



2017

2017 Annual Compensation Report



Annual Compensation Report

Fiscal Year 2017

Office of Management & Enterprise Services

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Executive Summary

Introduction

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

Average Salary Comparison (Direct Compensation)

An analysis of salary survey data for 275 benchmark jobs indicates that, on average, classified employee salaries are 26.81 percent below the competitive labor market. The 275 benchmarks represent 11,692 employees, or 54 percent of classified state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

Table 1: Employee Benchmark Average Salary Comparison
State of Oklahoma vs. Market

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Average Salaries	\$44,385	\$60,640	-26.81%

[1] Includes average longevity payment for each benchmark.

Benefit Comparison (Indirect Compensation)

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

Table 2: Average Total Compensation Costs (Salary and Benefits)

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Average Salaries	\$44,385	\$60,640	-26.81%
Total Benefit Cost:	\$26,707	\$32,834	-18.66%
Average Total Compensation Cost	\$71,092	\$93,474	-23.94%

It should be noted a benefit cost comparison does not provide analysis of perceived value to employees nor benefit competitiveness to the market. Cost comparison reflects the financial cost the state pays for benefits compared to the cost of the same types of benefits the market

provides, and does not provide a true representation of market competitiveness of the state benefit package.

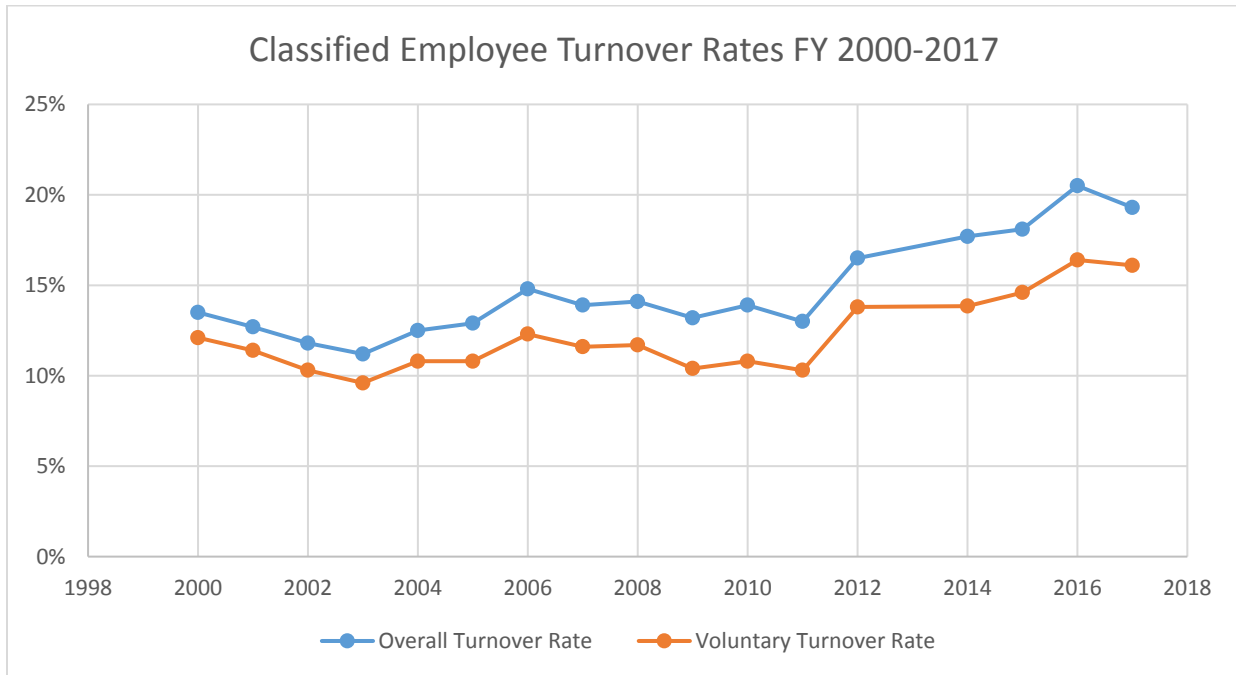
Classified Employee Turnover

The overall turnover rate among classified employees in FY 2017 was 19.3 percent and the voluntary rate was 16.1 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2017 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate slightly decreased from the previous fiscal year.

Table 3: Classified Employee Turnover Rates FY 2000-2017

Year	Overall Turnover Rate	Voluntary Turnover Rate
2017	19.30%	16.10%
2016	20.50%	16.40%
2015	18.10%	14.60%
2014	17.70%	13.85%
2012	16.50%	13.80%
2011	13.00%	10.30%
2010	13.90%	10.80%
2009	13.20%	10.40%
2008	14.10%	11.70%
2007	13.90%	11.60%
2006	14.80%	12.30%
2005	12.90%	10.80%
2004	12.50%	10.80%
2003	11.20%	9.60%
2002	11.80%	10.30%
2001	12.70%	11.40%
2000	13.50%	12.10%

Figure 1. Classified Employee Turnover Rates FY 2000-2017



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

Recommendations

Compensation

Results of the 2017 Annual Compensation Report indicate that the state's classified pay rates are 26.81 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly lower than last year's figures.

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

On July 1, 2014, OMES moved the midpoints and maximums of the classified pay grades 10 percent; foreseeing the financial hardship it would have provided for many agencies, OMES did not move the minimums of the classified pay bands. However, the minimum amounts should be moved to reflect the 10 percent increase of the midpoint and maximum amounts. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, would be approximately \$2.6 million. (See Appendix A4 for a detailed breakdown of costs by agency.)

The legislature should appropriate the \$2.6 million to the affected agencies so that OMES can bring the minimums of the classified pay structure back in line with the existing midpoints and maximums.

Introduction

Statutory Requirement

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

The Office of Management and Enterprise Services 2017 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state's current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market; and it compares these programs with the state's fringe benefit package.

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

Purpose and Scope of Compensation Report

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 66 percent of all state employees, compared with the relevant labor market. Survey sources used for this year's salary and benefit analysis are:

- 2017 National Compensation Association of State Governments Salary Report (data from states contiguous to the State of Oklahoma).
- 2017 Oklahoma Hospital Association Survey.
- Compensation Data 2017 Non-Profit Survey, by CompData Surveys.
- 2017 Economic Research Institute Salary Assessor.
- The Kaiser Foundation Employer Health Benefits 2017 Annual Survey.
- 2016 National Compensation Association of State Governments Benefits Report (data from states contiguous to the State of Oklahoma).

2017 Legislative Compensation Activity

Note on Economic Conditions

As of December 2017, the unemployment rate in the United States was 4.1 percent, .6 percent less than December of 2016, according to bls.gov.

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

According to the WorldatWork Salary Budget Survey, pay increase budgets with U.S. employers are at 3.0 percent for 2017, the same as they were in in 2015 and 2016. Respondents are planning for a slight increase for 2018 salary increase budgets, but only up to 3.1 percent.

<https://www.worldatwork.org/docs/worldatworkpressreleases/2017/01-aug/us-salary-budget-increases-come-in-at-3-percent.html>

From the information provided by the Oklahoma Employment Security Commission, as of December 2017, unemployment in Oklahoma is at 4.1 percent. The state's seasonally adjusted unemployment rate was down by 0.9 percentage point compared to December 2016.

https://www.ok.gov/oesc_web/documents/lminr01232018.pdf

Methodology

Market Surveys

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

National Compensation Association of State Governments 2017 Salary Report (data from states contiguous to the State of Oklahoma): NCASG annually conducts the National Compensation Survey, Benefits Survey and the Executive Survey. The consortium is composed of 43 member states located within the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico and Texas) that participate in the survey.

Oklahoma Hospital Association: This salary survey is conducted semi-annually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma.

Compensation Data Non-Profit: This salary/benefits survey is conducted by CompData Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report was obtained from employers in the State of Oklahoma.

Economic Research Institute (ERI) Salary Assessor: This software program, developed by ERI, reports current competitive wage, salary and incentive survey data for over 5,000 jobs. Analyses are derived from millions of data points gathered from 2,975 annual survey sources including loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country.

The Kaiser Foundation Employer Health Benefits 2017 Annual Survey: The Kaiser Family Foundation and the Health Research & Educational Trust (Kaiser/HRET) conduct this annual survey of employer-sponsored health benefits. HRET, a nonprofit research organization, is an affiliate of the American Hospital Association. The Kaiser Family Foundation designs, analyzes and conducts this survey in partnership with HRET, and also funds the study. Kaiser contracts with researchers at NORC at the University of Chicago (NORC) to work with the Kaiser and HRET researchers in conducting the study. Kaiser/HRET retained National Research, LLC (NR), a Washington, D.C.-based survey research firm, to conduct telephone interviews with human resource and benefits managers using the Kaiser/HRET survey instrument. From January to June 2016, NR completed full interviews with 1,933 firms.

National Compensation Association of State Governments 2016 Benefits Report (data from states contiguous to the State of Oklahoma): NCASG annually conducts the National Compensation Survey, Benefits Survey and the Executive Survey. The consortium is composed of 43 member states located within the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico and Texas) that participate in the survey.

Market Pricing Approach

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

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

In making comparisons to the market, the state salary average for each benchmark job is individually compared to the market composite rate for the job and a percentage difference is computed. The overall market position for state classified jobs is then computed by calculating the percentage difference between the state-weighted average salary for all benchmark jobs and the overall market composite average rate weighted by state incumbents.

Benefits

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

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

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

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

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

Employee Turnover

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

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

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

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

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

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

Analysis

Classified Employee Benchmark Job Average Salary Comparison

An analysis of salary survey data submitted indicates that, on average, classified employee salaries are 26.81 percent below the competitive labor market. Table 5 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed. Table A1 in the Appendix identifies the benchmark job family levels and their relationship to the market.

Table 5: Employee Average Salary Comparison

Benefit	State of Oklahoma Contribution ⁽¹⁾	Market Contribution	Percent Above/Below Market
Average Salaries	\$44,385	\$60,640	-26.81%

⁽¹⁾ Includes average longevity payment for each benchmark.

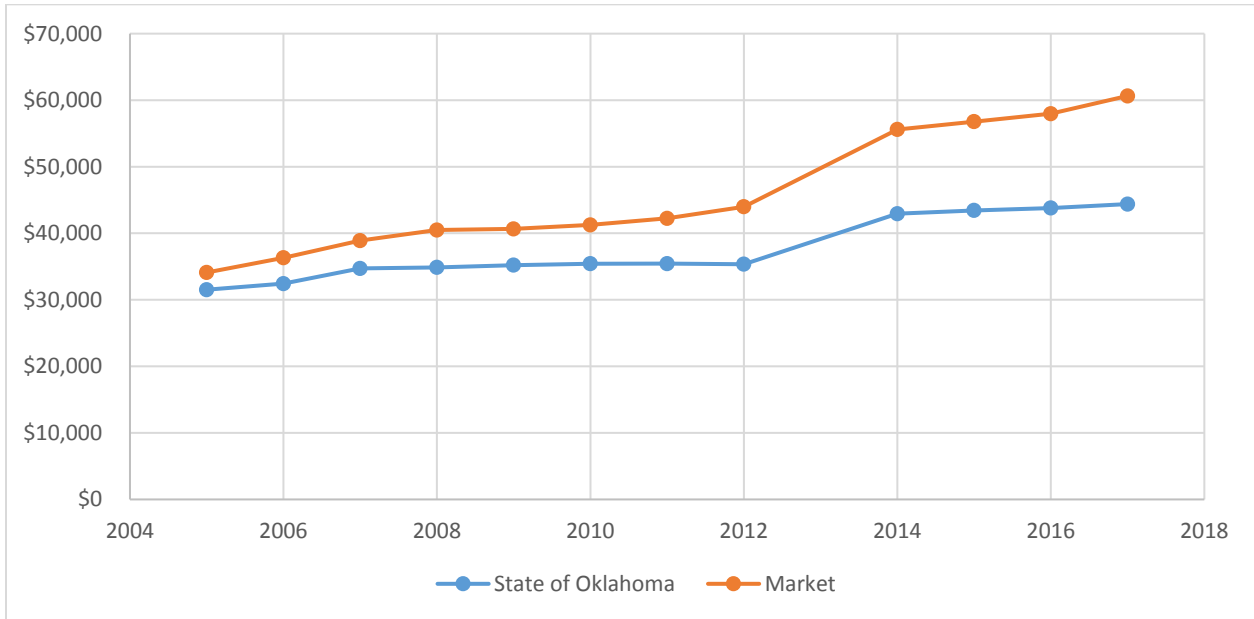
A review of market and state average salary growth from 2005 to the present (see Table 6 and Figure 1) reveals the pay relationship over the last 12 years as well as the average increase or decrease from the previous year for both the state and the market. The state average salary has increased about 40 percent since 2005 while the market has increased closer to 77 percent during the same time. Data from FY 2013 is unavailable due to the 2013 Total Remuneration Report replacing the Annual Compensation Report.

Table 6: Market Comparison Trend (2005-2017)

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

Year	State of Oklahoma	State Average Salary Increase % From Year to Year	Market	Market Average Salary Increase % From Year to Year
Percent Salary Increase 2005-2016		40.82%		77.82%

Figure 2: Oklahoma vs. Market Pay Trend (2005-2017)



Clearly, the lack of regular general pay increases over the past several years (see Table 7 below) has caused the state's market position to increasingly lag behind the market.

Table 7: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2017	\$0.00	N/A
-	2016	\$0.00	N/A
-	2015	\$0.00	N/A
SB2131	2014	A 6.25% increase was given to select employees within the following occupational groups: Corrections, Nursing, Juvenile Services, Social Services, Law Enforcement. In addition, Correctional Officers received 8%.	7/1/2014

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2013	\$0.00	N/A
-	2012	\$0.00	N/A
-	2011	\$0.00	N/A
-	2010	\$0.00	N/A
-	2009	\$0.00	N/A
-	2008	\$0.00	N/A
SB 82XX	2007	5%	10/1/2006
HB 2005	2006	\$700.00	7/1/2005
HB 2005	2005	\$1,400.00	1/1/2005
-	2004	\$0.00	N/A
-	2003	\$0.00	N/A
-	2002	\$0.00	N/A
SB 959	2001	\$2,000.00	10/1/2000
-	2000	\$0.00	N/A

Classified Pay Bands

For classified employees, pay bands were adjusted in July of 2014, when the midpoints and maximums were advanced 10 percent. Outside of moving the minimum amounts to match the federal poverty index for a family of three each year on July 1, they remained unchanged. This was done in an effort to decrease the financial burden on agencies. As in past analyses, our review of the pay structure this year considered the following factors:

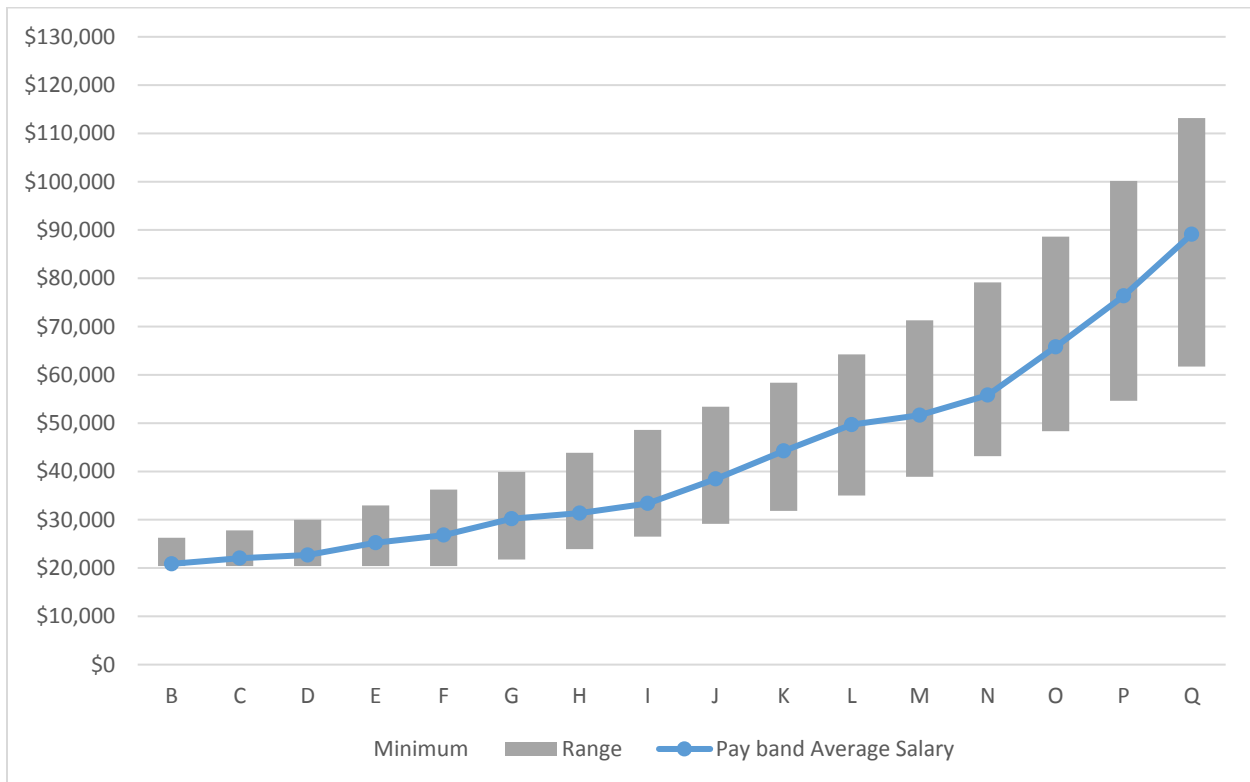
- Market salary budget increases during the intervening period since the last adjustment.
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Number of employees near the pay band maximums.
- Range penetration of classified average salaries. Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much “headroom” is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa-ratio, which is defined as salary divided by the pay band midpoint. A compa-ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 10 below illustrates the current average salaries and compa-ratios for each pay band as of July 1, 2017.

Table 8: Pay Band Compa-ratio

Pay Band	Pay band Average Salary	Pay Band Midpoint	Compa-Ratio
B	\$20,867	\$21,018	99%
C	\$22,045	\$22,236	99%
D	\$22,676	\$23,972	95%
E	\$25,239	\$26,371	96%
F	\$26,807	\$29,007	92%
G	\$30,210	\$31,909	95%
H	\$31,359	\$35,099	89%
I	\$33,369	\$38,870	86%
J	\$38,443	\$42,733	90%
K	\$44,229	\$46,710	95%
L	\$49,694	\$51,380	97%
M	\$51,648	\$57,031	91%
N	\$55,801	\$63,305	88%
O	\$65,790	\$70,901	93%
P	\$76,333	\$80,119	95%
Q	\$89,111	\$90,535	98%

As both Table 8 and Figure 2 illustrate, average salaries appear to be well positioned in the pay bands. Most average salaries are actually below the midpoint of the pay bands. However, moving the pay bands will provide room for growth and would allow agencies who are paying near the top of the pay band to give slight increases, if they choose.

Figure 2: Pay Band Average Salary



Cost to Move the Minimum 10 Percent

Although the decision was made not to move the minimum of the classified pay bands 10 percent in order to relieve the potential subsequent financial hardship of many agencies, the minimum amounts should be moved to reflect the 10 percent increase of the midpoint and maximum amounts. The annualized cost for such an adjustment would be approximately \$2.6 million. This estimate includes the cost of retirement and social security contributions. (See Appendix A4 for a detailed breakdown of costs by agency.)

Agency Director Salary Structure

In 2013, Pursuant to Title §74-3601.2, the Office of Management and Enterprise Services engaged an independent vendor to review State of Oklahoma agency director salaries as required by House Bill 1717. The vendor reviewed salaries of all agency directors and compared those salaries with similar positions in the public and private sectors within Oklahoma and elsewhere. Every three (3) years beginning with fiscal year 2013, the Office of Management and Enterprise Services shall review these salary ranges and report on and make recommendations on proposed salary ranges.

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

Please be aware that this information is only a resource. It is not a directive, nor does it recommend or require any action. Appointing authorities and agency governing boards should make such

determinations on an agency-by-agency basis. Financial decisions should continue to be made in the best interest of the agency and its mission, and the performance of agency directors should continue to be regularly and rigorously evaluated.

Agencies are to report agency director increases to OMES by Aug. 1 each year. Eight agency directors were given salary increase in FY 2017.

Benefits Analysis

State Benefit Package:

Insurance Benefit Contribution – The average amount that the State of Oklahoma contributed to employees for insurance was \$7,692 per year.

Paid Leave – The state offers 11 paid holidays. For sick leave, employees accrue 15 days each year. Employees accrue annual leave according to service years. The average benchmark years of service is 13.5 years, which means the average annual leave accrual is 20 days per year.

Defined-Benefit Retirement Plan – During FY 2016, the state contributed 16.5 percent of employees' salaries.

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

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

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

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

Market Benefit Package:

Insurance Benefit Contribution – The market amount contributed to employee health benefits was computed by using The Kaiser Foundation Employer Health Benefits 2017 Annual Survey. The average amount the market contributed for employee-only insurance was \$6,690 per year.

Paid Leave – According to the 2016 NCASG benefits report, the average employer offered 10 paid holidays. For sick leave, market employees accrue an average of 15 days each year. In addition, market employees earn an average of 20 days of paid vacation each year.

Defined-Benefit Retirement Plan – The market input to a Defined-Benefit Retirement Plan was gathered from the 2016 NCASG benefits report; the average yearly contribution is 17.54 percent or \$10,167 per employee. This figure is an average of the surrounding state government contributions.

Defined-Contribution Retirement Plan – In 2011 the market input to a defined-contribution plan was gathered from the 2010/2011 Watson Wyatt Report on Employee Benefits. The average yearly contribution was \$2,358.74 per employee. This showed that our defined-contribution plan lagged significantly behind the market. This year we were unable to obtain reliable data for the defined-contribution retirement plan and were forced to leave it out of our benefit comparison.

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

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

Table 9: Vacation Days/Annual Leave

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

*2016 NCASG Benefits Report

Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 10 displays a breakdown of the employer benefits of the state’s package compared to those of the external labor market. The average cost is calculated based on the employers’ contribution in relation to the respective average state benchmark salary and the average market salary.

Table 10: Average Employee Benefit Cost Comparison

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Health Insurance	\$7,692	\$6,690	14.97%
Annual Leave Accrual Days	\$3,414	\$4,665	-26.81%
Sick Leave Accrual Days [3]	\$2,561	\$3,265	-21.58%
Paid Holidays	\$1,878	\$2,332	-19.49%
Defined Benefit Retirement Plan (Employer contribution)	\$7,324	\$10,636	-31.15%

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Social Security	\$3,395	\$4,639	-26.81%
Worker's Compensation & Unemployment Insurance	\$444	\$606	-26.81%
Total Benefit Cost:	\$26,707	\$32,834	-18.66%
Average Salaries	\$44,385	\$60,640	-26.81%
Average Total Compensation Cost	\$71,092	\$93,474	-23.94%

1. <http://kff.org/report-section/ehbs-2017-summary-of-findings/>
2. 2016 National Compensation Association of State Governments Annual Benefits Report
3. 2016 National Compensation Association of State Governments Annual Benefits Report
4. 2016 National Compensation Association of State Governments Annual Benefits Report
5. 2016 National Compensation Association of State Governments Annual Benefits Report

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

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

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

Benefit Allowance Costs

The state has to overcome a number of challenges as it keeps costs under control. Health care utilization is a major cost driver for the state’s largest employer group. Approximately 30 percent of Oklahoma’s state employees have been diagnosed with cardiovascular disease or diabetes, and another 30 percent are considered “at risk,” or very close to developing those conditions. In addition, the average age of state employees is nearly 46 years and the health insurance plans offered to state employees and their families are “guaranteed issue,” meaning all pre-existing conditions are covered immediately. By

statute, 75 percent of dependents’ health premiums are paid by the state and dependent children can be covered up to age 26, regardless of student or marital status.

Employer Contribution

Much of the difficulty in comparing state and private-sector benefits lies in the employer contributions. The state’s solution is to fund core benefits costs with an employee “benefit allowance” as part of a total compensation package. The core benefits are the insurance coverages every active state employee must have: health, dental, basic life and disability. The benefit allowance is automatically given in one of six levels, depending on family status: employee only; employee and spouse; employee, spouse and one child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the “benefit allowance” be based on the average premiums of the highest-cost health plans, plus the average of the dental plans, life, disability, and 75 percent of dependents’ health costs. In 2012 the “benefit allowance” was amended by the legislature to be the current 2017 benefit allowance or the Health Choice High PPO plan, whichever is the greater.

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

Total Compensation Cost

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

Table 11: Average Total Compensation Costs (Salary and Benefits)

Benefit	State of Oklahoma Contribution	Market Contribution	Percent Above/Below Market
Average Salaries	\$44,385	\$60,640	-26.81%
Total Benefit Cost:	\$26,707	\$32,834	-18.66%
Average Total Compensation Cost	\$71,092	\$93,474	-23.94%

One should not infer from the above comparative cost analysis that the state’s benefit package offsets in any significant way the state’s competitive disadvantage with respect to pay. For reasons mentioned earlier in this report, costs are not an accurate reflection of the value of a benefit package.

Turnover Analysis

Table 12 displays the overall and voluntary turnover rates for the state’s classified work force. The overall rate decreased from the previous year’s rate of 20.50 percent to 19.3 percent. The voluntary rate also decreased from 16.4 percent to 16.1 percent.

Table 12: FY 2017 State Classified Employee Turnover

Employees as of 7/01/2016	22607
Resignations	2768
Retirements	628
Voluntary Resignation Buyouts	238
Discharges	651
Deaths	54
Reductions in Force	18
Overall Turnover Rate	19.30%
Voluntary Turnover Rate	16.10%

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

During FY 2017, the turnover cost for the classified workforce was \$127,538,864. As indicated in the methodology section, this figure was based on a conservative costing model. Table 13 is the calculation using the actual salary and demographic figures:

Table 13: FY 2017 Turnover Cost

FY 2017 Turnover Cost	2017
A. Classified benchmark average salary	\$44,385.00
B. Percentage of pay for benefits (X) average salary	\$0.00
C. Total employee annual cost (add A + B)	\$44,385.00
D. Determine the number of employees that voluntarily resigned within the previous FY	3634
E. The time an employee becomes fully productive (typically 12 months)	12 Months
F. Per person turnover cost: (E,12) (X) C (X) 50%[2]	\$35,096.00
G. Annual turnover cost for the state: (Multiply F X D)	\$127,538,864.00
[1] Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87	
[2] Assumes 50 percent productivity throughout first year (E).	

Recommendations

Compensation

Results of the 2017 Annual Compensation Report indicate that the state's classified pay rates are 26.81 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly lower than last year's figures.

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

On July 1, 2014, OMES moved the midpoints and maximums of the classified pay grades 10 percent; foreseeing the financial hardship it would have provided for many agencies, OMES did not move the minimums of the classified pay bands. However, the minimum amounts should be moved to reflect the 10 percent increase of the midpoint and maximum amounts. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, would be approximately \$2.6 million. (See Appendix A4 for a detailed breakdown of costs by agency.)

The legislature should appropriate the \$2.6 million to the affected agencies so that OMES can bring the minimums of the classified pay structure back in line with the existing midpoints and maximums.

Appendix

TABLE A1: MULTI-SURVEY BENCHMARK JOBS & MARKET COMPA-RATIO

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

Job Code	Job Title	Market Compa-ratio
A30B	Member Services Representative	58%
A40D	Insurance Program Administrator	57%
B10C	Information Sys Operations Spe	88%
B20B	Inf Sys Telecommunications Tec	66%
B21B	Info Sys Network Mgmt Spec	56%
B21C	Info Sys Network Mgmt Spec	73%
B21D	Info Sys Network Mgmt Spec	63%
B22C	Information Sys Network Admr	59%
B23A	Information Sys Network Tech	68%
B25B	Geographic Info Sys Spec	82%
B30C	Info Sys Operating Sys Spec	67%
B31B	Information Systems Manager	65%
B31C	Information Systems Manager	69%
B32B	Information Systems Admr	53%
B40D	Information Sys Planning Spec	73%
B51B	Information Sys Application Sp	71%
B51D	Information Sys Application Sp	56%
B52B	IS Data Management Analyst	69%
B52D	IS Data Management Analyst	63%
C10B	Civil Rights Administrator	60%
C30A	Human Resources Assistant	79%
C31A	Human Resources Mgmt Spec	75%
C31B	Human Resources Mgmt Spec	67%
C31C	Human Resources Mgmt Spec	59%
C32A	Human Resources Programs Mgr	53%
C32C	Human Resources Programs Mgr	69%
C33A	Human Resources Prog Director	55%
C33B	Human Resources Prog Director	56%
C41B	Training Specialist	67%
C41C	Training Specialist	65%
C42B	Video Production Specialist	73%

Job Code	Job Title	Market Compa-ratio
D12B	Auditor	65%
D12C	Auditor	58%
D12D	Auditor	46%
D14A	Accountant	74%
D14B	Accountant	73%
D14C	Accountant	68%
D14D	Accountant	73%
D20B	Budget Analyst	67%
D20D	Budget Analyst	71%
D30A	Business Manager	83%
D30B	Business Manager	64%
D30C	Business Manager	58%
D33A	Financial Manager/Comptroller	61%
D33B	Financial Manager/Comptroller	60%
D33C	Financial Manager/Comptroller	62%
D33D	Financial Manager/Comptroller	77%
D50A	Accounting Technician	87%
D50B	Accounting Technician	76%
D50C	Accounting Technician	54%
D50D	Accounting Technician	57%
D54A	Consumer Credit Examiner	92%
E12A	Administrative Programs Ofcr	78%
E12D	Administrative Programs Ofcr	62%
E13B	Customer Svc Representative	87%
E13C	Customer Svc Representative	59%
E14A	Court Reporter	73%
E16A	Administrative Technician	77%
E16B	Administrative Technician	82%
E16C	Administrative Technician	77%
E16D	Administrative Technician	60%
E17A	Administrative Assistant	85%
E17B	Administrative Assistant	73%
E19A	Medical Transcriptionist	64%
E20A	Library Technician	85%
E20B	Library Technician	81%
E20C	Library Technician	79%
E21A	Librarian	72%
E21D	Librarian	70%
E22A	Administrative Librarian	69%
E22B	Administrative Librarian	66%

Job Code	Job Title	Market Compa-ratio
E24A	Secretary	87%
E24B	Secretary	88%
E24C	Secretary	58%
E24E	Secretary	65%
E25B	Legal Secretary	69%
E30A	Legal Research Assistant	72%
E31B	Administrative Hearing Officer	116%
E34B	Offset Press Operator	73%
E34C	Offset Press Operator	68%
E34D	Offset Press Operator	68%
E37A	Reproduction Services Manager	72%
E41B	Archivist/Records Mgmt Specl	84%
E43B	Graphic Artist	71%
E43C	Graphic Artist	65%
E44A	Public Information Officer	75%
E44B	Public Information Officer	79%
E45B	Public Information Manager	53%
E46C	Statistical Research Specl	49%
E48B	Planning Coordinator	66%
E49A	Management Analyst	60%
E55A	Customer Asst Representative	90%
E55B	Customer Asst Representative	93%
E55C	Customer Asst Representative	83%
E55D	Customer Asst Representative	79%
F14A	Contracting & Acquisitions Agt	84%
F14B	Contracting & Acquisitions Agt	76%
F14C	Contracting & Acquisitions Agt	64%
F14D	Contracting & Acquisitions Agt	42%
F15A	Contracting & Acquisition Admr	67%
F20A	Materiel Management Specialist	81%
F20C	Materiel Management Specialist	62%
F20D	Materiel Management Specialist	45%
F21A	Materiel Management Officer	50%
F21B	Materiel Management Officer	37%
F30A	Minerals Management Specialist	78%
F30B	Minerals Management Specialist	91%
F41A	Construction/Maintenance Techn	82%
F41B	Construction/Maintenance Techn	70%
F41C	Construction/Maintenance Techn	54%
F44A	Carpenter	53%

Job Code	Job Title	Market Compa-ratio
F44B	Carpenter	51%
F45A	Construction/Maintenance Admr	55%
F45C	Construction/Maintenance Admr	63%
F45D	Construction/Maintenance Admr	47%
F46A	Painter	54%
F47A	Fleet Specialist	93%
F47B	Fleet Specialist	67%
F47D	Fleet Specialist	57%
F48B	Welder	70%
F48C	Welder	72%
F50A	Housekeeping/Custodial Worker	83%
F50D	Housekeeping/Custodial Worker	66%
F50E	Housekeeping/Custodial Worker	46%
F56A	Electronics Technician	88%
F65A	Construction Designer	60%
F69A	Architect	78%
F72A	Construction Manager	52%
F74B	Mechanical Systems Technician	67%
F74C	Mechanical Systems Technician	71%
F74D	Mechanical Systems Technician	65%
F75A	Electrician	67%
F75B	Electrician	82%
F75D	Electrician	73%
F76B	Plumber	69%
F76D	Plumber	56%
F77A	Groundskeeper	79%
F77B	Groundskeeper	51%
F78B	Equipment Operator	63%
F79A	Laborer	73%
G10B	Communications Officer (DPS)	128%
G12B	Criminalist	94%
G14A	Driver's License Examiner	105%
G16B	Physical Evidence Technician	123%
G19C	Fingerprint Specialist	100%
G53C	Law Enf Highway Patrol Officer	85%
G54A	Law Enf Highway Patrol Manager	94%
G54B	Law Enf Highway Patrol Manager	91%
H10A	Programs Manager	44%
H10E	Programs Manager	60%
H20B	Social Services Specialist	68%

Job Code	Job Title	Market Compa-ratio
H21B	Case Manager	63%
H21D	Case Manager	62%
H22B	Social Services Inspector	75%
H23B	Child Welfare Specialist	83%
H24B	Child Care Licensing Specl	74%
H27B	Clinical Social Worker	82%
H27C	Clinical Social Worker	74%
H27D	Clinical Social Worker	62%
H30B	Child Support Specialist	81%
I10C	Correctional Security Officer	87%
I11B	Correctional Security Manager	92%
I12C	Correctional Chief of Security	99%
I30B	Correctional Industries Mgr	68%
I40B	Probation and Parole Officer	86%
I40D	Probation and Parole Officer	84%
J10B	Safety Standards Inspector	44%
J15B	Industrial Hygienist	56%
J17C	Labor Compliance Officer	92%
J25A	Safety and Health Director	69%
J31B	Safety Consultant	62%
J31D	Safety Consultant	73%
J41A	Fire Prevention & Security Ofc	85%
J41B	Fire Prevention & Security Ofc	80%
J41D	Fire Prevention & Security Ofc	72%
K10A	Juvenile Justice Specialist	71%
K11B	Disability Determination Specl	105%
K15A	Manual Sign Language Specl	57%
K20B	Rehabilitation Technician	77%
K21B	Vocational Rehabilitation Spec	83%
K21D	Vocational Rehabilitation Spec	90%
K30A	Vending Machine Technician	63%
L16B	Agriculture Field Inspector	79%
L22B	Forest Regeneration Specialist	52%
L24C	Forester	93%
M32B	Oil and Gas Field Inspector	66%
M53B	Motor Carrier Enforcement Ofcr	116%
N13B	Veterans Affairs Fld Svcs Repr	56%
P15A	Naturalist	82%
P20B	Park Ranger	76%
P25A	Park Manager	61%

Job Code	Job Title	Market Compa-ratio
P25B	Park Manager	54%
Q10B	Power Generation Opns Tech	112%
Q20B	Power Plant Maintenance Tech	97%
Q21A	Power Transmission Maint Tech	106%
Q21B	Power Transmission Maint Tech	103%
Q21D	Power Transmission Maint Tech	97%
Q24B	Electrical Drafting Technician	101%
R10B	Environ/Chemical Lab Scientist	61%
R20B	Environmental Programs Specl	85%
R25C	Environmental Programs Manager	73%
S10A	Engineer Intern	92%
S10C	Engineer Intern	96%
S11A	Professional Engineer	87%
S11B	Professional Engineer	89%
S12A	Engineering Manager	71%
S12B	Engineering Manager	72%
S12C	Engineering Manager	80%
S12D	Engineering Manager	83%
S12E	Engineering Manager	77%
S16B	Professional Land Surveyor	102%
S17A	Land Surveyor Manager	96%
S17B	Land Surveyor Manager	105%
T10A	Comp Aided Drafting & Dsgn Spe	88%
T10B	Comp Aided Drafting & Dsgn Spe	79%
T10C	Comp Aided Drafting & Dsgn Spe	75%
T10D	Comp Aided Drafting & Dsgn Spe	82%
T22B	Transportation Specialist	44%
T23A	Transportation Manager	58%
T25B	Transportation Equipment Opr	79%
T25C	Transportation Equipment Opr	91%
T26B	Transportation Superintendent	112%
T60C	Photogrammetrist	69%
U10A	Historical Programs Admr	118%
U11B	Historical Facility Manager	59%
U12C	Historical Collections Specl	82%
U14A	Historic Preservation Specl	86%
V11C	Revenue Compliance Officer	42%
V17B	Revenue Compliance Examiner	50%
W10B	Workforce Services Specialist	58%
W10D	Workforce Services Specialist	45%

Job Code	Job Title	Market Compa-ratio
X10A	Health Information Technician	84%
X11B	Therapeutic/Medical Aide	97%
X12B	Therapeutic/Medical Assistant	82%
X13B	Laboratory Technician	78%
X14A	Laboratory Scientist	69%
X14D	Laboratory Scientist	69%
X20B	Health Educator	82%
X22C	Speech-Language Pathologist	86%
X23C	Alcohol and Drug Counselor	83%
X24B	Dental Care Assistant	83%
X25A	Pharmacy Technician	97%
X25B	Pharmacy Technician	79%
X27B	Epidemiologist	100%
X29C	Health Facility Surveyor	100%
X31B	Psychological Clinician	68%
X31C	Psychological Clinician	61%
X32B	Child Development Specialist	87%
X33C	Occupational Therapist	77%
X34C	Physical Therapist	110%
X35A	Recreational Activities Specl	99%
X35C	Recreational Activities Specl	82%
X36B	Recreation Therapist	75%
Y10A	Patient Care Assistant	92%
Y10B	Patient Care Assistant	97%
Y11B	Licensed Practical Nurse	73%
Y12B	Registered Nurse	71%
Y12C	Registered Nurse	65%
Y13A	Nursing Manager	68%
Y13B	Nursing Manager	62%
Y13C	Nursing Manager	69%
Y15B	Health Care Management Nurse	70%
Z12A	Direct Care Specialist	88%
Z12D	Direct Care Specialist	74%
Z20A	Food Service Specialist	95%
Z20B	Food Service Specialist	96%
Z21A	Food Service Manager	69%
Z21C	Food Service Manager	54%
Z24A	Nutrition Assistant	95%
Z25C	Nutrition Therapist	122%
Z30D	Linen and Clothing Specialist	45%

Job Code	Job Title	Market Compa-ratio
Z30E	Linen and Clothing Specialist	52%
Z50A	Volunteer Services Specialist	78%
Z51B	Youth Guidance Specialist	70%
Z52B	Chaplain	50%

TABLE A2: AGENCY COST TO MOVE PAY RANGE MINIMUMS BY 10 PERCENT

Agency Name	# of Employees Affected	Cost
Agriculture, Food & Forestry Department	10	\$7,402.58
Children & Youth Commission	1	\$3,077.59
Corrections Department	510	\$581,907.19
Department of Mental Health and Substance Abuse Services	433	\$930,339.92
Disability Concerns	1	\$1,182.37
Employment Security Commission	24	\$45,783.70
Health Department	12	\$16,677.74
Historical Society	11	\$23,441.60
Human Services Department - OKDHS	68	\$48,445.41
J.D. McCarty Center	17	\$23,471.12
Military Department, Oklahoma	1	\$577.76
Office of Juvenile Affairs	16	\$23,112.95
Office of Management and Enterprise Services	11	\$10,606.02
Rehabilitation Services	94	\$149,140.75
Tax Commission	202	\$577,193.37
Tourism & Recreation Department	12	\$27,888.07
Veterans Affairs Department	78	\$106,315.99
Grand Total	1501	\$2,576,564.13

Table A3: Agency Director Salary Structure

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
980	Grand River Dam Authority	ED18	\$223,440	\$279,300	\$335,160
342	Medicolegal Investigations, Board of	ED17	\$215,188	\$268,985	\$322,782
090	Office of Management and Enterprise Services	ED16	\$160,382	\$200,478	\$240,573
340	Health Department	ED15	\$142,800	\$178,500	\$214,200
830	Human Services Department - OKDHS	ED15	\$142,800	\$178,500	\$214,200
065	Banking Department	ED14	\$131,148	\$163,934	\$196,721
131	Corrections Department	ED14	\$131,148	\$163,934	\$196,721
345	Transportation Department	ED14	\$131,148	\$163,934	\$196,721
560	Pharmacy Board	ED14	\$131,148	\$163,934	\$196,721
585	Public Safety Department	ED14	\$131,148	\$163,934	\$196,721
807	Health Care Authority	ED13	\$121,323	\$151,654	\$181,984
452	Department of Mental Health and Substance Abuse Services	ED13	\$121,323	\$151,654	\$181,984
695	Tax Commission	ED13	\$121,323	\$151,654	\$181,984
020	Accountancy Board	ED13	\$121,323	\$151,654	\$181,984
650	Veterans Affairs Department	ED13	\$121,323	\$151,654	\$181,984
400	Office of Juvenile Affairs	ED12	\$112,893	\$141,116	\$169,339
800	Career and Technology Education	ED11	\$106,267	\$132,833	\$159,400
292	Environmental Quality Department	ED11	\$106,267	\$132,833	\$159,400
290	Employment Security Commission	ED11	\$106,267	\$132,833	\$159,400
805	Rehabilitation Services	ED11	\$106,267	\$132,833	\$159,400
630	Securities Commission	ED11	\$106,267	\$132,833	\$159,400
625	Secretary of State	ED11	\$106,267	\$132,833	\$159,400
160	Commerce Department	ED11	\$106,267	\$132,833	\$159,400
040	Agriculture, Food & Forestry Department	ED11	\$106,267	\$132,833	\$159,400
978	Turnpike Authority	ED10	\$100,600	\$125,750	\$150,900
092	Tobacco Settlement Endowment Trust	ED10	\$100,600	\$125,750	\$150,900
515	Public Employees Retirement System	ED10	\$100,600	\$125,750	\$150,900

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
715	Teachers' Retirement System	ED10	\$100,600	\$125,750	\$150,900
582	Bond Advisor	ED10	\$100,600	\$125,750	\$150,900
320	Wildlife Conservation	ED10	\$100,600	\$125,750	\$150,900
047	Indigent Defense System	ED10	\$100,600	\$125,750	\$150,900
410	Land Office, Commissioners of the	ED10	\$100,600	\$125,750	\$150,900
308	Bureau of Investigation - OSBI	ED10	\$100,600	\$125,750	\$150,900
566	Tourism & Recreation Department	ED10	\$100,600	\$125,750	\$150,900
185	Corporation Commission	ED10	\$100,600	\$125,750	\$150,900
835	Water Resources Board	ED10	\$100,600	\$125,750	\$150,900
266	Educational Television Authority	ED10	\$100,600	\$125,750	\$150,900
296	Ethics Commission	ED9	\$91,573	\$114,466	\$137,359
435	Lottery Commission	ED9	\$91,573	\$114,466	\$137,359
315	Firefighters Pension & Retirement	ED9	\$91,573	\$114,466	\$137,359
557	Police Pension and Retirement System	ED9	\$91,573	\$114,466	\$137,359
350	Historical Society	ED9	\$91,573	\$114,466	\$137,359
628	Center for Advancement of Science & Technology - OCAST	ED9	\$91,573	\$114,466	\$137,359
220	District Attorneys Council	ED9	\$91,573	\$114,466	\$137,359
370	Industrial Finance Authority	ED9	\$91,573	\$114,466	\$137,359
510	Nursing, Oklahoma Board of	ED9	\$91,573	\$114,466	\$137,359
477	Narcotics & Dangerous Drugs Control	ED9	\$91,573	\$114,466	\$137,359
270	Election Board	ED9	\$91,573	\$114,466	\$137,359
030	ABLE Commission	ED9	\$91,573	\$114,466	\$137,359
865	Workers' Compensation Commission	ED9	\$91,573	\$114,466	\$137,359
570	Professional Engineers & Land Surveyors Licensure Board	ED9	\$91,573	\$114,466	\$137,359
215	Dentistry Board	ED9	\$91,573	\$114,466	\$137,359
670	J.D. McCarty Center	ED9	\$91,573	\$114,466	\$137,359
309	Emergency Management	ED9	\$91,573	\$114,466	\$137,359
678	Judicial Complaints, Council on	ED9	\$91,573	\$114,466	\$137,359

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
415	Council on Law Enforcement Education & Training - CLEET	ED9	\$91,573	\$114,466	\$137,359
306	Pardon and Parole Board	ED9	\$91,573	\$114,466	\$137,359
629	School of Science & Mathematics	ED9	\$91,573	\$114,466	\$137,359
645	Conservation Commission	ED9	\$91,573	\$114,466	\$137,359
635	Consumer Credit Department	ED8	\$79,787	\$99,734	\$119,681
450	Medical Licensure and Supervision Board	ED8	\$79,787	\$99,734	\$119,681
060	Aeronautics Commission	ED8	\$79,787	\$99,734	\$119,681
416	Law Enforcement Retirement System	ED8	\$79,787	\$99,734	\$119,681
310	Fire Marshal	ED8	\$79,787	\$99,734	\$119,681
127	Children & Youth Commission	ED8	\$79,787	\$99,734	\$119,681
588	Real Estate Commission	ED8	\$79,787	\$99,734	\$119,681
353	Horse Racing Commission	ED8	\$79,787	\$99,734	\$119,681
430	Libraries Department	ED8	\$79,787	\$99,734	\$119,681
055	Arts Council	ED8	\$79,787	\$99,734	\$119,681
298	Merit Protection Commission	ED8	\$79,787	\$99,734	\$119,681
125	Mines Department	ED8	\$79,787	\$99,734	\$119,681
803	Virtual Charter School Board	ED7	\$69,234	\$86,543	\$103,852
755	Used Motor Vehicle and Parts Commission	ED7	\$69,234	\$86,543	\$103,852
525	Osteopathic Examiners Board	ED7	\$69,234	\$86,543	\$103,852
619	Physician Manpower Training Commission	ED7	\$69,234	\$86,543	\$103,852
045	Architects Board	ED7	\$69,234	\$86,543	\$103,852
170	Construction Industries Board	ED7	\$69,234	\$86,543	\$103,852
445	Liquefied Petroleum Gas Board	ED7	\$69,234	\$86,543	\$103,852
039	Boll Weevil Eradication	ED7	\$69,234	\$86,543	\$103,852
326	Disability Concerns	ED7	\$69,234	\$86,543	\$103,852
475	Motor Vehicle Commission	ED6	\$61,223	\$76,529	\$91,835
275	Education Quality & Accountability Board	ED6	\$61,223	\$76,529	\$91,835
285	Funeral Board	ED6	\$61,223	\$76,529	\$91,835

Agency #	Agency Name	Grade	Minimum	Midpoint	Maximum
753	Uniform Building Code Commission	ED6	\$61,223	\$76,529	\$91,835
509	Long-Term Care Administrators Board	ED6	\$61,223	\$76,529	\$91,835
790	Veterinary Medical Examiners Board	ED6	\$61,223	\$76,529	\$91,835
622	Licensed Social Workers Board	ED6	\$61,223	\$76,529	\$91,835
145	Chiropractic Examiners	ED6	\$61,223	\$76,529	\$91,835
190	Cosmetology Board	ED6	\$61,223	\$76,529	\$91,835
563	Private Vocational Schools Board	ED6	\$61,223	\$76,529	\$91,835
575	Psychologists Examiners Board	ED6	\$61,223	\$76,529	\$91,835
204	J.M. Davis Memorial Commission	ED6	\$61,223	\$76,529	\$91,835
520	Optometry Board	ED6	\$61,223	\$76,529	\$91,835
772	Board of Tests for Alcohol and Drug Influence	ED5	\$53,367	\$66,709	\$80,050
022	Abstractors Board	ED5	\$53,367	\$66,709	\$80,050
148	Behavioral Health & Licensure Board	ED5	\$53,367	\$66,709	\$80,050
448	Alcohol and Drug Counselors Board	ED5	\$53,367	\$66,709	\$80,050
632	Speech-Language Pathology & Audiology Board	ED5	\$53,367	\$66,709	\$80,050