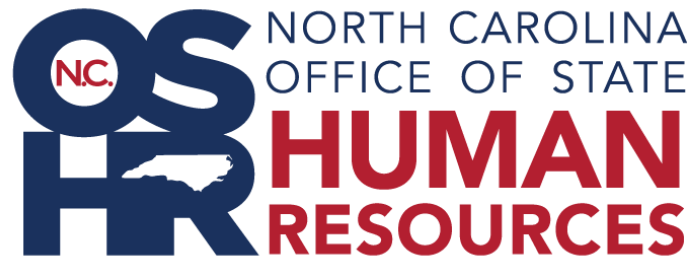


MAY 1, 2026



2025 COMPENSATION AND BENEFITS REPORT

To The House & Senate Appropriations Committees, Pursuant to
N.C.G.S. § 126-7.3

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EXECUTIVE SUMMARY

The purpose of this report is to fulfill the statutory requirement in N.C.G.S. § 126-7.3 which states “to guide the Governor and the General Assembly in making decisions regarding the compensation of State employees, the Office of State Human Resources shall conduct annual compensation surveys.” N.C.G.S. § 126-7.3 directs the Office of State Human Resources (OSHR) to present the results of the annual Compensation and Benefits Report, “to the Appropriations Committees of the House of Representatives and the Senate no later than two weeks after the convening of the legislature in odd-numbered years and May 1 of even-numbered years”. This report:

- Identifies gaps between existing compensation programs and market best practices that may impact internal equity, market competitiveness and the retention/attraction of talent; and
- Sets the stage for strategic planning to address current economic and labor market conditions.

OSHR maintains the Statewide Compensation System, which is a key component in determining overall compensation for state employees. The system balances fiscal responsibility with the need to offer competitive salaries that recognize the expertise required for the current and future state workforce.

OSHR continues to evaluate labor market data and administer a market-based compensation system. By refining the state’s pay structures annually, OSHR’s recommendations to the State Human Resources Commission (SHRC) provides state agencies with the ability to adapt to shifts in market demands, keeping state government salaries competitive.

Key Highlights of this Report

1. Agencies need a recurring source of funding, such as the Labor Market Adjustment Reserve (LMAR) fund established in 2022 (and funded in 2023), to respond competitively when pay plan adjustments are implemented to improve the State’s competitive market position. LMAR funding is critical to enabling agencies to respond to labor market issues for hard-to-fill and hard-to-retain positions. LMAR funding is also critical to carry employees to the minimum of their job’s pay grade. Moreover, LMAR funding creates a way for agencies to minimize salary compression. Salary compression discourages advancement by keeping compensation essentially stable even though employees take on leadership roles and greater responsibility. Periodic resources are also necessary to support efforts to strategically identify and address competitive labor market pay, identify structural gaps, and support the dynamic career needs of the State’s workforce.

2. Average salary increases in the labor market were 3.87%¹ in 2025, which is only slightly higher than in 2024. Based on this market movement, OSHR recommended and the State Human Resources Commission approved a 3.87% adjustment to all pay plans effective February 1, 2026.

Average labor market salary increases have cumulatively outpaced legislative increases over the past ten years and the lack of a legislative increase in 2025 expanded this gap. When the annual difference is compounded, the gap widens to 12.6% over the past decade and the gap between inflation (as measured by CPI) and legislative increases widens to 9.14% over this period. (see Appendix B).

3. Despite a slight uptick in 2025 as the rolling 12-month turnover rate increased from 12.6% in last year's report to 12.9%, staffing levels are improving as the vacancy rate dropped from 21.3% to 17.2% in 2025.

¹ (Sources: 2025 Mercer QuickPulse - US Compensation Planning Survey, Monthly Pulse Report (for November December Edition), and WorldatWork's 2026 Salary Increase Budgets Survey released in July 2025.)

INTRODUCTION

This report describes economic and pay trends. Findings and data are derived from compensation and benefits surveys that OSHR regularly analyzes to determine whether the salary ranges and average salaries for state classifications and benefits for state employees are competitive in the labor market. The report summarizes key findings and comparative data showing the relationship of the State's wages and compensation programs to those of competitors in both the private and public sectors, as well as talent management trends nationally, regionally, and locally. The scope of the report is those employees who are subject to the State Human Resources Act, including employees at Council of State agencies, Cabinet agencies, and certain boards and commissions. The report covers the 2025 calendar year.

NORTH CAROLINA'S TOTAL COMPENSATION PHILOSOPHY

The philosophy of the State of North Carolina is to appropriately and equitably compensate its employees, encourage performance excellence and maintain the labor market competitiveness necessary to recruit, retain, motivate and develop a competent and diverse workforce. To accomplish this, the State utilizes a quartile-based system where the midpoint of the salary range is aligned to the market's 50th percentile for established state classifications. The hallmarks of this system are market responsiveness and equitable and affordable compensation.

Market Responsiveness

- Establish total compensation competitively with relevant labor markets
- Recognize that labor market factors differ for specific occupations

Equitable and Affordable Compensation

- Align internal pay within occupational groups while avoiding adverse impacts
- Maintain internal classification structure alignment
- Maintain fiscal responsibility

Traditionally, statewide salary adjustments have been across-the-board increases granted by the legislature. The Pay Administration Policy and the Sign-On and Retention Bonus Policy provide agencies with strong tools to address recruitment and retention challenges. These policies, along with increased flexibility delegated to agencies, support agencies' efforts to be competitive in the ongoing tight labor market.

TOTAL COMPENSATION

Total compensation encompasses all forms of pay and benefits an employee receives from their employer. When comparing compensation with that of other employers, public or private, the focus is often on total compensation rather than just base pay. This report includes comparisons of base pay and fringe benefits.

A competitive benefits package is a primary attractor in recruiting prospective employees, particularly in difficult-to-fill occupations. Benefits are equally critical in the retention of state employees. Employees need to be knowledgeable of the value of their employment in terms of base pay, benefits, and other reward opportunities. The State highlights this critical aspect of employees' compensation to current and prospective employees using a web-based Total Compensation Calculator. Benefits as a percentage of average base pay are depicted in Table 1.

**Table 1: Benefits as a Percentage of Average Salary and Wages
(Calculated as of 12-31-2025)**

Benefits Category	Percentage of Average Salary	Average Value
Holidays (12 days)	4.62%	\$2,944
Sick Leave (12 days)	4.62%	\$2,944
Vacation Leave (20 days)	7.70%	\$4,906
OASI-DI [Social Security]	7.65%	\$4,874
Retirement and Disability*	23.78%	\$15,152
Health Insurance	12.77%	\$8,137
Longevity Pay	1.50%	\$956
Total Benefit Value		\$39,913
In determining the percentage of Average Salary, the average state employee's years of service are 11 years, and average State employee salary is \$63,717. The total benefit value is added to employees' base pay to determine Total Compensation.		
	Average Base Pay	\$63,717
	Average Benefit Value	\$39,913
	Average Total Compensation	\$103,630

(Sources: N.C. Office of State Human Resources, State Health Plan, NC General Assembly, Session Law 2023-134, House Bill 259, N.C. Office of State Budget and Management, and the N.C. Retirement Systems Division.)

**It is important to note that approximately 6.99% of the 23.78% total State cost for retirement and disability is provided for retiree health insurance. Per recent legislation, retiree health insurance will not be provided for employees hired on or after January 1, 2021. Without retiree health benefits, average total compensation for the employees hired on or after January 1, 2021, comes down to \$99,175 compared to average total compensation of \$103,630 for those hired before 2021. Data from the UNC School of Government County Survey in previous years indicates that paying for retiree health insurance is a common practice among government employers and losing that benefit has adversely impacted the competitiveness of the State's benefits package for new hires.*

Once the average total compensation is derived, salary and benefits can be calculated as a percentage of total compensation. This allows for comparisons between the State’s average percentage of total compensation and national trends, as seen in Table 2.

This analysis indicates that North Carolina’s salary and wages generally comprised of slightly smaller portion of total compensation than national averages. North Carolina’s paid time off and retirement benefits generally appear to be slightly larger percentage of total compensation than national averages.

Table 2: Salary and Benefits as a Percentage of Total Compensation

Benefit Category	U.S. BLS Percentage of Total Compensation*	NC Average Percentage of Total Compensation 2025	NC Change From 2024
Salary and Wages	61.5%	61.5%	0.1%
Paid Time Off	7.4%	10.4%	0.0%
Health Insurance	11.2%	7.9%	0.1%
Retirement	13.3%	14.6%	-0.2%
OASI-DI (Social Security)	3.2%	4.7%	0.0%

(Sources: U.S. Bureau of Labor Statistics - Employer Costs for Employee Compensation - June 2025 (bls.gov) released in September 2025, <https://www.bls.gov/news.release/pdf/ecec.pdf> N.C. Office of State Human Resources, N.C. Office of State Budget and Management, and the N.C. Retirement Systems Division.)

ECONOMIC REVIEW

GENERAL SALARY BUDGET TRENDS

OSHR uses nationally recognized compensation planning surveys to benchmark and track labor market movement. Base pay increase budgets are shown in Table 3.

The projected 2025 base pay increase budgets averaged 3.7% across Mercer and WorldatWork. According to Mercer's U.S. Compensation Planning Survey, the average actual 2025 base pay increase budget was 3.5%. The 2025 United States WorldatWork Salary Budget Survey indicated salary increase budgets averaged 3.7%. Compared to the average of these two sources (3.6%), the absence of a legislatively approved 2025 pay increase for state employees had an adverse impact on the state workforce.

Table 3: Actual and Projected Base Pay Increase Budgets

National Firm	2023 Actual	2024 Actual	2025 Actual	2026 Projected
Mercer	4.1%	3.6%*	3.5%	3.7%
WorldatWork	4.4%	3.9%	3.7%	3.8%
Average	4.3%	3.8%	3.6%	3.75%

(Sources: 2025 Mercer QuickPulse - US Compensation Planning Survey, Monthly Pulse Report (for November December Edition), and WorldatWork's 2026 Salary Increase Budgets Survey released in July 2025.)

Based on pay structure market movement data and consultation from Mercer and WorldatWork surveys, OSHR's recommendation to increase the minimums and maximums, as well as adjust all quartiles, for all pay structures, was approved by the State Human Resources Commission (SHRC) and effective January 1, 2025:

North Carolina General	3.00%
Medical and Health	3.50%
Digital Technology	3.50%
State Highway Patrol	19.50%*
Sworn	3.00%
Legal	3.50%

**The State Highway Patrol pay plan was last updated effective November 1, 2018, and the 19.5% increase reflected market changes, compounded since 2018.*

On December 11, 2025, OSHR recommended an adjustment to the state's six pay plans by 3.87%, effective February 1, 2026, to the SHRC. The recommendation was based on an analysis of key trends using several major U.S. Compensation and Planning surveys. The minimum and maximum of each salary grade was increased (including the recalculation of the midpoint and the first and third quartiles) except for pay grades NC01, NC02, NC03 and MH01. The minimum for these pay grades will remain at \$31,200 to align with Session Law 2018-5, Section 35.14(b). However, the maximum will be increased by 3.87% along with a recalculation of the midpoint and the first and third quartiles.

In addition to regular adjustments to the state’s pay plan structures, it is equally important to ensure jobs are aligned to the appropriate salary grade. Two key methods are used to accomplish this. The first method is a comprehensive labor market study which is conducted every three years, to review and analyze all jobs relative to market using surveys. The next comprehensive labor market study is planned for 2026. In preparation for this study, OSHR audited its survey library to optimize data quality, integrating AON Radford and phasing out surveys which were no longer relevant.

The second method is a job placement study process established by OSHR in 2022 to address specific jobs. The job placement study provides agencies with a mechanism to address any market driven recruitment and retention challenges outside of the comprehensive labor market study. In 2025, OSHR continued to support agency recruitment and retention efforts through job placement studies and, when appropriate, OSHR adjusted the grade placement of certain classifications based on market analysis. Since 2023, these studies which are initiated by agency requests resulted in changes to the grade of 68 jobs. In 2025, fourteen requests for job placement were received, representing a 44% decrease in requests from the previous year. Of these fourteen requests, six have resulted in changes to grades and two were confirmed that the current grade aligns with the market. The remaining six will be addressed as part of the Comprehensive Market Study in 2026.

Since 2016, salary increases in state government have cumulatively trailed average labor market increases by 9.8%, as shown in Appendix B.2, chart “Market Movements vs Legislative Increase (Cumulative) 2016-2025”². The chart includes the market movement according to Mercer and WorldatWork. When compounded annually, this gap grows to 12.6%, as shown in Appendix B.3, chart “Comparison of N.C. State Employee Annual Pay Increases to Labor Market Movement, 2016-2025 (Compounded)”.

Based on a 10-year review, the compounded lag increased from 7.78% in 2024 to 12.6% in the 2025 report. Such continued variances between market and legislative increases perpetuate the market lag and impact recruitment and retention. In order to effectively recruit and retain the experienced professionals needed in state government, it is imperative that State employees continue to receive legislative increases both to keep pace with the market and to close the current gap and improve state employees’ salaries relative to the market.

CONSUMER PRICE AND EMPLOYMENT COST INDICES

In addition to general labor market movement, the Consumer Price Index-Urban (CPI-U) increase for the 12 months ending in December 2025 was 2.7%³. This percentage measures the

² Note, these figures differ from those provided as part of the legislative report because that report incorporated larger increases which were provided to specific classifications in 2022, 2023, and 2024; whereas, this report focuses only on increases provided to all state employees.

³ Consumer Price Index for All Urban Consumers, as reported by the U.S. Bureau of Labor Statistics in its December 2025 press release.

average change over a specific period in the prices paid by urban consumers for goods and services. According to the Bureau of Labor Statistics (December 2025), the CPI-U includes all urban consumers and comprises roughly 90% of the population in the United States. It is based on the expenditures of almost all residents of urban and metropolitan areas, including professionals, the self-employed, the unemployed, and retired people, as well as urban wage earners and clerical workers.

Most pay increases for state employees have included a cost-of-living component, but these have typically not reflected the CPI-U.

The cost-of-living portion of annual legislative increases from 2016 to 2025 trailed the CPI-U percentages in four out of the last ten years. This difference reflects that compensation for State employees has historically failed to keep pace with the CPI-U. Salary increases in State government have cumulatively trailed the CPI-U by 7.4% over the last ten years in simple aggregate terms and 9.14% in compounded terms, adversely impacting employees' ability to keep up with rising costs. Charts comparing legislative increases with the CPI-U are included in Appendix B.4-B.6⁴.

⁴ 4 In odd-numbered years, this report is due to the Legislature in January-February. It is important to note that OSHR prepares this report months in advance, and in older versions of Appendix B, OSHR has used the CPI of the month in which the report is being prepared. In some years, this has been in September; in others, it has been October or November. To be consistent on the way the information is presented, OSHR decided to change the methodology and, in Appendix B, recalculate the information of the past 10 years by consistently using June's CPI.

BASE PAY AND LABOR MARKET ANALYSIS

The State of North Carolina seeks to attract and retain the best talent while being competitive in the market using a total rewards approach. The State targets a competitive market range around the market median for comparable jobs. The total rewards focus incorporates the value of working for the State across both compensation and benefits to determine market-competitive total rewards.

COMMON PRACTICES IN COMPENSATION

A frequent practice in the market is a multi-pronged approach, which includes an across-the-board increase, market-based increase, and/or lump-sum payment.

Employers may also utilize recurring funding such as the Labor Market Adjustment Reserve (LMAR) or Salary Adjustment Fund to advance employees within their pay grade. The legislature provided a labor market adjustment reserve fund in the 2022 and 2023 Appropriations Acts to enable agencies to provide much-needed market-driven salary increases. Having a recurring labor market or salary adjustment fund, as well as legislative increases, makes it possible for state agencies to pay more competitive salaries. State agencies are also able to respond more quickly and effectively to changes in the market. Employers typically establish a process to set priorities for labor market increases and salary adjustment funds based on criticality, turnover, retention, recruitment difficulties, and market position. It is often helpful for employers to evaluate job-specific turnover to identify critical needs.

Organizations continue to look for flexibility in administering compensation systems that enable nimble recruitment and retention of valuable talent. The Statewide Compensation System used in the North Carolina state government includes specific classifications and pay plan structures based on sound market practices. The Pay Administration Policy provides agencies additional flexibility for paying within the range. However, this flexibility is only effective if funding is available.

Agencies are leveraging pay administration flexibility to determine more competitive salaries based on applying the pay factors outlined in the policy. Compa-ratio is a standard measure used to evaluate compensation as a formula comparing an employee's salary to the midpoint of the range. The average compa-ratio for state employees in 2024 was 1.06 following the 3% legislative increase and agencies' use of LMAR funds, meaning that the average state employee's salary sat 6% above the midpoint of their range.

Based on the State's pay philosophy to benchmark at the market median, the target compa-ratio should be around 100%, which aligns with the midpoint of the pay range for most employees. Appendix E to this report provides three years progress tracking for 62 benchmarked jobs, with an average comp-ratio of .958. These jobs represent 21% of the State's workforce across 19 job families. In 2025, the average compa-ratio for state employees fell to 1.01 Even with the

February 1, 2026, adjustment to salary structures based on market movement, the average compa-ratio has decreased further and is now .99, an 8% decline since 2024.

SIGN-ON AND RETENTION BONUSES

Monetary incentive awards, such as non-recurring bonuses, are short-term solutions to address recruitment and retention challenges. The Sign-On and Retention Bonus Policy has helped agencies respond to the tight labor market in the past. However, the use of sign-on and retention bonuses is trending downward.

During this reporting period, the number of employees who received a sign-on or retention bonus decreased by 26.05%, from 19,274 in 2024 to 14,253 in 2025. This decrease can be attributed to lack of funding. The average installment payment also decreased from \$3,030 to \$2,638 per employee and a total cost of \$36.4M in 2025, down from \$58.4M in 2024. The number of employees who received a retention bonus decreased from 15,965 employees in 2024 to 10,035 in 2025). Since June 2022, 38,888 employees have received sign-on or retention bonuses, with an average of \$4,602 per employee and a total cost of \$172M.

Approximately \$18 million in bonuses were awarded to employees in job classifications with the highest vacancy rates. These positions are often the most critical for an agency, with labor market shortages impacting the agency's business needs and impairing the delivery of essential services. Among job classifications with at least three positions, the job classifications with the highest vacancy rates are registered nurse (50.7%), health care technician I (37.8%), correctional officer II (29.4%), correctional officer I (25.9%), and correctional officer III (20%).

RECRUITMENT AND RETENTION ANALYSIS

Many factors affect an organization's ability to recruit and retain a competent and high-performing workforce. Given the organizational and occupational diversity of North Carolina's state government, there is no "one size fits all" solution to the myriad recruitment and retention issues facing its agencies. In the past several years, all industries, including state governments, have experienced radical changes in the recruitment market.

In 2025, State of North Carolina applications for posted vacancies improved dramatically, with an average of 36 applicants per job posting, returning to pre-pandemic numbers. We continue to see the need for the State of North Carolina to explore technological enhancements to improve candidate experience, streamline the hiring process, provide meaningful data analytics, and leverage the efficiencies of a statewide e-recruiting system while providing recruiting flexibility at the agency level.

Market competitiveness is equally important for healthy employee retention. In addition to maintaining pay structures that are aligned with the market, agencies must have sufficient funding to pay competitively within the available range. Particularly for hard-to-recruit jobs, agencies often find that they lack the necessary funding to effectively recruit at a salary near the midpoint of the range for fully qualified applicants.

RECRUITMENT STRATEGIES

The State of North Carolina must attract, grow, and retain a high-quality workforce and talent pipeline that allows for organizational stability, career growth, and succession planning. This succession plan includes hiring the next generation of state employees. Increased efforts to recruit workers into entry- and associate-level positions have led to 23% of new hires aged 18-25 (See Appendix C).

In October 2025, OSHR implemented Phase I of our Human Capital Management (HCM) system, Workday, on time and within budget, fulfilling the requirements of S.L. 2023-134. Phase I included recruitment, applicant tracking, onboarding, and offboarding. It also provides capabilities for position description management and basic capabilities for producing organizational charts. Phase I was focused on delivering functionality that would support the state's needs and demands regarding talent acquisition to address the challenges agencies were facing with their technology for competitive recruitment, retention and employee onboarding.

The State is working to attract and retain high-quality, multi-generational employees to create a workforce with varying backgrounds and skills to serve the State. OSHR is partnering with agencies to promote critical positions through the #TriangleTuesdays social media campaign to highlight jobs within the Triangle area on the State of North Carolina's LinkedIn account.

OSHR also manages the North Carolina Military Spouse Transition Network, designed to help military spouses moving to or leaving North Carolina identify career resources. We also continue

to identify and reach out to organizations that support transitioning military members and their spouses.

OSHR is committed to helping connect students and recent graduates with careers in state government. The Higher Education for N.C. Government (Ed2NC) program brings together state agency recruiters and higher education career advisors to create a pipeline of talent by connecting students and recent graduates with careers in state government. Ed2NC works to build and strengthen relationships between North Carolina state agencies and higher education institutions to expand and enhance information sharing and communication among state government recruiters and college- and university-based career advisors.

TURNOVER RATES AND COST

Another key factor in the State's talent pipeline is retention, which requires supporting employees as they progress through their careers and continue to invest in their knowledge and talent. Retaining current state employees is also fiscally prudent, since hiring and onboarding new staff is more costly than retaining and developing current employees. Failure to retain, as demonstrated in the following section on turnover, negatively impacts the State and results in valuable knowledge and skills walking out the door.

Turnover is a measure of employee separations from an agency or university, often expressed as a turnover rate. Two types of turnover are tracked: total turnover and voluntary turnover. Total turnover includes all separations for any reason. The total turnover rate is calculated by dividing the number of separations in a period by the average number of employees in that period.

Turnover rates vary among industries, organizations, geographic locations, departments, and occupations and by employee characteristics including age, education, and organizational tenure. For example, younger, newer, unskilled, and blue-collar employees tend to be more mobile and have higher turnover rates. For this reason, turnover may be calculated for various categories of interest and the organization as a whole. According to the Society for Human Resource Management, an organization that may not have a severe organization-wide turnover rate can have a severe departmental turnover rate or a high position-specific turnover rate, which requires appropriate action to alleviate.

According to the results of the Mercer 2025 U.S. Turnover Surveys, the average turnover rate in the U.S. in 2025 was 13.0%⁵ showing a decline from previous years, with 24.7% in 2023 and 17.3% in 2024. Nearly half of the 2,093 U.S. respondents indicated difficulty in hiring specific roles, with the most challenging fields being:

- Healthcare Services
- Logistics
- Transportation Equipment Services (Non-Financial)

⁵ Excluding retirees, volunteers, and contractors

Mercer offered three strategies for combatting high turnover rates: competitive benefits like flexible work options, active listening through tools such as surveys, exit interviews and stay interviews, and internal promotions. “When employees see a clear path for advancement, they are less likely to leave for better opportunities,” according to Mercer’s report.

Voluntary turnover includes separations for reasons the employee has control over, such as resigning to work with another employer. Statewide turnover is a marker by which to compare job-specific turnover. OSHR works with agencies and universities to evaluate job-specific turnover and the reasons behind it, which may or may not relate to pay.

In 2025, agencies had a voluntary turnover rate of 11.5% including retirements, a slight increase from 11% the previous year and better than the national turnover rate of 39.6%⁶. The State of North Carolina experienced 6,177 voluntary separations in 2024, including retirements⁷.

Table 4: Five Calendar Years of Turnover Rates* – State of North Carolina Data

	2021	2022	2023	2024	2025
Voluntary	12.10%	11.49%	8.86%	7.43%	7.95%
Retirement	3.94%	4.63%	3.90%	3.58%	3.51%
Voluntary (Including Retirement)	16.04%	16.12%	12.76%	11.01%	11.47%
Involuntary	1.41%	1.39%	1.40%	1.45%	1.71%
Total	17.45%	17.50%	14.15%	12.46%	13.18%

Unless specified, OSHR calculates turnover using both EHRA and SHRA employees at State agencies over a 12-month period, using the total number of separations and an average headcount over that time. Only SHRA employees were included in this report.

The significant cost of replacing an employee highlights the need to monitor turnover closely, strive for competitive salaries, and maintain a positive work environment with high employee engagement levels. The Statewide Compensation System was developed, in part, to support retention of the workforce due to its flexibility and ability to provide job enrichment along with upward and lateral career paths. However, recurring annual program funding to help agencies adjust pay for employees in critical positions with higher turnover, coupled with sound management practices, is required for the system to be most effective.

Appendix C includes charts showing turnover and workforce age trends. As noted in Appendix C, the turnover methodology in the HR/Payroll System differs from that commonly used in human resources. To allow a comparison of past reports, turnover in this report continues to use

⁶ [Job Openings and Labor Turnover - January 2026](#)

⁷ Source: OSHR Data Analytics Portal

the HR/Payroll System methodology. As a result, turnover figures in this document may not match those of other OSHR reports.

LONGEVITY

Currently, the State pays a longevity bonus to career employees with more than 10 years of service. Longevity is an incentive that improves the retention rates of our most experienced employees, encouraging employees with historical knowledge to continue working with the State. Of the southeastern states, only Alabama, Arkansas, Kentucky, North Carolina, Tennessee and West Virginia offer longevity. Kentucky and North Carolina are the only southeastern states that offer longevity based on a percentage amount of base salary.

About 59% of employees subject to the State Human Resources Act (SHRA) are eligible for longevity bonuses, a projected cost of approximately \$65 million per year. Approximately 21% of state employees who are exempt from the SHRA are eligible for longevity bonuses, a projected cost of approximately \$3.4 million per year. North Carolina pays, on average, a \$2,049 longevity bonus. This is based on a graduated percentage-based schedule starting at 1.5% of annual salary for ten years of service and increasing every five years, to a maximum of 4.5% for 25 years of service.

RETIREMENT ELIGIBILITY

For more than a decade, OSHR has reported on the aging population of state employees, and the risk of a knowledge drain as these employees near retirement age. Various social factors, such as increases in average life span, economic conditions requiring employees to work beyond full retirement eligibility, and flexible work arrangements like teleworking have delayed the anticipated impact, but the retirement rate for 2025 remained steady at 3.5%, with a median retirement age of 62. Retirement eligibility increased from 8.3% in 2024 to 8.7% in 2025. More than 10% will be eligible to retire within one year (11.4%) and 25.7% of state employees will be eligible to retire within five years. These statistics highlight the importance of recruiting and prioritizing knowledge transfers.

BENEFITS ANALYSIS

TELEWORKING

Many state agencies operate under the OSHR Teleworking Program Policy. Agencies and universities are required to report teleworking activities to OSHR annually on or before March 1.

Based on the Teleworking Report for the 2025 calendar year, approximately 22% of agency and university employees teleworked in some capacity. There has not been a significant change in teleworking since last year, with agencies and universities reporting 24% of employees teleworking in some capacity, in 2024. The teleworking population was split with 6% of employees teleworking full-time and 16% teleworking part-time.

Like those around the country, employees in North Carolina continue to re-evaluate their priorities, with many seeking flexibilities and opting to transition into roles that help them achieve it. Agencies noted that teleworking has allowed them more opportunities to fill difficult positions. Agencies have also emphasized that managers are able to assess the effectiveness of employees who telework through annual performance plans and setting clear goals and expectations.

There are widespread changes to the global workforce, including increased opportunities to work remotely; reduced office footprints and expense for many organizations; increased investment in technology, particularly associated with employee engagement and online connectivity; and creating pay structures that are more nimble, more responsive to employee performance and more reliant on skills assessment.

The current environment provides a unique opportunity for the State of North Carolina to implement competitive pay plans, flexible remote and hybrid work policies, and benefits that will continue to attract highly qualified candidates and meet the State's operational needs.

PAID PARENTAL LEAVE

Paid Parental Leave was established as law on July 1, 2023. Section 126-8.6 of the North Carolina General Statutes provides Paid Parental Leave coverage to eligible employees of state agencies, departments, and institutions, including the University of North Carolina, public schools, and community colleges. While the Paid Parental Leave framework remains unchanged from Executive Order 95, the policy has been revised October 17, 2024 to include new paid leave benefits for state employees in the case of miscarriages and stillbirths in certain circumstances.

Paid Parental Leave strengthens state government's ability to attract and retain talented employees while helping to ensure that state benefits are competitive with those offered by private employers. Paid Parental Leave is offered to eligible employees following a qualifying event of becoming a parent by birth, adoption, foster care, or other legal placement of a child. Eligible state employees who give birth receive eight weeks of paid leave to recover from the birth and bond with and care for their newborn. Other eligible State employees receive four

weeks of paid leave to bond with and care for their child. Paid Parental Leave is paid at 100% of the eligible employee’s regular pay.

Since the benefit became available, 11,741 state employees, including 7,243 state agency employees and 4,498 UNC System employees, have used the benefit. Paid Parental Leave usage has been steady year-over-year. In FY 2024-25, 1,288 agency and 778 UNC System employees used Paid Parental Leave. OSHR will continue to market the benefit program proactively as a recruitment and retention tool that helps to make State government careers more competitive with private sector opportunities.

Table 5: State Employees Using Paid Parental Leave

State Agency Employees	UNC System Employees
430 birth mothers	515 birth mothers
858 other eligible parents	263 other eligible parents
471 female employees	503 female employees
817 male employees	275 male employees

Note: Table shows the count of employees who used Paid Parental Leave in FY2024-2025.

PERSONAL OBSERVANCE LEAVE

On June 6, 2022, Governor Cooper signed Executive Order 262 to provide up to eight hours of paid Personal Observance Leave to employees of Cabinet agencies. Non-Cabinet agencies, including boards and commissions, may adopt the policy for their employees.

Eligible employees may use Personal Observance Leave for any single shift or calendar day of personal significance, including but not limited to days of cultural or religious importance. This leave benefit is another tool to help ensure the North Carolina state government’s ability to continue to attract, retain, and support top talent in its workforce; 44,041 employees across Cabinet and non-Cabinet agencies have used Personal Observance Leave in 2025.

BEREAVEMENT LEAVE

Executive Order 325, signed by Governor Cooper on November 1, 2024, authorized and directed the Director of the Office of State Human Resources to develop a Bereavement Leave Policy. The Bereavement Leave Policy provides up to 40 hours of fully paid leave to eligible employees for bereavement following the loss of an immediate family member, and up to eight hours of fully paid leave to eligible employees for bereavement following the loss of a colleague.

Today, the agencies that have opted in for the Bereavement Leave Policy include all Cabinet agencies, and virtually all non-Cabinet agencies and University of North Carolina institutions. The policy has been widely used in its first year. Since the policy came into effect on November 1, 2024, under Executive Order 325, a total of 5,812 state agency and university employees have used bereavement leave to grieve, recover, and support their well-being.

PAID TIME OFF ANALYSIS

Paid Time Off (PTO) is employees' time off for which they continue to receive pay. Categories of PTO include Vacation Leave, Sick Leave, and Holiday pay. Below is an analysis of the various types of PTO we offer and our competitiveness with peer Southeastern states.

HOLIDAYS

The average for all Southeastern states in the survey is 12.94 holidays. North Carolina provides eligible state employees with 12 paid holidays per year.

Table 6: Holidays

Holiday Leave	North Carolina	SE States
Days per year	12	12.94

(Source: 2025 NCASG Benefits Survey, Participating Southeastern (SE) states are Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, South Carolina, Tennessee, and West Virginia.)

VACATION

Based on comparisons to Southeastern states, North Carolina's vacation accrual rates are competitive.

Table 7: Vacation Leave (in Days)

Years of State Service	North Carolina	SE States	Differential in Days
< 5	14	13.81	+0.19
5-10	17	17.25	-0.25
10-15	20	20.51	-0.51
15-20	23	23.72	+0.72
20-25	26	23.78	+2.22
25+	26	25.81	+0.19

(Source: 2025 NCASG Benefits Survey. Participating states are Alabama, Arkansas, Kentucky, Louisiana, Mississippi, South Carolina, Tennessee, and West Virginia.)

SICK LEAVE

Southeastern states grant an average of 13.63 days of sick leave per year to employees with up to three years of service. North Carolina's sick leave accrual rate is the same as Arkansas, Kentucky and Tennessee at 12 days per year. However, sick leave accrued per year by North Carolina's employees is below average compared to the remaining five Southeastern states: Alabama, Louisiana, Mississippi, South Carolina, and West Virginia.

Table 8: Sick Leave (in days per year)

Sick Leave	North Carolina	SE States	Differentials in Days
Accrual	12	13.72	1.72

(Source: 2025 NCASG Benefits Survey. Participating states are Alabama, Georgia, Kentucky, Louisiana, Mississippi, South Carolina, Tennessee, and West Virginia.)

HEALTH INSURANCE

In 2025, the State Health Plan awarded the third-party administrator contract to Aetna from Blue Cross Blue Shield of North Carolina. Beginning January 1, 2026, the State Health Plan moved to salary-based premiums. The premiums for employee-only coverage range from \$35 to \$160 and are based on both the employee’s salary and the plan they chose. The change to salary-based premiums led to most employees choosing the lower, less costly plan. Prior to this change most employees elected the higher option plan.

COMPARISON TO SOUTHEASTERN STATES FOR FAMILY COVERAGE

Most Southeastern states contribute more to family coverage than North Carolina. As shown in the table below, North Carolina’s employer contribution for family coverage is 21% less than the average, with 50% of Southeastern states reporting employee contribution rates at less than 25%.

Table 9: Survey of Southeastern States’ Health Insurance Coverage for Dependent Care

NC Employer Contribution for Family Coverage	SE States Employer Contribution for Family Coverage
48%	69%

(Source: 2025 NCASG Benefits Survey. Participating states are Alabama, Arkansas, Kentucky, Louisiana, Mississippi, South Carolina, Tennessee, and West Virginia.)

COMPARISON TO LOCAL GOVERNMENT PRACTICES FOR EMPLOYEE-ONLY COVERAGE

County governments report on the choice of health plan, deductibles, and employee and agency costs. The table below is based on analyzing employee-only, not family, health insurance coverage for employees in eight of the most populous North Carolina counties. The comparative results suggest that the State compares favorably in deductible, employer contribution, and normal co-pay for employee-only coverage, while the average annual employee cost is more favorable for the sampled counties.

Table 10: Survey of Local Governments’ Health Insurance Practices for Employee-Only Coverage*

Type of Agency	Normal Deductible*	Normal Co-pay*	Average Annual Amount Employee Pays**	Average Annual Amount Agency Pays**
Eight Counties	\$1,512.50	\$28.75	\$460.73	\$7,855.75
NC	\$1,250	\$10.00	\$ 600	\$8,095.44

**Source: Ad hoc County Survey on Benefits Costs February 2026, State Health Plan 2025.*

***Data was only provided by Cumberland, Durham, Gaston, and Wake Counties. Data from Forsyth, Guilford, Johnston, and Mecklenburg counties were gathered from their websites.*

Note: The above information applies to employee-only coverage unlike Table 10 above, which discusses family coverage. North Carolina data is for employee-only coverage in the standard 80/20 PPO Plan with participation in Tobacco Attestation.

STATEWIDE FLEXIBLE BENEFITS PROGRAM (NCFLEX)

The NCFlex program, administered by OSHR, currently has more than 120,000 enrolled employees from the agencies, University System, Community College System, and charter schools. The State’s flexible benefits program includes the following pre-tax plans:

- Health Care Flexible Spending Account
- Dependent Day Care Flexible Spending Account
- Dental Plan offers three options: High Option, Classic Option, and Low Option (for employees and family)
- Vision Care Plan offers three options: Core, Basic, and Enhanced; the no-cost Core Vision Plan provides employees with an annual eye exam for a \$20 co-payment and discounts for materials at no cost to the employee
- Voluntary Accidental Death and Dismemberment (AD&D) Insurance (for employees and family)
- Core Voluntary Accidental Death and Dismemberment Insurance (employees only) provides \$10,000 of AD&D coverage at no cost to enrolled employees
- Voluntary Group Term Life Insurance (for employees and family) provides new employees with up to \$200,000 of guaranteed coverage, and employees may be eligible for coverage up to \$500,000
- TRICARE Supplemental Insurance provides a supplemental insurance plan to military retirees and qualified National Guard and Reserve Members
- Cancer Insurance offers three options: Premium, High, and Low Option, and includes either a \$25 or \$100 wellness benefit payable directly to employees
- Critical Illness Insurance with \$15,000, \$25,000 and \$40,000 Options

- Accident Insurance offers two plans: Classic and Enhanced
- Combined Short-Term and Long-Term Disability Insurance

Diversity of benefits will continue to be a major factor in the State's ability to compete for talent. Benefits remain a priority for employers when recruiting employees.

RETIREMENT

Effective July 1, 2024, the employer contribution on behalf of State employees in the Teachers and State Employees Retirement System (TSERS) was 24.04%. This includes contributions to the retirement system pension fund, death benefit trust fund, retiree health plan reserve, and disability income plan. The State's contribution to the pension fund alone is currently 16.79%.

SUPPLEMENTAL RETIREMENT PROGRAMS

Besides the traditional retirement program, the State offers voluntary supplemental retirement programs: a 401(k) plan and a 457(b) plan. The State of North Carolina does not match employee contributions except law enforcement. In past years, the UNC School of Government has provided an NC County Government Salary Survey, revealing that 81 of North Carolina's 100 counties offered a 401(k) program to non-law enforcement employees, and 59 counties made matching 401(k) contributions. Twenty-eight counties offer both a 401k/457 plan to their elected officials. However, the School of Government no longer conducts this survey, so current figures are unavailable.

CONCLUSION AND RECOMMENDATIONS

The State of North Carolina cannot function without a skilled workforce. We must continue to pursue competitive and innovative ways of attracting, developing, and retaining talented and high-performing employees to serve the people of North Carolina. As in previous years, approximately 25% of State employees will be eligible to retire with full retirement benefits within five years, making recruiting and retaining qualified employees more critical than ever.

For any systemic analysis of compensation to take place, OSHR must continue to receive funding for a market analysis and modeling tool (ex., MarketPay), a position description writing and workflow tool (ex., Workday), and the labor market surveys needed to make data-driven decisions to ensure competitive compensation.

OSHR currently has the MarketPay tools mentioned above and receives recurring funds to participate in and receives results from major salary survey providers. Dedicated funding for additional surveys is necessary to expand the number of benchmark jobs and build on the strong foundation of a market-based compensation strategy.

According to PayScale's 2026 Compensation Best Practices Report, "to support defensible pay decisions, organizations increasingly rely on multiple industry-relevant salary data sources". OSHR recommends continued support for multiple salary survey data sources to ensure job alignment with the market. The same data sources provide national market trends to inform OSHR's recommendation for annual increases. This year's analysis shows that the State's position to market has significantly declined, as indicated in Appendix E. Of the 66 jobs that we track year over year, 64 of those jobs show a decline. It is typical to only see a few jobs decline. This decline is a direct result of lagging or zero salary increases being awarded.

Last year, the average national salary increase was 3.6%, this year it is 3.7%. The combined average increase for the past four years equals 15.4%, while the combined Legislative Increases (LI) awarded over the past four years total 10.5%. Each year the LI lags behind the national average directly impacts our ability to attract and retain key talent. The State's benefits no longer hold the competitive edge it once held, making it increasingly more difficult to attract and retain key talent.

To combat this issue, OSHR recommends a recurring special adjustment budget targeted specifically to bring employees who fall below the pay range minimum based on the annual pay plan update, up to that minimum. This recurring budget will ensure all employees are compensated appropriately and mitigate compression issues.

An additional 1.5% Labor Market Adjustment Reserve included in prior budgets is also recommended to help agencies address any compression, recruitment or retention issues.

APPENDICES

APPENDIX A. HISTORY OF LEGISLATIVE INCREASES 2016-2025*

Year	Cost-of-Living	Career Growth	Bonus/Other
2016	1.5%	0	0.5% bonus; variable merit bonus (\$475 for ME, \$700 for EE)
2017	\$1,000 (converted as 2% based on average salary of \$50,000)	0	3 days “special bonus” leave
2018	2% or increase to \$31,200	0	5 days “special bonus” leave; 4% increase/new minimum salaries for correctional officers or eligible Adult Correction employees; 6% increase and step pay plan for eligible State Highway Patrol employees
2019	2.5%	0	5 days “special bonus” leave; 6.5% increase and step pay plan for eligible SHP, SBI, and ALE employees
2020	2.5%	0	0
2021	2.5%	0	\$1,000 pandemic bonus for permanent FTE employed as of 12/1/2021. Additional \$500 if at least one of the following criteria is met: Annual Salary ≤\$75,000, or employee is a law enforcement officer, or is in the Division of ACJJ of DPS with job duties requiring frequent in-person contact, or is employed in a position at a 24-hour residential or treatment facility operated by DHHS
2022	3.5%	0	Includes a 3.5% salary increase for most State employees except those paid on an experience-based salary schedule (such as correctional officers, State Highway Patrol officers, Alcohol Law Enforcement officers, State Bureau of Investigation officers, or probation and parole officers)
2023	4%	0	Provides a 4% legislative increase to most State employees except employees paid on an experience-based salary schedule (such as correctional officers, youth counselors, youth

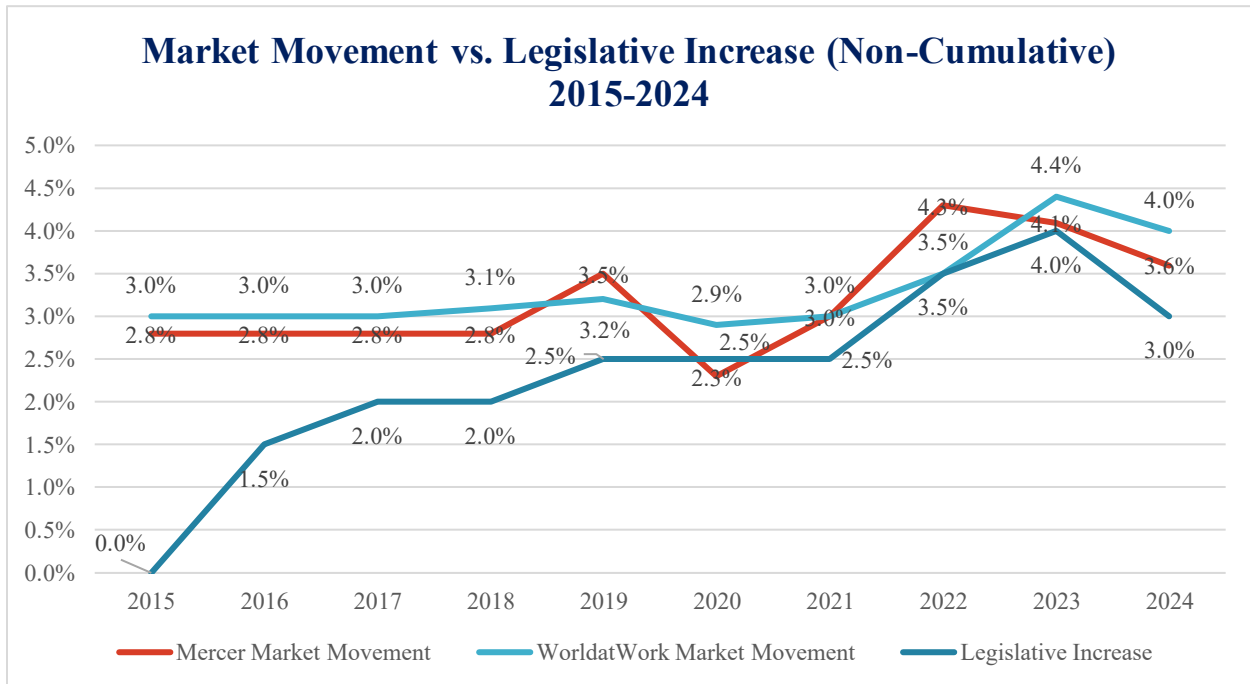
			counselor technicians, youth services behavioral specialists, probation and parole officers, juvenile court counselors, law enforcement officers of the State Highway Patrol, State Bureau of Investigation and Alcohol Law Enforcement – average LI including these adjustments is 4.5%)**
2024	3%	0	Provides a 3% legislative increase to most State employees except employees paid on an experience-based salary schedule (such as correctional officers, youth counselors, youth counselor technicians, youth services behavioral specialists, probation and parole officers, juvenile court counselors, law enforcement officers of the State Highway Patrol, State Bureau of Investigation, and Alcohol Law Enforcement – average LI including these adjustments is 5.5%)**
2025	0%	0	No legislative increases were awarded.

**History of Legislative Increases is reflective of state agencies only*

***The Legislative report reflected these averages, but this report reflects the LI that was applied across the board*

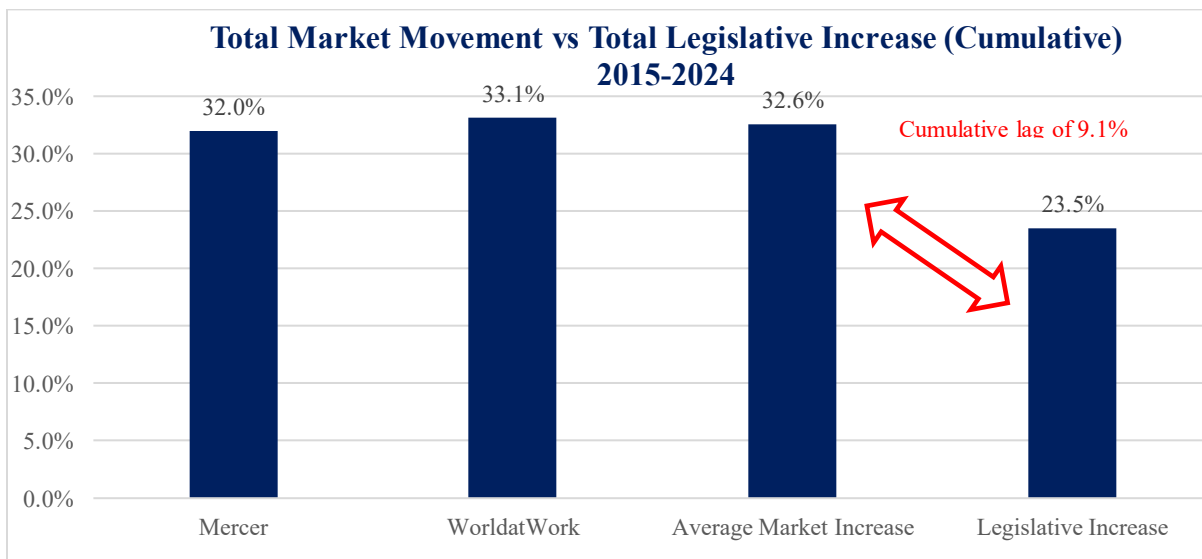
APPENDIX B. MARKET MOVEMENT

APPENDIX B.1 MARKET MOVEMENT VS. LEGISLATIVE INCREASE (NON-CUMULATIVE)



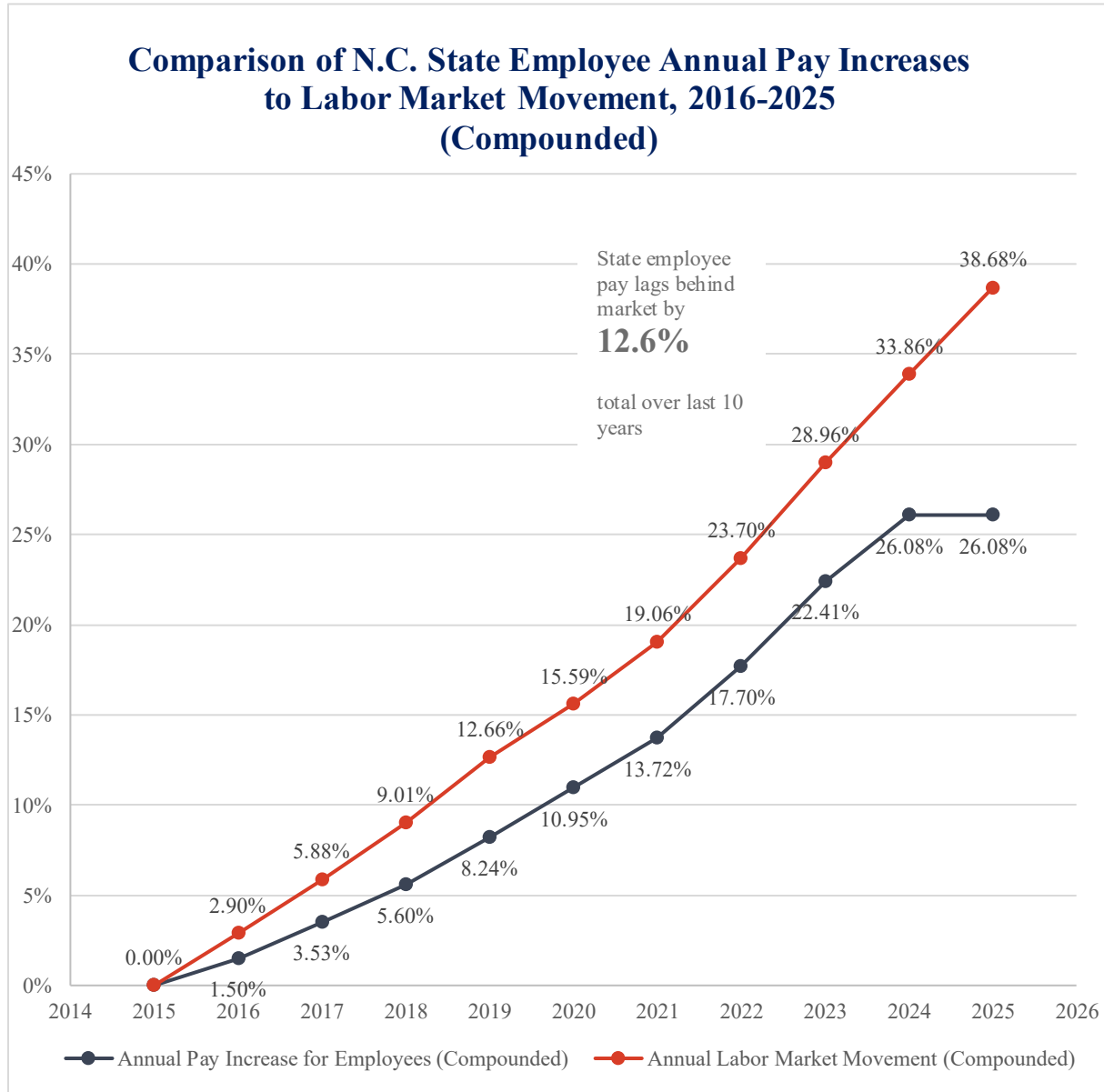
(Sources: 2025 Mercer QuickPulse - U.S. Compensation Planning Survey, Monthly Pulse report (September 2025), WorldatWork Salary Budget Survey 2025-2026 released in July 2025)

APPENDIX B.2 MARKET MOVEMENT VS. LEGISLATIVE INCREASE (CUMULATIVE)



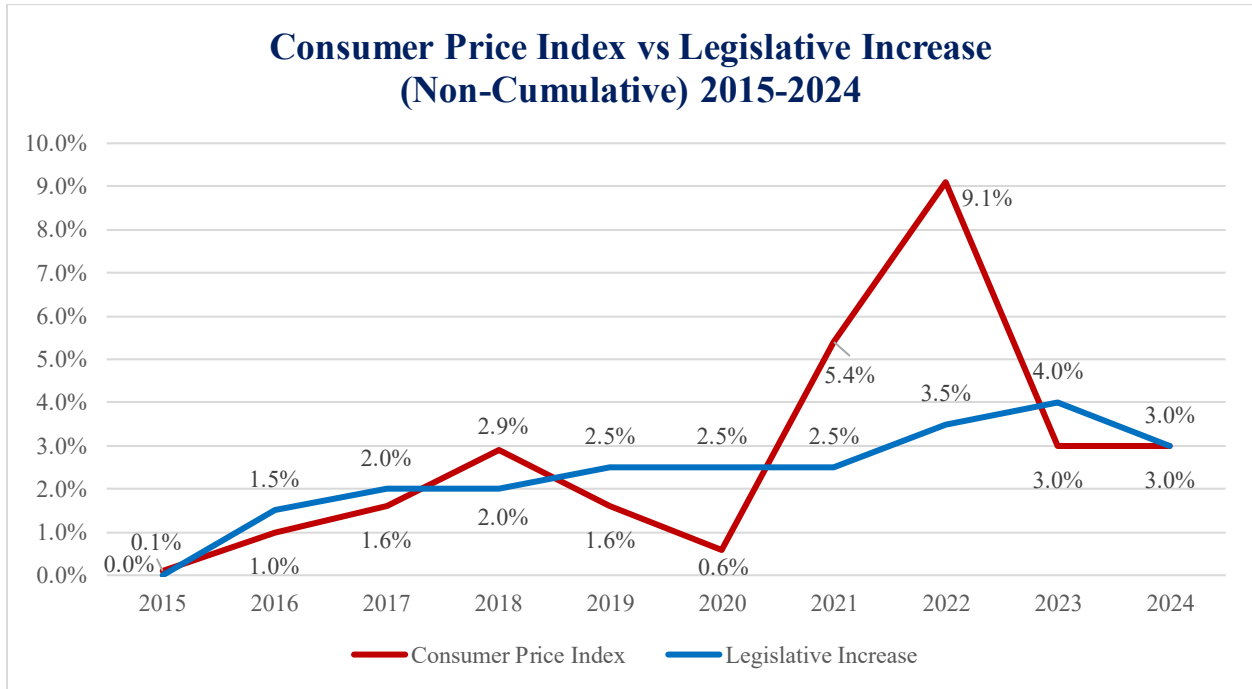
(Sources: 2025 Mercer QuickPulse - U.S. Compensation Planning Survey, Monthly Pulse report (September 2025), WorldatWork Salary Budget Survey 2025-2026 released in July 2025)

APPENDIX B.3 MARKET MOVEMENT VS LEGISLATIVE INCREASE (COMPOUNDED)



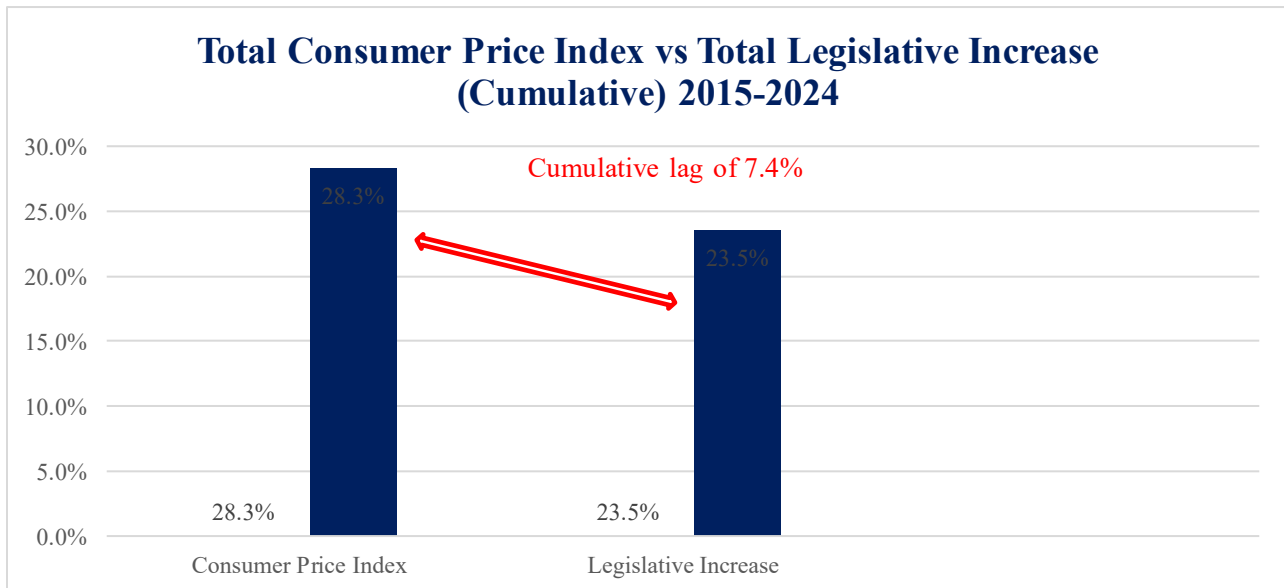
(Sources: 2025 Mercer QuickPulse - U.S. Compensation Planning Survey, Monthly Pulse report (September 2025), WorldatWork Salary Budget Survey 2025-2026 released in July 2025)

APPENDIX B.4 LEGISLATIVE INCREASE COMPARISON TO INFLATION (CPI) (NON-CUMULATIVE)



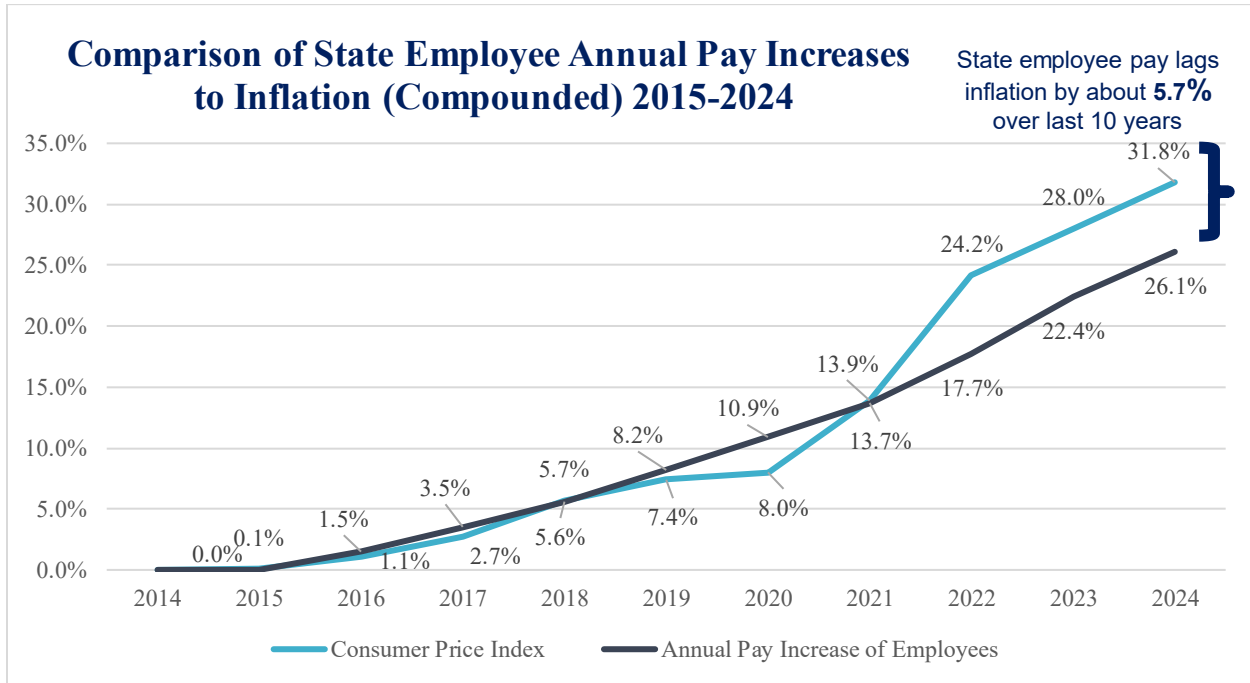
(Sources: U.S. Department of Labor/Bureau of Labor Statistics and the N.C. Office of State Human Resources.)

APPENDIX B.5 LEGISLATIVE INCREASE COMPARISON TO INFLATION (CPI) (CUMULATIVE)



(Sources: U.S. Department of Labor/Bureau of Labor Statistics and the N.C. Office of State Human Resources.)

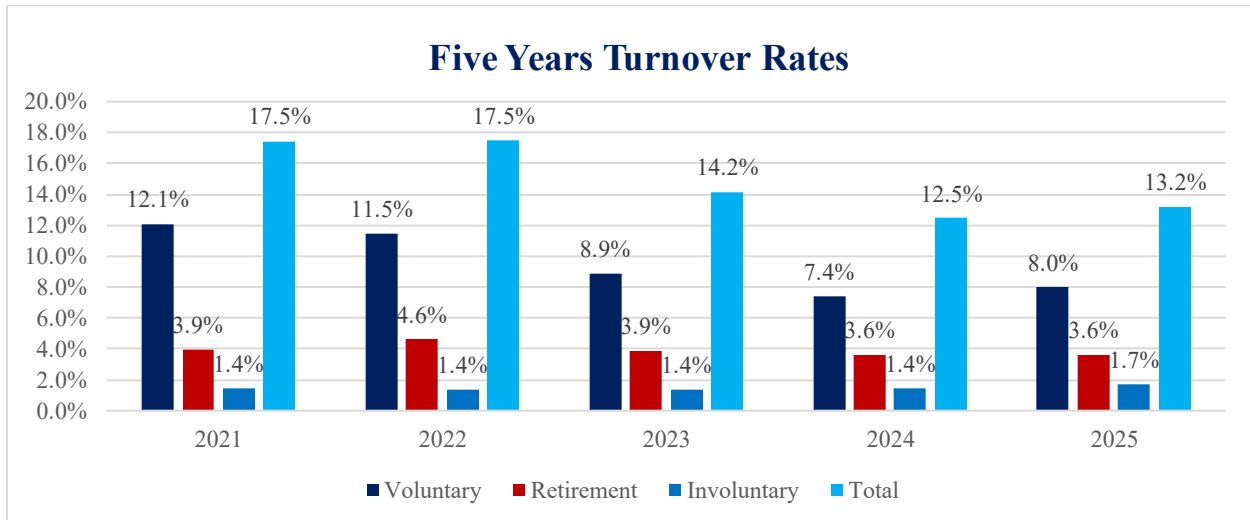
APPENDIX B.6 LEGISLATIVE INCREASE COMPARISON TO INFLATION (CPI) (COMPOUNDED)



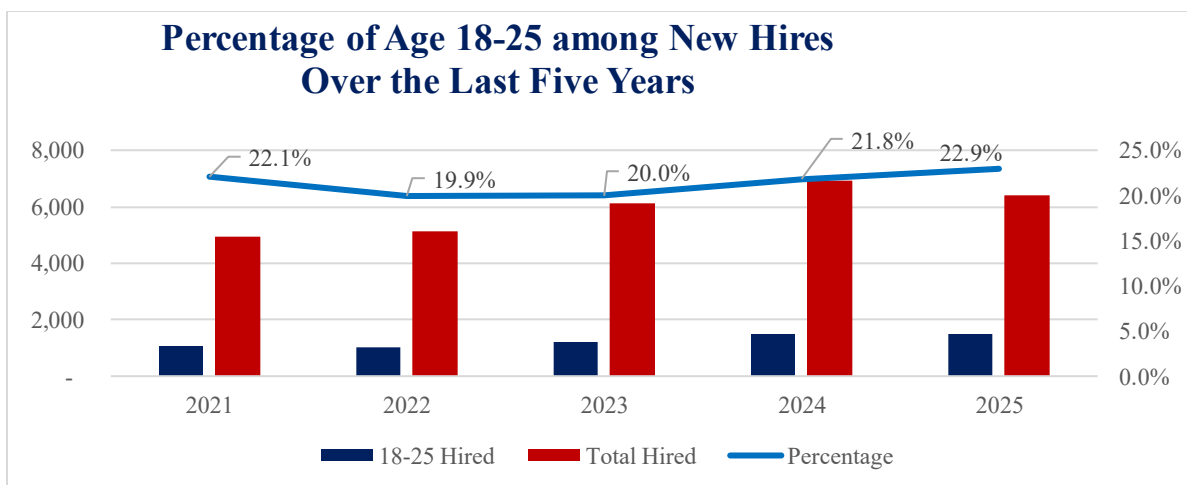
(Sources: U.S. Department of Labor/Bureau of Labor Statistics and the N.C. Office of State Human Resources.)

Note: This graph shows how the pay would grow over ten years for a state employee who made \$50,000 a year on July 2, 2015, then received only legislative increases after that date. The comparison assumes that the hypothetical employee was not in a step plan and did not receive a Labor Market Adjustment Reserve (LMAR) during this time.

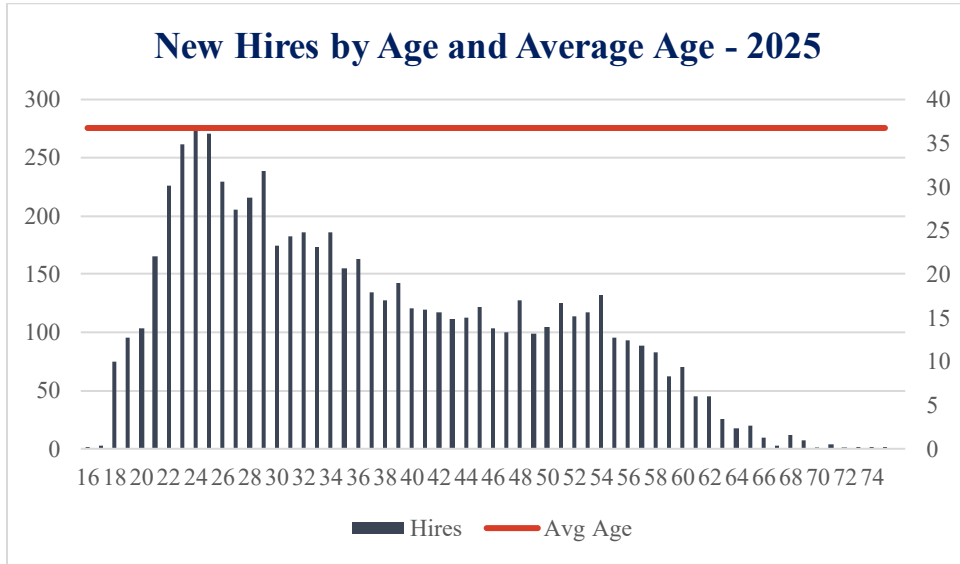
APPENDIX C. WORKFORCE TURNOVER AND AGING TRENDS



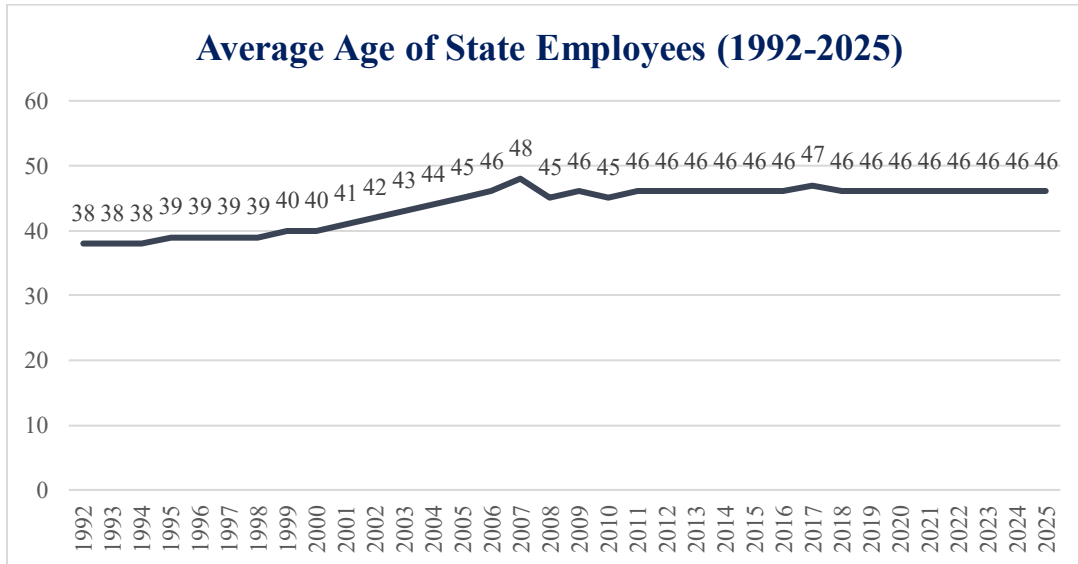
(Source: Unless specified, OSHR calculates turnover using both EHRA and SHRA employees at State agencies over 12 months, using the total number of separations and an average headcount over that time. In this report, only SHRA employees were included.)



(Sources: GDAC, Integrated HR/Payroll System.)



(Source: GDAC.)



(Source: GDAC.)

APPENDIX D. MARKET SURVEY LIBRARY (OSHR SURVEY LIBRARY 2025)

AON Radford:

- Compensation Database US - NC Wage and Salary Survey

Catapult (previously CAI):

- Employers Association NC Wage – US, 2025

Mercer:

- Benchmark Database without Manufacturing Operations/Total Remuneration Survey
- IHN – Healthcare System & Hospital Survey

Metro Benchmark – Southeast – US, 2025

- Benchmark surveys to include Engineering and Design, Executive, Marketing and Communication; Corporate Services and Human Resources; Finance Accounting and Legal; Logistics and Supply Chain, and Information Technology

National Compensation Assn. of State Governments:

- NCASG 2025 (Private Survey)
- NCASG State Governments – US (State of North Carolina), 2025
- NCASG State Governments – US, 2025
- Numerous ad hoc surveys throughout the year

PayScale:

- Payscale Compensation Survey – National
- Payscale Pulse – National (US) [January, April, July, October]

Local Government Custom Survey

- NC Public Local Counties Survey (Private Survey), 2025

Willis Towers Watson Data Services:

- General Industry Mid-Management, Prof & Support

- General Industry Executive
- Health Care Middle Management, Professional and Support
- Health Care Executive Compensation

APPENDIX E. COMPA-RATIO TREND OF BENCHMARKED JOBS FOR THE LAST THREE YEARS

Job Family	Job Title	# of Emp	Compa -Ratio (2023)	Compa -Ratio (2024)	Compa -Ratio (2025)
ADMINISTRATIVE SUPPORT	Administrative Specialist I	3114	85.6%	90.7%	87.7%
	Executive Assistant I	138	101.6%	105.6%	102.7%
	Executive Assistant II	29	114.5%	117.7%	115.7%
AGRICULTURAL, ENVIRONMENTAL AND SCIENTIFIC	Chemist I	67	92.2%	94.9%	90.6%
	Chemist II	23	90.7%	91.0%	89.5%
	Environmental Program Manager I	31	100.6%	103.7%	100.0%
	Environmental Specialist I	215	86.9%	89.3%	85.7%
	Environmental Specialist II	277	94.5%	97.3%	93.2%
	Geologist/Hydrogeologist	123	86.1%	89.6%	86.5%
CORRECTIONS	Correctional Administrator II	4	120.4%	125.6%	120.7%
	Correctional Admissions Technician	35	108.5%	115.2%	107.7%
	Correctional Training Coordinator I	24	119.4%	126.5%	122.4%
EDUCATION AND TRAINING	Extension Educ & Training Spec I	30	83.0%	93.7%	94.7%
	Staff Development Specialist I	70	90.0%	97.7%	93.6 %
	Staff Development Specialist II	103	90.0%	94.7%	92.3%
ENGINEERING	Architect II	23	117.1%	118.7%	113.6 %
	Engineer I	533	99.9%	103.8%	101.8%
	Engineering Assistant	19	105.1%	107.9%	103.4%
	Engineering Supervisor I	162	105.5%	109.0%	105.2%
	Engineering Supervisor III	150	117.1%	121.2%	117.6%

Job Family	Job Title	# of Emp	Compa -Ratio (2023)	Compa -Ratio (2024)	Compa -Ratio (2025)
FINANCIAL AND BUSINESS MANAGEMENT	Business Systems Analyst I	118	97.8%	100.9%	99.0%
	Business Systems Analyst II	111	105.2%	110.3%	107.2%
	Inventory Associate II	23	118.1%	121.5%	112.5%
	Procurement Specialist II	60	108.6%	110.0%	105.9%
	Real Property Agent I	61	96.4%	102.6%	98.4%
HUMAN RESOURCES	Agency HR Consultant I	110	103.2%	107.1%	104.5%
	Agency HR Director III	12	89.1%	94.5%	94.0%
	HR Technician I	112	109.2%	115.1%	110.9%
HUMAN SERVICES	Rehabilitation Counselor	332	90.5%	92.9%	89.8%
INFORMATION, COMMUNICATION & MEDIA	Information & Communications Spec II	96	95.2%	97.7%	95.1%
	Information & Communications Spec III	61	99.9%	102.9%	102.6%
INFORMATION TECHNOLOGY	Applications Systems Manager I	90	112.7%	116.1%	111.4%
	Applications Systems Specialist I	256	113.3%	116.5%	110.0%
	IT Project Manager II	56	90.1%	92.5%	89.2%
	Network Engineer	52	98.0%	102.7%	99.6%
	Systems Administrator II	68	111.2%	114.4%	109.8%
	User Support Technician I	116	85.5%	89.6%	86.6%
	User Support Technician II	94	91.4%	95.0%	91.5%
INSTITUTIONAL SUPPORT	Cook	176	100.4%	103.3%	94.6%
	Floor Maintenance Assistant	59	99.3%	101.3%	93.8%
	Housekeeper	520	98.5%	101.1%	91.8%
	Housekeeping Supervisor I	40	90.1%	93.3%	89.6%

Job Family	Job Title	# of Emp	Compa -Ratio (2023)	Compa -Ratio (2024)	Compa -Ratio (2025)
LAW ENFORCEMENT AND PUBLIC SAFETY	Police Officer I	124	91.4%	95.3%	93.1%
LEGAL	Security Guard	158	103.2%	106.3%	97.0%
	Agency General Counsel I	17	99.6%	104.3%	102.9%
	Assistant Agency General Counsel II	45	105.0%	108.7%	106.3%
	Attorney Manager I	11	94.1%	96.0%	96.1%
MEDICAL AND HEALTH	Physician	71	106.9%	110.9%	105.6%
	Registered Nurse	1114	101.6%	108.3%	102.4%
NATURAL, HISTORIC AND CULTURAL RESOURCES	Librarian II	16	96.3%	108.4%	103.6%
OPERATIONS AND TRADES	Electrician II	80	97.9%	104.7%	101.1%
	HVAC Mechanic I	94	106.8%	114.9%	109.5%
	Maintenance/Construction Technician I	155	102.2%	106.8%	101.5%
	Maintenance/Construction Technician III	361	96.2%	101.7%	98.6%
	Marine Painter	8	115.6%	117.8%	114.7%
	Vehicle/Equipment Repair Technician I	118	102.3%	105.5%	102.2%
	Vehicle/Equipment Repair Technician II	416	107.9%	111.2%	108.0%
PLANNING AND ECONOMIC DEVELOPMENT	Economist II	3	95.5%	96.4%	102.8%
PROGRAM MANAGEMENT	Program Coordinator I	807	96.6%	101.7%	89.3%
	Program Supervisor I	91	92.5%	98.5%	97.9%
	Program Supervisor II	101	92.5%	98.5%	95.4%
SAFETY AND INSPECTION	Safety Officer II	36	96.3%	100.6%	96.5%
	Total Employees in Benchmarked Jobs	11,579	97.4%	100.1%	95.8%
	Representation of Benchmarked Jobs	21%	Average Comp Ratio of Benchmarked Jobs		
	Total Employees	53,953			

(Sources: Integrated HR Payroll System and Market Pay System)