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STATE OF OKLAHOMA
Office of Personnel
Management

The 2007 Annual
Compensation Report

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

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

OPM COMPENSATION AND WORKFORCE PLANNING TEAM

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

Everett T. Slavik
Assistant Director of Compensation

Jake M. Smith
Compensation Analyst

Alan R. Tripp
Workforce Planning Manager
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Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 399 benchmark jobs indicates that, on average, classified employee salaries fell approximately 12.05 percent below the competitive labor market. The 399 benchmarks represent 20,072 employees, or 73 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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>State of Oklahoma</th>
<th>Market</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$34,713.71¹</td>
<td>$38,896.87²</td>
<td>-12.05%</td>
</tr>
</tbody>
</table>

Benefit Comparison (Indirect Compensation)

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

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

<table>
<thead>
<tr>
<th>Benefit Type</th>
<th>State of Oklahoma Contribution</th>
<th>Market Contribution³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care Benefit</td>
<td>28.26%</td>
<td>16.51%</td>
</tr>
<tr>
<td>Annual Leave Accrual</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Sick Leave Accrual</td>
<td>15</td>
<td>9</td>
</tr>
<tr>
<td>Paid Holidays</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Defined Benefit Retirement Plan (employer contribution)⁴</td>
<td>12.5%</td>
<td>9.56%</td>
</tr>
<tr>
<td>Defined Contribution Retirement Plan</td>
<td>1%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Social Security</td>
<td>7.65%</td>
<td>7.65%</td>
</tr>
<tr>
<td>Worker's Compensation &amp; Unemployment Insurance</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

¹ Figure includes average longevity payment for calendar year 2006 of $1,069.63.
² Source: FY 2007 Multi-Survey Summary Report of Competitive Labor Market
³ Source: OPM 2007 State of Oklahoma Compensation Survey
⁴ Includes only those employers that offer a Defined Benefit Retirement Plan.
Pay Band Adjustment

In analyzing the classified pay structure, consideration was given to market pay movement, the positioning of current classified average pay in the pay bands, and costs. Market pay growth is continuing at a 4 percent pace annually. State average pay appears to be appropriately situated within the pay bands. However, the recent indexing of the minimum wage for state employees to the Federal poverty guidelines for a three-person family has severely impacted the classified pay bands; accordingly, a 3.0 percent adjustment to the minimums, midpoints, and maximums is recommended. The annual cost associated with such an adjustment, including costs of mandatory benefits and retirement, is approximately $610,889. See Table A5 in the Appendix for cost information for each agency affected.

Employee Turnover

The overall turnover rate among classified employees in FY 2007 was 13.9 percent and the voluntary rate was 11.6 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2007 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate slightly decreased from the previous fiscal year. Below is a table representing the turnover rates (overall and voluntary) of the past eight fiscal years for the state classified workforce.

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall Turnover Rate</th>
<th>Voluntary Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>13.9%</td>
<td>11.6%</td>
</tr>
<tr>
<td>2006</td>
<td>14.8%</td>
<td>12.3%</td>
</tr>
<tr>
<td>2005</td>
<td>12.9%</td>
<td>10.8%</td>
</tr>
<tr>
<td>2004</td>
<td>12.5%</td>
<td>10.8%</td>
</tr>
<tr>
<td>2003</td>
<td>11.2%</td>
<td>9.6%</td>
</tr>
<tr>
<td>2002</td>
<td>11.8%</td>
<td>10.3%</td>
</tr>
<tr>
<td>2001</td>
<td>12.7%</td>
<td>11.4%</td>
</tr>
<tr>
<td>2000</td>
<td>13.5%</td>
<td>12.1%</td>
</tr>
</tbody>
</table>

Recommendations

**Pay Band Adjustment:** The minimums, maximums and midpoints of the classified pay bands should be adjusted upward 3.0 percent. The annual cost associated with raising employees at the lower end of these bands to the new minimum, including costs of mandatory benefits, is approximately $610,889.

**Minimum Wage:** HB 1114, enacted in the first session of the 51st Legislature, established a minimum wage for state employees, which is indexed to the Federal
poverty guidelines for a three-person household. On average, this indexing increases 3 percent each year. This will create serious pay compression problems that can undermine employee morale and will be costly to remedy. We recommend the indexing feature be deleted from the statute and that the minimum wage remain at $17,170 per year for 2008. This minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness.

**Pay Adjustment:** A 5.0 percent general increase is recommended to establish a competitive position with the market. The cost of a 5.0 percent adjustment (including mandatory benefits) for all appropriated state agencies including classified and unclassified employees is estimated to be $84,856,027. In addition, a 2.0 percent fund based upon agencies’ payroll budgets and earmarked for pay movement mechanisms should be provided to appropriated agencies to address specific recruitment and retention problems. Such a fund is estimated to cost $33,942,411.

**Agency Director Salary Structure:**
- To insure internal equity and market competitiveness, we recommend the Legislature incorporate all remaining agency directors into the salary structure in which the nonappropriated agency directors are currently included. This will result in a cost to the state of $207,047, which includes the additional cost of mandatory benefits. This cost should be borne by the agencies, without additional funding by the Legislature.
- To keep pace with market pay growth, the minimums, midpoints and maximums of the agency director pay structure should be adjusted. In light of the original philosophy behind the positioning of the ranges in 2001, the subsequent adjustments made to the ranges, and the impact of market movement since 2001, an upward adjustment to the ranges of 10.7 percent is recommended. The cost to the state of adjusting the ranges with all agency directors included will be an additional $337,530, over and above the cost of adding the directors of appropriated agencies and the directors of nonappropriated agencies who were omitted from the original structure. This additional cost should be borne by the agencies, without additional funding by the Legislature.
INTRODUCTION
Statutory Requirement

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

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

Additionally, the Report includes data on the following:

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

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

Purpose and Scope of Annual Survey

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

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

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 73 percent of all state employees,
compare with the relevant labor market. Survey sources used for this year’s salary and benefit analysis are:

- OPM 2007 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2007 Survey, by Comdata Surveys
- Economic Research Institute Salary Assessor

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

2007 Legislative Compensation Activity

The following compensation-related bills became law after the first session of the 51st Oklahoma Legislature:

**Senate Bill 626:**
Changes the pay movement mechanism report from a calendar year to a fiscal year report;
- Deletes the requirement that after two years of continuous employment on the job an employee hired through the State Work Incentive Program (SWIP) pass an entrance examination before conversion to permanent classified status; and,
- Increases the maximum cash award amount that can be given to a state employee through the employee recognition program from $250 to $500 per recognized employee.

**House Bill 1114:**
- Section 1 of Enrolled House Bill 1114 indexes the minimum annualized salary for state employees to the Federal Poverty Guidelines for a three-person household as issued each year by the US Department of Health and Human Services. Amends O.S. 74:840-2.16; effective July 1, 2007.

**House Bill 1114:**
- Permits a state agency to make direct payments not to exceed $5000 in any 12-month period on behalf of an eligible employee to any private or public entity for qualified educational loan expenses with cumulative total reimbursement not to exceed $15,000. Employees receiving assistance are committed to a “required payback period” of 2000 hours of full-time employment for each $5000 of qualified educational loan expenses paid for by the employing agency. Creates O.S. 74:1731, et al. effective July 1, 2007.
Economic Indicators

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

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 4.1 percent as of September 2007, which represents an increase from 3.8 percent one year ago. Unemployment in the City of Oklahoma City increased from 3.7 percent in September 2006 to 4.0 percent in September of 2007. The Manpower Employment Outlook Survey reported in September that 26 percent of employers in the Southern Region, which includes Oklahoma, projected an increase in hiring activity for the fourth quarter of 2007 and 8 percent projected a decrease – resulting in a Net Employment Outlook of +18%. These hiring projections are moderately weaker when compared with a year ago at this same time. Inflation was higher this year than last, with the national Consumer Price Index increasing 3.5 percent from September 2006 to September 2007.

From a compensation standpoint, WorldatWork, in its 2007-08 Salary Budget Survey, reported that salary increases kept pace with projected levels, similar to the previous year’s results. WorldatWork is the leading not-for-profit professional association dedicated to knowledge leadership in compensation, benefits and total rewards. As shown in Table 4 below, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2007 that are equal to or greater than those projected in 2006. The survey projects levels for 2008 relatively equivalent to 2007.

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion Employees</td>
<td>3.6%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>3.8%</td>
<td>3.8%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Nonexempt Salaried Employees</td>
<td>3.7%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>3.8%</td>
<td>3.9%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Exempt Salaried Employees</td>
<td>3.8%</td>
<td>3.8%</td>
<td>3.9%</td>
<td>3.9%</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>3.9%</td>
<td>3.9%</td>
<td>4.1%</td>
<td>4.0%</td>
<td>4.2%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

Pay Movement Mechanism Usage

The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified and unclassified employees under their purview through the use of a variety of pay movement mechanisms (PMMs). Table 5 below reveals the numbers of PMM transactions during CY 2005 in comparison with CY 2006. This table reveals that overall usage by agencies of PMMs decreased somewhat.

---

5 2007-08 Salary Budget Survey, WorldatWork, August 2007
During CY 2006, the cost for five of the pay movement mechanisms increased. The most dramatic increase occurred in market adjustments, which increased by 490 percent. The dramatic increase in market-based adjustments may be attributable to the lack of a general pay increase authorized by the Legislature for FY 2006.

Table 5: Agency PMM Usage 2005-2006

<table>
<thead>
<tr>
<th>PMM TITLE</th>
<th>2005</th>
<th>2005 Amount</th>
<th>2006</th>
<th>2006 Amount</th>
<th>% Diff</th>
</tr>
</thead>
<tbody>
<tr>
<td>LATERAL TRANSFER</td>
<td>467</td>
<td>$87,412.86</td>
<td>110</td>
<td>$105,349.16</td>
<td>20.52%</td>
</tr>
<tr>
<td>CAREER PROGRESSION</td>
<td>1,599</td>
<td>$1,933,178.36</td>
<td>2,290</td>
<td>$3,100,907.34</td>
<td>60.40%</td>
</tr>
<tr>
<td>PERFORMANCE-BASED ADJUSTMENT</td>
<td>1,344</td>
<td>$1,201,515.89</td>
<td>619</td>
<td>$841,769.88</td>
<td>-29.94%</td>
</tr>
<tr>
<td>COMPLETION OF PROB/TRIAL PERIOD</td>
<td>643</td>
<td>$447,095.23</td>
<td>684</td>
<td>$473,331.17</td>
<td>5.87%</td>
</tr>
<tr>
<td>EQUITY ADJUSTMENT</td>
<td>3,918</td>
<td>$704,417.54</td>
<td>777</td>
<td>$811,140.03</td>
<td>15.15%</td>
</tr>
<tr>
<td>SKILL-BASED PAY ADJUSTMENT</td>
<td>154</td>
<td>$200,681.62</td>
<td>152</td>
<td>$69,944.54</td>
<td>-65.15%</td>
</tr>
<tr>
<td>MARKET ADJUSTMENT</td>
<td>1,711</td>
<td>$602,994.86</td>
<td>2,239</td>
<td>$3,560,350.93</td>
<td>490.44%</td>
</tr>
<tr>
<td>Total</td>
<td>9,836</td>
<td>$5,177,296.36</td>
<td>6,871</td>
<td>$8,962,793.06</td>
<td>73.12%</td>
</tr>
<tr>
<td>% of State Payroll</td>
<td></td>
<td>0.62%</td>
<td></td>
<td>0.59%</td>
<td></td>
</tr>
</tbody>
</table>
Market Surveys

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

**OPM 2007 State of Oklahoma Compensation Survey**: The Compensation Division of the State of Oklahoma’s Office of Personnel Management conducts this salary/benefits survey. The salary portion of the survey covered a total of 81 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding Oklahoma. A total of 29 organizations participated in this survey. The salary portion of the survey covered 80 of our benchmark jobs. Salary data is current as of July 2007.

**Central States Salary Survey (data from states contiguous to the State of Oklahoma)**: Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 26 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 138 of our benchmark jobs. Salary data is current as of July 2007.

**Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)**: Members of the Southeastern States Salary Conference conduct this survey annually. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 41 of our benchmark jobs. Salary data is current as of July 2007.

**The State Chamber Survey**: This salary/benefits survey was commissioned by The State Chamber, Oklahoma’s Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm.
Wage and salary data was collected from 125 organizations employing 24,268 workers in the State of Oklahoma. The salary portion of the survey covered 85 of our benchmark jobs. Salary data is current as of July 2007.

**Oklahoma Hospital Association:** This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 43 of our benchmark jobs. Salary data is current as of July 2007.

**Compensation Data 2007:** This salary/benefits survey is conducted by CompData Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 163 of our benchmark jobs. Salary figures are from April 2007, but to maintain consistency, the salaries are aged .95 percent according to employment cost increases to reflect the equivalent of July data.

**Economic Research Institute Salary Assessor 2007:** Is a software program developed by ERI that reports "up to the present day" 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 that include loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country. The salary portion of this survey covered 270 of our benchmark jobs. Salary data is current as of July 2007.

This year, the state’s 399 benchmark comparisons represented 20,072 employees, or 73 percent of the classified employee workforce (See Table A1 in the Appendix for a listing of benchmark jobs).

**Market Pricing Approach**

The market pricing methodology employed in this report is based on the establishment of market composite rates, which are 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

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance used for purchasing the four core benefits of health, dental, life, and disability insurance. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from $525.59 to $1,342.54 per month in CY 2007. If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income. If the benefit cost exceeds the allowance, the remainder is deducted from the employee’s pay.

Benefits are normally defined in the following manner:

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

**Table 6: CY 2007 State of Oklahoma Employee Benefits Package**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care Benefit Allowance</td>
<td>$525.59 to $1,342.54 per month</td>
</tr>
<tr>
<td>Annual Leave Accrual (after 1 year)</td>
<td>15 days</td>
</tr>
<tr>
<td>Sick Leave Accrual</td>
<td>15 days</td>
</tr>
<tr>
<td>Paid Holidays</td>
<td>10 days</td>
</tr>
<tr>
<td>Defined Benefit Plan</td>
<td>12.5% employer contribution –3.5% employee contribution</td>
</tr>
<tr>
<td>Defined Contribution Plan</td>
<td>$25 per month matching funds from the state</td>
</tr>
<tr>
<td>Social Security</td>
<td>7.65%</td>
</tr>
<tr>
<td>Workers’ Compensation &amp; Unemployment Insurance</td>
<td>1% (approximately)</td>
</tr>
</tbody>
</table>

Comparing Benefits

The state’s benefits package detailed:

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6 Workers’ Compensation premiums vary by occupation.

*2007 Annual Compensation Report*
Health Care Benefit Contribution: The average amount that the State of Oklahoma contributed to employees for health care was $646.00 per month, or 23.9 percent of the average benchmark salary (including longevity). The figure was converted to a percentage of average base salary for comparison.

Paid Leave: The state offers 10 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years (see Table 15 on page 25). The average years of service is 12 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan: The state contributes an amount equal to 12.5 percent of employees’ salary.

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

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

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

The Market’s benefits package detailed:

Health Care Benefit Contribution: The market amount contributed to employee health benefits was computed by using the percent of payroll spent on the four core benefits. The data gathered in the OPM 2007 State of Oklahoma Compensation Survey showed that on average, the market spent 16.51 percent of their total payroll on the four (4) core employee benefits.

Paid Leave: The market offers 10 Paid Holidays. For sick leave, market employees accrue an average of 9 days each year. Also, market employees earn an average of 17 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan: The market input to a Defined-Benefit Retirement Plan was gathered from the OPM 2007 State of Oklahoma Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary. For comparison purposes, the average length of service for the market employee was assumed to be the same as that of the average length for classified state employee: 12 years.

Defined-Contribuition Retirement Plan: The market input to a Defined-Contribuition Retirement Plan was gathered from the OPM 2007 State of Oklahoma
Compensation Survey, and the average contribution only includes those companies that offer such a plan. The contribution is expressed as a percentage of salary.

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

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

**Employee Turnover**

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

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

- A listing of 83 job-family levels with three consecutive years of 10 percent or greater voluntary turnover – Table A4 in the Appendix.
- A listing of selected job family levels with turnover rates of 10 percent or greater – Table A5 in the Appendix.
- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model. 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/12) (X) C (X) 50%  
  G. Annual turnover cost for the state: (Multiply F X D)

---

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

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 12.05 percent below the competitive labor market. Table 7 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. Table A2 in the Appendix identifies job family levels that are 10 percent or more below market average. Table A9 in the Appendix displays how overall classified salaries in individual agencies compare to the market.

Table 7: Employee Average Salary Comparison

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>State of Oklahoma</th>
<th>Market</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$34,713.71</td>
<td>$38,896.87</td>
<td>-12.05%</td>
</tr>
</tbody>
</table>

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

Table 8: Market Comparison Trend (1999-2007)

<table>
<thead>
<tr>
<th>Year</th>
<th>State of Oklahoma</th>
<th>Market</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$34,714</td>
<td>$38,897</td>
<td>-12.05%</td>
</tr>
<tr>
<td>2006</td>
<td>$32,427</td>
<td>$36,315</td>
<td>-11.99%</td>
</tr>
<tr>
<td>2005</td>
<td>$31,518</td>
<td>$34,102</td>
<td>-8.20%</td>
</tr>
<tr>
<td>2004</td>
<td>$29,968</td>
<td>$33,393</td>
<td>-11.40%</td>
</tr>
<tr>
<td>2003</td>
<td>$29,969</td>
<td>$33,361</td>
<td>-11.30%</td>
</tr>
<tr>
<td>2002</td>
<td>$29,318</td>
<td>$32,621</td>
<td>-11.30%</td>
</tr>
<tr>
<td>2001</td>
<td>$30,001</td>
<td>$31,344</td>
<td>-4.50%</td>
</tr>
<tr>
<td>2000</td>
<td>$28,738</td>
<td>$32,513</td>
<td>-13.10%</td>
</tr>
<tr>
<td>1999</td>
<td>$27,614</td>
<td>$31,093</td>
<td>-12.60%</td>
</tr>
</tbody>
</table>

9 Figure includes average longevity payment for calendar year 2006 of $1,069.63.
10 Source: FY 2007 Multi-Survey Summary Report of Competitive Labor Market
It appears the general pay increases (see Table 9 below) and agency PMM usage, coupled with the overall economic decline in the early years of the millennium, has allowed the state to lag the market by a fairly consistent amount over the last nine years, with only 2005 showing any true, measurable narrowing of the gap.

Table 9: Oklahoma General Pay Increase History

<table>
<thead>
<tr>
<th>Appropriation Bills</th>
<th>Effective Fiscal Year</th>
<th>Pay Increase Allocated for Classified Employees</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>2008</td>
<td>0</td>
<td>N/A</td>
</tr>
<tr>
<td>SB 82XX</td>
<td>2007</td>
<td>5%</td>
<td>10/1/2006</td>
</tr>
<tr>
<td>HB 2005</td>
<td>2006</td>
<td>$700</td>
<td>7/1/2005</td>
</tr>
<tr>
<td>HB 2005</td>
<td>2005</td>
<td>$1,400</td>
<td>1/1/2005</td>
</tr>
<tr>
<td>-</td>
<td>2004</td>
<td>$0</td>
<td>N/A</td>
</tr>
<tr>
<td>-</td>
<td>2003</td>
<td>$0</td>
<td>N/A</td>
</tr>
<tr>
<td>-</td>
<td>2002</td>
<td>$0</td>
<td>N/A</td>
</tr>
<tr>
<td>SB 959</td>
<td>2001</td>
<td>$2,000</td>
<td>10/1/2000</td>
</tr>
<tr>
<td>-</td>
<td>2000</td>
<td>$0</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Pay Band Analysis

For classified employees, pay bands were last adjusted in July 2007, when the midpoints, minimums and maximums were advanced 5 percent. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Numbers of employees near the pay band maximums
- Costs associated with the recommended adjustment (See Table A5 in the Appendix.)

Market Pay and Structure Movement

As reported earlier in this report, the WorldatWork Annual Salary Budget Survey for 2006-2007 reported actual 2007 salary increases for various employee categories in the range of 3.8 to 4.2 percent (see Table 4 on page 7). Projections for next year’s budgets remain relatively at the same level as the previous year, ranging from 3.9 to 4.1 percent.

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

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion Employees</td>
<td>2.1%</td>
<td>2.4%</td>
<td>2.5%</td>
<td>2.6%</td>
<td>2.5%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Nonexempt Salaried Employees</td>
<td>2.2%</td>
<td>2.5%</td>
<td>2.6%</td>
<td>2.7%</td>
<td>2.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Exempt Salaried Employees</td>
<td>2.2%</td>
<td>2.5%</td>
<td>2.6%</td>
<td>2.7%</td>
<td>2.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>2.2%</td>
<td>2.5%</td>
<td>2.7%</td>
<td>2.7%</td>
<td>2.6%</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

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 11 below illustrates the current compa ratios for each pay band as of June 30, 2007 as well as the compa ratios adjusted for a possible 3% increase to the pay bands. Average salary positioning in each pay band is graphically illustrated in Figure 2 on page 25.

Table 11: Pay Band Compa Ratios

<table>
<thead>
<tr>
<th>Pay Band</th>
<th>Current Compa-Ratios</th>
<th>Compa-Ratios Adjusted for 3% Increase</th>
<th>Pay Band</th>
<th>Current Compa-Ratios</th>
<th>Compa-Ratios Adjusted for 3% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>94.16%</td>
<td>91.42%</td>
<td>K</td>
<td>97.44%</td>
<td>94.61%</td>
</tr>
<tr>
<td>C</td>
<td>102.27%</td>
<td>99.29%</td>
<td>L</td>
<td>99.36%</td>
<td>96.47%</td>
</tr>
<tr>
<td>D</td>
<td>104.48%</td>
<td>101.43%</td>
<td>M</td>
<td>98.60%</td>
<td>95.73%</td>
</tr>
<tr>
<td>E</td>
<td>100.13%</td>
<td>97.21%</td>
<td>N</td>
<td>94.63%</td>
<td>91.87%</td>
</tr>
<tr>
<td>F</td>
<td>97.33%</td>
<td>94.49%</td>
<td>O</td>
<td>96.53%</td>
<td>93.72%</td>
</tr>
<tr>
<td>G</td>
<td>101.76%</td>
<td>98.80%</td>
<td>P</td>
<td>93.71%</td>
<td>90.98%</td>
</tr>
<tr>
<td>H</td>
<td>100.09%</td>
<td>97.18%</td>
<td>Q</td>
<td>95.43%</td>
<td>92.65%</td>
</tr>
<tr>
<td>I</td>
<td>97.47%</td>
<td>94.63%</td>
<td>R</td>
<td>97.79%</td>
<td>94.94%</td>
</tr>
<tr>
<td>J</td>
<td>94.29%</td>
<td>91.54%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As both Table 11 and Figure 2 suggest, average salaries appear to be well positioned in the pay bands. With the exception of Bands C, D, E, G, and H, average salaries are actually below the midpoint of the pay bands. Even in the bands cited as exceptions, the average is either at or only slightly above the midpoint. As illustrated in Figure 2, only about 12 percent of classified employee salaries are in the highest quartile of the pay bands or above the pay band maximums.
Cost of Pay Band Adjustment

A cost has been calculated for a pay band adjustment of 3.0 percent, which takes into account market and structure movement, but which is primarily intended to address
the impact on the classified structure caused by the indexed minimum wage (see next section). The annualized cost for such an adjustment, including the cost of retirement and social security contributions, is $610,889.32. A detailed breakdown of costs by agency can be found in table A5 in the Appendix.

**Minimum Wage for State Employees**

Effective July 1, 2007, HB 1114 required the State minimum wage to increase to the Federal Poverty Guidelines for a three-person household as issued each year by the US Department of Health and Human Services. As a result, the State minimum wage moved to $17,170 per year ($8.25 an hour) from the previous $12,480 per year ($6.00 an hour rate). Table 12 illustrates the pay band structure prior to HB 1114 implementation.

<table>
<thead>
<tr>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$12,483</td>
<td>$16,367</td>
<td>$20,459</td>
<td>J</td>
<td>$26,156</td>
<td>$34,874</td>
<td>$43,593</td>
</tr>
<tr>
<td>B</td>
<td>$12,865</td>
<td>$17,153</td>
<td>$21,441</td>
<td>K</td>
<td>$28,590</td>
<td>$38,120</td>
<td>$47,650</td>
</tr>
<tr>
<td>C</td>
<td>$13,610</td>
<td>$18,147</td>
<td>$22,684</td>
<td>L</td>
<td>$31,448</td>
<td>$41,931</td>
<td>$52,414</td>
</tr>
<tr>
<td>D</td>
<td>$14,673</td>
<td>$19,564</td>
<td>$24,455</td>
<td>M</td>
<td>$34,907</td>
<td>$46,543</td>
<td>$58,179</td>
</tr>
<tr>
<td>E</td>
<td>$16,141</td>
<td>$21,521</td>
<td>$26,901</td>
<td>N</td>
<td>$38,748.</td>
<td>$51,664</td>
<td>$64,580</td>
</tr>
<tr>
<td>F</td>
<td>$17,754</td>
<td>$23,672</td>
<td>$29,590</td>
<td>O</td>
<td>$43,397</td>
<td>$57,862</td>
<td>$72,328</td>
</tr>
<tr>
<td>G</td>
<td>$19,531</td>
<td>$26,041</td>
<td>$32,551</td>
<td>P</td>
<td>$49,039</td>
<td>$65,385</td>
<td>$81,731</td>
</tr>
<tr>
<td>H</td>
<td>$21,484</td>
<td>$28,645</td>
<td>$35,806</td>
<td>Q</td>
<td>$55,415</td>
<td>$73,886</td>
<td>$92,358</td>
</tr>
<tr>
<td>I</td>
<td>$23,792</td>
<td>$31,722</td>
<td>$39,653</td>
<td>R</td>
<td>$62,618</td>
<td>$83,490</td>
<td>$104,363</td>
</tr>
</tbody>
</table>

In order to implement HB 1114, the Office of Personnel Management (OPM) had two options: 1.) Adjust the entire pay band structure upwards in order to maintain the internal equity and relationship between pay bands, as illustrated in Table 13 below; or 2.) Adjust only the minimums of those pay bands which are currently below the new minimum wage.

The payroll cost, excluding mandatory benefits, to implement the first option is approximately $54 million, and would result in 15,280 classified employees receiving a salary adjustment. (All cost and impact statements cited in this analysis do not include unclassified and temporary appointments).
Table 13: State of Oklahoma Classified Pay Band Schedule

<table>
<thead>
<tr>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$17,170</td>
<td>$22,854</td>
<td>$28,568</td>
<td>J</td>
<td>$36,595</td>
<td>$48,794</td>
<td>$60,993</td>
</tr>
<tr>
<td>B</td>
<td>$17,998</td>
<td>$23,997</td>
<td>$29,996</td>
<td>K</td>
<td>$40,255</td>
<td>$53,673</td>
<td>$67,092</td>
</tr>
<tr>
<td>C</td>
<td>$19,040</td>
<td>$25,386</td>
<td>$31,733</td>
<td>L</td>
<td>$44,281</td>
<td>$59,041</td>
<td>$73,801</td>
</tr>
<tr>
<td>D</td>
<td>$20,527</td>
<td>$27,369</td>
<td>$34,211</td>
<td>M</td>
<td>$49,151</td>
<td>$65,535</td>
<td>$81,919</td>
</tr>
<tr>
<td>E</td>
<td>$22,579</td>
<td>$30,106</td>
<td>$37,632</td>
<td>N</td>
<td>$54,558</td>
<td>$72,744</td>
<td>$90,930</td>
</tr>
<tr>
<td>F</td>
<td>$24,837</td>
<td>$33,116</td>
<td>$41,395</td>
<td>O</td>
<td>$61,105</td>
<td>$81,473</td>
<td>$101,842</td>
</tr>
<tr>
<td>G</td>
<td>$27,321</td>
<td>$36,428</td>
<td>$45,535</td>
<td>P</td>
<td>$69,049</td>
<td>$92,065</td>
<td>$115,081</td>
</tr>
<tr>
<td>H</td>
<td>$30,053</td>
<td>$40,071</td>
<td>$50,088</td>
<td>Q</td>
<td>$78,025</td>
<td>$104,033</td>
<td>$130,042</td>
</tr>
<tr>
<td>I</td>
<td>$33,269</td>
<td>$44,358</td>
<td>$55,448</td>
<td>R</td>
<td>$88,168</td>
<td>$117,558</td>
<td>$146,947</td>
</tr>
</tbody>
</table>

Unfortunately, the Oklahoma Legislature did not allocate additional funds to enable agencies to cope with the substantial cost of implementing Option 1. As a result, OPM chose the second option and adjusted only those pay band minimums which fell below the new state minimum wage. The payroll cost, excluding mandatory benefits, to implement this option was only $98,670.96, and resulted in 123 classified employees receiving a salary adjustment.

While the second option clearly involves the lesser expense, its implementation does not come without its own cost in terms of its detrimental effects on the pay structure. Table 14 illustrates the effect this option has on the overall pay band structure.
The State’s broad-banded pay bands normally have a 67% spread from the minimum to the maximum of each pay band, with a 5 to 13 percent differential between respective pay band midpoints. However, as a result of the new minimum wage, the highlighted pay bands have been significantly narrowed, as illustrated below:

Such structural changes inevitably impact the ability of the employing agency to maintain desired pay differentials between employees of different tenure within a job or at different levels of a job. Moreover, the impact will become more severe over time, because the minimum wage is now indexed to the poverty guidelines and will of necessity increase each year as the guidelines are adjusted upward. Historically, the guidelines have increased an average of 2.6 percent per year. Assuming, conservatively, that this moderate increase trend continues in the future, and assuming that state employee salaries do not receive across-the-board adjustments during this time period, more pay bands will be affected by these compression problems. Tables 15 through 22 below show the cumulative effect of the compression on the pay bands and the costs.
associated therewith. Ultimately, as many as seven of the state’s eighteen classified pay bands could be impacted, with the minimums of the first four pay bands actually exceeding the established midpoints.

Table 15: 07/01/2008

<table>
<thead>
<tr>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$17,616</td>
<td>$17,185</td>
<td>$21,481</td>
</tr>
<tr>
<td>B</td>
<td>$17,616</td>
<td>$18,011</td>
<td>$22,514</td>
</tr>
<tr>
<td>C</td>
<td>$17,616</td>
<td>$19,054</td>
<td>$23,818</td>
</tr>
<tr>
<td>D</td>
<td>$17,616</td>
<td>$20,542</td>
<td>$25,678</td>
</tr>
<tr>
<td>E</td>
<td>$17,616</td>
<td>$22,597</td>
<td>$28,246</td>
</tr>
<tr>
<td>F</td>
<td>$18,642</td>
<td>$24,856</td>
<td>$31,070</td>
</tr>
<tr>
<td>G</td>
<td>$20,507</td>
<td>$27,343</td>
<td>$34,179</td>
</tr>
<tr>
<td>H</td>
<td>$22,558</td>
<td>$30,077</td>
<td>$37,596</td>
</tr>
<tr>
<td>I</td>
<td>$24,981</td>
<td>$33,308</td>
<td>$41,635</td>
</tr>
</tbody>
</table>

Yearly Cost to Implement: $64,359.14
Number of Employees affected: 184

Table 16: 07/01/2009

<table>
<thead>
<tr>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$18,074</td>
<td>$17,185</td>
<td>$21,481</td>
</tr>
<tr>
<td>B</td>
<td>$18,074</td>
<td>$18,011</td>
<td>$22,514</td>
</tr>
<tr>
<td>C</td>
<td>$18,074</td>
<td>$19,054</td>
<td>$23,818</td>
</tr>
<tr>
<td>D</td>
<td>$18,074</td>
<td>$20,542</td>
<td>$25,678</td>
</tr>
<tr>
<td>E</td>
<td>$18,074</td>
<td>$22,597</td>
<td>$28,246</td>
</tr>
<tr>
<td>F</td>
<td>$18,642</td>
<td>$24,856</td>
<td>$31,070</td>
</tr>
<tr>
<td>G</td>
<td>$20,507</td>
<td>$27,343</td>
<td>$34,179</td>
</tr>
<tr>
<td>H</td>
<td>$22,558</td>
<td>$30,077</td>
<td>$37,596</td>
</tr>
<tr>
<td>I</td>
<td>$24,981</td>
<td>$33,308</td>
<td>$41,635</td>
</tr>
</tbody>
</table>

Yearly Cost to Implement: $137,076.01
Number of Employees affected: 337
### Table 17: 07/01/2010

<table>
<thead>
<tr>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
<th>PAY BAND</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
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Yearly Cost to Implement: $172,813.41  
Number of Employees affected: 478

### Table 18: 07/01/2011

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Yearly Cost to Implement: $271,759.61  
Number of Employees affected: 735
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Yearly Cost to Implement: $421,659.40  
Number of Employees affected: 944

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Yearly Cost to Implement: $551,542.16  
Number of Employees affected: 1,194
Table 21: 07/01/2014

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Yearly Cost to Implement: $663,641.08
Number of Employees affected: 1,380

Table 22: 07/01/2015

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Graphic illustrations of the effect of this pay compression on state employee compensation system can be observed in Tables 23 and 24, below. Table 23 illustrates the cumulative effect of pay compression that will occur within Administrative Technician job family by the year 2015, at which point the indexed minimum wage will have caused all four levels of the job family to have the same minimum hiring rate. Table 24 illustrates the current erosion of pay distinctions between job families, as the new minimum wage has caused Level II of the
Administrative Technician job family (pay band E) to have the same hiring rate as a Level I Housekeeping/Custodial Worker (pay band B).

**Table 23: Pay Compression Within JFD**

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<th>2015 PAY BAND MINIMUM</th>
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**Table 24: Pay Compression Between JFDs**

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While it is apparent that this indexed minimum wage was implemented based on the best of intentions, it has become apparent that its consequences to the state’s classified pay structure are potentially harmful over time. We recommend the indexing feature be deleted from the statute and that the minimum wage remain at $17,170 per year for 2008. This minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness. Maintaining the minimum wage at a constant amount for a period of time will allow those lower pay bands that are impacted by the minimum to be gradually re-adjusted over time to restore them to their intended scope and function.

**Agency Director Salary Structure**

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

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

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

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

The negative consequence of not including the appropriated agency directors in a salary structure is graphically illustrated in the series of charts below. Figure 4 displays the salaries of all agency directors in 2001 plotted against the job evaluation points assigned to the jobs by the HayGroup in its study. This chart clearly depicts the salary dispersion noted by HayGroup in its report as a serious pay equity problem, since jobs of approximately the same size (job evaluation points) have significant disparities in salary. As an example, of the several jobs displayed on the chart with 1200 evaluation points, one has an associated pay level of approximately $80,000, while another has a pay level of $180,000 – a 125 percent disparity in salaries for two jobs of the same size.
If this chart is compared with Figure 5, which depicts current appropriated agency director salaries plotted against job evaluation points, one can discern the same pattern of salary inequities as existed for the entire population of agency directors in 2001.

**Figure 5: Current Appropriated Agency Director Salaries**

![Graph showing current appropriated agency director salaries](image)

By contrast, if both of the above charts are compared with Figure 6, which shows nonappropriated agency director salaries plotted against job evaluation points, one can readily discern that salaries of nonappropriated directors are more tightly clustered together, indicating that jobs of similar size and content have reasonably similar pay levels. Such a pattern is to be expected, since incumbent directors have, for the past two years, been assigned to pay ranges with established minimum and maximum salary points.
maximum pay levels based on job content. Indeed, the pay equity of the nonappropriated directors will only improve over time as the ranges are adjusted upward and the salaries of directors whose pay levels are currently above the pay range maximum gradually fall within the ranges.

**Figure 6: Nonappropriated Agency Director Salaries**

![Graph](image)

This analysis suggests that pay ranges similar to those used for the nonappropriated directors would be equally effective in improving pay equity among the appropriated directors. Although HB 2006 represented a step in the right direction by instituting pay ranges for the nonappropriated agency directors, it fell short of including all agency chief executive officers in a comprehensive, internally equitable, market-based salary structure. In 2006, the Legislature passed HB 1181XX, which increased the salary ranges for the nonappropriated agency directors by 5 percent. If the appropriated directors were to be included in salary ranges consistent with those of the nonappropriated directors, a total of 25 directors’ salaries would need to be increased to meet the minimums of the proposed pay ranges – costing the state $207,047. See Table A7 in the Appendix for details on each agency.

Salary Range Adjustment. Title 74, Section 3601.2 of the Oklahoma Statutes requires that the Office of Personnel Management review salary ranges for nonappropriated agency directors every two years and report on and make recommendations on proposed salary ranges in the Annual Compensation report. As indicated above, the salary ranges of nonappropriated directors are essentially the same as the ranges proposed by the HayGroup in their 2001 study, with the exception of an upward adjustment of 2.8 percent made in 2004 at the time of the incorporation of nonappropriated agency directors and a further adjustment of 5.0 percent made in 2006 as a result of HB 1181XX. In analyzing further changes to this structure, consideration should be given to the original intent of HayGroup in proposing the salary ranges in 2001. In its Report of Findings and Recommendations on the Agency Director Study, HayGroup recommended pay ranges that were less than the
median of its Oklahoma market data, which in turn significantly lagged national market data. Hay’s stated objective in establishing such conservative ranges was to achieve a pragmatic balance between competitive pay and the need for affordability and “political palatability” in public servants’ pay.11

An analysis of market pay growth for this employee category reveals a relatively stable pattern of increases since 2001. WorldatWork Salary Budget Survey reports budget increases ranging from 3.6 percent to 4.1 percent during this time period, with a 4.0 percent increase projected for 2008. The overall average annual increase percentage from January 1, 2002 to July 1, 2008 is approximately 3.85 percent. Salary structure adjustments also remained relatively stable during this time period, increasing by amounts ranging from 2.0 percent to 2.6 percent, with 2.8 percent projected for 2008. The overall average annual structure adjustment from January 1, 2002 to July 1, 2008 is 2.38 percent. Taking these figures into account, and recognizing that public sector executive pay lags the private sector to a considerable degree, a more moderate 3.0 percent average is assumed for annual market pay growth. In light of this data, the philosophy behind the original pay ranges, and the adjustments that have been made to the nonappropriated ranges since 2004, a 10.7 percent adjustment to the current pay ranges for nonappropriated agency directors is recommended. The additional cost to the state of implementing these revised ranges for both appropriated and nonappropriated directors – over and above the cost of incorporating the appropriated directors, identified above – is $337,530, which is displayed in Table A8 in the appendix.

Benefits Analysis

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

Table 25: Vacation Days

<table>
<thead>
<tr>
<th>Annual Leave/Vacation</th>
<th>State of Oklahoma</th>
<th>Market12</th>
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</thead>
<tbody>
<tr>
<td>Number of days after 1 year</td>
<td>15</td>
<td>10</td>
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<tr>
<td>Number of days after 5 years</td>
<td>18</td>
<td>14</td>
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<td>Number of days after 10 years</td>
<td>20</td>
<td>17</td>
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<tr>
<td>Number of days after 15 years</td>
<td>20</td>
<td>19</td>
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<tr>
<td>Number of days after 20 years</td>
<td>25</td>
<td>21</td>
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</tbody>
</table>

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

12 Source: OPM 2007 State of Oklahoma Compensation Survey
Table 26: Sick Days

<table>
<thead>
<tr>
<th>Sick Days</th>
<th>State of Oklahoma</th>
<th>Market(^{13})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of days provided each year</td>
<td>15</td>
<td>9</td>
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</tbody>
</table>

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

**Retirement Plans**

A survey of the competitive labor market revealed the following about employer sponsored retirement plans\(^{14}\):

- 46 percent of the organizations responding provide a defined benefit plan.
- 75 percent of the organizations responding provide a defined contribution plan.
- 79 percent of the organizations providing a defined contribution plan provide a dollar or a percentage match to the employee’s plan.

**Benefit Comparison (Indirect Compensation)**

The State of Oklahoma offers a comprehensive employee benefit package. Table 27 below displays a breakdown of the employer benefits of the state’s package compared to those of the external labor market. The percentages in the table indicate the employers’ contribution in relation to the respective average base salary.

Table 27: Average Employee Benefit Comparison

<table>
<thead>
<tr>
<th>Benefit</th>
<th>State of Oklahoma Contribution</th>
<th>Market Contribution(^{15})</th>
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</thead>
<tbody>
<tr>
<td>Health Care Benefit</td>
<td>28.26%</td>
<td>16.51%</td>
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<tr>
<td>Annual Leave Accrual</td>
<td>20</td>
<td>17</td>
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<tr>
<td>Sick Leave Accrual</td>
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<td>9</td>
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<tr>
<td>Paid Holidays</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Defined Benefit Retirement Plan (employer contribution)(^{16})</td>
<td>12.5%</td>
<td>9.56%</td>
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<tr>
<td>Defined Contribution Retirement Plan</td>
<td>1%</td>
<td>7.5%</td>
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<tr>
<td>Social Security</td>
<td>7.65%</td>
<td>7.65%</td>
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<tr>
<td>Worker’s Compensation &amp; Unemployment Insurance</td>
<td>1%</td>
<td>1%</td>
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</tbody>
</table>

\(^{13}\) Source: OPM 2007 State of Oklahoma Compensation Survey

\(^{14}\) Source: OPM 2007 State of Oklahoma Compensation Survey

\(^{15}\) Source: OPM 2007 State of Oklahoma Compensation Survey

\(^{16}\) Includes only those employers that offer a Defined Benefit Retirement Plan.
Benefit costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefit cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers.

**Turnover Analysis**

Table 28 displays the overall and voluntary turnover rates for the state’s classified work force. The overall rate decreased from the previous year’s rate of 14.8 percent to 13.9 percent, and the voluntary rate decreased from 12.3 percent to 11.6 percent.

Table 28: FY 2007 State Classified Employee Turnover

<table>
<thead>
<tr>
<th>Employees as of 7/1/07</th>
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<tr>
<td>Resignations</td>
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<td>Retirements</td>
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<td>Discharges</td>
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<td>Deaths</td>
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<tr>
<td>Overall Turnover Rate</td>
<td>13.9%</td>
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<tr>
<td>Voluntary Turnover Rate</td>
<td>11.6%</td>
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A list of job families with turnover rates of 10 percent or greater is included in Table A5 in the Appendix). Also included is a listing of 76 JFD levels with 10 percent or greater voluntary turnover for three consecutive fiscal years. (Table A4 in the Appendix). For FY 2007, there were 308 job family levels that had a turnover of ten percent or greater, a decrease of 4.4 percent from the previous fiscal year. Of the 76 job family levels with 10 percent or greater voluntary turnover for three consecutive years, approximately 32.89 percent had a turnover rate of at least 20 percent or greater for three consecutive fiscal years.

During FY 2007, the turnover cost for the classified workforce was $84.9 million. As indicated in the methodology section, this figure was based on a conservative costing model. Below is the calculation using the actual salary and demographic figures:

A. Classified benchmark average salary: $34,713.71
B. Percentage of pay for benefits times annual pay:
   50.41% (X) $34,713.71 = $17,499.18
C. Total employee annual cost (add A + B): $32,427.98 +$14,608.80 = $52,212.89

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D. Number of Voluntary Separations: 3,255
E. Amount of time an employee becomes fully productive: 12 months
F. Per person turnover cost: \( \frac{12}{12} \times \$52,212.89 \times 50\% = \$26,106.45^{18} \)
G. Annual turnover cost for the state: \( \$26,106.45 \times 3,255 = \) 
**Total Turnover Cost: \$84,976,478.48**

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18 Assumes 50 percent productivity throughout first year (E).
Compensation

Results of the 2007 Annual Compensation Report indicate that the state’s classified pay rates are 12.05 percent below the market based on average pay rates for classified benchmark jobs.

During the period FY 2005 – FY 2007, general increases were provided to state employees that helped to keep pace with market pay growth. However, no increase has been approved for FY 2008, notwithstanding the fact that market pay increases averaged approximately 4 percent in 2007 and are projected to be at approximately the same level next year. To effectively compete for a high quality work force, the state cannot afford to be complacent and allow its classified pay rates to fall further behind the market, particularly in critical jobs.

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

**Recommendation:** We recommend that the minimums, maximums and midpoints of the classified pay bands be adjusted upward by 3.0 percent. This figure takes into account market pay and structure movement and is intended to keep the state’s pay structure competitive with the market. The annual cost of such an adjustment will be approximately $610,889.32, which is the cost of pay adjustments to the new pay band minimums for those employees whose salaries currently fall below those levels and includes the cost of mandatory benefits. This adjustment will position the pay bands competitively with the market and will enable agencies to effectively use the pay movement mechanisms to target recruitment and retention problems. See Table A5 in the Appendix for cost information for each agency affected.

**Recommendation:** The newly established minimum wage for state employees, which is indexed to the Federal poverty guidelines for a three-person household, will ultimately create serious pay compression problems that undermine employee morale and will be costly to remedy. We recommend that the indexing feature be deleted from the statute and that the minimum wage remain at $17,170 per year for 2008. This minimum wage level can be monitored and be revised with overall pay increases to address market competitiveness. Maintaining the minimum wage at a constant amount for a period of time will allow those lower pay bands that are impacted by the minimum to be gradually re-adjusted over time to restore them to their intended scope and function.

**Recommendation:** State classified pay rates are currently 12.05 percent below market. As market pay continues to grow at levels approximating 4 percent per year, it is likely the state will lose even more ground against the market unless a general increase is provided to all state employees. Annual increases are common in the private sector, as the WorldatWork data on salary budgets confirms. Moreover, numerous states have been providing modest pay adjustments in recent years on a more consistent, regular basis, in an effort to remain competitive in the market and to
avoid the “feast or famine” pattern of extended periods with no increases followed by large “catch-up” pay adjustments. Providing modest increases on a regular basis is more motivating to employees and encourages loyalty. In light of this, a 5.0 percent general pay increase is recommended to enable the state to establish a competitive position with the market. The cost of a 5.0 percent adjustment (including mandatory benefits) for all state agencies is estimated to be $84,856,027. In addition, a 2.0 percent fund based upon agencies’ payroll budgets and earmarked for pay movement mechanisms should be provided to appropriated agencies. This enables agencies to deal with recruitment and retention problems and internal equity issues, as well as to encourage high performance and the acquisition of essential skills, through the use of pay movement mechanisms such as market adjustments, equity adjustments, performance-based adjustments, and skill-based pay adjustments. Such a fund is estimated to cost $33,942,411.

Recommendation: During the 2004 Legislative Session, House Bill 2006 was passed, which placed the nonappropriated agency directors into the salary structure recommended by the Agency Director Compensation Report, issued on January 11, 2002. We recommend the Legislature incorporate all remaining agency directors into this structure. This will establish a comprehensive salary structure, which will enable the pay of the state’s executives to be administered in a manner that will assure internal equity and external market competitiveness, consistent with principles employed in the state classified pay system. The cost to the state of incorporating the remaining agency directors into the structure is $207,047, which includes the additional cost of mandatory benefits. This cost should be borne by the agencies, without additional funding by the Legislature.

Recommendation: To keep pace with market pay growth, the minimums, midpoints and maximums of the original pay structure should be adjusted. When the pay bands were first established and recommended in 2001, they were set at a level which was below both the Oklahoma and national market, in an effort to strike a balance between competitiveness and affordability. Since the initial recommendation in 2001, the nonappropriated directors were included in the structure and the ranges have been adjusted twice: by 2.8 percent in 2004 and by 5.0 percent in 2006. Considering the original philosophy behind the positioning of the ranges in 2001, the subsequent adjustments made to the ranges, and the impact of market movement since 2001, an upward adjustment to the ranges of 10.7 percent is recommended. The cost to the state of adjusting the ranges with all agency directors included will be an additional $337,530, over and above the cost of adding the remaining directors to the structure (identified above). This additional cost should be borne by the agencies, without additional funding by the Legislature.
Table A1: 2007 Multi-Survey Benchmark Jobs

147 benchmarks were added this year for a total of 399 JFD’s representing 20,072 state employees. **Bold** indicates new titles and levels in this year’s report.

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Table A2: Benchmarks Below Market by 10% or More

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<td>CHAPLAIN III</td>
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Table A3: Voluntary Turnover Rates > 10% for 3 Fiscal Years

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<th>Voluntary Turnover Rate FY 2006</th>
<th>Voluntary Turnover Rate FY 2005</th>
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</tr>
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<td>27.90%</td>
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<td>25.00%</td>
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Table A4: FY 2007 Turnover Rate >10% by Job Family Level

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<th>Voluntary Turnover Rate FY 2007</th>
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<td>16.7%</td>
<td>14.3%</td>
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<tr>
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<td>Voluntary Turnover Rate FY 2005</td>
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<td>Overall Turnover Rate FY 2007</td>
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2007 Annual Compensation Report

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2007 Annual Compensation Report
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2007 Annual Compensation Report
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<td>Overall Turnover Rate FY 2007</td>
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<td>Voluntary Turnover Rate FY 2006</td>
<td>Voluntary Turnover Rate FY 2005</td>
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2007 Annual Compensation Report
### Table A5: Effect of Pay Band Adjustment By Agency

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<th>Agency Name</th>
<th>FTE BELOW PROPOSED MINIMUM</th>
<th>Cost of 3% Adjustment by Agency*</th>
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<td>PAY BAND</td>
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<tr>
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<tr>
<td>F</td>
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Table A7: Cost of Proposed Pay Bands for Selected Agency Directors

Note: This includes all appropriated agency directors and nonappropriated agency directors who are not currently included in Title 74, Section 3601.2 of the Oklahoma Statutes.

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<th>Agency</th>
<th>Current Salary</th>
<th>Proposed Minimum</th>
<th>Proposed Midpoint</th>
<th>Proposed Maximum</th>
<th>Cost to Meet Minimum</th>
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Table A8: Additional Cost to Raise All Directors to New Pay Bands

Note: *NOTE: Italicized salaries are adjusted salaries for those appropriated directors whose current salaries fall below the minimum of the previous nonappropriated structure. Those agencies added to the structure are shown in bold.

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<td>Proposed Minimum</td>
<td>Proposed Midpoint</td>
<td>Proposed Maximum</td>
<td>Cost to Meet Minimum</td>
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## Table A9: Market Analysis by Agency

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<th>AGENCY NAME</th>
<th># OF CLASSIFIED INCS</th>
<th># OF BENCHMARK INCS</th>
<th>% INCS COVERED</th>
<th>BENCHMARK AVG SALARY</th>
<th>MARKET AVG SALARY</th>
<th>% BELOW MARKET</th>
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<td>BENCHMARK AVG SALARY</td>
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<td>1616</td>
<td>67.96%</td>
<td>$36,407.85</td>
<td>$45,477.87</td>
<td>-24.91%</td>
</tr>
<tr>
<td>350</td>
<td>HISTORICAL SOCIETY</td>
<td>143</td>
<td>83</td>
<td>58.04%</td>
<td>$33,182.73</td>
<td>$41,434.80</td>
<td>-24.87%</td>
</tr>
<tr>
<td>355</td>
<td>HUMAN RIGHTS COMMISSION</td>
<td>15</td>
<td>5</td>
<td>33.33%</td>
<td>$29,344.69</td>
<td>$32,070.03</td>
<td>-9.29%</td>
</tr>
<tr>
<td>390</td>
<td>COMPSOURCE OKLAHOMA</td>
<td>174</td>
<td>153</td>
<td>87.93%</td>
<td>$39,170.52</td>
<td>$45,117.32</td>
<td>-15.18%</td>
</tr>
<tr>
<td>400</td>
<td>OFFICE OF JUVENILE AFFAIRS</td>
<td>908</td>
<td>627</td>
<td>69.05%</td>
<td>$29,600.89</td>
<td>$35,065.42</td>
<td>-18.46%</td>
</tr>
<tr>
<td>405</td>
<td>DEPARTMENT OF LABOR</td>
<td>80</td>
<td>54</td>
<td>67.50%</td>
<td>$39,815.14</td>
<td>$48,872.79</td>
<td>-22.75%</td>
</tr>
<tr>
<td>410</td>
<td>LAND OFFICE</td>
<td>38</td>
<td>19</td>
<td>50.00%</td>
<td>$43,342.83</td>
<td>$54,890.56</td>
<td>-26.64%</td>
</tr>
<tr>
<td>430</td>
<td>DEPARTMENT OF LIBRARIES</td>
<td>58</td>
<td>46</td>
<td>79.31%</td>
<td>$36,419.51</td>
<td>$44,195.89</td>
<td>-21.35%</td>
</tr>
<tr>
<td>445</td>
<td>LP GAS ADMINISTRATION</td>
<td>6</td>
<td>1</td>
<td>16.67%</td>
<td>$33,113.28</td>
<td>$42,581.26</td>
<td>-28.59%</td>
</tr>
<tr>
<td>450</td>
<td>MEDICAL LICENSURE/SUPERVISION BOARD</td>
<td>16</td>
<td>11</td>
<td>68.75%</td>
<td>$32,652.64</td>
<td>$35,147.68</td>
<td>-7.64%</td>
</tr>
<tr>
<td>452</td>
<td>MENTAL HEALTH &amp; SUBSTANCE ABUSE</td>
<td>1218</td>
<td>1132</td>
<td>92.94%</td>
<td>$26,679.55</td>
<td>$30,541.82</td>
<td>-14.48%</td>
</tr>
<tr>
<td>477</td>
<td>OBN</td>
<td>76</td>
<td>18</td>
<td>23.68%</td>
<td>$28,744.88</td>
<td>$31,530.80</td>
<td>-9.69%</td>
</tr>
<tr>
<td>515</td>
<td>OPERS</td>
<td>33</td>
<td>14</td>
<td>42.42%</td>
<td>$32,851.09</td>
<td>$35,368.72</td>
<td>-7.66%</td>
</tr>
<tr>
<td>AGENCY #</td>
<td>AGENCY NAME</td>
<td># OF CLASSIFIED INCS</td>
<td># OF BENCHMARK INCS</td>
<td>% INCS COVERED</td>
<td>BENCHMARK AVG SALARY</td>
<td>MARKET AVG SALARY</td>
<td>% BELOW MARKET</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------</td>
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<td>----------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>516</td>
<td>OSEEGIB</td>
<td>149</td>
<td>77</td>
<td>51.68%</td>
<td>$40,402.74</td>
<td>$49,546.34</td>
<td>-22.63%</td>
</tr>
<tr>
<td>525</td>
<td>BOARD OF OSTEOPATHIC EXAMINERS</td>
<td>2</td>
<td>1</td>
<td>50.00%</td>
<td>$40,402.74</td>
<td>$49,546.34</td>
<td>-22.63%</td>
</tr>
<tr>
<td>548</td>
<td>OFFICE OF PERSONNEL MANAGEMENT</td>
<td>53</td>
<td>46</td>
<td>86.79%</td>
<td>$38,974.58</td>
<td>$49,433.15</td>
<td>-26.83%</td>
</tr>
<tr>
<td>560</td>
<td>PHARMACY BOARD</td>
<td>2</td>
<td>1</td>
<td>50.00%</td>
<td>$45,566.89</td>
<td>$80,101.00</td>
<td>-75.79%</td>
</tr>
<tr>
<td>566</td>
<td>DEPARTMENT OF TOURISM &amp; RECREATION</td>
<td>321</td>
<td>262</td>
<td>81.62%</td>
<td>$29,184.16</td>
<td>$35,543.01</td>
<td>-21.79%</td>
</tr>
<tr>
<td>568</td>
<td>SCENIC RIVERS COMMISSION</td>
<td>2</td>
<td>2</td>
<td>100.00%</td>
<td>$27,589.97</td>
<td>$44,105.36</td>
<td>-59.86%</td>
</tr>
<tr>
<td>570</td>
<td>PROFESSIONAL ENGINEERS &amp; LANDSURVEYORS</td>
<td>4</td>
<td>4</td>
<td>100.00%</td>
<td>$29,292.10</td>
<td>$32,905.67</td>
<td>-12.34%</td>
</tr>
<tr>
<td>580</td>
<td>DEPARTMENT OF CENTRAL SERVICES</td>
<td>172</td>
<td>154</td>
<td>89.53%</td>
<td>$32,264.52</td>
<td>$40,766.35</td>
<td>-26.35%</td>
</tr>
<tr>
<td>585</td>
<td>DEPARTMENT OF PUBLIC SAFETY</td>
<td>1421</td>
<td>1181</td>
<td>83.11%</td>
<td>$45,467.83</td>
<td>$45,207.63</td>
<td>0.57%</td>
</tr>
<tr>
<td>588</td>
<td>REAL ESTATE COMMISSION</td>
<td>12</td>
<td>9</td>
<td>75.00%</td>
<td>$28,419.83</td>
<td>$37,174.02</td>
<td>-30.80%</td>
</tr>
<tr>
<td>619</td>
<td>PHYSICIANS MANPOWER &amp; TRAINING</td>
<td>3</td>
<td>2</td>
<td>66.67%</td>
<td>$31,591.56</td>
<td>$32,459.71</td>
<td>-2.75%</td>
</tr>
<tr>
<td>620</td>
<td>QUARTZ MOUNTAIN</td>
<td>7</td>
<td>6</td>
<td>85.71%</td>
<td>$26,460.86</td>
<td>$29,926.94</td>
<td>-13.10%</td>
</tr>
<tr>
<td>625</td>
<td>SECRETARY OF STATE</td>
<td>25</td>
<td>16</td>
<td>64.00%</td>
<td>$34,327.50</td>
<td>$42,119.80</td>
<td>-22.70%</td>
</tr>
<tr>
<td>629</td>
<td>SCHOOL OF SCIENCE &amp; MATHEMATICS</td>
<td>3</td>
<td>3</td>
<td>100.00%</td>
<td>$22,735.99</td>
<td>$23,587.04</td>
<td>-3.74%</td>
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<tr>
<td>630</td>
<td>DEPARTMENT OF SECURITIES</td>
<td>2</td>
<td>2</td>
<td>100.00%</td>
<td>$30,524.44</td>
<td>$29,783.73</td>
<td>2.43%</td>
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<tr>
<td>635</td>
<td>DEPARTMENT OF CONSUMER CREDIT</td>
<td>12</td>
<td>10</td>
<td>83.33%</td>
<td>$31,301.47</td>
<td>$39,365.91</td>
<td>-25.76%</td>
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<tr>
<td>645</td>
<td>CONSERVATION COMMISSION</td>
<td>6</td>
<td>6</td>
<td>100.00%</td>
<td>$48,672.06</td>
<td>$60,164.46</td>
<td>-23.61%</td>
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<tr>
<td>650</td>
<td>DEPARTMENT OF VETERAN AFFAIRS</td>
<td>1653</td>
<td>1483</td>
<td>89.72%</td>
<td>$27,900.61</td>
<td>$29,587.04</td>
<td>-6.04%</td>
</tr>
<tr>
<td>AGENCY #</td>
<td>AGENCY NAME</td>
<td># OF CLASSIFIED INCs</td>
<td># OF BENCHMARK INCs</td>
<td>% INCs COVERED</td>
<td>BENCHMARK AVG SALARY</td>
<td>MARKET AVG SALARY</td>
<td>% BELOW MARKET</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------</td>
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<td>----------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>670</td>
<td>J.D. McCARTY CHILDREN'S CENTER</td>
<td>170</td>
<td>162</td>
<td>95.29%</td>
<td>$25,788.08</td>
<td>$29,624.53</td>
<td>-14.88%</td>
</tr>
<tr>
<td>695</td>
<td>TAX COMMISSION</td>
<td>656</td>
<td>414</td>
<td>63.11%</td>
<td>$32,361.12</td>
<td>$44,997.37</td>
<td>-39.05%</td>
</tr>
<tr>
<td>715</td>
<td>TEACHER'S RETIREMENT SYSTEM</td>
<td>26</td>
<td>12</td>
<td>46.15%</td>
<td>$33,817.32</td>
<td>$37,165.84</td>
<td>-9.90%</td>
</tr>
<tr>
<td>805</td>
<td>DEPARTMENT OF REHABILITATION SERVICES</td>
<td>722</td>
<td>336</td>
<td>46.54%</td>
<td>$30,295.30</td>
<td>$36,082.98</td>
<td>-19.10%</td>
</tr>
<tr>
<td>815</td>
<td>EMPLOYEE BENEFITS COUNCIL</td>
<td>27</td>
<td>15</td>
<td>55.56%</td>
<td>$46,904.37</td>
<td>$58,746.52</td>
<td>-25.25%</td>
</tr>
<tr>
<td>830</td>
<td>DEPARTMENT OF HUMAN SERVICES</td>
<td>6968</td>
<td>5499</td>
<td>78.92%</td>
<td>$30,825.20</td>
<td>$36,107.68</td>
<td>-17.14%</td>
</tr>
<tr>
<td>835</td>
<td>WATER RESOURCES BOARD</td>
<td>63</td>
<td>47</td>
<td>74.60%</td>
<td>$45,119.92</td>
<td>$54,419.53</td>
<td>-20.61%</td>
</tr>
<tr>
<td>880</td>
<td>WILL ROGERS COMMISSION</td>
<td>3</td>
<td>1</td>
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<td>$19,598.29</td>
<td>$22,454.05</td>
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</tr>
<tr>
<td>978</td>
<td>TURNPIKE AUTHORITY</td>
<td>517</td>
<td>176</td>
<td>34.04%</td>
<td>$31,312.76</td>
<td>$36,601.18</td>
<td>-16.89%</td>
</tr>
<tr>
<td>980</td>
<td>GRAND RIVER DAM AUTHORITY</td>
<td>377</td>
<td>210</td>
<td>55.70%</td>
<td>$52,422.71</td>
<td>$49,866.31</td>
<td>4.88%</td>
</tr>
</tbody>
</table>