

# State of Oklahoma Office of Personnel Management



## FY2003 Annual Compensation Report (Including FY 2002 Turnover Report)

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## **Statutory Requirement**

O.S. Title 74, Section 840:1.6A(5) provides that "the Administrator of the Office of Personnel Management 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."

The Office of Personnel Management FY 2003 Annual Compensation Report meets the statutory requirements as outlined in 840:1.6A(5) of Title 74. 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 compares these programs with the State's fringe benefit package.

Additionally, the report includes data on the following:

- a. selected job family levels with a turnover rate in excess of ten percent;  
and
- b. selected job family levels identified by the Administrator of the Office of Personnel Management with salaries and benefits that are ten percent or more below the market for such position(s).

Reporting of this data is relevant to an analysis of the competitive market position of the State's classified work force. Moreover, including this analysis from year to year will enable trending of the data and the identification of areas of concern.

## **Purpose and Scope of Annual Survey**

Historically, the Office of Personnel Management annually conducts a salary and benefits survey of public and private employers located within the State of Oklahoma. With the implementation of SB 464, the "Classification and Compensation Reform Act of 1999" (CCRA), the purpose of the annual salary survey has taken on two main objectives:

1. to report the comparable salary and benefit information from data of applicable states and private sector companies; and
2. to place more emphasis on the comparison between the competitive labor market data and State of Oklahoma Merit System classified service salaries.

This year's 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 compare with the current labor market. Survey sources used for this year's salary and benefit analysis are:

- OPM FY 2003 State of Oklahoma Compensation Survey
- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2002 Survey, by Compdata Surveys

(see page 9-10 for a summary of each survey)

## **2002 Legislative Compensation Activity**

The second session of the 48<sup>th</sup> Oklahoma Legislature ended with several compensation-related bills being passed that affected state agencies and their employees.

Effective July 1, 2002

House Bill 2264: Clarifies that each state agency is responsible for paying employees who are members of the National Guard during the first 20 days of active services. It also requires agencies to pay the difference between full regular pay and reserve pay retroactive to 9/11/01.

House Bill 2665: Requires that all classified employees who are designated as on-call receive a minimum of two hours of work if they report to a work location while on-call.

Senate Bill 1384: Limits the 5% salary adjustment on transfer to intra-agency lateral transfers only. It also provides for 5% salary adjustment for permanent classified employees successfully completing trial periods after intra-agency lateral transfers.

Senate Bill 1628: Requires that state employees be granted a paid leave of absence of five workdays to serve as a bone marrow donor and a paid leave of absence of thirty workdays to serve as a human organ donor.

Senate Bill 1395: Scheduling of the paid leave granted in SB 1628 is subject to the approval of the employee's Appointing Authority with medical necessity being the primary determinant for such approval.

## Economic Indicators

In reviewing the data and analysis in this report, it is helpful to consider them in the light of the current economic climate and labor market picture.

Based on information provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 4.0% as of September 2002, up slightly from 3.9% in the same month one year ago. Unemployment in the City of Oklahoma City decreased from 4.2% in September 2001 to 3.7% in September 2002. The Manpower Employment Outlook Survey reported that job opportunities would be limited in the Oklahoma City area this winter, with the majority of firms projecting no change in their staffing levels during the winter months. Inflation has remained low, with the national Consumer Price Index increasing only 2.0% from October, 2001 to October, 2002.

From a compensation standpoint, WorldatWork, in its 2002 Total Salary Increase Budget Survey, reported that salary increases in 2002 were smaller than most employers projected a year ago. As shown in the table, below, all categories of employees, including nonexempt, exempt, and executives, are receiving increases in 2002 that are smaller than projected in 2001. The survey projects slightly larger increase levels for 2003.

**Table 1: Total Salary Budget Increase (U.S.)**

	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Actual 2002</u>	<u>Projected 2003</u>
Nonexempt Hourly Nonunion Employees	4.3%	4.3%	3.7%	3.9%
Nonexempt Salaried Employees	4.4%	4.4%	3.7%	4.0%
Exempt Salaried Employees	4.6%	4.5%	3.9%	4.1%
Officers/Executives	4.7%	4.7%	4.0%	4.3%

\*Source: 2002-03 Total Salary Increase Budget Survey, WorldatWork, August 2002

## Pay Movement Mechanism Usage

The Classification and Compensation Reform Act of 1999 provided agencies with unprecedented authority to directly impact the pay of classified employees under their purview through the use of a variety of pay movement mechanisms (PMM). A review of the usage of these pay authorities reveals that agencies have used them to a substantial degree in addressing targeted pay issues.

The most recent PMM usage report reveals that, in FY 2001, 58 agencies implemented over 5,600 PMM's, for a total of \$6,261,688 in pay adjustments. This represented a fourteen percent increase from the previous fiscal year. The report indicated that, based on the number and size of market adjustments, agencies were using them to target jobs that were significantly below market. It is likely that these targeted pay adjustments, while not significantly affecting the State's overall market position for classified jobs, may have had an impact on turnover rates (See page 20 of this report).





## Average Salary Comparison (Direct Compensation)

An analysis of salary survey data submitted indicates that on average, classified employee salaries fell approximately 11.3% below the competitive labor market. Table 2 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

**Table 2: Employee Benchmark Average Salary Comparison**

State of Oklahoma vs. Market			
<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2003	\$29,318*	\$32,621	-11.3%

\*Figure includes average longevity payment for calendar year 2002 of \$1,249.83

\***Source:** FY 2003 Multi-Survey Summary Report of Competitive Labor Market

This year's results show Oklahoma's average pay lagging the market by a significantly greater percentage than in the previous year. Indeed, the magnitude of the market disparity this year approaches the gaps prevalent in FY 1999-2001.

## Fringe Benefit Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 3 below displays a breakdown of the employer cost of the State's benefit package compared to those of the external labor market.

**Table 3: Benefit Cost Comparison**

State of Oklahoma vs. Market			
<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2003	\$15,242	\$19,870	-30.4%

\***Source:** OPM FY 2003 State of Oklahoma Compensation Survey

## Employee Turnover

For FY 2002, the overall turnover rate among classified employees was 11.8 percent and the voluntary rate was at 10.3 percent. The overall turnover rate consisted of resignations, retirements, and discharges that occurred in FY 2002 while the voluntary rate was based on resignations and retirements only. Both

the overall turnover rate and the voluntary rate decreased from the previous fiscal year. During FY 2002, both retirements and discharges increased from the previous fiscal year while resignations decreased.

**Table 4: FY 2002 Turnover Rate**

<b>Overall Turnover Rate</b>	<b>Voluntary Turnover Rate</b>
11.8%	10.3%

## **Recommendations**

At such time as funds become available, the Legislature should provide additional funding to agencies for the purposes of targeted pay adjustments. Such an allocation would enable them to address critical recruitment and retention problems without creating the pay alignment problems that typically result from general increases.

In the future, consistent with the availability of funds, the Office of Personnel Management should pursue a benefit value study to enable an appropriate comparison of the State's benefit package with the market.

The Office of Personnel Management should continue to trend state employee turnover data from year to year. OPM will use this data, as well as other available retention data, to assist agencies in developing strategies for addressing retention problems. Agencies are also encouraged to conduct their own analyses of turnover based on their own data and experience.



## Market Surveys

The State of Oklahoma has 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 sector organizations in our surrounding or contiguous states. For technical, clerical and blue-collar jobs, we look exclusively at survey data from employers within the state; for professional and managerial jobs, our emphasis is on survey data from both within the State of Oklahoma and the contiguous states. Quite naturally, comparisons for state-specific jobs are made exclusively with data from surveys that measure the market for state jobs. It is within these boundaries that our competitive labor markets exist. In keeping with this market philosophy, the following market data sources were used in the salary analysis in this report:

**OPM FY 2003 State of Oklahoma Compensation Survey:** This salary/benefits survey was conducted by the Compensation Division of the State of Oklahoma's Office of Personnel Management. The salary portion of the survey covered a total of 58 classified benchmark jobs. The survey was sent to public and private sector organizations operating in Oklahoma, and public sector organizations in states surrounding or contiguous to Oklahoma. Forty-six organizations participated in this survey. Salary data is current as of July 2002.

**Central States Salary Survey (data from states contiguous to the State of Oklahoma):** This survey is conducted annually by members of the Central States Compensation Association. The consortium is composed of 25 member states located in the central and northwest regions of 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 Central States Salary Survey. The salary portion of the survey covered 164 benchmark jobs. Salary data is current as of July 2002.

**Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma):** This survey is conducted annually by members of the Southeastern States Salary Conference. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 99 benchmark jobs. Salary data is current as of July 2002.

**The State Chamber Survey:** This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The

survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from 106 organizations employing more than 30,000 people in the state of Oklahoma. The salary portion of the survey covered 98 benchmark jobs. Salary data is current as of July 2002.

**Oklahoma Hospital Association:** This salary survey is conducted biannually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. This year, 85 of the 125 hospitals responded to the survey. The salary portion of the survey covered 19 benchmark jobs. Salary data is current as of July 2002.

**Compensation Data 2002:** 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 were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 94 benchmark jobs. Salary data is current as of April 2002.

This year, the State's 212 benchmark comparisons represented 16,079 employees, or 59% of the classified employee population.

## Market Pricing Approach

In making comparisons to market rates for benchmark jobs, an approach was used for this year's report that represents a departure from that employed in prior years. In previous years, survey comparisons were made using a "single source" or "no duplication" approach; i.e., only one survey source was used for each benchmark job comparison. Jobs were matched to surveys in a hierarchical order, which was established based on a number of factors, including:

- How well survey benchmark job content matched that of State jobs
- How closely the survey participants reflected the relevant market
- The degree of statistical analysis and quality control applied to the survey data
- The relative stability of the survey participant mix

While this single source methodology is acceptable, using multiple sources for comparison provides a more representative market value for benchmark jobs. Consequently, this year's Annual Report employs a "market composite rate" for survey data. The market composite rate was established by blending survey data from all available and appropriate sources. In blending the data, more weight was given to some surveys than others based on a consideration of the above criteria, pursuant to the table below. The result is a solid survey value for each benchmark job that clearly reflects a "market consensus" or "going rate".

Oklahoma Survey	30%
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Central States Survey	25%
Chamber Survey	25%
CompData 2002	20%

NOTE: The OHA Survey is accorded the weight normally assigned to the Oklahoma Survey on health care jobs. The Southeastern States survey is used for regional or state-specific jobs only when a Central States match cannot be made, with a weight of 25%.

This methodology is based on generally accepted compensation practice and is recommended by WorldatWork, the leading compensation professional association, as a means of establishing an accurate assessment of pay competitiveness in the labor market. The new approach was presented to an OPM Agency User's Feedback Group comprised of HR managers and senior professionals, and their response was unanimously in favor of adopting the methodology.

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.

## Fringe Benefits

The State of Oklahoma provides an employee benefits package which includes such benefits as: insurance coverage, vacation days, sick days, two retirement plans, and paid holidays. The employee health insurance program is a cafeteria plan, which allows each eligible employee an allotted monthly benefit allowance utilized for purchasing the four core benefits of **health, dental, life, and disability insurance**. Employees may choose from two HMO plans or select the Sooner HealthChoice plan option. The benefit allowance amounts are based on dependent coverage choices made by the employee, and range from \$277.42 to \$634.12 per month. If an employee does not spend the total benefit allowance, the excess amount is paid to the employee and is taxed as income.

Fringe benefits are normally defined in the following manner:

**Paid Leave**: includes vacation days, 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 for defined-benefit and defined-contribution pension plans.

**Legally Required Benefits:** includes Social Security and Medicare, federal and state unemployment insurance, workers' compensation and state temporary disability insurance.

**Table 5: CY 2002 State of Oklahoma Employee Benefits Package**

Health Care Benefit Allowance	<b>\$277.42 to \$634.12 per month</b>
Annual Leave Accrual (after 1 year)	<b>15 days</b>
Sick Leave Accrual	<b>15 days</b>
Paid Holidays	<b>10 days</b>
Defined Benefit Plan	<b>Yes</b> (10% employer contribution) (3.0% - 3.5% employee contribution)
Defined Contribution Plan	<b>Yes</b> (\$25 per month matching funds from the state)
Social Security	<b>7.65%</b>
Workers' Compensation & Unemployment Insurance	<b>1.0%</b> (approximately)*

\* Workers' Compensation premiums vary by occupation.

## Calculating Benefit Costs

The average cost for the State's fringe benefits package was calculated in the following manner:

**Health Care Benefit Allowance:** The State of Oklahoma employee health care benefit allowance average is \$367.70 per month. This figure was annualized to arrive at the State cost for the four core benefits mentioned above.

**Paid Leave:** The state employee average salary was divided by 260, the number of working days in a calendar year, to arrive at the employee's daily wage rate. The daily wage rate was then multiplied by the number of paid leave days to arrive at a value. This formula was used to compute the cost of Annual Leave, Sick Leave, and Paid Holidays.

**Defined-Benefit Retirement Plan:** The state employee average salary was multiplied by the employer contribution rate.

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

**Social Security:** The state employee average salary was multiplied by .0765 to determine the cost for the mandatory employer contribution to social security.

**Workers' Compensation & Unemployment Insurance:** The state employee average salary was multiplied by .01 to determine the cost for the mandatory employer contribution.

The average cost for the “Market’s” fringe benefits package was calculated in the following manner:

**Health Care Benefit Allowance:** The market cost was computed by utilizing the percent of payroll spent on the four core benefits. The data gathered in the OPM FY 2003 State of Oklahoma Compensation Survey showed that on average, the market spent 24.76% of their total payroll on the four (4) core employee benefits. This percentage was then applied to the market average pay to arrive at a cost figure for the four core benefits.

**Paid Leave:** The market employee average salary was divided by 260, the number of working days in a calendar year, to arrive at the employee’s daily wage rate. The daily wage rate was then multiplied by the average paid leave allowance offered in the market to arrive at a value. This formula was used to compute the cost of Annual Leave, Sick Leave, and Paid Holidays.

**Defined-Benefit Retirement Plan:** The market average salary was multiplied by the average employer contribution rate.

**Defined-Contribution Retirement Plan:** The market cost was computed by multiplying the average percent of employer contributions to a defined-contribution retirement plan by the market average salary. The average percent of employer contributions was gathered from the OPM FY 2003 State of Oklahoma Compensation Survey.

**Social Security:** The market employee average salary was multiplied by .0765 to determine the cost for the mandatory employer contribution to social security.

**Workers’ Compensation & Unemployment Insurance:** The market employee average salary was multiplied by .01 to determine the cost for the mandatory employer contribution.

## **Employee Turnover**

Employee turnover is a measure of separations from an employing organization, usually expressed as a turnover rate. 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, 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 their employment. Doing a voluntary turnover analysis consists of analyzing only resignations and retirements in a given job family level.



A report of selected job family levels with turnover rates of ten percent or greater is also included in this year's report. Although provided last year, and legislatively required only on a bi-annual basis, the report is included this year due to the importance of turnover data in identifying potential compensation issues. Moreover, annual reporting of this data will enable trending of the data, which will assist in identifying job family levels with serious retention problems.

Finally, this year's report includes a listing of the 32 job family levels with the highest turnover. This list represents the top ten percent of the job families whose turnover rates exceed ten percent. To assure that only meaningful turnover statistics were considered, only job family levels with a minimum of 20 incumbents were included in this analysis.



## Average Salary Comparison

An analysis of salary survey data submitted indicates that on average, classified employee salaries were 11.3% below the competitive labor market. Table 6 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed.

**Table 6: Employee Average Salary Comparison**

<b>State of Oklahoma vs. Market</b>			
<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2003	\$29,318	\$32,621	-11.3%

**Source:** FY 2003 Multi-Survey Summary Report of Competitive Labor Market

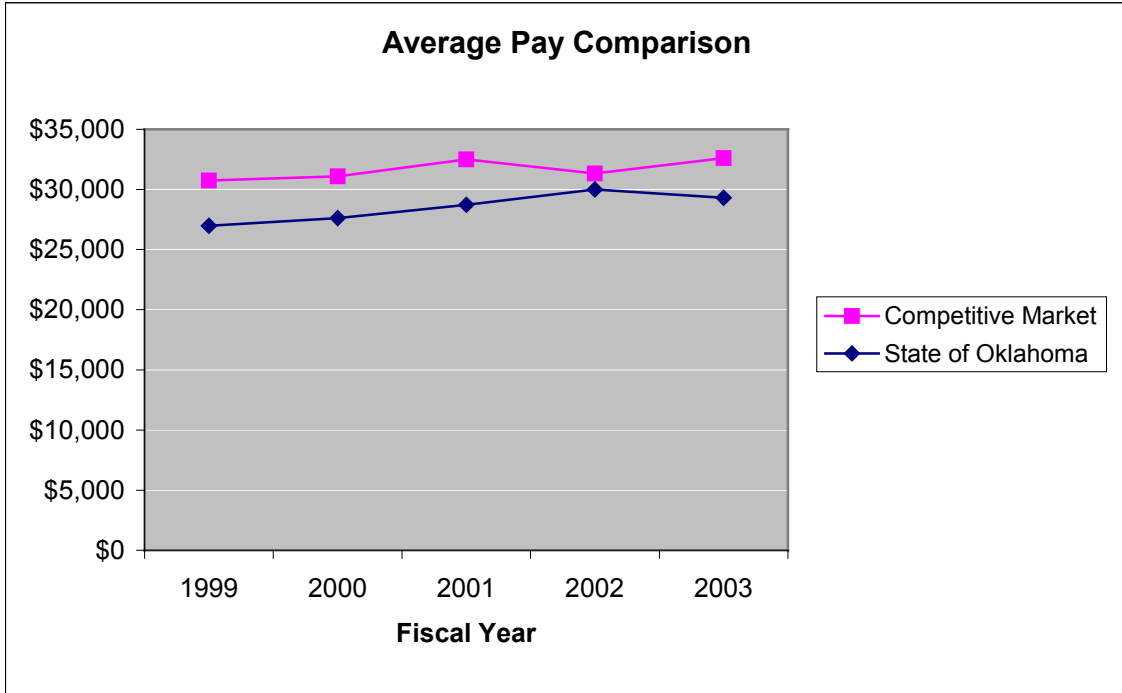
An average longevity payment of \$1,249.83 for fiscal year 2002 was included in the calculation of the State of Oklahoma average pay rate.

This year's result represents a significant widening of the market deficit from last year's figure and is almost on an order of magnitude equivalent to that prevalent in FY 1999-2001. A review of market and state average salary growth from FY 1999 to the present (see Table 7 below) reveals that, despite a dip in the market average in FY 2002, the market increased at an overall rate of 6%. Although the Legislature has provided increases to classified employees over this five-year period (see Table 8, p.17), these were not sufficient to make substantial progress in reducing the market gap.

**Table 7: Market Comparison Trend (1999-2003)**

<u>Year</u>	<u>State of Oklahoma</u>	<u>Market</u>	<u>% Difference</u>
2003	\$29,318	\$32,621	-11.3%
2002	\$30,001	\$31,344	-4.5%
2001	\$28,738	\$32,513	-13.1%
2000	\$27,614	\$31,093	-12.6%
1999	\$26,961	\$30,742	-14.0%

**Figure 1: Oklahoma vs. Market Pay Trend (1999-2003)**



**Table 8: Oklahoma General Pay Increase History**

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2003	\$0	N/A
-	2002	\$0	N/A
HB 2260	2001	\$2,000	10/1/2000
SB 959	2000	2% (\$600 minimum; \$1,000 maximum)	7/1/1999
SB 183	1999	4% (\$1,200 minimum; \$2,000 maximum)	1/1/1999

### **Job Family Levels 10% Or More Below Market**

The data in Table A3 in the Appendix reveals that the average pay rates of certain job families are not competitive. This year's report substantiates that 159 job families are lagging the market by 10% or greater compared to the previous year's 109 job families.

## Fringe Benefits Analysis

The following table compares the details of the State of Oklahoma's fringe benefit package with those of the market.

**Table 9: Employee Fringe Benefit Comparison**

<b>State of Oklahoma vs. Market*</b>		
	<b><u>State of Oklahoma</u></b>	<b><u>Market</u></b>
Vacation Days (after 1 year)	15 days	12 days
Sick Days	15 days	11 days
Paid Holidays	10 days	10 days
<b>Retirement:</b>		
Defined Benefit Plan	Yes	Yes
Defined Contribution Plan	Yes	Yes
Contribution Match	Yes	Yes
<b>Health Care:</b>		
Medical Insurance	Yes	Yes
Dental Insurance	Yes	Yes
Life Insurance	Yes	Yes
Disability Insurance	Yes	Yes

\*Source: OPM FY 2003 State of Oklahoma Compensation Survey

**Table 10: Vacation Days**

<b>State of Oklahoma vs. Market*</b>		
<b><u>Annual Leave/Vacation</u></b>	<b><u>State of Oklahoma</u></b>	<b><u>Market</u></b>
Number of days after 1 year	15	12
Number of days after 5 years	18	15
Number of days after 10 years	20	18
Number of days after 15 years	20	21
Number of days after 20 years	25	22

\*Source: OPM FY 2003 State of Oklahoma Compensation Survey

- 76% of organizations surveyed allow some form of annual leave/vacation accrual from year to year.

**Table 11: Sick Days**

<b>State of Oklahoma vs. Market*</b>		
<b><u>Sick Days</u></b>	<b><u>State of Oklahoma</u></b>	<b><u>Market</u></b>
Number of days provided each year	15	11

\*Source: OPM FY 2003 State of Oklahoma Compensation Survey

- 72% of organizations surveyed allow some form of sick leave accrual from year to year

## Retirement Plans

A survey of the competitive labor market revealed the following about employer sponsored retirement plans:

- 72% of the organizations surveyed provide a defined benefit plan.
- 85% of the organizations surveyed provide a defined contribution plan.
- 58% of the organizations surveyed provide either a dollar or a percentage match to the define-contribution plan.

**\*Source:** OPM FY 2003 State of Oklahoma Compensation Survey

## Fringe Benefit Cost Comparison (Indirect Compensation)

The State of Oklahoma offers a comprehensive employee benefit package. Table 12 below displays a breakdown of the employer costs of the State's benefit package compared to those of the external labor market.

**Table 12: Average Employee Fringe Benefit Cost Comparison  
State of Oklahoma vs. Market\***

	<u>State of Oklahoma Benefit</u>	<u>State of Oklahoma Cost</u>	<u>Market Benefit</u>	<u>Market Cost</u>
Health Care Benefit		\$4,400		\$8,077
Annual Leave Accrual	20	\$2,255	18	\$2,258
Sick Leave Accrual	15	\$1,691	11	\$1,380
Paid Holidays	10	\$1,128	10	\$1,255
Defined Benefit Retirement Plan (employer contribution)	10%	\$2,932	8.5%	\$2,773
Defined Contribution Retirement Plan	\$300	\$300	4%	\$1,305
Social Security	7.65%	\$2,243	7.65%	\$2,496
Workers' Compensation & Unemployment Insurance	1%	\$293	1%	\$326
<b>Totals:</b>		\$15,242		\$19,870

**\*Source:** OPM FY 2003 State of Oklahoma Compensation Survey, 2002 Oklahoma Chamber of Commerce Survey, and 2002 Central States Compensation Survey

The State of Oklahoma benefit costs are 30.4% lower than the market average benefit cost. However, using a simple comparison of benefit cost does not provide an adequate assessment of the competitiveness of the State's benefits given the impact on cost of such considerations as the age of the work force,

health claims experience, defined benefit plan funding status, and other factors that vary among employers. An actuarially derived “benefit value study” was planned for this year’s report, but was abandoned due to cost and vendor availability considerations. Such a study would give a clearer picture of the market competitiveness of the State benefits package.

## **Turnover Analysis**

Table 13 displays the overall and voluntary turnover rates for the State’s classified work force. Both rates decreased from the previous year’s rates of 12.6% and 11.4% respectively. While retirements and discharges increased from the previous year, resignations decreased.

**Table 13: FY 2002 State Classified Employee Turnover**

This year’s report again provides a listing of selected job families with a turnover rate of ten percent or greater (Table A4). Also included is a listing of the top 32 job family levels with the highest turnover in FY 2002 (Table A3). For FY 2002, there were 321 job family levels that had a turnover of ten percent or greater, an increase of 1.9 percent from the previous fiscal year. Of the 32 job family levels (10%) with the highest turnover, approximately 41 percent had a turnover rate of at least 25 percent. Many of these job families are in the areas of health care and human services.





## Compensation

Results of the FY 2003 Annual Compensation Report indicate that the State's Merit System salary practices are 11.3% below the market based on average pay rates for classified benchmark jobs. This deficit is only slightly improved from the market relationship five years ago. During the intervening years, legislatively funded increases have been provided to classified employees (see Table 8, p. 17), but they have not been sufficient to make significant headway in reducing the market gap. Moreover, many of these prior legislative increases were across-the-board adjustments, which often create pay compression problems and do not address individual job family market issues with any degree of precision. Clearly, agency use of the pay authorities available to them to directly impact the pay rates of individual job families is the preferred approach to reducing the overall market pay deficit. However, the current revenue shortfall and concomitant budget reductions have left many agencies without the means to continue to fund such adjustments, particularly for job family levels that are significantly below market.

**Recommendation:** At such time as funds become available, the Legislature should provide additional funding to agencies for the purposes of targeted pay adjustments. Such an allocation would enable them to address critical recruitment and retention problems without creating the pay alignment problems that typically result from general increases.

## Fringe Benefits

The purchasing power of benefits by employers vary from one another dependent upon basic economic factors such as supply and demand. A fringe benefit analysis based solely on cost comparisons fails to address the key issue of value of benefits.

**Recommendation:** In the future, consistent with the availability of funds, the Office of Personnel Management should pursue a benefit value study to enable an appropriate comparison of the State's benefit package with the market.

## Turnover

Employee turnover can be attributed to a number of factors, including compensation, potential for growth, and management policies and practices, among others. It is difficult to draw meaningful conclusions from benchmarking turnover against other organizations, primarily because different standards and criteria are used to calculate turnover.

**Recommendation:** The Office of Personnel Management should continue to trend state employee turnover data from year to year. OPM will use this data, as well as other available retention data, to assist agencies in developing strategies for addressing retention problems. Agencies are also encouraged to conduct their own analyses of turnover based on their own data and experience.



## Table A1. FY 2003 Multi-Survey Benchmark Jobs

There are 212 Job Family Descriptors listed below representing 16,079 state employees.

A11B	Insurance Claims Adjuster
B10B	Information Systems Operations Specialist
B10C	Information Systems Operations Specialist
B10D	Information Systems Operations Specialist
B10E	Information Systems Operations Specialist
B20A	Information Systems Telecommunications Technician
B20B	Information Systems Telecommunications Technician
B20C	Information Systems Telecommunications Technician
B21A	Information Systems Network Management Specialist
B21B	Information Systems Network Management Specialist
B21D	Information Systems Network Management Specialist
B30A	Information Systems Operating System Specialist
B30B	Information Systems Operating System Specialist
B30C	Information Systems Operating System Specialist
B30D	Information Systems Operating System Specialist
B31A	Information Systems Manager
B31B	Information Systems Manager
B32B	Information Systems Administrator
B40C	Information Systems Planning Specialist
B51A	Information Systems Applications Specialist
B51B	Information Systems Applications Specialist
B51D	Information Systems Applications Specialist
B52B	Information Systems Data Management Analyst
B52D	Information Systems Data Management Analyst
B55B	Information Systems Services Coordinator
C30A	Human Resources Assistant
C31A	Human Resources Management Specialist
C31B	Human Resources Management Specialist
C31D	Human Resources Management Specialist
C32A	Human Resources Programs Manager
C32C	Human Resources Programs Manager
C41A	Training Specialist
C41B	Training Specialist
C41C	Training Specialist
D12B	Auditor
D12D	Auditor
D14A	Accountant
D14B	Accountant
D14C	Accountant
D14D	Accountant
D20B	Budget Analyst
D20D	Budget Analyst
D30A	Business Manager
D30B	Business Manager
D33B	Financial Manager/Comptroller
D50A	Accounting Technician
D50B	Accounting Technician

D50C	Accounting Technician
D50D	Accounting Technician
E13A	Customer Service Representative
E13B	Customer Service Representative
E13C	Customer Service Representative
E16A	Administrative Technician
E16B	Administrative Technician
E16C	Administrative Technician
E16D	Administrative Technician
E17A	Administrative Assistant
E17B	Administrative Assistant
E19A	Medical Transcriptionist
E20A	Library Technician
E21A	Librarian
E21B	Librarian
E22A	Administrative Librarian
E24A	Secretary
E24B	Secretary
E24C	Secretary
E24D	Secretary
E25B	Legal Secretary
E31B	Administrative Hearing Officer
E35B	Duplicating Equipment Operator
E44B	Public Information Officer
E45B	Public Information Manager
E46C	Statistical Research Specialist
E48C	Planning Coordinator
E49A	Management Analyst
E50A	Photographer
E55B	Customer Assistance Representative
E55C	Customer Assistance Representative
E55D	Customer Assistance Representative
F10C	Contracting and Procurement Officer
F14B	Contracting and Acquisitions Agent
F15A	Contracting and Acquisitions Administrator
F20A	Materiel Management Specialist
F20B	Materiel Management Specialist
F20D	Materiel Management Specialist
F21A	Materiel Management Officer
F41A	Construction/Maintenance Technician
F41B	Construction/Maintenance Technician
F41C	Construction/Maintenance Technician
F44A	Carpenter
F44B	Carpenter
F46A	Painter
F47B	Automotive/Engine Mechanic
F48A	Welder
F48B	Welder
F48C	Welder
F49C	Physical Plant Operator

F50A	Housekeeping/Custodial Worker
F54A	Light Vehicle Driver
F69A	Chief Architect
F74B	Mechanical Systems Technician
F75A	Electrician
F75B	Electrician
F75C	Electrician
F76B	Plumber
F76C	Plumber
F78A	Equipment Operator
F79A	Laborer
G14B	Driver's License Examiner
G19C	Fingerprint Specialist
H10A	Programs Manager
H10B	Programs Manager
H10D	Programs Manager
H15B	County Director
H20B	Social Services Specialist
H20C	Social Services Specialist
H20D	Social Services Specialist
H21B	Case Manager
H23B	Child Welfare Specialist
H26B	Adult Protective Services Specialist
H27B	Clinical Social Worker
H30B	Child Support Specialist
H30D	Child Support Specialist
I10B	Correctional Security Officer
I10C	Correctional Security Officer
I10D	Correctional Security Officer
I11B	Correctional Security Manager
I40B	Probation and Parole Officer
I40D	Probation and Parole Officer
J17B	Labor Compliance Officer
J31B	Safety Consultant
J31D	Safety Consultant
K10D	Juvenile Justice Specialist
K11B	Disability Determination Specialist
K23B	Rehabilitation of the Blind Specialist
L16B	Agriculture Field Inspector
L24B	Forester
M32C	Oil and Gas Field Inspector
M40B	Public Utility Regulatory Analyst
P15A	Naturalist
P20B	Park Ranger
P25B	Park Manager
P25D	Park Manager
R10A	Environmental/Chemical Laboratory Scientist
R10B	Environmental/Chemical Laboratory Scientist
R10D	Environmental/Chemical Laboratory Scientist
R20B	Environmental Programs Specialist

R20C	Environmental Programs Specialist
R25B	Environmental Programs Manager
S10B	Engineer Intern
S10D	Engineer Intern
S11B	Professional Engineer
S11C	Professional Engineer
S12B	Engineering Manager
S12D	Engineering Manager
T10C	Computer Aided Drafting and Design Specialist
T21C	Transportation Technician
T22C	Transportation Specialist
T22D	Transportation Specialist
T25B	Transportation Equipment Operator
T25D	Transportation Equipment Operator
T40A	Airplane Pilot
U11B	Historic Facility Manager
U11C	Historic Facility Manager
U12B	Historical Collections Specialist
U14C	Historic Preservation Specialist
V11B	Revenue Compliance Officer
V14B	Motor Vehicle Enforcement Officer
V17B	Revenue Compliance Examiner
W10B	Workforce Services Specialist
W10C	Workforce Services Specialist
W10D	Workforce Services Specialist
W16B	Employment Security Fraud Investigator
X10A	Health Information Technician
X13A	Laboratory Technician
X13B	Laboratory Technician
X13C	Laboratory Technician
X14A	Clinical Laboratory Scientist
X14B	Clinical Laboratory Scientist
X14D	Clinical Laboratory Scientist
X17B	Public Health Specialist
X17D	Public Health Specialist
X19A	Dental Care Hygienist
X20B	Health Educator
X22B	Speech-Language Pathologist
X23B	Alcohol and Drug Counselor
X25B	Pharmacy Technician
X29D	Health Facility Surveyor
X31B	Psychological Clinician
X31D	Psychological Clinician
X33C	Occupational Therapist
X33D	Occupational Therapist
X34C	Physical Therapist
X36B	Recreation Therapist
Y10A	Patient Care Assistant
Y10B	Patient Care Assistant
Y11A	Licensed Practical Nurse

Y11B	Licensed Practical Nurse
Y12A	Registered Nurse
Y12B	Registered Nurse
Y12C	Registered Nurse
Y13A	Nursing Manager
Y13B	Nursing Manager
Y13C	Nursing Manager
Y14B	Advanced Practice Nurse
Z12B	Direct Care Specialist
Z12D	Direct Care Specialist
Z20A	Food Service Specialist
Z20B	Food Service Specialist
Z21C	Food Service Manager
Z25A	Nutrition Therapist
Z25B	Nutrition Therapist
Z30B	Linen and Clothing Specialist
Z51B	Juvenile Specialist
Z52B	Chaplain



**Table A2. Job Family Levels Below Market By 10% Or More**

<b>JFD Code</b>	<b>JFD TITLE</b>	<b>INC.</b>	<b>AVG. PAY % BELOW MARKET</b>
B55B	Information Systems Services Coordinator	38	-93.16%
D30B	Business Manager	25	-77.51%
F21A	Materiel Management Officer	15	-76.93%
J31B	Safety Consultant	21	-70.32%
F14B	Contracting and Acquisitions Agent	23	-65.77%
D12D	Auditor	30	-65.55%
B30D	Information Systems Operating System Specialist	20	-63.09%
H21B	Case Manager	204	-62.93%
J17B	Labor Compliance Officer	12	-58.51%
C31D	Human Resources Management Specialist	40	-55.71%
L16B	Agriculture Field Inspector	72	-54.72%
F41C	Construction/Maintenance Technician	129	-54.08%
J31D	Safety Consultant	2	-53.68%
E44B	Public Information Officer	12	-53.44%
B10E	Information Systems Operations Specialist	14	-52.97%
B21B	Information Systems Network Management	28	-51.16%
B31B	Information Systems Manager	24	-49.57%
B30C	Information Systems Operating System Specialist	19	-49.06%
F74B	Mechanical Systems Technician	12	-48.66%
C32C	Human Resources Programs Manager	19	-48.58%
B31A	Information Systems Manager	18	-47.51%
T21C	Transportation Technician	99	-47.36%
F46A	Painter	5	-46.80%
F15A	Contracting and Acquisitions Administrator	5	-45.79%
B20B	Information Systems Telecommunications	8	-44.43%
D33B	Financial Manager/Comptroller	18	-44.28%
B20C	Information Systems Telecommunications	2	-42.63%
C41C	Training Specialist	8	-42.41%
C31B	Human Resources Management Specialist	57	-40.91%
C41B	Training Specialist	31	-40.20%
S10B	Engineer Intern	16	-39.38%
B51D	Information Systems Applications Specialist	69	-37.44%
F41B	Construction/Maintenance Technician	61	-37.24%
B21D	Information Systems Network Management	13	-37.04%
C32A	Human Resources Programs Manager	10	-36.82%
X13C	Laboratory Technician	9	-36.29%
D20B	Budget Analyst	11	-36.24%
F20D	Materiel Management Specialist	38	-36.21%
E21B	Librarian	2	-35.27%
T25B	Transportation Equipment Operator	503	-34.72%
E22A	Administrative Librarian	3	-34.54%
F49C	Physical Plant Operator	5	-34.30%

<b>JFD Code</b>	<b>JFD TITLE</b>	<b>INC.</b>	<b>AVG. PAY % BELOW MARKET</b>
S12B	Engineering Manager	63	-34.13%
W10C	Workforce Services Specialist	196	-33.80%
X31B	Psychological Clinician	60	-33.78%
B51A	Information Systems Applications Specialist	15	-33.53%
S10D	Engineer Intern	30	-33.33%
R10B	Environmental/Chemical Laboratory Scientist	27	-33.22%
D20D	Budget Analyst	5	-33.20%
H10B	Programs Manager	116	-32.93%
X14D	Clinical Laboratory Scientist	16	-32.66%
Z12D	Direct Care Specialist	15	-32.50%
Y13C	Nursing Manager	9	-32.17%
F47B	Automotive/Engine Mechanic	24	-31.85%
M40B	Public Utility Regulatory Analyst	8	-31.84%
Y13B	Nursing Manager	42	-31.79%
B20A	Information Systems Telecommunications	5	-31.75%
B51B	Information Systems Applications Specialist	86	-31.73%
H10D	Programs Manager	29	-31.66%
R20C	Environmental Programs Specialist	68	-31.44%
D30A	Business Manager	4	-31.38%
I11B	Correctional Security Manager	56	-31.25%
R10D	Environmental/Chemical Laboratory Scientist	5	-31.06%
X13B	Laboratory Technician	8	-30.84%
W10D	Workforce Services Specialist	47	-30.82%
F76B	Plumber	6	-30.49%
S11B	Professional Engineer	55	-30.36%
C41A	Training Specialist	5	-30.12%
S11C	Professional Engineer	13	-29.82%
E48C	Planning Coordinator	1	-29.63%
D14A	Accountant	59	-29.51%
R25B	Environmental Programs Manager	27	-29.50%
E21A	Librarian	6	-29.40%
V17B	Revenue Compliance Examiner	55	-29.30%
F10C	Contracting and Procurement Officer	6	-28.84%
X13A	Laboratory Technician	4	-28.75%
E50A	Photographer	3	-28.55%
E49A	Management Analyst	4	-28.29%
U12B	Historical Collections Specialist	8	-27.60%
D50A	Accounting Technician	7	-27.58%
K10D	Juvenile Justice Specialist	43	-27.46%
M32C	Oil and Gas Field Inspector	3	-26.90%
D50B	Accounting Technician	92	-26.42%
K23B	Rehabilitation of the Blind Specialist	11	-26.37%
S12D	Engineering Manager	16	-26.22%
F78A	Equipment Operator	28	-25.99%
F48C	Welder	9	-25.83%

<b>JFD Code</b>	<b>JFD TITLE</b>	<b>INC.</b>	<b>AVG. PAY % BELOW MARKET</b>
D50D	Accounting Technician	3	-25.81%
Y12A	Registered Nurse	24	-25.36%
E46C	Statistical Research Specialist	16	-24.99%
X31D	Psychological Clinician	28	-24.46%
H20D	Social Services Specialist	244	-24.26%
E13A	Customer Service Representative	3	-24.17%
E31B	Administrative Hearing Officer	13	-24.03%
F41A	Construction/Maintenance Technician	119	-23.75%
P25D	Park Manager	10	-23.56%
B10B	Information Systems Operations Specialist	4	-23.56%
X14B	Clinical Laboratory Scientist	9	-23.20%
D14D	Accountant	46	-23.15%
U11C	Historic Facility Manager	14	-22.95%
B10D	Information Systems Operations Specialist	30	-22.87%
D12B	Auditor	161	-22.85%
V11B	Revenue Compliance Officer	12	-22.74%
Z51B	Juvenile Specialist	164	-22.56%
P25B	Park Manager	5	-22.48%
E17B	Administrative Assistant	422	-21.53%
E45B	Public Information Manager	12	-21.48%
E19A	Medical Transcriptionist	2	-21.14%
F48B	Welder	4	-21.10%
P15A	Naturalist	10	-20.96%
Y12C	Registered Nurse	352	-20.92%
E16C	Administrative Technician	1000	-20.89%
D14C	Accountant	54	-19.70%
W10B	Workforce Services Specialist	28	-19.41%
I10B	Correctional Security Officer	192	-19.32%
G19C	Fingerprint Specialist	2	-19.17%
T25D	Transportation Equipment Operator	83	-18.35%
B30B	Information Systems Operating System Specialist	11	-18.16%
T22D	Transportation Specialist	16	-17.95%
X23B	Alcohol and Drug Counselor	8	-17.80%
H30D	Child Support Specialist	20	-17.80%
H20B	Social Services Specialist	1340	-17.76%
F76C	Plumber	10	-17.27%
E13C	Customer Service Representative	70	-17.20%
B10C	Information Systems Operations Specialist	29	-17.18%
D14B	Accountant	121	-16.92%
F20B	Materiel Management Specialist	88	-16.86%
K11B	Disability Determination Specialist	22	-16.84%
U11B	Historic Facility Manager	10	-16.78%
R20B	Environmental Programs Specialist	111	-16.38%
F54A	Light Vehicle Driver	8	-16.36%
F75A	Electrician	5	-16.02%

<b>JFD Code</b>	<b>JFD TITLE</b>	<b>INC.</b>	<b>AVG. PAY % BELOW MARKET</b>
E24D	Secretary	93	-16.01%
H20C	Social Services Specialist	35	-15.99%
Y12B	Registered Nurse	336	-15.95%
E16A	Administrative Technician	30	-15.88%
E25B	Legal Secretary	28	-15.51%
C31A	Human Resources Management Specialist	19	-14.41%
B30A	Information Systems Operating System Specialist	1	-14.39%
E16B	Administrative Technician	412	-14.13%
F44A	Carpenter	14	-13.96%
E13B	Customer Service Representative	272	-13.81%
E55D	Customer Assistance Representative	4	-13.34%
D50C	Accounting Technician	126	-13.05%
F20A	Materiel Management Specialist	5	-12.60%
X10A	Health Information Technician	42	-12.41%
H15B	County Director	69	-12.39%
X20B	Health Educator	9	-12.38%
E24C	Secretary	105	-11.90%
E16D	Administrative Technician	139	-11.26%
B32B	Information Systems Administrator	14	-11.23%
X14A	Clinical Laboratory Scientist	7	-10.73%
H30B	Child Support Specialist	83	-10.69%
X17B	Public Health Specialist	6	-10.69%
I10D	Correctional Security Officer	800	-10.69%
T10C	Computer Aided Drafting and Design Specialist	18	-10.56%
Z25A	Nutrition Therapist	3	-10.16%
R10A	Environmental/Chemical Laboratory Scientist	6	-10.04%

\*Benchmark jobs only

**Table A3: JFD's With Highest Overall Turnover-FY 2002**

<b>JFD Code</b>	<b>JFD Title</b>	<b>Number of Incumbents</b>	<b>Total Separations</b>	<b>Overall Turnover Rate-FY 2002</b>
Z12A	Direct Care Specialist	94	87	92.5%
Z51A	Juvenile Specialist	33	26	78.8%
I10A	Correctional Security Officer	113	70	61.9%
Z20A	Food Service Specialist	107	58	54.2%
H10D	Programs Manager	21	8	38.1%
E16A	Administrative Technician	38	14	36.8%
Y11A	Licensed Practical Nurse	95	33	34.7%
Y10A	Patient Care Assistant	670	221	33%
H23A	Child Welfare Specialist	200	59	29.5%
H20A	Social Services Specialist	322	94	29.2%
T25A	Transportation Equipment Operator	81	21	25.9%
H30A	Child Support Specialist	64	16	25%
X29C	Health Facility Surveyor	65	16	24.6%
F50A	Housekeeping/Custodian	205	48	23.4%
P20B	Park Ranger	26	6	23.1%
G28B	Police Officer	88	20	22.7%
A11B	Insurance Claims Adjuster	36	8	22.2%
C41B	Training Specialist	36	8	22.2%
Z51B	Juvenile Specialist	163	36	22.1%
I40C	Probation and Parole Officer	37	8	21.6%
H30B	Child Support Specialist	75	16	21.3%
G12C	Criminalist	24	5	20.8%
Y11B	Licensed Practical Nurse	283	55	19.4%
G14A	Driver's License Examiner	83	16	19.3%
F50B	Housekeeping/ Custodian	53	10	18.9%
T50B	Toll Collector	219	40	18.3%
Z20D	Food Service Specialist	109	20	18.3%
V17A	Revenue Compliance Examiner	28	5	17.9%
X36B	Recreation Therapist	28	5	17.9%
B55C	Information Systems Services Coordinator	34	6	17.6%
E36B	Optical Imaging Specialist	40	7	17.5%
W10B	Workforce Services Specialist	23	4	17.4%

**Table A4: FY 2002 Turnover Rate >10% by Job Family Level**

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
A10C	Insurance Underwriter	7	1	14.3%	16.7%	1	14.3%	16.7%
A11A	Insurance Claims Adjuster	15	4	26.7%	6.7%	3	20%	6.7%
A11B	Insurance Claims Adjuster	36	8	22.2%	11.4%	8	22.2%	11.4%
A11C	Insurance Claims Adjuster	6	2	33.3%	50%	2	33.3%	33.3%
A20B	Insurance Subrogation/Reimbursement	7	3	42.9%	14.3%	3	42.9%	14.3%
A20C	Insurance Subrogation/Reimbursement	4	1	25%	25%	1	25%	25%
A30C	Member Services Representative	2	1	50%	0%	1	50%	0%
A31B	Flexible Benefits Representative	3	1	33.3%	25%	1	33.3%	25%
A33A	Provider Contracting Specialist	4	2	50%	33.3%	2	50%	33.3%
A40C	Insurance Program Administrator	6	1	16.7%	0%	1	16.7%	0%
B10C	Information System Operation Specialist	30	1	3.3%	6.5%	0	0%	6.5%
B10D	Information System Operation Specialist	39	5	12.8%	3%	3	7.7%	3%
B10E	Information System Operation Specialist	15	2	13.3%	0%	1	6.7%	0.0%
B21A	Information Systems Network Management Specialist	9	1	11.1%	14.3%	1	11.1%	14.3%
B21D	Information Systems Network Management Specialist	10	1	10%	11.1%	1	10%	0%
B32C	Information Systems Administrator	14	5	35.7%	30%	5	35.7%	30%
B40D	Information Systems Planning Specialist	9	1	11.1%	14.3%	1	11.1%	14.3%
B52E	Information Systems Data Management Administrator	5	1	20%	0%	1	20%	0%
B55C	Information Systems Services Coordinator	34	6	17.6%	14.3%	6	17.6%	14.3%
C10B	Civil Rights Administrator	4	2	50%	0%	2	50%	0%
C15A	Human Rights Representative	8	3	37.5%	0%	3	37.5%	0%
C15B	Human Rights Representative	2	1	50%	0%	1	50%	0%
C32B	Human Resources Programs Manager	17	3	17.6%	33.3%	3	17.6%	33.3%
C32C	Human Resources Programs Manager	16	2	12.5%	8.3%	2	12.5%	8.3%
C33A	Human Resources Programs Director	7	2	28.6%	0%	2	28.6%	0%
C37B	Personnel Programs Analyst	2	1	50%	0%	1	50%	0%

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
C38B	Payroll Administrative Assistant	3	1	33.3%	25%	1	33.3%	25%
C40B	Correctional Training Officer	25	3	12%	17.9%	3	12%	17.9%
C41A	Training Specialist	6	2	33.3%	0%	2	33.3%	0%
C41B	Training Specialist	36	8	22.2%	16.2%	8	22.2%	16.2%
D10C	Financial Loan Analyst	2	1	50%	0%	1	50%	0%
D12D	Auditor	34	4	11.8%	5.3%	4	11.8%	5.3%
D14A	Accountant	65	7	10.8%	20%	7	10.8%	18.3%
D18B	Pre-Audit Claims Specialist	3	2	66.7%	0%	2	66.7%	0%
D18C	Pre-Audit Claims Specialist	6	2	33.3%	0%	2	33.3%	0%
D20C	Budget Analyst	5	1	20%	0%	1	20%	0%
D20D	Budget Analyst	8	1	12.5%	20%	1	12.5%	20%
D30A	Business Manager	6	2	33.3%	14.3%	2	33.3%	14.3%
D30C	Business Manager	17	2	11.8%	71.4%	2	11.8%	71.4%
D33A	Financial Manager/Comptroller	11	2	18.2%	16.7%	2	18.2%	16.7%
D33B	Financial Manager/Comptroller	17	4	23.5%	11.1%	3	17.6%	11.1%
D50A	Accounting Technician	4	1	25%	100%	0	0%	100%
D51A	Insurance/Benefits Accounts Specialist	2	1	50%	0%	1	50%	0%
E13A	Customer Service Representative	7	1	14.3%	28.6%	1	14.3%	28.6%
E13B	Customer Service Representative	267	35	13.1%	10.6%	32	12%	9.2%
E14A	Court Reporter	4	2	50%	20%	1	25%	20%
E15A	Docket Clerk	3	1	33.3%	0%	1	33.3%	0%
E15B	Docket Clerk	6	1	16.7%	50%	1	16.7%	50%
E16A	Administrative Technician	38	14	36.8%	16.4%	13	34.2%	12.7%
E16B	Administrative Technician	539	71	13.2%	50%	63	11.7%	9.9%
E16C	Administrative Technician	898	107	11.9%	11.2%	95	10.6%	10%
E16D	Administrative Technician	124	17	13.7%	3.1%	16	12.9%	3.1%
E18B	Business Filing Specialist	1	1	100%	0%	1	100%	0%
E21B	Librarian	3	1	33.3%	0%	1	33.3%	0%
E21C	Librarian	6	1	16.7%	0%	1	16.7%	0%
E22A	Administrative Librarian	4	1	25%	0%	1	25%	0%
E24A	Secretary	227	23	10.1%	9.2%	20	8.8%	9.2%
E25A	Legal Secretary	5	2	40%	0%	2	40%	0%
E25B	Legal Secretary	31	4	12.9%	11.8%	4	12.9%	8.8%
E33B	Bindery Worker	5	1	20%	0%	1	20%	0%
E34A	Offset Press Operator	4	3	75%	20%	2	50%	20%
E34C	Offset Press Operator	5	1	20%	0%	1	20%	0%
E35B	Duplicating Equipment Operator	3	1	33.3%	14.3%	1	33.3%	0%
E36A	Optical Imaging Specialist	5	2	40%	0%	1	20%	0%
E36B	Optical Imaging Specialist	40	7	17.5%	7.7%	4	17.5%	7.7%

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
E41A	Archivist/Records Management Specialist	4	1	25%	20%	1	25%	20%
E41B	Archivist/Records Management Specialist	4	1	25%	0%	1	25%	0%
E42A	Administrative Archivist	1	1	100%	0%	1	100%	0%
E43A	Graphic Artist	23	3	13%	9.5%	3	13%	9.5%
E44A	Public Information Officer	6	1	16.7%	0.0%	1	16.7%	0%
E44B	Public Information Officer	13	2	15.4%	17.6%	2	15.4%	17.6%
E44C	Public Information Officer	3	1	33.3%	0%	1	33.3%	0%
E46D	Statistical Research Specialist	5	2	40%	16.7%	2	40%	16.7%
E49A	Management Analyst	5	1	20%	0%	1	20%	0%
E55C	Customer Assistance Representative	9	1	11.1%	0%	1	11.1%	0%
E55D	Customer Assistance Representative	4	1	25%	16.7%	1	25%	16.7%
F10A	Contracting & Procurement Officer	7	1	14.3%	12.5%	1	14.3%	0%
F14B	Contracting & Acquisitions Agent	13	2	15.4%	33.3%	1	7.7%	33.3%
F21A	Material Management Officer	20	2	10%	4.8%	2	10%	4.8%
F21B	Material Management Officer	17	2	11.8%	13.3%	2	11.8%	13.3%
F31B	Real Estate Management Specialist	6	1	16.7%	0%	1	16.7%	0%
F41A	Construction/Maintenance Technician	121	14	11.6%	10.7%	11	9.1%	9.8%
F41B	Construction/Maintenance Technician	57	8	14%	6.4%	8	14%	6.4%
F44A	Carpenter	17	3	17.6%	10.5%	2	11.8%	10.5%
F45B	Construction/Maintenance Administrator	32	4	12.5%	15.6%	4	12.5%	15.6%
F48C	Welder	9	1	11.1%	0%	1	11.1%	0%
F49C	Physical Plant Operator	6	1	16.7%	14.3%	1	16.7%	14.3%
F50A	Housekeeping/Custodian	205	48	23.4%	22.8%	35	17.1%	16.2%
F50B	Housekeeping/Custodian	53	10	18.9%	14%	9	17%	14%
F50C	Housekeeping/Custodian	10	2	20%	0%	2	20%	0%
F58A	Security Systems Program Manager	1	1	100%	0%	1	100%	0%
F62A	Asbestos Worker	14	3	21.4%	0%	0	0%	0%
F74B	Mechanical System Technician	11	2	18.1%	25%	2	18.1%	25%
F74C	Mechanical System Technician	2	1	50%	0%	1	50%	0%
F74D	Mechanical System Technician	16	2	12.5%	11.8%	0	0%	5.9%
F75B	Electrician	7	2	28.6%	12.5%	2	28.6%	12.5%
F76B	Plumber	7	1	14.3%	0%	1	14.3%	9.1%
F76C	Plumber	9	1	11.1%	11.1%	1	11.1%	11.1%



JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
F77A	Groundskeeper	6	2	33.3%	12.5%	2	33.3%	12.5%
F78A	Equipment Operator	32	5	15.6%	20%	5	15.6%	20%
F78B	Equipment Operator	18	3	16.7%	9.1%	3	16.7%	9.1%
F78C	Equipment Operator	2	1	50%	50%	0	0%	50%
F79A	Laborer	15	4	26.7%	16.7%	4	26.7%	11.1%
G10A	Communications Officer	67	9	13.4%	7.6%	9	13.4%	7.6%
G12A	Criminalist	3	2	66.7%	0%	2	66.7%	0%
G12B	Criminalist	13	2	15.4%	7.1%	1	7.7%	7.1%
G12C	Criminalist	24	5	20.8%	15.8%	0	0%	15.8%
G12D	Criminalist	11	4	36.4%	0%	0	0%	0%
G14A	Driver's License Examiner	83	16	19.3%	13.1%	13	15.7%	13.1%
G14B	Driver's License Examiner	6	1	16.7%	16.7%	1	16.7%	16.7%
G15A	Law Enforcement Communication Specialist	19	5	26.3%	0%	4	21.1%	0%
G19A	Fingerprint Specialist	4	1	25%	0%	1	25%	0%
G19C	Fingerprint Specialist	3	1	33.3%	33.3%	1	33.3%	33.3%
G21C	State Fire Marshal Law Enforcement	6	1	16.7%	0%	1	16.7%	0%
G21E	State Fire Marshal Law Enforcement	2	1	50%	0%	1	50%	0%
G22E	Law Enforcement Special Agent	8	1	12.5%	14.3%	1	12.5%	14.3%
G28A	Police Officer	3	3	100%	100%	3	100%	100%
G28B	Police Officer	88	20	22.7%	32.5%	13	14.8%	27.7%
G28C	Police Officer	9	2	22.2%	50%	2	22.2%	50%
G41A	Deputy Commissioner (DPS)	1	1	100%	0%	1	100%	0%
G52B	Law Enforcement Lake Patrol Officer	10	1	10%	5.6%	1	10%	5.6%
G52C	Law Enforcement Lake Patrol Officer	4	1	25%	0%	1	25%	0%
G53A	Law Enforcement Highway Patrol Officer	22	22	100%	0%	22	100%	0%
H10B	Programs Manager	93	16	17.2%	10.9%	16	17.2%	10.9%
H10C	Programs Manager	67	11	16.4%	11.1%	11	16.4%	7.9%
H10D	Programs Manager	21	8	38.1%	33.3%	8	38.1%	33.3%
H10E	Programs Manager	8	1	12.5%	20%	1	12.5%	20%
H15C	County Director	15	3	20%	0%	3	20%	0%
H15D	County Director	5	1	20%	14.3%	1	20%	14.3%
H20A	Social Services Specialist	322	94	29.2%	31.2%	82	25.5%	29.1%
H21A	Case Manager	12	2	16.7%	57.1%	2	16.7%	57.1%
H21B	Case Manager	188	23	12.2%	10.6%	21	11.2%	10.6%
H22C	Social Services Inspector	1	3	33.3%	0%	3	33.3%	0%
H22D	Social Services Inspector	9	2	22.2%	42.9%	2	22.2%	42.9%
H23A	Child Welfare Specialist	200	59	29.5%	27.5%	55	27.5%	27%
H23B	Child Welfare Specialist	633	84	13.3%	14.1%	79	12.5%	13.5%
H26A	Adult Protective Services	9	5	55.5%	40%	5	55.5%	20%

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
	Specialist							
H26C	Adult Protective Services Specialist	9	2	22.2%	33.3%	2	22.2%	33.3%
H26D	Adult Protective Services Specialist	19	2	10.5%	0%	2	10.5%	0%
H27B	Clinical Social Worker	3	3	100%	20%	3	100%	20%
H27C	Clinical Social Worker	16	6	37.5%	19%	6	37.5%	14.3%
H30A	Child Support Specialist	64	16	25%	44.4%	13	20.3%	39.7%
H30B	Child Support Specialist	75	16	21.3%	26.5%	15	20%	25.3%
H50B	Disability Program Specialist	3	1	33.3%	0%	1	33.3%	0%
H51A	Planning/Oversight Specialist	2	1	50%	0%	1	50%	0%
I10A	Correctional Security Officer	113	70	61.9%	44.9%	52	46%	32.9%
I10B	Correctional Security Officer	175	19	10.9%	18.3%	19	10.9%	16.3%
I10C	Correctional Security Officer	692	84	12.1%	14.7%	72	10.4%	12.8%
I11B	Correctional Security Manager	58	6	10.3%	7.4%	6	10.3%	7.4%
I12B	Correctional Chief of Security	9	2	22.2%	0%	2	22.2%	0%
I12C	Correctional Chief of Security	8	2	25%	0%	2	25%	0%
I15A	Unit Manager	68	8	11.8%	16.7%	8	11.8%	16.7%
I20C	Correctional Case Manager	26	3	11.5%	4.2%	3	11.5%	0%
I21A	Correctional Activities Officer	16	3	18.8%	16.7%	3	18.8%	8.3%
I23B	Correctional Teacher	13	2	15.4%	13.3%	2	15.4%	13.3%
I26B	Internal Affairs Special Investigator	13	2	15.4%	20%	2	15.4%	20%
I26C	Internal Affairs Special Investigator	1	1	100%	0%	1	100%	0%
I30A	Correctional Industries Manager	9	1	11.1%	7.7%	1	11.1%	7.7%
I40A	Probation and Parole Officer	52	8	15.4%	25%	7	13.5%	25%
I40B	Probation and Parole Officer	210	25	11.9%	12.6%	24	11.4%	12.6%
I40C	Probation and Parole Officer	37	8	21.6%	34.2%	8	21.6%	34.2%
I50B	Correctional Health Services Administrator	1	1	100%	50%	1	100%	50%
J12B	Emergency Management Officer	7	1	14.3%	22.2%	1	14.3%	22.2%
J12D	Emergency Management Officer	5	1	20%	20%	1	20%	20%
J15B	Industrial Hygienist	8	1	12.5%	0%	1	12.5%	0%
J15C	Industrial Hygienist	3	1	33.3%	0%	1	33.3%	0%
J17B	Labor Compliance Officer	10	1	10%	12.5%	1	10%	12.5%
J19C	Occupational Licensure Specialist	7	1	14.3%	30%	1	14.3%	30%
J25A	Safety and Health Director	2	1	50%	50%	1	50%	50%
J31B	Safety Consultant	34	4	11.8%	14.3%	4	11.8%	14.3%
J31C	Safety Consultant	2	1	50%	0%	1	50%	0%
J33A	Airfield Firefighting Specialist	8	1	12.5%	0%	1	12.5%	0%

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
J33B	Airfield Firefighting Specialist	4	1	25%	0%	1	25%	0%
J41A	Fire Prevention and Security Officer	38	4	10.5%	19.2%	4	10.5%	19.2%
J41C	Fire Prevention and Security Officer	12	4	33.3%	0%	4	33.3%	0%
J52A	Cosmetology Inspector	6	4	66.7%	16.7%	3	50%	16.7%
J53B	Pharmacy Inspector	1	1	100%	0%	1	100%	0%
K10A	Juvenile Justice Specialist	30	3	10%	28.6%	3	10%	28.6%
K10B	Juvenile Justice Specialist	185	20	10.8%	13.2%	19	10.3%	12.7%
K10C	Juvenile Justice Specialist	30	4	13.3%	16.1%	4	13.3%	16.1%
K10D	Juvenile Justice Specialist	41	5	12.2%	10%	4	9.8%	10%
K11A	Disability Determination Specialist	17	9	52.9%	20%	9	52.9%	20%
K11B	Disability Determination Specialist	23	3	13%	0%	3	13%	0%
K11C	Disability Determination Specialist	44	5	11.4%	10.9%	5	11.4%	10.9%
K12A	Disability Determination Technician	12	2	16.7%	0%	2	16.7%	0%
K20C	Rehabilitation Technician	1	1	100%	0%	1	100%	0%
K23C	Rehabilitation of the Blind Specialist	6	1	16.7%	0%	1	16.7%	0%
L13A	Agricultural Market Development Coordinator	1	1	100%	0%	1	100%	0%
L16A	Agricultural Field Inspector	10	2	20%	20%	1	10%	10%
L16B	Agricultural Field Inspector	86	10	11.6%	7.9%	9	10.5%	7.9%
L16E	Agricultural Field Inspector	5	2	40%	16.7%	2	40%	16.7%
L22A	Forest Regeneration Specialist	3	1	33.3%	50%	1	33.3%	50%
L24C	Forester	9	1	11.1%	0%	1	11.1%	0%
L34A	Seed Analyst	1	1	100%	0%	1	100%	0%
L40C	Metrologist	1	1	100%	0%	1	100%	0%
L41A	Agriculture Services Administrator	3	1	33.3%	0%	1	33.3%	0%
L41B	Agriculture Services Administrator	4	1	25%	0%	1	25%	0%
L41C	Agriculture Services Administrator	4	1	25%	25%	1	25%	25%
M20A	Consumer Complaint Investigator and Mediator	3	1	33.3%	0%	1	33.3%	0%
M30A	Fuel Specialist	2	2	100%	0%	1	100%	0%
M31D	Oil and Gas Specialist	9	1	11.1%	0%	1	11.1%	0%
M32A	Oil and Gas Field Inspector	14	1	7.1%	30.8%	0	0%	30.8%
M32B	Oil and Gas Field Inspector	30	3	10%	9.1%	3	10%	9.1%
M36B	Liquefied Petroleum Gas Inspector	6	1	16.7%	0.0%	1	16.7%	0%
M40C	Public Utility Regulatory	5	1	20%	14.3%	1	20%	14.3%

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
M50B	Transportation Rate Auditor	2	1	50%	0%	1	50%	0%
N12B	Veterans Center Administrator	7	2	28.6%	0%	1	14.3%	0%
N13A	Veterans Affairs Field Services Representative	3	1	33.3%	33.3%	0	0%	33.3%
N13C	Veterans Affairs Field Services Representative	4	1	25%	0%	1	25%	0%
N16B	Patient Services Coordinator	4	1	25%	0%	1	25%	0%
P15A	Naturalist	13	2	15.4%	0%	2	15.4%	0%
P20B	Park Ranger	26	6	23.1%	11.1%	6	23.1%	11.1%
P25D	Park Manager	12	2	16.7%	8.3%	2	16.7%	8.3%
Q10D	Power Generation Operations Technician	9	1	11.1%	0%	1	11.1%	0%
Q20A	Power Plant Maintenance Technician	10	1	10%	0%	1	10%	0%
Q20C	Power Plant Maintenance Technician	19	2	10.5%	13%	2	10.5%	13%
Q21A	Power Transmission Maintenance Technician	7	1	14.3%	0%	0	0%	0%
Q22A	SCADA System Maintenance Technician	3	1	33.3%	0%	1	33.3%	0%
Q23B	Automotive Maintenance Technician	7	1	14.3%	0%	1	14.3%	0%
Q30A	Power Generation System Operator	2	1	50%	0%	0	0%	0%
Q30B	Power Generation System Operator	1	1	100%	0%	1	100%	0%
Q30C	Power Generation System Operator	11	2	18.2%	0%	2	18.2%	0%
R10B	Environmental/Chemical Laboratory Scientist	29	3	10.3%	0%	3	10.3%	0%
R10C	Environmental/Chemical Laboratory Scientist	6	2	33.3%	0%	2	33.3%	0%
R10D	Environmental/Chemical Laboratory Scientist	7	1	14.3%	0%	1	14.3%	0%
R20A	Environmental Programs Specialist	24	3	12.5%	23.1%	3	12.5%	23.1%
R23A	Environmental Technician	10	1	10%	11.1%	1	10%	0%
S10A	Engineer Intern	9	3	33.3%	10%	2	22.2%	10%
S10B	Engineer Intern	17	2	11.8%	0%	2	11.8%	0%
S10C	Engineer Intern	8	1	12.5%	0%	1	12.5%	0%
S10D	Engineer Intern	37	6	16.2%	18.9%	5	13.5%	18.9%
S11C	Professional Engineer	5	1	20%	50%	1	20%	50%
S12A	Engineer Manager	2	1	50%	50%	1	50%	50%
S17A	Land Surveyor Manager	3	1	33.3%	25%	1	33.3%	25%
T10B	Computer Aided Drafting and Design Specialist	10	2	20%	0%	2	20%	0%
T10C	Computer Aided Drafting	20	2	10%	9.1%	1	5%	9.1%

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T10D	Computer Aided Drafting and Design Specialist	1	1	100%	0%	1	100%	0%
T23B	Transportation Manager	77	10	13%	2.7%	10	13%	2.7%
T23C	Transportation Manager	13	4	30.8%	9.1%	4	30.8%	9.1%
T25A	Transportation Equipment Operator	81	21	25.9%	24.1%	12	14.8%	19.5%
T50B	Toll Collector	219	40	18.3%	28.2%	34	15.5%	26.4%
U11C	Historic Facility Manager	12	2	16.7%	8.3%	2	16.7%	8.3%
U11D	Historic Facility Manager	1	1	100%	0%	1	100%	0%
U12B	Historical Collections Specialist	9	1	11.1%	11.1%	1	11.1%	11.1%
U13A	Historical Interpreter	5	1	20%	0%	1	20%	0%
V10B	Tax Document Examiner	9	1	11.1%	0%	1	11.1%	0%
V10D	Tax Document Examiner	7	2	28.6%	14.3%	2	28.6%	14.3%
V11A	Revenue Compliance Officer	45	7	15.6%	9.6%	7	15.6%	9.6%
V12B	Motor Vehicle Research Specialist	7	2	28.6%	10%	2	28.6%	10%
V14C	Motor Vehicle Enforcement Officer	7	1	14.3%	0%	1	14.3%	0%
V17A	Revenue Compliance Examiner	28	5	17.9%	21.9%	4	14.3%	15.6%
V20D	Taxpayer Services Representative	5	2	40%	0%	2	40%	0%
V30A	Assessment and Equalization Analyst	7	2	28.6%	25%	2	28.6%	25%
W10B	Workforce Services Specialist	23	4	17.4%	4%	4	17.4%	4%
W10C	Workforce Services Specialist	195	23	11.8%	8%	21	10.8%	8%
W10D	Workforce Services Specialist	54	7	13%	1.9%	7	13%	1.9%
X10A	Health Information Technician	45	6	13.3%	12.2%	6	13.3%	12.2%
X10B	Health Information Technician	10	1	10%	18.2%	1	10%	18.2%
X10C	Health Information Technician	5	1	20%	0%	1	20%	0%
X12B	Therapeutic/Medical Assistant	6	2	33.3%	16.7%	2	33.3%	16.7%
X13B	Laboratory Technician	12	2	16.7%	0%	2	16.7%	0%
X13C	Laboratory Technician	10	1	10%	0%	1	10%	0%
X14D	Clinical Laboratory Scientist	17	3	17.6%	0%	3	17.6%	0%
X17B	Public Health Specialist	5	2	40%	0%	1	20%	0%
X17D	Public Health Specialist	6	2	33.3%	0%	2	33.3%	0%
X17E	Public Health Specialist	6	1	16.7%	0%	1	16.7%	0%
X20B	Health Educator	6	2	33.3%	0%	2	33.3%	0%
X20C	Health Educator	3	1	33.3%	0%	1	33.3%	0%
X21C	Audiologist	2	1	50%	0%	1	50%	0%
X22A	Speech-Language Pathologist	4	2	50%	0%	2	50%	0%
X22B	Speech-Language Pathologist	63	9	14.3%	13.1%	9	14.3%	13.1%
X23B	Alcohol and Drug Counselor	9	1	11.1%	9.1%	1	11.1%	0%
X24A	Dental Care Assistant	4	1	25%	0%	1	25%	0%
X24B	Dental Care Assistant	24	3	12.5%	4.3%	3	12.5%	4.3%

JFD Code	JFD Title	# Inc.	Total Sep.	Overall Rate-FY 2002	Overall Rate-FY 2001	Vol. Sep.	Vol. Rate-FY 2002	Voluntary Rate-FY 2001
X25B	Pharmacy Technician	15	2	13.3%	23.5%	2	13.3%	23.5%
X26B	Pharmacist	2	2	100%	0%	2	100%	0%
X26D	Pharmacist	2	2	100%	0%	2	100%	0%
X27A	Epidemiologist	5	1	20%	100%	1	20%	100%
X29B	Health Facility Surveyor	2	2	100%	18.2%	2	100%	18.2%
X29C	Health Facility Surveyor	65	16	24.6%	35.7%	14	21.5%	28.6%
X30B	Music Therapist	3	1	33.3%	25%	1	33.3%	25.0%
X31B	Psychological Clinician	53	9	17%	24.7%	9	17%	24.7%
X32A	Child Development Specialist	5	1	20%	0%	1	20%	0%
X33C	Occupational Therapist	4	1	25%	0%	1	25%	0%
X34D	Physical Therapist	1	1	100%	0%	1	100%	0%
X35A	Recreational Activities Specialist	17	2	11.8%	33.3%	1	5.9%	26.7%
X35C	Recreational Activities Specialist	2	1	50%	0%	1	50%	0%
X36A	Recreation Therapist	38	4	10.5%	0%	3	7.9%	0%
X36B	Recreation Therapist	28	5	17.9%	19%	5	17.9%	19%
X36C	Recreation Therapist	2	1	50%	0%	0	0%	0%
X38B	Disease Intervention Specialist	8	1	12.5%	14.3%	1	12.5%	14.3%
X39A	Director of Patient Activity Programs	3	1	33.3%	0%	1	33.3%	0%
X42A	Chief of Dental Health Services	1	1	100%	0%	1	100%	0%
X43A	Public Health Administrator	8	1	12.5%	0%	1	12.5%	0%
Y10A	Patient Care Assistant	670	221	33%	40.6%	157	23.4%	28.9%
Y11A	Licensed Practical Nurse	95	33	34.7%	27.3%	27	28.4%	20%
Y11B	Licensed Practical Nurse	283	55	19.4%	17.2%	45	15.9%	15.3%
Y11C	Licensed Practical Nurse	87	13	14.9%	17.3%	11	12.6%	17.3%
Y12A	Registered Nurse	24	4	16.7%	23.8%	4	16.7%	23.8%
Y12B	Registered Nurse	328	55	16.8%	19.3%	52	15.9%	19%
Y12C	Registered Nurse	378	58	15.3%	19.2%	52	13.8%	17.9%
Y14B	Advance Practice Nurse	49	7	14.3%	9.4%	7	14.3%	9.4%
Y15B	Health Care Management Nurse	8	8	100%	0%	8	100.0%	0%
Y15C	Health Care Management Nurse	15	2	13.3%	0%	2	13.3%	0%
Z11A	Teacher	1	1	100%	0%	1	100%	0%
Z12A	Direct Care Specialist	94	87	92.5%	82.5%	47	50%	53.8%
Z12B	Direct Care Specialist	499	64	12.8%	13.7%	51	10.2%	12.2%
Z13A	Transportation Officer	8	1	12.5%	10%	0	0%	10%
Z18B	Independent Living Instructor	25	4	16%	0%	4	16%	0%
Z20A	Food Service Specialist	107	58	54.2%	38.8%	40	37.4%	24.3%
Z20B	Food Service Specialist	165	23	13.9%	8.8%	19	11.5%	8.8%
Z20C	Food Service Specialist	42	5	11.9%	12.2%	5	11.9%	12.2%
Z20D	Food Service Specialist	109	20	18.3%	26.5%	15	13.8%	20.5%

<b>JFD Code</b>	<b>JFD Title</b>	<b># Inc.</b>	<b>Total Sep.</b>	<b>Overall Rate-FY 2002</b>	<b>Overall Rate-FY 2001</b>	<b>Vol. Sep.</b>	<b>Vol. Rate-FY 2002</b>	<b>Voluntary Rate-FY 2001</b>
Z25C	Nutrition Therapist	13	2	15.4%	0%	1	7.7%	0%
Z26B	Institutional Program Coordinator	7	2	28.6%	0%	2	28.6%	0%
Z26C	Institutional Program Coordinator	8	1	12.5%	10%	1	12.5%	0%
Z30A	Linen and Clothing Specialist	16	11	68.8%	100%	9	56.2%	50%
Z30D	Linen and Clothing Specialist	26	3	11.5%	12%	3	11.5%	12%
Z51A	Juvenile Specialist	33	26	78.8%	60.4%	20	60.6%	43.8%
Z51B	Juvenile Specialist	163	36	22.1%	27.9%	28	17.2%	24.5%
Z52C	Chaplain	1	1	100%	0%	1	100%	0%