



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

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Executive summary

Introduction

The Annual Compensation Report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current salary practices for state employees. The report also provides an analysis of the fringe benefits (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%

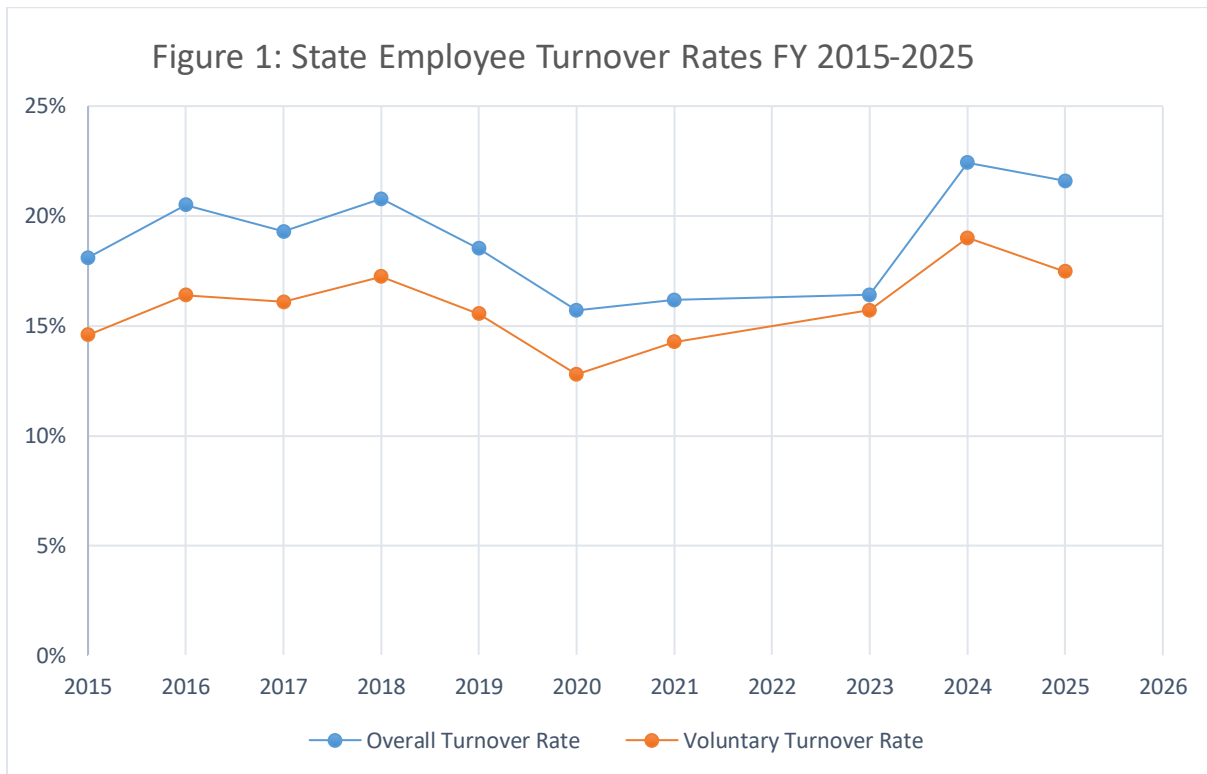
A benefits cost comparison does not provide an analysis of perceived value to employees or an analysis of benefits competitiveness compared to the market. A cost comparison reflects the financial cost the state pays for benefits compared to the cost of the same types of benefits the market provides and 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.

CPI Inflation Calculator

\$

in

has the same buying power as

in

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.¹ Below are the steps of the costing model:

- A. Determine the state employee benchmark average salary.
- B. Determine the percentage of pay for benefits × 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.

¹ 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 $([E \div 12] \times C \times 50\%)^2$.
- 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	-48.05%

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

² Assumes 50% productivity throughout first year.



HB 1024	2018	\$40,000 and under = \$2,000. \$40,000.01-\$49,999.99 = \$1,500. \$50,000-\$59,999.99 = \$1,000. \$60,000 and over = \$750.	7/1/2018
-	2017	\$0	N/A
-	2016	\$0	N/A
-	2015	\$0	N/A
SB 2131	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.

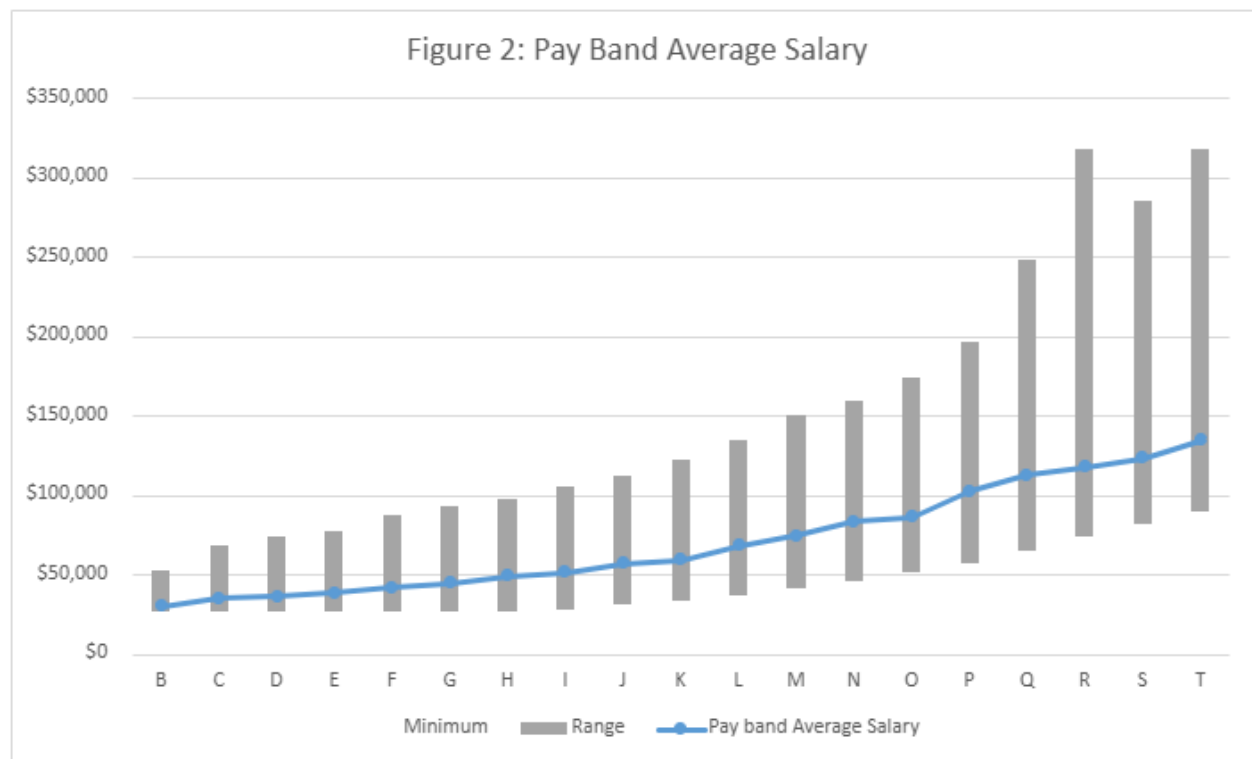
Table 6: Pay band compa-ratio

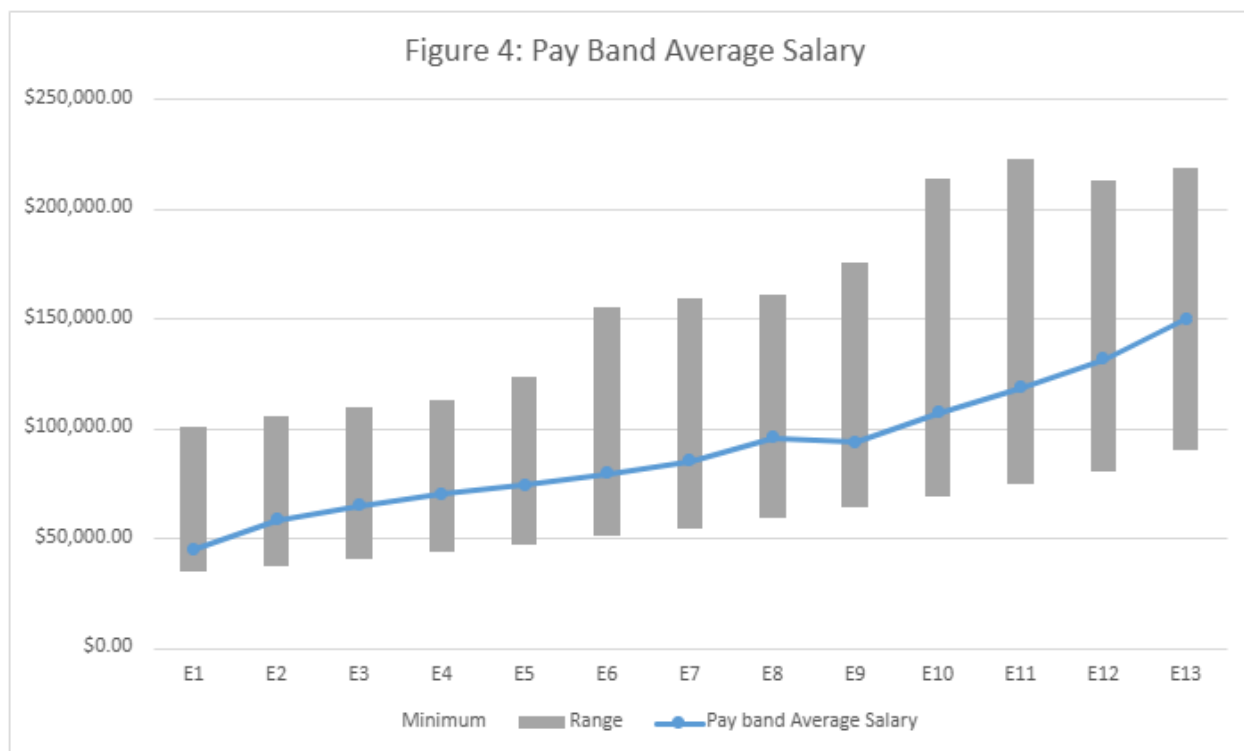
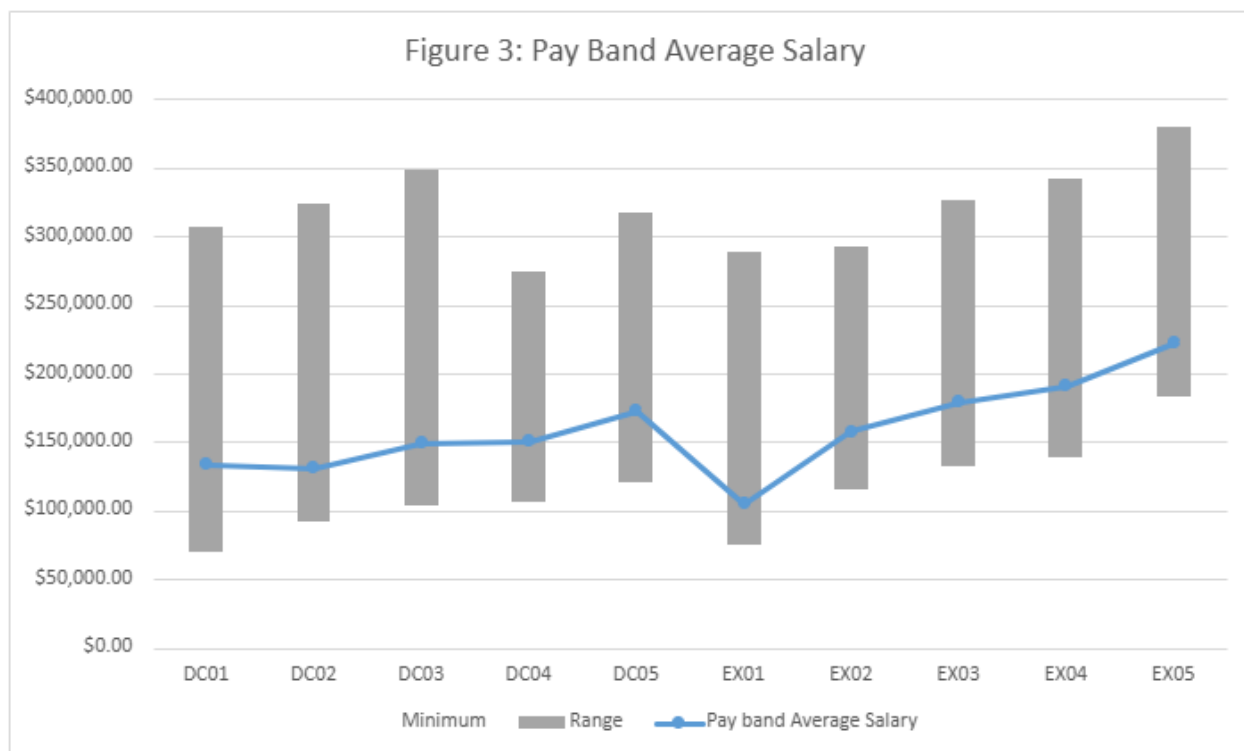
Table 6 shows the average salary per pay band and the average 90% of market for those jobs in each pay band. Figures 2-7 illustrate where the average salary falls within the pay band range. The compa-ratio is the average salary of the pay band divided by the average current market rate for the jobs in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

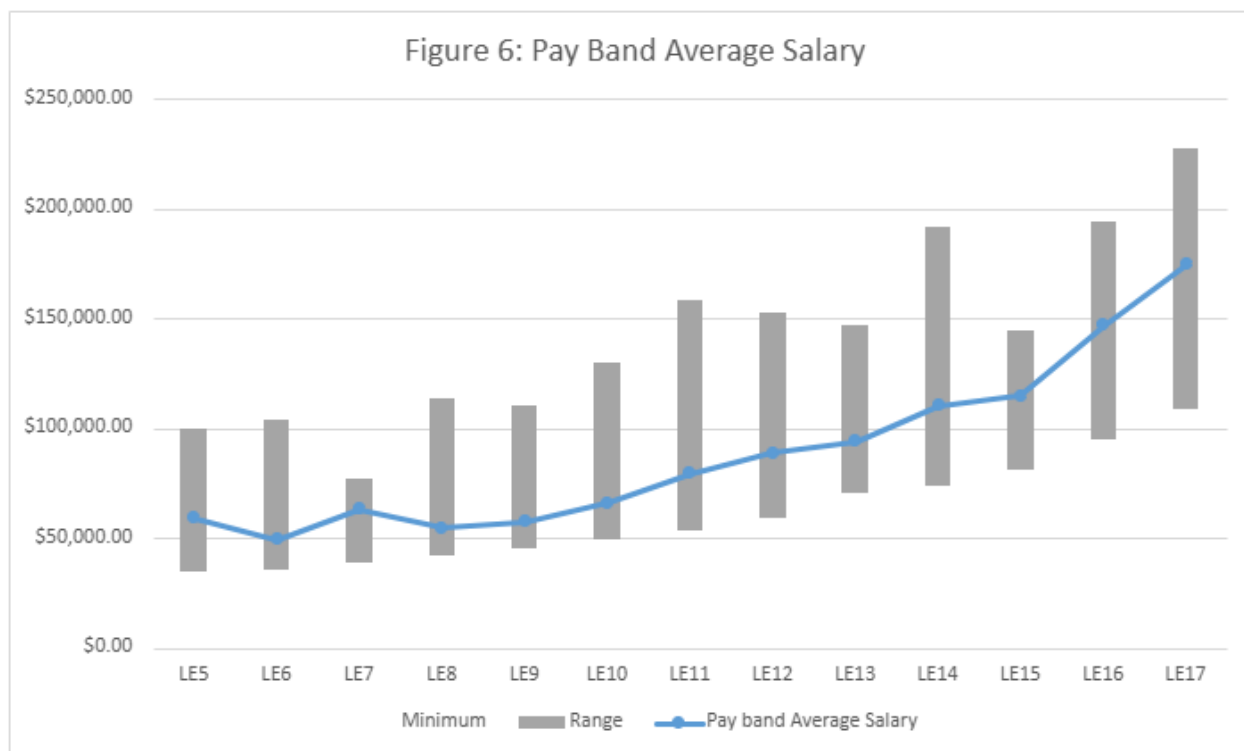
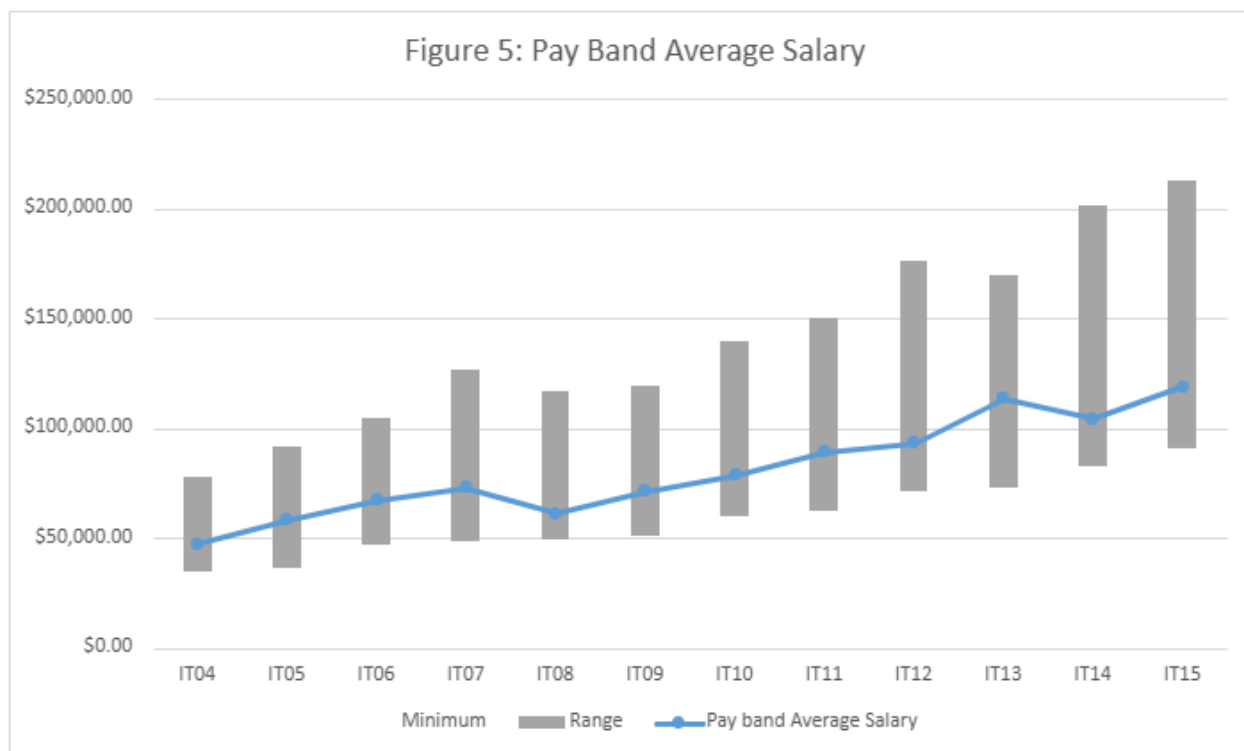
Pay band	Pay band average salary	90% market	Compa-ratio
B	\$30,380.33	\$44,107.00	64%
C	\$35,233.36	\$56,742.75	58%
D	\$36,612.19	\$61,628.25	55%
E	\$38,472.15	\$64,279.24	56%
F	\$42,259.46	\$72,318.80	55%
G	\$45,058.40	\$77,789.91	54%
H	\$49,266.85	\$81,658.97	56%
I	\$51,564.53	\$87,451.82	55%
J	\$57,316.29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

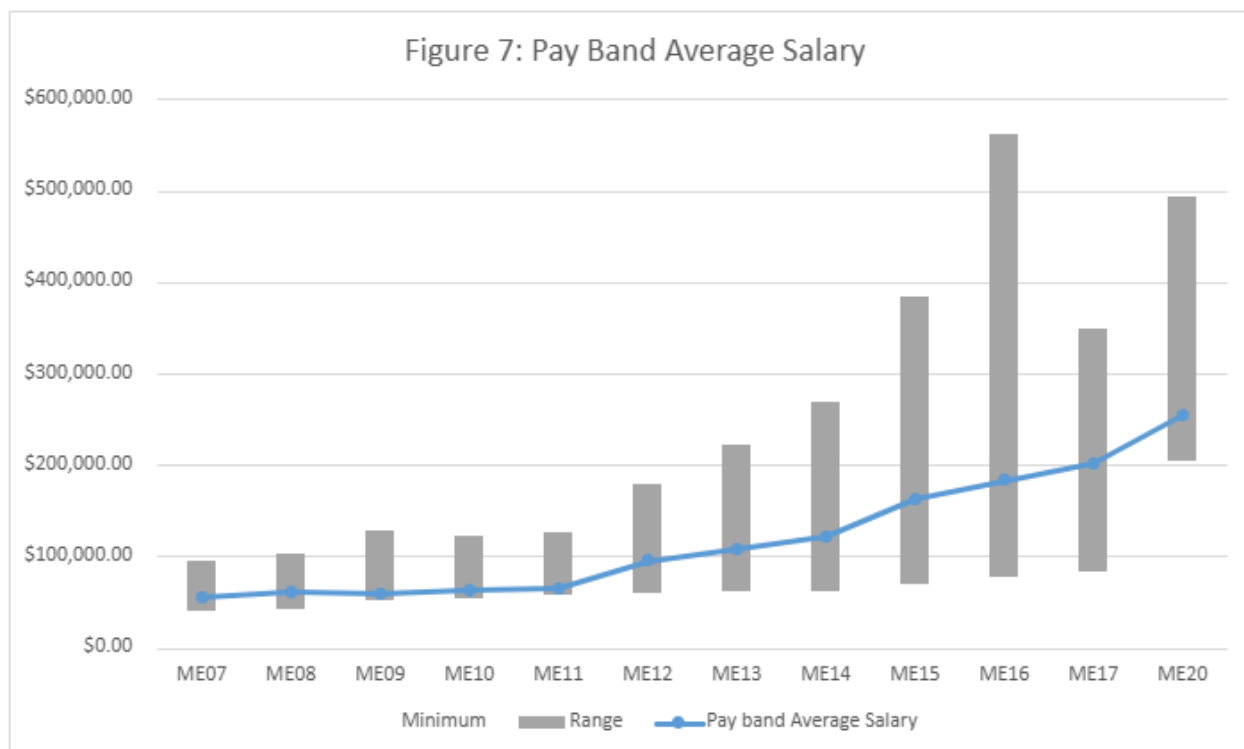
Pay band	Pay band average salary	90% market	Compa-ratio
M	\$74,408.79	\$125,286.18	55%
N	\$83,392.85	\$132,944.97	59%
O	\$86,373.04	\$144,902.36	56%
P	\$102,502.04	\$162,338.34	59%
Q	\$112,798.29	\$208,454.09	51%
R	\$118,017.28	\$264,975.97	42%
S	\$123,296.23	\$237,397.29	48%
T	\$135,041.79	\$265,128.55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









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 leave³

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

³ 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%
Total benefits cost	\$34,626	\$40,252	-13.98%
Average salaries	\$59,714	\$114,950	-48.05%
Average total compensation cost	\$94,340	\$155,202	-39.21%

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

Employees as of June 30, 2025	34,265
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.⁴ Table 11 presents the calculation using the actual salary and demographic figures:

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

Table 11: FY 2025 turnover cost

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

⁵ 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
A11A	Insurance Claims Adjuster I	81%	\$69,580.00
A20A	Insurance Subrogation/Reimbursement Specialist I	50%	\$77,700.00
A20B	Insurance Subrogation/Reimbursement Specialist II	44%	\$100,833.20
A20C	Insurance Subrogation/Reimbursement Specialist III	45%	\$103,600.00
A30B	Member Services Representative II	109%	\$68,600.00
A31B	Benefits Representative II	58%	\$96,877.20
A31C	Benefits Representative III	65%	\$108,080.00
A32A	Insurance Benefits Specialist I	54%	\$86,940.00
A32C	Insurance Benefits Specialist III	45%	\$110,880.00
A33A	Provider Contracting Specialist I	51%	\$86,240.00
A33B	Provider Contracting Specialist II	50%	\$92,260.00
A40C	Insurance Program Administrator III	72%	\$131,740.00
A50B	Retirement Benefit Analyst II	54%	\$98,067.20
A50C	Retirement Benefit Analyst III	49%	\$118,690.77
A51A	Retirement Benefit Administrator I	87%	\$107,033.50
B10A	Information Systems Operations Specialist I	49%	\$69,440.00
B10C	Information Systems Operations Specialist III	55%	\$76,102.09
B10D	Information Systems Operations Specialist IV	47%	\$81,767.87
B10E	Information Systems Operations Specialist V	67%	\$89,180.83
B12B	IT Service Desk Technician II	68%	\$64,878.80
B12C	IT Service Desk Technician III	64%	\$82,585.78
B12D	IT Service Desk Technician IV	78%	\$88,200.00
B14A	IT Engineer I	81%	\$113,680.00
B14B	IT Engineer II	53%	\$125,860.00
B14C	IT Engineer III	60%	\$137,760.00
B16A	Identity and Access Management Specialist I	94%	\$65,695.45
B16B	Identity and Access Management Specialist II	72%	\$88,480.00
B17A	ITO Incident Commander I	52%	\$180,201.05
B18A	IS Security Analyst I	68%	\$101,094.71
B18B	IS Security Analyst II	81%	\$109,917.40
B18C	IS Security Analyst III	65%	\$121,800.00
B19A	Third-Party Risk Specialist I	53%	\$135,240.00
B20A	IS Telecommunications Specialist I	87%	\$77,700.00
B21A	IS Network Management Specialist I	58%	\$101,220.00
B21B	IS Network Management Specialist II	56%	\$105,280.00
B21C	IS Network Management Specialist III	64%	\$116,340.00
B21D	IS Network Management Specialist IV	70%	\$123,900.00

Job profile	Job title	Compa-ratio	90% market
B22B	Information Systems Network Administrator II	65%	\$110,196.33
B22C	Information Systems Network Administrator III	62%	\$118,300.00
B22D	Information Systems Network Administrator IV	73%	\$127,400.00
B23A	Information Systems Network Technician I	84%	\$61,740.00
B24C	Geographic Information Systems Technician III	54%	\$85,400.00
B25A	Geographic Information Systems Specialist I	54%	\$91,420.00
B25B	Geographic Information System Specialist II	56%	\$96,887.68
B25C	Geographic Information System Specialist III	62%	\$105,280.00
B26A	Geographic Information Systems Manager I	56%	\$130,760.00
B26B	Geographic Information Systems Manager II	55%	\$138,040.00
B26C	Geographic Information Systems Manager III	58%	\$149,800.00
B27A	IS Computer Support Technician I	69%	\$77,000.00
B27B	IS Computer Support Technician II	58%	\$93,038.40
B27C	IS Computer Support Technician III	64%	\$97,580.00
B29A	IS Server Support Specialist I	124%	\$46,719.36
B30A	Information Systems Operating Systems Specialist I	69%	\$87,360.00
B30B	Information Systems Operating Systems Specialist II	58%	\$107,371.89
B30C	Information Systems Operating Systems Specialist III	61%	\$116,060.00
B30D	Information Systems Operating Systems Specialist IV	61%	\$130,340.00
B31A	Information Systems Manager I	62%	\$146,146.00
B31B	Information Systems Manager II	58%	\$168,113.67
B31C	Information Systems Manager III	51%	\$206,557.08
B32A	Information Systems Administrator I	59%	\$149,286.90
B32B	Information Systems Administrator II	69%	\$159,460.00
B32C	Information Systems Administrator III	63%	\$177,646.29
B40C	Information Systems Planning Specialist III	56%	\$164,920.00
B51A	Information Systems Applications Specialist I	50%	\$117,460.00
B51B	Information Systems Applications Specialist II	52%	\$120,980.89
B51C	Information Systems Applications Specialist III	58%	\$138,180.00
B51D	Information Systems Applications Specialist IV	55%	\$153,107.18
B52A	Information Systems Data Management Analyst I	72%	\$84,840.00
B52B	Information Systems Data Management Analyst II	74%	\$95,620.00
B52C	Information Systems Data Management Analyst III	78%	\$105,140.00
B52D	Information Systems Data Management Analyst IV	73%	\$118,440.00
B52E	Information Systems Data Management Analyst V	121%	\$131,600.00
B55A	Information Systems Services Coordinator I	71%	\$71,400.00
B55B	Information Systems Services Coordinator II	74%	\$78,260.00
B55C	Information Systems Services Coordinator III	93%	\$86,940.00
B55D	Information Systems Services Coordinator IV	116%	\$95,900.00
B59A	Product Manager I	56%	\$126,000.00
B59B	Product Manager II	52%	\$152,320.00
B59C	Product Manager III	54%	\$164,780.00
B60A	Workday Functional & Technical Analyst I	85%	\$95,900.00
B60B	Workday Functional & Technical Analyst II	80%	\$106,540.00
B61A	Workday Solutions Architect I	63%	\$154,700.00
C10A	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
D14C	Accountant III	51%	\$104,058.64
D14D	Accountant IV	56%	\$115,959.32
D15A	Certified Public Accountant I	81%	\$88,620.00
D16A	Financial Accountant I	55%	\$82,880.00
D18A	Claims Auditor I	56%	\$72,100.00
D18C	Claims Auditor III	42%	\$100,800.00
D18D	Claims Auditor IV	43%	\$110,991.10
D20A	Budget Analyst I	60%	\$95,060.00
D20B	Budget Analyst II	54%	\$110,933.60
D20C	Budget Analyst III	53%	\$115,780.00
D20D	Budget Analyst IV	53%	\$134,169.75
D21A	Budget Analyst I (OMES)	60%	\$100,380.00
D21B	Budget Analyst II (OMES)	67%	\$109,620.00
D21C	Budget Analyst III (OMES)	67%	\$117,880.00
D21D	Budget Analyst IV (OMES)	64%	\$130,340.00
D22A	Financial Programs Analyst I	58%	\$90,020.00
D22B	Financial Programs Analyst II	50%	\$92,820.00
D22C	Financial Programs Analyst III	50%	\$100,800.00
D24A	Grants Management Specialist I	68%	\$84,097.82
D24B	Grants Management Specialist II	68%	\$86,222.34
D24C	Grants Management Specialist III	71%	\$93,520.00
D24D	Grants Management Specialist IV	78%	\$100,800.00
D26A	Financial Analyst I	52%	\$103,666.00
D26B	Financial Analyst II	59%	\$107,240.00
D26C	Financial Analyst III	71%	\$114,800.00
D30A	Business Manager I	50%	\$120,985.80
D30B	Business Manager II	44%	\$147,461.07
D30C	Business Manager III	36%	\$175,783.44
D33A	Financial Manager/Comptroller I	74%	\$109,597.59
D33B	Financial Manager/Comptroller II	62%	\$130,319.14
D33C	Financial Manager/Comptroller III	63%	\$139,870.48
D33D	Financial Manager/Comptroller IV	65%	\$173,866.78
D50A	Accounting Technician I	67%	\$66,500.00
D50B	Accounting Technician II	59%	\$68,039.56
D50C	Accounting Technician III	58%	\$72,520.00
D50D	Accounting Technician IV	68%	\$76,160.00
D51A	Insurance/Benefits Accounts Sp I	79%	\$62,580.00
D51B	Insurance/Benefits Accounts Sp II	77%	\$68,320.00
D54B	Consumer Credit Examiner II	86%	\$71,493.70
D54C	Consumer Credit Examiner III	83%	\$92,960.00
D54D	Consumer Credit Examiner IV	81%	\$100,236.71
D54E	Consumer Credit Examiner V	77%	\$127,342.47
E10A	Division Director I	46%	\$187,538.44
E10B	Division Director II	44%	\$221,221.24
E10C	Division Director III	45%	\$260,708.12
E10D	Division Director IV	44%	\$272,995.06



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



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



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



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



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

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

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

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

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



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



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

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

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

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

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



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



Job profile	Job title	Compa-ratio	90% market
V10C	Tax Document Examiner III	41%	\$90,955.53
V10D	Tax Document Examiner IV	49%	\$114,169.18
V11A	Revenue Compliance Officer I	56%	\$80,080.00
V11B	Revenue Compliance Officer II	56%	\$86,618.00
V11C	Revenue Compliance Officer III	51%	\$124,740.00
V12A	Motor Vehicle Research Specialist I	49%	\$77,980.00
V12B	Motor Vehicle Research Specialist II	48%	\$83,720.00
V12C	Motor Vehicle Research Specialist III	46%	\$105,956.37
V14B	Motor Vehicle Enforcement Officer II	54%	\$89,481.00
V14C	Motor Vehicle Enforcement Officer III	51%	\$100,961.00
V20A	Taxpayer Services Representative I	59%	\$76,580.00
V20B	Taxpayer Services Representative II	53%	\$88,368.00
V20C	Taxpayer Services Representative III	49%	\$94,500.00
V20D	Taxpayer Services Representative IV	43%	\$144,620.00
V30A	Assessment and Equalization Analyst I	70%	\$79,912.00
V30B	Assessment and Equalization Analyst II	61%	\$92,183.86
W10C	Workforce Services Specialist III	41%	\$102,508.00
W15A	Compliance Enforcement Officer I	57%	\$77,280.00
W15B	Compliance Enforcement Officer II	62%	\$79,100.00
W15C	Compliance Enforcement Officer III	57%	\$92,316.00
W15D	Compliance Enforcement Officer IV	61%	\$96,040.00
W20A	Program Representative I	60%	\$87,920.00
W20B	Program Representative II	51%	\$99,969.97
W20C	Program Representative III	60%	\$108,080.00
W31A	Executive Assistant to the Executive Director I	70%	\$95,116.00
X10A	Health Information Technician I	58%	\$57,562.12
X10B	Health Information Technician II	60%	\$60,186.00
X10C	Health Information Technician III	46%	\$86,233.84
X11B	Therapeutic/Medical Aide II	62%	\$65,795.39
X12B	Therapeutic/Medical Assistant II	38%	\$130,908.68
X13A	Laboratory Technician I	63%	\$59,920.00
X13B	Laboratory Technician II	64%	\$64,001.27
X13C	Laboratory Technician III	50%	\$78,540.00
X14A	Laboratory Scientist I	58%	\$90,440.00
X14B	Laboratory Scientist II	59%	\$100,884.18
X14C	Laboratory Scientist III	49%	\$142,240.00
X14D	Laboratory Scientist IV	51%	\$156,520.00
X17A	Public Health Specialist I	53%	\$91,140.00
X17B	Public Health Specialist II	56%	\$101,123.61
X17C	Public Health Specialist III	53%	\$111,440.00
X17D	Public Health Specialist IV	48%	\$138,600.00
X17E	Public Health Specialist V	46%	\$173,460.00
X18A	Behavioral Health Professional I	98%	\$63,322.45
X18B	Behavioral Health Professional II	86%	\$81,097.18
X18C	Behavioral Health Professional III	70%	\$98,871.91
X18D	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
X67A	Physician Assistant, Certified I	61%	\$191,370.79
X67B	Physician Assistant, Certified II	71%	\$192,640.00
X68A	Optometrist I	96%	\$186,116.00
X69B	Medical Claims Analyst II	63%	\$70,285.60
X71A	Medical Director I	58%	\$411,666.50
X72B	Physician Reviewer II	29%	\$495,757.33
X74B	Family Support Provider II	42%	\$77,164.61
X79B	Medical Transcriptionist II	41%	\$99,830.79
Y10A	Patient Care Assistant I	58%	\$51,699.20
Y10B	Patient Care Assistant II	63%	\$60,614.52
Y10C	Patient Care Assistant III	61%	\$64,449.66
Y11A	Licensed Practical Nurse I	65%	\$79,075.36
Y11B	Licensed Practical Nurse II	66%	\$86,243.57
Y11C	Licensed Practical Nurse III	52%	\$106,007.37
Y11D	Licensed Practical Nurse IV	46%	\$124,510.47
Y12A	Registered Nurse I	60%	\$117,475.12
Y12B	Registered Nurse II	47%	\$122,565.94
Y12C	Registered Nurse III	57%	\$126,560.00
Y13A	Nursing Manager I	44%	\$165,950.43
Y13B	Nursing Manager II	53%	\$166,422.39
Y13C	Nursing Manager III	47%	\$184,774.53
Y13D	Nursing Manager IV	42%	\$200,760.00
Y14A	Advanced Practice Nurse I	69%	\$173,702.69
Y14B	Advanced Practice Nurse II	55%	\$200,011.67
Y15A	Health Care Management Nurse I	50%	\$122,857.72
Y15B	Health Care Management Nurse II	42%	\$145,828.18
Y15C	Health Care Management Nurse III	42%	\$170,191.10
Z10A	Teaching Assistant I	66%	\$55,300.00
Z11A	Teacher I	63%	\$87,139.95
Z12A	Direct Care Specialist I	53%	\$52,537.52
Z12B	Direct Care Specialist II	53%	\$63,556.73
Z12C	Direct Care Specialist III	51%	\$78,670.59
Z12D	Direct Care Specialist IV	52%	\$88,340.00
Z12E	Direct Care Specialist V	46%	\$112,700.19
Z13A	Transportation Officer I	64%	\$54,881.12
Z14A	Institutional Safety and Security Coordinator I	74%	\$82,549.60
Z20A	Food Service Specialist I	61%	\$47,156.48
Z20B	Food Service Specialist II	60%	\$51,281.56
Z20C	Food Service Specialist III	60%	\$55,440.00
Z20D	Food Service Specialist IV	58%	\$64,400.00
Z21A	Food Service Manager I	64%	\$61,774.16
Z21B	Food Service Manager II	58%	\$75,195.64
Z21C	Food Service Manager III	60%	\$84,128.68
Z22A	Instructor I	47%	\$109,760.00
Z23A	Teacher/Instructor I	53%	\$80,220.00
Z23D	Teacher/Instructor IV	44%	\$124,327.22

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