0	0.00%
A30B	Member Services Representative	11	0	0.00%	0	0.00%
A30C	Member Services Representative	2	0	0.00%	0	0.00%
A31B	Flexible Benefits Representati	2	2	100.00%	2	100.00%
A31C	Flexible Benefits Representati	1	0	0.00%	0	0.00%
A32A	Insurance Benefits Specialist	0	0		0	
A32B	Insurance Benefits Specialist	0	0		0	
A32C	Insurance Benefits Specialist	1	0	0.00%	0	0.00%
A33A	Provider Contracting Specialist	0	0		0	
A33B	Provider Contracting Specialist	0	0		0	
A33C	Provider Contracting Specialist	0	0		0	
A40A	Insurance Program Administrator	2	0	0.00%	0	0.00%
A40B	Insurance Program Administrator	0	0		0	
A40C	Insurance Program Administrator	1	0	0.00%	0	0.00%
A40D	Insurance Program Administrator	1	0	0.00%	0	0.00%
A50A	Retirement Benefit Analyst	0	0		0	
A50B	Retirement Benefit Analyst	4	0	0.00%	0	0.00%
A50C	Retirement Benefit Analyst	3	0	0.00%	0	0.00%
A50D	Retirement Benefit Analyst	2	0	0.00%	0	0.00%
B10B	Information Sys Operations Spe	2	0	0.00%	0	0.00%
B10C	Information Sys Operations Spe	13	2	15.38%	2	15.38%
B10D	Information Sys Operations Spe	5	1	20.00%	1	20.00%
B10E	Information Sys Operations Spe	3	0	0.00%	0	0.00%
B20B	Inf Sys Telecommunications Tec	9	2	22.22%	2	22.22%
B20C	Inf Sys Telecommunications Tec	2	1	50.00%	1	50.00%
B21A	Info Sys Network Mgmt Spec	4	0	0.00%	0	0.00%
B21B	Info Sys Network Mgmt Spec	14	1	7.14%	1	7.14%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
B21C	Info Sys Network Mgmt Spec	27	4	14.81%	2	7.41%
B21D	Info Sys Network Mgmt Spec	6	1	16.67%	1	16.67%
B22A	Information Sys Network Administrator	1	0	0.00%	0	0.00%
B22C	Information Sys Network Administrator	5	1	20.00%	1	20.00%
B22D	Information Sys Network Administrator	1	1	100.00%	1	100.00%
B23A	Information Sys Network Tech	5	2	40.00%	2	40.00%
B26A	Geographic Info Sys Manager	3	0	0.00%	0	0.00%
B30A	Info Sys Operating Sys Spec	1	0	0.00%	0	0.00%
B30B	Info Sys Operating Sys Spec	5	2	40.00%	2	40.00%
B30C	Info Sys Operating Sys Spec	16	1	6.25%	1	6.25%
B30D	Info Sys Operating Sys Spec	4	0	0.00%	0	0.00%
B31A	Information Systems Manager	2	0	0.00%	0	0.00%
B31B	Information Systems Manager	4	0	0.00%	0	0.00%
B31C	Information Systems Manager	11	0	0.00%	0	0.00%
B32A	Information Systems Administrator	1	0	0.00%	0	0.00%
B32B	Information Systems Administrator	3	0	0.00%	0	0.00%
B32C	Information Systems Administrator	4	0	0.00%	0	0.00%
B40A	Information Sys Planning Spec	0	0		0	
B40B	Information Sys Planning Spec	4	2	50.00%	2	50.00%
B40C	Information Sys Planning Spec	12	3	25.00%	3	25.00%
B40D	Information Sys Planning Spec	11	1	9.09%	1	9.09%
B51A	Information Sys Application Sp	6	1	16.67%	0	0.00%
B51B	Information Sys Application Sp	21	4	19.05%	2	9.52%
B51C	Information Sys Application Sp	28	2	7.14%	2	7.14%
B51D	Information Sys Application Sp	40	6	15.00%	6	15.00%
B52A	IS Data Management Analyst	3	0	0.00%	0	0.00%
B52B	IS Data Management Analyst	2	0	0.00%	0	0.00%
B52C	IS Data Management Analyst	17	2	11.76%	2	11.76%
B52D	IS Data Management Analyst	4	0	0.00%	0	0.00%
B52E	IS Data Management Analyst	1	0	0.00%	0	0.00%
B55A	Information Sys Services Cdnr	4	0	0.00%	0	0.00%
B55B	Information Sys Services Cdnr	29	5	17.24%	5	17.24%
B55C	Information Sys Services Cdnr	10	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
B55D	Information Sys Services Cdnr	6	0	0.00%	0	0.00%
C10A	Civil Rights Administrator	1	0	0.00%	0	0.00%
C10B	Civil Rights Administrator	5	1	20.00%	1	20.00%
C10C	Civil Rights Administrator	1	0	0.00%	0	0.00%
C12A	Employee Assistance Prog Cdnr	1	0	0.00%	0	0.00%
C12B	Employee Assistance Prog Cdnr	0	0	0.00%	0	0.00%
C30A	Human Resources Assistant	22	3	13.64%	2	9.09%
C31A	Human Resources Mgmt Spec	16	5	31.25%	5	31.25%
C31B	Human Resources Mgmt Spec	53	12	22.64%	9	16.98%
C31C	Human Resources Mgmt Spec	68	6	8.82%	5	7.35%
C31D	Human Resources Mgmt Spec	35	1	2.86%	1	2.86%
C32A	Human Resources Programs Mgr	19	2	10.53%	2	10.53%
C32B	Human Resources Programs	21	3	14.29%	3	14.29%
C32C	Human Resources Programs Mgr	15	1	6.67%	0	0.00%
C33A	Human Resources Prog Director	3	1	33.33%	1	33.33%
C33B	Human Resources Prog Director	1	0	0.00%	0	0.00%
C37A	Personnel Programs Analyst	0	0		0	
C37B	Personnel Programs Analyst	0	0		0	
C40B	Correctional Training Officer	22	3	13.64%	3	13.64%
C40C	Correctional Training Officer	3	0	0.00%	0	0.00%
C40D	Correctional Training Officer	1	0	0.00%	0	0.00%
C41A	Training Specialist	1	0	0.00%	0	0.00%
C41B	Training Specialist	23	6	26.09%	6	26.09%
C41C	Training Specialist	4	1	25.00%	1	25.00%
C42A	Video Production Specialist	3	1	33.33%	0	0.00%
C42B	Video Production Specialist	1	0	0.00%	0	0.00%
C42C	Video Production Specialist	0	0		0	
D10B	Financial Loan Analyst	1	0	0.00%	0	0.00%
D10C	Financial Loan Analyst	2	1	50.00%	1	50.00%
D10D	Financial Loan Analyst	0	0		0	
D12A	Auditor	34	7	20.59%	5	14.71%
D12B	Auditor	66	4	6.06%	3	4.55%
D12C	Auditor	109	16	14.68%	15	13.76%
D12D	Auditor	25	0	0.00%	0	0.00%
D14A	Accountant	33	9	27.27%	7	21.21%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
D14B	Accountant	91	12	13.19%	12	13.19%
D14C	Accountant	90	11	12.22%	11	12.22%
D14D	Accountant	46	7	15.22%	5	10.87%
D18B	Pre-Audit Claims Specialist	1	0	0.00%	0	0.00%
D18C	Pre-Audit Claims Specialist	0	0		0	
D18D	Pre-Audit Claims Specialist	2	0	0.00%	0	0.00%
D20A	Budget Analyst	3	0	0.00%	0	0.00%
D20B	Budget Analyst	9	1	11.11%	1	11.11%
D20C	Budget Analyst	7	0	0.00%	0	0.00%
D20D	Budget Analyst	5	1	20.00%	1	20.00%
D30A	Business Manager	3	0	0.00%	0	0.00%
D30B	Business Manager	21	3	14.29%	3	14.29%
D30C	Business Manager	22	2	9.09%	2	9.09%
D33A	Financial Manager/Comptroller	15	1	6.67%	1	6.67%
D33B	Financial Manager/Comptroller	15	1	6.67%	1	6.67%
D33C	Financial Manager/Comptroller	7	0	0.00%	0	0.00%
D33D	Financial Manager/Comptroller	3	0	0.00%	0	0.00%
D50A	Accounting Technician	12	0	0.00%	0	0.00%
D50B	Accounting Technician	50	7	14.00%	6	12.00%
D50C	Accounting Technician	67	7	10.45%	7	10.45%
D50D	Accounting Technician	6	0	0.00%	0	0.00%
D51A	Insurance/Benefits Accounts Sp	1	1	100.00%	1	100.00%
D51B	Insurance/Benefits Accounts Sp	4	0	0.00%	0	0.00%
D51C	Insurance/Benefits Accounts Sp	0	0		0	
D51D	Insurance/Benefits Accounts Sp	1	0	0.00%	0	0.00%
D54A	Consumer Credit Examiner	9	1	11.11%	1	11.11%
D54B	Consumer Credit Examiner	6	0	0.00%	0	0.00%
D54C	Consumer Credit Examiner	3	0	0.00%	0	0.00%
E12A	Administrative Programs Ofcr	217	27	12.44%	24	11.06%
E12B	Administrative Programs Ofcr	166	18	10.84%	15	9.04%
E12C	Administrative Programs Ofcr	71	6	8.45%	6	8.45%
E12D	Administrative Programs Ofcr	58	4	6.90%	4	6.90%
E13A	Customer Svc Representative	4	0	0.00%	0	0.00%
E13B	Customer Svc Representative	79	9	11.39%	7	8.86%
E13C	Customer Svc Representative	52	7	13.46%	7	13.46%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
E14A	Court Reporter	7	1	14.29%	1	14.29%
E15A	Docket Clerk	4	0	0.00%	0	0.00%
E15B	Docket Clerk	4	0	0.00%	0	0.00%
E15C	Docket Clerk	0	0		0	
E16A	Administrative Technician	16	3	18.75%	3	18.75%
E16B	Administrative Technician	115	16	13.91%	12	10.43%
E16C	Administrative Technician	900	119	13.22%	97	10.78%
E16D	Administrative Technician	57	3	5.26%	2	3.51%
E17A	Administrative Assistant	269	42	15.61%	35	13.01%
E17B	Administrative Assistant	546	52	9.52%	47	8.61%
E18B	Business Filing Specialist	1	0	0.00%	0	0.00%
E18C	Business Filing Specialist	2	0	0.00%	0	0.00%
E18D	Business Filing Specialist	1	0	0.00%	0	0.00%
E19A	Medical Transcriptionist	2	0	0.00%	0	0.00%
E20B	Library Technician	14	0	0.00%	0	0.00%
E20C	Library Technician	3	0	0.00%	0	0.00%
E21A	Librarian	3	0	0.00%	0	0.00%
E21B	Librarian	1	0	0.00%	0	0.00%
E21C	Librarian	6	1	16.67%	1	16.67%
E21D	Librarian	6	1	16.67%	1	16.67%
E22A	Administrative Librarian	1	1	100.00%	1	100.00%
E22B	Administrative Librarian	1	0	0.00%	0	0.00%
E24A	Secretary	85	18	21.18%	13	15.29%
E24B	Secretary	52	2	3.85%	2	3.85%
E24C	Secretary	55	5	9.09%	4	7.27%
E24D	Secretary	38	4	10.53%	4	10.53%
E24E	Secretary	83	3	3.61%	3	3.61%
E25A	Legal Secretary	4	0	0.00%	0	0.00%
E25B	Legal Secretary	10	4	40.00%	4	40.00%
E25C	Legal Secretary	11	3	27.27%	3	27.27%
E25D	Legal Secretary	3	0	0.00%	0	0.00%
E31B	Administrative Hearing Officer	13	1	7.69%	1	7.69%
E33B	Bindery Worker	1	0	0.00%	0	0.00%
E33C	Bindery Worker	2	0	0.00%	0	0.00%
E34A	Offset Press Operator	1	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
E34B	Offset Press Operator	3	0	0.00%	0	0.00%
E34C	Offset Press Operator	7	0	0.00%	0	0.00%
E34D	Offset Press Operator	5	0	0.00%	0	0.00%
E35B	Duplicating Equipment Operator	0	0		0	
E35C	Duplicating Equipment Operator	0	0		0	
E35D	Duplicating Equipment Operator	1	0	0.00%	0	0.00%
E36A	Optical Imaging Specialist	2	0	0.00%	0	0.00%
E36B	Optical Imaging Specialist	27	6	22.22%	5	18.52%
E36C	Optical Imaging Specialist	8	0	0.00%	0	0.00%
E37A	Reproduction Services Manager	1	0	0.00%	0	0.00%
E38A	Director of Central Printing	1	0	0.00%	0	0.00%
E41A	Archivist/Records Mgmt Specl	5	1	20.00%	1	20.00%
E41B	Archivist/Records Mgmt Specl	4	0	0.00%	0	0.00%
E42A	Administrative Archivist	1	0	0.00%	0	0.00%
E43A	Graphic Artist	3	1	33.33%	1	33.33%
E43B	Graphic Artist	12	2	16.67%	1	8.33%
E43C	Graphic Artist	4	0	0.00%	0	0.00%
E44A	Public Information Officer	4	2	50.00%	2	50.00%
E44B	Public Information Officer	11	2	18.18%	2	18.18%
E44C	Public Information Officer	4	0	0.00%	0	0.00%
E45A	Public Information Manager	3	0	0.00%	0	0.00%
E45B	Public Information Manager	10	1	10.00%	1	10.00%
E46A	Statistical Research Specl	1	0	0.00%	0	0.00%
E46B	Statistical Research Specl	4	2	50.00%	2	50.00%
E46C	Statistical Research Specl	10	0	0.00%	0	0.00%
E46D	Statistical Research Specl	8	0	0.00%	0	0.00%
E47A	Research Director	0	0		0	
E48B	Planning Coordinator	2	0	0.00%	0	0.00%
E48C	Planning Coordinator	1	0	0.00%	0	0.00%
E49A	Management Analyst	1	0	0.00%	0	0.00%
E50A	Photographer	1	0	0.00%	0	0.00%
E50B	Photographer	2	0	0.00%	0	0.00%
E55A	Customer Asst Representative	31	7	22.58%	2	6.45%
E55B	Customer Asst Representative	52	8	15.38%	7	13.46%
E55C	Customer Asst Representative	25	2	8.00%	1	4.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
E55D	Customer Asst Representative	7	0	0.00%	0	0.00%
F10A	Contracting & Procurement Ofcr	0	0		0	
F10B	Contracting & Procurement Ofcr	1	0	0.00%	0	0.00%
F10C	Contracting & Procurement Ofcr	0	0		0	
F10D	Contracting & Procurement Ofcr	0	0		0	
F14A	Contracting & Acquisitions Agt	8	2	25.00%	2	25.00%
F14B	Contracting & Acquisitions Agt	19	1	5.26%	1	5.26%
F14C	Contracting & Acquisitions Agt	33	1	3.03%	1	3.03%
F14D	Contracting & Acquisitions Agt	16	0	0.00%	0	0.00%
F15A	Contracting & Acquisition Administrator	6	0	0.00%	0	0.00%
F16A	Surplus Property Agent	4	0	0.00%	0	0.00%
F20A	Materiel Management Specialist	4	0	0.00%	0	0.00%
F20B	Materiel Management Specialist	39	4	10.26%	3	7.69%
F20C	Materiel Management Specialist	28	3	10.71%	3	10.71%
F20D	Materiel Management Specialist	27	2	7.41%	2	7.41%
F21A	Materiel Management Officer	12	1	8.33%	1	8.33%
F21B	Materiel Management Officer	17	1	5.88%	1	5.88%
F30A	Minerals Management Specialist	2	0	0.00%	0	0.00%
F30B	Minerals Management Specialist	1	0	0.00%	0	0.00%
F30C	Minerals Management Specialist	1	0	0.00%	0	0.00%
F30D	Minerals Management Specialist	0	0		0	
F31B	Real Estate Management Specl	0	0		0	
F31C	Real Estate Management Specl	2	0	0.00%	0	0.00%
F31D	Real Estate Management Specl	4	0	0.00%	0	0.00%
F36B	Dir, Real Estate Management	0	0		0	
F38A	Real Property Mgmt Specl	2	0	0.00%	0	0.00%
F41A	Construction/Maintenance Techn	55	15	27.27%	13	23.64%
F41B	Construction/Maintenance Techn	94	8	8.51%	4	4.26%
F41C	Construction/Maintenance Techn	89	13	14.61%	13	14.61%
F44A	Carpenter	4	0	0.00%	0	0.00%
F44B	Carpenter	7	2	28.57%	1	14.29%
F45A	Construction/Maintenance Administrator	34	6	17.65%	5	14.71%
F45B	Construction/Maintenance Administrator	32	3	9.38%	3	9.38%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
F45C	Construction/Maintenance Administrator	8	0	0.00%	0	0.00%
F45D	Construction/Maintenance Administrator	2	1	50.00%	1	50.00%
F47A	Automotive/Engine Mechanic	2	0	0.00%	0	0.00%
F47B	Fleet Specialist	13	1	7.69%	1	7.69%
F47C	Fleet Specialist	56	5	8.93%	5	8.93%
F47D	Fleet Specialist	17	2	11.76%	2	11.76%
F47E	Fleet Specialist	13	0	0.00%	0	0.00%
F48B	Welder	3	0	0.00%	0	0.00%
F48C	Welder	8	1	12.50%	1	12.50%
F49C	Physical Plant Operator	2	0	0.00%	0	0.00%
F50A	Housekeeping/Custodial Worker	47	35	74.47%	22	46.81%
F50B	Housekeeping/Custodial Worker	125	29	23.20%	27	21.60%
F50C	Housekeeping/Custodial Worker	35	3	8.57%	3	8.57%
F50D	Housekeeping/Custodial Worker	6	0	0.00%	0	0.00%
F50E	Housekeeping/Custodial Worker	5	0	0.00%	0	0.00%
F54A	Light Vehicle Driver	2	0	0.00%	0	0.00%
F56A	Electronics Technician	13	5	38.46%	2	15.38%
F56B	Electronics Technician	4	0	0.00%	0	0.00%
F58A	Security Systems Program Mgr	1	0	0.00%	0	0.00%
F65A	Construction Designer	3	0	0.00%	0	0.00%
F69A	Chief Architect	1	0	0.00%	0	0.00%
F71A	Roofing Manager	1	0	0.00%	0	0.00%
F72A	Construction Manager	1	0	0.00%	0	0.00%
F73A	Military Construction Consultant	0	0		0	
F73B	Military Construction Consult	0	0		0	
F73C	Military Construction Consult	3	0	0.00%	0	0.00%
F74A	Mechanical Systems Technician	3	1	33.33%	1	33.33%
F74B	Mechanical Systems Technician	9	1	11.11%	1	11.11%
F74C	Mechanical Systems Technician	2	0	0.00%	0	0.00%
F74D	Mechanical Systems Technician	8	0	0.00%	0	0.00%
F75A	Electrician	2	0	0.00%	0	0.00%
F75B	Electrician	5	1	20.00%	0	0.00%
F75C	Electrician	1	0	0.00%	0	0.00%
F75D	Electrician	5	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
F76A	Plumber	1	0	0.00%	0	0.00%
F76B	Plumber	4	0	0.00%	0	0.00%
F76C	Plumber	5	1	20.00%	1	20.00%
F76D	Plumber	3	0	0.00%	0	0.00%
F77A	Groundskeeper	6	1	16.67%	1	16.67%
F77B	Groundskeeper	4	0	0.00%	0	0.00%
F78A	Equipment Operator	11	1	9.09%	1	9.09%
F78B	Equipment Operator	17	1	5.88%	1	5.88%
F78C	Equipment Operator	5	0	0.00%	0	0.00%
F79A	Laborer	22	9	40.91%	6	27.27%
F79B	Laborer	6	2	33.33%	1	16.67%
G10A	Communications Officer (DPS)	70	8	11.43%	8	11.43%
G10B	Communications Officer (DPS)	11	0	0.00%	0	0.00%
G10C	Communications Officer (DPS)	14	0	0.00%	0	0.00%
G10D	Communications Officer (DPS)	1	0	0.00%	0	0.00%
G11A	Law Enf Communication Ctr Dir	1	0	0.00%	0	0.00%
G12B	Criminalist	1	0	0.00%	0	0.00%
G12C	Criminalist	41	2	4.88%	2	4.88%
G12D	Criminalist	11	0	0.00%	0	0.00%
G12E	Criminalist	3	0	0.00%	0	0.00%
G13A	Crime Reporting Field Repr	3	0	0.00%	0	0.00%
G13B	Crime Reporting Field Repr	8	2	25.00%	2	25.00%
G13C	Crime Reporting Field Repr	2	0	0.00%	0	0.00%
G14A	Driver's License Examiner	108	10	9.26%	7	6.48%
G14B	Driver's License Examiner	7	0	0.00%	0	0.00%
G15A	Law Enf Communications Specl	16	1	6.25%	1	6.25%
G15B	Law Enf Communications Specl	1	0	0.00%	0	0.00%
G16A	Physical Evidence Technician	2	0	0.00%	0	0.00%
G16B	Physical Evidence Technician	8	0	0.00%	0	0.00%
G16C	Physical Evidence Technician	1	0	0.00%	0	0.00%
G17A	Criminal Intelligence Analyst	1	1	100.00%	0	0.00%
G17B	Criminal Intelligence Analyst	5	0	0.00%	0	0.00%
G19B	Fingerprint Specialist	0	0		0	
G19C	Fingerprint Specialist	5	0	0.00%	0	0.00%
G21B	State Fire Marshal Law Enf Agt	1	1	100.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
G21C	State Fire Marshal Law Enf Agt	7	2	28.57%	2	28.57%
G21D	State Fire Marshal Law Enf Agt	3	1	33.33%	1	33.33%
G22B	Law Enforcement Special Agent	1	1	100.00%	1	100.00%
G22C	Law Enforcement Special Agent	58	5	8.62%	5	8.62%
G22D	Law Enforcement Special Agent	11	0	0.00%	0	0.00%
G22E	Law Enforcement Special Agent	4	0	0.00%	0	0.00%
G23B	Law Enf ABLE Commission Agt	2	0	0.00%	0	0.00%
G23C	Law Enf ABLE Commission Agt	10	1	10.00%	1	10.00%
G23D	Law Enf ABLE Commission Agt	4	0	0.00%	0	0.00%
G23E	Law Enf ABLE Commission Agt	5	0	0.00%	0	0.00%
G24A	Law Enforcement Narcotics Agt	0	0		0	
G24B	Law Enforcement Narcotics Agt	20	2	10.00%	2	10.00%
G24C	Law Enforcement Narcotics Agt	23	0	0.00%	0	0.00%
G24D	Law Enforcement Narcotics Agt	13	0	0.00%	0	0.00%
G24E	Law Enforcement Narcotics Agt	10	0	0.00%	0	0.00%
G24F	Law Enforcement Narcotics Agt	3	1	33.33%	1	33.33%
G25B	DHS Investigative Agent	1	0	0.00%	0	0.00%
G25C	DHS Investigative Agent	20	1	5.00%	1	5.00%
G25E	DHS Investigative Agent	4	1	25.00%	1	25.00%
G28B	Police Officer	16	1	6.25%	1	6.25%
G28C	Police Officer	9	2	22.22%	2	22.22%
G28D	Police Officer	6	0	0.00%	0	0.00%
G28E	Police Officer	2	0	0.00%	0	0.00%
G30A	Licensing Svcs Hearing Officer	18	5	27.78%	5	27.78%
G30B	Licensing Svcs Hearing Officer	7	1	14.29%	1	14.29%
G30C	Licensing Svcs Hearing Officer	0	0		0	
G33C	Law Enf Telecomm Sys Specl	9	0	0.00%	0	0.00%
G33D	Law Enf Telecomm Sys Specl	1	0	0.00%	0	0.00%
G40A	Law Enforcement Programs Administrator	1	0	0.00%	0	0.00%
G40B	Law Enforcement Programs Administrator	3	2	66.67%	2	66.67%
G50C	Law Enf Capitol Patrol Officer	6	0	0.00%	0	0.00%
G50D	Law Enf Capitol Patrol Officer	0	0		0	
G52C	Law Enf Lake Patrol Officer	4	1	25.00%	1	25.00%
G53A	Law Enf Highway Patrol Officer	40	16	40.00%	15	37.50%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
G53C	Law Enf Highway Patrol Officer	604	15	2.48%	15	2.48%
G53E	Law Enf Highway Patrol Officer	101	5	4.95%	5	4.95%
G54A	Law Enf Highway Patrol Manager	32	1	3.13%	1	3.13%
G54B	Law Enf Highway Patrol Manager	7	1	14.29%	1	14.29%
H10A	Programs Manager	93	11	11.83%	10	10.75%
H10B	Programs Manager	112	10	8.93%	10	8.93%
H10C	Programs Manager	43	5	11.63%	5	11.63%
H10D	Programs Manager	12	3	25.00%	2	16.67%
H10E	Programs Manager	6	1	16.67%	1	16.67%
H11A	Programs Field Representative	198	10	5.05%	10	5.05%
H15B	County Director	0	0		0	
H20A	Social Services Specialist	203	73	35.96%	54	26.60%
H20B	Social Services Specialist	1177	150	12.74%	141	11.98%
H20C	Social Services Specialist	38	4	10.53%	3	7.89%
H20D	Social Services Specialist	206	9	4.37%	8	3.88%
H21A	Case Manager	11	1	9.09%	1	9.09%
H21B	Case Manager	232	27	11.64%	22	9.48%
H21C	Case Manager	31	2	6.45%	2	6.45%
H21D	Case Manager	33	2	6.06%	2	6.06%
H22B	Social Services Inspector	61	5	8.20%	4	6.56%
H22C	Social Services Inspector	34	1	2.94%	1	2.94%
H22D	Social Services Inspector	3	1	33.33%	0	0.00%
H23A	Child Welfare Specialist	416	189	45.43%	144	34.62%
H23B	Child Welfare Specialist	685	163	23.80%	145	21.17%
H23C	Child Welfare Specialist	226	32	14.16%	27	11.95%
H23D	Child Welfare Specialist	290	22	7.59%	19	6.55%
H24B	Child Care Licensing Specl	77	7	9.09%	7	9.09%
H24C	Child Care Licensing Specl	23	4	17.39%	3	13.04%
H24D	Child Care Licensing Specl	21	2	9.52%	2	9.52%
H26A	Adult Protective Services Spec	26	6	23.08%	3	11.54%
H26B	Adult Protective Services Spec	86	14	16.28%	12	13.95%
H26C	Adult Protective Services Spec	22	2	9.09%	2	9.09%
H26D	Adult Protective Services Spec	22	1	4.55%	1	4.55%
H27A	Clinical Social Worker	2	0	0.00%	0	0.00%
H27B	Clinical Social Worker	6	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
H27C	Clinical Social Worker	4	1	25.00%	1	25.00%
H27D	Clinical Social Worker	5	0	0.00%	0	0.00%
H30A	Child Support Specialist	49	17	34.69%	14	28.57%
H30B	Child Support Specialist	186	16	8.60%	14	7.53%
H30C	Child Support Specialist	49	3	6.12%	3	6.12%
H30D	Child Support Specialist	41	6	14.63%	5	12.20%
H50A	Disability Program Specialist	1	0	0.00%	0	0.00%
H50B	Disability Program Specialist	1	0	0.00%	0	0.00%
H50D	Disability Program Specialist	1	0	0.00%	0	0.00%
H51B	Planning/Oversight Specialist	0	0		0	
H51C	Planning/Oversight Specialist	7	1	14.29%	1	14.29%
H51D	Planning/Oversight Specialist	4	0	0.00%	0	0.00%
I10A	Correctional Security Officer	179	153	85.47%	106	59.22%
I10B	Correctional Security Officer	104	41	39.42%	37	35.58%
I10C	Correctional Security Officer	435	109	25.06%	93	21.38%
I10D	Correctional Security Officer	574	77	13.41%	68	11.85%
I11A	Correctional Security Manager	218	20	9.17%	20	9.17%
I11B	Correctional Security Manager	42	5	11.90%	5	11.90%
I12A	Correctional Chief of Security	19	1	5.26%	1	5.26%
I12B	Correctional Chief of Security	10	2	20.00%	2	20.00%
I12C	Correctional Chief of Security	6	1	16.67%	1	16.67%
I15A	Unit Manager (DOC)	53	3	5.66%	3	5.66%
I16A	Correctional Scty Consultant	3	0	0.00%	0	0.00%
I17B	Fugitive Apprehension Agent	1	0	0.00%	0	0.00%
I17C	Fugitive Apprehension Agent	17	3	17.65%	3	17.65%
I20A	Correctional Case Manager	71	14	19.72%	12	16.90%
I20B	Correctional Case Manager	5	1	20.00%	1	20.00%
I20C	Correctional Case Manager	158	13	8.23%	10	6.33%
I20D	Correctional Case Manager	30	1	3.33%	1	3.33%
I21A	Correctional Activities Ofcr	3	1	33.33%	1	33.33%
I21B	Correctional Activities Ofcr	8	1	12.50%	0	0.00%
I22A	School Principal	1	1	100.00%	1	100.00%
I23A	Correctional Teacher	61	6	9.84%	6	9.84%
I23B	Correctional Teacher	11	1	9.09%	1	9.09%
I24A	Correctional Unit Assistant	10	2	20.00%	2	20.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
I25A	Correctional Records Officer	43	1	2.33%	1	2.33%
I30A	Correctional Industries Mgr	5	1	20.00%	1	20.00%
I30B	Correctional Industries Mgr	16	4	25.00%	2	12.50%
I30C	Correctional Industries Mgr	10	2	20.00%	1	10.00%
I30D	Correctional Industries Mgr	8	1	12.50%	1	12.50%
I30E	Correctional Industries Mgr	3	0	0.00%	0	0.00%
I35A	Institutional Farms Manager	26	0	0.00%	0	0.00%
I35C	Institutional Farms Manager	4	1	25.00%	1	25.00%
I35D	Institutional Farms Manager	4	0	0.00%	0	0.00%
I40A	Probation and Parole Officer	53	12	22.64%	10	18.87%
I40B	Probation and Parole Officer	10	3	30.00%	3	30.00%
I40C	Probation and Parole Officer	184	16	8.70%	14	7.61%
I40D	Probation and Parole Officer	34	1	2.94%	1	2.94%
I41A	Pardon and Parole Investigator	2	0	0.00%	0	0.00%
I41B	Pardon and Parole Investigator	17	3	17.65%	3	17.65%
I41C	Pardon and Parole Investigator	2	1	50.00%	1	50.00%
J10A	Safety Standards Inspector	1	1	100.00%	1	100.00%
J10B	Safety Standards Inspector	4	1	25.00%	1	25.00%
J10D	Safety Standards Inspector	2	0	0.00%	0	0.00%
J12B	Emergency Management Officer	9	0	0.00%	0	0.00%
J12D	Emergency Management Officer	2	0	0.00%	0	0.00%
J14A	Asbestos Inspector	0	0		0	
J14B	Asbestos Inspector	0	0		0	
J14C	Asbestos Inspector	2	0	0.00%	0	0.00%
J14D	Asbestos Inspector	0	0		0	
J15B	Industrial Hygienist	2	0	0.00%	0	0.00%
J15C	Industrial Hygienist	1	0	0.00%	0	0.00%
J15D	Industrial Hygienist	0	0		0	
J16B	Boiler & Pressure Vessel Inspe	2	0	0.00%	0	0.00%
J16C	Boiler & Pressure Vessel Inspe	2	1	50.00%	1	50.00%
J17A	Labor Compliance Officer	1	0	0.00%	0	0.00%
J17B	Labor Compliance Officer	0	0		0	
J17C	Labor Compliance Officer	5	0	0.00%	0	0.00%
J17D	Labor Compliance Officer	0	0		0	
J19A	Occupational Licensure Spec	1	1	100.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
J19C	Occupational Licensure Specl	1	0	0.00%	0	0.00%
J20A	Real Estate Investigator	1	0	0.00%	0	0.00%
J20C	Real Estate Investigator	1	0	0.00%	0	0.00%
J25A	Safety and Health Director	3	1	33.33%	1	33.33%
J25B	Safety and Health Director	0	0		0	
J31B	Safety Consultant	5	0	0.00%	0	0.00%
J31C	Safety Consultant	17	3	17.65%	3	17.65%
J31D	Safety Consultant	2	1	50.00%	1	50.00%
J33A	Airfield Firefighter	3	1	33.33%	1	33.33%
J33B	Airfield Firefighter	5	0	0.00%	0	0.00%
J33C	Airfield Firefighter	3	1	33.33%	1	33.33%
J40A	Juvenile Security Officer	20	12	60.00%	8	40.00%
J40B	Juvenile Security Officer	50	16	32.00%	11	22.00%
J40C	Juvenile Security Officer	9	3	33.33%	2	22.22%
J40D	Juvenile Security Officer	10	4	40.00%	3	30.00%
J41A	Fire Prevention & Security Ofc	30	8	26.67%	5	16.67%
J41B	Fire Prevention & Security Ofc	39	5	12.82%	5	12.82%
J41C	Fire Prevention & Security Ofc	23	4	17.39%	4	17.39%
J41D	Fire Prevention & Security Ofc	11	2	18.18%	2	18.18%
J52A	Cosmetology Inspector	5	2	40.00%	2	40.00%
J53A	Pharmacy Inspector	0	0		0	
J54B	Jail Insp/Investigation Ofcr	1	0	0.00%	0	0.00%
J55B	Medical/Dental Investigator	0	0		0	
J55C	Medical/Dental Investigator	2	0	0.00%	0	0.00%
J55E	Medical/Dental Investigator	2	0	0.00%	0	0.00%
K10A	Juvenile Justice Specialist	18	3	16.67%	3	16.67%
K10B	Juvenile Justice Specialist	157	21	13.38%	18	11.46%
K10C	Juvenile Justice Specialist	34	3	8.82%	3	8.82%
K10D	Juvenile Justice Specialist	37	0	0.00%	0	0.00%
K11A	Disability Determination Specl	4	1	25.00%	1	25.00%
K11B	Disability Determination Specl	28	4	14.29%	4	14.29%
K11C	Disability Determination Specl	85	6	7.06%	6	7.06%
K11D	Disability Determination Specl	35	0	0.00%	0	0.00%
K12A	Disability Determination Techn	1	0	0.00%	0	0.00%
K12B	Disability Determination Techn	3	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
K12C	Disability Determination Techn	43	1	2.33%	0	0.00%
K12D	Disability Determination Techn	7	0	0.00%	0	0.00%
K15A	Manual Sign Language Specl	2	0	0.00%	0	0.00%
K20A	Rehabilitation Technician	20	1	5.00%	0	0.00%
K20B	Rehabilitation Technician	18	1	5.56%	0	0.00%
K20C	Rehabilitation Technician	59	4	6.78%	4	6.78%
K21A	Vocational Rehabilitation Spec	9	2	22.22%	2	22.22%
K21B	Vocational Rehabilitation Spec	33	5	15.15%	5	15.15%
K21C	Vocational Rehabilitation Spec	43	4	9.30%	4	9.30%
K21D	Vocational Rehabilitation Spec	47	4	8.51%	3	6.38%
K23A	Rehabilitation of the Blind Sp	2	0	0.00%	0	0.00%
K23B	Rehabilitation of the Blind Sp	5	0	0.00%	0	0.00%
K23C	Rehabilitation of the Blind Sp	7	1	14.29%	1	14.29%
K23D	Rehabilitation of the Blind Sp	3	0	0.00%	0	0.00%
K28A	Vocational Training Instructor	1	0	0.00%	0	0.00%
K30A	Vending Machine Technician	2	0	0.00%	0	0.00%
K31A	Vending Facility Business Cslt	0	0		0	
K31B	Vending Facility Business Cslt	5	1	20.00%	1	20.00%
L13B	Agricultural Mkt Devlpmt Cdnr	1	0	0.00%	0	0.00%
L13C	Agricultural Mkt Devlpmt Cdnr	2	0	0.00%	0	0.00%
L16A	Agriculture Field Inspector	2	1	50.00%	1	50.00%
L16B	Agriculture Field Inspector	42	7	16.67%	7	16.67%
L16C	Agriculture Field Inspector	16	3	18.75%	3	18.75%
L16D	Agriculture Field Inspector	8	0	0.00%	0	0.00%
L16E	Agriculture Field Inspector	4	0	0.00%	0	0.00%
L20A	Forestry Fire Control Officer	1	0	0.00%	0	0.00%
L20B	Forestry Fire Control Officer	1	0	0.00%	0	0.00%
L21A	Forest Fire Detection Specl	2	0	0.00%	0	0.00%
L22B	Forest Regeneration Specialist	3	0	0.00%	0	0.00%
L22C	Forest Regeneration Specialist	2	0	0.00%	0	0.00%
L23A	Forest Ranger	33	1	3.03%	1	3.03%
L23B	Forest Ranger	42	0	0.00%	0	0.00%
L24A	Forester	4	0	0.00%	0	0.00%
L24B	Forester	8	0	0.00%	0	0.00%
L24C	Forester	9	1	11.11%	1	11.11%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
L24D	Forester	2	0	0.00%	0	0.00%
L24E	Forester	4	0	0.00%	0	0.00%
L25B	Law Enforce Spec Agent (ODAFF)	0	0		0	
L25C	Law Enforce Spec Agent (ODAFF)	7	0	0.00%	0	0.00%
L25D	Law Enforce Spec Agent (ODAFF)	0	0		0	
L33A	Wildlife Damage Control Spec	1	0	0.00%	0	0.00%
L33B	Wildlife Damage Control Spec	11	1	9.09%	1	9.09%
L33C	Wildlife Damage Control Spec	2	0	0.00%	0	0.00%
L34A	Seed Analyst	2	0	0.00%	0	0.00%
L34B	Seed Analyst	1	0	0.00%	0	0.00%
L40A	Metrologist	1	0	0.00%	0	0.00%
L40B	Metrologist	1	0	0.00%	0	0.00%
L40C	Metrologist	1	0	0.00%	0	0.00%
L41A	Agricultural Services Administrator	8	0	0.00%	0	0.00%
L41B	Agricultural Services Administrator	6	0	0.00%	0	0.00%
L41C	Agricultural Services Administrator	1	0	0.00%	0	0.00%
M10A	Regulatory Program Manager	1	0	0.00%	0	0.00%
M10C	Regulatory Program Manager	0	0		0	
M11A	Director, Oil and Gas	1	0	0.00%	0	0.00%
M20A	Consumer Complaint Investigato	1	0	0.00%	0	0.00%
M20B	Consumer Complaint Investigato	3	0	0.00%	0	0.00%
M20C	Consumer Complaint Investigato	4	0	0.00%	0	0.00%
M30A	Fuel Specialist	3	1	33.33%	1	33.33%
M30B	Fuel Specialist	5	1	20.00%	1	20.00%
M30C	Fuel Specialist	8	0	0.00%	0	0.00%
M30D	Fuel Specialist	4	0	0.00%	0	0.00%
M31A	Oil and Gas Specialist	2	1	50.00%	1	50.00%
M31B	Oil and Gas Specialist	11	2	18.18%	2	18.18%
M31C	Oil and Gas Specialist	3	0	0.00%	0	0.00%
M31D	Oil and Gas Specialist	6	0	0.00%	0	0.00%
M32A	Oil and Gas Field Inspector	17	5	29.41%	4	23.53%
M32B	Oil and Gas Field Inspector	10	1	10.00%	1	10.00%
M32C	Oil and Gas Field Inspector	19	1	5.26%	1	5.26%
M32D	Oil and Gas Field Inspector	8	0	0.00%	0	0.00%
M33A	Oil and Gas Production Advisor	1	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
M35B	Pipeline Safety/Regulation Spe	0	0		0	
M36A	Liquefied Petroleum Gas Inspec	1	1	100.00%	1	100.00%
M36B	Liquefied Petroleum Gas Inspec	4	0	0.00%	0	0.00%
M40B	Public Utility Regulatory Anal	0	0		0	
M40D	Public Utility Regulatory Anal	1	0	0.00%	0	0.00%
M41C	Public Utility Compliance Spec	0	0		0	
M53A	Motor Carrier Enforcement Ofcr	0	0		0	
M53B	Motor Carrier Enforcement Ofcr	29	2	6.90%	2	6.90%
M53C	Motor Carrier Enforcement Ofcr	7	1	14.29%	1	14.29%
M53D	Motor Carrier Enforcement Ofcr	6	0	0.00%	0	0.00%
N13A	Veterans Affairs Fld Svcs Repr	2	3	150.00%	2	100.00%
N13B	Veterans Affairs Fld Svcs Repr	3	1	33.33%	1	33.33%
N13C	Veterans Affairs Fld Svcs Repr	6	4	66.67%	4	66.67%
N13D	Veterans Affairs Fld Svcs Repr	2	1	50.00%	1	50.00%
N15A	State Accrediting Officer	1	0	0.00%	0	0.00%
N15B	State Accrediting Officer	1	0	0.00%	0	0.00%
N16A	Patient Services Coordinator	7	2	28.57%	0	0.00%
N16B	Patient Services Coordinator	1	0	0.00%	0	0.00%
N16C	Patient Services Coordinator	4	1	25.00%	0	0.00%
P15A	Naturalist	10	2	20.00%	1	10.00%
P20A	Park Ranger	6	1	16.67%	1	16.67%
P20B	Park Ranger	24	2	8.33%	1	4.17%
P20C	Park Ranger	3	0	0.00%	0	0.00%
P25A	Park Manager	6	1	16.67%	1	16.67%
P25B	Park Manager	3	0	0.00%	0	0.00%
P25C	Park Manager	12	1	8.33%	1	8.33%
P25D	Park Manager	11	0	0.00%	0	0.00%
P25E	Park Manager	2	0	0.00%	0	0.00%
Q10A	Power Generation Opns Tech	12	0	0.00%	0	0.00%
Q10B	Power Generation Opns Tech	19	1	5.26%	1	5.26%
Q10C	Power Generation Opns Tech	13	0	0.00%	0	0.00%
Q10D	Power Generation Opns Tech	1	1	100.00%	1	100.00%
Q20A	Power Plant Maintenance Tech	8	2	25.00%	2	25.00%
Q20B	Power Plant Maintenance Tech	10	2	20.00%	2	20.00%
Q20C	Power Plant Maintenance Tech	74	3	4.05%	3	4.05%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
Q21A	Power Transmission Maint Tech	16	0	0.00%	0	0.00%
Q21B	Power Transmission Maint Tech	9	0	0.00%	0	0.00%
Q21C	Power Transmission Maint Tech	22	2	9.09%	2	9.09%
Q22A	Scada System Maintenance Techn	1	0	0.00%	0	0.00%
Q22B	Scada System Maintenance Techn	0	0		0	
Q22C	Scada System Maintenance Techn	2	0	0.00%	0	0.00%
Q23B	Heavy Equip Railcar Maint Tech	2	0	0.00%	0	0.00%
Q23C	Heavy Equip Railcar Maint Tech	9	0	0.00%	0	0.00%
Q24A	Electrical Drafting Technician	1	0	0.00%	0	0.00%
Q24B	Electrical Drafting Technician	3	0	0.00%	0	0.00%
Q30C	Power Generation System Opr	1	0	0.00%	0	0.00%
Q40A	Power Gen Coal Yard Equip Opr	0	0		0	
Q40C	Power Gen Coal Yard Equip Opr	16	0	0.00%	0	0.00%
Q40D	Power Gen Coal Yard Equip Opr	1	1	100.00%	1	100.00%
Q50B	GRDA Lake Patrol Officer	5	0	0.00%	0	0.00%
R10A	Environ/Chemical Lab Scientist	12	4	33.33%	3	25.00%
R10B	Environ/Chemical Lab Scientist	13	0	0.00%	0	0.00%
R10C	Environ/Chemical Lab Scientist	16	0	0.00%	0	0.00%
R10D	Environ/Chemical Lab Scientist	9	0	0.00%	0	0.00%
R20A	Environmental Programs Specl	18	4	22.22%	4	22.22%
R20B	Environmental Programs Specl	37	6	16.22%	6	16.22%
R20C	Environmental Programs Specl	102	13	12.75%	12	11.76%
R20D	Environmental Programs Specl	59	3	5.08%	3	5.08%
R23B	Environmental Technician	6	1	16.67%	1	16.67%
R25A	Environmental Programs Manager	15	1	6.67%	1	6.67%
R25B	Environmental Programs Manager	33	2	6.06%	2	6.06%
R25C	Environmental Programs Manager	13	0	0.00%	0	0.00%
R25D	Environmental Programs Manager	6	0	0.00%	0	0.00%
S10A	Engineer Intern	12	1	8.33%	1	8.33%
S10B	Engineer Intern	8	0	0.00%	0	0.00%
S10C	Engineer Intern	12	0	0.00%	0	0.00%
S10D	Engineer Intern	12	2	16.67%	2	16.67%
S10E	Engineer Intern	5	0	0.00%	0	0.00%
S11A	Professional Engineer	23	3	13.04%	3	13.04%
S11B	Professional Engineer	30	7	23.33%	7	23.33%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
S11C	Professional Engineer	33	2	6.06%	1	3.03%
S12A	Engineering Manager	4	0	0.00%	0	0.00%
S12B	Engineering Manager	77	5	6.49%	5	6.49%
S12C	Engineering Manager	30	1	3.33%	1	3.33%
S12D	Engineering Manager	14	0	0.00%	0	0.00%
S16B	Professional Land Surveyor	12	0	0.00%	0	0.00%
S17A	Land Surveyor Manager	3	0	0.00%	0	0.00%
S17B	Land Surveyor Manager	1	0	0.00%	0	0.00%
S17C	Land Surveyor Manager	1	0	0.00%	0	0.00%
T10A	Comp Aided Drafting & Dsgn Spe	6	3	50.00%	2	33.33%
T10B	Comp Aided Drafting & Dsgn Spe	9	2	22.22%	2	22.22%
T10C	Comp Aided Drafting & Dsgn Spe	21	1	4.76%	1	4.76%
T10D	Comp Aided Drafting & Dsgn Spe	22	0	0.00%	0	0.00%
T10E	Comp Aided Drafting & Dsgn Spe	37	1	2.70%	1	2.70%
T10F	Comp Aided Drafting & Dsgn Spe	20	0	0.00%	0	0.00%
T21A	Transportation Technician	0	0		0	
T21B	Transportation Technician	0	0		0	
T21C	Transportation Technician	0	0		0	
T21D	Transportation Technician	0	0		0	
T22A	Transportation Specialist	50	7	14.00%	3	6.00%
T22B	Transportation Specialist	45	3	6.67%	3	6.67%
T22C	Transportation Specialist	125	8	6.40%	8	6.40%
T22D	Transportation Specialist	154	8	5.19%	8	5.19%
T23A	Transportation Manager	56	6	10.71%	4	7.14%
T23B	Transportation Manager	46	4	8.70%	4	8.70%
T23C	Transportation Manager	10	0	0.00%	0	0.00%
T23D	Transportation Manager	8	1	12.50%	1	12.50%
T25A	Transportation Equipment Opr	118	53	44.92%	27	22.88%
T25B	Transportation Equipment Opr	244	44	18.03%	39	15.98%
T25C	Transportation Equipment Opr	391	30	7.67%	27	6.91%
T25D	Transportation Equipment Opr	85	7	8.24%	6	7.06%
T26A	Transportation Superintendent	112	6	5.36%	5	4.46%
T26B	Transportation Superintendent	110	8	7.27%	7	6.36%
T27A	Highway Sign Technician	2	0	0.00%	0	0.00%
T27B	Highway Sign Technician	2	1	50.00%	1	50.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
T27C	Highway Sign Technician	1	0	0.00%	0	0.00%
T27D	Highway Sign Technician	1	0	0.00%	0	0.00%
T50B	Toll Collector	222	36	16.22%	31	13.96%
T50C	Toll Collector	2	0	0.00%	0	0.00%
T50D	Toll Collector	6	1	16.67%	1	16.67%
T51A	Toll Operations Manager	4	0	0.00%	0	0.00%
T60B	Photogrammetrist	1	0	0.00%	0	0.00%
T60C	Photogrammetrist	4	0	0.00%	0	0.00%
T60D	Photogrammetrist	1	0	0.00%	0	0.00%
U10A	Historical Programs Administrator	5	1	20.00%	1	20.00%
U10B	Historical Programs Administrator	2	0	0.00%	0	0.00%
U10C	Historical Programs Administrator	2	0	0.00%	0	0.00%
U11A	Historical Facility Manager	4	0	0.00%	0	0.00%
U11B	Historical Facility Manager	5	1	20.00%	1	20.00%
U11C	Historical Facility Manager	4	0	0.00%	0	0.00%
U11D	Historical Facility Manager	4	0	0.00%	0	0.00%
U12A	Historical Collections Specl	5	0	0.00%	0	0.00%
U12B	Historical Collections Specl	5	1	20.00%	1	20.00%
U12C	Historical Collections Specl	6	0	0.00%	0	0.00%
U12D	Historical Collections Specl	1	0	0.00%	0	0.00%
U13A	Historical Interpreter	8	0	0.00%	0	0.00%
U13B	Historical Interpreter	4	1	25.00%	1	25.00%
U13C	Historical Interpreter	1	0	0.00%	0	0.00%
U14A	Historic Preservation Specl	1	0	0.00%	0	0.00%
U14C	Historic Preservation Specl	4	0	0.00%	0	0.00%
V10A	Tax Document Examiner	1	0	0.00%	0	0.00%
V10B	Tax Document Examiner	10	2	20.00%	1	10.00%
V10C	Tax Document Examiner	8	1	12.50%	1	12.50%
V11A	Revenue Compliance Officer	46	7	15.22%	6	13.04%
V11B	Revenue Compliance Officer	19	0	0.00%	0	0.00%
V11C	Revenue Compliance Officer	6	0	0.00%	0	0.00%
V12A	Motor Vehicle Research Specl	3	0	0.00%	0	0.00%
V12B	Motor Vehicle Research Specl	7	1	14.29%	1	14.29%
V12C	Motor Vehicle Research Specl	6	1	16.67%	1	16.67%
V14B	Motor Vehicle Enforcement Ofcr	18	7	38.89%	6	33.33%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
V14C	Motor Vehicle Enforcement Ofcr	3	0	0.00%	0	0.00%
V17A	Revenue Compliance Examiner	15	3	20.00%	2	13.33%
V17B	Revenue Compliance Examiner	26	4	15.38%	2	7.69%
V20A	Taxpayer Services Representation	17	7	41.18%	4	23.53%
V20B	Taxpayer Services Representation	15	1	6.67%	0	0.00%
V20C	Taxpayer Services Representation	74	10	13.51%	10	13.51%
V20D	Taxpayer Services Representation	3	1	33.33%	1	33.33%
V30A	Assessment & Equalization Anal	0	0		0	
V30B	Assessment & Equalization Anal	14	3	21.43%	3	21.43%
V30C	Assessment & Equalization Anal	2	1	50.00%	1	50.00%
W10A	Workforce Services Specialist	6	0	0.00%	0	0.00%
W10B	Workforce Services Specialist	10	0	0.00%	0	0.00%
W10C	Workforce Services Specialist	169	39	23.08%	31	18.34%
W10D	Workforce Services Specialist	64	5	7.81%	3	4.69%
W15A	Compliance Enforcement Officer	8	2	25.00%	2	25.00%
W15B	Compliance Enforcement Officer	13	0	0.00%	0	0.00%
W15C	Compliance Enforcement Officer	30	2	6.67%	2	6.67%
W15D	Compliance Enforcement Officer	8	1	12.50%	1	12.50%
X10A	Health Information Technician	41	7	17.07%	6	14.63%
X10B	Health Information Technician	14	5	35.71%	5	35.71%
X10C	Health Information Technician	5	0	0.00%	0	0.00%
X11A	Therapeutic/Medical Aide	8	1	12.50%	1	12.50%
X11B	Therapeutic/Medical Aide	23	6	26.09%	4	17.39%
X12B	Therapeutic/Medical Assistant	0	0		0	
X13A	Laboratory Technician	6	0	0.00%	0	0.00%
X13B	Laboratory Technician	5	2	40.00%	1	20.00%
X13C	Laboratory Technician	8	0	0.00%	0	0.00%
X14A	Clinical Laboratory Scientist	6	0	0.00%	0	0.00%
X14B	Clinical Laboratory Scientist	10	1	10.00%	0	0.00%
X14C	Clinical Laboratory Scientist	9	0	0.00%	0	0.00%
X14D	Clinical Laboratory Scientist	10	1	10.00%	1	10.00%
X15B	Records Management Specialist	5	0	0.00%	0	0.00%
X17A	Public Health Specialist	7	1	14.29%	1	14.29%
X17B	Public Health Specialist	12	0	0.00%	0	0.00%
X17C	Public Health Specialist	31	6	19.35%	4	12.90%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
X17D	Public Health Specialist	3	2	66.67%	2	66.67%
X17E	Public Health Specialist	5	0	0.00%	0	0.00%
X19B	Dental Care Hygienist	1	0	0.00%	0	0.00%
X20A	Health Educator	9	0	0.00%	0	0.00%
X20B	Health Educator	10	1	10.00%	1	10.00%
X20C	Health Educator	4	0	0.00%	0	0.00%
X22B	Speech-Language Pathologist	14	1	7.14%	1	7.14%
X22C	Speech-Language Pathologist	26	5	19.23%	5	19.23%
X22D	Speech-Language Pathologist	10	0	0.00%	0	0.00%
X23B	Alcohol and Drug Counselor	6	1	16.67%	1	16.67%
X23C	Alcohol and Drug Counselor	1	1	100.00%	0	0.00%
X23D	Alcohol and Drug Counselor	2	0	0.00%	0	0.00%
X24A	Dental Care Assistant	1	0	0.00%	0	0.00%
X24B	Dental Care Assistant	24	4	16.67%	3	12.50%
X25B	Pharmacy Technician	20	6	30.00%	5	25.00%
X27A	Epidemiologist	3	1	33.33%	1	33.33%
X27B	Epidemiologist	6	0	0.00%	0	0.00%
X27C	Epidemiologist	5	0	0.00%	0	0.00%
X28A	Health Planning Specialist	0	0		0	
X28B	Health Planning Specialist	5	0	0.00%	0	0.00%
X29B	Health Facility Surveyor	0	0		0	
X29C	Health Facility Surveyor	11	1	9.09%	1	9.09%
X29D	Health Facility Surveyor	3	1	33.33%	1	33.33%
X30B	Music Therapist	0	0		0	
X30C	Music Therapist	1	0	0.00%	0	0.00%
X31B	Psychological Clinician	44	8	18.18%	6	13.64%
X31C	Psychological Clinician	16	1	6.25%	1	6.25%
X31D	Psychological Clinician	4	1	25.00%	1	25.00%
X31E	Psychological Clinician	1	0	0.00%	0	0.00%
X32A	Child Development Specialist	1	0	0.00%	0	0.00%
X32B	Child Development Specialist	11	1	9.09%	1	9.09%
X32C	Child Development Specialist	20	2	10.00%	2	10.00%
X32D	Child Development Specialist	4	0	0.00%	0	0.00%
X33C	Occupational Therapist	2	1	50.00%	1	50.00%
X34C	Physical Therapist	1	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
X35A	Recreational Activities Specl	7	0	0.00%	0	0.00%
X35B	Recreational Activities Specl	15	4	26.67%	1	6.67%
X35C	Recreational Activities Specl	5	1	20.00%	0	0.00%
X36A	Recreation Therapist	8	2	25.00%	1	12.50%
X36B	Recreation Therapist	11	0	0.00%	0	0.00%
X36C	Recreation Therapist	4	2	50.00%	1	25.00%
X36D	Recreation Therapist	9	3	33.33%	1	11.11%
X38A	Disease Intervention Specl	6	3	50.00%	3	50.00%
X38B	Disease Intervention Specl	5	0	0.00%	0	0.00%
X38C	Disease Intervention Specl	4	0	0.00%	0	0.00%
X39A	Dir Patient Activity Programs	1	0	0.00%	0	0.00%
X40A	Clinical Laboratory Administrator	0	0		0	
X41A	Emergency Medical Svcs Administrator	0	0		0	
X41B	Emergency Medical Svcs Administrator	5	2	40.00%	2	40.00%
X45B	Director of Professional Svcs	0	0		0	
X46C	Clinical Health Fac Surveyor	83	22	26.51%	20	24.10%
X46D	Clinical Health Fac Surveyor	24	4	16.67%	4	16.67%
Y10A	Patient Care Assistant	613	498	81.24%	275	44.86%
Y10B	Patient Care Assistant	323	96	29.72%	67	20.74%
Y10C	Patient Care Assistant	44	11	25.00%	11	25.00%
Y11A	Licensed Practical Nurse	13	8	61.54%	6	46.15%
Y11B	Licensed Practical Nurse	141	70	49.65%	50	35.46%
Y11C	Licensed Practical Nurse	199	50	25.13%	33	16.58%
Y12A	Registered Nurse	5	4	80.00%	3	60.00%
Y12B	Registered Nurse	235	43	18.30%	38	16.17%
Y12C	Registered Nurse	223	66	29.60%	56	25.11%
Y13A	Nursing Manager	16	6	37.50%	4	25.00%
Y13B	Nursing Manager	9	1	11.11%	1	11.11%
Y13C	Nursing Manager	30	3	10.00%	3	10.00%
Y14B	Advanced Practice Nurse	2	0	0.00%	0	0.00%
Y15B	Health Care Management Nurse	148	26	17.57%	25	16.89%
Y15C	Health Care Management Nurse	27	2	7.41%	2	7.41%
Z10A	Teaching Assistant	7	1	14.29%	1	14.29%
Z12A	Direct Care Specialist	155	84	54.19%	47	30.32%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
Z12B	Direct Care Specialist	365	46	12.60%	29	7.95%
Z12C	Direct Care Specialist	52	6	11.54%	3	5.77%
Z12D	Direct Care Specialist	9	1	11.11%	1	11.11%
Z12E	Direct Care Specialist	9	2	22.22%	2	22.22%
Z14A	Institutional Safety & Sct Cdr	2	0	0.00%	0	0.00%
Z18A	Independent Living	20	2	10.00%	1	5.00%
Z18B	Independent Living Instructor	12	1	8.33%	1	8.33%
Z18C	Independent Living Instructor	1	0	0.00%	0	0.00%
Z18D	Independent Living Instructor	1	0	0.00%	0	0.00%
Z20A	Food Service Specialist	115	59	51.30%	37	32.17%
Z20B	Food Service Specialist	114	29	25.44%	19	16.67%
Z20C	Food Service Specialist	33	6	18.18%	5	15.15%
Z20D	Food Service Specialist	83	35	42.17%	24	28.92%
Z21A	Food Service Manager	45	9	20.00%	8	17.78%
Z21B	Food Service Manager	22	2	9.09%	2	9.09%
Z21C	Food Service Manager	9	2	22.22%	2	22.22%
Z24A	Nutrition Assistant	17	3	17.65%	3	17.65%
Z25B	Nutrition Therapist	10	2	20.00%	2	20.00%
Z25C	Nutrition Therapist	20	3	15.00%	3	15.00%
Z25D	Nutrition Therapist	6	1	16.67%	1	16.67%
Z26A	Institutional Progr Coordinator	1	0	0.00%	0	0.00%
Z26B	Institutional Prog Coordinator	1	0	0.00%	0	0.00%
Z26C	Institutional Prog Coordinator	1	0	0.00%	0	0.00%
Z27C	Institutional/Comm Progr Administrator	2	1	50.00%	1	50.00%
Z30A	Linen and Clothing Specialist	21	6	28.57%	5	23.81%
Z30B	Linen and Clothing Specialist	19	3	15.79%	2	10.53%
Z30C	Linen and Clothing Specialist	14	3	21.43%	2	14.29%
Z30D	Linen and Clothing Specialist	20	4	20.00%	3	15.00%
Z30E	Linen and Clothing Specialist	1	1	100.00%	1	100.00%
Z40A	Personal Grooming Specialist	0	0		0	
Z50A	Volunteer Services Specialist	3	0	0.00%	0	0.00%
Z50B	Volunteer Services Specialist	3	1	33.33%	1	33.33%
Z51A	Youth Guidance Specialist	50	61	122.00%	42	84.00%
Z51B	Youth Guidance Specialist	44	31	70.45%	28	63.64%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY2014	Overall Turnover Rate FY2014	Voluntary Turnover FY2014	Voluntary Turnover Rate FY2014
Z51C	Youth Guidance Specialist	12	4	33.33%	4	33.33%
Z51D	Youth Guidance Specialist	11	3	27.27%	2	18.18%
Z52B	Chaplain	16	1	6.25%	1	6.25%

Table A4: Agency Cost of Pay Band Adjustment to Bring Minimum in Line with the Midpoint and Maximum

Agency Name/Number	# of Affected Employees	Cost to Move the Minimum in Line with the Midpoint and Maximum
Agriculture, Food and Forestry Department (0040)	16	\$26,599
Corporation Commission (0185)	7	\$11,344
Corrections Department (0131)	319	\$358,866
Department of Mental Health and Substance Abuse Services (0452)	121	\$327,462
Disability Concerns (0326)	1	\$437
Election Board (0270)	1	\$5,116
Employment Security Commission (0290)	26	\$59,088
Health Department (0340)	17	\$94,469
Historical Society (0350)	16	\$31,729
Human Services Department - OKDHS (0830)	107	\$82,485
J.D. McCarty Center (0670)	10	\$16,938
Management and Enterprise Services, Office of (0090)	37	\$91,758
Military Department, Oklahoma (0025)	1	\$428
Office of Juvenile Affairs (0400)	5	\$2,243
Physician Manpower Training Commission (0619)	1	\$2,676
Rehabilitation Services (0805)	42	\$53,172
Tax Commission (0695)	331	\$1,011,530
Tourism and Recreation Department (0566)	14	\$34,002
Veterans Affairs Department (0650)	3	\$5,878
Water Resources Board (0835)	2	\$25,161
<b>Grand Total</b>	<b>1077</b>	<b>\$2,241,382</b>