



**John Keel, CPA**  
**State Auditor**

A Biennial Report on  
**The State's Classification Plan**

September 2006  
Report No. 07-702

## **Overall Conclusion**

The State's Position Classification Plan (Plan) provides the salary structure for 142,521 regular, full-time classified employees within the State (excluding employees of higher education institutions). The State Auditor's Office has 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 units and in industry for similar work performed in state government and report this information to the Governor and the Legislative Budget Board.

Because the Plan is part of the General Appropriations Act, legislative action is required when changes are made to it. This report provides the results of our analysis and our recommendations for changes to keep the Plan current. Implementing these changes would make the Plan more flexible and equitable for the state agencies using it. A total of 10,428 employees would be affected by the recommended Plan changes. The minimum estimated cost to the state agencies of implementing these changes would be approximately \$9.42 million for the 2008-2009 biennium.

### **The State's Compensation System**

The State's Position Classification Plan (Plan) is based on a job analysis concept known as "classification." Jobs are placed in classifications that best depict the nature of work performed.

The following definitions describe the various levels in the Plan.

- **Occupational Category** - A grouping of similar types of work found in organizations.
- **Job Classification Series** - A hierarchical structure of job classification titles involving work of the same nature but requiring different levels of responsibility.
- **Job Classification** - A specific grouping of work assigned to one or more individuals whose work has the same characteristics and has the same level of responsibility.

Each job classification has a corresponding salary group assignment that provides the basis for classification and salary purposes within the salary schedules.

## Key Points

The salaries of 78 percent of the job classifications reviewed compared favorably with average market salaries.

Overall, the Plan provides appropriate salary ranges for the majority of jobs; however, changes would need to be made to maintain market competitiveness for certain jobs.

We reviewed data for jobs that cover almost 89 percent of the State's full-time classified employees and are representative of 75 percent of the job classification series in the Plan. Specifically, we compared the midpoint of a salary group for a specific job classification to average market pay for that job (see text box for additional details).

**Average Market Pay**

We conducted extensive research to determine the market or "going rate" for a job classification in the labor market. We used 17 survey sources to find relevant job matches for state job classifications, which included both private and public sector sources of data.

The midpoint in a salary range is meant to correspond to the average pay in the job market. Salary ranges are typically developed around the midpoint to allow flexibility for pay variances based on employee experience, expertise, and performance.

The job classifications for which we are making recommendations primarily fall in the following occupational categories: Information Technology, Maintenance, Medical and Health, and Social Services.

It is important to note that state agencies can use the entire salary range as they see fit. For comparability purposes we used the salary range midpoint to judge the competitiveness of a job classification's salary group with average market pay salary. In practice, many agencies pay at the lower end of the salary ranges.

A total of 80 job classifications in the Plan would require reallocation to different salary groups to achieve market competitiveness.

Eighty job classifications would need to be moved to different salary groups (reallocated) to align them with average market pay. In most cases, these reallocations were recommended because there has been a significant change in the going rate for comparable jobs in the external labor market. For example, the Budget Analyst I job classification would need to be moved from salary group B06 to salary group B08 to make it competitive with similar positions in the labor market.

**Adding 51 new job classifications would provide agencies with positions that more clearly distinguish work being performed.**

To consolidate job classification series and to describe new job functions, 51 new job classifications would need to be added to the Plan. For example, we recommend the addition of an Information Technology Security Analyst job classification series.

**A total of 123 job classification titles should be changed, and 50 job classifications should be deleted from the Plan.**

We also reviewed various job classifications to determine whether they were still appropriate. A total of 123 job classification titles should be changed. For example, we recommend changing the Geologist job classification series to Geoscientist.

In addition, a total of 50 job classifications should be deleted from the Plan because:

- Their duties overlap or duplicate those of other job classifications. For example, the Seed Analyst job classification series is no longer necessary because its duties can be covered within the Natural Resources Specialist job classification series.
- They are no longer used or only a few employees have these job classifications. For example, no state employees are currently classified under the Archeologist I job classification.
- They no longer provide a competitive salary when compared to similar jobs. For example, the Laboratory Technician I job classification no longer offers a competitive salary.

During the course of our analysis, the State Auditor's Office's State Classification Office requested feedback from agencies regarding current job classifications. We received 60 requests for additional jobs or job levels, as well as requests for title changes, job classification deletions, and new jobs. Fifty-five percent of those requests are addressed in our recommendations for the Plan.

**Recommended changes have an estimated cost to the agencies of \$9.42 million for the 2008-2009 biennium.**

To determine the minimum estimated cost of implementing the recommended job classification reallocations and deletions, we calculated the fiscal impact of moving full-time, classified employees to the minimum of the salary range of the new or revised job classification.

Most of the costs of recommended Plan changes are associated with the Social Services, Engineering and Design, Maintenance, Medical and Health, Information

Technology, and Legal occupational categories. The agencies that would experience the greatest fiscal impact include the Department of Aging and Disability Services, the Department of Transportation, and the Department of State Health Services.

The table below summarizes the minimum estimated costs associated with our recommendations for the Plan. These costs do not include any of the benefit-related costs (for example, additional retirement, Medicare, and Social Security costs) that agencies would incur as a result of the recommended Plan changes.

Summary of Minimum Costs Associated with Recommended Plan Changes For the 2008-2009 Biennium		
Type of Plan Change	Associated Costs	Number Employees Whose Salaries Would be Affected by the Change
Reallocations (recommended changes to salary group assignments)	\$7,076,587	8,861
Deletions of job classifications	\$2,340,879	1,567
<b>Totals</b>	<b>\$9,417,466</b>	<b>10,428</b>

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

The objectives of this study were to determine (1) the competitiveness of the Plan with the labor market and (2) whether changes are needed.

The scope of this study included a review of employee pay in relation to market pay. The State Auditor's Office's State Classification Office conducted this review in accordance with the Position Classification Act in Texas Government Code, Chapter 654.

The State Classification Office conducts periodic studies of salary rates and trends in private industry and other governmental agencies for work similar to that performed in state government. This research was completed using generally accepted compensation practices.

This project was a review; therefore, the information in this report was not subjected 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 and compliance with generally accepted compensation practices.

Recent SAO Work		
Number	Product Name	Release Date
06-705	A Classification Compliance Review Report on the State's Employment Positions	May 2006
06-704	Workforce Planning Guide	February 2006
06-703	A Report on State Employee Benefits as a Percent of Total Compensation	February 2006
06-702	A Classification Compliance Review Report on the State's Inspectors and Investigator Positions	January 2006
06-701	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2005	November 2005
05-704	A Summary of the State of Texas Workforce for Fiscal Year 2004	December 2004
05-703	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2004	November 2004
05-702	A Classification Compliance Audit Report on the State's Library and Records Positions	October 2004

# Contents

## *Detailed Results*

---

Chapter 1	
Background Information Regarding the State's Classification Plan .....	1
Chapter 2	
The State's Classification Plan Provides Appropriate Guidelines for Establishing Pay, But Certain Changes Would Need to be Made to Achieve Market Competitiveness for Certain Jobs .....	4
Chapter 3	
Recommended Changes to the Plan Would Cost an Estimated \$9.42 Million for the 2008-2009 Biennium .....	11

## *Appendices*

---

Appendix 1	
Objectives, Scope, and Methodology .....	14
Appendix 2	
Benchmark Jobs .....	19
Appendix 3	
Recommended Changes to Salary Group Assignments .....	28
Appendix 4	
Recommended New Job Classifications .....	31
Appendix 5	
Recommended Changes to Job Classification Titles and Recommended Job Classification Deletions .....	33
Appendix 6	
Cost by Agency .....	38
Appendix 7	
Costs by Occupational Group for Salary Schedules A and B .....	40

# Detailed Results

Chapter 1

## Background Information Regarding the State's Classification Plan

---

Texas Government Code, Chapter 654, gives the State Auditor's Office statutory responsibility for:

- Maintaining and keeping the Position Classification Plan (Plan) current.
- Making recommendations that are necessary and desirable about the operation of the Plan and for improvement of the Plan to the Governor and the Legislature.
- Making periodic studies of salary rates in other governmental units and in industry for similar work performed in state government and reporting this information to the Governor and the Legislative Budget Board.

The Plan is part of the General Appropriations Act; therefore, legislative action is required to make changes to the Plan. This report provides the results of our analysis and our recommendations for changes to keep the Plan current. The primary focus of this review was to compare salary group assignments for job classifications within the Plan with average market pay.

We reviewed data for jobs that cover almost 89 percent of the State's classified employees and are representative of 75 percent of the job classification series in the Plan. Specifically, we compared the midpoint of a salary group for a specific job classification to the average market pay for that job.

When the midpoint of the salary range for a job classification was within 15 percent of the average market pay, the job classification was considered to be within an acceptable range. We proposed changes to the salary group assignment of a job classification when the salary group midpoint was at least 15 percent less than average market pay. A list of the classified jobs compared with average market pay is located in Appendix 2.

It should be noted that Texas Government Code, Section 654.014, authorizes state agencies to determine an employee's salary rate within the applicable salary group for the employee's job classification. State agencies can use the entire salary range as they see fit. However, for comparability purposes we used the salary range midpoint to judge the competitiveness of a job classification's salary group with average market pay. In practice, many agencies pay at the lower end of the salary ranges. Table 1 provides information on salary range placement within the State's salary schedules A and B.



Table 1

Summary of Salary Range Placement for Salary Schedules A and B		
Salary Schedule	Percentage of Job Classifications Below Salary Group Midpoint	Percentage of Job Classifications at or Above Salary Group Midpoint
Salary schedule A	84.37%	15.63%
Salary schedule B	79.53%	20.47%

Source: Electronic Classification Analysis System.

Chapter 1-A

## The Plan’s Structure and Organization

The Position Classification Act (Texas Government Code, Chapter 654) established the Plan in 1961 as the method by which the State pays most of its employees. The Plan creates uniform job classifications and salary ranges for state agencies.

The Plan is based on a job analysis concept known as “classification.” Jobs are placed in classifications that best depict the nature of work performed.

To assist in identifying the characteristics of the jobs, categories of occupations were established. The following definitions provide further explanation of the various levels used to assist in the categorization of a job.

**Example of an Occupational Category Structure in the Plan**

The following is an example of a hierarchy established for classification purposes:

Occupational Category: Accounting, Auditing, and Finance

Job Classification Series: Accountant

Job Classification: Accountant I

Job Classification: Accountant II

Job Classification: Accountant III

Job Classification: Accountant IV

Job Classification: Accountant V

Job Classification: Accountant VI

- Occupational Category - A grouping of similar types of work found in organizations (for example, Accounting, Auditing, and Finance jobs).
- Job Classification Series - A hierarchical structure of classification titles involving work of the same nature but requiring different levels of responsibility.
- Job Classification – A specific grouping of work assigned to one or more individuals whose work has the same characteristics and has the same level of responsibility.

## The Structure of the Plan's Salary Schedules

In September 1997, the Legislature restructured the Plan into three distinct salary schedules. These salary schedules establish salaries for classified state employees. Outlined below is a description of the three salary schedules. This report considers job classifications in salary schedules A and B. The salary schedules for job classifications in salary schedule C will be discussed in a subsequent report.

- Salary schedule A - Includes paraprofessional, administrative support, maintenance, service, and technician positions.
- Salary schedule B - Primarily includes professional and managerial positions that are likely to possess theoretical knowledge acquired from college training or work experience that provides comparable knowledge.
- Salary schedule C - Provides the salary structure only for peace officers licensed by the Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE), who are employed by the Department of Public Safety, Parks and Wildlife Department, Alcoholic Beverage Commission, or Department of Criminal Justice.

### Salary Group Framework

**Salary Group Minimum** - The salary that represents the lower boundary of the salary group.

**Salary Group Midpoint** - The salary that represents the middle of the salary group.

**Salary Group Maximum** - The salary that represents the upper boundary of the salary group.

Each job classification has a corresponding salary group assignment that provides the basis for classification and salary purposes within the salary schedules. Each salary group has a salary group minimum, a midpoint, and a salary group maximum. These are the boundaries for the pay for job classifications assigned to a salary group.

## ***The State's Classification Plan Provides Appropriate Guidelines for Establishing Pay, But Certain Changes Would Need to be Made to Achieve Market Competitiveness for Certain Jobs***

---

The Plan provides classification parameters and pay structures for 142,521 regular, full-time classified employees. For purposes of this report, we have analyzed the data for:

- Salary schedule A, which presents salary ranges for administrative support, maintenance, technical, and paraprofessional positions. Salary schedule A provides guidance for pay for 78,070 classified regular full-time employees (or 54.78 percent of classified regular full-time employees).
- Salary schedule B, which presents salary ranges primarily for professional and managerial positions. Salary schedule B provides guidance for 60,102 classified regular full-time employees (or 42.17 percent of classified regular full-time employees).

The analysis for salary schedule C, which presents salary ranges for 4,349 (or 3.05 percent of classified regular full-time employees) commissioned law enforcement positions will be presented in a subsequent report.

Table 2 provides information on the number of classified, regular full-time employees in each of these occupational categories for salary schedules A and B.

Table 2

Number of Employees in Occupational Categories by Salary Schedule For the Second Quarter of Fiscal Year 2006		
Occupational Category	Number of Employees in Salary Schedule A	Number of Employees in Salary Schedule B
Accounting, Auditing, and Finance	313	4,565
Administrative Support	17,171	483
Criminal Justice	29,102	4,937
Custodial and Domestic	3,962	0
Education	124	0
Employment	255	847
Engineering and Design	6,235	3,011
Human Resources	127	1,043
Information Technology	943	4,056
Inspectors and Investigators	0	2,016
Insurance	17	984
Land Surveying, Appraising, and Utilities	0	294
Legal	307	2,346
Library and Records	26	173
Maintenance	3,646	113
Medical and Health	1,531	3,298
Natural Resources	544	1,993
Office Services	214	0
Other	2	4
Planning, Research, and Statistics	29	503
Procedures and Information	19	547
Program Management	0	13,623
Property Management and Purchasing	734	965
Public Safety	800	239
Safety	0	282
Social Services	11,969	13,780
<b>Totals</b>	<b>78,070</b>	<b>60,102</b>

Source: State Auditor's Office Electronic Classification Analysis System, Uniform Statewide Payroll System, and Human Resources Information System.

During the course of our analysis, the State Auditor's Office's State Classification Office requested feedback from agencies regarding current job classifications. We received 60 requests for additional jobs or job levels, as well as requests for title changes, job classification deletions, and new jobs. Fifty-five percent of those requests are addressed in our recommendations for the Plan.

Chapter 2-A

## The Plan's Salary Group Assignments Provide Appropriate Guidance for Compensating State Employees, But Certain Changes Would Need to be Made to Achieve Market Competitiveness

Seventy-eight percent of the job classifications reviewed compared favorably with average market salaries. Therefore, in the majority of cases, the Plan provides appropriate salary range guidelines for establishing employee pay. The data

### Comparison of Plan Salaries with Average Market Pay

For this report, the State Classification Office compared the mid-points of the salary ranges for job classifications with average market pay for comparable jobs.

The job classifications selected have strong private and public sector market matches and duties that are equal in scope and responsibility to corresponding state jobs. Appendix 1 provides additional information regarding the methodology used in the analysis of the Plan.

for average market pay we gathered for our analysis covered 89 percent of the employees in salary schedule A and salary schedule B. Seventy-five percent of the Plan's job classifications were represented in the review. The recommended classification plan changes affect approximately 32 percent of the 791 current job classifications.

Approximately 10 percent of the Plan's job classifications would require reallocation to different salary groups to achieve market competitiveness.

Table 3 provides a summary of the number of job classifications by occupational category and the number of recommended reallocations in the occupational category. A reallocation is the assignment of a job classification to a higher or lower salary group in the classification structure. In most cases, a reallocation is recommended when there is a significant change in the going rate for comparable jobs in the external labor market.

Appendix 3 lists the 80 job classifications that would need to be moved to different salary groups to align them with average market pay. For example, the Budget Analyst I job classification would need to be moved from salary group B06 to B08 to make it competitive with similar positions found in the labor market.

Table 3

Summary of Recommended Reallocations by Occupational Category			
Occupational Category	Number of Job Classifications in Occupational Group	Number of Recommended Reallocations	Percentage of Occupational Category Recommended for Reallocation
Accounting, Auditing, and Finance	57	8	14.04%
Administrative Support	15	0	0.00%
Criminal Justice	38	0	0.00%
Custodial and Domestic	31	0	0.00%
Education	4	0	0.00%
Employment	12	6	50.00%
Engineering and Design	29	3	10.34%
Human Resources	12	2	16.67%
Information Technology	48	7	14.58%
Inspectors and Investigators	18	0	0.00%
Insurance	21	0	0.00%
Land Surveying, Appraising, and Utilities	13	0	0.00%
Legal	45	5	11.11%
Library and Records	21	0	0.00%
Maintenance	49	19	38.78%
Medical and Health	91	16	17.58%
Natural Resources	42	0	0.00%
Office Services	13	1	7.69%
Planning, Research, and Statistics	18	0	0.00%
Procedures and Information	22	2	9.09%
Program Management	42	0	0.00%
Property Management and Purchasing	21	1	4.76%
Public Safety	30	2	6.67%
Safety	13	0	0.00%
Social Services	86	8	9.30%
<b>Totals</b>	<b>791</b>	<b>80</b>	

Chapter 3 contains detailed information regarding the fiscal impact of the recommended reallocations.

## Recommendation

The Legislature should consider moving the job classifications in Appendix 3 to the recommended salary groups to achieve market competitiveness.

Chapter 2-B

### **Adding 51 New Job Classifications Would Provide Agencies with Positions that More Clearly Distinguish Work Being Performed**

To consolidate job classification series and to describe new job functions, 51 new job classifications would need to be added to the Plan. To accommodate some of those 51 job classifications, we recommend the addition of the following new classification series:

#### **New Job Classifications**

A new job classification (or level within a current job classification series) may be justified when functions do not fall under an existing job classification or job classification series.

- Information Technology Security Analyst (two levels).
- Information Technology Auditors (two levels).
- Project Managers (two levels).

Appendix 4 provides detailed information regarding the number of new job classifications and the proposed salary groups.

There are no direct costs associated with creating new job classification series, but some of the additions would depend on the deletion of other positions, which could have a fiscal impact (see Chapter 3 and Appendix 5 for additional details on these deletions). These additions would increase consistency in pay and ensure that the Plan reflects the labor market and the needs of state agencies.

## Recommendation

The Legislature should consider adding the 51 job classifications listed in Appendix 4 to the Plan.

## A Total of 123 Job Classification Titles Should Be Changed, and 50 Job Classifications Should Be Deleted

Certain job classification titles should be changed.

To ensure that job classification titles are flexible and easy to use, 123 job classification titles within the Plan would need to be adjusted. Adjusting the job classification titles would:

- Provide a better description of the functions of each job classification or classification series and more accurately convey the duties performed to reflect current industry terminology. For example, we recommend changing the Geologist job classification series to Geoscientist.
- Create more consistency among job titles within each class series. For example, we recommend changing Master Administrative Law Judge IV to Master Administrative Law Judge. This change removes the level IV indicator because that designation is not consistent with the intent of the classification.

### Job Classification Title Changes

Due to the changing nature of jobs, there may be cases in which a current job classification is appropriate but the job title needs to be changed or updated.

In addition, certain job classification titles would need to be re-numbered if (1) the first job classification title in a series is deleted or (2) a new job classification title is inserted. For example, we recommend that a lower level be added to the Inventory and Store Specialist job classification series, which would then require the Inventory and Store Specialist I to be changed to Inventory and Store Specialist II.

Recommended changes to job classification titles are presented in Appendix 5.

In some cases, changes in job classification titles may have a fiscal impact on agencies. However, in many of these cases, agencies have the flexibility to keep an employee at the same level, reclassify the employee within the same series, or reclassify the employee to another series within the Plan.

### Job Classification Deletions

Deletions from the Plan may be necessary when a job classification is being underused or not used at all. The job classification or level may be obsolete for a variety of reasons, including no longer being competitive with similar jobs.

Certain job classifications should be deleted.

A total of 50 job classifications should be deleted from the Plan because:

- Their duties overlap or duplicate those of other job classifications. For example, the Seed Analyst job classification series is not longer necessary because its duties can be covered within the Natural Resources Specialist job classification series.



- They are no longer used or only a few employees have these job classification titles. For example, no state employees are currently classified under the Archeologist I job classification.
- They no longer provide a competitive salary when compared to similar jobs. For example, the Laboratory Technician I job classification no longer offers a competitive salary for employees.

Recommended job classification deletions are presented in Appendix 5.

The estimated minimum cost to implement all of the recommended deletions is discussed in Chapter 3. Deleting these job classifications will enhance the flexibility and applicability of the Plan. It will also provide for increased salary consistency across state agencies.

While some of these deletions will result in fewer job classifications that are more general, agencies are encouraged to maintain functional job descriptions that are specific to their employees' work.

#### **Recommendation**

The Legislature should consider changing or deleting the job classifications listed in Appendix 5.

## ***Recommended Changes to the Plan Would Cost an Estimated \$9.42 Million for the 2008-2009 Biennium***

---

The minimum estimated cost to state agencies to implement the recommended changes to the Plan is \$9.42 million for the 2008-2009 biennium. To determine the minimum estimated cost of implementing the reallocations and deletions, we calculated the fiscal impact of moving full-time, classified employees to the minimum of the salary range of the new or revised job classification.

The recommendations for new job classifications and changes to job classification titles have no associated costs, but they depend upon the deletion of other positions, which may have a fiscal impact. During the 2006-2007 biennium and 2004-2005 biennium, agencies were responsible for incurring the cost of changes to the Plan. Table 4 provides a summary of the associated costs that would need to occur to base salaries. The minimum estimated cost only includes the cost associated with moving job classifications to another salary group. The cost does not include any of the additional benefit-related cost (for example, additional retirement, Medicare, and Social Security costs) that agencies incur during the Plan conversion process.

Table 4

Summary of Minimum Costs Associated with Recommended Plan Changes For the 2008-2009 Biennium		
Type of Plan Change	Associated Costs	Number of Employees Whose Salaries Would be Affected by the Change
Reallocations (recommended changes to salary group assignments)	\$7,076,587	8,861
Deletions of job classifications	\$2,340,879	1,567
Totals	\$9,417,466	10,428

Reallocations of job classification titles will cost an estimated \$7.1 million for the 2008-2009 biennium.

At a minimum, the estimated cost to reallocate 80 job classifications for the 2008-2009 biennium is \$7,076,587. Implementation of the recommended reallocations will help to ensure competitive salaries and provide better consistency between job classifications.

While the recommended reallocations have a fiscal impact, it is important that the State consider the overall benefits from these reallocations. Reallocating positions for which salaries are significantly less than average market pay

could help agencies retain employees who are seeking other employment because of issues related to pay. The statewide voluntary turnover rate for fiscal year 2005 was 10.4 percent for full-time, classified state employees. We estimate the total cost of voluntary turnover in fiscal year 2005 was \$244 million. (For the purposes of calculating the cost of statewide turnover in fiscal year 2005, we used an estimate of one-half of the salary of each employee who voluntarily terminated employment.)

Deleting certain job classifications will cost an estimated \$2.3 million for the 2008-2009 biennium.

To reduce the number of unused, underused, and redundant classes, 50 job classifications would need to be deleted from the Plan. The estimated costs of those deletions for the 2008-2009 biennium is \$2,340,879 because employees in the deleted job classifications would need to be moved to higher salary groups. Deleting these job classifications would enhance the usability and flexibility of the Plan and increase salary consistency across agencies.

Three agencies would bear the impact of 70 percent of the costs of recommended Plan changes.

Three agencies would bear the majority of the associated implementation costs (see Table 5). The projected minimum cost for all agencies is in Appendix 6.

Table 5

Agencies that Would Bear the Majority of the Costs Associated with the Recommended Plan Changes For the 2008-2009 Biennium		
Agency	Number of Employees Affected by Recommended Plan Changes	Cost to Implement Recommended Plan Changes
539 - Department of Aging and Disability Services	3,195	\$2,744,419.22
601 - Texas Department of Transportation	2,577	2,298,340.35
537 - Department of State Health Services	1,740	1,550,529.65
All other agencies	2,916	2,824,176.05
<b>Totals</b>	<b>10,428</b>	<b>\$9,417,465.26</b>

The majority of the costs associated with Plan changes are concentrated in six occupational categories.

Table 6 shows the six occupational groups that are affected most by the recommended changes to the Plan. Additional information on these costs is in Appendix 7.

Table 6

Occupational Categories that Would Bear the Majority of the Costs Associated with the Recommended Plan Changes For the 2008-2009 Biennium	
Occupational Category	Cost to Implement Recommended Plan Changes
Social Services	\$ 2,562,598.19
Engineering and Design	2,130,449.74
Maintenance	1,468,441.43
Medical and Health	1,110,293.45
Information Technology	687,819.28
Legal	524,972.80
Other occupational categories	932,890.38
<b>Total</b>	<b>\$9,417,465.26</b>

# Appendices

Appendix 1

## *Objectives, Scope, and Methodology*

---

### Objectives

The objectives of this study were to determine (1) the competitiveness of the State's Position Classification Plan (Plan) with the labor market and (2) whether position realignment, additions, or deletions are needed.

### Scope

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

- Maintain the Plan and keep it 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 units and in industry for similar work performed in state government and report those findings.

### Methodology

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

- Salary schedules A and B as approved by the 79th Legislature.
- Average market pay for 254 benchmarked job classification titles. These job classification titles represented a broad spectrum of jobs in the State's pay schedules and occupational groups. We compared 254 job classification titles with positions in the labor market for the state of Texas by using wage data from the following surveys:
  - ♦ 2005 Central States Survey.

- ♦ 2005–2006 Watson Wyatt geographic reports on compensation—for profit data, which include:
  - Hospital and Health Care Management Compensation, January 2005.
  - Hospital and Health Care Professional, Nursing and Allied Services Personnel Compensation, January 2005.
  - Office Personnel Compensation, January 2005.
  - Technician and Skilled Trades Personnel Compensation, January 2005.
  - Professional Personnel Compensation, March 2005.
- ♦ 2006 Austin Area Pay and Benefits Survey by Aon Consulting.
- ♦ AFT Public Employees Compensation Survey 2005.
- ♦ Compensation Data – Texas, The 2005 Texas Wage and Salary Survey, Private and Public Sector Data.
- ♦ Texas Association of Counties, Salary Survey, January 2006.
- ♦ Texas Society for Healthcare Human Resources Administration and Education Wage Survey 2006.
- ♦ Texas Municipal League, Salaries and Fringe Benefits Survey, January 2006.
- ♦ The Quorum Group, The 2005 Texas Compensation Survey, May 2005.
- ♦ Abbott, Langer, and Associates, Inc., Compensation in Nonprofit Organizations, 18th Edition – 2005.
- ♦ Mercer, Human Resources Consulting – 2005 – US – Finance, Accounting, and Legal Survey.
- ♦ People3, A Gartner Company – 2005 IT Market Compensation Survey.
- ♦ Fousehee Group, Inc. – Environmental, Health and Safety Compensation Survey Report 2005.

Sources for full-time classified state employees and their salaries gathered from the Uniform Statewide Payroll System (USPS), the Human Resources Information System (HRIS), and the Standardized Payroll/Personnel Reporting System (SPRS) included:

- Average salary for each job classification/classification series as of the second quarter of fiscal year 2006.
- The number of employees in each job classification/classification series as of the second quarter of fiscal year 2006.
- Turnover data for each job classification/classification series for fiscal year 2005.
- Salary ranges as of the second quarter of fiscal year 2005.

Other sources of information including:

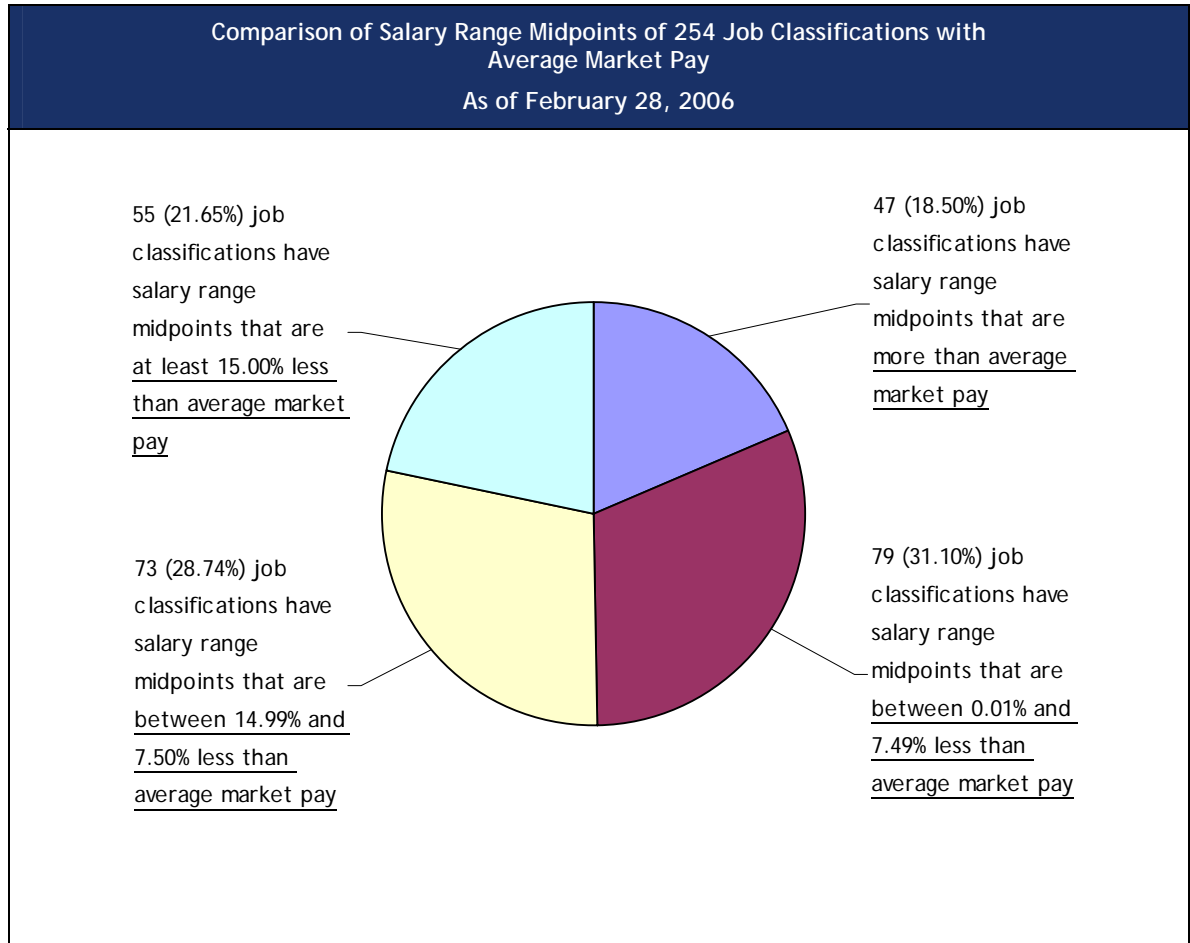
- Letters from individual agencies with specific research and requests.
- Texas Government Code.

## **Benchmarking Methodology**

Average market pay for a job classification was determined using generally accepted compensation practices. The market data was weighted by the number of employees in each survey and aged to January 1, 2007. This is an average 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 Office compared the midpoints of the salary ranges for 254 job classifications in the Plan with average market pay (see Appendix 2 for additional details on this analysis). Of the 254 job classifications analyzed, 199 have salary range midpoints that are within an acceptable range of average market pay. The remaining 55 job classifications analyzed have salary range midpoints that are at least 15 percent less than average market pay. Figure 1 summarizes this analysis.

Figure 1



Source: State Auditor's Office Electronic Compensation Analysis Tool.

The annual cost of each recommendation for the Plan was estimated as follows:

- To determine the cost for the recommendations for reallocations and deletions for each option, we used the number of full-time classified employees in each of the job classifications as of the end of the second quarter of fiscal year 2006. This information was extracted from the Comptroller of Public Accounts' Human Resources Information System and the Uniform Statewide Payroll/Personnel System.
- The minimum estimated cost for implementing the reallocations was calculated by determining the fiscal impact of moving the employees to the minimum of the new or revised class.



## Project Information

Classification review fieldwork was conducted from April 2006 through August 2006. This review was conducted in accordance with generally accepted compensation practices and standards.

This project was a review; therefore, the information in this report was not subjected 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 and compliance with generally accepted compensation practices.

The following members of the State Auditor's staff performed the review:

- Stacey McClure, PHR (Project Manager)
- Christine Bailey, CCP (Assistant Project Manager)
- Joe Curtis, CPA
- Tracy Jarratt, MAcy
- Sharon Schneider, PHR
- Juliette Torres, CCP, PHR
- Dennis Ray Bushnell, CPA (Quality Control Reviewer)
- Susan Riley, CPA (Assistant State Auditor)

## Benchmark Jobs

---

A benchmark job refers to a job or a group of jobs that is used for making pay comparisons, either within or outside an organization. In general, a benchmark job is a job for which survey sources agree on general job duties and responsibilities. The State Auditor's Office used these benchmarks to determine where an entire job class series and the occupational categories fell in relation to the market. Table 7 provides some general statistics regarding the benchmark analysis.

Table 7

Benchmark Statistics	
Total number of benchmarks	254
Total number of benchmarks in salary schedule A	84
Total number of benchmarks in salary schedule B	170
Benchmarks of current positions	250
Benchmarks for proposed positions	4
Percentage of workforce represented by benchmarks	89%
Percentage of job class series represented by benchmarks	75%

Table 8 identifies each benchmarked job classification and salary group, the number of employees and the midpoint of the salary range for the job, the average pay for an equivalent job (market average), a comparison of the state job to the market average (market index), and the number of employees covered by the surveys used for benchmarking. A market index of 1.00 indicates that the midpoint of a job's salary range is fully competitive with the market. A market index of 0.80 indicates that the midpoint of a job's salary range is 20 percent less than average market pay. An index of 1.05 indicates that the midpoint of a job's salary range is 5 percent more than average market pay.

The majority of jobs in Table 8 have at least three strong market matches. However, in some cases, the benchmark jobs may have only one or two matches. In these situations, the market data is specific to the public sector and is clearly representative of the job. This public sector data generally represents data from a number of states, cities, or counties.

Table 8

Benchmark Jobs Market Data Analysis							
Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
0006	Receptionist	88	A05	\$21,168.00	\$24,665.62	0.858	1,648
0053	Clerk I	213	A04	\$20,232.00	\$23,458.18	0.862	2,184
0057	Clerk III	2,249	A08	\$24,478.92	\$24,889.02	0.984	20,470
0059	Clerk IV	1,476	A10	\$28,121.94	\$27,735.36	1.014	3,440
0130	Customer Service Representative I	13	A09	\$25,838.46	\$27,268.13	0.948	776
0132	Customer Service Representative II	218	A11	\$29,778.96	\$27,763.94	1.073	4,509
0136	Customer Service Representative IV	27	A15	\$37,595.46	\$33,560.65	1.120	1,649
0150	Administrative Assistant I	1,855	A08	\$24,478.92	\$26,850.62	0.912	812
0152	Administrative Assistant II	3,381	A11	\$29,778.96	\$31,596.22	0.942	10,118
0156	Administrative Assistant IV	2,104	A15	\$37,595.46	\$36,702.79	1.024	10,626
0160	Executive Assistant I	331	B09	\$42,753.96	\$38,727.19	1.104	5,165
0162	Executive Assistant II	152	B11	\$50,382.96	\$47,959.64	1.051	1,069
0203	Data Entry Operator I	20	A06	\$22,200.00	\$22,827.72	0.973	179
0205	Data Entry Operator II	135	A08	\$24,478.92	\$24,611.15	0.995	3,516
0223	Computer Operator I	22	A09	\$25,838.46	\$33,558.22	0.770	511
0225	Computer Operator II	47	A11	\$29,778.96	\$34,613.60	0.860	1,418
0227	Computer Operator III	42	A14	\$35,451.48	\$41,321.48	0.858	663
0234	Computer Operations Supervisor II	12	B10	\$47,381.46	\$73,837.64	0.642	368
0236	Systems Support Specialist I	142	A12	\$31,524.48	\$37,813.97	0.834	1,069
0237	Systems Support Specialist II	164	A14	\$35,451.48	\$41,891.50	0.846	454
0238	Systems Support Specialist III	203	A16	\$39,938.46	\$45,261.65	0.882	1,872
0239	Programmer I	3	B06	\$35,746.98	\$45,939.16	0.778	220
0241	Programmer III	76	B10	\$47,381.46	\$52,322.71	0.906	3,946
0243	Programmer V	285	B14	\$60,646.98	\$63,997.65	0.948	4,200
0244	Programmer VI	157	B16	\$71,283.96	\$72,866.26	0.978	1,186
0250	Information Technology Security Analyst I	New Classification	B14	\$60,646.98	\$65,204.14	0.930	270
0252	Information Technology Auditor I	New Classification	B15	\$66,907.50	\$73,196.07	0.914	269
0253	Information Technology Auditor II	New Classification	B17	\$75,918.00	\$81,324.09	0.934	225
0254	Systems Analyst I	127	B08	\$40,266.48	\$45,539.90	0.884	456
0256	Systems Analyst III	557	B12	\$53,596.44	\$63,228.81	0.848	8,206
0258	Systems Analyst V	522	B16	\$71,283.96	\$75,132.02	0.949	2,973
0271	Data Base Administrator I	4	B08	\$40,266.48	\$50,981.98	0.790	98
0273	Data Base Administrator III	31	B12	\$53,596.44	\$69,744.96	0.768	2,332
0275	Data Base Administrator V	57	B16	\$71,283.96	\$74,539.87	0.956	2,687

**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
0276	Data Base Administrator VI	3	B18	\$80,886.00	\$102,010.92	0.793	631
0278	Web Administrator II	21	B12	\$53,596.44	\$59,371.43	0.903	90
0281	Telecommunications Specialist I	19	B07	\$37,903.98	\$45,090.99	0.841	145
0283	Telecommunications Specialist III	49	B11	\$50,382.96	\$56,822.75	0.887	233
0285	Telecommunications Specialist V	24	B15	\$66,907.50	\$65,850.85	1.016	229
0287	Network Specialist I	164	B08	\$40,266.48	\$43,278.13	0.930	459
0289	Network Specialist III	197	B12	\$53,596.44	\$56,149.83	0.955	5,681
0291	Network Specialist V	49	B16	\$71,283.96	\$67,294.41	1.059	1,850
0335	Printing Services Technician VI*	28	A16	\$39,938.46	\$37,938.05	1.053	829
0367	Photographer	5	A16	\$39,938.46	\$43,295.52	0.922	227
0517	Planner II *	46	B11	\$50,382.96	\$42,940.23	1.173	685
0518	Planner III *	47	B12	\$53,596.44	\$55,431.37	0.967	142
0604	Research Specialist III	19	B10	\$47,381.46	\$50,624.86	0.936	1,658
0626	Statistician II *	9	B09	\$42,753.96	\$50,971.59	0.839	1,404
0642	Economist II *	17	B10	\$47,381.46	\$50,388.44	0.940	115
0644	Economist III *	2	B12	\$53,596.44	\$61,081.84	0.877	175
1000	Accounting Technician I	83	A11	\$29,778.96	\$32,108.46	0.927	3,354
1002	Accounting Technician II	157	A13	\$33,415.44	\$34,607.02	0.966	942
1012	Accountant I	299	B06	\$35,746.98	\$37,888.77	0.943	1,006
1016	Accountant III	244	B09	\$42,753.96	\$41,244.38	1.037	3,732
1020	Accountant V	176	B12	\$53,596.44	\$51,793.07	1.035	4,067
1024	Accountant VII	29	B15	\$66,907.50	\$70,009.58	0.956	677
1044	Auditor II	232	B09	\$42,753.96	\$43,394.19	0.985	1,396
1048	Auditor IV	412	B13	\$56,983.50	\$60,520.53	0.942	282
1052	Auditor VI	59	B17	\$75,918.00	\$88,366.84	0.859	54
1060	Taxpayer Compliance Officer II*	103	B04	\$31,787.94	\$36,318.62	0.875	1,598
1061	Taxpayer Compliance Officer III*	74	B06	\$35,746.98	\$44,873.34	0.797	2,404
1063	Taxpayer Compliance Officer V *	87	B10	\$47,381.46	\$56,720.04	0.835	2,104
1074	Accounts Examiner II *	153	B06	\$35,746.98	\$39,891.86	0.896	1,287
1080	Financial Analyst I	12	B11	\$50,382.96	\$54,320.51	0.928	508
1082	Financial Analyst II	21	B13	\$56,983.50	\$58,884.00	0.968	1,599
1100	Financial Examiner I	44	B07	\$37,903.98	\$39,949.16	0.949	Not Available
1104	Financial Examiner III	72	B11	\$50,382.96	\$54,861.69	0.918	1,202
1156	Budget Analyst II	58	B09	\$42,753.96	\$51,830.16	0.825	588
1158	Budget Analyst IV	134	B13	\$56,983.50	\$65,007.64	0.877	175
1240	Reimbursement Officer I	5	A09	\$25,838.46	\$27,851.88	0.928	1,720

**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
1244	Reimbursement Officer III	27	A13	\$33,415.44	\$33,704.68	0.991	878
1248	Reimbursement Officer V	7	A17	\$42,406.98	\$43,760.55	0.969	412
1320	Inspector I	27	B01	\$26,901.48	\$28,082.49	0.958	521
1322	Inspector III	257	B05	\$33,697.98	\$40,676.32	0.828	2,967
1353	Investigator IV	184	B09	\$42,753.96	\$46,131.58	0.927	2,216
1552	Staff Services Officer III	26	B11	\$50,382.96	\$42,166.58	1.195	581
1560	Project Manager I	New Classification	B15	\$66,907.50	\$68,277.63	0.980	229
1602	Manager III	528	B15	\$66,907.50	\$73,618.45	0.909	1,565
1622	Director III	442	B19	\$91,426.98	\$90,127.46	1.014	1,049
1727	Human Resources Assistant	98	A11	\$29,778.96	\$32,346.23	0.921	1,502
1729	Human Resources Specialist I	74	B05	\$33,697.98	\$35,304.11	0.955	295
1733	Human Resources Specialist III	109	B09	\$42,753.96	\$43,986.84	0.972	2,167
1737	Human Resources Specialist V	72	B13	\$56,983.50	\$53,266.98	1.070	1,893
1783	Training Specialist III	106	B09	\$42,753.96	\$46,306.75	0.923	1,293
1821	Marketing Specialist I	7	B04	\$31,787.94	\$43,103.11	0.737	118
1823	Marketing Specialist III	14	B08	\$40,266.48	\$51,836.78	0.777	140
1824	Marketing Specialist IV	12	B10	\$47,381.46	\$61,395.63	0.772	379
1832	Information Specialist III	184	B10	\$47,381.46	\$45,153.43	1.049	798
1862	Management Analyst II	2	B12	\$53,596.44	\$55,912.45	0.959	1,565
1871	Technical Writer II	18	B10	\$47,381.46	\$58,264.15	0.813	779
1890	Government Relations Specialist I *	12	B15	\$66,907.50	\$72,792.90	0.919	90
1912	Inventory Coordinator I	346	A12	\$31,524.48	\$28,286.49	1.114	1,328
1913	Inventory Coordinator II	253	A14	\$35,451.48	\$41,744.82	0.849	484
1920	Grant Coordinator I	1	B10	\$47,381.46	\$40,871.80	1.159	550
1954	Purchaser I	66	B04	\$31,787.94	\$32,829.21	0.968	351
1956	Purchaser III	147	B08	\$40,266.48	\$42,170.01	0.955	1,185
1958	Purchaser V	53	B12	\$53,596.44	\$62,450.02	0.858	890
1960	Contract Administration Manager I	1	B17	\$75,918.00	\$80,967.32	0.938	81
1994	Property Manager III	7	B12	\$53,596.44	\$60,429.11	0.887	443
2050	Land Surveyor I	7	B11	\$50,382.96	\$45,037.54	1.119	512
2082	Right of Way Agent II *	47	B06	\$35,746.98	\$42,017.91	0.851	490
2093	Utility Specialist I *	13	B12	\$53,596.44	\$56,332.96	0.951	140
2121	Engineering Technician I	1,235	A08	\$24,478.92	\$34,022.34	0.719	134
2123	Engineering Technician III	1,494	A12	\$31,524.48	\$34,759.56	0.907	4,704
2125	Engineering Technician V	571	A16	\$39,938.46	\$42,776.34	0.934	3,365

**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
2127	Engineering Specialist II *	562	B09	\$42,753.96	\$43,251.16	0.989	1,285
2151	Engineer I	10	B12	\$53,596.44	\$56,518.48	0.948	1,891
2153	Engineer III	131	B14	\$60,646.98	\$60,186.21	1.008	1,824
2155	Engineer V	141	B16	\$71,283.96	\$68,321.97	1.043	2,844
2156	Engineer VI	155	B17	\$75,918.00	\$83,250.07	0.912	737
2167	Graphic Designer I	12	B06	\$35,746.98	\$48,725.20	0.734	646
2168	Graphic Designer II	25	B08	\$40,266.48	\$54,867.13	0.734	1,632
2181	Drafting Technician I	9	A15	\$37,595.46	\$39,910.97	0.942	248
2182	Drafting Technician II	3	A17	\$42,406.98	\$46,331.39	0.915	306
2264	Architect II	34	B13	\$56,983.50	\$61,341.00	0.929	284
2266	Architect III	15	B15	\$66,907.50	\$69,177.39	0.967	495
2360	Geologist II *	27	B11	\$50,382.96	\$44,932.74	1.121	392
2365	Geologist IV*	40	B15	\$66,907.50	\$56,022.49	1.194	472
2460	Hydrologist II*	16	B11	\$50,382.96	\$53,122.90	0.948	1,216
2471	Chemist I *	7	B05	\$33,697.98	\$44,979.40	0.749	46
2473	Chemist III	20	B09	\$42,753.96	\$47,284.49	0.904	343
2475	Chemist V	43	B13	\$56,983.50	\$51,254.90	1.112	636
2584	Sanitarian II*	14	B11	\$50,382.96	\$42,905.86	1.174	847
2585	Sanitarian III *	12	B13	\$56,983.50	\$50,399.62	1.131	54
2652	Environmental Specialist III	61	B09	\$42,753.96	\$42,254.10	1.012	2,176
2655	Environmental Specialist VI	19	B15	\$66,907.50	\$67,571.33	0.990	588
2683	Natural Resources Specialist III	145	B09	\$42,753.96	\$45,988.91	0.930	3,233
2688	Park Specialist II *	13	B08	\$40,266.48	\$33,493.71	1.202	353
2694	Fish and Wildlife Technician IV*	52	A17	\$42,406.98	\$49,620.11	0.855	627
2731	Safety Officer II	74	B09	\$42,753.96	\$47,762.15	0.895	491
2733	Safety Officer IV	13	B13	\$56,983.50	\$57,733.90	0.987	618
2742	Risk Management Specialist III*	5	B10	\$47,381.46	\$42,202.09	1.123	193
2744	Risk Management Specialist V*	6	B13	\$56,983.50	\$62,385.88	0.913	162
2761	Rescue Specialist I *	19	B08	\$40,266.48	\$44,809.00	0.899	803
2762	Rescue Specialist II *	8	B10	\$47,381.46	\$52,039.93	0.910	4,479
2763	Rescue Specialist III	4	B12	\$53,596.44	\$57,580.84	0.931	2,008
2804	Actuary III *	3	B17	\$75,918.00	\$80,663.83	0.941	204
2843	Insurance Specialist III *	76	B08	\$40,266.48	\$37,951.05	1.061	191
2845	Insurance Specialist V *	20	B10	\$47,381.46	\$55,614.10	0.852	550
2913	Retirement System Benefits Specialist III	49	B06	\$35,746.98	\$36,598.19	0.977	1,001

**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
2920	Claims Assistant	5	A12	\$31,524.48	\$27,718.01	1.137	1,549
2922	Claims Examiner II	137	B08	\$40,266.48	\$37,186.06	1.083	8,171
3022	Employment Specialist III *	79	B04	\$31,787.94	\$36,409.26	0.873	4,780
3026	Employment Specialist VII*	16	B08	\$40,266.48	\$43,016.73	0.936	680
3501	Attorney I	32	B10	\$47,381.46	\$58,446.94	0.811	1,052
3503	Attorney III	199	B14	\$60,646.98	\$72,931.40	0.832	7,736
3506	Attorney VI	25	B20	\$103,413.48	\$113,560.88	0.911	761
3524	General Counsel V	14	B21	\$130,613.46	\$127,422.11	1.025	276
3567	Legal Secretary III	96	A13	\$33,415.44	\$31,898.01	1.048	2,263
3572	Legal Assistant I	81	B06	\$35,746.98	\$44,988.57	0.795	244
3574	Legal Assistant II	116	B08	\$40,266.48	\$46,377.98	0.868	268
3576	Legal Assistant III	142	B10	\$47,381.46	\$56,809.48	0.834	352
3622	Deputy Clerk II	22	A11	\$29,778.96	\$28,368.20	1.050	1,243
4007	Dietitian - 4007	Classification not currently in use	B07	\$37,903.98	\$45,226.63	0.838	598
4072	Public Health Technician II	180	B05	\$33,697.98	\$40,018.40	0.842	1,430
4083	Epidemiologist II *	34	B13	\$56,983.50	\$52,018.78	1.095	306
4125	Veterinarian I	11	B14	\$60,646.98	\$63,040.54	0.962	102
4140	Laboratory Technician I	4	A05	\$21,168.00	\$28,085.61	0.754	810
4142	Laboratory Technician II	25	A07	\$23,280.00	\$33,295.60	0.699	894
4146	Laboratory Technician IV	36	A11	\$29,778.96	\$51,397.69	0.579	142
4220	Microbiologist I *	26	B05	\$33,697.98	\$43,413.19	0.776	397
4222	Microbiologist III	25	B09	\$42,753.96	\$51,465.81	0.831	920
4224	Microbiologist V*	28	B13	\$56,983.50	\$73,006.41	0.781	39
4293	Radiological Technologist II	3	B07	\$37,903.98	\$43,203.69	0.877	2,414
4360	Registered Therapist Assistant	12	A15	\$37,595.46	\$44,668.93	0.842	785
4363	Registered Therapist III	37	B10	\$47,381.46	\$54,933.74	0.863	305
4364	Registered Therapist IV	22	B12	\$53,596.44	\$62,624.75	0.856	2,105
4376	Medical Aide II	122	A07	\$23,280.00	\$23,727.74	0.981	1,639
4386	Medical Technician II *	3	A11	\$29,778.96	\$26,218.57	1.136	931
4390	Health Physicist I *	38	B14	\$60,646.98	\$59,699.53	1.016	44
4392	Health Physicist II*	17	B16	\$71,283.96	\$77,072.07	0.925	119
4394	Health Physicist III	8	B18	\$80,886.00	\$109,455.26	0.739	400
4403	Medical Technologist III	30	B09	\$42,753.96	\$46,688.21	0.916	3,866
4410	Certified Nurse Assistant I	Classification not currently in use	A05	\$21,168.00	\$21,970.38	0.963	8,579
4432	Licensed Vocational Nurse II	660	A11	\$29,778.96	\$34,338.45	0.867	15,953

**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
4437	Physician II	48	B21	\$130,613.46	\$147,224.75	0.887	721
4440	Physician Assistant	1	B17	\$75,918.00	\$76,846.66	0.988	570
4446	Nurse II	537	B10	\$47,381.46	\$54,774.69	0.865	44,508
4450	Nurse IV	101	B13	\$56,983.50	\$60,004.60	0.950	3,319
4451	Nurse Practitioner	18	B15	\$66,907.50	\$74,452.05	0.899	2,174
4457	Dentist II	4	B19	\$91,426.98	\$112,799.91	0.811	308
4464	Psychologist II	37	B16	\$71,283.96	\$65,490.77	1.088	850
4477	Psychiatrist II	23	B21	\$130,613.46	\$154,887.00	0.843	773
4482	Dental Assistant I *	6	A06	\$22,200.00	\$25,700.21	0.864	66
4489	Dental Hygienist	14	B09	\$42,753.96	\$50,114.73	0.853	296
4492	Pharmacist I	23	B16	\$71,283.96	\$91,659.41	0.778	1,552
4493	Pharmacist II	55	B18	\$80,886.00	\$99,809.38	0.810	907
4498	Pharmacy Technician I	38	A08	\$24,478.92	\$28,817.73	0.849	2,582
4503	Correctional Officer III	6,658	A11	\$29,778.96	\$34,475.82	0.864	59,888
4505	Correctional Officer V	7,829	A14	\$35,451.48	\$40,061.31	0.885	30,627
4510	Sergeant of Correctional Officers	1,837	B07	\$37,903.98	\$39,661.36	0.956	7,595
4512	Captain of Correctional Officers	287	B09	\$42,753.96	\$49,363.30	0.866	831
4522	Juvenile Correctional Officer III	447	A11	\$29,778.96	\$33,143.79	0.898	3,329
4541	Parole Officer II	950	B07	\$37,903.98	\$41,288.72	0.918	7,435
4544	Parole Officer V	17	B12	\$53,596.44	\$50,211.03	1.067	1,301
4552	Warden II	27	B18	\$80,886.00	\$85,696.66	0.944	486
5025	Protective Services Specialist III*	669	B07	\$37,903.98	\$37,957.36	0.999	6,908
5027	Protective Services Specialist V*	140	B09	\$42,753.96	\$46,835.20	0.913	1,858
5052	Rehabilitation Therapy Technician III *	201	A09	\$25,838.46	\$27,134.52	0.952	3,008
5063	Vocational Rehabilitation Counselor II *	161	B08	\$40,266.48	\$45,628.87	0.882	2,234
5082	Chaplain II	89	B09	\$42,753.96	\$41,500.53	1.030	717
5113	Substance Abuse Counselor II	24	B06	\$35,746.98	\$37,166.54	0.962	774
5122	MHMR Services Assistant II	1,394	A07	\$23,280.00	\$29,306.89	0.794	19,663
5133	Qualified Mental Retardation Professional IV*	70	B08	\$40,266.48	\$44,758.62	0.900	957
5142	Recreation Program Specialist II	16	A11	\$29,778.96	\$35,947.17	0.828	1,346
5222	Clinical Social Worker II *	40	B07	\$37,903.98	\$43,550.32	0.870	1,778
5227	Case Manager II	299	B05	\$33,697.98	\$36,870.57	0.914	13,588
5229	Case Manager IV	13	B09	\$42,753.96	\$49,931.05	0.856	3,346
5503	Human Services Technician II *	33	A06	\$22,200.00	\$25,659.96	0.865	1,498
5527	Quality Assurance Specialist III*	13	B09	\$42,753.96	\$60,040.51	0.712	186



**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
5541	Child Support Officer II *	418	B05	\$33,697.98	\$35,066.14	0.961	4,170
5543	Child Support Officer IV*	317	B09	\$42,753.96	\$44,050.36	0.971	1,241
5616	Interpreter II *	7	B08	\$40,266.48	\$47,028.66	0.856	221
5702	Human Services Specialist III*	3,388	B05	\$33,697.98	\$35,526.09	0.949	21,622
6054	Forensic Scientist III*	41	B12	\$53,596.44	\$58,768.44	0.912	611
6092	Communications Center Specialist II	3	A10	\$28,121.94	\$30,832.63	0.912	179
6095	Police Communications Operator I	117	A12	\$31,524.48	\$32,332.51	0.975	1,198
6098	Police Communications Operator IV	44	A15	\$37,595.46	\$43,538.90	0.863	212
6116	Fingerprint Technician III *	15	A12	\$31,524.48	\$38,011.04	0.829	189
6150	Crime Lab Evidence Technician*	33	B05	\$33,697.98	\$37,751.46	0.893	132
6229	Security Officer I	25	A06	\$22,200.00	\$22,156.64	1.002	1,285
6230	Security Officer II	203	A08	\$24,478.92	\$26,092.89	0.938	755
7317	Historian II	1	B08	\$40,266.48	\$43,577.95	0.924	322
7352	Library Assistant II	8	A09	\$25,838.46	\$28,673.60	0.901	940
7402	Librarian II	77	B08	\$40,266.48	\$41,545.63	0.969	1,111
7404	Librarian IV	14	B12	\$53,596.44	\$55,126.44	0.972	276
7466	Museum Curator	3	B08	\$40,266.48	\$44,596.24	0.903	133
8005	Custodian II	223	A05	\$21,168.00	\$19,872.03	1.065	3,291
8032	Groundskeeper II	48	A06	\$22,200.00	\$20,775.27	1.069	475
8103	Food Service Worker I	611	A03	\$19,344.00	\$19,791.48	0.977	4,659
8117	Cook II	107	A04	\$20,232.00	\$20,717.22	0.977	1,745
9004	Maintenance Assistant	9	A06	\$22,200.00	\$23,024.88	0.964	4,006
9022	Equipment Operator I	Classification not currently in use	A09	\$25,838.46	\$26,215.01	0.986	2,424
9026	Equipment Operator III	Classification not currently in use	A13	\$33,415.44	\$30,452.39	1.097	1,871
9036	Air Conditioning and Boiler Operator III *	9	B07	\$37,903.98	\$49,168.59	0.771	1,053
9041	Maintenance Technician I	110	A06	\$22,200.00	\$29,018.49	0.765	185
9043	Maintenance Technician III	235	A09	\$25,838.46	\$33,892.67	0.762	1,803
9045	Maintenance Technician V	169	A13	\$33,415.44	\$43,414.70	0.770	732
9053	Maintenance Supervisor III	229	A14	\$35,451.48	\$48,032.91	0.738	426
9060	Electronics Technician I	6	A15	\$37,595.46	\$39,814.71	0.944	416
9062	Electronics Technician II	5	A17	\$42,406.98	\$43,292.10	0.980	147
9232	Vehicle Driver III	42	A07	\$23,280.00	\$24,422.61	0.953	961
9307	Transportation Maintenance Specialist III	133	A16	\$39,938.46	\$37,450.75	1.066	9,632

**Benchmark Jobs Market Data Analysis**

Job Classification Number	Job Classification Title	Number of Employees in Job Classification Title	Salary Group	Salary Group Midpoint	Market Average	Market Index	Number of Employees Covered by Survey(s)
9309	Transportation Maintenance Specialist V	93	A18	\$45,118.98	\$46,370.61	0.973	3,992
9418	Motor Vehicle Technician III	208	A12	\$31,524.48	\$36,889.90	0.855	2,665
9419	Motor Vehicle Technician IV	120	A14	\$35,451.48	\$46,474.73	0.763	571
9512	Machinist I	9	A13	\$33,415.44	\$36,951.00	0.904	497
9514	Machinist II	7	A15	\$37,595.46	\$38,972.86	0.965	416
9626	Aircraft Pilot II	7	B13	\$56,983.50	\$63,117.18	0.903	716
9636	Aircraft Mechanic	4	B10	\$47,381.46	\$57,372.80	0.826	4,147
9733	Equipment Maintenance Technician I	3	A14	\$35,451.48	\$33,952.16	1.044	3,131
9734	Equipment Maintenance Technician II	12	A16	\$39,938.46	\$43,055.53	0.928	616
9804	Electrician II	29	B08	\$40,266.48	\$45,845.63	0.878	1,259
9814	HVAC Mechanic II	55	A14	\$35,451.48	\$45,684.36	0.776	1,142

Note: Asterisks (\*) represent those benchmarks with fewer than three market matches. The matches used for these positions generally were from public sector data sources and are representative of the relevant labor market.

## Recommended Changes to Salary Group Assignments

Table 9 presents recommended changes to the salary groups (reallocations) of certain job classifications.

Table 9

Job Classifications that Would Need to Be Moved To Different Salary Groups to Achieve Market Competitiveness			
Occupational Category	Job Classification	Current Salary Group	Recommended Salary Group
Information Technology	0223 - Computer Operator I	A09	A10
Information Technology	0225 - Computer Operator II	A11	A12
Information Technology	0233 - Computer Operations Supervisor I	B08	B10
Information Technology	0234 - Computer Operations Supervisor II	B10	B12
Information Technology	0236 - Systems Support Specialist I	A12	B05
Information Technology	0237 - Systems Support Specialist II	A14	B07
Information Technology	0238 - Systems Support Specialist III	A16	B09
Office Services	0367 - Photographer	A16	B08
Accounting, Auditing, and Finance	1060 - Taxpayer Compliance Officer II	B04	B05
Accounting, Auditing, and Finance	1061 - Taxpayer Compliance Officer III	B06	B07
Accounting, Auditing, and Finance	1062 - Taxpayer Compliance Officer IV	B08	B09
Accounting, Auditing, and Finance	1063 - Taxpayer Compliance Officer V	B10	B11
Accounting, Auditing, and Finance	1155 - Budget Analyst I	B06	B08
Accounting, Auditing, and Finance	1156 - Budget Analyst II	B09	B10
Accounting, Auditing, and Finance	1157 - Budget Analyst III	B11	B12
Accounting, Auditing, and Finance	1158 - Budget Analyst IV	B13	B14
Human Resources	1727 - Human Resources Assistant	A11	B03
Human Resources	1780 - Training Assistant	A11	B03
Procedures and Information	1822 - Marketing Specialist II	B06	B07
Procedures and Information	1823 - Marketing Specialist III	B08	B09
Procedures and Information	1824 - Marketing Specialist IV	B10	B11
Procedures and Information	1870 - Technical Writer I	B08	B09
Procedures and Information	1871 - Technical Writer II	B10	B11
Property Management and Purchasing	1982 - Contract Specialist IV	B10	B11
Engineering and Design	2119 - Engineering Aide	A06	A08
Engineering and Design	2167 - Graphic Designer I	B06	B08
Engineering and Design	2168 - Graphic Designer II	B08	B10
Employment	3026 - Employment Specialist VII	B08	B09
Employment	3151 - Unemployment Insurance Claims Examiner I	A11	B03

**Job Classifications that Would Need to Be Moved  
To Different Salary Groups to Achieve Market Competitiveness**

Occupational Category	Job Classification	Current Salary Group	Recommended Salary Group
Employment	3153 - Unemployment Insurance Claims Examiner II	A13	B05
Employment	3154 - Unemployment Insurance Claims Examiner III	A15	B07
Employment	3171 - Unemployment Insurance Specialist I	B07	B08
Employment	3173 - Unemployment Insurance Specialist II	B09	B10
Legal	3501 - Attorney I	B10	B11
Legal	3510 - Assistant Attorney General I	B10	B11
Legal	3572 - Legal Assistant I	B06	B07
Legal	3574 - Legal Assistant II	B08	B09
Legal	3576 - Legal Assistant III	B10	B11
Medical	4001 - Dietetic Technician I	A07	A08
Medical	4002 - Dietetic Technician II	A09	A10
Medical	4007 - Dietitian	B07	B08
Medical	4016 - Nutritionist I	B07	B08
Medical	4142 - Laboratory Technician II	A07	A10
Medical	4144 - Laboratory Technician III	A09	A12
Medical	4146 - Laboratory Technician IV	A11	A14
Medical	4360 - Registered Therapist Assistant	A15	A16
Medical	4366 - Registered Therapist VI	B15	B16
Medical	4450 - Nurse IV	B13	B14
Medical	4451 - Nurse Practitioner	B15	B16
Medical	4492 - Pharmacist I	B16	B17
Medical	4493 - Pharmacist II	B18	B19
Social Services	5081 - Chaplain I	B06	B07
Social Services	5120 - MHMR Services Aide	A04	A05
Social Services	5122 - MHMR Services Assistant II	A07	A08
Social Services	5123 - MHMR Services Assistant III	A08	A09
Social Services	5124 - MHMR Services Supervisor	A10	A11
Social Services	5140 - Recreation Program Specialist I	A09	B02
Social Services	5142 - Recreation Program Specialist II	A11	B04
Social Services	5144 - Recreation Program Specialist III	A13	B06
Public Safety	6116 - Fingerprint Technician III	A12	A13
Public Safety	6117 - Fingerprint Technician IV	A14	A15
Maintenance	9034 - Air Conditioning and Boiler Operator I	B03	B04

**Job Classifications that Would Need to Be Moved  
To Different Salary Groups to Achieve Market Competitiveness**

Occupational Category	Job Classification	Current Salary Group	Recommended Salary Group
Maintenance	9035 - Air Conditioning and Boiler Operator II	B05	B06
Maintenance	9036 - Air Conditioning and Boiler Operator III	B07	B08
Maintenance	9037 - Air Conditioning and Boiler Operator IV	B09	B10
Maintenance	9041 - Maintenance Technician I	A06	A07
Maintenance	9042 - Maintenance Technician II	A08	A09
Maintenance	9043 - Maintenance Technician III	A09	A10
Maintenance	9044 - Maintenance Technician IV	A11	A12
Maintenance	9045 - Maintenance Technician V	A13	A14
Maintenance	9052 - Maintenance Supervisor II	A12	A13
Maintenance	9305 - Transportation Maintenance Specialist I	A13	A14
Maintenance	9416 - Motor Vehicle Technician I	A08	A09
Maintenance	9417 - Motor Vehicle Technician II	A10	A11
Maintenance	9418 - Motor Vehicle Technician III	A12	A13
Maintenance	9419 - Motor Vehicle Technician IV	A14	A15
Maintenance	9636 - Aircraft Mechanic	B10	B11
Maintenance	9812 - HVAC Mechanic I	A12	A14
Maintenance	9814 - HVAC Mechanic II	A14	A16
Maintenance	9816 - HVAC Mechanic III	A16	A18

## Recommended New Job Classifications

Table 10 presents new job classifications recommended.

Table 10

New Job Classifications Recommended		
Occupational Category	Job Classification	Recommended Salary Group
Information Technology	0215 - Data Base Administrator VI	B20
Information Technology	0231 - Systems Support Specialist IV	B11
Information Technology	0250 - Information Technology Security Analyst I	B14
Information Technology	0251 - Information Technology Security Analyst II	B16
Information Technology	0252 - Information Technology Auditor I	B15
Information Technology	0253 - Information Technology Auditor II	B17
Information Technology	0280 - Web Administrator IV	B16
Planning, Research, and Statistics	0520 - Planner V	B14
Accounting, Auditing, and Finance	1085 - Financial Analyst IV	B17
Accounting, Auditing, and Finance	1159 - Budget Analyst V	B16
Program Management	1560 - Project Manager I	B15
Program Management	1561 - Project Manager II	B17
Program Management	1586 - Program Supervisor IV	B15
Program Management	1588 - Program Supervisor V	B17
Human Resources	1739 - Human Resources Specialist VI	B15
Human Resources	1786 - Training Specialist VI	B15
Procedures and Information	1825 - Marketing Specialist IV	B13
Procedures and Information	1834 - Information Specialist V	B15
Procedures and Information	1894 - Government Relation Specialist III	B19
Property Management and Purchasing	1911 - Inventory and Store Specialist I	A10
Property Management and Purchasing	1914 - Inventory and Store Specialist IV	A16
Property Management and Purchasing	1935 - Purchaser VI	B14
Property Management and Purchasing	1984 - Contract Specialist IV	B13
Property Management and Purchasing	1986 - Contract Specialist V	B15
Land Surveying, Appraising, and Utilities	2088 - Right of Way Agent V	B12
Land Surveying, Appraising, and Utilities	2095 - Utility Specialist III	B16
Engineering	2160 - District Engineer I	B21
Engineering	2161 - District Engineer II	B22
Engineering	2169 - Graphic Designer III	B12
Engineering	2268 - Architect IV	B17
Natural Resources	2366 - Geoscientist V	B17
Natural Resources	2466 - Hydrologist V	B17

New Job Classifications Recommended		
Occupational Category	Job Classification	Recommended Salary Group
Safety	2734 - Safety Officer V	B15
Legal	3578 - Legal Assistant IV	B13
Medical	4078 - Public Health Technician IV	B11
Medical	4148 - Laboratory Technician IV	A16
Medical	4423 - Licensed Vocational Nurse IV	A15
Medical	4494 - Pharmacist III	B21
Criminal Justice	4526 - Dorm Supervisor	B09
Social Services	5065 - Vocational Rehabilitation Counselor IV	B10
Social Services	5111 - Substance Abuse Counselor I	B04
Social Services	5134 - Qualified Mental Retardation Professional IV	B09
Social Services	5150 - Psychiatric Nursing Aide	A05
Social Services	5151 - Psychiatric Nursing Assistant I	A06
Social Services	5152 - Psychiatric Nursing Assistant II	A08
Social Services	5153 - Psychiatric Nursing Assistant III	A09
Social Services	5154 - Psychiatric Nursing Assistant IV	A11
Social Services	5506 - Human Services Technician IV	A11
Social Services	5529 - Quality Assurance Specialist IV	B13
Library and Records	7468 - Curator II	B10
Maintenance	9056 - Maintenance Supervisor V	A17

## ***Recommended Changes to Job Classification Titles and Recommended Job Classification Deletions***

Table 11 presents recommended changes to job classification titles.

Table 11

<b>Recommended Changes to Job Classification Titles</b>	
<b>Current Job Classification Title</b>	<b>Recommended Job Classification Title</b>
0240 - Programmer II	0240 - Programmer I
0241 - Programmer III	0241 - Programmer II
0242 - Programmer IV	0242 - Programmer III
0243 - Programmer V	0243 - Programmer IV
0244 - Programmer VI	0244 - Programmer V
0245 - Programmer VII	0245 - Programmer VI
0272 - Data Base Administrator II	0210 - Data Base Administrator I
0273 - Data Base Administrator III	0211 - Data Base Administrator II
0274 - Data Base Administrator IV	0212 - Data Base Administrator III
0275 - Data Base Administrator V	0213 - Data Base Administrator IV
0276 - Data Base Administrator VI	0214 - Data Base Administrator V
0294 - Business Continuity Coordinator II	0294 - Business Continuity Coordinator I
0295 - Business Continuity Coordinator III	0295 - Business Continuity Coordinator II
0331 - Printing Services Technician II	0331 - Printing Services Technician I
0332 - Printing Services Technician III	0332 - Printing Services Technician II
0333 - Printing Services Technician IV	0333 - Printing Services Technician III
0334 - Printing Services Technician V	0334 - Printing Services Technician IV
0335 - Printing Services Technician VI	0335 - Printing Services Technician V
0352 - Micrographics Technician II	0352 - Micrographics Technician I
0354 - Micrographics Technician III	0354 - Micrographics Technician II
0356 - Micrographics Technician IV	0356 - Micrographics Technician III
0812 - Teacher Aide II	0812 - Teacher Aide I
0813 - Teacher Aide III	0813 - Teacher Aide II
0814 - Teacher Aide IV	0814 - Teacher Aide III
1242 - Reimbursement Officer II	1242- Reimbursement Officer I
1244 - Reimbursement Officer III	1244 - Reimbursement Officer II
1246 - Reimbursement Officer IV	1246 - Reimbursement Officer III
1248 - Reimbursement Officer V	1248 - Reimbursement Officer IV
1822 - Marketing Specialist II	1822 - Marketing Specialist I
1823 - Marketing Specialist III	1823 - Marketing Specialist II



Recommended Changes to Job Classification Titles	
Current Job Classification Title	Recommended Job Classification Title
1824 - Marketing Specialist IV	1824 - Marketing Specialist III
1912 - Inventory Coordinator I	1912 - Inventory and Store Specialist II
1913 - Inventory Coordinator II	1913 - Inventory and Store Specialist III
1980 - Contract Specialist III	1980 - Contract Specialist II
1982 - Contract Specialist IV	1982 - Contract Specialist III
2062 - Appraiser II	2062 - Appraiser I
2064 - Appraiser III	2064 - Appraiser II
2065 - Appraiser IV	2065 - Appraiser III
2122 - Engineering Technician II	2122 - Engineering Technician I
2123 - Engineering Technician III	2123 - Engineering Technician II
2124 - Engineering Technician IV	2124 - Engineering Technician III
2125 - Engineering Technician V	2125 - Engineering Technician IV
2356 - Geologist I	2356 - Geoscientist I
2360 - Geologist II	2360 - Geoscientist II
2364 - Geologist III	2364 - Geoscientist III
2365 - Geologist IV	2365 - Geoscientist IV
2472 - Chemist II	2472 - Chemist I
2473 - Chemist III	2473 - Chemist II
2474 - Chemist IV	2474 - Chemist III
2475 - Chemist V	2475 - Chemist IV
2476 - Chemist VI	2476 - Chemist V
3020 - Employment Specialist I	3020 - Workforce Development Specialist I
3021 - Employment Specialist II	3021 - Workforce Development Specialist II
3023 - Employment Specialist IV	3023 - Workforce Development Specialist III
3025 - Employment Specialist VI	3025 - Workforce Development Specialist IV
3026 - Employment Specialist VII	3026 - Workforce Development Specialist V
3646 - Master Administrative Law Judge IV	3646 - Master Administrative Law Judge
4072 - Public Health Technician II	4072 - Public Health Technician I
4074 - Public Health Technician III	4074 - Public Health Technician II
4076 - Public Health Technician IV	4076 - Public Health Technician III
4142 - Laboratory Technician II	4142 - Laboratory Technician I
4144 - Laboratory Technician III	4144 - Laboratory Technician II
4146 - Laboratory Technician IV	4146 - Laboratory Technician III
4221 - Microbiologist II	4221 - Microbiologist I
4222 - Microbiologist III	4222 - Microbiologist II
4223 - Microbiologist IV	4223 - Microbiologist III
4224 - Microbiologist V	4224 - Microbiologist IV
4225 - Microbiologist VI	4225 - Microbiologist V
4362 - Registered Therapist II	4362 - Registered Therapist I

Recommended Changes to Job Classification Titles	
Current Job Classification Title	Recommended Job Classification Title
4363 - Registered Therapist III	4363 - Registered Therapist II
4364 - Registered Therapist IV	4364 - Registered Therapist III
4365 - Registered Therapist V	4365 - Registered Therapist IV
4366 - Registered Therapist VI	4366 - Registered Therapist V
5112 - Substance Abuse Counselor I	5112 - Substance Abuse Counselor II
5113 - Substance Abuse counselor II	5113 - Substance Abuse Counselor III
5120 - MHMR Services Aide	5120 - Mental Retardation Aide
5121 - MHMR Services Assistant I	5121 - Mental Retardation Assistant I
5122 - MHMR Services Assistant II	5122 - Mental Retardation Assistant II
5123 - MHMR Services Assistant III	5123 - Mental Retardation Assistant III
5124 - MHMR Services Supervisor	5124 - Mental Retardation Assistant IV
5131 - Qualified Mental Retardation Professional II	5131 - Qualified Mental Retardation Professional I
5132 - Qualified Mental Retardation Professional III	5132 - Qualified Mental Retardation Professional II
5133 - Qualified Mental Retardation Professional IV	5133 - Qualified Mental Retardation Professional III
5232 - Volunteer Services Coordinator II	5232 - Volunteer Services Coordinator I
5233 - Volunteer Services Coordinator III	5233 - Volunteer Services Coordinator II
5234 - Volunteer Services Coordinator IV	5234 - Volunteer Services Coordinator III
5235 - Volunteer Services Coordinator V	5235 - Volunteer Services Coordinator IV
5300 - HHS Program Coordinator I	5300 - Health and Human Services Program Coordinator I
5302 - HHS Program Coordinator II	5302 - Health and Human Services Program Coordinator II
5304 - HHS Program Coordinator III	5304 - Health and Human Service Program Coordinator III
5503 - Human Services Technician II	5503 - Human Services Technician I
5504 - Human Services Technician III	5504 - Human Services Technician II
5505 - Human Services Technician IV	5505 - Human Services Technician III
5526 - Quality Assurance Specialist II	5526 - Quality Assurance Specialist I
5527 - Quality Assurance Specialist III	5527 - Quality Assurance Specialist II
5528 - Quality Assurance Specialist IV	5528 - Quality Assurance Specialist III
5616 - Interpreter II	5616 - Interpreter I
5618 - Interpreter III	5618 - Interpreter II
6084 - Forensic Photographer II	6084 - Forensic Photographer I
6086 - Forensic Photographer III	6086 - Forensic Photographer II
6092 - Communications Center Specialist II	6092 - Communications Center Specialist
6115 - Fingerprint Technician II	6115 - Fingerprint Technician I
6116 - Fingerprint Technician III	6116 - Fingerprint Technician II
6117 - Fingerprint Technician IV	6117 - Fingerprint Technician III
6154 - Combined DNA Index System Analyst II	6154 - Combined DNA Index System Analyst
7306 - Archeologist II	7306 - Archeologist I

Recommended Changes to Job Classification Titles	
Current Job Classification Title	Recommended Job Classification Title
7308 - Archeologist III	7308 - Archeologist II
7310 - Archeologist IV	7310 - Archeologist III
7407 - Archivist II	7407 - Archivist I
7409 - Archivist III	7409 - Archivist II
7462 - Exhibits Technician II	7462 - Exhibits Technician I
7464 - Exhibits Technician III	7464 - Exhibits Technician II
7466 - Museum Curator	7466 - Curator I
8252 - Laundry Worker I	8252 - Laundry/Sewing Room Worker I
8253 - Laundry Worker II	8253 - Laundry/Sewing Room Worker II
8254 - Laundry Worker III	8254 - Laundry/Sewing Room Worker III
9052 - Maintenance Supervisor II	9052 - Maintenance Supervisor I
9053 - Maintenance Supervisor III	9053 - Maintenance Supervisor II
9054 - Maintenance Supervisor IV	9054 - Maintenance Supervisor III
9055 - Maintenance Supervisor V	9055 - Maintenance Supervisor IV
9322 - Vehicle Driver II	9322 - Vehicle Driver I
9323 - Vehicle Driver III	9323 - Vehicle Driver II
9324 - Vehicle Driver IV	9324 - Vehicle Driver III

Table 12 presents recommended deletions of job classifications.

Table 12

Recommended Job Classification Deletions	
Job Classification	Reason for Deletion
0239 - Programmer I	Low utilization and non-competitive with market
0271 - Data Base Administrator I	Low utilization and non-competitive with market
0293 - Business Continuity Coordinator I	Low utilization
0330 - Printing Services Technician I	Low utilization
0350 - Micrographics Technician I	Low utilization
0810 - Teacher Aide I	Low utilization
1240 - Reimbursement Officer I	Low utilization
1373 - Seed Analyst I	Use Natural Resources Specialist series
1374 - Seed Analyst II	Use Natural Resources Specialist series
1376 - Seed Analyst III	Use Natural Resources Specialist series
1378 - Seed Analyst IV	Use Natural Resources Specialist series
1651 - District Engineer, Austin - Department of Transportation	Use District Engineer II
1652 - District Engineer, Dallas - Department of Transportation	Use District Engineer II
1653 - District Engineer, Fort Worth - Department of Transportation	Use District Engineer II

Recommended Job Classification Deletions	
Job Classification	Reason for Deletion
1654 - District Engineer, Houston - Department of Transportation	Use District Engineer II
1655 - District Engineer - San Antonio - Department of Transportation	Use District Engineer II
1821 - Marketing Specialist I	Low utilization and non-competitive with market
1880 - State and Federal Relations Representative I	Use Government Relation Specialist I
1881 - State and Federal Relations Representative II	Use Government Relation Specialist II
1882 - State and Federal Relations Representative III	Use Government Relation Specialist III
1978 - Contract Specialist II	Streamlining of job classification series
2061 - Appraiser I	Low utilization
2121 - Engineering Technician I	Non-competitive with market
2471 - Chemist I	Low utilization and non-competitive with market
3022 - Employment Specialist III	Streamlining of job classification series
3024 - Employment Specialist V	Streamlining of job classification series
4070 - Public Health Technician I	Non-competitive with market
4140 - Laboratory Technician I	Low utilization and non-competitive with market
4220 - Microbiologist I	Non-competitive with market
4361 - Registered Therapist I	Low utilization
4410 - Certified Nurse Assistant I	Low utilization
4412 - Certified Nurse Assistant II	Low utilization
5130 - Qualified Mental Retardation Professional I	Low utilization
5231 - Volunteer Services Coordinator I	Low utilization
5502 - Human Services Technician I	Low utilization
5525 - Quality Assurance Specialist I	Low utilization
5614 - Interpreter I	Low utilization
6082 - Forensic Photographer I	Low utilization
6090 - Communications Center Specialist I	Low utilization
6114 - Fingerprint Technician I	Low utilization
6152 - Combined DNA Index System Analyst I	Low utilization
7304 - Archeologist I	Low utilization
7405 - Archivist I	Low utilization
7460 - Exhibit Technician I	Low utilization
8202 - Sewing Room Worker	Use Laundry/Sewing Room Worker series
8203 - Sewing Room Supervisor	Low utilization
8400 - Canteen Manager I	Use Inventory and Store Specialist series
8401 - Canteen Manager II	Use Inventory and Store Specialist series
9051 - Maintenance Supervisor I	Low utilization
9321 - Vehicle Driver I	Low utilization

**Cost by Agency**

Table 13 presents a summary of costs of recommended Plan changes by agency for the 2008-2009 biennium, excluding law enforcement. These minimum fiscal costs address routine maintenance and structure changes made by the agencies. Agencies with no minimum costs were not listed.

Table 13

Cost by Agency for the 2008-2009 Biennium	
State Agency	Minimum Fiscal Impact for the Biennium
212 - Texas Judicial Council Office of Court Admin	\$ 2,057.21
224 - Fourth Court of Appeals District, San Antonio	1,354.33
301 - Office of the Governor	3,723.84
302 - Office of the Attorney General	166,779.60
303 - General Services Commission	77,162.45
304 - Comptroller of Public Accounts	6,769.68
306 - Library and Archives Commission	12,600.40
307 - Secretary of State	6,924.12
312 - State Securities Board	7,598.94
320 - Texas Workforce Commission	187,342.00
323 - Teacher Retirement System	2,441.35
327 - Employees Retirement System	1,696.54
329 - Real Estate Commission	20,134.50
360 - Office of Administrative Hearings	5,695.02
401 - Adjutant Generals Department	229,803.18
405 - Department of Public Safety	224,099.97
452 - Department of Licensing and Regulation	26,888.95
454 - Department of Insurance	73,716.72
455 - Railroad Commission of Texas	21,300.56
457 - Board of Public Accountancy	3,485.52
458 - Alcoholic Beverage Commission	35,718.63
472 - Structural Pest Control Board	1,620.16
473 - Public Utility Commission	3,485.52
479 - State Office of Risk Management	15,227.87
503 - Board of Medical Examiners	3,485.52
507 - Board of Nurse Examiners	1,458.00
515 - Board of Pharmacy	20,744.62
529 - Health and Human Services Commission	139,200.02
530 - Family and Protective Services, Department of	209,154.86
537 - Department of State Health Services	1,550,529.65

Cost by Agency for the 2008-2009 Biennium	
State Agency	Minimum Fiscal Impact for the Biennium
538 - Department of Assistive and Rehabilitative Service	25,502.96
539 - Department of Aging and Disability Services	2,744,419.22
551 - Department of Agriculture	51,421.25
554 - Animal Health Commission	86,760.96
580 - Water Development Board	2,853.60
582 - Texas Commission on Environment Quality	107,431.53
601 - Texas Department of Transportation	2,298,340.35
694 - Texas Youth Commission	243,016.56
696 - Department of Criminal Justice	617,752.82
701 - Texas Education Agency	18,160.43
771 - School for the Blind and Visually Impaired	16,704.06
772 - School for the Deaf	17,197.64
802 - Parks and Wildlife Department	95,554.24
809 - Preservation Board	26,664.40
813 - Commission on the Arts	3,485.52
<b>Total Costs</b>	<b>\$ 9,417,465.26</b>

## *Costs by Occupational Group for Salary Schedules A and B*

---

Table 14 presents a summary of costs of recommended Plan changes by occupational category for the 2008-2009 biennium, excluding law enforcement. These costs summarize the minimum fiscal impact for the biennium.

Table 14

Costs by Occupational Group for the 2008-2009 Biennium	
Occupational Category	Minimum Fiscal Impact for the Biennium
Social Services	\$ 2,562,598.19
Engineering and Design	2,130,449.74
Maintenance	1,468,441.43
Medical and Health	1,110,293.45
Information Technology	687,819.28
Legal	524,972.80
Accounting, Auditing, and Finance	414,069.09
Procedures and Information	140,627.20
Employment	137,554.48
Property Management and Purchasing	117,315.94
Natural Resources	40,788.00
Inspectors and Investigators	32,526.08
Library and Records	14,587.44
Education	12,287.28
Public Safety	8,808.00
Land Surveying, Appraising, and Utilities	7,984.08
Office Services	4,404.54
Custodial and Domestic	1,901.52
Human Resources	36.72
<b>Total Cost</b>	<b>\$ 9,417,465.26</b>

Copies of this report have been distributed to the following:

### **Legislative Audit Committee**

The Honorable David Dewhurst, Lieutenant Governor, Joint Chair  
The Honorable Tom Craddick, Speaker of the House, Joint Chair  
The Honorable Steve Ogden, Senate Finance Committee  
The Honorable Thomas “Tommy” Williams, Member, Texas Senate  
The Honorable Jim Pitts, House Appropriations Committee  
The Honorable Jim Keffer, House Ways and Means Committee

### **Office of the Governor**

The Honorable Rick Perry, Governor

### **Legislative Budget Board**

Mr. John O'Brien, Deputy Director





This document is not copyrighted. Readers may make additional copies of this report as needed. In addition, most State Auditor's Office reports may be downloaded from our Web site: [www.sao.state.tx.us](http://www.sao.state.tx.us).

In compliance with the Americans with Disabilities Act, this document may also be requested in alternative formats. To do so, contact our report request line at (512) 936-9880 (Voice), (512) 936-9400 (FAX), 1-800-RELAY-TX (TDD), or visit the Robert E. Johnson Building, 1501 North Congress Avenue, Suite 4.224, Austin, Texas 78701.

The State Auditor's Office is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, or disability in employment or in the provision of services, programs, or activities.

To report waste, fraud, or abuse in state government call the SAO Hotline: 1-800-TX-AUDIT.