

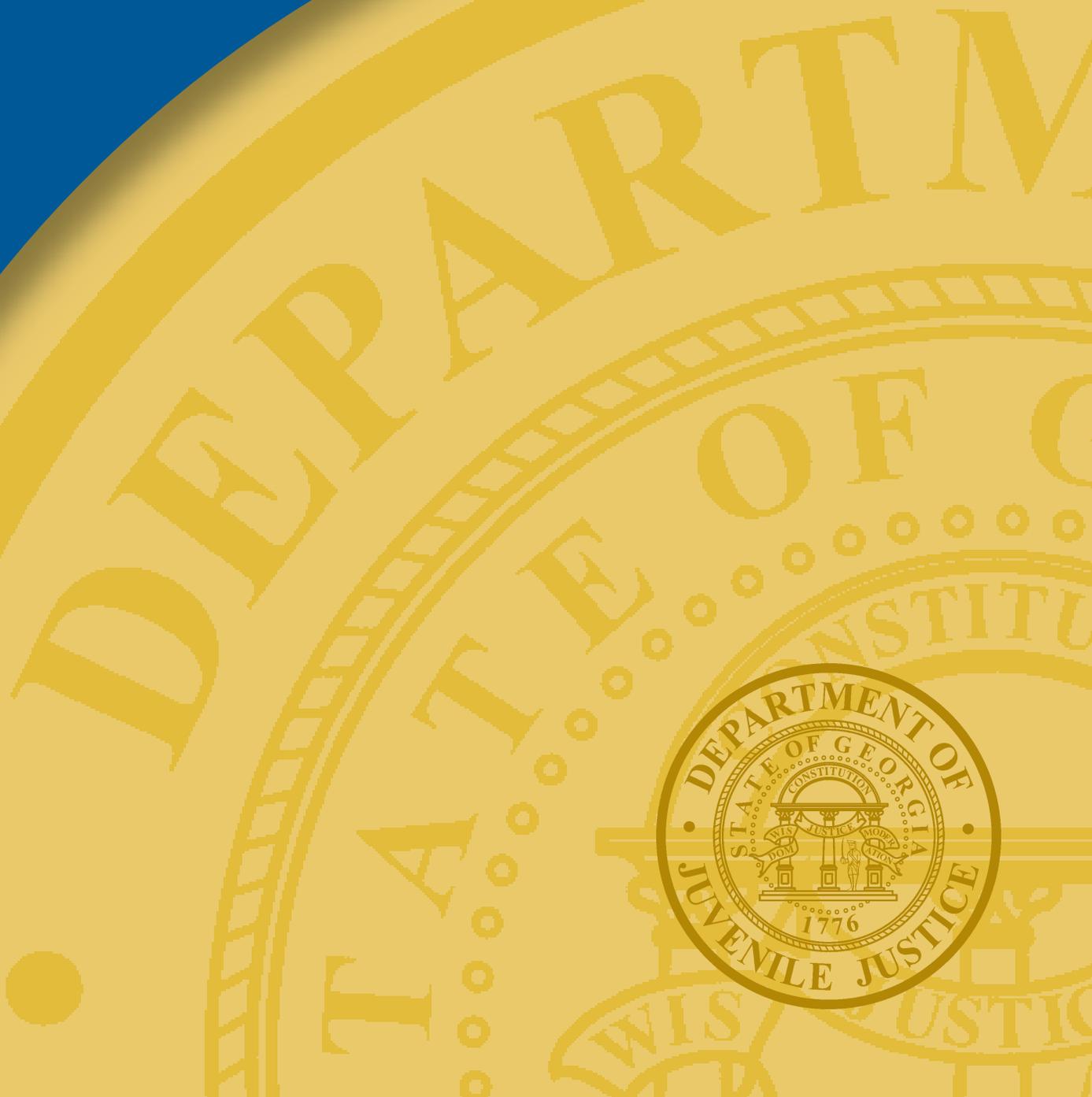
Georgia Department of Juvenile Justice

Strategic Plan

2005-2007

VOL. 3 • APPENDICES

Commissioner Albert Murray



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APPENDIX A: WORKFORCE PLANNING DETAILS

Appendix B-2: Staffing Projections Table

Business Function / Job Code Description	Total Positions	Short-Term Position Growth	Long-Term Position Growth
Assessment & Classification			
Operations Analyst 3	2	NC	NC
Statewide Transfer/Admis Coord	2	I	NC
Support Services			
Accountant 2, Professional	1	NC	NC
Accountant 3, Professional	3	NC	NC
Accountant, Paraprofessional	16	I	NC
Accounting Clerk	6	NC	NC
Accounting Director 2	1	NC	NC
Accounting Manager 2	1	NC	NC
Administrative Assistant	12	I	I
Administrative Officer, Maint	1	NC	NC
Administrative Ops Coord 1	14	NC	NC
Administrative Ops Coord 2	34	D	NC
Administrative Ops Manager	11	I	NC
Applications Systems Manager	1	NC	NC
Auditor 2	1	NC	NC
Billing Technician	3	NC	NC
Budget Administrator	1	NC	NC
Budget Analyst 1	1	NC	NC
Budget Analyst 2	3	I	NC
Budget Analyst Paraprofessnl	1	NC	NC
Budget Manager (DJJ)	1	NC	NC
Budget Officer	1	I	NC
Business Analyst Supv	1	NC	NC
Center Director	4	I	NC
Clerical Services Worker	1	NC	NC
Clerical Worker	68	NC	NC
Clerk 1, General	4	I	I
Clerk 2, General	49	I	I
Clerk, Mail Services	2	NC	NC
Clerk, Property & Supply	1	NC	NC
Commissioner	1	NC	NC
Commissioner, Assistant Deputy	4	NC	NC
Communications Center Mgr	1	NC	NC
Community Corr Dist Director	13	NC	NC

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Business Function / Job Code Description	Total Positions	Short-Term Position Growth	Long-Term Position Growth
Construction Manager	1	NC	NC
Craftsman, Gnrl Trades	18	NC	NC
Criminal History Specialist	2	NC	NC
Custodial Services Worker	12	NC	NC
Custodian	1	NC	NC
Database Administrator	1	NC	NC
Deputy Commissioner	4	NC	NC
Deputy Director	1	NC	NC
Director	1	NC	NC
District Director Asst (DJJ)	12	NC	NC
Division Director, Dep (DJJ)	2	NC	NC
Employee Mgt Relations Spec	1	NC	NC
Engineer, Maintenance	1	NC	NC
Engineer, Project (GBA)	1	NC	NC
Engineering & Const Asst Dir	1	NC	NC
Engineering Project Mgr 2	1	NC	NC
Engineering Services Mgr	2	NC	NC
Executive Assistant	1	NC	NC
Executive Director	1	NC	NC
Facilities Management Director	1	NC	NC
Facilities Management Worker	1	NC	NC
Federal Policy Director (DJJ)	1	NC	NC
Federal Program Policy Manager	1	NC	NC
Financial Services Worker	16	NC	NC
Food Management Worker	1	NC	NC
Food Service Director	4	NC	NC
Food Service Employee 1	61	NC	NC
Food Service Employee 2	46	NC	NC
Food Service Manager	5	I	NC
Food Service Supervisor	31	NC	NC
Food Service Worker	20	NC	NC
Grants & Contracts Manager	1	NC	NC
Grants Assistant	2	NC	NC
Grants Monitor	5	NC	NC
Grounds Maintenance Manager	1	NC	NC
Groundskeeper	1	NC	NC
Housekeeper	9	NC	NC
Housekeeping Team Leader	1	NC	NC
Human Resources Planner (DJJ)	1	NC	NC
Information Sys Director	1	NC	NC
Interstate Compact/Transp Supv	1	NC	NC

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Business Function / Job Code Description	Total Positions	Short-Term Position Growth	Long-Term Position Growth
Investigations Asst Director	1	NC	NC
Investigator 2 (DJJ)	4	NC	NC
Investigator 3 (DJJ)	2	NC	NC
Juvenile Correctional Ofcr 1	12	I	NC
Juvenile Correctional Ofcr 2	1	I	NC
Labor Trades Worker	1	NC	NC
LAN Engineer	1	NC	NC
Laundry Manager	1	NC	NC
Laundry Supervisor	1	NC	NC
Laundry Worker	10	NC	NC
Legal Services Officer (DHR)	1	NC	NC
Legal Services Officer (DJJ)	2	NC	NC
Legislative Communications Off	1	NC	NC
Maintenance Worker	22	NC	NC
Mechanic	5	NC	NC
Mechanic Foreman	2	NC	NC
Micro Sys Support Spec 1	6	NC	NC
MIS Field Support Desk Supv	1	NC	NC
Multi-Service Center Mgr	3	NC	NC
Office Director, Asst (DJJ)	4	NC	NC
Office Manager	1	NC	NC
Operations Analysis Mgr	1	NC	NC
Operations Analyst 1	3	NC	NC
Operations Analyst 2	4	NC	NC
Operations Support Mgr	1	NC	NC
Payroll Manager	1	NC	NC
Payroll Paraprofessional 2	3	NC	NC
Personnel Analysis Sect Mgr	2	NC	NC
Personnel Analyst 1	1	NC	NC
Personnel Analyst 2	1	NC	NC
Personnel Analyst 3	2	NC	NC
Personnel Director	1	NC	NC
Personnel Manager	7	I	I
Personnel Operations Sect Mgr	1	NC	NC
Personnel Services Worker	7	NC	NC
Personnel Technician 1	10	I	NC
Personnel Technician 2	12	NC	NC
Policy Coordinator, Dept	2	NC	NC
Procurement & Svcs Officer 1	2	NC	NC
Procurement & Svcs Officer 2	1	NC	NC
Procurement Officer 1	1	NC	NC

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Business Function / Job Code Description		Total Positions	Short-Term Position Growth	Long-Term Position Growth
	Procurement/Purchasing Manager	1	NC	NC
	Program Assistant (DHR)	120	I	I
	Program Associate (DHR)	17	I	I
	Program Director 2	8	NC	NC
	Program Operations Manager	2	NC	NC
	Programmer Analyst 1	1	NC	NC
	Programmer Analyst 2	3	NC	NC
	Programmer Analyst 3	1	NC	NC
	Project Director 2	1	NC	NC
	Property & Supply Supervisor 1	5	NC	NC
	Property & Supply Supervisor 2	2	NC	NC
	Public Relations & Info Spec 1	1	NC	NC
	Public Relations Info Pgm Mgr	1	NC	NC
	Public Safety Trn Instruc 1	1	NC	NC
	Public Safety Trn Instruc 2	2	NC	NC
	Public Safety Trn Instruc 3	2	NC	I
	Public Safety Trn Instruc 4	1	NC	NC
	Public Safety Trn Mgr 2	1	NC	NC
	Quality Assessment & Eval Crd	6	I	NC
	Records Management Officer	1	NC	NC
	Regional Treatment Srv Spec	4	I	I
	Seamster	1	NC	NC
	Secretary 1	28	I	I
	Secretary 2	68	I	I
	Secretary 3	13	I	I
	Secretary, Confidential	2	NC	NC
	Special Assist to Commissionr	1	NC	NC
	Staff Develop/Trng Coord 1	2	I	I
	Staff Develop/Trng Coord 2	9	NC	NC
	Statistical Research Analyst	1	NC	NC
	Storekeeper	14	I	NC
	Trades Supervisor	4	NC	NC
	Training Director (DJJ)	1	NC	I
	Training Program Mgr (DJJ)	3	NC	I
	Transfer Officer	1	NC	NC
	Transportation Officer (DJJ)	27	I	NC
	Volunteer Resources Coordinatr	1	NC	NC
	Youth Dev Campus Director Asst	1	NC	NC
Treatment & Supervision				
	Activity Therapist	11	NC	NC
	Activity Therapy Coord	1	NC	NC

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Business Function / Job Code Description	Total Positions	Short-Term Position Growth	Long-Term Position Growth
Activity Therapy Leader	1	I	I
Assessment & Classifictn Spec	15	NC	I
Associate Director, RYDC	2	NC	NC
Behavioral Healthcare Director	1	NC	NC
Case Expeditor	20	I	I
Clinical Associate	3	NC	NC
Communicable Disease Spec	2	NC	NC
Correctional Officer	6	D	D
Cottage Life Supv	20	NC	NC
Counselor	7	I	I
Counselor 2, BC/Ctr/Off	3	I	NC
Counselor Substance Abuse	5	I	NC
Dental Assistant	1	NC	NC
Dentist Institutional	1	NC	NC
Education Director (DJJ)	1	NC	NC
Education Principal	11	NC	NC
Education Program Coord	1	NC	NC
Education Program Mgr	2	NC	NC
Education Supervisor	13	NC	NC
Educational Aide	4	NC	NC
Employment Manager	1	NC	NC
Guidance Counselor	1	NC	NC
Guidance Counselor (DJJ)	6	NC	NC
Health Care Administrator, DJJ	1	NC	NC
Health Services Prgrm Mgr-DJJ	1	NC	NC
Institutional Program Director	10	NC	NC
Instructional Aide	3	NC	NC
Instructor 2 (DJJ)	28	NC	NC
Juvenile Correctional Captain	10	D	D
Juvenile Correctional Lieut	112	I	NC
Juvenile Correctional Ofcr 1	1389	I	NC
Juvenile Correctional Ofcr 2	271	I	NC
Juvenile Detention Centr Dir 1	21	NC	NC
Juvenile Detention Centr Dir 2	1	NC	NC
Juvenile Detention Centr Dir 3	1	NC	NC
Juvenile Detention Counselor	42	I	I
Juvenile Detn Cntr Dir Asst	23	NC	NC
Juvenile Detn Cntr, Asst Dir 2	1	I	NC
Juvenile Group Home Spec 1	13	I	I
Juvenile Group Home Spec 2	4	I	NC
Juvenile Probatn/Parole Spec 1	85	I	I

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Business Function / Job Code Description	Total Positions	Short-Term Position Growth	Long-Term Position Growth
Juvenile Probation/Parole Spec 2	298	I	I
Juvenile Probation/Parole Spec 3	86	I	I
Juvenile Program Manager	69	I	I
Juvenile Worker 1	12	NC	NC
Juvenile Worker 2	5	NC	NC
Law Enforcement Worker	33	NC	NC
Librarian 1	2	I	NC
Librarian, School	1	I	NC
Lieutenant (GDC)	5	NC	NC
Nurse	39	I	I
Nurse Lead	20	I	NC
Nurse Licensed Practical	8	I	NC
Nurse Manager	6	NC	NC
Nurse Practitioner	6	I	NC
Nurse Specialist	1	NC	NC
Nurse Staff	7	I	I
Nutrition Prgrm Consultant	1	NC	NC
Nutritionist, Chief	1	NC	NC
PH Educator	2	NC	NC
Pharmacy Director	1	NC	NC
Professional Education Worker	50	NC	NC
Professional Health Care Workr	169	NC	NC
Professional Social Srv Worker	32	NC	NC
Program Director, Subs Abuse	1	NC	NC
Psychologist	3	I	NC
Psychometric Specialist	3	NC	NC
Recreation Director	3	NC	NC
Recreation Supervisor	21	NC	NC
Regional Health Svcs Admin	4	NC	NC
Residential Placement Spec	5	I	I
Secretary 3	1	I	I
Security Personnel	3	NC	NC
Sergeant (GDC)	10	NC	NC
Social Serv Aide	35	NC	NC
Social Serv Coord 2	3	I	I
Social Serv Coordinator	1	NC	NC
Social Serv Provider 2	37	NC	NC
Social Serv Tech Worker	23	NC	NC
Support Services Worker	43	NC	NC
Teacher	145	I	I
Teacher, Special Education	84	I	I

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Business Function / Job Code Description		Total Positions	Short-Term Position Growth	Long-Term Position Growth
	Teacher, Vocational	4	I	I
	Teacher, Vocational (DOE)	1	I	I
	Transportation Captain (DJJ)	1	NC	NC
	Transportation Services Worker	13	NC	NC
	Treatment Team Coord (DJJ)	5	NC	NC
	Unit Manager	1	NC	NC
	Vocational Instructor (DJJ)	1	NC	NC
	Youth Dev Campus Director Asst	11	NC	NC
TOTAL		4515		

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Appendix B-3: Diversity – Job Code by Gender

Business Function / Job Code Description	Female	Male
Assessment & Classification		
Operations Analyst 3	2	
Statewide Transfer/Admis Coord	2	
Support Services		
Accountant 2, Professional	1	
Accountant 3, Professional	2	1
Accountant, Paraprofessional	14	2
Accounting Clerk	5	1
Accounting Director 2		1
Accounting Manager 2	1	
Administrative Assistant	12	
Administrative Officer, Maint	1	
Administrative Ops Coord 1	14	
Administrative Ops Coord 2	34	
Administrative Ops Manager	9	2
Applications Systems Manager		1
Auditor 2		1
Billing Technician	3	
Budget Administrator	1	
Budget Analyst 1	1	
Budget Analyst 2	2	1
Budget Analyst Paraprofessnl	1	
Budget Manager (DJJ)		1
Budget Officer		1
Business Analyst Supv		1
Center Director	2	2
Clerical Services Worker	1	
Clerical Worker	65	3
Clerk 1, General	4	
Clerk 2, General	45	4
Clerk, Mail Services	2	
Clerk, Property & Supply	1	
Commissioner		1
Commissioner, Assistant Deputy	2	2
Communications Center Mgr	1	
Community Corr Dist Director	4	9
Construction Manager		1
Craftsman, Gnrl Trades		18

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Business Function / Job Code Description	Female	Male
Criminal History Specialist	2	
Custodial Services Worker	6	6
Custodian		1
Database Administrator	1	
Deputy Commissioner	1	3
Deputy Director		1
Director		1
District Director Asst (DJJ)	8	4
Division Director, Dep (DJJ)	1	1
Employee Mgt Relations Spec	1	
Engineer, Maintenance		1
Engineer, Project (GBA)		1
Engineering & Const Asst Dir		1
Engineering Project Mgr 2		1
Engineering Services Mgr		2
Executive Assistant	1	
Executive Director	1	
Facilities Management Director		1
Facilities Management Worker		1
Federal Policy Director (DJJ)	1	
Federal Program Policy Manager		1
Financial Services Worker	14	2
Food Management Worker		1
Food Service Director	2	2
Food Service Employee 1	56	5
Food Service Employee 2	44	2
Food Service Manager	5	
Food Service Supervisor	28	3
Food Service Worker	18	2
Grants & Contracts Manager	1	
Grants Assistant	2	
Grants Monitor	3	2
Grounds Maintenance Manager		1
Groundskeeper		1
Housekeeper	4	5
Housekeeping Team Leader	1	
Human Resources Planner (DJJ)	1	
Information Sys Director		1
Interstate Compact/Transp Supv	1	
Investigations Asst Director		1

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Business Function / Job Code Description	Female	Male
Investigator 2 (DJJ)	2	2
Investigator 3 (DJJ)		2
Juvenile Correctional Ofcr 1	2	10
Juvenile Correctional Ofcr 2	1	
Labor Trades Worker		1
LAN Engineer		1
Laundry Manager		1
Laundry Supervisor	1	
Laundry Worker	8	2
Legal Services Officer (DHR)	1	
Legal Services Officer (DJJ)		2
Legislative Communications Off	1	
Maintenance Worker	2	20
Mechanic		5
Mechanic Foreman		2
Micro Sys Support Spec 1		6
MIS Field Support Desk Supv		1
Multi-Service Center Mgr	3	
Office Director, Asst (DJJ)	2	2
Office Manager	1	
Operations Analysis Mgr	1	
Operations Analyst 1	2	1
Operations Analyst 2	2	2
Operations Support Mgr		1
Payroll Manager		1
Payroll Paraprofessional 2	3	
Personnel Analysis Sect Mgr	2	
Personnel Analyst 1	1	
Personnel Analyst 2	1	
Personnel Analyst 3	2	
Personnel Director		1
Personnel Manager	6	1
Personnel Operations Sect Mgr	1	
Personnel Services Worker	7	
Personnel Technician 1	9	1
Personnel Technician 2	11	1
Policy Coordinator, Dept	2	
Procurement & Svcs Officer 1	1	1
Procurement & Svcs Officer 2		1
Procurement Officer 1	1	
Procurement/Purchasing Manager		1

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Business Function / Job Code Description		Female	Male
	Program Assistant (DHR)	119	1
	Program Associate (DHR)	17	
	Program Director 2	5	3
	Program Operations Manager	2	
	Programmer Analyst 1		1
	Programmer Analyst 2		3
	Programmer Analyst 3		1
	Project Director 2		1
	Property & Supply Supervisor 1	4	1
	Property & Supply Supervisor 2		2
	Public Relations & Info Spec 1	1	
	Public Relations Info Pgm Mgr	1	
	Public Safety Trn Instruc 1		1
	Public Safety Trn Instruc 2	2	
	Public Safety Trn Instruc 3		2
	Public Safety Trn Instruc 4		1
	Public Safety Trn Mgr 2		1
	Quality Assessment & Eval Crd	2	4
	Records Management Officer	1	
	Regional Treatment Srv Spec	4	
	Seamster	1	
	Secretary 1	27	1
	Secretary 2	68	
	Secretary 3	13	
	Secretary, Confidential	2	
	Special Assist to Commissionr		1
	Staff Develop/Trng Coord 1	1	1
	Staff Develop/Trng Coord 2	5	4
	Statistical Research Analyst	1	
	Storekeeper	5	9
	Trades Supervisor		4
	Training Director (DJJ)	1	
	Training Program Mgr (DJJ)	1	2
	Transfer Officer		1
	Transportation Officer (DJJ)	12	15
	Volunteer Resources Coordinatr	1	
	Youth Dev Campus Director Asst	1	
Treatment & Supervision			
	Activity Therapist	4	7
	Activity Therapy Coord		1
	Activity Therapy Leader		1

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Business Function / Job Code Description	Female	Male
Assessment & Classifictn Spec	11	4
Associate Director, RYDC		2
Behavioral Healthcare Director		1
Case Expeditor	9	11
Clinical Associate	1	2
Communicable Disease Spec	2	
Correctional Officer	3	3
Cottage Life Supv	2	18
Counselor	2	5
Counselor 2, BC/Ctr/Off	1	2
Counselor Substance Abuse	2	3
Dental Assistant	1	
Dentist Institutional		1
Education Director (DJJ)		1
Education Principal	3	8
Education Program Coord		1
Education Program Mgr		2
Education Supervisor	7	6
Educational Aide	4	
Employment Manager		1
Guidance Counselor		1
Guidance Counselor (DJJ)	4	2
Health Care Administrator, DJJ	1	
Health Services Prgrm Mgr-DJJ	1	
Institutional Program Director	5	5
Instructional Aide	1	2
Instructor 2 (DJJ)	24	4
Juvenile Correctional Captain	2	8
Juvenile Correctional Lieut	32	80
Juvenile Correctional Ofcr 1	638	751
Juvenile Correctional Ofcr 2	98	173
Juvenile Detention Centr Dir 1	10	11
Juvenile Detention Centr Dir 2	1	
Juvenile Detention Centr Dir 3		1
Juvenile Detention Counselor	27	15
Juvenile Detn Cntr Dir Asst	5	18
Juvenile Detn Cntr, Asst Dir 2		1
Juvenile Group Home Spec 1	6	7
Juvenile Group Home Spec 2	2	2
Juvenile Probatn/Parole Spec 1	50	35
Juvenile Probatn/Parole Spec 2	178	120
Juvenile Probatn/Parole Spec 3	50	36

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Business Function / Job Code Description	Female	Male
Juvenile Program Manager	36	33
Juvenile Worker 1	6	6
Juvenile Worker 2	2	3
Law Enforcement Worker	3	30
Librarian 1	2	
Librarian, School	1	
Lieutenant (GDC)		5
Nurse	36	3
Nurse Lead	18	2
Nurse Licensed Practical	8	
Nurse Manager	5	1
Nurse Practitioner	6	
Nurse Specialist	1	
Nurse Staff	6	1
Nutrition Prgrm Consultant	1	
Nutritionist, Chief	1	
PH Educator	2	
Pharmacy Director		1
Professional Education Worker	38	12
Professional Health Care Workr	118	51
Professional Social Srv Worker	26	6
Program Director, Subs Abuse		1
Psychologist	1	2
Psychometric Specialist	2	1
Recreation Director	1	2
Recreation Supervisor	4	17
Regional Health Svcs Admin	4	
Residential Placement Spec	3	2
Secretary 3	1	
Security Personnel	2	1
Sergeant (GDC)	1	9
Social Serv Aide	21	14
Social Serv Coord 2	2	1
Social Serv Coordinator	1	
Social Serv Provider 2	22	15
Social Serv Tech Worker	11	12
Support Services Worker	36	7
Teacher	82	63
Teacher, Special Education	57	27
Teacher, Vocational	1	3
Teacher, Vocational (DOE)	1	
Transportation Captain (DJJ)		1

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Business Function / Job Code Description		Female	Male
	Transportation Services Worker	4	9
	Treatment Team Coord (DJJ)	1	4
	Unit Manager		1
	Vocational Instructor (DJJ)	1	
	Youth Dev Campus Director Asst	2	9
TOTAL		2572	1943

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Appendix B-4: Diversity – Job Code by Ethnic Group Table

Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Assessment & Classification							
Operations Analyst 3		2					
Transfer/Admis Coord		1		1			
Support Services							
Accountant 2, Professional				1			
Accountant 3, Professional		1		2			
Accountant, Paraprofessional		10		6			
Accounting Clerk		3		3			
Accounting Director 2				1			
Accounting Manager 2				1			
Administrative Assistant		7		5			
Administrative Officer, Maint				1			
Administrative Ops Coord 1		9		5			
Administrative Ops Coord 2		15		19			
Administrative Ops Manager		4		6	1		
App Systems Manager				1			
Auditor 2		1					
Billing Technician		2		1			
Budget Administrator				1			
Budget Analyst 1				1			
Budget Analyst 2		1		2			
Budget Analyst Paraprofessnl		1					
Budget Manager (DJJ)				1			
Budget Officer				1			
Business Analyst Supv				1			
Center Director		2		2			
Clerical Services Worker				1			
Clerical Worker		44	2	22			
Clerk 1, General		3		1			
Clerk 2, General		29		20			
Clerk, Mail Services		2					
Clerk, Property & Supply		1					
Commissioner			1				
Commissioner, Ass Deputy				4			
Communications Center Mgr				1			
Community Corr Dist Director		6		7			
Construction Manager				1			
Craftsman, Gnrl Trades		5		13			
Criminal History Specialist		1		1			
Custodial Services Worker		6		6			

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Custodian		1					
Database Administrator				1			
Deputy Commissioner		1		3			
Deputy Director				1			
Director				1			
District Director Asst (DJJ)		5		7			
Division Director, Dep (DJJ)		1		1			
Employee Mgt Relations Spec				1			
Engineer, Maintenance				1			
Engineer, Project (GBA)				1			
Engineering & Const Asst Dir				1			
Engineering Project Mgr 2				1			
Engineering Services Mgr		1		1			
Executive Assistant		1					
Executive Director		1					
Facilities Management Director				1			
Facilities Management Worker		1					
Federal Policy Director (DJJ)				1			
Federal Program Policy Manager		1					
Financial Services Worker		6		9	1		
Food Management Worker		1					
Food Service Director				4			
Food Service Employee 1		49		9	1	1	1
Food Service Employee 2	1	31	1	13			
Food Service Manager		3		2			
Food Service Supervisor		26		5			
Food Service Worker		18	1	1			
Grants & Contracts Manager				1			
Grants Assistant		1		1			
Grants Monitor		2		3			
Grounds Maintenance Manager		1					
Groundskeeper		1					
Housekeeper		8	1				
Housekeeping Team Leader				1			
Human Resources Planner (DJJ)		1					
Information Sys Director				1			
Interstate Compact/Transp Supv				1			
Investigations Asst Director		1					

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Investigator 2 (DJJ)		1		3			
Investigator 3 (DJJ)		1		1			
Juvenile Correctional Ofcr 1		12					
Juvenile Correctional Ofcr 2		1					
Labor Trades Worker				1			
LAN Engineer				1			
Laundry Manager				1			
Laundry Supervisor		1					
Laundry Worker	1	7		2			
Legal Services Officer (DHR)		1					
Legal Services Officer (DJJ)				2			
Legislative Communications Off		1					
Maintenance Worker		11		11			
Mechanic		2		3			
Mechanic Foreman		1		1			
Micro Sys Support Spec 1		4		2			
MIS Field Support Desk Supv				1			
Multi-Service Center Mgr		3					
Office Director, Asst (DJJ)		3		1			
Office Manager				1			
Operations Analysis Mgr				1			
Operations Analyst 1				3			
Operations Analyst 2		3		1			
Operations Support Mgr		1					
Payroll Manager				1			
Payroll Paraprofessional 2		3					
Personnel Analysis Sect Mgr				2			
Personnel Analyst 1		1					
Personnel Analyst 2		1					
Personnel Analyst 3		1		1			
Personnel Director				1			
Personnel Manager		2		5			
Personnel Operations Sect Mgr		1					
Personnel Services Worker		2		5			
Personnel Technician 1		5		5			
Personnel Technician 2		8		4			
Policy Coordinator, Dept		1		1			
Procurement & Svcs Officer 1				2			
Procurement & Svcs Officer 2		1					
Procurement Officer 1				1			

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Procurement/Purchasing Manager				1			
Program Assistant (DHR)	1	39	1	77	1		1
Program Associate (DHR)		5		12			
Program Director 2		3		5			
Program Operations Manager		2					
Programmer Analyst 1				1			
Programmer Analyst 2	1			2			
Programmer Analyst 3				1			
Project Director 2		1					
Property & Supply Supervisor 1		4		1			
Property & Supply Supervisor 2		2					
Public Relations & Info Spec 1		1					
Public Relations Info Pgm Mgr				1			
Public Safety Trn Instruc 1				1			
Public Safety Trn Instruc 2		1		1			
Public Safety Trn Instruc 3			1	1			
Public Safety Trn Instruc 4				1			
Public Safety Trn Mgr 2				1			
Quality Assessment & Eval Crd		5		1			
Records Management Officer		1					
Regional Treatment Srv Spec		4					
Seamster		1					
Secretary 1		21	1	6			
Secretary 2		35		31		2	
Secretary 3		9		4			
Secretary, Confidential		1		1			
Special Assist to Commissionr				1			
Staff Develop/Trng Coord 1		1		1			
Staff Develop/Trng Coord 2		7		2			
Statistical Research Analyst				1			
Storekeeper		10		4			
Trades Supervisor		1		3			
Training Director (DJJ)		1					
Training Program Mgr (DJJ)		1		2			
Transfer Officer				1			
Transportation Officer (DJJ)		22		5			
Volunteer Resources Coordinatr				1			
Youth Dev Campus Director		1					

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Asst							
Treatment & Supervision							
Activity Therapist		6		5			
Activity Therapy Coord				1			
Activity Therapy Leader		1					
Assessment & Classifictn Spec		1		14			
Associate Director, RYDC		2					
Behavioral Healthcare Director				1			
Case Expeditor		5		15			
Clinical Associate		1		2			
Communicable Disease Spec		2					
Correctional Officer		3		3			
Cottage Life Supv		12		8			
Counselor		3		4			
Counselor 2, BC/Ctr/Off		1		2			
Counselor Substance Abuse		3		2			
Dental Assistant		1					
Dentist Institutional		1					
Education Director (DJJ)				1			
Education Principal		5		6			
Education Program Coord							1
Education Program Mgr		1					1
Education Supervisor		9		4			
Educational Aide		1		3			
Employment Manager		1					
Guidance Counselor		1					
Guidance Counselor (DJJ)		2		4			
Health Care Administrator, DJJ				1			
Health Services Prgrm Mgr-DJJ		1					
Institutional Program Director		8		2			
Instructional Aide		3					
Instructor 2 (DJJ)		19		8	1		
Juvenile Correctional Captain		8		2			
Juvenile Correctional Lieut		88	1	23			
Juvenile Correctional Ofcr 1	2	1139	7	221	10	6	4
Juvenile Correctional Ofcr 2		231	1	38			1
Juvenile Detention Centr Dir 1		13		8			
Juvenile Detention Centr Dir 2		1					
Juvenile Detention Centr Dir 3		1					

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Juvenile Detention Counselor		33		9			
Juvenile Detn Cntr Dir Asst		15		8			
Juvenile Detn Cntr, Asst Dir 2		1					
Juvenile Group Home Spec 1		10		3			
Juvenile Group Home Spec 2		3		1			
Juvenile Probatn/Parole Spec 1		44		40	1		
Juvenile Probatn/Parole Spec 2	1	151	4	136	4	2	
Juvenile Probatn/Parole Spec 3		29		55	1		1
Juvenile Program Manager	1	30		38			
Juvenile Worker 1		11		1			
Juvenile Worker 2		5					
Law Enforcement Worker		24		9			
Librarian 1				2			
Librarian, School				1			
Lieutenant (GDC)		2		3			
Nurse	1	16		19	2		1
Nurse Lead	1	4		15			
Nurse Licensed Practical		6		2			
Nurse Manager		5		1			
Nurse Practitioner		3		3			
Nurse Specialist				1			
Nurse Staff				6		1	
Nutrition Prgm Consultant		1					
Nutritionist, Chief		1					
PH Educator		2					
Pharmacy Director				1			
Professional Education Worker	2	39		9			
Professional Health Care Workr	4	72	5	83	1	2	2
Professional Social Srv Worker		25		7			
Program Director, Subs Abuse		1					
Psychologist				3			
Psychometric Specialist		1		2			
Recreation Director		2		1			
Recreation Supervisor		8		13			
Regional Health Svcs Admin		2		2			
Residential Placement Spec		2		3			
Secretary 3		1					

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Business Function / Job Code Description		Asian	Black	Hispanic	White	Multirace	N/A	American Indian
	Security Personnel		3					
	Sergeant (GDC)		7		3			
	Social Serv Aide		11		24			
	Social Serv Coord 2			1	2			
	Social Serv Coordinator		1					
	Social Serv Provider 2		20	1	16			
	Social Serv Tech Worker		12	1	10			
	Support Services Worker		27		16			
	Teacher		83		61		1	
	Teacher, Special Education		30		52	1	1	
	Teacher, Vocational				4			
	Teacher, Vocational (DOE)		1					
	Transportation Captain (DJJ)				1			
	Transportation Services Worker		7		6			
	Treatment Team Coord (DJJ)		3		1	1		
	Unit Manager				1			
	Vocational Instructor (DJJ)		1					
	Youth Dev Campus Director Asst		6		5			
TOTAL		16	2911	30	1503	26	16	13

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Appendix B-5: Diversity – Job Code by Age Table

Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Assessment & Classification														
Operations Analyst 3						1		1						
Statewide Transfer/Admis Coord					1					1				
Support Services														
Accountant 2, Professional								1						
Accountant 3, Professional					1	1		1						
Accountant, Paraprofessional		2			4	1	3	3	2	1				
Accounting Clerk		1		2			2	1						
Accounting Director 2								1						
Accounting Manager 2									1					
Administrative Assistant			1	2	2	2	3	2						
Administrative Officer, Maint						1								
Administrative Ops Coord 1		1	1	4	2	3	1	2						
Administrative Ops Coord 2		1	1		7	4	9	10	2					
Administrative Ops Manager					2	1	2	2	2	2				
Applications Systems Manager									1					
Auditor 2						1								
Billing Technician				2	1									
Budget Administrator								1						
Budget Analyst 1							1							
Budget Analyst 2				1	2									
Budget Analyst Paraprofessnl					1									
Budget Manager (DJJ)						1								
Budget Officer								1						
Business Analyst Supv								1						
Center Director					1	1	1		1					
Clerical Services Worker				1										
Clerical Worker	2	17	9	8	6	3	8	4	4	2	3	2		
Clerk 1, General		1			2	1								

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Business Function / Job Code Description	15	20	25	30	35	40	45	50	55	60	6	7	7	8
	- 19	- 24	- 29	- 34	- 39	- 44	- 49	- 54	- 59	- 64	5- 6 9	0- 7 4	5- 7 9	0- 8 4
Clerk 2, General		3	4	6	9	9	6	5	5	2				
Clerk, Mail Services						2								
Clerk, Property & Supply			1											
Commissioner										1				
Commissioner, Assistant Deputy							1	2	1					
Communications Center Mgr						1								
Community Corr Dist Director					2	3	1	4	1	2				
Construction Manager				1										
Craftsman, Gnrl Trades				4		2	1	6	5					
Criminal History Specialist					1				1					
Custodial Services Worker			3	3	1			1	2	1		1		
Custodian								1						
Database Administrator							1							
Deputy Commissioner					1		1	1	1					
Deputy Director								1						
Director								1						
District Director Asst (DJJ)				1	1	4	1	4	1					
Division Director, Dep (DJJ)								1	1					
Employee Mgt Relations Spec					1									
Engineer, Maintenance								1						
Engineer, Project (GBA)								1						
Engineering & Const Asst Dir								1						
Engineering Project Mgr 2					1									
Engineering Services Mgr								2						
Executive Assistant								1						
Executive Director							1							
Facilities Management Director									1					
Facilities Management Worker						1								

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Federal Policy Director (DJJ)							1							
Federal Program Policy Manager						1								
Financial Services Worker	1	2	2	3	2	1	2	1	2					
Food Management Worker			1											
Food Service Director				1	1	1	1							
Food Service Employee 1		1	7	8	7	9	8	8	7	5	1			
Food Service Employee 2		1	3		5	12	5	10	6	2	1	1		
Food Service Manager				1	1	1		2						
Food Service Supervisor					4	3	11	2	9	1	1			
Food Service Worker		1	2	1	4	3	2	2	1	2	1	1		
Grants & Contracts Manager								1						
Grants Assistant				1			1							
Grants Monitor				1	3		1							
Grounds Maintenance Manager				1										
Groundskeeper								1						
Housekeeper			3	1		1	3	1						
Housekeeping Team Leader								1						
Human Resources Planner (DJJ)					1									
Information Sys Director							1							
Interstate Compact/Transp Supv							1							
Investigations Asst Director									1					
Investigator 2 (DJJ)				1		3								
Investigator 3 (DJJ)							1	1						
Juvenile Correctional Ofcr 1		1	3	3	3	1	1							
Juvenile Correctional Ofcr 2					1									
Labor Trades Worker		1												
LAN Engineer					1									
Laundry Manager									1					

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Laundry Supervisor							1							
Laundry Worker				2	3		2	1	2					
Legal Services Officer (DHR)						1								
Legal Services Officer (DJJ)				1					1					
Legislative Communications Off				1										
Maintenance Worker	11	1		1	2		1	1	2	1	2			
Mechanic				1	1	1	1	1						
Mechanic Foreman							1		1					
Micro Sys Support Spec 1			2	2	1				1					
MIS Field Support Desk Supv						1								
Multi-Service Center Mgr					1	1	1							
Office Director, Asst (DJJ)					1	1	1	1						
Office Manager								1						
Operations Analysis Mgr								1						
Operations Analyst 1			1		1						1			
Operations Analyst 2						2	1	1						
Operations Support Mgr									1					
Payroll Manager									1					
Payroll Paraprofessional 2				1		1		1						
Personnel Analysis Sect Mgr								2						
Personnel Analyst 1						1								
Personnel Analyst 2									1					
Personnel Analyst 3					1			1						
Personnel Director									1					
Personnel Manager					1	1	1	2	2					
Personnel Operations Sect Mgr							1							
Personnel Services Worker		2	1		1	2		1						
Personnel Technician 1			1	1	2	3	2		1					
Personnel Technician 2			1	2	2	1	1	3	1	1				

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Policy Coordinator, Dept			1	1										
Procurement & Svcs Officer 1									1	1				
Procurement & Svcs Officer 2							1							
Procurement Officer 1			1											
Procurement/Purchasi ng Manager					1									
Program Assistant (DHR)		11	14	16	8	16	23	17	11	4				
Program Associate (DHR)			3	2		2	3	3	2	1	1			
Program Director 2							1	7						
Program Operations Manager								1	1					
Programmer Analyst 1						1								
Programmer Analyst 2			2			1								
Programmer Analyst 3						1								
Project Director 2											1			
Property & Supply Supervisor 1		1		2	1	1								
Property & Supply Supervisor 2				1			1							
Public Relations & Info Spec 1		1												
Public Relations Info Pgm Mgr								1						
Public Safety Trn Instruc 1					1									
Public Safety Trn Instruc 2					1			1						
Public Safety Trn Instruc 3						1		1						
Public Safety Trn Instruc 4							1							
Public Safety Trn Mgr 2									1					
Quality Assessment & Eval Crd				1	1	2		1		1				
Records Management Officer							1							
Regional Treatment Srv Spec			1	2			1							
Seamster						1								

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Business Function / Job Code Description	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84
Secretary 1		2	4	4	2	5	8	2	1					
Secretary 2		5	15	12	8	10	8	4	4	1	1			
Secretary 3				1	1	3	5	3						
Secretary, Confidential								1	1					
Special Assist to Commissionr									1					
Staff Develop/Trng Coord 1			1	1										
Staff Develop/Trng Coord 2				2	1	3	1	2						
Statistical Research Analyst			1											
Storekeeper			1	2	2	2	1	4		2				
Trades Supervisor			1	1			1	1						
Training Director (DJJ)							1							
Training Program Mgr (DJJ)					1		1		1					
Transfer Officer					1									
Transportation Officer (DJJ)		1	3	2	5	7	4	3	2					
Volunteer Resources Coordinatr								1						
Youth Dev Campus Director Asst			1											
Treatment & Supervision														
Activity Therapist			2	2	4	1	1	1						
Activity Therapy Coord									1					
Activity Therapy Leader			1											
Assessment & Classifictn Spec			1	2		2	5	4	1					
Associate Director, RYDC							1	1						
Behavioral Healthcare Director					1									
Case Expeditor				3	4	6	5	1		1				
Clinical Associate				1		1			1					
Communicable Disease Spec			2											
Correctional Officer					3	1				1	1			
Cottage Life Supv			3	3	5	3	4		2					
Counselor		1	1	2	1		1	1						
Counselor 2, BC/Ctr/Off					1	1	1							

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Counselor Substance Abuse			2	2			1							
Dental Assistant				1										
Dentist Institutional								1						
Education Director (DJJ)									1					
Education Principal					1	1	1	1	4	3				
Education Program Coord							1							
Education Program Mgr								2						
Education Supervisor				2		1	1	1	4	3		1		
Educational Aide					1	2	1							
Employment Manager					1									
Guidance Counselor					1									
Guidance Counselor (DJJ)				1		1		1	1	1	1			
Health Care Administrator, DJJ											1			
Health Services Prgm Mgr-DJJ									1					
Institutional Program Director			1	1		3	1	4						
Instructional Aide			2		1									
Instructor 2 (DJJ)		2	3	3	3	7	2	3	2	3				
Juvenile Correctional Captain				2	2	3	2	1						
Juvenile Correctional Lieut			6	21	18	15	23	17	6	6				
Juvenile Correctional Ofcr 1	5	14 9	29 2	26 0	21 2	19 2	13 4	89	39	15	2			
Juvenile Correctional Ofcr 2		3	31	63	51	38	42	27	11	4	1			
Juvenile Detention Centr Dir 1				4	2	6	4	3	1	1				
Juvenile Detention Centr Dir 2								1						
Juvenile Detention Centr Dir 3					1									
Juvenile Detention Counselor			6	5		7	11	8	5					
Juvenile Detn Cntr Dir Asst			1	9	1		5	5	1	1				
Juvenile Detn Cntr, Asst Dir 2						1								

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Juvenile Group Home Spec 1			1	3	2	1	2	3	1					
Juvenile Group Home Spec 2					1	1	1	1						
Juvenile Probatn/Parole Spec 1		7	25	12	14	10	3	8	5	1				
Juvenile Probatn/Parole Spec 2		34	11 0	45	33	26	22	17	9	1	1			
Juvenile Probatn/Parole Spec 3		2	15	23	9	9	11	9	7	1				
Juvenile Program Manager			5	9	12	9	12	14	7	1				
Juvenile Worker 1		1	1		1	1	2	5			1			
Juvenile Worker 2							1	1	2	1				
Law Enforcement Worker		1	3	4	6	11	3	1	4					
Librarian 1				1			1							
Librarian, School										1				
Lieutenant (GDC)					1	1	2	1						
Nurse			1	5	1	3	9	9	5	5	1			
Nurse Lead				2	4	4	5	3	1	1				
Nurse Licensed Practical				2	3		2		1					
Nurse Manager				1	1		2	1		1				
Nurse Practitioner						3	1	1		1				
Nurse Specialist								1						
Nurse Staff					1		2	2	2					
Nutrition Prgrm Consultant											1			
Nutritionist, Chief									1					
PH Educator								2						
Pharmacy Director					1									
Professional Education Worker		9	7	5	5	3	5	5	3	3	2	3		
Professional Health Care Workr		1	6	9	21	32	38	27	14	6	5	6	3	1
Professional Social Srv Worker		9	3	2	7	3	2		3	1				2
Program Director, Subs Abuse				1										
Psychologist					1		1		1					
Psychometric Specialist					1	1	1							
Recreation Director				1			1	1						

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	6 5- 6 9	7 0- 7 4	7 5- 7 9	8 0- 8 4
Recreation Supervisor		6	2	2	3	3	4		1					
Regional Health Svcs Admin							2	2						
Residential Placement Spec						1	2	2						
Secretary 3									1					
Security Personnel				1			1	1						
Sergeant (GDC)		1	1	1	2	3	1	1						
Social Serv Aide		1	4	8	2	6	3	6	3	2				
Social Serv Coord 2					1	1		1						
Social Serv Coordinator			1											
Social Serv Provider 2			4	7	6	4	4	4	7	1				
Social Serv Tech Worker		3	7	2	2	2	2	1	2	1		1		
Support Services Worker	2	12	7	8	2	2	3	4	1	2				
Teacher		1	6	17	9	11	17	27	36	12	8	1		
Teacher, Special Education			5	6	7	9	13	17	17	8	2			
Teacher, Vocational							2			2				
Teacher, Vocational (DOE)							1							
Transportation Captain (DJJ)								1						
Transportation Services Worker					1		2	4	2	4				
Treatment Team Coord (DJJ)			2	2	1									
Unit Manager					1									
Vocational Instructor (DJJ)										1				
Youth Dev Campus Director Asst				1	2	2	1	2	2	1				
TOTAL	21	300	666	686	611	605	592	521	319	131	40	17	3	3

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Appendix B-6: Diversity – Job Code by Tenure Table

Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
Assessment & Classification								
Operations Analyst 3		1					1	
Statewide Transfer/Admis Coord			1		1			
Support Services								
Accountant 2, Professional		1						
Accountant 3, Professional	3							
Accountant, Paraprofessional	8	4		1		2	1	
Accounting Clerk	4	2						
Accounting Director 2						1		
Accounting Manager 2							1	
Administrative Assistant	3	2	2	2		3		
Administrative Officer, Maint					1			
Administrative Ops Coord 1	6	4	1	1	1	1		
Administrative Ops Coord 2	9	5	7	7	4	1	1	
Administrative Ops Manager	3	2		3		2	1	
Applications Systems Manager				1				
Auditor 2				1				
Billing Technician	2	1						
Budget Administrator			1					
Budget Analyst 1						1		
Budget Analyst 2		1	1	1				
Budget Analyst Paraprofessnl	1							
Budget Manager (DJJ)					1			
Budget Officer		1						
Business Analyst Supv							1	
Center Director			2		2			
Clerical Services Worker	1							
Clerical Worker	65	2				1		
Clerk 1, General	2	1		1				
Clerk 2, General	33	8	4	1	2	1		
Clerk, Mail Services	2							
Clerk, Property & Supply	1							
Commissioner	1							
Commissioner, Assistant Deputy					2	2		
Communications Center Mgr					1			
Community Corr Dist Director		1	1	4	1	2	4	
Construction Manager		1						

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
Craftsman, Gnrl Trades	4	5	3	2	3		1	
Criminal History Specialist	1	1						
Custodial Services Worker	11	1						
Custodian	1							
Database Administrator	1							
Deputy Commissioner	1		1		1	1		
Deputy Director						1		
Director				1				
District Director Asst (DJJ)	2	1	2	3		2	2	
Division Director, Dep (DJJ)					1		1	
Employee Mgt Relations Spec			1					
Engineer, Maintenance				1				
Engineer, Project (GBA)	1							
Engineering & Const Asst Dir		1						
Engineering Project Mgr 2			1					
Engineering Services Mgr			1	1				
Executive Assistant			1					
Executive Director			1					
Facilities Management Director		1						
Facilities Management Worker	1							
Federal Policy Director (DJJ)				1				
Federal Program Policy Manager		1						
Financial Services Worker	15		1					
Food Management Worker	1							
Food Service Director	2	1	1					
Food Service Employee 1	48	10	1	1		1		
Food Service Employee 2	27	12	6			1		
Food Service Manager	1	2	1	1				
Food Service Supervisor	13	10	3	2	2	1		
Food Service Worker	17	3						
Grants & Contracts Manager						1		
Grants Assistant		1	1					
Grants Monitor	2	2		1				
Grounds Maintenance Manager		1						
Groundskeeper	1							
Housekeeper	5		1	1	1	1		
Housekeeping Team Leader				1				
Human Resources Planner (DJJ)	1							

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
Information Sys Director			1					
Interstate Compact/Transp Supv						1		
Investigations Asst Director		1						
Investigator 2 (DJJ)		1	3					
Investigator 3 (DJJ)				1	1			
Juvenile Correctional Ofcr 1	10	2						
Juvenile Correctional Ofcr 2		1						
Labor Trades Worker	1							
LAN Engineer	1							
Laundry Manager		1						
Laundry Supervisor		1						
Laundry Worker	5	3	1			1		
Legal Services Officer (DHR)	1							
Legal Services Officer (DJJ)	1				1			
Legislative Communications Off			1					
Maintenance Worker	22							
Mechanic	3			1	1			
Mechanic Foreman				1	1			
Micro Sys Support Spec 1	5	1						
MIS Field Support Desk Supv	1							
Multi-Service Center Mgr			1	2				
Office Director, Asst (DJJ)	1			1	2			
Office Manager						1		
Operations Analysis Mgr							1	
Operations Analyst 1	1	2						
Operations Analyst 2	2				1	1		
Operations Support Mgr			1					
Payroll Manager	1							
Payroll Paraprofessional 2	2				1			
Personnel Analysis Sect Mgr			1			1		
Personnel Analyst 1				1				
Personnel Analyst 2					1			
Personnel Analyst 3	1			1				
Personnel Director				1				
Personnel Manager	1		2	2	1	1		
Personnel Operations Sect Mgr			1					
Personnel Services Worker	7							
Personnel Technician 1	6	1	2	1				
Personnel Technician 2	1	6	2		1	1	1	
Policy Coordinator, Dept	2							

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
Procurement & Svcs Officer 1		1	1					
Procurement & Svcs Officer 2		1						
Procurement Officer 1	1							
Procurement/Purchasing Manager	1							
Program Assistant (DHR)	70	13	9	15	9	4		
Program Associate (DHR)	2	6	2	2	2	2		1
Program Director 2	1			2	1	3	1	
Program Operations Manager					1		1	
Programmer Analyst 1		1						
Programmer Analyst 2	3							
Programmer Analyst 3	1							
Project Director 2			1					
Property & Supply Supervisor 1	1	1	1	2				
Property & Supply Supervisor 2		1			1			
Public Relations & Info Spec 1	1							
Public Relations Info Pgm Mgr		1						
Public Safety Trn Instruc 1	1							
Public Safety Trn Instruc 2		2						
Public Safety Trn Instruc 3		1			1			
Public Safety Trn Instruc 4				1				
Public Safety Trn Mgr 2							1	
Quality Assessment & Eval Crd	2	3		1				
Records Management Officer	1							
Regional Treatment Srv Spec	3	1						
Seamster		1						
Secretary 1	16	10	1		1			
Secretary 2	42	9	7	7		3		
Secretary 3	2	3	2	1	2	3		
Secretary, Confidential	1		1					
Special Assist to Commissionr					1			
Staff Develop/Trng Coord 1	1	1						
Staff Develop/Trng Coord 2	3	2	1	2			1	
Statistical Research Analyst	1							
Storekeeper	8	3		1		2		
Trades Supervisor	3	1						
Training Director (DJJ)					1			
Training Program Mgr (DJJ)			1	1		1		

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Business Function / Job Code Description		0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
	Transfer Officer				1				
	Transportation Officer (DJJ)	8	8	5	4	2			
	Volunteer Resources Coordinatr						1		
	Youth Dev Campus Director Asst	1							
Treatment & Supervision									
	Activity Therapist	4	5				2		
	Activity Therapy Coord					1			
	Activity Therapy Leader	1							
	Assessment & Classifictn Spec	3	2	2	2	2	4		
	Associate Director, RYDC	1	1						
	Behavioral Healthcare Director		1						
	Case Expeditor		3	7	5	5			
	Clinical Associate	3							
	Communicable Disease Spec	2							
	Correctional Officer		2	4					
	Cottage Life Supv	4	9	2	1	4			
	Counselor	7							
	Counselor 2, BC/Ctr/Off		1	1		1			
	Counselor Substance Abuse	3	1			1			
	Dental Assistant	1							
	Dentist Institutional				1				
	Education Director (DJJ)		1						
	Education Principal	3	8						
	Education Program Coord		1						
	Education Program Mgr	2							
	Education Supervisor	8	4		1				
	Educational Aide	4							
	Employment Manager			1					
	Guidance Counselor	1							
	Guidance Counselor (DJJ)	3	2		1				
	Health Care Administrator, DJJ	1							
	Health Services Prgm Mgr-DJJ							1	
	Institutional Program Director	3	1	3		1		2	
	Instructional Aide	3							
	Instructor 2 (DJJ)	12	12	2	1		1		
	Juvenile Correctional Captain		4	1	2	3			

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
Juvenile Correctional Lieut	20	45	26	9	6	5	1	
Juvenile Correctional Ofcr 1	1070	204	57	32	15	10	1	
Juvenile Correctional Ofcr 2	114	95	27	15	13	5	2	
Juvenile Detention Centr Dir 1	7	3	3	1	4	2	1	
Juvenile Detention Centr Dir 2				1				
Juvenile Detention Centr Dir 3	1							
Juvenile Detention Counselor	14	8	8	4	5	2	1	
Juvenile Detn Cntr Dir Asst	6	9	2	3	1	2		
Juvenile Detn Cntr, Asst Dir 2				1				
Juvenile Group Home Spec 1	10	1	1			1		
Juvenile Group Home Spec 2			1	1		2		
Juvenile Probatn/Parole Spec 1	47	17	10	6	3		2	
Juvenile Probatn/Parole Spec 2	219	25	13	18	12	9	2	
Juvenile Probatn/Parole Spec 3	21	29	9	12	9	4	2	
Juvenile Program Manager	11	13	10	13	10	9	3	
Juvenile Worker 1	1	5	1	2	1	2		
Juvenile Worker 2		1		2	2			
Law Enforcement Worker	31	2						
Librarian 1	1		1					
Librarian, School	1							
Lieutenant (GDC)		2	2	1				
Nurse	33	5			1			
Nurse Lead	16	2		2				
Nurse Licensed Practical	6	1		1				
Nurse Manager	5			1				
Nurse Practitioner	5					1		
Nurse Specialist				1				
Nurse Staff	6	1						
Nutrition Prgrm Consultant	1							
Nutritionist, Chief				1				
PH Educator	2							
Pharmacy Director	1							
Professional Education Worker	45	5						
Professional Health Care Workr	166	2	1					
Professional Social Srv Worker	30		2					
Program Director, Subs Abuse		1						
Psychologist	2						1	

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39
Psychometric Specialist	2			1				
Recreation Director	1	1		1				
Recreation Supervisor	11	1	4	2	3			
Regional Health Svcs Admin	3				1			
Residential Placement Spec				1	2	2		
Secretary 3							1	
Security Personnel	3							
Sergeant (GDC)	3	5	1		1			
Social Serv Aide	26	4	4	1				
Social Serv Coord 2	2	1						
Social Serv Coordinator		1						
Social Serv Provider 2	18	8	4	2	4		1	
Social Serv Tech Worker	19	3	1					
Support Services Worker	42	1						
Teacher	75	40	6	6	10	7	1	
Teacher, Special Education	52	19	1	3	5	4		
Teacher, Vocational	1			2	1			
Teacher, Vocational (DOE)		1						
Transportation Captain (DJJ)	1							
Transportation Services Worker	7	6						
Treatment Team Coord (DJJ)	5							
Unit Manager				1				
Vocational Instructor (DJJ)	1							
Youth Dev Campus Director Asst	2	1	2	3	1	1	1	
TOTAL	2784	806	314	255	185	127	43	1

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Appendix B-7: Turnover – Job Code by Gender Table

Business Function / Job Code Description	Female	Male
Support Services		
Accountant, Paraprofessional	2	
Accounting Clerk	1	1
Administrative Assistant	1	
Administrative Ops Coord 1	1	
Administrative Ops Coord 2	1	
Administrative Ops Manager	3	
Clerical Services Worker	1	
Clerical Worker	58	5
Clerk 1, General	2	
Clerk 2, General	8	1
Commissioner		1
Community Corr Dist Director		1
Custodial Services Worker	4	5
Custodian		1
District Director Asst (DJJ)		1
Executive Assistant	1	
Facilities Management Worker		1
Financial Services Worker	10	3
Food Management Worker		1
Food Service Employee 1	16	2
Food Service Employee 2	13	
Food Service Manager	1	
Food Service Supervisor	4	1
Food Service Worker	23	1
Housekeeper	2	1
Investigations Asst Director		1
Juvenile Correctional Ofcr 1		3
Labor Trades Worker		1
Laundry Worker	4	1
Legal Services Officer (DJJ)		1
Maintenance Worker	3	81
Mechanic		1
Mechanic Foreman		1
Micro Sys Support Spec 1		1
Multi-Service Center Mgr	1	
Office Manager	1	
Operations Support Mgr		1
Personnel Manager		1
Personnel Services Worker	8	1

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Business Function / Job Code Description		Female	Male
	Personnel Technician 1	1	1
	Personnel Technician 2	2	
	Program Assistant (DHR)	21	
	Program Associate (DHR)	3	
	Public Relations Info Pgm Mgr	1	
	Public Safety Trn Instruc 3		1
	Seamster	1	
	Secretary 1	5	1
	Secretary 2	14	
	Secretary, Confidential	1	
	Staff Develop/Trng Coord 2		1
	Statistical Research Analyst	1	
	Storekeeper	2	3
	Training Program Mgr (DJJ)	1	
Treatment & Supervision			
	Activity Therapist	2	1
	Assessment & Classifictn Spec	2	
	Case Expeditor		1
	Clerk 2, General	1	
	Clinical Associate		1
	Cottage Life Supv		2
	Counselor Substance Abuse	3	2
	Dentist Institutional		1
	Education Principal		1
	Education Supervisor	1	
	Educational Aide	5	
	Institutional Program Director	1	
	Instructional Aide		1
	Instructor 2 (DJJ)	5	1
	Juvenile Correctional Captain		2
	Juvenile Correctional Lieut	4	16
	Juvenile Correctional Ofcr 1	171	345
	Juvenile Correctional Ofcr 2	10	32
	Juvenile Detention Centr Dir 1	2	2
	Juvenile Detention Counselor	6	4
	Juvenile Detn Cntr Dir Asst		3
	Juvenile Group Home Spec 1	1	1
	Juvenile Probatn/Parole Spec 1	4	7
	Juvenile Probatn/Parole Spec 2	27	18

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Business Function / Job Code Description		Female	Male
	Juvenile Probation/Parole Spec 3	7	2
	Juvenile Program Manager	6	2
	Juvenile Worker 1	1	1
	Juvenile Worker 2	2	2
	Law Enforcement Worker	1	12
	Lieutenant (GDC)		1
	Nurse	13	3
	Nurse Lead	8	
	Nurse Licensed Practical	2	
	Nurse Practitioner	1	
	Nurse Staff	2	
	Professional Education Worker	26	12
	Professional Health Care Workr	73	12
	Professional Social Srv Worker	23	6
	Psychologist		1
	Recreation Supervisor	1	3
	Secretary 3	1	
	Security Personnel		1
	Sergeant (GDC)		1
	Social Serv Aide	7	5
	Social Serv Provider 2	7	1
	Social Serv Tech Worker	10	7
	Support Services Worker	27	8
	Teacher	13	17
	Teacher, Special Education	11	2
	Transportation Services Worker	1	4
	Youth Dev Campus Director Asst		1
	Transportation Captain (DJJ)		1
TOTAL		710	673

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Appendix B-8: Turnover – Job Code by Ethnic Group Table

Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Support Services							
Accountant, Paraprofessional		1		1			
Accounting Clerk		2					
Administrative Assistant		1					
Administrative Ops Coord 1				1			
Administrative Ops Coord 2				1			
Administrative Ops Manager		1		1	1		
Clerical Services Worker				1			
Clerical Worker		43	1	18	1		
Clerk 1, General		2					
Clerk 2, General		7		2			
Commissioner			1				
Community Corr Dist Director				1			
Custodial Services Worker		6		3			
Custodian		1					
District Director Asst (DJJ)		1					
Executive Assistant		1					
Facilities Management Worker				1			
Financial Services Worker		5		8			
Food Management Worker		1					
Food Service Employee 1		14		3			1
Food Service Employee 2	1	6		6			
Food Service Manager		1					
Food Service Supervisor		2		3			
Food Service Worker		21		3			
Housekeeper		3					
Investigations Asst Director		1					
Juvenile Correctional Ofcr 1		3					
Labor Trades Worker				1			
Laundry Worker		3		2			
Legal Services Officer (DJJ)				1			
Maintenance Worker		27	1	56			
Mechanic		1					
Mechanic Foreman		1					
Micro Sys Support Spec 1		1					
Multi-Service Center Mgr				1			
Office Manager				1			
Operations Support Mgr				1			
Personnel Manager				1			

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Personnel Services Worker		5		4			
Personnel Technician 1				2			
Personnel Technician 2		2					
Program Assistant (DHR)		10		10	1		
Program Associate (DHR)		3					
Public Relations Info Pgm Mgr				1			
Public Safety Trn Instruc 3			1				
Seamster		1					
Secretary 1		5		1			
Secretary 2		7		7			
Secretary, Confidential				1			
Staff Develop/Trng Coord 2		1					
Statistical Research Analyst				1			
Storekeeper		3		2			
Training Program Mgr (DJJ)				1			
Treatment & Supervision							
Activity Therapist		1		2			
Assessment & Classifictn Spec		1		1			
Case Expeditor				1			
Clerk 2, General				1			
Clinical Associate				1			
Cottage Life Supv		2					
Counselor Substance Abuse		2		3			
Dentist Institutional		1					
Education Principal				1			
Education Supervisor		1					
Educational Aide		1		4			
Institutional Program Director		1					
Instructional Aide		1					
Instructor 2 (DJJ)		4		2			
Juvenile Correctional Captain		2					
Juvenile Correctional Lieut		14		6			
Juvenile Correctional Ofcr 1	1	384	6	122	1	1	1
Juvenile Correctional Ofcr 2		30		12			
Juvenile Detention Centr Dir 1		2		2			
Juvenile Detention Counselor		7		3			
Juvenile Detn Cntr Dir Asst		2		1			
Juvenile Group Home Spec 1		2					
Juvenile Probatr/Parole Spec 1		6		4		1	

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Business Function / Job Code Description	Asian	Black	Hispanic	White	Multirace	N/A	American Indian
Juvenile Probation/Parole Spec 2		20	1	23		1	
Juvenile Probation/Parole Spec 3		2		6	1		
Juvenile Program Manager		6		2			
Juvenile Worker 1		2					
Juvenile Worker 2		4					
Law Enforcement Worker		9		4			
Lieutenant (GDC)				1			
Nurse		4	1	11			
Nurse Lead		2		6			
Nurse Licensed Practical		2					
Nurse Practitioner				1			
Nurse Staff				2			
Professional Education Worker	2	29		7			
Professional Health Care Worker	2	30	2	48	2		1
Professional Social Service Worker		25		4			
Psychologist				1			
Recreation Supervisor		2		2			
Secretary 3		1					
Security Personnel		1					
Sergeant (GDC)		1					
Social Service Aide		6		6			
Social Service Provider 2		3		5			
Social Service Tech Worker		10	1	6			
Support Services Worker		19		16			
Teacher		18		12			
Teacher, Special Education		6		7			
Transportation Services Worker		2		3			
Youth Development Campus Director Asst		1					
Transportation Captain (DJJ)				1			
TOTAL	6	862	15	487	7	3	3

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Appendix B-9: Turnover – Job Code by Age Table

Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84
Support Services														
Accountant, Paraprofessional					2									
Accounting Clerk				1			1							
Administrative Assistant			1											
Administrative Ops Coord 1				1										
Administrative Ops Coord 2					1									
Administrative Ops Manager						1		1		1				
Clerical Services Worker				1										
Clerical Worker	1	17	10	11	7	5	3	4	2		1	1		1
Clerk 1, General					2									
Clerk 2, General		1	1	2	5									
Commissioner										1				
Community Corr Dist Director									1					
Custodial Services Worker			4	2	1			1	1					
Custodian								1						
District Director Asst (DJJ)									1					
Executive Assistant								1						
Facilities Management Worker		1												
Financial Services Worker	1	3	1	2	1	2		1	2					
Food Management Worker			1											
Food Service Employee 1		3	1	4	1		5	1	1	2				
Food Service Employee 2			2	2	1	1	2	1	3	1				
Food Service Manager									1					
Food Service Supervisor		1			1		1			2				
Food Service Worker		6	1	2	5	1	1	6	1	1				
Housekeeper				1		1		1						
Investigations Asst Director										1				
Juvenile Correctional Ofcr 1				1	1			1						
Labor Trades Worker		1												

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Business Function / Job Code Description	15	20	25	30	35	40	45	50	55	60	65	70	75	80
	- 19	- 24	- 29	- 34	- 39	- 44	- 49	- 54	- 59	- 64	- 69	- 74	- 79	- 84
Laundry Worker				1	1	2			1					
Legal Services Officer (DJJ)				1										
Maintenance Worker	75	3					2			1	2	1		
Mechanic								1						
Mechanic Foreman									1					
Micro Sys Support Spec 1				1										
Multi-Service Center Mgr							1							
Office Manager								1						
Operations Support Mgr									1					
Personnel Manager								1						
Personnel Services Worker		2	1	1	1	3				1				
Personnel Technician 1					1	1								
Personnel Technician 2								1	1					
Program Assistant (DHR)		3	4	3	1	3	2	2	1	2				
Program Associate (DHR)				1		1		1						
Public Relations Info Pgm Mgr									1					
Public Safety Trn Instruc 3						1								
Seamster							1							
Secretary 1		1	2	1	1		1							
Secretary 2		2	2	2	4	3			1					
Secretary, Confidential									1					
Staff Develop/Trng Coord 2								1						
Statistical Research Analyst				1										
Storekeeper				1	1	1		2						
Training Program Mgr (DJJ)					1									
Treatment & Supervision														
Activity Therapist			1	1			1							
Assessment & Classifictn Spec				1						1				
Case Expeditor								1						
Clerk 2, General		1												
Clinical Associate					1									
Cottage Life Supv						2								
Counselor Substance Abuse			3	1				1						

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84
Dentist Institutional									1					
Education Principal									1					
Education Supervisor				1										
Educational Aide		1	1	1		1	1							
Institutional Program Director								1						
Instructional Aide			1											
Instructor 2 (DJJ)			3		1		1			1				
Juvenile Correctional Captain					1	1								
Juvenile Correctional Lieut			2	1	5	2	2	3	3	2				
Juvenile Correctional Ofcr 1	1	62	0	1	72	65	37	23	15	9	1			
Juvenile Correctional Ofcr 2			4	10	6	8	2	3	6	2	1			
Juvenile Detention Centr Dir 1				1			1	1	1					
Juvenile Detention Counselor			1	2		1	3	2	1					
Juvenile Detn Cntr Dir Asst					1	1	1							
Juvenile Group Home Spec 1				1		1								
Juvenile Probatn/Parole Spec 1		1	3	4	1		1			1				
Juvenile Probatn/Parole Spec 2		4	16	11	3	3	2	5			1			
Juvenile Probatn/Parole Spec 3			3	3			1		1	1				
Juvenile Program Manager				1	1	2			4					
Juvenile Worker 1		1							1					
Juvenile Worker 2									1	3				
Law Enforcement Worker			4	1	3	2	1		2					
Lieutenant (GDC)								1						
Nurse		1		2	3	4	2	3		1				
Nurse Lead				1	1	1	4			1				
Nurse Licensed Practical				1				1						
Nurse Practitioner							1							
Nurse Staff							1	1						
Professional Education Worker		6	9	6	2	2	5		4	2		2		
Professional Health Care		1	4	4	12	21	16	10	7	4	2	3		1

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Business Function / Job Code Description	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84
Workr														
Professional Social Srv Worker		7	4	5	5	4		2	1	1				
Psychologist									1					
Recreation Supervisor			2	1		1								
Secretary 3									1					
Security Personnel				1										
Sergeant (GDC)						1								
Social Serv Aide		1	2	3	2	2		1	1					
Social Serv Provider 2			2		2		2		2					
Social Serv Tech Worker		5	2	3	3	2	1		1					
Support Services Worker		12	5	3	3	3	1	6	1	1				
Teacher			1	4	3	2	1	7	6	3	2	1		
Teacher, Special Education					5	1	1	2		3	1			
Transportation Services Worker						1			2	2				
Youth Dev Campus Director Asst									1					
Transportation Captain (DJJ)								1						
TOTAL	78	147	224	228	175	160	109	104	86	51	11	8	0	2

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Appendix B-10: Turnover – Job Code by Tenure Table

Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34
Support Services							
Accountant, Paraprofessional	2						
Accounting Clerk	2						
Administrative Assistant	1						
Administrative Ops Coord 1	1						
Administrative Ops Coord 2		1					
Administrative Ops Manager	1					1	1
Clerical Services Worker	1						
Clerical Worker	55	7		1			
Clerk 1, General		2					
Clerk 2, General	7	2					
Commissioner		1					
Community Corr Dist Director							1
Custodial Services Worker	9						
Custodian	1						
District Director Asst (DJJ)							1
Executive Assistant			1				
Facilities Management Worker	1						
Financial Services Worker	12	1					
Food Management Worker	1						
Food Service Employee 1	16	1				1	
Food Service Employee 2	10	2	1				
Food Service Manager	1						
Food Service Supervisor	3				1	1	
Food Service Worker	22	2					
Housekeeper	2			1			
Investigations Asst Director		1					
Juvenile Correctional Ofcr 1	3						
Labor Trades Worker	1						
Laundry Worker	4			1			
Legal Services Officer (DJJ)	1						
Maintenance Worker	84						
Mechanic				1			
Mechanic Foreman					1		

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34
Micro Sys Support Spec 1		1					
Multi-Service Center Mgr	1						
Office Manager						1	
Operations Support Mgr	1						
Personnel Manager	1						
Personnel Services Worker	8	1					
Personnel Technician 1	1	1					
Personnel Technician 2		1					1
Program Assistant (DHR)	12	4		3	1	1	
Program Associate (DHR)	1		1			1	
Public Relations Info Pgm Mgr		1					
Public Safety Trn Instruc 3		1					
Seamster			1				
Secretary 1	4	1	1				
Secretary 2	10		2	2			
Secretary, Confidential	1						
Staff Develop/Trng Coord 2							1
Statistical Research Analyst	1						
Storekeeper	4					1	
Training Program Mgr (DJJ)			1				
Treatment & Supervision							
Activity Therapist	1	1					1
Assessment & Classifictn Spec	1					1	
Case Expeditor					1		
Clerk 2, General	1						
Clinical Associate	1						
Cottage Life Supv	1			1			
Counselor Substance Abuse	4				1		
Dentist Institutional				1			
Education Principal		1					
Education Supervisor	1						
Educational Aide	4	1					
Institutional Program Director							1
Instructional Aide	1						
Instructor 2 (DJJ)	3	2		1			
Juvenile Correctional Captain	1		1				

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Business Function / Job Code Description	0-4	5-9	10-14	15-19	20-24	25-29	30-34
Juvenile Correctional Lieut	7	6	3	3	1		
Juvenile Correctional Ofcr 1	428	60	16	4	4	3	1
Juvenile Correctional Ofcr 2	19	13	6	3	1		
Juvenile Detention Centr Dir 1	2					1	1
Juvenile Detention Counselor	6		2	1		1	
Juvenile Detn Cntr Dir Asst	1	1		1			
Juvenile Group Home Spec 1	1	1					
Juvenile Probatn/Parole Spec 1	8	2	1				
Juvenile Probatn/Parole Spec 2	32	4	1	1	4	1	2
Juvenile Probatn/Parole Spec 3	2	4		1		2	
Juvenile Program Manager	2		2				4
Juvenile Worker 1	1					1	
Juvenile Worker 2			1		3		
Law Enforcement Worker	12	1					
Lieutenant (GDC)			1				
Nurse	15	1					
Nurse Lead	6	1		1			
Nurse Licensed Practical	1	1					
Nurse Practitioner		1					
Nurse Staff	2						
Professional Education Worker	34	4					
Professional Health Care Workr	83	2					
Professional Social Srv Worker	29						
Psychologist							1
Recreation Supervisor	4						
Secretary 3							1
Security Personnel	1						
Sergeant (GDC)		1					
Social Serv Aide	11	1					
Social Serv Provider 2	7	1					
Social Serv Tech Worker	16	1					
Support Services Worker	34	1					
Teacher	14	9	2	1	1	2	1

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Business Function / Job Code Description		0-4	5-9	10-14	15-19	20-24	25-29	30-34
	Teacher, Special Education	9	3		1			
	Transportation Services Worker	3	1	1				
	Youth Dev Campus Director Asst						1	
	Transportation Captain (DJJ)	1						
TOTAL		1096	156	45	29	19	20	18

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Appendix B-11: Retirement Projection Table

Job Code Descriptions	TOTAL IN JOB	Eligible by 2005	Eligible by 2006	Eligible by 2007	Eligible by 2008	Eligible by 2009
Accountant 2, Professional	1	0	0	0	0	0
Accountant 3, Professional	3	0	0	0	0	0
Accountant, Paraprofessional	16	3	3	3	3	4
Accounting Clerk	6	0	0	0	0	0
Accounting Director 2	1	1	1	1	1	1
Accounting Manager 2	1	1	1	1	1	1
Activity Therapist	11	2	2	2	2	2
Activity Therapy Coord	1	0	1	1	1	1
Activity Therapy Leader	1	0	0	0	0	0
Administrative Assistant	12	3	3	3	3	3
Administrative Officer, Maint	1	1	1	1	1	1
Administrative Ops Coord 1	14	1	2	2	2	2
Administrative Ops Coord 2	34	2	3	3	4	7
Administrative Ops Manager	11	4	4	4	4	4
Applications Systems Manager	1	0	0	0	1	1
Assessment & Classifictn Spec	15	4	5	5	5	7
Associate Director, RYDC	2	0	0	0	0	0
Auditor 2	1	0	0	0	0	0
Behavioral Healthcare Director	1	0	0	0	0	0
Billing Technician	3	0	0	0	0	0
Budget Administrator	1	0	0	0	0	0
Budget Analyst 1	1	1	1	1	1	1
Budget Analyst 2	3	0	0	0	0	0
Budget Analyst Paraprofessnl	1	0	0	0	0	0
Budget Manager (DJJ)	1	0	1	1	1	1
Budget Officer	1	0	0	0	0	0
Business Analyst Supv	1	1	1	1	1	1
Case Expeditor	20	2	3	4	4	6
Center Director	4	0	1	2	3	3
Clerical Services Worker	1	0	0	0	0	0
Clerical Worker	68	1	1	2	2	3
Clerk 1, General	4	0	0	0	0	0
Clerk 2, General	49	1	1	2	5	5
Clerk, Mail Services	2	0	0	0	0	0
Clerk, Property & Supply	1	0	0	0	0	0
Clinical Associate	3	0	0	0	0	0
Commissioner	1	0	0	0	0	0
Commissioner, Assistant Deputy	4	2	2	3	3	4
Communicable Disease Spec	2	0	0	0	0	0
Communications Center Mgr	1	0	1	1	1	1

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Job Code Descriptions	TOTAL IN JOB	Eligible by 2005	Eligible by 2006	Eligible by 2007	Eligible by 2008	Eligible by 2009
Community Corr Dist Director	13	8	8	8	8	8
Construction Manager	1	0	0	0	0	0
Correctional Officer	6	2	2	2	2	2
Cottage Life Supv	20	0	3	3	4	4
Counselor	7	0	0	0	0	0
Counselor 2, BC/Ctr/Off	3	0	0	1	1	1
Counselor Substance Abuse	5	0	1	1	1	1
Craftsman, Gnrl Trades	18	2	3	5	5	6
Criminal History Specialist	2	0	0	0	0	1
Custodial Services Worker	12	1	1	1	1	1
Custodian	1	0	0	0	0	0
Database Administrator	1	0	0	0	0	0
Dental Assistant	1	0	0	0	0	0
Dentist Institutional	1	0	0	0	0	0
Deputy Commissioner	4	2	2	3	3	3
Deputy Director	1	1	1	1	1	1
Director	1	0	0	0	0	0
District Director Asst (DJJ)	12	4	4	4	4	5
Division Director, Dep (DJJ)	2	1	1	1	1	2
Education Director (DJJ)	1	0	0	0	0	1
Education Principal	11	1	1	3	4	6
Education Program Coord	1	0	0	0	0	0
Education Program Mgr	2	0	0	0	0	0
Education Supervisor	13	0	0	0	0	3
Educational Aide	4	0	0	0	0	0
Employee Mgt Relations Spec	1	0	0	0	0	0
Employment Manager	1	0	0	0	0	0
Engineer, Maintenance	1	0	0	0	0	0
Engineer, Project (GBA)	1	0	0	0	0	0
Engineering & Const Asst Dir	1	0	0	0	0	0
Engineering Project Mgr 2	1	0	0	0	0	0
Engineering Services Mgr	2	0	0	0	0	0
Executive Assistant	1	0	0	0	0	0
Executive Director	1	0	0	0	0	0
Facilities Management Director	1	0	0	0	1	1
Facilities Management Worker	1	0	0	0	0	0
Federal Policy Director (DJJ)	1	0	0	0	0	0
Federal Program Policy Manager	1	0	0	0	0	0
Financial Services Worker	16	0	0	0	0	0
Food Management Worker	1	0	0	0	0	0
Food Service Director	4	0	0	0	0	0
Food Service Employee 1	61	2	2	2	4	4

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Job Code Descriptions	TOTAL IN JOB	Eligible by 2005	Eligible by 2006	Eligible by 2007	Eligible by 2008	Eligible by 2009
Food Service Employee 2	46	1	1	2	3	5
Food Service Manager	5	0	0	0	0	0
Food Service Supervisor	31	2	3	5	6	9
Food Service Worker	20	2	2	2	2	2
Grants & Contracts Manager	1	1	1	1	1	1
Grants Assistant	2	0	0	0	0	0
Grants Monitor	5	0	0	0	0	0
Grounds Maintenance Manager	1	0	0	0	0	0
Groundskeeper	1	0	0	0	0	0
Guidance Counselor	1	0	0	0	0	0
Guidance Counselor (DJJ)	6	1	1	1	1	1
Health Care Administrator, DJJ	1	0	0	0	0	0
Health Services Prgrm Mgr-DJJ	1	1	1	1	1	1
Housekeeper	9	1	1	1	1	2
Housekeeping Team Leader	1	0	0	0	0	0
Human Resources Planner (DJJ)	1	0	0	0	0	0
Information Sys Director	1	0	0	0	0	0
Institutional Program Director	10	3	3	3	3	3
Instructional Aide	3	0	0	0	0	0
Instructor 2 (DJJ)	28	1	2	2	2	4
Interstate Compact/Transp Supv	1	1	1	1	1	1
Investigations Asst Director	1	0	0	0	0	1
Investigator 2 (DJJ)	4	0	0	0	0	0
Investigator 3 (DJJ)	2	1	1	1	1	1
Juvenile Correctional Captain	10	1	1	1	2	3
Juvenile Correctional Lieut	112	12	15	16	19	22
Juvenile Correctional Ofcr 1	1401	29	34	39	48	59
Juvenile Correctional Ofcr 2	272	14	18	19	25	30
Juvenile Detention Centr Dir 1	21	7	7	7	7	8
Juvenile Detention Centr Dir 2	1	0	0	0	0	0
Juvenile Detention Centr Dir 3	1	0	0	0	0	0
Juvenile Detention Counselor	42	5	5	8	10	11
Juvenile Detn Cntr Dir Asst	23	2	2	2	2	4
Juvenile Detn Cntr, Asst Dir 2	1	0	0	0	0	0
Juvenile Group Home Spec 1	13	1	2	2	2	2
Juvenile Group Home Spec 2	4	2	2	2	2	2
Juvenile Probatn/Parole Spec 1	85	3	7	8	8	10
Juvenile Probatn/Parole Spec 2	298	16	16	17	23	26
Juvenile Probatn/Parole Spec 3	86	10	13	14	17	18
Juvenile Program Manager	69	16	17	18	22	25
Juvenile Worker 1	12	3	3	3	3	3
Juvenile Worker 2	5	1	2	3	3	3

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Job Code Descriptions	TOTAL IN JOB	Eligible by 2005	Eligible by 2006	Eligible by 2007	Eligible by 2008	Eligible by 2009
Labor Trades Worker	1	0	0	0	0	0
LAN Engineer	1	0	0	0	0	0
Laundry Manager	1	0	0	0	1	1
Laundry Supervisor	1	0	0	0	0	0
Laundry Worker	10	1	1	1	2	2
Law Enforcement Worker	33	0	0	0	0	0
Legal Services Officer (DHR)	1	0	0	0	0	0
Legal Services Officer (DJJ)	2	0	1	1	1	1
Legislative Communications Off	1	0	0	0	0	0
Librarian 1	2	0	0	0	0	0
Librarian, School	1	0	0	0	0	0
Lieutenant (GDC)	5	0	0	0	0	0
Maintenance Worker	22	0	0	0	0	0
Mechanic	5	0	0	1	1	1
Mechanic Foreman	2	0	0	0	1	1
Micro Sys Support Spec 1	6	0	0	0	0	1
MIS Field Support Desk Supv	1	0	0	0	0	0
Multi-Service Center Mgr	3	0	0	0	0	0
Nurse	39	1	2	2	2	4
Nurse Lead	20	0	0	0	0	1
Nurse Licensed Practical	8	1	1	1	1	1
Nurse Manager	6	1	1	1	1	1
Nurse Practitioner	6	1	1	1	1	1
Nurse Specialist	1	0	0	0	0	0
Nurse Staff	7	0	0	0	0	0
Nutrition Prgm Consultant	1	0	0	0	0	0
Nutritionist, Chief	1	0	0	0	0	1
Office Director, Asst (DJJ)	4	1	1	2	2	2
Office Manager	1	1	1	1	1	1
Operations Analysis Mgr	1	1	1	1	1	1
Operations Analyst 1	3	0	1	1	1	1
Operations Analyst 2	4	2	2	2	2	2
Operations Analyst 3	2	1	1	1	1	1
Operations Support Mgr	1	0	0	0	0	1
Payroll Manager	1	0	0	0	0	0
Payroll Paraprofessional 2	3	0	0	1	1	1
Personnel Analysis Sect Mgr	2	1	1	1	1	1
Personnel Analyst 1	1	0	0	0	0	0
Personnel Analyst 2	1	1	1	1	1	1
Personnel Analyst 3	2	0	0	0	0	0
Personnel Director	1	0	0	0	0	1
Personnel Manager	7	1	2	2	2	4

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Job Code Descriptions	TOTAL IN JOB	Eligible by 2005	Eligible by 2006	Eligible by 2007	Eligible by 2008	Eligible by 2009
Personnel Operations Sect Mgr	1	0	0	0	0	0
Personnel Services Worker	7	0	0	0	0	0
Personnel Technician 1	10	0	0	0	0	1
Personnel Technician 2	12	2	3	3	3	4
PH Educator	2	0	0	0	0	0
Pharmacy Director	1	0	0	0	0	0
Policy Coordinator, Dept	2	0	0	0	0	0
Procurement & Svcs Officer 1	2	0	0	0	1	2
Procurement & Svcs Officer 2	1	0	0	0	0	0
Procurement Officer 1	1	0	0	0	0	0
Procurement/Purchasing Manager	1	0	0	0	0	0
Professional Education Worker	50	0	1	1	2	3
Professional Health Care Workr	169	0	1	1	1	1
Professional Social Srv Worker	32	1	1	1	1	1
Program Assistant (DHR)	120	7	11	13	15	19
Program Associate (DHR)	17	6	7	7	8	8
Program Director 2	8	5	5	5	5	5
Program Director, Subs Abuse	1	0	0	0	0	0
Program Operations Manager	2	1	1	1	2	2
Programmer Analyst 1	1	0	0	0	0	0
Programmer Analyst 2	3	0	0	0	0	0
Programmer Analyst 3	1	0	0	0	0	0
Project Director 2	1	1	1	1	1	1
Property & Supply Supervisor 1	5	0	0	0	0	0
Property & Supply Supervisor 2	2	0	1	1	1	1
Psychologist	3	1	1	1	1	1
Psychometric Specialist	3	0	0	0	0	0
Public Relations & Info Spec 1	1	0	0	0	0	0
Public Relations Info Pgm Mgr	1	0	0	0	0	0
Public Safety Trn Instruc 1	1	0	0	0	0	0
Public Safety Trn Instruc 2	2	0	0	0	0	0
Public Safety Trn Instruc 3	2	0	0	0	0	1
Public Safety Trn Instruc 4	1	0	0	0	0	0
Public Safety Trn Mgr 2	1	1	1	1	1	1
Quality Assessment & Eval Crd	6	0	0	0	0	0
Records Management Officer	1	0	0	0	0	0
Recreation Director	3	0	0	0	0	0
Recreation Supervisor	21	2	2	2	2	4
Regional Health Svcs Admin	4	0	0	1	1	1
Regional Treatment Srv Spec	4	0	0	0	0	0
Residential Placement Spec	5	2	3	3	4	4
Seamster	1	0	0	0	0	0

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Job Code Descriptions	TOTAL IN JOB	Eligible by 2005	Eligible by 2006	Eligible by 2007	Eligible by 2008	Eligible by 2009
Secretary 1	28	0	0	2	2	2
Secretary 2	68	4	4	5	6	6
Secretary 3	14	4	4	4	5	6
Secretary, Confidential	2	0	0	0	0	0
Security Personnel	3	0	0	0	0	0
Sergeant (GDC)	10	1	1	1	1	1
Social Serv Aide	35	1	1	1	1	2
Social Serv Coord 2	3	0	0	0	0	0
Social Serv Coordinator	1	0	0	0	0	0
Social Serv Provider 2	37	4	5	6	7	7
Social Serv Tech Worker	23	0	0	0	0	2
Special Assist to Commissionr	1	0	0	0	1	1
Staff Develop/Trng Coord 1	2	0	0	0	0	0
Staff Develop/Trng Coord 2	9	1	1	1	1	1
Statewide Transfer/Admis Coord	2	1	1	1	1	1
Statistical Research Analyst	1	0	0	0	0	0
Storekeeper	14	2	2	2	2	2
Support Services Worker	43	0	0	0	0	0
Teacher	145	13	20	26	30	38
Teacher, Special Education	84	7	8	10	14	17
Teacher, Vocational	4	2	2	2	2	2
Teacher, Vocational (DOE)	1	0	0	0	0	0
Trades Supervisor	4	0	0	0	0	0
Training Director (DJJ)	1	0	0	1	1	1
Training Program Mgr (DJJ)	3	1	1	1	1	1
Transfer Officer	1	0	0	0	0	0
Transportation Captain (DJJ)	1	0	0	0	0	0
Transportation Officer (DJJ)	27	0	0	0	1	4
Transportation Services Worker	13	2	2	2	3	3
Treatment Team Coord (DJJ)	5	0	0	0	0	0
Unit Manager	1	0	0	0	0	0
Vocational Instructor (DJJ)	1	0	0	0	0	0
Volunteer Resources Coordinatr	1	1	1	1	1	1
Youth Dev Campus Director Asst	12	4	4	4	4	4
Total	4515	282	342	390	461	561
Expected to Retire		56.4	68.4	78	92.2	112.2

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Appendix B-12: Turnover Assessment Table

Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Accountant 2, Professional	1	\$43,373.41	0	0.0%	\$0.00
Accountant 3, Professional	3	\$55,069.09	0	0.0%	\$0.00
Accountant, Paraprofessional	15	\$26,898.95	2	13.3%	\$75,317.06
Accounting Clerk	3	\$21,265.72	2	66.7%	\$59,544.00
Accounting Director 2	1	\$89,642.69	0	0.0%	\$0.00
Accounting Manager 2	1	\$81,054.03	0	0.0%	\$0.00
Activity Therapist	11	\$28,201.20	3	27.3%	\$118,445.06
Activity Therapy Coord	1	\$45,794.60	0	0.0%	\$0.00
Activity Therapy Leader	1	\$19,455.36	0	0.0%	\$0.00
Administrative Assistant	11	\$34,771.49	1	9.1%	\$48,680.08
Administrative Officer, Maint	1	\$46,568.38	0	0.0%	\$0.00
Administrative Ops Coord 1	14	\$27,352.34	1	7.1%	\$38,293.28
Administrative Ops Coord 2	34	\$32,419.94	1	2.9%	\$45,387.92
Administrative Ops Manager	13	\$39,410.17	3	23.1%	\$165,522.72
Applications Systems Manager	1	\$82,334.08	0	0.0%	\$0.00
Assessment & Classification Spec	22	\$40,076.89	2	9.1%	\$112,215.28
Associate Director, RYDC	3	\$58,529.40	0	0.0%	\$0.00
Auditor 2	1	\$55,768.43	0	0.0%	\$0.00
Behavioral Healthcare Director	1	\$80,423.52	0	0.0%	\$0.00
Billing Technician	3	\$26,311.06	0	0.0%	\$0.00
Budget Administrator	2	\$54,451.93	0	0.0%	\$0.00
Budget Analyst 1	1	\$31,474.08	0	0.0%	\$0.00
Budget Analyst 2	3	\$40,909.47	0	0.0%	\$0.00
Budget Analyst Paraprofessional	1	\$26,431.75	0	0.0%	\$0.00
Business Analyst Supv	1	\$57,292.30	0	0.0%	\$0.00
Business Systems Analyst	1	\$47,285.24	0	0.0%	\$0.00
Case Expeditor	20	\$43,120.59	1	5.0%	\$60,368.83
Center Director	4	\$65,229.06	0	0.0%	\$0.00
Clerical Services Worker	2	\$15,080.00	1	50.0%	\$21,112.00
Clerical Worker	60	\$13,016.76	63	105.0%	\$1,148,078.35
Clerk 1, General	2	\$20,449.94	2	100.0%	\$57,259.83
Clerk 2, General	69	\$21,137.08	10	14.5%	\$295,919.19
Clerk, Mail Services	2	\$18,009.12	0	0.0%	\$0.00

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Clerk, Property & Supply	1	\$19,571.12	0	0.0%	\$0.00
Commissioner	1	\$120,000.00	1	100.0%	\$168,000.00
Commissioner, Assistant Deputy	4	\$84,369.13	0	0.0%	\$0.00
Communicable Disease Spec	2	\$28,573.76	0	0.0%	\$0.00
Communications Center Mgr	1	\$42,526.68	0	0.0%	\$0.00
Communications Equip Officer 1	3	\$25,214.76	0	0.0%	\$0.00
Community Corr Dist Director	13	\$63,206.29	1	7.7%	\$88,488.81
Construction Manager	1	\$60,004.92	0	0.0%	\$0.00
Correctional Officer	5	\$27,775.45	0	0.0%	\$0.00
Cottage Life Supv	15	\$32,598.92	2	13.3%	\$91,276.98
Counselor	9	\$29,018.92	0	0.0%	\$0.00
Counselor 2, BC/Ctr/Off	3	\$33,553.98	0	0.0%	\$0.00
Counselor Substance Abuse	3	\$28,781.29	5	166.7%	\$201,469.06
Craftsman, Gnrl Trades	19	\$27,739.68	0	0.0%	\$0.00
Criminal History Specialist	2	\$25,551.42	0	0.0%	\$0.00
Custodial Services Worker	10	\$12,905.46	9	90.0%	\$162,608.85
Database Administrator	1	\$63,165.62	0	0.0%	\$0.00
Dental Assistant	1	\$18,266.83	0	0.0%	\$0.00
Deputy Commissioner	4	\$107,112.59	0	0.0%	\$0.00
Deputy Director	1	\$79,937.42	0	0.0%	\$0.00
Director	4	\$81,646.88	0	0.0%	\$0.00
District Director Asst (DJJ)	14	\$46,037.28	1	7.1%	\$64,452.19
Division Director, Dep (DJJ)	2	\$62,653.88	0	0.0%	\$0.00
DJJ Medicaid Prog Coordinator	1	\$34,533.36	0	0.0%	\$0.00
DJJ Regional Administrator	5	\$79,239.36	0	0.0%	\$0.00
Education Director (DJJ)	1	\$90,270.67	0	0.0%	\$0.00
Education Principal	11	\$89,499.63	1	9.1%	\$125,299.48
Education Program Coord	2	\$68,240.91	0	0.0%	\$0.00
Education Program Mgr	2	\$71,512.73	0	0.0%	\$0.00
Education Supervisor	11	\$78,322.59	1	9.1%	\$109,651.62
Educational Aide	2	\$12,064.00	5	250.0%	\$84,448.00
Employee Mgt Relations Spec	1	\$61,090.56	0	0.0%	\$0.00
Employment Manager	1	\$29,908.41	0	0.0%	\$0.00
Engineer, Maintenance	1	\$33,302.78	0	0.0%	\$0.00
Engineer, Project (GBA)	1	\$37,901.28	0	0.0%	\$0.00

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Engineering Project Mgr 2	1	\$64,449.53	0	0.0%	\$0.00
Engineering Services Mgr	3	\$43,321.04	0	0.0%	\$0.00
Executive Assistant	1	\$42,000.00	1	100.0%	\$58,800.00
Executive Director	1	\$123,956.54	0	0.0%	\$0.00
Facilities Management Worker	2	\$15,019.68	1	50.0%	\$21,027.55
Federal Policy Director (DJJ)	1	\$50,652.96	0	0.0%	\$0.00
Federal Program Policy Manager	1	\$43,579.73	0	0.0%	\$0.00
Financial Services Worker	11	\$15,015.76	13	118.2%	\$273,286.77
Food Service Director	4	\$32,358.85	0	0.0%	\$0.00
Food Service Employee 1	61	\$16,019.24	18	29.5%	\$403,684.86
Food Service Employee 2	45	\$18,942.20	13	28.9%	\$344,748.04
Food Service Manager	7	\$25,514.03	1	14.3%	\$35,719.65
Food Service Supervisor	30	\$21,096.11	5	16.7%	\$147,672.74
Food Service Worker	27	\$10,683.82	24	88.9%	\$358,976.48
Grants & Contracts Manager	1	\$64,555.50	0	0.0%	\$0.00
Grants Assistant	2	\$36,786.81	0	0.0%	\$0.00
Grants Monitor	5	\$43,550.61	0	0.0%	\$0.00
Grounds Maintenance Manager	1	\$23,613.60	0	0.0%	\$0.00
Groundskeeper	1	\$14,172.00	0	0.0%	\$0.00
Guidance Counselor	1	\$46,477.49	0	0.0%	\$0.00
Guidance Counselor (DJJ)	6	\$64,429.47	0	0.0%	\$0.00
Health Care Administrator, DJJ	1	\$89,669.30	0	0.0%	\$0.00
Housekeeper	13	\$16,056.59	3	23.1%	\$67,437.68
Housekeeping Team Leader	1	\$18,009.12	0	0.0%	\$0.00
Human Resources Planner (DJJ)	1	\$50,484.61	0	0.0%	\$0.00
Information Officer, Chief	1	\$94,784.21	0	0.0%	\$0.00
Institutional Program Director	10	\$38,490.22	1	10.0%	\$53,886.31
Instructional Aide	4	\$18,733.46	1	25.0%	\$26,226.84
Instructor 2 (DJJ)	31	\$20,796.79	6	19.4%	\$174,693.04
Interstate Compact/Transp Supv	1	\$47,835.15	0	0.0%	\$0.00
Investigations Asst Director	1	\$57,450.73	1	100.0%	\$80,431.02
Investigator 2 (DJJ)	9	\$35,383.16	0	0.0%	\$0.00
Investigator 3 (DJJ)	3	\$35,060.44	0	0.0%	\$0.00

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Juvenile Correctional Captain	11	\$35,801.00	2	18.2%	\$100,242.81
Juvenile Correctional Lieut	104	\$31,913.65	20	19.2%	\$893,582.11
Juvenile Correctional Ofcr 1	1204	\$24,871.02	519	43.1%	\$18,071,279.89
Juvenile Correctional Ofcr 2	260	\$28,094.56	42	16.2%	\$1,651,960.07
Juvenile Detention Centr Dir 1	20	\$47,020.12	4	20.0%	\$263,312.68
Juvenile Detention Centr Dir 3	1	\$69,500.16	0	0.0%	\$0.00
Juvenile Detention Counselor	40	\$32,374.67	10	25.0%	\$453,245.32
Juvenile Detn Cntr Dir Asst	24	\$39,155.55	3	12.5%	\$164,453.29
Juvenile Detn Cntr, Asst Dir 2	1	\$52,811.65	0	0.0%	\$0.00
Juvenile Group Home Spec 1	13	\$23,149.94	2	15.4%	\$64,819.83
Juvenile Group Home Spec 2	4	\$32,095.84	0	0.0%	\$0.00
Juvenile Probatn/Parole Spec 1	87	\$25,392.19	11	12.6%	\$391,039.76
Juvenile Probatn/Parole Spec 2	299	\$29,648.82	45	15.1%	\$1,867,875.45
Juvenile Probatn/Parole Spec 3	86	\$34,246.28	9	10.5%	\$431,503.16
Juvenile Program Manager	67	\$39,536.04	8	11.9%	\$442,803.67
Juvenile Worker 1	10	\$26,561.84	2	20.0%	\$74,373.15
Juvenile Worker 2	2	\$34,627.55	4	200.0%	\$193,914.26
Labor Trades Worker	2	\$12,463.62	1	50.0%	\$17,449.07
LAN Engineer	1	\$54,656.31	0	0.0%	\$0.00
Laundry Manager	2	\$20,507.28	0	0.0%	\$0.00
Laundry Supervisor	2	\$18,127.52	0	0.0%	\$0.00
Laundry Worker	9	\$16,736.72	5	55.6%	\$117,157.04
Law Enforcement Worker	31	\$17,761.66	13	41.9%	\$323,262.15
Legal Assistant	1	\$40,000.08	0	0.0%	\$0.00
Legal Services Officer (DHR)	1	\$63,070.07	0	0.0%	\$0.00
Legal Services Officer (DJJ)	2	\$78,485.61	1	50.0%	\$109,879.86
Legislative Communications Off	1	\$43,967.58	0	0.0%	\$0.00
Librarian 1	3	\$27,663.52	0	0.0%	\$0.00
Librarian, School	1	\$63,986.79	0	0.0%	\$0.00
Lieutenant (GDC)	3	\$30,246.75	1	33.3%	\$42,345.45
Maintenance Worker	32	\$10,296.67	84	262.5%	\$1,210,887.95

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Mechanic	4	\$27,231.92	1	25.0%	\$38,124.68
Mechanic Foreman	1	\$30,196.18	1	100.0%	\$42,274.65
Micro Sys Support Spec 1	4	\$30,207.23	1	25.0%	\$42,290.12
Micro Sys Support Spec 2	1	\$33,623.32	0	0.0%	\$0.00
MIS Field Support Desk Supv	1	\$49,739.68	0	0.0%	\$0.00
Multi-Service Center Mgr	5	\$40,194.01	1	20.0%	\$56,271.61
Network Svs Admin 1	1	\$42,776.83	0	0.0%	\$0.00
Nurse	46	\$40,888.33	16	34.8%	\$915,898.62
Nurse Lead	12	\$45,406.99	8	66.7%	\$508,558.33
Nurse Licensed Practical	6	\$30,204.43	2	33.3%	\$84,572.42
Nurse Manager	10	\$50,219.24	0	0.0%	\$0.00
Nurse Practitioner	9	\$60,345.38	1	11.1%	\$84,483.53
Nurse Specialist	1	\$50,374.06	0	0.0%	\$0.00
Nurse Staff	5	\$44,972.34	2	40.0%	\$125,922.55
Nutrition Prgrm Consultant	1	\$45,000.00	0	0.0%	\$0.00
Nutritionist, Chief	1	\$60,843.96	0	0.0%	\$0.00
Office Director, Asst (DJJ)	3	\$53,928.53	0	0.0%	\$0.00
Office Manager	1	\$23,613.60	1	100.0%	\$33,059.04
Operations Analysis Mgr	1	\$59,227.17	0	0.0%	\$0.00
Operations Analyst 1	3	\$32,520.85	0	0.0%	\$0.00
Operations Analyst 2	4	\$44,781.99	0	0.0%	\$0.00
Operations Analyst 3	1	\$41,704.67	0	0.0%	\$0.00
Operations Support Mgr	2	\$42,735.85	1	50.0%	\$59,830.19
Payroll Manager	1	\$57,259.51	0	0.0%	\$0.00
Payroll Paraprofessional 2	3	\$31,326.65	0	0.0%	\$0.00
Personnel Analysis Sect Mgr	1	\$45,349.86	0	0.0%	\$0.00
Personnel Analyst 2	1	\$40,097.74	0	0.0%	\$0.00
Personnel Analyst 3	4	\$40,604.85	0	0.0%	\$0.00
Personnel Director	1	\$61,090.56	0	0.0%	\$0.00
Personnel Director, Deputy	1	\$76,061.41	0	0.0%	\$0.00
Personnel Manager	6	\$38,875.77	1	16.7%	\$54,426.08
Personnel Operations Sect Mgr	1	\$55,180.51	0	0.0%	\$0.00
Personnel Services Worker	4	\$16,510.00	9	225.0%	\$208,026.00
Personnel Technician 1	11	\$24,594.10	2	18.2%	\$68,863.48
Personnel Technician 2	12	\$30,454.17	2	16.7%	\$85,271.68
PH Educator	2	\$42,327.27	0	0.0%	\$0.00
Pharmacy Director	1	\$79,371.56	0	0.0%	\$0.00
Physicians Assistant	4	\$63,172.40	0	0.0%	\$0.00

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Policy Coordinator, Dept	2	\$44,074.29	0	0.0%	\$0.00
Procurement & Svcs Officer 1	2	\$28,543.20	0	0.0%	\$0.00
Procurement & Svcs Officer 2	1	\$35,224.03	0	0.0%	\$0.00
Procurement Officer 1	2	\$26,542.66	0	0.0%	\$0.00
Procurement/Purchasing Manager	1	\$41,808.96	0	0.0%	\$0.00
Professional Education Worker	38	\$18,784.90	38	100.0%	\$999,356.90
Professional Health Care Workr	195	\$29,204.86	85	43.6%	\$3,475,377.86
Professional Social Srv Worker	61	\$22,421.82	29	47.5%	\$910,325.91
Program Assistant (DHR)	119	\$21,656.81	21	17.6%	\$636,710.15
Program Associate (DHR)	18	\$25,860.65	3	16.7%	\$108,614.71
Program Coordinator DJJ	1	\$65,733.73	0	0.0%	\$0.00
Program Director 2	5	\$71,417.77	0	0.0%	\$0.00
Program Director, Subs Abuse	1	\$30,500.90	0	0.0%	\$0.00
Program Operations Manager	2	\$59,316.50	0	0.0%	\$0.00
Programmer Analyst 2	3	\$51,087.86	0	0.0%	\$0.00
Programmer Analyst 3	1	\$67,688.07	0	0.0%	\$0.00
Project Director 2	1	\$74,911.19	0	0.0%	\$0.00
Property & Supply Supervisor 1	5	\$24,481.51	0	0.0%	\$0.00
Property & Supply Supervisor 2	2	\$33,494.39	0	0.0%	\$0.00
Psychologist	2	\$80,101.83	1	50.0%	\$112,142.57
Psychometric Specialist	2	\$32,276.82	0	0.0%	\$0.00
Public Safety Trn Instruc 2	2	\$31,573.93	0	0.0%	\$0.00
Public Safety Trn Instruc 3	3	\$38,439.71	1	33.3%	\$53,815.60
Public Safety Trn Mgr 2	1	\$57,723.95	0	0.0%	\$0.00
Quality Assessment & Eval Crd	8	\$42,907.48	0	0.0%	\$0.00
Records Management Officer	1	\$33,456.70	0	0.0%	\$0.00
Recreation Director	2	\$30,051.94	0	0.0%	\$0.00
Recreation Supervisor	22	\$24,958.90	4	18.2%	\$139,769.85
Regional Health Svcs Admin	5	\$62,148.36	0	0.0%	\$0.00
Regional Treatment Srv Spec	6	\$40,729.44	0	0.0%	\$0.00

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Residential Placement Spec	5	\$47,247.78	0	0.0%	\$0.00
Secretary 1	16	\$18,428.56	6	37.5%	\$154,799.87
Secretary 2	67	\$21,292.95	14	20.9%	\$417,341.89
Secretary 3	15	\$30,746.89	1	6.7%	\$43,045.65
Secretary, Confidential	1	\$47,168.04	1	100.0%	\$66,035.26
Security Personnel	3	\$14,808.56	1	33.3%	\$20,731.98
Sergeant (GDC)	10	\$29,352.11	1	10.0%	\$41,092.95
Social Serv Aide	37	\$13,278.79	12	32.4%	\$223,083.68
Social Serv Coord 2	6	\$57,713.50	0	0.0%	\$0.00
Social Serv Coordinator	1	\$34,872.85	0	0.0%	\$0.00
Social Serv Provider 1	1	\$25,895.28	0	0.0%	\$0.00
Social Serv Provider 2	42	\$35,028.10	8	19.0%	\$392,314.73
Social Serv Tech Worker	21	\$14,132.36	17	81.0%	\$336,350.21
Special Assist to Commissionr	1	\$78,762.94	0	0.0%	\$0.00
Staff Develop/Trng Coord 1	1	\$31,474.08	0	0.0%	\$0.00
Staff Develop/Trng Coord 2	8	\$37,791.94	1	12.5%	\$52,908.71
Statewide Transfer/Admis Coord	3	\$30,855.69	0	0.0%	\$0.00
Statistical Research Analyst	1	\$41,808.96	1	100.0%	\$58,532.54
Storekeeper	13	\$19,695.11	5	38.5%	\$137,865.77
Support Services Worker	42	\$17,546.95	35	83.3%	\$859,800.76
Teacher	129	\$59,059.03	30	23.3%	\$2,480,479.11
Teacher, Special Education	82	\$58,279.89	13	15.9%	\$1,060,693.99
Teacher, Vocational	4	\$47,189.04	0	0.0%	\$0.00
Teacher, Vocational (DOE)	1	\$40,518.24	0	0.0%	\$0.00
Trades Supervisor	4	\$29,610.30	0	0.0%	\$0.00
Training Director (DJJ)	1	\$75,735.71	0	0.0%	\$0.00
Training Program Mgr (DJJ)	3	\$45,037.82	1	33.3%	\$63,052.95
Training Specialist	1	\$34,118.40	0	0.0%	\$0.00
Transfer Officer	1	\$32,493.86	0	0.0%	\$0.00
Transportation Captain (DJJ)	1	\$31,474.08	1	100.0%	\$44,063.71
Transportation Officer (DJJ)	25	\$28,651.24	0	0.0%	\$0.00
Transportation Services Worker	8	\$10,244.00	5	62.5%	\$71,708.00
Treatment Team Coord (DJJ)	4	\$29,919.02	0	0.0%	\$0.00
Unit Manager	1	\$43,999.91	0	0.0%	\$0.00
Volunteer Resources Coordinatr	2	\$32,097.77	0	0.0%	\$0.00

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Job Code Description	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Youth Dev Campus Director Asst	10	\$49,011.91	1	10.0%	\$68,616.67
TOTAL	4340	\$29,885.37	1377	31.7%	\$47,710,321.48

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Appendix B-15: Targeting Jobs According to Outcome Priorities Table

Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Behavioral Healthcare Director	H	H	H	M	L	H	
Clerical Services Worker	T	T	T	T	T	T	
Clerical Worker	T	T	T	T	T	T	
Clinical Associate	H	H	H	H	L	H	
Commissioner	H	H	H	H	L	H	
Communicable Disease Spec	T	T	T	T	T	T	
Construction Proj Mgr (DJJ)	T	T	T	T	T	T	
Correctional Officer	H	H	M	H	L	H	
Criminal History Specialist	T	T	T	T	T	T	
Custodial Services Worker	T	T	T	T	T	T	
Database Administrator	T	T	T	T	T	T	
Dental Assistant	T	T	T	T	T	T	
Dentist Institutional	T	T	T	T	T	T	
Engineer, Maintenance	H	H	H	H	L	H	
Facilities Management Worker	T	T	T	T	T	T	
Financial Services Worker	T	T	T	T	T	T	
Food Management Worker	T	T	T	T	T	T	
Food Service Worker	T	T	T	T	T	T	
Grants Assistant	T	T	T	T	T	T	
Health Care Administrator, DJJ	H	H	M	H	L	H	
Information Sys Director	H	H	H	H	L	H	
Information Sys Worker	T	T	T	T	T	T	
Instructional Aide	T	T	T	T	T	T	
Accountant 2, Professional	M	M	L	M	L	M	
Accountant 3, Professional	M	M	L	M	L	M	
Accountant, Paraprofessional	M	M	L	M	L	M	
Accounting Clerk	M	M	L	M	L	M	
Accounting Director 2	H	H	M	M	L	M	
Accounting Manager 2	M	M	M	M	L	M	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Administrative Ops Manager	M	M	L	M	M	M	
Assessment & Classification Spec	M	M	H	L	M	M	
Case Expeditor	H	M	H	L	M	M	
Commissioner, Assistant Deputy	M	M	M	M	M	M	
Commissioner, Deputy, Q A	M	M	L	M	M	M	
Contracts Specialist 2	H	M	M	M	L	M	
Craftsman, Gnrl Trades	L	H	M	L	M	M	
Deputy Commissioner	H	H	M	M	L	M	
Deputy Dir, Classified Svcs	H	M	M	M	L	M	
Deputy Director	H	M	M	M	L	M	
District Director Asst (DJJ)	H	M	M	L	L	M	
Division Director	H	M	M	M	L	M	
Division Director, Dep (DJJ)	H	M	M	M	L	M	
Education Director (DJJ)	H	L	L	H	L	M	
Education Principal	H	H	M	M	L	M	
Education Program Coord	H	H	M	M	L	M	
Education Program Mgr	H	H	M	M	L	M	
Federal Policy Director (DJJ)	M	M	M	L	L	M	
Food Service Director	H	M	L	M	L	M	
Grants & Contracts Manager	M	M	L	M	L	M	
Health Services Prgrm Mgr-DJJ	M	M	M	M	L	M	
Activity Therapist	M	L	L	L	L	L	
Activity Therapy Coord	M	L	L	L	L	L	
Administrative Assistant	L	L	L	L	L	L	
Administrative Officer, Maint	M	M	L	L	L	L	
Administrative Ops Coord 1	M	M	L	L	L	L	
Administrative Ops Coord 2	M	M	L	L	L	L	
Applications Systems Manager	M	M	L	L	L	L	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Architect/Engineer Project Mgr	M	M	L	L	L	L	
Associate Director, RYDC	M	M	L	L	L	L	
Auditor 2	M	M	L	L	L	L	
Budget Administrator	M	M	L	L	L	L	
Budget Analyst 1	M	L	L	L	L	L	
Budget Analyst 2	M	L	L	L	L	L	
Budget Analyst Paraprofessnl	L	L	L	L	L	L	
Budget Manager (DJJ)	M	L	L	L	L	L	
Budget Officer	L	L	L	L	L	L	
Business Analyst Supv	L	L	L	L	L	L	
Center Director	L	L	L	L	L	L	
Clerk 1, General	L	L	L	L	M	L	
Clerk 2, General	M	L	L	L	L	L	
Clerk, Property & Supply	L	L	L	L	L	L	
Communications Center Mgr	L	L	L	L	L	L	
Community Corr Dist Director	M	M	L	L	L	L	
Cottage Life Supv	H	L	L	L	L	L	
Counselor	H	M	L	L	L	L	
Counselor 2, BC/Ctr/Off	H	M	L	L	L	L	
Counselor Substance Abuse	H	M	L	L	L	L	
Education Supervisor	M	L	L	M	L	L	
Educational Aide	L	L	L	L	L	L	
Employment Manager	L	L	L	L	L	L	
Engineer, Maintenance Dir	L	M	M	M	L	L	
Engineering & Const Asst Dir	L	M	M	M	L	L	
Engineering Services Mgr	L	M	M	M	L	L	
Executive Assistant	L	L	L	L	L	L	
Executive Director	L	L	L	L	L	L	
Facilities Management Director	L	L	L	L	L	L	
Food Service Employee 1	M	H	M	M	M	M	*
Food Service Employee 2	M	H	M	M	M	M	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Food Service Manager	M	L	L	M	L	L	
Food Service Supervisor	L	L	L	M	L	L	
Grants Administrator	L	L	L	L	L	L	
Grants Monitor	M	M	L	L	L	L	
Grounds Maintenance Manager	L	L	L	L	L	L	
Groundskeeper	L	L	L	L	L	L	
Guidance Counselor	M	L	L	L	L	L	
Guidance Counselor (DJJ)	M	L	L	L	L	L	
Housekeeper	L	L	L	L	L	L	
Housekeeping Team Leader	L	L	L	L	L	L	
HRM Planner	M	L	L	H	L	L	
Institutional Program Director	L	L	L	L	L	L	
Instructor 2 (DJJ)	M	L	L	L	L	L	
Interstate Compact/Transp Supv	M	L	L	L	L	L	
Investigations Asst Director	L	L	L	L	L	L	
Investigator 2 (DJJ)	L	L	L	L	L	L	
Investigator 3 (DJJ)	L	L	L	L	L	L	
Juvenile Correctional Captain	M	H	L	M	L	M	
Juvenile Correctional Lieut	M	H	L	L	L	M	
Juvenile Correctional Ofcr 1	H	H	M	H	L	H	*
Juvenile Correctional Ofcr 2	H	H	M	H	L	H	*
Juvenile Detention Centr Dir 1	H	H	L	M	L	M	
Juvenile Detention Centr Dir 2	H	H	L	M	L	M	
Juvenile Detention Centr Dir 3	H	H	L	M	L	M	
Juvenile Detention Counselor	M	L	L	L	L	L	
Juvenile Detn Cntr Dir Asst	M	M	L	M	L	M	
Juvenile Detn Cntr, Asst Dir 2	M	M	L	M	L	M	
Juvenile Group Home Spec 1	H	H	L	L	L	M	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Juvenile Group Home Spec 2	H	H	L	L	L	M	
Juvenile Probation/Parole Spec 1	H	H	H	M	L	H	*
Juvenile Probation/Parole Spec 2	H	H	H	M	L	H	*
Juvenile Probation/Parole Spec 3	H	H	H	M	L	H	*
Juvenile Program Manager	H	H	L	M	L	M	
Juvenile Worker 1	L	L	L	L	L	L	
Juvenile Worker 2	L	L	L	L	L	L	
Labor Trades Worker	L	L	L	L	L	L	
LAN Engineer	L	M	H	M	L	M	
Landscape Gardener	L	L	L	L	L	L	
Laundry Manager	L	L	L	L	L	L	
Laundry Supervisor	L	L	L	L	L	L	
Laundry Worker	L	L	L	L	L	L	
Law Enforcement Worker	T	T	T	T	T	T	
Legal Services Officer (DHR)	H	L	L	L	L	L	
Legal Services Officer (DJJ)	H	L	L	L	L	L	
Legislative Communications Off	L	L	L	L	L	L	
Librarian 1	L	L	L	L	L	L	
Librarian, School	L	L	L	L	L	L	
Lieutenant (GDC)	L	L	L	L	L	L	
Maintenance Construction Region Manager	L	L	L	L	L	L	
Maintenance Worker	L	L	L	L	L	L	
Mechanic	L	L	L	L	L	L	
Mechanic Foreman	L	L	L	L	L	L	
Micro Sys Support Spec 1	L	L	L	L	L	L	
MIS Field Support Desk Supervisor	L	L	L	L	L	L	
Multi-Service Center Manager	M	L	L	L	L	L	
Nurse	H	H	M	H	M	H	*
Nurse Lead	H	H	M	H	M	H	*
Nurse Licensed Practical	H	H	M	H	M	H	
Nurse Manager	H	H	M	H	M	H	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Nurse Practitioner	H	H	M	H	M	H	
Nurse Specialist	H	H	M	H	M	H	
Nurse Staff	H	H	M	H	M	H	
Nutrition Prgrm Administrator	M	L	L	L	L	L	
Office Director, Asst (DJJ)	L	L	L	L	L	L	
Office Manager	L	L	L	L	L	L	
Operations Analysis Mgr	M	L	L	L	L	L	
Operations Analyst 1	M	L	L	L	L	L	
Operations Analyst 2	M	L	L	L	L	L	
Operations Analyst 3	M	L	L	L	L	L	
Operations Support Mgr	L	L	L	L	L	L	
Payroll Manager	M	L	M	L	L	M	
Payroll Paraprofessional 1	M	L	M	L	L	M	
Payroll Supervisor 1	M	L	M	L	L	M	
Personnel Analysis Sect Mgr	M	L	M	L	L	M	
Personnel Analyst 2	M	L	M	L	L	M	
Personnel Analyst 3	M	L	M	L	L	M	
Personnel Director	M	L	M	L	L	M	
Personnel Manager	M	L	M	L	L	M	
Personnel Operations Sect Mgr	M	L	M	L	L	M	
Personnel Services Worker	T	T	T	T	T	T	
Personnel Technician 1	M	L	M	L	L	M	
Personnel Technician 2	M	L	M	L	L	M	
PH Educator	L	L	L	L	L	L	
Pharmacy Director	M	L	L	L	L	L	
Policy Coordinator, Dept	L	L	L	L	L	L	
Procurement & Svcs Officer 1	M	L	L	L	L	L	
Procurement & Svcs Officer 2	M	L	L	L	L	L	
Procurement Officer 1	M	L	L	L	L	L	
Procurement/Purchasing Manager	M	L	L	L	L	L	
Professional Education Worker	T	T	T	T	T	T	
Professional Health	T	T	T	T	T	T	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Care Workr							
Professional Social Srv Worker	T	T	T	T	T	T	
Program Director 2	M	M	L	L	M	M	
Program Director, Subs Abuse	L	L	M	L	L	L	
Program Operations Manager	L	L	L	L	L	L	
Programmer Analyst 1	M	H	H	M	L	M	
Programmer Analyst 2	M	H	H	M	L	M	
Programmer Analyst 3	M	H	H	H	L	M	
Project Director 2	L	L	L	L	L	L	
Property & Supply Supervisor 1	T	T	T	T	T	T	
Property & Supply Supervisor 2	T	T	T	T	T	T	
Psychologist	H	L	L	H	L	M	
Psychometric Specialist	M	L	L	L	L	L	
Public Relations Info Pgm Mgr	H	H	L	L	L	M	
Public Safety Trn Instruc 1	H	H	L	L	L	M	
Public Safety Trn Instruc 2	H	H	L	L	L	M	
Public Safety Trn Instruc 3	H	H	L	L	L	M	
Public Safety Trn Instruc 4	H	H	L	L	L	M	
Public Safety Trn Mgr 2	H	H	L	L	L	M	
Quality Assessment & Eval Crd	T	T	T	T	T	T	
Records Management Officer	T	T	T	T	T	T	
Recreation Director	T	T	T	T	T	T	
Recreation Supervisor	M	L	L	L	L	L	
Regional Health Svcs Admin	H	L	L	H	L	M	
Residential Placement Spec	H	M	M	L	L	M	
Seamster	T	T	T	T	T	T	
Secretary 1	L	L	M	M	H	M	
Secretary 2	L	L	M	M	H	M	
Secretary 3	L	L	M	M	H	M	
Secretary, Confidential	L	L	M	M	H	M	
Security Personnel	T	T	T	T	T	T	

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Senior Executive	T	T	T	T	T	T	
Sergeant (GDC)	T	T	T	T	T	T	
Social Serv Aide	T	T	T	T	T	T	
Social Serv Coord 2	H	L	M	H	L	M	
Social Serv Coordinator	H	L	M	H	L	M	
Social Serv Provider 2	H	M	M	H	L	H	*
Social Serv Tech 3	H	L	M	H	L	M	
Social Serv Tech Worker	H	L	M	H	L	M	
Special Assist to Commissionr	H	L	M	H	L	M	
Staff Develop/Trng Coord 1	H	L	L	L	H	M	
Staff Develop/Trng Coord 2	H	L	L	L	H	M	
Statewide Transfer/Admis Coord	M	M	M	M	L	M	
Statistical Research Analyst	M	M	M	M	L	M	
Storekeeper	L	L	L	L	L	L	
Support Services Worker	L	L	L	L	L	L	
Teacher	H	H	M	H	L	H	*
Teacher, Special Education	H	H	M	H	L	H	*
Teacher, Vocational	H	M	M	H	L	H	
Teacher, Vocational (DOE)	H	M	M	H	L	H	
Trades Supervisor	M	M	M	M	L	M	
Training Director (DJJ)	M	M	M	M	L	M	
Training Program Mgr (DJJ)	M	M	M	M	L	M	
Transfer Officer	M	L	L	L	L	L	
Transportation Officer (DJJ)	M	L	L	L	L	L	
Transportation Services Worker	M	L	L	L	L	L	
Treatment Team Coord (DJJ)	M	M	L	L	L	L	
Unit Manager	M	L	L	L	L	L	
Vocational Instructor (DJJ)	M	L	M	L	L	L	
Vocational Worker	M	L	M	L	L	L	
Volunteer Resources Coordinatr	M	M	M	M	M	M	

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Job Title	Strategic Outcomes	Cost Outcomes	Outcome Changes	HR Outcomes	Diversity Outcomes	OVERALL	WFP Target?
Youth Dev Campus Director Asst	M	M	M	L	L	M	



APPENDIX B: PURPOSE OF STRATEGIC PLANNING

The purpose of strategic planning is to improve the chances of reaching desirable outcomes through the identification of realistic and relevant future goals and objectives of an organization.

Strategic planning enables an organization to:

- Prepare a framework for the organization's orderly growth and progress;
- Prepare for contingencies that could prevent it from attaining its goals, and
- Develop a strategy for the allocation of resources in a manner that will allow the organization to meet its goals.

Strategic planning is a long-term investment with payoffs that increase over time. Planning that is developed through this process must be accompanied by commitment and action if it is to achieve results. Strategic planning is:

- A defined, long-term, future-oriented process of assessment, goal setting, and strategy building that maps a common sense approach to anticipating a future that is both desirable and achievable.
- A careful consideration of an organization's capabilities and environment that leads to priority-based resource allocation and other decisions.
- A disciplined effort to produce fundamental decisions and actions that guide and shape what an organization is, what it does, and why it does it.
- An essential tool that permits an organization to be adaptable to ever changing, increasingly complex environments.
- A long-range approach that requires regular reviews and updates to check progress and reassess the validity of the plan.
- A participatory process that considers the needs and expectations of customers and stakeholders (including policy-makers) in defining missions, goals, and performance measures.
- A structure for inspired, yet practical decision-making and follow-through.
- The first step in an overall Strategic Management Cycle for the organization.

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Within this process there are three types of planning that will be addressed. These types and their definitions are:

Planning Stage	Planning Function
Long-range strategic planning	<p>Incorporates and develops the vision and mission of an organization.</p> <p>The vision is the agreed-upon set of core values that:</p> <ul style="list-style-type: none"> ▪ Defines what the department wants to become and stay ▪ Is intrinsic to the organization and independent of the current trends in the environment ▪ Is authentic to the purpose of the organization <p>An organizations mission is the confirmation of the organizations purpose that:</p> <ul style="list-style-type: none"> ▪ Describes its fundamental reason for being ▪ Inspires and directs change ▪ Connects and motivates people ▪ Serves as the reference point for the strategic planning process
Operations planning	<p>Define strategic goals that have relevance to the businesses operations. This is done through the identification of short term and long term priorities that support the vision and mission of the department. Characteristics of strategic goals are:</p> <ul style="list-style-type: none"> ▪ Clearly defined (require little of no explanation) ▪ Measurable ▪ Challenging ▪ Elevating
Implementation planning	<p>Implementation planning, or creation of implementation strategies, requires assigning specific objectives or tasks to goals sought to be achieved. These objectives or tasks, defined as projects, will also be clearly defined and measurable.</p>

Planning is an evolutionary process that allows new ideas to be tested within the legitimate constraints faced by the organization. As these ideas are tested and success is measured, the organization refines its plan and looks for other new ideas to continue its growth.

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As an ongoing process strategic planning requires all of those involved to focus on results, not activities; compare actual to intended (and unintended) outcomes; keep the purpose firm and the plan flexible; communicate and celebrate meaningful achievements on a routine basis; demonstrate their commitment to the process and the use of the plan in key management decisions; and test the assumptions underlying the plan and track the trends of the evolving business process.