



2018

# Annual Compensation Report



# Annual Compensation Report

Fiscal Year 2018

Office of Management & Enterprise Services

Dana Webb, Human Capital Management Administrator

Jake Smith, HCM Director of Talent Management

Media Inquiries:

Shelley Zumwalt, Director of Public Affairs

405-535-5198

This publication is issued by the Office of Management and Enterprise Services as authorized by Title 62, Section 34. Copies have not been printed but are available through the agency website. This work is licensed under a Creative Attribution-NonCommercial-NoDerivs 3.0 Unported License.

# Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
INTRODUCTION .....	5
AVERAGE SALARY COMPARISON (DIRECT COMPENSATION) .....	5
<i>Table 1: Employee Benchmark Average Salary Comparison – State of Oklahoma vs. Market .....</i>	<i>5</i>
BENEFIT COMPARISON (INDIRECT COMPENSATION) .....	5
<i>Table 2: Average Total Compensation Costs (Salary and Benefits).....</i>	<i>5</i>
CLASSIFIED EMPLOYEE TURNOVER .....	6
<i>Table 3: Classified Employee Turnover Rates FY 2000-2018.....</i>	<i>6</i>
<i>Figure 1. Classified Employee Turnover Rates FY 2000-2018.....</i>	<i>7</i>
RECOMMENDATIONS .....	8
<i>Compensation .....</i>	<i>8</i>
<b>INTRODUCTION .....</b>	<b>9</b>
STATUTORY REQUIREMENT .....	9
PURPOSE AND SCOPE OF COMPENSATION REPORT.....	9
2018 LEGISLATIVE COMPENSATION ACTIVITY .....	10
<i>Note on Economic Conditions .....</i>	<i>10</i>
<b>METHODOLOGY .....</b>	<b>11</b>
MARKET SURVEYS .....	11
MARKET PRICING APPROACH .....	12
BENEFITS .....	12
EMPLOYEE TURNOVER.....	12
<b>ANALYSIS .....</b>	<b>14</b>
CLASSIFIED EMPLOYEE BENCHMARK JOB AVERAGE SALARY COMPARISON .....	14
<i>Table 4: Employee Average Salary Comparison.....</i>	<i>14</i>
<i>Table 5: Market Comparison Trend (2005-2018).....</i>	<i>14</i>
<i>Figure 2: Oklahoma vs. Market Pay Trend (2005-2018) .....</i>	<i>15</i>
<i>Table 6: Oklahoma General Pay Increase History.....</i>	<i>15</i>
CLASSIFIED PAY BANDS .....	16
<i>Table 7: Pay Band Compa-ratio .....</i>	<i>17</i>
<i>Figure 3: Pay Band Average Salary .....</i>	<i>18</i>
COST TO MOVE THE MINIMUM 5 PERCENT.....	18
AGENCY DIRECTOR SALARY STRUCTURE .....	18
BENEFITS ANALYSIS .....	19
<i>State Benefit Package .....</i>	<i>19</i>
<i>Market Benefit Package.....</i>	<i>19</i>
<i>Table 8: Vacation Days/Annual Leave .....</i>	<i>20</i>
BENEFIT COMPARISON (INDIRECT COMPENSATION) .....	20
<i>Table 9: Average Employee Benefit Cost Comparison .....</i>	<i>20</i>
<i>Employer Contribution .....</i>	<i>21</i>
TOTAL COMPENSATION COST .....	21
<i>Table 10: Average Total Compensation Costs (Salary and Benefits).....</i>	<i>22</i>
TURNOVER ANALYSIS .....	22
<i>Table 11: FY 2018 State Classified Employee Turnover.....</i>	<i>22</i>

*Table 12: FY 2018 Turnover Cost*.....23

**RECOMMENDATIONS** ..... **24**

    COMPENSATION.....24

**APPENDIX** ..... **25**

*Table A1: Multi-Survey Benchmark Jobs and Market Compa-Ratio* .....25

*Table A3: Agency Director Salary Structure* .....33

# 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 compares these programs with the state's fringe benefit package.

## Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 282 benchmark jobs indicates that, on average, classified employee salaries are 22.44 percent below the competitive labor market. The 282 benchmarks represent 11,898 employees, or 57.85 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

Benefit	State of Oklahoma Contribution <sup>1</sup>	Market Contribution	Percent Above/Below Market
Average Salaries	\$47,254	\$60,924	-22.44%

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

## Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 illustrates the employer contributions to the state's benefit package compared to those of the external labor market. The costs in the table indicate the employers' contributions 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)

Benefit	State of Oklahoma	Market	Percent Above/Below Market
Average Salaries	\$47,254	\$60,924	-22.44%
Total Benefit Cost	\$27,936	\$32,693	-14.55%
Average Total Compensation Cost	\$75,190	\$93,617	-19.68%

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.

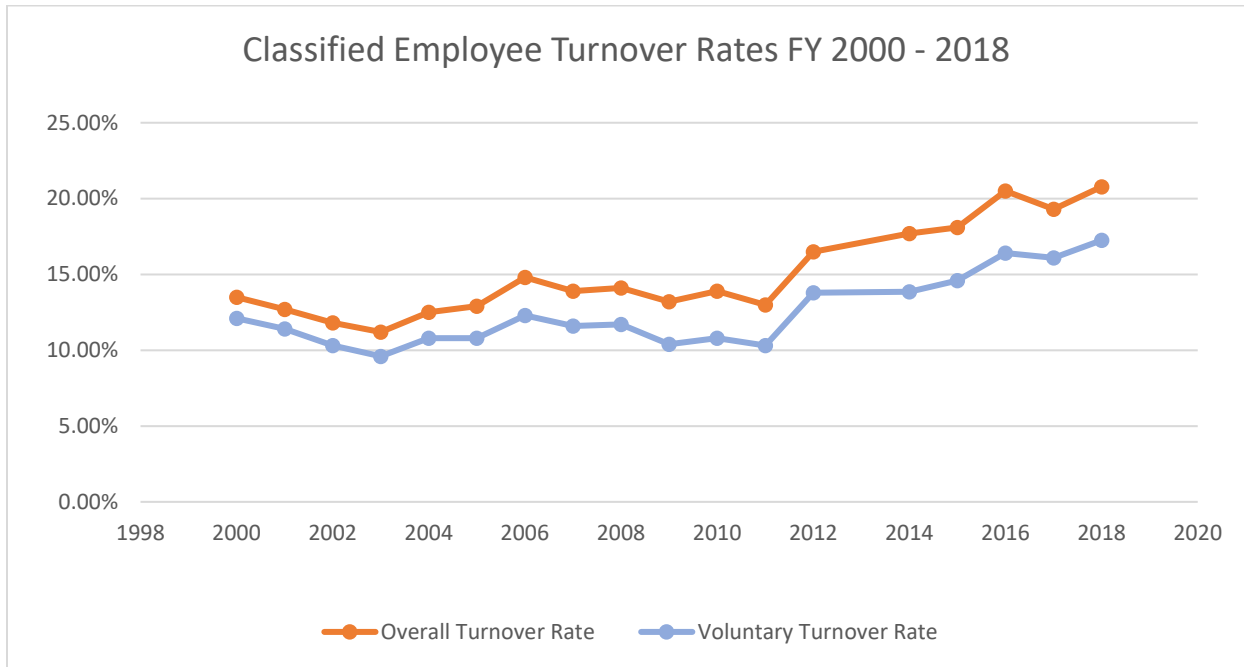
## Classified Employee Turnover

The overall turnover rate among classified employees in FY 2018 was 20.70 percent and the voluntary rate was 17.25 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2018 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased slightly from the previous fiscal year.

Table 3: Classified Employee Turnover Rates FY 2000-2018

<b>Year</b>	<b>Overall Turnover Rate</b>	<b>Voluntary Turnover Rate</b>
<b>2018</b>	<b>20.70%</b>	<b>17.25%</b>
<b>2017</b>	<b>19.30%</b>	<b>16.10%</b>
<b>2016</b>	<b>20.50%</b>	<b>16.40%</b>
<b>2015</b>	<b>18.10%</b>	<b>14.60%</b>
<b>2014</b>	<b>17.70%</b>	<b>13.85%</b>
<b>2012</b>	<b>16.50%</b>	<b>13.80%</b>
<b>2011</b>	<b>13.00%</b>	<b>10.30%</b>
<b>2010</b>	<b>13.90%</b>	<b>10.80%</b>
<b>2009</b>	<b>13.20%</b>	<b>10.40%</b>
<b>2008</b>	<b>14.10%</b>	<b>11.70%</b>
<b>2007</b>	<b>13.90%</b>	<b>11.60%</b>
<b>2006</b>	<b>14.80%</b>	<b>12.30%</b>
<b>2005</b>	<b>12.90%</b>	<b>10.80%</b>
<b>2004</b>	<b>12.50%</b>	<b>10.80%</b>
<b>2003</b>	<b>11.20%</b>	<b>9.60%</b>
<b>2002</b>	<b>11.80%</b>	<b>10.30%</b>
<b>2001</b>	<b>12.70%</b>	<b>11.40%</b>

Figure 1. Classified Employee Turnover Rates FY 2000-2018



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

## Recommendations

### Compensation

Results of the 2018 Annual Compensation Report indicate that the state's classified pay rates are 22.44 percent below the market pay rates for comparable benchmark jobs, which is a slight improvement of the state's salary position to the market last year. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures.

**The state made up some ground last year after the passage of HB 1024, which provided tiered salary increases to almost all state employees based on their annual salary, but the state's classified pay rates still lag behind the market by 22.44 percent. The Legislature should be prepared to address pay concerns during the 2019 session if funds are available.**



# Introduction

## Statutory Requirement

O.S. Title 74, Section 840:1.6A(5) provides that “the Administrator of the Office of Management & Enterprise Services shall conduct an analysis of the rates of pay prevailing in the state within the public and private sectors for comparable jobs and report the findings to the Governor, the President Pro Tempore of the Senate, and the Speaker of the House of Representatives no later than December 1 of each year. Such analysis shall include all forms of compensation including fringe benefits. Information solicited by the Office of Management and Enterprise Services from public and private sector employers for such analysis, including but not limited to salaries, benefits, and compensation policies and procedures, shall be confidential and shall not be subject to disclosure under the Oklahoma Open Records Act.”

The Office of Management and Enterprise Services 2018 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and it compares these programs with the state's fringe benefit package.

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

## Purpose and Scope of Compensation Report

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 65 percent of all state employees, compared with the relevant labor market. Survey sources used for this year's salary and benefit analysis are:

- 2018 National Compensation Association of State Governments Salary Report (data from states contiguous to the State of Oklahoma).
- 2018 Oklahoma Hospital Association Survey.
- Compensation Data 2018 Non-Profit Survey, by CompData Surveys.
- 2018 Economic Research Institute Salary Assessor.
- The Kaiser Foundation Employer Health Benefits 2018 Annual Survey.
- 2018 National Compensation Association of State Governments Benefits Report (data from states contiguous to the State of Oklahoma).

## 2018 Legislative Compensation Activity

### Note on Economic Conditions

As of December 2018, the unemployment rate in the United States was 3.9 percent, 0.2 percentage percent less than December 2017, according to the U.S. Department of Labor.

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

Pay increase budgets with U.S. employers are at 3.1 percent for 2018, according to the WorldatWork Salary Budget Survey. That is 0.1 percentage percent higher than in 2017, and respondents are projecting a slight increase to 3.2 percent for 2019 salary increase budgets.

<https://www.worldatwork.org/resources/surveys/worldatwork-salary-budget-survey>

From the information provided by the Oklahoma Employment Security Commission, as of December 2018, unemployment in Oklahoma is at 3.2 percent. The state's seasonally adjusted unemployment rate was down by 0.9 percentage point compared to December 2017.

<https://www.ok.gov/oesc/documents/lmiusue.pdf>

# Methodology

## Market Surveys

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

**National Compensation Association of State Governments 2018 Salary Report (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 46 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 survey.

**Oklahoma Hospital Association:** This salary survey is conducted semi-annually by the Oklahoma Hospital Association. The survey consists of over 280 job titles, including 187 health care-specific positions.

**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.

**Economic Research Institute Salary Assessor:** This software program, developed by ERI, reports current competitive wage, salary and incentive survey data for more than 8,000 jobs. Data is collected from thousands of available salary surveys for jobs and areas.

**The Kaiser Foundation Employer Health Benefits 2018 Annual Survey:** The Kaiser Family Foundation and the Health Research & Educational Trust conduct an annual survey of employer-sponsored health benefits. HRET, a nonprofit research organization, is an affiliate of the American Hospital Association. The Kaiser Family Foundation designs, analyzes and conducts this survey in partnership with HRET, and also funds the study. Kaiser contracts with researchers at NORC at the University of Chicago to work with the Kaiser and HRET researchers in conducting the study. Kaiser/HRET retained National Research, LLC, a Washington, D.C.-based survey research firm, to conduct telephone interviews with human resource and benefits managers using the Kaiser/HRET survey instrument. From January to July 2018, NR completed full interviews with 2,160 firms.

**National Compensation Association of State Governments 2018 Benefits Report (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 46 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 survey.

## 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

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:

The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model<sup>1</sup>. Below are the steps of the costing model:

A. Classified benchmark average salary.

---

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

- B. Percentage of pay for benefits × average salary.
- C. Total employee annual cost (add A + B).
- D. Determine the number of employees who voluntarily resigned within the previous FY.
- E. The time an employee becomes fully productive (typically 12 months).
- F. Per person turnover cost:  $(E \div 12) \times C \times 50\%$ .<sup>2</sup>
- G. Annual turnover cost for the state ( $F \times D$ ).

*a = classified benchmark average salary*

*b = percentage of pay for benefits × average salary*

*d = number of employees who voluntarily resigned within the previous FY*

*e = the time an employee becomes fully productive (typically 12 months)*

$$\left[ \left( \frac{e}{12} \right) \times (a + b) \times 50\% \right] \times d$$

---

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

## Analysis

### Classified Employee Benchmark Job Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries are 22.44 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 4: Employee Average Salary Comparison

Benefit	State of Oklahoma Contribution <sup>1</sup>	Market Contribution	Percent Above/Below Market
<b>Average Salaries</b>	<b>\$47,254</b>	<b>\$60,924</b>	<b>-22.44%</b>

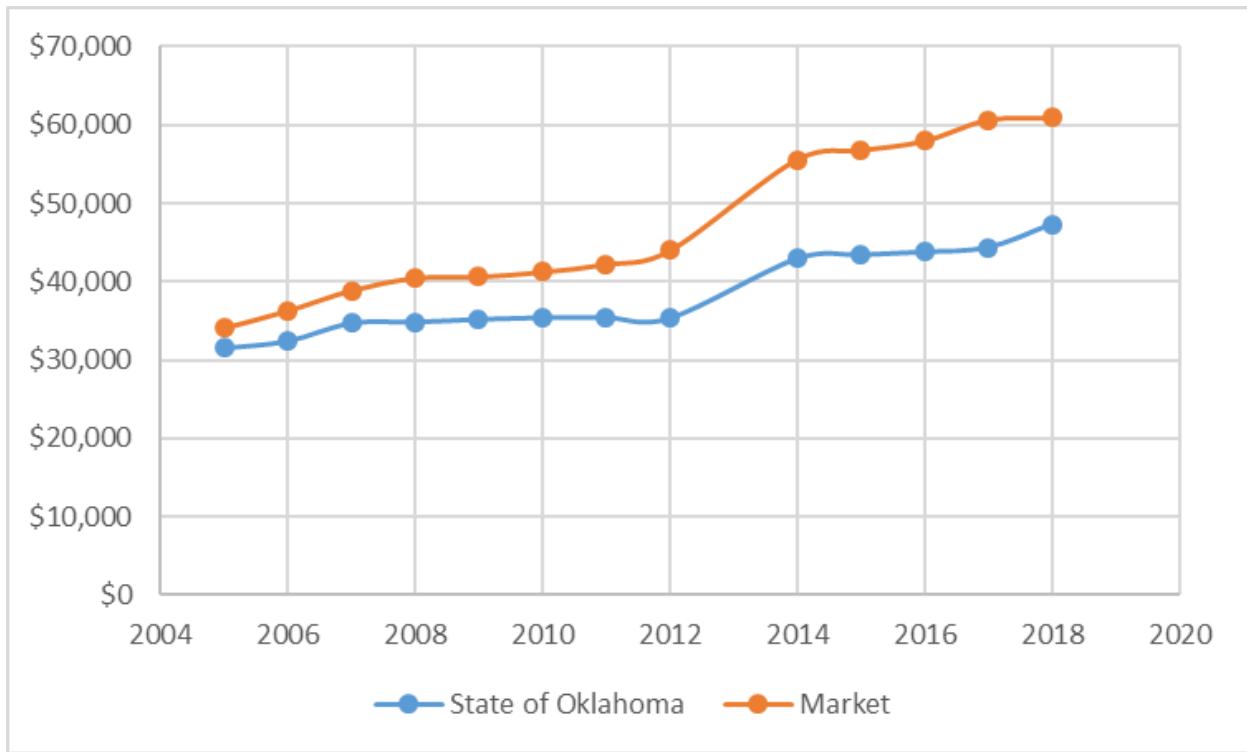
<sup>1</sup> Includes average longevity payment for each benchmark.

A review of market and state average salary growth from 2005 to the present (see Table 5 and Figure 2) reveals the pay relationship over the last 13 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 50 percent since 2005 while the market has increased closer to 78 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 (2005-2018)

Year	State of Oklahoma	State Average Salary Increase % From Year to Year	Market	Market Average Salary Increase % From Year to Year
<b>2018</b>	<b>\$47,254</b>	<b>6.46%</b>	<b>\$60,924</b>	<b>0.47%</b>
2017	\$44,385	1.34%	\$60,640	4.61%
2016	\$43,797	0.84%	\$57,965	2.09%
2015	\$43,432	1.15%	\$56,778	2.13%
2014	\$42,940	21.46%	\$55,595	26.41%
2012	\$35,352	-0.25%	\$43,979	4.13%
2011	\$35,440	0.04%	\$42,235	2.36%
2010	\$35,427	0.62%	\$41,260	1.49%
2009	\$35,209	0.98%	\$40,656	0.41%
2008	\$34,868	0.44%	\$40,490	4.10%
2007	\$34,714	7.05%	\$38,897	7.11%
2006	\$32,427	2.88%	\$36,315	6.49%
2005	\$31,518		\$34,102	
<b>Percent Salary Increase 2005-2018</b>		<b>49.93%</b>		<b>78.65%</b>

Figure 2: Oklahoma vs. Market Pay Trend (2005-2018)



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: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
<b>HB 1024</b>	<b>2018</b>	<b>\$40,000 and under – \$2,000</b> <b>\$40,000.01 to \$49,999.99 – \$1,500</b> <b>\$50,000 to \$59,999.99 – \$1,000</b> <b>\$60,000 and over – \$750</b>	<b>7/1/2018</b>
-	2017	\$0.00	N/A
-	2016	\$0.00	N/A
-	2015	\$0.00	N/A

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
SB 2131	2014	A 6.25% increase was given to select employees within the following occupational groups: Corrections, Nursing, Juvenile Services, Social Services and Law Enforcement. In addition, Correctional Officers received 8%.	7/1/2014
-	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 2018 when the minimum, midpoints 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.
- Number of employees near the pay band maximums.
- Range penetration of classified average salaries. Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much headroom is 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



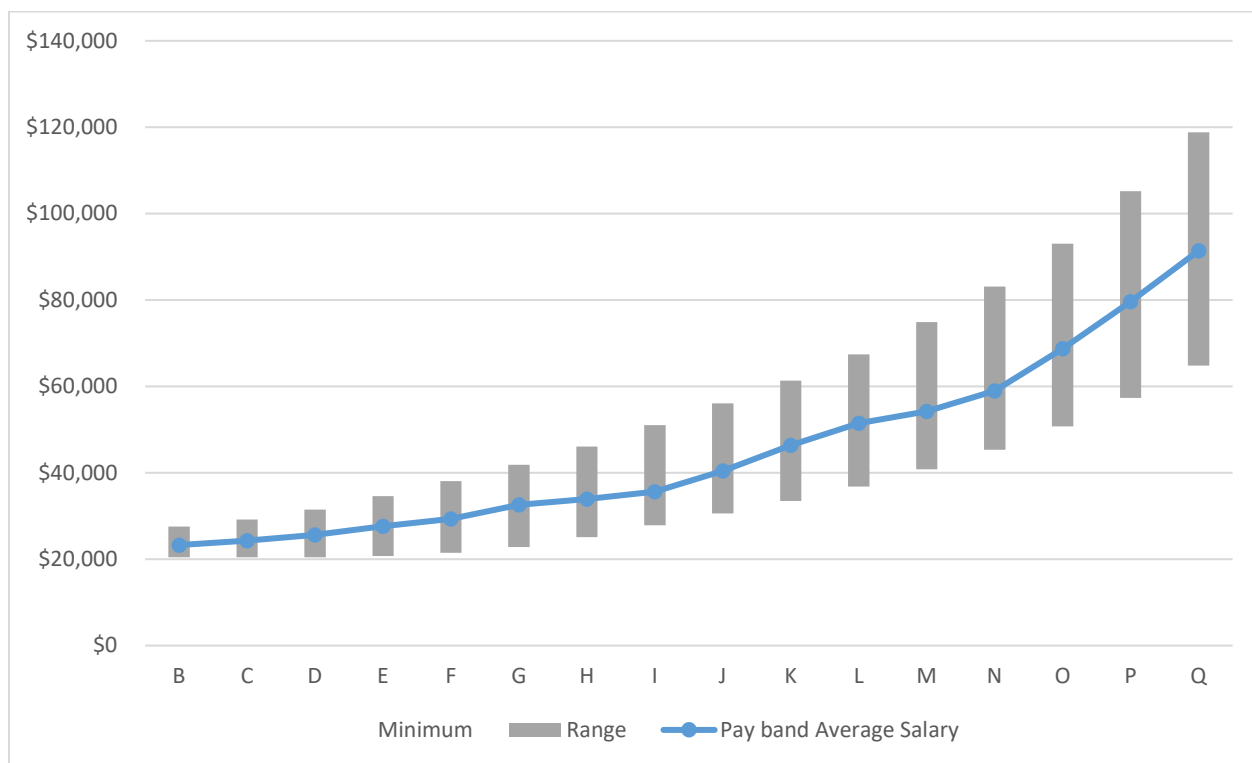
of all employees in that pay band divided by the midpoint. Table 7 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2018.

Table 7: Pay Band Compa-ratio

Pay Band	Pay band Average Salary	Pay Band Midpoint	Compa-Ratio
B	\$23,268	\$22,069	105%
C	\$24,303	\$23,348	104%
D	\$25,621	\$25,171	102%
E	\$27,626	\$27,689	100%
F	\$29,293	\$30,457	96%
G	\$32,573	\$33,504	97%
H	\$33,932	\$36,854	92%
I	\$35,621	\$40,813	87%
J	\$40,452	\$44,870	90%
K	\$46,329	\$49,046	94%
L	\$51,450	\$53,949	95%
M	\$54,221	\$59,882	91%
N	\$58,928	\$66,471	89%
O	\$68,773	\$74,446	92%
P	\$79,649	\$84,125	95%
Q	\$91,392	\$95,061	96%

As both Table 7 and Figure 3 illustrate, average salaries appear to be well positioned in the pay bands. Most average salaries are actually below the midpoint of the pay bands. However, moving the pay bands will provide room for growth and would allow agencies who are paying near the top of the pay band to give slight increases, if they choose.

Figure 3: Pay Band Average Salary



### Cost to Move the Minimum 5 Percent

Effective July 1, 2018, the minimum, midpoint and maximum of the pay bands were moved 5 percent. Although the decision was made not to move the minimum of the classified pay bands an additional 5 percent in order to relieve the potential subsequent financial hardship of many agencies, the minimum amounts should be moved to reflect the 5 percent increase of the midpoint and maximum amounts. The annualized cost for such an adjustment would be approximately \$158,442.11. This estimate includes the cost of retirement and social security contributions.

### Agency Director Salary Structure

In 2013, Pursuant to Title § 74-3601.2, 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. Every three years beginning with fiscal year 2013, the Office of Management and Enterprise Services shall review these salary ranges and report on and make recommendations on proposed salary ranges.

Effective July 1, 2018, OMES moved the agency director salary ranges by 5 percent. Table A3 in the appendix details the new salary ranges for each agency.

Please be aware that this information is only a resource. It is not a directive, nor does it recommend or require any action. Appointing authorities and agency governing boards should make such determinations on an agency-by-agency basis. Financial decisions should continue to be made in the

best interest of the agency and its mission, and the performance of agency directors should continue to be regularly and rigorously evaluated.

Agencies are to report agency director increases to OMES by Aug. 1 each year. Ten agency directors were given salary increase in FY 2018.

## 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 benchmark years of service is 14.38 years, which means the average annual leave accrual is 20 days per year.

**Defined-Benefit Retirement Plan** – During FY 2018, the state contributed 16.5 percent of employees' salaries.

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

**Defined-Contribution Retirement Plan (SoonerSave)** – For each participating employee, the State of Oklahoma provides a matching dollar amount of \$25 per month or \$300 annually.

**Social Security** – The mandatory employer contribution to Social Security is 7.65 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 2018 Annual Survey. The average amount the market contributed for employee-only insurance was \$6,896 per year.

**Paid Leave** – According to the 2018 NCASG benefits report, the average employer offered 10 paid holidays. For sick leave, market employees accrue an average of 13 days each year. In addition, market employees earn an average of 20 days of paid vacation each year.

**Defined-Benefit Retirement Plan** – The market input to a Defined-Benefit Retirement Plan was gathered from the 2018 NCASG benefits report. The average yearly contribution is 17.54 percent or \$10,686 per employee. This figure is an average of the surrounding state government contributions.

**Defined-Contribution Retirement Plan** – This year we were unable to obtain reliable data for the defined-contribution retirement plan and were forced to leave it out of our benefit comparison.

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

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

Table 8: Vacation Days/Annual Leave

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

### 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	\$6,896 <sup>[1]</sup>	11.54%
Annual Leave Accrual Days	\$2,726	\$3,281 <sup>[2]</sup>	-16.90%
Sick Leave Accrual Days	\$3,635	\$4,218 <sup>[3]</sup>	-13.82%
Paid Holidays	\$1,999	\$2,343 <sup>[4]</sup>	-14.68%
Defined Benefit Retirement Plan (Employer contribution)	\$7,797	\$10,686 <sup>[5]</sup>	-27.04%
Social Security	\$3,615	\$4,661	-22.44%
Worker's Compensation & Unemployment Insurance	\$473	\$609	-22.44%
<b>Total Benefit Cost</b>	<b>\$27,936</b>	<b>\$32,693</b>	<b>-14.55%</b>
<b>Average Salaries</b>	<b>\$47,254</b>	<b>\$60,924</b>	<b>-22.44%</b>
<b>Average Total Compensation Cost</b>	<b>\$75,190</b>	<b>\$93,617</b>	<b>-19.68%</b>

1. <https://www.kff.org/report-section/2018-employer-health-benefits-survey-summary-of-findings/>
2. 2018 National Compensation Association of State Governments Annual Benefits Report
3. 2018 National Compensation Association of State Governments Annual Benefits Report
4. 2018 National Compensation Association of State Governments Annual Benefits Report
5. 2018 National Compensation Association of State Governments Annual Benefits Report

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

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

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

### Employer Contribution

Much of the difficulty in comparing state and private sector benefits lies in the employer contributions. The state’s solution is to fund core benefits 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 one of six levels depending on family status: employee only; employee and spouse; employee, spouse and one child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the benefit allowance be based on the total of the average premiums of the highest-cost health plans; the average of the dental plans, life and disability; and 75 percent of dependents’ health costs. In 2012, the benefit allowance was amended by the Legislature to be the current 2018 benefit allowance or the Health Choice High PPO plan, whichever is greater.

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

### Total Compensation Cost

In light of the 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)

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Average Salaries	\$47,254	\$60,924	-22.44%
Total Benefit Cost	\$27,936	\$32,693	-14.55%
Average Total Compensation Cost	\$75,190	\$93,474	-19.68%

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 workforce. The overall rate slightly increased from the previous year’s rate of 19.30 percent to 20.70 percent. The voluntary rate also slightly increased from 16.10 percent to 17.25 percent.

Table 11: FY 2018 State Classified Employee Turnover

Employees as of 7/01/2018	20,720
Resignations	2,984
Retirements	605
Voluntary Resignation Buyouts	45
Discharges	493
Deaths	39
Reductions in Force	150
Overall Turnover Rate	20.70%
Voluntary Turnover Rate	17.25%

Beginning in FY 2016, Voluntary Resignation Buyouts and Reductions in Force are included in turnover calculations.

During FY 2018, the turnover cost for the classified workforce was \$136,620,484.40. As indicated in the methodology section, this figure was based on a conservative costing model<sup>1</sup>. Table 12 is the calculation using the actual salary and demographic figures:

Table 12: FY 2018 Turnover Cost

<b>FY 2018 Turnover Cost</b>	<b>2018</b>
A. Classified benchmark average salary	\$47,253.77
B. Percentage of pay for benefits × average salary	\$27,936.37
C. Total employee annual cost: (add A + B)	\$75,190.14
D. Determine the number of employees who voluntarily resigned within the previous FY	3634
E. The time an employee becomes fully productive (typically 12 months)	12 Months
F. Per person turnover cost: $(E \div 12) \times C \times 50\%$ <sup>2</sup>	\$37,595.07
G. Annual turnover cost for the state: (F X D)	\$136,620,484.40

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

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

## Recommendations

### Compensation

Results of the 2019 Annual Compensation Report indicate that the state's classified pay rates are 22.44 percent below the market pay rates for comparable benchmark jobs, which is a slight improvement of the state's salary position to the market last year. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures.

**The state made up some ground last year after the passage of HB 1024, which provided tiered salary increases to almost all state employees based on their annual salary, but the state's classified pay rates still lag behind the market by 22.44 percent. The Legislature should be prepared to address pay concerns during the 2019 session if funds are available.**



## Appendix

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

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

Job Code	Job Title	Market Compa-ratio
A30B	Member Services Representative	72%
A40D	Insurance Program Administrator	57%
B10C	Information Sys Operations Spe	89%
B10E	Information Sys Operations Spe	54%
B20B	Info Sys Telecommunications Tec	73%
B21B	Info Sys Network Mgmt Spec	62%
B21D	Info Sys Network Mgmt Spec	60%
B22C	Information Sys Network Admr	77%
B23A	Information Sys Network Tech	79%
B25B	Geographic Info Sys Spec	95%
B30C	Info Sys Operating Sys Spec	69%
B31C	Information Systems Manager	67%
B32C	Information Systems Admr	62%
B40C	Information Sys Planning Spec	48%
B40D	Information Sys Planning Spec	63%
B51A	Information Sys Application Sp	80%
B51B	Information Sys Application Sp	63%
B51C	Information Sys Application Sp	55%
B51D	Information Sys Application Sp	51%
B52B	IS Data Management Analyst	80%
B52C	IS Data Management Analyst	55%
B52D	IS Data Management Analyst	56%
C10B	Civil Rights Administrator	64%
C30A	Human Resources Assistant	88%
C31A	Human Resources Mgmt Spec	85%
C31B	Human Resources Mgmt Spec	70%
C31D	Human Resources Mgmt Spec	73%
C32A	Human Resources Programs Mgr	54%
C32C	Human Resources Programs Mgr	77%
C33A	Human Resources Prog Director	51%
C33B	Human Resources Prog Director	67%

Job Code	Job Title	Market Compa-ratio
C41B	Training Specialist	76%
C41D	Training Specialist	68%
C42B	Video Production Specialist	79%
D12B	Auditor	77%
D12C	Auditor	54%
D12D	Auditor	47%
D14A	Accountant	81%
D14B	Accountant	78%
D14C	Accountant	72%
D14D	Accountant	71%
D20B	Budget Analyst	67%
D20D	Budget Analyst	69%
D30B	Business Manager	62%
D30C	Business Manager	53%
D33A	Financial Manager/Comptroller	82%
D33B	Financial Manager/Comptroller	62%
D33C	Financial Manager/Comptroller	66%
D33D	Financial Manager/Comptroller	79%
D50A	Accounting Technician	92%
D50B	Accounting Technician	87%
D50C	Accounting Technician	71%
D50D	Accounting Technician	73%
D54A	Consumer Credit Examiner	88%
E12A	Administrative Programs Ofcr	82%
E12D	Administrative Programs Ofcr	63%
E13A	Customer Svc Representative	80%
E13B	Customer Svc Representative	78%
E13C	Customer Svc Representative	63%
E14A	Court Reporter	74%
E16A	Administrative Technician	99%
E16B	Administrative Technician	92%
E16C	Administrative Technician	80%
E16D	Administrative Technician	65%
E17A	Administrative Assistant	82%
E17B	Administrative Assistant	70%
E19A	Medical Transcriptionist	99%
E21A	Librarian	87%
E21B	Librarian	78%
E22A	Administrative Librarian	74%
E24A	Secretary	92%

Job Code	Job Title	Market Compa-ratio
E24B	Secretary	94%
E24D	Secretary	78%
E24E	Secretary	66%
E25B	Legal Secretary	79%
E30A	Legal Research Assistant	77%
E31B	Administrative Hearing Officer	111%
E34B	Offset Press Operator	80%
E34D	Offset Press Operator	72%
E35C	Duplicating Equipment Operator	91%
E41B	Archivist/Records Mgmt Specl	81%
E43B	Graphic Artist	78%
E44A	Public Information Officer	85%
E44B	Public Information Officer	80%
E45A	Public Information Manager	114%
E45B	Public Information Manager	61%
E46B	Statistical Research Specl	87%
E48B	Planning Coordinator	80%
E49A	Management Analyst	95%
E55A	Customer Asst Representative	102%
E55B	Customer Asst Representative	98%
E55C	Customer Asst Representative	97%
E55D	Customer Asst Representative	84%
F14A	Contracting & Acquisitions Agt	96%
F14B	Contracting & Acquisitions Agt	85%
F14C	Contracting & Acquisitions Agt	67%
F14D	Contracting & Acquisitions Agt	54%
F15A	Contracting & Acquisition Admr	75%
F20A	Materiel Management Specialist	81%
F20D	Materiel Management Specialist	50%
F21A	Materiel Management Officer	60%
F21B	Materiel Management Officer	42%
F30A	Minerals Management Specialist	85%
F30B	Minerals Management Specialist	94%
F38A	Real Property Mgmt Specl	87%
F41A	Construction/Maintenance Techn	77%
F41B	Construction/Maintenance Techn	77%
F41C	Construction/Maintenance Techn	62%
F44A	Carpenter	60%
F44B	Carpenter	54%
F45A	Construction/Maintenance Admr	61%

Job Code	Job Title	Market Compa-ratio
F45B	Construction/Maintenance Admr	67%
F45C	Construction/Maintenance Admr	66%
F45D	Construction/Maintenance Admr	53%
F46A	Painter	66%
F47B	Fleet Specialist	87%
F47C	Fleet Specialist	89%
F50B	Housekeeping/Custodial Worker	98%
F50D	Housekeeping/Custodial Worker	83%
F56A	Electronics Technician	91%
F65A	Construction Designer	59%
F69A	Architect	79%
F72A	Construction Manager	53%
F74B	Mechanical Systems Technician	76%
F74D	Mechanical Systems Technician	68%
F75A	Electrician	76%
F75B	Electrician	84%
F75D	Electrician	75%
F76B	Plumber	76%
F77A	Groundskeeper	80%
F78A	Equipment Operator	77%
F78C	Equipment Operator	89%
F79A	Laborer	96%
G10A	Communications Officer (DPS)	101%
G14A	Driver's License Examiner	99%
G16B	Physical Evidence Technician	91%
G19C	Fingerprint Specialist	91%
G53B	Law Enf Highway Patrol Officer	91%
G53C	Law Enf Highway Patrol Officer	91%
G53E	Law Enf Highway Patrol Officer	101%
G54A	Law Enf Highway Patrol Manager	92%
G54B	Law Enf Highway Patrol Manager	90%
H10A	Programs Manager	66%
H10B	Programs Manager	72%
H10C	Programs Manager	76%
H10D	Programs Manager	55%
H10E	Programs Manager	60%
H16B	Child Welfare Assistant	90%
H20A	Social Services Specialist	63%
H20B	Social Services Specialist	73%
H21A	Case Manager	90%

Job Code	Job Title	Market Compa-ratio
H21B	Case Manager	66%
H21D	Case Manager	64%
H22B	Social Services Inspector	89%
H23A	Child Welfare Specialist	76%
H23B	Child Welfare Specialist	84%
H24B	Child Care Licensing Specl	73%
H27A	Clinical Social Worker	62%
H27B	Clinical Social Worker	80%
H27C	Clinical Social Worker	71%
H27D	Clinical Social Worker	66%
H30B	Child Support Specialist	83%
I10C	Correctional Security Officer	92%
I11B	Correctional Security Manager	90%
I12C	Correctional Chief of Security	94%
I30B	Correctional Industries Mgr	76%
I40B	Probation and Parole Officer	88%
I40D	Probation and Parole Officer	83%
J17C	Labor Compliance Officer	96%
J30A	Safety Manager	85%
J31D	Safety Consultant	78%
J41A	Fire Prevention & Security Ofc	86%
J41B	Fire Prevention & Security Ofc	91%
J41C	Fire Prevention & Security Ofc	81%
J41D	Fire Prevention & Security Ofc	76%
K11B	Disability Determination Specl	113%
K15A	Manual Sign Language Specl	90%
K21B	Vocational Rehabilitation Spec	86%
K21D	Vocational Rehabilitation Spec	88%
L16B	Agriculture Field Inspector	84%
L24C	Forester	98%
M32B	Oil and Gas Field Inspector	86%
M53B	Motor Carrier Enforcement Ofcr	126%
P15A	Naturalist	84%
P20B	Park Ranger	85%
P25D	Park Manager	92%
Q20B	Power Plant Maintenance Tech	116%
R10B	Environ/Chemical Lab Scientist	61%
R20B	Environmental Programs Specl	86%
R25C	Environmental Programs Manager	71%
R25D	Environmental Programs Manager	71%

Job Code	Job Title	Market Compa-ratio
S10A	Engineer Intern	92%
S10C	Engineer Intern	100%
S11A	Professional Engineer	91%
S11B	Professional Engineer	94%
S11C	Professional Engineer	89%
S12A	Engineering Manager	85%
S12B	Engineering Manager	73%
S12C	Engineering Manager	84%
S12D	Engineering Manager	86%
S12E	Engineering Manager	76%
S16B	Professional Land Surveyor	107%
S17A	Land Surveyor Manager	105%
S17B	Land Surveyor Manager	119%
T10A	Comp Aided Drafting & Dsgn Spe	89%
T10B	Comp Aided Drafting & Dsgn Spe	80%
T10C	Comp Aided Drafting & Dsgn Spe	81%
T10D	Comp Aided Drafting & Dsgn Spe	82%
T10E	Comp Aided Drafting & Dsgn Spe	75%
T10F	Comp Aided Drafting & Dsgn Spe	119%
T23A	Transportation Manager	64%
T25B	Transportation Equipment Opr	80%
T25C	Transportation Equipment Opr	86%
T25D	Transportation Equipment Opr	114%
T26B	Transportation Superintendent	113%
T60A	Photogrammetrist	75%
T60C	Photogrammetrist	71%
U10A	Historical Programs Admr	124%
U11B	Historical Facility Manager	62%
U12C	Historical Collections Specl	81%
U14B	Historic Preservation Specl	90%
U14C	Historic Preservation Specl	138%
V17B	Revenue Compliance Examiner	54%
W10D	Workforce Services Specialist	47%
W15C	Compliance Enforcement Officer	79%
W15D	Compliance Enforcement Officer	47%
X10A	Health Information Technician	85%
X10C	Health Information Technician	61%
X11A	Therapeutic/Medical Aide	47%
X11B	Therapeutic/Medical Aide	104%
X13B	Laboratory Technician	73%

Job Code	Job Title	Market Compa-ratio
X14A	Laboratory Scientist	88%
X14B	Laboratory Scientist	79%
X14D	Laboratory Scientist	75%
X20A	Health Educator	55%
X20B	Health Educator	92%
X20C	Health Educator	48%
X22C	Speech-Language Pathologist	85%
X23C	Alcohol and Drug Counselor	80%
X24B	Dental Care Assistant	87%
X25A	Pharmacy Technician	78%
X25B	Pharmacy Technician	97%
X27B	Epidemiologist	99%
X29C	Health Facility Surveyor	99%
X31B	Psychological Clinician	69%
X31C	Psychological Clinician	63%
X32B	Child Development Specialist	94%
X33C	Occupational Therapist	80%
X33D	Occupational Therapist	57%
X34B	Physical Therapist	54%
X35A	Recreational Activities Specl	88%
X35B	Recreational Activities Specl	90%
X36A	Recreation Therapist	63%
X36B	Recreation Therapist	71%
Y10A	Patient Care Assistant	101%
Y10B	Patient Care Assistant	101%
Y10C	Patient Care Assistant	110%
Y11B	Licensed Practical Nurse	77%
Y11D	Licensed Practical Nurse	104%
Y12A	Registered Nurse	79%
Y12B	Registered Nurse	72%
Y12C	Registered Nurse	65%
Y13A	Nursing Manager	76%
Y13B	Nursing Manager	55%
Y13C	Nursing Manager	78%
Y15B	Health Care Management Nurse	69%
Y15C	Health Care Management Nurse	73%
Z12B	Direct Care Specialist	110%
Z20A	Food Service Specialist	102%
Z20B	Food Service Specialist	103%
Z20D	Food Service Specialist	81%

Job Code	Job Title	Market Compa-ratio
Z21A	Food Service Manager	87%
Z21B	Food Service Manager	49%
Z51B	Youth Guidance Specialist	70%
Z52B	Chaplain	50%



Table A2: Agency Director Salary Structure

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
980	Grand River Dam Authority	ED18	\$223,440	\$279,300	\$335,160
342	Medicolegal Investigations, Board of	ED17	\$215,188	\$268,985	\$322,782
90	Office of Management and Enterprise Services	ED16	\$160,382	\$200,478	\$240,573
340	Health Department	ED15	\$142,800	\$178,500	\$214,200
830	Human Services Department – OKDHS	ED15	\$142,800	\$178,500	\$214,200
65	Banking Department	ED14	\$131,148	\$163,934	\$196,721
131	Corrections Department	ED14	\$131,148	\$163,934	\$196,721
345	Transportation Department	ED14	\$131,148	\$163,934	\$196,721
435	Lottery Commission	ED14	\$131,148	\$163,934	\$196,721
560	Pharmacy Board	ED14	\$131,148	\$163,934	\$196,721
585	Public Safety Department	ED14	\$131,148	\$163,934	\$196,721
290	Employment Security Commission	ED14	\$131,148	\$163,934	\$196,721
807	Health Care Authority	ED13	\$121,323	\$151,654	\$181,984
452	Department of Mental Health and Substance Abuse Services	ED13	\$121,323	\$151,654	\$181,984
695	Tax Commission	ED13	\$121,323	\$151,654	\$181,984
20	Accountancy Board	ED13	\$121,323	\$151,654	\$181,984
650	Veterans Affairs Department	ED13	\$121,323	\$151,654	\$181,984
400	Office of Juvenile Affairs	ED12	\$112,893	\$141,116	\$169,339
630	Securities Commission	ED11	\$106,267	\$132,833	\$159,400
800	Career and Technology Education	ED11	\$106,267	\$132,833	\$159,400
160	Commerce Department	ED11	\$106,267	\$132,833	\$159,400
625	Secretary of State	ED11	\$106,267	\$132,833	\$159,400
292	Environmental Quality Department	ED11	\$106,267	\$132,833	\$159,400
635	Consumer Credit Department	ED11	\$106,267	\$132,833	\$159,400
805	Rehabilitation Services	ED11	\$106,267	\$132,833	\$159,400
40	Agriculture, Food and Forestry Department	ED11	\$106,267	\$132,833	\$159,400
715	Teachers' Retirement System	ED10	\$100,600	\$125,750	\$150,900
978	Turnpike Authority	ED10	\$100,600	\$125,750	\$150,900
515	Public Employees Retirement System	ED10	\$100,600	\$125,750	\$150,900
320	Wildlife Conservation	ED10	\$100,600	\$125,750	\$150,900
266	Educational Television Authority	ED10	\$100,600	\$125,750	\$150,900
47	Indigent Defense System	ED10	\$100,600	\$125,750	\$150,900
410	Land Office, Commissioners of the	ED10	\$100,600	\$125,750	\$150,900
308	Bureau of Investigation – OSBI	ED10	\$100,600	\$125,750	\$150,900
566	Tourism and Recreation Department	ED10	\$100,600	\$125,750	\$150,900
740	Bond Advisor	ED10	\$100,600	\$125,750	\$150,900
185	Corporation Commission	ED10	\$100,600	\$125,750	\$150,900

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
835	Water Resources Board	ED10	\$100,600	\$125,750	\$150,900
92	Tobacco Settlement Endowment Trust	ED10	\$100,600	\$125,750	\$150,900
296	Ethics Commission	ED9	\$91,573	\$114,466	\$137,359
557	Police Pension and Retirement System	ED9	\$91,573	\$114,466	\$137,359
510	Nursing, Oklahoma Board of	ED9	\$91,573	\$114,466	\$137,359
215	Dentistry Board	ED9	\$91,573	\$114,466	\$137,359
220	District Attorneys Council	ED9	\$91,573	\$114,466	\$137,359
370	Industrial Finance Authority	ED9	\$91,573	\$114,466	\$137,359
350	Historical Society	ED9	\$91,573	\$114,466	\$137,359
628	Center for Advancement of Science and Technology – OCAST	ED9	\$91,573	\$114,466	\$137,359
30	ABLE Commission	ED9	\$91,573	\$114,466	\$137,359
477	Narcotics and Dangerous Drugs Control	ED9	\$91,573	\$114,466	\$137,359
315	Firefighters Pension and Retirement	ED9	\$91,573	\$114,466	\$137,359
670	J.D. McCarty Center	ED9	\$91,573	\$114,466	\$137,359
270	Election Board	ED9	\$91,573	\$114,466	\$137,359
570	Professional Engineers and Land Surveyors Licensure Board	ED9	\$91,573	\$114,466	\$137,359
309	Emergency Management	ED9	\$91,573	\$114,466	\$137,359
415	Council on Law Enforcement Education and Training - CLEET	ED9	\$91,573	\$114,466	\$137,359
645	Conservation Commission	ED9	\$91,573	\$114,466	\$137,359
865	Workers' Compensation Commission	ED9	\$91,573	\$114,466	\$137,359
306	Pardon and Parole Board	ED9	\$91,573	\$114,466	\$137,359
629	School of Science and Mathematics	ED9	\$91,573	\$114,466	\$137,359
450	Medical Licensure and Supervision Board	ED8	\$79,787	\$99,734	\$119,681
60	Aeronautics Commission	ED8	\$79,787	\$99,734	\$119,681
310	Fire Marshal	ED8	\$79,787	\$99,734	\$119,681
353	Horse Racing Commission	ED8	\$79,787	\$99,734	\$119,681
127	Children and Youth Commission	ED8	\$79,787	\$99,734	\$119,681
588	Real Estate Commission	ED8	\$79,787	\$99,734	\$119,681
430	Libraries Department	ED8	\$79,787	\$99,734	\$119,681
125	Mines Department	ED8	\$79,787	\$99,734	\$119,681
55	Arts Council	ED8	\$79,787	\$99,734	\$119,681
298	Merit Protection Commission	ED8	\$79,787	\$99,734	\$119,681
416	Law Enforcement Retirement System	ED8	\$79,787	\$99,734	\$119,681
803	Virtual Charter School Board	ED7	\$69,234	\$86,543	\$103,852
755	Used Motor Vehicle and Parts Commission	ED7	\$69,234	\$86,543	\$103,852
170	Construction Industries Board	ED7	\$69,234	\$86,543	\$103,852

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
525	Osteopathic Examiners Board	ED7	\$69,234	\$86,543	\$103,852
619	Physician Manpower Training Commission	ED7	\$69,234	\$86,543	\$103,852
326	Disability Concerns	ED7	\$69,234	\$86,543	\$103,852
45	Architects Board	ED7	\$69,234	\$86,543	\$103,852
445	Liquefied Petroleum Gas Board	ED7	\$69,234	\$86,543	\$103,852
39	Boll Weevil Eradication	ED7	\$69,234	\$86,543	\$103,852
475	Motor Vehicle Commission	ED6	\$61,223	\$76,529	\$91,835
275	Education Quality and Accountability Board	ED6	\$61,223	\$76,529	\$91,835
285	Funeral Board	ED6	\$61,223	\$76,529	\$91,835
753	Uniform Building Code Commission	ED6	\$61,223	\$76,529	\$91,835
790	Veterinary Medical Examiners Board	ED6	\$61,223	\$76,529	\$91,835
509	Long Term Care Administrators Board	ED6	\$61,223	\$76,529	\$91,835
622	Licensed Social Workers Board	ED6	\$61,223	\$76,529	\$91,835
190	Cosmetology Board	ED6	\$61,223	\$76,529	\$91,835
145	Chiropractic Examiners	ED6	\$61,223	\$76,529	\$91,835
563	Private Vocational Schools Board	ED6	\$61,223	\$76,529	\$91,835
575	Psychologists Examiners Board	ED6	\$61,223	\$76,529	\$91,835
204	J.M. Davis Memorial Commission	ED6	\$61,223	\$76,529	\$91,835
520	Optometry Board	ED6	\$61,223	\$76,529	\$91,835
772	Board of Tests for Alcohol and Drug Influence	ED5	\$53,367	\$66,709	\$80,050
148	Behavioral Health and Licensure Board	ED5	\$53,367	\$66,709	\$80,050
22	Abstractors Board	ED5	\$53,367	\$66,709	\$80,050
448	Alcohol and Drug Counselors Board	ED5	\$53,367	\$66,709	\$80,050
632	Speech-Language Pathology and Audiology Board	ED5	\$53,367	\$66,709	\$80,050