

A Biennial Report of

The Adjustment to the Classified Salary Schedule



Office of the State Auditor

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Key Points Of Report

A Biennial Report of The Adjustment to the Classified Salary Schedule

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Key Facts and Findings

- We recommend that the classified salary schedule be increased by 2.0 percent for each year of the 1996-1997 biennium. National salary structure increases for the private sector average 2.8 percent for 1994, while public sector salary structure increases average 3.0 percent for 1994. National salary budget increases average 4.1 percent for 1994.
- In general, salary surveys reflect that state classified benchmark job salaries lag behind the local labor and industry markets by 6.0 percent. However, the State's benefits package leads the national percentage average by 5.5 percent.
- The cost of living, as measured by the Consumer Price Index, has exceeded the classified salary schedule increase for the past five years, resulting in classified employees experiencing a loss in real earnings.
- The State has not experienced significant recruitment and retention difficulties this biennium; however, a competitive salary schedule continues to be vital in order to attract and retain qualified state employees.

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The salary studies, findings, and recommendations contained in the Biennial Report of the Adjustment to the Classified Salary Schedule of the Classification Office were conducted in accordance with the Position Classification Act, Texas Government Code, Chapter 654.

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Overview

The State Classification Office in the State Auditor's Office conducts periodic studies of salary rates paid in industry and other governmental units for work similar to that performed in state government. The office is required to report these findings and make recommendations for the adjustment of the classified salary schedule. This report examines general salary trends, compares state classified salaries to market data, discusses other factors which influence salaries, and provides a recommendation for the adjustment of the State of Texas Classified Salary Schedule.

The State of Texas does not have a formal compensation philosophy; however, the State has lagged behind competitive labor market salaries over the years. Texas does, however, provide a competitive benefits package which leads the national market average. Collectively, this means that the State's total compensation package remains competitive overall.

In order for the State of Texas to maintain its relative position in competitive salary markets, and for classified employees to avoid a loss of real earnings, we believe the classified salary schedule should be adjusted upward by two percent each year for fiscal years 1996 and 1997. This increase is consistent with salary structure trends for public sector employers (surrounding states and the Federal Government) and general wage increases (City of Austin and Travis County).

Based on the State's May 1994 monthly payroll of \$248,766,796 for classified employees, the approximate cost for classified employee salaries for fiscal year 1994 is \$2,985,201,552. This figure includes the current classified salary schedule (structure) rates for the 125,620 classified positions. A 2.0 percent increase in the classified salary schedule would cost approximately \$60 million for each year of the fiscal year 1996-1997 biennium for classified positions only.

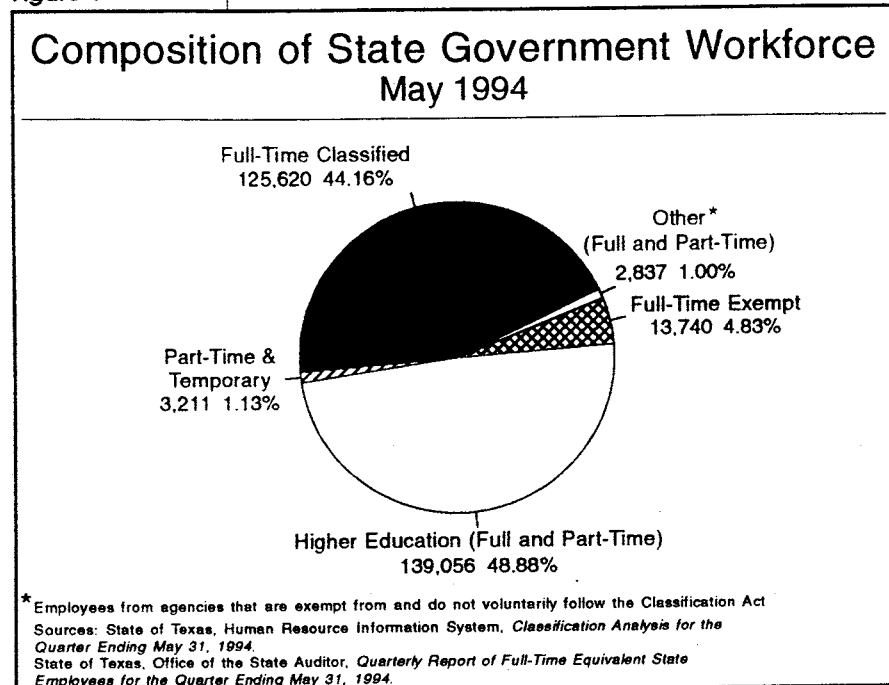
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Section 1:

State Government Work Force

As of May 1994, there were 125,620 full-time classified employees in the State of Texas. Most state agencies which are appropriated funds in the General

Figure 1



Appropriations Act are subject to the Position Classification Act. Institutions of higher education, legislative agencies, and certain other agencies are not subject to the Classification Act. The Act also exempts agency heads and certain other positions, authorized by the two budget offices (the Governor's Office of Budget and Planning and the Legislative Budget Office). As shown in Figure 1, full-time classified employees comprise 44.16 percent of the total state government work force of 284,464 full-time and part-time employees (255,317 FTEs).

Section 2:

Salary Structure and Budget Increase Trends

Section 2-A:

Private Sector Trends

Several nationally recognized sources publish annual salary survey reports which contain data relating to overall adjustments to employer salary budgets and salary structures. A **salary budget** refers to the total amount of funds an organization allocates for payment of salaries during a specified period. In contrast, a **salary structure** refers specifically to the structure of job grades and pay ranges established within an organization. The salary structure may be expressed in terms of job grades, job evaluation points, or policy lines.

Survey data reported in these national survey results include organizations representing a broad cross-section of industrial, insurance, communications, healthcare, government, financial, service, utility, transportation, and wholesale and retail trade employees nationally. These surveys indicate that the 1995 national average salary budget increases, expressed as a percentage of payroll, will remain basically unchanged from the 1994 levels of 4.0 to 4.1 percent.

Of the national salary surveys, one of the most reliable and most frequently quoted by those in the field of compensation is the survey published by the American Compensation Association (ACA). According to the ACA's 1994-1995 Salary Budget Survey, actual salary budget increases over the past four years and projected increases for 1995 are as follows:

National Salary Budget Trends	1991	1992	1993	1994	1995*
FLSA Exempt	5.0%	4.7%	4.3%	4.0%	4.1%
FLSA Nonexempt	5.0%	4.6%	4.2%	4.0%	4.1%

* Projected

This year's ACA survey was based on data received from 3,300 U.S. firms representing 10 million employees. In a regional analysis, organizations in the Southern Region matched the national average of 4.1 percent. These survey results indicate that the current salary budget growth rates are not as great as they were in the late 1980s, and have dropped nearly 20 percent since 1991, from 5.0 percent to 4.1 percent.

Other nationally recognized sources of private and public sector salary budget data confirm that the 1995 overall salary budget increases are expected to remain unchanged from 1994 levels. Forecasted increases from the William M. Mercer, Inc., *1994/1995 Compensation Planning Survey* (private sector) and the Conference Board's *Annual Salary Budget Survey* (public sector) also reflect salary budget increases of 4.0 to 4.1 percent for 1995.

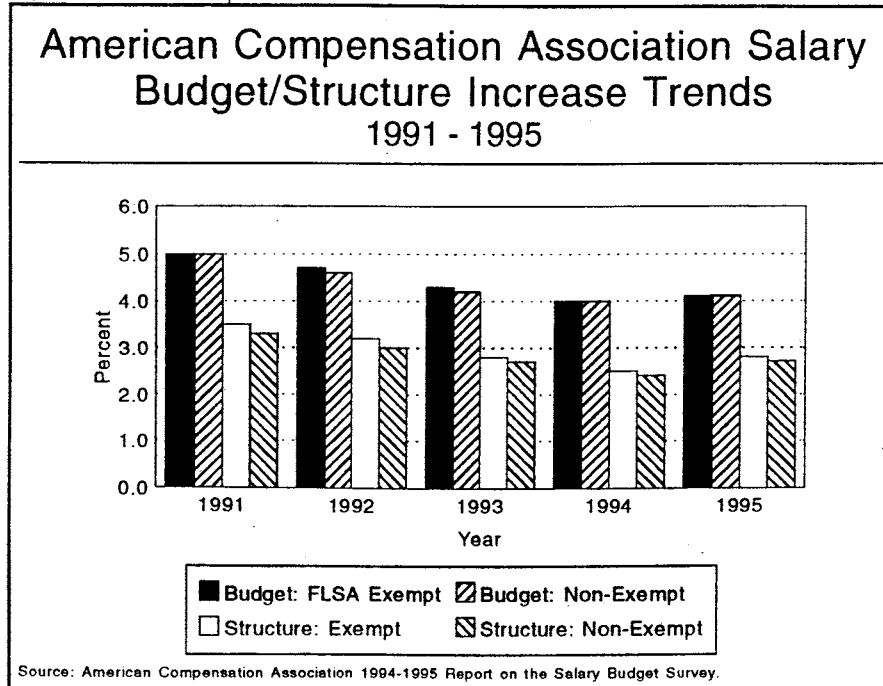
In addition to reporting national salary budget data, ACA surveys and reports trends in salary structure adjustments. The 1994-1995 survey indicates the following actual salary structure increases for the years 1991-1995:

National Salary Structure Trends	1991	1992	1993	1994	1995*
FLSA Exempt	3.5%	3.2%	2.8%	2.5%	2.8%
FLSA Nonexempt	3.3%	3.0%	2.7%	2.4%	2.7%

* Projected

Figure 2 illustrates a comparison of ACA national salary budget trends to salary structure trends and characterizes the difference between an organization's salary budget and its salary structure.

Figure 2



For example, in 1995, the predicted total salary budget increase for exempt positions is 4.1 percent, while the projected salary structure increase is 2.8 percent. The salary structure increase (2.8 percent) is one component of the total salary budget increase (4.1 percent). The difference between the two figures (in this case 1.3 percent) represents the amount remaining (after the base salary structure adjustment) for salary budget increases which can be applied to individual employee promotions, merit increases, bonuses, and other forms of direct pay.

Section 2-B:

Public Sector Trends

The Central States Compensation Survey is based on data reported by 18 state governments in the Central United States. The 1993 survey reports that the following average salary structure increases have occurred during the past five years:*

Average Salary Schedule Increases	1990	1991	1992	1993	1994
Central States	3.60%	3.18%	3.05%	2.89%	3.02%

* For salary increases reported by individual state, refer to Appendix 2, "Salary Schedule Increases of Central States Governments, 1990-1994."

Many state governments are facing continued fiscal crises and have, therefore, instituted measures to reduce salary budget increases. Some states have instituted salary and/or hiring freezes, furloughs, layoffs, early retirement incentives, and other reduction-in-force measures. Additionally, many states and other organizations have shifted away from awarding employee merit salary increases which increase the salary

budget permanently and are now awarding lump sum bonuses to reward employees exhibiting outstanding performance.

Faced with similar budget constraints, a national 2.0 percent salary structure increase proposal for federal employees for 1995 was recently endorsed by the President. In addition, Travis County approved a 2.25 percent cost of living increase effective October 1, 1994, and the City of Austin approved a 2.5 percent general wage increase for city employees for 1995.

In comparison, the following table lists the general salary structure increases authorized by the Texas Legislature for State of Texas classified employees for the current fiscal year and the previous four fiscal years:

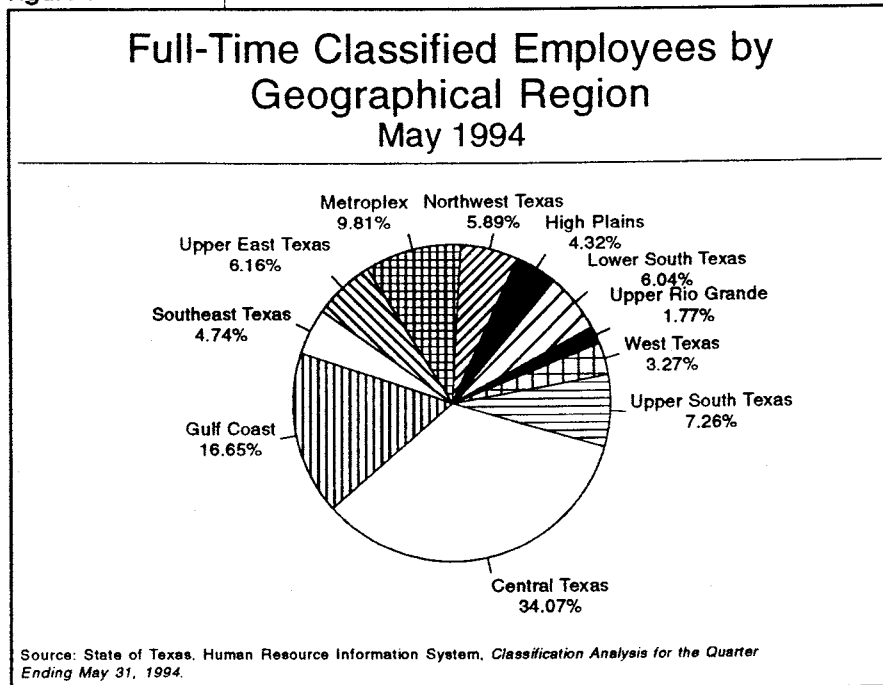
	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995
Salary Schedule Increase Adjustment	0.0%	3.0%	3.0%	0.0%	0.0%

An important point to note, however, is that the Legislature does not currently provide agencies with the funding for any additional salary administration expenditures (i.e. merits, promotions, step adjustments), nor did it provide the funding to cover the fiscal year 1995 agency costs of the 3.0 percent salary structure increase granted in the last year of the previous biennium.

The State's Total Compensation Package Must Be Taken Into Consideration When Recommending Adjustments To The Classified Salary Schedule

The State's total compensation package consists of both direct pay and benefits. It is important to study how the State compares with other markets based on this total compensation package. Using the 11 geographic regions identified by the Texas Health and Human Services Commission, it can be shown that the region containing the largest percentage of the State's full-time classified employees is the Central Texas region, which includes Travis County, as shown in Figure 3.

Figure 3



Therefore, this region is considered the primary market within which the State competes for its classified employees and, as such, forms the basis for comparison with market salary data.

In analyzing comparative market salary data, we focused on three market surveys. These surveys included the Austin Human Resource Management Association/Greater Austin Chamber of Commerce 1994 Salary Survey of

Austin; the United States Department of Labor, Bureau of Labor Statistics (BLS) *Occupational Compensation Survey: Pay Only - Austin, Texas, August 1993*; and the *1994 Central States Compensation Survey*.

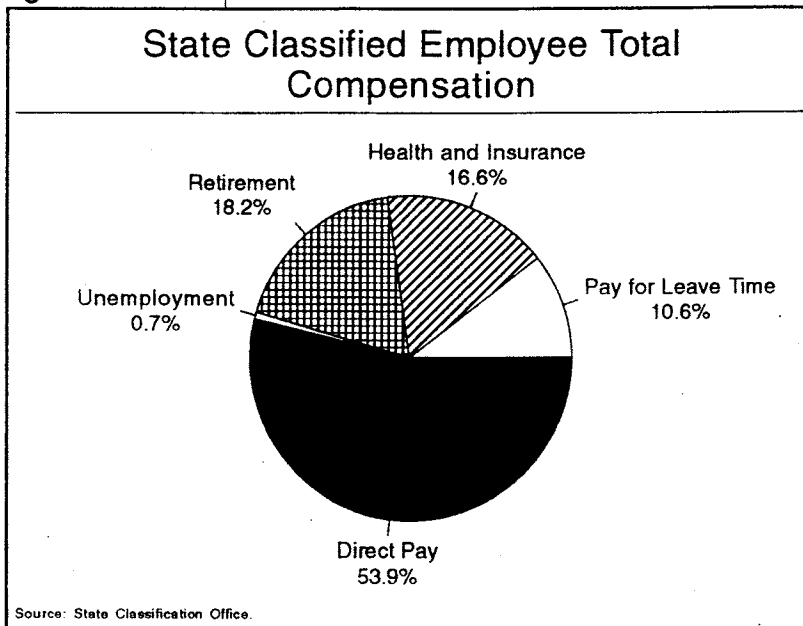
In keeping with our focus on the Central Texas area as the primary geographic labor market in which the State competes for its classified work force, we first analyzed comparable market salary data from the two Austin area surveys. We matched benchmark jobs within the Classification Plan to comparable jobs contained in these surveys. An overall analysis of Central Texas market salaries indicates that classified salaries are six percent behind those of the 129 benchmark survey jobs we matched in the Austin surveys. Stated another way, classified salary levels are 94 percent of the market salary levels in Central Texas. Appendices 2.1 through 2.4 provide information relating to Central Texas market salaries for individual jobs versus state classified salaries for those jobs.

A comparison of classified salaries to the Central Texas market is critical; however, it is important to study regional state government market salaries as well. These states traditionally have similar concerns and issues facing them and serve as an industry comparison for salary trends. For this purpose, we selected comparable market salary data available from the *1994 Central States Compensation Survey*.

In analyzing classified salaries of benchmark jobs against market salaries contained in the Central States area, we found that state classified salaries also lag behind these market salaries by six percent overall. (Refer to Appendix 4.1.) It appears that, in general, Texas classified salaries lag behind the various market salaries by approximately six percent.

In the past, employers surveyed other markets to compare direct pay, while employee benefit programs were compared to the market in separate reviews. However, benefits can no longer be viewed as merely employee satisfiers since they are now considered primary motivators by many employees. This is evidenced by the concern over the increasing cost of health insurance and various other flexible benefits. Therefore, the line between direct pay and benefits has become increasingly blurred. Employers must now consider the entire compensation package, including direct pay and benefits, and are increasingly required to compete with other markets based on this total package (Hackett, pages 1-8).

Figure 4

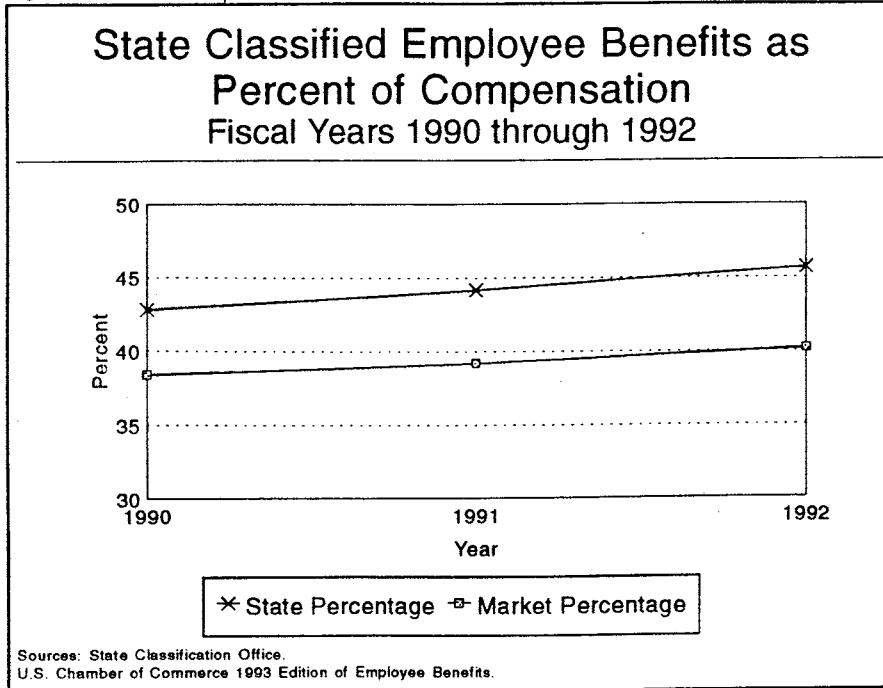


For Texas, this means that the Legislature should continue to consider not only direct pay, which includes base salary, achievement bonuses, and the employee incentive and productivity plan, but also other factors which affect state employees' total compensation. These other factors include health insurance, optional insurance coverage, holidays, vacation and sick leave benefits, and other perquisites such as flexible work hours and employee education and training. All of these benefits, combined with direct pay, form the total compensation package for state employees.

The benefits provided by the State have been divided into four categories: pay for leave time (vacations and holidays), health and insurance programs (workers' compensation, sick leave, and life, accident, and health insurance), retirement programs (social security and retirement plans), and unemployment insurance programs (consisting of unemployment insurance payments). Figure 4 illustrates the percent the State of Texas spends on classified

employee compensation for each of the components that make up its total compensation package.

Figure 5



The U.S. Chamber of Commerce surveyed 1,100 employers in both the public and private sectors in 1992. Their findings, reported in the 1993 edition of *Employee Benefits*, revealed a national average of benefits as a percent of total compensation of 40.2 percent for 1992. This data included small firms that pay less than 25 percent of salaries for benefits, as well as large employers that spend over 50 percent. In comparison, in 1992, 45.7 percent of the State of Texas' total compensation costs were spent on benefits. This rate increased further to 46.1 percent in 1993, indicating that the benefit package

provided to classified employees continues to compare favorably to benefit packages provided by other employers. Figure 5 illustrates this comparison.

Section 4:

Cost of Living Increases Have Resulted in State Employees Losing Real Earnings

General salary increases must take into account the inflation rate in order for employees to have any increase in real earnings. As illustrated in Figure 6 (on the following page), state classified employees have not had a gain in real earnings over the last five years. In fiscal year 1993, the increase to the classified salary schedule was the same as the increase in the inflation rate. Therefore, no loss in real earnings was experienced that year. In all other years, however, state classified employees have lost real earnings. The Consumer Price Index for 1995, as projected by the Conference Board, is 3.6 percent. Since the Legislature did not grant a general salary increase for fiscal year 1995, classified employee salaries will not stay abreast of inflation, and a loss in real earnings will be experienced during fiscal year 1995.

Figure 6
 Inflation Rates' Effect on Classified Employee Earnings
 For Each Fiscal Year 1991-1995

	1991	1992	1993	1994	1995
Classified Salary Schedule % Increase	0.0	3.0	3.0	0.0	0.0
CPI % Increase	6.2	3.4	3.0	2.7	3.6*
Loss/Gain in Real Earnings	-6.2	-0.4	0.0	-2.7	-3.6

* Projected

Source: U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index, September 1990-1994.

Figure 7 reflects the **average** salary increase a classified employee (based on average classified salary) has received over the last five years, as compared to the change in real earnings. The figure shows that while classified employees' salaries have increased 14.9 percent over the last five years, inflation has increased 19.1 percent; therefore, classified employees have actually experienced an average decrease in real earnings of \$61.31 per month, or \$735.72 per year, compared to what they were earning five years ago.

Figure 7
 Inflation Rates' Effect on Classified Employee Earnings
 Fiscal Years 1989-1994

Fiscal Year	May CPI	Index	May Average Salary	Index	Real (1983) Dollars
1989	123.8	100.0	\$1724.04	100.0	\$1724.04
1990	129.2	104.4	1819.12	105.5	1742.45
1991	135.6	109.5	1824.31	105.8	1666.04
1992	139.7	112.8	1878.44	109.0	1665.28
1993	144.2	116.5	1972.59	114.4	1693.21
1994	147.5	119.1	1980.31	114.9	1662.73
Increase over period		19.1%		14.9%	\$ -61.31

Source: U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index.
 State of Texas, Human Resource Information System, Classification Analysis for the Quarter Ending
 May 31, 1994.

The State Has Not Experienced Significant Recruitment and Retention Difficulties

Statewide recruitment rates across all job classes are affected by factors such as the classified salary schedule and the salary administration provisions which are contained in Article V of the General Appropriations Act. In 1991, the 72nd Legislature provided agencies with greater flexibility in compensation administration by including a new rider in the salary administration provisions. This rider permits agencies to compensate new hires and current employees at any step rate within the appropriate salary group. Prior to the addition of this rider, agencies were required to hire classified employees at the minimum (Step 1) rate of the salary group and could only increase employees' salaries to higher step rates within the same salary group by granting merit salary increases. During fiscal year 1993, 23 percent of the total classified employee new hires were hired above Step 1. This increased flexibility in compensating new hires has alleviated the recruitment problems previously experienced by certain agencies.

In addition to recruitment, statewide turnover is another factor to examine when considering adjustments to the classified salary schedule in order for the State to be competitive and attract and retain qualified state employees. Employees may leave one state agency and move to another state agency for salary reasons. Employees may also leave state employment altogether.

While employees leave state employment for many reasons, some appear to leave for salary-related reasons. The percent of state classified employees whose stated reason for resigning employment with the State as a result of inadequate salary has decreased over the past five years. During fiscal year 1993, 1,385 classified employees (8.3 percent of total terminations that year) stated inadequate salary as the reason for leaving, which indicates that retention of trained employees is a factor to consider when evaluating overall salary structure increases.

As employees leave state employment, agencies experience substantial costs in terms of hiring, training, and productive time lost in bringing a new employee up to standard production levels. During fiscal year 1993, statewide full-time classified employee turnover was 13.31 percent, while nationwide turnover stood at 9.6 percent, according to the Bureau of National Affairs. However, the turnover rate for fiscal year 1993 was one of the lowest the State has ever experienced.

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Objective, Scope, and Methodology

In developing our recommendations for the adjustment to the State of Texas Classified Salary Schedule, the State Classification Office analyzed:

- Classified employee geographic work force distribution
- National and regional salary trends for both the private and public sector
- Market salary data for benchmark jobs
- Classified employee total compensation package
- Inflation rates
- Classified employee recruitment and retention

In determining the geographic scope of comparison for market salary rates, we initially researched and considered market salary data on a national, regional, statewide, and local basis. National salary data obtained revealed definite geographic differences in salaries paid, depending on the region of the country surveyed (i.e. the East Coast, West Coast, or Central United States). An analysis of statewide salaries also resulted in clear geographic differences in salaries paid for similar work, with higher salaries being paid in the Dallas and Houston regions and lower salaries being paid in the South Texas region.

Since the objective of this report was to make recommendations for the adjustment of the classified salary schedule, we examined the distribution of the classified work force in the State of Texas. By dividing Texas into the 11 geographic regions used by the Texas Health and Human Services Commission, it is clearly evident that the largest concentration of classified employees is located in the Central Texas area. This area is, therefore, the primary market in which the State competes for its classified employees. For these reasons, we elected to focus our analysis of comparable market salary data on data available from the Austin market and surrounding areas, with a brief discussion of national salary data and an examination of state government salary data from the *1994 Central States Compensation Survey*. Research on salary surveys available in the Central Texas area resulted in the use of the Austin Human Resource Management Association/Greater Austin Chamber of Commerce *1994 Salary Survey of Austin* and the United States Department of Labor, Bureau of Labor Statistics *Occupational Compensation Survey: Pay Only - Austin, Texas, August 1993* as the two most comprehensive salary surveys for comparison to state classified employee salaries.

When grouping the benchmark jobs (jobs used for making pay comparisons) together for analysis, we used the Equal Employment Opportunity Commission's (EEOC) official categories. These categories include: officials and administrators, professionals, technicians, protective service workers, para-professionals, administrative support, skilled craft workers, and service-maintenance positions. We elected not to include data on officials and administrators, however, because these positions in Texas state agencies are typically exempt from the Classification Plan.

Prior to performing any statistical analyses on salary survey data using surveys in which the State of Texas was a participant, we removed the State's salary data from the survey results. By extracting the State's data, an accurate comparison could then be made between state classified salaries and the remainder of the market.

In reporting market salary data, we used **simple averages**, in contrast to **weighted averages**, for comparing benchmark jobs. We believe the market salary rates obtained using simple averages provide an accurate representation of comparative salary data.

When comparing the State's salary data against the market, we used the state **midpoint** (classified salary schedule Step 4 rate) of each given salary group as the classified salary rate. This is a departure from using **average** classified job salaries as the basis for comparison, as had been used in previous biennial reports. The midpoint is frequently referred to as the **control point**, meaning the point within the salary range representing the desired pay for a fully qualified, satisfactory performer in a job. Step 4 is a more accurate measure of the entire salary range, particularly since state classified job salaries tend to cluster at the lower steps (Steps 1 and 2) within a given salary group.

In this report, we compared classified salary midpoints (Step 4) to market pay through calculation of a **market index**. The market index provides a measure of how classified pay compares to the market by demonstrating the percentage above or below market state classified salaries for any given benchmark position. For example:

State Classified Salary for Benchmark Position (Class X) =	\$ 800
Market Salary (Job X) =	1,000
Market Index =	$\frac{800}{\$ 1,000} = .80$

The state classified salary for Class X is 80 percent of the market salary. Another way to express this relationship between the two salaries would be to state that the classified salary is 20 percent behind the market salary for this position.

This work was conducted by the following members of the State Classification Office:

- Kelli Dan, CCP, PHR
- Jeanine Pollard, PHR
- Juliette Torres, PHR
- Carlotta Valdez, PHR

Appendix 2:

Salary Schedule Increases of Central States Governments 1990-1994

STATE	1990	1991	1992	1993	1994
Arkansas	2.00%	2.50%	4.00%	0.00%	0.00%
Colorado	2.16%	4.22%	2.51%	3.22%	2.45%
Idaho	5.30%	4.00%	1.30%	2.00%	0.00%
Iowa Non-Union Union	5.00%	5.00% 0.00%	7.50% 4.00%	\$650/yr	2.00%
Kansas	1.50%	0.00%	1.00%	0.50%	1.50%*
Louisiana	4.00%	0.00%	0.00%	0.00%	0.00%
Minnesota	5.00%	2.50%	2.50%	0.00%	3.25%
Missouri	2.00%	0.00%	0.00%	1% + \$400/yr	1% + \$400/yr
Montana	2.50%	\$.60/hr	\$.45/hr	unknown	0.00%
Nebraska	4.00%	3.00%	3.00%	\$300/yr	\$500/yr
New Mexico	varied	1.50%	3.00%	4.00%	4.5%
North Dakota	0.00%	4.00%	\$480/yr	\$720/yr	3.00%
Oklahoma	\$1000/yr	\$420/yr	2.50%	2.50% to 5.00%	\$800/yr*
South Dakota	5.00%	6.50%	6.50%	5.50%	5.50%
TEXAS	5.00%	0.00%	3.00%	3.00%	0.00%
Utah	4.00%	1.70%	3.00%	2.75%	0.00%
Wisconsin	4.25%	1.27%	4.25%	1.50%	0.00%
Wyoming	3.00%	2.00%	0.00%	\$100 to \$1000/yr	unknown
AVERAGE	3.65%	3.18%	3.05%	2.89%	3.02%

Source: 1994 Central States Fringe Benefits Survey

* Notes to Pay Increase History

Kansas The 1.5 percent pay increase for fiscal year 1995 is not effective until 9-18-94.

Oklahoma Effective October 1, 1994, employees will receive an \$800 per year increase. Law enforcement will receive a 6 percent yearly increase.

Appendix 3:

Local Market Data for Benchmark Jobs

Appendix 3.1:

**Comparison of State Classified Salaries with the Austin Human Resource Management Association/Greater Austin Chamber of Commerce
1994 Salary Survey of Austin**

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
ADMINISTRATIVE SUPPORT				
Clerk II	Mail Clerk 1	\$1223	\$1236	0.99
Switchboard Operator/Receptionist	Switchboard Operator/Receptionist 1	\$1298	\$1208	1.07
Clerk I	Administrative Support 1	\$1091	\$919	1.19
Clerk II	Administrative Support 2	\$1223	\$1116	1.10
Clerk III	Administrative Support 3	\$1377	\$1473	0.93
Clerical Supervisor IV	Office Services Coordinator	\$1898	\$2063	0.92
Secretary II	Secretary 1	\$1377	\$1487	0.93
Administrative Secretary	Secretary 2	\$1666	\$1692	0.98
Legal Secretary II	Legal Secretary	\$1898	\$2045	0.93
Legal Assistant II	Legal Assistant (Paralegal)	\$2312	\$2219	1.04
Word Processing Operator II	Word Processing Operator 1	\$1564	\$1518	1.03
Word Processing Operator III	Word Processing Operator 2	\$1779	\$1926	0.92
Accounting Clerk I	Accounting Clerk 1	\$1223	\$1349	0.91
Accounting Clerk II	Accounting Clerk 2	\$1377	\$1555	0.89
Accounting Clerk III	Accounting Clerk 3	\$1564	\$1778	0.88
Accounting Clerk IV	Accounting Clerk 4	\$1779	\$1948	0.91
Data Entry Operator I	Data Entry Operator 1	\$1223	\$1246	0.98
Data Entry Operator III	Data Entry Operator 2	\$1564	\$1430	1.09
ADP Equipment Operator I	Computer Operator 1	\$1470	\$1543	0.95
ADP Equipment Operator II	Computer Operator 2	\$1666	\$1787	0.93
ADP Equipment Operator III	Computer Operator 3	\$1898	\$2193	0.87
ADP Equipment Operator IV	Computer Operator 4	\$2312	\$2522	0.92
Stock Clerk III	Laborer, Material Handling	\$1377	\$1395	0.99

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 3.1, continued				
Reproduction Equipment Operator I	Offset Equipment Operator	\$1666	\$1468	1.13
Human Resources Management Clerk I	Human Resources Support 1	\$1223	\$1602	0.76
Human Resources Management Clerk III	Human Resources Support 2	\$1564	\$1690	0.93
<i>OVERALL - ADMINISTRATIVE SUPPORT</i>		<i>\$1562</i>	<i>\$1571</i>	<i>0.97</i>
PROFESSIONAL				
Accountant I	Accountant 1	\$1898	\$2217	0.86
Accountant III	Accountant 2	\$2638	\$2356	0.88
Chief Accountant I	Accountant 3	\$2816	\$2694	1.05
Chief Accountant II	Accountant 4	\$3318	\$3219	1.03
Chief Accountant III	Accountant 5	\$3544	\$3399	1.04
Purchaser I	Buyer 1	\$2027	\$2250	0.90
Purchaser II	Buyer 2	\$2312	\$2666	0.87
Purchaser III	Buyer 3	\$2638	\$3361	0.78
Purchaser IV	Purchasing Manager 1	\$3109	\$3096	1.04
Engineer I	Engineer 1	\$2816	\$2789	1.01
Engineer II	Engineer 2	\$3109	\$3321	0.94
Engineer III	Engineer 3	\$3318	\$4096	0.81
Engineer IV	Engineer 4	\$3544	\$4772	0.74
Engineer V	Engineer 5	\$3785	\$5978	0.63
Nurse III	Registered Nurse (General)	\$2638	\$2893	0.91
Advanced Nurse Practitioner	Nurse Practitioner	\$2816	\$3624	0.78
Nurse V	Head Nurse	\$3544	\$3253	1.09
Registered Therapist III	Respiratory Therapist	\$2638	\$2669	0.91
Registered Therapist IV	Physical Therapist	\$3109	\$3364	0.92
Dietitian II	Dietitian	\$2165	\$2364	0.92
Position Classification Analyst II	Compensation Specialist	\$2816	\$2564	1.10

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 3.1, continued				
Human Resources Management Specialist	Human Resource Generalist	\$3109	\$2709	1.15
Training Specialist IV	Training Specialist	\$2816	\$3066	0.92
Clinical Social Worker III	Caseworker	\$2469	\$2363	1.04
Information Specialist III	Senior Public Relations Specialist	\$3109	\$3019	1.03
<i>OVERALL - PROFESSIONAL</i>		\$2909	\$3124	0.93
PARA-PROFESSIONAL				
Administrative Technician II	Administrative Assistant	\$1898	\$1728	1.10
Administrative Technician II	Secretary 3	\$1898	\$1853	1.02
Administrative Technician III	Secretary 4	\$2165	\$2040	1.06
Human Resources Management Assistant I	Human Resources Support 3	\$1898	\$1844	1.03
Human Resources Management Assistant II	Human Resources Support 4	\$2165	\$2033	1.06
<i>OVERALL - PARA-PROFESSIONAL</i>		\$2005	\$1900	1.06
PROTECTIVE SERVICES				
Security Worker II	Security Worker	\$1155	\$1203	0.96
Security Officer I	Guard	\$1564	\$1362	1.15
<i>OVERALL - PROTECTIVE SERVICES</i>		\$1360	\$1283	1.06
SKILLED CRAFTS				
Maintenance Mechanic IV	Carpenter, Maintenance	\$1898	\$1969	0.96
Electrical and Air Conditioning Mechanic III	Electrician, Maintenance	\$2312	\$2657	0.87
Maintenance Mechanic III	Painter, Maintenance	\$1666	\$1733	0.96
Maintenance Mechanic IV	Plumber, Maintenance	\$1898	\$1997	0.95
Maintenance Mechanic V	Mechanic, Maintenance	\$2165	\$2635	0.82
Motor Vehicle Mechanic III	Mechanic, Automotive	\$2027	\$2016	1.01
Maintenance Construction Supervisor III	Construction Superintendent	\$2638	\$2723	0.97

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 3.1, continued				
Machinist II	Machinist	\$2027	\$2281	0.89
<i>OVERALL - SKILLED CRAFTS</i>		<i>\$2079</i>	<i>\$2251</i>	<i>0.92</i>
SERVICE-MAINTENANCE				
Warehouse Supervisor	Warehouse Coordinator	\$1666	\$1837	0.91
Helper, Maintenance and Construction	Helper, Maintenance Trades	\$1155	\$1447	0.80
Laborer	Laborer, General	\$1091	\$1109	0.98
Building Custodian II	Custodian	\$1155	\$1132	1.02
Truck Driver II	Truckdriver, Light	\$1298	\$1487	0.87
Food Service Worker III	Food Service Worker	\$1298	\$877	1.48
Head Cook I	Cook	\$1377	\$1336	1.03
MHMR Specialist I	Mental Health Worker	\$1377	\$1733	0.79
<i>OVERALL - SERVICE-MAINTENANCE</i>		<i>\$1302</i>	<i>\$1370</i>	<i>0.95</i>
TECHNICAL				
Technical Writer	Writer	\$2469	\$2279	1.08
ADP Programmer I	Programmer 1	\$2312	\$2101	1.10
ADP Programmer II	Programmer 2	\$2638	\$2550	1.03
ADP Programmer III	Programmer 3	\$3109	\$3444	0.90
ADP Programmer IV	Programmer 4	\$3544	\$3829	0.93
Systems Programmer I	Systems Programmer 2	\$3109	\$2881	1.08
Systems Programmer II	Systems Programmer 3	\$3544	\$3479	1.02
Systems Programmer III	Systems Programmer 4	\$3785	\$3851	0.98
Data Base Administrator I	Database Administrator 1	\$2638	\$2406	1.10
Data Base Administrator II	Database Administrator 2	\$3109	\$2990	1.04
Data Base Administrator III	Database Administrator 3	\$3544	\$3701	0.96
Data Base Administrator IV	Database Administrator 4	\$3785	\$3829	0.99
Systems Support Specialist III	Systems Support Specialist	\$2312	\$2324	0.99
Drafter II	Drafter 2	\$2027	\$1863	1.09
Drafter III	Drafter 3	\$2469	\$2125	1.16

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 3.1, concluded				
Engineer Technician I	Engineering Technician 1	\$1564	\$1489	1.05
Engineer Technician II	Engineering Technician 2	\$1779	\$1780	0.99
Engineer Technician III	Engineering Technician 3	\$2027	\$2293	0.88
Engineer Technician IV	Engineering Technician 4	\$2312	\$3019	0.77
Licensed Vocational Nurse II	Licensed Vocational Nurse	\$1779	\$1990	0.89
Laboratory Technician II	Laboratory Aide	\$1298	\$1206	1.08
Registered Therapist Assistant II	Physical Therapist Aide	\$1898	\$1473	1.29
<i>OVERALL - TECHNICAL</i>		\$2593	\$2586	1.03
STATEWIDE TOTALS		\$2183	\$2275	0.96

Sources: Austin Human Resource Management Association/Greater Austin Chamber of Commerce 1994 Salary Survey of Austin.

Classified Salary Schedule, September 1, 1993.

Appendix 3.2:

**Comparison of State Classified Salaries with the Bureau of Labor Statistics
Occupational Compensation Survey: Pay Only
Austin, Texas, August 1993**

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
ADMINISTRATIVE SUPPORT				
ADP Equipment Operator II	Computer Operator II	\$1666	\$1739	0.96
ADP Equipment Operator III	Computer Operator III	\$1898	\$2213	0.86
Accounting Clerk I	Accounting Clerk I	\$1223	\$1252	0.98
Accounting Clerk II	Accounting Clerk II	\$1377	\$1356	1.02
Accounting Clerk III	Accounting Clerk III	\$1564	\$1656	0.94
Accounting Clerk IV	Accounting Clerk IV	\$1779	\$2152	0.83
Clerk II	Clerk II	\$1223	\$1282	0.95
Clerk III	Clerk III	\$1377	\$1882	0.73
Administrative Technician I	Clerk IV	\$1564	\$2096	0.75
Data Entry Operator I	Key Entry Operator I	\$1223	\$1343	0.91
Data Entry Operator II	Key Entry Operator II	\$1377	\$1744	0.79
Secretary I	Secretary I	\$1298	\$1574	0.82
Secretary III	Secretary II	\$1470	\$1830	0.80
Administrative Secretary	Secretary III	\$1564	\$2087	0.75
Switchboard Operator/Receptionist	Switchboard Operator/Receptionist	\$1298	\$1248	1.04
Word Processing Operator I	Word Processor I	\$1377	\$1569	0.88
Stock Clerk II	Material Handling Laborer	\$1223	\$1257	0.97
Stock Clerk II	Shipping/Receiving Clerk	\$1223	\$1464	0.83
<i>OVERALL - ADMINISTRATIVE SUPPORT</i>		<i>\$1429</i>	<i>\$1652</i>	<i>0.87</i>
PROFESSIONAL				
Systems Analyst I	Computer Systems Analyst I	\$2638	\$3074	0.86
Systems Analyst II	Computer Systems Analyst II	\$3109	\$3564	0.87
Systems Analyst III	Computer Systems Analyst III	\$3544	\$4138	0.86
<i>OVERALL - PROFESSIONAL</i>		<i>\$3097</i>	<i>\$3592</i>	<i>0.86</i>

STATE CLASS TITLE	MARKET TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 3.2, concluded				
PROTECTIVE SERVICE				
Administrative Technician II	Secretary IV	\$1898	\$2552	0.74
<i>OVERALL - PARA-PROFESSIONAL</i>		<i>\$1898</i>	<i>\$2552</i>	<i>0.74</i>
PROTECTIVE SERVICE				
Security Worker I	Guard I	\$1091	\$1064	1.03
<i>OVERALL - PROTECTIVE SERVICE</i>		<i>\$1091</i>	<i>\$1064</i>	<i>1.03</i>
SKILLED CRAFTS				
Maintenance Mechanic I	General Maintenance Worker	\$1377	\$1490	0.92
Motor Vehicle Mechanic II	Maintenance Mechanic, Motor Vehicle	\$1779	\$2177	0.82
<i>OVERALL - SKILLED CRAFT</i>		<i>\$1578</i>	<i>\$1834</i>	<i>0.86</i>
SERVICE-MAINTENANCE				
Building Custodian II	Janitor	\$1155	\$858	1.35
Truck Driver I	Truckdriver, Light	\$1091	\$1167	0.93
Truck Driver II	Truckdriver, Medium	\$1298	\$1833	0.71
Truckdriver III, Heavy Vans	Truckdriver, Heavy	\$1666	\$1525	1.09
<i>OVERALL - SERVICE-MAINTENANCE</i>		<i>\$1303</i>	<i>\$1346</i>	<i>0.97</i>
TECHNICAL				
ADP Programmer I	Computer Programmer I	\$2312	\$2543	0.91
ADP Programmer III	Computer Programmer III	\$3109	\$2956	1.05
Drafter II	Drafter II	\$2027	\$1978	1.02
Drafter III	Drafter III	\$2469	\$2452	1.01
<i>OVERALL - TECHNICAL</i>		<i>\$2479</i>	<i>\$2482</i>	<i>1.00</i>
OVERALL - TOTAL		\$1706	\$1913	0.89

* Market data was aged 4.0 percent based on general salary trends.

Sources: U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Compensation Survey: Pay Only - Austin, Texas, August 1993.*

Classified Salary Schedule, September 1, 1993.

Appendix 3.3:

Market Indexes For State Classified Salaries Using 1994 Local Market Surveys

STATE CLASS TITLE	STATE MIDPOINT	AVE. MKT. RATE	MARKET INDEX
ADMINISTRATIVE SUPPORT			
Switchboard Operator/Receptionist	\$1298	\$1228	1.06
Clerk I	\$1091	\$919	1.19
Clerk II	\$1223	\$1211	1.01
Clerk III	\$1377	\$1678	0.82
Clerical Supervisor IV	\$1898	\$2063	0.92
Administrative Technician I	\$1564	\$2096	0.75
Secretary I	\$1298	\$1574	0.82
Secretary II	\$1377	\$1487	0.93
Secretary III	\$1470	\$1830	0.80
Administrative Secretary	\$1666	\$1890	0.88
Legal Secretary II	\$1898	\$2045	0.93
Legal Assistant II	\$2312	\$2219	1.04
Word Processing Operator I	\$1377	\$1569	0.88
Word Processing Operator II	\$1564	\$1518	1.03
Word Processing Operator III	\$1779	\$1926	0.92
Accounting Clerk I	\$1223	\$1301	0.94
Accounting Clerk II	\$1377	\$1456	0.95
Accounting Clerk III	\$1564	\$1717	0.91
Accounting Clerk IV	\$1779	\$2050	0.87
Data Entry Operator I	\$1223	\$1295	0.94
Data Entry Operator II	\$1377	\$1744	0.79
Data Entry Operator III	\$1564	\$1430	1.09
ADP Equipment Operator I	\$1470	\$1543	0.95
ADP Equipment Operator II	\$1666	\$1763	0.94
ADP Equipment Operator III	\$1898	\$2203	0.86

STATE CLASS TITLE	STATE MIDPOINT	AVE. MKT. RATE	MARKET INDEX
Appendix 3.3, continued			
ADP Equipment Operator IV	\$2312	\$2522	0.92
Stock Clerk II	\$1223	\$1361	0.90
Stock Clerk III	\$1377	\$1395	0.99
Reproduction Equipment Operator I	\$1666	\$1468	1.13
Human Resources Management Clerk I	\$1223	\$1602	0.76
Human Resources Management Clerk III	\$1564	\$1690	0.93
<i>OVERALL - ADMINISTRATIVE SUPPORT</i>	<i>\$1520</i>	<i>\$1671</i>	<i>0.91</i>
PROFESSIONAL			
Systems Analyst I	\$2638	\$3074	0.86
Systems Analyst II	\$3109	\$3564	0.87
Systems Analyst III	\$3544	\$4138	0.86
Accountant I	\$1898	\$2217	0.86
Accountant III	\$2638	\$2356	1.12
Chief Accountant I	\$2816	\$2694	1.05
Chief Accountant II	\$3318	\$3219	1.03
Chief Accountant III	\$3544	\$3399	1.04
Purchaser I	\$2027	\$2250	0.90
Purchaser II	\$2312	\$2666	0.87
Purchaser III	\$2638	\$3361	0.78
Purchaser IV	\$3109	\$3096	1.00
Engineer I	\$2816	\$2789	1.01
Engineer II	\$3109	\$3321	0.94
Engineer III	\$3318	\$4096	0.81
Engineer IV	\$3544	\$4772	0.74
Engineer V	\$3785	\$5978	0.63
Nurse III	\$2638	\$2893	0.91
Nurse V	\$3544	\$3253	1.09
Advanced Nurse Practitioner	\$2816	\$3624	0.77

STATE CLASS TITLE	STATE MIDPOINT	AVE. MKT. RATE	MARKET INDEX
Appendix 3.3, continued			
Registered Therapist III	\$2638	\$2669	0.99
Registered Therapist IV	\$3109	\$3364	0.92
Dietitian II	\$2165	\$2364	0.92
Position Classification Analyst II	\$2816	\$2564	1.10
Human Resources Management Specialist	\$3109	\$2709	1.15
Training Specialist IV	\$2816	\$3066	0.92
Clinical Social Worker III	\$2469	\$2363	1.04
Information Specialist III	\$3109	\$3019	1.03
<i>OVERALL - PROFESSIONAL</i>	<i>\$2907</i>	<i>\$3174</i>	<i>0.92</i>
PARA-PROFESSIONAL			
Administrative Technician II	\$1898	\$2044	0.93
Administrative Technician III	\$2165	\$2040	1.06
Human Resources Management Assistant I	\$1898	\$1844	1.03
Human Resources Management Assistant II	\$2165	\$2033	1.06
<i>OVERALL - PARA-PROFESSIONAL</i>	<i>\$2005</i>	<i>\$1990</i>	<i>1.01</i>
PROTECTIVE SERVICES			
Security Worker I	\$1091	\$1064	1.03
Security Worker II	\$1155	\$1203	0.96
Security Officer I	\$1564	\$1362	1.15
<i>OVERALL - PROTECTIVE SERVICES</i>	<i>\$1270</i>	<i>\$1210</i>	<i>1.05</i>
SKILLED CRAFTS			
Electrical and Air Conditioning Mechanic III	\$2312	\$2657	0.87
Maintenance Mechanic I	\$1377	\$1490	0.92
Maintenance Mechanic III	\$1666	\$1821	0.91
Maintenance Mechanic IV	\$1898	\$1983	0.96
Maintenance Mechanic V	\$2165	\$2635	0.82
Motor Vehicle Mechanic II	\$1779	\$2177	0.82
Motor Vehicle Mechanic III	\$2027	\$2016	1.01

STATE CLASS TITLE	STATE MIDPOINT	AVE. MKT. RATE	MARKET INDEX
Appendix 3.3, continued			
Maintenance Construction Supervisor III	\$2638	\$2723	0.97
Machinist II	\$2027	\$2281	0.89
<i>OVERALL - SKILLED CRAFTS</i>	<i>\$1950</i>	<i>\$2198</i>	<i>0.89</i>
SERVICE-MAINTENANCE			
Warehouse Supervisor	\$1666	\$1837	0.91
Helper, Maintenance and Construction	\$1155	\$1447	0.80
Laborer	\$1091	\$1109	0.98
Building Custodian II	\$1155	\$995	1.16
Truck Driver I	\$1091	\$1167	0.93
Truck Driver II	\$1298	\$1660	0.78
Truck Driver III, Heavy Vans	\$1666	\$1525	1.09
Food Service Worker III	\$1298	\$877	1.48
Head Cook I	\$1377	\$1336	1.03
MHMR Specialist I	\$1377	\$1733	0.79
<i>OVERALL - SERVICE-MAINTENANCE</i>	<i>\$1317</i>	<i>\$1369</i>	<i>0.96</i>
TECHNICAL			
Technical Writer	\$2469	\$2279	1.08
ADP Programmer I	\$2312	\$2322	1.00
ADP Programmer II	\$2638	\$2550	1.03
ADP Programmer III	\$3109	\$3200	0.97
ADP Programmer IV	\$3544	\$3829	0.93
Systems Programmer I	\$3109	\$2881	1.08
Systems Programmer II	\$3544	\$3479	1.02
Systems Programmer III	\$3785	\$3851	0.98
Data Base Administrator I	\$2638	\$2406	1.10
Data Base Administrator II	\$3109	\$2990	1.04
Data Base Administrator III	\$3544	\$3701	0.96
Data Base Administrator IV	\$3785	\$3829	0.99

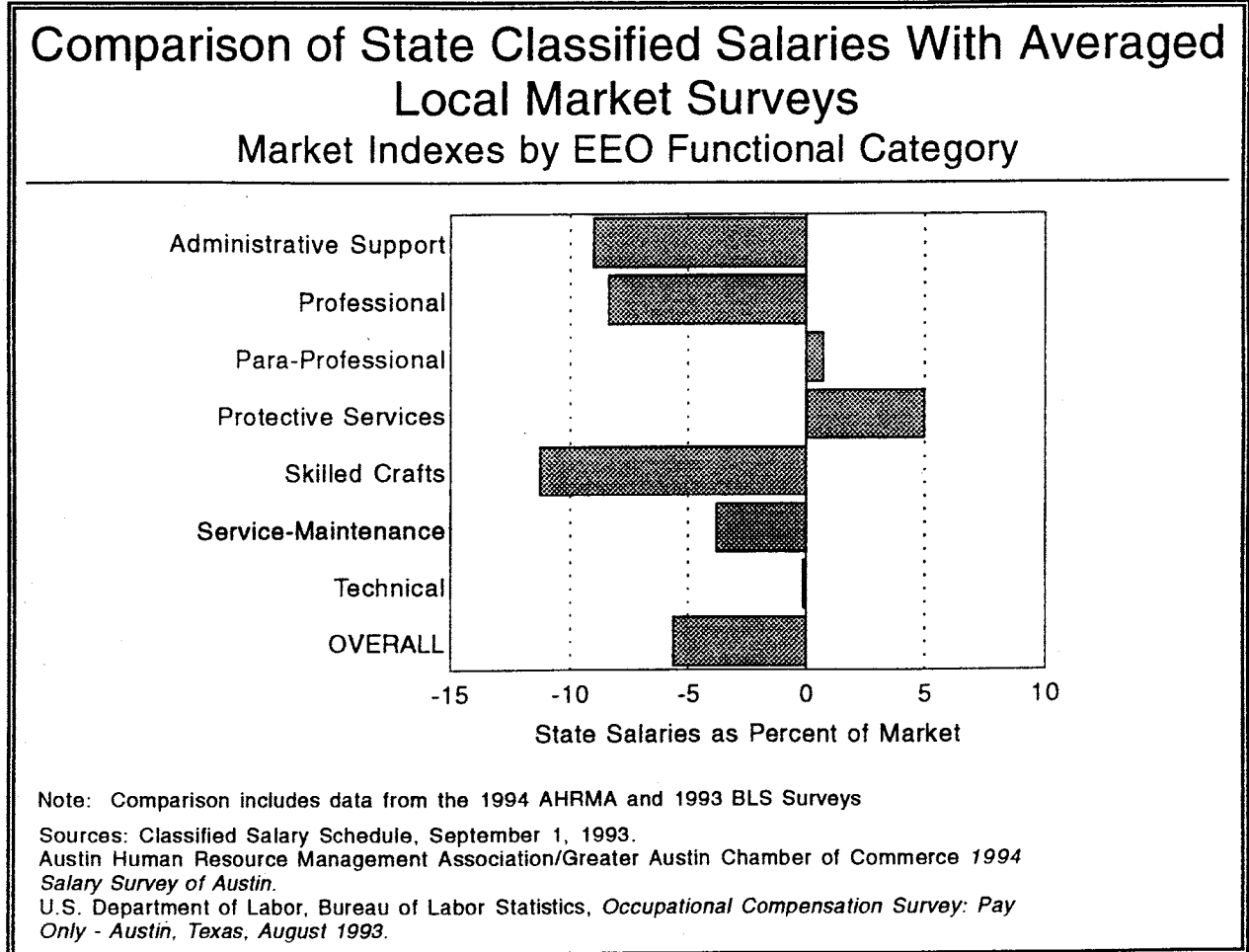
STATE CLASS TITLE	STATE MIDPOINT	AVE. MKT. RATE	MARKET INDEX
Appendix 3.3, concluded			
Systems Support Specialist III	\$2312	\$2324	0.99
Drafter II	\$2027	\$1921	1.06
Drafter III	\$2469	\$2289	1.08
Engineering Technician I	\$1564	\$1489	1.05
Engineering Technician II	\$1779	\$1780	1.00
Engineering Technician III	\$2027	\$2293	0.88
Engineering Technician IV	\$2312	\$3019	0.77
Licensed Vocational Nurse II	\$1779	\$1990	0.89
Laboratory Technician II	\$1298	\$1206	1.08
Registered Therapist Assistant II	\$1898	\$1473	1.29
<i>OVERALL - TECHNICAL</i>	<i>\$2593</i>	<i>\$2596</i>	<i>1.00</i>
STATEWIDE TOTALS	\$2141	\$2269	0.94

Sources: Classified Salary Schedule, September 1, 1993.

Austin Human Resource Management Association/Greater Austin Chamber of Commerce *1994 Salary Survey of Austin.*

U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Compensation Survey: Pay Only - Austin, Texas, August 1993.*

Comparison of State Classified Salaries with Averaged Local Market Surveys



Appendix 4:

State Government Data

Appendix 4.1:

**Comparison of State Classified Salaries with the 1994 Central States
Compensation Survey**

STATE CLASS TITLE	SURVEY TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
ADMINISTRATIVE SUPPORT				
Switchboard Operator	Switchboard Operator I	\$1223	\$1330	0.92
Clerk Typist II	Clerk Typist (Journey Level)	\$1223	\$1393	0.88
Word Processing Operator II	Word Processing Typist II	\$1564	\$1645	0.95
Secretary III	Secretary	\$1470	\$1586	0.93
Data Entry Operator I	Data Entry Operator I	\$1223	\$1275	0.96
Data Entry Operator IV	Data Entry Operator IV	\$1779	\$1920	0.93
ADP Record Control Clerk III	Data Control Technician III	\$1666	\$2303	0.72
ADP Equipment Operator II	Computer Operator II	\$1666	\$1884	0.88
Accounting Clerk II	Account Clerk II	\$1377	\$1681	0.82
<i>OVERALL - ADMINISTRATIVE SUPPORT</i>		<i>\$1466</i>	<i>\$1669</i>	<i>0.88</i>
PROFESSIONAL				
Systems Analyst III	Computer Systems Analyst III	\$3544	\$3458	1.02
Purchaser I	Procurement Officer I	\$2027	\$2341	0.87
Purchaser III	State Contracting Officer II	\$2638	\$2661	0.99
Program Administrator II	Administrative Officer II	\$3109	\$3123	1.00
Education Specialist II	Education Program Specialist	\$3109	\$3090	1.01
Health Program Specialist I	Public Health Educator II	\$2816	\$2431	1.16
Health Program Specialist I	Health Program Representative I	\$2816	\$2314	1.22
Training Specialist IV	Staff Development Officer (Mental Health)	\$2816	\$3007	0.94
Research Specialist II	Research Analyst II	\$2816	\$2467	1.14
Management Auditor II	Management Analyst II	\$2816	\$2699	1.04
Planner IV	Planner IV	\$3785	\$3387	1.12

STATE CLASS TITLE	SURVEY TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 4.1, continued				
Human Resources Management Officer I	Personnel Specialist	\$2469	\$2089	1.18
Human Resources Management Officer III	Personnel Officer II	\$2816	\$3040	0.93
Accountant I	Accountant I	\$1898	\$2061	0.92
Accountant III	Accountant III	\$2638	\$2863	0.92
Budget Analyst IV	Chief Budget Analyst	\$3785	\$4584	0.83
Economist III	Senior Economist	\$3109	\$3490	0.89
Attorney IV	Attorney II (Level 2 of 3)	\$3109	\$3461	0.90
Appeals Referee III, TEC	Appeals Referee II	\$3109	\$3073	1.01
Graphics Designer II	Graphics Designer II	\$2312	\$2139	1.08
Information Specialist II	Information Writer II	\$2638	\$2456	1.07
Librarian II	Librarian I	\$2165	\$2211	0.98
Environmental Quality Specialist I	Environmental Specialist I	\$1898	\$2049	0.93
Hydrologist II	Hydrologist II	\$3109	\$2790	1.11
Environmental Quality Specialist VI	Environmental Section Chief	\$3785	\$3696	1.02
Chemist III	Chemist II	\$2469	\$2694	0.92
Microbiologist III	Microbiologist II (Level 2 of 3)	\$2469	\$2462	1.00
Geologist III	Geologist II	\$3318	\$2688	1.23
Biologist I, Conservation	Fish and/or Game Biologist I (Level 1 of 3)	\$2027	\$2167	0.94
Landscape Architect II	Landscape Architect II	\$3109	\$3027	1.03
Engineer I	Highway Engineer I	\$2816	\$2581	1.09
Engineer IV	Civil Engineer II	\$3544	\$3334	1.06
Engineer V	Design Engineer III	\$3785	\$3694	1.02
Engineer V	Chief Engineer	\$3785	\$5611	0.67
Sanitarian II	Sanitarian II	\$2165	\$2377	0.91
Sanitarian IV	Sanitarian IV	\$2816	\$3596	0.78

STATE CLASS TITLE	SURVEY TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 4.1, continued				
Investigator III	Health Services Evaluator	\$2638	\$2743	0.96
Employment Counselor II	Employment Counselor II	\$2312	\$2397	0.96
Employment Supervisor III	Employment Service Supervisor IV	\$2638	\$3452	0.76
Unemployment Insurance Supervisor	Employment Security Administrator II	\$2816	\$4568	0.62
Caseworker I	Caseworker	\$1666	\$1783	0.93
Social Service Worker I	Social Service Worker I	\$1898	\$1916	0.99
Social Service Worker II	Social Worker II (Level 2 of 6)	\$2027	\$2413	0.84
Social Service Supervisor I	Social Services Supervisor I	\$2469	\$2758	0.90
Clinical Social Worker I	Clinical Social Worker I	\$1898	\$2418	0.78
Chemical Dependency Counselor I	Substance Abuse Counselor I	\$2165	\$2155	1.00
Vocational Rehabilitation Counselor II	Vocational Rehabilitation Counselor	\$2638	\$2347	1.12
Investigator II	Investigator II	\$2312	\$2488	0.93
Child Support Officer IV	Child Support Enforcement Supervisor I	\$2816	\$2514	1.12
Aging Program Specialist I	Program Manager I	\$2816	\$2952	0.95
Social Service Administrator II	Social Services Administrator II	\$3318	\$3151	1.05
Nurse I	Registered Nurse I	\$2027	\$2432	0.83
Nurse IV	Registered Nurse Supervisor	\$3109	\$3154	0.99
Nurse V	Registered Nurse VI	\$3544	\$3997	0.89
Associate Clinical Psychologist III	Psychologist II	\$2816	\$3454	0.82
Registered Therapist III	Physical Therapist I	\$2638	\$3330	0.79
Registered Therapist V	Physical Therapist II	\$3318	\$3722	0.89
Pharmacist I	Pharmacist I	\$2638	\$3429	0.77
Dietitian II	Dietitian II	\$2165	\$2616	0.83
Aircraft Pilot II	Aircraft Pilot	\$2816	\$2901	0.97
Chaplain II	Chaplain	\$2638	\$2463	1.07

STATE CLASS TITLE	SURVEY TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 4.1, continued				
Museum Curator	Museum Conservator	\$2469	\$2313	1.07
Network Manager II	Network Control Specialist	\$3109	\$2676	1.16
Architect II	Architect II	\$3109	\$3111	1.00
Budget Analyst II	Executive Budget Analyst II	\$2816	\$3336	0.84
Auditor II	Auditor II	\$2312	\$2424	0.95
Criminalist III	Forensic Scientist	\$2469	\$2859	0.86
Disability Examiner II	Disability Claims Examiner	\$2638	\$2230	1.18
Investigator IV	Investigator IV	\$3109	\$2805	1.11
Veterinarian II	Veterinarian II	\$3318	\$3771	0.88
Assistant Financial Examiner	Financial Examiner I	\$3318	\$3095	1.07
<i>OVERALL - PROFESSIONAL</i>		<i>\$2764</i>	<i>\$2893</i>	<i>0.96</i>
PARA-PROFESSIONAL				
Taxpayer Compliance Officer II	Tax Examiner II	\$2027	\$2073	0.98
Library Assistant II	Librarian Assistant II	\$1470	\$1962	0.75
Employment Interviewer I	Interviewer I	\$1779	\$1893	0.94
Youth Activities Supervisor I	Youth Specialist I	\$1470	\$1560	0.94
Clinical Social Work Assistant	Clinical Casework Assistant	\$1564	\$1749	0.89
Income Assistance Specialist II	Income Maintenance Worker II	\$2027	\$2203	0.92
Rehabilitation Asst. II, Comm. for the Blind	Rehabilitation Counselor for the Blind II	\$1666	\$2511	0.66
Physician Assistant	Physician Assistant	\$3318	\$3546	0.94
Clinical Records Technician	Medical Records Technician	\$1564	\$1977	0.79
Administrative Technician II	Program Assistant I	\$1898	\$1693	1.12
<i>OVERALL - PARA-PROFESSIONAL</i>		<i>\$1878</i>	<i>\$2117</i>	<i>0.89</i>
PROTECTIVE SERVICES				
Corrections Officer II	Corrections Officer II	\$1666	\$1750	0.95
Major of Correctional Officers	Corrections Superintendent II (Level 2 of 2)	\$2816	\$4858	0.58
Parole Officer I	Parole Officer I	\$2312	\$2102	1.10

STATE CLASS TITLE	SURVEY TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 4.1, continued				
Parole Regional Supervisor	Probation and Parole Supervisor I	\$3544	\$2912	1.22
Sergeant of Correctional Officers	Corrections Officer Supervisor I	\$2165	\$2307	0.94
<i>OVERALL - PROTECTIVE SERVICES</i>		<i>\$2501</i>	<i>\$2786</i>	<i>0.90</i>
SKILLED CRAFTS				
Building Manager	Building Manager III	\$2312	\$3431	0.67
Motor Vehicle Mechanic II	Automotive Mechanic II	\$1779	\$1932	0.92
Maintenance Mechanic III	Maintenance Plumber	\$1666	\$2068	0.81
Electrical and Air Conditioning Mechanic I	Maintenance Electrician	\$1898	\$2110	0.90
Maintenance Mechanic III	Maintenance Carpenter	\$1666	\$1954	0.85
<i>OVERALL - SKILLED CRAFTS</i>		<i>\$1864</i>	<i>\$2299</i>	<i>0.81</i>
SERVICE MAINTENANCE				
Safety Officer II	Safety Specialist II	\$2816	\$2739	1.03
Park Ranger I	Park Ranger I	\$1377	\$2005	0.69
MHMR Specialist II	Licensed Mental Health Technician II	\$1470	\$1890	0.78
MHMR Services Assistant	Psychiatric Aide	\$1298	\$1421	0.91
Food Service Worker II	Food Service Worker II	\$1155	\$1234	0.94
Cook II	Cook II	\$1155	\$1529	0.76
Building Custodian I	Custodial Worker	\$1091	\$1258	0.87
Laborer	Laborer	\$1091	\$1389	0.79
<i>OVERALL - SERVICE MAINTENANCE</i>		<i>\$1432</i>	<i>\$1683</i>	<i>0.85</i>

STATE CLASS TITLE	SURVEY TITLE	STATE MIDPOINT	MARKET RATE	MARKET INDEX
Appendix 4.1, concluded				
TECHNICAL				
ADP Programmer II	Programmer II	\$2638	\$2389	1.10
Systems Programmer II	Technical Support Programmer II (Level 2 of 2)	\$3544	\$3384	1.05
Systems Support Specialist III	Management Information Systems Analyst	\$2312	\$2615	0.88
Photographer IV	Photographer II (Level 2 of 2)	\$2638	\$2093	1.26
Engineering Technician IV	Engineering Technician IV	\$2312	\$2462	0.94
Licensed Vocational Nurse II	Licensed Practical Nurse	\$1779	\$1844	0.96
Radiological Technologist II	Radiological Technologist II	\$1564	\$1990	0.79
Medical Technologist I	Medical Technologist I	\$2027	\$2297	0.88
Medical Technician I	Medical Technician I	\$1666	\$1753	0.95
Medical Technologist II	Medical Technologist II	\$2469	\$2472	1.00
Communications Electronic Technician II	Communications Technician II	\$2312	\$2231	1.04
Systems Support Specialist IV	Information System Specialist IV - Internals	\$2638	\$3422	0.77
Right of Way Agent II	Right of Way Agent II	\$2312	\$2458	0.94
Right of Way Agent III	Right of Way Agent IV	\$2638	\$2947	0.90
<i>OVERALL - TECHNICAL</i>		\$2346	\$2454	0.96
STATEWIDE TOTALS		\$2413	\$2580	0.94

Sources: 1994 Central States Compensation Survey.
Classified Salary Schedule, September 1, 1993.

Appendix 5:

Reference List

Hackett, Thomas J., "Future Work: Impact on Direct Compensation," *Perspectives in Total Compensation*, Vol. 3, No. 8 (August 1992): pp. 1-8.

State of Texas, Human Resource Information System, Classification Analysis for the quarter ending May 1994.

_____. Office of the State Auditor, *Quarterly Report of Full-Time Equivalent State Employees for the Quarter Ending May 1994*.

U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index, September 1990-1994.

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