



**OKLAHOMA**  
Office of Management  
& Enterprise Services

2025

# 2025 Annual Compensation Report

State of  
Oklahoma



**OKLAHOMA**  
Office of Management  
& Enterprise Services

# Annual Compensation Report

Fiscal year 2025

Office of Management and Enterprise Services  
Mark Wood, Director

Emily Roberson, Chief Human Resources Officer  
Natasha Riley, Director of Talent Management

## **Human Capital Management Statewide HR Consulting**

Deanna Ferron, Director of HCM Statewide HR Consulting

Christina Anderson, HCM Statewide HR Consultant

Kay Brezny, HCM Statewide HR Consultant

Margot Barnes, HCM Statewide HR Consultant

Renee Liddell, HCM Statewide HR Consultant

Nicole Greeson, HCM Statewide HR Consultant

Media inquiries:

Christa Helfrey, Public Engagement Manager

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.

# Table of contents

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
INTRODUCTION .....	3
AVERAGE SALARY COMPARISON (DIRECT COMPENSATION) .....	3
<i>Table 1: Employee average salary comparison.....</i>	3
BENEFITS COMPARISON (INDIRECT COMPENSATION) .....	3
<i>Table 2: Average total compensation costs (salary and benefits).....</i>	3
STATE EMPLOYEE TURNOVER.....	3
<i>Table 3: State employee turnover rates FY 2015-2025.....</i>	4
<b>RECOMMENDATIONS .....</b>	<b>4</b>
COMPENSATION .....	4
<b>INTRODUCTION.....</b>	<b>5</b>
STATUTORY REQUIREMENT .....	5
PURPOSE AND SCOPE OF THE ANNUAL COMPENSATION REPORT .....	6
<b>ECONOMIC INDICATORS.....</b>	<b>6</b>
<b>METHODOLOGY .....</b>	<b>7</b>
MARKET SURVEYS .....	7
MARKET PRICING APPROACH.....	8
BENEFITS .....	8
EMPLOYEE TURNOVER.....	8
<b>ANALYSIS.....</b>	<b>9</b>
STATE EMPLOYEE BENCHMARK JOB AVERAGE SALARY COMPARISON .....	9
<i>Table 4: Employee average salary comparison.....</i>	9
<i>Table 5: Oklahoma General Pay Increase History .....</i>	9
STATE EMPLOYEE PAY BANDS .....	10
<i>Table 6: Pay band compa-ratio.....</i>	10
AGENCY DIRECTOR SALARY STRUCTURE .....	15
BENEFITS ANALYSIS.....	15
<i>State benefits package.....</i>	15
<i>Market benefits package.....</i>	16
<i>Table 7: Vacation days/annual leave .....</i>	16
BENEFITS COMPARISON (INDIRECT COMPENSATION) .....	16
<i>Table 8: Average employee benefits cost comparison .....</i>	17
<i>Employer contribution.....</i>	17
TOTAL COMPENSATION COST .....	18
<i>Table 9: Average total compensation costs (salary and benefits).....</i>	18
TURNOVER ANALYSIS .....	18
<i>Table 10: FY 2025 state employee turnover .....</i>	18
<i>Table 11: FY 2025 turnover cost.....</i>	19
<b>APPENDIX.....</b>	<b>20</b>
TABLE A1: MULTI-SURVEY BENCHMARK JOBS, MARKET COMPA-RATIO, AND 90% MARKET.....	20

# 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 (noncash 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 1,517 benchmark jobs indicates that, on average, state employee salaries are 48.05% below the competitive labor market. The 1,517 benchmarks represent 29,426, or 86%, of state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

**Table 1: Employee average salary comparison**

	State of Oklahoma	Market	Percentage above/below market
Average salary	\$59,714	\$114,950	-48.05%

### 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)**

	State of Oklahoma	Market	Percentage above/below market
Average salary	\$59,714	\$114,950	-48.05%
Average total benefits cost	\$34,626	\$40,252	-13.98%
Average total compensation cost	\$94,340	\$155,202	-39.21%

A benefits cost comparison does not provide an analysis of perceived value to employees or an analysis of benefits competitiveness compared to the market. A 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 the market competitiveness of the state benefits package.

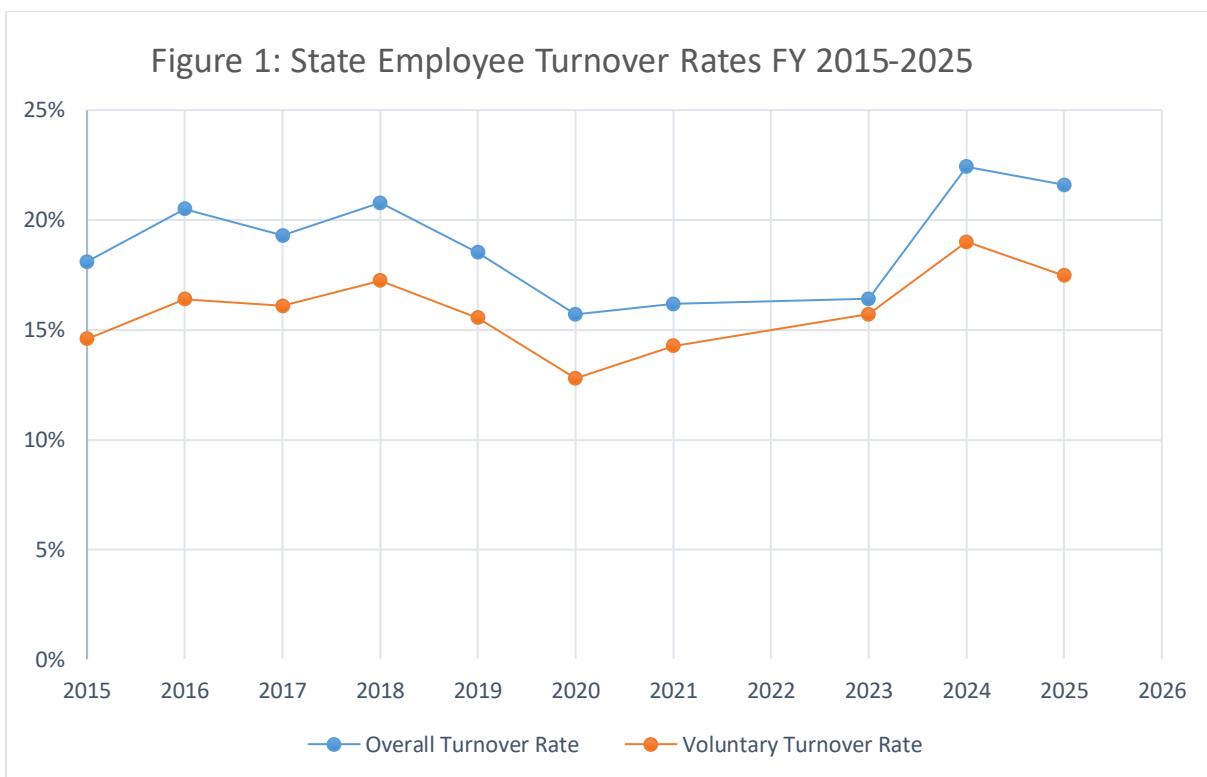
## State employee turnover

**The overall turnover rate among state employees in FY 2025 was 21.59% and the voluntary rate was 17.48%.** The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2025, while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate decreased from the previously recorded fiscal year.



**Table 3: State employee turnover rates FY 2015-2025**

Year	Overall turnover rate	Voluntary turnover rate
2025	21.59%	17.48%
2024	22.42%	19.01%
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%



**Note:** 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 48.05% below the market pay rates for comparable benchmark jobs. As market pay continues to grow at levels approximating 3.9% 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 consumer price index continues to increase, and there has been no

general pay increase for state employees since 2019. As a result, a cost-of-living adjustment for state employees is recommended.

**Recommendation 1:** Adjust the state employee pay bands to align with the current 90% market rate. The pay bands were last adjusted for the market rate on July 1, 2025. To continue OMES HCM's efforts to support state agencies in the statutory goal to compensate state employees at least at 90% of the market value, it is recommended to update the 90% market rate listed in the pay bands as well as the maximum of the pay bands to accurately reflect the market rate. While no immediate fiscal impact is being identified, this adjustment will position the pay bands more competitively in the market and enable agencies to effectively use pay movement mechanisms to target those jobs currently paying below market as well as address recruitment and retention problems.

**Recommendation 2:** Executive branch state employee salaries are on average 48.05% below the competitive labor market. The recommendation is to legislatively provide for annual market adjustments for executive branch state employees that are below market in a phased approach of either 3 years or 5 years.

### 3-Year Plan

Year 1: 18%  
Year 2: 15%  
Year 3: 15%

### 5-Year Plan

Year 1: 10%  
Year 2: 10%  
Year 3: 10%  
Year 4: 10%  
Year 5: 8%

OMES HCM recommends that the increased appropriations should be used to implement targeted market adjustments for employees in job profiles identified in the appendix of this report as being significantly behind market and still maintain equity without creating pay compression within the organization. OMES HCM is available to offer guidance on how such a plan could be operationalized.

The market pay rates will continue to rise each year, and as a result, additional funding will be needed to keep pace with the market each year.

OMES HCM will work with the Legislature to provide fiscal impact statements as needed for specific bills addressing employee compensation.

It is also recommended that the Legislature statutorily provide for an annual cost of living increase that is tied to the Consumer Price Index to prevent inflation from continuing to erode state employees' buying power and standard of living year after year.

## Introduction

### Statutory requirement

Title 74 O.S. § 840:1.6A(5) provides that the director of the Office of Management and Enterprise Services shall "conduct an analysis of the rates of pay prevailing in the state in 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' 2025 Annual Compensation Report meets this statutory requirement. This 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 noncash 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's state employee workforce. Moreover, including this analysis from year to year enables the tracking of data trends and the identification of areas of concern.

## **Purpose and scope of the Annual Compensation Report**

This report is concentrated on 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 83% of all state employees, compare with the relevant labor market. The survey sources used for this year's salary and benefits analysis are:

- 2025 National Compensation Association of State Governments Salary Report (data from states surrounding Oklahoma).
- 2025 Oklahoma Hospital Association Survey.
- Payfactors Compensation Data Management Software.

## **Economic indicators**

As of August 2025, the unemployment rate in the United States was 4.3%, 0.2% higher than it was in September 2024, [according to the U.S. Bureau of Labor Statistics](#).

WorldatWork's [Salary Budget Survey 2023-2024](#) revealed that, in the United States, salary increase budgets reached an average of 4.4% in 2023, which was 0.3 percentage points above the forecasted 4.1% increase. The median increase was 4.0%. Additionally, WorldatWork's [Salary Budget Survey 2024-2025](#) projected a moderate budget increase for 2024 with a contraction of budget for salary increases in 2025. This projected contraction of budget for salary increases did occur in 2025, with the budget for the United States decreasing to an average of 3.7%, representing an average decrease of 0.7 percentage points from 2023. A slight contraction of the budget is projected for 2026, according to WorldatWork's [Salary Budget Survey 2025-2026](#).

From the information provided by the Oklahoma Employment Security Commission, as of August 2025, unemployment in Oklahoma is at 3.1%. This is 0.3 percentage points lower than the rate in September 2024.

[According to the U.S. Bureau of Labor Statistics](#), the Consumer Price Index for All Urban Consumers increased 3.0% (not seasonally adjusted).

State employees have not received an across-the-board increase since 2019. According to the U.S. Bureau of Labor Statistics and as reported in the [Oklahoma Department of Commerce 3rd](#)



[Quarter 2025 Consumer Price Index Report](#), the consumer price index (CPI) cumulative increase since 2019 is 23.78% for Midwest urban areas and 24.73% for South urban areas. The midwestern and southern urban areas' CPIs increased by 3.18% and 2.43%, respectively, over the 12-month period, while the national CPI increased by 2.89%. (Source: [Oklahoma Department of Commerce CPI Report](#))

This [U.S. Bureau of Labor Statistics CPI Inflation Calculator](#) shows that a state employee with a \$50,000 salary that has not been adjusted since 2019 has experienced a 26.39% reduction in buying power.

The image shows a screenshot of the CPI Inflation Calculator. The input field shows a salary of \$50,000.00. The dropdown menus show the input is in December 2019. The output shows that this salary has the same buying power as \$63,197.05 in September 2025. The 'Calculate' button is visible at the bottom.

It is recommended that the Legislature consider codifying an annual cost of living increase that is tied to the CPI to prevent inflation continuing to erode state employees' buying power and standard of living year after year.

## 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 in comparison to that of 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 2025 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. Six surrounding states (Arkansas, Colorado, Kansas, Louisiana, Missouri and New Mexico) participate in the survey.

**Oklahoma Hospital Association:** The Oklahoma Hospital Association conducts this salary survey semiannually. Surveys are distributed to each of the 135 hospitals in Oklahoma.

**Payfactors:** This suite of cloud-based compensation data management tools allows the State of Oklahoma to access market data that is 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.

## 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 that are 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, 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 require new job families or levels to be created. This work will make it possible for OMES 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.

**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. Voluntary turnover includes only resignations and retirements.

The turnover analyses listed below 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.<sup>1</sup> Below are the steps of the costing model:

- A. Determine the state employee benchmark average salary.
- B. Determine the percentage of pay for benefits  $\times$  average salary.
- C. Calculate the total employee annual cost (A + B).
- D. Determine the number of employees who voluntarily resigned within the previous fiscal year.

---

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

- E. Determine the time it takes for an employee to become fully productive (typically 12 months).
- F. Calculate the per-person turnover cost ( $[E \div 12] \times C \times 50\%$ ).<sup>2</sup>
- G. Calculate the annual turnover cost for the state ( $F \times D$ ).

## Analysis

### State employee benchmark job average salary comparison

An analysis of 2025 salary survey data indicates that, on average, state employee salaries are 48.05% below the comparable labor market salaries, with an average compa-ratio of 60%. Table 4 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

In prior annual compensation reports, 50% of the market rate was used to determine the comparative labor market rate. In 2024, state employee salaries were 8.78% below 50% of the market rate with an average salary of \$67,845. This current report uses 90% of the market rate as the comparison, to be consistent with 74 O.S. § 840-2.15A, State Employee Compensation Program, which states, "The compensation program will establish pay structures with a goal of compensating state employees at a level of at least a ninety percent (90%) of compensation for comparable private sector positions." With the shift in focus from 50% to 90% of market, the average salary now lags much further behind the market comparison.

**Table 4: Employee average salary comparison**

State of Oklahoma	Market	Percentage above/below market
Average salary	\$59,714	\$114,950

**Table 5: 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

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

<b>HB 1024</b>	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
<b>SB 2131</b>	2014	A 6.25% increase was given to select employees in the following occupational groups: corrections, nursing, juvenile services, social services and law enforcement. In addition, correctional officers received 8%.	7/1/2014

## State employee pay bands

The pay bands were adjusted upward for the 90% market rate and comparable maximums effective July 1, 2025. 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.
- Amounts other employers in the market have adjusted their pay structures during the same period.
- Number of employees near and above 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 90% market rate. 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 90% market rate. Table 6 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2025.

**Table 6: Pay band compa-ratio**

Table 6 shows the average salary per pay band and the average 90% of market for those jobs in each pay band. Figures 2-7 illustrate where the average salary falls within the pay band range. The compa-ratio is the average salary of the pay band divided by the average current market rate for the jobs in that pay band.

Pay band	Pay band average salary	90% market	Compa-ratio
<b>B</b>	\$30,380.33	\$44,107.00	64%
<b>C</b>	\$35,233.36	\$56,742.75	58%
<b>D</b>	\$36,612.19	\$61,628.25	55%
<b>E</b>	\$38,472.15	\$64,279.24	56%
<b>F</b>	\$42,259.46	\$72,318.80	55%
<b>G</b>	\$45,058.40	\$77,789.91	54%
<b>H</b>	\$49,266.85	\$81,658.97	56%
<b>I</b>	\$51,564.53	\$87,451.82	55%
<b>J</b>	\$57,316.29	\$93,699.25	57%
<b>K</b>	\$59,459.32	\$101,815.94	55%
<b>L</b>	\$68,168.93	\$112,066.83	57%



Pay band	Pay band average salary	90% market	Compa-ratio
<b>M</b>	\$74,408.79	\$125,286.18	55%
<b>N</b>	\$83,392.85	\$132,944.97	59%
<b>O</b>	\$86,373.04	\$144,902.36	56%
<b>P</b>	\$102,502.04	\$162,338.34	59%
<b>Q</b>	\$112,798.29	\$208,454.09	51%
<b>R</b>	\$118,017.28	\$264,975.97	42%
<b>S</b>	\$123,296.23	\$237,397.29	48%
<b>T</b>	\$135,041.79	\$265,128.55	48%
<b>DC01</b>	\$133,865.38	\$255,570.00	49%
<b>DC02</b>	\$131,437.30	\$269,360.00	46%
<b>DC03</b>	\$149,309.97	\$290,916.27	48%
<b>DC04</b>	\$150,937.71	\$228,760.00	62%
<b>DC05</b>	\$172,754.72	\$264,811.56	61%
<b>EX01</b>	\$105,504.54	\$240,334.53	41%
<b>EX02</b>	\$157,691.85	\$243,301.85	60%
<b>EX03</b>	\$179,656.17	\$271,675.12	62%
<b>EX04</b>	\$191,484.58	\$285,360.48	63%
<b>EX05</b>	\$222,782.75	\$315,962.43	66%
<b>E1</b>	\$45,154.63	\$83,942.71	50%
<b>E2</b>	\$58,344.00	\$88,200.00	62%
<b>E3</b>	\$65,033.60	\$91,217.46	67%
<b>E4</b>	\$70,464.49	\$93,842.55	70%
<b>E5</b>	\$74,284.80	\$102,900.00	67%
<b>E6</b>	\$79,760.44	\$129,178.00	58%
<b>E7</b>	\$85,310.02	\$132,763.53	60%
<b>E8</b>	\$95,961.71	\$133,840.00	67%
<b>E9</b>	\$93,688.40	\$145,961.63	60%
<b>E10</b>	\$107,325.24	\$178,171.00	56%
<b>E11</b>	\$118,659.41	\$185,864.00	60%
<b>E12</b>	\$131,593.65	\$177,588.82	69%
<b>E13</b>	\$150,000.00	\$181,860.00	77%
<b>IT04</b>	\$47,280.17	\$64,878.80	68%
<b>IT05</b>	\$58,384.15	\$76,597.31	71%
<b>IT06</b>	\$67,312.24	\$87,343.61	72%
<b>IT07</b>	\$72,952.79	\$105,245.00	65%
<b>IT08</b>	\$61,192.72	\$97,721.54	58%
<b>IT09</b>	\$71,437.15	\$99,490.21	67%
<b>IT10</b>	\$78,784.19	\$116,589.80	63%
<b>IT11</b>	\$89,595.19	\$125,396.65	67%
<b>IT12</b>	\$93,335.52	\$146,696.24	59%
<b>IT13</b>	\$113,808.79	\$152,928.80	69%
<b>IT14</b>	\$104,300.56	\$168,147.02	58%
<b>IT15</b>	\$119,221.77	\$177,646.29	63%
<b>LE5</b>	\$59,477.41	\$83,071.33	67%
<b>LE6</b>	\$49,489.14	\$86,327.50	54%
<b>LE7</b>	\$63,252.42	\$64,319.11	92%

Pay band	Pay band average salary	90% market	Compa-ratio
LE8	\$54,609.06	\$94,883.07	54%
LE9	\$57,454.53	\$92,235.79	58%
LE10	\$66,274.06	\$108,132.00	57%
LE11	\$79,814.10	\$132,221.69	56%
LE12	\$89,159.49	\$126,926.75	66%
LE13	\$94,143.58	\$122,516.00	72%
LE14	\$110,662.35	\$159,520.44	65%
LE15	\$114,874.65	\$120,204.00	89%
LE16	\$147,294.97	\$162,004.10	85%
LE17	\$175,037.76	\$189,812.00	86%
ME07	\$54,939.73	\$79,075.36	65%
ME08	\$60,860.11	\$86,243.57	66%
ME09	\$58,807.47	\$106,007.37	52%
ME10	\$63,295.51	\$101,611.17	58%
ME11	\$65,148.34	\$105,679.80	58%
ME12	\$95,681.34	\$148,280.04	60%
ME13	\$107,598.73	\$184,737.99	54%
ME14	\$121,889.98	\$224,135.02	51%
ME15	\$162,390.33	\$320,737.46	47%
ME16	\$183,002.19	\$468,863.56	36%
ME17	\$202,216.27	\$291,130.00	65%
ME20	\$255,000.00	\$411,666.50	58%

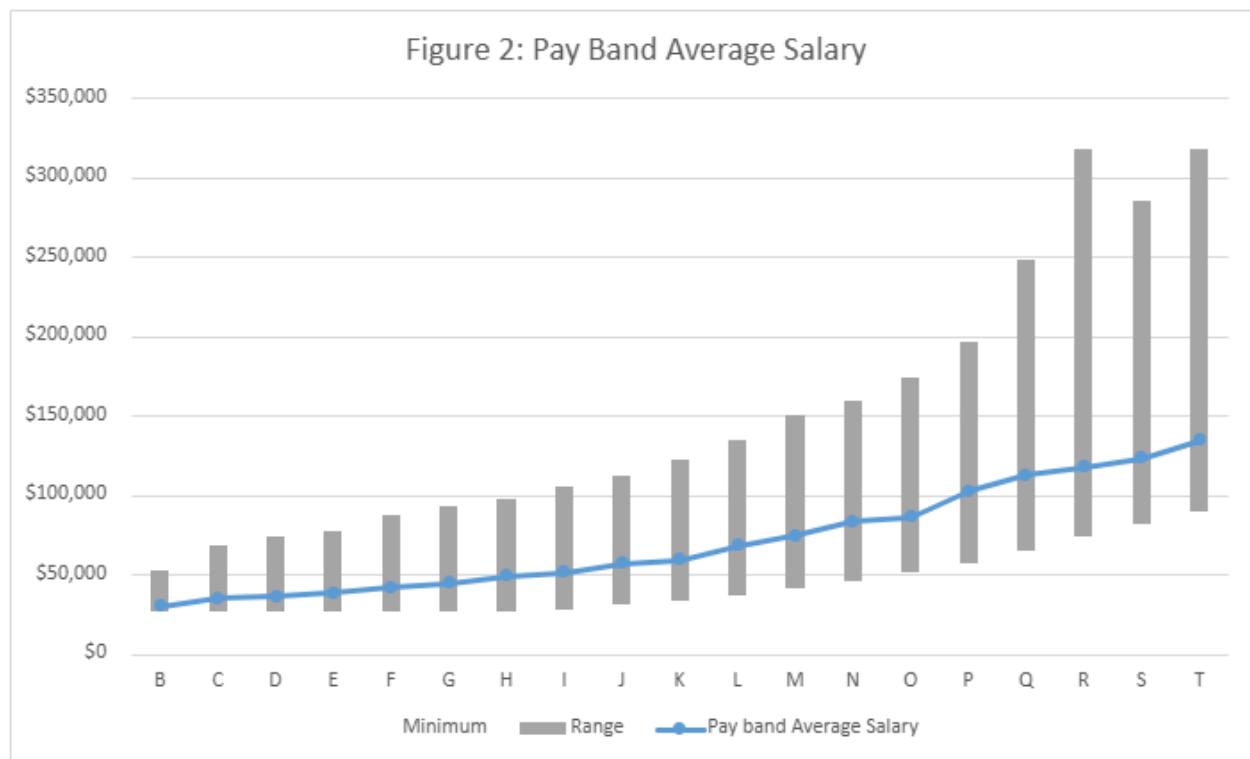


Figure 3: Pay Band Average Salary



Figure 4: Pay Band Average Salary

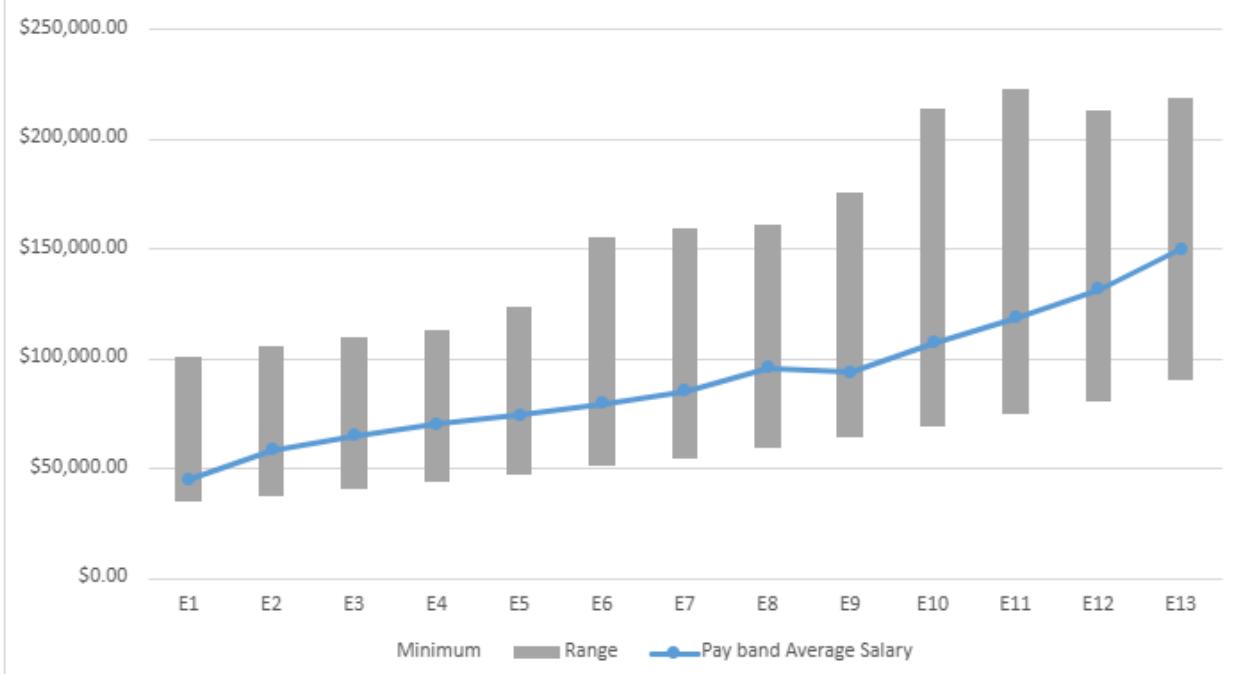


Figure 5: Pay Band Average Salary

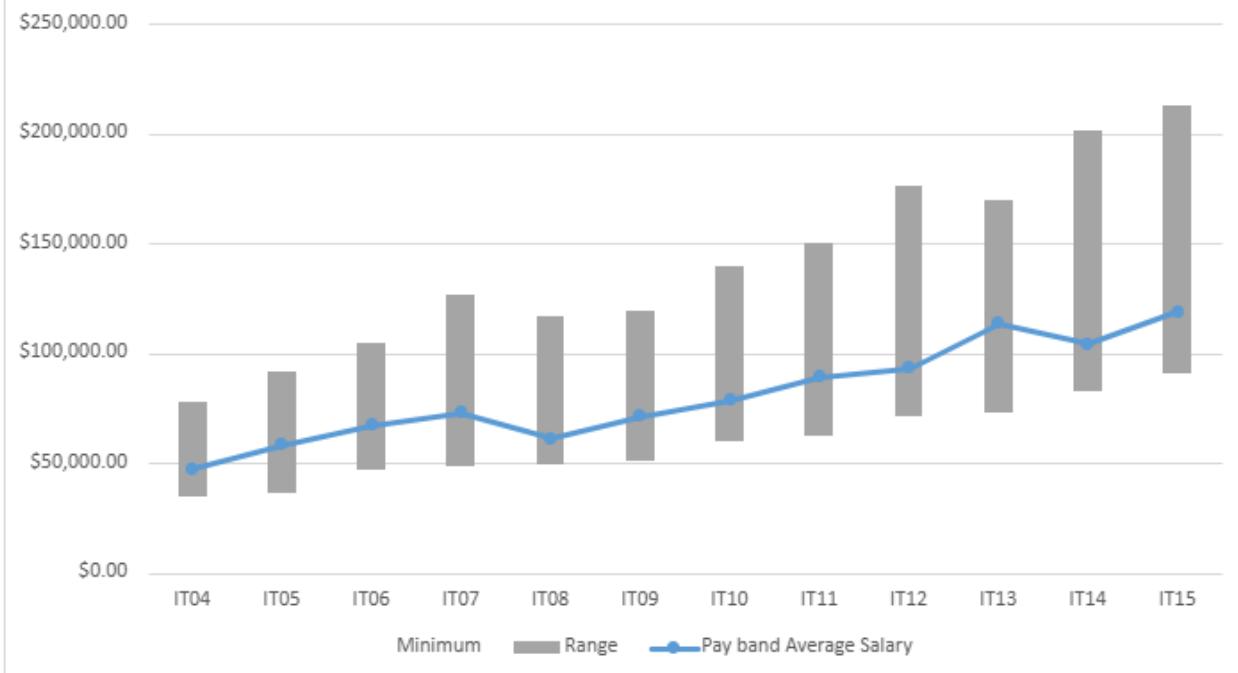


Figure 6: Pay Band Average Salary

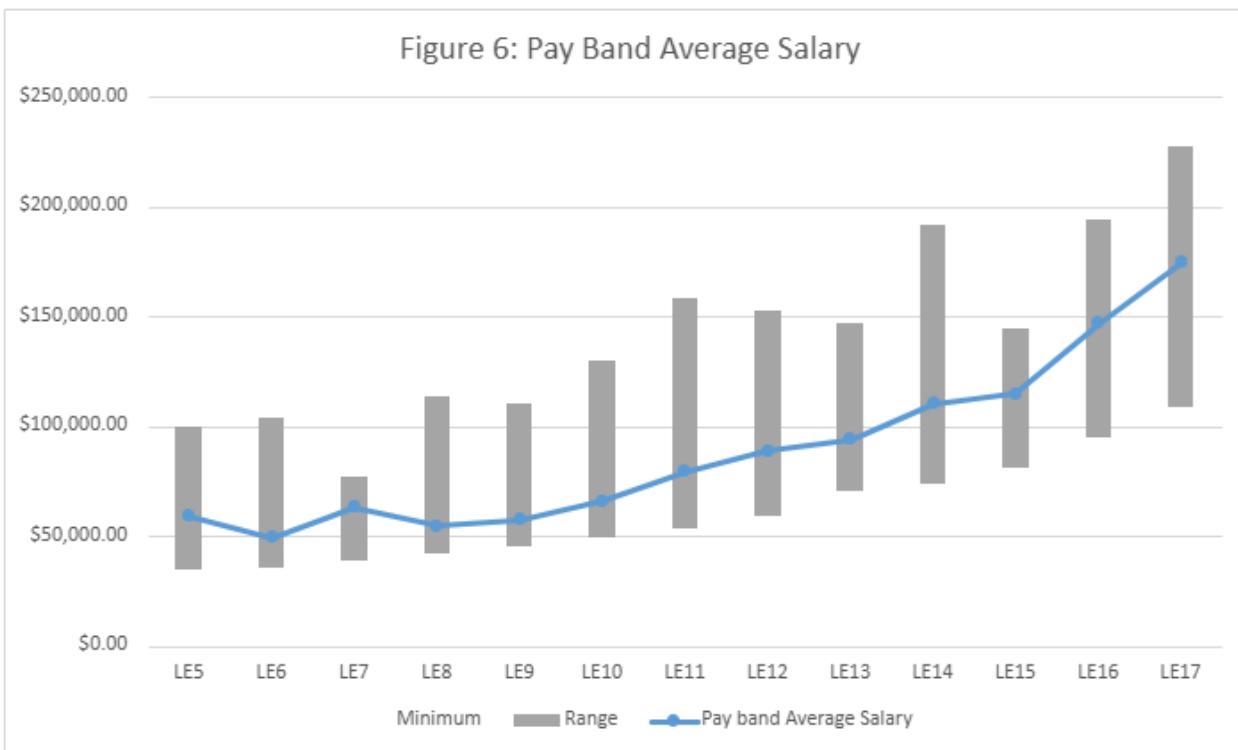
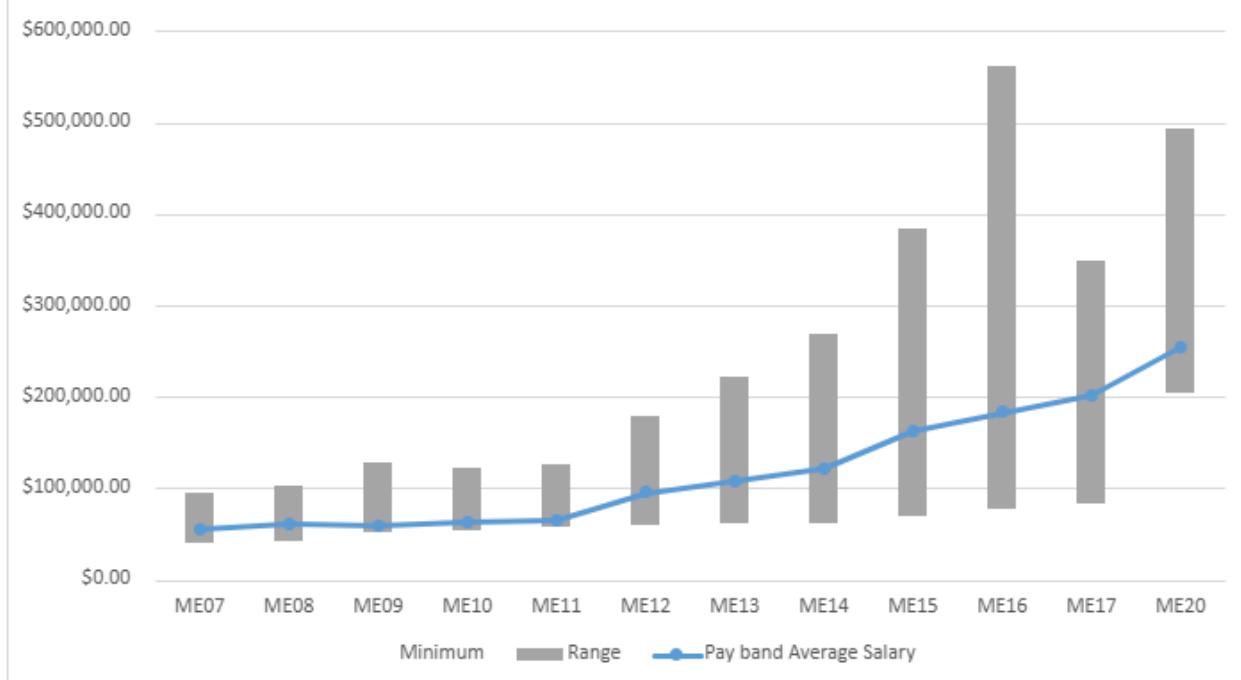


Figure 7: Pay Band Average Salary



## 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 the 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 make recommendations for proposed salary ranges.

Effective July 1, 2025, OMES moved the agency director salary ranges for the 90% of market rate.

Appointing authorities and agency governing boards should make salary determinations on an agency-by-agency basis. Financial decisions should continue to be made in the best interests 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 Pay Structures for State Employees webpage](#). 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 \$9,043 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 2025, 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 became employed by a participating employer on or after Nov. 1, 2015, and who have no prior participation in OPERS. Under this plan, members choose a contribution rate that is 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 the National Compensation Association of State Government Benefits 2025 Annual Survey. The average amount the market contributed to employee-only insurance was \$39,675 per year.

**Paid leave** – According to the 2025 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 2025 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 7: Vacation days/annual leave<sup>3</sup>**

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 8 displays a breakdown of the employer benefits of the state's package compared to those of the external

<sup>3</sup> 2025 National Compensation Association of State Governments Annual Benefits Report.

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 8: Average employee benefits cost comparison**

Benefit	State of Oklahoma contribution	Market contribution	Percentage above/below market
Health insurance	\$9,043	\$9,325	-3.02%
Annual leave accrual days	\$4,593	\$5,396	-14.88%
Sick leave accrual days	\$3,445	\$3,340	-3.14%
Paid holidays	\$2,526	\$2,570	-1.71%
Defined-benefit retirement plan (employer contribution)	\$9,853	\$13,362.00	-26.26 %
Social Security	\$4,568	\$5,111	-10.62%
Workers' compensation & unemployment insurance	\$597	\$1,148	-48.00%
<b>Total benefits cost</b>	<b>\$34,626</b>	<b>\$40,252</b>	<b>-13.98%</b>
<b>Average salaries</b>	<b>\$59,714</b>	<b>\$114,950</b>	<b>-48.05%</b>
<b>Average total compensation cost</b>	<b>\$94,340</b>	<b>\$155,202</b>	<b>-39.21%</b>

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.), the section of the country, and whether it is a single-employer or multi-employer program. Each of these factors can produce significant variation in averages.

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, as it is affected by considerations such 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 those provided by employers in the private sector can be complicated by the many different health care plan designs among 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 employer contributions. The state's approach 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 that 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, life and disability plans; and 75% of dependents' health care costs.

After employees have selected their core benefits, they may use any excess benefit allowance to pay for optional benefits or have it added to their paychecks. Optional benefits available to employees include dependent dental insurance, vision insurance, supplemental life insurance, dependent life insurance 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 9: Average total compensation costs (salary and benefits)**

Benefit	State of Oklahoma	Market	Percentage above/below market
Average salaries	\$59,714	\$114,950	-48.05%
Total benefits cost	\$34,626	\$40,252	-13.98%
Average total compensation cost	\$94,340	\$155,202	-39.21%

## Turnover analysis

Table 10 displays the overall and voluntary turnover rates for the employee workforce for the State of Oklahoma. The overall rate decreased from the previous year's rate of 22.42% to 21.59%. The voluntary rate decreased from 19.01% to 17.48%.

**Table 10: FY 2025 state employee turnover**

<b>Employees as of June 30, 2025</b>	<b>34,265</b>
Resignations	4507
Retirements	781
Voluntary resignation buyouts	2
Discharges	527
Deaths	87
Reductions in force	112
Overall turnover rate	21.59%
Voluntary turnover rate	17.48%

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

During FY 2025, the turnover cost for the state employee workforce was \$283,237,150.00. As indicated in the methodology section, this figure was based on a conservative cost model.<sup>4</sup> Table 11 presents the calculation using the actual salary and demographic figures:

<sup>4</sup> John H. Jackson and Robert L. Mathis, *Human Resource Management*, 12th Edition: 86-87.

**Table 11: FY 2025 turnover cost**

<b>FY 2025 turnover cost</b>	<b>2025</b>
<b>A. State employee benchmark average salary.</b>	\$59,714
<b>B. Percentage of pay for benefits × average salary.</b>	\$34,626
<b>C. Total employee annual cost (add A + B).</b>	\$94,340
<b>D. The number of employees who voluntarily resigned within the previous fiscal year.</b>	5,990
<b>E. The time an employee becomes fully productive (typically 12 months).</b>	12 months
<b>F. Per-person turnover cost (<math>[E \div 12] \times C \times 50\%</math>)<sup>5</sup>.</b>	\$46,741.00
<b>G. Annual turnover cost for the state (F × D).</b>	\$279,978,590.00

<sup>5</sup> Assumes 50% productivity throughout first year.



## Appendix

**Table A1: Multisurvey benchmark jobs, market compa-ratio and 90% market**

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 above 100% would mean the job-family-level average is paid above the external market.

Job profile	Job title	Compa-ratio	90% market
<b>A11A</b>	Insurance Claims Adjuster I	81%	\$69,580.00
<b>A20A</b>	Insurance Subrogation/Reimbursement Specialist I	50%	\$77,700.00
<b>A20B</b>	Insurance Subrogation/Reimbursement Specialist II	44%	\$100,833.20
<b>A20C</b>	Insurance Subrogation/Reimbursement Specialist III	45%	\$103,600.00
<b>A30B</b>	Member Services Representative II	109%	\$68,600.00
<b>A31B</b>	Benefits Representative II	58%	\$96,877.20
<b>A31C</b>	Benefits Representative III	65%	\$108,080.00
<b>A32A</b>	Insurance Benefits Specialist I	54%	\$86,940.00
<b>A32C</b>	Insurance Benefits Specialist III	45%	\$110,880.00
<b>A33A</b>	Provider Contracting Specialist I	51%	\$86,240.00
<b>A33B</b>	Provider Contracting Specialist II	50%	\$92,260.00
<b>A40C</b>	Insurance Program Administrator III	72%	\$131,740.00
<b>A50B</b>	Retirement Benefit Analyst II	54%	\$98,067.20
<b>A50C</b>	Retirement Benefit Analyst III	49%	\$118,690.77
<b>A51A</b>	Retirement Benefit Administrator I	87%	\$107,033.50
<b>B10A</b>	Information Systems Operations Specialist I	49%	\$69,440.00
<b>B10C</b>	Information Systems Operations Specialist III	55%	\$76,102.09
<b>B10D</b>	Information Systems Operations Specialist IV	47%	\$81,767.87
<b>B10E</b>	Information Systems Operations Specialist V	67%	\$89,180.83
<b>B12B</b>	IT Service Desk Technician II	68%	\$64,878.80
<b>B12C</b>	IT Service Desk Technician III	64%	\$82,585.78
<b>B12D</b>	IT Service Desk Technician IV	78%	\$88,200.00
<b>B14A</b>	IT Engineer I	81%	\$113,680.00
<b>B14B</b>	IT Engineer II	53%	\$125,860.00
<b>B14C</b>	IT Engineer III	60%	\$137,760.00
<b>B16A</b>	Identity and Access Management Specialist I	94%	\$65,695.45
<b>B16B</b>	Identity and Access Management Specialist II	72%	\$88,480.00
<b>B17A</b>	ITO Incident Commander I	52%	\$180,201.05
<b>B18A</b>	IS Security Analyst I	68%	\$101,094.71
<b>B18B</b>	IS Security Analyst II	81%	\$109,917.40
<b>B18C</b>	IS Security Analyst III	65%	\$121,800.00
<b>B19A</b>	Third-Party Risk Specialist I	53%	\$135,240.00
<b>B20A</b>	IS Telecommunications Specialist I	87%	\$77,700.00
<b>B21A</b>	IS Network Management Specialist I	58%	\$101,220.00
<b>B21B</b>	IS Network Management Specialist II	56%	\$105,280.00
<b>B21C</b>	IS Network Management Specialist III	64%	\$116,340.00
<b>B21D</b>	IS Network Management Specialist IV	70%	\$123,900.00



Job profile	Job title	Compa-ratio	90% market
<b>B22B</b>	Information Systems Network Administrator II	65%	\$110,196.33
<b>B22C</b>	Information Systems Network Administrator III	62%	\$118,300.00
<b>B22D</b>	Information Systems Network Administrator IV	73%	\$127,400.00
<b>B23A</b>	Information Systems Network Technician I	84%	\$61,740.00
<b>B24C</b>	Geographic Information Systems Technician III	54%	\$85,400.00
<b>B25A</b>	Geographic Information Systems Specialist I	54%	\$91,420.00
<b>B25B</b>	Geographic Information System Specialist II	56%	\$96,887.68
<b>B25C</b>	Geographic Information System Specialist III	62%	\$105,280.00
<b>B26A</b>	Geographic Information Systems Manager I	56%	\$130,760.00
<b>B26B</b>	Geographic Information Systems Manager II	55%	\$138,040.00
<b>B26C</b>	Geographic Information Systems Manager III	58%	\$149,800.00
<b>B27A</b>	IS Computer Support Technician I	69%	\$77,000.00
<b>B27B</b>	IS Computer Support Technician II	58%	\$93,038.40
<b>B27C</b>	IS Computer Support Technician III	64%	\$97,580.00
<b>B29A</b>	IS Server Support Specialist I	124%	\$46,719.36
<b>B30A</b>	Information Systems Operating Systems Specialist I	69%	\$87,360.00
<b>B30B</b>	Information Systems Operating Systems Specialist II	58%	\$107,371.89
<b>B30C</b>	Information Systems Operating Systems Specialist III	61%	\$116,060.00
<b>B30D</b>	Information Systems Operating Systems Specialist IV	61%	\$130,340.00
<b>B31A</b>	Information Systems Manager I	62%	\$146,146.00
<b>B31B</b>	Information Systems Manager II	58%	\$168,113.67
<b>B31C</b>	Information Systems Manager III	51%	\$206,557.08
<b>B32A</b>	Information Systems Administrator I	59%	\$149,286.90
<b>B32B</b>	Information Systems Administrator II	69%	\$159,460.00
<b>B32C</b>	Information Systems Administrator III	63%	\$177,646.29
<b>B40C</b>	Information Systems Planning Specialist III	56%	\$164,920.00
<b>B51A</b>	Information Systems Applications Specialist I	50%	\$117,460.00
<b>B51B</b>	Information Systems Applications Specialist II	52%	\$120,980.89
<b>B51C</b>	Information Systems Applications Specialist III	58%	\$138,180.00
<b>B51D</b>	Information Systems Applications Specialist IV	55%	\$153,107.18
<b>B52A</b>	Information Systems Data Management Analyst I	72%	\$84,840.00
<b>B52B</b>	Information Systems Data Management Analyst II	74%	\$95,620.00
<b>B52C</b>	Information Systems Data Management Analyst III	78%	\$105,140.00
<b>B52D</b>	Information Systems Data Management Analyst IV	73%	\$118,440.00
<b>B52E</b>	Information Systems Data Management Analyst V	121%	\$131,600.00
<b>B55A</b>	Information Systems Services Coordinator I	71%	\$71,400.00
<b>B55B</b>	Information Systems Services Coordinator II	74%	\$78,260.00
<b>B55C</b>	Information Systems Services Coordinator III	93%	\$86,940.00
<b>B55D</b>	Information Systems Services Coordinator IV	116%	\$95,900.00
<b>B59A</b>	Product Manager I	56%	\$126,000.00
<b>B59B</b>	Product Manager II	52%	\$152,320.00
<b>B59C</b>	Product Manager III	54%	\$164,780.00
<b>B60A</b>	Workday Functional & Technical Analyst I	85%	\$95,900.00
<b>B60B</b>	Workday Functional & Technical Analyst II	80%	\$106,540.00
<b>B61A</b>	Workday Solutions Architect I	63%	\$154,700.00
<b>C10A</b>	Civil Rights Administrator I	56%	\$94,080.00



Job profile	Job title	Compa-ratio	90% market
C10B	Civil Rights Administrator II	60%	\$100,380.00
C10C	Civil Rights Administrator III	70%	\$118,580.00
C20A	Statewide Payroll Compliance Specialist I	63%	\$111,160.00
C20B	Statewide Payroll Compliance Specialist II	59%	\$117,320.00
C22B	HCM Statewide Shared Services Consultant II	54%	\$106,260.00
C22C	HCM Statewide Shared Services Consultant III	59%	\$109,060.00
C30A	Human Resources Assistant I	58%	\$67,604.88
C31A	Human Resources Mgmt Spec I	55%	\$76,874.00
C31B	Human Resources Mgmt Spec II	59%	\$92,099.81
C31C	Human Resources Mgmt Spec III	63%	\$94,780.00
C31D	Human Resources Mgmt Spec IV	61%	\$101,780.00
C32A	Human Resources Programs Mgr I	63%	\$113,960.00
C32B	Human Resources Programs Mgr II	56%	\$140,332.50
C32C	Human Resources Programs Mgr III	58%	\$155,454.44
C33A	Human Resources Programs Director I	62%	\$158,405.10
C33B	Human Resources Programs Director II	58%	\$184,380.00
C34A	HCM Statewide HR Consultant I	49%	\$138,460.00
C34C	HCM Statewide HR Consultant III	46%	\$171,640.00
C35B	Payroll Specialist II	67%	\$91,000.00
C35C	Payroll Specialist III	63%	\$95,060.00
C35D	Payroll Specialist IV	70%	\$100,380.00
C36A	Human Resources Strategic Program Director I	49%	\$187,740.00
C36B	Human Resources Strategic Program Director II	54%	\$195,020.00
C36C	Human Resources Strategic Programs Director III	50%	\$202,300.00
C36D	Human Resources Strategic Programs Director IV	56%	\$209,055.10
C36E	Human Resources Strategic Programs Director V	50%	\$209,055.10
C38B	Payroll Administrative Assistant II	57%	\$89,320.00
C40A	Correctional Training Officer I	50%	\$86,380.00
C40B	Correctional Training Officer II	47%	\$92,820.00
C40D	Correctional Training Officer IV	46%	\$110,460.00
C41A	Training Specialist I	56%	\$88,900.00
C41B	Training Specialist II	55%	\$96,142.98
C41C	Training Specialist III	60%	\$103,740.00
C41D	Training Specialist IV	62%	\$108,920.00
C44A	Background Investigator I	69%	\$80,080.00
C44B	Background Investigator II	49%	\$89,460.00
C44C	Background Investigator III	48%	\$98,840.00
D10B	Financial Loan Analyst II	61%	\$91,280.00
D10D	Financial Loan Analyst IV	70%	\$107,100.00
D12A	Auditor I	54%	\$88,760.00
D12B	Auditor II	52%	\$98,121.93
D12C	Auditor III	55%	\$110,180.00
D12D	Auditor IV	54%	\$124,740.00
D13A	Audit Manager I	45%	\$178,780.00
D14A	Accountant I	57%	\$84,164.08
D14B	Accountant II	58%	\$89,646.85



Job profile	Job title	Compa-ratio	90% market
<b>D14C</b>	Accountant III	51%	\$104,058.64
<b>D14D</b>	Accountant IV	56%	\$115,959.32
<b>D15A</b>	Certified Public Accountant I	81%	\$88,620.00
<b>D16A</b>	Financial Accountant I	55%	\$82,880.00
<b>D18A</b>	Claims Auditor I	56%	\$72,100.00
<b>D18C</b>	Claims Auditor III	42%	\$100,800.00
<b>D18D</b>	Claims Auditor IV	43%	\$110,991.10
<b>D20A</b>	Budget Analyst I	60%	\$95,060.00
<b>D20B</b>	Budget Analyst II	54%	\$110,933.60
<b>D20C</b>	Budget Analyst III	53%	\$115,780.00
<b>D20D</b>	Budget Analyst IV	53%	\$134,169.75
<b>D21A</b>	Budget Analyst I (OMES)	60%	\$100,380.00
<b>D21B</b>	Budget Analyst II (OMES)	67%	\$109,620.00
<b>D21C</b>	Budget Analyst III (OMES)	67%	\$117,880.00
<b>D21D</b>	Budget Analyst IV (OMES)	64%	\$130,340.00
<b>D22A</b>	Financial Programs Analyst I	58%	\$90,020.00
<b>D22B</b>	Financial Programs Analyst II	50%	\$92,820.00
<b>D22C</b>	Financial Programs Analyst III	50%	\$100,800.00
<b>D24A</b>	Grants Management Specialist I	68%	\$84,097.82
<b>D24B</b>	Grants Management Specialist II	68%	\$86,222.34
<b>D24C</b>	Grants Management Specialist III	71%	\$93,520.00
<b>D24D</b>	Grants Management Specialist IV	78%	\$100,800.00
<b>D26A</b>	Financial Analyst I	52%	\$103,666.00
<b>D26B</b>	Financial Analyst II	59%	\$107,240.00
<b>D26C</b>	Financial Analyst III	71%	\$114,800.00
<b>D30A</b>	Business Manager I	50%	\$120,985.80
<b>D30B</b>	Business Manager II	44%	\$147,461.07
<b>D30C</b>	Business Manager III	36%	\$175,783.44
<b>D33A</b>	Financial Manager/Comptroller I	74%	\$109,597.59
<b>D33B</b>	Financial Manager/Comptroller II	62%	\$130,319.14
<b>D33C</b>	Financial Manager/Comptroller III	63%	\$139,870.48
<b>D33D</b>	Financial Manager/Comptroller IV	65%	\$173,866.78
<b>D50A</b>	Accounting Technician I	67%	\$66,500.00
<b>D50B</b>	Accounting Technician II	59%	\$68,039.56
<b>D50C</b>	Accounting Technician III	58%	\$72,520.00
<b>D50D</b>	Accounting Technician IV	68%	\$76,160.00
<b>D51A</b>	Insurance/Benefits Accounts Sp I	79%	\$62,580.00
<b>D51B</b>	Insurance/Benefits Accounts Sp II	77%	\$68,320.00
<b>D54B</b>	Consumer Credit Examiner II	86%	\$71,493.70
<b>D54C</b>	Consumer Credit Examiner III	83%	\$92,960.00
<b>D54D</b>	Consumer Credit Examiner IV	81%	\$100,236.71
<b>D54E</b>	Consumer Credit Examiner V	77%	\$127,342.47
<b>E10A</b>	Division Director I	46%	\$187,538.44
<b>E10B</b>	Division Director II	44%	\$221,221.24
<b>E10C</b>	Division Director III	45%	\$260,708.12
<b>E10D</b>	Division Director IV	44%	\$272,995.06



Job profile	Job title	Compa-ratio	90% market
<b>E11A</b>	Programs Manager I	82%	\$74,300.59
<b>E11B</b>	Programs Manager II	64%	\$100,660.00
<b>E11C</b>	Programs Manager III	60%	\$115,651.91
<b>E11D</b>	Programs Manager IV	58%	\$134,260.00
<b>E11E</b>	Programs Manager V	55%	\$146,860.00
<b>E11F</b>	Programs Manager VI	47%	\$215,137.18
<b>E12A</b>	Administrative Programs Ofcr I	50%	\$95,060.00
<b>E12B</b>	Administrative Programs Ofcr II	54%	\$105,980.00
<b>E12C</b>	Administrative Programs Ofcr III	57%	\$111,860.00
<b>E12D</b>	Administrative Programs Ofcr IV	63%	\$114,520.00
<b>E13A</b>	Customer Svc Representative I	57%	\$60,060.00
<b>E13B</b>	Customer Svc Representative II	51%	\$61,600.00
<b>E13C</b>	Customer Svc Representative III	50%	\$70,420.00
<b>E14B</b>	Library Development Consultant II	105%	\$50,028.27
<b>E14C</b>	Library Development Consultant III	84%	\$63,140.00
<b>E16A</b>	Administrative Technician I	75%	\$53,480.00
<b>E16B</b>	Administrative Technician II	61%	\$58,940.00
<b>E16C</b>	Administrative Technician III	53%	\$64,820.00
<b>E16D</b>	Administrative Technician IV	71%	\$68,880.00
<b>E17A</b>	Administrative Assistant I	61%	\$68,460.00
<b>E17B</b>	Administrative Assistant II	50%	\$84,420.00
<b>E17C</b>	Administrative Assistant III	52%	\$92,820.00
<b>E17D</b>	Administrative Assistant IV	55%	\$100,660.00
<b>E18A</b>	Business Filing Specialist I	66%	\$61,180.00
<b>E20A</b>	Library Technician I	75%	\$64,680.00
<b>E20B</b>	Library Technician II	56%	\$66,780.00
<b>E20C</b>	Library Technician III	60%	\$69,160.00
<b>E21A</b>	Librarian I	57%	\$84,840.00
<b>E21B</b>	Librarian II	54%	\$94,110.29
<b>E21C</b>	Librarian III	38%	\$122,500.00
<b>E21D</b>	Librarian IV	41%	\$137,060.00
<b>E22A</b>	Administrative Librarian I	60%	\$102,340.00
<b>E23A</b>	Program Specialist I	48%	\$124,740.00
<b>E24A</b>	Secretary I	67%	\$52,080.00
<b>E24B</b>	Secretary II	46%	\$76,850.24
<b>E24C</b>	Secretary III	41%	\$108,640.00
<b>E24D</b>	Secretary IV	39%	\$118,020.00
<b>E24E</b>	Secretary V	34%	\$142,240.00
<b>E26A</b>	Vital Records Specialist I	57%	\$63,280.00
<b>E26B</b>	Vital Records Specialist II	63%	\$64,120.00
<b>E26C</b>	Vital Records Specialist III	59%	\$81,760.00
<b>E26D</b>	Vital Records Specialist IV	71%	\$84,280.00
<b>E33B</b>	Bindery Worker II	72%	\$63,560.00
<b>E34A</b>	Offset Press Operator I	57%	\$76,160.00
<b>E34B</b>	Offset Press Operator II	42%	\$83,300.00
<b>E34C</b>	Offset Press Operator III	52%	\$85,540.00



Job profile	Job title	Compa-ratio	90% market
<b>E35C</b>	Duplicating Equipment Operator III	50%	\$73,640.00
<b>E36A</b>	Optical Imaging Specialist I	50%	\$61,180.00
<b>E36B</b>	Optical Imaging Specialist II	63%	\$66,080.00
<b>E36C</b>	Optical Imaging Specialist III	69%	\$71,960.00
<b>E39A</b>	Resource Navigator I	82%	\$66,220.00
<b>E41A</b>	Government Records Management Specialist I	64%	\$69,300.00
<b>E41B</b>	Government Records Management Specialist II	66%	\$77,140.00
<b>E41C</b>	Government Records Management Specialist III	52%	\$110,180.00
<b>E42A</b>	Administrative Archivist I	57%	\$114,660.00
<b>E43A</b>	Graphic Artist I	53%	\$81,060.00
<b>E43B</b>	Graphic Artist II	55%	\$90,705.70
<b>E43C</b>	Graphic Artist III	52%	\$122,780.00
<b>E44A</b>	Public Information Officer I	62%	\$86,380.00
<b>E44B</b>	Public Information Officer II	58%	\$98,252.24
<b>E44C</b>	Public Information Officer III	57%	\$115,360.00
<b>E45A</b>	Public Information Manager I	53%	\$119,560.00
<b>E45B</b>	Public Information Manager II	47%	\$162,680.00
<b>E46A</b>	Statistical Research Specialist I	54%	\$96,320.00
<b>E46B</b>	Statistical Research Specialist II	55%	\$104,024.76
<b>E46C</b>	Statistical Research Specialist III	44%	\$143,920.00
<b>E46D</b>	Statistical Research Specialist IV	35%	\$174,440.00
<b>E48B</b>	Planning Coordinator II	54%	\$98,859.38
<b>E48C</b>	Planning Coordinator III	44%	\$129,920.00
<b>E49A</b>	Business Analyst I	61%	\$98,144.88
<b>E49B</b>	Business Analyst II	62%	\$112,140.00
<b>E49C</b>	Business Analyst III	65%	\$123,900.00
<b>E49D</b>	Business Analyst IV	54%	\$146,160.00
<b>E50A</b>	Photographer I	73%	\$66,080.00
<b>E50B</b>	Photographer II	61%	\$82,180.00
<b>E52A</b>	Project Management Specialist I	61%	\$98,980.00
<b>E52B</b>	Project Management Specialist II	54%	\$107,520.00
<b>E52C</b>	Project Management Specialist III	51%	\$113,960.00
<b>E52D</b>	Project Management Specialist IV	56%	\$117,320.00
<b>E52E</b>	Project Management Specialist V	58%	\$129,780.00
<b>E54A</b>	Compliance Inspector I	86%	\$68,460.00
<b>E54B</b>	Compliance Inspector II	72%	\$83,720.00
<b>E54C</b>	Compliance Inspector III	63%	\$109,340.00
<b>E54D</b>	Compliance Inspector IV	60%	\$123,620.00
<b>E55A</b>	Customer Assistance Representative I	67%	\$61,180.00
<b>E55B</b>	Customer Assistance Representative II	64%	\$65,940.00
<b>E55C</b>	Customer Assistance Representative III	55%	\$74,060.00
<b>E55D</b>	Customer Assistance Representative IV	65%	\$78,680.00
<b>E56A</b>	Administrative Programs Manager I	48%	\$116,620.00
<b>E56B</b>	Administrative Programs Manager II	54%	\$117,577.27
<b>E56C</b>	Administrative Programs Manager III	55%	\$124,293.40
<b>E56D</b>	Administrative Programs Manager IV	60%	\$134,762.24



Job profile	Job title	Compa-ratio	90% market
<b>E56E</b>	Administrative Programs Manager V	60%	\$139,514.55
<b>E56F</b>	Administrative Programs Manager VI	58%	\$173,320.00
<b>E57A</b>	Videographer I	44%	\$88,620.00
<b>E57B</b>	Videographer II	49%	\$98,280.00
<b>E57C</b>	Videographer III	54%	\$108,220.00
<b>E57D</b>	Videographer IV	53%	\$115,220.00
<b>E58A</b>	Account Manager I	54%	\$104,580.00
<b>E59A</b>	Community Coordinator I	61%	\$92,400.00
<b>E59B</b>	Community Coordinator II	62%	\$104,720.00
<b>E60A</b>	Accreditation Officer-Statewide I	64%	\$108,220.00
<b>E60B</b>	Accreditation Officer-Statewide II	67%	\$115,220.00
<b>E61A</b>	Interpreter/Translator I	55%	\$82,180.00
<b>E61B</b>	Interpreter/Translator II	58%	\$83,720.00
<b>E61C</b>	Interpreter/Translator III	58%	\$99,680.00
<b>E62A</b>	Forensic Accountant/Auditor I	70%	\$113,820.00
<b>E63A</b>	Executive Administrative Assistant I	73%	\$79,732.80
<b>E63B</b>	Executive Administrative Assistant II	70%	\$87,889.20
<b>E70A</b>	Project Management Manager I	55%	\$127,414.70
<b>E70B</b>	Project Management Manager II	47%	\$202,860.00
<b>E70C</b>	Project Management Manager III	51%	\$208,600.00
<b>E71A</b>	Executive Director I	41%	\$240,334.53
<b>E71B</b>	Executive Director II	60%	\$243,301.85
<b>E71C</b>	Executive Director III	62%	\$271,675.12
<b>E71D</b>	Executive Director IV	63%	\$285,360.48
<b>E71E</b>	Executive Director V	66%	\$315,962.43
<b>E72A</b>	Deputy Executive Director I	77%	\$129,920.00
<b>E72B</b>	Deputy Executive Director II	74%	\$152,740.00
<b>E72C</b>	Deputy Executive Director III	66%	\$217,140.00
<b>E72D</b>	Deputy Executive Director IV	67%	\$228,620.00
<b>E72E</b>	Deputy Executive Director V	72%	\$245,867.61
<b>E73A</b>	Chief of Staff I	39%	\$381,220.00
<b>E73B</b>	Chief of Staff II	34%	\$385,980.00
<b>E73C</b>	Chief of Staff III	35%	\$428,120.00
<b>E74A</b>	Chief Officer I	56%	\$227,488.80
<b>E74B</b>	Chief Officer II	56%	\$228,900.00
<b>E74C</b>	Chief Officer III	51%	\$283,755.51
<b>E75A</b>	Records Management Specialist I	80%	\$64,400.00
<b>E75B</b>	Records Management Specialist II	76%	\$68,600.00
<b>E76C</b>	Archivist III	56%	\$96,880.00
<b>E77A</b>	Quality Management Specialist I	62%	\$91,420.00
<b>E77B</b>	Quality Management Specialist II	56%	\$104,678.00
<b>E77C</b>	Quality Management Specialist III	44%	\$128,940.00
<b>E77D</b>	Quality Management Specialist IV	62%	\$158,095.00
<b>E78A</b>	Legislative Liaison I	68%	\$119,000.00
<b>E78B</b>	Legislative Liaison II	61%	\$156,940.00
<b>E90A</b>	Master Control Operator I	43%	\$87,126.67



Job profile	Job title	Compa-ratio	90% market
<b>E91B</b>	Film Editor II	70%	\$86,863.00
<b>E91C</b>	Film Editor III	63%	\$106,120.00
<b>E92A</b>	Reporter/Producer I	51%	\$73,822.00
<b>E92B</b>	Reporter/Producer II	54%	\$85,337.00
<b>E93A</b>	Television Director I	39%	\$94,346.00
<b>E95A</b>	Media Traffic Assistant	49%	\$76,006.00
<b>E96A</b>	Production Manager I	42%	\$100,156.00
<b>E98A</b>	Transmitter Supervisor I	61%	\$81,291.00
<b>F10A</b>	Contracting and Procurement Officer I	61%	\$93,940.00
<b>F10B</b>	Contracting and Procurement Officer II	57%	\$98,833.45
<b>F10C</b>	Contracting and Procurement Officer III	59%	\$111,020.00
<b>F10D</b>	Contracting and Procurement Officer IV	55%	\$136,780.00
<b>F11A</b>	Contracting and Procurement Administrator I	56%	\$117,376.00
<b>F11B</b>	Contracting and Procurement Administrator II	48%	\$190,820.00
<b>F14A</b>	Contracting & Acquisitions Agent I	69%	\$72,350.60
<b>F14B</b>	Contracting & Acquisitions Agent II	52%	\$93,940.00
<b>F14C</b>	Contracting & Acquisitions Agent III	59%	\$95,620.00
<b>F14D</b>	Contracting & Acquisitions Agent IV	55%	\$115,528.00
<b>F14E</b>	Contracting & Acquisitions Agent V	61%	\$130,942.00
<b>F15A</b>	Contracting & Acquisition Admr I	60%	\$122,206.00
<b>F16A</b>	Fire Equipment Specialist I	49%	\$83,580.00
<b>F16B</b>	Fire Equipment Specialist II	48%	\$88,620.00
<b>F17B</b>	Property Distribution Administrator II	101%	\$79,575.67
<b>F20A</b>	Materiel Management Specialist I	82%	\$53,248.07
<b>F20B</b>	Materiel Management Specialist II	57%	\$60,424.00
<b>F20C</b>	Materiel Management Specialist III	51%	\$73,220.00
<b>F20D</b>	Materiel Management Specialist IV	43%	\$94,360.00
<b>F21A</b>	Materiel Management Officer I	67%	\$66,962.00
<b>F21B</b>	Materiel Management Officer II	67%	\$73,234.00
<b>F31A</b>	Real Estate Management Specialist I	59%	\$86,184.00
<b>F31B</b>	Real Estate Management Specialist II	54%	\$94,724.00
<b>F31C</b>	Real Estate Management Specialist III	49%	\$104,874.00
<b>F31D</b>	Real Estate Management Specialist IV	54%	\$119,476.00
<b>F31E</b>	Real Estate Management Specialist V	56%	\$131,306.00
<b>F38A</b>	Real Property Management Specialist I	62%	\$90,076.00
<b>F41A</b>	Construction/Maintenance Techn I	58%	\$59,843.00
<b>F41B</b>	Construction/Maintenance Techn II	56%	\$63,875.71
<b>F41C</b>	Construction/Maintenance Techn III	49%	\$82,600.00
<b>F42A</b>	Construction Inspector I	54%	\$86,482.60
<b>F44A</b>	Carpenter I	58%	\$69,569.04
<b>F44B</b>	Carpenter II	59%	\$77,779.33
<b>F45A</b>	Construction/Maintenance Administrator I	53%	\$102,963.34
<b>F45B</b>	Construction/Maintenance Administrator II	46%	\$116,436.08
<b>F45C</b>	Construction/Maintenance Administrator III	50%	\$121,018.05
<b>F45D</b>	Construction/Maintenance Administrator IV	53%	\$129,920.00
<b>F45E</b>	Construction/Maintenance Administrator V	36%	\$184,380.00



Job profile	Job title	Compa-ratio	90% market
<b>F46A</b>	Painter I	60%	\$63,777.00
<b>F46B</b>	Painter II	66%	\$69,734.00
<b>F47A</b>	Fleet Specialist I	47%	\$79,380.00
<b>F47B</b>	Fleet Specialist II	58%	\$79,602.84
<b>F47C</b>	Fleet Specialist III	51%	\$92,300.69
<b>F47D</b>	Fleet Specialist IV	53%	\$101,920.00
<b>F47E</b>	Fleet Specialist V	44%	\$119,980.00
<b>F48A</b>	Welder I	57%	\$71,820.00
<b>F48C</b>	Welder III	64%	\$80,493.00
<b>F49C</b>	Physical Plant Operator III	43%	\$91,840.00
<b>F50A</b>	Housekeeping/Custodial Worker I	64%	\$44,107.00
<b>F50B</b>	Housekeeping/Custodial Worker II	59%	\$46,512.31
<b>F50C</b>	Housekeeping/Custodial Worker III	60%	\$48,615.00
<b>F50D</b>	Housekeeping/Custodial Worker IV	55%	\$63,015.06
<b>F50E</b>	Housekeeping/Custodial Worker V	53%	\$75,426.66
<b>F56A</b>	Electronics Technician I	53%	\$81,361.67
<b>F56B</b>	Electronics Technician II	50%	\$93,100.00
<b>F56C</b>	Electronics Technician III	55%	\$111,160.00
<b>F65A</b>	Construction Designer I	45%	\$112,406.00
<b>F67A</b>	Architectural Drafting Specialist I	50%	\$109,120.67
<b>F69A</b>	Architect I	82%	\$113,246.00
<b>F69B</b>	Architect II	55%	\$124,549.89
<b>F69C</b>	Architect III	51%	\$154,140.00
<b>F72A</b>	Construction Manager I	51%	\$130,780.68
<b>F73C</b>	Military Construction Consultant III	54%	\$137,568.67
<b>F74A</b>	Mechanical Systems Technician I	59%	\$71,412.32
<b>F74B</b>	Mechanical Systems Technician II	66%	\$80,583.64
<b>F74D</b>	Mechanical Systems Technician IV	59%	\$97,774.13
<b>F75A</b>	Electrician I	58%	\$72,849.00
<b>F75B</b>	Electrician II	60%	\$88,589.03
<b>F75C</b>	Electrician III	48%	\$104,020.00
<b>F75D</b>	Electrician IV	49%	\$117,727.08
<b>F76B</b>	Plumber II	62%	\$86,362.21
<b>F76D</b>	Plumber IV	54%	\$113,891.76
<b>F77A</b>	Groundskeeper I	62%	\$52,448.67
<b>F77B</b>	Groundskeeper II	51%	\$69,790.00
<b>F78A</b>	Equipment Operator I	42%	\$69,160.00
<b>F78B</b>	Equipment Operator II	57%	\$75,243.00
<b>F78C</b>	Equipment Operator III	62%	\$79,520.00
<b>F79A</b>	Laborer I	58%	\$51,660.00
<b>F79B</b>	Laborer II	56%	\$62,860.00
<b>F79C</b>	Laborer III	45%	\$69,020.00
<b>G10A</b>	Communications Officer (DPS) I	81%	\$65,160.67
<b>G10B</b>	Communications Officer (DPS) II	79%	\$79,331.54
<b>G10C</b>	Communications Officer (DPS) III	59%	\$112,560.00
<b>G10D</b>	Communications Officer (DPS) IV	62%	\$141,570.31



Job profile	Job title	Compa-ratio	90% market
<b>G10E</b>	Communications Officer (DPS) V	39%	\$266,560.00
<b>G11A</b>	Law Enforcement Communication Center Director I	63%	\$85,689.33
<b>G12A</b>	Criminalist I	64%	\$99,456.00
<b>G12B</b>	Criminalist II	66%	\$113,107.26
<b>G12C</b>	Criminalist III	75%	\$119,980.00
<b>G12D</b>	Criminalist IV	79%	\$123,620.00
<b>G12E</b>	Criminalist V	58%	\$186,721.76
<b>G13A</b>	Crime Reporting Field Representative I	42%	\$95,963.00
<b>G13B</b>	Crime Reporting Field Representative II	44%	\$108,640.00
<b>G14A</b>	Driver's License Examiner I	66%	\$60,620.00
<b>G14B</b>	Driver's License Examiner II	66%	\$64,176.87
<b>G14C</b>	Driver's License Examiner III	60%	\$75,600.00
<b>G14D</b>	Driver's License Examiner IV	61%	\$81,431.00
<b>G15A</b>	Law Enf Communications Specialist I	58%	\$65,020.67
<b>G15B</b>	Law Enf Communications Specialist II	60%	\$72,660.00
<b>G16A</b>	Physical Evidence Technician I	46%	\$85,323.00
<b>G16B</b>	Physical Evidence Technician II	58%	\$88,576.36
<b>G16C</b>	Physical Evidence Technician III	70%	\$89,698.00
<b>G17A</b>	Criminal Intelligence Analyst I	49%	\$103,978.00
<b>G17B</b>	Criminal Intelligence Analyst II	48%	\$105,849.33
<b>G18B</b>	Polygraph Examiner II	57%	\$102,610.67
<b>G19A</b>	Fingerprint Specialist I	40%	\$92,953.00
<b>G19B</b>	Fingerprint Specialist II	47%	\$93,842.00
<b>G19C</b>	Fingerprint Specialist III	53%	\$97,020.00
<b>G19D</b>	Fingerprint Specialist IV	63%	\$101,003.00
<b>G20A</b>	Law Enforcement Investigator I	52%	\$114,128.00
<b>G20B</b>	Law Enforcement Investigator II	51%	\$114,968.00
<b>G21A</b>	State Fire Marshal Law Enforcement Agent I	51%	\$95,900.00
<b>G21B</b>	State Fire Marshal Law Enforcement Agent II	48%	\$112,102.64
<b>G21C</b>	State Fire Marshal Law Enforcement Agent III	45%	\$136,360.00
<b>G21D</b>	State Fire Marshal Law Enforcement Agent IV	47%	\$143,332.00
<b>G21E</b>	State Fire Marshal Law Enforcement Agent V	49%	\$147,252.00
<b>G22A</b>	Law Enforcement Special Agent I	63%	\$108,528.00
<b>G22B</b>	Law Enforcement Special Agent II	65%	\$112,518.00
<b>G22C</b>	Law Enforcement Special Agent III	74%	\$116,788.00
<b>G22D</b>	Law Enforcement Special Agent IV	80%	\$119,994.00
<b>G22E</b>	Law Enforcement Special Agent V	89%	\$120,204.00
<b>G22F</b>	Law Enforcement Special Agent VI	110%	\$126,828.30
<b>G23A</b>	Law Enforcement ABLE Commission Agent I	46%	\$108,458.00
<b>G23B</b>	Law Enforcement ABLE Commission Agent II	54%	\$117,791.33
<b>G23C</b>	Law Enforcement ABLE Commission Agent III	61%	\$118,521.09
<b>G23D</b>	Law Enforcement ABLE Commission Agent IV	68%	\$120,554.00
<b>G23E</b>	Law Enforcement ABLE Commission Agent V	76%	\$120,904.00
<b>G24A</b>	Law Enforcement Narcotics Agent I	63%	\$105,651.00
<b>G24B</b>	Law Enforcement Narcotics Agent II	73%	\$107,426.67
<b>G24C</b>	Law Enforcement Narcotics Agent III	82%	\$114,611.00



Job profile	Job title	Compa-ratio	90% market
<b>G24D</b>	Law Enforcement Narcotics Agent IV	88%	\$116,844.00
<b>G24E</b>	Law Enforcement Narcotics Agent V	75%	\$149,184.00
<b>G24G</b>	Law Enforcement Narcotics Agent VII	76%	\$193,522.00
<b>G24H</b>	Law Enforcement Narcotics Agent VIII	86%	\$194,712.00
<b>G25B</b>	Law Enforcement DHS Agent II	61%	\$97,640.67
<b>G25C</b>	Law Enforcement DHS Agent III	61%	\$108,171.00
<b>G25D</b>	Law Enforcement DHS Agent IV	67%	\$111,524.00
<b>G25E</b>	Law Enforcement DHS Agent V	69%	\$123,214.00
<b>G25F</b>	Law Enforcement DHS Agent VI	54%	\$182,182.00
<b>G26C</b>	Law Enforcement Compliance Agent III	79%	\$116,620.00
<b>G27A</b>	Law Enforcement Criminal Intelligence Analyst I	47%	\$111,608.00
<b>G27B</b>	Law Enforcement Criminal Intelligence Analyst II	51%	\$111,724.67
<b>G27C</b>	Law Enforcement Criminal Intelligence Analyst III	55%	\$117,166.00
<b>G27D</b>	Law Enforcement Criminal Intelligence Analyst IV	66%	\$118,846.00
<b>G28B</b>	Police Officer II	34%	\$105,140.00
<b>G28C</b>	Police Officer III	38%	\$105,630.00
<b>G28D</b>	Police Officer IV	41%	\$106,470.00
<b>G28E</b>	Police Officer V	40%	\$121,254.00
<b>G29B</b>	Port of Entry Officer II	56%	\$102,200.00
<b>G29C</b>	Port of Entry Officer III	57%	\$108,731.00
<b>G29D</b>	Port of Entry Officer IV	59%	\$115,304.00
<b>G30A</b>	Licensing Services Hearing Officer I	61%	\$72,800.00
<b>G31A</b>	Game Warden I	72%	\$83,320.50
<b>G31B</b>	Game Warden II	81%	\$85,918.00
<b>G33C</b>	Law Enforcement Telecommunications System Specialist III	67%	\$79,940.00
<b>G33D</b>	Law Enforcement Telecommunications System Specialist IV	67%	\$93,870.00
<b>G40A</b>	Law Enforcement Program Administrator I	88%	\$106,225.00
<b>G40B</b>	Law Enforcement Program Administrator II	65%	\$145,838.00
<b>G41A</b>	Deputy Commissioner (DPS) I	121%	\$131,320.00
<b>G43A</b>	District Chief I	36%	\$219,100.00
<b>G50C</b>	Law Enforcement Capitol Patrol Officer III	138%	\$62,776.00
<b>G53A</b>	Law Enforcement Highway Patrol Officer I	60%	\$87,332.00
<b>G53C</b>	Law Enforcement Highway Patrol Officer III	67%	\$119,037.15
<b>G53E</b>	Law Enforcement Highway Patrol Officer V	59%	\$160,779.62
<b>G54A</b>	Law Enforcement Highway Patrol Manager I	56%	\$185,110.78
<b>G54B</b>	Law Enforcement Highway Patrol Manager II	58%	\$198,330.67
<b>G55B</b>	Law Enforcement Highway Patrol Administrator II	76%	\$165,662.00
<b>G55C</b>	Law Enforcement Highway Patrol Administrator III	86%	\$184,912.00
<b>G56A</b>	Law Enforcement Instructor I	63%	\$94,311.00
<b>G56C</b>	Law Enforcement Instructor III	51%	\$124,664.32
<b>G60A</b>	Criminal History Specialist I	74%	\$60,025.00
<b>G60B</b>	Criminal History Specialist II	77%	\$62,545.00
<b>G60C</b>	Criminal History Specialist III	78%	\$66,535.00
<b>H11A</b>	Programs Field Representative I	60%	\$88,200.00



Job profile	Job title	Compa-ratio	90% market
<b>H14A</b>	Family Services Specialist I	66%	\$52,605.00
<b>H14B</b>	Family Services Specialist II	59%	\$63,735.00
<b>H14C</b>	Family Services Specialist III	50%	\$82,985.00
<b>H14D</b>	Family Services Specialist IV	55%	\$85,785.00
<b>H15A</b>	Field Manager I	61%	\$103,824.00
<b>H15B</b>	Field Manager II	55%	\$111,944.00
<b>H15C</b>	Field Manager III	51%	\$138,593.00
<b>H16A</b>	Child Welfare Assistant I	47%	\$58,695.00
<b>H16B</b>	Child Welfare Assistant II	47%	\$63,315.00
<b>H16C</b>	Child Welfare Assistant III	50%	\$66,426.43
<b>H20A</b>	Social Services Specialist I	66%	\$59,745.00
<b>H20B</b>	Social Services Specialist II	53%	\$73,030.43
<b>H20C</b>	Social Services Specialist III	54%	\$82,180.00
<b>H20D</b>	Social Services Specialist IV	52%	\$103,607.00
<b>H21A</b>	Case Manager I	60%	\$61,775.00
<b>H21B</b>	Case Manager II	53%	\$76,181.00
<b>H21C</b>	Case Manager III	58%	\$78,981.00
<b>H21D</b>	Case Manager IV	50%	\$99,239.00
<b>H22A</b>	Social Services Inspector I	65%	\$74,606.00
<b>H22B</b>	Social Services Inspector II	53%	\$81,741.09
<b>H22C</b>	Social Services Inspector III	55%	\$83,776.00
<b>H22D</b>	Social Services Inspector IV	58%	\$88,543.00
<b>H23A</b>	Child Welfare Specialist I	58%	\$59,745.00
<b>H23B</b>	Child Welfare Specialist II	43%	\$86,206.09
<b>H23C</b>	Child Welfare Specialist III	47%	\$87,360.00
<b>H23D</b>	Child Welfare Specialist IV	47%	\$103,880.00
<b>H23E</b>	Child Welfare Specialist V	46%	\$118,682.24
<b>H24A</b>	Child Care Licensing Specialist I	56%	\$64,260.00
<b>H24B</b>	Child Care Licensing Specialist II	54%	\$71,783.47
<b>H24C</b>	Child Care Licensing Specialist III	51%	\$85,001.00
<b>H24D</b>	Child Care Licensing Specialist IV	50%	\$96,551.00
<b>H26A</b>	Adult Protective Services Spec I	61%	\$59,808.00
<b>H26B</b>	Adult Protective Services Spec II	49%	\$79,961.00
<b>H26C</b>	Adult Protective Services Spec III	49%	\$87,941.00
<b>H26D</b>	Adult Protective Services Spec IV	49%	\$99,449.00
<b>H27B</b>	Clinical Social Worker II	64%	\$92,858.27
<b>H27C</b>	Clinical Social Worker III	57%	\$102,414.11
<b>H27D</b>	Clinical Social Worker IV	53%	\$116,060.00
<b>H30A</b>	Child Support Specialist I	58%	\$59,185.00
<b>H30B</b>	Child Support Specialist II	55%	\$67,476.25
<b>H30C</b>	Child Support Specialist III	51%	\$79,217.60
<b>H30D</b>	Child Support Specialist IV	44%	\$103,252.67
<b>H50A</b>	Disability Program Specialist I	62%	\$54,089.00
<b>H50C</b>	Disability Program Specialist III	57%	\$82,005.00
<b>H50D</b>	Disability Program Specialist IV	53%	\$85,995.00
<b>H51A</b>	Planning/Oversight Specialist I	62%	\$91,945.00



Job profile	Job title	Compa-ratio	90% market
<b>H51B</b>	Planning/Oversight Specialist II	80%	\$71,677.74
<b>H51C</b>	Planning/Oversight Specialist III	57%	\$100,807.86
<b>H51D</b>	Planning/Oversight Specialist IV	60%	\$108,185.00
<b>I10B</b>	Correctional Security Officer II	58%	\$71,694.93
<b>I10C</b>	Correctional Security Officer III	58%	\$76,216.51
<b>I10D</b>	Correctional Security Officer IV	55%	\$84,420.00
<b>I11A</b>	Correctional Security Manager I	59%	\$84,553.62
<b>I11B</b>	Correctional Security Manager II	59%	\$92,063.02
<b>I12A</b>	Correctional Chief of Security I	75%	\$80,682.00
<b>I12B</b>	Correctional Chief of Security II	56%	\$109,428.56
<b>I12C</b>	Correctional Chief of Security III	56%	\$125,909.91
<b>I15A</b>	Unit Manager (DOC) I	74%	\$71,029.00
<b>I16A</b>	Correctional Security Consultant I	71%	\$82,040.00
<b>I17A</b>	Fugitive Apprehension Agent (DOC) I	36%	\$122,500.00
<b>I17B</b>	Fugitive Apprehension Agent (DOC) II	38%	\$124,882.09
<b>I17C</b>	Fugitive Apprehension Agent (DOC) III	41%	\$126,851.28
<b>I17D</b>	Fugitive Apprehension Agent (DOC) IV	49%	\$133,140.00
<b>I17E</b>	Fugitive Apprehension Agent (DOC) V	54%	\$137,999.46
<b>I20A</b>	Correctional Case Manager I	45%	\$78,666.00
<b>I20B</b>	Correctional Case Manager II	48%	\$83,082.17
<b>I20C</b>	Correctional Case Manager III	50%	\$88,060.00
<b>I20D</b>	Correctional Case Manager IV	50%	\$95,886.00
<b>I21A</b>	Correctional Activities Officer I	61%	\$58,345.00
<b>I21B</b>	Correctional Activities Officer II	70%	\$62,685.00
<b>I22A</b>	School Principal I	57%	\$132,566.00
<b>I22B</b>	School Principal II	69%	\$145,796.00
<b>I24A</b>	Correctional Unit Assistant I	55%	\$69,559.00
<b>I25A</b>	Correctional Records Officer I	47%	\$93,128.00
<b>I30B</b>	Correctional Industries Manager II	58%	\$77,982.32
<b>I30C</b>	Correctional Industries Manager III	51%	\$93,989.00
<b>I30D</b>	Correctional Industries Manager IV	36%	\$144,494.00
<b>I35C</b>	Institutional Farms Manager III	53%	\$90,300.00
<b>I35D</b>	Institutional Farms Manager IV	50%	\$105,597.33
<b>I40A</b>	Probation and Parole Officer I	67%	\$66,528.57
<b>I40B</b>	Probation and Parole Officer II	53%	\$89,847.86
<b>I40C</b>	Probation and Parole Officer III	51%	\$102,650.61
<b>I40D</b>	Probation and Parole Officer IV	53%	\$114,525.76
<b>I41A</b>	Pardon and Parole Investigator I	57%	\$76,131.39
<b>I41B</b>	Pardon and Parole Investigator II	50%	\$89,474.00
<b>I41C</b>	Pardon and Parole Investigator III	46%	\$109,095.49
<b>I42A</b>	Assistant Regional Supervisor I	76%	\$89,880.00
<b>I44A</b>	Warden I	65%	\$121,389.80
<b>I44B</b>	Warden II	59%	\$139,186.49
<b>I44C</b>	Warden III	61%	\$147,994.94
<b>I50C</b>	Correctional Health Services Administrator III	75%	\$93,198.00
<b>I51A</b>	Correctional Product Delivery Truck Driver I	65%	\$67,055.33



Job profile	Job title	Compa-ratio	90% market
<b>J10A</b>	Safety Standards Inspector I	54%	\$91,420.00
<b>J10B</b>	Safety Standards Inspector II	56%	\$98,581.62
<b>J10C</b>	Safety Standards Inspector III	49%	\$123,060.00
<b>J10D</b>	Safety Standards Inspector IV	45%	\$160,412.00
<b>J12A</b>	Emergency Management Officer I	55%	\$97,300.00
<b>J12B</b>	Emergency Management Officer II	52%	\$106,260.00
<b>J12C</b>	Emergency Management Officer III	54%	\$120,241.33
<b>J12D</b>	Emergency Management Officer IV	43%	\$165,060.00
<b>J13A</b>	Investigator I	41%	\$106,603.00
<b>J13B</b>	Investigator II	56%	\$119,980.00
<b>J13C</b>	Investigator III	53%	\$123,340.00
<b>J13D</b>	Investigator IV	60%	\$129,276.00
<b>J13E</b>	Investigator V	57%	\$141,120.00
<b>J14C</b>	Asbestos Inspector III	39%	\$143,500.00
<b>J15C</b>	Industrial Hygienist III	49%	\$141,260.00
<b>J16A</b>	Boiler/Pressure Vessel and ALT Fuel Inspector I	57%	\$82,374.32
<b>J16B</b>	Boiler/Pressure Vessel and ALT Fuel Inspector II	69%	\$90,440.00
<b>J16C</b>	Boiler/Pressure Vessel and ALT Fuel Inspector III	52%	\$99,171.33
<b>J16D</b>	Boiler/Pressure Vessel and ALT Fuel Inspector IV	75%	\$109,200.00
<b>J17C</b>	Labor Compliance Officer III	51%	\$112,140.00
<b>J19A</b>	Occupational Licensure Specialist I	48%	\$103,040.00
<b>J20A</b>	Real Estate Investigator I	62%	\$108,773.00
<b>J22A</b>	Army National Guard Firefighter (ARNG) I	67%	\$83,071.33
<b>J22B</b>	Army National Guard Firefighter (ARNG) II	51%	\$87,780.00
<b>J22C</b>	Army National Guard Firefighter (ARNG) III	49%	\$99,921.23
<b>J22D</b>	Army National Guard Firefighter (ARNG) IV	57%	\$115,080.00
<b>J22E</b>	Army National Guard Firefighter (ARNG) V	69%	\$116,760.00
<b>J25B</b>	Safety and Health Director II	37%	\$227,500.00
<b>J26A</b>	Employment Standards Director I	65%	\$139,580.00
<b>J30A</b>	Safety Manager I	67%	\$111,090.00
<b>J30B</b>	Safety Manager II	51%	\$142,660.00
<b>J31A</b>	Safety Consultant I	60%	\$96,180.00
<b>J31B</b>	Safety Consultant II	55%	\$107,874.35
<b>J31C</b>	Safety Consultant III	40%	\$138,040.00
<b>J31D</b>	Safety Consultant IV	43%	\$167,440.00
<b>J33A</b>	Airfield Firefighter I	53%	\$85,561.00
<b>J33B</b>	Airfield Firefighter II	61%	\$87,780.00
<b>J33C</b>	Airfield Firefighter III	65%	\$103,320.00
<b>J33D</b>	Airfield Firefighter IV	60%	\$141,540.00
<b>J41A</b>	Fire Prevention & Security Officer I	48%	\$62,258.00
<b>J41B</b>	Fire Prevention & Security Officer II	47%	\$65,744.08
<b>J41C</b>	Fire Prevention & Security Officer III	45%	\$77,980.00
<b>J41D</b>	Fire Prevention & Security Officer IV	47%	\$79,940.00
<b>J42A</b>	Pathologist Technician I	50%	\$99,680.00
<b>J50B</b>	Compliance Investigator II	48%	\$96,880.00
<b>J52A</b>	Cosmetology/Barber Inspector I	60%	\$75,712.00



Job profile	Job title	Compa-ratio	90% market
<b>J53A</b>	Pharmacy Compliance Officer I	65%	\$144,760.00
<b>J54B</b>	Jail inspection/Investigation Officer II	60%	\$92,820.00
<b>J55C</b>	Medical/Dental Investigator III	62%	\$104,503.00
<b>J55E</b>	Medical/Dental Investigator V	56%	\$133,840.00
<b>J60A</b>	Forensic Anthropologist I	83%	\$118,720.00
<b>J60B</b>	Forensic Anthropologist II	67%	\$174,160.00
<b>K10A</b>	Juvenile Justice Specialist I	50%	\$83,692.00
<b>K10B</b>	Juvenile Justice Specialist II	48%	\$85,077.03
<b>K10C</b>	Juvenile Justice Specialist III	55%	\$86,559.26
<b>K10D</b>	Juvenile Justice Specialist IV	60%	\$87,920.00
<b>K11A</b>	Disability Determination Specialist I	58%	\$77,840.00
<b>K11B</b>	Disability Determination Specialist II	63%	\$81,886.62
<b>K11C</b>	Disability Determination Specialist III	65%	\$90,720.00
<b>K11D</b>	Disability Determination Specialist IV	76%	\$91,280.00
<b>K12B</b>	Disability Determination Technician II	65%	\$65,940.00
<b>K12C</b>	Disability Determination Technician III	67%	\$67,480.00
<b>K12D</b>	Disability Determination Technician IV	66%	\$73,080.00
<b>K13A</b>	Disability Program Administrator I	57%	\$128,800.00
<b>K13B</b>	Disability Program Administrator II	57%	\$137,340.00
<b>K15A</b>	Manual Sign Language Specialist I	52%	\$90,384.00
<b>K16A</b>	Disability Medical Consultant I	84%	\$180,292.00
<b>K16B</b>	Disability Medical Consultant II	85%	\$195,720.00
<b>K16C</b>	Disability Medical Consultant III	88%	\$207,200.00
<b>K16D</b>	Disability Medical Consultant IV	84%	\$233,380.00
<b>K20A</b>	Rehabilitation Technician I	67%	\$54,233.20
<b>K20B</b>	Rehabilitation Technician II	56%	\$68,180.00
<b>K20C</b>	Rehabilitation Technician III	50%	\$80,605.00
<b>K21A</b>	Vocational Rehabilitation Spec I	65%	\$71,267.00
<b>K21B</b>	Vocational Rehabilitation Spec II	59%	\$84,633.12
<b>K21C</b>	Vocational Rehabilitation Spec III	64%	\$89,180.00
<b>K21D</b>	Vocational Rehabilitation Spec IV	63%	\$101,211.80
<b>K22B</b>	Assistive Technology Specialist II	65%	\$87,129.00
<b>K22C</b>	Assistive Technology Specialist III	63%	\$101,360.00
<b>K22D</b>	Assistive Technology Specialist IV	64%	\$104,440.00
<b>K23A</b>	Rehabilitation of the Blind Sp I	60%	\$76,860.00
<b>K23B</b>	Rehabilitation of the Blind Sp II	58%	\$84,280.00
<b>K23C</b>	Rehabilitation of the Blind Sp III	68%	\$89,180.00
<b>K23D</b>	Rehabilitation of the Blind Sp IV	61%	\$105,000.00
<b>K24A</b>	Job Placement Specialist I	56%	\$71,960.00
<b>K24B</b>	Job Placement Specialist II	63%	\$84,728.00
<b>K27A</b>	Vocational Rehabilitation Teacher I	77%	\$71,197.00
<b>K28A</b>	Vocational Training Instructor I	64%	\$88,760.00
<b>K30A</b>	Vending Machine Technician I	55%	\$65,814.00
<b>K30B</b>	Vending Machine Technician II	45%	\$85,540.00
<b>K31B</b>	Vending Facility Business Consultant II	46%	\$113,680.00
<b>K40B</b>	Business Services Liaison II	52%	\$95,200.00



Job profile	Job title	Compa-ratio	90% market
<b>K40C</b>	Business Services Liaison III	50%	\$113,610.00
<b>K44A</b>	School Transition Coordinator I	67%	\$101,556.00
<b>L11A</b>	Fisheries Professional I	53%	\$88,339.43
<b>L11B</b>	Fisheries Professional II	56%	\$118,977.39
<b>L11C</b>	Fisheries Professional III	28%	\$189,955.31
<b>L11D</b>	Fisheries Professional IV	29%	\$223,657.06
<b>L11E</b>	Fisheries Professional V	23%	\$315,060.29
<b>L13C</b>	Agricultural Market Coordinator III	62%	\$108,640.00
<b>L14A</b>	Hatchery Professional I	65%	\$74,955.37
<b>L14B</b>	Hatchery Professional II	63%	\$88,812.67
<b>L14C</b>	Hatchery Professional III	57%	\$120,306.52
<b>L14D</b>	Hatchery Professional IV	50%	\$173,531.14
<b>L16A</b>	Agriculture Field Inspector I	64%	\$70,623.00
<b>L16B</b>	Agriculture Field Inspector II	65%	\$76,403.43
<b>L16C</b>	Agriculture Field Inspector III	66%	\$82,616.55
<b>L16D</b>	Agriculture Field Inspector IV	67%	\$89,487.53
<b>L16E</b>	Agriculture Field Inspector V	67%	\$98,259.00
<b>L18A</b>	Wildlife Biologist I	53%	\$94,920.00
<b>L18B</b>	Wildlife Biologist II	60%	\$97,720.00
<b>L18C</b>	Wildlife Biologist III	57%	\$101,976.00
<b>L18D</b>	Wildlife Biologist IV	61%	\$111,874.89
<b>L18E</b>	Wildlife Biologist V	54%	\$146,440.00
<b>L20A</b>	Forestry Fire Control Officer I	52%	\$72,926.00
<b>L20B</b>	Forestry Fire Control Officer II	56%	\$73,220.00
<b>L22B</b>	Forest Regeneration Specialist II	59%	\$84,280.00
<b>L22C</b>	Forest Regeneration Specialist III	58%	\$93,352.00
<b>L22D</b>	Forest Regeneration Specialist IV	57%	\$104,440.00
<b>L23A</b>	Forest Ranger I	56%	\$67,606.00
<b>L23B</b>	Forest Ranger II	51%	\$80,640.00
<b>L23C</b>	Forest Ranger III	52%	\$87,360.00
<b>L24A</b>	Forester I	60%	\$74,760.00
<b>L24B</b>	Forester II	63%	\$78,960.00
<b>L24C</b>	Forester III	68%	\$80,220.00
<b>L24D</b>	Forester IV	56%	\$105,840.00
<b>L24E</b>	Forester V	68%	\$108,220.00
<b>L25C</b>	Law Enforcement Special Agent (ODAFF) III	67%	\$100,149.00
<b>L26B</b>	Trapper II	51%	\$77,140.00
<b>L33B</b>	Wildlife Damage Control Specialist II	49%	\$92,302.00
<b>L33C</b>	Wildlife Damage Control Specialist III	49%	\$102,452.05
<b>L34C</b>	Seed Analyst III	36%	\$113,120.00
<b>L40B</b>	Metrologist II	37%	\$148,165.54
<b>L41A</b>	Agricultural Services Administrator I	57%	\$129,640.00
<b>L41B</b>	Agricultural Services Administrator II	59%	\$142,800.00
<b>L41C</b>	Agricultural Services Administrator III	66%	\$156,240.00
<b>L50B</b>	Veterinarian II	64%	\$129,612.00
<b>L50C</b>	Veterinarian III	58%	\$165,406.76



Job profile	Job title	Compa-ratio	90% market
<b>L51A</b>	Official Veterinarian I	64%	\$278,138.00
<b>M10A</b>	Regulatory Program Manager I	64%	\$133,000.00
<b>M10B</b>	Regulatory Program Manager II	68%	\$143,535.00
<b>M12A</b>	Motor Carrier Enforcement Manager I	62%	\$119,154.00
<b>M12B</b>	Motor Carrier Enforcement Manager II	55%	\$151,480.00
<b>M20C</b>	Consumer Complaint Investigator III	65%	\$94,640.00
<b>M30A</b>	Fuel Specialist I	69%	\$95,032.00
<b>M30B</b>	Fuel Specialist II	66%	\$105,420.00
<b>M30C</b>	Fuel Specialist III	70%	\$105,980.00
<b>M30D</b>	Fuel Specialist IV	67%	\$125,720.00
<b>M31A</b>	Oil and Gas Specialist I	70%	\$93,401.00
<b>M31C</b>	Oil and Gas Specialist III	58%	\$136,080.00
<b>M31D</b>	Oil and Gas Specialist IV	47%	\$180,600.00
<b>M32A</b>	Oil and Gas Field Inspector I	71%	\$92,680.00
<b>M32B</b>	Oil and Gas Field Inspector II	72%	\$97,949.11
<b>M32C</b>	Oil and Gas Field Inspector III	65%	\$113,820.00
<b>M32D</b>	Oil and Gas Field Inspector IV	69%	\$122,080.00
<b>M33A</b>	Oil and Gas Production Advisor I	52%	\$124,733.00
<b>M35A</b>	Pipeline Safety/Regulation Spe I	68%	\$107,865.33
<b>M35B</b>	Pipeline Safety/Regulation Spe II	55%	\$123,340.00
<b>M36B</b>	Liquefied Petroleum Gas Safety Code Enforcement Officer II	51%	\$111,713.00
<b>M40A</b>	Public Utility Regulatory Analyst I	63%	\$96,880.00
<b>M40C</b>	Public Utility Regulatory Analyst III	51%	\$131,040.00
<b>M46A</b>	Transportation Customer Specialist I	51%	\$91,945.00
<b>M46B</b>	Transportation Customer Specialist II	45%	\$107,520.00
<b>M46C</b>	Transportation Customer Specialist III	45%	\$114,520.00
<b>M46D</b>	Transportation Customer Specialist IV	49%	\$122,360.00
<b>M53A</b>	Motor Carrier Enforcement Officer I	60%	\$80,465.00
<b>M53B</b>	Motor Carrier Enforcement Officer II	64%	\$88,365.19
<b>M53C</b>	Motor Carrier Enforcement Officer III	60%	\$102,200.00
<b>M53D</b>	Motor Carrier Enforcement Officer IV	53%	\$123,480.00
<b>N12A</b>	Veterans Center Administrator I	53%	\$140,924.00
<b>N12B</b>	Veterans Center Administrator II	53%	\$168,840.00
<b>N13A</b>	Veterans Affairs Field Services Representative I	54%	\$81,340.00
<b>N13B</b>	Veterans Affairs Field Services Representative II	51%	\$93,380.00
<b>N13C</b>	Veterans Affairs Field Services Representative III	49%	\$106,260.00
<b>N13D</b>	Veterans Affairs Field Services Representative IV	51%	\$107,828.00
<b>N14A</b>	Veterans Claims and Benefits Administrator I	67%	\$93,380.00
<b>N15B</b>	State Accrediting Officer II	55%	\$105,280.00
<b>N16A</b>	Patient Services Coordinator I	58%	\$63,102.67
<b>N16B</b>	Patient Services Coordinator II	56%	\$68,180.00
<b>N16C</b>	Patient Services Coordinator III	51%	\$83,370.56
<b>P15A</b>	Naturalist I	42%	\$71,152.82
<b>P15B</b>	Naturalist II	36%	\$89,369.65
<b>P20A</b>	Park Ranger I	52%	\$76,860.00



Job profile	Job title	Compa-ratio	90% market
<b>P20B</b>	Park Ranger II	53%	\$80,023.53
<b>P20C</b>	Park Ranger III	55%	\$84,560.00
<b>P20D</b>	Park Ranger IV	53%	\$99,801.88
<b>P25A</b>	Park Manager I	63%	\$62,389.40
<b>P25B</b>	Park Manager II	48%	\$93,208.25
<b>P25C</b>	Park Manager III	46%	\$104,441.59
<b>P25D</b>	Park Manager IV	49%	\$105,700.00
<b>P25E</b>	Park Manager V	49%	\$117,320.00
<b>P30A</b>	Recreation Programs Coordinator I	64%	\$71,855.00
<b>Q15A</b>	Docket Clerk I	57%	\$80,080.00
<b>Q15B</b>	Docket Clerk II	52%	\$88,200.00
<b>Q15C</b>	Docket Clerk III	71%	\$100,319.40
<b>Q25A</b>	Legal Secretary I	58%	\$81,900.00
<b>Q25B</b>	Legal Secretary II	61%	\$90,860.00
<b>Q25C</b>	Legal Secretary III	54%	\$97,020.00
<b>Q25D</b>	Legal Secretary IV	61%	\$101,780.00
<b>Q29A</b>	Paralegal I	68%	\$79,520.00
<b>Q29B</b>	Paralegal II	62%	\$93,380.00
<b>Q29C</b>	Paralegal III	58%	\$108,640.00
<b>Q31A</b>	Administrative Hearing Officer I	141%	\$85,745.99
<b>Q31B</b>	Administrative Hearing Officer II	58%	\$101,677.92
<b>Q31C</b>	Administrative Hearing Officer III	50%	\$129,782.56
<b>Q53A</b>	Defense Investigator I	54%	\$93,758.00
<b>Q53B</b>	Defense Investigator II	45%	\$114,646.00
<b>Q53C</b>	Defense Investigator III	49%	\$120,540.00
<b>Q53D</b>	Defense Investigator IV	56%	\$121,940.00
<b>Q60A</b>	Legal Research Assistant I	68%	\$81,965.35
<b>Q60B</b>	Legal Research Assistant II	66%	\$85,390.67
<b>Q61A</b>	Legal E-Discovery Specialist I	50%	\$106,680.00
<b>Q64A</b>	General Counsel Section Chief I	39%	\$311,220.00
<b>Q65A</b>	Assistant Attorney General I	62%	\$156,800.00
<b>Q66A</b>	General Counsel I	52%	\$242,529.00
<b>Q66B</b>	General Counsel II	44%	\$279,934.08
<b>Q66C</b>	General Counsel III	46%	\$321,202.00
<b>Q80A</b>	Attorney I	60%	\$133,469.00
<b>Q80B</b>	Attorney II	51%	\$163,222.99
<b>Q80C</b>	Attorney III	55%	\$172,200.00
<b>Q80D</b>	Attorney IV	45%	\$204,680.00
<b>Q80E</b>	Attorney V	43%	\$242,911.59
<b>Q81A</b>	Deputy General Counsel I	65%	\$173,180.00
<b>Q81B</b>	Deputy General Counsel II	73%	\$173,180.00
<b>Q82A</b>	Appellate Defense Counsel I	40%	\$167,580.00
<b>Q82B</b>	Appellate Defense Counsel II	41%	\$176,120.00
<b>Q82C</b>	Appellate Defense Counsel III	41%	\$193,200.00
<b>Q82D</b>	Appellate Defense Counsel IV	40%	\$209,450.87
<b>Q82E</b>	Appellate Defense Counsel V	43%	\$230,344.85



Job profile	Job title	Compa-ratio	90% market
<b>Q82F</b>	Appellate Defense Counsel VI	45%	\$234,490.49
<b>Q83C</b>	Capital Counsel III	23%	\$388,951.00
<b>Q83D</b>	Capital Counsel IV	21%	\$477,595.64
<b>Q83E</b>	Capital Counsel V	18%	\$591,567.33
<b>Q84A</b>	Defense Counsel I	34%	\$182,140.00
<b>Q84B</b>	Defense Counsel II	38%	\$187,786.67
<b>Q84C</b>	Defense Counsel III	32%	\$236,600.00
<b>Q84D</b>	Defense Counsel IV	29%	\$281,820.00
<b>Q84F</b>	Defense Counsel VI	27%	\$341,230.08
<b>Q85A</b>	Deputy Division Chief I	52%	\$226,940.00
<b>Q86A</b>	Division Chief I	54%	\$238,054.32
<b>Q87A</b>	Administrative Law Judge I	60%	\$188,160.00
<b>Q87B</b>	Administrative Law Judge II	57%	\$194,852.00
<b>Q87C</b>	Administrative Law Judge III	43%	\$215,600.00
<b>Q87D</b>	Administrative Law Judge IV	35%	\$244,020.00
<b>Q87E</b>	Administrative Law Judge V	46%	\$258,300.00
<b>Q89A</b>	Mitigation Specialist I	65%	\$130,620.00
<b>R10A</b>	Environmental/Chemical Laboratory Scientist I	71%	\$73,080.00
<b>R10B</b>	Environmental/Chemical Laboratory Scientist II	71%	\$80,733.28
<b>R10C</b>	Environmental/Chemical Laboratory Scientist III	74%	\$87,892.00
<b>R10D</b>	Environmental/Chemical Laboratory Scientist IV	66%	\$101,920.00
<b>R20A</b>	Environmental Programs Spec I	58%	\$89,971.00
<b>R20B</b>	Environmental Programs Spec II	55%	\$94,646.60
<b>R20C</b>	Environmental Programs Spec III	52%	\$111,160.00
<b>R20D</b>	Environmental Programs Spec IV	54%	\$118,720.00
<b>R20E</b>	Environmental Programs Spec V	52%	\$127,120.00
<b>R22C</b>	Environmental Investigator III	49%	\$137,060.00
<b>R23B</b>	Environmental Technician II	58%	\$109,200.00
<b>R25A</b>	Environmental Programs Manager I	54%	\$140,472.48
<b>R25B</b>	Environmental Programs Manager II	46%	\$176,820.00
<b>R25C</b>	Environmental Programs Manager III	44%	\$209,532.77
<b>S10A</b>	Engineer Intern I	45%	\$80,608.13
<b>S10B</b>	Engineer Intern II	46%	\$84,700.00
<b>S10C</b>	Engineer Intern III	59%	\$86,520.00
<b>S10D</b>	Engineer Intern IV	62%	\$88,200.00
<b>S10E</b>	Engineer Intern V	67%	\$91,217.46
<b>S10F</b>	Engineer Intern VI	70%	\$93,842.55
<b>S10G</b>	Engineer Intern VII	67%	\$102,900.00
<b>S11A</b>	Professional Engineer I	58%	\$129,178.00
<b>S11B</b>	Professional Engineer II	60%	\$132,763.53
<b>S11C</b>	Professional Engineer III	67%	\$133,840.00
<b>S12A</b>	Engineering Manager I	60%	\$145,961.63
<b>S12B</b>	Engineering Manager II	56%	\$178,171.00
<b>S12C</b>	Engineering Manager III	60%	\$185,864.00
<b>S12D</b>	Engineering Manager IV	69%	\$177,588.82
<b>S12E</b>	Engineering Manager V	77%	\$181,860.00



Job profile	Job title	Compa-ratio	90% market
<b>S15A</b>	Land Surveyor Intern I	65%	\$78,540.00
<b>S15B</b>	Land Surveyor Intern II	69%	\$86,380.00
<b>S16A</b>	Professional Land Surveyor I	95%	\$81,879.00
<b>S16B</b>	Professional Land Surveyor II	94%	\$90,720.00
<b>S17A</b>	Land Surveyor Manager I	78%	\$120,260.00
<b>S17B</b>	Land Surveyor Manager II	81%	\$127,820.00
<b>S17C</b>	Land Surveyor Manager III	91%	\$131,320.00
<b>T10A</b>	Computer Aided Drafting and Design Specialist I	46%	\$90,440.00
<b>T10B</b>	Computer Aided Drafting and Design Specialist II	48%	\$96,320.00
<b>T10C</b>	Computer Aided Drafting and Design Specialist III	51%	\$101,780.00
<b>T10D</b>	Computer Aided Drafting and Design Specialist IV	53%	\$107,100.00
<b>T10E</b>	Computer Aided Drafting and Design Specialist V	50%	\$125,188.00
<b>T10F</b>	Computer Aided Drafting and Design Specialist VI	56%	\$130,795.00
<b>T22A</b>	Transportation Specialist I	46%	\$88,900.00
<b>T22B</b>	Transportation Specialist II	46%	\$99,260.00
<b>T22C</b>	Transportation Specialist III	50%	\$101,080.00
<b>T22D</b>	Transportation Specialist IV	51%	\$107,717.75
<b>T22E</b>	Transportation Specialist V	52%	\$118,527.58
<b>T22F</b>	Transportation Specialist VI	51%	\$131,679.54
<b>T23A</b>	Transportation Manager I	77%	\$99,680.00
<b>T23B</b>	Transportation Manager II	84%	\$104,440.00
<b>T23C</b>	Transportation Manager III	94%	\$108,360.00
<b>T23D</b>	Transportation Manager IV	97%	\$118,160.00
<b>T25D</b>	Transportation Equipment Opr IV	51%	\$94,500.00
<b>T28A</b>	Heavy Equipment Operator I	61%	\$62,770.34
<b>T28B</b>	Heavy Equipment Operator II	62%	\$70,479.29
<b>T28C</b>	Heavy Equipment Operator III	66%	\$79,670.73
<b>T29A</b>	Road Maintenance Supervisor I	57%	\$108,489.53
<b>T60B</b>	Photogrammetrist II	55%	\$91,980.00
<b>T60C</b>	Photogrammetrist III	55%	\$110,460.00
<b>T60D</b>	Photogrammetrist IV	55%	\$122,962.00
<b>U10A</b>	Historical Programs Administrator I	79%	\$79,865.55
<b>U10B</b>	Historical Programs Administrator II	75%	\$108,402.60
<b>U10C</b>	Historical Programs Administrator III	57%	\$170,240.00
<b>U11A</b>	Historical Facility Manager I	70%	\$66,220.00
<b>U11B</b>	Historical Facility Manager II	46%	\$95,474.14
<b>U11C</b>	Historical Facility Manager III	49%	\$102,658.66
<b>U11D</b>	Historical Facility Manager IV	58%	\$143,931.10
<b>U12A</b>	Historical Collections Specialist I	54%	\$73,199.00
<b>U12B</b>	Historical Collections Specialist II	53%	\$88,991.00
<b>U12C</b>	Historical Collections Specialist III	48%	\$93,605.12
<b>U12D</b>	Historical Collections Specialist IV	48%	\$106,120.00
<b>U13B</b>	Historical Interpreter II	71%	\$57,365.00
<b>U13C</b>	Historical Interpreter III	57%	\$75,600.00
<b>U14C</b>	Historic Preservation Specialist III	69%	\$90,283.63
<b>V10B</b>	Tax Document Examiner II	47%	\$81,928.00



Job profile	Job title	Compa-ratio	90% market
<b>V10C</b>	Tax Document Examiner III	41%	\$90,955.53
<b>V10D</b>	Tax Document Examiner IV	49%	\$114,169.18
<b>V11A</b>	Revenue Compliance Officer I	56%	\$80,080.00
<b>V11B</b>	Revenue Compliance Officer II	56%	\$86,618.00
<b>V11C</b>	Revenue Compliance Officer III	51%	\$124,740.00
<b>V12A</b>	Motor Vehicle Research Specialist I	49%	\$77,980.00
<b>V12B</b>	Motor Vehicle Research Specialist II	48%	\$83,720.00
<b>V12C</b>	Motor Vehicle Research Specialist III	46%	\$105,956.37
<b>V14B</b>	Motor Vehicle Enforcement Officer II	54%	\$89,481.00
<b>V14C</b>	Motor Vehicle Enforcement Officer III	51%	\$100,961.00
<b>V20A</b>	Taxpayer Services Representative I	59%	\$76,580.00
<b>V20B</b>	Taxpayer Services Representative II	53%	\$88,368.00
<b>V20C</b>	Taxpayer Services Representative III	49%	\$94,500.00
<b>V20D</b>	Taxpayer Services Representative IV	43%	\$144,620.00
<b>V30A</b>	Assessment and Equalization Analyst I	70%	\$79,912.00
<b>V30B</b>	Assessment and Equalization Analyst II	61%	\$92,183.86
<b>W10C</b>	Workforce Services Specialist III	41%	\$102,508.00
<b>W15A</b>	Compliance Enforcement Officer I	57%	\$77,280.00
<b>W15B</b>	Compliance Enforcement Officer II	62%	\$79,100.00
<b>W15C</b>	Compliance Enforcement Officer III	57%	\$92,316.00
<b>W15D</b>	Compliance Enforcement Officer IV	61%	\$96,040.00
<b>W20A</b>	Program Representative I	60%	\$87,920.00
<b>W20B</b>	Program Representative II	51%	\$99,969.97
<b>W20C</b>	Program Representative III	60%	\$108,080.00
<b>W31A</b>	Executive Assistant to the Executive Director I	70%	\$95,116.00
<b>X10A</b>	Health Information Technician I	58%	\$57,562.12
<b>X10B</b>	Health Information Technician II	60%	\$60,186.00
<b>X10C</b>	Health Information Technician III	46%	\$86,233.84
<b>X11B</b>	Therapeutic/Medical Aide II	62%	\$65,795.39
<b>X12B</b>	Therapeutic/Medical Assistant II	38%	\$130,908.68
<b>X13A</b>	Laboratory Technician I	63%	\$59,920.00
<b>X13B</b>	Laboratory Technician II	64%	\$64,001.27
<b>X13C</b>	Laboratory Technician III	50%	\$78,540.00
<b>X14A</b>	Laboratory Scientist I	58%	\$90,440.00
<b>X14B</b>	Laboratory Scientist II	59%	\$100,884.18
<b>X14C</b>	Laboratory Scientist III	49%	\$142,240.00
<b>X14D</b>	Laboratory Scientist IV	51%	\$156,520.00
<b>X17A</b>	Public Health Specialist I	53%	\$91,140.00
<b>X17B</b>	Public Health Specialist II	56%	\$101,123.61
<b>X17C</b>	Public Health Specialist III	53%	\$111,440.00
<b>X17D</b>	Public Health Specialist IV	48%	\$138,600.00
<b>X17E</b>	Public Health Specialist V	46%	\$173,460.00
<b>X18A</b>	Behavioral Health Professional I	98%	\$63,322.45
<b>X18B</b>	Behavioral Health Professional II	86%	\$81,097.18
<b>X18C</b>	Behavioral Health Professional III	70%	\$98,871.91
<b>X18D</b>	Behavioral Health Professional IV	72%	\$106,120.00



Job profile	Job title	Compa-ratio	90% market
X18E	Behavioral Health Professional V	56%	\$143,493.86
X19A	Dental Care Hygienist I	53%	\$118,634.88
X20A	Health Educator I	79%	\$62,447.81
X20B	Health Educator II	65%	\$82,628.11
X20C	Health Educator III	67%	\$83,160.00
X21B	Audiologist II	49%	\$138,453.84
X21C	Audiologist III	42%	\$182,389.09
X21D	Audiologist IV	38%	\$209,559.57
X22A	Speech-Language Pathologist I	56%	\$104,137.64
X22B	Speech-Language Pathologist II	55%	\$119,513.68
X22C	Speech-Language Pathologist III	39%	\$164,150.16
X22D	Speech-Language Pathologist IV	35%	\$201,152.83
X23B	Alcohol and Drug Counselor II	47%	\$89,062.79
X23C	Alcohol and Drug Counselor III	70%	\$107,523.07
X23D	Alcohol and Drug Counselor IV	35%	\$135,051.57
X24A	Dental Care Assistant I	69%	\$56,404.80
X24B	Dental Care Assistant II	65%	\$66,185.97
X25A	Pharmacy Technician I	45%	\$57,667.51
X25B	Pharmacy Technician II	54%	\$62,752.13
X25C	Pharmacy Technician III	53%	\$66,236.03
X25D	Pharmacy Technician IV	45%	\$91,000.00
X26B	Pharmacist II	46%	\$191,188.91
X26C	Pharmacist III	50%	\$201,880.00
X26D	Pharmacist IV	49%	\$212,139.20
X27A	Epidemiologist I	80%	\$71,492.60
X27B	Epidemiologist II	62%	\$108,571.25
X27C	Epidemiologist III	65%	\$114,800.00
X29C	Health Facility Surveyor III	66%	\$95,903.88
X29D	Health Facility Surveyor IV	63%	\$117,522.50
X30A	Music Therapist I	43%	\$89,320.00
X30B	Music Therapist II	39%	\$108,324.26
X30C	Music Therapist III	38%	\$124,477.87
X31A	Behavioral Health Clinician I	78%	\$76,144.02
X31B	Behavioral Health Clinician II	69%	\$92,007.54
X31C	Behavioral Health Clinician III	50%	\$132,860.00
X31D	Behavioral Health Clinician IV	55%	\$134,607.55
X33A	Occupational Therapist I	62%	\$99,420.59
X33B	Occupational Therapist II	51%	\$133,472.39
X33C	Occupational Therapist III	44%	\$144,188.92
X33D	Occupational Therapist IV	47%	\$169,260.00
X34A	Physical Therapist I	64%	\$103,074.41
X34B	Physical Therapist II	46%	\$142,079.68
X34C	Physical Therapist III	45%	\$147,140.00
X34D	Physical Therapist IV	44%	\$174,860.00
X35A	Recreational Activities Specialist I	58%	\$49,562.24
X35B	Recreational Activities Specialist II	55%	\$61,789.58



Job profile	Job title	Compa-ratio	90% market
X35C	Recreational Activities Specialist III	50%	\$68,740.00
X36A	Recreation Therapist I	71%	\$54,844.45
X36B	Recreation Therapist II	57%	\$72,555.96
X36C	Recreation Therapist III	55%	\$78,400.00
X36D	Recreation Therapist IV	41%	\$106,158.14
X40A	Laboratory Administrator I	90%	\$145,600.00
X40B	Laboratory Administrator II	66%	\$156,240.00
X44A	Assistant Deputy Commissioner, State Health Department I	97%	\$134,120.00
X45A	Director of Professional Services I	57%	\$202,935.87
X45B	Director of Professional Services II	52%	\$247,240.00
X46B	Clinical Health Facility Surveyor II	50%	\$122,360.00
X46C	Clinical Health Facility Surveyor III	56%	\$125,341.54
X46D	Clinical Health Facility Surveyor IV	56%	\$132,580.00
X47B	Physical Therapy Assistant II	61%	\$94,086.72
X47C	Physical Therapy Assistant III	57%	\$105,287.52
X48A	Enforcement Analyst I	60%	\$79,385.04
X50A	Dentist I	61%	\$249,339.23
X50B	Dentist II	53%	\$325,312.94
X51A	Psychologist	67%	\$161,265.49
X53A	Resident Doctor I	61%	\$88,620.00
X53B	Resident Doctor II	61%	\$92,400.00
X53C	Resident Doctor III	63%	\$96,040.00
X53D	Resident Doctor IV	58%	\$105,700.00
X54A	Community Health Worker I	54%	\$71,442.00
X55A	Behavioral Health Case Manager I	109%	\$38,475.42
X55B	Behavioral Health Case Manager II	66%	\$66,854.45
X55C	Behavioral Health Case Manager III	49%	\$93,323.36
X55D	Behavioral Health Case Manager IV	46%	\$107,240.00
X57A	Behavioral Health Assistant I	59%	\$60,387.38
X57B	Behavioral Health Assistant II	54%	\$79,839.08
X58B	Mental Health Director II	56%	\$186,310.60
X59A	Peer Recovery Support Specialist I	46%	\$60,480.00
X59B	Peer Recovery Support Specialist II	46%	\$69,899.02
X59C	Peer Recovery Support Specialist III	42%	\$83,779.67
X59D	Peer Recovery Support Specialist IV	39%	\$96,173.11
X60A	Forensic Pathologist I	77%	\$381,500.00
X62B	Prior Authorization and Review Specialist II	60%	\$74,060.00
X62C	Prior Authorization and Review Specialist III	60%	\$80,360.00
X63A	Medical Coding Analyst I	55%	\$89,953.92
X64A	Physician I	48%	\$394,617.83
X64B	Physician II	43%	\$452,543.38
X64C	Physician III	37%	\$555,119.88
X65A	Psychiatrist I	51%	\$405,328.97
X65B	Psychiatrist II	41%	\$491,985.51
X65D	Psychiatrist IV	33%	\$666,696.27



Job profile	Job title	Compa-ratio	90% market
<b>X67A</b>	Physician Assistant, Certified I	61%	\$191,370.79
<b>X67B</b>	Physician Assistant, Certified II	71%	\$192,640.00
<b>X68A</b>	Optometrist I	96%	\$186,116.00
<b>X69B</b>	Medical Claims Analyst II	63%	\$70,285.60
<b>X71A</b>	Medical Director I	58%	\$411,666.50
<b>X72B</b>	Physician Reviewer II	29%	\$495,757.33
<b>X74B</b>	Family Support Provider II	42%	\$77,164.61
<b>X79B</b>	Medical Transcriptionist II	41%	\$99,830.79
<b>Y10A</b>	Patient Care Assistant I	58%	\$51,699.20
<b>Y10B</b>	Patient Care Assistant II	63%	\$60,614.52
<b>Y10C</b>	Patient Care Assistant III	61%	\$64,449.66
<b>Y11A</b>	Licensed Practical Nurse I	65%	\$79,075.36
<b>Y11B</b>	Licensed Practical Nurse II	66%	\$86,243.57
<b>Y11C</b>	Licensed Practical Nurse III	52%	\$106,007.37
<b>Y11D</b>	Licensed Practical Nurse IV	46%	\$124,510.47
<b>Y12A</b>	Registered Nurse I	60%	\$117,475.12
<b>Y12B</b>	Registered Nurse II	47%	\$122,565.94
<b>Y12C</b>	Registered Nurse III	57%	\$126,560.00
<b>Y13A</b>	Nursing Manager I	44%	\$165,950.43
<b>Y13B</b>	Nursing Manager II	53%	\$166,422.39
<b>Y13C</b>	Nursing Manager III	47%	\$184,774.53
<b>Y13D</b>	Nursing Manager IV	42%	\$200,760.00
<b>Y14A</b>	Advanced Practice Nurse I	69%	\$173,702.69
<b>Y14B</b>	Advanced Practice Nurse II	55%	\$200,011.67
<b>Y15A</b>	Health Care Management Nurse I	50%	\$122,857.72
<b>Y15B</b>	Health Care Management Nurse II	42%	\$145,828.18
<b>Y15C</b>	Health Care Management Nurse III	42%	\$170,191.10
<b>Z10A</b>	Teaching Assistant I	66%	\$55,300.00
<b>Z11A</b>	Teacher I	63%	\$87,139.95
<b>Z12A</b>	Direct Care Specialist I	53%	\$52,537.52
<b>Z12B</b>	Direct Care Specialist II	53%	\$63,556.73
<b>Z12C</b>	Direct Care Specialist III	51%	\$78,670.59
<b>Z12D</b>	Direct Care Specialist IV	52%	\$88,340.00
<b>Z12E</b>	Direct Care Specialist V	46%	\$112,700.19
<b>Z13A</b>	Transportation Officer I	64%	\$54,881.12
<b>Z14A</b>	Institutional Safety and Security Coordinator I	74%	\$82,549.60
<b>Z20A</b>	Food Service Specialist I	61%	\$47,156.48
<b>Z20B</b>	Food Service Specialist II	60%	\$51,281.56
<b>Z20C</b>	Food Service Specialist III	60%	\$55,440.00
<b>Z20D</b>	Food Service Specialist IV	58%	\$64,400.00
<b>Z21A</b>	Food Service Manager I	64%	\$61,774.16
<b>Z21B</b>	Food Service Manager II	58%	\$75,195.64
<b>Z21C</b>	Food Service Manager III	60%	\$84,128.68
<b>Z22A</b>	Instructor I	47%	\$109,760.00
<b>Z23A</b>	Teacher/Instructor I	53%	\$80,220.00
<b>Z23D</b>	Teacher/Instructor IV	44%	\$124,327.22



Job profile	Job title	Compa-ratio	90% market
<b>Z24A</b>	Nutrition Assistant I	52%	\$73,640.00
<b>Z24B</b>	Nutrition Assistant II	34%	\$117,712.42
<b>Z25A</b>	Nutrition Therapist I	55%	\$95,451.53
<b>Z25C</b>	Nutrition Therapist III	60%	\$106,820.00
<b>Z25D</b>	Nutrition Therapist IV	60%	\$117,397.70
<b>Z26A</b>	Institutional Program Coordinator I	50%	\$117,763.55
<b>Z27B</b>	Institutional/Community Program Administrator II	60%	\$117,180.00
<b>Z28A</b>	Adjunct Teacher I	73%	\$83,153.00
<b>Z30A</b>	Linen and Clothing Specialist I	52%	\$47,944.96
<b>Z30B</b>	Linen and Clothing Specialist II	51%	\$53,480.00
<b>Z30C</b>	Linen and Clothing Specialist III	53%	\$54,707.69
<b>Z30D</b>	Linen and Clothing Specialist IV	56%	\$58,520.00
<b>Z30E</b>	Linen and Clothing Specialist V	45%	\$77,140.00
<b>Z40B</b>	Personal Grooming Specialist II	56%	\$57,611.08
<b>Z50A</b>	Volunteer Services Specialist I	50%	\$73,780.00
<b>Z50B</b>	Volunteer Services Specialist II	39%	\$121,692.20
<b>Z52B</b>	Chaplain II	54%	\$85,150.07
<b>Z52C</b>	Chaplain III	52%	\$113,246.00
<b>Z60A</b>	Resident Care Specialist I	58%	\$58,805.17
<b>Z60B</b>	Resident Care Specialist II	55%	\$67,789.29
<b>Z60C</b>	Resident Care Specialist III	47%	\$81,265.48
<b>Z60D</b>	Resident Care Specialist IV	47%	\$100,867.20

