

# Louisiana

The logo for the State Civil Service (SCS) of Louisiana. It features the letters "SCS" in a large, bold, dark blue font, centered within a light blue rectangular background that has a subtle gradient. The background is framed by a thin black border.

# SCS

# State Civil Service

## HR Curriculum

## Compensation Practices

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## Group Exercise: Mavin's Memo

### MEMORANDUM:

February 15, 2012

To: Mavin Maudwell

From: Agency HR Director

SUBJECT: Today's Assignments

Research the following and respond to each contact: (Refer to Pay Rule Reference Card numbers 1, 3, and 4)

1. Inquiry from Mr. Smyth (Accountant Administrator 2): Mr. Smyth has a vacant Accountant 1 position (AS-612). To qualify for this job, applicants must possess a baccalaureate degree with twenty-four semester hours in accounting. Mr. Smyth's top candidate, Mr. Kent, meets this requirement and also has four years of professional accounting experience in private industry.
  - a. Can Mr. Smyth hire Mr. Kent at a rate higher than the range minimum?
  
  - b. Which State Civil Service rule applies?
  
  - c. At what maximum rate can the agency hire Mr. Kent?
  
2. Sally Jones, from the printing department, is an Administrative Coordinator 3 (AS-609). The printing department administrator, Mr. Thomas, plans to promote Sally to a vacant Administrative Supervisor 2 position (AS-611).
  - a. What is the maximum salary increase percentage Sally may receive?

2%	7%	10.5%	14%
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  - b. With the appointing authority's approval, can Mr. Thomas elect to increase Sally's pay by 9%?



## Group Exercise: Mavin's Memo

### MEMORANDUM:

February 15, 2012

To: Mavin Maudwell

From: Agency HR Director

SUBJECT: More Assignments

1. In accordance with State Civil Service Rules and Regulations, we have recently implemented a 6.16(h) policy. This policy allows our agency to adjust the pay of employees who receive advanced degrees while employed with us. Our policy was effective on December 17, 2011. Susan Baker, an Administrative Program Director 2 was awarded an MBA on December 21, 2011.
  - a. Is Susan eligible for a pay adjustment via our 6.16(h) policy?
  - b. Susan's co-worker, George, an Administrative Manager 3, received his MBA December 21, 2010. Is he eligible for a pay adjustment at this time?
  - c. Had Susan obtained a Master's degree in Social Work, would she have been eligible for a pay adjustment?
2. Kim Little, from the procurement department, has been detailed to a higher-level position for the past four months. Kim's salary in the detailed position is \$1075 bi-weekly. The procurement director, Pete Henry, has obtained permission to promote Kim permanently into this position. Upon calculating Kim's promotional pay, I noticed that Kim's new salary would be \$1,000 bi-weekly. The difference in pay is due to a change in pay level brought about by a recent job study.
  - a. Are we allowed to pay Kim at the \$1,000 promotional pay rate?
  - b. What is the lowest rate that we can pay Kim?
  - c. Which State Civil Service Rule applies?



## Are the following pay-related statements true?

- \_\_\_\_\_ 1. Agencies must document and report results of their recruiting efforts as part of their request for SER approval.
- \_\_\_\_\_ 2. An On-Call policy provides for an hourly rate or compensatory time off to employees for being available for call back to the job beyond regularly scheduled work hours.
- \_\_\_\_\_ 3. A Shift-Differential policy provides agencies with the ability to recruit job applicants and retain current employees by providing higher pay for non-standard work hours.
- \_\_\_\_\_ 4. Special pay rates (Premium Pay) allows agencies to grant higher pay to compensate employees for hazardous duty, difficult work environment/location, and extraordinary duties.
- \_\_\_\_\_ 5. SCS must approve all proposed special pay rates.
- \_\_\_\_\_ 6. Special pay is considered part of base salary and is considered in retirement calculations.
- \_\_\_\_\_ 7. Agencies may limit SER utilization to specific positions, offices, and/or geographic areas.
- \_\_\_\_\_ 8. SCS has established flexible SER limits for all pay schedules.
- \_\_\_\_\_ 9. A Perquisites policy allows agencies to provide cash allowances in lieu of physical assets (housing, uniforms, etc.)
- \_\_\_\_\_ 10. An agency does not need to seek SCS approval when providing the physical assets rather than the cash allowance.
- \_\_\_\_\_ 11. SCS has established a pre-authorized pay/hour limit for shift differential rates. Anything above this limit must be approved by the SCS Commission.

**OPERATIONAL PAY RULES TIP PAGE**

CS RULE	PURPOSE	PROVISIONS AND REQUIREMENTS
6.4(b)	Rates of Pay in the Pay Plan	<ul style="list-style-type: none"> <li>Employees shall be paid at a rate within the range for the grade to which his position is allocated.</li> </ul>
6.5(a)	Hiring Rate – Probational, Job or Provisional Appointments	<ul style="list-style-type: none"> <li>Pay for a probational appointee, job appointee, or a provisional appointee shall not be reduced when the employee has served longer than 6 months and is earning more than the minimum for the job. Applies when the employee is probationally appointed to a position in the same job, or a different job with the same maximum rate of pay, in the same department without a break in service.</li> </ul>
6.5(e)	Hiring Rate – Return from Military Duty	<ul style="list-style-type: none"> <li>Pay shall be fixed at the rate earned prior to leaving the classified service. If the job or equivalent job had been upgraded or any pay adjustments granted, he shall be granted a pay rate reflecting the impact of these adjustments, as though he had been in that job at the time of the adjustments.</li> </ul>
6.5(f)	Hiring Rate – Federal Law	<ul style="list-style-type: none"> <li>Must pay at least the minimum wage set by the federal government. The state minimum wage for Louisiana is \$7.25 per hour as of July 24, 2009.</li> </ul>
6.5.1	Pay Upon Appointment from a DPRL	<ul style="list-style-type: none"> <li>Must hire at same rate of pay earned at time of displacement employee was eligible for a merit while out.</li> </ul>
6.7	<p>Promotion Pay and Reallocations</p> <p>Provides agencies the ability to customize pay increases for multi-grade promotions and job reallocations</p>	<ul style="list-style-type: none"> <li>Best practice is to have a written policy to ensure uniformity</li> <li>Limits for promotions and reallocations: <ul style="list-style-type: none"> <li>One grade = 7%</li> <li>Two grades = 7% to 10.5%</li> <li>Three or more grades = 7% to 14%</li> </ul> </li> <li>When moving from one schedule to another, the pay increase is based upon the percent difference in base maximums (old job vs. new job) <ul style="list-style-type: none"> <li>Up to 14% difference = 7%</li> <li>Greater than 14%, but less than 21% difference = 7% to 10.5%</li> <li>Greater than 21% difference = 7% to 14%</li> </ul> </li> </ul>
6.8.1	<p>Pay Upon Job Correction or Grade Assignment</p> <p>Provides guidelines for pay increases in the case of market grade adjustments, job corrections, and pay grade changes</p>	<ul style="list-style-type: none"> <li>Only employees below the new pay grade minimum will receive a pay increase. Their salaries must be raised to the new range minimum.</li> </ul>



6.9	Pay Upon Transfer or Reassignment	<ul style="list-style-type: none"> <li>• Same Grade and Title = Same Pay</li> <li>• Higher Job = Promotion</li> <li>• Lower Job = Demotion</li> <li>• Lateral = Same Pay</li> <li>• Base supplement to No Base Supplement = Lose the Base Supplement</li> </ul>
6.11	Rate of Pay on Detail to Special Duty	<ul style="list-style-type: none"> <li>• Lower or Equivalent Job = Same Pay</li> <li>• Higher Job = Promotion</li> <li>• Employee remains eligible for all increases in both the regular and the detail jobs</li> <li>• Detail ends = Revert to regular rate of pay</li> <li>• Detail ends and promoted into detail job = Pay cannot be less than the detail rate of pay.</li> </ul>
6.12	Compensation for Part-Time Services	<ul style="list-style-type: none"> <li>• Pay at an hourly rate for time worked only.</li> <li>• Rate of pay is determined in accordance with other rules.</li> </ul>
6.14	Performance Adjustments	<ul style="list-style-type: none"> <li>• An employee who is in active status as of June 30 of the performance evaluation year and has a performance rating of "Successful" or its equivalent may be granted a performance adjustment, provided that the appointing authority has determined his performance merits such an adjustment.</li> <li>• The amount of each performance adjustment shall be 4 percent of the employee's individual pay rate, provided that the increase does not raise the employee's salary above the range maximum.</li> </ul>
6.15	Red Circle Rates	<ul style="list-style-type: none"> <li>• Protects employees affected by downward job corrections, reallocations, structure adjustments, market grade adjustments, demotions due to non-budgetary layoffs, or when moving from the unclassified to the classified service in an acquisition as defined by Rule 24.2.</li> <li>• Employees are paid above max until the range catches up.</li> <li>• The red circle rate is removed if the employee is separated or demoted.</li> <li>• A red-circled employee is not eligible for most increases.</li> </ul>
6.30	Movement to the maximum	<ul style="list-style-type: none"> <li>• If a pay action brings an employee to within \$20 per month of the range maximum, the appointing authority may adjust the employee's pay to the range maximum on the same day.</li> </ul>

**OPTIONAL PAY RULES TIPS PAGE**

CS RULE	PURPOSE	PROVISIONS AND REQUIREMENTS	KEY POINTS
6.5(b)	<p>Hiring Rate – Special Entrance Rate</p> <p>To improve recruiting and retention in problem jobs by allowing agencies to raise entry pay and, if appropriate, to concurrently raise pay of existing employees in those problem jobs.</p>	<ul style="list-style-type: none"> <li>• Develop a written policy; send to SCS at least two weeks prior to the effective date.</li> <li>• Policies below pre-approved limits do not require SCS Commission approval.</li> <li>• Agencies must document and report results of their turnover and recruiting efforts on the SER Questionnaire and submit with the proposed policy.</li> <li>• When implementing an SER for a job series, identify the rational business reason.</li> </ul>	<ul style="list-style-type: none"> <li>• SCS has proactively established SERs for all pay schedules:  AS, TS, SS, PS = 1<sup>st</sup> Quartile WS = Midpoint MS = 3<sup>rd</sup> Quartile</li> <li>• Agencies may limit SER utilization to specific positions, offices, and/or geographic areas that experience recruiting and retention issues.</li> </ul>
6.5(c)	<p>Hiring Rate – Reentering the Classified Service</p>	<ul style="list-style-type: none"> <li>• The pay of an employee reentering the classified service may be fixed at any rate in the range that does not exceed the highest salary he previously earned while serving with permanent status in a classified position.</li> </ul>	<ul style="list-style-type: none"> <li>• The appointing authority may at any time grant any increase for which an employee having reentered the classified service possesses eligibility under this subsection.</li> <li>• This Rule shall not apply to a former employee who was dismissed or resigned to avoid dismissal.</li> </ul>
6.5(d)	<p>Hiring Rate – Restricted Appointments</p>	<ul style="list-style-type: none"> <li>• May set the pay of the employee at any rate in the range.</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted appointments are to be used for a maximum of six months, pending filling the position in a regular manner.</li> </ul>

<p>6.5(g)</p>	<p>Hiring Rate – Extraordinary Qualifications</p> <p>Used to recruit job applicants who possess qualifications above the minimum requirements</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy; send to SCS.</li> <li>• The employee may be paid upon hiring or at any time within one year of the hire date. If paid after the hiring date, the pay change must be prospective.</li> <li>• If an employee with permanent status resigns and is then rehired into either the same position or into the same job title or a lower level job in his career progression group at the same agency, the employee shall not be eligible for an increase under this rule unless there has been a break in state service of at least 60 days.</li> <li>• May be paid at a rate up to the 3rd quartile.</li> <li>• Qualifications above the minimum requirements must be verified and job related.</li> </ul>	<ul style="list-style-type: none"> <li>• Qualifications that include specific, relevant years of experience, defined formal education levels, and/or recognized credentials are easiest to verify and defend.</li> <li>• Current employees in same position do not automatically receive a corresponding pay increase.</li> <li>• Pay for current employees with the same above minimum qualifications can be adjusted.</li> <li>• Consider the impact on current employees in same job series prior to offering a 6.5(g) rate to a candidate.</li> <li>• Must have a hiring event to adjust on-board employees.</li> </ul>
<p>6.5(h)</p>	<p>Hiring Rate – Reentering the Classified Service Without a Break in Service</p>	<ul style="list-style-type: none"> <li>• When an appointing authority requires an employee to resign a permanent position in order to accept a probational appointment that would have been considered a promotion, the appointing authority may grant the promotional increase under this rule.</li> </ul>	<ul style="list-style-type: none"> <li>• If the promotional increase is not granted on the effective date of the promotion, the employee retains eligibility for the promotional increase for a period not to exceed 1 year.</li> <li>• This rule shall not apply to an employee who was dismissed or resigned to avoid dismissal.</li> </ul>
<p>6.28(c)</p>	<p>Shift Differential</p> <p>To recruit job applicants and retain current employees by providing higher pay for non-standard work hours</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy; send to SCS.</li> <li>• Anything above pre-authorized limits as established by SCS must be approved by the SCS Commission.</li> <li>• Current limits are a percentage of the first-line supervisor's midpoint:</li> </ul> <p>All schedules: 15% evening, 20% night, 20% weekend</p> <p>Registered Nurses: 20% evening, 30% night, 30% weekend</p>	<ul style="list-style-type: none"> <li>• Consider competitive practices prior to policy development and implementation.</li> </ul>

6.28(b)	<p>On-Call Pay</p> <p>To recruit job applicants and retain current employees by providing hourly pay or compensatory time off for being on-call beyond regularly scheduled work hours.</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy; send to SCS.</li> <li>• Current limits are \$2.25 or ¼ hour comp time for each on-call hour.</li> <li>• Rates above the pre-authorized limits must be approved by SCS Commission.</li> </ul>	<ul style="list-style-type: none"> <li>• On-call means available for call back to the job beyond regularly scheduled work hours; once the employee is called back, he must be put on work status.</li> </ul>
6.10(d)	<p>Voluntary Demotions</p> <p>Promote retention of employees that voluntarily demote by modifying or waiving standard reductions in pay related to demotion.</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy; send copy to SCS.</li> <li>• Agency must certify to SCS that they will not engage in fraudulent promotion-then-demotion maneuvers as a method of granting pay increases.</li> </ul>	<ul style="list-style-type: none"> <li>• A clear policy of appropriate applications is important to the effective and consistent use of this flexibility tool.</li> </ul>
6.31	<p>Pay for Employees Appointed at Range Minimum</p> <p>Promotes recruitment and retention by providing a 2% base pay increase to employees who are hired at the minimum of the pay range.</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy; send copy to SCS.</li> <li>• Applies to probational, job, and promotional appointments</li> <li>• Employee must serve at least six months in the appointment before becoming eligible for the increase.</li> <li>• Payment may only be granted within the first twelve months of the effective date of the appointment.</li> <li>• The employee must be in the same appointment on the date the payment is granted.</li> <li>• All payments shall be made prospectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees appointed under State Civil Service Rule 6.5(b), Special Entrance Rates, are not eligible for payment under this rule.</li> <li>• Based on rational business reasons, agencies may choose to limit the use of this rule to individual types of appointments mentioned above, job titles or work locations. The rational business reason must be stated in the agency's policy.</li> </ul>

**OPTIONAL PAY RULES TIPS PAGE - "REQUIRES COMMISSION APPROVED POLICY"**

CS RULE	PURPOSE	IMPLEMENTATION REQUIREMENTS	KEY ISSUES
6.16.1	<p>Rewards and Recognition</p> <p>Recruiting and retention aid that allows state agencies to provide monetary or non-monetary rewards for specific, work-related achievement</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy</li> <li>• Developed policy must be submitted to SCS for Commission approval prior to agency adoption and implementation.</li> <li>• Specific work-related achievements must be described as defined individual or group accomplishments.</li> <li>• Value of rewards may not exceed 10% of base pay per fiscal year (July 1 – June 30).</li> <li>• Agency required to submit annual utilization report.</li> </ul>	<ul style="list-style-type: none"> <li>• Agency policies should be straightforward and simple to ensure effective, consistent implementation.</li> <li>• Defined achievements are to be measurable.</li> <li>• Value of reward should correspond with the value of the achievement.</li> <li>• Not intended as a rule to give most of the agency a pay increase.</li> </ul>
6.16.2	<p>Optional Pay</p> <p>Address a broad range of recruiting and retention challenges by allowing agencies to grant temporary or permanent increases to an employee's base salary.</p>	<ul style="list-style-type: none"> <li>• Agencies are required to develop, adopt and post a written policy</li> <li>• Provisions of optional pay adjustments include:                             <ul style="list-style-type: none"> <li>○ Retention of critical employee</li> <li>○ Adjust pay differentials between comparable employees</li> <li>○ Performance of additional duties</li> <li>○ Recruiting difficult-to-fill positions</li> </ul> </li> <li>• For all situations except additional duties, payments up to 10% may be made.</li> <li>• Additional duties may be compensated as follows:                             <ul style="list-style-type: none"> <li>○ Under the authority of your written policy, you may pay up to 7%</li> <li>○ Any requests for payments over 7%, up to 10%, must be approved by the SCS Commission</li> <li>○ All payments must be reported to the Compensation Division annually, by July 31<sup>st</sup>.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implementation consistency will be a challenge.</li> <li>• Carefully consider future effects of granting optional pay adjustments.</li> <li>• Widespread and heavy use of this pay flexibility tool within an agency is ill advised under most circumstances. Best applied to target specific problems.</li> </ul>
6.16(h)	<p>Attainment of Advanced Degree</p> <p>Allows for a base pay increase of up to 10% for a permanent employee who attains a job related Master's Degree, Ph. D. or equivalent</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy.</li> <li>• Developed policy must be submitted to SCS for Commission approval prior to agency adoption and implementation.</li> <li>• Specify applicable job-related degrees.</li> <li>• Value of rewards may not exceed 10% of base pay per fiscal year (July 1-June 30).</li> <li>• Agency required to submit annual utilization report.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee must submit proof of degree</li> <li>• An employee who obtains a degree before policy's effective date may receive an adjustment effective the date of the policy; employee must not have been previously rewarded under another rule</li> </ul>

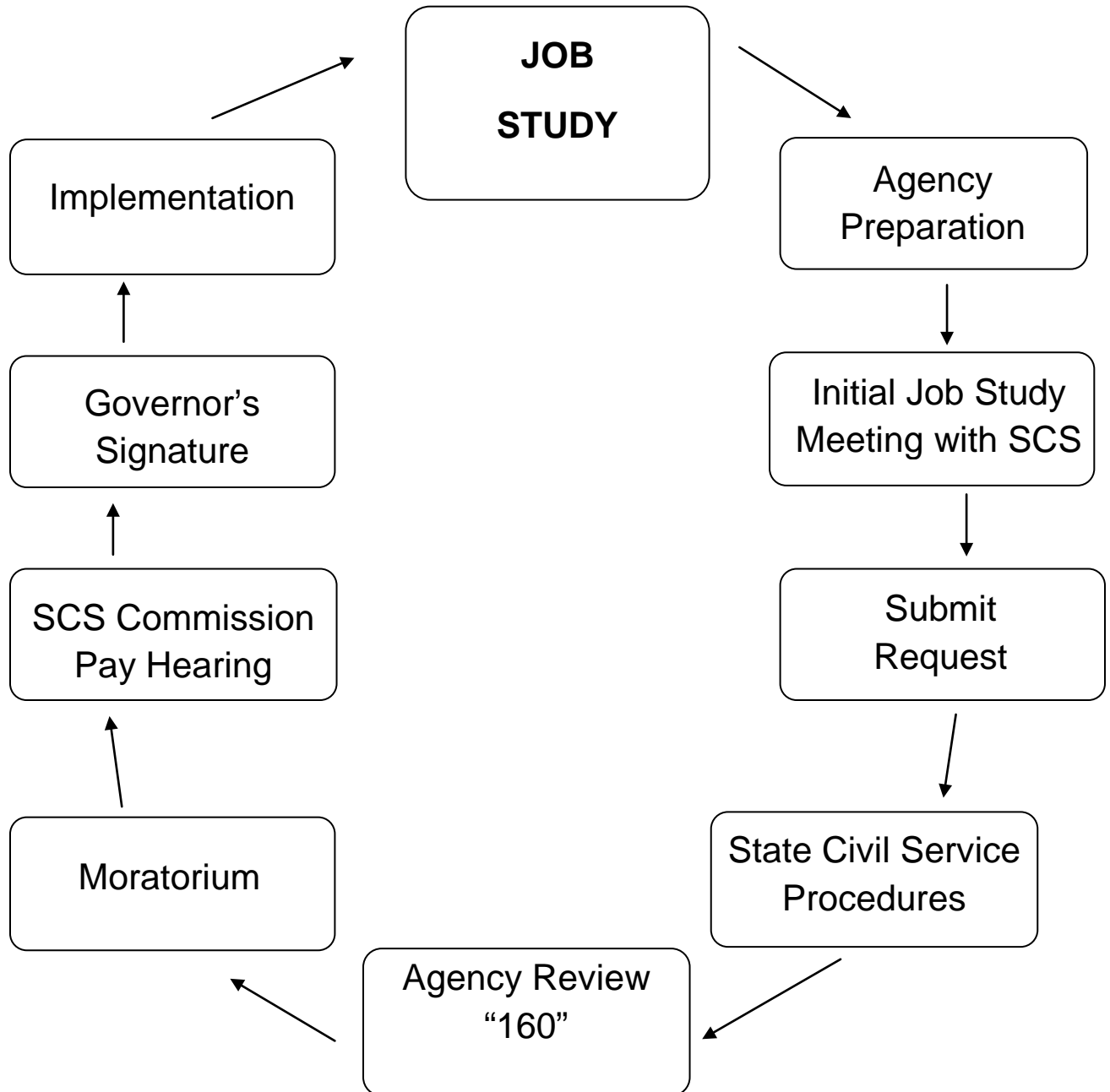
<p>6.16(a)</p>	<p>Special Pay Rates – Premium Pay</p> <p>Improves recruiting and retention by allowing agencies to grant higher pay to compensate for hazardous duty, difficult work environment/ location, and extraordinary duties; or to address market equalization issues</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy.</li> <li>• Developed policy must be submitted to SCS for Commission approval prior to agency adoption and implementation.</li> <li>• Agencies must submit a letter to SCS explaining the need and justifying the amount of special pay requested.</li> <li>• Special pay is lost if an employee leaves the covered position or stops performing the relevant hazardous/extraordinary duties.</li> </ul>	<ul style="list-style-type: none"> <li>• SCS may proactively establish special pay rates in recognized problem areas.</li> <li>• Special pay is usually attached to hours worked, but can be requested in the form of a monthly amount; this must be specified in your request.</li> <li>• Special pay is not considered part of base and not considered in retirement calculations.</li> </ul>
<p>6.3.1</p>	<p>Other Compensation – Perquisites</p> <p>Supports recruiting and retention by allowing agencies to provide cash allowances in lieu of physical assets such as housing, uniforms, cell phones, etc.</p>	<ul style="list-style-type: none"> <li>• Develop, adopt, and post a written policy.</li> <li>• Developed policy must be submitted to SCS for Commission approval prior to agency adoption and implementation.</li> <li>• Agencies must request cash allowances or any other revisions by letter; describing purpose and amount.</li> <li>• Cash allowances for food are not allowed except in extraordinary situations.</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies need not seek SCS approval when providing the physical assets rather than a cash allowance.</li> </ul>

**OPTIONAL PAY RULES TIPS PAGE**

**“REQUIRES INDIVIDUAL REQUEST AND COMMISSION APPROVAL”**

CS RULE	PURPOSE	IMPLEMENTATION REQUIREMENTS	KEY ISSUES
6.16(c)	<p>Individual Pay Adjustment</p> <p>Addresses situations that cannot be addressed fully under State Civil Service Rules 6.16.1 and 6.16.2.</p> <p>Addresses problems created by the mechanics of the pay plan, hiring/recruiting problems, or to provide for the retention of a critical employee that cannot be addressed under other pay rules.</p>	<ul style="list-style-type: none"> <li>• See General Circular 1461 for requirements</li> <li>• SCS Commission must approve all proposed individual pay rate adjustments prior to granting to the employee.</li> <li>• Requested rates cannot be above the maximum of the range.</li> </ul>	<ul style="list-style-type: none"> <li>• Agency should utilize this rule as a last resort.</li> </ul>
6.16(f)	<p>Base Supplement</p> <p>Improves retention and recruiting by allowing agencies to extend pay range maximums in response to market conditions.</p>	<ul style="list-style-type: none"> <li>• SCS Commission and Governor must approve all proposed base supplements prior to implementation.</li> <li>• Agencies requesting base supplements must support request with documentation showing extensive recruiting/retention issues; similar to that required for market grade adjustments.</li> <li>• Approval of a base supplement does not immediately and directly impact employee salaries. Employees at former range maximum become eligible for performance adjustments and other allowed pay rule increases.</li> </ul>	<ul style="list-style-type: none"> <li>• Base Supplement pay is lost when an employee moves to a position without base supplement authorization.</li> <li>• This is a last resort effort that should not be requested until other flexibility tools have been unsuccessfully tried.</li> <li>• Unintended consequence: promotions to job without base supplement, from jobs with base supplement could reduce employee pay.</li> </ul>

## Job Study Processes







# JOB STUDY REQUEST FORM

## JOB STUDY PROPOSAL FORM & INSTRUCTIONS

03/2011

**TO:** Shannon S. Templet, *Director of State Civil Service*

**AGENCY(S) REQUESTING THE STUDY:**

*Job and pay requests must be requested by an agency appointing authority. Requests cannot be directly received from an employee or employee association as ultimately the affected agencies must have funding to implement the study. In many cases, results will impact several agencies. Usually, one or more of the primary users of the job classification(s) will request the study and state that funding is available or is being actively sought.*

**FUNDING IS AVAILABLE TO IMPLEMENT THIS REQUEST (Y/N):**

*Usually agencies do not submit a request unless funding is available. If No is marked, please explain and include a statement that you wish us to proceed in the absence of funding and why. Please complete the attached DOA/State Budget Office Funding Certification Form.*

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**AGENCY APPOINTING AUTHORITY SIGNATURE** **DATE**

/

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**AGENCY UNDERSECRETARY OR BUSINESS MANAGER'S SIGNATURE/ DATE**

**SUMMARY OF YOUR PROPOSAL:**

*This section provides a summary of the new or existing job titles encompassed by your request. Additional information may be provided as an attachment or by letter. Any new or edited job specifications, including specific changes to minimum qualification requirements, may be provided separately. If possible, please provide proposed job specifications or edits via disk or e-mail in Arial, eleven point using Microsoft Word.*

<b>Current Job Title</b>	<b>Job Code</b>	<b>Current Pay Level</b>	<b>Proposed Job Title</b>	<b>Requested Pay level</b>	<b>Nature of Your Request (e.g. new job, pay increases, factors, job spec changes, minimum qualifications or multiple changes)</b>

**JUSTIFICATION FOR THE REQUEST:**

*This section should explain the reasons supporting your request.*

**DRAMATIC CHANGES TO THE WORK/ADDITIONAL DUTIES/ORGANIZATIONAL CHANGES**

*Typical examples are: merging of multiple series into one for the purposes of cross-training; flattening of the organizational structure; state or federal licensure requirements; or many years of gradual addition of tasks, skills and increased responsibility. See below sections.*

**MINIMUM QUALIFICATIONS:**

*If you are requesting changes to the minimum qualifications as part of a request which also involves other changes, please provide reasons for requesting the change such as the need to expand or restrict the applicant pool and why such a change is desirable. If your request is ONLY to change the minimum qualifications and does not involve title, factor, pay or verbiage changes to other job specification elements, this form is not required. Please direct Minimum Qualification Changes Only to our Staffing Division.*

In most cases, you will enter a job title under “current” OR “requested”. However, if a change to the job title itself is being requested, please include a job title in BOTH columns. Simply enter a Y or N in the column on the right to indicate if a change to the minimum qualifications is being requested. Please do this for each job title in the entire job study.

Current Job Title	Requested Job Title	Request for MQ change? (Y/N)

**Feel free to add/delete rows to accommodate your needs on this form.**

Reason(s) for requested change to minimum qualifications:

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**EXISTING USE OF PAY MECHANISMS TO ADDRESS RECRUITMENT OR RETENTION PROBLEMS**

DSCS approval of special entrance rates, flexible maximum hire rates, premium pay, special pay or your use of optional pay are often signs of an underlying base pay problem. Please list pay mechanisms which have been used, if any, to address the compensation problem you are trying to solve:

**TURNOVER STATISTICS:**

*Note: DSCS's MIS section provides statewide turnover statistics to our staff indicating the percentage of employees who have left the state service. Reported turnover should indicate the percentage of employees who have left your department rather than movement among Offices or Divisions. This is necessary in order for our staff to be able to compare turnover on a statewide basis versus problems among individual departments. You may also wish to provide your internal turnover but please indicate this when reporting.*

<b>Job Title</b>	<b># of Incumbents</b>	<b>% Turnover Current Fiscal Year</b>	<b>% Turnover Previous Fiscal Year</b>

**AVAILABILITY OF JOB APPLICANTS/SELECTION/RECRUITMENT PROBLEMS:**

*This section is used to document hiring and retention problems as well as any specific extra efforts you have made to attract candidates or reduce turnover. If you have advertised in newspapers or trade magazines, participated in job fairs, requested selective certification or special entrance rates, these efforts will assist you in presenting your case that job specification, minimum qualification and/or pay changes are necessary. You may wish to state that you have an acceptable quantity of applicants but the quality of applicants should be improved.*

**INTERNAL EQUITY/COMPARABLE JOB SERIES (INTERNAL OR EXTERNAL OR BOTH):**

*If applicable, please list other job series whose factors/pay supports your request.*

*Generally we choose jobs in the same occupational group or with similar minimum qualifications and/or job series subordinate or superior to the job(s) under study.*

**SALARY SURVEY DATA:**

*If available, please attach survey data to this form. You may wish to contact our staff before conducting a custom survey. We often have survey data available or may be able to provide technical assistance concerning critical information to collect and methods to ensure appropriate job matches.*

**CS/DOA STATE OFFICE OF PLANNING AND BUDGET (OPB) JOB STUDY FUNDING  
CERTIFICATION FORM INSTRUCTIONS Revised 2/15/2011**

*Fill out Agency/Department information as well as the jobs encompassed by the job study.*

Initial Implementation Year Costs: These are costs associated with moving employees to a higher pay range minimum. Only employees who are below the minimum of the new pay range will receive a pay adjustment to the new minimum rate of the pay range. You will answer related questions based on the cost to implement the study during the fiscal year in which the study is projected to be effective. The estimated implementation (effective) date will be the proposed Civil Service Commission Pay Hearing date which is usually in April and October every year.

Total positions (including Other Compensation and Other Charges positions) in agency/department: This refers to the agency's Table of Organization and Non-Table of Organization Full Time Equivalents. New positions that are created as a result of the job study are also a part of the agency's Total Authorized Positions.

Number of authorized positions encompassed by the study whether costs are incurred or not: This refers to all of the job titles that are related to the job study.

Number of authorized positions/employees receiving a pay increase due to being moved to a new pay range with a higher minimum rate of pay: This refers to the number of employees who will receive a pay increase due to current pay range being lower than the minimum of the new pay range.

***NOTE: The only mandatory job study cost intended to be reported via this form is the immediate pay increases necessary to raise the pay of employees below their new minimum. Rule 6.8.1 no longer requires a minimum 7% increase in pay for affected employees. The cost of creating and/or filling positions and promotions should be a part of the annual budget process rather than this job study implementation cost form.***

Estimated cost, per pay period for current incumbents receiving a pay increase NOT including the cost of related benefits: Pay period refers to your agency's payroll (bi-weekly, monthly, etc.)

Estimated costs per pay period for current incumbents receiving a pay increase, PLUS the cost of related benefits: The cost of related benefits information is sent to each agency by the Office of Planning and Budget every year.

Estimated current year incremental cost (including related benefits) by means of financing (State General Fund, Interagency Transfers, Fees & Self-generated Revenues, Statutory Deductions, and/or Federal Funds): If your budget is from more than one source, prorate the amount by each category. (Example: If your current year cost is \$6000 and 60% of your budget is from Fees & Self-generated Revenues and the other 40% is from Interagency Transfers, then you would write \$3600 Fees & Self-generated Revenues and \$2400 Interagency Transfers.

Are funds available in current fiscal year? If yes, how are funds available (identify budget categories, additional revenue, etc. and explain)? Please explain if funds are available and how those funds are available.

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***Second Fiscal Yr After Implementation FY: July 1, \_\_\_\_\_ to June 30, \_\_\_\_\_***

Estimated annual incremental cost (including related benefits) by means of financing for this proposal? Estimate costs for second fiscal year by financing category.

How will funding be available to support paying the cost of this proposal in the next fiscal year? Please explain how funds will be available during the second fiscal year.

If the answer above is "funding will be requested to be included in the appropriation act"; if such funding is not forthcoming, will you be able to implement the proposal within your budget allocation? If so, how? Please explain in detail.

Hold **CTRL** and click your left mouse button on the link below to download the CS/DOA OPB Job Study Funding Certification Form.

**[CS/DOA STATE OFFICE OF PLANNING AND BUDGET \(OPB\) JOB STUDY  
FUNDING CERTIFICATION FORM](#)**

## IMPLEMENTATION CHART AND INSTRUCTIONS

### Business Development Officer Series

Effective 01/15/9999

Connie Compensation, 225-555-5555

**NOTE:** Changes must be implemented for all vacant as well as all filled positions. This is an excellent time to abolish vacant positions that are no longer needed in your agency.

Please do not assume automatic walkover without regard for current duty assignments. Positions must always be allocated to the appropriate level as defined on the job specification as well as any related allocation criteria.

Old Job Code	Old Job Title & Old Pay Level	New Job Code	New Job Title & New Pay Level	SF3 Req	Action / Allocation By
		170580	Business Development Officer 1 (AS-614)	Yes	*3 Agency
160140	Economic Development Specialist (AS-616)	170590	Business Development Officer 2 (AS-616)  <i>cap of career progression group</i>	Yes	*2 Agency
155170	Economic Development Loan Officer (AS-616)				
160830	Economic Dev. Small Bus. Advisor (AS-616)				
		170600	Business Development Officer 3 (AS-618)	Yes	*3 SCS
160160	Economic Development Manager (AS-621)	160160	Business Development Manager (AS-621)	Yes	* 1 SCS

\* 1 Job title and job specification changes have been made to these jobs. Submission of SF-3s for positions in these job titles is necessary. In addition, updates need to be made to the ISIS-HR and/or payroll systems by the agency to reflect the title changes.

\* 2 Job title, job specification and pay level changes have been made to these jobs. Submission of SF3-s for positions in these job titles is necessary. In addition, updates need to be made to the ISIS-HR and/or payroll systems by the agency to reflect the title and pay level changes

\* 3 These job titles represent the creation of new levels in the job series. Therefore, submission of SF-3s is necessary for the establishment of new positions and the job correction of existing positions to these job titles.



## Internet Resources

### **General**

Chapter 6 of the Civil Service Rules

<http://www.civilservice.louisiana.gov/CSRules/Chapter6.aspx>

Chapter 6 of the HR Handbook

<http://www.civilservice.louisiana.gov/HRInfo/HRHandbook/CSRuleReferences/Chapter6.aspx>

State Civil Service General Circulars

<http://www.civilservice.louisiana.gov/Publications/GeneralCirculars.aspx>

State Civil Service Transmittals

<http://www.civilservice.louisiana.gov/Publications/Transmittals.aspx>

Formulas for Calculating Pay

<http://www.civilservice.louisiana.gov/files/divisions/compensation/Formulas%20for%20Calculating%20Pay.pdf>

### **Pay Plan**

State Civil Service Pay Plan

<http://www.civilservice.louisiana.gov/files/divisions/Compensation/PayPlanPublic2.xlsx>

Civil Service Pay Grids

<http://www.civilservice.louisiana.gov/divisions/compensation/PayResources.aspx>

### **Flexible Pay Mechanisms**

HR Toolbox – Flexible Pay Tools and Policy Requirements

*(quick desk reference for all pay mechanisms)*

<http://www.civilservice.louisiana.gov/files/divisions/Compensation/Flex%20Tools%20and%20Policy%20Requirements.xlsx>

Sample Pay Policies

<http://www.civilservice.louisiana.gov/HRInfo/HRHandbook/CSRuleReferences/Chapter6RelatedLinks.aspx>

Approved Flexible Special Entrance Rates

<http://www.civilservice.louisiana.gov/Divisions/Compensation/PayResources.aspx>

SER Questionnaire

<http://www.civilservice.louisiana.gov/files/forms/SER%20Questionnaire.docx>

Optional Pay Questionnaire

*(required for requests to the Commission; recommended for agency adjustments under delegated authority)*

<http://www.civilservice.louisiana.gov/files/HRHandbook/GuidelinesForOptPayAdj.pdf>

Annual Reports Form (for pay mechanism usage)

<http://www.civilservice.louisiana.gov/files/forms/AnnualReportForm.xls>

### **Job Studies**

Job Study Process Request Form

<http://www.civilservice.louisiana.gov/files/forms/jobstudyrequest.docx>

Job Study Agency 160 Review Memos

<http://www.civilservice.louisiana.gov/HRInfo/Divisions/Compensation/Default.aspx>

Job Study Implementation Charts

<http://www.civilservice.louisiana.gov/HRInfo/Divisions/Compensation/Default.aspx>

## Notes

## Notes