



OKLAHOMA
Office of Management
& Enterprise Services

2023

2023 Annual Compensation Report

Annual Compensation Report

Fiscal Year 2023

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Executive Summary

Introduction

The Annual Compensation Report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current salary practices for state employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and compares these programs with the state's fringe benefits package.

Average salary comparison (direct compensation)

An analysis of salary survey data for 784 benchmark jobs indicates that, on average, state employee salaries are 14.19% below the competitive labor market. The 784 benchmarks represent 20,212 employees, or 60% of state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

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

Benefit	State of Oklahoma contribution ¹	Market contribution	Percent above/below market
Average salary	\$56,763	\$66,151	-14.19%

Benefits comparison (indirect compensation)

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

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

Benefit	State of Oklahoma	Market	Percent above/below market
Average salary	\$56,763	\$66,151	-14.19%
Total benefits cost	\$32,121	\$38,882	-17.39%
Average total compensation cost	\$88,884	\$105,691	-15.38%

A benefits cost comparison does not provide analysis of perceived value to employees nor benefits competitiveness to the market. Cost comparison reflects the financial cost the state pays for benefits

¹ Includes average longevity payment for each benchmark.

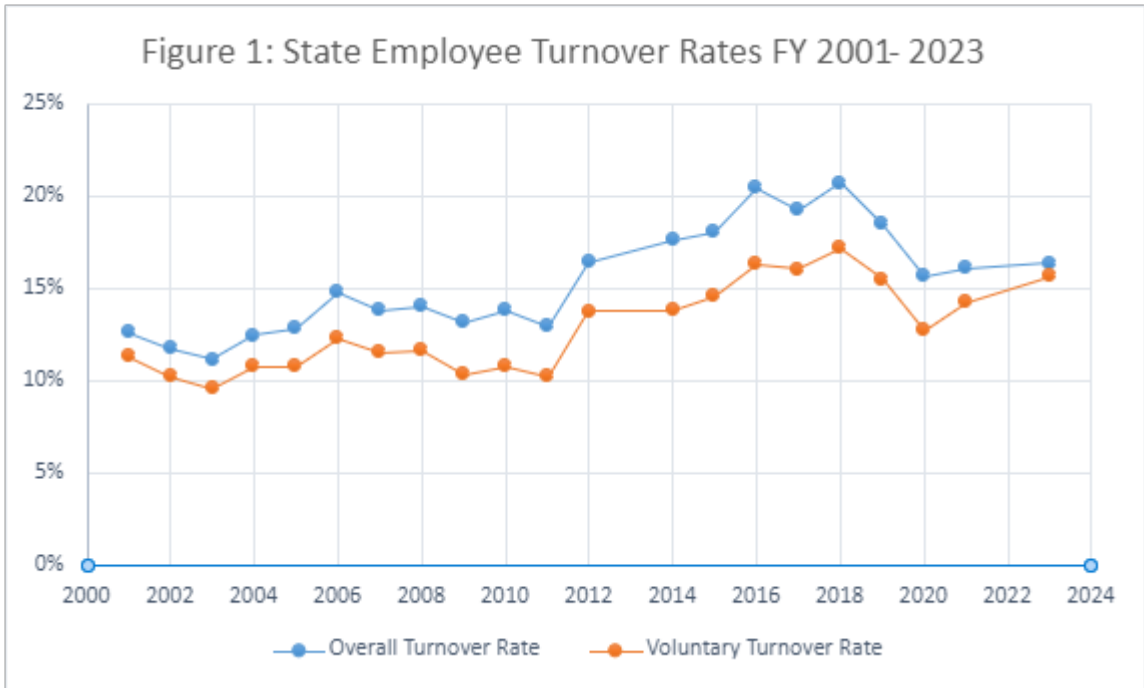
compared to the cost of the same types of benefits the market provides and does not provide a true representation of market competitiveness of the state benefits package.

State employee turnover

The overall turnover rate among state employees in FY 2023 was 16.42% and the voluntary rate was 15.71%. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2023 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate increased from the previously recorded fiscal year.

Table 3: State employee turnover rates FY 2001-2023

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



Note: The 2013 Total Remuneration Study replaced the Annual Compensation Report in 2013, so there is no 2013 turnover data. The 2022 EY Compensation Study replaced the Annual Compensation Report in 2022, so there is no 2022 turnover data represented on the tables.

Recommendations

Compensation

The average state employee pay rates are 14.19% below the market pay rates for comparable benchmark jobs. As market pay continues to grow at levels approximating 4% per year, it is likely the state will lose even more ground against the market unless steps are taken to mitigate the growing lag. The appendix to this report shows not all jobs are lagging the market, therefore, a targeted approach to adjusting salaries is recommended. Also, the consumer price index continues to increase and there has been no general pay increase for state employees since 2019.

To address the above challenge, HCM continues to work on a statewide Job Catalog Project that is nearing completion. This project is in response to the 2023 Ernst & Young study to standardize job profiles across the state. The completion of this project will lead to additional work modernizing the state's compensation philosophy, creating a compensation structure that is competitive with the market and jobs being slotted into appropriate pay bands across the state.

FY 2023 Recommendation: In support of HCM's efforts to modernize the state's compensation philosophy, it is recommended to adjust the state employee midpoint and maximum pay bands upward by 8%. The pay bands have not been moved since 2021. While no immediate fiscal impact is being identified, an 8% adjustment will position the pay bands more competitively with the market and will enable agencies to effectively use the pay movement mechanisms to target those jobs currently paying below market as well as address recruitment and retention problems.

Introduction

Statutory requirement

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

The Office of Management and Enterprise Services 2023 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current salary practices for state employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market, and it compares these programs with the state's fringe benefits package.

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

Purpose and scope of 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 pay practices for state employee jobs, which represent approximately 60% of all state employees, compared with the relevant labor market. Survey sources used for this year's salary and benefits analysis are:

- 2023 National Compensation Association of State Governments Salary Report (data from states surrounding the State of Oklahoma).
- 2023 Oklahoma Hospital Association Survey.
- Payfactors Compensation Data Management Software.

Economic Indicators

As we approach the next fiscal year it is important to work towards providing annual increases. These are common in the private sector, as the WorldatWork data on salary budgets confirms. Providing modest increases on a regular basis is more motivating to employees and encourages loyalty. State employees have not received an across-the-board increase since 2019. According to the U.S. Bureau of Labor Statistics and reported in the Oklahoma Department of Commerce 3rd Quarter 2023 Consumer Price Index Report, the consumer price index cumulative increase since 2019 is 19.1 % for Midwest urban areas and 20.4 for South urban areas. (Source: <https://www.okcommerce.gov/wp-content/uploads/Consumer-Price-Index-Report-3rd-Quarter-2023.pdf>)

This CPI inflation calculator from the Bureau of Labor Statistics shows that a state employee with a \$50,000 salary that has not been adjusted since 2019 has had a 19% reduction in buying power.

The image shows a screenshot of the 'CPI Inflation Calculator' from the Bureau of Labor Statistics. The calculator is set to compare a salary of \$50,000.00 in December 2019 to its equivalent buying power in December 2023. The result shows that the same buying power is now represented by \$59,684.25. A 'Calculate' button is visible at the bottom of the form.

(Source: https://www.bls.gov/data/inflation_calculator.htm)

As of November 2023, the unemployment rate in the United States was 3.7%, 0.1% more than November 2022, according to the U.S. Department of Labor.

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

Pay increase budgets with U.S. employers are at 4.4% for 2023, according to the WorldatWork Salary Budget Survey. That is 0.3% higher than in 2022, and respondents are projecting a slight decrease to 4.1% for the 2024 salary increase budgets.

[Salary Increase Budgets Reach 20-Year High | WorldatWork](#)

From the information provided by the Oklahoma Employment Security Commission, as of June 2023, unemployment in Oklahoma is at 2.7%, setting a new series low. The state's seasonally adjusted unemployment rate was down by 0.3% compared to June 2022.

[Oklahoma's Unemployment Rate Sets New Low in June](#)

Over the year ended September 2023, the Consumer Price Index for All Urban Consumers increased 3.7% (not seasonally adjusted).

[Consumer prices up 3.7% from September 2022 to September 2023](#)

Methodology

Market surveys

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

National Compensation Association of State Governments 2023 Salary Report and Benefits Report (data from states surrounding the State of Oklahoma): NCASG annually conducts the National Compensation Survey, Benefits Survey and the Executive Survey. The consortium is composed of 46 member states located within the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that surround our state. There are six surrounding states (Arkansas, Colorado, Kansas, Louisiana, Missouri and New Mexico) that participate in the survey. Additional job matches were made for 2023.

Oklahoma Hospital Association: This salary survey is conducted semiannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 135 hospitals in the State of Oklahoma. Additional job matches were made for 2023.

Payfactors: This suite of cloud-based compensation data management tools allows the State of Oklahoma to access market data updated monthly; along with benchmarking, job pricing and report building functionality. Payfactors enables the streamlining and centralization of compensation analytics for the State of Oklahoma. Additional jobs were priced for 2023.

Market pricing approach

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

This methodology is based on generally accepted compensation practices and is recommended by WorldatWork, the leading compensation professional association in the United States, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

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

Benefits

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

Paid leave – includes vacation and sick days, paid holidays and other paid time off.

Insurance costs – includes health, dental, life, short- and long-term disability or salary continuation.

Employer retirement contributions – includes employer contributions on behalf of employees' defined-benefit and defined-contribution pension plans.

Legally required benefits – includes Social Security and Medicare, federal and state unemployment insurance and workers' compensation.

Employee turnover

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

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

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

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

Analysis

State employee benchmark job average salary comparison

An analysis of salary survey data indicates that, on average, state employee salaries are 14.19% below the competitive labor market. Table 4 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

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

³ Assumes 50% productivity throughout first year.

Table 4: Employee average salary comparison

Benefit	State of Oklahoma contribution ⁴	Market contribution	Percent above/below market
Average salaries	\$56,763	\$66,151	-14.19%

A review of market and state average salary growth from 2008 to the present (see Table 5 and Figure 2) reveals the pay relationship over the last 15 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 62.79% since 2008 while the market has increased closer to 63.37 % during the same time. Data from FY 2013 and FY 2022 is unavailable due to the 2013 Total Remuneration Report and EY Compensation Study replacing the Annual Compensation Report for those years.

Table 5: Market comparison trend (2008-2023)

Year	State of Oklahoma	State average salary increase % from year to year	Market	Market average salary increase % from year to year
2023	\$56,763	13.41%	\$66,151	11.79%
2021	\$48,784	-2.53%	\$58,349	3.62%
2020	\$50,051	4.27%	\$56,308	-2.71
2019	\$47,999	1.58%	\$57,875	-5.01%
2018	\$47,254	6.46%	\$60,924	0.47%
2017	\$44,385	1.34%	\$60,640	4.61%
2016	\$43,797	0.84%	\$57,965	2.09%
2015	\$43,432	1.15%	\$56,778	2.13%
2014	\$42,940	21.46%	\$55,595	26.41%
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		\$40,490	
Percent salary increase 2008-2023		62.79%		63.38%

⁴ Includes average longevity payment for each benchmark.

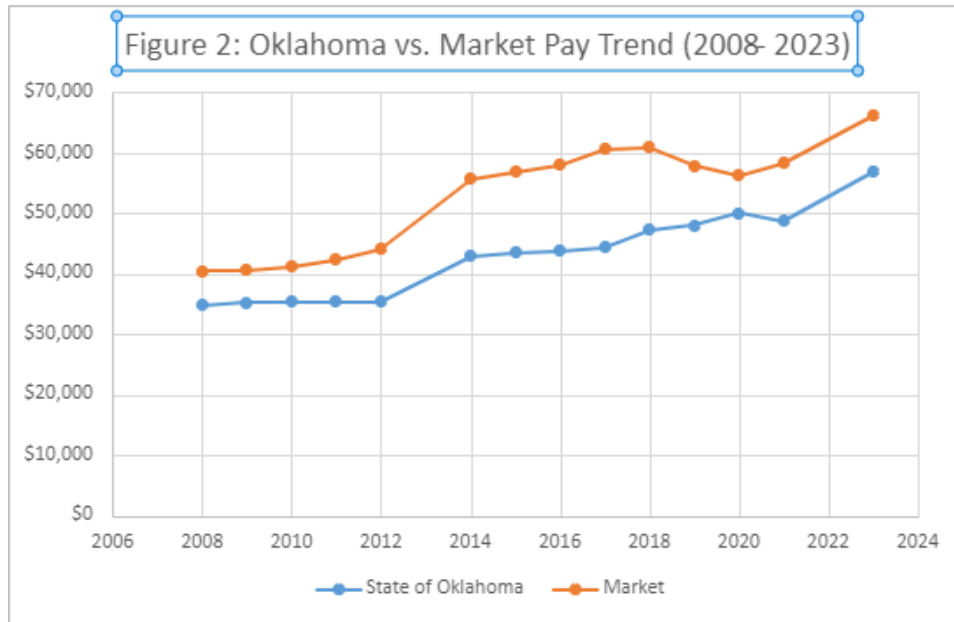


Table 6: Oklahoma general pay increase history

Appropriation bills	Effective fiscal year	Pay increase allocated for state employees	Effective date
HB 4386	2023	35% pay increase to each commissioned officer of the Highway Patrol Division of the Department of Public Safety	7/1/2022
-	2022	\$0	N/A
-	2021	\$0	N/A
-	2020	\$0	N/A
HB 2771	2019	\$40,000 and under = \$1,500 \$40,001-\$50,000 = \$1,250 \$50,001-\$60,000 = \$800 \$60,001 and over = \$600	7/1/2019
SB 1045	2019	A \$2/hour increase was given to select employees within the Department of Corrections.	7/1/2019
HB 1024	2018	\$40,000 and under = \$2,000 \$40,000.01-\$49,999.99 = \$1,500 \$50,000-\$59,999.99 = \$1,000 \$60,000 and over = \$750	7/1/2018
-	2017	\$0	N/A
-	2016	\$0	N/A
-	2015	\$0	N/A

Appropriation bills	Effective fiscal year	Pay increase allocated for state 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	N/A
-	2012	\$0	N/A
-	2011	\$0	N/A
-	2010	\$0	N/A
-	2009	\$0	N/A
-	2008	\$0	N/A
SB 82XX	2007	5%	10/1/2006
HB 2005	2006	\$700	7/1/2005
HB 2005	2005	\$1,400	1/1/2005
-	2004	\$0	N/A
-	2003	\$0	N/A
-	2002	\$0	N/A
SB 959	2001	\$2,000	10/1/2000
-	2000	\$0	N/A

State employee pay bands

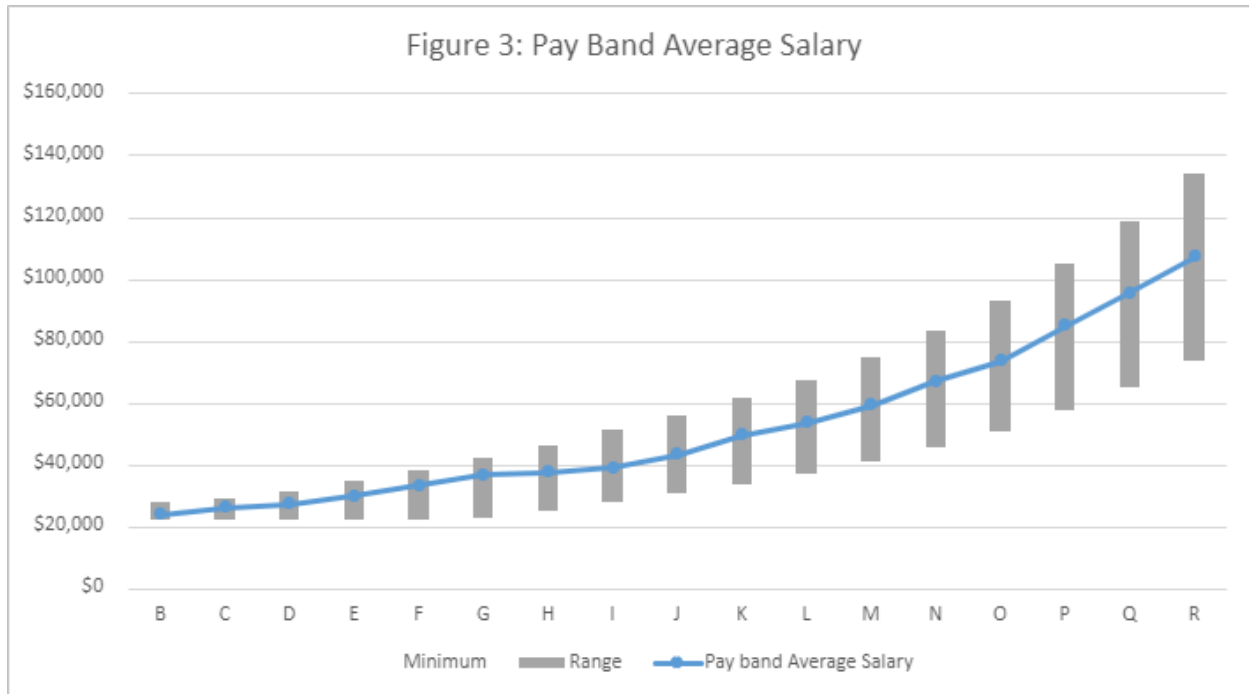
For state employees, pay bands have not been adjusted since July 2021, when the minimums were advanced 3%. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment.
- The amounts other employers in the market have adjusted their pay structures during the same period.
- Number of employees near the pay band maximums.
- Range penetration of state employee average salaries. Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much headroom is available in the pay bands for future pay adjustments. One measure of range penetration is the compa-ratio, which is defined as salary divided by the pay band midpoint. A compa-ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 7 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2023.

Table 7: Pay band compa-ratio

Pay band	Pay band average salary	Pay band midpoint	Compa-ratio
B	\$24,003.59	\$23,030	104%
C	\$26,213.98	\$23,348	112%
D	\$27,454.97	\$25,171	109%
E	\$29,892.41	\$27,869	107%
F	\$33,394.21	\$30,457	110%
G	\$36,746.68	\$33,504	110%
H	\$37,727.12	\$36,854	102%
I	\$39,004.66	\$40,813	96%
J	\$43,133.55	\$44,870	96%
K	\$49,758.68	\$49,046	101%
L	\$53,511.49	\$53,949	99%
M	\$59,385.38	\$59,882	99%
N	\$66,972.29	\$66,471	101%
O	\$73,556.00	\$74,446	99%
P	\$84,833.90	\$84,125	101%
Q	\$95,514.22	\$95,061	100%
R	\$107,258.67	\$107,419	100%

As both Table 7 and Figure 3 illustrate, average salaries appear to be well positioned in the pay bands. Most average salaries are above 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.



Agency director salary structure

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

Effective July 14, 2021, OMES moved the agency director salary ranges upwards by 10%.

Please be aware that these salary ranges are only a resource. They are not a directive, nor do they 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.

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

Benefits analysis

State benefits package

Insurance benefits contribution – The average amount that the State of Oklahoma contributed to employees for insurance was \$8,239 per year.

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

Defined-benefit retirement plan – During FY 2023, the state contributed 16.5% of employees' salaries.

Defined-contribution retirement plan (Pathfinder) – Pathfinder is the mandatory defined contribution plan for eligible state employees who first 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%, and members have the freedom to select and change their investments.

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

Social Security – The mandatory employer contribution to Social Security is 7.65% of an employee's salary.

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

Market benefits package

Insurance benefits contribution – The market amount contributed to employee health benefits was computed by using National Compensation Association of State Government Benefits 2023 Annual Survey. The average amount the market contributed for employee-only insurance was \$8,435 per year.

Paid leave – According to the 2023 NCASG benefits report, the average employer offered 10 paid holidays. For sick leave, market employees accrue an average of 13 days each year. In addition, market employees earn an average of 21 days of paid vacation each year.

Defined-benefit retirement plan – The market input for a defined-benefit retirement plan was gathered from the 2023 NCASG benefits report. The average yearly contribution is 20% or \$13,362 per employee. This figure is an average of the surrounding state government contributions.

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

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

Table 8: Vacation days/annual leave⁵

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

Benefits comparison (indirect compensation)

The State of Oklahoma offers a comprehensive employee benefits package. Table 9 displays a breakdown of the employer benefits of the state’s package compared to those of the external labor market. The average cost is calculated based on the employers’ contribution in relation to the respective average state benchmark salary and the average market salary.

Table 9: Average employee benefits cost comparison

Benefit	State of Oklahoma contribution	Market contribution	Percent above/below market
Health insurance	\$8,239	\$8,435	-2.33%
Annual leave accrual days	\$3,930	\$5,396	-27.17%
Sick leave accrual days	\$3,275	\$3,340	-1.95%
Paid holidays	\$2,402	\$2,570	-6.56%
Defined-benefit retirement plan (employer contribution)	\$9,366	\$13,362	-29.91%
Social Security	\$4,342	\$5,111	-15.04%
Workers’ compensation and unemployment insurance	\$568	\$668	-15.03%
Total benefits cost	\$32,121	\$38,882	-17.39%
Average salaries	\$56,763	\$66,151	-14.19%
Average total compensation cost	\$88,884	\$105,033	-15.38%

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

⁵ 2023 National Compensation Association of State Governments Annual Benefits Report.

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

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

Employer contribution

Much of the difficulty in comparing state and private sector benefits lies in the employer contributions. The state's solution is to fund core benefits with an employee benefit allowance as part of a total compensation package. The core benefits are the insurance coverages every active state employee must have: health, dental, basic life and disability. The benefit allowance is automatically given in one of six levels depending on family status: employee only; employee and spouse; employee, spouse and one child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the benefit allowance be based on the total of the average premiums of the highest-cost health plans; the average of the dental plans, life and disability; and 75% of dependents' health care costs.

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

Total compensation cost

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

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

Benefit	State of Oklahoma	Market	Percent above/below market
Average salaries	\$56,763	\$66,151	-14.19%
Total benefits cost	\$32,121	\$38,882	-17.39%
Average total compensation cost	\$88,884	\$105,033	-15.38%

Turnover analysis

Table 11 displays the overall and voluntary turnover rates for the state's state employee workforce. The overall rate increased from the previous year's rate of 16.18% to 16.42%. The voluntary rate increased from 14.27% to 15.71%.

Table 11: FY 2023 state employee turnover

Employees as of July 1, 2022	33,482
Resignations	4,155
Retirements	821
Voluntary resignation buyouts	4
Discharges	463
Deaths	53
Reductions in force	118
Overall turnover rate	16.42%
Voluntary turnover rate	15.71%

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

During FY 2023, the turnover cost for the state employee workforce was \$184,652,355. As indicated in the methodology section, this figure was based on a conservative cost model.⁶ Table 12 is the calculation using the actual salary and demographic figures:

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

Table 12: FY 2023 turnover cost

FY 2023 turnover cost	2023
A. State employee benchmark average salary.	\$56,763
B. Percentage of pay for benefits × average salary.	\$32,120.66
C. Total employee annual cost (add A + B).	\$88,883.66
D. Determine the number of employees who voluntarily resigned within the previous fiscal year.	4155
E. The time an employee becomes fully productive (typically 12 months).	12 months
F. Per person turnover cost $([E \div 12] \times C \times 50\%)^7$.	\$44,441.83
G. Annual turnover cost for the state (F x D).	\$184,655,805.01

⁷ Assumes 50% productivity throughout first year.

Appendix

Table A1: Multi-Survey benchmark jobs and market compa-ratio

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

Job profile	Job title	Market compa-ratio
A20A	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST I	84%
A20B	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST II	85%
A20C	INSURANCE SUBROGATION/REIMBURSEMENT SPECIALIST III	71%
A31B	FLEXIBLE BENEFITS REPRESENTATIVE II	94%
A31C	FLEXIBLE BENEFITS REPRESENTATIVE III	98%
A32A	INSURANCE BENEFITS SPECIALIST I	82%
A33B	PROVIDER CONTRACTING SPECIALIST II	67%
A40A	INSURANCE PROGRAM ADMINISTRATOR I	167%
A40D	INSURANCE PROGRAM ADMINISTRATOR IV	65%
A51A	RETIREMENT BENEFIT ADMINISTRATOR I	128%
B10A	INFORMATION SYSTEMS OPERATIONS SPECIALIST I	123%
B10C	INFORMATION SYSTEMS OPERATIONS SPECIALIST III	81%
B10D	INFORMATION SYSTEMS OPERATIONS SPECIALIST IV	79%
B10E	INFORMATION SYSTEMS OPERATIONS SPECIALIST V	69%
B21A	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST I	104%
B21B	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST II	73%
B21C	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST III	80%
B21D	INFORMATION SYSTEMS NETWORK MANAGEMENT SPECIALIST IV	67%
B22C	INFORMATION SYSTEMS NETWORK ADMINISTRATOR III	86%
B22D	INFORMATION SYSTEMS NETWORK ADMINISTRATOR IV	80%
B23A	INFORMATION SYSTEMS NETWORK TECHNICIAN I	70%
B25A	GEOGRAPHIC INFORMATION SYSTEMS SPECIALIST I	92%
B25B	GEOGRAPHIC INFORMATION SYSTEMS SPECIALIST II	87%
B25C	GEOGRAPHIC INFORMATION SYSTEMS SPECIALIST III	85%
B26A	GEOGRAPHIC INFORMATION SYSTEMS MANAGER I	81%
B26B	GEOGRAPHIC INFORMATION SYSTEMS MANAGER II	98%
B30A	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST I	97%
B30B	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST II	97%

Job profile	Job title	Market compa-ratio
B30C	INFORMATION SYSTEMS OPERATING SYSTEM SPECIALIST III	88%
B31A	INFORMATION SYSTEMS MANAGER I	133%
B31C	INFORMATION SYSTEMS MANAGER III	89%
B32A	INFORMATION SYSTEMS ADMINISTRATOR I	91%
B32B	INFORMATION SYSTEMS ADMINISTRATOR II	110%
B32C	INFORMATION SYSTEMS ADMINISTRATOR III	99%
B51B	INFORMATION SYSTEMS APPLICATIONS SPECIALIST II	77%
B51D	INFORMATION SYSTEMS APPLICATIONS SPECIALIST IV	71%
B51A	INFORMATION SYSTEMS APPLICATIONS SPECIALIST I	75%
B51C	INFORMATION SYSTEMS APPLICATIONS SPECIALIST III	81%
B52A	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST I	95%
B52B	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST II	89%
B52C	INFORMATION SYSTEMS DATA MANAGEMENT ANALYST III	121%
B55A	INFORMATION SYSTEMS SERVICES COORDINATOR I	103%
B55B	INFORMATION SYSTEMS SERVICES COORDINATOR II	85%
B55D	INFORMATION SYSTEMS SERVICES COORDINATOR IV	93%
C10A	CIVIL RIGHTS ADMINISTRATOR I	90%
C10C	CIVIL RIGHTS ADMINISTRATOR III	79%
C30A	HUMAN RESOURCES ASSISTANT I	80%
C31A	HUMAN RESOURCES MANAGEMENT SPECIALIST I	96%
C31B	HUMAN RESOURCES MANAGEMENT SPECIALIST II	83%
C31C	HUMAN RESOURCES MANAGEMENT SPECIALIST III	77%
C31D	HUMAN RESOURCES MANAGEMENT SPECIALIST IV	74%
C32A	HUMAN RESOURCES PROGRAMS MANAGER I	114%
C32B	HUMAN RESOURCES PROGRAMS MANAGER II	78%
C32C	HUMAN RESOURCES PROGRAMS MANAGER III	87%
C33A	HUMAN RESOURCES PROGRAMS DIRECTOR I	84%
C33B	HUMAN RESOURCES PROGRAMS DIRECTOR II	93%
C34C	HCM STATEWIDE HR CONSULTANT III	59%
C37B	PERSONNEL PROGRAMS ANALYST II	79%
C40A	CORRECTIONAL TRAINING OFFICER I	109%
C40B	CORRECTIONAL TRAINING OFFICER II	91%
C41A	TRAINING SPECIALIST I	85%
C41B	TRAINING SPECIALIST II	83%
C41C	TRAINING SPECIALIST III	71%
C41D	TRAINING SPECIALIST IV	42%
C42B	VIDEO PRODUCTION SPECIALIST II	77%
C42C	VIDEO PRODUCTION SPECIALIST III	84%
C42D	VIDEO PRODUCTION SPECIALIST IV	73%
C44A	BACKGROUND INVESTIGATOR I	63%
C44B	BACKGROUND INVESTIGATOR II	63%
C44C	BACKGROUND INVESTIGATOR III	55%
D10A	FINANCIAL LOAN ANALYST I	96%
D10B	FINANCIAL LOAN ANALYST II	63%
D10D	FINANCIAL LOAN ANALYST IV	57%

Job profile	Job title	Market comparison
D12A	AUDITOR I	95%
D12B	AUDITOR II	86%
D12C	AUDITOR III	78%
D12D	AUDITOR IV	74%
D14A	ACCOUNTANT I	85%
D14B	ACCOUNTANT IV	87%
D14C	ACCOUNTANT III	79%
D14D	ACCOUNTANT II	82%
D20B	BUDGET ANALYST II	64%
D20D	BUDGET ANALYST IV	87%
D20C	BUDGET ANALYST III	78%
D21D	BUDGET ANALYST IV (OSF)	74%
D30A	BUSINESS MANAGER I	70%
D30B	BUSINESS MANAGER II	59%
D30C	BUSINESS MANAGER III	50%
D33A	FINANCIAL MANAGER/COMPTROLLER I	112%
D33B	FINANCIAL MANAGER/COMPTROLLER II	99%
D33C	FINANCIAL MANAGER/COMPTROLLER III	103%
D33D	FINANCIAL MANAGER/COMPTROLLER IV	100%
D50A	ACCOUNTING TECHNICIAN I	128%
D50B	ACCOUNTING TECHNICIAN II	91%
D50C	ACCOUNTING TECHNICIAN III	89%
D50D	ACCOUNTING TECHNICIAN IV	82%
E11B	PROGRAMS MANAGER II	95%
E11C	PROGRAMS MANAGER III	90%
E11D	PROGRAMS MANAGER IV	80%
E11E	PROGRAMS MANAGER V	69%
E11F	PROGRAMS MANAGER VI	73%
E15B	DOCKET CLERK II	83%
E16A	ADMINISTRATIVE TECHNICIAN I	73%
E16B	ADMINISTRATIVE TECHNICIAN II	81%
E16C	ADMINISTRATIVE TECHNICIAN III	90%
E16D	ADMINISTRATIVE TECHNICIAN IV	97%
E17A	ADMINISTRATIVE ASSISTANT I	81%
E17B	ADMINISTRATIVE ASSISTANT II	74%
E19B	MEDICAL TRANSCRIPTIONIST II	90%
E20B	LIBRARY TECHNICIAN II	95%
E20C	LIBRARY TECHNICIAN III	90%
E21B	LIBRARIAN II	88%
E21C	LIBRARIAN III	77%
E21D	LIBRARIAN IV	67%
E22A	ADMINISTRATIVE LIBRARIAN I	102%
E22B	ADMINISTRATIVE LIBRARIAN II	92%
E24A	SECRETARY I	86%
E24B	SECRETARY II	89%
E24C	SECRETARY III	83%

Job profile	Job title	Market comparison
E24D	SECRETARY IV	83%
E24E	SECRETARY V	75%
E25A	LEGAL SECRETARY I	66%
E25B	LEGAL SECRETARY II	57%
E25C	LEGAL SECRETARY III	58%
E25D	LEGAL SECRETARY IV	63%
E30A	LEGAL RESEARCH ASSISTANT I	88%
E31A	ADMINISTRATIVE HEARING OFFICER I	97%
E31B	ADMINISTRATIVE HEARING OFFICER II	81%
E31C	ADMINISTRATIVE HEARING OFFICER III	89%
E32A	ADMINISTRATIVE HEARING MANAGER I	84%
E34B	OFFSET PRESS OPERATOR II	83%
E34C	OFFSET PRESS OPERATOR III	72%
E34D	OFFSET PRESS OPERATOR IV	71%
E35C	DUPLICATING EQUIPMENT OPERATOR III	87%
E36A	OPTICAL IMAGING SPECIALIST I	86%
E36B	OPTICAL IMAGING SPECIALIST II	96%
E36C	OPTICAL IMAGING SPECIALIST III	96%
E41A	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST I	94%
E41B	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST II	83%
E41C	ARCHIVIST/RECORDS MANAGEMENT SPECIALIST III	94%
E42A	ADMINISTRATIVE ARCHIVIST I	69%
E43B	GRAPHIC ARTIST II	104%
E43C	GRAPHIC ARTIST III	82%
E44A	PUBLIC INFORMATION OFFICER I	76%
E44B	PUBLIC INFORMATION OFFICER II	87%
E44C	PUBLIC INFORMATION OFFICER III	85%
E45A	PUBLIC INFORMATION MANAGER I	90%
E45B	PUBLIC INFORMATION MANAGER II	91%
E46A	STATISTICAL RESEARCH SPECIALIST I	54%
E46B	STATISTICAL RESEARCH SPECIALIST II	71%
E46C	STATISTICAL RESEARCH SPECIALIST III	65%
E46D	STATISTICAL RESEARCH SPECIALIST IV	59%
E49A	MANAGEMENT ANALYST I	104%
E49B	MANAGEMENT ANALYST II	64%
E50B	PHOTOGRAPHER II	71%
E55A	CUSTOMER ASSISTANCE REPRESENTATIVE I	107%
E55B	CUSTOMER ASSISTANCE REPRESENTATIVE II	81%
E55C	CUSTOMER ASSISTANCE REPRESENTATIVE III	89%
E55D	CUSTOMER ASSISTANCE REPRESENTATIVE IV	107%
F10B	CONTRACTING AND PROCUREMENT OFFICER II	99%
F10C	CONTRACTING AND PROCUREMENT OFFICER III	96%
F10D	CONTRACTING AND PROCUREMENT OFFICER IV	69%
F11A	CONTRACTING AND PROCUREMENT ADMINISTRATOR I	82%
F11B	CONTRACTING AND PROCUREMENT ADMINISTRATOR II	79%
F14A	CONTRACTING AND ACQUISITIONS AGENT I	73%

Job profile	Job title	Market comparison
F14B	CONTRACTING AND ACQUISITIONS AGENT II	83%
F14C	CONTRACTING AND ACQUISITIONS AGENT III	85%
F14D	CONTRACTING AND ACQUISITIONS AGENT IV	93%
F16A	FIRE EQUIPMENT SPECIALIST I	90%
F16B	FIRE EQUIPMENT SPECIALIST II	98%
F20A	MATERIEL MANAGEMENT SPECIALIST I	101%
F20B	MATERIEL MANAGEMENT SPECIALIST II	89%
F20C	MATERIEL MANAGEMENT SPECIALIST III	98%
F20D	MATERIEL MANAGEMENT SPECIALIST IV	80%
F21A	MATERIEL MANAGEMENT OFFICER I	100%
F21B	MATERIEL MANAGEMENT OFFICER II	86%
F31A	REAL ESTATE MANAGEMENT SPECIALIST I	78%
F31B	REAL ESTATE MANAGEMENT SPECIALIST II	78%
F31D	REAL ESTATE MANAGEMENT SPECIALIST IV	93%
F38A	REAL PROPERTY MANAGEMENT SPECIALIST I	100%
F41A	CONSTRUCTION/MAINTENANCE TECHNICIAN I	75%
F41B	CONSTRUCTION/MAINTENANCE TECHNICIAN II	77%
F41C	CONSTRUCTION/MAINTENANCE TECHNICIAN III	71%
F42A	CONSTRUCTION INSPECTOR I	82%
F45A	CONSTRUCTION/MAINTENANCE ADMINISTRATOR I	77%
F45B	CONSTRUCTION/MAINTENANCE ADMINISTRATOR II	71%
F45C	CONSTRUCTION/MAINTENANCE ADMINISTRATOR III	72%
F45D	CONSTRUCTION/MAINTENANCE ADMINISTRATOR IV	63%
F47A	FLEET SPECIALIST I	90%
F47B	FLEET SPECIALIST II	88%
F47C	FLEET SPECIALIST III	84%
F47D	FLEET SPECIALIST IV	74%
F47E	FLEET SPECIALIST V	79%
F48B	WELDER II	78%
F48C	WELDER III	87%
F49C	PHYSICAL PLANT OPERATOR III	66%
F50A	HOUSEKEEPING/CUSTODIAL WORKER I	89%
F50B	HOUSEKEEPING/CUSTODIAL WORKER II	91%
F50C	HOUSEKEEPING/CUSTODIAL WORKER III	86%
F50D	HOUSEKEEPING/CUSTODIAL WORKER IV	83%
F50E	HOUSEKEEPING/CUSTODIAL WORKER V	73%
F56A	ELECTRONICS TECHNICIAN I	81%
F56B	ELECTRONICS TECHNICIAN III	72%
F56C	ELECTRONICS TECHNICIAN III	75%
F65A	CONSTRUCTION DESIGNER I	85%
F69A	ARCHITECT I	82%
F69B	ARCHITECT II	73%
F69C	ARCHITECT III	69%
F73C	MILITARY CONSTRUCTION CONSULTANT III	88%
F74B	MECHANICAL SYSTEMS TECHNICIAN II	118%
F74D	MECHANICAL SYSTEMS TECHNICIAN IV	79%

Job profile	Job title	Market compa-ratio
F75A	ELECTRICIAN I	72%
F75B	ELECTRICIAN II	95%
F75D	ELECTRICIAN IV	81%
F76B	PLUMBER II	89%
F76D	PLUMBER IV	93%
F77A	GROUNDSKEEPER I	86%
F77B	GROUNDSKEEPER II	85%
F78A	EQUIPMENT OPERATOR I	71%
F78B	EQUIPMENT OPERATOR II	81%
F78C	EQUIPMENT OPERATOR III	62%
F79A	LABORER I	78%
F79B	LABORER II	76%
G10A	COMMUNICATIONS OFFICER (DPS) I	85%
G10C	COMMUNICATIONS OFFICER (DPS) III	71%
G10B	COMMUNICATIONS OFFICER (DPS) II	67%
G10D	COMMUNICATIONS OFFICER (DPS) IV	83%
G10E	COMMUNICATIONS OFFICER (DPS) V	84%
G12A	CRIMINALIST I	93%
G12B	CRIMINALIST II	103%
G12C	CRIMINALIST III	112%
G12D	CRIMINALIST IV	102%
G12E	CRIMINALIST V	89%
G14A	DRIVERS LICENSE EXAMINER I	97%
G14B	DRIVERS LICENSE EXAMINER II	76%
G14C	DRIVERS LICENSE EXAMINER III	67%
G14D	DRIVERS LICENSE EXAMINER IV	65%
G16A	PHYSICAL EVIDENCE TECHNICIAN I	111%
G16B	PHYSICAL EVIDENCE TECHNICIAN II	110%
G16C	PHYSICAL EVIDENCE TECHNICIAN III	116%
G17B	CRIMINAL INTELLIGENCE ANALYST II	99%
G19C	FINGERPRINT SPECIALIST III	95%
G19D	FINGERPRINT SPECIALIST IV	93%
G21A	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT I	122%
G21C	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT III	104%
G21D	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT IV	82%
G21E	STATE FIRE MARSHAL LAW ENFORCEMENT AGENT V	62%
G25B	DHS INVESTIGATIVE AGENT II	114%
G25C	DHS INVESTIGATIVE AGENT III	110%
G25D	DHS INVESTIGATIVE AGENT IV	105%
G25E	DHS INVESTIGATIVE AGENT V	91%
G25F	DHS INVESTIGATIVE AGENT VI	97%
G28B	POLICE OFFICER II	78%
G28C	POLICE OFFICER III	87%
G28D	POLICE OFFICER IV	87%
G28E	POLICE OFFICER V	52%
G40A	LAW ENFORCEMENT PROGRAMS ADMINISTRATOR I	134%

Job profile	Job title	Market comparison
G40B	LAW ENFORCEMENT PROGRAMS ADMINISTRATOR II	116%
G50C	LAW ENFORCEMENT CAPITOL PATROL OFFICER III	314%
G53C	LAW ENFORCEMENT HIGHWAY PATROL OFFICER III	99%
G53E	LAW ENFORCEMENT HIGHWAY PATROL OFFICER V	72%
G54A	LAW ENFORCEMENT HIGHWAY PATROL MANAGER I	107%
G54B	LAW ENFORCEMENT HIGHWAY PATROL MANAGER II	105%
H20A	SOCIAL SERVICES SPECIALIST I	104%
H20B	SOCIAL SERVICES SPECIALIST II	97%
H20C	SOCIAL SERVICES SPECIALIST III	104%
H20D	SOCIAL SERVICES SPECIALIST IV	97%
H21A	CASE MANAGER I	93%
H21D	CASE MANAGER IV	64%
H21B	CASE MANAGER II	81%
H21C	CASE MANAGER III	75%
H22B	SOCIAL SERVICES INSPECTOR II	76%
H22C	SOCIAL SERVICES INSPECTOR III	64%
H23B	CHILD WELFARE SPECIALIST II	68%
H23C	CHILD WELFARE SPECIALIST III	91%
H23A	CHILD WELFARE SPECIALIST I	84%
H23D	CHILD WELFARE SPECIALIST IV	74%
H23E	CHILD WELFARE SPECIALIST V	75%
H24A	CHILD CARE LICENSING SPECIALIST I	83%
H24B	CHILD CARE LICENSING SPECIALIST II	79%
H24C	CHILD CARE LICENSING SPECIALIST III	74%
H24D	CHILD CARE LICENSING SPECIALIST IV	73%
H26B	ADULT PROTECTIVE SERVICES SPECIALIST II	78%
H26D	ADULT PROTECTIVE SERVICES SPECIALIST IV	82%
H26A	ADULT PROTECTIVE SERVICES SPECIALIST I	96%
H26C	ADULT PROTECTIVE SERVICES SPECIALIST III	80%
H27B	CLINICAL SOCIAL WORKER II	86%
H27C	CLINICAL SOCIAL WORKER III	80%
H27D	CLINICAL SOCIAL WORKER IV	69%
H30A	CHILD SUPPORT SPECIALIST I	93%
H30B	CHILD SUPPORT SPECIALIST II	84%
H30C	CHILD SUPPORT SPECIALIST III	80%
H30D	CHILD SUPPORT SPECIALIST IV	69%
I10A	CORRECTIONAL SECURITY OFFICER I	154%
I10B	CORRECTIONAL SECURITY OFFICER II	133%
I10C	CORRECTIONAL SECURITY OFFICER III	113%
I10D	CORRECTIONAL SECURITY OFFICER IV	100%
I11A	CORRECTIONAL SECURITY MANAGER I	108%
I11B	CORRECTIONAL SECURITY MANAGER II	110%
I12A	CORRECTIONAL CHIEF OF SECURITY I	159%
I12B	CORRECTIONAL CHIEF OF SECURITY II	118%
I12C	CORRECTIONAL CHIEF OF SECURITY III	112%
I23A	CORRECTIONAL TEACHER I	141%

Job profile	Job title	Market comparison
I23B	CORRECTIONAL TEACHER II	124%
I30B	CORRECTIONAL INDUSTRIES MANAGER II	83%
I30C	CORRECTIONAL INDUSTRIES MANAGER III	73%
I30D	CORRECTIONAL INDUSTRIES MANAGER IV	52%
I30E	CORRECTIONAL INDUSTRIES MANAGER V	44%
I40A	PROBATION AND PAROLE OFFICER I	123%
I40B	PROBATION AND PAROLE OFFICER II	92%
I40C	PROBATION AND PAROLE OFFICER III	96%
I40D	PROBATION AND PAROLE OFFICER IV	88%
J17C	LABOR COMPLIANCE OFFICER III	100%
J19A	OCCUPATIONAL LICENSURE SPECIALIST I	116%
J30A	SAFETY MANAGER I	100%
J31B	SAFETY CONSULTANT II	126%
J31C	SAFETY CONSULTANT III	106%
J31D	SAFETY CONSULTANT IV	111%
J41A	FIRE PREVENTION AND SECURITY OFFICER I	84%
J41B	FIRE PREVENTION AND SECURITY OFFICER II	83%
J41C	FIRE PREVENTION AND SECURITY OFFICER III	85%
J41D	FIRE PREVENTION AND SECURITY OFFICER IV	90%
K11A	DISABILITY DETERMINATION SPECIALIST I	121%
K11B	DISABILITY DETERMINATION SPECIALIST II	120%
K11C	DISABILITY DETERMINATION SPECIALIST III	113%
K11D	DISABILITY DETERMINATION SPECIALIST IV	104%
K21A	VOCATIONAL REHABILITATION SPECIALIST I	119%
K21B	VOCATIONAL REHABILITATION SPECIALIST II	105%
K21C	VOCATIONAL REHABILITATION SPECIALIST III	117%
K21D	VOCATIONAL REHABILITATION SPECIALIST IV	107%
K22A	ASSISTIVE TECHNOLOGY SPECIALIST I	188%
K22B	ASSISTIVE TECHNOLOGY SPECIALIST II	173%
K22C	ASSISTIVE TECHNOLOGY SPECIALIST III	172%
K22D	ASSISTIVE TECHNOLOGY SPECIALIST IV	134%
L16A	AGRICULTURE FIELD INSPECTOR I	109%
L16B	AGRICULTURE FIELD INSPECTOR II	100%
L16C	AGRICULTURE FIELD INSPECTOR III	91%
L16D	AGRICULTURE FIELD INSPECTOR IV	83%
L16E	AGRICULTURE FIELD INSPECTOR V	74%
L24A	FORESTER I	150%
L24B	FORESTER III	117%
L24C	FORESTER III	121%
L24D	FORESTER IV	92%
L24E	FORESTER V	89%
L40B	METEOROLOGIST II	94%
M32A	OIL AND GAS FIELD INSPECTOR I	138%
M32B	OIL AND GAS FIELD INSPECTOR II	106%
M32C	OIL AND GAS FIELD INSPECTOR III	97%
M32D	OIL AND GAS FIELD INSPECTOR IV	103%

Job profile	Job title	Market comparison
M46A	TRANSPORTATION CUSTOMER SPECIALIST I	109%
M46B	TRANSPORTATION CUSTOMER SPECIALIST II	102%
M46C	TRANSPORTATION CUSTOMER SPECIALIST III	100%
M46D	TRANSPORTATION CUSTOMER SPECIALIST IV	93%
M53B	MOTOR CARRIER ENFORCEMENT OFFICER II	117%
M53D	MOTOR CARRIER ENFORCEMENT OFFICER IV	100%
M53A	MOTOR CARRIER ENFORCEMENT OFFICER I	144%
M53C	MOTOR CARRIER ENFORCEMENT OFFICER III	108%
N13A	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE I	79%
N13B	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE II	77%
N13C	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE III	74%
N13D	VETERANS AFFAIRS FIELD SERVICES REPRESENTATIVE IV	65%
N14A	VETERANS CLAIMS AND BENEFITS ADMINISTRATOR I	85%
N14B	VETERANS CLAIMS AND BENEFITS ADMINISTRATOR II	91%
N15B	STATE ACCREDITING OFFICER II	57%
N16B	PATIENT SERVICES COORDINATOR II	101%
N16C	PATIENT SERVICES COORDINATOR III	93%
P15A	NATURALIST I	55%
P20A	PARK RANGER I	94%
P20B	PARK RANGER II	81%
P20C	PARK RANGER III	73%
Q11A	GRDA TECHNICIAN I	93%
Q11B	GRDA TECHNICIAN II	92%
Q11C	GRDA TECHNICIAN III	88%
Q11D	GRDA TECHNICIAN IV	99%
Q12A	GRDA SENIOR TECHNICIAN I	85%
Q12B	GRDA SENIOR TECHNICIAN II	98%
Q20B	POWER PLANT MAINTENANCE TECHNICIAN II	105%
Q21B	POWER TRANSMISSION MAINTENANCE TECHNICIAN II	93%
Q23C	HEAVY EQUIPMENT RAILCAR MAINTENANCE III	95%
Q24B	ELECTRICAL DRAFTING TECHNICIAN II	95%
Q50B	GRDA LAKE PATROL OFFICER II	96%
R10A	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST I	112%
R10B	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST II	102%
R10C	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST III	91%
R10D	ENVIRONMENTAL/CHEMICAL LABORATORY SCIENTIST IV	100%
R20A	ENVIRONMENTAL PROGRAMS SPECIALIST I	69%
R20B	ENVIRONMENTAL PROGRAMS SPECIALIST II	79%
R20C	ENVIRONMENTAL PROGRAMS SPECIALIST III	78%
R20D	ENVIRONMENTAL PROGRAMS SPECIALIST IV	88%
R22C	ENVIRONMENTAL INVESTIGATOR III	91%
R22D	ENVIRONMENTAL INVESTIGATOR IV	81%
R25A	ENVIRONMENTAL PROGRAMS MANAGER I	74%
R25B	ENVIRONMENTAL PROGRAMS MANAGER II	70%
R25C	ENVIRONMENTAL PROGRAMS MANAGER III	81%
R25D	ENVIRONMENTAL PROGRAMS MANAGER IV	86%

Job profile	Job title	Market comparison
S10C	ENGINEER INTERN III	77%
S10D	ENGINEER INTERN IV	72%
S10E	ENGINEER INTERN V	61%
S10F	ENGINEER INTERN VI	57%
S10G	ENGINEER INTERN VII	55%
S11A	PROFESSIONAL ENGINEER I	81%
S11B	PROFESSIONAL ENGINEER II	73%
S11C	PROFESSIONAL ENGINEER III	66%
S12A	ENGINEERING MANAGER I	82%
S12B	ENGINEERING MANAGER II	107%
S12C	ENGINEERING MANAGER III	95%
S12D	ENGINEERING MANAGER IV	92%
S15A	LAND SURVEYOR INTERN I	93%
S16B	PROFESSIONAL LAND SURVEYOR II	110%
T10A	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST I	79%
T10B	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST II	87%
T10C	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST III	83%
T10D	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST IV	89%
T10E	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST V	85%
T10F	COMPUTER AIDED DRAFTING AND DESIGN SPECIALIST VI	100%
T22A	TRANSPORTATION SPECIALIST I	81%
T22B	TRANSPORTATION SPECIALIST II	89%
T22C	TRANSPORTATION SPECIALIST III	99%
T22D	TRANSPORTATION SPECIALIST IV	113%
T22E	TRANSPORTATION SPECIALIST V	132%
T22F	TRANSPORTATION SPECIALIST VI	100%
T23A	TRANSPORTATION MANAGER I	94%
T23B	TRANSPORTATION MANAGER II	94%
T23C	TRANSPORTATION MANAGER III	92%
T23D	TRANSPORTATION MANAGER IV	97%
T25A	TRANSPORTATION EQUIPMENT OPERATOR I	82%
T25B	TRANSPORTATION EQUIPMENT OPERATOR II	93%
T25C	TRANSPORTATION EQUIPMENT OPERATOR III	99%
T25D	TRANSPORTATION EQUIPMENT OPERATOR IV	106%
T26A	TRANSPORTATION SUPERINTENDENT I	80%
T26B	TRANSPORTATION SUPERINTENDENT II	98%
T28A	HEAVY EQUIPMENT OPERATOR I	83%
T50B	TOLL COLLECTOR II	70%
T50C	TOLL COLLECTOR III	88%
T50D	TOLL COLLECTOR IV	99%
T51A	TOLL OPERATIONS MANAGER I	71%
T60C	PHOTOGRAMMETRIST III	106%
T60D	PHOTOGRAMMETRIST IV	93%
U10A	HISTORICAL PROGRAMS ADMINISTRATOR I	108%
U10B	HISTORICAL PROGRAMS ADMINISTRATOR II	91%
U10C	HISTORICAL PROGRAMS ADMINISTRATOR III	90%

Job profile	Job title	Market comparison
U11A	HISTORICAL FACILITY MANAGER I	97%
U11B	HISTORICAL FACILITY MANAGER II	76%
U11C	HISTORICAL FACILITY MANAGER III	73%
U11D	HISTORICAL FACILITY MANAGER IV	99%
U12A	HISTORICAL COLLECTIONS SPECIALIST I	67%
U12C	HISTORICAL COLLECTIONS SPECIALIST III	68%
U13A	HISTORICAL INTERPRETER I	55%
U13B	HISTORICAL INTERPRETER II	70%
U14B	HISTORIC PRESERVATION SPECIALIST II	102%
U14C	HISTORIC PRESERVATION SPECIALIST III	131%
V10B	TAX DOCUMENT EXAMINER II	72%
V10C	TAX DOCUMENT EXAMINER III	80%
V10D	TAX DOCUMENT EXAMINER IV	97%
V11A	REVENUE COMPLIANCE OFFICER I	61%
V11B	REVENUE COMPLIANCE OFFICER III	64%
V11C	REVENUE COMPLIANCE OFFICER III	82%
V12A	MOTOR VEHICLE RESEARCH SPECIALIST I	64%
V12B	MOTOR VEHICLE RESEARCH SPECIALIST II	69%
V12C	MOTOR VEHICLE RESEARCH SPECIALIST III	68%
V14A	MOTOR VEHICLE ENFORCEMENT OFFICER I	53%
V14B	MOTOR VEHICLE ENFORCEMENT OFFICER II	58%
V14C	MOTOR VEHICLE ENFORCEMENT OFFICER III	63%
V20A	TAXPAYER SERVICES REPRESENTATIVE I	90%
V20B	TAXPAYER SERVICES REPRESENTATIVE II	97%
V20C	TAXPAYER SERVICES REPRESENTATIVE III	95%
V20D	TAXPAYER SERVICES REPRESENTATIVE IV	103%
V30A	ASSESSMENT AND EQUALIZATION ANALYST I	100%
V30B	ASSESSMENT AND EQUALIZATION ANALYST II	101%
W10A	WORKFORCE SERVICES SPECIALIST I	75%
W10B	WORKFORCE SERVICES SPECIALIST II	69%
W10C	WORKFORCE SERVICES SPECIALIST III	101%
W15A	COMPLIANCE ENFORCEMENT OFFICER I	62%
W15B	COMPLIANCE ENFORCEMENT OFFICER II	72%
W15C	EMPLOYMENT SECURITY TAX ENFORCEMENT OFFICER III	81%
W15D	EMPLOYMENT SECURITY TAX ENFORCEMENT OFFICER IV	88%
W20A	PROGRAM REPRESENTATIVE I	86%
W20B	PROGRAM REPRESENTATIVE II	98%
W31A	EXECUTIVE ASSISTANT TO THE EXECUTIVE DIRECTOR I	87%
X10A	HEALTH INFORMATION TECHNICIAN I	97%
X10B	HEALTH INFORMATION TECHNICIAN II	103%
X10C	HEALTH INFORMATION TECHNICIAN III	92%
X11B	THERAPEUTIC/MEDICAL AIDE II	78%
X12B	THERAPEUTIC/MEDICAL ASSISTANT II	139%
X13A	LABORATORY TECHNICIAN I	82%
X13B	LABORATORY TECHNICIAN II	94%
X13C	LABORATORY TECHNICIAN III	76%

Job profile	Job title	Market compa-ratio
X14A	LABORATORY SCIENTIST I	97%
X15A	RECORDS MANAGEMENT SPECIALIST I	96%
X15B	RECORDS MANAGEMENT SPECIALIST II	103%
X17A	PUBLIC HEALTH SPECIALIST I	114%
X17B	PUBLIC HEALTH SPECIALIST II	103%
X17C	PUBLIC HEALTH SPECIALIST III	97%
X17D	PUBLIC HEALTH SPECIALIST IV	93%
X17E	PUBLIC HEALTH SPECIALIST V	78%
X20A	HEALTH EDUCATOR I	94%
X20B	HEALTH EDUCATOR II	96%
X20C	HEALTH EDUCATOR III	74%
X21B	AUDIOLOGIST II	73%
X21C	AUDIOLOGIST III	103%
X22A	SPEECH-LANGUAGE PATHOLOGIST I	75%
X22B	SPEECH-LANGUAGE PATHOLOGIST II	72%
X22C	SPEECH-LANGUAGE PATHOLOGIST III	78%
X22D	SPEECH-LANGUAGE PATHOLOGIST IV	58%
X23B	ALCOHOL AND DRUG COUNSELOR II	138%
X23C	ALCOHOL AND DRUG COUNSELOR III	123%
X23D	ALCOHOL AND DRUG COUNSELOR IV	68%
X24B	DENTAL CARE ASSISTANT II	120%
X25B	PHARMACY TECHNICIAN II	89%
X25C	PHARMACY TECHNICIAN III	112%
X26C	PHARMACIST III	77%
X26D	PHARMACIST IV	73%
X27A	EPIDEMIOLOGIST I	53%
X27B	EPIDEMIOLOGIST II	73%
X27C	EPIDEMIOLOGIST III	79%
X27D	EPIDEMIOLOGIST IV	81%
X29C	HEALTH FACILITY SURVEYOR III	94%
X29D	HEALTH FACILITY SURVEYOR IV	89%
X30B	MUSIC THERAPIST II	53%
X30C	MUSIC THERAPIST III	91%
X31B	PSYCHOLOGICAL CLINICIAN II	76%
X31C	PSYCHOLOGICAL CLINICIAN III	78%
X31D	PSYCHOLOGICAL CLINICIAN IV	83%
X31E	PSYCHOLOGICAL CLINICIAN V	102%
X32A	CHILD DEVELOPMENT SPECIALIST I	99%
X32B	CHILD DEVELOPMENT SPECIALIST II	94%
X32C	CHILD DEVELOPMENT SPECIALIST III	105%
X32D	CHILD DEVELOPMENT SPECIALIST IV	122%
X33A	OCCUPATIONAL THERAPIST I	68%
X33B	OCCUPATIONAL THERAPIST II	66%
X33C	OCCUPATIONAL THERAPIST III	59%
X34A	PHYSICAL THERAPIST I	71%
X34B	PHYSICAL THERAPIST II	70%

Job profile	Job title	Market comparison
X34C	PHYSICAL THERAPIST III	61%
X34D	PHYSICAL THERAPIST IV	70%
X35A	RECREATIONAL ACTIVITIES SPECIALIST I	89%
X35B	RECREATIONAL ACTIVITIES SPECIALIST II	71%
X35C	RECREATIONAL ACTIVITIES SPECIALIST III	80%
X36B	RECREATION THERAPIST II	78%
X36C	RECREATION THERAPIST III	80%
X36D	RECREATION THERAPIST IV	96%
X38A	DISEASE INTERVENTION SPECIALIST I	78%
X38B	DISEASE INTERVENTION SPECIALIST II	87%
X38C	DISEASE INTERVENTION SPECIALIST III	84%
X40A	LABORATORY ADMINISTRATOR I	93%
X40B	CLINICAL LABORATORY ADMINISTRATOR II	70%
X45A	DIRECTOR OF PROFESSIONAL SERVICES I	96%
X46B	CLINICAL HEALTH FACILITY SURVEYOR II	81%
X46C	CLINICAL HEALTH FACILITY SURVEYOR III	94%
X46D	CLINICAL HEALTH FACILITY SURVEYOR IV	89%
X48A	ENFORCEMENT ANALYST I	66%
X49A	SPECIAL EDUCATOR I	73%
X49B	SPECIAL EDUCATOR II	73%
X49C	SPECIAL EDUCATOR III	90%
Y10A	PATIENT CARE ASSISTANT I	100%
Y10B	PATIENT CARE ASSISTANT II	93%
Y10C	PATIENT CARE ASSISTANT III	107%
Y11A	LICENSED PRACTICAL NURSE I	111%
Y11B	LICENSED PRACTICAL NURSE II	116%
Y11C	LICENSED PRACTICAL NURSE III	112%
Y11D	LICENSED PRACTICAL NURSE IV	120%
Y12A	REGISTERED NURSE I	78%
Y12B	REGISTERED NURSE II	79%
Y12C	REGISTERED NURSE III	101%
Y13A	NURSING MANAGER I	92%
Y13B	NURSING MANAGER II	96%
Y13C	NURSING MANAGER III	75%
Y13D	NURSING MANAGER IV	57%
Y14A	ADVANCED PRACTICE NURSE I	105%
Y14B	ADVANCED PRACTICE NURSE II	94%
Y15B	HEALTH CARE MANAGEMENT NURSE II	79%
Y15C	HEALTH CARE MANAGEMENT NURSE III	71%
Z10A	TEACHING ASSISTANT I	100%
Z11A	TEACHER I	89%
Z12A	DIRECT CARE SPECIALIST I	65%
Z12B	DIRECT CARE SPECIALIST II	97%
Z12C	DIRECT CARE SPECIALIST III	107%
Z12D	DIRECT CARE SPECIALIST IV	99%
Z12E	DIRECT CARE SPECIALIST V	99%

Job profile	Job title	Market compa-ratio
Z13A	TRANSPORTATION OFFICER I	87%
Z14A	INSTITUTIONAL SAFETY AND SECURITY COORDINATOR I	98%
Z18A	INDEPENDENT LIVING INSTRUCTOR I	99%
Z18B	INDEPENDENT LIVING INSTRUCTOR II	92%
Z20A	FOOD SERVICE SPECIALIST I	84%
Z20B	FOOD SERVICE SPECIALIST II	94%
Z20C	FOOD SERVICE SPECIALIST III	102%
Z20D	FOOD SERVICE SPECIALIST IV	72%
Z21A	FOOD SERVICE MANAGER I	90%
Z21B	FOOD SERVICE MANAGER II	95%
Z21C	FOOD SERVICE MANAGER III	98%
Z24A	NUTRITION ASSISTANT I	103%
Z24B	NUTRITION ASSISTANT II	106%
Z25A	NUTRITION THERAPIST I	120%
Z25B	NUTRITION THERAPIST II	78%
Z25C	NUTRITION THERAPIST III	105%
Z25D	NUTRITION THERAPIST IV	91%
Z26A	INSTITUTIONAL PROGRAM COORDINATOR I	98%
Z30A	LINEN AND CLOTHING SPECIALIST I	84%
Z30B	LINEN AND CLOTHING SPECIALIST II	85%
Z30C	LINEN AND CLOTHING SPECIALIST III	93%
Z30D	LINEN AND CLOTHING SPECIALIST IV	98%
Z30E	LINEN AND CLOTHING SPECIALIST V	78%
Z40B	PERSONAL GROOMING SPECIALIST II	83%
Z52B	CHAPLAIN II	95%
Z60B	RESIDENT CARE SPECIALIST II	75%
Z60C	RESIDENT CARE SPECIALIST III	71%
Z60D	RESIDENT CARE SPECIALIST IV	65%