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A Biennial Report on

# **The State's Position Classification Plan**

August 2010  
Report No. 10-708



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## The State's Position Classification Plan

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### Overall Conclusion

The majority of salary ranges in the State's Position Classification Plan (Plan) are competitive when compared with similar positions in the public and private sector. The State Classification Team within the State Auditor's Office reviewed salary ranges for 421 benchmark positions and determined that 77.5 percent of those positions had salary ranges that were competitive with the market. This is an increase from fiscal year 2008, when 54.5 percent of benchmark positions had salary ranges that were competitive with the market.

It is important to note that this report focuses on the structure of the Plan, which is only one component of the total compensation package that state employees receive. A state employee's total compensation package includes not only salary and wages, but also health benefits and other items that are less tangible than pay but are equally important, such as flexible work schedules and training and career opportunities.

The Plan provides the salary structure for 154,209 full-time classified employees within the State (excluding employees at higher education institutions and legislative agencies). This structure establishes salary ranges for positions and allows agencies to classify and pay individuals appropriately for the work they perform. In situations in which the salary ranges are no longer competitive or equitable, changes may be needed to the Plan. Without these changes, state agencies may face an increased risk of turnover and the inability to compete for and retain qualified employees.

Texas Government Code, Chapter 654, requires the State Auditor's Office's State Classification Team to review the Plan prior to each legislative session and determine the Plan's competitiveness. To review positions, the State Classification Team conducts a market analysis of benchmark positions to determine (1) the average pay, or "going rate," in the market and (2) whether state job classifications and corresponding salary ranges are competitive.

The analysis the State Classification Team conducted indicates that modifying individual job classifications in the Plan would address positions with salary ranges

#### Comparison of Salary Ranges with Average Market Pay

The State Classification Team conducted market analysis to determine the "going rate" for positions in the market. This analysis was done by using benchmarks, which are jobs in the private and public sector that strongly match corresponding state jobs in terms of duties, scope, and responsibility.

For this report, the State Classification Team compared the midpoints of state salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions to determine whether salary ranges for state positions were competitive with the market.

In analyzing the competitiveness of salary ranges, a job classification series' salary range was generally considered to be competitive if it was within 10 percent of the market average.

*This audit was conducted in accordance with Texas Government Code, Chapter 654.*

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that are behind the market, provide additional job classifications for state agencies to use, and update other job titles and positions in the Plan. The recommended changes include (see Table 3 on page 10 for additional information):

- Reallocating 53 job classifications to a higher salary group.
- Adding 51 job classifications to the Plan.
- Making other technical updates and changes, such as title changes and deletions.

The minimum estimated cost to state agencies of implementing these changes would be approximately \$1.1 million in each year of the 2012-2013 biennium. If the Legislature adopts these recommendations, state agencies will be required to implement them. As a result, agencies may wish to consider requesting legislative assistance with funding to address these changes. Although this report covers only recommended changes to the salary structure, state agencies are responsible for determining individual employees' salaries and, therefore, may incur additional costs to cover salary adjustments that exceed the minimum recommended changes.

## ***Key Points***

**The majority of positions reviewed (77.5 percent) had salary ranges that were competitive when compared to similar positions in the market.**

An analysis of 421 benchmark positions showed that salary ranges for the majority of those positions (77.5 percent) were competitive when compared to similar positions in the market. This is an increase from fiscal year 2008, when 54.5 percent of benchmark positions had salary ranges that were competitive with the market.

The benchmark positions cover 60.2 percent of the State's full-time classified employees and represent 84.6 percent of the job classification series in the Plan.

**Salary Schedules A and B currently provide an adequate structure for compensating employees, and need no alterations.**

The 81st Legislature revised Salary Schedules A and B. Those revisions (1) increased the width of the salary ranges to provide higher maximum salary rates and (2) adjusted the difference between pay levels to ensure that there is a logical and distinct progression between each salary group. After the implementation of those changes, and after reviewing market data for this report, the State Classification Team determined that Salary Schedules A and B were still appropriate and do not need additional revisions for the 2012-2013 biennium.

Modifying individual job classifications within the Plan would address positions with salary ranges that are behind the market, provide additional job classifications for state agencies to use, and address outdated positions in the Plan.

The following changes are recommended to keep the Plan current:

- Reallocating 53 job classifications to a higher minimum salary group. In most cases, these changes are recommended because there has been a significant change in the pay rates for comparable positions in the market. For example, the analysis found that, on average, salary ranges for Licensed Vocational Nurses (LVN) were 16 percent behind the market. Moving the LVNs to a higher minimum salary group would enable agencies to adjust those employee salaries to be more competitive.
- Adding 51 job classifications to address gaps in the Plan and provide agencies with new positions that more clearly distinguish the work employees perform. This includes the addition of 11 new job classification series, such as Texas Works Advisor and Supervisor, Park Superintendent, and Crime Analyst. An additional 15 job classifications are recommended to add new levels to current job classifications, which would enable agencies to classify employees more appropriately. Examples include Police Communications Operator V and VI, Fish and Wildlife Technician IV, and Appraiser IV.
- Changing job titles for 48 job classifications to provide a better description of the functions and to reflect current industry terminology. Changes to job titles also may help create more consistency among job titles within each job classification series. Examples of job title changes include changing Environmental Specialist to Environmental Protection Specialist, and changing Qualified Mental Retardation Professional to Qualified Developmental Disability Professional.
- Deleting six job classifications with duties that overlap other job classifications, are no longer used, or no longer provide a competitive salary. Deletions are necessary when job classifications or levels are underutilized or obsolete. Examples of recommended deletions include Toxicologist I (which is underutilized) and Park Ranger I-V (whose duties fall under another classification).

Recommended changes have an estimated fiscal impact to state agencies of \$1,146,761 in each year of the 2012-2013 biennium.

To estimate the minimum cost of implementing the recommended changes, the State Classification Team calculated the fiscal impact of moving full-time classified employees to the minimum of the salary range of the employees' new or revised classifications. If the recommended changes are implemented, agencies would be required to spend funds to make these changes. As a result, agencies may wish to consider requesting legislative assistance with funding to address these changes.

Agencies may also incur additional costs to cover salary adjustments that exceed the minimum recommended changes.

The majority (94.8 percent) of costs fall into the following three categories:

- Social Services (\$423,491). These positions include Child Support Officers and Quality Assurance Specialists.
- Medical and Health (\$383,443). These positions include Registered Therapists, Licensed Vocational Nurses, Psychiatrists, and Pharmacists.
- Accounting, Auditing, and Finance (\$280,326). These positions include Taxpayer Compliance Officers and Financial Examiners.

**Although recommended changes to the Plan will address positions with salary ranges that are behind the market, individual salary rates for state employees may still need adjustments.**

The State Auditor's Office is charged with maintaining the overall structure of the Plan; however, state agencies are responsible for determining an individual employee's salary within the applicable salary range for the employee's job classification. Although there are circumstances when it is appropriate to pay employees at the minimum of salary ranges, ideally salary rates for employees should be distributed throughout the salary ranges to accommodate different levels of skill and experience, as well as varying degrees of employee job performance.

For the job classifications reviewed, the State Classification Team also compared average actual salaries that state employees are receiving to market average salaries. That analysis indicated that, in the first two quarters of fiscal year 2010:

- 7.8 percent of employees (6,966) were paid no more than 10 percent behind the market.
- 72.8 percent of employees (65,321) were paid at least 10 percent to 20 percent behind the market.
- 19.4 percent (17,342) were paid more than 20 percent behind the market.

For certain job classifications, the risk of being unable to fill positions or retain employees may be relatively higher because these job classifications have high turnover rates, have salary ranges that are not competitive with the market, and employ large numbers of employees. These job classifications include:

- Adult and Child Protective Services Specialists.
- Senior Correctional, Correctional, and Juvenile Correctional Officers.
- Licensed Vocational Nurses.

- Mental Health/Mental Retardation and Psychiatric Nursing Assistants.

State agencies and the Legislature may wish to review positions whose salary ranges are behind the market or that have other risk factors to determine whether there are opportunities for salary equity adjustments or other targeted increases.

### ***Summary of Objectives, Scope, and Methodology***

The objectives of this review were to determine (1) the competitiveness of the Plan with similar positions in the private and public sectors and (2) whether changes to the Plan are needed.

The scope included a review of the placement of positions within the Plan and an analysis of market pay for benchmark positions. The State Classification Team conducted this review in accordance with the Position Classification Act in Texas Government Code, Chapter 654.

The State Classification Team conducts periodic studies of salary rates and trends in private industry and other governmental agencies for work similar to the work performed in state government. This project was a review; therefore, the information in this report was not subject to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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# Detailed Results

## Chapter 1

### *Overview and Background Information Regarding the State's Position Classification Plan*

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The State's Position Classification Plan (Plan) provides the salary structure for classified employees in state agencies (excluding higher education institutions and legislative agencies). Texas Government Code, Chapter 654, gives the State Auditor's Office statutory responsibility to:

- Maintain and keep the Plan current.
- Make recommendations that are necessary and desirable about the operation of the Plan and for improvement of the Plan to the Governor and the Legislature.
- Make periodic studies of salary rates in other governmental entities and in industries for similar work performed in state government and report this information to the Governor and the Legislative Budget Board.

Legislative action is required to implement any recommended changes to the Plan, which is part of the General Appropriations Act. This report provides the results of the State Auditor's Office's market and salary analysis and includes recommendations for changes to keep the Plan competitive, flexible, and equitable for the state agencies using it.

#### The State's Position Classification Plan

The Plan is based on a job analysis concept known as "job classification." Jobs are placed in classifications that best depict the nature of the work performed. Each job classification has a corresponding salary group assignment that determines the minimum and maximum salary rates for each position. The various levels in the Plan include:

- Occupational Category – A grouping of similar types of work found in organizations. Currently, the Plan covers 26 occupational categories. Examples of occupational categories include Legal, Maintenance, or Medical and Health. For purposes of this report, these have been combined into 16 broad job categories.
- Job Classification Series – A hierarchical structure of job classification titles involving work of the same nature but requiring different levels of responsibility. This may include entry-, journey-, or senior-level positions. Currently, the Plan covers 249 job classification series.

Examples of job classification series include a six-level Attorney series or a five-level Maintenance Technician series.

- Job Classification - A specific grouping of work assigned to one or more individuals whose work has the same characteristics and same level of responsibility. Currently, the Plan covers 882 individual job classifications. Examples of job classification titles include Correctional Officer I, Purchaser III, or Nurse IV.

### The Structure of the Plan's Salary Schedules

Each job classification in the Plan corresponds to a salary schedule that provides the minimum, midpoint, and maximum salary rates. The State Auditor's Office's State Classification Team compares the midpoint (or middle) of a salary range for state employees to salaries of similar positions in the public and private sector. The State currently has three salary schedules:

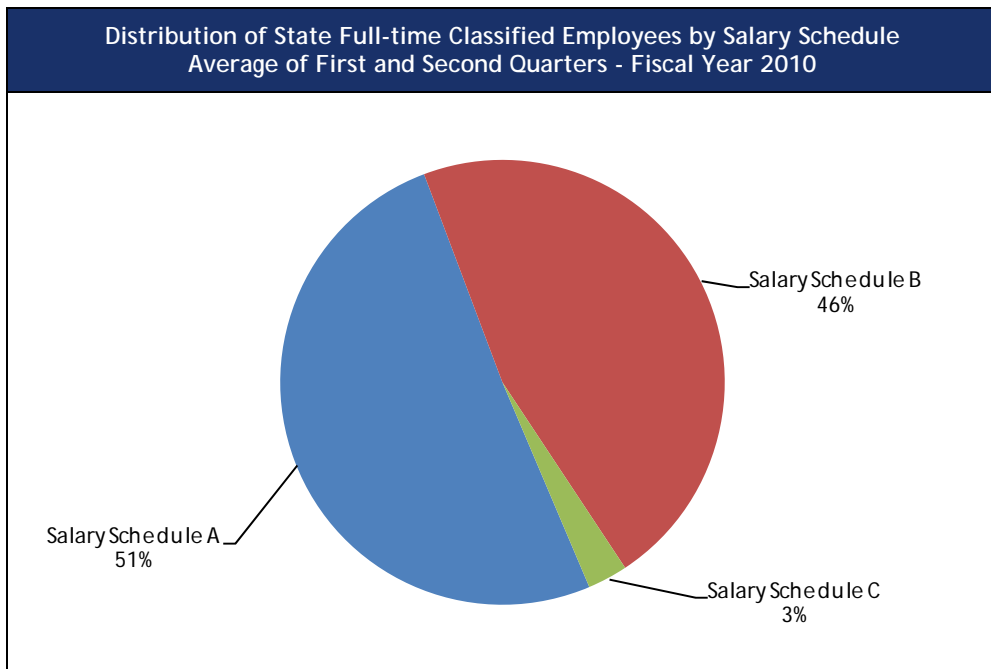
- Salary Schedule A - Includes paraprofessional, administrative support, maintenance, service, and technician positions.
- Salary Schedule B - Includes mainly professional and managerial positions.
- Salary Schedule C - Includes commissioned law enforcement officers who are employed by the Department of Public Safety, the Parks and Wildlife Department, the Alcoholic Beverage Commission, and the Department of Criminal Justice. Positions in Salary Schedule C were not covered by this report (see text box).

#### Salary Schedule C Law Enforcement Positions

Market analysis for positions in Salary Schedule C, which covers more than 4,000 law enforcement positions, was addressed in *A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C)*, (State Auditor's Office Report No. 10-707, July 2010).

In the first and second quarters of fiscal year 2010, the State employed an average of 154,209 full-time classified employees who were paid according to these salary schedules. Figure 1 on the next page shows the distribution of those employees by salary schedule. For purposes of this report, only job classifications in Salary Schedules A and B were analyzed. See Appendix 2 for the distribution of employees in Salary Schedules A and B by occupational categories and Appendix 3 for Salary Schedules A and B for fiscal years 2010-2011.

Figure 1



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Placement in Salary Ranges

Although the State Auditor's Office is charged with maintaining the overall structure of the Plan, state agencies are responsible for determining an individual employee's salary within the applicable salary range for the employee's job classification. Ideally, salary rates for employees within the same job classification should be distributed throughout the applicable salary ranges to accommodate different levels of skill and experience, as well as varying degrees of employee job performance.

For example, employees who are new to their position or field, have limited experience, or are less skilled performers should be paid near the bottom of a salary range. Employees paid at the midpoint of a salary range should be among an agency's skilled performers or should be new employees who bring strong experience or skills to the job. Employees paid at the top of a salary range should be consistent top performers or critical skill experts.

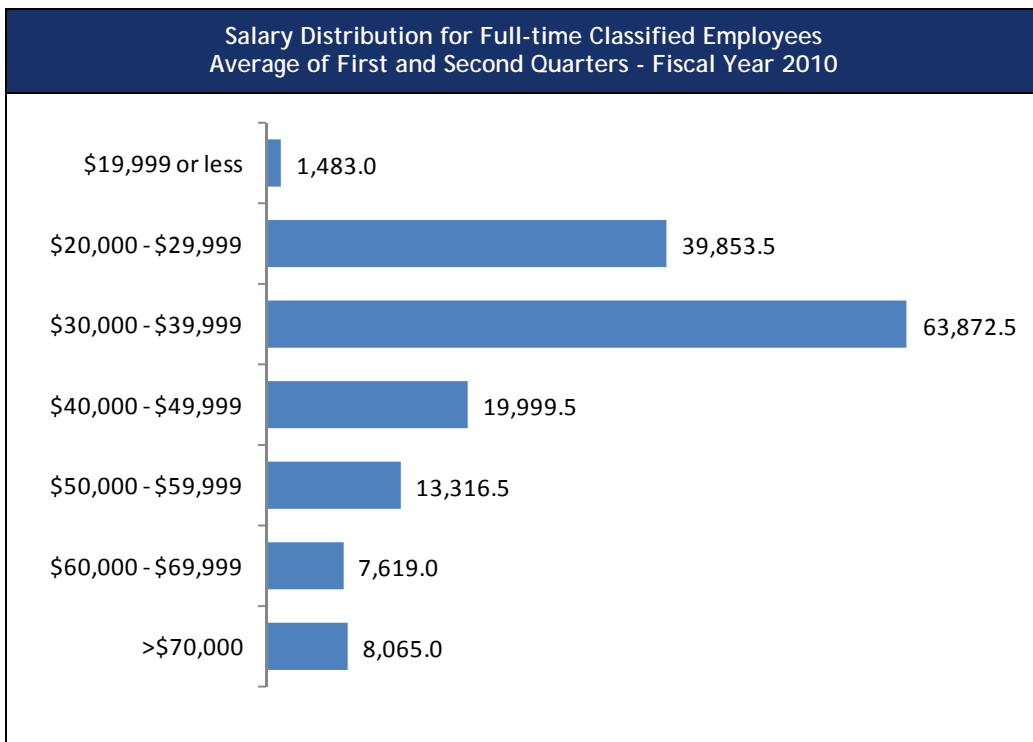
For the first and second quarters of fiscal year 2010, the majority (89.7 percent) of full-time classified employees in Salary Schedules A and B were paid less than the midpoint of their salary ranges. Although there are circumstances when it is appropriate to pay employees lower in the applicable salary ranges, it is unusual to have so many employees paid less than the midpoint of their salary ranges. This may be a result of budget constraints, agency policies, or a lack of merit increases. However, even if the Plan's

structure and salary ranges are competitive, state agencies that pay less than the midpoint of each salary range may still struggle to pay competitive salaries to their employees.

This report focuses on analyzing salary ranges for job classifications and provides recommendations to keep the Plan current and competitive. State agencies also will need to review individual employee pay to ensure that, if necessary, they make additional adjustments to maintain desired salary rates to recruit and retain qualified employees.

From fiscal year 2006 through fiscal year 2010, the number of full-time classified employees in the State increased 8.1 percent (from 142,613 to 154,209), and their average salary increased 12.6 percent (from \$34,818 to \$39,219). Figure 2 shows the distribution of employees by salary for the first and second quarters of fiscal year 2010.

Figure 2



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Total Compensation for State Employees

State employees receive more than a base salary while working for the State. Total compensation (or total rewards) is a phrase used to describe the complete rewards and recognition package that an employee receives. This package includes (1) an employee's salary (base pay and supplemental pay),

(2) comprehensive health benefits, and (3) other components that are less tangible than pay but equally important to employees. These may include challenging work duties, flexible schedules, and training and career opportunities.

In fiscal year 2009, state agencies spent \$8.7 billion on salaries and wages for employees. Although the majority of the \$8.7 billion was spent on base salaries, it also included various salary supplements, such as hazardous duty pay, longevity pay, and benefit replacement pay. In fiscal year 2009, the State spent more than \$212.4 million on these supplements.

Rates for hazardous duty pay and longevity pay are based on an employee's length of state service, and they increase with an employee's length of state service. Benefit replacement pay, a state-paid Social Security stipend, was discontinued as of January 1, 1996. Eligible employees still receive that pay in addition to their base salaries; however, employees hired after January 1, 1996, are not eligible for benefit replacement pay.

For eligible full-time classified employees, these supplements provide additional compensation and, on average, increase an employee's base salary by 4.0 percent. Table 1 lists the total spent on these supplements for fiscal years 2005 through 2009.

Table 1

State Expenditures for Longevity, Hazardous Duty, and Benefit Replacement Pay					
Category	Expenditures in Fiscal Year 2009	Expenditures in Fiscal Year 2008	Expenditures in Fiscal Year 2007	Expenditures in Fiscal Year 2006	Expenditures in Fiscal Year 2005
Hazardous Duty Pay	\$ 48,986,367	\$ 47,480,255	\$ 42,081,310	\$ 39,645,722	\$ 27,447,320
Longevity Pay	118,823,615	117,452,677	116,590,978	111,457,774	74,071,555
Benefit Replacement Pay	44,557,319	48,800,918	54,080,881	57,792,034	63,104,607
<b>Totals</b>	<b>\$ 212,367,301</b>	<b>\$213,733,850</b>	<b>\$212,753,169</b>	<b>\$208,895,530</b>	<b>\$164,623,482</b>

Source: Comptroller of Public Accounts' Uniform Statewide Accounting System.

In addition to salary supplements, state agencies have the ability to reward employees through different mechanisms, such as promotions, merit increases, equity adjustments and career ladder increases. In fiscal year 2009, the State spent more than \$145 million on these types of adjustments for 74,393 employees. Merit increases are either added to an employee's base pay or provided as a lump sum payment to reward employee performance that is above and beyond expectations. Promotions and career ladder increases occur when an employee moves from a lower-level position to a higher-level position. Agencies make equity adjustments to maintain desired salary relationships among employees.

Table 2 lists the total spent on merit increases, promotions, and equity adjustments for fiscal years 2005 through 2009.

Table 2

State Expenditures for Merit Increases, Promotions, and Equity Adjustments					
Category	Expenditures in Fiscal Year 2009	Expenditures in Fiscal Year 2008	Expenditures in Fiscal Year 2007	Expenditures in Fiscal Year 2006	Expenditures in Fiscal Year 2005 <sup>a</sup>
One-time Merit Increases	\$ 17,616,225	\$ 22,444,390	\$ 26,802,406	\$ 19,073,372	\$ 25,891,198
Merit Increases	39,303,458	49,134,609	37,639,313	41,274,635	35,807,110
Promotions and Career Ladder Adjustments	84,475,742	117,213,426	90,487,581	85,101,181	81,857,467
Equity Adjustments	3,610,445	13,056,327	6,640,741	3,304,987	Not Applicable
<b>Totals</b>	<b>\$145,005,870</b>	<b>\$201,848,752</b>	<b>\$161,570,041</b>	<b>\$148,754,175</b>	<b>\$143,555,775</b>
<sup>a</sup> Statutory language for equity adjustments was not added until fiscal year 2006.					

Source: Comptroller of Public Accounts' Uniform Statewide Accounting System.

## ***Overall Changes to the Position Classification Plan***

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The proper classification of positions and a sound compensation system are important to the State. An effective compensation system ensures that (1) employees are classified appropriately and paid according to their experience, education, and skills and (2) salary ranges for positions are competitive with similar positions in the public and private sector.

Each state employee is paid within a salary range established for each job classification. If these job classifications and corresponding salary ranges fall too far behind the market, the capacity to pay employees competitively is compromised. Without a competitive compensation system, state agencies face an increased risk of turnover and the inability to compete for and retain qualified employees.

Prior to each legislative session, the State Classification Team has a statutory responsibility to conduct a review of the Plan. This review is done to determine the competitiveness of the Plan with similar positions in the private and public sector and to determine whether changes are needed to maintain a competitive, equitable structure for state agencies to classify and compensate their employees.

### Chapter 2-A

#### **Market Analysis of Benchmark Positions**

##### **Comparison of State Salary Ranges with Average Market Pay**

Benchmarks are jobs in the private and public sector that strongly match corresponding state jobs in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of state salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

A **Market index** shows the relationship of a state classification job's salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state job's salary range is fully competitive with the market. A market index of 0.80 indicates that the midpoint of the salary range is 20 percent less than average market pay, and an index of 1.05 indicates the salary range is 5 percent above average market pay.

Market analysis is conducted to determine the “going rate” for positions in the market. This is done by using benchmarks (see text box), which are jobs in the private and public sector that strongly match corresponding state jobs in terms of duties, scope, and responsibility. When the midpoint of the salary range for a job classification series was within 10 percent of the average market pay, the salary range for a job classification was generally considered to be competitive.

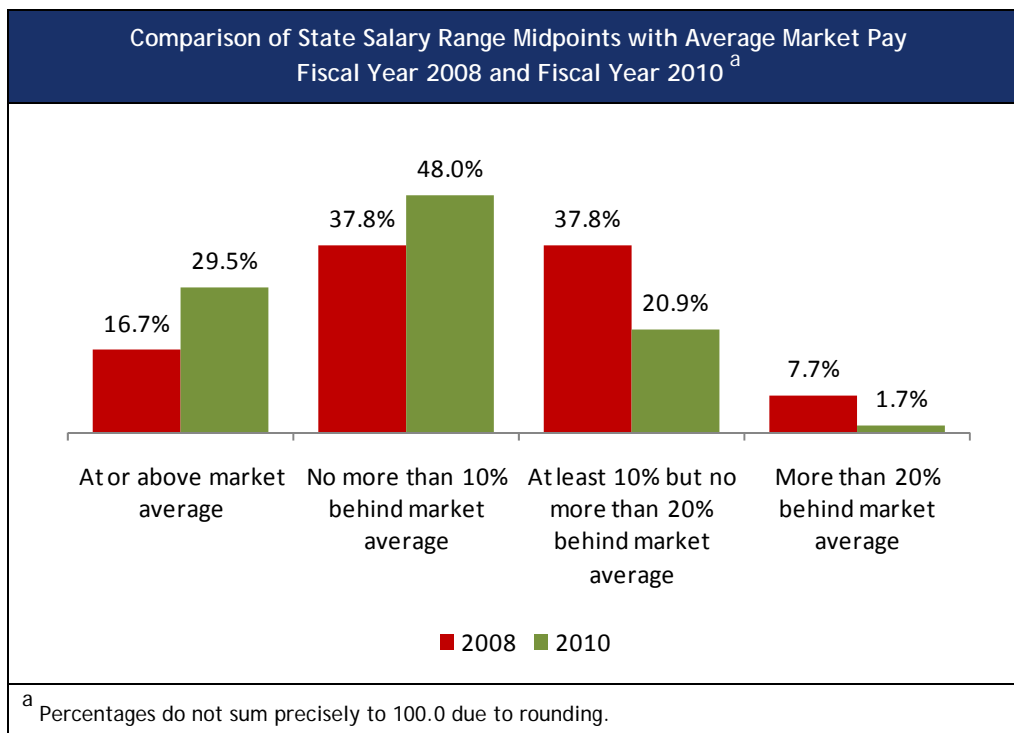
A total of 421 benchmark positions were identified. Those benchmark positions covered 60.2 percent of the State's full-time classified employees and represented 84.6 percent of the job classification series in the Plan.

Results indicate that, overall, the Plan provides appropriate salary ranges for the majority of positions reviewed. Salary ranges for 77.5 percent of the 421 benchmark positions reviewed were competitive with the market. This is an increase from fiscal year 2008, when 54.5 percent of benchmark positions had salary ranges that were competitive with the market.



Figure 3 compares state salary range midpoints to average market pay for fiscal year 2008 and fiscal year 2010.

Figure 3



Source: State Auditor's Office Electronic Compensation Analysis Tool. Information for salary ranges reflects the fiscal year 2008 and 2010 salary schedules.

The State Classification Team collected market data using multiple salary survey sources for positions that were representative of the work performed in state government. The majority of benchmark jobs were based on at least three strong market matches. However, in some cases, the benchmark jobs had only one or two matches. In those situations, the market data may be specific to the public sector or is clearly representative of the job. The public sector data generally represented data from a number of states and Texas cities or counties. In situations in which a job classification series had more than one benchmark, data for the entire series was considered before making recommended changes. Details on the benchmark positions, including the market average for each benchmark, are presented in Chapters 3 to 18.

Chapter 2-B

### Recommended Changes to the Plan

As part of its review of the Plan, the State Classification Team recommends changes to address routine system maintenance, as well as to identify and correct situations in which the salary range for a position may not be

sufficiently competitive with the market. The State Classification Team recommends for the 2012-2013 biennium:

- Making no additional revisions to Salary Schedules A and B.
- Reallocating 53 job classifications to a higher salary group.
- Adding 51 new job classifications.
- Making other technical updates and changes such as title changes and deletions.

During the course of this analysis, the State Classification Team solicited feedback from agencies to determine whether they had any specific issues or concerns that could be addressed during this process. A total of 16 agencies submitted a total of 95 requests for new classifications, requests for additional levels for current classifications, and requests for higher minimum salaries. Recommendations in this report directly address 52.4 percent of those requests. The remaining agency requests could, in general, be addressed with changes to job descriptions, or within the current classification and salary ranges and would not require legislative changes. Although the Plan is meant to include very general job descriptions, state agencies are encouraged to maintain functional job titles that are specific to their employees' work to tailor the Plan to each agency's specific business needs.

Salary Schedules A and B provide an adequate structure for compensating employees, and need no alterations.

The 81st Legislature revised Salary Schedules A and B. Those revisions (1) increased the width of the salary ranges to provide higher maximum salary rates and (2) adjusted the difference between pay levels to ensure that there is a logical and distinct progression between each salary group. After implementation of those changes, and after reviewing market data for this report, the State Classification Team determined that Salary Schedules A and B are appropriate for the current Plan and do not need additional revisions for the 2012-2013 biennium. The salary schedules for the 2010-2011 biennium are presented in Appendix 3.

Modifications to individual job classifications are necessary to maintain a flexible and competitive classification system.

Modifications to individual job classifications within the Plan would address positions with salary ranges below the market, provide additional job classifications for state agencies to use, and address outdated positions in the Plan. Table 3 provides a summary of recommended changes necessary to keep the Plan competitive. Details on each job category are presented in Chapters 3 to 18, and complete lists of positions in the Plan are presented in Appendices 5 to 20.

Table 3

Summary of Recommended Changes to the Plan for Fiscal Years 2012-2013				
Job Category	Recommended Changes			
	Higher Minimum Salary Group	Additional Classifications	Deletions	Title Change
Accounting, Auditing, and Finance	7	1	0	0
Administrative Services	0	5	0	0
Criminal Justice	0	4	0	0
Custodial	0	0	0	0
Engineering and Design	0	0	0	0
Information Services and Research	7	0	0	0
Information Technology	1	0	0	0
Inspection and Maintenance	4	1	0	6
Legal	1	0	0	0
Medical and Health	21	8	0	9
Natural Resources and Utilities	3	10	6	13
Program Management	0	4	0	6
Property Management, Purchasing, and Insurance	0	1	0	0
Public Safety and Risk Management	0	7	0	0
Social Services	9	10	0	14
Support Services	0	0	0	0
<b>Totals</b>	<b>53</b>	<b>51</b>	<b>6</b>	<b>48</b>

Moving job classifications to a higher minimum salary group will address positions with less favorable salary ranges.

This report recommends reallocating 53 job classifications to a higher salary group. Reallocations refer to the process by which the assigned salary group for a job classification is changed. A classified employee who is paid below the minimum of the new salary group will receive at least the minimum of the new salary group; however, agencies may choose to increase their salary above the minimum to address internal equity issues.

In most of the situations in which a job classification has a higher recommended minimum salary, changes were recommended because there was a significant change in the going rate for comparable positions in the market. For example, this analysis found that, on average, state salaries for Licensed Vocational Nurse (LVN) positions were 16 percent behind the market. Moving the salary ranges for these positions to a higher level would enable agencies to adjust employee salaries to a more competitive rate.

Table 4 lists the job classification series that have recommended reallocations. Not all job classifications in each series may be affected, however. Appendices 5 to 20 list all recommended changes to the Plan, including information about which specific positions would move to a higher salary group.

Table 4

Job Classification Series with a Proposed Reallocation for Fiscal Years 2012-2013
Aircraft Mechanic
Aircraft Pilot
Child Support Officer
Computer Operations Technician
Dentist
Earth Science Technician
Financial Examiner
Hearings Reporter
Historian
Licensed Vocational Nurse
Medical Aide
Pharmacist
Psychiatrist
Quality Assurance Specialist
Radiological Technologist
Registered Therapy Assistant/Therapist
Respiratory Care Practitioner
Statistician
Taxpayer Compliance Officer
Toxicologist
Vocational Rehabilitation Counselor

**Adding classifications will address gaps in the Plan.**

Adding 51 job classifications will address gaps in the Plan and provide agencies with positions that more clearly distinguish work being performed.

This includes the addition of 11 new job classification series (36 job classifications) that currently do not exist in the Plan. An additional 15 job classifications are recommended to add new levels to current job classifications to allow agencies to classify employees more appropriately (see Chapters 3 to 18 for additional details). Table 5 lists the proposed new job classification series.

Table 5

Proposed New Job Classification Series for Fiscal Years 2012-2013	
Job Classification Series	Number of Levels
Behavior Analyst	2
Crime Analyst	2
Criminal Intelligence Analyst	3
Education Specialist	5
Halfway House Superintendent	2
Park Superintendent	5
Protective Services Intake Specialist	5
Public Health and Prevention Technician	5
Texas Works Advisor	3
Texas Works Supervisor	2
Youth Facility Superintendent	2
<b>Total</b>	<b>36</b>

Title changes and deletions of outdated job classifications are necessary to keep the Plan current.

Changing titles on 48 job classifications will provide a better description of the functions and reflect current industry terminology. Changes to titles may also help create more consistency among job titles within each classification series. Examples of recommended title changes include changing Environmental Specialist to Environmental Protection Specialist, and changing Qualified Mental Retardation Professional to Qualified Developmental Disability Professional.

Deletions from the Plan may be necessary when a job classification is underutilized or not used at all. A job classification level may be obsolete for a variety of reasons, including that it is no longer competitive with similar jobs. This report recommends deleting six job classifications. These include Toxicologist I (which is underutilized) and Park Ranger I-V (whose duties fall under another job classification).

Appendices 5 to 20 list all recommended changes to the Plan, including information about which specific positions have recommended title changes or should be deleted from the Plan.

## Fiscal Impact of Recommended Changes

The changes to the Plan recommended in this report have an estimated fiscal impact to state agencies of \$1,146,761 for each year of the 2012-2013 biennium. To estimate the minimum cost of implementing the recommended changes, the State Classification Team used data for the second quarter of fiscal year 2010 and calculated the fiscal impact of moving full-time classified employees to the minimums of the salary ranges of their new or revised classifications.

If the recommendations are implemented, agencies would be required to spend funds to make these changes. As a result, agencies may want to consider requesting legislative assistance with funding to address these changes. Although this report covers only recommended changes to the salary structure, state agencies are responsible for determining individual employees' salaries and, therefore, may incur additional costs to cover salary adjustments that exceed the minimum recommended changes.

Four agencies bear the majority (80.3 percent) of the costs associated with these recommended changes (see Table 6). A complete list of costs by agency is presented in Appendix 4.

Table 6

State Agencies That Would Bear the Majority of Annual Costs Associated with the Recommended Plan Changes for the 2012-2013 Biennium		
Agency	Annual Cost to Implement Recommended Plan Changes	Percent of Total Cost
Office of the Attorney General	\$ 347,747	30.3%
Department of State Health Services	267,892	23.3%
Department of Insurance	156,714	13.7%
Department of Aging and Disability Services	148,965	13.0%
All other agencies combined	225,443	19.7%
<b>Totals</b>	<b>\$ 1,146,761</b>	<b>100.0%</b>

The estimated costs do not include any additional benefit-related costs (for example, additional retirement, Medicare, and Social Security costs) that agencies may incur during the Plan conversion process.

Table 7 presents a summary of the costs to implement recommended changes to the Plan for each year of the 2012-2013 biennium by major job categories. See Chapters 3 to 18 and Appendices 5 to 20 for additional details on recommended changes to these job categories.

Table 7

Minimum Annual Cost of Recommended Plan Changes by Job Categories For the 2012-2013 Biennium		
Job Category	Annual Cost to Implement Recommended Plan Changes	Percentage of Total Cost
Accounting, Auditing, and Finance	\$ 280,326	24.4%
Information Technology	7,777	0.7%
Library and Records	14,931	1.3%
Maintenance	2	0.0%
Medical and Health	383,443	33.4%
Natural Resources	17,148	1.5%
Planning, Research, and Statistics	19,643	1.7%
Social Services	423,491	36.9%
<b>Totals</b>	<b>\$ 1,146,761</b>	<b>100.0%<sup>a</sup></b>
<sup>a</sup> Percentages do not sum precisely to 100.0 due to rounding.		

Chapter 2-D

**State Employee Salaries**

The State Auditor’s Office is charged with maintaining the overall structure of the Plan; however, state agencies are responsible for determining an individual employee’s salary within the applicable salary range for the employee’s job classification. Although there are circumstances in which it is appropriate to pay employees at the minimum of salary ranges, ideally salary rates for employees should be distributed throughout the salary ranges to accommodate different levels of skill and experience, as well as varying degrees of employee job performance.

For the job classifications reviewed, the State Classification Team also compared average actual salaries that state employees are receiving to market average salaries. That analysis indicated that, in the first two quarters of fiscal year 2010:

- 7.8 percent of employees (6,966) were paid no more than 10 percent behind the market.

- 72.8 percent of employees (65,321) were paid at least 10 percent to 20 percent behind the market.
- 19.4 percent (17,342) were paid more than 20 percent behind the market.

Employees may be paid below the market because of budget constraints, agency policies, or limited merit increases. While the overall salary ranges for the Plan are competitive, state agencies that pay near the minimum of each salary group may struggle to pay competitive salary rates to their employees. State agencies should review individual employee salaries to ensure that, if needed, additional adjustments are made to maintain desired salary rates.

**Selected job classification series have risk factors that may affect agencies' ability to recruit and retain qualified staff.**

For certain job classifications, the risk of being unable to fill positions or retain employees may be relatively higher because these job classifications have high turnover rates, have salary ranges that are not competitive with the market, and employ large numbers of employees. In reviewing the market average and average salaries of positions in the Plan, the State Classification Team identified eight job classification series that may have risk factors that are higher than other job classification series (see Table 8).

These job classification series were highlighted because of factors such as a large number of employees (more than 500), a turnover rate that was higher than the 14.4 percent statewide average turnover for fiscal year 2009, and salary ranges or average employee salaries that were not competitive with the market. State agencies and the Legislature may wish to review these positions to determine whether there are opportunities for salary equity adjustments or other targeted increases.

Table 8

Job Classification Series That May Have Relatively High Risk Factors				
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Overall Turnover Rate Fiscal Year 2009	State Salary Range Compared to Market (Market Index) <sup>a</sup>	Average State Salary Compared to Market Average Salary
Adult Protective Services Specialist <sup>b</sup>	741.5	22.8%	0.89	0.76
Child Protective Services Specialist <sup>b</sup>	5,059.5	22.8%	0.89	0.73
Correctional Officer	27,422.5	21.4%	0.86	0.73
Juvenile Correctional Officer	2,061.5	37.1%	0.88	0.77
Licensed Vocational Nurse	1,190.0	26.7%	0.84	0.81



Job Classification Series That May Have Relatively High Risk Factors				
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Overall Turnover Rate Fiscal Year 2009	State Salary Range Compared to Market (Market Index) <sup>a</sup>	Average State Salary Compared to Market Average Salary
Mental Health/Mental Retardation Services Aide/Assistant/Supervisor	7,417.0	43.8%	0.95	0.83
Psychiatric Nursing Aide/Assistant	2,988.0	26.6%	0.93	0.78
Senior Correctional Officer	3,146.5	7.6%	0.89	0.72
<p><sup>a</sup> Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.</p> <p><sup>b</sup> Fiscal year 2009 turnover is for the Protective Services Specialist position. That position was divided into two separate job classification series—Adult Protective Services Specialist and Child Protective Services Specialist—at the beginning of fiscal year 2010.</p>				

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

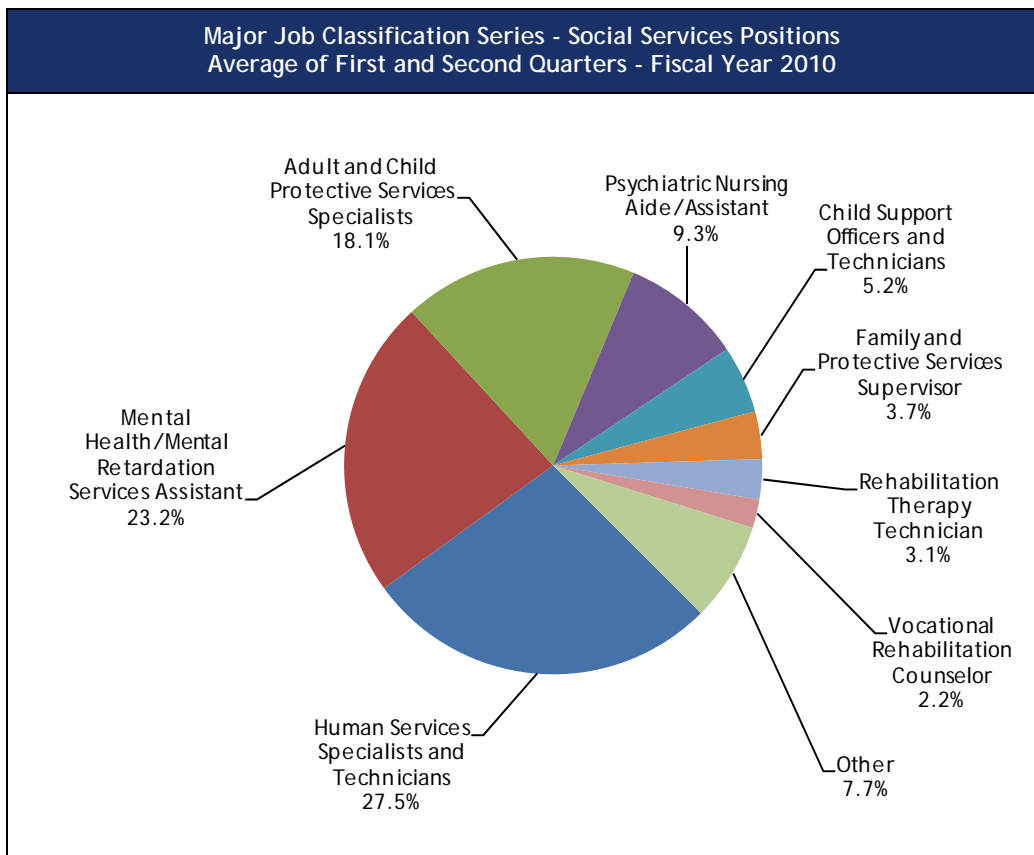
# Recommendations by Job Category

Chapter 3

## Social Services Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 32,020 full-time classified employees in social services job classifications. Those positions accounted for 20.8 percent of the State's workforce. The majority (68.8 percent) of them were classified as Human Services Specialists and Technicians, Mental Health/Mental Retardation Services Assistants, or Adult and Child Protective Services Specialists; the remainder were in various social services positions (see Figure 4).

Figure 4



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

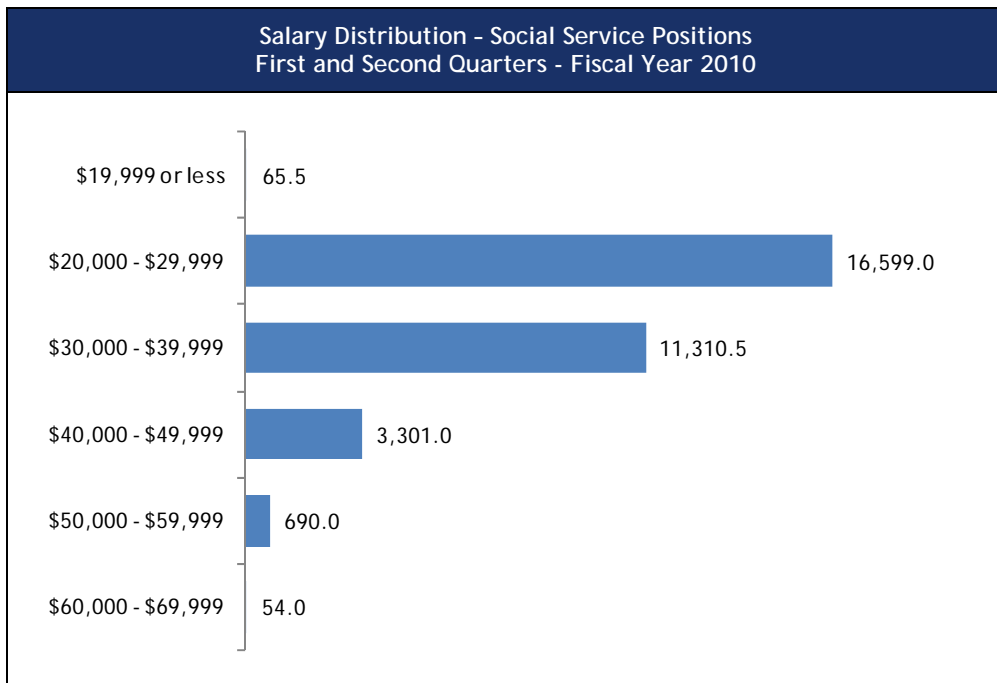
On average, employees in this job category had worked for the State for 7.9 years, and they had worked an average of 3.8 years within their current

agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$30,370.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 25.0 percent (from 25,615 to 32,020), and their average salary increased 12.6 percent (from \$26,973 to \$30,370). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 5 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 5



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 15.1 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 9 on the next page provides information on headcount and salaries for employees in this job category.

Table 9

Headcount, Turnover, and Salary Information for Employees in Social Services Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Adult Protective Services Specialist <sup>c</sup>	741.5	17.7%	22.8%	\$36,292	\$38,092	92.0%
Case Manager	385.0	12.3%	19.5%	\$36,924	\$38,097	67.7%
Chaplain	145.5	9.7%	11.8%	\$40,356	\$41,653	100.0%
Chaplaincy Services Assistant	6.5	0.0%	0.0%	\$29,332	\$31,756	92.3%
Child Protective Services Specialist <sup>c</sup>	5,059.5	17.7%	22.8%	\$34,618	\$35,204	98.7%
Child Support Officer	1,289.0	8.8%	11.7%	\$35,806	\$37,413	85.0%
Child Support Technician	379.0	8.5%	11.9%	\$28,818	\$29,852	82.6%
Family and Protective Services Supervisor <sup>d</sup>	1,180.5	Not Applicable	Not Applicable	\$45,706	\$48,956	98.5%
Family Services Specialist <sup>d</sup>	321.5	Not Applicable	Not Applicable	\$46,596	\$49,875	94.9%
Health and Human Services Program Coordinator	42.0	8.2%	10.9%	\$49,238	\$52,229	63.1%
Human Services Specialist	7,828.5	10.8%	15.3%	\$32,079	\$33,473	85.9%
Human Services Technician	976.5	7.8%	13.0%	\$25,414	\$26,711	87.2%
Interpreter	22.0	12.6%	16.8%	\$45,637	\$47,227	59.1%
Mental Health/Mental Retardation Services Assistant/Supervisor	7,417.0	22.5%	43.8%	\$22,312	\$23,206	99.2%
Psychiatric Nursing Assistant	2,988.0	15.7%	26.6%	\$22,703	\$23,739	99.8%
Qualified Mental Retardation Professional	229.0	18.6%	26.5%	\$35,145	\$36,420	100.0%
Quality Assurance Specialist	123.5	4.1%	4.9%	\$43,082	\$45,838	88.7%
Recreation Program Specialist	50.0	21.4%	23.3%	\$31,817	\$33,433	94.0%
Rehabilitation Teacher	124.5	8.6%	11.0%	\$35,118	\$36,316	79.5%

**Headcount, Turnover, and Salary Information for Employees in  
Social Services Positions**

Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Rehabilitation Therapy Technician	992.0	7.5%	11.8%	\$23,786	\$25,517	97.3%
Resident Specialist	338.5	14.9%	24.0%	\$29,994	\$31,751	81.4%
Social Worker	197.0	10.7%	12.2%	\$39,054	\$40,561	99.5%
Substance Abuse Counselor	113.0	16.7%	24.1%	\$30,094	\$30,774	99.1%
Veterans Service Representative	271.0	17.3%	22.7%	\$34,584	\$35,322	94.8%
Vocational Rehabilitation Counselor	711.0	7.9%	10.9%	\$48,615	\$50,072	39.5%
Volunteer Services Coordinator	88.5	9.1%	14.8%	\$40,939	\$42,621	87.6%
<b>Occupational Total</b>	<b>32,020.0</b>	<b>15.1%</b>	<b>24.3%</b>	<b>\$30,370</b>	<b>\$31,792</b>	<b>92.3%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>

<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.

<sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.

<sup>c</sup> Fiscal year 2009 turnover is for Protective Services Specialist. That position was divided into two separate job classification series—Adult Protective Specialist and Child Protective Specialist—at the beginning of fiscal year 2010.

<sup>d</sup> Family and Protective Services Supervisor and Family Services Specialist were added to the Plan at the beginning of fiscal year 2010.

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for social services positions with salaries for 44 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

**Benchmark Positions**  
 Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of those positions (61.4 percent) are competitive with the market. The state salary ranges for those positions are, on average, 8 percent lower than the market.

Table 10 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 10

Benchmark Job Analysis: Social Services Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
5004	Adult Protective Services Specialist III	\$47,145	0.91	\$36,461	0.77
5006	Adult Protective Services Specialist V	\$56,469	0.88	\$42,087	0.75
5025	Child Protective Services Specialist III	\$47,145	0.91	\$34,804	0.74
5027	Child Protective Services Specialist V	\$56,469	0.88	\$40,987	0.73
5052	Rehabilitation Therapy Technician III	\$31,651	0.92	\$25,187	0.80
5054	Rehabilitation Therapy Technician V	\$44,268	0.86	\$31,026	0.70
5063	Vocational Rehabilitation Counselor II	\$47,281	0.96	\$45,901	0.97
5065	Vocational Rehabilitation Counselor IV	\$64,360	0.82	\$57,998	0.90
5081	Chaplain I	\$47,293	0.96	\$35,654	0.75
5083	Chaplain III	\$70,279	0.86	\$47,629	0.68
5112	Substance Abuse Counselor II	\$41,616	0.92	\$30,154	0.72
5122	Mental Retardation Assistant II	\$28,990	0.95	\$24,013	0.83
5134	Qualified Mental Retardation Professional IV	\$52,105	0.95	\$38,878	0.75
5140	Recreation Program Specialist I	\$35,544	0.90	\$26,339	0.74
5142	Recreation Program Specialist II	\$39,554	0.91	\$30,623	0.77
5144	Recreation Program Specialist III	\$47,323	0.85	\$33,685	0.71
5151	Psychiatric Nursing Assistant I	\$25,339	0.99	\$21,139	0.83

Benchmark Job Analysis: Social Services Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
5152	Psychiatric Nursing Assistant II	\$32,161	0.86	\$23,427	0.73
5201	Resident Specialist I	\$26,738	0.94	\$23,611	0.88
5205	Resident Specialist III	\$34,007	0.94	\$29,475	0.87
5207	Resident Specialist IV	\$36,549	0.99	\$32,111	0.88
5226	Case Manager I	\$36,334	0.88	\$29,577	0.81
5227	Case Manager II	\$39,660	0.91	\$31,829	0.80
5228	Case Manager III	\$44,825	0.90	\$40,485	0.90
5229	Case Manager IV	\$49,576	0.92	\$43,249	0.87
5232	Volunteer Services Coordinator I	\$34,252	1.05	\$31,130	0.91
5233	Volunteer Services Coordinator II	\$38,918	1.04	\$37,493	0.96
5235	Volunteer Services Coordinator IV	\$64,734	0.82	\$46,524	0.72
5302	Health and Human Services Program Coordinator II	\$60,957	0.93	\$48,100	0.79
5400	Social Worker I	\$42,061	0.96	\$34,296	0.82
5402	Social Worker II	\$48,131	0.94	\$38,641	0.80
5404	Social Worker III	\$53,764	0.99	\$43,694	0.81
5408	Social Worker V	\$62,913	1.11	Not Applicable	Not Applicable
5503	Human Services Technician I	\$21,981	1.09	\$21,825	0.99
5504	Human Services Technician II	\$31,335	0.84	\$22,943	0.73
5527	Quality Assurance Specialist II	\$59,253	0.84	\$43,296	0.73
5528	Quality Assurance Specialist III	\$64,934	0.87	\$48,110	0.74
5529	Quality Assurance Specialist IV	\$80,675	0.81	\$56,133	0.70
5541	Child Support Officer II	\$44,002	0.82	\$30,802	0.70
5543	Child Support Officer IV	\$52,827	0.86	\$43,432	0.82
5616	Interpreter I	\$45,327	0.95	\$42,758	0.94
New Position	Texas Works Advisor II	\$41,361	0.87	Not Applicable	Not Applicable
5700	Human Services Specialist I	\$33,113	0.97	\$28,139	0.85
5702	Human Services Specialist III	\$41,361	0.87	\$32,438	0.78
Market Index Social Services			0.92		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

**Recommended Changes and Fiscal Impact**

To maintain competitive salary ranges, as well as provide additional job classification series and title changes for agencies to use, the Legislature should consider implementing certain changes for this job category. These include:

- Reallocating nine job classifications to a higher salary group.
- Adding Protective Services Intake Specialist, Texas Works Advisor, and Texas Works Supervisor job classification series.
- Changing the Veterans Service Representative job classification series to Veterans Services Representative.
- Changing the Mental Health/Mental Retardation Assistant job classification series to Direct Support Professional.
- Changing the Qualified Mental Retardation Professional job classification series to Qualified Developmental Disability Professional.

Appendix 5 lists detailed recommended changes for each job classification title for social services positions.

The cost to move employees to the minimum of their new salary groups would be \$423,491 in each year of the 2012-2013 biennium. The costs are related to Child Support Officer and Quality Assurance Specialist positions. Agencies may incur additional costs to address any internal equity issues these changes may create. Table 11 lists the costs of the recommended changes by job classification series for social services positions for the 2012-2013 biennium.

Table 11

Social Services Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Child Support Officer	1,289.0	\$ 335,229
Quality Assurance Specialist	123.5	88,262
Vocational Rehabilitation Counselor	711.0	0
<b>Total: Social Services</b>	<b>2,123.5</b>	<b>\$423,491</b>
<sup>a</sup> The number of employees is the average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

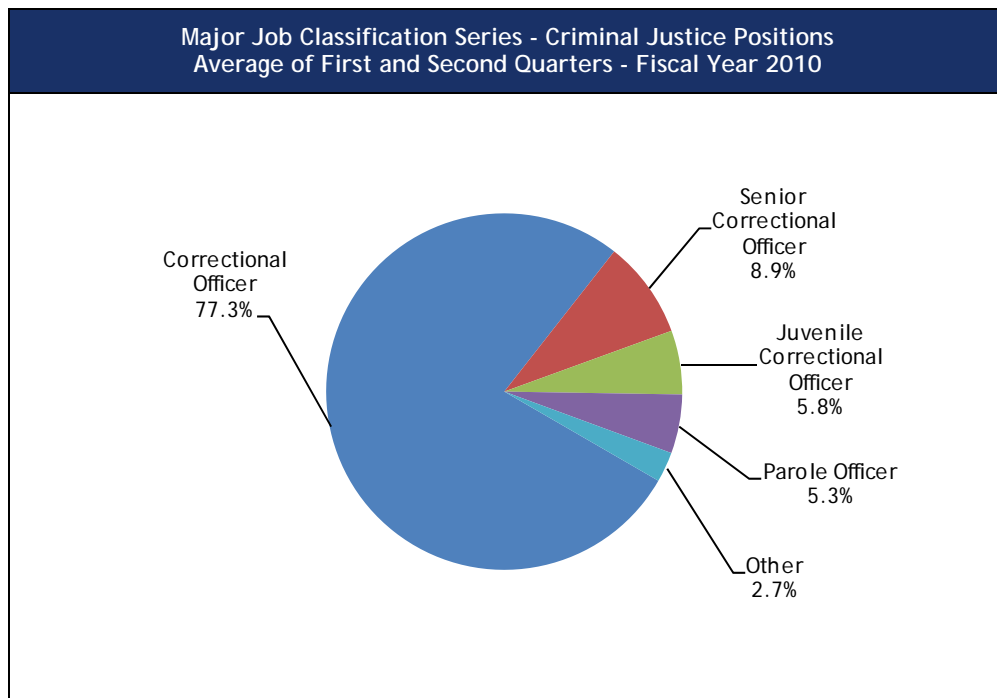
Sources: State Auditor’s Office’s Electronic Compensation Analysis Tool and the Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.



## Criminal Justice Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 35,495 full-time classified employees in criminal justice job classifications. These employees accounted for 23.0 percent of the State's workforce. The majority (92.0 percent) of them were classified as Correctional Officers, Senior Correctional Officers, or Juvenile Correctional Officers; the remainder were in various criminal justice positions, such as Parole Officers and Wardens (see Figure 6).

Figure 6



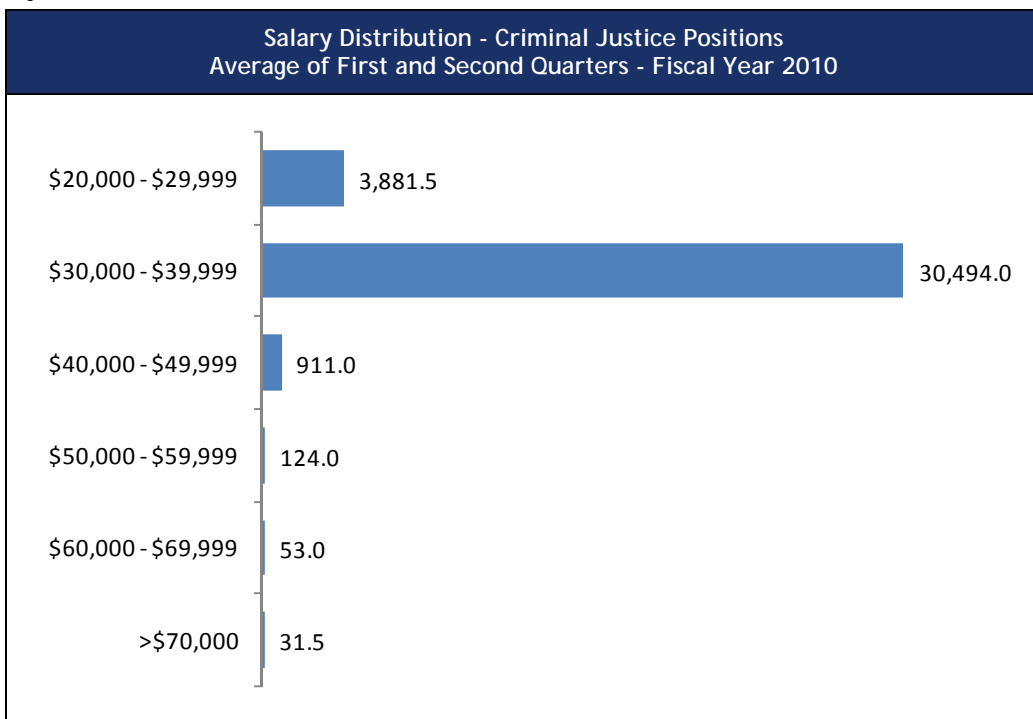
Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

On average, employees in this job category had worked for the State for 8.2 years, and they had worked an average of 6.6 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$33,980.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 4.2 percent (from 34,072 to 35,495), and their average salary increased 13.7 percent (from \$29,880 to \$33,980). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209), and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 7 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 7



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 12.5 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 12 on the next page provides information on headcount and salaries for employees in this job category.

Table 12

Headcount, Turnover, and Salary Information for Employees in Criminal Justice Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Agriculture Specialist	123.0	14.0%	18.6%	\$33,680	\$35,978	100.0%
Assistant Warden/Warden	186.5	6.0%	6.0%	\$60,029	\$64,741	100.0%
Correctional Officer	27,422.5	12.7%	21.4%	\$33,010	\$34,323	100.0%
Correctional Transportation Officer	121.5	11.1%	13.7%	\$30,355	\$31,847	100.0%
Counsel Substitute	106.5	4.7%	7.4%	\$31,328	\$33,105	100.0%
Dorm Supervisor	24.0	0.0%	0.0%	\$44,256	\$45,623	89.6%
Industrial Specialist	407.5	10.1%	12.0%	\$33,970	\$36,110	100.0%
Juvenile Correctional Officer	2,061.5	24.7%	37.1%	\$34,293	\$35,336	100.0%
Parole Officer	1,895.5	6.6%	9.4%	\$37,531	\$38,910	99.7%
Senior Correctional Officer	3,146.5	5.9%	7.6%	\$38,719	\$41,082	100.0%
<b>Occupational Total</b>	<b>35,495.0</b>	<b>12.5%</b>	<b>20.4%</b>	<b>\$33,980</b>	<b>\$35,436</b>	<b>100.0%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.						
<sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for criminal justice positions with salaries for 11 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

**Benchmark Positions**

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of these positions (54.5 percent) are competitive with the market. The state salary ranges for those positions are, on average, 8 percent lower than the market.

Table 13 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 13

Benchmark Job Analysis: Criminal Justice Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
4503	Correctional Officer III	\$44,498	0.81	\$31,215	0.70
4505	Correctional Officer V	\$47,207	0.91	\$35,797	0.76
4510	Sergeant of Correctional Officers	\$49,686	0.91	\$37,586	0.76
4512	Captain of Correctional Officers	\$60,987	0.87	\$41,447	0.68
4522	Juvenile Correctional Officer III	\$40,838	0.88	\$31,443	0.77
4541	Parole Officer II	\$45,371	0.89	\$36,716	0.81
4542	Parole Officer III	\$48,503	0.88	\$41,535	0.86
4544	Parole Officer V	\$59,145	0.96	\$53,888	0.91
4551	Warden I	\$75,112	1.06	\$64,787	0.86
4552	Warden II	\$97,690	0.91	\$73,615	0.75
4650	Industrial Specialist V	\$45,993	0.99	\$35,871	0.78
Market Index Criminal Justice			0.92		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state job's salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide an additional job classification series for agencies to use, the Legislature should consider implementing one change for this job category:

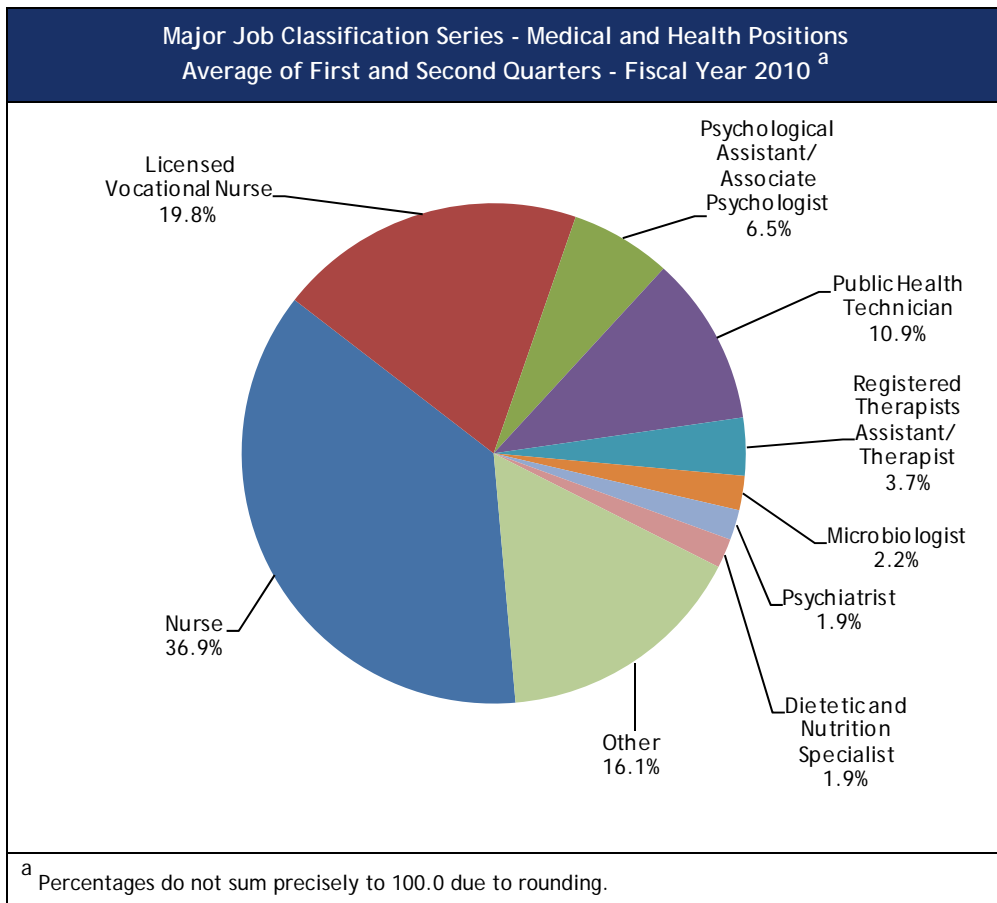
- Adding a Halfway House Superintendent and Youth Facility Superintendent job classification series.

There is no cost to implement this change; however, agencies may incur additional costs to address any internal equity issues these changes may create. Appendix 6 lists detailed recommended changes for each job classification title for criminal justice positions.

**Medical and Health Positions**

In the first and second quarters of fiscal year 2010, the State employed an average of 6,006 full-time classified employees in medical and health job classifications. Those employees accounted for 3.9 percent of the State’s workforce. More than half (56.7 percent) of them were classified as Nurses or Licensed Vocational Nurses; the remainder were in various medical positions (see Figure 8).

Figure 8



Sources: Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

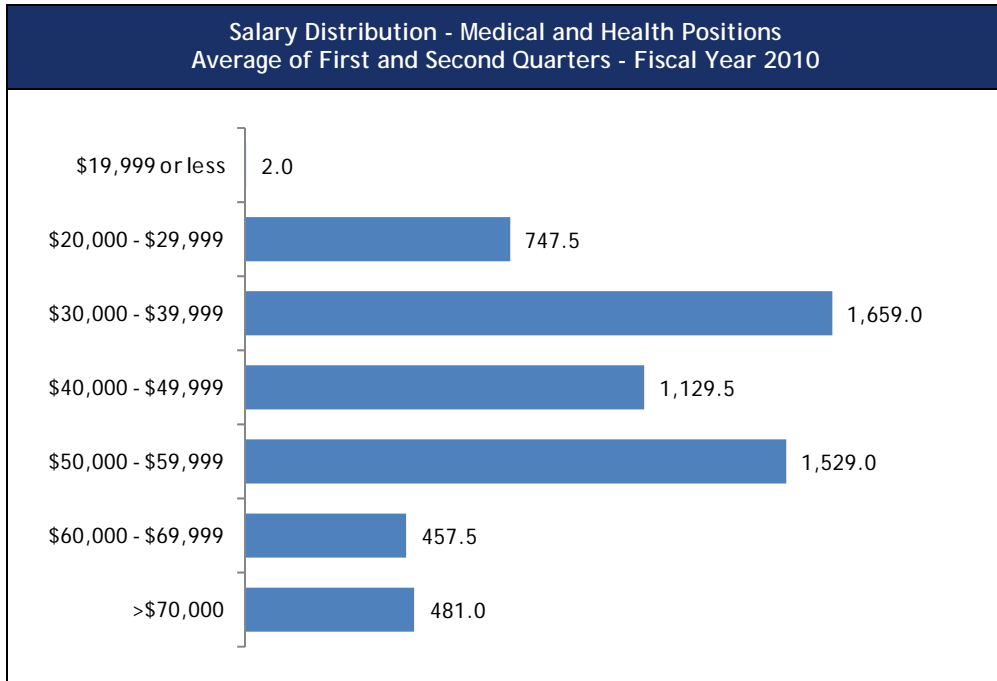
On average, employees in this job category had worked for the State for 9.2 years, and they had worked an average of 3.3 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$50,120.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 24.1 percent (from 4,838 to 6,006),

and their average salary increased 16.9 percent (from \$42,875 to \$50,120). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 9 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 9



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 14.2 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 14 on the next page provides information on headcount and salaries for employees in this job category.

Table 14

Headcount, Turnover, and Salary Information for Employees in Medical and Health Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Dental Assistant	19.0	4.9%	14.6%	\$ 25,501	\$ 27,889	100.0%
Dental Hygienist	21.0	0.0%	6.3%	\$ 42,764	\$ 44,650	100.0%
Dentist	20.5	4.3%	4.3%	\$104,057	\$107,807	100.0%
Dietetic and Nutrition Specialist	113.5	12.3%	14.2%	\$ 45,707	\$ 47,266	99.1%
Dietetic Technician	19.0	0.0%	0.0%	\$ 24,622	\$ 26,490	94.7%
Epidemiologist	88.0	4.6%	6.9%	\$ 51,906	\$ 53,876	98.9%
Health Physicist	70.5	5.9%	8.9%	\$ 59,258	\$ 61,747	92.9%
Laboratory Technician	87.0	9.2%	13.8%	\$ 28,005	\$ 29,506	100.0%
Licensed Vocational Nurse	1,190.0	19.5%	26.7%	\$ 34,197	\$ 35,500	69.5%
Medical Aide	22.0	30.8%	38.5%	\$ 21,922	\$ 23,955	54.5%
Medical Research Specialist	2.0	0.0%	0.0%	\$ 60,476	\$ 67,843	100.0%
Medical Technician	10.5	15.7%	23.5%	\$ 26,764	\$ 28,675	95.2%
Medical Technologist	96.5	6.1%	12.2%	\$ 41,594	\$ 43,409	93.3%
Microbiologist	132.5	8.2%	9.6%	\$ 40,927	\$ 42,841	98.5%
Nurse	2,214.0	15.5%	20.8%	\$ 54,226	\$ 55,377	74.2%
Orthopedic Equipment Assistant Technician	42.0	0.0%	0.0%	\$ 26,739	\$ 29,327	97.6%
Pharmacist	89.0	5.6%	13.3%	\$ 88,718	\$ 91,264	97.2%
Pharmacy Technician	75.0	7.8%	13.0%	\$ 25,875	\$ 27,041	98.7%
Physician	107.5	8.4%	10.1%	\$147,878	\$150,390	74.4%
Physician Assistant	1.0	0.0%	0.0%	\$ 85,925	\$ 86,405	100.0%
Psychiatrist	116.5	13.5%	16.5%	\$171,478	\$173,010	42.9%
Psychological Assistant/Associate Psychologist	390.5	16.8%	20.8%	\$ 40,266	\$ 41,143	95.9%
Psychologist	72.0	17.0%	19.9%	\$ 67,676	\$ 69,431	77.8%
Public Health Nurse <sup>c</sup>	59.5	Not Applicable	Not Applicable	\$ 43,215	\$ 45,167	95.0%
Public Health Technician	655.0	10.2%	17.9%	\$ 33,347	\$ 34,500	99.5%



**Headcount, Turnover, and Salary Information for Employees in  
Medical and Health Positions**

Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Radiological Technologist Assistant/Technologist	18.0	5.6%	5.6%	\$ 38,366	\$ 40,179	86.1%
Registered Therapist Assistant/Therapist	224.0	11.1%	13.7%	\$ 59,989	\$ 61,698	72.5%
Respiratory Care Practitioner	11.0	0.0%	0.0%	\$ 35,738	\$ 37,164	100.0%
Veterinarian	38.5	9.2%	11.6%	\$ 81,013	\$ 83,007	57.1%
<b>Occupational Total</b>	<b>6,005.5</b>	<b>14.2%</b>	<b>19.5%</b>	<b>\$ 50,120</b>	<b>\$ 51,619</b>	<b>80.4%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$ 39,219</b>	<b>\$ 41,088</b>	<b>89.7%</b>

<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.

<sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.

<sup>c</sup> Public Health Nurse was added to the Plan at the beginning of fiscal year 2010.

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for medical and health positions with salaries for 42 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for more than half of those positions (57.1 percent) are competitive with the market. The state salary ranges for those positions are, on average, 7 percent lower than the market.

Table 15 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 15

Benchmark Job Analysis: Medical and Health Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
4001	Dietetic Technician I	\$26,774	0.98	\$24,154	0.90
4017	Dietetic and Nutrition Specialist II	\$50,471	1.05	\$43,330	0.86
4018	Dietetic and Nutrition Specialist III	\$57,372	1.06	\$49,084	0.86
4074	Public Health Technician II	\$49,545	0.87	\$34,791	0.70
4083	Epidemiologist II	\$54,737	1.11	\$50,437	0.92
4125	Veterinarian I	\$74,423	0.93	\$64,585	0.87
4142	Laboratory Technician I	\$28,662	1.01	\$24,995	0.87
4144	Laboratory Technician II	\$39,257	0.87	\$27,613	0.70
4148	Laboratory Technician IV	\$54,265	0.79	Not Applicable	Not Applicable
4221	Microbiologist I	\$39,826	1.02	\$33,176	0.83
4223	Microbiologist III	\$52,119	1.02	\$43,232	0.83
4292	Radiological Technologist I	\$45,298	0.84	\$31,323	0.69
4293	Radiological Technologist II	\$49,570	0.87	\$37,863	0.76
4360	Registered Therapist Assistant	\$51,837	0.88	\$40,910	0.79
4363	Registered Therapist II	\$69,217	0.77	\$52,965	0.77
4364	Registered Therapist III	\$75,381	0.81	\$47,361	0.63
4366	Registered Therapist V	\$82,244	0.97	\$72,602	0.88
4374	Medical Aide I	\$25,310	0.86	\$21,728	0.86

Benchmark Job Analysis: Medical and Health Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
4376	Medical Aide II	\$29,891	0.80	\$23,148	0.77
4385	Medical Technician I	\$28,742	0.96	\$24,942	0.87
4402	Medical Technologist II	\$42,244	0.96	\$34,221	0.81
4403	Medical Technologist III	\$51,886	0.88	\$38,523	0.74
4411	Nurse II	\$61,122	0.87	\$52,013	0.85
4412	Nurse III	\$62,152	0.98	\$54,967	0.88
4413	Nurse IV	\$70,838	0.98	\$60,222	0.85
4414	Nurse V	\$82,162	0.97	\$76,827	0.94
4417	Public Health Nurse II	\$58,696	1.03	\$51,110	0.87
4421	Licensed Vocational Nurse II	\$40,444	0.84	\$32,934	0.81
4428	Respiratory Care Practitioner	\$53,234	0.85	\$35,738	0.67
4437	Physician II	\$159,513	0.99	\$147,699	0.93
4440	Physician Assistant	\$86,210	1.04	\$85,925	1.00
4451	Nurse Practitioner	\$85,274	1.05	\$84,623	0.99
4457	Dentist II	\$134,908	0.88	\$103,976	0.77
4464	Psychologist II	\$73,270	1.02	\$70,879	0.97
4465	Psychologist III	\$79,739	1.12	\$77,713	0.97
4468	Associate Psychologist I	\$52,532	0.82	\$36,536	0.70
4477	Psychiatrist II	\$181,322	0.87	\$153,819	0.85
4482	Dental Assistant I	\$30,124	0.92	\$23,809	0.79
4489	Dental Hygienist	\$57,520	0.92	\$42,764	0.74
4492	Pharmacist I	\$110,066	0.81	\$74,592	0.68
4494	Pharmacist III	\$129,387	1.01	\$108,081	0.84
4498	Pharmacy Technician I	\$30,526	0.91	\$24,435	0.80
Market Index Medical and Health			0.93		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide additional levels and title changes for agencies to use, the Legislature should consider implementing certain changes for this job category. These include:

- Reallocating 21 job classifications to a higher salary group.
- Adding a Public Health and Prevention Technician and Behavior Analyst job classification series.
- Changing the title of the Public Health Technician job classification series to Public Health and Prevention Specialist and adding a fifth level to the series.
- Changing the title of the Medical Aide job classification series to Medical Technician.
- Changing the titles from Medical Technician I, II, and III to Medical Technician III, IV, and V.

Appendix 7 lists detailed recommended changes for each job classification title for medical and health positions.

The cost to move employees to the minimum of their new salary groups would be \$383,443 in each year of the 2012-2013 biennium. These costs are related to Licensed Vocational Nurse, Pharmacist, Psychiatrist, Radiological Technologist, Registered Therapist Assistant/Therapist, and Respiratory Care Practitioner positions. Agencies may incur additional costs to address any internal equity issues these changes may create.

Table 16 lists the costs of the recommended changes by job classification series for medical and health positions for the 2012-2013 biennium.

Table 16

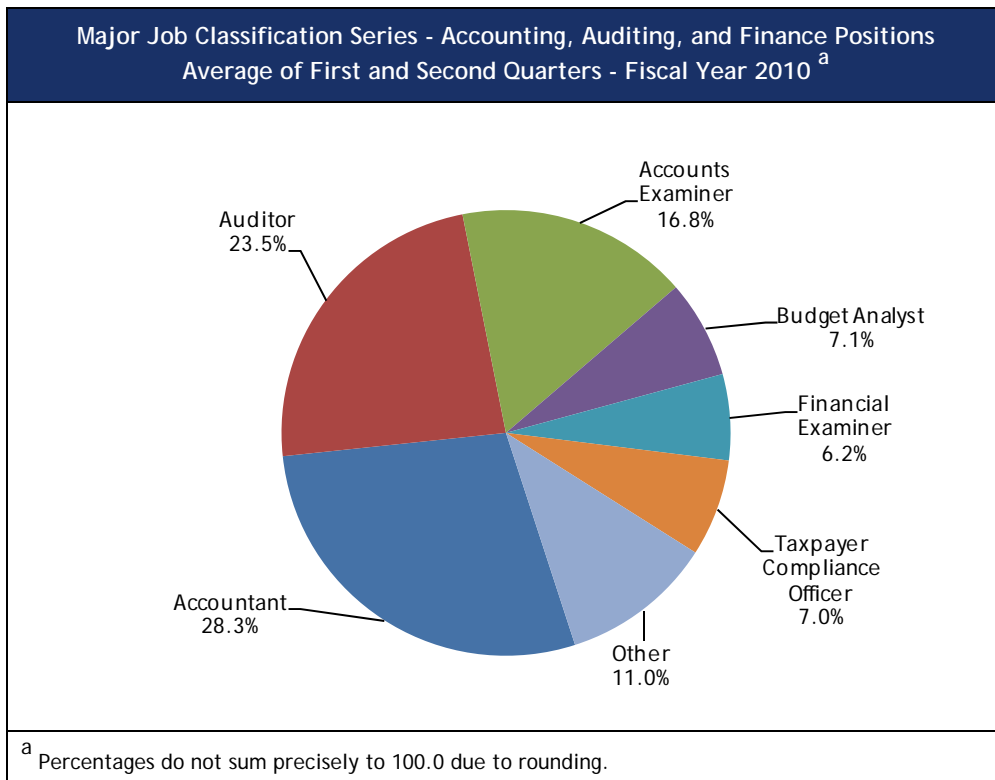
Medical and Health Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Dentist	20.5	\$ 0
Licensed Vocational Nurse	1,190.0	40,432
Medical Aide	22.0	0
Pharmacist	89.0	64,998
Psychiatrist	116.5	51,873
Radiological Technologist	18.0	31,055
Registered Therapist Assistant/Therapist	224.0	169,207
Respiratory Care Practitioner	11.0	25,878
<b>Total: Medical and Health</b>	<b>1,691.0</b>	<b>\$383,443</b>
<sup>a</sup> The number of employees is the average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Accounting, Auditing, and Finance Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 5,607 full-time classified employees in accounting, auditing, and finance job classifications. Those employees accounted for 3.6 percent of the State's workforce. More than half (51.8 percent) of them were classified as Accountants or Auditors; the remainder were in various financial, budgeting, and investment positions (see Figure 10).

Figure 10



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

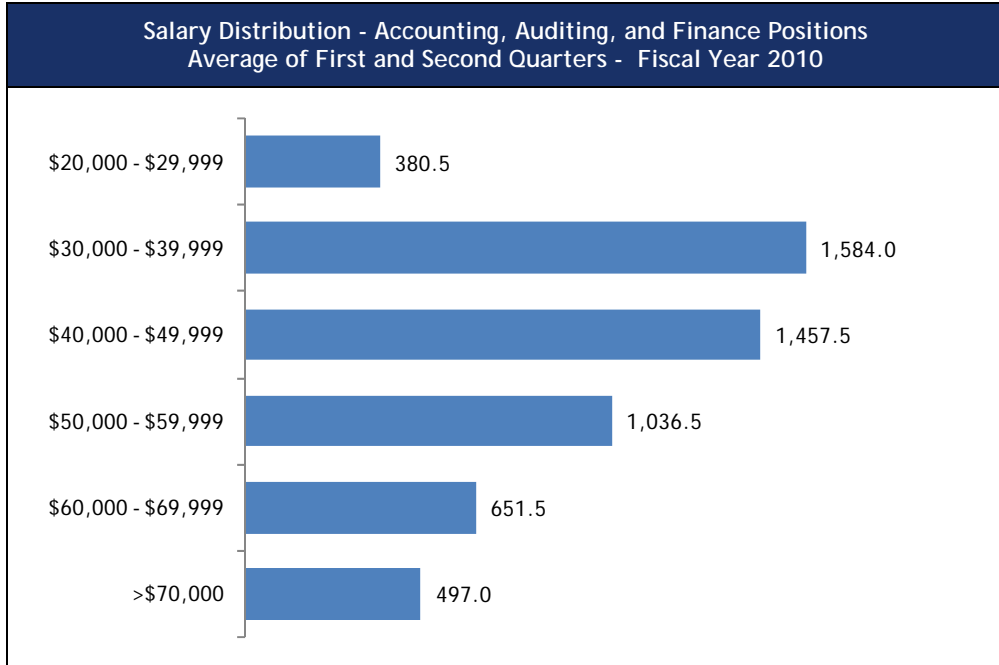
On average, employees in this job category had worked for the State for 12.6 years, and they had worked an average of 7.5 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$49,169.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 13.7 percent (from 4,931 to 5,607), and their average salary increased 15.4 percent (from \$42,604 to \$49,169). In comparison, the number of full-time employees in the State increased 8.1

percent (from 142,613 to 154,209), and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 11 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 11



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 5.6 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 17 on the next page provides information on headcount and salaries for employees in this job category.

Table 17

Headcount, Turnover, and Salary Information for Employees in Accounting, Auditing, and Finance Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Accountant	1,589.0	5.3%	9.5%	\$ 44,462	\$ 46,730	82.8%
Accounting Technician	257.5	5.2%	8.5%	\$ 30,075	\$ 31,332	93.2%
Accounts Examiner	942.5	6.4%	7.2%	\$ 39,538	\$ 41,812	95.4%
Auditor	1,320.0	6.0%	10.2%	\$ 56,420	\$ 58,327	77.5%
Budget Analyst	396.0	4.7%	10.4%	\$ 54,600	\$ 57,409	91.0%
Chief Investment Officer	3.0	0.0%	0.0%	\$195,696	\$197,963	0.0%
Chief Trader	3.0	0.0%	0.0%	\$144,595	\$146,755	66.7%
Financial Analyst	126.0	5.2%	14.8%	\$ 59,323	\$ 60,871	73.0%
Financial Examiner	348.5	5.5%	6.4%	\$ 62,702	\$ 64,070	91.1%
Investment Analyst	43.0	5.3%	5.3%	\$ 85,309	\$ 85,440	44.2%
Loan Specialist	19.0	0.0%	0.0%	\$ 49,240	\$ 50,893	78.9%
Portfolio Manager	79.0	5.7%	7.1%	\$144,184	\$145,012	44.3%
Reimbursement Officer	79.0	6.1%	9.7%	\$ 33,321	\$ 35,186	92.4%
Taxpayer Compliance Officer	393.5	4.9%	5.8%	\$ 36,232	\$ 38,008	96.6%
Trader	8.0	0.0%	0.0%	\$ 87,987	\$ 88,895	87.5%
<b>Occupational Total</b>	<b>5,607.0</b>	<b>5.6%</b>	<b>8.9%</b>	<b>\$49,169</b>	<b>\$51,298</b>	<b>85.2%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.



## Market Analysis

The State Classification Team compared the current salary ranges for accounting, auditing, and finance positions with salaries for 32 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for the majority of those positions (71.9 percent) are competitive with the market. The state salary ranges for those positions are, on average, 5 percent lower than the market.

Table 18 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 18

Benchmark Job Analysis: Accounting, Auditing, and Finance Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1000	Accounting Technician I	\$33,302	0.96	\$27,788	0.83
1002	Accounting Technician II	\$36,920	0.98	\$31,069	0.84
1012	Accountant I	\$40,865	0.93	\$33,194	0.81
1014	Accountant II	\$45,395	0.89	\$37,315	0.82
1016	Accountant III	\$48,876	0.93	\$42,075	0.86
1020	Accountant V	\$58,045	1.05	\$54,330	0.94
1022	Accountant VI	\$64,070	1.09	\$60,509	0.94
1024	Accountant VII	\$77,454	1.03	\$72,348	0.93
1044	Auditor II	\$47,634	0.95	\$42,001	0.88
1046	Auditor III	\$57,390	0.92	\$47,361	0.83
1050	Auditor V	\$67,515	1.03	\$63,343	0.94
1052	Auditor VI	\$83,809	0.95	\$76,270	0.91
1061	Taxpayer Compliance Officer III	\$49,935	0.81	\$34,514	0.69
1063	Taxpayer Compliance Officer V	\$62,125	0.85	\$49,099	0.79
1074	Accounts Examiner II	\$44,177	0.92	\$33,611	0.76
1080	Financial Analyst I	\$54,360	0.98	\$44,471	0.82
1082	Financial Analyst II	\$70,339	0.86	\$55,933	0.80
1100	Financial Examiner I	\$40,506	1.12	\$40,833	1.01
1102	Financial Examiner II	\$52,082	1.02	\$45,028	0.86
1104	Financial Examiner III	\$59,249	1.03	\$52,593	0.89
1106	Financial Examiner IV	\$80,540	0.86	\$61,051	0.76

Benchmark Job Analysis: Accounting, Auditing, and Finance Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1108	Financial Examiner V	\$92,146	0.86	\$65,392	0.71
1110	Financial Examiner VI	\$108,257	0.82	\$76,576	0.71
1112	Financial Examiner VII	\$127,920	0.77	\$98,535	0.77
1155	Budget Analyst I	\$50,234	0.90	\$40,725	0.81
1156	Budget Analyst II	\$59,825	0.89	\$43,512	0.73
1157	Budget Analyst III	\$66,218	0.92	\$50,367	0.76
1159	Budget Analyst V	\$83,280	0.96	\$72,121	0.87
1242	Reimbursement Officer I	\$29,779	1.08	\$27,532	0.92
1244	Reimbursement Officer II	\$35,016	1.03	\$31,100	0.89
1246	Reimbursement Officer III	\$39,975	1.01	\$34,621	0.87
1248	Reimbursement Officer IV	\$48,070	0.95	\$42,242	0.88
Market Index Accounting, Auditing, and Finance			0.95		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, and provide an additional job classification for agencies to use the Legislature should consider implementing certain changes for this job category. These include:

- Reallocating seven job classifications to a higher salary group.
- Adding an fifth level to the Portfolio Manager job classification series.

Appendix 8 lists detailed recommended changes for each job classification title for accounting, auditing, and finance positions.

The cost to move employees to the minimum of their new salary groups would be \$280,326 in each year of the 2012-2013 biennium. These costs are related to Financial Examiner and Taxpayer Compliance Officer positions. Agencies may incur additional costs to address any internal equity issues these changes may create.

Table 19 lists the costs of the recommended changes by job classification series for accounting, auditing, and finance positions for the 2012-2013 biennium.

Table 19

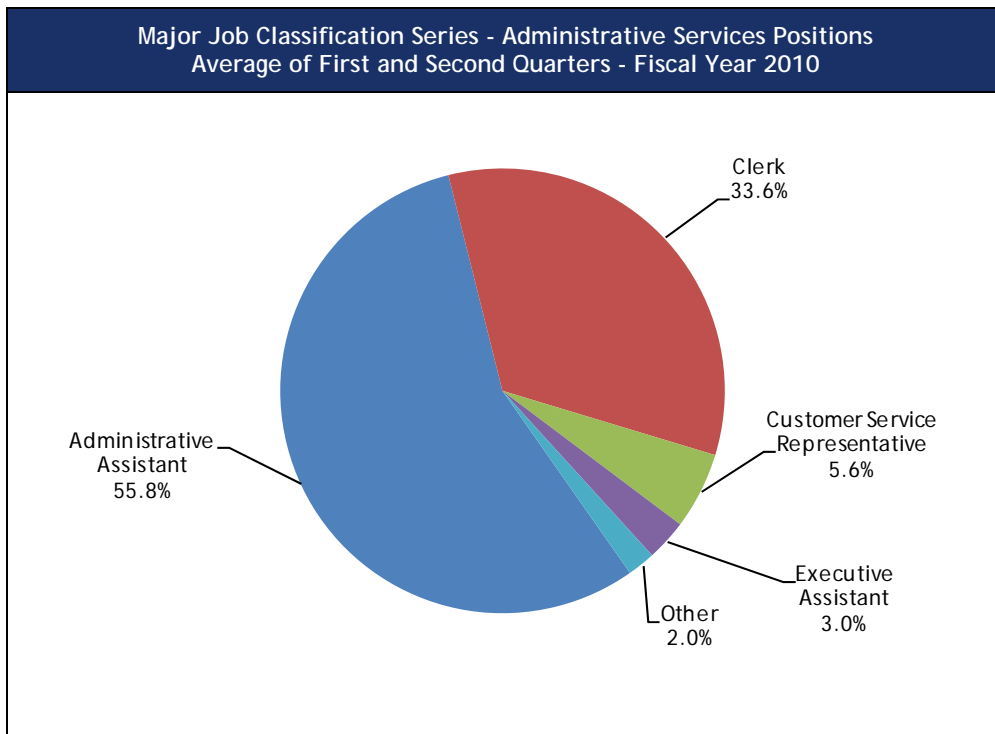
Accounting, Auditing, and Finance Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Average Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Financial Examiner	348.5	\$177,304
Taxpayer Compliance Officer	393.5	103,022
<b>Total: Accounting, Auditing, and Finance</b>	<b>742.0</b>	<b>\$280,326</b>
<sup>a</sup> The number of employees is the average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Administrative Services Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 18,476 full-time classified employees in administrative services job classifications. Those employees accounted for 12.0 percent of the State's workforce. The majority (89.4 percent) of them were classified as Administrative Assistants or Clerks; the remainder were in various administrative and educational positions (see Figure 12).

Figure 12



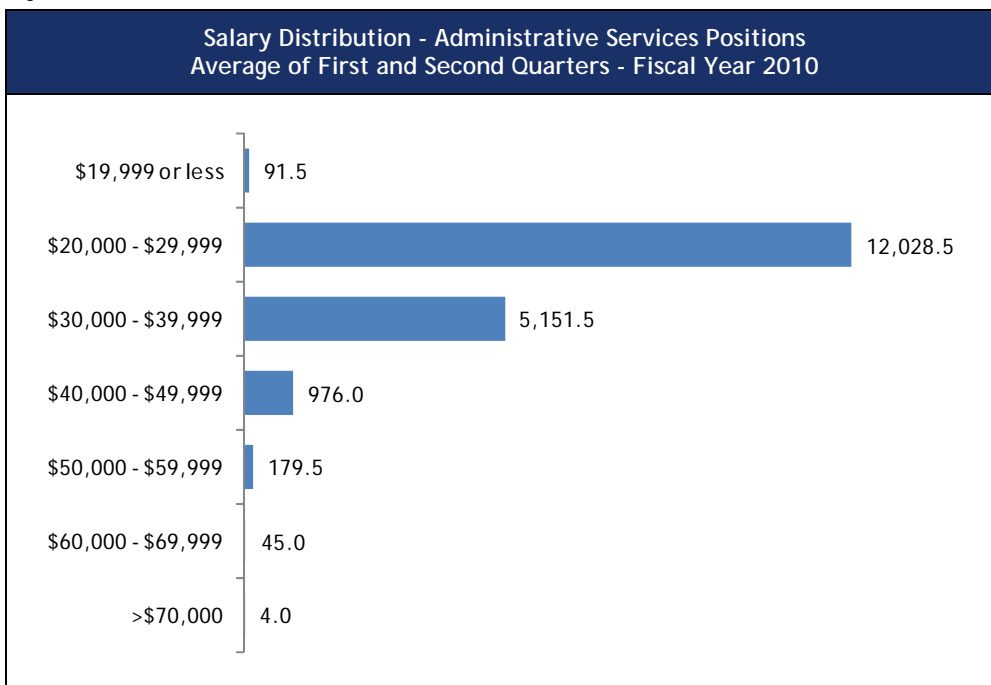
Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

On average, employees in this job category had worked for the State for 10.5 years and they had worked an average of 6.0 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$28,606.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 4.3 percent (from 17,715 to 18,476), and their average salary increased 8.3 percent (from \$26,411 to \$28,606). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 13 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 13



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 8.7 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 20 on the next page provides information on headcount and salaries for employees in this job category.

Table 20

Headcount, Turnover, and Salary Information for Employees in Administrative Services Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Administrative Support Positions</b>						
Administrative Assistant	10,311.5	7.3%	10.7%	\$30,464	\$32,214	84.8%
Clerk	6,205.5	11.3%	15.5%	\$23,389	\$24,444	95.3%
Customer Service Representative	1,031.0	8.0%	13.2%	\$31,035	\$31,766	87.8%
Executive Assistant	554.5	3.7%	7.1%	\$48,161	\$50,808	52.1%
License and Permit Specialist <sup>c</sup>	153.5	Not Applicable	Not Applicable	\$32,819	\$33,994	94.5%
Receptionist	76.5	15.2%	21.1%	\$20,870	\$22,230	94.8%
<b>Education Positions</b>						
Teacher Aide	143.5	12.0%	14.7%	\$27,311	\$28,146	91.6%
<b>Job Category Total</b>	<b>18,476.0</b>	<b>8.7%</b>	<b>12.4%</b>	<b>\$28,606</b>	<b>\$30,084</b>	<b>87.7%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector. <sup>c</sup> License and Permit Specialist was added to the Plan at the beginning of fiscal year 2010.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for administrative services positions with salaries for 21 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of those positions (95.2 percent) are competitive with the market. The state salary ranges for those positions are, on average, 2 percent higher than the market.

Table 21 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 21

Benchmark Job Analysis: Administrative Services Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Administrative Support Positions</b>					
0006	Receptionist	\$26,479	0.90	\$20,870	0.79
0053	Clerk I	\$25,840	0.88	\$20,485	0.79
0055	Clerk II	\$26,315	0.95	\$21,034	0.80
0057	Clerk III	\$29,911	0.92	\$24,077	0.80
0059	Clerk IV	\$32,346	0.99	\$27,140	0.84
0130	Customer Service Representative I	\$25,953	1.07	\$24,208	0.93
0132	Customer Service Representative II	\$29,679	1.08	\$27,514	0.93
0134	Customer Service Representative III	\$34,435	1.05	\$32,580	0.95
0136	Customer Service Representative IV	\$36,359	1.11	\$38,374	1.06
0138	Customer Service Representative V	\$50,690	0.90	\$38,765	0.76
0150	Administrative Assistant I	\$28,700	0.96	\$24,125	0.84
0152	Administrative Assistant II	\$34,765	0.92	\$28,424	0.82
0154	Administrative Assistant III	\$35,679	1.01	\$32,278	0.90
0156	Administrative Assistant IV	\$41,950	0.96	\$36,733	0.88
0160	Executive Assistant I	\$46,052	0.99	\$44,331	0.96
0162	Executive Assistant II	\$49,841	1.06	\$53,251	1.07
0164	Executive Assistant III	\$51,124	1.19	\$64,068	1.25
0170	License and Permit Specialist I	\$34,717	0.98	\$28,979	0.83

Benchmark Job Analysis: Administrative Services Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
0174	License and Permit Specialist V	\$53,723	1.06	Not Applicable	Not Applicable
Education Positions					
0812	Teacher Aide I	\$21,526	1.29	\$24,996	1.16
0813	Teacher Aide II	\$27,146	1.18	\$27,625	1.02
Market Index Administrative Services			1.02		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide an additional job classification series for agencies to use, the Legislature should consider implementing one change for this job category:

- Adding an Education Specialist job classification series.

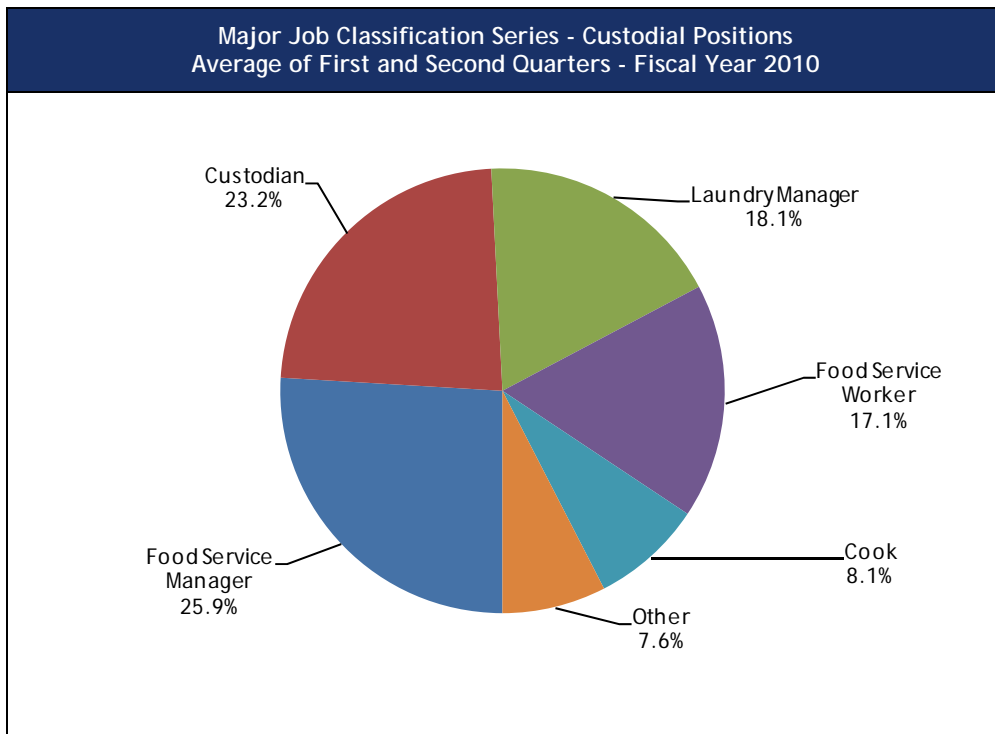
There is no cost to implement this change; however, agencies may incur additional costs to address any internal equity issues these changes may create. Appendix 9 lists detailed recommended changes for each job classification title for administrative service positions.



## Custodial Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 3,940 full-time classified employees in custodial job classifications. Those employees accounted for 2.6 percent of the State's workforce. The majority (84.3 percent) of them were classified as Food Service Managers, Custodians, Laundry Managers, or Food Service Workers (see Figure 14).

Figure 14



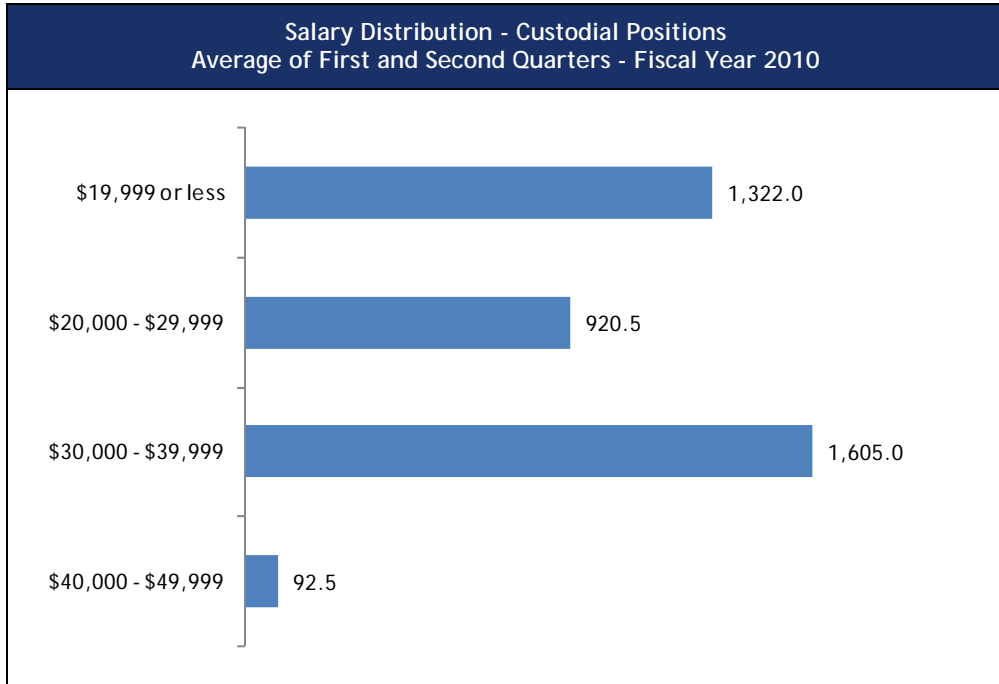
Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

On average, employees in this job category had worked for the State for 10.6 years, and they had worked an average of 6.5 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$26,738.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category decreased 1.0 percent (from 3,973 to 3,940), and their average salary increased 11.5 percent (from \$23,974 to \$26,738). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 15 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 15



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those positions was 11.2 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 22 on the next page provides information on headcount and salaries for employees in this job category.

Table 22

Headcount, Turnover, and Salary Information for Employees in Custodial Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Barber/Cosmetologist	17.0	29.3%	29.3%	\$22,860	\$24,989	88.2%
Cook	319.5	10.1%	16.6%	\$21,524	\$22,976	96.7%
Custodial Manager	44.0	4.2%	6.3%	\$31,237	\$33,907	95.5%
Custodian	916.0	11.9%	16.8%	\$19,972	\$21,225	96.1%
Food Service Manager	1,022.0	9.9%	13.6%	\$34,676	\$36,418	100.0%
Food Service Worker	673.0	17.9%	31.5%	\$19,083	\$19,995	97.4%
Groundskeeper	110.0	6.8%	10.3%	\$22,257	\$23,650	89.1%
Laundry Manager	712.0	6.6%	8.3%	\$35,402	\$37,771	100.0%
Laundry/Sewing Room Worker	126.5	9.0%	19.6%	\$19,579	\$20,898	98.0%
<b>Occupational Total</b>	<b>3,940.0</b>	<b>11.2%</b>	<b>17.1%</b>	<b>\$26,738</b>	<b>\$28,365</b>	<b>97.9%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for custodial positions with salaries for 15 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are jobs in the private and public sector that strongly match corresponding state jobs in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for the majority of these positions (93.3 percent) are competitive with the market. The state salary ranges for those positions are, on average, equal to the market.

Table 23 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 23

Benchmark Job Analysis: Custodial Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
8003	Custodian I	\$21,269	1.02	\$19,038	0.90
8005	Custodian II	\$24,822	0.96	\$20,734	0.84
8021	Custodial Manager I	\$30,401	1.05	\$28,161	0.93
8025	Custodial Manager III	\$43,264	0.94	\$34,740	0.80
8031	Groundskeeper I	\$23,697	0.91	\$19,623	0.83
8032	Groundskeeper II	\$24,301	0.98	\$21,469	0.88
8033	Groundskeeper III	\$29,554	0.89	\$24,654	0.83
8103	Food Service Worker I	\$20,922	1.04	\$18,804	0.90
8108	Food Service Manager I	\$36,298	0.94	\$27,363	0.75
8109	Food Service Manager II	\$41,903	0.91	\$33,075	0.79
8111	Food Service Manager IV	\$43,139	1.15	\$40,906	0.95
8117	Cook II	\$24,117	0.94	\$20,294	0.84
8119	Cook III	\$25,051	1.00	\$22,312	0.89
8252	Laundry/Sewing Worker I	\$19,832	1.09	\$19,232	0.97
8253	Laundry/Sewing Worker II	\$21,839	1.09	\$20,775	0.95
Market Index Custodial			1.00		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

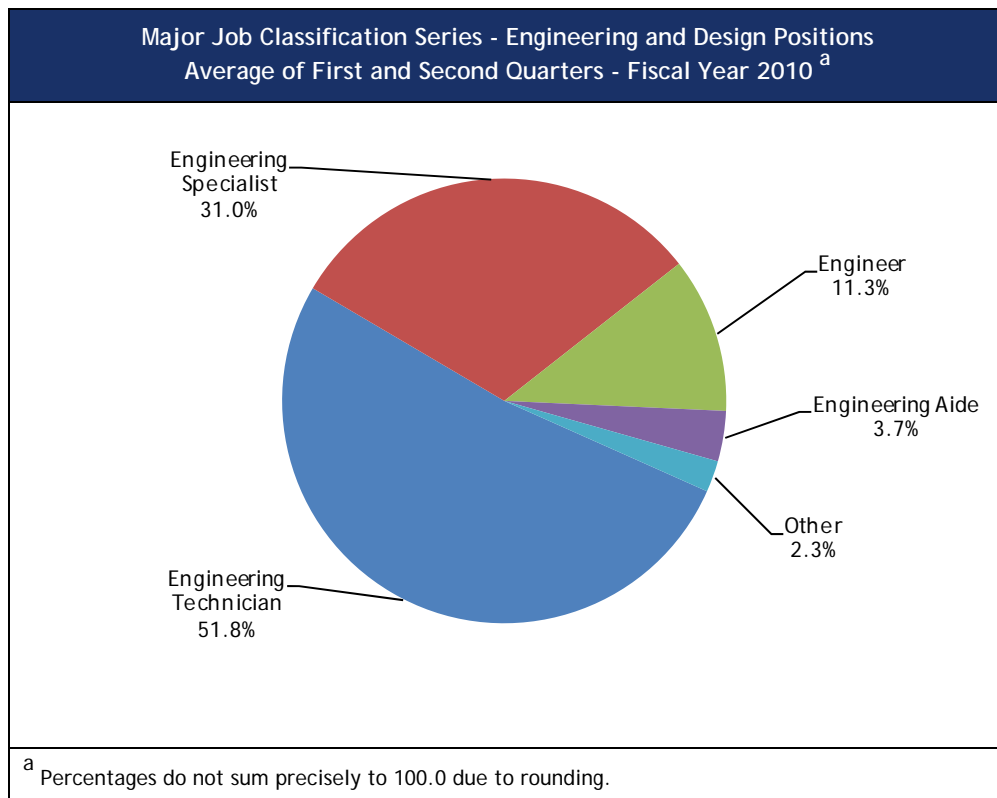
### Recommended Changes and Fiscal Impact

No changes are recommended for this job category and there is no associated cost.

## Engineering and Design Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 8,168 full-time classified employees in engineering and design job classifications. Those employees accounted for 5.3 percent of the State's workforce. The majority (94.1 percent) of them were classified as Engineering Technicians, Engineering Specialists, or Engineers; the remainder were in various architectural, drafting, and design positions (see Figure 16).

Figure 16



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

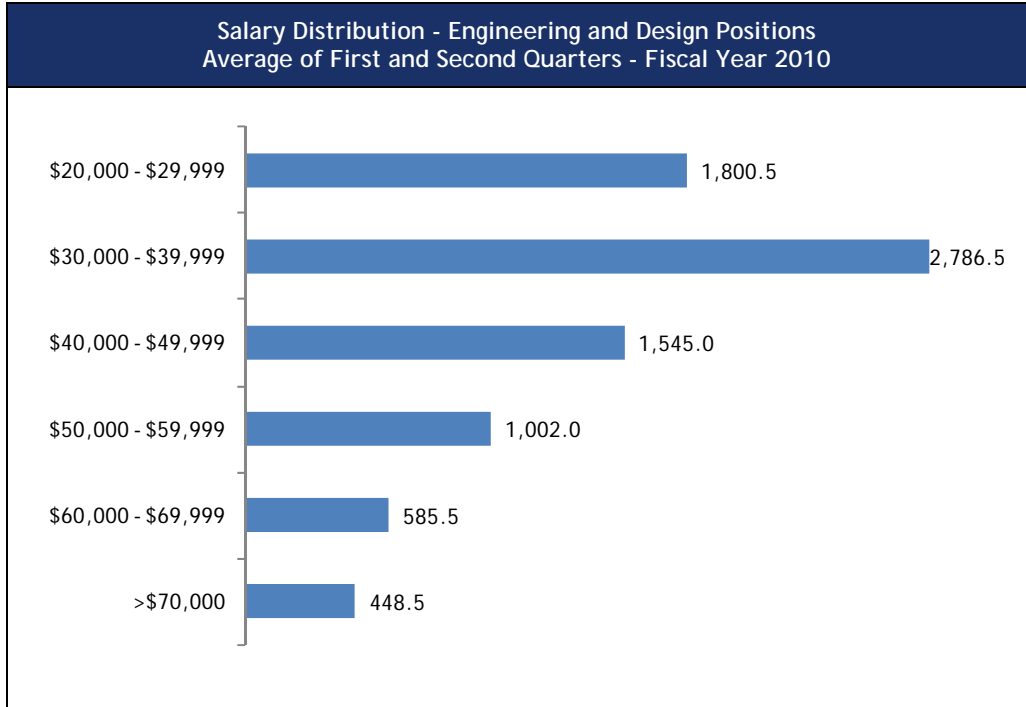
On average, employees in this job category had worked for the State for 12.6 years, and they had worked an average of 11.4 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$42,001.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category decreased 11.7 percent (from 9,252 to 8,168), and their average salary increased 18.7 percent (from \$35,391 to \$42,001). In comparison, the number of full-time employees in the State increased 8.1

percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 17 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 17



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 5.9 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 24 on the next page provides information on headcount and salaries for employees in this job category.

Table 24

Engineering and Design Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Architect	70.0	1.5%	4.5%	\$ 63,657	\$ 66,289	92.9%
District Engineer	25.5	4.0%	4.0%	\$137,778	\$141,116	100.0%
Drafting Technician	8.5	0.0%	0.0%	\$ 39,455	\$ 40,766	100.0%
Engineer	922.5	5.9%	7.1%	\$ 68,077	\$ 70,320	91.7%
Engineering Aide	300.0	9.8%	16.4%	\$ 25,330	\$ 25,591	96.8%
Engineering Specialist	2,529.0	5.1%	5.9%	\$ 48,879	\$ 52,040	61.8%
Engineering Technician	4,230.5	6.1%	7.2%	\$ 32,402	\$ 34,159	85.7%
Graphic Designer	72.5	1.5%	4.4%	\$ 44,963	\$ 47,503	86.2%
Project Design Assistant	9.5	0.0%	9.1%	\$ 43,450	\$ 43,926	68.4%
<b>Occupational Total</b>	<b>8,168.0</b>	<b>5.9%</b>	<b>7.2%</b>	<b>\$42,001</b>	<b>\$44,341</b>	<b>79.5%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.



## Market Analysis

The State Classification Team compared the current salary ranges for engineering and design positions with salaries for 17 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for the majority of those positions (82.4 percent) are competitive with the market. The state salary ranges for those positions are, on average, 4 percent lower than the market.

Table 25 lists the specific benchmark positions for this job category, the average state salaries for employees in these positions, and the market index for each benchmark.

Table 25

Benchmark Job Analysis: Engineering and Design Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
2122	Engineering Technician I	\$38,871	0.82	\$28,341	0.73
2123	Engineering Technician II	\$41,168	0.87	\$32,723	0.79
2124	Engineering Technician III	\$44,850	0.90	\$37,723	0.84
2125	Engineering Technician IV	\$48,713	0.93	\$38,897	0.80
2128	Engineering Specialist II	\$49,455	1.00	\$48,281	0.98
2151	Engineer I	\$63,429	0.96	\$59,070	0.93
2153	Engineer III	\$67,290	1.03	\$60,342	0.90
2154	Engineer IV	\$79,948	0.93	\$66,165	0.83
2155	Engineer V	\$81,042	0.98	\$71,843	0.89
2156	Engineer VI	\$98,348	0.91	\$76,863	0.78
2157	Engineer VII	\$112,327	0.87	\$85,727	0.76
2161	District Engineer	\$131,281	1.33	\$137,778	1.05
2167	Graphic Designer I	\$44,100	0.97	\$36,422	0.83
2168	Graphic Designer II	\$53,568	0.93	\$43,738	0.82
2181	Drafting Technician I	\$48,008	0.95	\$35,809	0.75
2182	Drafting Technician II	\$54,209	0.98	\$42,007	0.77
2264	Architect II	\$73,034	0.95	\$59,105	0.81
<b>Market Index Engineering and Design</b>			<b>0.96</b>		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

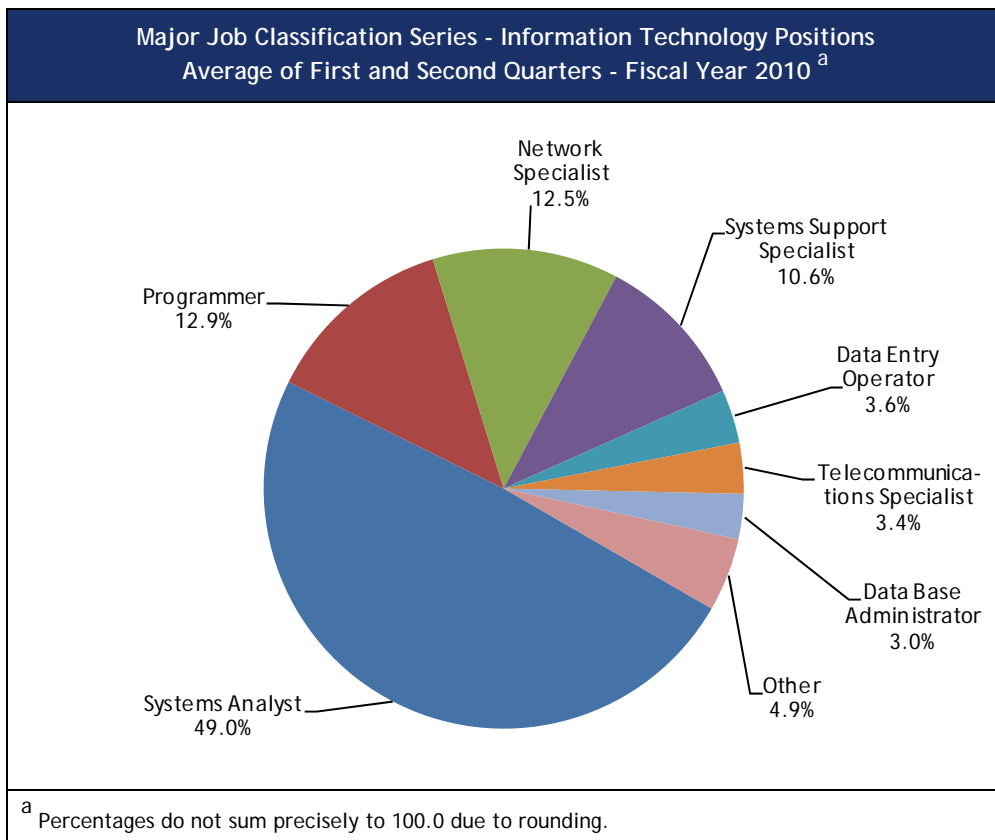
### Recommended Changes and Fiscal Impact

No changes are recommended for this job category and there is no associated cost.

## Information Technology Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 4,780 full-time classified employees in information technology job classifications. Those employees accounted for 3.1 percent of the State’s workforce. The majority (74.4 percent) of them were classified as System Analysts, Programmers, or Network Specialists; the remainder were in various systems support, telecommunications, and computer operations positions (see Figure 18).

Figure 18



Sources: Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

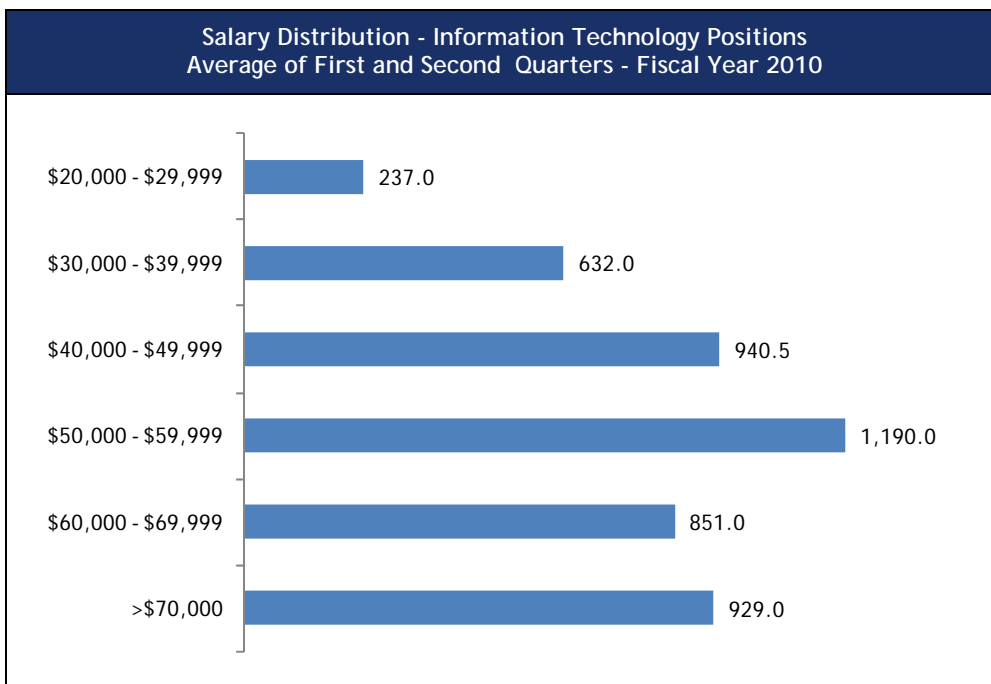
On average, employees in this job category had worked for the State for 13.0 years, and they had worked an average of 7.4 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$55,515.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category decreased 4.0 percent (from 4,978 to 4,780),

and their average salary increased 15.9 percent (from \$47,889 to \$55,515). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209), and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 19 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 19



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 5.4 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 26 on the next page provides information on headcount and salaries for employees in this job category.

Table 26

Headcount, Turnover, and Salary Information for Employees in Information Technology Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Business Continuity Coordinator	11.5	28.6%	28.6%	\$68,516	\$69,483	91.3%
Computer Operations Specialist <sup>c</sup>	59.5	7.7%	7.7%	\$37,712	\$40,503	75.6%
Computer Operations Technician	14.5	0.0%	5.9%	\$25,677	\$26,475	89.7%
Data Base Administrator	145.0	2.9%	4.3%	\$66,853	\$69,378	65.2%
Data Entry Operator	172.5	8.1%	14.5%	\$25,397	\$26,825	87.5%
Geographic Information Specialist <sup>d</sup>	14.5	Not Applicable	Not Applicable	\$48,506	\$53,247	100.0%
Information Technology Auditor	22.5	0.0%	0.0%	\$61,306	\$62,649	86.7%
Information Technology Security Analyst	26.0	5.0%	5.0%	\$73,170	\$74,681	67.3%
Network Specialist	599.5	5.8%	8.5%	\$49,840	\$51,995	84.6%
Programmer	616.5	4.8%	6.6%	\$62,933	\$65,238	86.5%
Systems Analyst	2,341.5	5.0%	7.3%	\$61,263	\$63,526	69.8%
Systems Support Specialist	504.5	5.0%	7.5%	\$38,244	\$40,154	86.9%
Telecommunications Specialist	163.5	12.3%	12.9%	\$46,751	\$48,778	96.9%
Web Administrator	88.0	6.3%	11.3%	\$54,622	\$56,863	76.1%
<b>Occupational Total</b>	<b>4,779.5</b>	<b>5.4%</b>	<b>7.8%</b>	<b>\$55,515</b>	<b>\$57,763</b>	<b>77.5%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<p><sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.</p> <p><sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.</p> <p><sup>c</sup> Fiscal Year 2009 turnover is for Computer Operator and Computer Operations Supervisor job classification series. Both job classification series were merged into the Computer Operations Specialist job classification series at the beginning of fiscal year 2010.</p> <p><sup>d</sup> Geographic Information Specialist was added to the Plan at the beginning of fiscal year 2010.</p>						

Sources: Comptroller of Public Accounts' Human Resources Information Systems, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for information technology positions with salaries for 37 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of those positions (89.2 percent) are competitive with the market. The state salary ranges for those jobs are, on average, 4 percent lower than the market.

Table 27 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 27

Benchmark Job Analysis: Information Technology Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
0203	Data Entry Operator I	\$25,924	0.92	\$23,635	0.91
0205	Data Entry Operator II	\$29,059	0.91	\$24,070	0.83
0207	Data Entry Operator III	\$31,452	0.92	\$26,389	0.84
0210	Data Base Administrator I	\$51,222	0.97	\$42,678	0.83
0212	Data Base Administrator III	\$67,890	0.96	\$60,379	0.89
0213	Data Base Administrator IV	\$77,216	0.96	\$73,570	0.95
0214	Data Base Administrator V	\$93,644	0.95	\$82,716	0.88
0215	Data Base Administrator VI	\$116,664	0.93	\$92,626	0.79
0220	Computer Operations Technician	\$34,696	0.84	\$25,677	0.74
0228	Systems Support Specialist I	\$39,027	0.92	\$31,231	0.80
0229	Systems Support Specialist II	\$43,365	0.93	\$35,463	0.82
0230	Systems Support Specialist III	\$46,780	0.97	\$40,140	0.86
0231	Systems Support Specialist IV	\$51,822	1.02	\$48,709	0.94
0240	Programmer I	\$52,426	0.87	\$40,031	0.76
0242	Programmer III	\$62,613	0.97	\$53,102	0.85
0243	Programmer IV	\$73,587	0.95	\$60,735	0.83
0244	Programmer V	\$80,644	0.99	\$73,000	0.91
0250	Information Technology Security Analyst I	\$65,494	1.06	\$65,009	0.99
0255	Systems Analyst II	\$49,410	1.00	\$44,901	0.91
0256	Systems Analyst III	\$65,029	0.87	\$52,376	0.81
0257	Systems Analyst IV	\$77,420	0.84	\$60,416	0.78

Benchmark Job Analysis: Information Technology Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
0258	Systems Analyst V	\$77,575	0.96	\$72,088	0.93
0259	Systems Analyst VI	\$82,791	1.08	\$87,254	1.05
0261	Computer Operations Specialist II	\$39,117	0.98	\$36,867	0.94
0262	Computer Operations Specialist III	\$44,704	0.96	Not Applicable	Not Applicable
0264	Computer Operations Specialist V	\$56,378	1.01	\$51,961	0.92
0270	Geographic Information Specialist I	\$37,903	1.31	\$43,585	1.15
0271	Geographic Information Specialist II	\$59,280	0.96	\$50,682	0.85
0281	Telecommunications Specialist I	\$47,052	0.91	\$35,753	0.76
0283	Telecommunications Specialist III	\$58,546	0.97	\$45,247	0.77
0284	Telecommunications Specialist IV	\$64,391	1.01	\$53,527	0.83
0287	Network Specialist I	\$46,278	0.93	\$37,428	0.81
0289	Network Specialist III	\$57,652	0.98	\$49,685	0.86
0291	Network Specialist V	\$74,852	0.99	\$71,552	0.96
0294	Business Continuity Coordinator I	\$86,872	0.92	\$67,456	0.78
0301	Web Administrator II	\$59,900	0.95	\$49,801	0.83
0302	Web Administrator III	\$71,561	0.91	\$60,010	0.84
Market Index Information Technology			0.96		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state job's salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as address positions for which the state salary range is lower than the market average salary, the Legislature should consider implementing one change for this job category:

- Reallocating the Computer Operations Technician job classification to a higher salary group.

Appendix 12 lists detailed recommended changes for each job classification title for information technology positions.

The cost to move employees to the minimum of their new salary group would be \$7,777 in each year of the 2012-2013 biennium. The cost is related to the Computer Operations Technician position. Agencies may incur additional costs to address any internal equity issues this change may create.

Table 28 lists the costs of the recommended changes by job classification series for information technology positions for the 2012-2013 biennium.

Table 28

Information Technology Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Computer Operations Technician	15.0	\$7,777
<b>Total: Information Technology</b>	<b>15.0</b>	<b>\$7,777</b>
<sup>a</sup> The number of employees is the average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

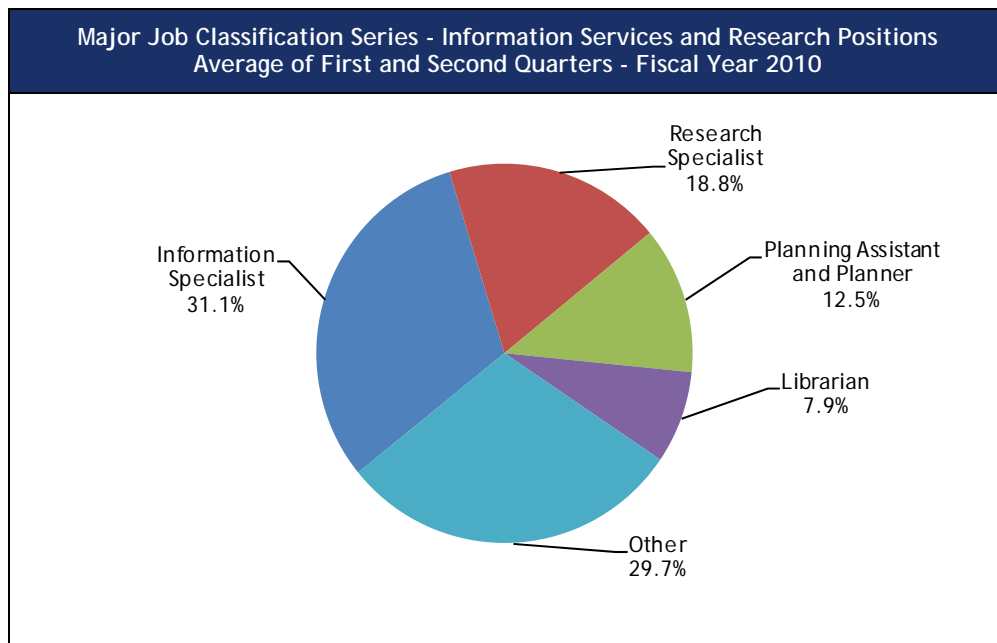
Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.



## Information Services and Research Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 1,455 full-time classified employees in information services and research job classifications. Those employees accounted for less than 1 percent of the State's workforce. The majority (70.3 percent) of them were classified as Information Specialists, Research Specialists, Planning Assistants and Planners, or Librarians; the remainder were in other information services positions (see Figure 20).

Figure 20



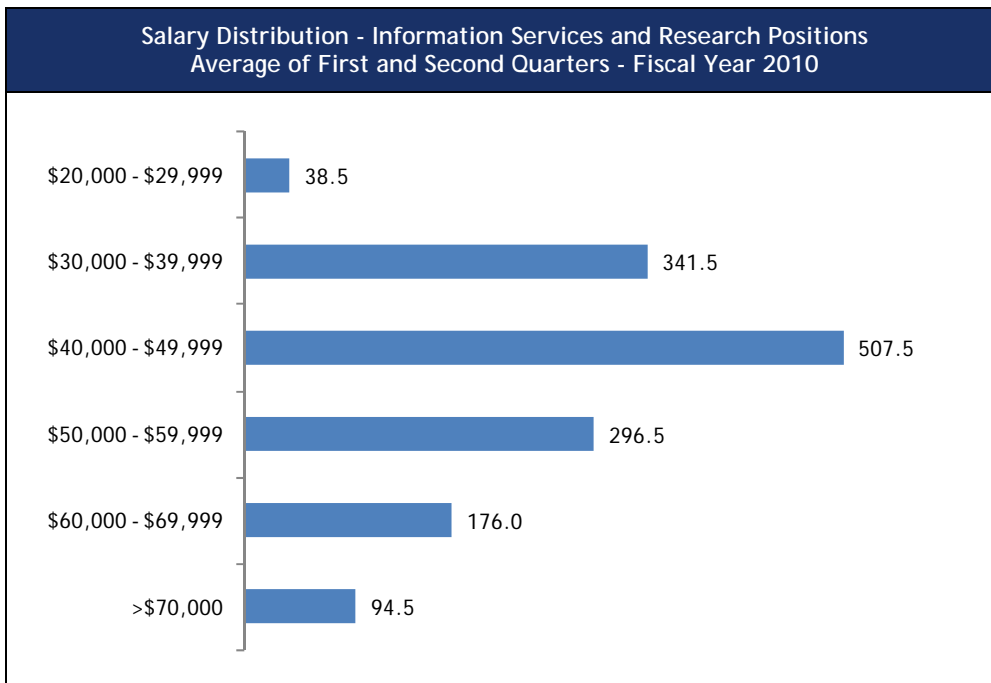
Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

On average, employees in this job category had worked for the State for 12.0 years, and they had worked an average of 7.8 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$48,768.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 11.5 percent (from 1,305 to 1,455), and their average salary increased 17.4 percent (from \$41,531 to \$48,768). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 21 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 21



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 6.9 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 29 on the next page provides information on headcount and salaries for employees in this job category.

Table 29

Headcount, Turnover, and Salary Information for Employees in Information Services and Research Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Library and Records Positions</b>						
Archaeologist	22.0	0.0%	4.9%	\$50,685	\$52,637	100.0%
Archivist	10.0	0.0%	0.0%	\$41,416	\$43,634	100.0%
Curator	13.5	0.0%	0.0%	\$39,379	\$40,682	92.6%
Exhibit Technician	13.0	0.0%	8.0%	\$34,969	\$35,997	61.5%
Historian	12.0	6.9%	6.9%	\$44,547	\$45,759	83.3%
Librarian	114.5	7.0%	7.0%	\$40,727	\$45,183	94.8%
Library Assistant	26.0	15.0%	15.0%	\$28,380	\$29,744	100.0%
<b>Planning, Research, and Statistics Positions</b>						
Economist	48.5	6.7%	8.9%	\$46,503	\$49,335	95.9%
Planning Assistant/ Planner	182.5	4.9%	8.2%	\$52,138	\$54,702	84.9%
Research and Statistics Technician	21.5	22.2%	25.4%	\$30,510	\$31,926	79.1%
Research Specialist	273.0	7.3%	9.2%	\$44,930	\$46,648	92.7%
Statistician	17.0	5.8%	5.8%	\$47,078	\$48,607	88.2%
<b>Procedures and Information Positions</b>						
Audio/Visual Technician	18.0	0.0%	0.0%	\$32,468	\$34,168	88.9%
Editor <sup>c</sup>	6.0	Not Applicable	Not Applicable	\$52,691	\$56,037	50.0%
Government Relations Specialist	62.5	10.2%	13.6%	\$73,574	\$75,667	67.2%
Governor's Advisor <sup>d</sup>	11.0	Not Applicable	Not Applicable	\$70,855	\$71,542	54.5%
Information Specialist	452.5	6.5%	8.5%	\$50,247	\$52,239	75.1%
Management Analyst	58.0	6.0%	6.0%	\$64,272	\$66,748	49.1%
Marketing Specialist	59.5	3.7%	5.5%	\$46,617	\$48,326	67.2%
Technical Writer	33.5	12.1%	15.2%	\$43,971	\$45,697	91.0%
<b>Job Category Total</b>	<b>1,454.5</b>	<b>6.9%</b>	<b>8.9%</b>	<b>\$48,768</b>	<b>\$51,091</b>	<b>81.8%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>

Headcount, Turnover, and Salary Information for Employees in Information Services and Research Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<p><sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.</p> <p><sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.</p> <p><sup>c</sup> Editor job classification series was added to the Plan at the beginning of fiscal year 2010.</p> <p><sup>d</sup> Governor's Advisor was added to the Plan at the beginning of fiscal year 2010.</p>						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

#### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

#### Market Analysis

The State Classification Team compared the current salary ranges for information services and research positions with salaries for 40 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

The current salary ranges for the majority of those positions (75.0 percent) are competitive with the market. The state salary ranges for those positions are, on average, 4 percent lower than the market.

Table 30 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 30

Benchmark Job Analysis: Information Services and Research Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Library and Records Positions</b>					
7317	Historian II	\$49,608	0.86	\$44,530	0.90
7352	Library Assistant II	\$31,732	1.01	\$26,008	0.82
7401	Librarian I	\$43,030	0.89	\$34,713	0.81
7402	Librarian II	\$45,770	0.94	\$38,995	0.85
7403	Librarian III	\$51,438	0.96	\$39,289	0.76
7464	Exhibit Technician II	\$42,384	0.90	\$36,475	0.86
7466	Curator I	\$40,966	1.05	\$36,811	0.90
7468	Curator II	\$55,511	0.89	\$41,764	0.75
<b>Planning, Research, and Statistics Positions</b>					
0516	Planner I	\$42,118	1.08	\$41,529	0.99
0517	Planner II	\$48,799	1.09	\$48,133	0.99
0519	Planner IV	\$57,404	1.21	\$60,822	1.06
0604	Research Specialist III	\$51,717	1.03	\$45,195	0.87
0606	Research Specialist IV	\$66,651	0.91	\$51,964	0.78
0608	Research Specialist V	\$80,681	0.86	\$59,114	0.73
0624	Statistician I	\$47,562	0.90	\$34,864	0.73
0626	Statistician II	\$64,991	0.76	\$43,124	0.66
0628	Statistician III	\$65,829	0.86	\$49,039	0.74
0630	Statistician IV	\$79,041	0.82	\$60,207	0.76
0642	Economist II	\$57,189	0.99	\$46,754	0.82
0644	Economist III	\$69,031	0.94	\$57,876	0.84
<b>Procedures and Information Positions</b>					
1822	Marketing Specialist I	\$39,437	1.03	\$35,858	0.91
1824	Marketing Specialist III	\$53,199	1.00	\$51,232	0.96
1826	Marketing Specialist V	\$74,253	0.94	\$80,604	1.09
1830	Information Specialist I	\$41,829	0.97	\$35,540	0.85
1832	Information Specialist III	\$53,428	0.99	\$47,303	0.89
1833	Information Specialist IV	\$52,101	1.17	\$56,707	1.09
1834	Information Specialist V	\$67,750	1.03	\$69,534	1.03
1841	Audio/Visual Technician II	\$37,275	0.91	\$26,696	0.72

Benchmark Job Analysis: Information Services and Research Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1860	Management Analyst I	\$53,056	0.93	\$56,553	1.07
1862	Management Analyst II	\$70,220	0.81	\$53,927	0.77
1864	Management Analyst III	\$73,224	0.89	\$65,072	0.89
1870	Technical Writer I	\$48,205	0.94	\$37,308	0.77
1871	Technical Writer II	\$61,691	0.86	\$45,396	0.74
1875	Editor I	\$45,032	1.01	\$37,964	0.84
1876	Editor II	\$55,313	0.96	\$52,744	0.95
1877	Editor III	\$65,244	0.93	\$67,203	1.03
1890	Governmental Relations Specialist I	\$62,486	1.11	\$65,205	1.04
1892	Governmental Relations Specialist II	\$85,090	0.94	\$78,791	0.93
1894	Governmental Relations Specialist III	\$90,572	1.08	\$93,057	1.03
Market Index Information Services and Research			.96		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as address positions for which the state salary range is lower than the market average salary, the Legislature should consider implementing one change for this job category:

- Reallocating two job classification series to a higher salary group.

Appendix 13 lists detailed recommended changes for each job classification title for information services and research positions.

The cost to move employees to the minimum of their new salary groups would be \$34,574 in each year of the 2012-2013 biennium. The costs are related to Historian and Statistician positions. Agencies may incur additional costs to address any internal equity issues these changes may create.

Table 31 lists the costs of the recommended changes by job classification series for information services and research positions for the 2012-2013 biennium.

Table 31

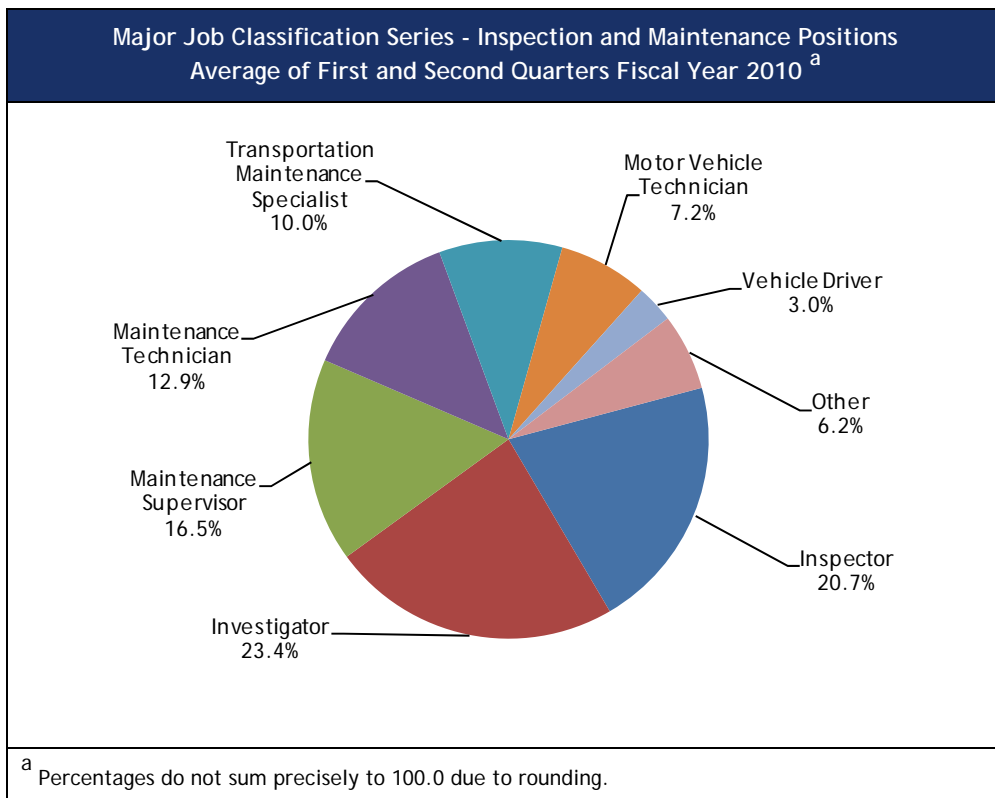
Information Services and Research Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Historian	12.0	\$14,931
Statistician	17.0	19,643
<b>Total: Information Services and Research</b>	<b>29.0</b>	<b>\$34,574</b>
<sup>a</sup> The number of employees is the average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Inspection and Maintenance Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 6,526 full-time classified employees in inspection and maintenance job classifications. Those employees accounted for 4.2 percent of the State’s workforce. The majority (83.5 percent) of them were classified as Investigators, Inspectors, Maintenance Supervisors, Maintenance Technicians, or Transportation Maintenance Specialists; the remainder were in various maintenance positions (see Figure 22).

Figure 22



Sources: Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

On average, employees in this job category had worked for the State for 11.4 years, and they had worked an average of 7.7 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$37,160.

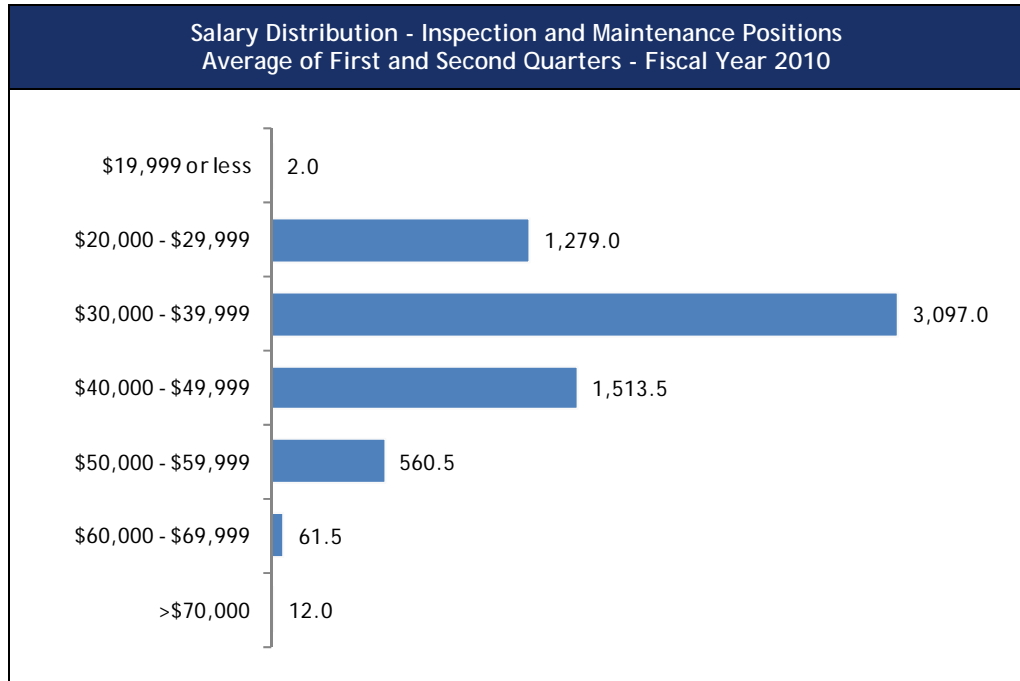
From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 13.8 percent (from 5,735 to 6,526), and their average salary increased 13.1 percent (from \$32,846 to \$37,160). In comparison, the number of full-time employees in the State has increased 8.1



percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 23 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 23



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 7.8 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 32 on the next page provides information on headcount and salaries for employees in this job category.

Table 32

Headcount, Turnover, and Salary Information for Employees in Inspection and Maintenance Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Inspector and Investigator Positions</b>						
Boiler Inspector	17.0	23.5%	23.5%	\$47,807	\$47,993	100.0%
Inspector	1,352.5	8.6%	11.2%	\$36,978	\$38,545	89.7%
Investigator	1,528.0	7.0%	10.2%	\$43,615	\$45,137	92.8%
<b>Maintenance Positions</b>						
Air Conditioning and Boiler Operator	51.5	5.8%	7.7%	\$34,514	\$35,973	70.9%
Aircraft Mechanic	12.0	22.2%	22.2%	\$58,048	\$59,354	50.0%
Aircraft Pilot	7.0	13.8%	13.8%	\$62,818	\$65,594	28.6%
Electrician	73.5	4.4%	7.3%	\$40,110	\$41,643	75.5%
Electronics Technician	38.5	0.0%	0.0%	\$39,004	\$40,402	83.1%
Equipment Maintenance Technician	17.0	5.9%	11.8%	\$36,771	\$38,494	94.1%
Ferryboat Specialist <sup>c</sup>	22.0	Not Applicable	Not Applicable	\$48,076	\$50,313	97.7%
HVAC Mechanic	104.0	6.9%	8.9%	\$38,390	\$40,264	83.7%
Machinist	16.0	9.9%	14.8%	\$36,411	\$37,878	62.5%
Maintenance Assistant	23.0	6.9%	11.4%	\$21,424	\$21,716	95.7%
Maintenance Supervisor	1,078.5	8.2%	9.3%	\$34,747	\$36,394	96.8%
Maintenance Technician	841.0	7.5%	12.0%	\$28,870	\$30,333	94.1%
Motor Vehicle Technician	472.5	9.0%	10.7%	\$33,337	\$34,894	72.6%
Radio Communications Technician	23.0	8.2%	8.2%	\$30,953	\$32,929	76.1%
Transportation Maintenance Specialist	649.5	6.2%	7.2%	\$43,334	\$47,011	36.4%
Vehicle Driver	199.0	11.8%	19.1%	\$22,812	\$24,388	99.7%
<b>Job Category Total</b>	<b>6,525.5</b>	<b>7.8%</b>	<b>10.5%</b>	<b>\$37,160</b>	<b>\$38,946</b>	<b>85.3%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>

Headcount, Turnover, and Salary Information for Employees in Inspection and Maintenance Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<p><sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.</p> <p><sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.</p> <p><sup>c</sup> Ferryboat Specialist was added to the Plan at the beginning of fiscal year 2010.</p>						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Market Analysis

The State Classification Team compared the current salary ranges for inspection and maintenance positions with salaries for 36 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

**Benchmark Positions**

Benchmarks are positions in the private and public sector that strongly match corresponding state jobs in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for the majority of those positions (69.4 percent) are competitive with the market. The state salary ranges for those positions are, on average, 4 percent lower than the market.

Table 33 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 33

Benchmark Job Analysis: Inspection and Maintenance Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Inspector and Investigator Positions</b>					
1322	Inspector III	\$40,601	0.89	\$32,081	0.79
1324	Inspector V	\$49,749	0.91	\$39,306	0.79
1353	Investigator IV	\$51,903	0.96	\$41,583	0.80
<b>Maintenance Positions</b>					
9004	Maintenance Assistant	\$26,769	0.89	\$21,424	0.80
9036	Air Conditioning and Boiler Operator III	\$43,397	0.93	\$38,606	0.89
9041	Maintenance Technician I	\$29,346	0.90	\$22,391	0.76
9042	Maintenance Technician II	\$32,549	0.89	\$25,021	0.77
9043	Maintenance Technician III	\$34,445	0.93	\$27,002	0.78
9045	Maintenance Technician V	\$42,492	0.95	\$35,647	0.84
9052	Maintenance Supervisor I	\$37,814	1.01	\$30,946	0.82
9054	Maintenance Supervisor III	\$47,027	0.91	\$34,131	0.73
9056	Maintenance Supervisor V	\$59,967	0.88	\$43,899	0.73
9060	Electronics Technician I	\$43,987	0.92	\$36,316	0.83
9062	Electronics Technician II	\$55,747	0.82	\$41,363	0.74
9305	Transportation Maintenance Specialist I	\$28,562	1.34	\$38,614	1.35
9307	Transportation Maintenance Specialist III	\$38,821	1.10	\$43,476	1.12
9309	Transportation Maintenance Specialist V	\$53,812	0.92	\$49,938	0.93
9322	Vehicle Driver I	\$24,411	1.03	\$21,278	0.87
9323	Vehicle Driver II	\$28,310	0.98	\$23,825	0.84
9324	Vehicle Driver III	\$34,786	0.92	\$26,557	0.76
9416	Motor Vehicle Technician I	\$31,457	0.88	\$24,738	0.79
9418	Motor Vehicle Technician III	\$39,586	0.91	\$34,130	0.86
9419	Motor Vehicle Technician IV	\$46,249	0.87	\$38,388	0.83
9512	Machinist I	\$30,480	1.18	\$34,400	1.13
9514	Machinist II	\$39,170	1.03	\$39,350	1.00
9626	Aircraft Pilot II	\$70,121	0.87	\$62,818	0.90

Benchmark Job Analysis: Inspection and Maintenance Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
9628	Aircraft Pilot III	\$93,538	0.74	Not Applicable	Not Applicable
9636	Aircraft Mechanic	\$64,551	0.88	\$58,048	0.90
9733	Equipment Maintenance Technician I	\$36,999	1.03	\$33,724	0.91
9734	Equipment Maintenance Technician II	\$45,707	0.94	\$37,424	0.82
9802	Electrician I	\$42,993	0.89	\$33,508	0.78
9804	Electrician II	\$44,641	0.96	\$40,329	0.90
9806	Electrician III	\$51,760	0.96	\$48,447	0.94
9812	HVAC Mechanic I	\$32,586	1.17	\$32,773	1.01
9814	HVAC Mechanic II	\$42,188	1.02	\$38,277	0.91
9816	HVAC Mechanic III	\$49,996	0.99	\$44,642	0.89
Market Index Inspection and Maintenance			0.96		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of the salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide additional levels and title changes for agencies to use, the Legislature should consider implementing certain changes for this job category. These include:

- Reallocating two job classification series to a higher salary group.
- Adding an additional level to the Electronics Technician job classification series and changing the title Electronic Technician II to Electronics Technician II.
- Changing the title of the Maintenance Technician job classification series to Maintenance Specialist.

Appendix 14 lists detailed recommended changes for each job classification title for inspection and maintenance positions.

The cost to move employees to the minimum of their new salary groups would be \$2 in each year of the 2012-2013 biennium. These costs are related

to Aircraft Pilot positions. Agencies may incur additional costs to address any internal equity issues these changes may create.

Table 34 lists the costs of the recommended changes by job classification series for inspection and maintenance positions for the 2012-2013 biennium.

Table 34

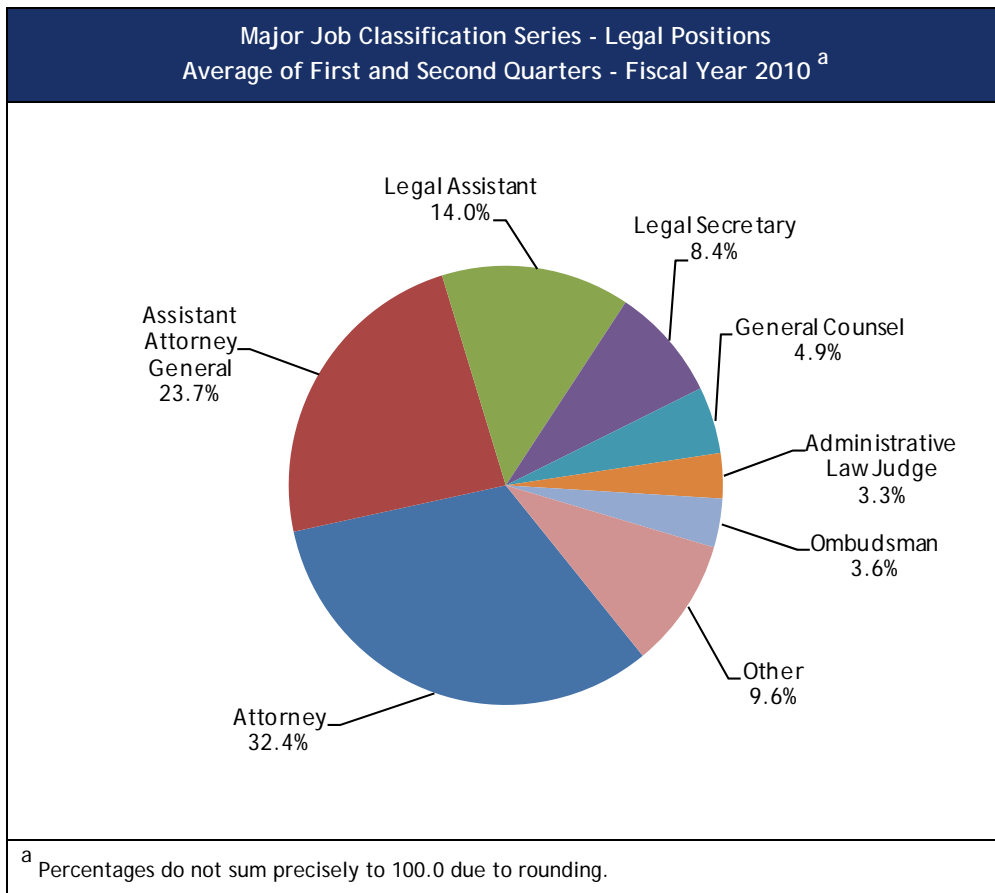
Inspection and Maintenance Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Aircraft Pilot	7.0	\$2
<b>Total: Inspection and Maintenance</b>	<b>7.0</b>	<b>\$2</b>
<sup>a</sup> The number of employees is average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Legal Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 3,095 full-time classified employees in legal job classifications. Those employees accounted for 2.0 percent of the State’s workforce. The majority (78.5 percent) of them were classified as Attorneys, Assistant Attorneys General, Legal Assistants, or Legal Secretaries; the remainder were in various legal and judicial positions (see Figure 24).

Figure 24



Sources: Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

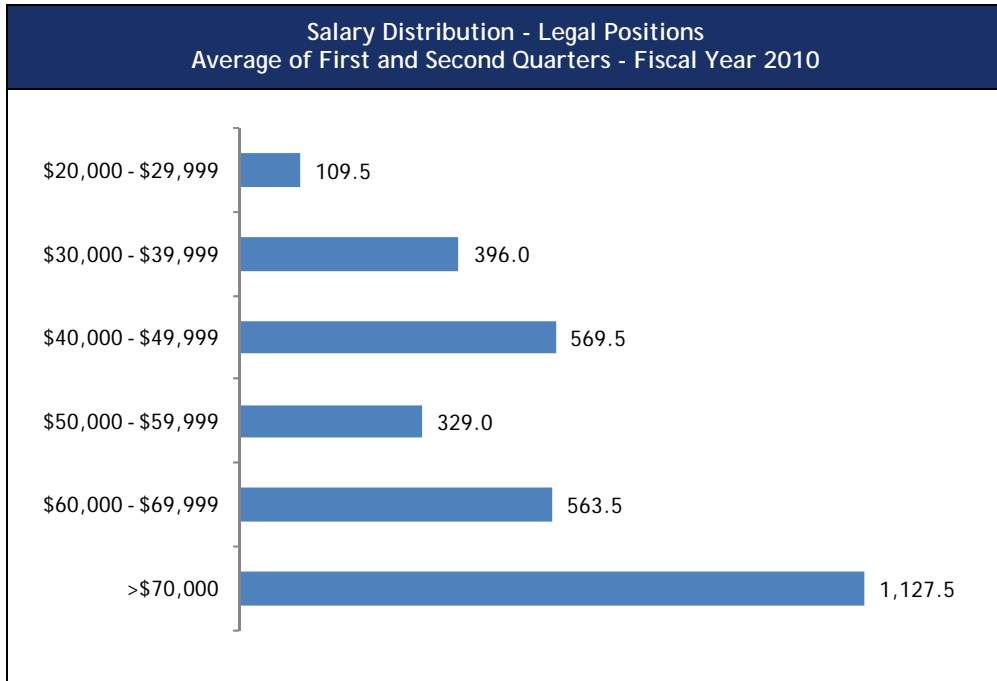
On average, employees in this job category had worked for the State for 10.5 years, and they had worked an average of 6.4 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$62,845.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 17.1 percent (from 2,644 to 3,095),

and their average salary increased 11.9 percent (from \$56,146 to \$62,845). In comparison, the number of full-time employees in the State increased 8.1 percent (from 142,613 to 154,209), and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 25 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 25



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those positions was 9.2 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 35 on the next page provides information on headcount and salaries for employees in this job category.



Table 35

Headcount, Turnover, and Salary Information for Employees in Legal Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Administrative Law Judge	103.5	4.5%	10.8%	\$77,145	\$79,279	92.3%
Assistant Attorney General	733.0	8.0%	9.9%	\$74,542	\$76,026	94.9%
Associate Judge	54.0	3.6%	7.3%	\$97,302	\$99,095	100.0%
Attorney	1,003.5	7.8%	11.6%	\$68,630	\$70,013	89.9%
Benefit Review Officer	28.5	0.0%	0.0%	\$48,370	\$51,354	100.0%
Chief Deputy Clerk	8.0	0.0%	0.0%	\$56,227	\$58,506	62.5%
Clerk of the Court	16.0	12.5%	12.5%	\$88,582	\$90,918	100.0%
Court Coordinator	52.5	0.0%	0.0%	\$40,479	\$42,320	100.0%
Court Law Clerk	49.0	65.5%	70.9%	\$49,031	\$49,005	37.8%
Deputy Clerk	78.5	2.5%	3.8%	\$36,802	\$38,093	52.9%
General Counsel	152.5	6.7%	9.4%	\$97,413	\$99,199	88.9%
Hearings Reporter	5.0	0.0%	0.0%	\$52,502	\$53,174	100.0%
Law Clerk	5.0	200.0%	200.0%	\$33,694	\$37,932	80.0%
Legal Assistant	433.5	4.9%	6.8%	\$42,531	\$44,370	88.5%
Legal Secretary	260.5	8.5%	11.6%	\$33,187	\$34,702	85.0%
Ombudsman	112.0	7.7%	9.7%	\$42,189	\$44,174	95.1%
<b>Occupational Total</b>	<b>3,095.0</b>	<b>9.2%</b>	<b>12.1%</b>	<b>\$62,845</b>	<b>\$64,514</b>	<b>89.3%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for legal positions with salaries for 18 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for the majority of those positions (83.3 percent) are competitive with the market. The state salary ranges for those jobs are, on average, 2 percent lower than the market.

Table 36 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 36

Benchmark Job Analysis: Legal Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
3501	Attorney I	\$62,071	0.91	\$46,162	0.74
3503	Attorney III	\$81,227	0.86	\$60,528	0.75
3505	Attorney V	\$107,846	0.91	\$82,068	0.76
3506	Attorney VI	\$130,052	0.91	\$101,534	0.78
3510	Assistant Attorney General I	\$75,769	0.75	\$49,029	0.65
3514	Assistant Attorney General V	\$94,843	1.04	\$80,367	0.85
3524	General Counsel V	\$139,666	1.03	\$128,572	0.92
3559	Hearings Reporter	\$75,554	0.75	\$52,502	0.69
3567	Legal Secretary III	\$39,094	0.98	\$32,753	0.84
3574	Legal Assistant II	\$48,598	0.94	\$39,306	0.81
3576	Legal Assistant III	\$58,529	0.91	\$46,597	0.80
3620	Deputy Clerk I	\$27,120	1.07	\$27,875	1.03
3622	Deputy Clerk II	\$30,195	1.12	\$32,510	1.08
3624	Deputy Clerk III	\$35,451	1.08	\$37,772	1.07
3630	Chief Deputy Clerk	\$59,061	1.03	\$56,227	0.95
3640	Administrative Law Judge I	\$68,001	1.17	\$62,969	0.93
3642	Administrative Law Judge II	\$92,673	0.96	\$74,748	0.81
3662	Ombudsman II	\$45,216	1.17	\$41,631	0.92
<b>Market Index Legal</b>			<b>0.98</b>		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of the state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as address positions for which the state salary range is lower than the market average salary, the Legislature should consider implementing one change for this job category:

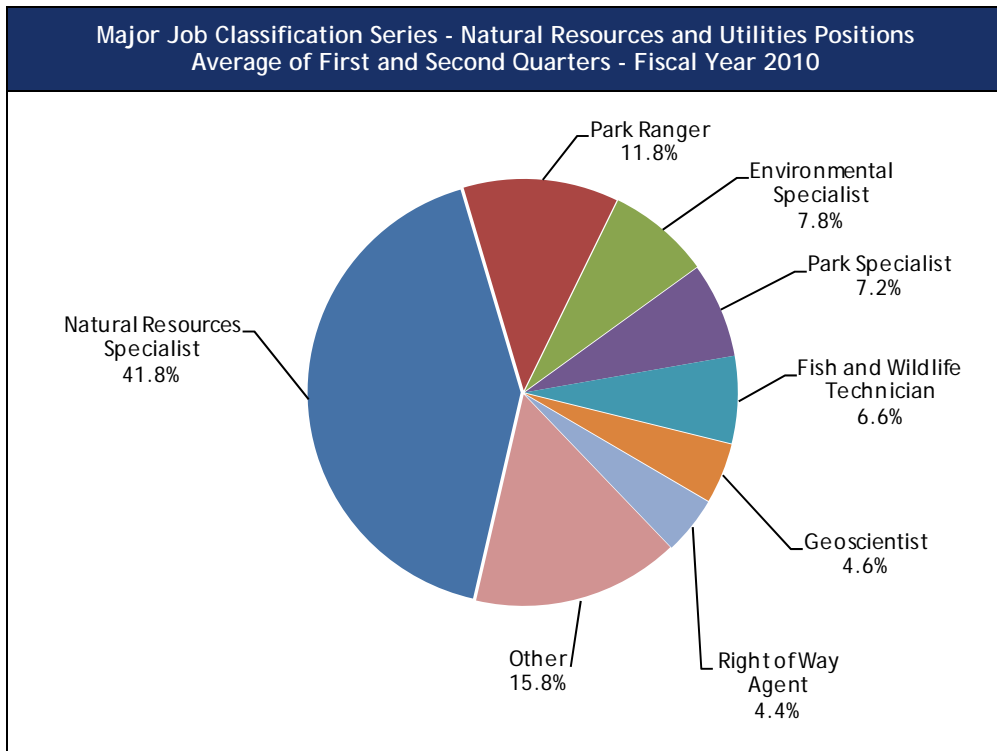
- Reallocating the Hearings Reporter job classification to a higher salary group.

There is no cost to implement this change; however, agencies may incur additional costs to address any internal equity issues this change may create. Appendix 15 lists detailed recommended changes for each job classification title for legal positions.

## Natural Resources and Utilities Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 3,008 full-time classified employees in natural resources and utilities job classifications. Those positions accounted for 2.0 percent of the State’s workforce. The majority (75.2 percent) of them were classified as Natural Resources Specialists, Park Rangers, Environmental Specialists, Park Specialists, or Fish and Wildlife Technicians; the remainder were in various natural resources and utilities positions (see Figure 26).

Figure 26



Sources: Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

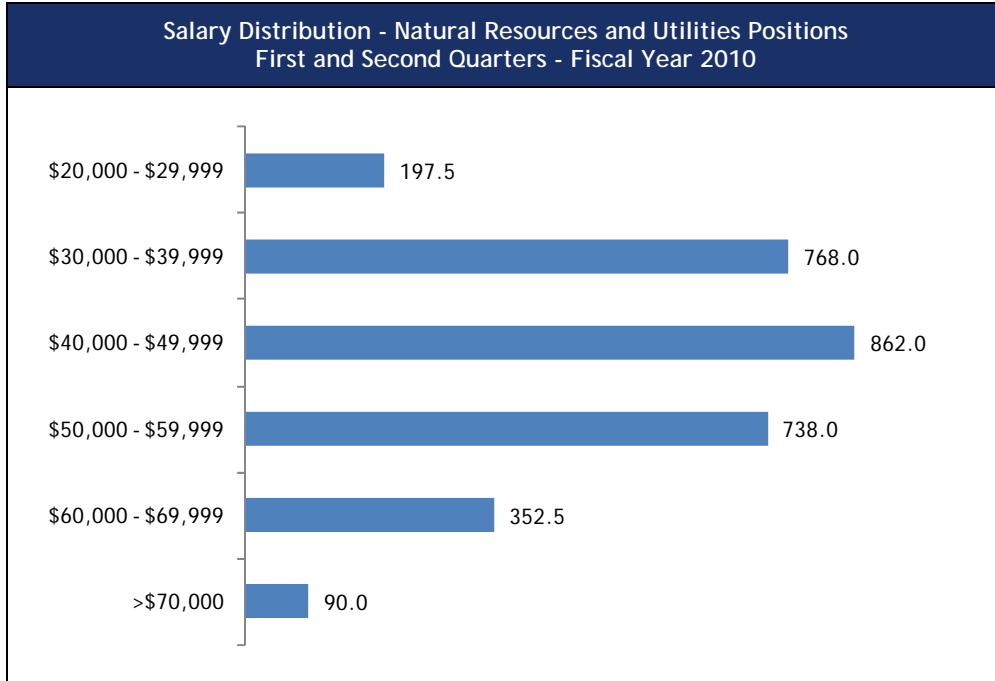
On average, employees in this job category had worked for the State for 11.6 years, and they had worked an average of 8.9 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$46,750.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 5.4 percent (from 2,853 to 3,008), and their average salary increased 14.4 percent (from \$40,868 to \$46,750). In comparison, the number of full-time employees in the State increased 8.1

percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 27 shows the average distribution of employees in this category by salary for the first and second quarters of fiscal year 2010.

Figure 27



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 5.7 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 37 on the next page provides information on headcount and salaries for employees in this job category.

Table 37

Headcount, Turnover, and Salary Information for Employees in Natural Resources and Utilities Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarter	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Land Surveying, Appraising, and Utilities Positions</b>						
Appraiser	93.0	6.1%	8.1%	\$51,870	\$53,884	55.9%
Land Surveyor	30.0	6.7%	6.7%	\$62,099	\$65,487	50.0%
Right of Way Agent	132.5	6.0%	6.0%	\$43,721	\$46,575	84.2%
Utility Specialist	19.5	0.0%	0.0%	\$59,755	\$60,792	41.0%
<b>Natural Resources Positions</b>						
Biologist <sup>c</sup>	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Chemist	121.5	8.9%	11.1%	\$48,058	\$50,692	97.1%
Earth Science Technician	2.0	0.0%	0.0%	\$40,912	\$45,101	75.0%
Environmental Specialist	234.5	5.5%	8.5%	\$49,319	\$51,301	92.8%
Fish and Wildlife Technician	199.5	3.5%	4.9%	\$37,486	\$39,764	97.5%
Geoscientist	138.0	0.0%	0.0%	\$62,052	\$65,655	80.1%
Hydrologist	80.5	3.9%	6.5%	\$54,048	\$56,359	87.6%
Natural Resources Specialist	1,257.5	5.5%	7.1%	\$49,942	\$52,022	90.1%
Park Ranger	355.0	8.8%	12.5%	\$30,947	\$32,222	94.1%
Park Specialist	217.0	6.3%	8.2%	\$40,543	\$41,836	87.3%
Sanitarian	114.5	4.6%	6.5%	\$49,204	\$51,386	29.7%
Toxicologist	13.0	Not Applicable	Not Applicable	\$67,605	\$68,808	61.5%
<b>Job Category Total</b>	<b>3,008.0</b>	<b>5.7%</b>	<b>7.5%</b>	<b>\$46,750</b>	<b>\$48,890</b>	<b>86.4%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector. <sup>c</sup> Biologist was added to the Plan at the beginning of fiscal year 2010.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The State Classification Team compared the current salary ranges for natural resources and utilities positions with salaries for 27 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

The current salary ranges for the majority of those positions (88.9 percent) are competitive with the market. The state salary ranges for those positions are, on average, 2 percent lower than the market.

Table 38 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 38

Benchmark Job Analysis: Natural Resources and Utilities Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Land Surveying, Appraising, and Utilities Positions</b>					
2050	Land Surveyor I	\$43,486	1.22	\$54,483	1.25
2054	Land Surveyor II	\$56,469	1.08	\$58,125	1.03
2064	Appraiser II	\$53,402	0.99	\$53,888	1.01
2084	Right of Way Agent III	\$49,635	0.92	\$42,000	0.85
2093	Utility Specialist I	\$57,399	0.99	\$59,506	1.04
2095	Utility Specialist III	\$77,924	0.96	Not Applicable	Not Applicable
<b>Natural Resources Positions</b>					
New Position	Earth Science Specialist II	\$55,465	0.96	Not Applicable	Not Applicable
2360	Geoscientist II	\$53,414	0.99	\$47,923	0.90
2365	Geoscientist IV	\$69,862	1.00	\$62,294	0.89
2460	Hydrologist II	\$56,167	0.94	\$46,209	0.82
2473	Chemist II	\$55,441	0.89	\$38,768	0.70
2474	Chemist III	\$60,064	0.95	\$46,086	0.77
2474	Chemist V	\$79,265	0.94	\$63,183	0.80
2584	Sanitarian II	\$49,739	1.07	\$52,000	1.05
2590	Biologist I	\$35,313	1.08	Not Applicable	Not Applicable
2591	Biologist II	\$46,925	0.91	Not Applicable	Not Applicable
2592	Biologist III	\$53,826	0.92	Not Applicable	Not Applicable

Benchmark Job Analysis: Natural Resources and Utilities Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
2594	Biologist V	\$73,098	0.89	Not Applicable	Not Applicable
2641	Park Specialist II	\$42,286	1.01	\$38,190	0.90
2642	Park Specialist III	\$45,499	1.09	\$45,455	1.00
2643	Park Specialist IV	\$52,677	1.08	Not Applicable	Not Applicable
2652	Environmental Specialist II	\$50,198	0.99	\$41,174	0.82
2653	Environmental Specialist III	\$66,824	0.85	\$47,750	0.71
2655	Environmental Specialist V	\$77,309	0.96	\$63,622	0.82
2683	Natural Resources Specialist II	\$50,524	0.90	\$39,277	0.78
2684	Natural Resources Specialist III	\$58,422	0.91	\$45,467	0.78
2685	Natural Resources Specialist IV	\$66,653	0.91	\$52,801	0.79
Market Index Natural Resources and Utilities			0.98		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of the state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide additional job classification series and levels and title changes for agencies to use, the Legislature should consider implementing certain changes for this job category. These include:

- Reallocating three job classifications to a higher salary group.
- Adding an additional level to the Appraiser job classification series.
- Adding an additional level to the Fish and Wildlife Technician job classification series.
- Adding a Park Superintendent job classification series.
- Deleting the Toxicologist I job classification title and changing the Toxicologist II and Toxicologist III to Toxicologist I and Toxicologist II.



- Deleting the current Park Ranger job classification series. (Employees currently in this job classification series are performing duties that are similar to the duties of a Maintenance Specialist.)
- Changing the Earth Science Technician job classification series to Earth Science Specialist and adding three additional levels.
- Changing the Park Specialist job classification series to Park Ranger. (This change in title will more accurately reflect industry terminology.)
- Changing the Environmental Specialist job classification series to Environmental Protection Specialist.

Appendix 16 lists detailed recommended changes for each job classification title for natural resources and utilities positions.

The cost to move employees to the minimum of their new salary groups would be \$17,148 in each year of the 2012-2013 biennium. The costs are related to Toxicologist positions. Agencies may incur additional costs to address any internal equity issues these changes may create.

Table 39 lists the costs of the recommended changes by job classification series for natural resources and utilities positions for the 2012-2013 biennium.

Table 39

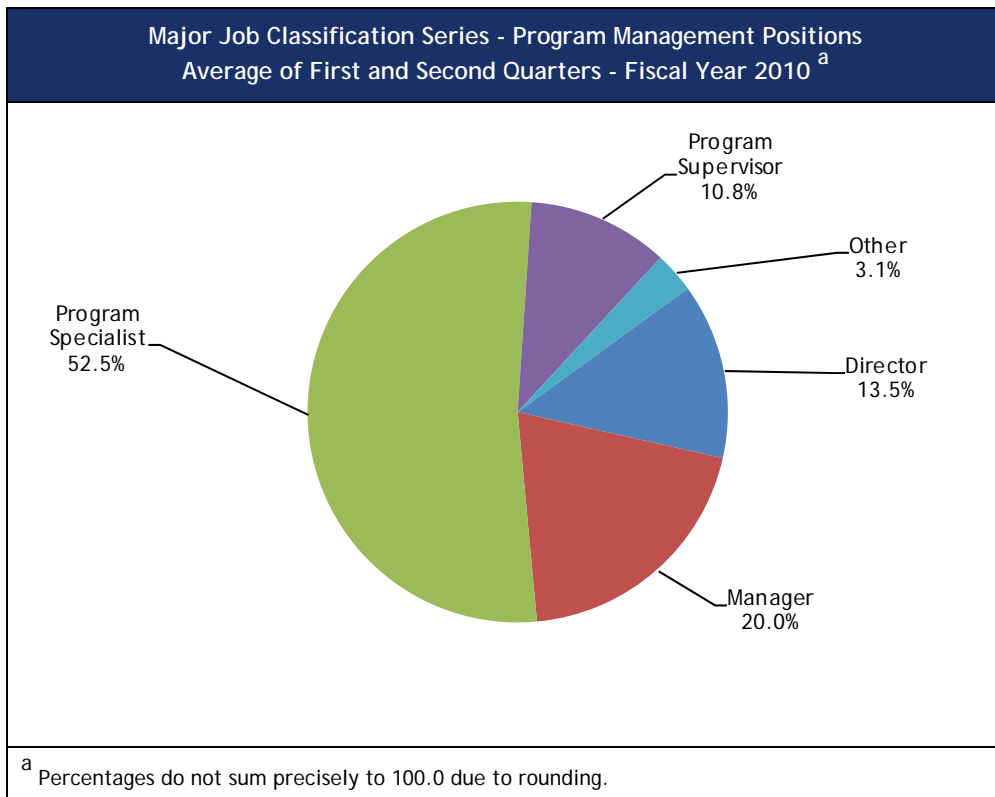
Natural Resources and Utilities Positions Minimum Fiscal Impact of Recommended Changes In Each Year of the 2012-2013 Biennium		
Job Classification Series	Number of Employees Affected <sup>a</sup>	Minimum Fiscal Impact
Toxicologist	13.0	\$17,148
<b>Total: Natural Resources and Utilities</b>	<b>13.0</b>	<b>\$17,148</b>
<sup>a</sup> The number of employees is the average number of full-time classified employees in the first and second quarters of fiscal year 2010.		

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Program Management Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 14,143 full-time classified employees in program management job classifications. Those employees accounted for 9.2 percent of the State's workforce. The majority (63.3 percent) of them were classified as Program Specialists or Program Supervisors; the remainder were in various program management positions such as managers, or directors (see Figure 28).

Figure 28



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

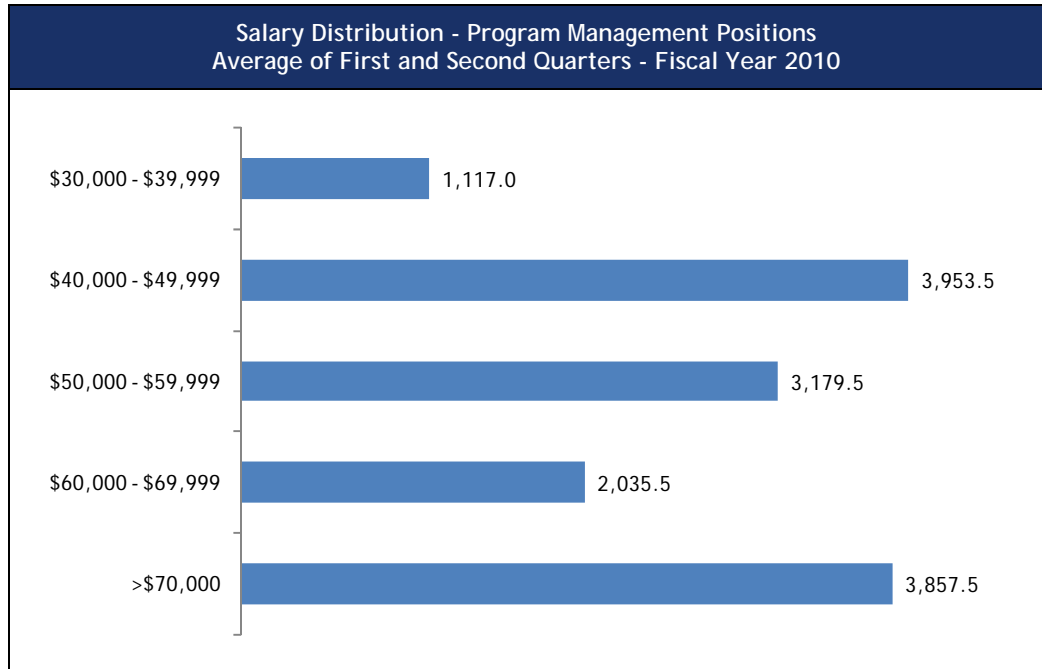
On average, employees in this job category had worked for the State for 16.5 years, and they had worked an average of 8.8 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$61,632.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 3.5 percent (from 13,668 to 14,143), and their average salary increased 12.4 percent (from \$54,816 to \$61,632). In comparison, the number of full-time employees in the State has increased 8.1

percent (from 142,613 to 154,209), and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 29 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 29



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those positions was 6.5 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 40 on the next page provides information on headcount and salaries for employees in this job category.

Table 40

Headcount, Turnover, and Salary Information for Employees in Program Management Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarter	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
Deputy Comptroller	1.0	0.0%	0.0%	\$201,960	\$203,640	0.0%
Director	1,911.5	6.7%	9.1%	\$ 99,787	\$101,062	76.7%
Division Director	15.5	0.0%	0.0%	\$137,245	\$139,808	80.6%
Manager	2,832.0	6.5%	8.2%	\$ 69,067	\$ 72,265	78.1%
Program Specialist	7,427.0	6.5%	9.2%	\$ 51,681	\$ 54,101	76.9%
Program Supervisor	1,532.5	5.8%	6.9%	\$ 49,506	\$ 52,748	80.6%
Project Manager	110.5	10.8%	17.0%	\$ 76,685	\$ 78,385	64.7%
Staff Services Officer	313.0	4.6%	7.3%	\$ 47,341	\$ 50,264	66.9%
Occupational Total	14,143.0	6.5%	8.9%	\$61,632	\$64,292	77.2%
State Total	154,209.0	8.1%	14.4%	\$39,219	\$41,088	89.7%

<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay.

<sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Program Specialists and Program Supervisors

Program Specialist and Program Supervisor job classifications are designed to be general job classifications to address the limited situations in which an occupationally specific job classification does not exist. Examples of those positions include a Combative Sports Event Specialist and a Disaster Recovery Program Analyst. Because of the general nature of those positions, state agencies should use them on a limited basis and, instead, attempt to use more specific occupational titles.

The use of occupationally specific job classifications ensures not only consistency of job titles but also appropriate salary ranges across state agencies. In situations in which a state agency uses general job classifications, there is a greater risk that the agency is overpaying or underpaying employees for the work performed because there are limited benchmark positions in the public or private sector for general job classifications.

State agencies should review recommended changes to the Classification Plan in conjunction with a review of positions classified in the Program Specialist and Program Supervisor job classification series to determine whether using current or recommended occupationally specific titles would allow them to classify employees more appropriately.

**Market Analysis**

The State Classification Team compared the current salary ranges for program management positions with salaries for 15 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

**Benchmark Positions**  
 Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current state salary ranges for the majority of those positions (93.3 percent) are competitive with the market. The state salary ranges for those positions are, on average, 1 percent lower than the market.

Table 41 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 41

Benchmark Job Analysis: Program Management Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1550	Staff Services Officer I	\$39,159	1.16	\$42,904	1.10
1552	Staff Services Officer III	\$46,178	1.15	\$48,828	1.06
1553	Staff Services Officer IV	\$58,172	0.98	\$53,639	0.92
New Position	Project Manager II (Proposed Classification)	\$67,604	0.96	Not Applicable	Not Applicable
1561	Project Manager II (Proposed title change to Project Manager IV)	\$84,275	1.06	\$84,641	1.00
1570	Program Specialist I	\$43,681	1.04	\$40,389	0.92
1572	Program Specialist III	\$50,090	1.06	\$47,654	0.95
1580	Program Supervisor I	\$49,836	0.91	\$40,168	0.81
1584	Program Supervisor III	\$66,455	0.91	\$52,587	0.79
1588	Program Supervisor V	\$81,090	0.98	\$76,861	0.95
1601	Manager II	\$76,566	0.91	\$62,366	0.81
1602	Manager III	\$78,539	0.95	\$68,613	0.87
1604	Manager V	\$95,999	0.93	\$80,823	0.84
1622	Director III	\$108,423	1.00	\$99,861	0.92

Benchmark Job Analysis: Program Management Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1624	Director V	\$169,107	0.85	\$134,570	0.80
Market Index, Program Management			0.99		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Management Positions

State agencies classify a broad variety of positions in the Manager and Director job classification series. Job titles for these positions may be specific to a state agency or program, or they may be general in nature such as Finance Director or Human Resources Director. To assist agencies in comparing average state salary and market data for the general positions, the State Classification Team conducted a survey of state agencies.

To accurately compare state positions to positions in the private and public sectors, agencies were asked to provide information only on individuals who were performing, as their primary or sole responsibility, the functions of selected management positions. As a result, the survey did not include employees who perform multiple functions, such as an individual who serves as Budget Manager, Purchasing Manager, and Human Resources Manager or situations in which a function may be outsourced. For example, many small and mid-sized agencies outsource their audit functions.

Table 42 summarizes the results of the survey, grouped by agency size. It is important to note that the market average represents an overall number and does not take into consideration the size of the organization.

Table 42

Comparison of Average Salaries for Select Management Positions <sup>a</sup>					
Position Title	Small Agencies	Mid-sized Agencies	Large Agencies	Total, All Agencies	Market Average
Chief Financial Officer	\$ 70,174	\$ 111,576	\$ 125,841	\$ 107,860	\$ 195,808
Chief Information Officer	\$ 67,203	\$ 106,438	\$ 123,702	\$ 102,546	\$ 168,921
Chief Operating or Administrative Officer	\$ 111,251	\$ 115,922	\$ 132,613	\$ 123,008	\$ 180,118
Communications Director	\$ 67,858	\$ 89,288	\$ 96,031	\$ 87,777	\$ 129,175
Government Relations Director	\$ 70,996	\$ 99,160	\$ 102,096	\$ 98,787	\$ 191,117
Human Resources Director	\$ 53,599	\$ 83,522	\$ 106,321	\$ 86,546	\$ 92,296
Internal Audit Director	Not Applicable	\$ 98,806	\$ 108,317	\$ 103,879	\$ 135,797
Top Legal Executive	\$ 93,697	\$ 119,195	\$ 126,434	\$ 114,517	\$ 235,978
Accounting Manager	\$ 52,501	\$ 74,646	\$ 93,260	\$ 78,966	\$ 96,801
Budget Manager	Not Applicable	\$ 78,967	\$ 93,670	\$ 86,556	\$ 102,064
Facilities Manager	Not Applicable	\$ 77,491	\$ 69,510	\$ 72,835	\$ 97,581
Finance Director	\$ 90,000	\$ 94,527	\$ 107,688	\$ 101,832	\$ 123,158
Payroll Manager	Not Applicable	\$ 57,683	\$ 73,448	\$ 65,566	\$ 71,379
Purchasing Manager	\$ 46,335	\$ 66,230	\$ 85,145	\$ 73,405	\$ 98,062
Records Manager	Not Applicable	\$ 62,585	\$ 65,162	\$ 64,007	\$ 55,008
Safety Director	Not Applicable	\$ 54,095	\$ 67,200	\$ 62,832	\$ 94,628

<sup>a</sup> Small agencies are defined as those with fewer than 100 full-time equivalent (FTE) employees. Mid-sized agencies have more than 100 FTEs, but fewer than 1,000 FTEs. Large agencies have more than 1,000 FTEs.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide additional levels and title changes for agencies to use, the Legislature should consider implementing certain changes for this job category. These include:

- Adding additional levels to the Project Manager job classification series and changing the titles from Project Manager I and Project Manager II to Project Manager III and Project Manager IV, respectively.

- Adding additional levels to the Program Supervisor job classification series and changing the titles from Program Supervisor II to Program Supervisor III, Program Supervisor III to Program Supervisor V, Program Supervisor IV to Program Supervisor VI, and Program Supervisor V to Program Supervisor VII.

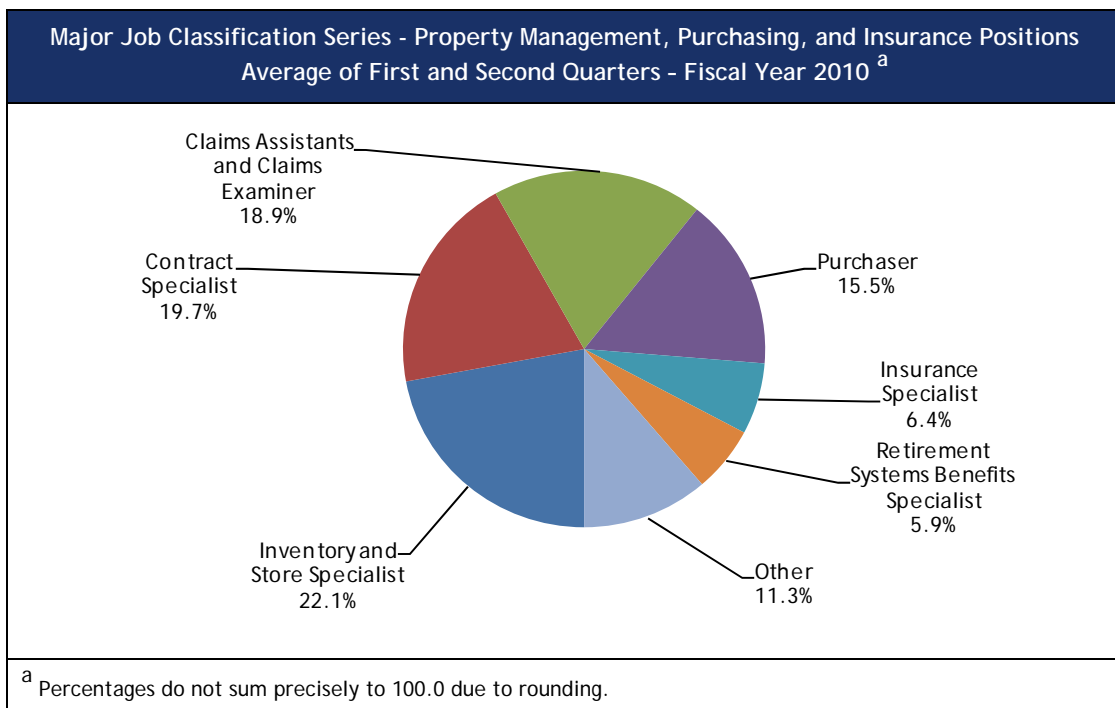
There are no costs to implement these changes; however, agencies may incur additional costs to address any internal equity issues these changes may create. Appendix 17 lists detailed recommended changes for each job classification title for program management positions.



**Property Management, Purchasing, and Insurance Positions**

In the first and second quarters of fiscal year 2010, the State employed an average of 3,251 full-time classified employees in property management, purchasing, and insurance job classifications. Those positions accounted for 2.1 percent of the State’s workforce. The majority (76.2 percent) of them were classified as Inventory and Store Specialists, Contract Specialists, Claims Assistants and Claims Examiners, or Purchasers; the remainder were in various insurance, property management, and purchasing positions (see Figure 30).

Figure 30



Sources: Comptroller of Public Accounts’ Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

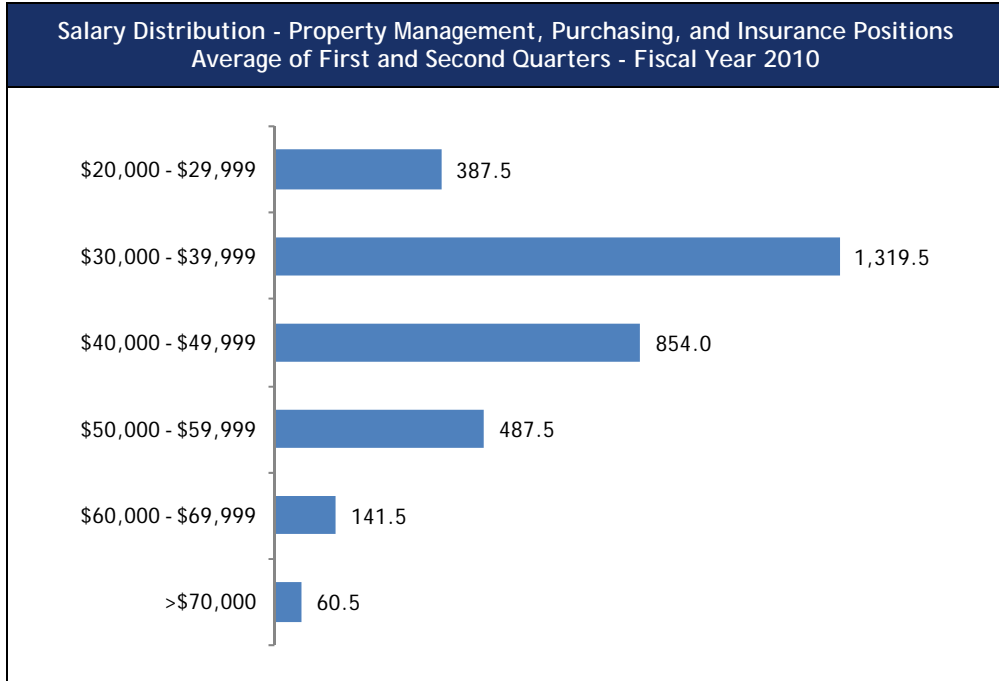
On average, employees in this job category had worked for the State for 12.5 years, and they had worked an average of 7.6 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$41,743.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category increased 19.6 percent (from 2,719 to 3,251), and their average salary increased 15.9 percent (from \$36,019 to \$41,743). In comparison, the number of full-time employees in the State increased 8.1

percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 31 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 31



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those employees was 5.5 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 43 on the next page provides information on headcount and salaries for employees in this job category.

Table 43

Headcount, Turnover, and Salary Information for Employees in Property Management, Purchasing, and Insurance Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Insurance Positions</b>						
Actuary	42.0	2.7%	2.7%	\$79,313	\$81,658	78.6%
Claims Assistants and Claims Examiner	614.5	4.9%	6.6%	\$45,477	\$46,617	75.0%
Insurance Specialist	209.5	5.2%	6.2%	\$37,735	\$39,925	87.6%
Insurance Technician	9.5	0.0%	0.0%	\$24,715	\$25,302	100.0%
Retirement Systems Benefits Specialist	193.0	6.6%	7.8%	\$38,171	\$39,518	99.2%
<b>Property Management and Purchasing Positions</b>						
Contract Administration Manager	28.5	11.7%	11.7%	\$81,383	\$83,365	56.1%
Contract Specialist	641.5	4.7%	8.6%	\$47,379	\$49,872	71.6%
Contract Technician	108.0	4.5%	12.5%	\$32,661	\$34,315	69.0%
Grants Coordinator	44.5	0.0%	0.0%	\$53,157	\$55,067	79.8%
Inventory and Store Specialist	718.5	6.8%	9.6%	\$30,941	\$32,645	93.5%
Property Manager	136.0	6.0%	6.0%	\$48,401	\$50,897	91.2%
Purchaser	505.0	5.6%	10.2%	\$42,539	\$45,263	73.1%
<b>Job Category Total</b>	<b>3,250.5</b>	<b>5.5%</b>	<b>8.4%</b>	<b>\$41,743</b>	<b>\$43,762</b>	<b>80.9%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for property management, purchasing and insurance positions with salaries for 26 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of those positions (88.5 percent) are competitive with the market. The state salary ranges for those positions are, on average, equal to the market.

Table 44 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 44

Benchmark Job Analysis: Property Management, Purchasing, and Insurance Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Insurance Positions</b>					
2804	Actuary III	\$82,387	0.97	\$75,923	0.92
2843	Insurance Specialist III	\$39,858	1.08	\$38,123	0.96
2845	Insurance Specialist V	\$52,488	1.08	\$46,858	0.89
2913	Retirement System Benefits Specialist III	\$46,471	0.92	\$36,772	0.79
2920	Claims Assistant	\$28,687	1.18	\$29,147	1.02
2921	Claims Examiner I	\$33,541	1.14	\$32,611	0.97
2922	Claims Examiner II	\$43,487	0.99	\$35,818	0.82
<b>Property Management and Purchasing Positions</b>					
1911	Inventory and Store Specialist I	\$32,585	0.89	\$26,914	0.83
1912	Inventory and Store Specialist II	\$33,320	1.02	\$29,390	0.88
1913	Inventory and Store Specialist III	\$37,493	1.02	\$32,731	0.87
1914	Inventory and Store Specialist IV	\$42,929	1.00	\$39,751	0.93
1920	Grant Coordinator I	\$48,791	1.02	\$43,056	0.88
1922	Grant Coordinator III	\$62,768	1.04	\$56,799	0.90
1930	Purchaser I	\$33,991	1.00	\$31,799	0.94
1931	Purchaser II	\$37,926	1.01	\$35,960	0.95
1932	Purchaser III	\$46,079	0.93	\$39,274	0.85
1933	Purchaser IV	\$50,298	0.99	\$46,319	0.92
1934	Purchaser V	\$56,114	1.01	\$53,664	0.96
1935	Purchaser VI	\$78,137	0.83	\$62,426	0.80

Benchmark Job Analysis: Property Management, Purchasing, and Insurance Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1980	Contract Specialist II	\$43,936	1.03	\$42,142	0.96
1982	Contract Specialist III	\$48,458	1.09	\$49,611	1.02
1984	Contract Specialist IV	\$60,892	1.00	\$55,452	0.91
1986	Contract Specialist V	\$65,536	1.06	\$65,110	0.99
1990	Property Manager I	\$49,846	0.91	\$42,801	0.86
1992	Property Manager II	\$63,298	0.84	\$49,206	0.78
1994	Property Manager III	\$66,694	0.91	\$49,338	0.74
Market Index Property Management, Purchasing, and Insurance			1.00		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide an additional job classification level for agencies to use, the Legislature should consider implementing one change for this job category:

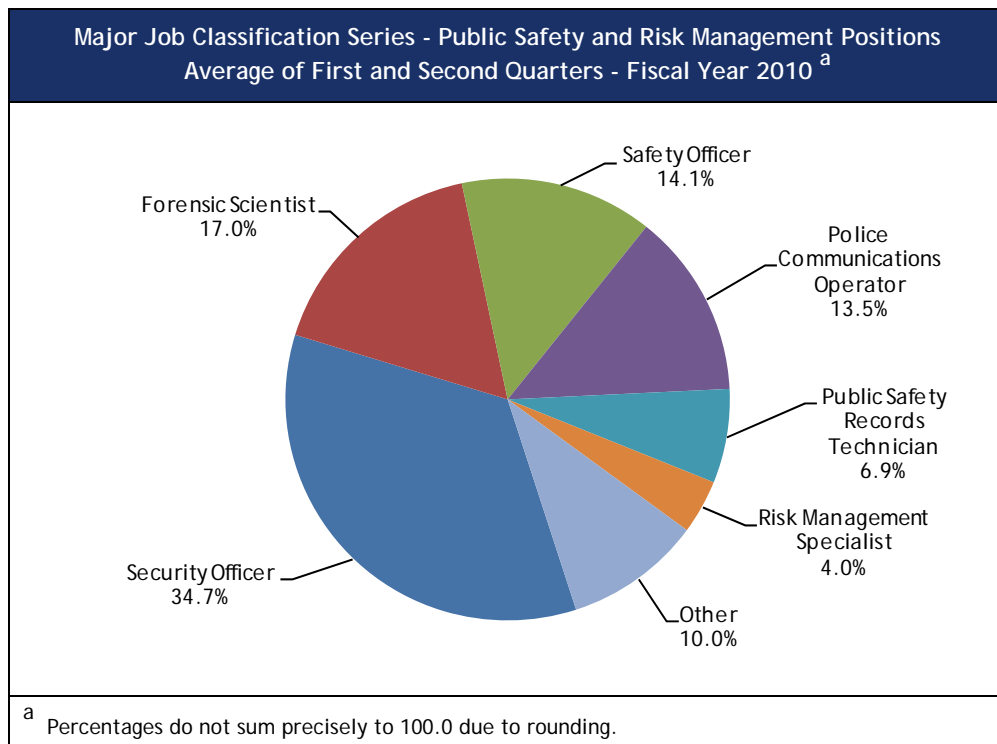
- Adding an additional level to the Inventory and Store Specialist job classification series.

There is no cost to implement this change; however, agencies may incur additional costs to address any internal equity issues this change may create. Appendix 18 lists detailed recommended changes for each job classification title for property management, purchasing, and insurance positions.

## Public Safety and Risk Management Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 1,291 full-time classified employees in public safety and risk management job classifications. Those positions accounted for less than 1 percent of the State's workforce. The majority (79.3 percent) of them were classified as Security Officers, Forensic Scientists, Safety Officers, or Police Communications Operators; the remainder were in various public safety and risk management positions (see Figure 32).

Figure 32



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

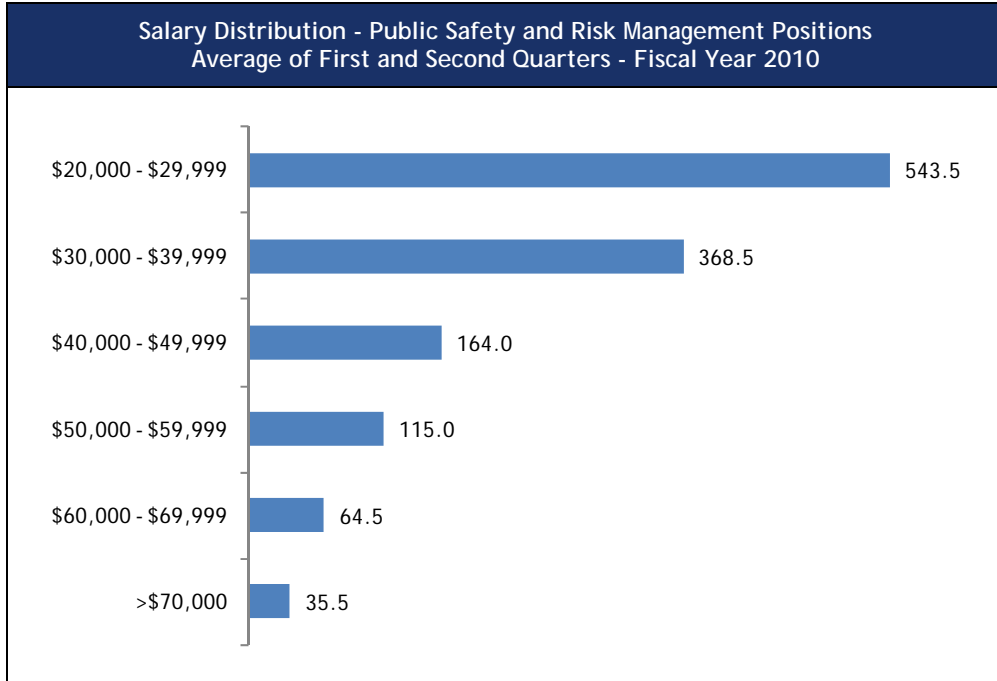
On average, employees in this job category had worked for the State for 9.8 years, and they had worked an average of 6.8 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$36,147.

From fiscal years 2006 through 2010, the number of full-time employees in this job category decreased 1.7 percent (from 1,314 to 1,291), and their average salary increased 12.8 percent (from \$32,054 to \$36,147). In comparison, the number of full-time employees in the State increased 8.1

percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 33 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 33



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those positions was 9.2 percent, which was higher than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 45 on the next page provides information on headcount and salaries for employees in this job category.

Table 45

Headcount, Turnover, and Salary Information for Employees in Public Safety and Risk Management Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Public Safety Positions</b>						
Crime Laboratory Specialist	44.5	14.8%	14.8%	\$33,965	\$35,558	98.9%
DNA Index System Analyst	6.5	0.0%	0.0%	\$58,507	\$60,869	84.6%
Fingerprint Technician	42.5	10.0%	12.0%	\$29,829	\$30,793	100.0%
Forensic Photographer	4.0	0.0%	0.0%	\$56,394	\$61,868	25.0%
Forensic Scientist	219.0	2.7%	2.7%	\$56,344	\$57,754	78.3%
Police Communications Operator	174.0	10.3%	10.3%	\$34,918	\$36,617	93.7%
Public Safety Records Technician	88.5	10.5%	11.7%	\$25,001	\$26,153	100.0%
<b>Safety Positions</b>						
Security Officer	448.0	10.6%	14.5%	\$25,315	\$26,473	95.3%
Lifeguard	0.0	0.0%	0.0%	Not Applicable	Not Applicable	Not Applicable
Rescue Specialist	31.0	38.1%	41.3%	\$48,022	\$49,666	74.2%
Risk Management Specialist	51.0	12.8%	12.8%	\$47,645	\$48,946	81.4%
Safety Officer	182.0	6.1%	7.6%	\$40,627	\$43,044	81.0%
<b>Job Category Total</b>	<b>1,291.0</b>	<b>9.2%</b>	<b>11.0%</b>	<b>\$36,147</b>	<b>\$37,733</b>	<b>89.5%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.



## Market Analysis

The State Classification Team compared the current salary ranges for state positions with salaries for 22 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of those positions (90.9 percent) are competitive with the market. The state salary ranges for those positions are, on average, 4 percent lower than the market.

Table 46 lists the specific benchmark positions for this job category, the average salaries for employees in those positions, and the market index for each benchmark.

Table 46

Benchmark Job Analysis: Public Safety and Risk Management Positions					
Job Classification Number	Job Classification Title	Market Average Salary	Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Public Safety Positions</b>					
6054	Forensic Scientist III	\$62,009	0.98	\$56,222	0.91
6095	Police Communications Operator I	\$33,654	1.01	\$30,282	0.90
6096	Police Communications Operator II	\$37,307	0.97	\$33,182	0.89
New Position	Police Communications Operator V	\$48,131	0.94	Not Applicable	Not Applicable
6116	Fingerprint Technician II	\$42,393	0.90	\$30,579	0.72
6120	Crime Laboratory Specialist I	\$41,426	0.98	\$33,558	0.81
6229	Security Officer I	\$25,958	0.97	\$21,137	0.81
6230	Security Officer II	\$29,907	0.92	\$23,835	0.80
6232	Security Officer III	\$30,531	1.05	\$26,429	0.87
6234	Security Officer IV	\$38,494	0.94	\$31,870	0.83
<b>Safety Positions</b>					
2720	Lifeguard	\$18,304	1.13	Not Applicable	Not Applicable
2730	Safety Officer I	\$38,488	1.05	\$35,069	0.91
2731	Safety Officer II	\$47,232	0.96	\$41,910	0.89
2732	Safety Officer III	\$51,868	1.02	\$49,692	0.96
2733	Safety Officer IV	\$62,462	0.97	\$59,099	0.95
2734	Safety Officer V	\$75,603	0.92	Not Applicable	Not Applicable
2740	Risk Management Specialist I	\$47,532	0.80	\$39,460	0.83

Benchmark Job Analysis: Public Safety and Risk Management Positions					
Job Classification Number	Job Classification Title	Market Average Salary	Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
2742	Risk Management Specialist III	\$55,733	0.89	\$45,754	0.82
2744	Risk Management Specialist V	\$69,310	0.94	\$58,041	0.84
2761	Rescue Specialist I	\$47,146	0.96	\$41,894	0.89
2762	Rescue Specialist II	\$58,856	0.90	\$52,761	0.90
2763	Rescue Specialist III	\$67,579	0.90	\$64,932	0.96
Market Index Public Safety and Risk Management			0.96		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of a state salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint a state salary range is 5 percent more than average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

To maintain competitive salary ranges, as well as provide additional job classification series and levels, the Legislature should consider implementing certain changes for this job category. These include:

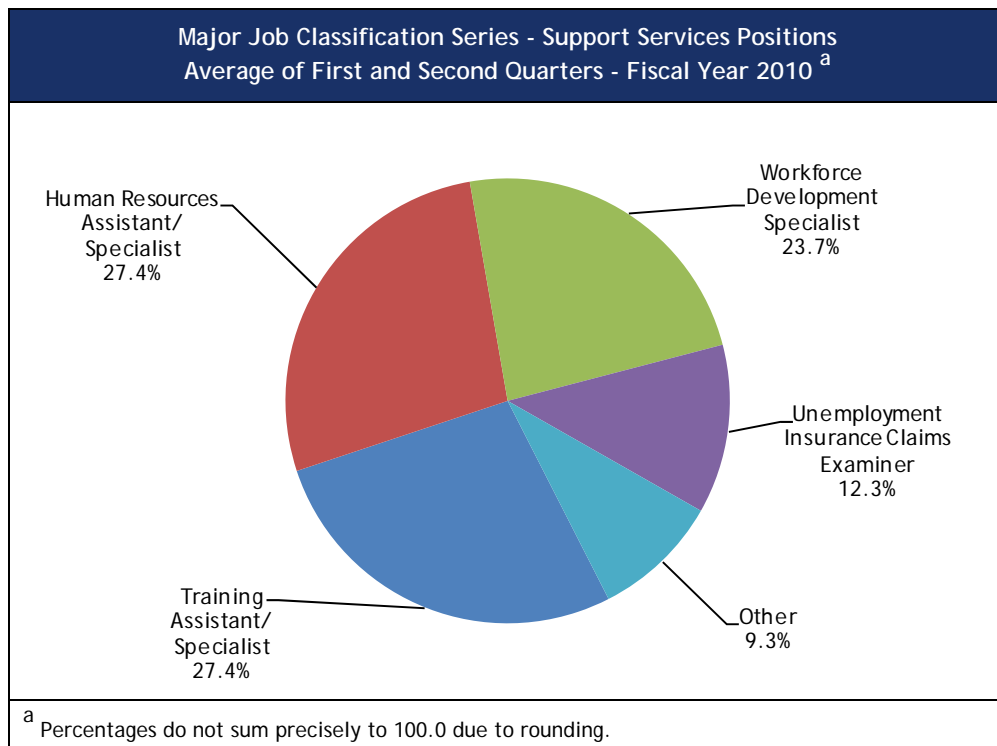
- Adding additional levels to the Police Communications Operator job classification series.
- Adding Crime Analyst and Criminal Intelligence Analyst job classification series.

There is no cost to implement these changes; however, agencies may incur additional costs to address any internal equity issues these changes may create. Appendix 19 lists detailed recommended changes for each job classification title for public safety and risk management positions.

## Support Services Positions

In the first and second quarters of fiscal year 2010, the State employed an average of 2,459 full-time classified employees in support services job classifications. Those positions accounted for 1.6 percent of the State's workforce. The majority (78.5 percent) of them were classified as Training Assistants/Specialists, Human Resources Assistants/Specialists, or Workforce Development Specialists; the remainder were in various support services positions (see Figure 34).

Figure 34



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

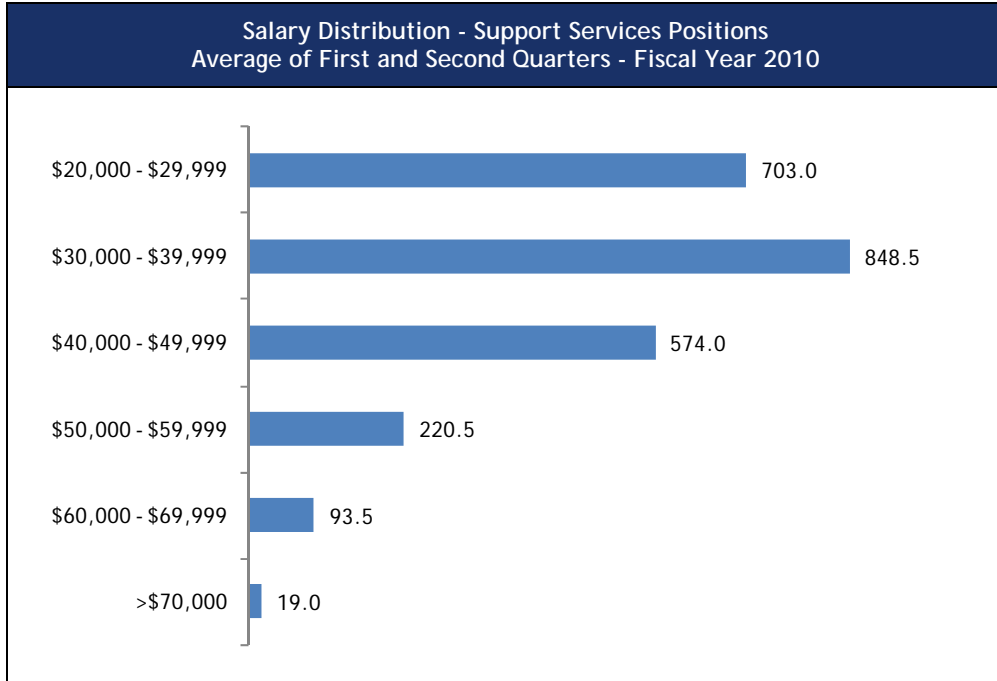
On average, employees in this job category had worked for the State for 12.9 years, and they had worked an average of 7.2 years within their current agencies. For the first and second quarters of fiscal year 2010, the average salary for employees in this category was \$37,870.

From fiscal year 2006 through fiscal year 2010, the number of full-time employees in this job category decreased 6.0 percent (from 2,615 to 2,459), and their average salary increased 13.5 percent (from \$33,352 to \$37,870). In comparison, the number of full-time employees in the State increased 8.1

percent (from 142,613 to 154,209) and their average salary increased 12.6 percent (from \$34,818 to \$39,219).

Figure 35 shows the average distribution of employees in this job category by salary for the first and second quarters of fiscal year 2010.

Figure 35



Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

In fiscal year 2009, the voluntary turnover rate for those positions was 7.9 percent, which was lower than the State's fiscal year 2009 overall voluntary turnover rate of 8.1 percent. For purposes of this report, the voluntary turnover rate includes full- and part-time employees who voluntarily separated from an agency or retired. In addition to turnover rates, Table 47 on the next page provides information on headcount and salaries for employees in this job category.

Table 47

Headcount, Turnover, and Salary Information for Employees in Support Services Positions						
Job Classification Series	Average Headcount Fiscal Year 2010, 1st and 2nd Quarters	Voluntary Turnover Rate Fiscal Year 2009	Overall Turnover Rate Fiscal Year 2009	Average Salary Fiscal Year 2010, 1st and 2nd Quarters	Average Salary with Supplements Fiscal Year 2010, 1st and 2nd Quarters <sup>a</sup>	Percent of Employees Paid Below Midpoint of Salary Range <sup>b</sup>
<b>Employment Positions</b>						
Unemployment Insurance Claims Examiner	302.0	4.8%	7.0%	\$30,203	\$31,222	93.0%
Unemployment Insurance Specialist	26.5	16.5%	16.5%	\$38,907	\$41,360	86.8%
Workforce Development Specialist	582.0	14.0%	17.2%	\$32,061	\$33,858	87.5%
<b>Human Resources Positions</b>						
Human Resources Assistant/Specialist	673.0	5.1%	8.4%	\$42,334	\$45,202	82.6%
Training Assistant/Specialist	673.5	5.4%	9.3%	\$43,778	\$45,733	86.9%
<b>Office Services Positions</b>						
Micrographics Technician	66.5	4.4%	8.8%	\$25,070	\$26,278	96.2%
Photographer	5.0	0.0%	0.0%	\$39,056	\$40,208	80.0%
Printing Services Technician	130.0	4.5%	6.8%	\$34,273	\$36,681	74.6%
<b>Job Category Total</b>	<b>2,458.5</b>	<b>7.9%</b>	<b>11.2%</b>	<b>\$37,870</b>	<b>\$39,974</b>	<b>86.2%</b>
<b>State Total</b>	<b>154,209.0</b>	<b>8.1%</b>	<b>14.4%</b>	<b>\$39,219</b>	<b>\$41,088</b>	<b>89.7%</b>
<sup>a</sup> Supplemental pay includes hazardous duty pay, benefit replacement pay, and longevity pay. <sup>b</sup> Midpoint, or the middle of the salary group, is used as a comparison point to salaries of similar positions in the public and private sector.						

Sources: Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

## Market Analysis

The State Classification Team compared the current salary ranges for support services positions with salaries for 18 similar positions in the public and private sector (referred to as benchmark positions, see text box for additional details).

### Benchmark Positions

Benchmarks are positions in the private and public sector that strongly match corresponding state positions in terms of duties, scope, and responsibility. For this report, the State Classification Team compared the midpoints of salary ranges for job classifications with the average market pay for corresponding benchmark or comparable positions.

The current salary ranges for the majority of those positions (77.8 percent) are competitive with the market. The state salary ranges for those positions are, on average, 4 percent lower than the market.

Table 48 lists the benchmark positions for this job category, the average state salaries for employees in those positions, and the market index for each benchmark.

Table 48

Benchmark Job Analysis: Support Services Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
<b>Employment Positions</b>					
3020	Workforce Development Specialist I	\$29,208	1.10	\$27,154	0.93
3023	Workforce Development Specialist III	\$40,160	0.95	\$35,516	0.88
3026	Workforce Development Specialist V	\$56,305	0.88	\$44,202	0.79
3153	Unemployment Insurance Claims Examiner II	\$33,949	1.06	\$32,718	0.96
3154	Unemployment Insurance Claims Examiner III	\$42,421	0.95	\$35,711	0.84
<b>Office Services Positions</b>					
0331	Printing Services Technician I	\$30,047	0.92	\$26,623	0.89
0332	Printing Services Technician II	\$31,059	1.03	\$29,586	0.95
0333	Printing Services Technician III	\$36,223	0.99	\$33,561	0.93
0335	Printing Services Technician V	\$55,244	0.82	\$39,985	0.72
0352	Micrographics Technician II	\$30,406	1.05	\$28,904	0.95
0367	Photographer I	\$44,478	0.96	\$39,056	0.88
<b>Human Resources Positions</b>					
1727	Human Resources Assistant	\$37,256	0.86	\$27,024	0.73
1729	Human Resources Specialist I	\$41,171	0.87	\$31,061	0.75
1733	Human Resources Specialist III	\$47,719	0.95	\$38,961	0.82
1737	Human Resources Specialist V	\$59,651	1.02	\$57,404	0.96
1739	Human Resources Specialist VI	\$76,596	0.91	\$71,629	0.94

Benchmark Job Analysis: Support Services Positions					
Job Classification Number	Job Classification Title	Market Average Salary	State Salary Range Compared to Market Salary (Market Index)	Average State Salary	Average State Salary Compared to Market Average Salary
1783	Training Specialist III	\$49,934	0.91	\$40,891	0.82
1786	Training Specialist VI	\$70,530	0.99	\$63,764	0.90
Market Index, Support Services			0.96		
Market index shows the relationship of a state salary range to the market average. For example, a market index of 1.00 indicates that the midpoint of a state salary range is fully competitive with the market, a market index of 0.80 indicates that the midpoint of the salary range is 20 percent less than average market pay, and a market index of 1.05 indicates the midpoint of a state salary range is 5 percent more than the average market pay.					

Sources: State Auditor's Office's Electronic Compensation Analysis Tool and the Comptroller of Public Accounts' Human Resources Information System, Uniform Statewide Payroll/Personnel System, and Standardized Payroll/Personnel Reporting System.

### Recommended Changes and Fiscal Impact

No changes are recommended for this job category and there is no associated cost.

# Appendices

Appendix 1

## *Objectives, Scope, and Methodology*

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### Objectives

The objectives of this review were to determine (1) the competitiveness of the State's Position Classification Plan (Plan) with similar positions in the private and public sectors and (2) whether changes to the Plan are needed.

### Scope

The scope included a review of the placement of positions within the Plan and an analysis of market pay for benchmark positions. The State Auditor's Office's State Classification Team conducted this review in accordance with the Position Classification Act in Texas Government Code, Chapter 654, which requires it to:

- Make periodic studies of salary rates in other governmental units and in industry for similar work performed in state government and report those findings.
- Maintain the Plan and keep it current.
- Make necessary and desirable recommendations to improve the Plan.

### Methodology

The State Classification Team conducts periodic studies of salary rates and trends in private industry and other governmental agencies for work similar to work performed in state government. In addition, the State Classification Team is responsible for reviewing the Plan and providing recommendations to ensure that the Plan effectively meets the needs of its users. In developing its recommendations, the State Classification Team analyzed the following:

- Salary Schedules A and B as approved by the 81st Legislature.
- Average market pay for 421 job classification titles, which represented a broad spectrum of jobs in the State's pay schedules and occupational groups. Those job classification titles were compared with positions in the labor market for the state of Texas by using wage data from the following surveys:
  - *2009 Central States Salary Survey*, Central States Compensation Association, 2009.



- *ALA-APA Salary Survey 2009: Public and Academic Library Positions*, American Library Association-Allied Professional Association, 2009.
- *2009 Compensation Survey: A Survey of Professional, Scientific, and Related Jobs in State Government*, American Federation of Teachers, March 2009.
- *2009 All Nonprofit Salary Survey*, Abbott, Langer Association Surveys, March 2009.
- *2009 Environmental Services Salary Survey*, Abbott, Langer Association Surveys, March 2009.
- *2009 The NonProfit Times, Nonprofit Organizations Compensation & Benefits Survey*, Bluewater Nonprofit Solutions, 2009.
- *Compensation Data 2009 – South Central*, CompData Surveys, Dolan Technologies Corporation, 2009.
- *Engineering Salary Survey*, Dietrich, Fall 2009.
- *Federal Deposit Insurance Corporation 2009 Salary Survey*, Department of Banking, January 2009.
- *Survey of Judicial Salaries*, National Center for State Courts, Volume 34, Number 2; June 30, 2009.
- *2009 Texas Compensation Survey*, The Quorum Group, May 2009.
- *Salary Survey*, Texas Association of Counties, March 2010.
- *Compensation and Benefits Survey*, Texas Association of Business and Texas Compensation Alliance, March 2010.
- *Salary and Benefits Survey*, Texas Municipal League, January 2010.
- *2010/2011 Towers Watson Survey Reports on Compensation*, Towers Watson Data Services, which included:
  - Health Care Clinical & Professional Personnel Compensation, January 2010.
  - Office Personnel Compensation, January 2010.
  - Top Management Compensation, April 2009.

- *2009/2010 Watson Wyatt Survey Reports on Compensation, Watson Wyatt Data Services*, which included:
  - Professional Administrative Services Personnel Compensation, March 2009.
  - Professional Specialized Services Personnel Compensation, February 2009.
  - Technician and Skilled Trades Personnel Compensation, January 2009.
- *2010 Texas Society for Healthcare Human Resources Administration and Education Wage Survey*, Werling Associates, Inc., May 2010.
- *36th Annual Salary Budget Survey 2009-2010*, WorldatWork, 2009.

Data for full-time classified state employees, salaries, and turnover rates was gathered from the Comptroller of Public Accounts’:

- Uniform Statewide Payroll System (USPS).
- Human Resources Information System (HRIS).
- Standardized Payroll/Personnel Reporting System (SPRS).
- Turnover rates were calculated using fiscal year 2009 data. Average headcounts and salaries were calculated from data for the first and second quarters of fiscal year 2010.

Other sources of information included:

- Letters from individual agencies with specific research and requests.
- Texas Government Code, Chapter 654.

## **Benchmarking Methodology**

The State Classification Team collected market data using multiple salary survey sources for positions that were representative of the work performed in state government. The majority of benchmark jobs were based on at least three strong market matches. However, in some cases, the benchmark jobs had only one or two matches. In those situations, the market data may be specific to the public sector or is clearly representative of the job. The public sector data generally represented data from a number of states and Texas cities or counties. In situations in which a job classification series had more than

one benchmark, data for the entire series was considered before making recommended changes.

Market salary data was weighted by the number of employees in each survey, and then that data was aged to January 1, 2011. An average was calculated by multiplying each occurrence of data by a weighting factor (for example, average salary reported by the number of employees in the position in each survey used). The results were added and then divided by the weighting of that factor (that is, the total number of employees reported).

The State Classification Team estimated the annual cost of each recommendation for the Plan by:

- Extracting data for the average number of full-time classified employees in each of the job classifications as of the first and second quarters of fiscal year 2010 from USPS, HRIS, and SPRS.
- Calculating the minimum estimated cost for implementing a movement to a higher salary group or deletion by determining the fiscal impact of moving all employees in one group to the minimum of a new salary group.

### **Project Information**

The State Classification Team conducts periodic studies of salary rates and trends in private industry and other governmental entities for work similar to that performed in state government. Fieldwork and analysis for this report was conducted from February 2010 through August 2010.

This project was a review; therefore, the information in this report was not subject to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy. The following members of the State Auditor's staff performed the review:

- Christine M. Bailey, CCP, GRP (Project Manager)
- Juliette Torres, CCP, PHR
- Dana Musgrave, MBA (Quality Control Reviewer)
- Nicole Guerrero, MBA, CIA, CGAP, CICA (Audit Manager)

## ***Distribution of Employees in Salary Schedules A and B***

As of the first and second quarters of fiscal year 2010, the State employed 154,209 classified, regular full-time employees. Table 49 lists the number of full-time classified, regular employees by occupational category for Salary Schedules A and B. The table does not include 4,491.5 positions in Salary Schedule C, which covers law enforcement positions at the Department of Public Safety, the Parks and Wildlife Department, the Alcoholic Beverage Commission, and the Department of Criminal Justice.

Table 49

<b>Number of Employees in Occupational Categories by Salary Schedule Second Quarter of Fiscal Year 2010</b>		
<b>Occupational Category</b>	<b>Number of Employees in Salary Schedule A</b>	<b>Number of Employees in Salary Schedule B</b>
Accounting, Auditing, and Finance	336.5	5,270.5
Administrative Support	17,778.0	554.5
Criminal Justice	30,242.5	5,252.5
Custodial	3,940.0	0.0
Education	143.5	0.0
Employment	0.0	910.5
Engineering and Design	4,539.0	3,629.0
Human Resources	0.0	1,346.5
Information Technology	187.0	4,592.5
Inspectors and Investigators	0.0	2,897.5
Insurance	17.5	1,051.0
Land Surveying, Appraising, and Utilities	0.0	275.0
Legal	339.0	2,756.0
Library and Records	26.0	185.0
Maintenance	3,599.0	29.0
Medical and Health	1,485.5	4,520.0
Natural Resources	554.5	2,178.5
Office Services	196.5	5.0
Planning, Research, and Statistics	21.5	532.0
Procedures and Information	18.0	672.0
Program Management	0.0	14,143.0
Property Management and Purchasing	826.5	1,355.5
Public Safety	753.0	274.0
Safety	0.0	264.0
Social Services	13,097.5	18,923.0
<b>Totals</b>	<b>78,101.0</b>	<b>71,616.5</b>

Sources: State Auditor's Office Electronic Classification Analysis System and the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System and Human Resources Information System.

## Fiscal Years 2010-2011 Salary Schedules A and B

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Tables 50 and 51 list the annual salary rates for Salary Schedules A and B that are effective from September 1, 2009, to August 31, 2011.

- **Salary Schedule A** includes skilled craft, technical, and paraprofessional positions.
- **Salary Schedule B** includes mainly professional and managerial positions.

**There are no recommended changes to these salary schedules for fiscal years 2012-2013.**

Table 50

Fiscal Years 2010-2011 Salary Schedule A			
Salary Group	Minimum	Midpoint	Maximum
A03	\$16,850	\$20,641	\$24,433
A04	\$17,693	\$21,673	\$25,654
A05	\$18,577	\$22,757	\$26,937
A06	\$19,506	\$23,895	\$28,284
A07	\$20,481	\$25,089	\$29,698
A08	\$21,505	\$26,344	\$31,183
A09	\$22,581	\$27,662	\$32,742
A10	\$23,710	\$29,044	\$34,379
A11	\$25,132	\$32,043	\$38,955
A12	\$26,640	\$33,966	\$41,292
A13	\$28,239	\$36,005	\$43,770
A14	\$29,933	\$38,164	\$46,396
A15	\$31,729	\$40,454	\$49,180
A16	\$33,633	\$42,881	\$52,130
A17	\$35,651	\$45,454	\$55,258
A18	\$38,146	\$49,590	\$61,034
A19	\$40,816	\$53,061	\$65,306
A20	\$43,673	\$56,775	\$69,878

Table 51

Fiscal Years 2010-2011 Salary Schedule B			
Salary Group	Minimum	Midpoint	Maximum
B10	\$23,710	\$29,044	\$34,379
B11	\$25,132	\$32,043	\$38,955
B12	\$26,640	\$33,966	\$41,292
B13	\$28,239	\$36,005	\$43,770
B14	\$29,933	\$38,164	\$46,396
B15	\$31,729	\$40,454	\$49,180
B16	\$33,633	\$42,881	\$52,130
B17	\$35,651	\$45,454	\$55,258
B18	\$38,146	\$49,590	\$61,034
B19	\$40,816	\$53,061	\$65,306
B20	\$43,673	\$56,775	\$69,878
B21	\$46,731	\$60,750	\$74,769
B22	\$50,002	\$65,002	\$80,003
B23	\$53,502	\$69,552	\$85,603
B24	\$57,247	\$74,421	\$91,595
B25	\$61,254	\$79,631	\$98,007
B26	\$67,380	\$89,278	\$111,176
B27	\$74,118	\$98,206	\$122,294
B28	\$81,529	\$108,026	\$134,524
B29	\$89,682	\$118,829	\$147,976
B30	\$98,651	\$130,712	\$162,773
B31	\$108,516	\$143,783	\$179,051
B32	\$119,367	\$158,162	\$196,956
B33	\$131,304	\$173,978	\$216,652
B34	\$144,434	\$191,375	\$238,317
B35	\$158,878	\$210,513	\$262,148

## Fiscal Impact by Agency

Table 52 is a summary of the minimum annual fiscal impact by state agency to implement the recommended changes to the State's Position Classification Plan for the 2012-2013 biennium. The minimum fiscal impact was calculated by determining the fiscal impact of moving employees to the minimum of their new salary ranges. Costs were estimated using data for full-time classified employees as of the second quarter of fiscal year 2010. Agencies with no fiscal impact are not listed.

Table 52

Minimum Fiscal Impact of Recommendations to the State's Position Classification Plan By Agency for Each Year of the 2012-2013 Biennium	
Agency	Minimum Annual Fiscal Impact
211 - Court of Criminal Appeals	\$ 8,101
302 - Attorney General, Office of the	347,747
304 - Comptroller of Public Accounts	7,086
312 - Securities Board	7,211
320 - Workforce Commission, Texas	1,451
405 - Public Safety, Department of	2,018
450 - Savings and Mortgage Lending, Department of	3,378
454 - Insurance, Department of	156,714
458 - Alcoholic Beverage Commission	98,981
466 - Consumer Credit Commissioner, Office of	3,684
529 - Health and Human Services Commission	43,314
530 - Family and Protective Services, Department of	8,871
537 - Health Services, Department of State	267,892
539 - Aging and Disability Services, Department of	148,965
551 - Agriculture, Department of	6,571
580 - Water Development Board	1,274
582 - Environmental Quality, Commission on	17,148
696 - Criminal Justice, Department of	1,424
802 - Parks and Wildlife Department	4,769
808 - Historical Commission	10,162
<b>Total Annual Fiscal Impact</b>	<b>\$1,146,761</b>

# *Detail of Recommendations by Position*

Appendix 5

## *Recommended Changes - Social Services Positions*

Table 53 provides a detailed list of recommended changes for social services positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 53

Recommended Changes: Social Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
5002	Adult Protective Services Specialist I	B14	B14	No change recommended
5003	Adult Protective Services Specialist II	B15	B15	No change recommended
5004	Adult Protective Services Specialist III	B16	B16	No change recommended
5005	Adult Protective Services Specialist IV	B17	B17	No change recommended
5006	Adult Protective Services Specialist V	B18	B18	No change recommended
5010	Family Services Specialist I	B19	B19	No change recommended
5011	Family Services Specialist II	B20	B20	No change recommended
5016	Family and Protective Services Supervisor I	B18	B18	No change recommended
5017	Family and Protective Services Supervisor II	B20	B20	No change recommended
5018	Family and Protective Services Supervisor III	B22	B22	No change recommended
5023	Child Protective Services Specialist I	B14	B14	No change recommended
5024	Child Protective Services Specialist II	B15	B15	No change recommended
5025	Child Protective Services Specialist III	B16	B16	No change recommended



Recommended Changes: Social Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
5026	Child Protective Services Specialist IV	B17	B17	No change recommended
5027	Child Protective Services Specialist V	B18	B18	No change recommended
New Position	Protective Services Intake Specialist I		B14	New job classification
New Position	Protective Services Intake Specialist II		B15	New job classification
New Position	Protective Services Intake Specialist III		B16	New job classification
New Position	Protective Services Intake Specialist IV		B17	New job classification
New Position	Protective Services Intake Specialist V		B18	New job classification
5050	Rehabilitation Therapy Technician I	A06	A06	No change recommended
5051	Rehabilitation Therapy Technician II	A08	A08	No change recommended
5052	Rehabilitation Therapy Technician III	A10	A10	No change recommended
5053	Rehabilitation Therapy Technician IV	A12	A12	No change recommended
5054	Rehabilitation Therapy Technician V	A14	A14	No change recommended
5062	Vocational Rehabilitation Counselor I	B16	B16	No change recommended
5063	Vocational Rehabilitation Counselor II	B17	B17	No change recommended
5064	Vocational Rehabilitation Counselor III	B18	B18	No change recommended
5065	Vocational Rehabilitation Counselor IV	B19	B20	Reallocate to a higher salary group
5079	Chaplaincy Services Assistant	A13	A13	No change recommended
5081	Chaplain I	B17	B17	No change recommended
5082	Chaplain II	B19	B19	No change recommended
5083	Chaplain III	B21	B21	No change recommended
5090	Rehabilitation Teacher I	B11	B11	No change recommended
5091	Rehabilitation Teacher II	B13	B13	No change recommended
5092	Rehabilitation Teacher III	B15	B15	No change recommended
5104	Veterans Service Representative I	B13	B13	Change title to Veterans Services Representative I
5105	Veterans Service Representative II	B14	B14	Change title to Veterans Services Representative II

Recommended Changes: Social Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
5106	Veterans Service Representative III	B15	B15	Change title to Veterans Services Representative III
5107	Veterans Service Representative IV	B16	B16	Change title to Veterans Services Representative IV
5108	Veterans Service Representative V	B18	B18	Change title to Veterans Services Representative V
5109	Veterans Service Representative VI	B20	B20	Change title to Veterans Services Representative VI
5111	Substance Abuse Counselor I	B13	B13	No change recommended
5112	Substance Abuse Counselor II	B14	B14	No change recommended
5113	Substance Abuse Counselor III	B15	B15	No change recommended
5121	Mental Retardation Assistant I	A07	A07	Change title to Direct Support Professional I
5122	Mental Retardation Assistant II	A09	A09	Change title to Direct Support Professional II
5123	Mental Retardation Assistant III	A11	A11	Change title to Direct Support Professional III
5124	Mental Retardation Assistant IV	A13	A13	Change title to Direct Support Professional IV
5131	Qualified Mental Retardation Professional I	B15	B15	Change title to Qualified Developmental Disability Professional I
5132	Qualified Mental Retardation Professional II	B16	B16	Change title to Qualified Developmental Disability Professional II
5133	Qualified Mental Retardation Professional III	B17	B17	Change title to Qualified Developmental Disability Professional III
5134	Qualified Mental Retardation Professional IV	B18	B18	Change title to Qualified Developmental Disability Professional IV
5140	Recreation Program Specialist I	B11	B11	No change recommended
5142	Recreation Program Specialist II	B13	B13	No change recommended
5144	Recreation Program Specialist III	B15	B15	No change recommended
5151	Psychiatric Nursing Assistant I	A07	A07	No change recommended
5152	Psychiatric Nursing Assistant II	A09	A09	No change recommended
5153	Psychiatric Nursing Assistant III	A11	A11	No change recommended
5154	Psychiatric Nursing Assistant IV	A13	A13	No change recommended
5201	Resident Specialist I	A07	A07	No change recommended
5203	Resident Specialist II	A09	A09	No change recommended
5205	Resident Specialist III	A11	A11	No change recommended
5207	Resident Specialist IV	A13	A13	No change recommended

Recommended Changes: Social Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
5209	Resident Specialist V	A15	A15	No change recommended
5226	Case Manager I	B11	B11	No change recommended
5227	Case Manager II	B13	B13	No change recommended
5228	Case Manager III	B15	B15	No change recommended
5229	Case Manager IV	B17	B17	No change recommended
5232	Volunteer Services Coordinator I	B13	B13	No change recommended
5233	Volunteer Services Coordinator II	B15	B15	No change recommended
5234	Volunteer Services Coordinator III	B17	B17	No change recommended
5235	Volunteer Services Coordinator IV	B19	B19	No change recommended
5300	Health and Human Services Program Coordinator I	B18	B18	No change recommended
5302	Health and Human Services Program Coordinator II	B20	B20	No change recommended
5304	Health and Human Services Program Coordinator III	B22	B22	No change recommended
5400	Social Worker I	B15	B15	No change recommended
5402	Social Worker II	B17	B17	No change recommended
5404	Social Worker III	B19	B19	No change recommended
5406	Social Worker IV	B21	B21	No change recommended
5408	Social Worker V	B23	B23	No change recommended
5503	Human Services Technician I	A06	A06	No change recommended
5504	Human Services Technician II	A08	A08	No change recommended
5505	Human Services Technician III	A10	A10	No change recommended
5506	Human Services Technician IV	A12	A12	No change recommended
5526	Quality Assurance Specialist I	B17	B18	Reallocate to a higher salary group
5527	Quality Assurance Specialist II	B18	B19	Reallocate to a higher salary group
5528	Quality Assurance Specialist III	B20	B21	Reallocate to a higher salary group
5529	Quality Assurance Specialist IV	B22	B23	Reallocate to a higher salary group
5540	Child Support Officer I	B11	B12	Reallocate to a higher salary group
5541	Child Support Officer II	B13	B14	Reallocate to a higher salary group
5542	Child Support Officer III	B15	B16	Reallocate to a higher salary group
5543	Child Support Officer IV	B17	B18	Reallocate to a higher salary group
5550	Child Support Technician I	A09	A09	No change recommended

Recommended Changes: Social Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
5551	Child Support Technician II	A11	A11	No change recommended
5552	Child Support Technician III	A13	A13	No change recommended
5616	Interpreter I	B16	B16	No change recommended
5618	Interpreter II	B18	B18	No change recommended
New Position	Texas Works Advisor I		B12	New job classification
New Position	Texas Works Advisor II		B13	New job classification
New Position	Texas Works Advisor III		B14	New job classification
New Position	Texas Works Supervisor I		B19	New job classification
New Position	Texas Works Supervisor II		B21	New job classification
5700	Human Services Specialist I	B11	B11	No change recommended
5701	Human Services Specialist II	B12	B12	No change recommended
5702	Human Services Specialist III	B13	B13	No change recommended
5703	Human Services Specialist IV	B14	B14	No change recommended
5704	Human Services Specialist V	B15	B15	No change recommended
5705	Human Services Specialist VI	B16	B16	No change recommended
5706	Human Services Specialist VII	B17	B17	No change recommended

## Recommended Changes - Criminal Justice Positions

Table 54 provides a detailed list of recommended changes for criminal justice positions.

Table 54

Recommended Changes: Criminal Justice Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
4501	Correctional Officer I	A09	A09	No change recommended
4502	Correctional Officer II	A11	A11	No change recommended
4503	Correctional Officer III	A13	A13	No change recommended
4504	Correctional Officer IV	A14	A14	No change recommended
4505	Correctional Officer V	A16	A16	No change recommended
4510	Sergeant of Correctional Officers	B17	B17	No change recommended
4511	Lieutenant of Correctional Officers	B18	B18	No change recommended
4512	Captain of Correctional Officers	B19	B19	No change recommended
4513	Major of Correctional Officers	B20	B20	No change recommended
4520	Juvenile Correctional Officer I	A09	A09	No change recommended
4521	Juvenile Correctional Officer II	A11	A11	No change recommended
4522	Juvenile Correctional Officer III	A13	A13	No change recommended
4523	Juvenile Correctional Officer IV	A14	A14	No change recommended
4524	Juvenile Correctional Officer V	A16	A16	No change recommended
4525	Juvenile Correctional Officer VI	A18	A18	No change recommended
4526	Dorm Supervisor	B19	B19	No change recommended
New Position	Halfway House Assistant Superintendent		B21	New job classification
New Position	Halfway House Superintendent		B23	New job classification
New Position	Youth Facility Assistant Superintendent		B24	New job classification
New Position	Youth Facility Superintendent		B26	New job classification
4540	Parole Officer I	B14	B14	No change recommended
4541	Parole Officer II	B15	B15	No change recommended
4542	Parole Officer III	B16	B16	No change recommended
4543	Parole Officer IV	B18	B18	No change recommended
4544	Parole Officer V	B20	B20	No change recommended
4550	Assistant Warden	B23	B23	No change recommended
4551	Warden I	B25	B25	No change recommended
4552	Warden II	B26	B26	No change recommended

Recommended Changes: Criminal Justice Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
4560	Counsel Substitute I	A13	A13	No change recommended
4561	Counsel Substitute II	A15	A15	No change recommended
4562	Counsel Substitute III	A17	A17	No change recommended
4571	Correctional Transportation Officer	A14	A14	No change recommended
4646	Industrial Specialist I	A13	A13	No change recommended
4647	Industrial Specialist II	A14	A14	No change recommended
4648	Industrial Specialist III	A15	A15	No change recommended
4649	Industrial Specialist IV	A16	A16	No change recommended
4650	Industrial Specialist V	A17	A17	No change recommended
4651	Industrial Specialist VI	A18	A18	No change recommended
4671	Agriculture Specialist I	A13	A13	No change recommended
4672	Agriculture Specialist II	A14	A14	No change recommended
4673	Agriculture Specialist III	A15	A15	No change recommended
4674	Agriculture Specialist IV	A16	A16	No change recommended
4675	Agriculture Specialist V	A17	A17	No change recommended
4676	Agriculture Specialist VI	A18	A18	No change recommended

## Recommended Changes - Medical and Health Positions

Table 55 provides a detailed list of recommended changes for medical and health positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 55

Recommended Changes: Medical and Health Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
4001	Dietetic Technician I	A08	A08	No change recommended
4002	Dietetic Technician II	A10	A10	No change recommended
4016	Dietetic and Nutritionist Specialist I	B17	B17	No change recommended
4017	Dietetic and Nutritionist Specialist II	B19	B19	No change recommended
4018	Dietetic and Nutritionist Specialist III	B21	B21	No change recommended
New Position	Public Health and Prevention Technician I		A06	New job classification
New Position	Public Health and Prevention Technician II		A08	New job classification
New Position	Public Health and Prevention Technician III		A10	New job classification
New Position	Public Health and Prevention Technician IV		A12	New job classification
New Position	Public Health and Prevention Technician V		A14	New job classification
4072	Public Health Technician I	B14	B14	Change title to Public Health and Prevention Specialist I
4074	Public Health Technician II	B16	B16	Change title to Public Health and Prevention Specialist II
4076	Public Health Technician III	B18	B18	Change title to Public Health and Prevention Specialist III
4078	Public Health Technician IV	B20	B20	Change title to Public Health and Prevention Specialist IV
New Position	Public Health and Prevention Specialist V		B22	New job classification
4082	Epidemiologist I	B19	B19	No change recommended
4083	Epidemiologist II	B21	B21	No change recommended

Recommended Changes: Medical and Health Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
4084	Epidemiologist III	B23	B23	No change recommended
4125	Veterinarian I	B23	B23	No change recommended
4127	Veterinarian II	B25	B25	No change recommended
4129	Veterinarian III	B27	B27	No change recommended
4142	Laboratory Technician I	A10	A10	No change recommended
4144	Laboratory Technician II	A12	A12	No change recommended
4146	Laboratory Technician III	A14	A14	No change recommended
4148	Laboratory Technician IV	A16	A16	No change recommended
4221	Microbiologist I	B15	B15	No change recommended
4222	Microbiologist II	B17	B17	No change recommended
4223	Microbiologist III	B19	B19	No change recommended
4224	Microbiologist IV	B21	B21	No change recommended
4225	Microbiologist V	B23	B23	No change recommended
4292	Radiological Technologist I	B14	B15	Reallocate to a higher salary group
4293	Radiological Technologist II	B16	B17	Reallocate to a higher salary group
4294	Radiological Technologist III	B18	B19	Reallocate to a higher salary group
4342	Orthopedic Equipment Technician I	A09	A09	No change recommended
4344	Orthopedic Equipment Technician II	A11	A11	No change recommended
4346	Orthopedic Equipment Technician III	A13	A13	No change recommended
4360	Registered Therapist Assistant	A17	A18	Reallocate to a higher salary group
4362	Registered Therapist I	B17	B18	Reallocate to a higher salary group
4363	Registered Therapist II	B19	B20	Reallocate to a higher salary group
4364	Registered Therapist III	B21	B22	Reallocate to a higher salary group
4365	Registered Therapist IV	B23	B24	Reallocate to a higher salary group
4366	Registered Therapist V	B25	B25	No change recommended
4374	Medical Aide I	A04	A05	Change title to Medical Technician I; Reallocate to a higher salary group
4376	Medical Aide II	A06	A07	Change title to Medical Technician II; Reallocate to a higher salary group



Recommended Changes: Medical and Health Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
4385	Medical Technician I	A09	A09	Change title to Medical Technician III
4386	Medical Technician II	A11	A11	Change title to Medical Technician IV
4387	Medical Technician III	A13	A13	Change title to Medical Technician V
4390	Health Physicist I	B22	B22	No change recommended
4392	Health Physicist II	B24	B24	No change recommended
4394	Health Physicist III	B26	B26	No change recommended
4401	Medical Technologist I	B13	B13	No change recommended
4402	Medical Technologist II	B15	B15	No change recommended
4403	Medical Technologist III	B17	B17	No change recommended
4404	Medical Technologist IV	B19	B19	No change recommended
4405	Medical Technologist V	B21	B21	No change recommended
4410	Nurse I	B17	B17	No change recommended
4411	Nurse II	B19	B19	No change recommended
4412	Nurse III	B21	B21	No change recommended
4413	Nurse IV	B23	B23	No change recommended
4414	Nurse V	B25	B25	No change recommended
4416	Public Health Nurse I	B19	B19	No change recommended
4417	Public Health Nurse II	B21	B21	No change recommended
4418	Public Health Nurse III	B23	B23	No change recommended
4420	Licensed Vocational Nurse I	A10	A11	Reallocate to a higher salary group
4421	Licensed Vocational Nurse II	A12	A13	Reallocate to a higher salary group
4422	Licensed Vocational Nurse III	A14	A15	Reallocate to a higher salary group
4423	Licensed Vocational Nurse IV	A16	A17	Reallocate to a higher salary group
4428	Respiratory Care Practitioner	A17	A18	Reallocate to a higher salary group
4435	Resident Physician	B19	B19	No change recommended
4436	Physician I	B31	B31	No change recommended
4437	Physician II	B32	B32	No change recommended
4438	Physician III	B33	B33	No change recommended
4440	Physician Assistant	B26	B26	No change recommended
4451	Nurse Practitioner	B26	B26	No change recommended
4453	Medical Research Specialist	B24	B24	No change recommended

Recommended Changes: Medical and Health Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
4455	Dentist I	B27	B28	Reallocate to a higher salary group
4457	Dentist II	B29	B30	Reallocate to a higher salary group
4459	Dentist III	B32	B32	No change recommended
4462	Psychologist I	B22	B22	No change recommended
4464	Psychologist II	B24	B24	No change recommended
4465	Psychologist III	B26	B26	No change recommended
4466	Psychological Assistant	B13	B13	No change recommended
4468	Associate Psychologist I	B16	B16	No change recommended
4469	Associate Psychologist II	B17	B17	No change recommended
4470	Associate Psychologist III	B18	B18	No change recommended
4471	Associate Psychologist IV	B19	B19	No change recommended
4472	Associate Psychologist V	B20	B20	No change recommended
New Position	Behavior Analyst I		B22	New job classification
New Position	Behavior Analyst II		B24	New job classification
4476	Psychiatrist I	B31	B32	Reallocate to a higher salary group
4477	Psychiatrist II	B32	B33	Reallocate to a higher salary group
4478	Psychiatrist III	B33	B34	Reallocate to a higher salary group
4482	Dental Assistant I	A09	A09	No change recommended
4483	Dental Assistant II	A11	A11	No change recommended
4489	Dental Hygienist	B19	B19	No change recommended
4492	Pharmacist I	B26	B27	Reallocate to a higher salary group
4493	Pharmacist II	B28	B28	No change recommended
4494	Pharmacist III	B30	B30	No change recommended
4498	Pharmacy Technician I	A09	A09	No change recommended
4499	Pharmacy Technician II	A11	A11	No change recommended

## Recommended Changes - Accounting, Auditing, and Finance Positions

Table 56 provides a detailed list of recommended changes for accounting, auditing, and finance positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 56

Recommended Changes: Accounting, Auditing, and Finance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1000	Accounting Technician I	A11	A11	No change recommended
1002	Accounting Technician II	A13	A13	No change recommended
1012	Accountant I	B14	B14	No change recommended
1014	Accountant II	B15	B15	No change recommended
1016	Accountant III	B17	B17	No change recommended
1018	Accountant IV	B19	B19	No change recommended
1020	Accountant V	B21	B21	No change recommended
1022	Accountant VI	B23	B23	No change recommended
1024	Accountant VII	B25	B25	No change recommended
1042	Auditor I	B15	B15	No change recommended
1044	Auditor II	B17	B17	No change recommended
1046	Auditor III	B19	B19	No change recommended
1048	Auditor IV	B21	B21	No change recommended
1050	Auditor V	B23	B23	No change recommended
1052	Auditor VI	B25	B25	No change recommended
1059	Taxpayer Compliance Officer I	B11	B12	Reallocate to a higher salary group
1060	Taxpayer Compliance Officer II	B13	B14	Reallocate to a higher salary group
1061	Taxpayer Compliance Officer III	B15	B16	Reallocate to a higher salary group
1062	Taxpayer Compliance Officer IV	B17	B18	Reallocate to a higher salary group
1063	Taxpayer Compliance Officer V	B19	B20	Reallocate to a higher salary group
1073	Accounts Examiner I	B13	B13	No change recommended
1074	Accounts Examiner II	B15	B15	No change recommended

Recommended Changes: Accounting, Auditing, and Finance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1075	Accounts Examiner III	B17	B17	No change recommended
1076	Accounts Examiner IV	B19	B19	No change recommended
1077	Accounts Examiner V	B21	B21	No change recommended
1080	Financial Analyst I	B19	B19	No change recommended
1082	Financial Analyst II	B21	B21	No change recommended
1084	Financial Analyst III	B23	B23	No change recommended
1085	Financial Analyst IV	B25	B25	No change recommended
1100	Financial Examiner I	B17	B17	No change recommended
1102	Financial Examiner II	B19	B19	No change recommended
1104	Financial Examiner III	B21	B21	No change recommended
1106	Financial Examiner IV	B23	B23	No change recommended
1108	Financial Examiner V	B25	B25	No change recommended
1110	Financial Examiner VI	B26	B27	Reallocate to a higher salary group
1112	Financial Examiner VII	B27	B29	Reallocate to a higher salary group
1130	Investment Analyst I	B22	B22	No change recommended
1131	Investment Analyst II	B24	B24	No change recommended
1132	Investment Analyst III	B26	B26	No change recommended
1133	Investment Analyst IV	B28	B28	No change recommended
1150	Portfolio Manager I	B27	B27	No change recommended
1151	Portfolio Manager II	B29	B29	No change recommended
1152	Portfolio Manager III	B31	B31	No change recommended
1153	Portfolio Manager IV	B33	B33	No change recommended
New Position	Portfolio Manager V		B35	New job classification
1155	Budget Analyst I	B17	B17	No change recommended
1156	Budget Analyst II	B19	B19	No change recommended
1157	Budget Analyst III	B21	B21	No change recommended
1158	Budget Analyst IV	B23	B23	No change recommended
1159	Budget Analyst V	B25	B25	No change recommended
1161	Trader I	B25	B25	No change recommended
1162	Trader II	B28	B28	No change recommended
1165	Chief Investment Officer	B33	B33	No change recommended
1175	Chief Trader I	B31	B31	No change recommended
1176	Chief Trader II	B33	B33	No change recommended
1242	Reimbursement Officer I	A11	A11	No change recommended
1244	Reimbursement Officer II	A13	A13	No change recommended

Recommended Changes: Accounting, Auditing, and Finance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1246	Reimbursement Officer III	A15	A15	No change recommended
1248	Reimbursement Officer IV	A17	A17	No change recommended
1260	Loan Specialist I	B17	B17	No change recommended
1261	Loan Specialist II	B19	B19	No change recommended
1262	Loan Specialist III	B21	B21	No change recommended
1263	Loan Specialist IV	B23	B23	No change recommended

## Recommended Changes - Administrative Services Positions

Table 57 provides a detailed list of recommended changes for administrative support and education positions.

Table 57

Recommended Changes: Administrative Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Administrative Support Positions</b>				
0006	Receptionist	A06	A06	No change recommended
0053	Clerk I	A05	A05	No change recommended
0055	Clerk II	A07	A07	No change recommended
0057	Clerk III	A09	A09	No change recommended
0059	Clerk IV	A11	A11	No change recommended
0130	Customer Service Representative I	A09	A09	No change recommended
0132	Customer Service Representative II	A11	A11	No change recommended
0134	Customer Service Representative III	A13	A13	No change recommended
0136	Customer Service Representative IV	A15	A15	No change recommended
0138	Customer Service Representative V	A17	A17	No change recommended
0150	Administrative Assistant I	A09	A09	No change recommended
0152	Administrative Assistant II	A11	A11	No change recommended
0154	Administrative Assistant III	A13	A13	No change recommended
0156	Administrative Assistant IV	A15	A15	No change recommended
0158	Administrative Assistant V	A17	A17	No change recommended
0160	Executive Assistant I	B17	B17	No change recommended
0162	Executive Assistant II	B19	B19	No change recommended
0164	Executive Assistant III	B21	B21	No change recommended
0170	License and Permit Specialist I	A12	A12	No change recommended
0171	License and Permit Specialist II	A14	A14	No change recommended
0172	License and Permit Specialist III	A16	A16	No change recommended
0173	License and Permit Specialist IV	A18	A18	No change recommended
0174	License and Permit Specialist V	A20	A20	No change recommended
<b>Education Positions</b>				
0812	Teacher Aide I	A09	A09	No change recommended
0813	Teacher Aide II	A11	A11	No change recommended

Recommended Changes: Administrative Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
0814	Teacher Aide III	A13	A13	No change recommended
New Position	Education Specialist I		B17	New job classification
New Position	Education Specialist II		B19	New job classification
New Position	Education Specialist III		B21	New job classification
New Position	Education Specialist IV		B23	New job classification
New Position	Education Specialist V		B25	New job classification

## Recommended Changes - Custodial Positions

As Table 58 shows, no changes are recommended for custodial positions.

Table 58

Recommended Changes: Custodial Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
8003	Custodian I	A04	A04	No change recommended
8005	Custodian II	A06	A06	No change recommended
8007	Custodian III	A08	A08	No change recommended
8021	Custodial Manager I	A11	A11	No change recommended
8023	Custodial Manager II	A13	A13	No change recommended
8025	Custodial Manager III	A15	A15	No change recommended
8031	Groundskeeper I	A04	A04	No change recommended
8032	Groundskeeper II	A06	A06	No change recommended
8033	Groundskeeper III	A08	A08	No change recommended
8103	Food Service Worker I	A04	A04	No change recommended
8104	Food Service Worker II	A06	A06	No change recommended
8108	Food Service Manager I	A12	A12	No change recommended
8109	Food Service Manager II	A14	A14	No change recommended
8110	Food Service Manager III	A16	A16	No change recommended
8111	Food Service Manager IV	A18	A18	No change recommended
8116	Cook I	A04	A04	No change recommended
8117	Cook II	A05	A05	No change recommended
8118	Cook III	A07	A07	No change recommended
8119	Cook IV	A09	A09	No change recommended
8252	Laundry/Sewing Room Worker I	A04	A04	No change recommended
8253	Laundry/Sewing Room Worker II	A06	A06	No change recommended
8254	Laundry/Sewing Room Worker III	A08	A08	No change recommended
8260	Laundry Manager I	A12	A12	No change recommended
8261	Laundry Manager II	A14	A14	No change recommended
8262	Laundry Manager III	A16	A16	No change recommended
8263	Laundry Manager IV	A18	A18	No change recommended
8302	Barber/Cosmetologist	A07	A07	No change recommended



## Recommended Changes - Engineering and Design Positions

As Table 59 shows, no changes are recommended for engineering and design positions.

Table 59

Recommended Changes: Engineering and Design Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
2119	Engineering Aide	A09	A09	No change recommended
2122	Engineering Technician I	A11	A11	No change recommended
2123	Engineering Technician II	A13	A13	No change recommended
2124	Engineering Technician III	A15	A15	No change recommended
2125	Engineering Technician IV	A17	A17	No change recommended
2127	Engineering Specialist I	B17	B17	No change recommended
2128	Engineering Specialist II	B18	B18	No change recommended
2129	Engineering Specialist III	B19	B19	No change recommended
2130	Engineering Specialist IV	B20	B20	No change recommended
2131	Engineering Specialist V	B21	B21	No change recommended
2132	Engineering Specialist VI	B22	B22	No change recommended
2151	Engineer I	B21	B21	No change recommended
2152	Engineer II	B22	B22	No change recommended
2153	Engineer III	B23	B23	No change recommended
2154	Engineer IV	B24	B24	No change recommended
2155	Engineer V	B25	B25	No change recommended
2156	Engineer VI	B26	B26	No change recommended
2157	Engineer VII	B27	B27	No change recommended
2161	District Engineer	B33	B33	No change recommended
2167	Graphic Designer I	B16	B16	No change recommended
2168	Graphic Designer II	B18	B18	No change recommended
2169	Graphic Designer III	B20	B20	No change recommended
2181	Drafting Technician I	A17	A17	No change recommended
2182	Drafting Technician II	A19	A19	No change recommended
2255	Project Design Assistant	B17	B17	No change recommended
2260	Architect I	B21	B21	No change recommended
2264	Architect II	B23	B23	No change recommended
2266	Architect III	B25	B25	No change recommended
2268	Architect IV	B27	B27	No change recommended

## Recommended Changes - Information Technology Positions

Table 60 provides a detailed list of recommended changes for information technology positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 60

Recommended Changes: Information Technology Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
0203	Data Entry Operator I	A06	A06	No change recommended
0205	Data Entry Operator II	A08	A08	No change recommended
0207	Data Entry Operator III	A10	A10	No change recommended
0210	Data Base Administrator I	B18	B18	No change recommended
0211	Data Base Administrator II	B20	B20	No change recommended
0212	Data Base Administrator III	B22	B22	No change recommended
0213	Data Base Administrator IV	B24	B24	No change recommended
0214	Data Base Administrator V	B26	B26	No change recommended
0215	Data Base Administrator VI	B28	B28	No change recommended
0220	Computer Operations Technician	A10	A11	Reallocate to a higher salary group
0228	Systems Support Specialist I	B13	B13	No change recommended
0229	Systems Support Specialist II	B15	B15	No change recommended
0230	Systems Support Specialist III	B17	B17	No change recommended
0231	Systems Support Specialist IV	B19	B19	No change recommended
0240	Programmer I	B17	B17	No change recommended
0241	Programmer II	B19	B19	No change recommended
0242	Programmer III	B21	B21	No change recommended
0243	Programmer IV	B23	B23	No change recommended
0244	Programmer V	B25	B25	No change recommended
0245	Programmer VI	B27	B27	No change recommended
0250	Information Technology Security Analyst I	B23	B23	No change recommended
0251	Information Technology Security Analyst II	B25	B25	No change recommended
0252	Information Technology Auditor I	B23	B23	No change recommended

Recommended Changes: Information Technology Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
0253	Information Technology Auditor II	B25	B25	No change recommended
0254	Systems Analyst I	B16	B16	No change recommended
0255	Systems Analyst II	B18	B18	No change recommended
0256	Systems Analyst III	B20	B20	No change recommended
0257	Systems Analyst IV	B22	B22	No change recommended
0258	Systems Analyst V	B24	B24	No change recommended
0259	Systems Analyst VI	B26	B26	No change recommended
0260	Computer Operations Specialist I	B12	B12	No change recommended
0261	Computer Operations Specialist II	B14	B14	No change recommended
0262	Computer Operations Specialist III	B16	B16	No change recommended
0263	Computer Operations Specialist IV	B18	B18	No change recommended
0264	Computer Operations Specialist V	B20	B20	No change recommended
0265	Computer Operations Specialist VI	B22	B22	No change recommended
0270	Geographic Information Specialist I	B18	B18	No change recommended
0271	Geographic Information Specialist II	B20	B20	No change recommended
0272	Geographic Information Specialist III	B22	B22	No change recommended
0273	Geographic Information Specialist IV	B24	B24	No change recommended
0274	Geographic Information Specialist V	B26	B26	No change recommended
0281	Telecommunications Specialist I	B16	B16	No change recommended
0282	Telecommunications Specialist II	B18	B18	No change recommended
0283	Telecommunications Specialist III	B20	B20	No change recommended
0284	Telecommunications Specialist IV	B22	B22	No change recommended
0285	Telecommunications Specialist V	B24	B24	No change recommended
0287	Network Specialist I	B16	B16	No change recommended
0288	Network Specialist II	B18	B18	No change recommended
0289	Network Specialist III	B20	B20	No change recommended
0290	Network Specialist IV	B22	B22	No change recommended
0291	Network Specialist V	B24	B24	No change recommended
0292	Network Specialist VI	B26	B26	No change recommended
0294	Business Continuity Coordinator I	B25	B25	No change recommended
0295	Business Continuity Coordinator II	B26	B26	No change recommended
0300	Web Administrator I	B18	B18	No change recommended
0301	Web Administrator II	B20	B20	No change recommended

Recommended Changes: Information Technology Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
0302	Web Administrator III	B22	B22	No change recommended
0303	Web Administrator IV	B24	B24	No change recommended
0304	Web Administrator V	B26	B26	No change recommended

## Recommended Changes - Information Services and Research Positions

Table 61 provides a detailed list of recommended changes for information services and research positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 61

Recommended Changes: Information Services and Research Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Library and Records Positions</b>				
7306	Archeologist I	B18	B18	No change recommended
7308	Archeologist II	B20	B20	No change recommended
7310	Archeologist III	B22	B22	No change recommended
7315	Historian I	B14	B15	Reallocate to a higher salary group
7317	Historian II	B16	B17	Reallocate to a higher salary group
7319	Historian III	B18	B19	Reallocate to a higher salary group
7350	Library Assistant I	A09	A09	No change recommended
7352	Library Assistant II	A11	A11	No change recommended
7354	Library Assistant III	A13	A13	No change recommended
7401	Librarian I	B14	B14	No change recommended
7402	Librarian II	B16	B16	No change recommended
7403	Librarian III	B18	B18	No change recommended
7404	Librarian IV	B20	B20	No change recommended
7407	Archivist I	B16	B16	No change recommended
7409	Archivist II	B18	B18	No change recommended
7462	Exhibit Technician I	B12	B12	No change recommended
7464	Exhibit Technician II	B14	B14	No change recommended
7466	Curator I	B16	B16	No change recommended
7468	Curator II	B18	B18	No change recommended
<b>Planning, Research, and Statistics Positions</b>				
0516	Planner I	B17	B17	No change recommended
0517	Planner II	B19	B19	No change recommended

Recommended Changes: Information Services and Research Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
0518	Planner III	B21	B21	No change recommended
0519	Planner IV	B23	B23	No change recommended
0520	Planner V	B25	B25	No change recommended
0590	Research and Statistics Technician I	A11	A11	No change recommended
0592	Research and Statistics Technician II	A13	A13	No change recommended
0600	Research Specialist I	B15	B15	No change recommended
0602	Research Specialist II	B17	B17	No change recommended
0604	Research Specialist III	B19	B19	No change recommended
0606	Research Specialist IV	B21	B21	No change recommended
0608	Research Specialist V	B23	B23	No change recommended
0624	Statistician I	B16	B17	Reallocate to a higher salary group
0626	Statistician II	B18	B19	Reallocate to a higher salary group
0628	Statistician III	B20	B21	Reallocate to a higher salary group
0630	Statistician IV	B22	B23	Reallocate to a higher salary group
0640	Economist I	B18	B18	No change recommended
0642	Economist II	B20	B20	No change recommended
0644	Economist III	B22	B22	No change recommended
0646	Economist IV	B24	B24	No change recommended
Procedures and Information Positions				
1822	Marketing Specialist I	B15	B15	No change recommended
1823	Marketing Specialist II	B17	B17	No change recommended
1824	Marketing Specialist III	B19	B19	No change recommended
1825	Marketing Specialist IV	B21	B21	No change recommended
1826	Marketing Specialist V	B23	B23	No change recommended
1830	Information Specialist I	B15	B15	No change recommended
1831	Information Specialist II	B17	B17	No change recommended
1832	Information Specialist III	B19	B19	No change recommended
1833	Information Specialist IV	B21	B21	No change recommended
1834	Information Specialist V	B23	B23	No change recommended
1840	Audio/Visual Technician I	A10	A10	No change recommended
1841	Audio/Visual Technician II	A12	A12	No change recommended
1842	Audio/Visual Technician III	A14	A14	No change recommended

Recommended Changes: Information Services and Research Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1843	Audio/Visual Technician IV	A16	A16	No change recommended
1860	Management Analyst I	B18	B18	No change recommended
1862	Management Analyst II	B20	B20	No change recommended
1864	Management Analyst III	B22	B22	No change recommended
1866	Management Analyst IV	B24	B24	No change recommended
1870	Technical Writer I	B17	B17	No change recommended
1871	Technical Writer II	B19	B19	No change recommended
1872	Technical Writer III	B21	B21	No change recommended
1875	Editor I	B17	B17	No change recommended
1876	Editor II	B19	B19	No change recommended
1877	Editor III	B21	B21	No change recommended
1880	Governor's Advisor I	B21	B21	No change recommended
1881	Governor's Advisor II	B23	B23	No change recommended
1882	Governor's Advisor III	B25	B25	No change recommended
1883	Governor's Advisor IV	B27	B27	No change recommended
1884	Governor's Advisor V	B29	B29	No change recommended
1890	Government Relations Specialist I	B23	B23	No change recommended
1892	Government Relations Specialist II	B25	B25	No change recommended
1894	Government Relations Specialist III	B27	B27	No change recommended

## Recommended Changes - Inspection and Maintenance Positions

Table 62 provides a detailed list of recommended changes for inspection and maintenance positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 62

Recommended Changes: Inspection and Maintenance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Inspector and Investigator Positions</b>				
1315	Boiler Inspector I	B20	B20	No change recommended
1316	Boiler Inspector II	B21	B21	No change recommended
1317	Boiler Inspector III	B22	B22	No change recommended
1320	Inspector I	B10	B10	No change recommended
1321	Inspector II	B11	B11	No change recommended
1322	Inspector III	B13	B13	No change recommended
1323	Inspector IV	B15	B15	No change recommended
1324	Inspector V	B17	B17	No change recommended
1325	Inspector VI	B19	B19	No change recommended
1326	Inspector VII	B21	B21	No change recommended
1350	Investigator I	B12	B12	No change recommended
1351	Investigator II	B14	B14	No change recommended
1352	Investigator III	B16	B16	No change recommended
1353	Investigator IV	B18	B18	No change recommended
1354	Investigator V	B20	B20	No change recommended
1355	Investigator VI	B22	B22	No change recommended
1356	Investigator VII	B24	B24	No change recommended
<b>Maintenance Positions</b>				
9004	Maintenance Assistant	A06	A06	No change recommended
9034	Air Conditioning and Boiler Operator I	A11	A11	No change recommended
9035	Air Conditioning and Boiler Operator II	A13	A13	No change recommended
9036	Air Conditioning and Boiler Operator III	A15	A15	No change recommended



Recommended Changes: Inspection and Maintenance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
9037	Air Conditioning and Boiler Operator IV	A17	A17	No change recommended
9041	Maintenance Technician I	A08	A08	Change title to Maintenance Specialist I
9042	Maintenance Technician II	A10	A10	Change title to Maintenance Specialist II
9043	Maintenance Technician III	A11	A11	Change title to Maintenance Specialist III
9044	Maintenance Technician IV	A13	A13	Change title to Maintenance Specialist IV
9045	Maintenance Technician V	A15	A15	Change title to Maintenance Specialist V
9052	Maintenance Supervisor I	A14	A14	No change recommended
9053	Maintenance Supervisor II	A15	A15	No change recommended
9054	Maintenance Supervisor III	A16	A16	No change recommended
9055	Maintenance Supervisor IV	A17	A17	No change recommended
9056	Maintenance Supervisor V	A19	A19	No change recommended
9060	Electronics Technician I	A15	A15	No change recommended
9062	Electronic Technician II	A17	A17	Change title to Electronics Technician II
New Position	Electronics Technician III		A19	New job classification
9305	Transportation Maintenance Specialist I	A14	A14	No change recommended
9306	Transportation Maintenance Specialist II	A15	A15	No change recommended
9307	Transportation Maintenance Specialist III	A16	A16	No change recommended
9308	Transportation Maintenance Specialist IV	A17	A17	No change recommended
9309	Transportation Maintenance Specialist V	A18	A18	No change recommended
9322	Vehicle Driver I	A07	A07	No change recommended
9323	Vehicle Driver II	A09	A09	No change recommended
9324	Vehicle Driver III	A11	A11	No change recommended
9416	Motor Vehicle Technician I	A09	A09	No change recommended
9417	Motor Vehicle Technician II	A11	A11	No change recommended
9418	Motor Vehicle Technician III	A13	A13	No change recommended
9419	Motor Vehicle Technician IV	A15	A15	No change recommended
9420	Motor Vehicle Technician V	A17	A17	No change recommended
9512	Machinist I	A13	A13	No change recommended
9514	Machinist II	A15	A15	No change recommended

Recommended Changes: Inspection and Maintenance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
9624	Aircraft Pilot I	B19	B20	Reallocate to a higher salary group
9626	Aircraft Pilot II	B21	B22	Reallocate to a higher salary group
9628	Aircraft Pilot III	B23	B24	Reallocate to a higher salary group
9636	Aircraft Mechanic	A20	B21	Reallocate to a higher salary group
9700	Radio Communications Technician I	A10	A10	No change recommended
9704	Radio Communications Technician II	A12	A12	No change recommended
9706	Radio Communications Technician III	A14	A14	No change recommended
9733	Equipment Maintenance Technician I	A14	A14	No change recommended
9734	Equipment Maintenance Technician II	A16	A16	No change recommended
9802	Electrician I	A14	A14	No change recommended
9804	Electrician II	A16	A16	No change recommended
9806	Electrician III	A18	A18	No change recommended
9808	Electrician IV	A20	A20	No change recommended
9812	HVAC Mechanic I	A14	A14	No change recommended
9814	HVAC Mechanic II	A16	A16	No change recommended
9816	HVAC Mechanic III	A18	A18	No change recommended
9830	Ferry Boat Specialist I	B20	B20	No change recommended
9832	Ferry Boat Specialist II	B21	B21	No change recommended
9834	Ferry Boat Specialist III	B22	B22	No change recommended

## Recommended Changes - Legal Positions

Table 63 provides a detailed list of recommended changes for legal positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 63

Recommended Changes: Legal Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
3501	Attorney I	B20	B20	No change recommended
3502	Attorney II	B21	B21	No change recommended
3503	Attorney III	B23	B23	No change recommended
3504	Attorney IV	B25	B25	No change recommended
3505	Attorney V	B27	B27	No change recommended
3506	Attorney VI	B29	B29	No change recommended
3510	Assistant Attorney General I	B20	B20	No change recommended
3511	Assistant Attorney General II	B21	B21	No change recommended
3512	Assistant Attorney General III	B23	B23	No change recommended
3513	Assistant Attorney General IV	B25	B25	No change recommended
3514	Assistant Attorney General V	B27	B27	No change recommended
3515	Assistant Attorney General VI	B29	B29	No change recommended
3516	Assistant Attorney General VII	B31	B31	No change recommended
3517	First Assistant Attorney General	B33	B33	No change recommended
3520	General Counsel I	B23	B23	No change recommended
3521	General Counsel II	B25	B25	No change recommended
3522	General Counsel III	B27	B27	No change recommended
3523	General Counsel IV	B29	B29	No change recommended
3524	General Counsel V	B31	B31	No change recommended
3559	Hearings Reporter	B20	B22	Reallocate to a higher salary group
3565	Legal Secretary I	A10	A10	No change recommended
3566	Legal Secretary II	A12	A12	No change recommended
3567	Legal Secretary III	A14	A14	No change recommended
3568	Legal Secretary IV	A16	A16	No change recommended
3569	Legal Secretary V	A18	A18	No change recommended

Recommended Changes: Legal Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
3572	Legal Assistant I	B15	B15	No change recommended
3574	Legal Assistant II	B17	B17	No change recommended
3576	Legal Assistant III	B19	B19	No change recommended
3578	Legal Assistant IV	B21	B21	No change recommended
3604	Law Clerk	B13	B13	No change recommended
3610	Court Law Clerk I	B18	B18	No change recommended
3611	Court Law Clerk II	B20	B20	No change recommended
3620	Deputy Clerk I	A10	A10	No change recommended
3622	Deputy Clerk II	A12	A12	No change recommended
3624	Deputy Clerk III	A14	A14	No change recommended
3626	Deputy Clerk IV	A16	A16	No change recommended
3630	Chief Deputy Clerk	B21	B21	No change recommended
3635	Clerk of the Court	B28	B28	No change recommended
3637	Court Coordinator	B17	B17	No change recommended
3640	Administrative Law Judge I	B25	B25	No change recommended
3642	Administrative Law Judge II	B26	B26	No change recommended
3644	Administrative Law Judge III	B27	B27	No change recommended
3646	Master Administrative Law Judge I	B29	B29	No change recommended
3648	Master Administrative Law Judge II	B31	B31	No change recommended
3652	Associate Judge	B28	B28	No change recommended
3659	Associate Ombudsman	B15	B15	No change recommended
3660	Ombudsman I	B17	B17	No change recommended
3662	Ombudsman II	B19	B19	No change recommended
3663	Ombudsman III	B21	B21	No change recommended
3665	Ombudsmen IV	B23	B23	No change recommended
3672	Benefit Review Officer	B21	B21	No change recommended

## Recommended Changes - Natural Resources and Utilities Positions

Table 64 provides a detailed list of recommended changes for natural resources and utilities positions.

A “reallocation” is listed as a recommended change to reflect adjustments to a position’s salary group assignment and address situations in which a position’s salary is below the market rate or other equity issues. For these positions, agencies may incur a cost to move employees to the higher minimum salary rate.

Table 64

Recommended Changes: Natural Resources and Utilities Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Land Surveying, Appraising, and Utilities Positions</b>				
2050	Land Surveyor I	B19	B19	No change recommended
2054	Land Surveyor II	B21	B21	No change recommended
2056	Land Surveyor III	B23	B23	No change recommended
2058	Land Surveyor IV	B25	B25	No change recommended
2062	Appraiser I	B17	B17	No change recommended
2064	Appraiser II	B19	B19	No change recommended
2065	Appraiser III	B21	B21	No change recommended
New Position	Appraiser IV		B23	New job classification
2080	Right of Way Agent I	B13	B13	No change recommended
2082	Right of Way Agent II	B15	B15	No change recommended
2084	Right of Way Agent III	B17	B17	No change recommended
2086	Right of Way Agent IV	B19	B19	No change recommended
2088	Right of Way Agent V	B21	B21	No change recommended
2093	Utility Specialist I	B20	B20	No change recommended
2094	Utility Specialist II	B22	B22	No change recommended
2095	Utility Specialist III	B24	B24	No change recommended
<b>Natural Resources Positions</b>				
2350	Earth Science Technician	B16	B17	Change title to Earth Science Specialist I; Reallocate to a higher salary group
New Position	Earth Science Specialist II		B19	New job classification
New Position	Earth Science Specialist III		B21	New job classification
New Position	Earth Science Specialist IV		B23	New job classification
2356	Geoscientist I	B17	B17	No change recommended

Recommended Changes: Natural Resources and Utilities Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
2360	Geoscientist II	B19	B19	No change recommended
2364	Geoscientist III	B21	B21	No change recommended
2365	Geoscientist IV	B23	B23	No change recommended
2366	Geoscientist V	B25	B25	No change recommended
2456	Hydrologist I	B17	B17	No change recommended
2460	Hydrologist II	B19	B19	No change recommended
2464	Hydrologist III	B21	B21	No change recommended
2465	Hydrologist IV	B23	B23	No change recommended
2466	Hydrologist V	B25	B25	No change recommended
2472	Chemist I	B16	B16	No change recommended
2473	Chemist II	B18	B18	No change recommended
2474	Chemist III	B20	B20	No change recommended
2475	Chemist IV	B22	B22	No change recommended
2476	Chemist V	B24	B24	No change recommended
2583	Sanitarian I	B17	B17	No change recommended
2584	Sanitarian II	B19	B19	No change recommended
2585	Sanitarian III	B21	B21	No change recommended
2590	Biologist I	B14	B14	No change recommended
2591	Biologist II	B16	B16	No change recommended
2592	Biologist III	B18	B18	No change recommended
2593	Biologist IV	B20	B20	No change recommended
2594	Biologist V	B22	B22	No change recommended
2640	Park Specialist I	B14	B14	Change title to Park Ranger I
2641	Park Specialist II	B16	B16	Change title to Park Ranger II
2642	Park Specialist III	B18	B18	Change title to Park Ranger III
2643	Park Specialist IV	B20	B20	Change title to Park Ranger IV
2644	Park Specialist V	B22	B22	Change title to Park Ranger V
2651	Environmental Specialist I	B16	B16	Change title to Environmental Protection Specialist I
2652	Environmental Specialist II	B18	B18	Change title to Environmental Protection Specialist II
2653	Environmental Specialist III	B20	B20	Change title to Environmental Protection Specialist III
2654	Environmental Specialist IV	B22	B22	Change title to Environmental Protection Specialist IV
2655	Environmental Specialist V	B24	B24	Change title to Environmental Protection Specialist V

Recommended Changes: Natural Resources and Utilities Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
2660	Toxicologist I	B20	B23	Delete job classification, Move to new Toxicologist I (Job Classification #2661)
2661	Toxicologist II	B22	B23	Change title to Toxicologist I; Reallocate to a higher salary group
2662	Toxicologist III	B24	B25	Change title to Toxicologist II; Reallocate to a higher salary group
2682	Natural Resources Specialist I	B15	B15	No change recommended
2683	Natural Resources Specialist II	B17	B17	No change recommended
2684	Natural Resources Specialist III	B19	B19	No change recommended
2685	Natural Resources Specialist IV	B21	B21	No change recommended
2686	Natural Resources Specialist V	B23	B23	No change recommended
2692	Fish and Wildlife Technician I	A13	A13	No change recommended
2693	Fish and Wildlife Technician II	A15	A15	No change recommended
2694	Fish and Wildlife Technician III	A17	A17	No change recommended
New Position	Fish and Wildlife Technician IV		A19	New job classification
New Position	Park Superintendent I		B20	New job classification
New Position	Park Superintendent II		B21	New job classification
New Position	Park Superintendent III		B22	New job classification
New Position	Park Superintendent IV		B23	New job classification
New Position	Park Superintendent V		B24	New job classification
2695	Park Ranger I	A07		Delete job classification title, Move current employees to Maintenance Specialist job classification series
2696	Park Ranger II	A09		Delete job classification title, Move current employees to Maintenance Specialist job classification series
2697	Park Ranger III	A11		Delete job classification title, Move current employees to Maintenance Specialist job classification series
2698	Park Ranger IV	A13		Delete job classification title, Move current employees to Maintenance Specialist job classification series
2699	Park Ranger V	A15		Delete job classification title, Move current employees to Maintenance Specialist job classification series

## Recommended Changes - Program Management Positions

Table 65 provides a detailed list of recommended changes for program management positions.

Table 65

Recommended Changes: Program Management Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1550	Staff Services Officer I	B17	B17	No change recommended
1551	Staff Services Officer II	B18	B18	No change recommended
1552	Staff Services Officer III	B19	B19	No change recommended
1553	Staff Services Officer IV	B20	B20	No change recommended
1554	Staff Services Officer V	B21	B21	No change recommended
New Position	Project Manager I		B20	New job classification
New Position	Project Manager II		B22	New job classification
1560	Project Manager I	B24	B24	Change title to Project Manager III
1561	Project Manager II	B26	B26	Change title to Project Manager IV
1570	Program Specialist I	B17	B17	No change recommended
1571	Program Specialist II	B18	B18	No change recommended
1572	Program Specialist III	B19	B19	No change recommended
1573	Program Specialist IV	B20	B20	No change recommended
1574	Program Specialist V	B21	B21	No change recommended
1575	Program Specialist VI	B23	B23	No change recommended
1576	Program Specialist VII	B25	B25	No change recommended
1580	Program Supervisor I	B17	B17	No change recommended
New Position	Program Supervisor II		B18	New job classification
1582	Program Supervisor II	B19	B19	Change title to Program Supervisor III
New Position	Program Supervisor IV		B20	New job classification
1584	Program Supervisor III	B21	B21	Change title to Program Supervisor V
1586	Program Supervisor IV	B23	B23	Change title to Program Supervisor VI
1588	Program Supervisor V	B25	B25	Change title to Program Supervisor VII
1600	Manager I	B22	B22	No change recommended
1601	Manager II	B23	B23	No change recommended
1602	Manager III	B24	B24	No change recommended



Recommended Changes: Program Management Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1603	Manager IV	B25	B25	No change recommended
1604	Manager V	B26	B26	No change recommended
1620	Director I	B26	B26	No change recommended
1621	Director II	B27	B27	No change recommended
1622	Director III	B28	B28	No change recommended
1623	Director IV	B29	B29	No change recommended
1624	Director V	B31	B31	No change recommended
1626	Division Director	B32	B32	No change recommended
1630	Deputy Director	B33	B33	No change recommended
1640	Deputy Comptroller	B33	B33	No change recommended

## Recommended Changes - Property Management, Purchasing and Insurance Positions

Table 66 provides a detailed list of recommended changes for property management positions.

Table 66

Recommended Changes: Property Management, Purchasing and Insurance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Insurance Positions</b>				
2802	Actuary I	B21	B21	No change recommended
2803	Actuary II	B23	B23	No change recommended
2804	Actuary III	B25	B25	No change recommended
2805	Actuary IV	B27	B27	No change recommended
2806	Actuary V	B31	B31	No change recommended
2808	Chief Actuary	B33	B33	No change recommended
2824	Insurance Technician	A10	A10	No change recommended
2841	Insurance Specialist I	B12	B12	No change recommended
2842	Insurance Specialist II	B14	B14	No change recommended
2843	Insurance Specialist III	B16	B16	No change recommended
2844	Insurance Specialist IV	B18	B18	No change recommended
2845	Insurance Specialist V	B20	B20	No change recommended
2911	Retirement System Benefits Specialist I	B12	B12	No change recommended
2912	Retirement System Benefits Specialist II	B14	B14	No change recommended
2913	Retirement System Benefits Specialist III	B16	B16	No change recommended
2914	Retirement System Benefits Specialist IV	B18	B18	No change recommended
2915	Retirement System Benefits Specialist V	B20	B20	No change recommended
2920	Claims Assistant	A12	A12	No change recommended
2921	Claims Examiner I	B14	B14	No change recommended
2922	Claims Examiner II	B16	B16	No change recommended
2923	Claims Examiner III	B18	B18	No change recommended
2924	Claims Examiner IV	B20	B20	No change recommended
<b>Property Management and Purchasing Positions</b>				
1911	Inventory and Store Specialist I	A10	A10	No change recommended
1912	Inventory and Store Specialist II	A12	A12	No change recommended

Recommended Changes: Property Management, Purchasing and Insurance Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
1913	Inventory and Store Specialist III	A14	A14	No change recommended
1914	Inventory and Store Specialist IV	A16	A16	No change recommended
New Position	Inventory and Store Specialist V		A18	New job classification
1920	Grant Coordinator I	B18	B18	No change recommended
1921	Grant Coordinator II	B20	B20	No change recommended
1922	Grant Coordinator III	B22	B22	No change recommended
1930	Purchaser I	B12	B12	No change recommended
1931	Purchaser II	B14	B14	No change recommended
1932	Purchaser III	B16	B16	No change recommended
1933	Purchaser IV	B18	B18	No change recommended
1934	Purchaser V	B20	B20	No change recommended
1935	Purchaser VI	B22	B22	No change recommended
1960	Contract Administration Manager I	B25	B25	No change recommended
1962	Contract Administration Manager II	B27	B27	No change recommended
1970	Contract Technician I	A09	A09	No change recommended
1972	Contract Technician II	A11	A11	No change recommended
1974	Contract Technician III	A13	A13	No change recommended
1976	Contract Specialist I	B15	B15	No change recommended
1980	Contract Specialist II	B17	B17	No change recommended
1982	Contract Specialist III	B19	B19	No change recommended
1984	Contract Specialist IV	B21	B21	No change recommended
1986	Contract Specialist V	B23	B23	No change recommended
1990	Property Manager I	B17	B17	No change recommended
1992	Property Manager II	B19	B19	No change recommended
1994	Property Manager III	B21	B21	No change recommended

## Recommended Changes - Public Safety and Risk Management Positions

Table 67 provides a detailed list of recommended changes for public safety and risk management positions.

Table 67

Recommended Changes: Public Safety and Risk Management Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Public Safety Positions</b>				
6052	Forensic Scientist I	B19	B19	No change recommended
6053	Forensic Scientist II	B20	B20	No change recommended
6054	Forensic Scientist III	B21	B21	No change recommended
6055	Forensic Scientist IV	B22	B22	No change recommended
6056	Forensic Scientist V	B23	B23	No change recommended
6057	Forensic Scientist VI	B24	B24	No change recommended
6084	Forensic Photographer I	B19	B19	No change recommended
6086	Forensic Photographer II	B20	B20	No change recommended
6095	Police Communications Operator I	A12	A12	No change recommended
6096	Police Communications Operator II	A13	A13	No change recommended
6097	Police Communications Operator III	A14	A14	No change recommended
6098	Police Communications Operator IV	A15	A15	No change recommended
New Position	Police Communications Operator V		A17	New job classification
New Position	Police Communications Operator VI		A18	New job classification
6115	Fingerprint Technician I	A12	A12	No change recommended
6116	Fingerprint Technician II	A14	A14	No change recommended
6117	Fingerprint Technician III	A16	A16	No change recommended
6120	Crime Laboratory Specialist I	B15	B15	No change recommended
6121	Crime Laboratory Specialist II	B16	B16	No change recommended
6122	Crime Laboratory Specialist III	B17	B17	No change recommended
6154	Combined DNA Index System Analyst	B21	B21	No change recommended
New Position	Crime Analyst I		B15	New job classification
New Position	Crime Analyst II		B17	New job classification
New Position	Criminal Intelligence Analyst I		B19	New job classification
New Position	Criminal Intelligence Analyst II		B21	New job classification

Recommended Changes: Public Safety and Risk Management Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
New Position	Criminal Intelligence Analyst III		B23	New job classification
6221	Public Safety Records Technician I	A10	A10	No change recommended
6222	Public Safety Records Technician II	A11	A11	No change recommended
6229	Security Officer I	A07	A07	No change recommended
6230	Security Officer II	A09	A09	No change recommended
6232	Security Officer III	A11	A11	No change recommended
6234	Security Officer IV	A13	A13	No change recommended
Safety Positions				
2720	Lifeguard	A03	A03	No change recommended
2730	Safety Officer I	B15	B15	No change recommended
2731	Safety Officer II	B17	B17	No change recommended
2732	Safety Officer III	B19	B19	No change recommended
2733	Safety Officer IV	B21	B21	No change recommended
2734	Safety Officer V	B23	B23	No change recommended
2740	Risk Management Specialist I	B14	B14	No change recommended
2741	Risk Management Specialist II	B16	B16	No change recommended
2742	Risk Management Specialist III	B18	B18	No change recommended
2743	Risk Management Specialist IV	B20	B20	No change recommended
2744	Risk Management Specialist V	B22	B22	No change recommended
2761	Rescue Specialist I	B17	B17	No change recommended
2762	Rescue Specialist II	B19	B19	No change recommended
2763	Rescue Specialist III	B21	B21	No change recommended

## Recommended Changes - Support Services Positions

As Table 68 shows, no changes are recommended for support services positions.

Table 68

Recommended Changes: Support Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Employment Positions</b>				
3020	Workforce Development Specialist I	B11	B11	No change recommended
3021	Workforce Development Specialist II	B12	B12	No change recommended
3023	Workforce Development Specialist III	B14	B14	No change recommended
3025	Workforce Development Specialist IV	B16	B16	No change recommended
3026	Workforce Development Specialist V	B18	B18	No change recommended
3151	Unemployment Insurance Claims Examiner I	B11	B11	No change recommended
3153	Unemployment Insurance Claims Examiner II	B13	B13	No change recommended
3154	Unemployment Insurance Claims Examiner III	B15	B15	No change recommended
3171	Unemployment Insurance Specialist I	B16	B16	No change recommended
3173	Unemployment Insurance Specialist II	B18	B18	No change recommended
<b>Human Resources Positions</b>				
1727	Human Resources Assistant	B11	B11	No change recommended
1729	Human Resources Specialist I	B13	B13	No change recommended
1731	Human Resources Specialist II	B15	B15	No change recommended
1733	Human Resources Specialist III	B17	B17	No change recommended
1735	Human Resources Specialist IV	B19	B19	No change recommended
1737	Human Resources Specialist V	B21	B21	No change recommended
1739	Human Resources Specialist VI	B23	B23	No change recommended
1780	Training Assistant	B11	B11	No change recommended
1781	Training Specialist I	B13	B13	No change recommended
1782	Training Specialist II	B15	B15	No change recommended
1783	Training Specialist III	B17	B17	No change recommended
1784	Training Specialist IV	B19	B19	No change recommended
1785	Training Specialist V	B21	B21	No change recommended
1786	Training Specialist VI	B23	B23	No change recommended

Recommended Changes: Support Services Positions				
Job Classification Number	Job Classification Title	Current Salary Group (Fiscal Years 2010-2011)	Recommended Salary Group (Fiscal Years 2012-2013)	Recommended Change
<b>Office Services Positions</b>				
0331	Printing Services Technician I	A09	A09	No change recommended
0332	Printing Services Technician II	A11	A11	No change recommended
0333	Printing Services Technician III	A13	A13	No change recommended
0334	Printing Services Technician IV	A15	A15	No change recommended
0335	Printing Services Technician V	A17	A17	No change recommended
0351	Micrographics Technician I	A09	A09	No change recommended
0352	Micrographics Technician II	A11	A11	No change recommended
0354	Micrographics Technician III	A13	A13	No change recommended
0356	Micrographics Technician IV	A15	A15	No change recommended
0367	Photographer I	B16	B16	No change recommended
0368	Photographer II	B18	B18	No change recommended

## Classification Compliance Review Results

The State Auditor's Office's State Classification Team conducts classification compliance reviews in accordance with Texas Government Code, Sections 654.036 (2) and (3). Results of reviews conducted during fiscal years 2009 and 2010 are summarized in Table 69.

Table 69

Classification Compliance Review Results Fiscal Years 2009-2010				
Date Released	Report Number	Report Name	Number of Positions Reviewed	Percent of Employees Properly Classified
February 2009	09-705	<i>A Classification Compliance Review Report on the State's Maintenance Assistant and Maintenance Technician Positions.</i>	928	84%
July 2009	09-706	<i>A Classification Compliance Review Report on the State's Program Specialist Positions (this report covered small and mid-sized agencies).</i>	1,129	82%
January 2010	10-703	<i>A Classification Compliance Review Report on the Texas Education Agency.</i>	992	78%
March 2010	10-705	<i>A Classification Compliance Review Report on the State's Program Specialist Positions at Selected Public Safety and Criminal Justice Agencies.</i>	869	48%

### Classification Compliance Review of Selected Positions at the Adjutant General's Department

As part of its classification compliance reviews, the State Auditor's Office's State Classification Team also reviewed five Texas State Guard positions at the Adjutant General's Department (Department) in May 2010 and determined the following:

- Three (60 percent) of the 5 positions were classified properly.
- One (20 percent) of the 5 positions was misclassified.
- An employee in 1 (20 percent) of the 5 positions applied for and was selected and promoted to the position of Program Supervisor III during this review.

The Department took appropriate action in resolving the one misclassified position and reported that it will spend approximately \$1,253 annually to properly classify that position from an Administrative Assistant II to a Staff Services Officer I.



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