



2015 ANNUAL COMPENSATION REPORT

Human Capital Management
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Annual Compensation Report

Fiscal Year 2015

Office of Management and Enterprise Services Human Capital Management

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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 304 benchmark jobs indicates that, on average, classified employee salaries are 23.51 percent below the competitive labor market. The 304 benchmarks represent 12,835 employees, or 55 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 ¹	Market	% Difference
2015	\$43,432	\$56,778	-23.51%

¹ 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)

Averages	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost	\$43,432	\$56,778	-23.51%
Average Benefit Cost	\$26,299	\$27,103	-2.97%
Average Total Compensation Cost	\$69,731	\$83,881	-16.87%

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.

CLASSIFIED EMPLOYEE TURNOVER

The overall turnover rate among classified employees in FY 2015 was 18.1 percent and the voluntary rate was 14.6 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2015 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 2000-2015

Year	Overall Turnover Rate	Voluntary Turnover Rate
2015	18.10%	14.60%
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: In 2013, The 2013 Total Remuneration Study replaced the Annual Compensation Report so there is no turnover data for that year.

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RECOMMENDATIONS

COMPENSATION

Results of the 2015 Annual Compensation Report indicate that the state's classified pay rates are 23.51 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures.

Although current revenue shortfalls and the likelihood of the continuation of those shortfalls in the foreseeable future have severely restricted the state from taking any meaningful steps this year to improve its competitive position in the market, the state should be prepared to address pay concerns when funds are available.

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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 December 1 of each year. Such analysis shall include all forms of compensation including fringe benefits. Information solicited by the Office of Management and Enterprise Services from public and private sector employers for such analysis, including but not limited to salaries, benefits, and compensation policies and procedures, shall be confidential and shall not be subject to disclosure under the Oklahoma Open Records Act.”

The Office of Management and Enterprise Services 2015 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 compares these programs to 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 the State of Oklahoma Merit System pay practices for classified jobs compared with the relevant labor market. These pay practices represent approximately 70 percent of all state employees. Survey sources used for this year’s salary and benefit analysis are:

- 2015 National Compensation Association of State Governments (data from states contiguous to the State of Oklahoma).
- 2015 Oklahoma Hospital Association Survey.
- Compensation Data 2015 Non-Profit Survey, by CompData Surveys.
- 2014 Economic Research Institute Salary Assessor.
- The Kaiser Foundation Employer Health Benefits 2015 Annual Survey.
- National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2013 (contiguous states).

2015 LEGISLATIVE COMPENSATION ACTIVITY

NOTE ON ECONOMIC CONDITIONS

As of November 2015, the unemployment rate in the United States was 5 percent, while Oklahoma’s rate was 4.3 percent, according to bls.gov.

<http://www.bls.gov/news.release/laus.nr0.htm>

According to the WorldatWork 2015-2016 Salary Budget Survey, pay increase budgets with U.S. employers will remain at 3 percent for 2016.

<http://www.worldatwork.org/adimComment?id=79019>

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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.

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 91 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 235 of our benchmark jobs.

The Kaiser Foundation Employer Health Benefits 2015 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 Foundation 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.¹ 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.²
 - G. Annual turnover cost for the state: (Multiply F X D).

¹ Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87

² Assumes 50 percent productivity throughout first year (E).

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ANALYSIS

CLASSIFIED EMPLOYEE BENCHMARK JOB AVERAGE SALARY COMPARISON

An analysis of salary survey data submitted indicates that, on average, classified employee salaries are 23.51 percent below the competitive labor market. Table 4 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 4: Employee Average Salary Comparison

Fiscal Year	State of Oklahoma Average Salary ^[1]	Market	% Difference
2015	\$43,432	\$56,778	-23.51%

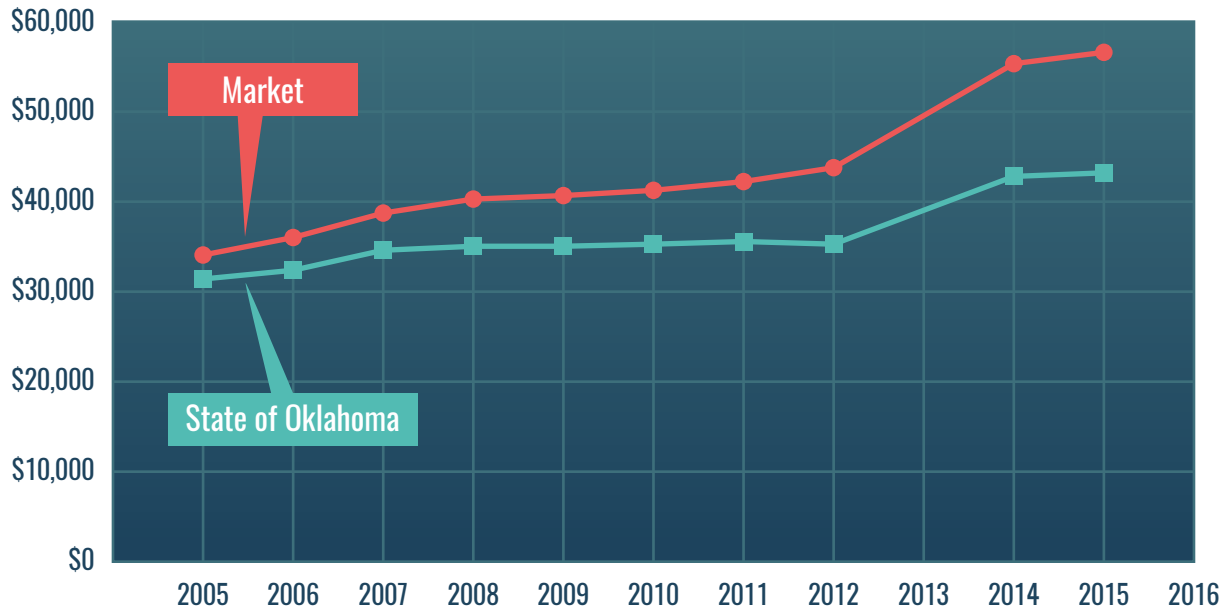
^[1] Includes average longevity payment for each benchmark.

A review of market and state average salary growth from 2005 to the present (see Table 5 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 38 percent since 2005 while the market has increased closer to 67 percent during the same time. Data from FY 2013 is unavailable due to the 2013 Total Remuneration Report replacing the Annual Compensation Report.

Table 5: Market Comparison Trend (2005-2015)

Year	State of Oklahoma	State Average Salary Increase % From Year to Year	Market	Market Average Salary Increase % From Year to Year
2015	\$43,432	1.15%	\$56,778	2.13%
2014	\$42,940	21.46%	\$55,595	26.41%
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	
Percent Salary Increase 2005-2015		37.80%		66.49%

Figure 1: State of Oklahoma vs. Market Pay Trend (2005-2015)



Clearly, the lack of regular general pay increases over the past several years (see Table 6 below) has caused the state’s position to increasingly lag behind the market.

Table 6: State of Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2015	\$0.00	N/A
SB2131	2014	A 6.25% 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%.	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%	10/1/2006
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

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

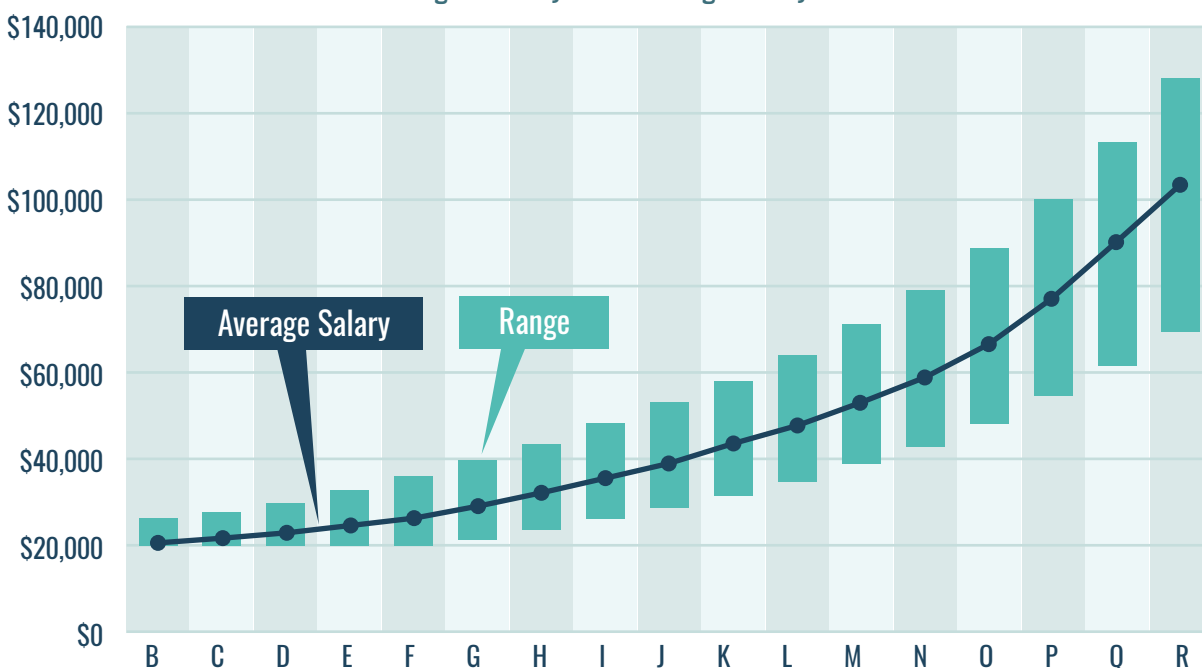
Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much headroom is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa-ratio, which is 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 7 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2015.

Table 7: Pay Band Compa-ratio

Pay Band	Pay Band Average Salary	Pay Band Midpoint	Compa-Ratio
B	\$20,825	\$21,018	99%
C	\$21,995	\$22,236	99%
D	\$23,561	\$23,972	98%
E	\$24,980	\$26,371	95%
F	\$26,831	\$29,007	92%
G	\$29,475	\$31,909	92%
H	\$32,703	\$35,099	93%
I	\$35,922	\$38,870	92%
J	\$39,349	\$42,733	92%
K	\$44,076	\$46,710	94%
L	\$48,220	\$51,380	94%
M	\$53,455	\$57,031	94%
N	\$59,023	\$63,305	93%
O	\$66,907	\$70,901	94%
P	\$77,315	\$80,119	96%
Q	\$90,274	\$90,535	100%
R	\$103,604	\$102,304	101%

As both Table 7 and Figure 2 illustrate, average salaries appear to be well-positioned in the pay bands. With the exception of Pay Band R, most average salaries are actually below the midpoint of the pay bands. However, moving the pay bands in July 2016 will provide room for growth and 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



AGENCY DIRECTOR SALARY STRUCTURE

In 2013, pursuant to Title §74-3601.2, Human Capital Management of the Office of Management and Enterprise Services 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. Agencies are to report agency director increases to HCM by August 1 each year. Thirteen agency directors were given a salary increase in FY 2015.

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 years, which means the average annual leave accrual is 20 days per year.

Defined-Benefit Retirement Plan – During FY 2015, the state contributed 16.5 percent of employees’ salaries.

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 2015 Annual Survey. The average amount the market contributed for employee-only insurance was \$5,032 per year.

Paid Leave – According to the State of Oklahoma 2013 Total Remuneration Study, the average employer offered nine 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 13.3 percent or \$7,551 per employee. This figure is an average of the surrounding state employer contributions.

Social Security – The mandatory employer contribution to Social Security is 7.65 percent of employees' salaries.

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 8: 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 9 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 9: Average Employee Benefit Cost Comparison

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/ Below Market
Health Insurance	\$7,692	\$5,032 ¹	52.86%
Annual Leave Accrual Days	\$3,341	\$4,368 ²	-23.51%
Sick Leave Accrual Days	\$2,506	\$3,276 ³	-23.51%
Paid Holidays	\$1,838	\$1,965 ⁴	-6.51%
Defined Benefit Retirement Plan (Employer contribution)	\$7,166	\$7,551 ⁵	-5.10%
Social Security	\$3,323	\$4,344	-23.51%
Workers' Compensation and Unemployment Insurance	\$434	\$568	-23.51%
Total Benefit Cost	\$26,299	\$27,103	-2.97%
Average Salaries	\$43,432	\$56,778	-23.51%
Average Total Compensation Cost	\$69,731	\$83,881	-16.87%

¹ <http://kff.org/report-section/ehbs-2015-summary-of-findings/>

² 2013 Total Remuneration Study – Market averages 20 annual leaves 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 the many different health care plan designs of 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 of, 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.

Excess benefit allowance, after core benefits have been selected, may be used by employees to pay for optional benefits or added to their paychecks. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life, flexible spending accounts, the Thrive 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 10: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost	\$43,432	\$56,778	-23.51%
Average Benefit Cost	\$26,299	\$27,103	-2.97%
Average Total Compensation Cost	\$69,731	\$83,881	-16.87%

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 11 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 17.73 percent to 18.13 percent. The voluntary rate also increased slightly from 13.85 percent to 14.59 percent.

Table 11: FY 2015 State Classified Employee Turnover

Employees as of 7/01/2014	23489
Resignations	2660
Retirements	766
Discharges	775
Deaths	57
Overall Turnover Rate	18.13%
Voluntary Turnover Rate	14.59%

A list of job families with turnover rates is included in Table A3 in the Appendix. During FY 2015, the turnover cost for the classified workforce was \$119,449,203. As indicated in the methodology section, this figure was based on a conservative costing model.¹ Table 12 is the calculation using the actual salary and demographic figures:

Table 12: FY 2015 Turnover Cost

A	Classified benchmark average salary	\$43,432
B	Percentage of pay for benefits (X) average salary	\$26,299
C	Total employee annual cost (add A + B)	\$69,731
D	Number of employees that voluntarily resigned within the previous FY	3,426
E	The time an employee becomes fully productive (typically 12 months)	12 Months
F	Per person turnover cost: (E, 12) (X) C (X) 50% ²	\$34,866
G	Annual turnover cost for the state: (Multiply F X D)	\$119,449,203

¹ Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87

² Assumes 50 percent productivity throughout first year (E).

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RECOMMENDATIONS

COMPENSATION

Results of the 2015 Annual Compensation Report indicate that the state's classified pay rates are 23.51 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures.

Although current revenue shortfalls and the likelihood of the continuation of those shortfalls in the foreseeable future have severely restricted the state from taking any meaningful steps this year to improve its competitive position in the market, the state should be prepared to address pay concerns when funds are available.

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APPENDIX

TABLE A1: MULTI-SURVEY BENCHMARK JOBS AND RELATIONSHIP TO MARKET

JFD	TITLE	% Above/Below Market
D14A	ACCOUNTANT I	-21%
D14B	ACCOUNTANT II	-25%
D14C	ACCOUNTANT III	-25%
D14D	ACCOUNTANT IV	-21%
D50A	ACCOUNTING TECHNICIAN I	-13%
D50B	ACCOUNTING TECHNICIAN II	-18%
D50C	ACCOUNTING TECHNICIAN III	-32%
D50D	ACCOUNTING TECHNICIAN IV	-27%
E17A	ADMINISTRATIVE ASSISTANT I	-12%
E17B	ADMINISTRATIVE ASSISTANT II	-27%
E31B	ADMINISTRATIVE HEARING OFFICER II	12%
E22A	ADMINISTRATIVE LIBRARIAN I	-21%
E12A	ADMINISTRATIVE PROGRAMS OFFICER I	-14%
E12D	ADMINISTRATIVE PROGRAMS OFFICER IV	-29%
E16A	ADMINISTRATIVE TECHNICIAN I	-7%
E16B	ADMINISTRATIVE TECHNICIAN II	-13%
E16C	ADMINISTRATIVE TECHNICIAN III	-16%
E16D	ADMINISTRATIVE TECHNICIAN IV	-32%
L16B	AGRICULTURE FIELD INSPECTOR II	-16%
L16C	AGRICULTURE FIELD INSPECTOR III	-38%
X23B	ALCOHOL AND DRUG COUNSELOR II	-25%
F69A	ARCHITECT I	-17%
E41B	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II	-15%
D12B	AUDITOR II	-37%
D12C	AUDITOR III	-45%
D12D	AUDITOR IV	-52%
E33C	BINDERY WORKER III	-25%
D20B	BUDGET ANALYST II	-27%
D20D	BUDGET ANALYST IV	-22%
D30A	BUSINESS MANAGER I	-13%
D30B	BUSINESS MANAGER II	-27%
D30C	BUSINESS MANAGER III	-40%
F44A	CARPENTER I	-33%
F44B	CARPENTER II	-50%
H21B	CASE MANAGER II	-33%
H21D	CASE MANAGER IV	-35%
Z52B	CHAPLAIN II	-46%
H24B	CHILD CARE LICENSING SPECIALIST II	-32%
X32B	CHILD DEVELOPMENT SPECIALIST II	-6%
H30B	CHILD SUPPORT SPECIALIST II	-9%

JFD	TITLE	% Above/Below Market
H23B	CHILD WELFARE SPECIALIST II	-8%
C10B	CIVIL RIGHTS ADMINISTRATOR II	-32%
H27B	CLINICAL SOCIAL WORKER II	-17%
H27C	CLINICAL SOCIAL WORKER III	-24%
H27D	CLINICAL SOCIAL WORKER IV	-36%
G10B	COMMUNICATIONS OFFICER (DPS) II	39%
T10A	COMPUTER-AIDED DRAFTING AND DESIGN SPECIALIST I	-7%
T10B	COMPUTER-AIDED DRAFTING AND DESIGN SPECIALIST II	-16%
T10C	COMPUTER-AIDED DRAFTING AND DESIGN SPECIALIST III	-14%
T10D	COMPUTER-AIDED DRAFTING AND DESIGN SPECIALIST IV	-11%
T10E	COMPUTER-AIDED DRAFTING AND DESIGN SPECIALIST V	-22%
T10F	COMPUTER-AIDED DRAFTING AND DESIGN SPECIALIST VI	-23%
F65A	CONSTRUCTION DESIGNER I	-35%
F72A	CONSTRUCTION MANAGER I	-35%
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II	-26%
F45C	CONSTRUCTION/MAINTENANCE ADMINISTRATOR III	-30%
F45D	CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV	-39%
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I	-23%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II	-22%
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III	-38%
M20A	CONSUMER COMPLAINT INVESTIGATOR AND MEDIATOR I	-10%
D54A	CONSUMER CREDIT EXAMINER I	-3%
F15A	CONTRACTING AND ACQUISITIONS ADMINISTRATOR I	-28%
F14A	CONTRACTING AND ACQUISITIONS AGENT I	-6%
F14B	CONTRACTING AND ACQUISITIONS AGENT II	-16%
F14C	CONTRACTING AND ACQUISITIONS AGENT III	-33%
I12C	CORRECTIONAL CHIEF OF SECURITY III	7%
I30B	CORRECTIONAL INDUSTRIES MANAGER II	-27%
I11B	CORRECTIONAL SECURITY MANAGER II	9%
I10C	CORRECTIONAL SECURITY OFFICER III	-4%
E14A	COURT REPORTER I	-16%
G12B	CRIMINALIST II	0%
E55A	CUSTOMER ASSISTANCE REPRESENTATIVE I	-5%
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II	2%
E55C	CUSTOMER ASSISTANCE REPRESENTATIVE III	-4%
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV	-14%
E13B	CUSTOMER SERVICE REPRESENTATIVE II	-3%
E13C	CUSTOMER SERVICE REPRESENTATIVE III	-30%
X24B	DENTAL CARE ASSISTANT II	-9%
Z12A	DIRECT CARE SPECIALIST I	-3%
Z12B	DIRECT CARE SPECIALIST II	-3%
Z12D	DIRECT CARE SPECIALIST IV	-10%

JFD	TITLE	% Above/Below Market
K11B	DISABILITY DETERMINATION SPECIALIST II	8%
E35D	DUPLICATING EQUIPMENT OPERATOR IV	-25%
Q24B	ELECTRICAL DRAFTING TECHNICIAN II	1%
F75A	ELECTRICIAN I	-23%
F75B	ELECTRICIAN II	-20%
F75D	ELECTRICIAN IV	-23%
F56A	ELECTRONICS TECHNICIAN I	-11%
S10A	ENGINEER INTERN I	-3%
S10C	ENGINEER INTERN III	-3%
S12A	ENGINEERING MANAGER I	-25%
S12B	ENGINEERING MANAGER II	-19%
S12C	ENGINEERING MANAGER III	-12%
S12D	ENGINEERING MANAGER IV	-8%
S12E	ENGINEERING MANAGER V	-16%
R25C	ENVIRONMENTAL PROGRAMS MANAGER III	-21%
R25D	ENVIRONMENTAL PROGRAMS MANAGER IV	-28%
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II	-13%
R10D	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST IV	-32%
X27B	EPIDEMIOLOGIST II	1%
F78C	EQUIPMENT OPERATOR III	1%
D33A	FINANCIAL MANAGER/COMPTRROLLER I	-20%
D33B	FINANCIAL MANAGER/COMPTRROLLER II	-33%
D33C	FINANCIAL MANAGER/COMPTRROLLER III	-31%
D33D	FINANCIAL MANAGER/COMPTRROLLER IV	-21%
G19C	FINGERPRINT SPECIALIST III	-2%
J41A	FIRE PREVENTION AND SECURITY OFFICER I	-13%
J41B	FIRE PREVENTION AND SECURITY OFFICER II	-9%
J41D	FIRE PREVENTION AND SECURITY OFFICER IV	-28%
F47A	FLEET SPECIALIST I	-23%
F47B	FLEET SPECIALIST II	-28%
F47C	FLEET SPECIALIST III	-13%
F47D	FLEET SPECIALIST IV	-38%
Z21A	FOOD SERVICE MANAGER I	-17%
Z21C	FOOD SERVICE MANAGER III	-35%
Z20A	FOOD SERVICE SPECIALIST I	2%
Z20B	FOOD SERVICE SPECIALIST II	1%
Z20C	FOOD SERVICE SPECIALIST III	-32%
L22B	FOREST REGENERATION SPECIALIST II	-37%
L24C	FORESTER III	-3%
E43B	GRAPHIC ARTIST II	-23%
E43C	GRAPHIC ARTIST III	-28%
F77A	GROUNDKEEPER I	-11%

JFD	TITLE	% Above/Below Market
F77B	GROUNDSKEEPER II	-33%
Y15B	HEALTH CARE MANAGEMENT NURSE II	-18%
Y15C	HEALTH CARE MANAGEMENT NURSE III	-38%
X20B	HEALTH EDUCATOR II	-14%
X29C	HEALTH FACILITY SURVEYOR III	11%
X10A	HEALTH INFORMATION TECHNICIAN I	-13%
X10C	HEALTH INFORMATION TECHNICIAN III	-10%
U12B	HISTORICAL COLLECTIONS SPECIALIST II	-30%
U11A	HISTORICAL FACILITY MANAGER I	-42%
U11B	HISTORICAL FACILITY MANAGER II	-36%
U10A	HISTORICAL PROGRAMS ADMINISTRATOR I	42%
F50B	HOUSEKEEPING/CUSTODIAL WORKER II	-3%
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV	-28%
F50E	HOUSEKEEPING/CUSTODIAL WORKER V	-50%
C30A	HUMAN RESOURCES ASSISTANT I	-15%
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I	-17%
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II	-28%
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III	-35%
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV	-32%
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR I	-40%
C33B	HUMAN RESOURCES PROGRAMS DIRECTOR II	-35%
C32A	HUMAN RESOURCES PROGRAMS MANAGER I	-40%
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	-19%
J15B	INDUSTRIAL HYGIENIST II	-35%
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	-23%
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II	-26%
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV	-35%
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II	-28%
B52D	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST IV	-33%
B31B	INFORMATION SYSTEMS MANAGER II	-30%
B31C	INFORMATION SYSTEMS MANAGER III	-23%
B22C	INFORMATION SYSTEMS NETWORK ADMINISTRATOR III	-35%
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III	-20%
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN I	-33%
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II	-19%
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	-31%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	-12%
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V	-29%
B40D	INFORMATION SYSTEMS PLANNING SPECIALIST IV	-21%

JFD	TITLE	% Above/Below Market
B20B	INFORMATION SYSTEMS TELECOMMUNICATIONS TECHNICIAN II	-30%
K10A	JUVENILE JUSTICE SPECIALIST I	-25%
J17C	LABOR COMPLIANCE OFFICER III	-1%
X14A	LABORATORY SCIENTIST I	-30%
X14B	LABORATORY SCIENTIST II	-36%
X14D	LABORATORY SCIENTIST IV	-23%
X13B	LABORATORY TECHNICIAN II	-27%
F79A	LABORER I	-11%
S17A	LAND SURVEYOR MANAGER I	17%
S17B	LAND SURVEYOR MANAGER II	22%
G54A	LAW ENFORCEMENT HIGHWAY PATROL MANAGER I	4%
G54B	LAW ENFORCEMENT HIGHWAY PATROL MANAGER II	1%
G53C	LAW ENFORCEMENT HIGHWAY PATROL OFFICER III	-6%
E25B	LEGAL SECRETARY II	-28%
E21A	LIBRARIAN I	-22%
E21B	LIBRARIAN II	-20%
E21C	LIBRARIAN III	-21%
E21D	LIBRARIAN IV	-23%
E20B	LIBRARY TECHNICIAN II	-14%
E20C	LIBRARY TECHNICIAN III	-12%
Y11B	LICENSED PRACTICAL NURSE II	-21%
F54A	LIGHT VEHICLE DRIVER I	-1%
Z30B	LINEN AND CLOTHING SPECIALIST II	9%
Z30D	LINEN AND CLOTHING SPECIALIST IV	-38%
Z30E	LINEN AND CLOTHING SPECIALIST V	-43%
E49A	MANAGEMENT ANALYST I	-32%
K15A	MANUAL SIGN LANGUAGE SPECIALIST I	-24%
F21A	MATERIEL MANAGEMENT OFFICER I	-43%
F21B	MATERIEL MANAGEMENT OFFICER II	-62%
F20A	MATERIEL MANAGEMENT SPECIALIST I	-17%
F20B	MATERIEL MANAGEMENT SPECIALIST II	-12%
F20C	MATERIEL MANAGEMENT SPECIALIST III	-30%
F20D	MATERIEL MANAGEMENT SPECIALIST IV	-45%
F74A	MECHANICAL SYSTEMS TECHNICIAN I	-33%
F74B	MECHANICAL SYSTEMS TECHNICIAN II	-26%
F74C	MECHANICAL SYSTEMS TECHNICIAN III	-37%
F74D	MECHANICAL SYSTEMS TECHNICIAN IV	-33%
E19A	MEDICAL TRANSCRIPTIONIST I	-35%
A30B	MEMBER SERVICES REPRESENTATIVE II	-22%
F30A	MINERALS MANAGEMENT SPECIALIST I	-16%
F30B	MINERALS MANAGEMENT SPECIALIST II	-17%

JFD	TITLE	% Above/Below Market
M53B	MOTOR CARRIER ENFORCEMENT OFFICER II	16%
P15A	NATURALIST I	-17%
Y13A	NURSING MANAGER I	-20%
Y13C	NURSING MANAGER III	-27%
Z24A	NUTRITION ASSISTANT I	10%
Z25B	NUTRITION THERAPIST II	-6%
Z25D	NUTRITION THERAPIST IV	-29%
X33B	OCCUPATIONAL THERAPIST II	-27%
E34A	OFFSET PRESS OPERATOR I	-37%
E34B	OFFSET PRESS OPERATOR II	-14%
E34C	OFFSET PRESS OPERATOR III	-23%
E34D	OFFSET PRESS OPERATOR IV	-25%
M32B	OIL AND GAS FIELD INSPECTOR II	-27%
F46A	PAINTER I	-34%
P25A	PARK MANAGER I	-31%
P25B	PARK MANAGER II	-35%
P20B	PARK RANGER II	-19%
Y10A	PATIENT CARE ASSISTANT I	-4%
Y10B	PATIENT CARE ASSISTANT II	-2%
Y10C	PATIENT CARE ASSISTANT III	-24%
X25A	PHARMACY TECHNICIAN I	0%
X25B	PHARMACY TECHNICIAN II	-10%
T60C	PHOTOGRAMMETRIST III	-17%
G16B	PHYSICAL EVIDENCE TECHNICIAN II	-4%
F49C	PHYSICAL PLANT OPERATOR III	-45%
E48B	PLANNING COORDINATOR II	-24%
F76A	PLUMBER I	-5%
F76B	PLUMBER II	-19%
F76D	PLUMBER IV	-34%
Q10B	POWER GENERATION OPERATIONS TECHNICIAN II	13%
Q20B	POWER PLANT MAINTENANCE TECHNICIAN II	-5%
Q21A	POWER TRANSMISSION MAINTENANCE TECHNICIAN I	-7%
Q21B	POWER TRANSMISSION MAINTENANCE TECHNICIAN II	-3%
Q21D	POWER TRANSMISSION MAINTENANCE TECHNICIAN IV	1%
I40B	PROBATION AND PAROLE OFFICER II	-14%
I40D	PROBATION AND PAROLE OFFICER IV	-4%
S11A	PROFESSIONAL ENGINEER I	-10%
S11B	PROFESSIONAL ENGINEER II	-11%
S16B	PROFESSIONAL LAND SURVEYOR II	10%
H10C	PROGRAMS MANAGER III	-16%
H10D	PROGRAMS MANAGER IV	-29%
H10E	PROGRAMS MANAGER V	-30%

JFD	TITLE	% Above/Below Market
X31B	PSYCHOLOGICAL CLINICIAN II	-13%
X31C	PSYCHOLOGICAL CLINICIAN III	-32%
E45B	PUBLIC INFORMATION MANAGER II	-42%
E44A	PUBLIC INFORMATION OFFICER I	-17%
E44B	PUBLIC INFORMATION OFFICER II	-21%
E44C	PUBLIC INFORMATION OFFICER III	-37%
X36B	RECREATION THERAPIST II	-10%
X35A	RECREATIONAL ACTIVITIES SPECIALIST I	9%
X35C	RECREATIONAL ACTIVITIES SPECIALIST III	-9%
Y12A	REGISTERED NURSE I	-34%
Y12B	REGISTERED NURSE II	-25%
Y12C	REGISTERED NURSE III	-25%
K20B	REHABILITATION TECHNICIAN II	-10%
E37A	REPRODUCTION SERVICES MANAGER I	-12%
V17B	REVENUE COMPLIANCE EXAMINER II	-47%
V11C	REVENUE COMPLIANCE OFFICER III	-52%
J25A	SAFETY AND HEALTH DIRECTOR I	-22%
J31B	SAFETY CONSULTANT II	-34%
J31D	SAFETY CONSULTANT IV	-23%
J10B	SAFETY STANDARDS INSPECTOR II	-44%
E24B	SECRETARY II	-1%
E24C	SECRETARY III	-29%
E24D	SECRETARY IV	-17%
E24E	SECRETARY V	-30%
H22B	SOCIAL SERVICES INSPECTOR II	-3%
H20B	SOCIAL SERVICES SPECIALIST II	-28%
X22C	SPEECH-LANGUAGE PATHOLOGIST III	-6%
E46B	STATISTICAL RESEARCH SPECIALIST II	-8%
X11B	THERAPEUTIC/MEDICAL AIDE II	1%
X12B	THERAPEUTIC/MEDICAL ASSISTANT II	-20%
C41B	TRAINING SPECIALIST II	-25%
C41C	TRAINING SPECIALIST III	-34%
T25C	TRANSPORTATION EQUIPMENT OPERATOR III	-14%
T23A	TRANSPORTATION MANAGER I	-33%
T22B	TRANSPORTATION SPECIALIST II	-52%
K30A	VENDING MACHINE TECHNICIAN I	-30%
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II	-37%
C42B	VIDEO PRODUCTION SPECIALIST II	-20%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	-14%
K21D	VOCATIONAL REHABILITATION SPECIALIST IV	-8%
Z50A	VOLUNTEER SERVICES SPECIALIST I	-14%
F48B	WELDER II	-20%

JFD	TITLE	% Above/Below Market
F48C	WELDER III	-20%
W10A	WORKFORCE SERVICES SPECIALIST I	-36%
W10B	WORKFORCE SERVICES SPECIALIST II	-38%
W10D	WORKFORCE SERVICES SPECIALIST IV	-49%
Z51B	YOUTH GUIDANCE SPECIALIST II	-27%

TABLE A2: MARKET ANALYSIS BY AGENCY

Agency #	Agency Name	# of Benchmark Incumbents	# of Classified Employees	% of Classified Incumbents Covered	Agency Benchmark Average	Benchmark Market Average	% Above or Below Market
25	Military Department, Oklahoma (0025)	29	77	38%	\$35,543	\$51,831	-31%
30	ABLE Commission (0030)	6	28	21%	\$40,324	\$49,014	-18%
40	Agriculture, Food and Forestry Department (0040)	116	305	38%	\$34,962	\$48,799	-28%
90	Management and Enterprise Services, Office of (0090)	137	225	61%	\$44,725	\$63,059	-29%
127	Children and Youth Commission (0127)	2	15	13%	\$37,567	\$47,276	-21%
131	Corrections Department (0131)	1291	3503	37%	\$33,957	\$44,519	-24%
185	Corporation Commission (0185)	127	308	41%	\$38,968	\$46,753	-17%
190	Cosmetology and Barbering Board (0190)	5	9	56%	\$33,134	\$35,258	-6%
270	Election Board (0270)	10	12	83%	\$38,990	\$51,915	-25%
290	Employment Security Commission (0290)	185	581	32%	\$43,264	\$67,112	-36%
292	Environmental Quality Department (0292)	199	467	43%	\$51,922	\$63,894	-19%
306	Pardon and Parole Board (0306)	3	24	13%	\$37,379	\$40,097	-7%
308	Bureau of Investigation - OSBI (0308)	90	265	34%	\$40,511	\$45,834	-12%
309	Emergency Management (0309)	3	12	25%	\$34,061	\$48,880	-30%
310	Fire Marshal (0310)	3	19	16%	\$37,592	\$48,841	-23%
340	Health Department (0340)	1188	1561	76%	\$39,172	\$50,474	-22%
345	Transportation Department (0345)	1143	2243	51%	\$44,545	\$57,915	-23%
350	Historical Society (0350)	69	111	62%	\$36,814	\$49,180	-25%
391	Multiple Injury Trust Fund (0391)	6	6	100%	\$48,153	\$65,108	-26%
400	Office of Juvenile Affairs (0400)	235	663	35%	\$30,279	\$42,106	-28%

Agency #	Agency Name	# of Benchmark Incumbents	# of Classified Employees	% of Classified Incumbents Covered	Agency Benchmark Average	Benchmark Market Average	% Above or Below Market
405	Labor Department (0405)	32	60	53%	\$41,512	\$54,800	-24%
410	Land Office, Commissioners of the (0410)	16	28	57%	\$40,215	\$51,426	-22%
430	Libraries Department (0430)	37	40	93%	\$37,958	\$50,820	-25%
445	Liquefied Petroleum Gas Board (0445)	2	6	33%	\$38,646	\$40,959	-6%
450	Medical Licensure and Supervision Board (0450)	10	13	77%	\$40,427	\$44,330	-9%
452	Department of Mental Health and Substance Abuse Services (0452)	610	681	90%	\$24,568	\$32,120	-24%
477	Narcotics and Dangerous Drugs Control (0477)	5	61	8%	\$46,558	\$53,795	-13%
515	Public Employees Retirement System (0515)	2	12	17%	\$37,048	\$35,944	3%
560	Pharmacy Board (0560)	2	2	100%	\$47,048	\$60,956	-23%
566	Tourism and Recreation Department (0566)	132	185	71%	\$30,540	\$41,955	-27%
570	Professional Engineers and Land Surveyors Licensure Board (0570)	3	3	100%	\$39,390	\$47,495	-17%
585	Public Safety Department (0585)	878	1385	63%	\$59,841	\$65,202	-8%
588	Real Estate Commission (0588)	7	11	64%	\$38,521	\$39,887	-3%
619	Physician Manpower Training Commission (0619)	1	3	33%	\$32,528	\$42,102	-23%
625	Secretary of State (0625)	15	23	65%	\$37,399	\$39,975	-6%
629	School of Science and Mathematics (0629)	3	4	75%	\$27,293	\$27,564	-1%
635	Consumer Credit Department (0635)	10	24	42%	\$54,164	\$56,256	-4%
645	Conservation Commission (0645)	3	3	100%	\$51,773	\$70,919	-27%

Agency #	Agency Name	# of Benchmark Incumbents	# of Classified Employees	% of Classified Incumbents Covered	Agency Benchmark Average	Benchmark Market Average	% Above or Below Market
650	Veterans Affairs Department (0650)	1328	1625	82%	\$27,148	\$30,449	-11%
670	J.D. McCarty Center (0670)	172	188	91%	\$31,383	\$37,781	-17%
695	Tax Commission (0695)	244	497	49%	\$32,664	\$60,585	-46%
805	Rehabilitation Services (0805)	331	740	45%	\$37,967	\$44,705	-15%
830	Human Services Department - OKDHS (0830)	3876	6539	59%	\$33,756	\$43,827	-23%
835	Water Resources Board (0835)	26	57	46%	\$52,038	\$67,415	-23%
880	Will Rogers Memorial Commission (0880)	2	4	50%	\$26,500	\$37,691	-30%
978	Turnpike Authority (0978)	158	475	33%	\$37,304	\$44,405	-16%
980	Grand River Dam Authority (0980)	83	274	30%	\$57,361	\$59,844	-4%

TABLE A3: FY 2015 TURNOVER RATE BY JOB FAMILY LEVEL

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
A10B	Insurance Underwriter	1	0	0.00%	0	0.00%
A11A	Insurance Claims Adjuster	1	0	0.00%	0	0.00%
A20A	Insurance Subrogation/Reimb Sp	1	0	0.00%	0	0.00%
A20B	Insurance Subrogation/Reimb Sp	4	1	25.00%	1	25.00%
A20C	Insurance Subrogation/Reimb Sp	4	0	0.00%	0	0.00%
A30B	Member Services Representative	10	0	0.00%	0	0.00%
A40A	Insurance Program Administrato	2	0	0.00%	0	0.00%
A40C	Insurance Program Administrato	1	1	100.00%	1	100.00%
A40D	Insurance Program Administrato	1	0	0.00%	0	0.00%
A50B	Retirement Benefit Analyst	4	0	0.00%	0	0.00%
A50C	Retirement Benefit Analyst	3	1	33.33%	1	33.33%
A50D	Retirement Benefit Analyst	2	0	0.00%	0	0.00%
B10A	Information Sys Operations Spe	1	0	0.00%	0	0.00%
B10C	Information Sys Operations Spe	11	0	0.00%	0	0.00%
B10D	Information Sys Operations Spe	4	0	0.00%	0	0.00%
B10E	Information Sys Operations Spe	3	0	0.00%	0	0.00%
B20B	Info Sys Telecommunications Tec	8	2	25.00%	0	0.00%
B20C	Info Sys Telecommunications Tec	1	0	0.00%	0	0.00%
B21A	Info Sys Network Mgmt Spec	3	0	0.00%	0	0.00%
B21B	Info Sys Network Mgmt Spec	8	0	0.00%	0	0.00%
B21C	Info Sys Network Mgmt Spec	19	2	10.53%	2	10.53%
B21D	Info Sys Network Mgmt Spec	3	0	0.00%	0	0.00%
B22C	Information Sys Network Admr	3	1	33.33%	1	33.33%
B23A	Information Sys Network Tech	2	1	50.00%	1	50.00%
B24C	GIS Technician	1	0	0.00%	0	0.00%
B25B	Geographic Info Sys Spec	1	0	0.00%	0	0.00%
B25C	Geographic Info Sys Spec	5	3	60.00%	2	40.00%
B26A	Geographic Info Sys Manager	4	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	1	0	0.00%	0	0.00%
B30C	Info Sys Operating Sys Spec	11	1	9.09%	0	0.00%
B30D	Info Sys Operating Sys Spec	3	0	0.00%	0	0.00%
B31A	Information Systems Manager	1	0	0.00%	0	0.00%
B31B	Information Systems Manager	4	1	25.00%	1	25.00%
B31C	Information Systems Manager	9	2	22.22%	2	22.22%
B32A	Information Systems Admr	1	0	0.00%	0	0.00%
B32B	Information Systems Admr	2	1	50.00%	1	50.00%
B32C	Information Systems Admr	4	0	0.00%	0	0.00%
B40B	Information Sys Planning Spec	2	1	50.00%	1	50.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
B40C	Information Sys Planning Spec	7	2	28.57%	2	28.57%
B40D	Information Sys Planning Spec	9	2	22.22%	2	22.22%
B51A	Information Sys Application Sp	1	0	0.00%	0	0.00%
B51B	Information Sys Application Sp	16	4	25.00%	4	25.00%
B51C	Information Sys Application Sp	23	0	0.00%	0	0.00%
B51D	Information Sys Application Sp	30	3	10.00%	3	10.00%
B52A	IS Data Management Analyst	1	0	0.00%	0	0.00%
B52B	IS Data Management Analyst	3	1	33.33%	1	33.33%
B52C	IS Data Management Analyst	15	2	13.33%	2	13.33%
B52D	IS Data Management Analyst	4	1	25.00%	1	25.00%
B52E	IS Data Management Analyst	1	0	0.00%	0	0.00%
B55A	Information Sys Services Cdnr	5	0	0.00%	0	0.00%
B55B	Information Sys Services Cdnr	25	2	8.00%	2	8.00%
B55C	Information Sys Services Cdnr	10	2	20.00%	2	20.00%
B55D	Information Sys Services Cdnr	5	0	0.00%	0	0.00%
C10A	Civil Rights Administrator	1	0	0.00%	0	0.00%
C10B	Civil Rights Administrator	3	0	0.00%	0	0.00%
C10C	Civil Rights Administrator	1	0	0.00%	0	0.00%
C30A	Human Resources Assistant	19	4	21.05%	4	21.05%
C31A	Human Resources Mgmt Spec	17	4	23.53%	4	23.53%
C31B	Human Resources Mgmt Spec	51	3	5.88%	2	3.92%
C31C	Human Resources Mgmt Spec	63	6	9.52%	6	9.52%
C31D	Human Resources Mgmt Spec	31	1	3.23%	1	3.23%
C32A	Human Resources Programs Mgr	15	3	20.00%	3	20.00%
C32B	Human Resources Programs Mgr	19	0	0.00%	0	0.00%
C32C	Human Resources Programs Mgr	19	2	10.53%	2	10.53%
C33A	Human Resources Prog Director	3	0	0.00%	0	0.00%
C33B	Human Resources Prog Director	1	0	0.00%	0	0.00%
C40B	Correctional Training Officer	20	3	15.00%	3	15.00%
C40C	Correctional Training Officer	4	1	25.00%	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	21	3	14.29%	3	14.29%
C41C	Training Specialist	2	0	0.00%	0	0.00%
C42A	Video Production Specialist	2	0	0.00%	0	0.00%
C42B	Video Production Specialist	3	0	0.00%	0	0.00%
C42D	Video Production Specialist	1	0	0.00%	0	0.00%
D10A	Financial Loan Analyst	3	0	0.00%	0	0.00%
D10C	Financial Loan Analyst	1	0	0.00%	0	0.00%
D12A	Auditor	29	13	44.83%	11	37.93%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
D12B	Auditor	66	14	21.21%	13	19.70%
D12C	Auditor	101	8	7.92%	8	7.92%
D12D	Auditor	27	2	7.41%	2	7.41%
D14A	Accountant	36	7	19.44%	6	16.67%
D14B	Accountant	81	13	16.05%	12	14.81%
D14C	Accountant	85	7	8.24%	7	8.24%
D14D	Accountant	47	4	8.51%	4	8.51%
D18B	Pre-Audit Claims Specialist	1	0	0.00%	0	0.00%
D20A	Budget Analyst	2	1	50.00%	1	50.00%
D20B	Budget Analyst	7	0	0.00%	0	0.00%
D20C	Budget Analyst	8	0	0.00%	0	0.00%
D20D	Budget Analyst	4	0	0.00%	0	0.00%
D30A	Business Manager	4	1	25.00%	1	25.00%
D30B	Business Manager	18	2	11.11%	2	11.11%
D30C	Business Manager	20	3	15.00%	3	15.00%
D33A	Financial Manager/Comptroller	14	2	14.29%	1	7.14%
D33B	Financial Manager/Comptroller	13	1	7.69%	1	7.69%
D33C	Financial Manager/Comptroller	7	1	14.29%	1	14.29%
D33D	Financial Manager/Comptroller	3	0	0.00%	0	0.00%
D50A	Accounting Technician	16	6	37.50%	6	37.50%
D50B	Accounting Technician	48	7	14.58%	7	14.58%
D50C	Accounting Technician	58	9	15.52%	9	15.52%
D50D	Accounting Technician	7	1	14.29%	1	14.29%
D51A	Insurance/Benefits Accounts Sp	0	1		1	
D51B	Insurance/Benefits Accounts Sp	3	3	100.00%	3	100.00%
D51D	Insurance/Benefits Accounts Sp	1	0	0.00%	0	0.00%
D54A	Consumer Credit Examiner	4	5	125.00%	1	25.00%
D54B	Consumer Credit Examiner	7	0	0.00%	0	0.00%
D54C	Consumer Credit Examiner	6	0	0.00%	0	0.00%
E12A	Administrative Programs Ofcr	213	27	12.68%	26	12.21%
E12B	Administrative Programs Ofcr	167	18	10.78%	16	9.58%
E12C	Administrative Programs Ofcr	67	3	4.48%	3	4.48%
E12D	Administrative Programs Ofcr	65	2	3.08%	2	3.08%
E13A	Customer Svc Representative	6	2	33.33%	1	16.67%
E13B	Customer Svc Representative	71	12	16.90%	8	11.27%
E13C	Customer Svc Representative	51	10	19.61%	10	19.61%
E14A	Court Reporter	8	4	50.00%	4	50.00%
E15A	Docket Clerk	2	0	0.00%	0	0.00%
E15B	Docket Clerk	7	2	28.57%	2	28.57%
E16A	Administrative Technician	16	3	18.75%	3	18.75%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
E16B	Administrative Technician	93	20	21.51%	17	18.28%
E16C	Administrative Technician	912	145	15.90%	122	13.38%
E16D	Administrative Technician	56	6	10.71%	6	10.71%
E17A	Administrative Assistant	290	51	17.59%	45	15.52%
E17B	Administrative Assistant	558	61	10.93%	52	9.32%
E18A	Business Filing Specialist	2	0	0.00%	0	0.00%
E18B	Business Filing Specialist	1	1	100.00%	1	100.00%
E18C	Business Filing Specialist	2	1	50.00%	1	50.00%
E18D	Business Filing Specialist	1	0	0.00%	0	0.00%
E19A	Medical Transcriptionist	2	0	0.00%	0	0.00%
E19B	Medical Transcriptionist	2	0	0.00%	0	0.00%
E20A	Library Technician	0	1		1	
E20B	Library Technician	13	2	15.38%	2	15.38%
E20C	Library Technician	2	0	0.00%	0	0.00%
E21A	Librarian	5	1	20.00%	1	20.00%
E21B	Librarian	2	0	0.00%	0	0.00%
E21C	Librarian	7	0	0.00%	0	0.00%
E21D	Librarian	5	2	40.00%	2	40.00%
E22A	Administrative Librarian	2	0	0.00%	0	0.00%
E22B	Administrative Librarian	1	0	0.00%	0	0.00%
E24A	Secretary	77	13	16.88%	13	16.88%
E24B	Secretary	47	6	12.77%	5	10.64%
E24C	Secretary	48	5	10.42%	5	10.42%
E24D	Secretary	32	2	6.25%	2	6.25%
E24E	Secretary	82	12	14.63%	12	14.63%
E25A	Legal Secretary	7	1	14.29%	1	14.29%
E25B	Legal Secretary	9	1	11.11%	1	11.11%
E25C	Legal Secretary	7	0	0.00%	0	0.00%
E25D	Legal Secretary	3	1	33.33%	1	33.33%
E30A	Legal Research Assistant	1	0	0.00%	0	0.00%
E31A	Administrative Hearing Officer	1	0	0.00%	0	0.00%
E31B	Administrative Hearing Officer	13	1	7.69%	1	7.69%
E31C	Administrative Hearing Officer	3	0	0.00%	0	0.00%
E32A	Administrative Hearing Manager	1	1	100.00%	1	100.00%
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%
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	1	20.00%	1	20.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
E35D	Duplicating Equipment Operator	1	0	0.00%	0	0.00%
E36A	Optical Imaging Specialist	1	0	0.00%	0	0.00%
E36B	Optical Imaging Specialist	27	5	18.52%	5	18.52%
E36C	Optical Imaging Specialist	7	2	28.57%	2	28.57%
E37A	Reproduction Services Manager	1	0	0.00%	0	0.00%
E41A	Archivist/Records Mgmt Spec	4	1	25.00%	1	25.00%
E41B	Archivist/Records Mgmt Spec	4	1	25.00%	1	25.00%
E42A	Administrative Archivist	1	0	0.00%	0	0.00%
E43B	Graphic Artist	12	1	8.33%	1	8.33%
E43C	Graphic Artist	4	0	0.00%	0	0.00%
E44A	Public Information Officer	2	1	50.00%	1	50.00%
E44B	Public Information Officer	9	4	44.44%	4	44.44%
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	11	0	0.00%	0	0.00%
E46A	Statistical Research Spec	3	0	0.00%	0	0.00%
E46B	Statistical Research Spec	3	1	33.33%	1	33.33%
E46C	Statistical Research Spec	10	2	20.00%	2	20.00%
E46D	Statistical Research Spec	8	0	0.00%	0	0.00%
E48B	Planning Coordinator	2	1	50.00%	1	50.00%
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	1	0	0.00%	0	0.00%
E55A	Customer Asst Representative	12	2	16.67%	2	16.67%
E55B	Customer Asst Representative	59	10	16.95%	9	15.25%
E55C	Customer Asst Representative	14	1	7.14%	1	7.14%
E55D	Customer Asst Representative	7	0	0.00%	0	0.00%
F14A	Contracting and Acquisitions Agt	11	6	54.55%	5	45.45%
F14B	Contracting and Acquisitions Agt	17	2	11.76%	2	11.76%
F14C	Contracting and Acquisitions Agt	38	3	7.89%	2	5.26%
F14D	Contracting and Acquisitions Agt	13	1	7.69%	1	7.69%
F15A	Contracting and Acquisition Admr	7	0	0.00%	0	0.00%
F16A	Surplus Property Agent	4	0	0.00%	0	0.00%
F20A	Materiel Management Specialist	2	0	0.00%	0	0.00%
F20B	Materiel Management Specialist	41	8	19.51%	8	19.51%
F20C	Materiel Management Specialist	29	2	6.90%	2	6.90%
F20D	Materiel Management Specialist	27	8	29.63%	8	29.63%
F21A	Materiel Management Officer	12	3	25.00%	2	16.67%
F21B	Materiel Management Officer	16	1	6.25%	1	6.25%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
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%
F31A	Real Estate Management Specl	2	0	0.00%	0	0.00%
F31C	Real Estate Management Specl	2	0	0.00%	0	0.00%
F31D	Real Estate Management Specl	4	1	25.00%	1	25.00%
F38A	Real Property Mgmt Specl	2	0	0.00%	0	0.00%
F41A	Construction/Maintenance Techn	50	5	10.00%	5	10.00%
F41B	Construction/Maintenance Techn	91	9	9.89%	8	8.79%
F41C	Construction/Maintenance Techn	81	19	23.46%	15	18.52%
F44A	Carpenter	4	0	0.00%	0	0.00%
F44B	Carpenter	4	0	0.00%	0	0.00%
F45A	Construction/Maintenance Admr	38	7	18.42%	6	15.79%
F45B	Construction/Maintenance Admr	32	4	12.50%	4	12.50%
F45C	Construction/Maintenance Admr	7	0	0.00%	0	0.00%
F45D	Construction/Maintenance Admr	3	1	33.33%	1	33.33%
F47A	Fleet Specialist	2	0	0.00%	0	0.00%
F47B	Fleet Specialist	12	4	33.33%	3	25.00%
F47C	Fleet Specialist	55	5	9.09%	5	9.09%
F47D	Fleet Specialist	18	1	5.56%	1	5.56%
F47E	Fleet Specialist	13	1	7.69%	0	0.00%
F48B	Welder	2	0	0.00%	0	0.00%
F48C	Welder	9	0	0.00%	0	0.00%
F49C	Physical Plant Operator	2	0	0.00%	0	0.00%
F50A	Housekeeping/Custodial Worker	60	24	40.00%	16	26.67%
F50B	Housekeeping/Custodial Worker	103	15	14.56%	14	13.59%
F50C	Housekeeping/Custodial Worker	41	5	12.20%	4	9.76%
F50D	Housekeeping/Custodial Worker	5	1	20.00%	1	20.00%
F50E	Housekeeping/Custodial Worker	6	1	16.67%	1	16.67%
F54A	Light Vehicle Driver	2	0	0.00%	0	0.00%
F56A	Electronics Technician	13	1	7.69%	1	7.69%
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	1	100.00%	1	100.00%
F71A	Roofing Manager	1	0	0.00%	0	0.00%
F72A	Construction Manager	2	0	0.00%	0	0.00%
F73C	Military Construction Consult	2	0	0.00%	0	0.00%
F74A	Mechanical Systems Technician	2	1	50.00%	1	50.00%
F74B	Mechanical Systems Technician	9	1	11.11%	1	11.11%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
F74C	Mechanical Systems Technician	2	0	0.00%	0	0.00%
F74D	Mechanical Systems Technician	9	2	22.22%	2	22.22%
F75A	Electrician	2	0	0.00%	0	0.00%
F75B	Electrician	3	0	0.00%	0	0.00%
F75C	Electrician	1	0	0.00%	0	0.00%
F75D	Electrician	5	3	60.00%	3	60.00%
F76A	Plumber	2	0	0.00%	0	0.00%
F76B	Plumber	4	2	50.00%	1	25.00%
F76C	Plumber	4	0	0.00%	0	0.00%
F76D	Plumber	2	0	0.00%	0	0.00%
F77A	Groundskeeper	5	0	0.00%	0	0.00%
F77B	Groundskeeper	4	0	0.00%	0	0.00%
F78A	Equipment Operator	11	0	0.00%	0	0.00%
F78B	Equipment Operator	19	3	15.79%	3	15.79%
F78C	Equipment Operator	4	1	25.00%	1	25.00%
F79A	Laborer	16	3	18.75%	3	18.75%
F79B	Laborer	3	2	66.67%	2	66.67%
G10A	Communications Officer (DPS)	68	8	11.76%	8	11.76%
G10B	Communications Officer (DPS)	9	1	11.11%	1	11.11%
G10C	Communications Officer (DPS)	15	3	20.00%	3	20.00%
G10D	Communications Officer (DPS)	1	0	0.00%	0	0.00%
G11A	Law Enf Communication Ctr Dir	1	0	0.00%	0	0.00%
G12A	Criminalist	3	0	0.00%	0	0.00%
G12B	Criminalist	6	0	0.00%	0	0.00%
G12C	Criminalist	43	2	4.65%	2	4.65%
G12D	Criminalist	15	0	0.00%	0	0.00%
G12E	Criminalist	3	0	0.00%	0	0.00%
G13A	Crime Reporting Field Repr	5	3	60.00%	3	60.00%
G13B	Crime Reporting Field Repr	6	0	0.00%	0	0.00%
G13C	Crime Reporting Field Repr	2	1	50.00%	1	50.00%
G14A	Driver's License Examiner	131	7	5.34%	5	3.82%
G14B	Driver's License Examiner	8	3	37.50%	2	25.00%
G15A	Law Enf Communications Specl	15	4	26.67%	3	20.00%
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%
G17B	Criminal Intelligence Analyst	7	0	0.00%	0	0.00%
G19B	Fingerprint Specialist	1	0	0.00%	0	0.00%
G19C	Fingerprint Specialist	5	1	20.00%	1	20.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
G19D	Fingerprint Specialist	1	0	0.00%	0	0.00%
G21A	State Fire Marshal Law Enf Agt	1	1	100.00%	1	100.00%
G21B	State Fire Marshal Law Enf Agt	3	0	0.00%	0	0.00%
G21C	State Fire Marshal Law Enf Agt	5	0	0.00%	0	0.00%
G21D	State Fire Marshal Law Enf Agt	2	0	0.00%	0	0.00%
G21E	State Fire Marshal Law Enf Agt	1	0	0.00%	0	0.00%
G22B	Law Enforcement Special Agent	7	0	0.00%	0	0.00%
G22C	Law Enforcement Special Agent	59	1	1.69%	1	1.69%
G22D	Law Enforcement Special Agent	10	1	10.00%	1	10.00%
G22E	Law Enforcement Special Agent	4	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	6	1	16.67%	1	16.67%
G24B	Law Enforcement Narcotics Agt	15	0	0.00%	0	0.00%
G24C	Law Enforcement Narcotics Agt	21	2	9.52%	2	9.52%
G24D	Law Enforcement Narcotics Agt	11	1	9.09%	1	9.09%
G24E	Law Enforcement Narcotics Agt	9	2	22.22%	2	22.22%
G24F	Law Enforcement Narcotics Agt	2	0	0.00%	0	0.00%
G25A	DHS Investigative Agent	3	0	0.00%	0	0.00%
G25B	DHS Investigative Agent	1	0	0.00%	0	0.00%
G25C	DHS Investigative Agent	19	4	21.05%	3	15.79%
G25D	DHS Investigative Agent	1	0	0.00%	0	0.00%
G25E	DHS Investigative Agent	4	0	0.00%	0	0.00%
G28B	Police Officer	11	1	9.09%	0	0.00%
G28C	Police Officer	7	1	14.29%	1	14.29%
G28D	Police Officer	6	0	0.00%	0	0.00%
G28E	Police Officer	2	1	50.00%	1	50.00%
G30A	Licensing Svcs Hearing Officer	19	1	5.26%	1	5.26%
G30B	Licensing Svcs Hearing Officer	6	1	16.67%	1	16.67%
G33C	Law Enf Telecomm Sys Specl	10	0	0.00%	0	0.00%
G33D	Law Enf Telecomm Sys Specl	1	0	0.00%	0	0.00%
G40A	Law Enforcement Programs Admr	1	0	0.00%	0	0.00%
G40B	Law Enforcement Programs Admr	2	0	0.00%	0	0.00%
G50C	Law Enf Capitol Patrol Officer	6	1	16.67%	1	16.67%
G52C	Law Enf Lake Patrol Officer	3	0	0.00%	0	0.00%
G53A	Law Enf Highway Patrol Officer	0	12		12	
G53B	Law Enf Highway Patrol Officer	33	1	3.03%	1	3.03%
G53C	Law Enf Highway Patrol Officer	608	28	4.61%	26	4.28%
G53E	Law Enf Highway Patrol Officer	106	3	2.83%	3	2.83%
G54A	Law Enf Highway Patrol Manager	34	3	8.82%	3	8.82%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
G54B	Law Enf Highway Patrol Manager	7	0	0.00%	0	0.00%
H10A	Programs Manager	92	6	6.52%	6	6.52%
H10B	Programs Manager	110	7	6.36%	7	6.36%
H10C	Programs Manager	38	3	7.89%	3	7.89%
H10D	Programs Manager	11	1	9.09%	1	9.09%
H10E	Programs Manager	6	2	33.33%	2	33.33%
H11A	Programs Field Representative	222	8	3.60%	7	3.15%
H16A	Child Welfare Assistant I	83	6	7.23%	5	6.02%
H16B	Child Welfare Assistant II	32	14	43.75%	10	31.25%
H16C	Child Welfare Assistant III	0	1		1	
H20A	Social Services Specialist	230	72	31.30%	61	26.52%
H20B	Social Services Specialist	1147	132	11.51%	125	10.90%
H20C	Social Services Specialist	40	6	15.00%	6	15.00%
H20D	Social Services Specialist	214	17	7.94%	16	7.48%
H21A	Case Manager	14	1	7.14%	1	7.14%
H21B	Case Manager	228	36	15.79%	31	13.60%
H21C	Case Manager	33	5	15.15%	5	15.15%
H21D	Case Manager	33	3	9.09%	3	9.09%
H22A	Social Services Inspector	3	1	33.33%	0	0.00%
H22B	Social Services Inspector	61	10	16.39%	9	14.75%
H22C	Social Services Inspector	41	4	9.76%	4	9.76%
H22D	Social Services Inspector	3	0	0.00%	0	0.00%
H23A	Child Welfare Specialist	492	175	35.57%	123	25.00%
H23B	Child Welfare Specialist	728	171	23.49%	146	20.05%
H23C	Child Welfare Specialist	267	22	8.24%	17	6.37%
H23D	Child Welfare Specialist	325	21	6.46%	19	5.85%
H24A	Child Care Licensing Spec	1	1	100.00%	1	100.00%
H24B	Child Care Licensing Spec	69	14	20.29%	14	20.29%
H24C	Child Care Licensing Spec	20	2	10.00%	2	10.00%
H24D	Child Care Licensing Spec	21	4	19.05%	4	19.05%
H26A	Adult Protective Services Spec	20	6	30.00%	3	15.00%
H26B	Adult Protective Services Spec	80	14	17.50%	12	15.00%
H26C	Adult Protective Services Spec	24	4	16.67%	4	16.67%
H26D	Adult Protective Services Spec	24	3	12.50%	3	12.50%
H27A	Clinical Social Worker	2	0	0.00%	0	0.00%
H27B	Clinical Social Worker	7	1	14.29%	1	14.29%
H27C	Clinical Social Worker	6	0	0.00%	0	0.00%
H27D	Clinical Social Worker	5	1	20.00%	1	20.00%
H30A	Child Support Specialist	51	27	52.94%	17	33.33%
H30B	Child Support Specialist	179	27	15.08%	25	13.97%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
H30C	Child Support Specialist	49	7	14.29%	6	12.24%
H30D	Child Support Specialist	39	3	7.69%	3	7.69%
H50A	Disability Program Specialist	2	1	50.00%	1	50.00%
H50B	Disability Program Specialist	1	1	100.00%	1	100.00%
H50D	Disability Program Specialist	1	0	0.00%	0	0.00%
H51B	Planning/Oversight Specialist	1	0	0.00%	0	0.00%
H51C	Planning/Oversight Specialist	8	1	12.50%	1	12.50%
H51D	Planning/Oversight Specialist	3	0	0.00%	0	0.00%
I10A	Correctional Security Officer	215	191	88.84%	115	53.49%
I10B	Correctional Security Officer	150	49	32.67%	46	30.67%
I10C	Correctional Security Officer	357	103	28.85%	92	25.77%
I10D	Correctional Security Officer	565	80	14.16%	75	13.27%
I11A	Correctional Security Manager	221	36	16.29%	34	15.38%
I11B	Correctional Security Manager	42	8	19.05%	8	19.05%
I12A	Correctional Chief of Security	21	4	19.05%	4	19.05%
I12B	Correctional Chief of Security	10	1	10.00%	1	10.00%
I12C	Correctional Chief of Security	6	2	33.33%	2	33.33%
I15A	Unit Manager (DOC)	59	3	5.08%	3	5.08%
I16A	Correctional Scty Consultant	4	1	25.00%	1	25.00%
I17A	Fugitive Apprehension Agent	3	0	0.00%	0	0.00%
I17C	Fugitive Apprehension Agent	14	3	21.43%	3	21.43%
I20A	Correctional Case Manager	85	15	17.65%	14	16.47%
I20B	Correctional Case Manager	27	2	7.41%	2	7.41%
I20C	Correctional Case Manager	135	19	14.07%	18	13.33%
I20D	Correctional Case Manager	32	2	6.25%	2	6.25%
I21A	Correctional Activities Ofcr	2	0	0.00%	0	0.00%
I21B	Correctional Activities Ofcr	10	1	10.00%	1	10.00%
I23A	Correctional Teacher	60	11	18.33%	9	15.00%
I23B	Correctional Teacher	14	1	7.14%	1	7.14%
I24A	Correctional Unit Assistant	9	3	33.33%	3	33.33%
I25A	Correctional Records Officer	61	6	9.84%	5	8.20%
I30A	Correctional Industries Mgr	4	2	50.00%	2	50.00%
I30B	Correctional Industries Mgr	13	2	15.38%	1	7.69%
I30C	Correctional Industries Mgr	12	2	16.67%	2	16.67%
I30D	Correctional Industries Mgr	8	0	0.00%	0	0.00%
I30E	Correctional Industries Mgr	3	0	0.00%	0	0.00%
I35A	Institutional Farms Manager	25	5	20.00%	5	20.00%
I35C	Institutional Farms Manager	4	0	0.00%	0	0.00%
I35D	Institutional Farms Manager	4	1	25.00%	1	25.00%
I40A	Probation and Parole Officer	69	17	24.64%	12	17.39%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
I40B	Probation and Parole Officer	19	11	57.89%	11	57.89%
I40C	Probation and Parole Officer	159	17	10.69%	17	10.69%
I40D	Probation and Parole Officer	39	1	2.56%	1	2.56%
I41A	Pardon and Parole Investigator	2	0	0.00%	0	0.00%
I41B	Pardon and Parole Investigator	15	3	20.00%	3	20.00%
I41C	Pardon and Parole Investigator	2	0	0.00%	0	0.00%
J10A	Safety Standards Inspector	4	0	0.00%	0	0.00%
J10B	Safety Standards Inspector	3	0	0.00%	0	0.00%
J10D	Safety Standards Inspector	2	0	0.00%	0	0.00%
J12B	Emergency Management Officer	7	0	0.00%	0	0.00%
J12D	Emergency Management Officer	2	0	0.00%	0	0.00%
J14C	Asbestos Inspector	3	0	0.00%	0	0.00%
J15B	Industrial Hygienist	2	0	0.00%	0	0.00%
J15C	Industrial Hygienist	1	0	0.00%	0	0.00%
J16A	Boiler and Pressure Vessel Inspe	1	0	0.00%	0	0.00%
J16B	Boiler and Pressure Vessel Inspe	2	0	0.00%	0	0.00%
J16C	Boiler and Pressure Vessel Inspe	1	0	0.00%	0	0.00%
J17A	Labor Compliance Officer	1	0	0.00%	0	0.00%
J17C	Labor Compliance Officer	2	0	0.00%	0	0.00%
J19A	Occupational Licensure Spec	2	1	50.00%	1	50.00%
J19C	Occupational Licensure Spec	1	0	0.00%	0	0.00%
J20B	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	4	0	0.00%	0	0.00%
J31A	Safety Consultant	2	0	0.00%	0	0.00%
J31B	Safety Consultant	7	3	42.86%	3	42.86%
J31C	Safety Consultant	13	2	15.38%	2	15.38%
J33A	Airfield Firefighter	2	0	0.00%	0	0.00%
J33B	Airfield Firefighter	6	0	0.00%	0	0.00%
J33C	Airfield Firefighter	1	0	0.00%	0	0.00%
J33D	Airfield Firefighter	1	0	0.00%	0	0.00%
J40A	Juvenile Security Officer	18	12	66.67%	8	44.44%
J40B	Juvenile Security Officer	49	20	40.82%	17	34.69%
J40C	Juvenile Security Officer	10	3	30.00%	2	20.00%
J40D	Juvenile Security Officer	9	4	44.44%	3	33.33%
J41A	Fire Prevention and Security Ofc	34	10	29.41%	10	29.41%
J41B	Fire Prevention and Security Ofc	39	10	25.64%	9	23.08%
J41C	Fire Prevention and Security Ofc	28	2	7.14%	1	3.57%
J41D	Fire Prevention and Security Ofc	10	4	40.00%	3	30.00%
J52A	Cosmetology Inspector	5	2	40.00%	2	40.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
J54B	Jail Insp/Investigation Ofcr	1	0	0.00%	0	0.00%
J55C	Medical/Dental Investigator	2	0	0.00%	0	0.00%
J55D	Medical/Dental Investigator	1	0	0.00%	0	0.00%
J55E	Medical/Dental Investigator	2	0	0.00%	0	0.00%
K10A	Juvenile Justice Specialist	20	4	20.00%	4	20.00%
K10B	Juvenile Justice Specialist	157	22	14.01%	20	12.74%
K10C	Juvenile Justice Specialist	34	1	2.94%	1	2.94%
K10D	Juvenile Justice Specialist	37	2	5.41%	2	5.41%
K11A	Disability Determination Specl	38	20	52.63%	18	47.37%
K11B	Disability Determination Specl	20	5	25.00%	5	25.00%
K11C	Disability Determination Specl	51	6	11.76%	6	11.76%
K11D	Disability Determination Specl	65	4	6.15%	4	6.15%
K12A	Disability Determination Techn	1	0	0.00%	0	0.00%
K12C	Disability Determination Techn	39	2	5.13%	2	5.13%
K12D	Disability Determination Techn	10	2	20.00%	2	20.00%
K15A	Manual Sign Language Specl	2	0	0.00%	0	0.00%
K20A	Rehabilitation Technician	23	4	17.39%	2	8.70%
K20B	Rehabilitation Technician	15	0	0.00%	0	0.00%
K20C	Rehabilitation Technician	65	6	9.23%	3	4.62%
K21A	Vocational Rehabilitation Spec	9	0	0.00%	0	0.00%
K21B	Vocational Rehabilitation Spec	32	8	25.00%	6	18.75%
K21C	Vocational Rehabilitation Spec	45	5	11.11%	4	8.89%
K21D	Vocational Rehabilitation Spec	48	4	8.33%	3	6.25%
K22B	Assistive Technology Spec	2	0	0.00%	0	0.00%
K22C	Assistive Technology Spec	4	1	25.00%	1	25.00%
K22D	Assistive Technology Spec	2	0	0.00%	0	0.00%
K23A	Rehabilitation of the Blind Sp	0	1		0	
K23B	Rehabilitation of the Blind Sp	5	1	20.00%	1	20.00%
K23C	Rehabilitation of the Blind Sp	7	2	28.57%	2	28.57%
K23D	Rehabilitation of the Blind Sp	4	0	0.00%	0	0.00%
K28A	Vocational Training Instructor	0	1		1	
K30A	Vending Machine Technician	3	1	33.33%	0	0.00%
K31A	Vending Facility Business Cslt	1	0	0.00%	0	0.00%
K31B	Vending Facility Business Cslt	3	0	0.00%	0	0.00%
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	8	2	25.00%	2	25.00%
L16B	Agriculture Field Inspector	34	4	11.76%	4	11.76%
L16C	Agriculture Field Inspector	14	2	14.29%	2	14.29%
L16D	Agriculture Field Inspector	8	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
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 Spec	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	20	2	10.00%	2	10.00%
L23B	Forest Ranger	55	1	1.82%	1	1.82%
L24A	Forester	2	1	50.00%	1	50.00%
L24B	Forester	8	0	0.00%	0	0.00%
L24C	Forester	9	2	22.22%	2	22.22%
L24D	Forester	3	0	0.00%	0	0.00%
L24E	Forester	4	0	0.00%	0	0.00%
L25C	Law Enforce Spec Agent (ODAFF)	9	1	11.11%	1	11.11%
L33B	Wildlife Damage Control Spec	10	1	10.00%	1	10.00%
L33C	Wildlife Damage Control Spec	2	1	50.00%	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	1	100.00%	1	100.00%
L40C	Metrologist	2	0	0.00%	0	0.00%
L41A	Agricultural Services Admr	8	0	0.00%	0	0.00%
L41B	Agricultural Services Admr	6	1	16.67%	1	16.67%
L41C	Agricultural Services Admr	1	1	100.00%	1	100.00%
M11A	Director, Oil and Gas Division	1	0	0.00%	0	0.00%
M11B	Director, Oil and Gas Division	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	1	2	200.00%	1	100.00%
M30B	Fuel Specialist	6	1	16.67%	1	16.67%
M30C	Fuel Specialist	9	3	33.33%	3	33.33%
M30D	Fuel Specialist	4	0	0.00%	0	0.00%
M31A	Oil and Gas Specialist	5	1	20.00%	1	20.00%
M31B	Oil and Gas Specialist	9	1	11.11%	1	11.11%
M31C	Oil and Gas Specialist	3	0	0.00%	0	0.00%
M31D	Oil and Gas Specialist	6	1	16.67%	1	16.67%
M32A	Oil and Gas Field Inspector	12	1	8.33%	1	8.33%
M32B	Oil and Gas Field Inspector	19	0	0.00%	0	0.00%
M32C	Oil and Gas Field Inspector	18	2	11.11%	1	5.56%
M32D	Oil and Gas Field Inspector	8	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
M33A	Oil and Gas Production Advisor	1	0	0.00%	0	0.00%
M36B	Liquefied Petroleum Gas Safety	4	0	0.00%	0	0.00%
M46A	Transportation Customer Spec	8	1	12.50%	0	0.00%
M46B	Transportation Customer Spec	4	0	0.00%	0	0.00%
M53A	Motor Carrier Enforcement Ofcr	5	0	0.00%	0	0.00%
M53B	Motor Carrier Enforcement Ofcr	35	7	20.00%	6	17.14%
M53C	Motor Carrier Enforcement Ofcr	8	0	0.00%	0	0.00%
M53D	Motor Carrier Enforcement Ofcr	6	0	0.00%	0	0.00%
N13A	Veterans Affairs Fld Svcs Repr	17	2	11.76%	1	5.88%
N13B	Veterans Affairs Fld Svcs Repr	3	3	100.00%	3	100.00%
N13C	Veterans Affairs Fld Svcs Repr	4	0	0.00%	0	0.00%
N15A	State Accrediting Officer	2	0	0.00%	0	0.00%
N16A	Patient Services Coordinator	7	0	0.00%	0	0.00%
N16B	Patient Services Coordinator	2	0	0.00%	0	0.00%
N16C	Patient Services Coordinator	4	1	25.00%	1	25.00%
P15A	Naturalist	9	0	0.00%	0	0.00%
P20A	Park Ranger	7	0	0.00%	0	0.00%
P20B	Park Ranger	23	4	17.39%	3	13.04%
P20C	Park Ranger	3	1	33.33%	1	33.33%
P20D	Park Ranger	1	0	0.00%	0	0.00%
P25A	Park Manager	7	2	28.57%	2	28.57%
P25B	Park Manager	4	0	0.00%	0	0.00%
P25C	Park Manager	12	0	0.00%	0	0.00%
P25D	Park Manager	9	1	11.11%	1	11.11%
P25E	Park Manager	4	1	25.00%	1	25.00%
Q10A	Power Generation Opns Tech	5	0	0.00%	0	0.00%
Q10B	Power Generation Opns Tech	16	0	0.00%	0	0.00%
Q10C	Power Generation Opns Tech	16	2	12.50%	2	12.50%
Q10D	Power Generation Opns Tech	9	1	11.11%	1	11.11%
Q20A	Power Plant Maintenance Tech	7	1	14.29%	1	14.29%
Q20B	Power Plant Maintenance Tech	19	0	0.00%	0	0.00%
Q20C	Power Plant Maintenance Tech	60	5	8.33%	5	8.33%
Q20D	Power Plant Maintenance Tech	14	0	0.00%	0	0.00%
Q21A	Power Transmission Maint Tech	3	0	0.00%	0	0.00%
Q21B	Power Transmission Maint Tech	15	1	6.67%	0	0.00%
Q21C	Power Transmission Maint Tech	22	1	4.55%	1	4.55%
Q21D	Power Transmission Maint Tech	11	0	0.00%	0	0.00%
Q22A	Scada System Maintenance Techn	1	0	0.00%	0	0.00%
Q22C	Scada System Maintenance Techn	2	0	0.00%	0	0.00%
Q23C	Heavy Equip Railcar Maint Tech	6	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
Q23D	Heavy Equip Railcar Maint Tech	6	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%
Q40B	Power Gen Coal Yard Equip Opr	5	0	0.00%	0	0.00%
Q40C	Power Gen Coal Yard Equip Opr	6	0	0.00%	0	0.00%
Q40D	Power Gen Coal Yard Equip Opr	19	0	0.00%	0	0.00%
Q50B	GRDA Lake Patrol Officer	5	1	20.00%	1	20.00%
R10A	Environ/Chemical Lab Scientist	12	3	25.00%	3	25.00%
R10B	Environ/Chemical Lab Scientist	15	3	20.00%	3	20.00%
R10C	Environ/Chemical Lab Scientist	17	2	11.76%	2	11.76%
R10D	Environ/Chemical Lab Scientist	10	0	0.00%	0	0.00%
R20A	Environmental Programs Specl	24	3	12.50%	2	8.33%
R20B	Environmental Programs Specl	42	4	9.52%	3	7.14%
R20C	Environmental Programs Specl	88	3	3.41%	3	3.41%
R20D	Environmental Programs Specl	65	4	6.15%	4	6.15%
R23B	Environmental Technician	5	0	0.00%	0	0.00%
R25A	Environmental Programs Manager	14	2	14.29%	2	14.29%
R25B	Environmental Programs Manager	37	3	8.11%	3	8.11%
R25C	Environmental Programs Manager	12	1	8.33%	1	8.33%
R25D	Environmental Programs Manager	5	0	0.00%	0	0.00%
S10A	Engineer Intern	6	2	33.33%	2	33.33%
S10B	Engineer Intern	9	2	22.22%	2	22.22%
S10C	Engineer Intern	11	3	27.27%	3	27.27%
S10D	Engineer Intern	17	2	11.76%	2	11.76%
S10E	Engineer Intern	2	0	0.00%	0	0.00%
S11A	Professional Engineer	25	4	16.00%	4	16.00%
S11B	Professional Engineer	22	3	13.64%	3	13.64%
S11C	Professional Engineer	33	3	9.09%	3	9.09%
S12A	Engineering Manager	4	0	0.00%	0	0.00%
S12B	Engineering Manager	72	5	6.94%	5	6.94%
S12C	Engineering Manager	29	2	6.90%	1	3.45%
S12D	Engineering Manager	12	3	25.00%	3	25.00%
S12E	Engineering Manager	1	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	1	100.00%	1	100.00%
T10A	Comp-Aided Drafting and Dsgn Spe	10	3	30.00%	2	20.00%
T10B	Comp-Aided Drafting and Dsgn Spe	13	3	23.08%	3	23.08%
T10C	Comp-Aided Drafting and Dsgn Spe	20	2	10.00%	2	10.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
T10D	Comp-Aided Drafting and Dsgn Spe	21	1	4.76%	1	4.76%
T10E	Comp-Aided Drafting and Dsgn Spe	37	2	5.41%	2	5.41%
T10F	Comp-Aided Drafting and Dsgn Spe	20	4	20.00%	4	20.00%
T22A	Transportation Specialist	42	4	9.52%	3	7.14%
T22B	Transportation Specialist	70	10	14.29%	9	12.86%
T22C	Transportation Specialist	90	11	12.22%	9	10.00%
T22D	Transportation Specialist	163	7	4.29%	6	3.68%
T22E	Transportation Specialist	124	9	7.26%	8	6.45%
T22F	Transportation Specialist	22	2	9.09%	2	9.09%
T23A	Transportation Manager	48	4	8.33%	4	8.33%
T23B	Transportation Manager	50	3	6.00%	3	6.00%
T23C	Transportation Manager	10	1	10.00%	1	10.00%
T23D	Transportation Manager	9	1	11.11%	1	11.11%
T25A	Transportation Equipment Opr	118	49	41.53%	28	23.73%
T25B	Transportation Equipment Opr	226	32	14.16%	28	12.39%
T25C	Transportation Equipment Opr	407	41	10.07%	39	9.58%
T25D	Transportation Equipment Opr	90	5	5.56%	4	4.44%
T26A	Transportation Superintendent	112	7	6.25%	7	6.25%
T26B	Transportation Superintendent	110	8	7.27%	8	7.27%
T27A	Highway Sign Technician	2	0	0.00%	0	0.00%
T27B	Highway Sign Technician	2	0	0.00%	0	0.00%
T27C	Highway Sign Technician	1	1	100.00%	0	0.00%
T27D	Highway Sign Technician	1	1	100.00%	1	100.00%
T50B	Toll Collector	233	50	21.46%	40	17.17%
T50C	Toll Collector	2	1	50.00%	1	50.00%
T50D	Toll Collector	6	1	16.67%	1	16.67%
T51A	Toll Operations Manager	4	0	0.00%	0	0.00%
T60C	Photogrammetrist	5	0	0.00%	0	0.00%
T60D	Photogrammetrist	1	0	0.00%	0	0.00%
U10A	Historical Programs Admr	6	0	0.00%	0	0.00%
U10B	Historical Programs Admr	2	0	0.00%	0	0.00%
U10C	Historical Programs Admr	2	0	0.00%	0	0.00%
U11A	Historical Facility Manager	4	0	0.00%	0	0.00%
U11B	Historical Facility Manager	5	0	0.00%	0	0.00%
U11C	Historical Facility Manager	4	0	0.00%	0	0.00%
U11D	Historical Facility Manager	2	0	0.00%	0	0.00%
U12A	Historical Collections Specl	4	1	25.00%	1	25.00%
U12B	Historical Collections Specl	5	0	0.00%	0	0.00%
U12C	Historical Collections Specl	6	0	0.00%	0	0.00%
U12D	Historical Collections Specl	1	1	100.00%	1	100.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
U13A	Historical Interpreter	8	2	25.00%	2	25.00%
U13B	Historical Interpreter	5	1	20.00%	1	20.00%
U13C	Historical Interpreter	1	0	0.00%	0	0.00%
U14A	Historic Preservation Spec	1	0	0.00%	0	0.00%
U14C	Historic Preservation Spec	4	0	0.00%	0	0.00%
V10B	Tax Document Examiner	12	2	16.67%	1	8.33%
V10C	Tax Document Examiner	9	0	0.00%	0	0.00%
V11A	Revenue Compliance Officer	45	12	26.67%	9	20.00%
V11B	Revenue Compliance Officer	23	2	8.70%	0	0.00%
V11C	Revenue Compliance Officer	5	0	0.00%	0	0.00%
V12A	Motor Vehicle Research Spec	7	3	42.86%	1	14.29%
V12B	Motor Vehicle Research Spec	4	0	0.00%	0	0.00%
V12C	Motor Vehicle Research Spec	7	0	0.00%	0	0.00%
V14A	Motor Vehicle Enforcement Ofcr	3	3	100.00%	2	66.67%
V14B	Motor Vehicle Enforcement Ofcr	23	2	8.70%	2	8.70%
V14C	Motor Vehicle Enforcement Ofcr	3	0	0.00%	0	0.00%
V17A	Revenue Compliance Examiner	9	2	22.22%	1	11.11%
V17B	Revenue Compliance Examiner	22	6	27.27%	4	18.18%
V20A	Taxpayer Services Representati	28	8	28.57%	6	21.43%
V20B	Taxpayer Services Representati	17	1	5.88%	1	5.88%
V20C	Taxpayer Services Representati	66	7	10.61%	7	10.61%
V20D	Taxpayer Services Representati	3	0	0.00%	0	0.00%
V30B	Assessment and Equalization Anal	10	3	30.00%	3	30.00%
V30C	Assessment and Equalization Anal	3	0	0.00%	0	0.00%
W10A	Workforce Services Specialist	2	1	50.00%	1	50.00%
W10B	Workforce Services Specialist	1	1	100.00%	1	100.00%
W10C	Workforce Services Specialist	189	37	19.58%	24	12.70%
W10D	Workforce Services Specialist	65	9	13.85%	8	12.31%
W15A	Compliance Enforcement Officer	11	3	27.27%	3	27.27%
W15B	Compliance Enforcement Officer	11	2	18.18%	2	18.18%
W15C	Compliance Enforcement Officer	29	3	10.34%	3	10.34%
W15D	Compliance Enforcement Officer	7	1	14.29%	1	14.29%
X10A	Health Information Technician	40	7	17.50%	5	12.50%
X10B	Health Information Technician	15	3	20.00%	3	20.00%
X10C	Health Information Technician	4	1	25.00%	1	25.00%
X11A	Therapeutic/Medical Aide	5	1	20.00%	1	20.00%
X11B	Therapeutic/Medical Aide	22	2	9.09%	1	4.55%
X12A	Therapeutic/Medical Assistant	1	0	0.00%	0	0.00%
X13A	Laboratory Technician	1	2	200.00%	0	0.00%
X13B	Laboratory Technician	11	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
X13C	Laboratory Technician	10	1	10.00%	1	10.00%
X14A	Clinical Laboratory Scientist	5	1	20.00%	1	20.00%
X14B	Clinical Laboratory Scientist	10	0	0.00%	0	0.00%
X14C	Clinical Laboratory Scientist	10	0	0.00%	0	0.00%
X14D	Clinical Laboratory Scientist	10	0	0.00%	0	0.00%
X15B	Records Management Specialist	5	0	0.00%	0	0.00%
X17A	Public Health Specialist	17	6	35.29%	5	29.41%
X17B	Public Health Specialist	9	1	11.11%	1	11.11%
X17C	Public Health Specialist	29	2	6.90%	2	6.90%
X17D	Public Health Specialist	2	0	0.00%	0	0.00%
X17E	Public Health Specialist	5	0	0.00%	0	0.00%
X19B	Dental Care Hygienist	1	1	100.00%	1	100.00%
X20A	Health Educator	9	1	11.11%	1	11.11%
X20B	Health Educator	14	0	0.00%	0	0.00%
X20C	Health Educator	5	0	0.00%	0	0.00%
X22B	Speech-Language Pathologist	15	2	13.33%	2	13.33%
X22C	Speech-Language Pathologist	26	4	15.38%	4	15.38%
X22D	Speech-Language Pathologist	10	2	20.00%	2	20.00%
X23B	Alcohol and Drug Counselor	5	0	0.00%	0	0.00%
X23D	Alcohol and Drug Counselor	2	0	0.00%	0	0.00%
X24B	Dental Care Assistant	23	2	8.70%	2	8.70%
X24C	Dental Care Assistant	1	0	0.00%	0	0.00%
X25A	Pharmacy Technician	3	0	0.00%	0	0.00%
X25B	Pharmacy Technician	19	3	15.79%	3	15.79%
X27A	Epidemiologist	1	0	0.00%	0	0.00%
X27B	Epidemiologist	5	1	20.00%	1	20.00%
X27C	Epidemiologist	6	0	0.00%	0	0.00%
X27D	Epidemiologist	1	0	0.00%	0	0.00%
X28B	Health Planning Specialist	5	1	20.00%	1	20.00%
X28C	Health Planning Specialist	1	0	0.00%	0	0.00%
X29C	Health Facility Surveyor	11	0	0.00%	0	0.00%
X29D	Health Facility Surveyor	2	0	0.00%	0	0.00%
X31A	Psychological Clinician	1	2	200.00%	1	100.00%
X31B	Psychological Clinician	45	10	22.22%	9	20.00%
X31C	Psychological Clinician	18	0	0.00%	0	0.00%
X31D	Psychological Clinician	4	0	0.00%	0	0.00%
X31E	Psychological Clinician	1	0	0.00%	0	0.00%
X32A	Child Development Specialist	1	1	100.00%	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%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
X32D	Child Development Specialist	5	1	20.00%	1	20.00%
X33B	Occupational Therapist	1	0	0.00%	0	0.00%
X33C	Occupational Therapist	3	0	0.00%	0	0.00%
X34B	Physical Therapist	1	0	0.00%	0	0.00%
X34C	Physical Therapist	1	0	0.00%	0	0.00%
X35A	Recreational Activities Specl	11	2	18.18%	0	0.00%
X35B	Recreational Activities Specl	16	5	31.25%	4	25.00%
X35C	Recreational Activities Specl	4	0	0.00%	0	0.00%
X36A	Recreation Therapist	10	1	10.00%	1	10.00%
X36B	Recreation Therapist	10	1	10.00%	0	0.00%
X36C	Recreation Therapist	5	0	0.00%	0	0.00%
X36D	Recreation Therapist	9	1	11.11%	1	11.11%
X38A	Disease Intervention Specl	5	1	20.00%	1	20.00%
X38B	Disease Intervention Specl	5	1	20.00%	1	20.00%
X38C	Disease Intervention Specl	4	0	0.00%	0	0.00%
X41B	Emergency Medical Svcs Admr	6	2	33.33%	2	33.33%
X46C	Clinical Health Fac Surveyor	95	25	26.32%	23	24.21%
X46D	Clinical Health Fac Surveyor	23	1	4.35%	1	4.35%
Y10A	Patient Care Assistant	676	521	77.07%	316	46.75%
Y10B	Patient Care Assistant	323	88	27.24%	60	18.58%
Y10C	Patient Care Assistant	69	14	20.29%	12	17.39%
Y11A	Licensed Practical Nurse	4	3	75.00%	3	75.00%
Y11B	Licensed Practical Nurse	122	40	32.79%	30	24.59%
Y11C	Licensed Practical Nurse	152	37	24.34%	32	21.05%
Y12A	Registered Nurse	4	1	25.00%	1	25.00%
Y12B	Registered Nurse	236	42	17.80%	39	16.53%
Y12C	Registered Nurse	205	52	25.37%	44	21.46%
Y13A	Nursing Manager	9	0	0.00%	0	0.00%
Y13B	Nursing Manager	13	1	7.69%	1	7.69%
Y13C	Nursing Manager	30	8	26.67%	7	23.33%
Y14B	Advanced Practice Nurse	1	1	100.00%	1	100.00%
Y15A	Health Care Management Nurse	1	0	0.00%	0	0.00%
Y15B	Health Care Management Nurse	148	17	11.49%	16	10.81%
Y15C	Health Care Management Nurse	27	3	11.11%	3	11.11%
Z10A	Teaching Assistant	5	0	0.00%	0	0.00%
Z12A	Direct Care Specialist	147	64	43.54%	40	27.21%
Z12B	Direct Care Specialist	221	36	16.29%	23	10.41%
Z12C	Direct Care Specialist	43	4	9.30%	2	4.65%
Z12D	Direct Care Specialist	7	0	0.00%	0	0.00%
Z12E	Direct Care Specialist	5	0	0.00%	0	0.00%

Job Code	Job Title	Beginning of Period Employee Count	Overall Turnover FY 2015	Overall Turnover Rate FY 2015	Voluntary Turnover FY 2015	Voluntary Turnover Rate FY 2015
Z13A	Transportation Officer	1	0	0.00%	0	0.00%
Z14A	Institutional Safety and Sct Cdr	2	2	100.00%	2	100.00%
Z16A	Educational Consultant	1	0	0.00%	0	0.00%
Z18A	Independent Living Instructor	15	1	6.67%	0	0.00%
Z18B	Independent Living Instructor	4	0	0.00%	0	0.00%
Z18D	Independent Living Instructor	1	0	0.00%	0	0.00%
Z20A	Food Service Specialist	119	82	68.91%	52	43.70%
Z20B	Food Service Specialist	116	27	23.28%	23	19.83%
Z20C	Food Service Specialist	31	5	16.13%	4	12.90%
Z20D	Food Service Specialist	86	42	48.84%	29	33.72%
Z21A	Food Service Manager	46	6	13.04%	5	10.87%
Z21B	Food Service Manager	21	3	14.29%	3	14.29%
Z21C	Food Service Manager	11	1	9.09%	1	9.09%
Z24A	Nutrition Assistant	22	1	4.55%	1	4.55%
Z25B	Nutrition Therapist	14	1	7.14%	1	7.14%
Z25C	Nutrition Therapist	20	3	15.00%	3	15.00%
Z25D	Nutrition Therapist	6	0	0.00%	0	0.00%
Z26A	Institutional Prog Coordinator	2	0	0.00%	0	0.00%
Z26B	Institutional Prog Coordinator	1	0	0.00%	0	0.00%
Z27B	Institutional/Comm Prog Admr	1	0	0.00%	0	0.00%
Z27C	Institutional/Comm Progr Admr	2	0	0.00%	0	0.00%
Z30A	Linen and Clothing Specialist	20	1	5.00%	1	5.00%
Z30B	Linen and Clothing Specialist	19	3	15.79%	3	15.79%
Z30C	Linen and Clothing Specialist	17	3	17.65%	3	17.65%
Z30D	Linen and Clothing Specialist	17	3	17.65%	2	11.76%
Z30E	Linen and Clothing Specialist	1	0	0.00%	0	0.00%
Z50A	Volunteer Services Specialist	3	0	0.00%	0	0.00%
Z50B	Volunteer Services Specialist	1	1	100.00%	1	100.00%
Z51A	Youth Guidance Specialist	40	33	82.50%	25	62.50%
Z51B	Youth Guidance Specialist	41	39	95.12%	34	82.93%
Z51C	Youth Guidance Specialist	13	5	38.46%	5	38.46%
Z51D	Youth Guidance Specialist	12	2	16.67%	2	16.67%
Z52B	Chaplain	16	1	6.25%	1	6.25%