

2007-2008

PAY PLAN STUDY

GENERAL INFORMATION UPDATE

AND

FREQUENTLY ASKED QUESTIONS

OCTOBER, 2008

A REPORT TO THE

**UNIFORM PERSONNEL CLASSIFICATION AND COMPENSATION
PLAN COMMITTEE**

OF THE

ARKANSAS LEGISLATIVE COUNCIL

**SENATOR STEVE FARIS
CO-CHAIRMAN**

**REPRESENTATIVE JOHN PAUL WELLS
CO-CHAIRMAN**

OCTOBER, 2008

PREPARED BY
BUREAU OF LEGISLATIVE RESEARCH
PERSONNEL REVIEW SECTION

The information contained in this document is current as of the month of October, 2008. The proposed recommendations of the Pay Plan Study described herein are as of October, 2008 and are subject to legislative action. Any and all recommendations may be revised or deleted due to that action.

PAY PLAN STUDY BACKGROUND

LEGISLATIVE HISTORY

The 2007-2008 Pay Plan Study was mandated by Act 868 of the 86th General Assembly (SB 963 by Senator Faris). The Act required that the Office of Personnel Management (OPM) of the Department of Finance and Administration (DF&A) conduct a study to review and recommend revisions to the State's existing employee classification system and compensation plan. The Act stated that OPM "...shall conduct a study of the current state employee pay plan and classification system." This Pay Plan Study was to include, but be not limited to, the following:

- job evaluations;
- performance evaluation systems;
- salary surveys;
- classification structure; and
- the development of a total classification plan.

Act 868 also required that OPM include the following members of the General Assembly in the group conducting the Study:

- The Chair of the Senate Committee on State Agencies and Governmental Affairs or his or her designate;
- The Chair of the House Committee on State Agencies and Governmental Affairs or his or her designate; and,
- The Co-Chairs of the Uniform Personnel Classification And Compensation Plan Committee of the Legislative Council or their designees.

The group included:

- Senator Steve Faris, Co-Chair of Personnel;
- Representative John Paul Wells, Co-Chair of Personnel;
- Senator Shawn Womack, Chair, Senate State Agencies;
- Representative Jeff Wood, Chair, House State Agencies;

- Senator Terry Smith (appointed by Senator Faris);
- Representative Chris Thyer (appointed by Representative Wood); and,
- Representative Keven Anderson (appointed by Representative Wells).

The Act required quarterly reports to the Governor and to the Arkansas Legislative Council or Joint Budget Committee, or a designated subcommittee. The Study is to be reviewed by the Personnel Committee of the Legislative Council with final recommendations to be presented to the Arkansas Legislative Council or to the Joint Budget Committee no later than October 1, 2008.

PAY PLAN STUDY PROJECT SCOPE

The State of Arkansas currently has over 3,300 job titles established for classified and non-classified positions. Approximately 30,000 employees within the state agencies and approximately 12,000 employees within the institutions of higher education could be affected by the results of this study. All classified and non-classified positions in all state agencies, boards and commissions, and higher education institutions are included in the Study, with the exceptions noted in the following.

Agency Directors have been exempted from the Study due to Arkansas Code §21-5-204, which states that "Salaries for agency head, agency director, or head of institution positions shall be exempt from the classification and compensation plan, and the maximum annual salary rate shall be authorized in the respective appropriation act."

The following agencies and offices are exempt from the Uniform Classification and Compensation Act and have not been included in the Study:

Judicial agencies

Administrative Office of the Courts
 Circuit Courts
 Prosecuting Attorneys
 Supreme Court
 Court of Appeals

Legislative agencies

House of Representatives
 Senate
 Legislative Council
 Legislative Audit

Elected constitutional officers	Governor Governor's Mansion Commission Lieutenant Governor Secretary of State Attorney General Auditor Treasurer Land Commissioner
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Arkansas Highway and Transportation Department.

The following have also been exempted from the study by the Personnel Committee:

the Judicial Discipline and Disability Commission;
all non-classified positions in the Institutions of Higher Education; and,
most Deputy and Assistant Agency Directors.

PAY PLAN STUDY PROJECT PARTICIPANTS

Act 868 of 2007 mandated that the Office of Personnel Management (OPM) in the Department of Finance and Administration conduct the Study. By direction of the Personnel Committee, the staff of the Personnel Review Section of the Bureau of Legislative Research (Arkansas Legislative Council), also participated in the Study.

Unless otherwise exempted, all state agencies and institutions of higher education were asked to participate in the Study. Each agency and institution of higher education was offered the opportunity to meet with Study Team members who provided information and to solicit input and assistance. Agency and institution personnel contributed by providing detailed job information, sharing pertinent salary survey data, and by reviewing and/or assisting in writing draft job descriptions.

HISTORICAL PERSPECTIVE OF ARKANSAS' CURRENT CLASSIFICATION AND COMPENSATION SYSTEM

The State of Arkansas adopted its first uniform compensation plan with the passage of Act 199 of 1969. The plan consisted of 26 grades (pay ranges), each with seven (7) steps through which employees' salaries could progress over time. The difference between each step was a fixed percentage of approximately 5.5% applied to all grades in the plan. The plan served as the structure for compensating 892 classification titles that were established by the Act at the time of passage.

In the ensuing years, the compensation plan was modified in response to the labor market and other conditions. Cost of living increase authorizations expanded the plan's grade ranges. Subsequent steps were added to allow employees who had reached the maximum salary of their grade to receive pay increases. The plan expanded until it had a maximum of eleven (11) steps by the 1983-1985 biennium. During the first fiscal year of the 1985-1987 biennium, efforts at slowing the growth of the plan reduced the number of steps to ten (10). In 1989 the State discontinued the step pay plan and replaced it with the four level pay plan that is still in use. Since then, salary adjustments have been determined by applying a percentage for promotions, across the board increases, COLAs, etc., that have been authorized by the General Assembly.

CONSTRAINTS OF THE CURRENT CLASSIFIED COMPENSATION PLAN

The State's compensation system has not changed fundamentally since it was designed and implemented more than 30 years ago. The following systemic and/or procedural issues regarding the structure and administration of the current plan have been identified.

- Pay ranges of many classifications are not aligned with the job market and are not competitive with comparable private sector jobs. Pay grade minimums for many classifications are too low to attract and retain candidates. Evidence of that is more than 400 Labor Market Special Entry Rates that are currently approved for classifications that do not have competitive pay grades.
- The pay for performance provisions of the Uniform Classification and Compensation Act have not functioned adequately to advance employees through their pay grades due primarily to a lack of consistent funding. The

standards based performance evaluation system, originally established by Acts 100 and 101 of 1985, was intended to implement a performance based pay system that would allow employees to receive incremental pay increases based on their annual evaluation rating. The system was not consistently funded and it ultimately became a component of the Career Ladder Incentive Program (CLIP), which was created by Act 1061 of 1999.

Act 289 of 2007 reinstated the authorization for merit increases for classified employees. Effective July 1, 2007 employees became eligible for merit increases as follows:

Rating of "Satisfactory"	1.5% increase
Rating of "Above Average"	3.0% increase
Rating of "Exceeds Standards"	4.5% increase.

- Minimum Qualifications (MQs) for many classifications have become outdated, are inconsistent with other classifications with the same pay grades and, in many instances, have become obstacles in recruiting and selecting employees.
- Outdated, inappropriate, or inapplicable MQs have resulted in the increasing use of the established process for determining equivalencies and substitutions for education and experience.
- The classification system has often been used to address pay issues rather than the level of the position's duties and responsibilities. This has led to the manipulation of the classification system to inappropriately reclassify employees in order to increase salary. In other words, many employees have been intentionally misclassified in order to increase their base pay.
- Distinctions between classification levels within an occupational group are difficult to determine. Classifications that are in a series (e.g., Secretary I and Secretary II) may have few substantive differences in job duties and responsibilities and in MQs, yet they have a difference in grade.
- The current pay grades have variable percentage differences between them, making it difficult to distinguish between the values of jobs. Known as "compression", this lack of distinction within and between pay grades reduces the traditional pay differentials for tenure and supervision.

- The system contains many outdated classifications. For example, the Clerk Typist class is still used in the system even though computers have replaced typewriters and the original purpose of this class no longer exists.
- There are many classes that are agency specific, having been established for individual agencies or institutions. There are many titles that have similar duties and responsibilities, yet have different grades. This results from the contention that unique agency missions and/or market competition justifies specialized job descriptions and different grade levels. For example, the functional title of "Personnel Manager" currently has 25 separate iterations in class code, title, and grade. Although all the positions in those separate classifications have similar duties and responsibilities, the various titles vary by four different grades.
- The number of classifications has grown from 892 in 1969 to just over 2,200 in 2008, an increase of 135% in 39 years. Additionally, there are approximately 1,100 non-classified titles with line item salaries currently established, including Directors and Deputy Directors. Non-classified positions, commonly known as "Grade 99s", are not subject to the Uniform Classification and Compensation Act.
- The pay grade and range structure has not been substantially changed since 1989 when the current four pay level structure replaced the step structure. The step plan essentially guaranteed a 5.5% increase with each step increase, provided funding was available. The elimination of steps essentially froze the relative position of employees in the pay plan. With virtually all cost of living adjustments (COLA) authorized for employees came the adjustment in the pay plan by the same percentage. In other words, if employees received a 2.0% across the board increase, the pay plan was also adjusted by 2.0%, making any progress across the pay range difficult for employees.
- The number of grades in the pay plan has not changed since the passage of the Uniform Classification and Compensation Act in 1969. Although there are 26 pay grades in the current plan, it is effectively a 24 grade plan since the first two grades of the pay plan have neither classifications nor employees assigned to them.
- Forty-seven percent (47%) of all agency classified state employees are in grades 16 to 20 on the current pay plan, meaning that almost one-half of all classified state employees are in those five grades. This clustering of titles and grades

results in little differentiation in jobs and their pay grades, effectively reducing pay distinction between and among jobs.

PAY PLAN STUDY APPROACH

The Pay Plan Study was divided into three major components:

- The review of the current authorized Classification Plan titles and recommendations for any changes;
- The review of the currently authorized Compensation Plan and recommendations for any changes; and,
- The identification of pay plan implementation strategies and options, cost estimates for those strategies, total cost of recommended changes, proposed changes in rules and regulations, and identification and drafting of any recommended and needed changes in personnel related legislation.

PAY PLAN STRUCTURE DESIGN

Two pay plans are recommended in the Study: the **Career Service** pay plan and the **Professional & Executive** pay plan.

The **Career Service** pay plan covers most classified positions and some of the lower level non-classified positions ("Grade 99s").

The plan features:

- A 30 grade pay plan structure, beginning at the new federal minimum wage, effective in July of 2009;
- A difference of 5.0% at entry level in each grade;
- A 6.0% difference in Entry level to Base level in all grades, intended to give agency and institution Directors discretion to offer higher entry salaries to

qualified applicants and to increase salaries of employees who meet agency or institution job criteria;

- A Base level to Maximum level (core range) difference that varies from 38.0% to 60.0% in the first eleven grades and in the upper eleven grades;
- A Base level to Maximum level (core range) difference of 60.0% in the middle eight grades, which provides increasingly wider pay ranges for the mid level graded positions; and,
- A Maximum level to Career level difference of 8.0% in all grades. The Career level provides for pay increases to long term employees who meet criteria for such increases.

The **Professional & Executive** pay plan covers most non-classified positions ("Grade 99s") and some of the higher level classified positions.

This plan features:

- A 22 grade pay scale for senior executive positions and for high market level professional and technical positions;
- Narrow pay ranges of 25.0% from Base level to Maximum level for all grades;
- No Entry or Career pay levels;
- A 4.0% difference between grades in grades N901 through N915;
- A 1.0% increase in each grade between grades N916 (5.0%) through N922 (10.0%) to accommodate classifications with the highest compensation levels;
- The conversion of most of the "Grade 99s" into the classification system, except for agency directors, deputy directors, and non-classified positions in institutions of higher education; and,
- Options for salary determination for covered positions (e.g., increase in base pay, special entry rates, etc.).

Each of the proposed pay plans would be effective for the entire 2009-2011 biennium, with no adjustments to the plans in the second year. An authorized COLA would be added to employees' salaries, but not incorporated into the pay plan itself.

PROPOSED IMPLEMENTATION

For the first year of the 2009-2011 Biennium, the following implementation procedures have been recommended.

- Determine salary eligibility by adding the following percentages, based on cumulative length of full-time equivalent state service, to each employee's June 30, 2009 salary:

1.0% for employees with less than 2 years cumulative service

1.5% for employees with 2 or more and up to 5 years cumulative service

2.0% for employees with more than 5 and up to 10 years cumulative service

2.5% for employees with more than 10 and up to 15 years cumulative service

3.0% for employees with more than 15 and up to 20 years cumulative service

3.5% for employees with more than 20 and up to 25 years cumulative service

4.0% for employees with more than 25 and up to 30 years cumulative service

4.5% for employees with more than 30 and up to 35 years cumulative service

5.0% for employees with more than 35 years cumulative service.

- If the salary eligibility amount is less than the new Entry level salary for the new grade on the Career Service pay plan, or is less than the Base level salary for the new grade on the Professional & Executive pay plan, the employee's salary eligibility will be increased to that level.

OR

- For employees with a Career Service grade, if an employee's salary eligibility is more than the Entry level and less than the Base level of the new grade, his or her salary eligibility will be increased to the new Base level for that grade if the employee has two years or more cumulative state service.

The proposed pay plans are on the following pages.

CAREER SERVICE PAY PLAN

	ENTRY	BASE	MIDPOINT	MAXIMUM	CAREER
GRADE					
C101	\$15,080	\$15,683	\$18,663	\$21,643	\$23,374
C102	\$15,512	\$16,467	\$19,761	\$23,054	\$24,899
C103	\$16,288	\$17,291	\$20,922	\$24,553	\$26,517
C104	\$17,102	\$18,155	\$22,149	\$26,144	\$28,235
C105	\$17,957	\$19,063	\$23,448	\$27,832	\$30,059
C106	\$18,855	\$20,016	\$24,820	\$29,624	\$31,994
C107	\$19,798	\$21,017	\$26,271	\$31,525	\$34,048
C108	\$20,788	\$22,068	\$27,805	\$33,543	\$36,227
C109	\$21,827	\$23,171	\$29,427	\$35,684	\$38,538
C110	\$22,919	\$24,330	\$31,142	\$37,954	\$40,991
C111	\$24,065	\$25,546	\$32,955	\$40,363	\$43,592
C112	\$25,268	\$26,824	\$34,871	\$42,918	\$46,351
C113	\$26,531	\$28,165	\$36,614	\$45,064	\$48,669
C114	\$27,858	\$29,573	\$38,445	\$47,317	\$51,102
C115	\$29,251	\$31,052	\$40,367	\$49,683	\$53,657
C116	\$30,713	\$32,604	\$42,386	\$52,167	\$56,340
C117	\$32,249	\$34,234	\$44,505	\$54,775	\$59,157
C118	\$33,861	\$35,946	\$46,730	\$57,514	\$62,115
C119	\$35,554	\$37,743	\$49,067	\$60,390	\$65,221
C120	\$37,332	\$39,631	\$51,124	\$62,616	\$67,626
C121	\$39,199	\$41,612	\$53,264	\$64,915	\$70,108
C122	\$41,159	\$43,693	\$55,490	\$67,287	\$72,670
C123	\$43,217	\$45,877	\$57,806	\$69,734	\$75,312
C124	\$45,377	\$48,171	\$60,214	\$72,257	\$78,038
C125	\$47,646	\$50,580	\$62,719	\$74,858	\$80,847
C126	\$50,029	\$53,109	\$65,324	\$77,539	\$83,742
C127	\$52,530	\$55,764	\$68,032	\$80,301	\$86,725
C128	\$55,156	\$58,553	\$70,849	\$83,145	\$89,796
C129	\$57,914	\$61,480	\$73,776	\$86,072	\$92,958
C130	\$60,810	\$64,554	\$76,819	\$89,085	\$96,212

PROFESSIONAL & EXECUTIVE PAY PLAN

	BASE	MIDPOINT	MAXIMUM
GRADE			
N901	\$65,000	\$73,125	\$81,250
N902	\$67,600	\$76,050	\$84,500
N903	\$70,304	\$79,092	\$87,880
N904	\$73,116	\$82,256	\$91,395
N905	\$76,041	\$85,546	\$95,051
N906	\$79,082	\$88,968	\$98,853
N907	\$82,246	\$92,526	\$102,807
N908	\$85,536	\$96,228	\$106,919
N909	\$88,957	\$100,077	\$111,196
N910	\$92,515	\$104,080	\$115,644
N911	\$96,216	\$108,243	\$120,270
N912	\$100,065	\$112,573	\$125,081
N913	\$104,067	\$117,075	\$130,084
N914	\$108,230	\$121,759	\$135,287
N915	\$112,559	\$126,629	\$140,699
N916	\$117,061	\$131,694	\$146,327
N917	\$122,914	\$138,279	\$153,643
N918	\$130,289	\$146,575	\$162,862
N919	\$139,410	\$156,836	\$174,262
N920	\$150,562	\$169,383	\$188,203
N921	\$164,113	\$184,627	\$205,141
N922	\$180,524	\$203,090	\$225,655

FREQUENTLY ASKED QUESTIONS ABOUT THE CURRENT PAY PLAN STUDY

STUDY BACKGROUND QUESTIONS

1. THE LAST PAY PLAN STUDY WAS "TABLED". WHY WAS IT STARTED OVER?

- The Personnel Committee "tabled" the report of the previous study, directing that the work done in the first study not be disregarded and that the study be completed.
- Act 868 of 2007 required that the current study be conducted.

2. WHAT WERE SOME OF THE PROBLEMS IN THE PREVIOUS STUDY?

- Agencies and institutions were not asked for participation and feedback early enough in the process.
- There was not adequate salary survey data to compare salaries and grades.
- The initial pay plans developed were not realistic in terms of implementation strategy and impact on agencies and institutions.
- The estimated cost was too high.

3. WHAT HAS BEEN DONE DIFFERENTLY IN THE CURRENT STUDY?

- Agencies and Institutions have:
 - been included from the beginning of the Study in the classification review and grade assignment processes.

- had opportunities to provide information and feedback to the study group on several occasions.
- made requests for title and grade changes during the process.

PAY PLAN STUDY PROCESS QUESTIONS

1. HAVE AGENCIES AND INSTITUTIONS BEEN ASKED TO DO ADDITIONAL WORK OR RE-WORK FOR THE CURRENT STUDY?

- Additional work has been done by agencies and institutions, but it built on the previous work as much as possible.

- Agency and Institution employees have provided a great deal of input by:

- reviewing and confirming previously submitted material,
- submitting additional information about jobs and compensation issues,
- reviewing recommendations and giving the study group feedback.

- Agency and institution requests and recommendations have been incorporated into the plan as much as possible and practical.

2. HOW MUCH INPUT HAVE AGENCY PERSONNEL HAD?

- Input was requested at the onset of the Study through onsite visits to discuss the process with agency and institution personnel.

- Agency and institution personnel have given input on the titles and grades of authorized positions as Study recommendations have been made.

3. WHAT RESEARCH HAS GONE INTO SALARIES?

- There were 85 benchmark classifications that were used for comparison with current state titles. Salary information was collected for those 85 classifications using six national, regional, and local survey sources for both public and private industry data
- Agencies and institutions provided additional salary information that they had on jobs specific to their organization that weren't in the benchmarks.

PAY PLAN STRUCTURE QUESTIONS

1. WHY ARE THERE TWO PAY PLANS?

- Due to the many different types of jobs that the State has, it was determined that two plans would accommodate them better than creating a "one size fits all" pay plan.
- The need for a separate pay plan became evident when the non-classified "Grade 99s" were included in the recommendations. The Study recommendation to classify most currently unclassified positions would re-establish those positions under the Uniform Classification and Compensation Act, which governs the titles and grades of most state positions. In past years, most of the Grade 99 positions were originally covered by the Act.

2. WHY ARE THERE SO MANY GRADES ON THE CAREER SERVICE PLAN?

- The Career Service pay plan has a total of 30 grades. The need for this many grades was determined by three significant factors.
 - The first two grades on the current pay plan have no authorized classifications assigned to them, which limits the plan to 24 usable grades.
 - The federal minimum wage (currently \$6.55 per hour) will increase to \$7.25 per hour (\$15,080 per year) in July of 2009. If the current classified pay

plan were to be continued, this increase would cut off another 6 grades on the current pay plan, leaving only 17 usable grades.

- Forty-seven percent (47.5%) of all agency classified state employees are in grades 16 to 20. This clustering of almost one-half of all classified state employees in those five grades results in very little differentiation in jobs and pay grades.

- It was determined that more grades would better address these issues. The 30 pay grades in the new plan will allow better distinction in pay for current and future classifications.

3. WHAT IS THE DIFFERENCE BETWEEN THE ENTRY AND BASE PAY LEVELS?

- Entry level pay is the beginning pay rate for classifications assigned to the Career Service compensation plan.

- Base level may be used, at agency or institution Director discretion, to hire a well qualified applicant whose qualifications are better than the minimum qualifications, but are not sufficient to request OPM or Personnel Committee review and approval.

- Base level may be also used, at agency or institution Director discretion, to increase an employee's salary after he or she meets satisfactory performance or other criteria established by the agency or institution.

- There is a 6.0% difference between the Entry pay level and the Base pay level in all Career Service grades.

4. WHAT IS THE CAREER PAY LEVEL?

- Career pay level is a salary level to be established in each of the pay grades on the Career Service compensation plan, authorized only for current employees who meet the proposed eligibility criteria.

- The difference between Maximum level and Career level is 8.0% in all Career Service grades.

5. WHAT ARE THE CRITERIA FOR GETTING TO THE CAREER PAY LEVEL?

- The Study recommendation is for an employee to have a minimum of:

- Fifteen (15) cumulative years of full-time equivalent state service which may be in either classified or nonclassified regular positions; and,
- Performance evaluation ratings at or above the "Satisfactory" level.

- The actual percentage of Career Level award will be based on the legislated authorization (to be established by the General Assembly) and on the Chief Fiscal Officer of the State determining that there are sufficient funds to pay some or all of the approved amount.

6. WHAT IS THE TRANSLATION OF OLD GRADES TO NEW GRADES?

- There is not a direct correlation of old and new grades. Grade 17 in the current pay plan is not equal to a Grade C117 on the new pay plan.

- All titles, whether new or old, have been given a new grade based on several factors:

- Existing labor market special entry rates;
- Salary survey data;
- Agency compensation input;
- Agency structure and mission;
- Employees' salary distribution within current grades; and,
- Actual duties and responsibilities assigned to the position.

7. WHAT IS THE DISTRIBUTION OF EMPLOYEES IN THE NEW GRADES COMPARED WITH THE DISTRIBUTION OF EMPLOYEES IN THE OLD GRADES?

- In the current pay plan, there is a total of 2,381 titles authorized in pay grades 3 through 26. Those titles cover 41,400 classified positions and 1,091 positions authorized as "Grade 99" in agencies (institution of higher education non-classified positions are not covered by the Study). A total of 42,491 positions are covered by the Pay Plan Study.

- In the proposed Career Service pay plan, there is a total of 1,351 titles recommended in pay grades C101 through C130. Those titles cover 40,648 classified positions in agencies and institutions. Those titles also cover some previously non-classified positions.

- In the proposed Professional & Executive pay plan, there is a total of 258 titles recommended in pay grades N901 through N922. There are 561 positions covered by these titles. Most of those titles are previously non-classified positions, although there are a few previously classified titles included.

- On the following page is a chart of the Distribution of Titles, Grades, and Positions for the current and proposed pay plans. The totals on the chart do not reflect positions for Directors and Deputy Directors, non-classified positions in institutions of higher education, or other titles and positions that have been exempted from the Study.

There is a difference in the totals for new pay plans due to the institutions of higher education classified position deleted per Act 1229, Section 20, which required a study and identification of positions that could be reduced or eliminated because they are not used, are not needed, or are no longer suitable for use.

8. WHY ARE THERE ANOTHER 22 GRADES ON THE SEPARATE PROFESSIONAL & EXECUTIVE PAY PLAN?

- A separate and limited pay plan was needed to accommodate professions such as doctor, dentist, etc., that are narrowly defined and highly market driven.
- There was also a need for a separate plan to accommodate the conversion of non-classified administrative positions ("Grade 99s") to classified positions and coverage by the Uniform Classification and Compensation Act.

9. WHY AREN'T THERE ANY ENTRY AND CAREER PAY LEVELS ON THE PROFESSIONAL & EXECUTIVE PLAN?

- The classifications on the Professional & Executive plan are limited in number, narrowly defined, and labor market driven. The Professional & Executive Pay Plan was designed to accommodate these classifications without wider pay ranges.
- Most of the classifications assigned to the Professional & Executive plan have either an education and/or certification or license requirement or a significant experience requirement.

10. WHAT IS THE DIFFERENCE BETWEEN THE CAREER SERVICE PLAN AND CAREER SERVICE BONUSES?

- The Career Service pay plan is the mechanism for setting salaries for the different classifications.
- The Career Service Bonus is a separate reward for years of service completed by an individual employee and is not included in base salary determinations.

11. WILL CAREER SERVICE BONUSES STILL BE AUTHORIZED FOR CAREER SERVICE POSITIONS?

- The Study recommendation is that Career Service Bonuses continue to be authorized to employees meeting the requirements for the bonus.

12. WILL THE PAY PLANS INCREASE IN THE SECOND FISCAL YEAR OF THE BIENNIUM?

- No changes in the pay plans are recommended for the second year of the biennium. The plans have been revised to address entry level, pay range movement, and maximum salary issues.
- An adjustment of the new pay plans in the future would only be necessary if there is a change in the minimum wage or some other significant economic issue.

13. WILL THERE BE A COST OF LIVING ADJUSTMENT (COLA) AUTHORIZED IN BOTH YEARS OF THE BIENNIUM, AS HAS BEEN IN YEARS PAST?

- There is not a COLA recommended for the first year of the next biennium. The adjustment to the plans and the tenure adjustments will take the place of COLA, for the first year.
- A 2.3% cost of living adjustment (COLA) has been recommended by the Governor for the second fiscal year of the biennium.

14. WILL PERFORMANCE PAY INCREASES STILL BE AUTHORIZED?

- It is recommended that a provision for merit or performance increases be retained.
- Merit increases will be subject to available funding.

15. WHY HAVE THE PAY RANGES BEEN REDUCED SO MUCH?

- Wide pay ranges of 100% or more, as with the current classified pay plan, are not effective if there are no mechanisms to increase salary through the range.
- Adjusting the pay plans by the COLA, as has been done in the past, has made it difficult for employees' salaries to increase across the pay range.

- Although all of the pay ranges have been reduced, some have not been reduced as much as the others. The pay ranges on the Career Service pay plan are actually wider in the middle grades than they are in the lower and the higher grades.

- The Career Service plan has the following structure:

- Each grade differs by 5.0% at Base level;
- Entry level to Base level is 6.0% in all grades;
- Base level to Maximum level starts at 38.0% at Grade C101 and then increases by 2.0% in each grade up to 60.0% at Grade C112;
- Grades C112 through C119 all have a 60% range;
- The grade range decreases by 2.0% down to 38% from grade C120 through C130; and,
- Maximum level to Career level is 8.0% in all grades.

16. WHAT GRADES ARE BEING AFFECTED THE MOST?

- The lower graded classifications have the most impact from the new plan, due mostly to the increased federal minimum wage that becomes effective in July of 2009.

- This loss of the first eight grades on the current plan makes the adjustments to the new grades greater.

PAY PLAN IMPLEMENTATION QUESTIONS

1. HOW WILL THE NEW PAY PLANS BE IMPLEMENTED?

- FIRST, salary eligibility will be determined by adding the following percentages, based on cumulative length of full-time equivalent state service, to each employee's June 30, 2009 salary:

1.0% for employees with less than 2 years cumulative service

1.5% for employees with 2 or more and up to 5 years cumulative service

2.0% for employees with more than 5 and up to 10 years cumulative service

2.5% for employees with more than 10 and up to 15 years cumulative service

3.0% for employees with more than 15 and up to 20 years cumulative service

3.5% for employees with more than 20 and up to 25 years cumulative service

4.0% for employees with more than 25 and up to 30 years cumulative service

4.5% for employees with more than 30 and up to 35 years cumulative service

5.0% for employees with more than 35 years cumulative service

- SECOND, if the salary eligibility amount is less than the new Entry level salary for the new grade on the Career Service pay plan, or is less than the Base level salary for the new grade on the Professional & Executive pay plan, the employee's salary eligibility will be increased to that level.

OR

For those employees with a Career Service grade, if an employee's salary eligibility is more than the Entry level and less than the Base level of the new grade, his or her salary eligibility will be increased to the new Base level for that grade if the employee has two years or more cumulative state service.

2. WHAT IS AN EXAMPLE OF THE EFFECT OF THE RECOMMENDED IMPLEMENTATION?

- Employee A is in a position with a Career Service Pay Plan grade of C116 and has a current salary of \$28,802 with 1 year of service. Employee A's salary would

be adjusted to the C116 Entry rate of \$30,713 and would receive \$1,901 which is a 6.6% increase.

- Employee B is in a position with the same Career Service Pay Plan grade of C116 and has a current salary of \$37,006 and 16 years of service. Employee B would receive a 3.0% increase of \$1,110 and the new salary would be \$38,116.

3. WHAT HAPPENS IF AN EMPLOYEE HAS A SALARY ELIGIBILITY THAT EXCEEDS THE NEW MAXIMUM LEVEL?

- Upon implementation, an employee whose salary is at or above the Maximum level and who is not eligible for a Career level adjustment will be eligible for a lump sum payment for COLA and/or merit increases.

- Lump sum payments for any COLA or merit increase will still be authorized and will count for retirement purposes.

4. WHAT HAPPENS IF AN EMPLOYEE HAS A SALARY ELIGIBILITY THAT EXCEEDS THE NEW CAREER LEVEL?

- An employee whose salary is at or above the Career level be eligible for a lump sum payment for COLA and/or merit increases.

- Lump sum payments for any COLA or merit increase will still be authorized and will still count for retirement purposes.

5. WHY ISN'T THERE A COLA THE FIRST YEAR?

- The tenure adjustments are recommended only for the first year of the biennium in order to implement the pay plan.

- It is recommended that available funding would best be spent on adjusting employees' salaries into the new plans with a better distinction of pay for longer termed employees.

IMPLEMENTATION COST QUESTIONS

1. HOW MUCH WILL THIS IMPLEMENTATION COST?

- The initial estimate of the cost of the implementation is 38.7 million dollars. This cost is for all sources of revenue - state, federal, special, trust, and other funds.

- The general revenue portion of that cost is estimated to be 17.0 million dollars.

- The cost of matching (insurance, FICA, Workers' Compensation, retirement, etc.) brings the total estimate to 46.7 million dollars for all fund sources, with 20.7 million dollars being General Revenue.

2. WILL THIS IMPLEMENTATION COST MORE THAN THE USUAL COLA INCREASE THAT STATE EMPLOYEES HAVE RECEIVED IN THE PAST?

- A 2.0% across the board increase is estimated to cost \$24,548,661 from all fund sources with \$10,801,410 of that being general revenue.

- The net increase in cost over a 2.0% COLA would be \$14,151,339 for all revenue sources.

- The net general revenue cost would be approximately \$6,198,590.

3. ARE THERE OTHER FACTORS TO CONSIDER ABOUT THE COST?

- Numerous labor market rates have been approved during the past three years with the following associated costs:

<u>FY</u>	<u>All Sources</u>	<u>General Revenue</u>	<u># Employees</u>
2005	\$10,548,563	\$4,461,367	3,791
2006	\$15,360,239	\$6,758,505	5,383
2007	\$16,897,819	\$7,435,040	6,172

These costs are directly related to the current pay plan not being competitive at the entry level in many grades.

CLASSIFICATION PLAN QUESTIONS

1. HAS EVERY CLASSIFICATION BEEN REVIEWED?

- There are approximately 42,000 positions in state agencies and institutions of higher education that have been covered by the Study.

- Every classified and non-classified position covered by the study has been reviewed.

2. WILL ALL THE JOB TITLES CHANGE?

- Although not all classification titles will change, all have been reviewed and one of the following recommendations has been made:
 - Establish a new classification to accurately describe the job;
 - Combine series classifications if no difference was found in the duties that employees in those jobs actually perform;
 - Update retained classifications to reflect the job duties and responsibilities and to establish appropriate minimum qualifications; and,
 - Delete any classifications that are no longer needed.

3. WAS IT A GOAL OF THE STUDY TO REDUCE THE NUMBER OF JOB TITLES?

- The goal of the Study is to accurately describe what the different jobs in the state are, not to artificially or arbitrarily reduce the number of titles.

- The number of job classifications recommended has actually decreased from approximately 3,300 to the current recommendation of just over 1,600. This number includes the Grade 99 positions that are recommended to become classified.

- A listing of recommended titles and grades begins on Page 58.

4. WILL THERE BE ANY FLEXIBILITY IN MINIMUM QUALIFICATIONS?

- For many classifications, agencies and institutions will have the option to specify the related field of study, education requirement, or experience background when advertising and selecting applicants for positions.

5. WHY MAKE "GRADE 99s" CLASSIFIED?

- Originally, most non-classified "Grade 99" positions were covered by the Uniform Classification and Compensation Act. The Study recommendation to classify some non-classified positions would re-establish those positions under the Uniform Classification and Compensation Act, which governs the titles and grades of most state positions.

- These "Grade 99" positions will become subject to rules and regulations of the Act concerning such issues as special entry rates, promotions, demotions, reclassification, crossgrades, and other compensation related provisions. Official classification specifications which describe duties and responsibilities and establish minimum qualifications will be required for these positions.

POLICY AND PROCEDURE QUESTIONS

1. WILL THERE CHANGES MADE IN THE UNIFORM CLASSIFICATION AND COMPENSATION ACT THAT MAY ALLOW AGENCIES AND INSTITUTIONS GREATER FLEXIBILITY IN HANDLING PERSONNEL CLASSIFICATION ISSUES?

- There will be several recommendations that will allow greater flexibility, including authorization for:

- Salary administration grids for specific positions in agencies and institutions;
- Salary determination discretion for agency and institution Directors;
- Job related professional certification and education compensation;
- Temporary transition pool positions to accommodate changes in administration; and,
- Central growth pool positions for unanticipated personnel and program needs.

2. WHAT OPM POLICIES AND PROCEDURES WILL STAY THE SAME?

- Although there are recommendations in the Study to allow more flexibility and discretion in administering compensation for agencies and institutions, the existing classification and compensation procedures will remain essentially the same.

3. WHAT POLICIES WOULD IMPACT "GRADE 99s" WHEN THEY BECOME CLASSIFIED?

- A position would have to be filled by an applicant who meets the minimum qualifications for the job. For example, a position authorized by the General

Assembly as a "General Physician" would have to be occupied by a licensed medical doctor.

- Agencies will not be able to pay a salary up to the maximum established for the job without authorization from the Office of Personnel Management or from the Personnel Committee, if required.

- Current non-classified "Grade 99s" are generally considered by agencies and institutions to be true "at will" employees, can be hired and terminated without notice, and are not subject to employee grievance processes. In fact, all state employees are considered "at will" employees. Coverage by grievance process varies by agency policy, but usually the higher graded positions are not covered.

- There could be additional administrative time needed for agencies and institutions to make requests for special entry rates, reclassifications, and other issues that require the approval by the Office of Personnel Management and the Personnel Committee.

TERMS AND PROVISIONS

All of the following items are found in the Uniform Classification and Compensation Act (Arkansas Code § 21-5-201, *et seq.*) or in the Office of Personnel Management Policies and Procedures which implement the Act, unless otherwise noted. These terms and provisions are described as they currently exist and do not reflect recommendations from the Pay Plan Study.

ADDITIONAL POSITIONS

“Additional positions” are those that are authorized in the interim between legislative sessions that are in addition to the positions established in appropriation acts for state agencies and institutions. Additional positions may be established through Miscellaneous Federal Grants and through Supplemental Personal Service Positions. The Office of Personnel Management assigns any additional classified positions to an appropriate title and grade for the work to be performed.

Additional positions may also be established through provisional positions authorized for institutions of higher education in Arkansas Code § 6-63-305 (see [Provisional Positions](#)) and through Acts 618 and 619 of 2007 (the Four Year Institution and Two Year Institution growth pools).

AGENCY

For purposes of the Uniform Classification and Compensation Act, “agency” means all agencies, authorities, departments, boards, commissions, bureaus, councils, or other agencies of the state supported by appropriation of state or federal funds, except those agencies specifically excluded by the Uniform Classification and Compensation Act.

AGENCY HEAD (or AGENCY DIRECTOR)

For purposes of the Uniform Classification and Compensation Act, “agency head” refers to the executive head of all agencies, authorities, departments, boards, commissions, bureaus, councils, or other agencies of the State.

ANNUAL LEAVE (Arkansas Code § 21-4-201, the Uniform Attendance and Leave Policy Act)

Any employee who works a minimum of 1,000 hours per year in a regular salary position accrues annual leave. Full-time employees accrue leave at the rates shown below.

YEARS OF EMPLOYMENT	MONTHLY ACCRUAL	ANNUAL ACCRUAL
Through 3 years	1 Day	12 Days
4 through 5 years	1 Day, 2 Hours	15 Days
6 through 12 years	1 Day, 4 Hours	18 Days
13 through 20 years	1 Day, 6 Hours	21 Days
Over 20 Years	1 Day, 7 Hours	22.5 Days

CAREER LADDER INCENTIVE PROGRAM (CLIP) (Arkansas Code § 21-5-1101)

The Career Ladder Incentive Program (CLIP) was a competency based pay system which incorporated pay and performance standards and established criteria for competency based promotions and salary adjustments for employees who exhibited effective performance and support the agency/institution goals and objectives. Act 1061 of 1999 established the Career Ladder Incentive Program for employees of all state agencies, boards, commissions, and institutions of higher education. Section 1 of Act 1061 stated "The Department of Finance and Administration is authorized to develop and implement a career ladder incentive program for employees of all state agencies, boards, commissions, and institutions of higher education covered by the Uniform Classification and Compensation Act (Arkansas Code § 21-5-201, *et seq.*)." Act 289 pf 2007 eliminated the authority for the CLIP program, replacing it with the Merit Increase Pay System based on employee performance evaluation.

CAREER SERVICE RECOGNITION PAYMENTS (Arkansas Code § 21-5-106)

Employees of state agencies and non-faculty employees of institutions of higher education become eligible for annual career service recognition payments upon completion of ten (10) or more years of service (either continuous or cumulative). Service must have been in either elected positions or regular full-time, classified or non-classified positions. Periods of authorized leave without pay do not negate eligibility for

the payment, nor does leave of absence for military service when veterans' reemployment rights are exercised, provided all other eligibility requirements are met.

The Office of Personnel Management is responsible for the establishment and publication of policies and procedures for the administration of career service recognition payments to state employees upon a determination by the Chief Fiscal Officer of the State that sufficient funds are available for such purpose.

An employee who meets eligibility requirements becomes eligible for annual career service recognition payments on the anniversary date of the completion of such service according to the following schedule:

Years of Service	Annual Payment
10 through 14 years of state service	\$600
15 through 19 years of state service	\$700
20 through 24 years of state service	\$800
25 or more years of state service	\$900

CLASS (or CLASSIFICATION)

A "class" is a group of positions that are sufficiently similar in the duties performed, scope of discretion and responsibility, minimum requirements of training and experience or skill, and other characteristics that the same title, the same test of fitness, and the same scale of compensation have been, or may be, applied to each position in the group.

The Uniform Classification and Compensation Act establishes classifications, titles, and grades for use in the classification plan. There are over 3,000 titles classified titles established in the Act.

Each position within an agency or institution, which is not specifically exempted by a line-item entry in the agency or institution appropriation act, must be allocated to a class in the classification plan. Additional classified positions, approved for use by an agency or institution but not included in the respective appropriation act, are to be allocated to a class by the Office of Personnel Management. Each class in the classification system will be described by a class specification.

CLASS SPECIFICATION

A "class specification" is a written document which identifies a group of positions that have the same type of work and responsibility and which states the general components by providing a class title, class code, distinguishing features and examples of work, knowledge, skills, and abilities, as well as the necessary minimum education and experience requirements to perform the assigned duties. The Office of Personnel Management is responsible for developing and maintaining job descriptions for all classified titles. When changes are needed in the class specification of a classification to ensure the accuracy of the description of the assigned duties and the minimum requirements necessary to perform those duties, OPM may make revisions with the review of the Legislative Council.

A class specification is not a description of a specific job. A specific job is captured by an individual job description (see [Job Description](#)).

COMPENSATION PLAN (Arkansas Code § 21-5-209)

The Compensation Plan is set out by the Uniform Classification and Compensation Act, originally established by Act 199 of 1969. The Compensation Plan is established for state agencies and institutions that are covered by the provisions of the Uniform Classification and Compensation Act. The Compensation Plan sets salaries and provides for salary increases, where deserved, of all employees serving in positions covered by the Act.

The Act states that:

"(a) There is established for state agencies and institutions covered by the provisions of this subchapter a compensation plan for the setting of salaries and salary increases, where deserved, of all employees serving in positions covered by this subchapter.

(b) No employee shall be paid at a rate of pay higher than the appropriate rate in the grade assigned to his class, and no employee shall be paid more than the maximum for his grade, provided that employees presently employed in a position who are being paid at a rate in excess of the maximum for their assigned grade may continue to receive their rate of pay.

(c) It is the specific intent of the General Assembly to authorize, in the enactment of this compensation plan, maximum rates of pay for each of the appropriate grades assigned to a class, but it is not the intent that any pay increases shall be automatic or that any employee shall have a claim or a right thereto unless the department head of the agency or the institution shall determine that the employee, by experience, ability, and work performance, has earned the increase in pay authorized for the appropriate rate.

(d) The required time in each pay level for an employee to be eligible for a salary increase is twelve (12) months."

Sections (e)1 and (e)2 establish the grades and pay levels for each year of the biennium.

"(f) It is the intent of the General Assembly that the compensation plan provided for in subsections (a) through (e) of this section shall be implemented and function in compliance with the Regular Salary Procedures and Restrictions Act, § 21-5-101 et seq., other provisions in the Uniform Classification and Compensation Act, § 21-5-201 et seq., and other fiscal control laws of this state, where applicable."

COST OF LIVING ADJUSTMENT (COLA)

The General Assembly may authorize an "across the board" increase in salaries, either for classified or non-classified positions or for both, to address changing economic conditions.

Employees who are compensated at the maximum for their grade are eligible to receive salary increases authorized in a lump sum. Such lump sum increases are implemented at the end of the each fiscal year of the biennium.

CROSSGRADE

A "crossgrade" is a temporary reclassification of a position. The Office of Personnel Management may change the class of a position as authorized in an appropriation act between legislative sessions to assure correct classification, with the following restrictions:

- a position cannot be reclassified to a grade higher than that grade authorized by the General Assembly;
- a position may not be allocated to a class having a higher grade than the position as initially authorized in the appropriation act;
- positions having a line item maximum salary may not be reclassified from line item status; and,
- positions which have been crossgraded may revert to the original authorized class with the approval of the Office of Personnel Management for those within the same occupational group.

DEMOTION

A "demotion" is the change in duty assignment of an employee from a position in one classification to a position in another classification of a lower salary grade. The lower graded position generally requires fewer qualifications such as lower skill requirements, less job-related experience, and a lower level of responsibility. A demotion may be "for cause", as in a disciplinary or performance matter, or may be voluntarily sought by an employee.

An employee who is demoted into a position that is one grade lower will receive a six percent (6.0%) salary reduction. An employee who is demoted into a position that is two or more pay grades lower will receive an eight percent (8.0%) salary reduction. If the new rate of pay is above Pay Level IV for the new grade, the employee's rate of pay is adjusted to Pay Level IV. If the new rate is below Pay Level I for the new grade, the employee's rate of pay is adjusted to Pay Level I.

DOWNGRADE (or CLASS DOWNGRADE)

A "downgrade" is the lowering of the grade level assigned to a specific classification resulting from the enactment of legislation. An employee's rate of pay does not change upon a class downgrade. If the employee's rate of pay in the higher grade falls above the maximum in the lower grade, the employee will continue to receive the same rate of pay as that in the higher grade.

EMPLOYEE

An "employee" is a person who is regularly appointed or employed in a position of state service by a state agency or institution of higher education for which he or she is compensated on a full-time basis and for which a class title and pay grade is established in the appropriation act for such agency or institution in accordance with the Uniform Classification and Compensation Plan.

ENTRY LEVEL SALARY

Employees entering state service for the first time are paid at the minimum of the grade assigned to the classification of the position hired into, unless a special entry rate has been approved prior to the hire date. Employees may be paid at a rate less than the minimum provided the agency or institution does not have the funds and provided the employee agrees to accept the lower rate. The Agency Director or Institution Head must certify as to the shortage of funds and the employee must sign a certification of understanding and agreement to accept the lower rate of pay.

EXTRA HELP

A position authorized as "Extra Help" by the General Assembly is to be used for payment of all salaries and compensation of part-time or temporary employees, as authorized by law, who are employed 1,000 hours per year or less.

The number and rates of pay for Extra Help employees cannot exceed, at any one time, those established by law for regular salaries for comparable services for the agency having such appropriation for extra help. This provision is in force unless specifically provided for by the agency's appropriation act.

Agencies must assign a valid class code to all Extra Help positions occupied by an employee. Class codes assigned to Extra Help positions must correspond to the codes authorized for the agency's regular positions and be consistent with the job duties assigned to the employee in that position. Rates of pay for Extra Help employees must not exceed those provided in the Uniform Classification and Compensation Act for the appropriate classification.

FAIR LABOR STANDARDS ACT (FLSA)

The "Fair Labor Standards Act" (FLSA) is federal law which establishes the following minimum requirements for employees:

- payment of the minimum wage;
- overtime pay for time worked over 40 hours in a workweek; and,
- restrictions on the employment of children.

Currently, workers covered by the FLSA are entitled to the minimum wage of \$6.55 per hour and overtime pay at a rate of not less than one and one-half times their regular rate of pay after 40 hours of work in a workweek.

The FLSA identifies two types of employees: non-exempt employees and exempt employees:

- **"Non-exempt" employees** are employees who, based on the duties performed and the manner of compensation, are required to account for time worked and sick leave, vacation, and other leave on an hourly and fractional hourly basis. The FLSA requires that these employees be paid overtime at time-and-one-half for actual time worked in excess of 40 hours per week.
- **"Exempt" employees** are employees who, based on the duties performed and the manner of compensation, are exempt from the FLSA minimum wage and overtime provisions. Exempt employees are paid an established monthly or annual salary and are expected to fulfill the duties of their positions regardless of the hours worked. They do not receive premium overtime, straight overtime, or compensatory time for working more than 40 hours in a work week.

Police and fire fighters, emergency response personnel, and employees engaged in seasonal activities may accrue up to 480 hours of compensatory time; all others may accrue up to 240 hours. If an employee in either category exceeds the maximum established, he/she must be compensated in cash payment at the rate of time and one-half for any hours in excess of the 240/480 limit.

An agency has the option of paying overtime in a combination of cash and compensatory time at the rate of time and one-half; however, such a policy must be consistently applied for all eligible employees.

FOUR YEAR INSTITUTION GROWTH POOL (Act 618 of 2007)

The Arkansas Department of Higher Education has been authorized a pool of two hundred (200) non-classified positions at a salary level not to exceed ninety-four thousand dollars (\$94,000) per year. These positions are to be used by the four-year institutions of higher education in the event that the personal services needs of the four-year institutions of higher education biennium exceed the number of positions allocated to those institutions by the General Assembly.

Additionally, the Department of Finance and Administration's Office of Personnel Management has been authorized a pool of two hundred (200) classified positions up to a grade twenty six (26). These positions are to be used by the four-year institutions of higher education in the event that the personal services needs of the four-year institutions of higher education exceed the number of positions in a classification allocated to those institutions by the Legislature.

For both types of positions, the four-year institutions of higher education must provide justification to Office of Personnel Management for the need to allocate titles from this growth pool. No classifications will be assigned to the pool until specific positions are requested by the four-year institutions of higher education, recommended by Office of Personnel Management, and reviewed by the Legislative Council.

GRADE

Each "grade" is a pay range having an entrance salary rate, intermediate rates, and a maximum rate of pay. There are 26 grades in the State's current compensation plan, but it is effectively a 24 grade plan since the first two grades of the pay plan have neither classifications nor employees assigned to them.

HEAD OF INSTITUTION

For purposes of the Uniform Classification and Compensation Act, "head of institution" means the executive head of all institutions of higher education.

HIGHER EDUCATION EXPENDITURE RESTRICTION ACT (Arkansas Code § 6-63-301)

The provisions of this Act are applicable to all publicly supported institutions of higher education in the State. The Act does not supersede the provisions of the General Accounting and Budgetary Procedures Law (§ 19-4-101, *et seq.*), the Uniform Classification and Compensation Act (§ 21-5-201, *et seq.*), the Arkansas Purchasing Law (§ 19-11-201, *et seq.*), or other fiscal control laws of this state, and their successors.

The Act established the following provisions:

New or additional positions. (Also see Provisional Positions.)

Institutions of Higher education may request additional positions when the following circumstances occur:

- if additional federal funds, grants, gifts, or collections become available to an institution that were not authorized or contemplated at the time of the passage of the biennial appropriation act for operations for each institution;
- if such new funds make it possible for the recipient institution to engage in educational projects that would be of benefit to the State of Arkansas; and
- if those projects would make it necessary to employ additional personnel.

The president of the recipient institution may establish additional positions, as necessary, of the requested classifications or of the maximum annual salaries set out in dollars upon authorization by the appropriate board of trustees and after review and approval by the Office of Personnel Management and the Legislative Council.

The source of funding for positions established must be reported to the Office of Personnel Management and the Legislative Council by the institution at the time of the request.

Additional compensation for additional duties.

The state-supported institutions of higher education may pay additional compensation to classified employees for the performance of additional duties assigned to them at non-job-related institution-sanctioned events, provided that those additional duties are performed at times other than normal working hours.

Salary restrictions

An employee drawing compensation from an institution of higher education cannot be paid an additional salary or receive additional compensation (other than reimbursement for actual expenses) from that institution, or from any other agency or institution of higher education, except upon written certification to and approval by the Chief Fiscal Officer of the State. The head of each agency or institution must certify that the work performed by the employee for the other agency or institution of higher education does not interfere with the proper and required performance of the employee's primary duties. The combined salary payments from both agencies and institutions of higher education cannot exceed the larger maximum annual salary of the line item position authorized for either agency from which the employee is to be paid.

Overtime for classified positions

The institutions of higher education are authorized to pay overtime, in critical circumstances, to those employees occupying the positions established in their biennial operations appropriation acts under the heading "classified positions".

Academic personnel recruitment - Exceptions to maximum salary levels

In order to recruit and retain exceptionally well-qualified academic personnel, each state-supported institution of higher education may exceed the maximum salary levels by no more than twenty-five percent (25.0%). This is limited to no more than ten percent (10.0%) of the positions authorized in its biennial operations appropriation act as:

President	Assistant Professor
Chancellor	Instructor
Academic Dean	Extension Specialist IV
Division Head or Chair	Extension Specialist III
Department Chair	Extension Specialist II
Distinguished Professor	Extension Specialist I
University Professor	County Extension Agent-Chairman II
Professor	County Extension Agent-Chairman I
Associate Professor	

Within the ten percent (10%) limitation, the University of Arkansas for Medical Sciences (UAMS) may include no more than one (1) Area Health Education Center Executive Director, six (6) Area Health Education Center Area Directors, six (6) Family Practice Coordinators, six (6) Associate Family Practice Coordinators, and six (6) Assistant Family Practice Coordinators.

HOLIDAYS (Arkansas Code § 1-5-101, *et seq.*)

There are 11 official holidays for state employees. Employees are granted time off to observe the following regularly scheduled legal holidays:

New Year's Day	January 1
Dr. Martin Luther King Jr's & Robert E. Lee's Birthday	3 rd Monday in January
George Washington's Birthday	3 rd Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	1 st Monday in September
Veteran's Day	November 11
Thanksgiving Day	4 th Thursday in November
Christmas Eve	December 24
Christmas Day	December 25
Employee's Birthday	Employee is given one day to celebrate his/her birthday.

Holidays falling on a Saturday are observed on the preceding Friday. Holidays falling on a Sunday are observed on the succeeding Monday.

INSTITUTION OF HIGHER EDUCATION (or INSTITUTION)

For purposes of the Uniform Classification and Compensation Act, "institution" means all public institutions of higher education supported in whole or in part by appropriation of State funds and covered by the Act.

JOB DESCRIPTION

A "job description" is a written document which identifies the duties and responsibilities of a specific position. A job description is not a class specification, but rather describes the tasks involved in a single position. A class specification covers all positions assigned to that classification (see Class Specification).

JOB FAMILY

A "job family" is a grouping of jobs within an occupational group of similar work, embracing a hierarchy of classes and/or class series. An example is the accounting services job family which includes accounting/finance managers and supervisors, accountants, and accounting clerks.

JOB SHARING

"Job sharing" is a form of employment in which the hours of work of two (2) persons are arranged to cover a single regular full-time, or extra help salary position. The Department of Finance and Administration may authorize job sharing for all regular full-time or extra help salary positions, whether permanent or temporary. Any regular full-time or extra help salary position may be job shared. The number of hours worked between the two part-time employees cannot exceed the number of hours a full-time employee would work in the same position.

The Director of the Department of Finance and Administration or designee promulgates the necessary rules and regulations necessary to carry out the job share provisions. All

rules and regulations promulgated must be reviewed by the House and Senate Interim Committees on Public Health, Welfare, and Labor or appropriate subcommittees thereof.

LEGISLATIVELY ENACTED SALARY GRADE CHANGE

Changes in the grade assigned to a given classification can only be made by legislation. The enactment of legislation which has the effect of changing the salary grade level assigned to a specific classification title from a level other than that assigned to the class title on June 30 of the previous fiscal year is termed "**upgrade**" or "**downgrade**".

Class Upgrade - The enactment of legislation which has the effect of raising the grade level assigned to a specific classification. The employee shall be eligible for an additional six percent (6.0%) increase in his/her maximum annual salary. If this rate of pay falls below Pay Level I of the new grade, the employee's rate of pay is adjusted to Pay Level I.

Class Downgrade - The enactment of legislation which has the effect of lowering the grade level assigned to a specific classification. An employee's rate of pay is not changed upon a class downgrade. If the employee's rate of pay in the higher grade falls above Pay Level IV in the lower grade, the employee will continue to receive the same rate of pay as that in the higher grade.

Class upgrades and downgrades apply to all positions in agencies and institutions assigned to the affected classification.

MAXIMUM ANNUAL SALARY

All salaries established by the General Assembly are considered to be a maximum amount to be paid for a fiscal year.

No amount greater than that established for the maximum annual salary of any state official or employee can be paid during any twelve (12) month period. The salary paid to any employee cannot exceed one-twelfth (1/12) of the annual salary during any one calendar month, unless specifically authorized.

Those state agencies which operate principally on a scholastic year, or on a part time basis, or in which salaries or personal services are specifically established for a period less than one (1) year are exceptions to the 1/12th rule.

MINIMUM QUALIFICATIONS

“Minimum qualifications” statements in the class specification are summaries of the education and experience or other qualifications determined to be necessary to provide the knowledge, abilities, and skills required for job performance at a satisfactory level upon entry of the employee to the class.

Applicants for vacant positions are required to meet the minimum qualifications as stated on the class specification for the class they are to be assigned, unless a substitution of qualifications has been approved. Substitutions of an applicant’s education and/or experience for the minimum qualifications may be authorized by the Office of Personnel Management.

The Office of Personnel Management, with the review of the Arkansas Legislative Council, may revise the minimum qualifications statements as necessary in order to maintain a valid relationship between the minimum qualifications and the duties and responsibilities described by the class specification.

Agency Directors and Institution Heads must certify that the qualifications of persons appointed or promoted to positions within an agency or institution meet or exceed the minimum qualifications as stated on the class specification.

MINIMUM WAGE

The Fair Labor Standards Act was passed by the U.S. Congress in 1938 to establish minimum living standards for workers engaged directly or indirectly in interstate commerce. A major provision of the act was establishment of a minimum wage.

The current minimum wage is \$6.55 per hour.

MISCELLANEOUS FEDERAL GRANT POSITIONS (or MFG) (Arkansas Code § 19-7-501)

If new or additional federal funds become available or if new federal programs are initiated which were not previously anticipated, the head of the state agency may request one or more additional salary positions that are called "Miscellaneous Federal Grant" (MFG) positions.

The salary rates of MFG positions cannot exceed the highest maximum annual salary rate or the highest grade level of positions authorized for the agency by their current appropriation act, as governed by the Uniform Classification and Compensation Act.

Those agencies or institutions exempt from the Uniform Classification and Compensation Act may not establish positions at salary rates exceeding the maximum established in the salary schedule of their appropriation act for comparable positions. In no event can the number of established MFG positions exceed the maximum number of positions authorized in the agency or institution appropriation act.

If the General Assembly fails to appropriate funds for any MFG positions, the authorizations for the positions will end on June 30 following the adjournment of the Regular Session of the General Assembly, and the state no longer will participate in such program.

OFFICE OF PERSONNEL MANAGEMENT (OPM)

The Office of Personnel Management (OPM) of the Division of Management Services of the Department of Finance and Administration (DF&A) has the overall responsibility of administering the state's personnel system and establishing necessary policies, procedures, and regulations to ensure system uniformity in accordance with state and federal law.

Acting under the authority granted in the Uniform Classification and Compensation Act, and subject to the direction of the Director of the Department of Finance and Administration, it is the duty of the Office of Personnel Management to perform the following administrative responsibilities with respect to the state Classification and Compensation: classifying positions, evaluating jobs, developing classification standards and specifications, assigning pay grades to classifications, collecting salary data, developing and administering pay plan policies and procedures, developing and

administering performance evaluation procedures, and providing professional assistance and guidance related to personnel management. The sections analyze all state agency and institution of higher education biennial personal services budget requests and prepare appropriate recommendations to the Governor and the Legislature prior to and during the Legislative session.

In order to ensure and provide for the accuracy and efficiency of the Uniform Classification and Compensation Plan, and to provide for an efficient and equitable system of personnel management, the Office of Personnel Management, with the review of the Legislative Council, is directed to:

- study on a continuing basis and modify and revise when and where necessary the current classifications, the class specifications, and minimum requirements;
- create where necessary new classifications at an appropriate grade level which will accurately describe those positions for which no appropriate classification exists;
- determine those positions which are improperly classified and reclassify those positions to the appropriate classification subject to the provisions of this subchapter; and,
- develop and implement the policies, rules, regulations, and procedures necessary for the establishment and maintenance of the Uniform Classification and Compensation Act.

OVERTIME

“Overtime” is payment for hours worked by a nonexempt employee that are in addition to the standard 40 hour workweek. All agencies have authority to pay overtime under the provisions of Arkansas Code § 19-4-1612 (the "General Accounting and Budgetary Procedures Law") without having a specific line-item appropriation. Authorization for overtime payment must be in accordance with the rules and regulations promulgated by the Chief Fiscal Officer and by the Federal Fair Labor Standards Act.

PAY PLAN

(See [Compensation Plan](#).)

PAY LEVEL

"Pay Level" refers to any single rate of pay in a grade including the entrance, intermediate rates, and the maximum rate of pay. There are four pay levels currently established by the Uniform Classification and Compensation Act: Pay Level I, II, III, and IV. The intermediate levels (IM, IIM, IIIM) are not defined in dollars by law, but are described as being equal to fifty percent (50%) of the range between any two Pay Levels. The intermediate levels are used to determine approval requirements for various personnel requests, such as Labor Market and Exceptionally Well-qualified Special Entry Rates.

PERFORMANCE EVALUATION

The Classification and Compensation Act states that it is the intent of the General Assembly that each state agency, board, commission, and institution of higher education evaluate the performance of its employees annually.

There are the following uniform performance evaluation categories established for use in determining incentive pay award eligibility:

- "Exceeds standards" means an overall evaluation which demonstrates performance of the duties and responsibilities of the job at a level exceeding that of a satisfactory evaluation;
- "Above Average" means an overall evaluation which demonstrates performance of the duties and responsibilities of the job at a level which is above the satisfactory level of performance;
- "Satisfactory" means an overall evaluation which demonstrates competency in the performance of the duties and responsibilities of the job; and,

- "Unsatisfactory" means an overall performance of duties that is consistently unacceptable in quality, accuracy, and timeliness.

Employees must be evaluated using a system approved by the Office of Personnel Management.

Any agency, board, commission, or institution of higher education may revise or develop an evaluation process suited to the mission of the agency, board, commission, or institution, provided:

- the evaluation process identifies performance which is "unsatisfactory," "satisfactory," "above average", and "exceeds standards";
- the evaluation system complies with the guidelines established by the Office of Personnel Management; and,
- the agency, board, commission, or institution may implement the performance evaluation system after review by the Legislative Council.

POOL POSITIONS

"Pool positions" are additional positions authorized to enable agencies and institutions to meet unanticipated needs during the interim between sessions of the General Assembly.

The Uniform Classification and Compensation Act establishes a pool of two hundred (200) positions at grade 26 that are assigned to the Office of Personnel Management. These positions are to be used to reclassify positions in state agencies and institutions, when justified, to the proper classification and grade when the agency or institution does not have a vacant position available with the appropriate classification and grade.

To obtain a position from the pool, an agency or institution must surrender to the pool the position being reclassified. The Office of Personnel Management reviews all requests for pool positions and may grant approval of the reclassification after seeking the review of the Legislative Council.

There also are pool positions for some individual agencies or institutions established by special language in the respective appropriation acts.

Note: Pool positions expire at the end of each biennium. Budget requests are required to continue pool positions into a new biennium.

POSITION

A "position" is an office or employment in an agency or institution of higher education, occupied or vacant, involving duties requiring the services of one (1) or two (2) persons. The maximum number of positions for each agency or institution are established by the respective appropriation acts. A unique position control number is assigned to each position authorized for the agency.

POSITION CLASSIFICATION

Each position within an agency or institution, not specifically exempted by a line-item entry in the agency or institution appropriation act, must be allocated to a class in the classification plan. Additional classified positions, approved for use by an agency or institution, but not included in the appropriation act (such as pool, supplemental, or miscellaneous federal grant positions), will be allocated to a class by the Office of Personnel Management. Each class in the classification system must be described by a class specification (see Class Specification).

PROMOTION

A "promotion" is the change in duty assignment of an employee from a position in one classification to a position in another classification of a higher salary grade requiring higher qualifications, such as greater skill and longer experience, and involving a higher level of responsibility.

Upon promotion, an employee's salary is calculated as follows:

Minor - promotion to a classification which is **one** grade higher than the former classification. The employee's maximum rate of pay is increased by six percent (6.0%).

Major - promotion to a classification which is **two** or more grades higher than the former classification. The employee's maximum rate of pay is increased by eight percent (8.0%).

If the new rate of pay falls below Pay Level I for the new grade, the employee's rate of pay may be adjusted to Pay Level I. The rate of pay may not exceed Pay Level IV of the new pay grade.

If the employee being promoted is receiving a shift differential, the salary adjustment is computed based on the rate of pay for which the employee would be eligible when not receiving the differential. The new rate of pay is calculated according to promotion policy. An additional five and one-half percent (5.5%) may be given as shift differential if the employee meets the conditions for receiving shift differential pay (see Shift Differential).

PROVISIONAL POSITIONS (Arkansas Code § 6-63-305)

"Provisional positions" are additional positions established for use by institutions of higher education when additional federal funds, grants, gifts, or collections become available and which necessitate the hiring of additional personnel.

Each institution has a specified number of provisional positions available to it.

There are a total of 5,025 positions authorized in the eleven four year universities and in the twenty-two two year colleges.

The use of these positions is subject to the review and approval by OPM and the Legislative Council.

RECLASSIFICATION

A "reclassification" is a change in the assignment of a position from one classification title to another classification title of either a higher or lower salary grade when material and permanent changes in the duties and responsibilities of the position being recommended for reclassification have occurred. A change may also be made when it

is necessary to establish a new classification title to meet federal standards as a prerequisite for federal programs.

Positions eligible for reclassification within an agency or institution of higher education are only those positions which have been assigned a specific classification title and salary grade. Positions having a line item maximum salary may not be reclassified from line item status to a classified designation bearing a salary grade. Positions within the agency allocated to a specific classification title and salary grade may not be reclassified to a classification title having a maximum annual line item salary amount.

REGULAR SALARY PROCEDURES AND RESTRICTIONS ACT (Arkansas Code § 21-5-101)

The Arkansas Constitution, Article 16, Section 4, provides: "The General Assembly shall fix the salaries and fees of all officers in the state, and no greater salary or fee than that fixed by law shall be paid to any officer, employee or other person, or at any rate other than par value; and the number and salaries of the clerks; and employees of the different departments of the State shall be fixed by law."

The following provisions are applicable to all authorized regular salary positions in appropriation acts unless specific exception is made otherwise by law:

- the number of employees of the different departments of the State shall be fixed by law;
- for any position authorized by the General Assembly for the benefit of any department, agency, board, commission, institution, or program for which the provisions of the Uniform Classification and Compensation Act are to be applicable, the Act governs with respect to the entrance salary rate, the frequency with which salary increases may be granted, and the maximum annual salary that may be paid for the grade assigned each employee;
- for any position authorized by the General Assembly for the benefit of any department, agency, board, commission, institution, or program for which a maximum annual salary is set out in dollars, such position is to be paid at a rate of pay not to exceed the allowable maximum during any one fiscal year;

- the administrative head of any department, agency, board, commission, institution, or program shall take into consideration ability of the employee and length of service when determining their annual salaries; and
- no employee can be paid any additional cash allowances unless such allowances are specifically established by law. And such law must also determine which employees are eligible to receive the allowance and the maximum amount of each allowance. This must be shown for each employee or class of employees eligible to receive the allowances. Cash allowances include, but are not limited to, uniform allowance, clothing allowance, motor vehicle depreciation, or replacement allowance, fixed transportation allowance, meals and lodging allowance other than for reimbursement for costs actually incurred.

SECOND LANGUAGE COMPENSATION

The Uniform Classification and Compensation Act includes a provision that any employee whose specific job assignment requires the skill to communicate in a language other than English (including American Sign Language) and which skill is required as a secondary minimum qualification by the classification specification for the position occupied by the employee is eligible to be paid up to an additional ten percent (10.0%) of the employee's annual salary as set by Arkansas Code § 21-5-209.

In those instances where the granting of additional compensation would have the effect of exceeding the maximum annual rate for the grade assigned to the employee's classification, the additional compensation is not considered as exceeding the maximum allowable rate for that grade.

If an employee who is receiving additional compensation for the use of a second language moves into a position that does not require the use of the language skill, or if the position no longer requires the use of the skill, that employee's salary reverts to the rate of pay for which the employee would otherwise receive.

OPM may approve the payment of additional compensation for specific positions identified by agencies and institutions of higher education after review of the Legislative Council.

SPECIAL RATES OF PAY

Normally, the salary of a new employee is set at the entry pay level. Special rates of pay may be authorized to attract employees to state service where it has been demonstrated that market conditions make it difficult to recruit at the normal entry rate, or where the applicant has exceptional qualifications.

There are two provisions for increasing the starting salary above the entry pay level of a given grade.

The first is the establishment of a **Labor Market** Special Entry Rate. This type rate is authorized when prevailing market rates of compensation for a specific classification title are such that the agency or institution is unable to competitively recruit at the entry level for the salary grade assigned to that classification. It also applies when an acute shortage of qualified applicants for a specific classification exists. All employees (current or prospective) in the classification for which a market rate is established are eligible for the rate.

The Office of Personnel Management may recommend and the Chief Fiscal Officer of the State may approve special entry rates up to Pay Level IIM. The Office of Personnel Management, with the review of the Arkansas Legislative Council, may approve special entry rates up to the maximum Pay Level of the grade. Agencies and institutions must follow the procedures established by the Office of Personnel Management before requesting labor market special entry rates.

The second kind of special entry rate is for an **Exceptionally Well-Qualified** applicant for employment. It may be requested in those instances where an applicant's background and experience qualifies him/her to perform the job with very little or substantially less orientation and training than other qualified applicants. The Office of Personnel Management may recommend and the Chief Fiscal Officer of the State may approve special entry rates up to Pay Level IIM. The Office of Personnel Management, with the review of the Arkansas Legislative Council, may approve special entry rates up to Pay Level IV. Requests by state agencies or institutions for special rates of compensation based on an exceptional level of qualifications held by a prospective employee may be approved only after the agency or institution has met the following conditions:

- when it has been documented to the satisfaction of the Chief Fiscal Officer of the State that no current employee of the affected agency or institution could have

been considered for promotion as an equivalent alternative to the exceptionally well-qualified applicant. The Chief Fiscal Officer of the State will, upon request, supply any documentation to the Legislative Council; and

- when the prospective employee possesses a level of experience or educational credentials that would permit him or her to perform the duties and responsibilities of the position for which the special rate is being requested with significantly less training and orientation than all other qualified applicants.

Current employees within the agency or institution are eligible for special entry rates when the agency or institution desires to obtain the services of an exceptionally well-qualified applicant.

STATE AGENCY

For purposes of the Uniform Classification and Compensation Act (Arkansas Code § 21-5-204; *et seq.*), "state agency" means all agencies, authorities, departments, boards, commissions, bureaus, councils, or other agencies of the state supported by appropriation of state or federal funds, except those specifically excluded in the Uniform Classification and Compensation Act.

SUPPLEMENTAL PERSONAL SERVICES POSITIONS (Arkansas Code § 21-5-301)

"Supplemental personal services positions" are defined as positions needed for those services required by a state agency or institution which meet the following criteria:

- the agency or institution will exercise direct managerial control over the person or persons performing the services;
- the person or persons performing the services are to be considered employees of the state agency or institution; and
- the services provided may be either professional or nonprofessional in nature.

The following maximum number of emergency personal services positions are established for the three departments of government:

(1) Executive Department	200
(2) Legislative Department	50
(3) Judicial Department	50

The salaries of supplemental emergency personal services positions are governed by the provisions of the Uniform Classification and Compensation Act, as amended, and by the Regular Salaries Procedures and Restrictions Act. However, where agencies have positions to which specific maximum annual salaries are set out in dollars, the positions transferred to the agencies are also exempt from the provisions of the Uniform Classification and Compensation Act, but are not exempt from the Regular Salaries Procedures and Restrictions Act. No supplemental services position may receive a salary rate in excess of the highest rate authorized in the requesting agency's or institution's biennial appropriation act.

TWO YEAR INSTITUTION GROWTH POOL (Act 619 of 2007)

The Arkansas Department of Higher Education has been authorized a pool of two hundred fifty (250) nonclassified positions at a salary level not to exceed sixty-two thousand, five hundred dollars (\$62,500) per year. These positions are to be used by the two-year institutions of higher education in the event that the personal services needs of the two-year institutions of higher education biennium exceed the number of positions allocated to the two-year institutions of higher education by the General Assembly.

Additionally, the Department of Finance and Administration's Office of Personnel Management has been authorized a pool of one hundred fifty (150) classified positions up to a grade twenty six (26). These positions are to be used by the two-year institutions of higher education in the event that the personal services needs of the two-year institutions of higher education exceed the number of positions in a classification allocated to the two-year institutions of higher education by the Legislature.

For both types of positions, the two-year institutions of higher education must provide justification to Office of Personnel Management for the need to allocate titles from this growth pool. No classifications will be assigned to the pool until specific positions are requested by the two-year institutions of higher education, recommended by Office of Personnel Management, and reviewed by the Legislative Council.

UNIFORM CLASSIFICATION AND COMPENSATION ACT (Arkansas Code § 21-5-201, *et seq.*)

The Uniform Classification and Compensation Act establishes uniform classifications for all affected state employees of agencies, boards, commissions, and institutions of higher education covered by the provisions of the Act. It also establishes a uniform compensation plan to be followed by the agencies, boards, commissions, and institutions of higher education, with respect to the authorized positions of their employees. The Act and its subsequent amendments, establish classifications of jobs and assigns pay grades to each of those classifications. It also establishes procedures and controls to assure that the provisions of the Act and its amendments are complied with. The Act vests authority to monitor the application of these procedures in the Office of Personnel Management.

The Act states that the purpose of the Act is to implement the administration and enforcement of the uniform position classification and compensation plan provided for affected agencies and institutions in accordance with sound business management practices.

The Classification and Compensation Act does not apply to the following agencies:

- the elected constitutional officers of this State and their employees;
- the General Assembly and its employees, including employees of the Bureau of Legislative Research of the Legislative Council and the Division of Legislative Audit;
- members and employees of the Supreme Court, the Arkansas Court of Appeals, circuit and chancery courts, prosecuting attorneys, and the Administrative Office of the Courts;
- the Arkansas State Highway and Transportation Department; and,
- federal military technicians, military training support personnel, federally funded personnel of the Arkansas National Guard, and other military personnel who are paid directly by the federal government.

Salaries for agency head, agency director, or head of institution positions are exempt from the Classification and Compensation Plan, and the maximum annual salary rate are authorized in the respective appropriation act.

UPGRADE (or CLASS UPGRADE)

An "upgrade" results from the enactment of legislation which has the effect of raising the grade level assigned to a specific classification. All employees in an upgraded classification are eligible for an additional six percent (6.0%) increase in his/her maximum annual salary. If that rate of pay falls below the minimum pay of the new grade, the employee's rate of pay will be adjusted to that minimum pay level.

WORKING TITLE

A "working title" is a descriptive title given a position within a class for ready identification of the job being performed. A working title consists of a procedural description of the duties and responsibilities of a position.

PROPOSED CLASSIFICATIONS AND GRADES

CLASS CODE	TITLE	GRADE
9418	AASIS SYSTEM ADMINISTRATOR	N906
0705	ABA BUILDING MAINTENANCE SPECIALIST	C115
G007	ABA BUILDING/PROGRAM SUPERVISOR	C118
692Z	ABA DIVISION MANAGER	C127
6611	ABA STATE ARCHITECT	N908
9749	ABA STATE ENGINEER	N908
7123	ABSTRACTORS BOARD SECRETARY GENERAL	C107
B001	ACADEMIC LABORATORY ASSISTANT	C105
A111	ACCOUNTANT I	C116
A110	ACCOUNTANT II	C117
0045	ACCOUNTING OPERATIONS MANAGER	C125
0034	ACCOUNTING COORDINATOR	C121
A108	ACCOUNTING TECHNICIAN	C109
0597	ACD DIVISION ADMINISTRATOR	C121
0092	ACIC DIVISION MANAGER	C126
X303	ACIC FIELD AGENT	C117
0090	ACIC PROGRAM ANALYST	C117
0093	ACIC PROGRAM MANAGER	C119
D090	ACIC SYSTEMS SPECIALIST	C115
0098	ACIC SYSTEMS SUPERVISOR	C117
3795	ACIC TRAINING COORDINATOR	C117
Y026	ADC CONSTRUCTION PROJECT SUPV	C119
7353	ADC HLTH SVCS ADMR	N903
Y020	ADC INDUSTRY PRGM MANAGER	C119
0039	ADC AGRI PRODUCTION SUPERVISOR	C121
9822	ADC ASSISTANT DIRECTOR	N908
Y018	ADC ASST HEAD FARM MANAGER	C119
1198	ADC ASST MEDICAL PROGRAM MANAGER	C120
114Z	ADC CLASSIFICATION ADMINISTRATOR	C120
H001	ADC COMMODITY & FOOD SVC ADMR	C119
9876	ADC COMPLIANCE ATTORNEY	N904
y123	ADC CONSTRUCTION PROJECT SPECIALIST	C119
044Z	ADC CONSTRUCTION/MAINTENANCE COORD	C124
8904	ADC DEPUTY DIRECTOR	N909
9935	ADC FARM ADMINISTRATOR	N904
9456	ADC GENERAL COUNSEL	N902
054Z	ADC HEAD FARM MANAGER I	C122
056Z	ADC HEAD FARM MANAGER II	C127
L004	ADC HIV/AIDS EDUCATOR	C112
E011	ADC INDUSTRIAL SUPV I	C114
E012	ADC INDUSTRIAL SUPV II	C116
8055	ADC INDUSTRY ADMINISTRATOR	N904
949Z	ADC INDUSTRY ASST ADMR	C120
R321	ADC INMATE GRIEVANCE COORDINATOR	C114
T072	ADC INMATE TRANSPORTATION COORD	C119
3437	ADC MAILROOM SERVICES COORDINATOR	C113
V016	ADC PROCUREMENT & PROPERTY MANAGER	C119
v076	ADC PROPERTY OFFICER	C111
9455	ADC PUBLIC INFORMATION OFFICER	N901

R072	ADC SALES REPRESENTATIVE	C114
9823	ADC SUPERINTENDENT	N906
E100	ADC TRAINING ACADEMY SUPERVISOR	C119
E053	ADC UNIT TRAINING SUPERVISOR	C114
X318	ADC/DCC ADMIN REVIEW OFFICER	C113
M105	ADC/DCC ADVISOR	C115
1038	ADC/DCC ASST MAINTENANCE SUPERVISOR	C116
X450	ADC/DCC INTERNAL AFFAIRS INVESTIGATOR	C116
T008	ADC/DCC CAPTAIN	C118
T005	ADC/DCC CORPORAL	C113
T003	ADC/DCC CORRECTIONAL OFFICER I	C112
T010	ADC/DCC CORRECTIONAL SERGEANT	C115
102Z	ADC/DCC CORRECTIONAL WARDEN	C127
091Z	ADC/DCC DEPUTY WARDEN	C124
0665	ADC/DCC FOOD PREPARATION MANAGER	C116
0662	ADC/DCC FOOD PREPARATION SUPERVISOR	C114
R033	ADC/DCC INTERNAL AFFAIRS ADMINISTRATOR	C121
T006	ADC/DCC LIEUTENANT	C117
T014	ADC/DCC MAJOR	C120
M096	ADC/DCC PROGRAM SPECIALIST	C115
W009	ADC/DCC RECORDS SUPERVISOR	C116
E010	ADC/DCC TRAINING ADMINISTRATOR	C121
M045	ADC/DCC TREATMENT COORDINATOR	C117
E055	ADC/DCC UNIT TRAINER	C113
0071	ADE APSCN FIELD ANALYST	C121
9514	ADE DIRECTOR APSCN	N908
R069	ADE PROGRAM ADMINISTRATOR	C124
R500	ADE ACADEMIC FACILITIES SR PROJECT ADMIN	C126
0072	ADE APSCN APPLICATIONS MANAGER	C124
0073	ADE APSCN DIVISION MANAGER	C126
R501	ADE AREA PROJECT MANAGER	C123
R005	ADE ASSISTANT TO DIRECTOR	C128
9483	ADE ASST COMMISSIONER LEARNING SERVICES	N912
9484	ADE ASST COMMISSIONER PUB SCH ACCOUNT	N912
9287	ADE ASST DIR ACADEMIC FACILITIES	N908
E043	ADE BUDGET MANAGER	C125
9859	ADE COORD FISCAL DISTRESS	N902
9511	ADE COORD SCH. IMP / STANDARDS ASSURANCE	N905
R135	ADE COORDINATOR OF GOVERNMENTAL AFFAIRS	C124
9512	ADE COORDINATOR OF SPECIAL PROJECTS	N905
9510	ADE COORDINATOR SPECIAL PROGRAMS	N905
9039	ADE DIR OF COMMUNICATIONS	N904
9481	ADE DIR PUBLIC SCHOOL FACILITIES & TRANS	N911
221Z	ADE FINANCE DIVISION MANAGER	C129
0047	ADE FINANCE PROGRAM COORDINATOR	C124
9277	ADE LITIGATION ATTORNEY	N912
9509	ADE SPECIAL ADVISOR	N908
9508	ADE SPECIAL ASSISTANT TO COMMISSIONER	N908
216Z	ADE SPECIAL EDUCATION DIVISION MANAGER	C129
920Z	ADEM ADMINISTRATION DIVISION DIRECTOR	C123
R193	ADEM AREA COORDINATOR	C119
632Z	ADEM DEPUTY DIRECTOR	C126
964Z	ADEM DISASTER MGMT DIV DIR	C123
T085	ADEM EMERGENCY MANAGEMENT DUTY OFFICER	C115
0124	ADEM INFO TECHNOLOGY DIVISION DIRECTOR	C123

967Z	ADEM PREPAREDNESS DIVISION DIRECTOR	C123
0107	ADEM PROGRAM COORDINATOR	C118
0133	ADEM PROGRAM MANAGER	C120
586Z	ADEQ ADMINISTRATION DIVISION MANAGER	C127
X314	ADEQ AIR COMPLIANCE MONITOR	C118
594Z	ADEQ AIR DIVISION MANAGER	C129
X328	ADEQ ASST AIR/WATER DIVISION MANAGER	C127
591Z	ADEQ BRANCH MANAGER	C125
8709	ADEQ DEPUTY DIRECTOR - LAND RESOURCES	N908
B080	ADEQ ECOLOGIST	C119
R376	ADEQ ENFORCEMENT ANALYST	C119
0079	ADEQ ENFORCEMENT COORDINATOR	C120
0080	ADEQ ENGINEER P.E. BRANCH MANAGER	C127
0081	ADEQ FACILITY SUPPORT SVCS MANAGER	C120
595Z	ADEQ HAZARDOUS WASTE DIVISION MANAGER	C127
Q108	ADEQ INSPECTOR	C118
Q020	ADEQ INSPECTOR SUPERVISOR	C122
592Z	ADEQ MINING DIVISION MANAGER	C127
0077	ADEQ PUBLIC OUTREACH DIVISION MANAGER	C127
0076	ADEQ REGULATED STORAGE TANKS DIVISION MANAGER	C127
596Z	ADEQ SOLID WASTE DIVISION MANAGER	C127
597Z	ADEQ TECHNICAL SERVICES DIVISION MANAGER	C127
0066	ADEQ WATER DIVISION MANAGER	C129
9973	ADFA DEPUTY DIRECTOR	N908
0143	ADFA FINANCE PROGRAM ANALYST	C119
R498	ADFA FINANCE PROGRAM COORDINATOR	C121
400z	ADFA FISCAL PROGRAM MANAGER	C123
1880	ADFA PROGRAM COORDINATOR	C118
8819	ADFA PROGRAM OFFICER	C127
6004	ADH DISTRICT MANAGER	C122
0013	ADH GOVERNMENTAL AFFAIRS POLICY DIR	N902
B086	ADH LABORATORY MANAGER	C121
0026	ADH AREA NURSING DIRECTOR	C124
0012	ADH ASSOC CENTER DIR-MGMT & OPS	C127
R056	ADH BRANCH MANAGER	C125
0011	ADH CENTER DIRECTOR- HEALTH PROTECTION	N908
0010	ADH CENTER DIR-LOCAL PUBLIC HEALTH	N908
079Z	ADH CHIEF ENGINEER	C127
0021	ADH CHIEF EPIDEMIOLOGIST	N903
9530	ADH CHIEF FINANCIAL OFFICER	N906
9532	ADH CHIEF HUMAN RESOURCES OFFICER	N905
9531	ADH CHIEF INFORMATION OFFICER	N910
9955	ADH CHIEF LEGAL COUNSEL	N906
9771	ADH DEPUTY DIRECTOR ADMIN	N912
340Z	ADH DIR ENGINEERING	N904
142Z	ADH DIR IN-HOME SERVICES	N904
Y009	ADH DIR PLUMBING INSPECTIONS	C121
9063	ADH DIRECTOR OF COMMUNICATIONS	N903
9195	ADH DIRECTOR STATISTICS & VITAL RECORDS	N905
Q078	ADH ENVIRONMENTAL SUPV	C121
6625	ADH EPIDEMIOLOGY OFFICER	N908
R055	ADH NURSING PROGRAM COORD	C123
0014	ADH PUBLIC HEALTH ADMINISTRATOR	C124
0015	ADH PUBLIC HEALTH SECTION CHIEF I	C121
0016	ADH PUBLIC HEALTH SECTION CHIEF II	C122

0017	ADH PUBLIC HEALTH SECTION CHIEF III	C123
0024	ADH REGIONAL DIRECTOR	C126
9285	ADH SENIOR SCIENTIST	N912
M092	ADH SOC SVC PROGRAM DIRECTOR	C123
0193	ADMINISTRATION SUPPORT SPECIALIST	C112
0196	ADMINISTRATIVE ANALYST	C115
0222	ADMINISTRATIVE REVIEW ANALYST	C115
0229	ADMINISTRATIVE SERVICES MANAGER	C124
0247	ADMINISTRATIVE SPECIALIST I	C106
0255	ADMINISTRATIVE SPECIALIST II	C109
0266	ADMINISTRATIVE SPECIALIST III	C112
0374	ADMINISTRATIVE SUPPORT SPECIALIST	C109
0333	ADMINISTRATIVE SUPPORT SUPERVISOR	C113
M014	ADMINISTRATOR OF CHAPLAINCY SVCS	C118
K005	ADMISSIONS ANALYST II	C109
R003	ADMISSIONS ANALYST SUPERVISOR	C110
K009	ADMISSIONS SPECIALIST	C108
0473	ADULT PROTECTIVE SERVICES WORKER	C117
R377	AEDC AREA/PROGRAM REPRESENTATIVE	C122
9810	AEDC BUSINESS DEV DIV DIR	N908
9812	AEDC BUSINESS FINANCE DIRECTOR	N908
977Z	AEDC DIR ARKANSAS ENERGY OFFICE	C128
4778	AEDC DIR BUSINESS RETENTION & EXPAN	C128
7355	AEDC DIR OF COMMUNITY DEVELOPMENT	C128
4777	AEDC DIR TECH & ENTREPRENEURSHIP	N907
9754	AEDC DIRECTOR FILM COMMISSION	C128
9858	AEDC INTERNATIONAL RELATIONS MANAGER	N908
9814	AEDC MRKT & COMMUNICATIONS DIR	N907
R378	AEDC PROJECT/REGIONAL MANAGER	C125
9817	AEDC SMALL/MINORITY BUSINESS DIRECTOR	C128
906Z	AEDC STRATEGIC PLANNING ASST DIR	C126
9910	AEDC STRATEGIC PLANNING DIRECTOR	N907
9793	AEDC TRAINING DIVISION DIRECTOR	N908
R151	AERONAUTICS ASSISTANT DIRECTOR	C124
3099	AETN CHIEF POST PRODUCTION EDITOR	C122
292Z	AETN DEP DIR FOR ADMIN & FINANCE	C128
249Z	AETN EDUCATION DIVISION DIRECTOR	C128
7358	AETN ENGINEERING DIVISION MANAGER	N906
035Z	AETN OPERATIONS DIVISION DIRECTOR	C126
211Z	AETN OUTREACH DIVISION DIRECTOR	C128
3040	AETN PRODUCTION DIVISION DIRECTOR	C128
039Z	AETN PROGRAM AND SERVICES DIV MANAGER	C124
288Z	AETN PROGRAMMING DIVISION DIRECTOR	C128
3094	AETN WEBSITE COORDINATOR	C124
R082	AFHC CHIEF INVESTIGATOR	C117
R083	AFHC INVESTIGATOR	C115
X324	AGENCY ADMINISTRATIVE REVIEW OFFICER	C120
0410	AGENCY CONTROLLER I	C126
A084	AGENCY CONTROLLER II	C128
A032	AGENCY FISCAL MANAGER	C121
2188	AGENCY HUMAN RESOURCES MANAGER	C123
9950	AGFC GENERAL COUNSEL	N903
0547	AGFC BIOLOGIST PROGRAM SPECIALIST	C121
T038	AGFC CAPTAIN	C124
2027	AGFC COLONEL	C129

T040	AGFC CORPORAL	C121
928Z	AGFC DIVISION CHIEF	C129
0625	AGFC LICENSING MANAGER	C121
0626	AGFC LICENSING SUPERVISOR	C118
0245	AGFC LIEUTENANT	C123
0627	AGFC NATURE CENTER MANAGER	C121
8676	AGFC OPERATIONS & FACILITY MANAGER	C123
1774	AGFC REAL ESTATE AND ENGINEER MANAGER	C126
T042	AGFC SERGEANT	C122
T036	AGFC WILDLIFE OFFICER	C118
5222	AGFC WILDLIFE OFFICER 1ST CLASS	C119
8960	AGING & ADULT SVCS ASST DEP DIR	N902
Q021	AGRI COMMODITY COMPLIANCE INSP	C116
5117	AGRI COMMODITY COMPLIANCE SPECIALIST	C115
G057	AGRI FARM TECHNICIAN	C106
G001	AGRI LABORATORY TECHNICIAN	C106
T018	AGRI UNIT SUPERVISOR I	C116
Q001	AGRICULTURE COMMODITY AREA SUPERVISOR	C120
Q063	AGRICULTURE COMMODITY GRADER II	C114
Q089	AGRICULTURE COMMODITY SPECIALIST I	C113
Q016	AGRICULTURE DIVISION MANAGER	C127
4999	AGRICULTURE PLANT BOARD DIVISION MGR	C123
0445	AGRICULTURE PROGRAM COORDINATOR	C118
050Z	AGRICULTURE PROGRAM MANAGER	C120
T016	AGRICULTURE UNIT SUPERVISOR II	C117
0082	AGS SPECIALIST	C113
N310	AGS SUPERVISOR	C117
J004	AIRCRAFT PILOT	C115
E110	ALETA TRAINING SUPV	C121
N302	ALUMNI AFFAIRS SPECIALIST	C111
969Z	ANRC CONSERVATION DIVISION CHIEF	C128
010Z	ANRC DEPUTY DIRECTOR	C130
0067	ANRC WATER DEVELOPMENT DIVISION MANAGER	C128
593Z	ANRC WATER RESOURCES DIVISION MANAGER	C128
9516	APERS ASST DIRECTOR OF FINANCE	N906
9028	APERS INVESTMENT OPERATIONS MANAGER	N901
Y001	APPRENTICE TRADESMAN	C105
9306	AR APPRAISER BD CHIEF INVESTIGATOR	C123
9470	AR TOWING & RECOVERY BD INVESTIGATOR	C113
9457	AR TOWING & RECOVERY BOARD DIRECTOR	C115
N373	ARCHAEOLOGIST	C119
0487	ARCHITECTURAL DRAFTSMAN	C114
K189	ARCHIVAL ASSISTANT	C114
N289	ARCHIVAL MANAGER	C118
K078	ARCHIVAL TECHNICIAN	C107
E034	ARCHIVIST	C117
Q040	AREA LIVESTOCK INSPECTOR SUPV	C117
036Z	AREC DEPUTY EXECUTIVE DIRECTOR	C126
R042	AREC EXAMINER	C113
R037	AREC INVESTIGATOR	C117
R045	AREC LICENSING SUPERVISOR	C121
R002	AREC SR REAL ESTATE INVESTIGATOR	C118
J001	ARK FORESTRY COMM INVESTIGATOR	C117
7137	ARKANSAS BUREAU OF STANDARDS DIRECTOR	N906
5009	ARKANSAS SENTENCING COMMISSION ASSISTANT	C120

9055	ARKANSAS TOBACCO CONTROL DIRECTOR	N905
6646	ARLPC BOARD CERTIFIED PATHOLOGIST	N907
9283	ARLPC DEPUTY DIRECTOR	N908
T024	ARLPC INSPECTOR/INVESTIGATOR	C115
7122	ASBN ASSISTANT DIRECTOR	N901
0505	ASBN PROGRAM COORDINATOR	C126
990Z	ASD SPECIALTY PROGRAM DIRECTOR	C125
026Z	ASD/ASB BUSINESS MANAGER	C126
0461	ASD/ASB TRANSPORTATION SERVICES COORD	C119
959Z	ASP AFIS COORDINATOR	C117
W001	ASP AFIS TECHNICIAN	C112
0911	ASP COMMERCIAL DRIVER LICENSE EXAMINER	C111
X364	ASP COMPLIANCE ADMINISTRATOR	C123
617Z	ASP DEPUTY DIRECTOR/LT. COLONEL	N908
X317	ASP DL/CDL COORDINATOR	C117
X382	ASP DRIVERS LICENSE EXAMINER	C110
0517	ASP EXECUTIVE SECURITY GUARD	C112
R100	ASP HIGHWAY SAFETY OFFICE ADMINISTRATOR	C126
0005	ASP HIGHWAY SAFETY PROGRAM SPECIALIST	C117
0522	ASP INVESTIGATOR SPECIALIST	C114
T078	ASP PILOT	C124
9515	ASP PROGRAM ASST ADMINISTRATOR	C123
0074	ASP PROGRAM MANAGER	C119
645Z	ASP SPECIAL OPERATIONS ADMINISTRATOR	C126
X401	ASP USED MOTOR VEHICLE INSPECTOR	C114
X320	ASP/CACD AREA MANAGER	C122
X363	ASP/CACD CHIEF ADMINISTRATOR	C130
X344	ASP/CACD HOTLINE ADMINISTRATOR	C121
X343	ASP/CACD HOTLINE OPERATOR	C113
X334	ASP/CACD HOTLINE SUPERVISOR	C118
X321	ASP/CACD INVESTIGATOR	C117
X327	ASP/CACD INVESTIGATOR ADMINISTRATOR	C126
X347	ASP/CACD SENIOR INVESTIGATOR	C118
021Z	ASSESSMENT COORDINATION DEPUTY DIRECTOR	C125
3051	ASSETS COORDINATOR	C116
R020	ASSISTANT BOOKSTORE MANAGER	C112
A127	ASSISTANT CONTROLLER	C124
R494	ASSOCIATE BOOKSTORE MANAGER	C116
0453	ASSOCIATE DIRECTOR OF NURSING	C126
5002	ASSOCIATE PROFESSIONAL COUNSELOR	C117
Z733	ASSOCIATE REGISTRAR	C122
9482	ASST COMMISSIONER HUMAN RESOURCES	N912
9501	ASST COMMISSIONER, FISCAL & ADMIN SVCS	N912
9502	ASST COMMISSIONER, RESEARCH & TECHNOLOGY	N912
020Z	ASST DEPUTY BANK COMMISSIONER	C128
D095	ASST DIR COMPUTER SVCS	C120
M172	ASST DIR FINANCIAL AID	C117
R199	ASST DIR OF RURAL SERVICES	C121
P304	ASST DIR STUDENT UNION	C115
P323	ASST LODGE MANAGER	C118
P316	ASST LODGE SALES DIRECTOR	C112
R030	ASST PERSONNEL MANAGER	C118
7170	ASST PHARMACY DIRECTOR	N912
0559	ASST PRINCIPAL	C123
R032	ASST REGISTRAR	C115

P319	ASST RESTAURANT MANAGER	C113
015Z	ASST STATE FORESTER	C126
388Z	ASST STATE GEOLOGIST	N902
9851	ASTA ASSISTANT DIRECTOR EPSCOR	C126
8027	ASTA ASSISTANT DIRECTOR OF ENGINEERING	N903
9776	ASTA ASSISTANT DIRECTOR OF FINANCE	N901
9778	ASTA ASSISTANT DIRECTOR OF RESEARCH	N901
9775	ASTA ASST DIR MGMT SVS	N901
9852	ASTA EPSCOR DIRECTOR	N906
R471	ASTA RESEARCH PROGRAM COORDINATOR	C120
Z003	ASU ASSOC DIR PHYSICAL PLANT	C120
Z517	ASU ASST DIRECTOR OF FARMING	C116
Z501	ASU ASST DIRECTOR OF HOUSING	C115
Z503	ASU ASST DIRECTOR OF PHYSICAL PLANT	C118
Z506	ASU CONSTRUCTION COORDINATOR	C120
Z511	ASU DIRECTOR OF FARMING	C119
Z512	ASU DIRECTOR OF HOUSEKEEPING	C116
Z513	ASU DIRECTOR OF HOUSING	C120
Z505	ASU ENGINEERING COMM FACILITIES DIR	C120
Z509	ASU PAYROLL SERVICES MANAGER	C116
X371	ATC ENFORCEMENT AGENT	C116
X367	ATC AUDITOR/INVESTIGATOR	C119
X369	ATC DEPUTY DIRECTOR	C120
G011	ATHLETIC EQUIPMENT SUPV	C106
G015	ATHLETIC FACILITY SUPV	C111
E003	ATHLETIC TRAINER	C110
9458	ATRS ASSOCIATE DIR FISCAL AFFAIRS	N906
9317	ATRS ASSOCIATE DIRECTOR OF INVESTMENTS	N901
9460	ATRS ASSOCIATE DIRECTOR OF OPERATIONS	N906
R036	ATTORNEY	C124
R170	ATTORNEY SPECIALIST	C126
R038	ATTORNEY SUPERVISOR	C127
Z573	ATU COLISEUM MANAGER	C114
Z577	ATU DIRECTOR OF HOUSING	C117
7555	AUCTIONEER BD SECRETARY	C118
L008	AUDIOLOGIST	C119
8810	AUDIOLOGY OFFICE MANAGER	C116
E122	AUDIOVISUAL AIDS SUPV	C113
E005	AUDIOVISUAL LABORATORY ASSISTANT	C106
A095	AUDIT COORDINATOR	C122
0619	AUDIT MANAGER	C129
A250	AUDITOR	C117
Y003	AUTO/DIESEL MECHANIC	C112
Y005	AUTO/DIESEL MECHANIC SUPERVISOR	C115
J003	AVIATION MANAGER	C121
Y015	AVIATION TECHNICIAN	C117
012Z	AWIB PROGRAM MANAGER	C124
013Z	AWIB REGIONAL ADVISOR	C121
599Z	BAIL BONDSMAN BOARD EXECUTIVE DIRECTOR	C124
X391	BAIL BONDSMAN BOARD INVESTIGATOR	C113
H005	BAKER	C104
A021	BANK CHIEF EXAMINER	C127
A042	BANK EXAMINER	C119
D131	BANK IT ADMINISTRATOR	C127
A130	BANK REVIEW ADMINISTRATOR	C124

A014	BANK SENIOR EXAMINER	C123
7208	BD OF ACCOUNTING INVESTIGATOR	C124
9304	BD OF ACCT ADMIN ASST/LICENSING SPEC	C112
9302	BD OF ACCT CREDENTIALING COORD/EXAM SPEC	C112
8708	BD OF ACCT FISCAL OFFICER/CPE COORD	C116
7214	BD OF ARCH ADMIN ASST/OFFICE MGR	C118
7222	BD OF BARBER EXAM INSPECTOR	C114
7218	BD OF BARBER EXAM SECRETARY	C123
7201	BD OF COLLECTION AGENCIES EXEC DIR	N902
7133	BD OF DENTAL EXAMINERS EXEC DIR	C123
7212	BD OF EMBALMERS & FUNERAL DIRECTORS INVE	C118
L181	BEHAVIORAL HEALTH AIDE	C108
8033	BEHAVIORAL HEALTH ASST DIR CHILDRENS SVS	N901
0680	BENEFITS ANALYST	C115
0513	BENEFITS COORDINATOR	C119
0678	BENEFITS SPECIALIST	C110
A092	BENEFITS TECHNICIAN	C112
B022	BIOLOGIST	C117
B026	BIOLOGIST SPECIALIST	C119
B017	BIOLOGIST SUPERVISOR	C121
7206	BOARD OF ACCOUNTING EXECUTIVE DIRECTOR	N904
7533	BOARD OF APPRAISERS EXECUTIVE DIRECTOR	N902
7213	BOARD OF ARCHITECTS EXECUTIVE DIRECTOR	N904
7217	BOARD OF OPTOMETRY EXECUTIVE DIRECTOR	C115
G021	BOILER OPERATOR	C114
T086	BOMB TECHNICIAN	C114
r040	BOOKSTORE MANAGER	C115
R041	BOOKSTORE OFFICE MANAGER	C110
F007	BROADCAST ANNOUNCER	C109
F001	BROADCAST PRODUCTION SPECIALIST	C114
R167	BROADCAST PROMOTION SPECIALIST	C117
R044	BUDGET ANALYST	C119
1642	BUDGET MANAGER	C120
R048	BUDGET SPECIALIST	C117
G026	BUILDING AND GROUNDS COORDINATOR	C116
7124	BURIAL ASSOCIATION BD EXEC SEC	C124
R004	BUSINESS & INDUSTRIAL ENERGY SPECIALIST	C117
0738	BUSINESS OPERATIONS SPECIALIST	C116
V008	BUYER	C116
V010	BUYER SUPERVISOR	C119
0763	CALIBRATION TECHNICIAN	C114
0764	CALL CENTER ANALYST	C114
0767	CALL CENTER SPECIALIST	C110
Z943	CAMPUS CONSTRUCTION COORDINATOR	C120
2670	CAMPUS MAINTENANCE SUPERVISOR	C119
K003	CAMPUS POSTMASTER	C110
H019	CANTEEN SUPERVISOR	C105
5114	CAPITAL CONFLICTS INVESTIGATOR	C120
9058	CAPITOL ZONING DIST PLNG & PRESV DIR	C117
9821	CAPITOL ZONING DISTRICT ADMINISTRATOR	N901
E004	CARE GIVER II	C104
9046	CAREER & TECHNICAL FACULTY	C120
0783	CAREER PLANNING AND PLACEMENT SPECIALIST	C114
M010	CAREER PLNG & PLAC COORDINATOR	C118
0684	CAREGIVER	C104

K145	CASHIER	C108
V017	CENTRAL SUPPLY TECH SHIFT SUPV	C109
4643	CENTRAL WAREHOUSE OPERATIONS MGR	C117
E059	CERTIFIED BACHELORS TEACHER	C117
A022	CERTIFIED FINANCIAL EXAMINER	C130
9142	CERTIFIED FINANCIAL EXAMINER MANAGER	N906
0674	CERTIFIED MASTERS DEGREE LIBRARIAN	C119
E063	CERTIFIED MASTERS TEACHER	C119
L081	CERTIFIED NURSING ASSISTANT	C109
L036	CERTIFIED RESPIRATORY THERAPY TECHNICIAN	C118
M058	CERTIFIED VOCATIONAL REHAB COUNSELOR	C119
E078	CERTIFIED VOCATIONAL TEACHER	C117
M019	CHAPLAIN	C115
G014	CHDC LAUNDRY OPERATIONS MANAGER	C109
B010	CHEMIST	C117
B012	CHEMIST SUPERVISOR	C122
4630	CHIEF PARK PLANNER	C122
6605	CHIEF PHYSICIAN SPECIALIST	N921
9037	CHIEF PUBLIC DEFENDER	N907
5008	CHILD ABUSE & NEGLECT PREVENTION BD DIR	C120
M012	CHILD CARE DIRECTOR	C118
0872	CHILD CARE SERVICE SPECIALIST	C116
E004	CHILD CARE TECHNICIAN	C105
X357	CHILD SUPPORT SPECIALIST I	C113
X351	CHILD SUPPORT SPECIALIST II	C114
R207	CHILD SUPPORT SUPERVISOR I	C116
0882	CHILD SUPPORT SUPERVISOR II	C118
7338	CHIROPRACTIC EXAMINER EXEC SEC	C118
R163	CIVIL AIR PATROL SVCS COORD	C115
0894	CIVIL RIGHTS/EMPLOYEE RELATIONS COORD	C117
9906	CLAIMS COMMISSION DIRECTOR	N901
X340	CLAIMS HEARING OFFICER	C118
R049	CLASSIFICATION & ASSIGNMENT OFFICER	C116
0726	CLINIC BUSINESS SVCS MANAGER	C117
R275	CLINIC BUSINESS SVCS SUPERVISOR	C115
9452	CLINICAL SPEECH PATHOLOGIST	C124
A024	COLLECTION OFFICER	C113
9021	COLLECTIONS BD FIELD INVESTIGATOR	C116
A016	COLLECTOR	C110
N311	COMMERCIAL ARTIST I/GRAPHIC ART I	C113
N290	COMMERCIAL GRAPHIC ARTIST	C114
0813	COMMISSARY COORDINATOR	C115
H023	COMMISSARY MANAGER	C112
V021	COMMODITY SPECIALIST	C115
C006	COMMUNICATIONS SUPERVISOR	C114
C020	COMMUNICATIONS SYSTEMS SUPERVISOR	C116
0930	COMPLAINTS INVESTIGATOR	C113
8020	COMPUTER LAB TECHNICIAN	C110
D168	COMPUTER OPERATIONS COORDINATOR	C120
D182	COMPUTER OPERATOR	C114
K001	COMPUTER PUBLISHING OPERATOR	C110
0962	COMPUTER SUPPORT ANALYST	C117
0967	COMPUTER SUPPORT COORDINATOR	C121
0969	COMPUTER SUPPORT MANAGER	C124
0978	COMPUTER SUPPORT SPECIALIST	C119

0993	COMPUTER SUPPORT TECHNICIAN	C115
1009	CONSERVATION PROGRAM MANAGER	C124
X306	CONSTRUCTION INSPECTOR	C116
1012	CONSTRUCTION SPECIALIST	C115
1019	CONSTRUCTION SUPERVISOR	C116
G104	CONSTRUCTION/MAINTENANCE COORD	C116
7272	CONTRACTORS BOARD INVESTIGATOR	C119
7209	CONTRACTORS LICENSE ADMR/INVEST	N906
7211	CONTRACTORS LICENSING COORDINATOR	C117
H027	COOK	C104
0147	COOP EXTENSION SRV PRG ASST	C108
Z792	COORD DESEGREGATION & AFFIRM ACTN	C120
E141	COORD OF AFRICAN AMERICAN HIST PRGM	C118
G079	COORDINATOR OF HOUSEKEEPING	C111
6613	COORDINATOR OF LABORATORY	N908
N317	COORDINATOR OF SPORTS INFORMATION	C117
0812	CORRECTIONAL UNIT ACCREDITATION SPEC	C116
X299	CORROSION INSPECTOR	C115
X319	COSMETOLOGY INSPECTOR	C112
9891	COUNSELING BOARD DIRECTOR	C118
3867	COUNTY FOREST RANGER	C116
9305	CREDENTIALING ASSISTANT	C108
4445	CREDENTIALING COORDINATION SUPERVISOR	C117
A030	CREDIT & COLLECTIONS SUPV	C112
7149	CRIME LAB ASSOC MEDICAL EXAMINER	N920
7148	CRIME LAB DIR MEDICAL EXAMINATION DIV	N922
0586	CRIME LAB QUALITY MANAGER	C122
033Z	CRIME LAB SCIENTIFIC OPERATION MGR	C128
7283	CRIMINAL DETENTION FACILITIES COORD	C123
8911	CRIMINAL INSURANCE FRAUD DIRECTOR	N904
X365	CRIMINAL INSURANCE FRAUD INVESTIGATOR	C119
N318	CURATOR	C119
Y011	DAH MANAGER OF HISTORIC PROPERTIES	C119
1200	DAH PROGRAM COORDINATOR	C117
R091	DAH PROGRAM MANAGER	C119
9424	DATA WAREHOUSE LEAD	C128
9423	DATA WAREHOUSE SPECIALIST	C123
1216	DATABASE SPECIALIST	C127
1214	DATABASE ADMINISTRATOR	C124
D010	DATABASE ANALYST	C119
7175	DATABASE COORD/BUSINESS LICENSE ANALYST	C113
E096	DAY CARE TEACHER	C112
1246	DCC ASST TREATMENT PROGRAM MGR	C122
8801	DCC DEP DIRECTOR RESIDENTIAL SVCS	N904
9355	DCC DEPUTY DIR ADMINISTRATIVE SERVICES	N904
9324	DCC DEPUTY DIR PAROLE/PROBATION SERVICES	N904
T015	DCC PAROLE/PROBATION AREA MANAGER	C123
T002	DCC PAROLE/PROBATION ASST AREA MGR	C121
T034	DCC PAROLE/PROBATION OFFICER	C118
1248	DCC PLANNING & MGMT SVCS ADMINISTRATOR	C126
8905	DCC PROGRAM ADMR PAROLE & PROBATION SVCS	C128
T076	DCC PROGRAM COORDINATOR	C119
110Z	DCC TREATMENT ADMINISTRATOR	C128
1271	DCC TREATMENT SUPERVISOR	C119
3098	DDS PROGRAM COORDINATOR	C117

0200	DDSSA ADJUDICATIVE ASSISTANT	C113
202Z	DDSSA ASSISTANT DIRECTOR	C126
6630	DDSSA ASST CHIEF MEDICAL OFFICER	N917
821Z	DDSSA ASST DIR - QUALITY ASSURANCE	C125
203Z	DDSSA ASST DIR- UNIT OPERATIONS	C125
X360	DDSSA CASE CONSULTANT	C120
6627	DDSSA CHIEF MEDICAL OFFICER	N918
X322	DDSSA CLAIMS ADJUDICATOR I	C115
0668	DDSSA CLAIMS ADJUDICATOR II	C117
X440	DDSSA CLAIMS ADJUDICATOR III	C119
X356	DDSSA FRAUD INVESTIGATOR	C119
X325	DDSSA HEARING OFFICER COORDINATOR	C121
6632	DDSSA MEDICAL CONSULTANT	N916
R179	DDSSA PROFESSIONAL RELATIONS MGR	C123
R025	DDSSA PROFESSIONAL RELATIONS OFFICER	C116
R324	DDSSA UNIT SUPERVISOR	C121
L025	DENTAL ASSISTANT	C109
8707	DENTAL BD INVESTIGATOR	C117
L026	DENTAL HYGIENIST	C113
6618	DENTIST	N916
R012	DEPARTMENT ADMINISTRATIVE LAW JUDGE	C127
Z833	DEPARTMENT BUSINESS COORDINATOR	C119
R099	DEPT OF VETERANS AFFAIRS PRG COORD	C117
638Z	DEPUTY DIRECTOR ACADEMY OPERATIONS	C123
640Z	DEPUTY DIRECTOR STANDARDS DIVISION	C123
4779	DEPUTY PROSECUTOR COORDINATOR	C127
025Z	DEPUTY STATE FORESTER	C130
0022	DEPUTY STATE HEALTH OFFICER	N921
2419	DESIGN CONSULTANT	C116
P313	DESK CLERK	C107
N293	DEVELOPMENT SPECIALIST	C119
1379	DFA REVENUE ASSISTANT ADMINISTRATOR	C130
122Z	DFA STATE ACCOUNTING MANAGER	C125
X304	DFA ABC ENFORCEMENT OFFICER	C118
R079	DFA ABC ENFORCEMENT ASSISTANT DIRECTOR	C121
9600	DFA ACCOUNTING ADMR	N909
A125	DFA ACCOUNTING CAFR COORDINATOR	C125
1373	DFA ACCOUNTING DIVISION MANAGER	C128
9601	DFA ADMIN FOR FISCAL & BUDGET	N912
856Z	DFA ASSISTANT ACCOUNTING ADMR	C130
855Z	DFA ASSISTANT BUDGET ADMINISTRATOR	C130
132Z	DFA ASSISTANT PERSONNEL ADMINISTRATOR	C130
1381	DFA ASSISTANT PROCUREMENT ADMINISTRATOR	C130
150Z	DFA ASST ADMIN-INTERGOVERNMENTAL SVS	C130
1418	DFA ASST ADMINISTRATOR ADMIN SVS	C130
1383	DFA ASST EMPLOYEE BENEFITS DIV ADMR	C130
1387	DFA ASST STATE PAYROLL MANAGER	C123
1389	DFA ASST TAX RESEARCH ADMINISTRATOR	C130
A263	DFA CAFR ACCOUNTANT	C120
1391	DFA CAFR ACCOUNTING MANAGER	C127
9192	DFA CHIEF INFORMATION OFFICER	N912
9939	DFA DIRECTOR ABC	N906
167Z	DFA DIVISION MANAGER I	C120
138Z	DFA DIVISION MANAGER II	C123
921Z	DFA DIVISION MANAGER III	C126

G018	DFA DOG RACING SUPERVISOR	C118
9605	DFA DRIVER LICENSE ADMINISTRATOR	N909
1400	DFA EBD BENEFITS SPECIALIST	C114
1407	DFA EBD PROGRAM SUPERVISOR	C120
8980	DFA EMPLOYEE BENEFITS DIV ADMIN	N909
D116	DFA ERP ANALYST	C124
D120	DFA ERP GROUP LEAD	C125
D109	DFA ERP SYSTEM MANAGER	C127
4897	DFA EXECUTIVE ASSISTANT TO THE CMSNR	C117
1412	DFA HORSE RACING SUPERVISOR	C119
9437	DFA IGS/STATE TECHNOLOGY ADMINISTRATOR	N909
9089	DFA INTERNAL AUDIT ADMINISTRATOR	N907
9781	DFA IT TECHNICAL SPECIALIST	N908
A071	DFA LOCAL REVENUE OFFICE MANAGER	C118
A027	DFA LOCAL REVENUE OFFICE SUPERVISOR	C114
9607	DFA MOTOR VEHICLE ADMINISTRATOR	N909
9986	DFA OCSE ADMINISTRATOR	N909
089Z	DFA OCSE DIVISION MANAGER	C123
065Z	DFA OCSE FIELD MANAGER	C121
946Z	DFA OCSE FIELD OPERATIONS MANAGER	C128
0053	DFA OCSE PROGRAM MANAGER	C123
5005	DFA OCSE PROGRAM SUPERVISOR	C120
9602	DFA OFC OF ADMIN SVCS ADMR	N909
3740	DFA OIS ASSISTANT ADMINISTRATOR	C130
1443	DFA ORGANIZATIONAL DEVELOPMENT SPEC	C119
1446	DFA OSP BUYER	C118
1449	DFA OSP TEAM LEADER	C120
9357	DFA PBAS TECHNICAL SUPPORT MANAGER	N906
154Z	DFA PROCUREMENT DIVISION MANAGER	C123
914Z	DFA PROCUREMENT MANAGER	C120
1368	DFA PROGRAM MANAGER	C120
R019	DFA RACING COMMISSION JUDGE	C115
164Z	DFA RACING COMMISSION MANAGER	C126
A065	DFA RACING COMMISSION OFFICE AUDITOR	C114
A176	DFA REVENUE ASST DIST MANAGER	C119
9942	DFA REVENUE CHIEF COUNSEL	N909
A037	DFA REVENUE OFFICE DISTRICT MANAGER	C121
512Z	DFA REVENUE PROBLEM RESOLUTION OFFICER	C126
0700	DFA REVENUE SECURITY COORDINATOR	C120
A029	DFA REVENUE SUPERVISOR	C114
073Z	DFA REVENUE TAX DIVISION MANAGER	C129
R475	DFA SENIOR STATE BUDGET ANALYST	C123
175Z	DFA SENIOR STATE PERSONNEL ANALYST	C123
A134	DFA SERVICE REPRESENTATIVE	C111
7000	DFA STATE BUDGET ANALYST	C120
R187	DFA STATE BUDGET MANAGER	C128
1380	DFA STATE OPM MANAGER	C126
038Z	DFA STATE PAYROLL SYSTEMS MANAGER	C129
9603	DFA STATE PERSONNEL ADMINISTRATOR	N909
1482	DFA STATE PERSONNEL ANALYST	C120
9604	DFA STATE PROCUREMENT ADMINISTRATOR	N909
9610	DFA STATE REVENUE OFC ADMINISTRATOR	N909
0051	DFA SUPERVISOR	C113
9609	DFA TAX ADMINISTRATOR	N909
9606	DFA TAX AUDIT ADMINISTRATOR	N909

9327	DFA TAX RESEARCH ADMINISTRATOR	N909
R139	DFA TAX RESEARCH ANALYST	C120
0050	DFA TECHNICIAN	C108
9965	DHE ACADEMIC AFFAIRS MANAGER	C128
9922	DHE ASSOC DIR FOR ACADEMIC AFFAIRS	N909
9090	DHE ASSOCIATE DIRECTOR	N908
9358	DHE CAREER PATHWAYS DIRECTOR	N908
0999	DHE COMMUNICATIONS COORDINATOR	C123
2228	DHE FEDERAL PROGRAM MANAGER	C125
9242	DHE FINANCIAL AID MANAGER	C126
2223	DHE PROGRAM COORDINATOR	C124
7091	DHE PROGRAM SPECIALIST	C122
9773	DHE SENIOR ASSOC DIRECTOR	N913
8006	DHS ADMINISTRATIVE LAW JUDGE	C126
2736	DHS ADMINISTRATIVE REVIEW OFFICER	C118
9476	DHS AHC DIRECTOR OF NURSING	N906
9474	DHS AHC NURSING HOME ADMINISTRATOR	N903
188Z	DHS ALCOHOL/DRUG ABUSE PREV ASST DEP DIR	C125
2739	DHS ALEXANDER CHIEF PSYCHOLOGIST	N905
0494	DHS AREA MANAGER	C122
7162	DHS ASH CHIEF EXECUTIVE OFFICER	N908
5080	DHS ASSISTANT DIRECTOR - DCFS	N903
8035	DHS ASSISTANT DIRECTOR CMS	N902
M178	DHS ASSISTANT SUPERINTENDENT - CONWAY	C125
8946	DHS ASST DEP DIR FIN SUPPORT SYSTEM	N905
8945	DHS ASST DEP DIR FOR MGR ACCOUNTING	N905
2738	DHS ASST DIR CONTRACT MONITORING UNIT	N905
9410	DHS ASST DIR QUALITY ASSURANCE	N904
0653	DHS BEHAV HLTH CHILDRENS SYSTEM CARE DIR	C127
8933	DHS BEHAV HLTH MED BUS PRACTICES ADMIN	C120
180Z	DHS BEHAVIORAL HEALTH ASSOC. DIR., AHC	C127
6639	DHS BEHAVIORAL HEALTH GENERAL PHYSICIAN	N917
W006	DHS BEHAVIORAL HEALTH REGISTRAR	C117
R074	DHS BEHAVIORAL HLTH CASE REVIEW ANALYST	C119
8932	DHS BEHAVIORAL HLTH DIR HOSPITAL OPS	N906
870Z	DHS BEHAVIORAL HLTH FACILITY ADMIN	C123
T004	DHS BEHAVIORAL HLTH PUBLIC SAFETY DIR	C120
9726	DHS CHIEF ATTORNEY	N908
9408	DHS CHIEF INFORMATION OFFICER	N909
M038	DHS COUNTY ADMINISTRATOR I	C120
M040	DHS COUNTY ADMINISTRATOR II	C121
M042	DHS COUNTY ADMINISTRATOR III	C122
699Z	DHS COUNTY OPERATIONS PROGRAM MANAGER	C120
1528	DHS DAAS DIVISION MANAGER	C123
0089	DHS DAAS PROGRAM SPECIALIST	C116
R115	DHS DAAS PROGRAM SUPERVISOR	C119
9475	DHS DBH CLINICAL DIRECTOR	N901
8032	DHS DBHS ASSISTANT DIR ADMIN. SVCS.	N901
9701	DHS DBHS DIR ALCOHOL & DRUG ABUSE PREV	N904
1227	DHS DBHS PUBLIC SAFETY SUPERVISOR	C117
8961	DHS DCFS ADMR ADMIN SERVICES	N901
9972	DHS DDS COMMISSIONER	N910
8967	DHS DDS DIR CLIENT SERVICES	N902
8949	DHS DDS DIR EVAL, PLAN & MGMT SYSTEMS	N906
8948	DHS DDS DIVISION MANAGER	N902

8969	DHS DDS SUPT HDC	N904
8966	DHS DDS SUPT HDC/CONWAY	N907
9724	DHS DEP DIR ADMINISTRATIVE SVCS	N911
9970	DHS DEP DIR BEHAVIORAL HEALTH SERVICES	N910
9719	DHS DEP DIR COUNTY OPERATIONS	N910
9985	DHS DEP DIR MEDICAL SERVICES	N910
7354	DHS DEP DIR OFFICE OF VOL SVCS	C125
9700	DHS DEP DIR SVCS FOR THE BLIND	N904
8868	DHS DEPUTY DIRECTOR ADULT SERVICES	N909
8910	DHS DEPUTY DIRECTOR OF DYS	N909
0496	DHS DIR HOME &COMMUNITY BASED SVCS	N901
970Z	DHS DIRECTOR OF EMERGENCY OPERATIONS	C127
9234	DHS DIRECTOR OF HUMAN RESOURCES	N904
9409	DHS DIRECTOR OF PUBLIC RELATIONS	N901
0172	DHS DIVISION CHIEF FISCAL OFFICER	C125
1616	DHS DMS BUSINESS OPERATIONS MANAGER	C127
023Z	DHS DMS MEDICAL ASSISTANCE MANAGER	C125
2423	DHS DYS ADMISSIONS EVALUATOR	C123
0660	DHS DYS ASSISTANT DIVISION DIRECTOR	N904
397Z	DHS EMPLOYEE RELATIONS MANAGER	C125
0511	DHS EMPLOYEE RELATIONS/CIVIL RIGHTS SUPV	C119
8002	DHS EXEC DIR EARLY CHILDHOOD COMM	N908
M087	DHS FIELD MANAGER	C120
A088	DHS FINANCIAL SECTION MANAGER	C120
892Z	DHS INSTITUTION BUSINESS MANAGER	C120
8964	DHS MENTAL HEALTH CENTER DIRECTOR	N906
0588	DHS OFA ASSISTANT DIRECTOR	N905
9235	DHS POLICY & RESEARCH DIRECTOR	N901
923Z	DHS PROGRAM ADMINISTRATOR	C122
1856	DHS PROGRAM ASSISTANT	C108
M044	DHS PROGRAM CONSULTANT	C117
R145	DHS PROGRAM COORDINATOR	C117
697Z	DHS PROGRAM MANAGER	C119
M068	DHS PROGRAM SPECIALIST	C115
9856	DHS RESEARCH ANALYSIS MANAGER	N901
R084	DHS STAFF SUPERVISOR	C117
8930	DHS/DAAS DEPUTY DIRECTOR	N902
0574	DHS/DBS ASST DIR FOR FINANCE	N904
9293	DHS/DCC ASSISTANT DIR FINANCE & ADMIN	N904
9294	DHS/DCC ASST DIR OPS & PROG SUPV	C125
9757	DHS/DCFS DEPUTY DIRECTOR	N904
M160	DHS/DCFS FIELD SERVICES REPRESENTATIVE	C117
9412	DHS/DCO AREA DIRECTOR	N902
8039	DHS/DCO ASSISTANT DIRECTOR	N906
8937	DHS/DCO ASST DEP DIR COUNTY OPERATIONS	N905
8943	DHS/DCO ASST DEP DIR COUNTY OPS	N905
8935	DHS/DCO ASST DEP DIR PGM & ADMN SPT	N906
M029	DHS/DCO COUNTY SUPERVISOR	C119
M128	DHS/DDS PROGRAM COORDINATOR	C117
9720	DHS/DEPUTY DIRECTOR DCFS	N910
8965	DHS/DMS ADD - MEDICAL SERVICES	N906
9411	DHS/DMS ASSISTANT DIRECTOR - FISCAL	N907
8938	DHS/DMS ASST DEP DIR LONG TERM CARE	N906
7406	DHS/DOV AREA COORDINATOR	C114
8953	DHS/DSB ASSISTANT DIRECTOR	C127

E007	DHS/DSB TEACHER FOR THE BLIND	C118
434Z	DHS/DYS EDUCATION MANAGER	C125
017Z	DHS/DYS ADMIN PROG COMPLIANCE	C127
7061	DHS/OFA ASSISTANT DIR - ACCOUNTING OPS	N905
L030	DIETARY SERVICES DIRECTOR	C120
L184	DIETETIC TECHNICIAN	C109
7180	DIETETICS LICENSING BOARD SECRETARY	C115
L028	DIETICIAN	C117
F006	DIGITAL BROADCAST SPECIALIST	C118
1554	DIGITAL BROADCAST TECHNICIAN	C114
971Z	DIR OF COST ALLOCATION & RATE DESIGN	C129
9981	DIRECTOR ABC ENFORCEMENT	N901
Q038	DIRECTOR HVACR SECTION	C119
G214	DIRECTOR MAINTENANCE	C117
9239	DIRECTOR MINORITY HEALTH COMMISSION	N903
Z799	DIRECTOR OF ALUMNI	C116
9937	DIRECTOR OF COSMETOLOGY BOARD	C121
992Z	DIRECTOR OF FIELD OPERATIONS	C124
9487	DIRECTOR OF PHARMACY	N914
9854	DIRECTOR OF PHARMACY BOARD	N914
6602	DIRECTOR OF POULTRY DISEASES	N909
7204	DIRECTOR OF PSYCHOLOGY BOARD	C115
Z058	DIRECTOR OF PUBLIC SAFETY I	C122
0713	DIRECTOR OF PUBLIC SAFETY II	C125
P338	DIRECTOR OF STUDENT UNION	C118
9354	DIRECTOR RISK MANAGEMENT	N904
9760	DIRECTOR STUDENT LOAN AUTHORITY	N910
G040	DIRECTOR TRANSIT & PARKING	C112
9990	DIRECTOR WATERWAYS COMMISSION	C127
D160	DIS ACCOUNT ANALYST	C121
D179	DIS ACCOUNTS SPECIALIST	C117
7688	DIS BILLING SERVICES MANAGER	C119
0851	DIS CHIEF OPERATING OFFICER	N912
9443	DIS CUST RELATIONS MGMT ADMR	N909
9414	DIS DIVISION DIRECTOR	N907
804Z	DIS FISCAL MANAGER	C124
2281	DIS INFORMATION SYSTEMS COORD	C126
7686	DIS IT ASSET MANAGER	C124
951Z	DIS OPERATIONS CENTER MANAGER	C128
9439	DIS PROJECT & ENTERPRISE PROG MGMT ADMIN	N907
7684	DIS PROJECT MANAGER	C122
D164	DIS QUALITY ASSURANCE COORDINATOR	C122
7689	DIS QUALITY ASSURANCE LEAD	C124
4666	DIS RATE ANALYST	C121
D178	DIS SCHEDULER	C117
D149	DIS TECHNICAL ACCOUNTS SPECIALIST	C123
7680	DISASTER RECOVERY ANALYST	C124
T012	DISCIPLINARY HEARING OFFICER	C116
Q070	DISEASE INTERVENTION SPEC SUPV	C118
Q068	DISEASE INTERVENTION SPECIALIST	C116
147Z	DISTRICT FORESTER	C124
6644	DOG RACING VETERINARIAN	N905
8973	DOV ASST DEP DIR	C119
D093	DP NETWORK TECH III - INST	C122
R502	DRUG COURT ADMINISTRATOR	C124

K105	DUPLICATION ASSISTANT	C109
100Z	DWE DIVISION MANAGER	C128
922Z	DWS DEP ASST DIR EMPLOYMENT ASSISTANCE	N905
A070	DWS FIELD TAX REP	C115
R237	DWS PROGRAM SUPERVISOR	C115
710Z	DWS AREA OPERATIONS CHIEF	C124
4472	DWS ASST DIR - TANF	N904
4471	DWS ASST DIR GRANTS RESOURCE ADMIN	N904
4470	DWS ASST DIR NEW HIRE REGISTRY	N904
7023	DWS ASST DIR, EMPLOYMENT ASSIST	N908
7024	DWS ASST DIR, FINANCIAL MANAGEMENT	N908
7026	DWS ASST DIR, INFO AND TECHNOLOGY	N908
7025	DWS ASST DIR, UNEMPLOYMENT INS	N908
X336	DWS CLAIMS ADJUDICATOR	C110
053Z	DWS DIR INTERNAL AUDIT & SECURITY	C127
711Z	DWS DIVISION CHIEF	C123
744Z	DWS EQUAL OPPORTUNITY MANAGER	C120
799Z	DWS FIELD MANAGER I	C119
795Z	DWS FIELD MANAGER II	C120
7027	DWS GENERAL COUNSEL	N908
8037	DWS PROGRAM ADMINISTRATOR	C127
014Z	DWS PROGRAM MANAGER	C121
M033	DWS PROGRAM MONITOR	C117
1675	DWS PROGRAM OPERATIONS MANAGER	C120
R344	DWS SATELLITE OFFICE SUPERVISOR	C116
A154	DWS SR FIELD TAX REPRESENTATIVE	C116
X346	DWS UI CLAIM TECHNICIAN	C115
X355	DWS UI INVESTIGATOR	C115
K040	DWS UNIT SUPERVISOR	C113
R257	DWS WORKFORCE SPECIALIST	C114
B101	ECOLOGIST	C119
0078	ECOLOGIST COORDINATOR	C120
1702	EDITOR	C117
1725	EDUCATION & INSTRUCTION ANALYST	C118
1707	EDUCATION & INSTRUCTION COORDINATOR	C120
840Z	EDUCATION & INSTRUCTION MANAGER	C121
1755	EDUCATION & INSTRUCTION SPECIALIST	C116
M028	EDUCATION COUNSELOR	C119
0655	EDUCATION PARAPROFESSIONAL	C111
0633	EDUCATION PROGRAM COORDINATOR	C119
1743	EDUCATION PROGRAM MANAGER	C124
E013	EDUCATION PROGRAM SPECIALIST	C118
E061	EDUCATIONAL SPECIALIST	C120
R068	EEO/GRIEVANCE OFFICER	C116
Q010	EIA INSPECTOR	C114
9065	ELECTION COMM DEPUTY DIRECTOR	C122
7219	EMBALMERS & FUNERAL DIR BD INSPECTOR	C116
R232	EMERGENCY MEDICAL SERVICES SUPV	C117
C016	EMERGENCY COMMUNICATION SPECIALIST	C112
Q104	EMERGENCY MEDICAL SERVICES SPEC	C114
1764	EMERGENCY PLANNER I	C115
Y006	ENERGY CONSERVATION COORD	C116
R127	ENERGY PROGRAM MANAGER	C119
9308	ENG & LAND SURV ASST EXEC DIRECTOR	C115
9309	ENG & LAND SURVEYOR EXECUTIVE DIRECTOR	N903

X341	ENGINEER	C121
1771	ENGINEER SUPERVISOR	C126
X333	ENGINEER TECHNICIAN	C116
X338	ENGINEER, P.E.	C124
0025	ENVIRONMENTAL HEALTH MANAGER	C125
Q076	ENVIRONMENTAL HEALTH SPECIALIST	C117
B099	ENVIRONMENTAL PROGRAM COORDINATOR	C120
B006	EPIDEMIOLOGIST	C122
g043	EQUIPMENT MECHANIC	C110
G045	EQUIPMENT OPERATOR	C105
G006	EQUIPMENT TECHNICIAN	C107
7276	ETHICS COMMISSION COMPLIANCE SPECIALIST	C119
1822	EXECUTIVE ASSISTANT TO THE DIRECTOR	C118
4793	EXHIBITS COORDINATOR	C121
T077	EXPLOSIVE TEAM COORDINATOR	C124
7774	FABRICATION SHOP MANAGER	C115
P309	FACILITY MANAGER I	C109
P310	FACILITY MANAGER II	C112
9256	FAIR HOUSING DIRECTOR	C128
L044	FAMILY CONSUMER SCIENCE SPECIALIST	C115
M004	FAMILY SERVICE WORKER	C116
M015	FAMILY SERVICE WORKER COUNTY SUPERVISOR	C121
M005	FAMILY SERVICE WORKER SPECIALIST	C118
M009	FAMILY SERVICE WORKER SUPERVISOR	C120
M080	FAMILY SERVICES ASSISTANT	C110
1864	FAMILY SERVICES PROGRAM COORDINATOR	C117
0450	FAMILY SRV WORKER CLINICAL SPEC	C121
G053	FARM FOREMAN - INST	C112
G059	FARM WORKER	C104
143Z	FEDERAL SURPLUS PROPERTY MANAGER	C124
V066	FEDERAL SURPLUS PROPERTY SUPERVISOR	C117
A096	FINANCE AUTHORITY SPECIALIST	C117
1882	FINANCE PROGRAM ANALYST	C118
0069	FINANCE PROGRAM COORDINATOR	C120
M093	FINANCIAL AID ANALYST	C115
M091	FINANCIAL AID SPECIALIST	C113
A038	FINANCIAL ANALYST I	C118
A075	FINANCIAL ANALYST II	C121
W005	FINGERPRINT TECHNICIAN	C111
T013	FIRE & SAFETY COORDINATOR	C107
7700	FIRE EXT BD INSPECTOR/INVESTIGATOR	C113
7181	FIRE PROTECTION LICENSING BOARD DIRECTOR	C115
E021	FIRING RANGE SPECIALIST	C114
1914	FISCAL DIVISION MANAGER	C127
1919	FISCAL SUPPORT ANALYST	C115
1913	FISCAL SUPPORT MANAGER	C123
1929	FISCAL SUPPORT SPECIALIST	C112
1937	FISCAL SUPPORT SUPERVISOR	C118
1945	FISCAL SUPPORT TECHNICIAN	C108
P324	FOOD & BEVERAGE DIRECTOR	C122
H035	FOOD PREPARATION SUPERVISOR	C111
2593	FOOD PREPARATION COORDINATOR	C108
H032	FOOD PREPARATION MANAGER	C114
H053	FOOD PREPARATION SPECIALIST	C104
H043	FOOD PREPARATION TECHNICIAN	C102

B007	FORENSIC ADMINISTRATOR	C125
B053	FORENSIC SCIENTIST	C120
B034	FORENSIC SCIENTIST COORDINATOR	C123
B027	FORENSIC SPECIALIST	C120
B059	FORENSIC TECHNICIAN	C115
B013	FORENSIC TECHNICIAN SUPERVISOR	C118
B009	FOREST HEALTH SPECIALIST	C119
J011	FOREST RANGER I	C113
J013	FOREST RANGER II	C114
J022	FORESTER	C117
2019	FRAUD INVESTIGATOR	C114
2016	FRAUD INVESTIGATOR COORDINATOR	C116
P318	FRONT DESK SUPERVISOR	C113
T080	GAME & FISH MAJOR	C126
8700	GENERAL COUNSEL	C127
6603	GENERAL PHYSICIAN	N916
B032	GEOLOGIST	C120
B106	GEOLOGY SUPERVISOR	C122
D170	GIS ANALYST	C123
2046	GIS LEAD	C128
3890	GIS TECHNICIAN	C115
R168	GRANTS ANALYST	C117
R488	GRANTS COORDINATOR	C119
0046	GRANTS MANAGER	C121
R166	GRANTS SPECIALIST	C114
G065	GREENHOUSE TECHNICIAN	C109
T023	HE PUBLIC SAFETY COMMANDER I	C120
T020	HE PUBLIC SAFETY COMMANDER II	C121
T009	HE PUBLIC SAFETY COMMANDER III	C122
T067	HE PUBLIC SAFETY DISPATCHER	C106
T071	HE PUBLIC SAFETY OFFICER II	C114
T030	HE PUBLIC SAFETY SUPERVISOR	C117
X352	HEALTH CARE ANALYST	C113
W026	HEALTH RECORDS SPECIALIST	C115
2428	HEALTH ADMINISTRATIVE COORDINATOR	C117
X302	HEALTH FACILITIES SUPERVISOR	C123
Q046	HEALTH FACILITIES SURVEYOR	C119
0030	HEALTH FACILITY LABORATORY SURVEYOR	C117
X358	HEALTH FACILITY SURVEYOR	C116
Q030	HEALTH PHYSICIST	C119
Q032	HEALTH PHYSICIST SUPERVISOR	C121
0018	HEALTH PROGRAM SPECIALIST I	C117
0019	HEALTH PROGRAM SPECIALIST II	C118
0020	HEALTH PROGRAM SPECIALIST III	C119
K025	HEALTH SERVICES SPECIALIST I	C108
K024	HEALTH SERVICES SPECIALIST II	C110
2092	HEARING OFFICER	C115
K043	HEARING REPORTER	C118
G073	HEAVY EQUIP OPERATOR	C109
4642	HEAVY EQUIPMENT SPECIALIST	C112
2102	HELP DESK SPECIALIST	C115
R185	HERITAGE AGENCY ASSISTANT DIRECTOR	C122
500Z	HERITAGE AGENCY DIRECTOR	C126
R144	HIGHER EDUCATION INSTITUTION PROGRAM COO	C116
R476	HIPPA PROGRAM CONSULTANT	C124

N368	HISTORIAN	C115
N288	HISTORICAL RESEARCHER	C114
0789	HOSPITAL PROGRAM SERVICES ASSISTANT	C110
L054	HOSPITAL TECHNICIAN	C109
P314	HOUSEKEEPER	C107
7069	HSRC DIRECTOR OF PHYSICAL THERAPY	N906
076Z	HSRC MEDICAL SERVICES MANAGER	C126
2169	HUMAN RESOURCES ADMINISTRATOR	C126
2173	HUMAN RESOURCES ANALYST	C117
R125	HUMAN RESOURCES ASSISTANT	C110
4444	HUMAN RESOURCES PROGRAM REPRESENTATIVE	C115
1535	HUMAN RESOURCES RECRUITER	C116
R190	HUMAN RESOURCES SPECIALIST	C113
Q045	HVACR MECHANICAL INSPECTOR	C117
R356	INDUSTRIAL CONSULTANT	C118
2267	INFORMATION SYSTEMS ANALYST	C117
2274	INFORMATION SYSTEMS BUSINESS ANALYST	C122
2283	INFORMATION SYSTEMS COORDINATION SPEC	C119
2294	INFORMATION SYSTEMS COORDINATOR	C124
2303	INFORMATION SYSTEMS MANAGER	C128
2306	INFORMATION SYSTEMS SECURITY SPECIALIST	C117
2260	INFORMATION SYSTEMS SECURITY SPECIALIST	C126
D013	INFORMATION TECHNOLOGY ASSISTANT	C111
0099	INFORMATION TECHNOLOGY MANAGER	C120
3318	INNKEEPER ASSISTANT	C106
3317	INNKEEPER SPECIALIST	C109
9925	INS ASST DEP COMMISSIONER FINANCE	N902
9141	INS CHIEF FIN/MKT CONDUCT EXAMINER	N908
G151	INSTITUTIONAL SERVICES SHIFT SUPV	C107
D097	INST INFORMATION TECHNOLOGY COORD	C125
R322	INSTITUTION HUMAN RESOURCES COORDINATOR	C115
R474	INSTITUTION PERSONNEL SVCS MANAGER	C118
Y045	INSTITUTIONAL BEAUTICIAN	C106
G187	INSTITUTIONAL BUS DRIVER	C109
2360	INSTITUTIONAL SERVICES ASSISTANT	C103
G010	INSTITUTIONAL SERVICES SUPERVISOR	C104
7773	INSTITUTIONAL PRINTER	C114
Y047	INSTRUMENTATION TECHNICIAN	C112
0086	INSURANCE ADMINISTRATIVE COORDINATOR	C117
7270	INSURANCE CHIEF TECHNOLOGY OFFICER	N904
A007	INSURANCE CONSUMER PROTECTION MANAGER	C124
9070	INSURANCE DEP CMSNR FINANCIAL REGS	N912
801Z	INSURANCE DEPT DIR OF SECURITY OPS	C126
9919	INSURANCE DEPUTY COMMISSIONER	N910
9479	INSURANCE DEPUTY COMMISSIONER INFO SVCS	N910
A048	INSURANCE EXAMINER	C119
911Z	INSURANCE FORENSIC ACCOUNTANT	C122
X361	INSURANCE INVESTIGATOR	C116
A143	INSURANCE LICENSING MANAGER	C124
K034	INSURANCE LICENSING TECHNICIAN	C110
0156	INSURANCE PREMIUM TAX EXAMINER	C119
767Z	INSURANCE PUBLIC EMP CLAIMS DIV DIR	C130
A140	INSURANCE SENIOR EXAMINER	C122
8146	INSURANCE SPECIAL PROJECTS COORDINATOR	C120
2418	INTELLIGENCE ANALYST SUPERVISOR	C118

2420	INTERNAL AFFAIRS INVESTIGATOR	C117
2422	INTERNAL AFFAIRS MANAGER	C120
A056	INTERNAL AUDITOR	C119
M182	INTERPRETER	C116
2122	INTERSTATE TRUCK DRIVER	C115
V030	INVENTORY CONTROL MANAGER	C113
V029	INVENTORY CONTROL TECHNICIAN	C108
2456	INVESTMENT ANALYST	C117
2455	INVESTMENT MANAGER	C123
9318	KEEP ARKANSAS BEAUTIFUL DIRECTOR	C118
P311	KITCHEN ASSISTANT	C102
0515	LAB ASSISTANT	C103
409Z	LABOR DIVISION MANAGER	C122
Q013	LABOR INSPECTOR	C119
Q092	LABOR INSPECTOR SUPERVISOR	C120
R065	LABOR MEDIATOR	C120
X345	LABOR STANDARDS INVESTIGATOR	C116
B045	LABORATORY COORDINATOR	C111
B049	LABORATORY TECHNICIAN	C110
0044	LACTATION CONSULTANT	C111
B100	LAND MANAGEMENT SPECIALIST	C116
X408	LAND RESOURCE SPECIALIST	C115
X410	LAND RESOURCE SPECIALIST SUPERVISOR	C119
9885	LAND SURVEY STATE SURVEYOR	N901
G087	LANDSCAPE SPECIALIST	C110
G089	LANDSCAPE SUPERVISOR	C113
2506	LANDSCAPE TECHNICIAN	C108
E124	LAW ENFORCE STANDARDS SPECIALIST	C117
E073	LAW ENFORCE TRAINING INSTRUCTOR	C120
V020	LEASING SPECIALIST	C114
2526	LEGAL SERVICES SPECIALIST	C117
K117	LEGAL SUPPORT SPECIALIST	C113
E036	LIBRARIAN	C114
R260	LIBRARY COORDINATOR	C119
R209	LIBRARY SUPERVISOR	C115
K059	LIBRARY SUPPORT ASSISTANT	C107
K057	LIBRARY TECHNICAL ASSISTANT	C105
k061	LIBRARY TECHNICIAN	C109
N330	LICENSED ARCHITECT	C124
5001	LICENSED CERTIFIED SOCIAL WORKER	C121
L116	LICENSED PRACTICAL NURSE	C113
L117	LICENSED PRACTICAL NURSE SUPERVISOR	C115
1737	LICENSED PROFESSIONAL COUNSELOR	C119
M088	LICENSED SOCIAL WORKER	C118
8974	LICENSING COORDINATOR	C113
A079	LIFE & HLTH INSURANCE COMPLIANCE OFFICER	C118
Q033	LIQUEFIED PETROLEUM GAS INSPECTOR	C117
0492	LIVESTOCK & POULTRY ADMINISTRATIVE COORD	C117
Q041	LIVESTOCK INSPECTOR	C113
N331	LIVESTOCK NEWS REPORTER	C110
0031	LOCAL HEALTH UNIT ADMINISTRATOR I	C120
0032	LOCAL HEALTH UNIT ADMINISTRATOR II	C121
0001	LOCAL OFFICE ADMINISTRATIVE ASSISTANT	C110
K008	LOCAL OFFICE ADMINISTRATIVE SPECIALIST	C112
P315	LODGE COOK	C110

P320	LODGE HOUSEKEEPING SUPERVISOR	C113
P326	LODGE MANAGER	C122
P321	LODGE SALES DIRECTOR	C115
R104	LOGISTICS MANAGER	C113
9913	LP GAS BOARD DIRECTOR	N901
K065	MAIL SERVICES ASSISTANT	C105
2616	MAIL SERVICES ASSISTANT	C107
K181	MAIL SERVICES COORDINATOR	C107
G165	MAINTENANCE ASSISTANT	C108
2646	MAINTENANCE COORDINATOR	C117
2983	MAINTENANCE MANAGER	C121
2657	MAINTENANCE SPECIALIST	C112
G028	MAINTENANCE SUPERVISOR	C115
G161	MAINTENANCE TECHNICIAN	C113
2699	MANAGING ATTORNEY	C129
408Z	MANUFACTURED HOMES COMMISSION DIRECTOR	C124
Q047	MANUFACTURED HOUSING SPEC	C114
Q048	MANUFACTURED HOUSING SPEC SUPV	C116
908Z	MARTIN LUTHER KING COMMISSION EXECUTIVE	C124
N333	MEDIA SPECIALIST	C116
2707	MEDICAID SERVICES SUPERVISOR	C117
0038	MEDICAL BILLING SPECIALIST	C113
V001	MEDICAL BUYER	C117
W016	MEDICAL DIAGNOSTIC ANALYST	C113
B070	MEDICAL EXAMINER CASE COORDINATOR	C117
K165	MEDICAL RECORDS ASSISTANT	C108
W012	MEDICAL RECORDS SUPERVISOR	C115
W015	MEDICAL RECORDS TECHNICIAN	C112
2721	MEDICAL SERVICES REPRESENTATIVE	C117
B052	MEDICAL TECHNOLOGIST	C115
B060	MEDICAL TECHNOLOGIST SUPERVISOR	C118
952Z	MEMBER SERVICES ADMINISTRATOR	C126
5116	METROLOGIES	C117
B066	MICROBIOLOGIST	C117
B068	MICROBIOLOGIST SUPERVISOR	C122
T059	MILITARY & FIRE POLICE CAPTAIN	C116
615Z	MILITARY DEPUTY ADJUTANT GENERAL	N901
T058	MILITARY DEPUTY FIRE CHIEF	C118
Y013	MILITARY FACILITIES SUPERVISOR	C119
T025	MILITARY FIRE & POLICE OFFICER	C112
T027	MILITARY FIRE & POLICE OFFICER SUPV	C113
T026	MILITARY FIREFIGHTER	C114
T031	MILITARY FIREFIGHTER SHIFT LEADER	C117
G019	MILITARY HOUSING DIRECTOR	C119
G012	MILITARY HOUSING MANAGER	C115
0166	MILITARY PROGRAM COORDINATOR	C118
7517	MINORITY HLTH & HLTH DISPARITIES DIR	N902
R093	MITIGATION SPECIALIST	C119
7136	MOTOR VEHICLE COMMISSION DIRECTOR	N901
9353	MOTOR VEHICLE INVESTIGATOR	C116
9320	MOTOR VEHICLE LICENSE SUPERVISOR	C117
E092	MULTI-MEDIA SPECIALIST	C113
E033	MULTI-MEDIA TECHNICIAN	C108
2774	MUSEUM EXHIBIT PROGRAM SPECIALIST	C116
N314	MUSEUM INTERPRETIVE SPECIALIST	C115

N312	MUSEUM MANAGER	C120
N308	MUSEUM PROGRAM ASSISTANT I	C106
N316	MUSEUM PROGRAM ASSISTANT II	C110
N294	MUSEUM PROGRAMS SPECIALIST	C116
N299	MUSEUM REGISTRAR	C113
0922	MUSEUM STORE MANAGER	C115
7404	NATIONAL & COMMUNITY SERVICES EXEC DIR	C123
2808	NATURAL RESOURCES PROGRAM COORDINATOR	C119
2802	NATURAL RESOURCES PROGRAM SPECIALIST	C114
B114	NATURAL RESOURCES PROGRAM TECHNICIAN	C113
2812	NETWORK ANALYST	C114
2820	NETWORK SUPPORT ANALYST	C118
2830	NETWORK SUPPORT SPECIALIST	C123
E038	NURSE INSTRUCTOR	C121
2850	NURSE MANAGER	C125
9461	NURSE PRACTITIONER	N904
L079	NURSING AIDE/NURSING ASST I	C105
9005	NURSING BOARD GENERAL COUNSEL	N905
0027	NURSING CLINIC COORDINATOR	C123
0028	NURSING DIRECTOR	C128
752Z	NURSING HOME ADMINISTRATOR	C125
7020	NURSING HOME ASSISTANT ADMINISTRATOR	C123
R184	NURSING SERVICES UNIT MANAGER	C123
L015	NUTRITIONIST	C120
L019	NUTRITIONIST CONSULTANT	C121
L017	NUTRITIONIST SUPERVISOR	C121
X335	OCCUPATIONAL SAFETY COORDINATOR	C116
9453	OCCUPATIONAL THERAPIST	N901
917Z	ORES DIRECTOR	C126
R085	ORES TECHNICAL ASSISTANCE SPECIALIST	C122
X404	OIL & GAS DISTRICT PETROLEUM SUPERVISOR	C120
X354	OIL & GAS INSPECTOR	C118
8077	OIL & GAS PROGRAM MANAGER	C122
8078	OIL & GAS TECHNICIAN	C117
R165	OMBUDSMAN	C120
0742	OPERATIONS MANAGER	C122
7251	OPTICIAN'S BOARD SECRETARY TREASURER	C108
L093	ORTHOTIST AIDE	C110
R287	OUTDOOR REC GRANTS PRGM DIR	C123
4629	PARK HOUSEKEEPER SUPERVISOR	C108
P325	PARK INTERPRETER	C115
4792	PARK INTERPRETER II	C116
4790	PARK OFFICE MANAGER I	C112
R120	PARK PLANNER	C118
N346	PARK PROGRAM SPECIALIST	C115
T021	PARK RANGER	C115
T017	PARK RANGER II	C116
P329	PARK SUPERINTENDENT I	C116
P331	PARK SUPERINTENDENT II	C118
P332	PARK SUPERINTENDENT III	C120
P303	PARK SUPERINTENDENT IV	C122
P302	PARK SUPERINTENDENT V	C123
G005	PARKING CONTROL OFFICER	C105
G207	PARKING CONTROL SUPV	C106
559Z	PARKS & TOURISM - PARKS ADMIN MANAGER	C127

P306	PARKS & TOURISM REGIONAL PARK SUPV	C124
K013	PARKS & TOURISM ARCHIVAL MICROPHOTO SUPV	C116
N347	PARKS & TOURISM CONSULTANT	C115
N300	PARKS & TOURISM DEVELOPMENT MANAGER	C122
R328	PARKS & TOURISM DIR RESEARCH & INFO SVC	C125
561Z	PARKS & TOURISM PARKS OPERATIONS MGR	C127
563Z	PARKS & TOURISM PARKS PLANNING & DEV MGR	C127
P301	PARKS & TOURISM PRG SVS ADMIN	C123
A049	PARKS & TOURISM REV OPERATIONS MANAGER	C123
P317	PARKS & TOURISM WELCOME CENTER MANAGER I	C113
N285	PARKS & TOURISM WELCOME CENTER MGR II	C115
3009	PARKS AND TOURISM CHIEF RANGER	C118
4791	PARKS OFFICE MANAGER II	C114
4649	PARKS SPECIALTY OPERATIONS MANAGER	C118
9934	PAROLE BOARD HEARING EXAMINER	N902
X374	PAROLE BOARD INVESTIGATOR	C115
9927	PAROLE BOARD MEMBER	N904
A208	PATIENT ACCOUNT SPECIALIST	C109
A208	PATIENT ACCOUNTS CLERK II	C109
2930	PAYROLL OFFICER	C110
0523	PAYROLL SERVICES COORDINATOR	C119
R329	PAYROLL SERVICES SPECIALIST	C115
2939	PAYROLL TECHNICIAN	C112
R124	PERSONNEL ASSISTANT II - INST	C113
2134	PERSONNEL MANAGER	C121
Q053	PEST CONTROL TECHNICIAN	C111
Q055	PEST CONTROL TECHNICIAN SUPERVISOR	C112
L097	PHARMACY ASSISTANT	C106
7172	PHARMACY BOARD CHIEF FISCAL OFFICER	C125
N355	PHOTOGRAPHER	C113
9454	PHYSICAL THERAPIST	N901
L105	PHYSICAL THERAPY AIDE	C106
9044	PHYSICAL THERAPY BD EXEC DIR	C120
6609	PHYSICIAN SPECIALIST	N917
R134	PLANNING SPECIALIST	C115
Q160	PLANT BOARD AGRICULTURE SPECIALIST	C117
047Z	PLANT BOARD ASSISTANT DIRECTOR	C127
Q031	PLANT BOARD INSPECTOR	C113
Q054	PLANT BOARD INSPECTOR SUPERVISOR	C116
Q057	PLUMBING INSPECTOR	C117
Q058	PLUMBING/HVACR INSPECTOR SUPERVISOR	C118
R332	POLICY DEVELOPMENT COORDINATOR	C117
0654	PREPAID FUNERAL MANAGER	C122
Y025	PRINT SHOP MANAGER	C116
Y087	PRINT SHOP SUPERVISOR	C115
Y085	PRINTER	C111
R458	PRINTING ESTIMATOR/PLANNER	C113
8902	PRIVATE CAREER EDUCATION BOARD DIRECTOR	N905
9703	PRKS & TRSM CENTRAL ADMIN DIV DIR	N907
R078	PRKS & TRSM MARKETING & PROMOTION DIR	C123
9706	PRKS & TRSM/TRSM ADMIN DIRECTOR	N901
V080	PROCUREMENT COORDINATOR	C119
3034	PROCUREMENT MANAGER	C121
4640	PRODUCTION ARTIST	C117
B014	PROFESSIONAL GEOLOGIST	C121

4482	PROGRAM ELIGIBILITY ANALYST	C117
3083	PROGRAM ELIGIBILITY COORDINATOR I	C118
M032	PROGRAM ELIGIBILITY COORDINATOR II	C119
4481	PROGRAM ELIGIBILITY COORDINATOR III	C120
3089	PROGRAM ELIGIBILITY SPECIALIST	C114
3097	PROGRAM ELIGIBILITY SUPERVISOR	C117
0734	PROGRAM FISCAL MANAGER	C122
A118	PROGRAM/FIELD AUDIT SPECIALIST	C116
A036	PROGRAM/FIELD AUDITOR SUPERVISOR	C118
0062	PROPERTY & CASUALTY COMPLIANCE OFFICER	C118
A005	PROPERTY & CASUALTY MANAGER	C128
X389	PROPERTY ASSESSMENT AUDITOR	C116
X390	PROPERTY ASSESSMENT AUDITOR SUPERVISOR	C118
058Z	PROPERTY ASSESSMENT COORD MANAGER	C120
5555	PROPOSED TO DELETE	C101
0212	PSC ADMINISTRATIVE COORDINATOR	C118
9741	PSC ADMINISTRATIVE LAW JUDGE	N906
9746	PSC CHIEF ADMIN LAW JUDGE	N909
9745	PSC CHIEF COUNSEL	N908
3171	PSC CLERK	C120
A200	PSC CUSTOMER SERVICE MANAGER	C124
016Z	PSC DIR OF ELECTRIC UTILITIES SECT	C130
8040	PSC DIRECTOR OF FINANCIAL ANALYSIS	N909
9747	PSC DIRECTOR OF QUALITY SERVICES	N907
3168	PSC DIRECTOR OF REVENUE REQUIREMENTS	C127
9748	PSC DIRECTOR RESEARCH & POLICY	N908
X456	PSC PIPELINE SAFETY SPECIALIST	C120
A076	PSC PUBLIC UTILITY AUDITOR	C119
3179	PSC RATE CASE ANALYST	C121
3182	PSC SENIOR PUBLIC UTILITY AUDITOR	C122
A198	PSC SENIOR RATE CASE ANALYST	C124
032Z	PSC TAX DIV ASST DIR/MOTOR CAR PROG	C123
A052	PSC TAX DIV VALUATION ANALYST	C113
A150	PSC TAX DIVISION ASSISTANT DIRECTOR	C126
9143	PSC TAX DIVISION DIRECTOR	N908
3169	PSC TAX VALUATION SUPERVISOR	C119
3188	PSC TELECOM AND QUALITY OF SERVICE MGR	C124
X438	PSC UTILITIES SERVICES SPECIALIST	C118
6617	PSYCHIATRIC SPECIALIST	N919
L122	PSYCHOLOGICAL EXAMINER	C121
L126	PSYCHOLOGICAL INTERN	C113
L124	PSYCHOLOGIST	C127
L134	PSYCHOLOGIST SUPERVISOR	C129
9513	PSYCHOMETRICIAN	N903
E044	PUBLIC HEALTH EDUCATOR SUPERVISOR	C117
t037	PUBLIC SAFETY OFFICER	C116
M072	PUBLIC ASSISTANCE INVESTIGATOR	C114
M018	PUBLIC DEF OMBUDSMAN COORDINATOR	C121
R029	PUBLIC DEFENDER ATTORNEY I	C124
4072	PUBLIC DEFENDER I	N901
5111	PUBLIC DEFENDER II	N902
5112	PUBLIC DEFENDER III	N905
3223	PUBLIC DEFENDER INTERPRETER	C116
X308	PUBLIC DEFENDER INVESTIGATOR	C119
5113	PUBLIC DEFENDER PROGRAM COORDINATOR	C120

011Z	PUBLIC DEFENDER PROGRAM MANAGER	C122
5115	PUBLIC DEFENDER SUPPORT SVCS SPECIALIST	C117
E042	PUBLIC HEALTH EDUCATOR	C116
3264	PUBLIC INFORMATION COORDINATOR	C120
3266	PUBLIC INFORMATION MANAGER	C123
3273	PUBLIC INFORMATION SPECIALIST	C116
N361	PUBLIC INFORMATION TECHNICIAN	C113
T074	PUBLIC SAFETY DIRECTOR	C115
T047	PUBLIC SAFETY SECURITY OFFICER	C110
R290	PUBLIC SCHOOL PROGRAM ADVISOR	C122
836Z	PUBLIC SCHOOL PROGRAM COORDINATOR	C123
217Z	PUBLIC SCHOOL PROGRAM MANAGER	C126
V041	PURCHASING ASSISTANT	C106
V040	PURCHASING SPECIALIST	C115
V039	PURCHASING TECHNICIAN	C112
X326	QUALITY ASSURANCE ANALYST	C117
R326	QUALITY ASSURANCE COORDINATOR	C119
R181	QUALITY ASSURANCE MANAGER	C121
3306	QUALITY ASSURANCE REVIEWER	C115
3305	QUALITY ASSURANCE TECHNICIAN	C113
C007	RADIO DISPATCH OPERATOR	C107
F010	RADIO PROGRAM DIRECTOR	C116
L153	RADIOLOGY TECHNICIAN	C114
0003	REAL ESTATE ANALYST	C114
918Z	REAL ESTATE MANAGER	C120
V007	REAL ESTATE OFFICER	C118
V023	REAL PROPERTY MANAGEMENT SPECIALIST	C114
W028	RECORDS MANAGEMENT ANALYST	C113
T075	RECORDS/INTAKE SUPERVISOR	C115
P334	RECREATION COORDINATOR	C112
M047	RECREATIONAL ACTIVITY LEADER I	C109
M048	RECREATIONAL ACTIVITY LEADER II	C111
M050	RECREATIONAL ACTIVITY SUPERVISOR	C114
2843	REGISTERED NURSE	C120
L070	REGISTERED NURSE - HOSPITAL	C121
L078	REGISTERED NURSE COORDINATOR	C123
2851	REGISTERED NURSE SUPERVISOR	C122
9853	REGISTERED PHARMACIST	N911
K099	REGISTRARS ASSISTANT	C107
3372	REHAB AREA MANAGER	C120
649Z	REHAB ASST DIRECTOR -ACTI	C123
652Z	REHAB DIRECTOR - PROG, PLAN, DEV & EVAL	C126
648Z	REHAB DIRECTOR - ACTI	N902
656Z	REHAB DIRECTOR FIELD SVCS	N902
E046	REHAB DIRECTOR OF VOCATIONAL TRAINING	C126
651Z	REHAB DIRECTOR- SPECIAL PROGRAMS	C126
M064	REHAB FACILITY SUPERVISOR	C117
0514	REHAB INSTRUCTOR SUPERVISOR	C115
6623	REHAB MED DIR ALCOHOL REHAB CTR-BENTON	N918
R306	REHAB PROGRAM COORDINATOR	C118
904Z	REHAB PROGRAM MANAGER	C120
M069	REHAB SVS FACILITY SPECIALIST	C116
M127	REHABILITATION COUNSELOR	C117
E086	REHABILITATION INSTRUCTOR	C113
K103	REPROD EQUIPMENT OPERATOR	C105

R143	RESEARCH & STATISTICS SUPERVISOR	C119
R133	RESEARCH AND STATISTICS MANAGER	C118
R148	RESEARCH ASSISTANT	C112
G017	RESEARCH FIELD TECHNICIAN	C108
R150	RESEARCH PROJECT ANALYST	C117
B087	RESEARCH TECHNICIAN	C109
B090	RESEARCH TECHNOLOGIST	C119
M059	RESIDENT HALL MANAGER I	C107
M062	RESIDENT HALL SPECIALIST	C111
M039	RESIDENTIAL ACTIVITIES SUPERVISOR	C114
M034	RESIDENTIAL ADVISOR	C111
L063	RESIDENTIAL CARE ASSISTANT	C106
3420	RESIDENTIAL CARE PROGRAM COORDINATOR	C114
M141	RESIDENTIAL CARE SHIFT COORDINATOR	C112
0677	RESIDENTIAL CARE SHIFT SUPERVISOR	C109
L061	RESIDENTIAL CARE SUPERVISOR	C111
M037	RESIDENTIAL CARE TECHNICIAN	C108
3435	RESIDENTIAL OPERATIONS MANAGER	C125
M046	RESIDENTIAL SERVICES MANAGER	C118
P322	RESTAURANT MANAGER	C118
3466	RETAIL SPECIALIST	C109
3467	RETIREMENT ANALYST	C116
A097	RETIREMENT COORDINATOR	C119
A062	RETIREMENT COUNSELOR	C117
0463	RETIREMENT INVESTMENT SPECIALIST	C119
608Z	RETIREMENT SECTION MANAGER	C123
7159	REVENUE ASST COMMISSIONER-OPS & ADMIN	N912
7160	REVENUE ASST COMMISSIONER-POLICY & LEGAL	N912
3479	RISK CONSULTANT	C120
986Z	RISK MANAGEMENT ASSISTANT DIRECTOR	C128
R102	RURAL CONST GRANT/FINANCIAL OFFICER	C119
X392	SAFETY SUPERVISOR	C114
Z001	SAU DIRECTOR OF HOUSEKEEPING	C115
9348	SBEC EDUCATIONAL SVCS MANAGER	C120
5006	SBEC ELECTION COORDINATOR	C118
E140	SCHOOL BUS DRIVER TRAINER	C116
Q005	SCHOOL BUS TRANS INSPECTOR	C116
E020	SCHOOL PRINCIPAL	C126
L140	SCHOOL SPEECH PATHOLOGIST	C119
070Z	SECURITIES CHIEF EXAMINER	C126
696Z	SECURITIES DEPUTY COMMISSIONER	N902
A090	SECURITIES EXAMINER	C119
A044	SECURITIES EXAMINER SUPERVISOR	C124
D142	SECURITY ANALYST	C122
T045	SECURITY OFFICER	C106
T049	SECURITY OFFICER SUPERVISOR	C113
B029	SEED ANALYST	C112
B036	SEED ANALYST SUPERVISOR	C115
A251	SENIOR AUDITOR	C119
F002	SENIOR BROADCAST ENGINEER	C125
Q077	SENIOR ENVIRONMENTAL HEALTH SPECIALIST	C119
D157	SENIOR GIS ANALYST	C124
T082	SENIOR INTELLIGENCE ANALYST	C115
E039	SENIOR LIBRARIAN	C117
T029	SENIOR MILITARY FIREFIGHTER	C115

9895	SENIOR PETROLEUM ENGINEER	N905
B015	SENIOR PETROLEUM GEOLOGIST	N901
A098	SENIOR SECURITIES EXAMINER	C122
B025	SENIOR SEED ANALYST	C114
3558	SENIOR SOFTWARE SUPPORT ANALYST	C123
3560	SENIOR SOFTWARE SUPPORT SPECIALIST	C124
D150	SENIOR TECHNOLOGY ANALYST	C126
930Z	SENIOR TRANSPORTATION MANAGER	C126
3566	SERVICES & PROGRAM LICENSING SPECIALIST	C117
V043	SHIPPING & RECEIVING CLERK	C105
0672	SIGN LANGUAGE COORDINATOR	C119
0673	SIGN LANGUAGE INTERPRETER	C119
Y030	SKILLED TRADES FOREMAN	C117
Y101	SKILLED TRADES HELPER	C108
3587	SKILLED TRADES SUPERVISOR	C116
3591	SKILLED TRADESMAN	C115
2270	SOCIAL SECURITY ANALYST	C116
M082	SOCIAL SERVICE WORKER	C115
7825	SOCIAL WORK LICENSING BOARD EXECUTIVE DI	C115
7683	SOFTWARE ENGINEER	C124
950Z	SOFTWARE ENGINEER LEAD	C128
D036	SOFTWARE SUPPORT ANALYST	C121
8025	SOFTWARE SUPPORT SPECIALIST	C116
T041	SOSRA PROGRAM ADMINISTRATOR	C120
M122	SPECIAL EDUCATION SUPERVISOR	C123
F050	SPECIAL EVENTS COORDINATOR	C112
R157	SPECIAL EVENTS MANAGER	C115
F013	SPECIAL EVENTS SUPERVISOR	C110
F015	SPECIAL EVENTS WORKER	C106
4477	SPECIALIZED TECHNICAL FACULTY	C122
M071	SPINAL CORD COMMISSION CLIENT SVS ADMIN	C120
N367	SPORTS INFORMATION SPECIALIST	C112
5118	SR AGRI COMMODITY COMPLIANCE INSPECTOR	C116
M016	SR CHAPLAIN	C116
0064	SR HLTH INSURANCE INFORMATION PRG MGR	C124
9783	ST BD FOR PROF. ENG. PROF. ENGINEER	C128
7141	STADIUM COMM ASST MANAGER/ADMR	C126
7146	STADIUM COMM CUSTODIAN	C107
7142	STADIUM COMM OFFICE MANAGER	C118
7140	STADIUM COMMISSION EXECUTIVE DIRECTOR	N905
7145	STADIUM COMMISSION MARKETING/EVENT MGR	C121
G127	STADIUM MAINTENANCE SUPV	C105
E114	STAFF DEVELOPMENT COORDINATOR	C117
E050	STAFF DEVELOPMENT SPECIALIST	C114
912Z	STAFF FORESTER	C119
9804	STATE APPLICATION DIV DIRECTOR	N911
9322	STATE CHIEF SECURITY OFFICER	N909
4780	STATE CLIMATOLOGIST	C121
8820	STATE DATABASE ADMINISTRATOR	C130
9426	STATE DATABASE ADMINISTRATOR LEAD	N909
3677	STATE DRUG PREVENTION DIRECTOR	N901
8046	STATE ELECTION COMMISSION DIRECTOR	N903
J008	STATE FOREST MANAGER	C121
9434	STATE GEOGRAPHIC INFO OFFICER	N907
7681	STATE HELP DESK LEAD	C124

7676	STATE IT SECURITY ANALYST	C128
7677	STATE IT SECURITY SPECIALIST	C124
161Z	STATE LIBRARY MANAGER	C121
251Z	STATE LIBRARY DEPUTY DIRECTOR	N901
252Z	STATE LIBRARY DIVISION MANAGER	C124
3526	STATE NETWORK ENGINEER	C126
9444	STATE NETWORK SPECIALIST	C124
9440	STATE NETWORK SUPPORT LEAD	C128
8689	STATE PAYROLL SYSTEMS SPECIALIST	C116
T007	STATE POLICE CAPTAIN	C128
T033	STATE POLICE CORPORAL	C121
T011	STATE POLICE LIEUTENANT	C126
637Z	STATE POLICE MAJOR	C130
T051	STATE POLICE SERGEANT	C124
D169	STATE PRODUCTION CONTROL SUPERVISOR	C122
3722	STATE SYSTEMS ADMINISTRATOR	C126
3720	STATE SYSTEMS ADMINISTRATOR LEAD	C129
7679	STATE SYSTEMS ANALYST	C122
9428	STATE SYSTEMS ARCHITECT	N907
7678	STATE SYSTEMS SPECIALIST	C124
6612	STATE VETERINARIAN	N908
Y021	STATIONARY ENGINEER	C114
R080	STATISTICAL ANALYSIS MANAGER	C121
R162	STATISTICIAN	C114
V049	STOCK CLERK	C102
V051	STOREROOM SUPERVISOR	C111
7772	STUDENT ACCOUNT SPECIALIST	C110
4447	STUDENT ACCOUNTS OFFICER	C115
0070	STUDENT APPLICATIONS SPECIALIST	C116
9301	STUDENT LOAN CHIEF FINANCIAL OFFICER	N903
9100	STUDENT LOAN FINANCE SPECIALIST	C125
A077	STUDENT LOAN OFFICER	C115
R490	STUDENT LOAN PROGRAM COORDINATOR	C117
N363	STUDENT RECRUITMENT SPECIALIST	C113
P340	STUDENT UNION NIGHT MANAGER	C114
P341	STUDENT UNION SECTION MANAGER	C109
M115	SUBSTANCE ABUSE PROGRAM COORD	C118
M114	SUBSTANCE ABUSE PROGRAM LEADER	C116
N295	SUPERVISOR OF INTERPRETIVE PROGRAMS	C116
V053	SURPLUS PROPERTY AGENT	C112
V018	SURPLUS PROPERTY SPECIALIST	C113
X395	SURVEY CREW CHIEF	C111
X398	SURVEYOR	C118
3561	SYSTEMS ANALYST	C122
D046	SYSTEMS APPLICATIONS SUPERVISOR	C121
D066	SYSTEMS COORDINATION ANALYST II	C120
3737	SYSTEMS SPECIALIST	C124
A102	TAX AUDITOR	C119
3741	TAX AUDITOR II	C120
A104	TAX AUDITOR SUPERVISOR	C123
X349	TAX INVESTIGATOR	C112
E027	TEACHER ASSISTANT	C109
9506	TEACHER HOUSING DEVELOPMENT CMSN DIRECTO	N901
3760	TEACHER SUPERVISOR	C120
482Z	TECHNICAL INSTITUTE ASSISTANT DIRECTOR	C125

247Z	TECHNICAL INSTITUTE DIRECTOR	N902
4888	TECHNICAL INSTITUTE PROGRAM COORDINATOR	C119
0153	TECHNICAL INSTITUTE PROGRAM SPECIALIST	C114
C015	TELECOMMUNICATIONS SPECIALIST	C114
C037	TELECOMMUNICATIONS SUPERVISOR	C116
F036	TELEVISION PRODUCER	C120
3104	TELEVISION PRODUCTION COORDINATOR	C118
3774	TELEVISION PRODUCTION MANAGER	C121
3103	TELEVISION PROGRAM MANAGER	C121
3776	TELEVISION PROGRAM SPECIALIST	C114
N369	THEATER ARTS TECHNICAL SUPERVISOR	C112
L089	THERAPY AIDE	C106
L091	THERAPY ASSISTANT	C110
7203	THERAPY TECHNOLOGY BOARD SECRETARY	C115
9259	TITLE INSURANCE COMPLIANCE OFFICER	C118
R499	TOBACCO SETTLEMENT COMMISSION DIRECTOR	C124
E072	TRAINING INSTRUCTOR	C116
E051	TRAINING PROJECT MANAGER	C120
G209	TRANSIT OPERATIONS SUPERVISOR	C115
P345	TRAVEL CONSULTANT	C107
N280	TRAVEL INFORMATION WRITER	C117
T054	TROOPER 1ST CLASS	C119
Z060	UAF ASSOC DIR OF AR UNION	C120
Z945	UAF ASST BUSINESS MANAGER	C120
Z714	UAF CONSTRUCTION COORDINATOR	C122
Z717	UAF DIR OF HOUSEKEEPING	C117
Z736	UAF SPORTS INFORMATION COORDINATOR	C120
Z777	UALR DIRECTOR OF HOUSING	C117
Z793	UAM DIRECTOR OF HOUSING	C117
Z888	UAPB DIRECTOR OF HOUSING	C118
Z508	UCA ASSISTANT DIRECTOR OF HOUSING	C117
G003	VEHICLE FACILITIES COORD	C110
751Z	VETERANS AFFAIRS ASSISTANT DIRECTOR	C126
M098	VETERANS CLAIMS SPECIALIST	C116
6624	VETERINARIAN	N907
L040	VETERINARIAN ASSISTANT	C111
7241	VETERINARY BOARD EXEC SECRETARY	C120
6620	VETERINARY VIROLOGIST	N904
R103	VICTIM/WITNESS COORDINATOR	C118
9753	VO TECH TECHNICIAN I	C125
9088	VOCATIONAL EDUCATION COORDINATOR	C124
E082	VOCATIONAL INSTRUCTOR	C115
M106	VOCATIONAL REHAB EVALUATOR	C114
4898	VOCATIONAL REHAB PLACEMENT SPEC	C117
M097	VOLUNTEER PROGRAM COORDINATOR	C115
M113	VOLUNTEER PROGRAM MANAGER	C117
M110	VOLUNTEER SERVICES COORDINATOR	C111
H051	WAITRESS/WAITER	C101
K124	WARD COORDINATOR	C107
V034	WAREHOUSE MANAGER	C114
V056	WAREHOUSE SPECIALIST	C110
G013	WAREHOUSE WORKER	C106
T061	WATCHMAN	C101
G139	WATER FILTER/WASTE DISPOSAL PLNT OPER	C115
G141	WATER FILTER/WASTE DISPOSAL PLNT SUPV	C116

766Z	WCC PROGRAM MANAGER	C121
9750	WCC ADMINISTRATIVE LAW JUDGE	N906
8921	WCC ASST CHIEF EXECUTIVE OFFICER	N908
9808	WCC CHIEF ADMIN LAW JUDGE	N908
R400	WCC CLAIMS ANALYST	C115
R316	WCC CLAIMS SPECIALIST	C121
127Z	WCC DIVISION MANAGER	C128
3123	WCC PROGRAM COORDINATOR	C118
3129	WCC PROGRAM SPECIALIST	C116
3888	WEBSITE DEVELOPER	C118
4631	WELCOME CENTER ASSISTANT MANAGER	C109
T066	WORK RELEASE CENTER SUPV	C119
3332	WORK RELEASE PROGRAM SUPERVISOR	C118
R173	WORK STUDY COORD	C109
0152	YOUTH PROGRAM COORDINATOR	C114
0084	YOUTH PROGRAM DIRECTOR	C121
0083	YOUTH PROGRAM MANAGER	C120
3000	YOUTH PROGRAM SPECIALIST	C112
M138	YOUTH SERVICES ADVISOR	C116
M148	YOUTH SERVICES TECHNICIAN	C112