



2015 Annual Uniform Pay Plan Review

Department of State Civil Service

Byron P. Decoteau Jr., Interim Director
State Civil Service



Louisiana
SCS
State Civil Service

Chris Deer, CCP, HR Division Administrator
State Civil Service Compensation Division

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INTRODUCTION



The pay rates for the State's classified workforce will be established in accordance with a system that generally considers such factors as availability of applicants, the quality of the applicant pool, turnover rates, federal law, market competition, pay practices of market competitors, the evaluation system ranking, employee performance and level of funding available. The State will not be a market leader, but, for the most part, will follow the market as the value of jobs change.”

- C.S. Rule 6.1

Article X of the Louisiana State Constitution requires the State Civil Service Commission to establish and maintain a uniform pay plan to ensure that classified state employees are compensated appropriately and in accordance with state and federal law. The Commission has strived to set compensation levels that enable state agencies to recruit and retain quality employees that are needed to deliver effective services to our citizens, while adhering to a fiscally conservative philosophy.

The Commission has documented its compensation philosophy in Civil Service Rule 6.1. Through the adoption of Civil Service Rule 6.2,

the Commission has appointed the Director of State Civil Service to analyze the effectiveness of the classified compensation plan at least annually, and to recommend appropriate changes based upon the results. After considering such recommendations at a public hearing, the Commission may adopt changes to the pay plan. However, these changes become effective only after approval by the Governor.

This report presents the results of the compensation analysis on behalf of the Director of State Civil Service for the members of the State Civil Service Commission.

DEFINITIONS

Benchmark Job

A job commonly found throughout all industries that is used as a reference point to make pay comparisons between employers.

Lag

The amount in which a job's pay range midpoint falls behind its comparable in the public and/or private sector. May also refer to a compensation strategy to "lag" the market.

Market

The relevant labor market from which an organization draws or loses employees.

Market Rate

The prevailing rate of compensation employers are paying for a job. For the purposes of this report, it is an average of the actual median salaries for a group of similar benchmark jobs.

Market Ratio

An index that is used to determine the lag of SCS benchmark jobs against the market rate. It is calculated by dividing the SCS pay range midpoint by the market rate. This figure is subtracted from 100% to determine the SCS lag.

Median Salary

The middle value in a set of data responses that are ranked from lowest to highest and representative of actual salaries.

Midpoint

The middle value in a defined pay range. It is commonly used to adjust an organization's competitive position against the market rate for a given job.

Pay Range

A salary range that an organization is willing to pay for a given job. A pay range consists of a minimum and maximum salary.

Private Sector

Organizations with a "for profit" status that participated in the salary surveys in the southern region consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

Public Sector

State, federal, local government, or not-for-profit organizations that participated in the salary surveys in the southern region consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.



EXECUTIVE SUMMARY

The Director, after consultation with appointing authorities and the state fiscal officer and after conducting such research as he may deem appropriate, shall cause to be prepared for submission to the Commission, a uniform pay plan, or amendments thereto, for the classified service.”

- C. S. Rule 6.2(a)

The Department of State Civil Service (SCS) is required by Civil Service Rule 6.2 to conduct an annual review of the compensation plan for classified state employees, and make recommendations to the State Civil Service Commission based upon the results. The purpose of this review is to provide an analysis of the health of the SCS pay schedules as compared to the market in order to remain competitive in recruiting and retaining qualified personnel. The analysis does not include data on unclassified employees.

Civil Service Rule 6.1 states the SCS compensation philosophy as, “The state will not be a market leader, but, for the most part, will follow the market as the value of jobs change.” This is accomplished by comparing SCS pay range midpoints with median salaries for similar jobs within a relevant geographic area. The midpoint of a pay range typically represents an

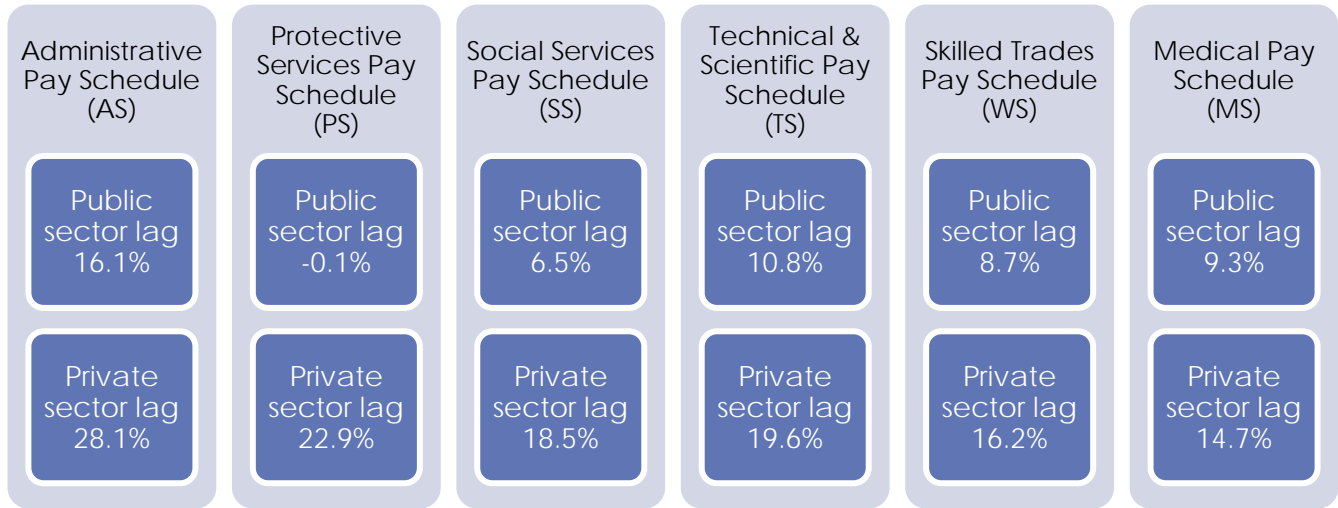
organization’s competitive market position for the jobs assigned to that pay range. It is the level at which an organization chooses to set its pay against the external market and established as a strategy against an organization’s competitors in recruiting and retaining personnel (WorldatWork, 2009).

This report provides an analysis of SCS pay schedule midpoints as compared to public and private sector median market rates for specific benchmark jobs. The analysis will assist in determining the competitiveness of pay ranges for classified jobs against the going market rates. Over 400 benchmark jobs are included in this analysis.

This report also shows how the actual median salaries of classified employees compare to those of actual median salaries for employees in the public and private sectors for benchmarked jobs.

SCS CLASSIFIED PAY SCHEDULES LAG THE MARKET

The data indicates that, on average, SCS pay schedule midpoints for classified benchmark jobs lag public sector medians by 6.5% to 16.1% and lag private sector medians by 14.7% to 28.1%.



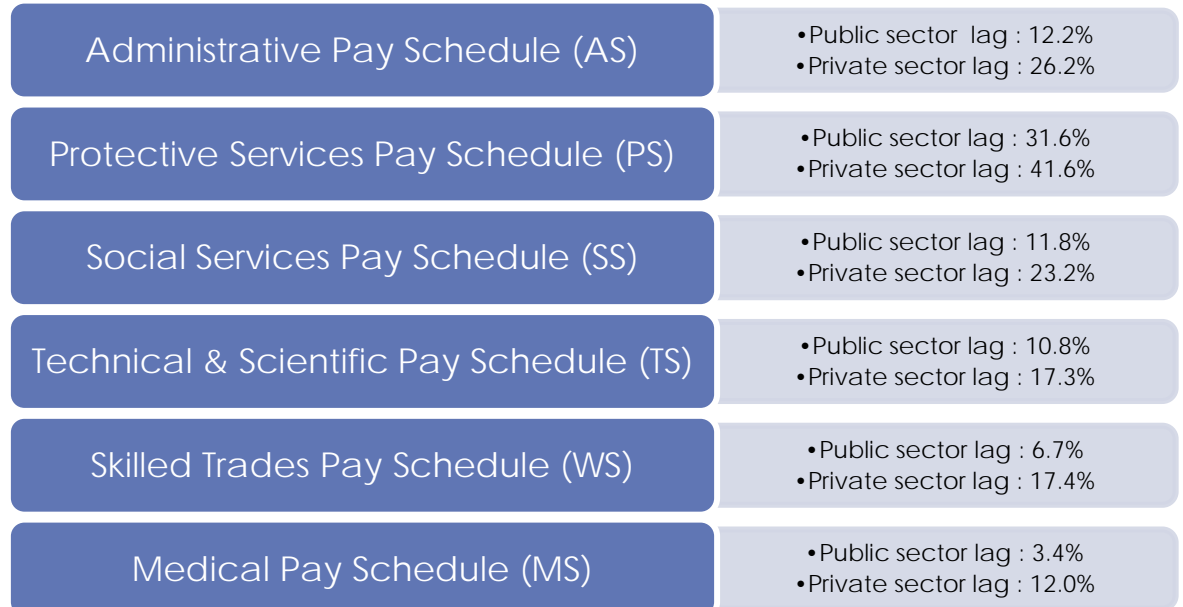
SCS CLASSIFIED PAY SCHEDULE LAG TRENDS

A comparison against last year's data indicates that two classified pay schedules have fallen further behind both the public sector and the private sector.



ACTUAL MEDIAN SALARIES OF CLASSIFIED EMPLOYEES

The data indicates that, on average, actual median salaries of classified employees in benchmark jobs lag public sector medians by 3.4% to 31.6% and lag private sector medians by 17.3% to 41.6%.



Compensation Survey Practices

BENCHMARKS

The Department of State Civil Service conducted this analysis according to the benchmarking process and principles recommended by the WorldatWork Society of Certified Professionals (www.worldatwork.org).

WorldatWork is the world's leading not-for-profit professional association dedicated to knowledge and leadership in the areas of total rewards, compensation, benefits, and work-life balance. The WorldatWork standards of professional practice are followed by compensation professionals nationally and worldwide.

The benchmarking process identifies jobs that are common throughout all industries. Examples include jobs such as receptionist, accountant, engineer, registered nurse, electrician, etc. Benchmark jobs are used as reference points to make pay comparisons between employers within a geographic area.

Benchmark jobs are used to represent multiple levels within occupations. This allows for the analysis of a "cross-section" of an occupation throughout the job market in order to make pay comparisons of entry-level to entry-level, up through supervisor to supervisor and beyond. For example, a comparison using this method would include the following job titles:

- Accountant Technician
- Accountants 1, 2, and 3
- Accountant Supervisor
- Accountant Manager
- Accountant Administrator

Benchmark jobs typically have broad usage within the relevant job market in order to allow for the application of statistically significant sampling methods. Additionally, universal standards established among compensation practitioners are used to ensure consistency of comparability. Over 400 benchmark job comparisons are utilized in this analysis. A complete listing is provided in Appendix B.

SALARY SURVERYS AND THE RELEVANT EMPLOYMENT MARKET

Once applicable benchmark jobs have been identified, salary information for those jobs is obtained through surveys from professional compensation survey providers as well as from public compensation consortiums. The data in this report includes comparisons to median salaries of employers in Louisiana's relevant employment market.

The Department of State Civil Service defines the relevant employment market as public and private employers within the South Central and/or Southeastern regions, preferably in service-providing industries. States in the South Central and Southeastern regions include Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

In an effort to maintain consistency in the collection and analysis of data, the same surveys have been used for the past few years as follows:

- *IBM® Kenexa® CompAnalyst®*
- *The American Federation of Teachers*
- *Compdata*
- *National Compensation Association of State Governments (NCASG)*

IBM® Kenexa® CompAnalyst®

An international salary survey firm that provides a platform for compensation data management, analysis, and modeling. This platform contains salary data for over 4,000 benchmark jobs. IBM® Kenexa® CompAnalyst® was used to obtain comparative public and private sector salary data.

The American Federation of Teachers

Compiles salary data for a variety of public sector professional jobs such as Accountant, Engineer, Human Resources Analyst, etc. as well as teachers, for all 50 states.

Compdata

A national compensation survey data and consulting firm. Compdata has amassed the largest and most comprehensive database of current compensation and benefits information. Compdata typically collects information from approximately 34,000 organizations.

National Compensation Association of State Governments (NCASG)

A national organization composed of state government human resources professionals. NCASG's mission is to provide a forum for compensation professionals from member states to exchange information, professional expertise, and knowledge related to the compensation of state government employees. Annually, NCASG conducts a compensation survey that collects salary data from member states for a variety of jobs typically found in state government.

OCCUPATIONAL GROUP COMPARISONS

Louisiana's classified pay plan divides state classified jobs into six pay schedules based on broad occupational categories. These six pay schedules are listed below. The jobs within each pay schedule have relatively similar recruitment, retention, and compensation needs. Therefore, salary data was analyzed separately for each of these six pay schedules.

| | | |
|--|--|--|
| ADMINISTRATIVE (AS) <ul style="list-style-type: none">•Fiscal•Purchasing•Human Resources  | PROTECTIVE (PS) <ul style="list-style-type: none">•Correctional Officers•Security Guards•Police Officers  | SOCIAL (SS) <ul style="list-style-type: none">•Social Workers•Counselors•Rehab Specialists  |
| TECHNICAL/SCIENTIFIC (TS) <ul style="list-style-type: none">•IT Professionals•Engineers•Geologists  | SKILLED TRADES (WS) <ul style="list-style-type: none">•Mechanics•Carpenters•Plumbers•Electricians  | MEDICAL (MS) <ul style="list-style-type: none">•Nurses•Lab Technicians•Epidemiologists•Therapists  |

PUBLIC/PRIVATE SECTOR COMPARISONS

Salary data from both public sector and private sector employers were included in this analysis. The relative value of the different comparisons varies among occupational groups based on the jobs that were compared in each group.

For the majority of classified jobs, competition for skilled employees comes not from other states, but from private employers within Louisiana. For example, an Accountant considering employment with the Department of

Transportation and Development would be more likely to compare the offerings of state employment to those of local private competitors such as Exxon, Blue Cross, or CB&I.

Part of defining the relevant employment market involves identifying employers within the same industry. For this reason, it is important to show a comparison against public sector data as well.

Pay Structure Competitiveness

SCS Pay Schedule Midpoints vs. Median Market Salaries

METHODOLOGY DETAILS

The following methodology is used for the next six charts to compare SCS pay schedule midpoints to median market salaries for comparable benchmark jobs. Common standards in compensation administration suggest comparing the 50th percentile (midpoint) of the pay range to the median market rate when recommending pay structure changes. This is because median salaries are said to be less susceptible to fluctuations caused by outliers in the survey data (Lind 2005).

SCS classified jobs were matched to benchmark jobs in the public and private sectors.

Pay range midpoints were identified for each SCS benchmark classified job.

Median salaries were identified for each corresponding benchmark job in the public and private sectors.

Separate analyses for each sector were completed since some SCS benchmark jobs were isolated to one sector.

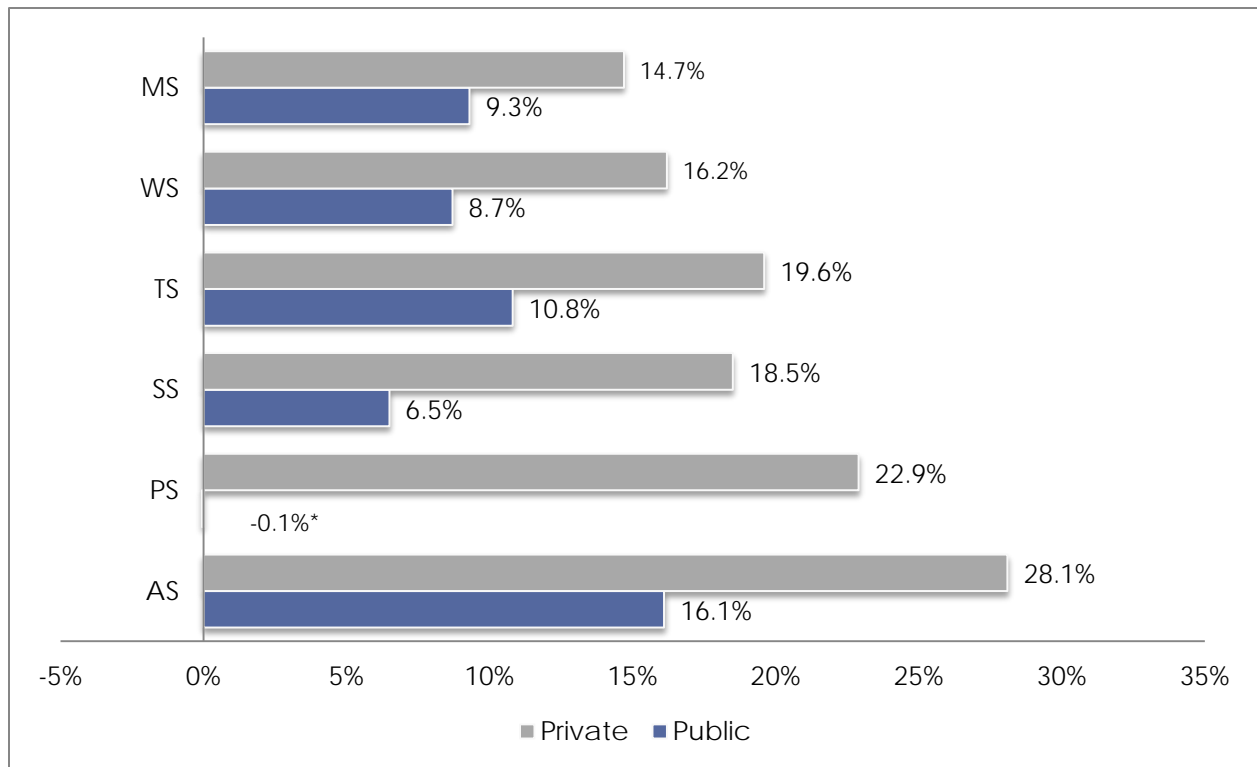
SCS pay schedule midpoints for benchmarked jobs were averaged to show a single value representative of the pay schedule for each sector. The median salaries of the jobs matched to SCS benchmarks in each sector were also averaged to provide a single value for comparison.

The lag of the SCS pay schedules was calculated by dividing the average SCS pay schedule midpoint by the average median for the applicable sector, and then subtracting that number from 100%.

RESULTS

As of January 1, 2015, SCS pay schedule midpoints for benchmarked jobs trail the median salaries offered by other public employers from 6.5% to 16.1%, and lag behind those offered by private employers from 14.7% to 28.1%. In the graph below, the bars indicate the percentages by which the average SCS pay structure midpoint has fallen behind the corresponding public and private median market salary for benchmarked jobs. A detailed comparison for each pay schedule can be found on the following pages.

Market Lag of SCS Pay Schedule Midpoints



Average % Behind Market

AS = Administrative Schedule
 PS = Protective Services Schedule
 SS = Social Services Schedule

TS = Technical & Scientific Schedule
 WS = Skilled Trades Schedule
 MS = Medical Schedule

* The figure of -0.1% for the PS schedule illustrates that the average SCS midpoint is approximately equivalent to the average median market rate for these 18 benchmarked jobs, as there is less than a 1% difference from the average median market rate.

191
Benchmark Jobs

7,117
Classified Employees
within Benchmark jobs

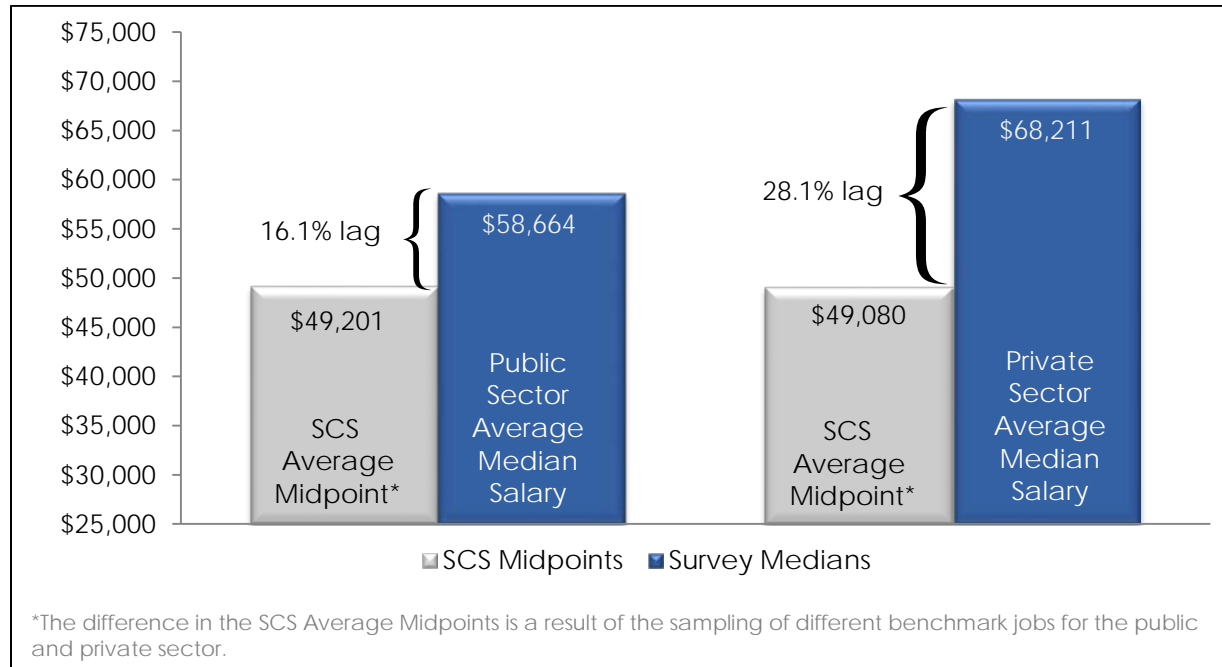
16.1% Lag
Public Sector Median Salaries

28.1% Lag
Private Sector Median Salaries

ADMINISTRATIVE PAY SCHEDULE (AS)

A total of 191 jobs were benchmarked in the Administrative Schedule which represents 7,117 classified employees as of January 1, 2015. Jobs in this category include Accountants, Attorneys, Economists, Human Resource Officers, etc. The graph below shows SCS Administrative Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Administrative Schedule is, on average, 16.1% lower than competing public employers and 28.1% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (AS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

12,056
Full Time Classified Employees in Administrative Pay Schedule (as of 1/1/2015)

18
Benchmark Jobs

3,577
Classified Employees
within Benchmark jobs

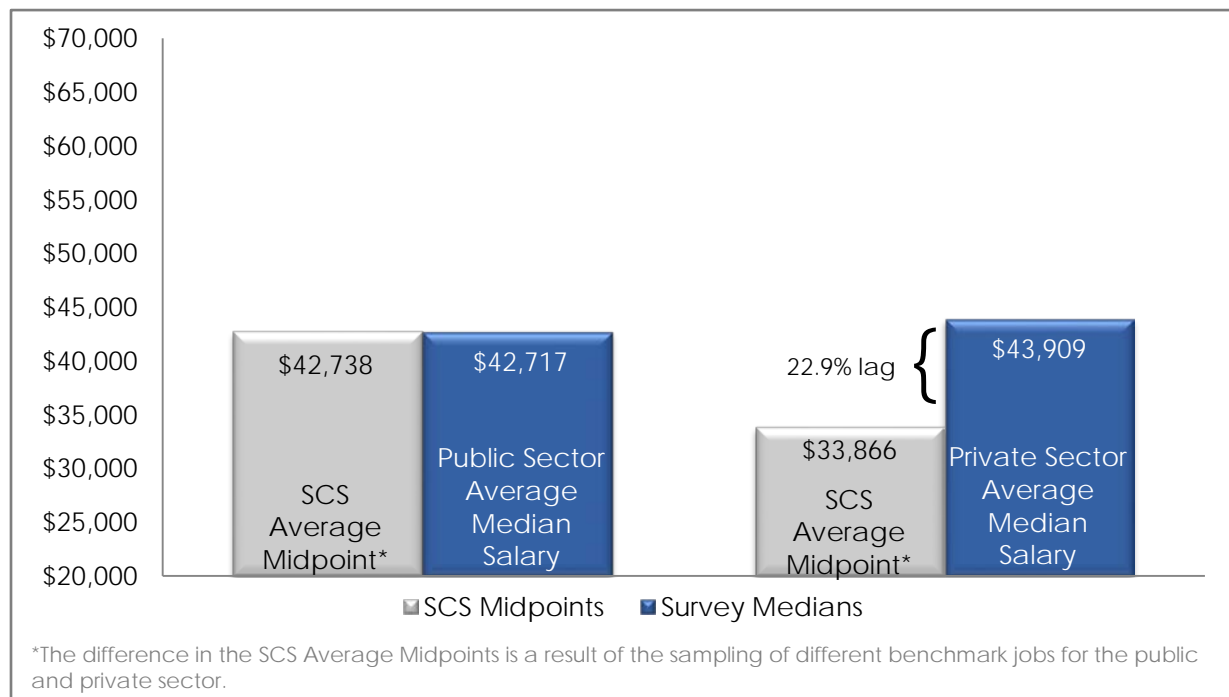
≈
Approximately Equivalent to
Public Sector Median Salaries

22.9% Lag
Private Sector Median Salaries

PROTECTIVE SERVICES PAY SCHEDULE (PS)

A total of 18 jobs were benchmarked in the Protective Services Schedule which represents 3,577 classified employees as of January 1, 2015. Jobs in this category include Police Officers, Corrections Officers, Probation & Parole Agents, Wildlife Agents, etc. The graph below shows Protective Services Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Protective Services Schedule is, on average, 22.9% lower than competing private employers. The average SCS midpoint for these 18 benchmarked jobs is approximately equivalent to the average median market rate for competing public employers, as there is less than a 1% difference from the average median market rate.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (PS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

5,984
Full Time Classified Employees in Protective Services Pay Schedule (as of 1/1/2015)

24

Benchmark Jobs

1,796

Classified Employees within Benchmark jobs

6.5% Lag

Public Sector Median Salaries

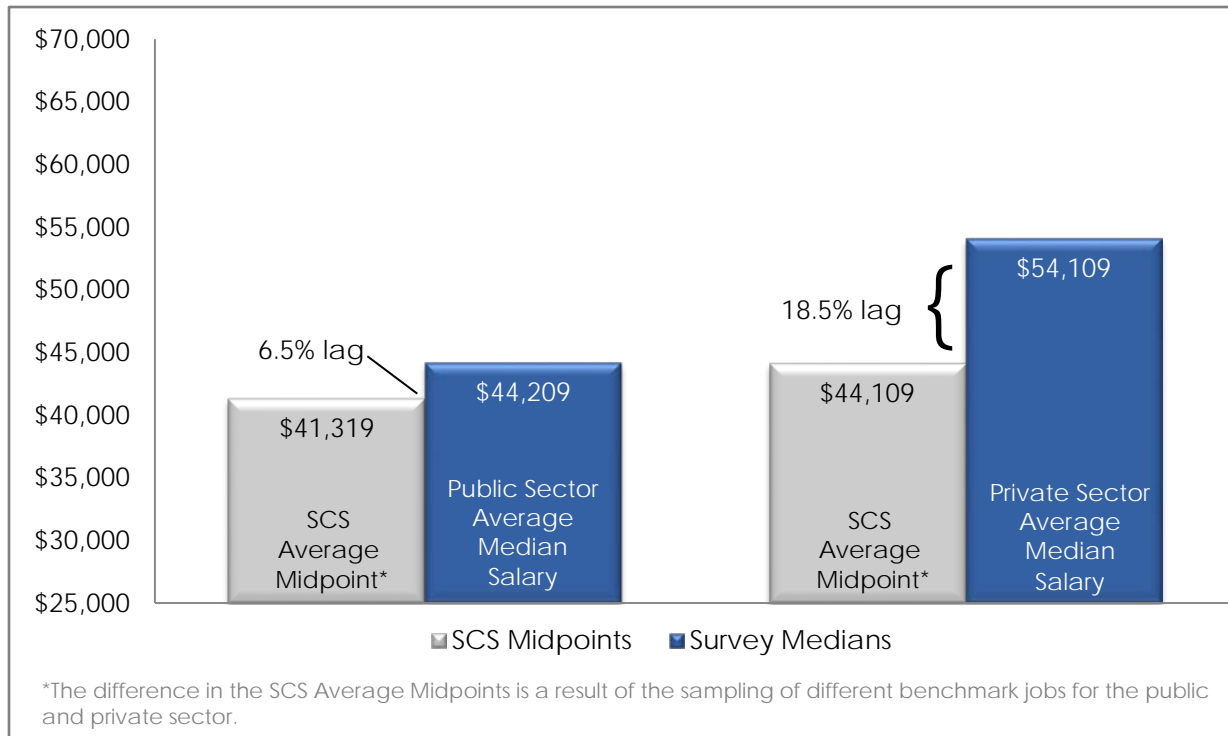
18.5% Lag

Private Sector Median Salaries

SOCIAL SERVICES PAY SCHEDULE (SS)

A total of 24 jobs were benchmarked in the Social Services Schedule which represents 1,796 classified employees as of January 1, 2015. Jobs in this category include Social Workers, Child Welfare Specialists, Counselors, etc. The graph below shows Social Services Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Social Services Schedule is, on average, 6.5% lower than competing public employers and 18.5% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (SS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

6,022

Full Time Classified Employees in Social Services Pay Schedule (as of 1/1/2015)

109
Benchmark Jobs

2,102
Classified Employees
within Benchmark jobs

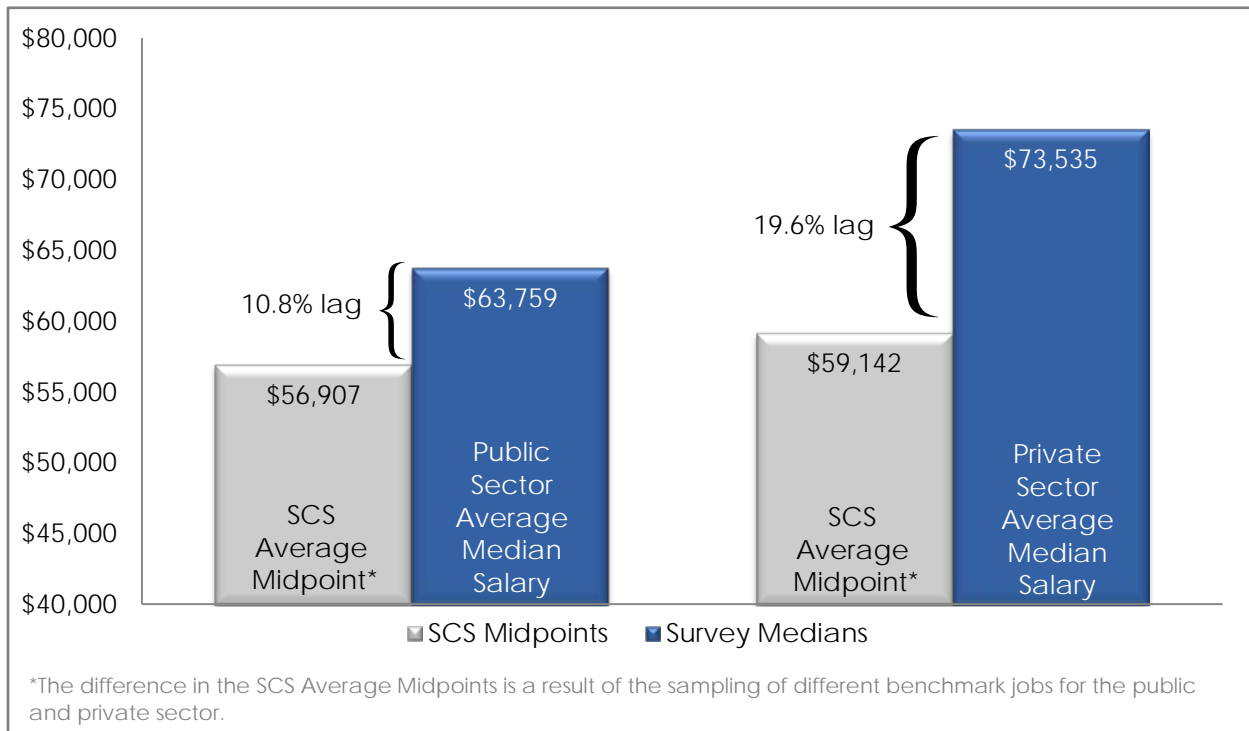
10.8% Lag
Public Sector Median Salaries

19.6% Lag
Private Sector Median Salaries

TECHNICAL & SCIENTIFIC PAY SCHEDULE (TS)

A total of 109 jobs were benchmarked in the Technical & Scientific Schedule which represents 2,102 classified employees as of January 1, 2015. Jobs in this category include Biologists, Chemists, Engineers, Geologists, etc. The graph below shows SCS Technical and Scientific Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Technical and Scientific Schedule is, on average, 10.8% lower than competing public employers and 19.6% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (TS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

4,702
Full Time Classified Employees in Technical & Scientific Pay Schedule (as of 1/1/2015)

68
Benchmark Jobs

4,308
Classified Employees
within Benchmark jobs

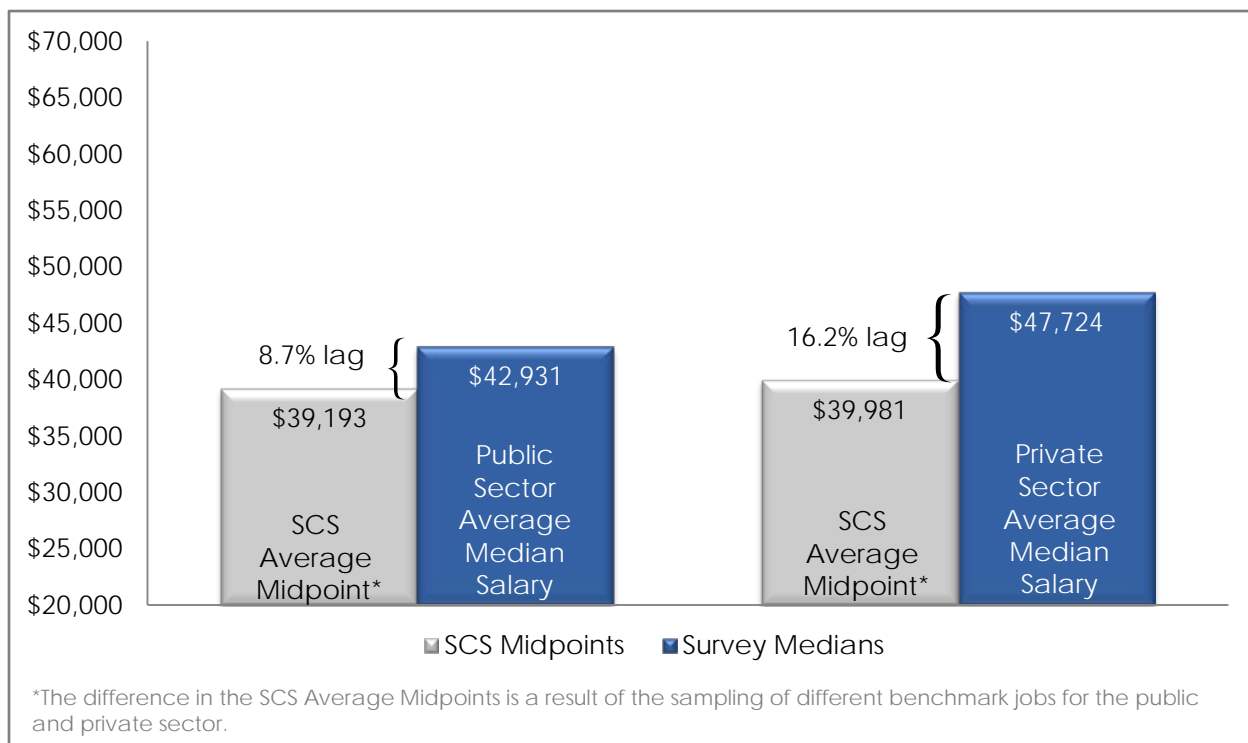
8.7% Lag
Public Sector Median Salaries

16.2% Lag
Private Sector Median Salaries

SKILLED TRADES PAY SCHEDULE (WS)

A total of 68 jobs were benchmarked in the Skilled Trades Schedule which represents 4,308 classified employees as of January 1, 2015. Jobs in this category include Carpenter, Electrician, Maintenance Repairer, Mobile Equipment Operator, Trades Apprentice, etc. The graph below shows SCS Skilled Trades Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Skilled Trades Schedule is, on average, 8.7% lower than competing public employers and 16.2% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (WS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

6,180
Full Time Classified Employees in Skilled Trades Pay Schedule (as of 1/1/2015)

58

Benchmark Jobs

1,418

Classified Employees within Benchmark jobs

9.3% Lag

Public Sector Median Salaries

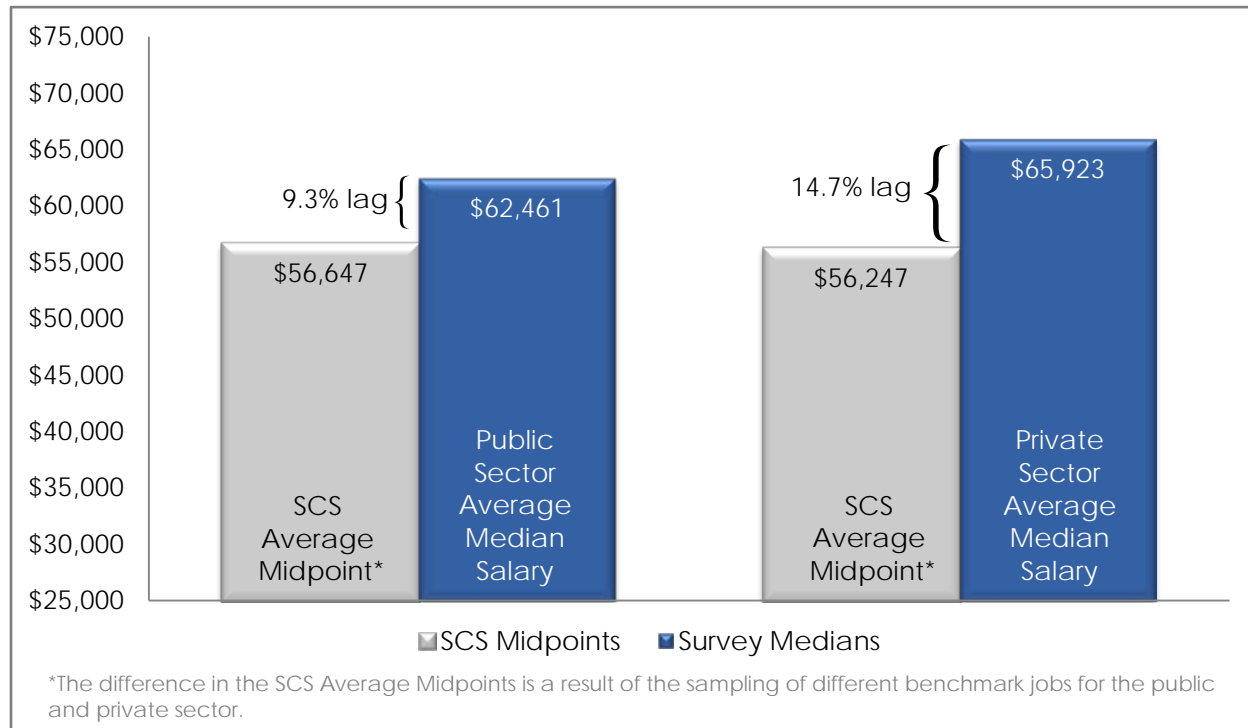
14.7% Lag

Private Sector Median Salaries

MEDICAL PAY SCHEDULE (MS)

A total of 58 jobs were benchmarked in the Medical Schedule which represents 1,418 classified employees as of January 1, 2015. Jobs in this category include Nurses, Psychologists, Therapists, etc. The graph below shows SCS Medical Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Medical Schedule is, on average, 9.3% lower than competing public employers and 14.7% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (MS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

2,697

Full Time Classified Employees in Medical Pay Schedule (as of 1/1/2015)

Market Lag Trends (2014-2015)

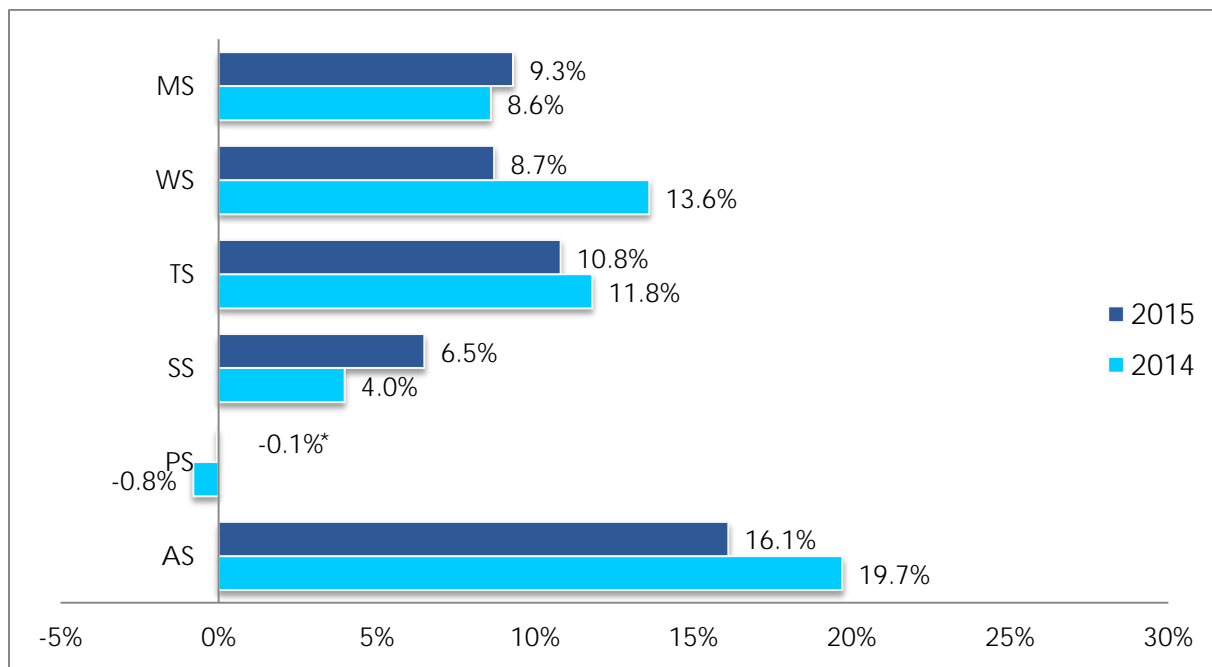
Public Sector

SCS Pay Schedule Midpoints vs. Median Market Salaries

The following charts show how SCS schedule midpoints have lagged the median salaries offered by public and private sector employers for benchmarked jobs in the last two years.

As compared to benchmarked jobs in the public sector, two of the six pay schedules have fallen further behind the market since 2014 by amounts ranging from 0.7 percentage points for medical occupations to 2.5 percentage points for social services occupations.

SCS Pay Schedule Midpoints Lag - Public Sector Benchmarked Jobs
Trends for 2014-2015



Average % Behind Market

AS = Administrative Schedule
PS = Protective Services Schedule
SS = Social Services Schedule

TS = Technical & Scientific Schedule
WS = Skilled Trades Schedule
MS = Medical Schedule

* The figure of -0.1% for the PS schedule illustrates that the average SCS midpoint is approximately equivalent to the average median market rate for these 18 benchmarked jobs, as there is less than a 1% difference from the average median market rate.

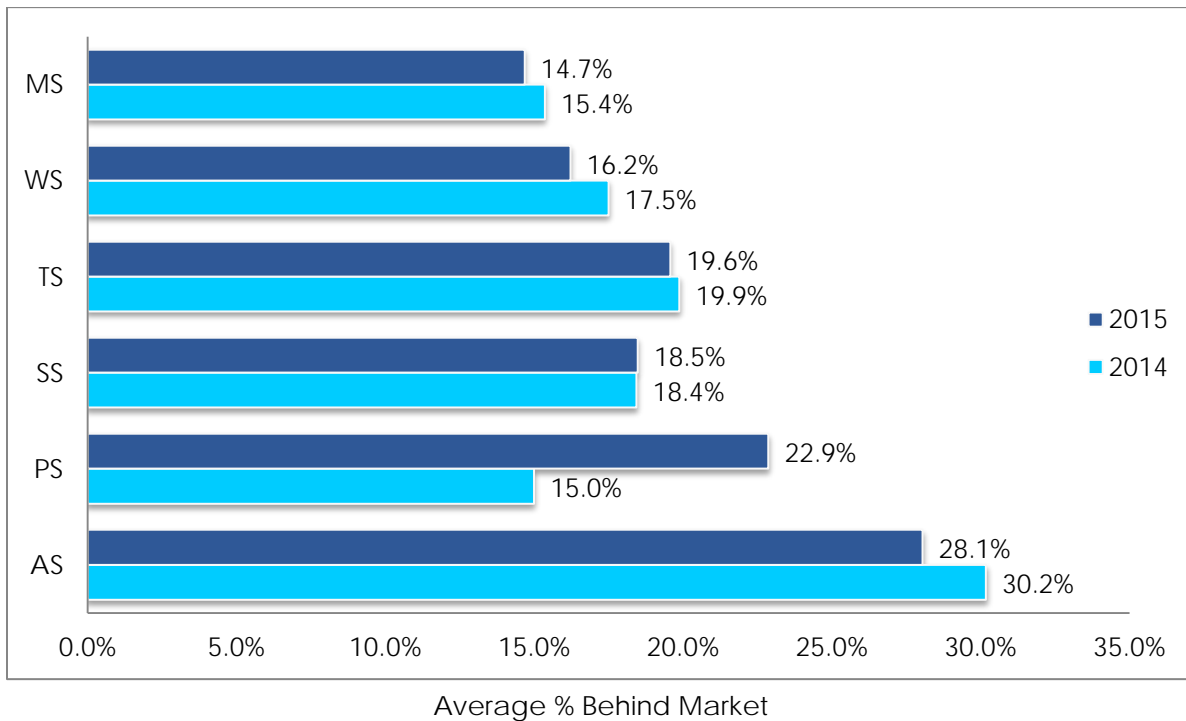
Market Lag Trends (2014-2015)

Private Sector

SCS Pay Schedule Midpoints vs. Median Market Salaries

As compared to the private sector, two of the six pay schedules have fallen further behind the market since 2014 by amounts ranging from 0.1 percentage points for social services occupations to 7.9 percentage points for protective services occupations.

SCS Pay Schedule Midpoints Lag - Private Sector Benchmarked Jobs
Trends for 2014-2015



AS = Administrative Schedule
PS = Protective Services Schedule
SS = Social Services Schedule

TS = Technical & Scientific Schedule
WS = Skilled Trades Schedule
MS = Medical Schedule

Median Salary Comparisons

SCS Classified Median Salaries vs. Median Market Salaries

METHODOLOGY DETAILS

The following methodology is used for the next six charts to compare actual State Civil Service (SCS) classified median salaries to median market salaries for comparable benchmark jobs. For a closer look at specific jobs and their median salaries, Appendix C provides individual job “snapshots” for some of the benchmarked jobs in each pay schedule.

SCS classified jobs were matched to benchmark jobs in the public and private sectors. Only those SCS benchmark jobs that were matched in both the public and private sectors were included in this analysis.

A median salary was identified for each SCS benchmark classified job.

Median salaries were identified for each corresponding benchmark job that was matched in both the public and private sectors.

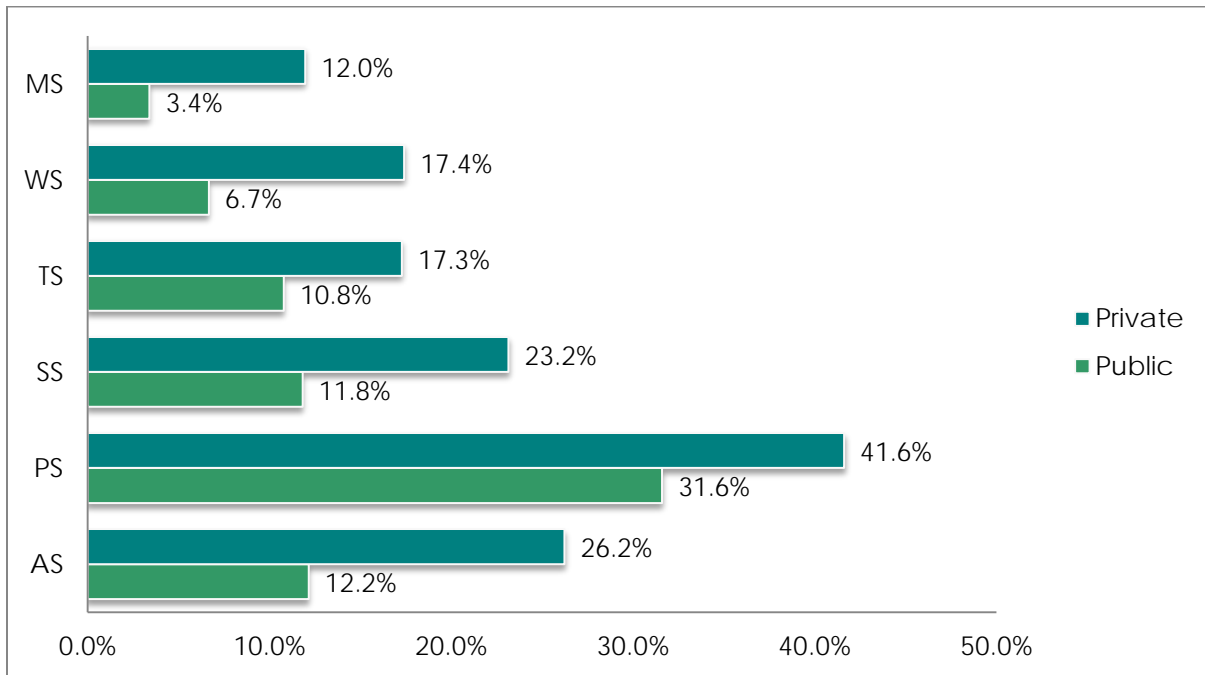
Actual SCS classified median salaries for benchmarked jobs were averaged to show a single value representative of the pay schedule. The median salaries of the jobs matched to SCS benchmarks in each sector were also averaged to provide a single value for comparison.

The lag of actual SCS median salaries was calculated by dividing the actual average SCS classified median by the average median for the applicable sector, and then subtracting that number from 100%.

RESULTS

As of January 1, 2015, the average median salaries of SCS classified employees lag the average median salaries for equivalent benchmark jobs in the public sector by amounts ranging from 3.4% to 31.6%. The average median salaries of SCS classified employees lag the average median salaries for equivalent benchmark jobs in the private sector by amounts ranging from 12.0% to 41.6%.

Market Lag of SCS Employees' Average Median Salaries for Benchmarked Jobs



AS = Administrative Schedule
 PS = Protective Services Schedule
 SS = Social Services Schedule

TS = Technical & Scientific Schedule
 WS = Skilled Trades Schedule
 MS = Medical Schedule

84
Benchmark Jobs

6,023
Classified Employees
within Benchmark jobs

12.2% Lag
Public Sector Median Salaries

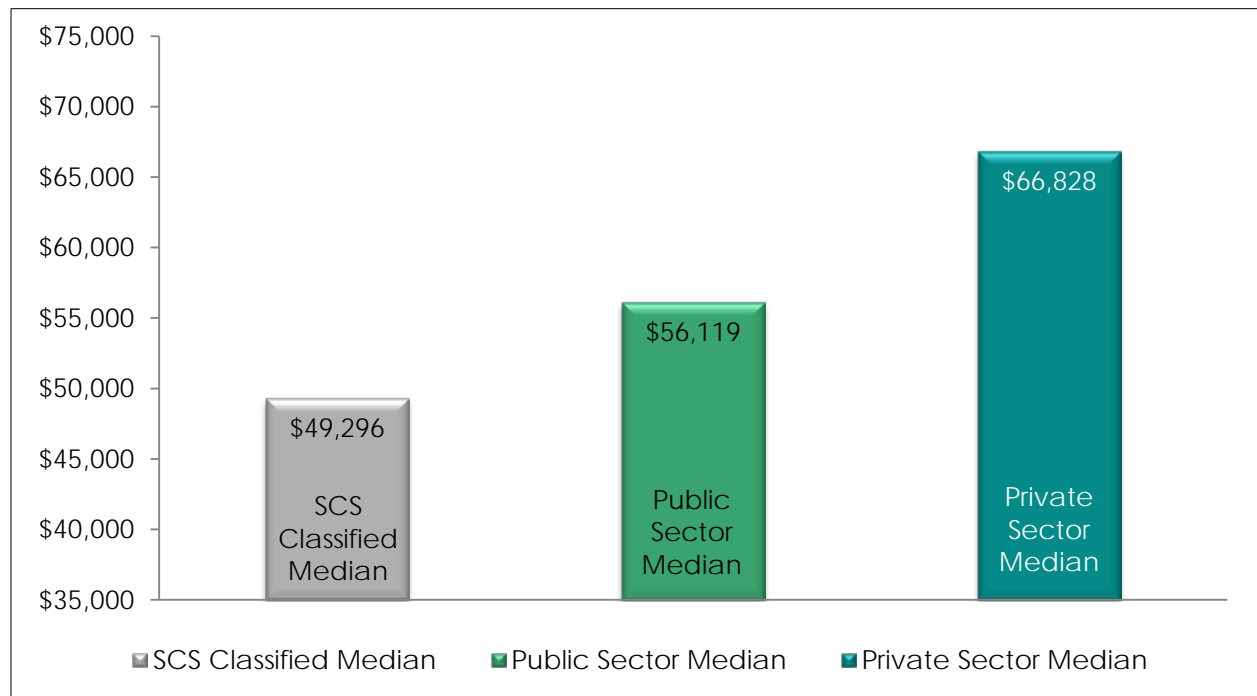
26.2% Lag
Private Sector Median Salaries

ADMINISTRATIVE PAY SCHEDULE (AS)

A total of 84 jobs in the Administrative Schedule were benchmarked in both the public and private sectors, which represents 6,023 classified employees as of January 1, 2015. The graph below shows the average SCS median salary for classified employees in the Administrative Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Administrative Schedule is approximately 12.2% lower than competing public employers and 26.2% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (AS)
For Benchmarked Jobs



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

3
Benchmark Jobs

246
Classified Employees
within Benchmark jobs

31.6% Lag
Public Sector Median Salaries

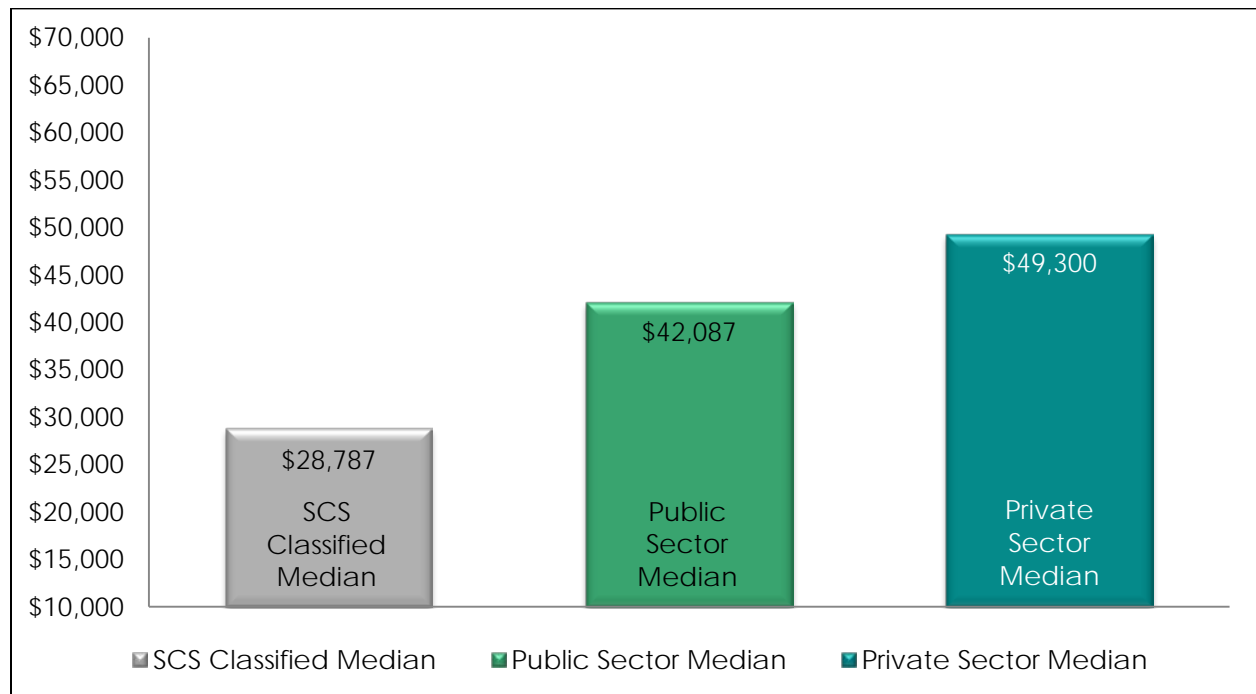
41.6% Lag
Private Sector Median Salaries

PROTECTIVE SERVICES PAY SCHEDULE (PS)

A total of three jobs in the Protective Services Schedule were benchmarked in both the public and private sectors which represents 246 classified employees as of January 1, 2015. The graph below shows the average SCS median salary for classified employees in the Protective Services Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Protective Services Schedule is approximately 31.6% lower than competing public employers and 41.6% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (PS)
For Benchmarked Jobs



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

5,984

Full Time Classified Employees in Protective Services Pay Schedule (as of 1/1/2015)

Department of State Civil Service 24

10
Benchmark Jobs

346
Classified Employees
within Benchmark jobs

11.8% Lag
Public Sector Median Salaries

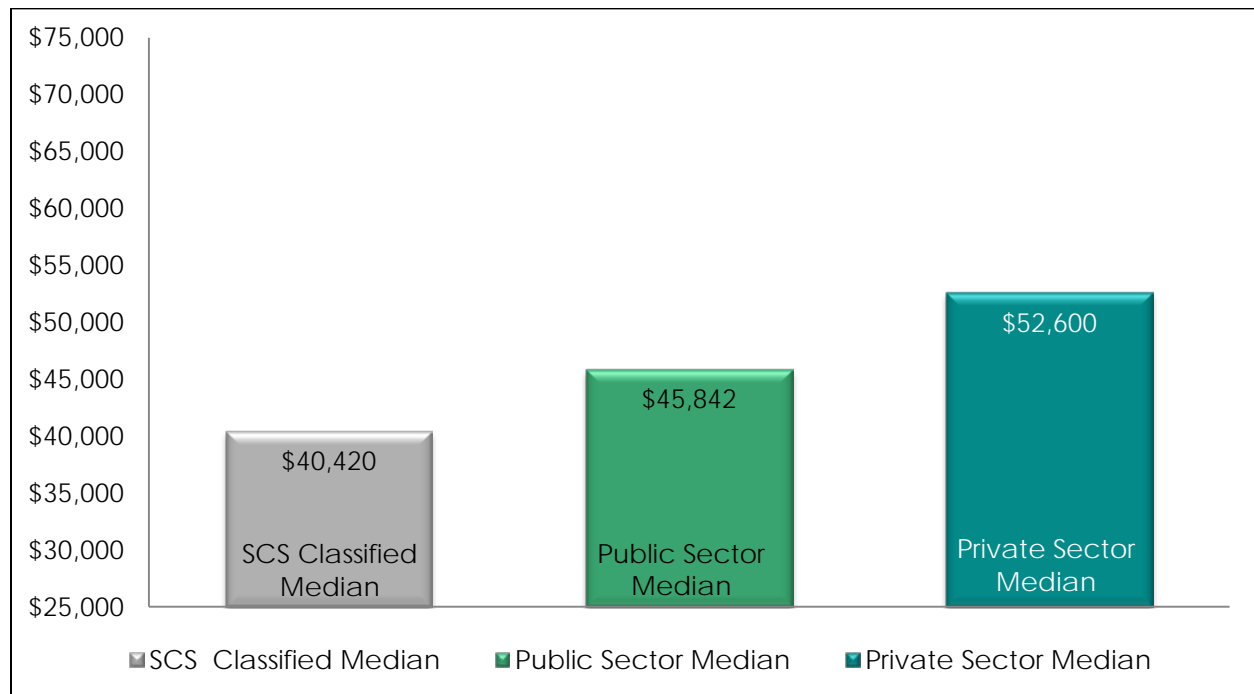
23.2% Lag
Private Sector Median Salaries

SOCIAL SERVICES PAY SCHEDULE (SS)

A total of 10 jobs in the Social Services Schedule were benchmarked in both the public and private sectors which represents 346 classified employees as of January 1, 2015. The graph below shows the average SCS median salary for classified employees in the Social Services Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Social Services Schedule is approximately 11.8% lower than competing public employers and 23.2% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (SS)
For Benchmarked Jobs



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

6,022

Full Time Classified Employees in Social Services Pay Schedule (as of 1/1/2015)
Department of State Civil Service 25

57
Benchmark Jobs

1,758
Classified Employees
within Benchmark jobs

10.8% Lag
Public Sector Median Salaries

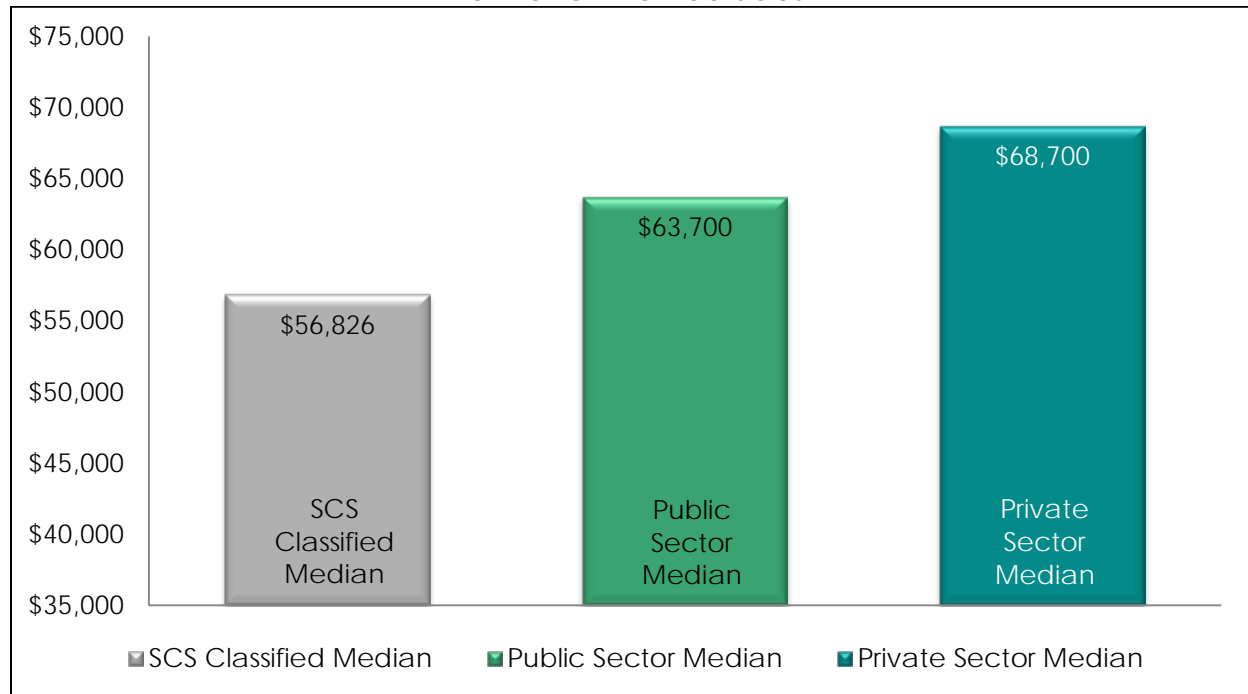
17.3% Lag
Private Sector Median Salaries

TECHNICAL & SCIENTIFIC PAY SCHEDULE (TS)

A total of 57 jobs in the Technical and Scientific Schedule were benchmarked in both the public and private sectors which represents 1,758 classified employees as of January 1, 2015. The graph below shows the average SCS median salary for classified employees in the Technical and Scientific Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Technical and Scientific Schedule is approximately 10.8% lower than competing public employers and 17.3% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (TS)
For Benchmarked Jobs



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

4,702

Full Time Classified Employees in Technical & Scientific Pay Schedule (as of 1/1/2015)

Department of State Civil Service 26

46

Benchmark Jobs

3,702

Classified Employees
within Benchmark jobs

6.7% Lag

Public Sector Median Salaries

17.4% Lag

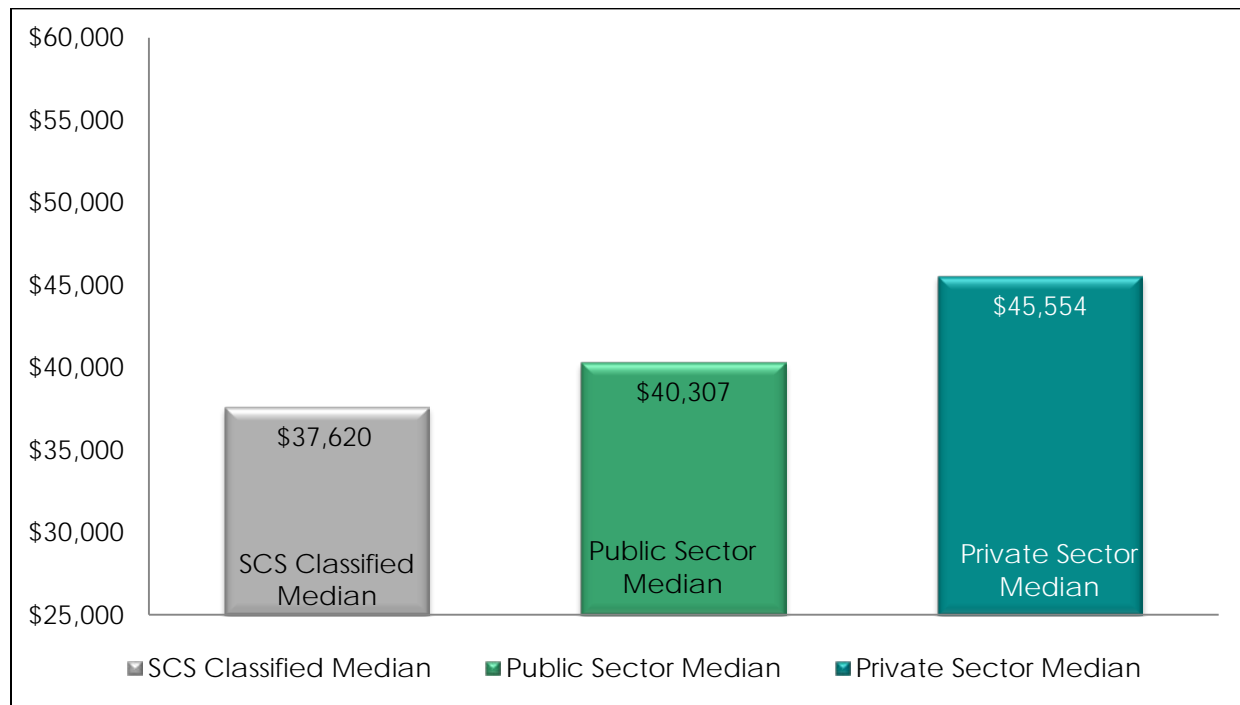
Private Sector Median Salaries

SKILLED TRADES PAY SCHEDULE (WS)

A total of 46 jobs in the Skilled Trades Schedule were benchmarked in both the public and private sectors which represents 3,702 classified employees as of January 1, 2015. The graph below shows the average SCS median salary for classified employees in the Skilled Trades Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Skilled Trades Schedule is approximately 6.7% lower than competing public employers and 17.4% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (WS)
For Benchmarked Jobs



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

6,180

Full Time Classified Employees in Skilled Trades Pay Schedule (as of 1/1/2015)

Department of State Civil Service 27

40
Benchmark Jobs

1,346
Classified Employees
within Benchmark jobs

3.4% Lag
Public Sector Median Salaries

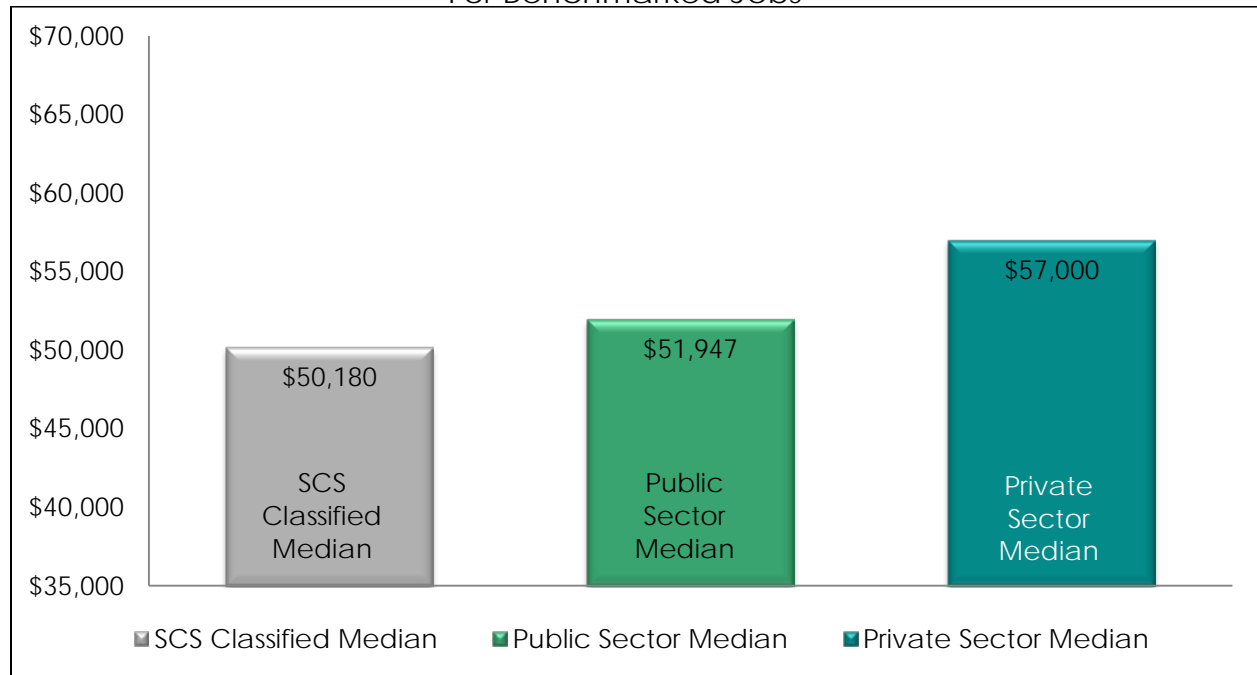
12.0% Lag
Private Sector Median Salaries

MEDICAL PAY SCHEDULE (MS)

A total of 40 jobs in the Medical Schedule were benchmarked in both the public and private sectors which represents 1,346 classified employees as of January 1, 2015. The graph below shows the average SCS median salary for classified employees in the Medical Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Medical Schedule is approximately 3.4% lower than competing public employers and 12.0% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (MS)
For Benchmarked Jobs



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

2,697

Full Time Classified Employees in Medical Pay Schedule (as of 1/1/2015)

Department of State Civil Service 28

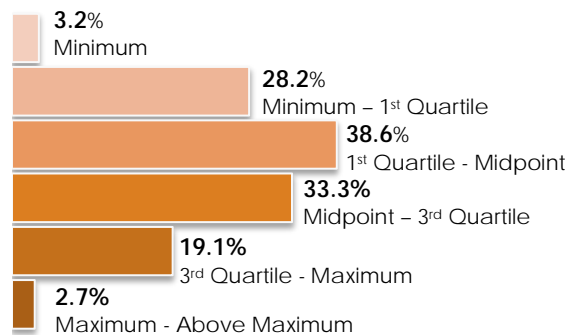
Percent into Pay Range Analysis

Classified Salaries

To assist in determining the competitiveness of SCS pay schedules, the actual pay of employees and how those salaries fall within the pay ranges should be taken into consideration. For example, if the majority of employees are clustered around the maximums of their respective pay ranges, this data helps support raising pay range maximums. Percent into range data was collected for the last five years for all classified employees in all pay schedules.

The data indicates that the salaries of the classified workforce have remained relatively static for the last five years in regard to percent into range. It is assumed that this is due to economic conditions, retirements of senior employees, and the inability of state agencies to grant performance adjustments for several years. On average, the actual pay for a majority of the classified workforce (59.4%) has been between the minimums and the midpoints of their respective pay ranges since 2010.

Percent into Pay Range of SCS Classified Salaries (as of January 1, 2015)



These figures remain consistent for 2015. As of January 1, 2015, the actual pay of approximately 56.2% of the classified workforce was between the minimums and midpoints of their respective pay ranges. Approximately 38.6% of employees were clustered between the first quartiles and the midpoints of their respective pay ranges, and nearly 33.3% of employees fall between the midpoint and the third quartile. A smaller percent of employees (28.2%) were between the minimums and the first quartiles of their respective pay ranges, and even fewer employees (19.1%) were between the third quartiles and the range maximums. Overall, a very small percent of employees (3.2%) were at the range minimums. Only 2.7% of employees were at or above the pay range maximums.

Turnover Statistics

Each fiscal year, SCS prepares an Annual Turnover Report that provides an analysis of the number of classified employees serving in non-temporary positions who are separated from state classified service during the fiscal year. Data throughout the report are categorized as Total Turnover, Involuntary Turnover, or Voluntary Turnover.

Voluntary Turnover

Separations from state service due to resignation, retirement, or death.

Involuntary Turnover

Separations from state service through dismissal, layoff, separation during probationary period, or non-disciplinary removal.

Total Turnover

Voluntary Turnover + Involuntary Turnover.

The voluntary turnover rate includes those individuals that may have separated for pay reasons, and therefore, should be considered when evaluating the

competitiveness of SCS pay ranges. Layoffs are included in involuntary turnover, which provides some insight into the financial ability of agencies to implement pay structure improvements. For this reason, it is important to review both voluntary and involuntary turnover rates.

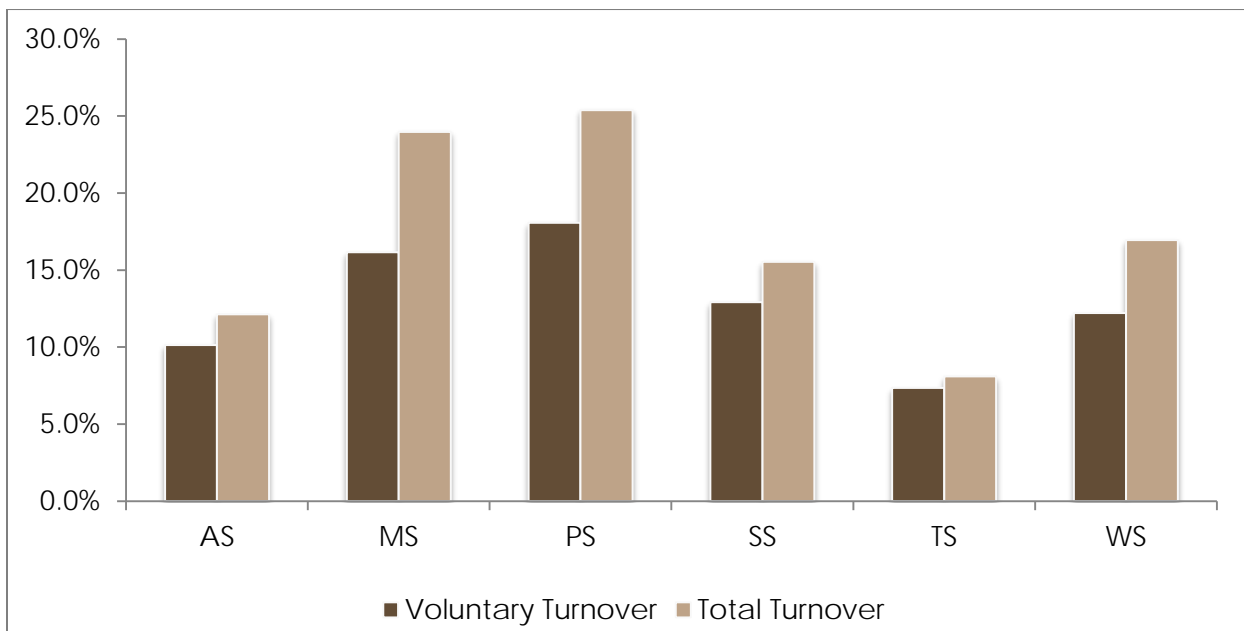
The turnover report for FY 2014-2015 analyzes the number of non-temporary classified employees in state service on June 30, 2015, compared to the number of non-temporary classified employees who have separated from state service during the previous twelve months.

Both total and voluntary turnover rates have decreased since last fiscal year. The statewide total turnover rate for FY 2014-2015 was 16.09%. This is a decrease of 7.69% from FY 2013-2014. The statewide voluntary turnover rate for FY 2014-2015 was 12.38%. This is a decrease of 2.15% from FY 2013-2014.

Voluntary & Total Turnover FY 2014-2015

The following chart represents the total turnover and voluntary turnover by SCS pay schedule for non-temporary classified employees for FY 2014-2015. The Protective Services Schedule saw the highest total turnover rate at 25.39%, with a voluntary turnover rate of 18.06%.

**Voluntary and Total Turnover by SCS Classified Pay Schedule
FY 2014-2015**



| Pay Schedule | # of Incumbents | Total Turnover Count | Total Turnover % | Voluntary Turnover Count | Voluntary Turnover % |
|--------------|-----------------|----------------------|------------------|--------------------------|----------------------|
| AS | 11,651 | 1,413 | 12.13% | 1,181 | 10.14% |
| MS | 2,662 | 638 | 23.97% | 430 | 16.15% |
| PS | 5,891 | 1,496 | 25.39% | 1,064 | 18.06% |
| SS | 5,994 | 931 | 15.53% | 774 | 12.91% |
| TS | 4,623 | 374 | 8.09% | 340 | 7.35% |
| WS | 6,168 | 1,045 | 16.94% | 753 | 12.21% |

As of 6-30-2015

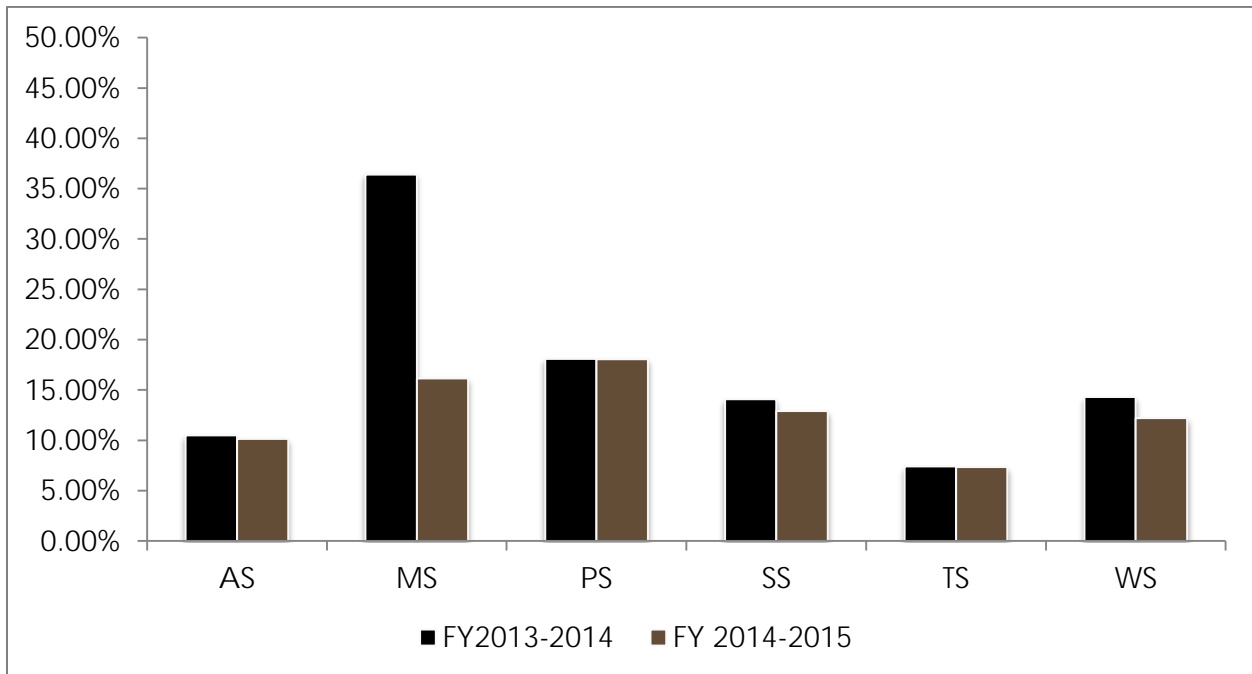
Statewide total and voluntary turnover percentages were calculated to include classified separations from state service job titles that had at least one employee that left state service at some point during the fiscal year, but had no employees as of the end of the fiscal year. In most cases, this can be attributed to abolished job titles. Turnover cannot be assigned to a pay schedule for these job titles.

Voluntary Turnover Trends

FY 2013-2014 & FY 2014-2015

All six SCS classified pay schedules saw a decrease in voluntary turnover since FY 2013-2014. The Medical Schedule (MS) had the largest decrease in voluntary turnover (20.25%). The Protective Services Schedule (PS) has the largest percent of voluntary turnover in the amount of 18.06% in FY 2014-2015.

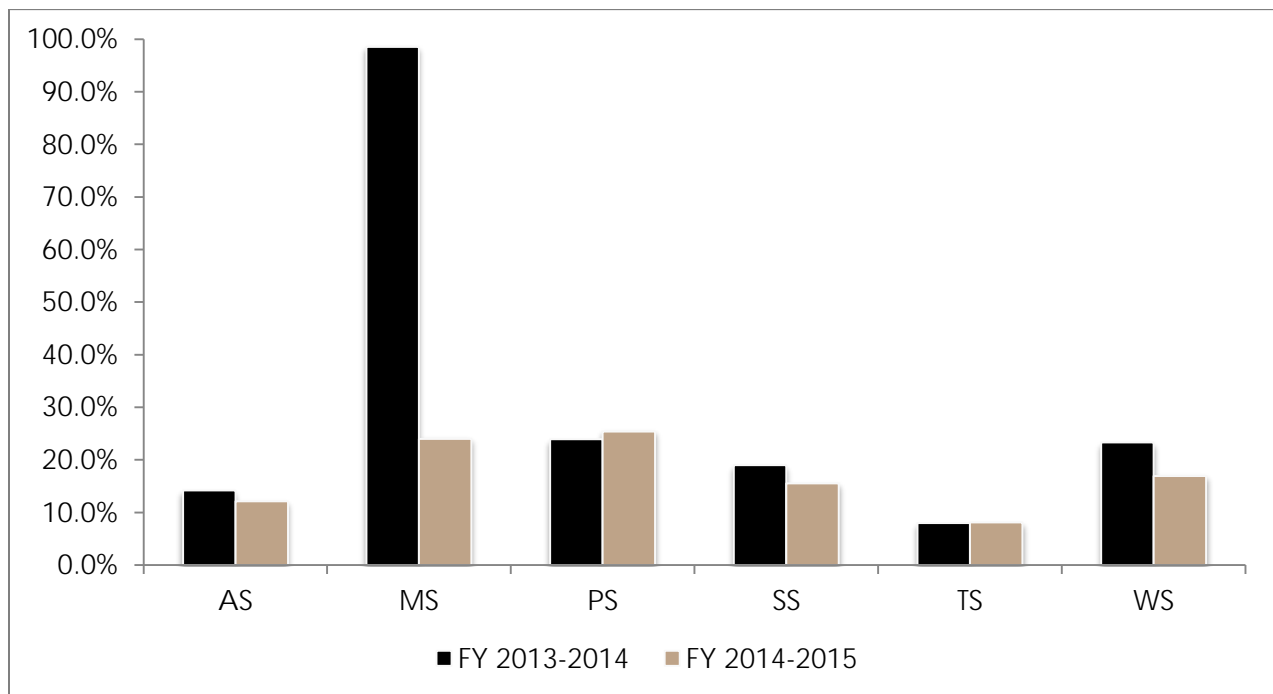
Voluntary Turnover by SCS Classified Pay Schedule
Trends for FY 2013-2014 and FY 2014-2015



Total Turnover Trends FY 2013-2014 & FY 2014-2015

The only increase in total turnover since FY 2013-2014 occurred in the Technical Schedule (TS). Total turnover in the Technical Schedule has increased by 0.1%. The Medical Schedule (MS) saw the largest decrease in total turnover in the amount of 74.5% since FY 2013-2014. The completion of the privatization of state hospitals contributed to the decrease in the total turnover for in the Medical Schedule for FY 2014-2015.

**Total Turnover by SCS Classified Pay Schedule
Trends for FY 2013-2014 and FY 2014-2015**

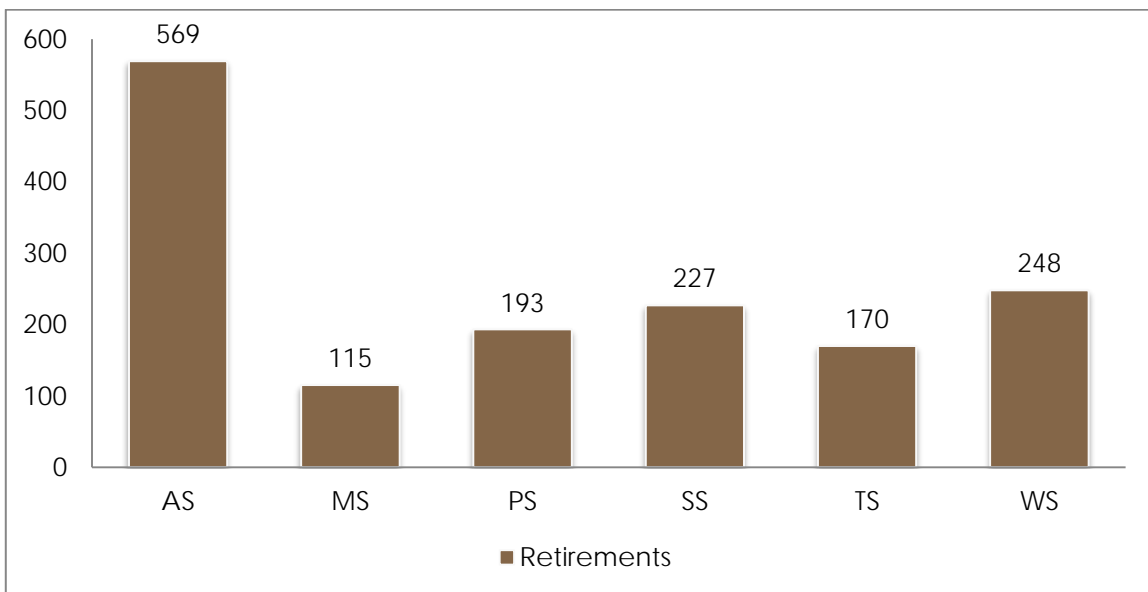


Turnover Due to Retirement FY 2014-2015

Turnover due to retirement falls within the category of voluntary turnover. There were 1,522 retirements in FY 2014-2015 that contributed to the statewide voluntary turnover rate for the year. This is a decrease of 29.5% from the number of retirements that occurred in FY 2013-2014.

The following chart represents the number of retirements by SCS pay schedule for FY 2014-2015.

Number of Retirements by SCS Pay Schedule for FY 2014-2015



TURNOVER STATISTICS

ADDITIONAL INFORMATION

Top 10 SCS Classified Job Titles with Highest Turnover FY 2014-2015

(Includes only those job titles with 50 or more employees.)

| Job Title | Sep Count | Job Title | Sep Count |
|--------------------------------|-----------|-------------------------------|-----------|
| 1. Corrections Cadet | 379 | 6. Laborer | 34 |
| 2. Juvenile Justice Spec 1 | 93 | 7. Custodian 1 | 113 |
| 3. Residential Services Spec 1 | 82 | 8. Food Services Spec 3 | 20 |
| 4. Nursing Assistant 2 | 147 | 9. Social Worker 3 | 23 |
| 5. Child Welfare Spec Trainee | 38 | 10. Social Services Analyst 1 | 58 |

Top 10 SCS Classified Jobs with Largest Number of Retirements FY 2014-2015

| | |
|---------------------------------------|--------------------------------------|
| 1. Administrative Coordinator 3 (70) | 6. Administrative Coordinator 2 (24) |
| 2. Corrections Sergeant – Master (62) | 7. Administrative Assistant 3 (22) |
| 3. Administrative Coordinator 4 (52) | 8. Administrative Prog Spec A (22) |
| 4. Social Services Analyst 2 (35) | 9. Administrative Assistant 5 (19) |
| 5. Administrative Assistant 4 (24) | 10. Custodian 2 (17) |

ECONOMIC OUTLOOK INFORMATION

To assist in determining the competitiveness of the SCS classified pay structures, the state's current and future economic statuses must be taken into consideration. Employment in Louisiana is expected to grow by 11.6% by 2020. Labor force participation in Louisiana increased by 2.2% since 2014. However, unemployment has increased by 1.7% since 2014 (Eysink, 2015).

Several new projects and expansions in the state will create thousands of new jobs from 2015-2016. There will be job growth in industrial construction as it is estimated that over \$100 billion will be spent on current or prospective industrial projects. For example, the Lake Charles area (Calcasieu and Cameron parish) will add approximately 12,000 jobs from the potential construction of five LNG export terminals and various large projects, like Sasol's \$11-\$14 billion Gas-to-Liquids facility. In turn, the demand for construction labor will increase dramatically. According to Southwest Louisiana Alliance (SWLA) survey's, approximately 4,000 additional construction workers will be sought (Scott and Richardson, 2014).

Construction also seemed to be a major factor behind Baton Rouge's regional growth. Construction employment increased by 25.5% since 2012 (Eysink, 2015). The Baton Rouge region flourished from numerous industrial expansions due to the boom in the chemical industry. An estimated \$16.0 billion will be spent on the construction of multiple industrial plants, and some of these projects are already underway, such as Dow Chemical's two polyolefin plants, SE Tylose's chemical plant, and CF industries' nitrogen fertilizer plant (Scott and Richardson 2014).

Job growth in Louisiana is expected to last for years to come with several other industries expected to announce new jobs. For instance, the number of health care jobs in New Orleans will grow as 2,100 new jobs become available due to the completion of two new medical complexes, University Medical Center (UMC) and the VA Hospital (Scott and Richardson, 2014). In addition, the professional, scientific, and technical services industry will experience the greatest growth by adding approximately 19,614 jobs within the next seven years (Eysink 2015).

ECONOMIC OUTLOOK INFORMATION

Top 25 Occupations Adding The Most Jobs Through 2022¹

1. CASHIERS
2. RETAIL SALEPERSONS
3. WAITERS AND WAITRESSES
4. LABORERS & FREIGHT, STOCK & MATERIAL MOVERS
5. REGISTERED NURSES
6. COMBINED FOOD PREPARATION & SERVING WORKERS, INCLUDING FAST FOOD
7. PERSONAL CARE AIDES
8. GENERAL & OPERATIONS MANAGERS
9. SECRETARIES AND ADMINISTRATIVE ASSISTANTS, EXCEPT LEGAL, MEDICAL & EXECUTIVE
10. OFFICE CLERKS, GENERAL
11. FOOD PREPARATION WORKERS
12. LICENSED PRACTICAL & LICENSED VOCATIONAL NURSES
13. CUSTOMER SERVICE REPRESENTATIVES
14. JANITORS & CLEANERS, EXCEPT MAIDS & HOUSEKEEPING CLEANERS
15. CONSTRUCTION LABORERS
16. MAINTENANCES & REPAIR WORKERS, GENERAL
17. NURSING ASSISTANTS
18. CARPENTERS
19. HEAVY & TRACTOR-TRAILER TRUCK DRIVERS
20. SALES REPRESENTATIVES, WHOLESALE & MANUFACTURING, EXCEPT TECHNICAL & SCIENTIFIC PRODUCTS
21. FIRST-LINE SUPERVISORS OF RETAIL SALES WORKERS
22. FIRST-LINE SUPERVISORS OF OFFICE & ADMINISTRATIVE SUPPORT WORKERS
23. STOCK CLERKS & ORDER FILLERS
24. HOME HEALTH AIDES
25. WELDERS, CUTTERS, SOLDERERS, & BRAZERS

¹ Louisiana Workforce Commission, Labor Market Information, State of Louisiana – Top 25 Occupations Adding the Most Jobs Annually Through 2022 http://www.laworks.net/LaborMarketInfo/LMI_OccTopOpenings.asp?years=20122022

ECONOMIC OUTLOOK INFORMATION



² Louisiana Workforce Commission, Labor Market Information, State of Louisiana – Fastest Growing Occupations Through 2022 http://www.laworks.net/LaborMarketInfo/LMI_OccTopGrowth.asp?years=20122022

SCS Structure Adjustment and Recommendation History

Louisiana's state budget has experienced challenges for the past several years. As a result, SCS pay schedules have not been adjusted since 2007. In 2007, the State Civil Service Commission and the Governor approved a \$0.72/hour increase for all classified employees and a 7% increase to the minimums for all pay schedules. In addition, the maximums for all

schedules were increased by amounts ranging from 10%-14%.

Due to budgetary concerns of the state government, SCS has not recommended any pay structure adjustments from 2009-2014. Appendix D provides additional structure adjustment and general increase history.

CONCLUSION

The research and analysis performed by the Compensation Division of the Department of State Civil Service indicate that the state classified pay schedules continue to lag behind prevailing rates used by private and public employers in the relevant employment market. In addition, actual median salaries of classified employees lag median salaries of employees in comparable jobs for both the public and private sectors.

This report indicates that SCS pay schedules lag comparable public sector jobs by 6.5% to 16.1% and lag comparable private sector jobs by 14.7% to 28.1%. When comparing these figures to last year, the data shows that three pay schedules have fallen further behind the public and private sectors. As compared to the public sector, the lag has increased for two of the six pay schedules by amounts ranging from 0.7 to 2.5 percentage points. As compared to the private sector, the lag has increased for two of the six pay schedules by amounts ranging from 0.1 to 7.9 percentage points.

This report also shows that the actual median salaries of SCS classified employees in benchmarked jobs lag those of employees in comparable jobs for the public sector by 3.4% to 31.6% and the private sector by 12.0% to 41.6%. In reviewing the actual salaries of classified employees as compared to their placement within the respective SCS pay ranges, overall, the employees are well encompassed within the current pay ranges. The majority of classified employees (56.2%) are clustered between the minimums and the midpoints of their respective pay ranges.

Voluntary turnover rates have decreased for all classified pay schedules in FY 2014-2015. In addition, total turnover rates have decreased in five of the six SCS classified pay schedules. The Protective Services Schedule had the greatest number of incumbents that separated from the classified service. However, the Administrative Schedule had the largest number of retirements.

RECOMMENDATION

The 2015 Annual Pay Plan report indicates a continued lagging of classified pay scales behind salaries offered by market competitors. In addition, actual salaries of employees in benchmark jobs fall behind salaries of their counterparts in both the public and private sector.

In order to fully understand and predict potential outcomes associated with a continued and growing gap between classified pay schedules and salaries as compared to benchmarks in the public and private sector, the Department recommends the creation of a study group. This study group should include representatives of the SCS Commission, the Division of Administration, and other relevant organizations.

The goal of this study group should be to ascertain the relative impacts of classified pay schedules and salaries which may no longer be competitive in the workforce market. In addition, this study group should formulate statistics, recommendations, and plans for actions should they be deemed necessary in order to safeguard the competitiveness of the state's classified pay schedules. Finally, the study group should weigh the ability of existing mechanisms in the Civil Service rules to provide state agencies the capacity to offer salaries at higher points in the pay schedules in order to offset competitive disadvantages in the recruitment and retention of qualified personnel.

Appendix A

SCS Classified Jobs Starting Below Current Federal Minimum Wage

ADMINISTRATIVE SCHEDULE (AS)

Recreation Aide
Student Residence Houseparent

MEDICAL SCHEDULE (MS)

Patient Escort 1
Patient Escort 2
Nursing Unit Aide

SOCIAL SERVICES SCHEDULE (SS)

Psychiatric Aide 1
Residential Services Specialist 1

SKILLED TRADES SCHEDULE (WS)

Barber
Beautician 1
Custodian 1
Custodian 2
Food Service Specialist 1
Food Service Specialist 2
Laborer
Laundry Worker 1
Laundry Worker 2
Research Farm Assistant 1
Seamstress

Appendix B

Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

| | | |
|------------------------|------------------------|------------------------|
| Accountant 1 | Auditor 1 | HR Manager B |
| Accountant 2 | Auditor 2 | HR Specialist |
| Accountant 3 | Auditor 3 | HR Supervisor |
| Accountant 4 | Auditor 4 | Insurance Spec 2 |
| Accountant Admin 3 | Auditor Supv | Interpretive Ranger 2 |
| Accountant Admin 5 | Budget Admin 2 | Land Spec 1 |
| Accountant Mgr 1 | Budget Analyst 1 | Land Spec 2 |
| Accountant Mgr 2 | Budget Analyst 2 | Land Spec 3 |
| Accountant Mgr 3 | Budget Analyst 3 | Land Spec 4 |
| Accountant Mgr 4 | Budget Analyst 4 | Librarian 2 |
| Accountant Supv 1 | Budget Manager | Librarian 3 |
| Accountant Supv 2 | Business Dev Mgr | Library Spec 2 |
| Accounting Spec 1 | Comm Dev Prog Spec 3 | Library Spec 3 |
| Accounting Spec 2 | Compliance Exam 2 | Mgmt Analyst 2 |
| Accounting Tech | Compliance Exam Rev | Marketing Rep 1 |
| Admin Asst 2 | Compliance Prog Spec 2 | Marketing Rep 2 |
| Admin Asst 3 | Compliance Prog Spec 3 | Marketing Rep Supv |
| Admin Asst 6 | Contr/Gnts Rev 2 | Mot Veh Comp Analyst 2 |
| Admin Coord 1 | Contr/Gnts Rev 3 | Museum Dir/Branch |
| Admin Coord 2 | Curator 2 | ORS Spec 2 |
| Admin Coord 3 | Curator 3 | OSHA Ind Hth Hyg Cons |
| Admin Coord 4 | Economist 3 | OSHA Occup Saf Cons |
| Admin Law Jdg-Adv | Economist 4-A | Paralegal 1 |
| Admin Prog Dir 2 | Educ Prog Cons 2 | Paralegal 2 |
| Admin Prog Mgr 1 | Exec Mgmt Officer 1 | Park Manager 1 |
| Admin Prog Mgr 2 | Exec Staff Officer | Park Manager 2 |
| Admin Prog Mgr 3 | Graphic Artist | Photographer 3 |
| Admin Prog Spec A | Grp Ben Analyst 2 | Policy Planner 2 |
| Admin Supv 1 | Grp Ben Manager | Procurement Dir 4-Ex |
| Admin Supv 2 | HR Analyst A | Procurement Mgr 1-EX |
| Agri Market Inter Spec | HR Analyst B | Procurement Spec 1 |
| Architect Historian 2 | HR Analyst C | Procurement Spec 2 |
| Archives Spec B | HR Asst Div Admin | Procurement Spec 3 |
| Attorney 1 | HR Consultant A | Procurement Spec 4-EX |
| Attorney 2 | HR Consultant B | Pub Health Ex Dir |
| Attorney 3 | HR Consultant C | Pub Info Director 1 |
| Attorney Supv | HR Consultant Spec | Pub Info Director 2 |
| Attor Dep Gen Coun 2 | HR Director D | Pub Info Director 3 |
| Audit Director 2 | HR Div Admin | Pub Info Officer 1 |
| Audit Manager | HR Manager A | Pub Info Officer 2 |

ADMINISTRATIVE OCCUPATIONS (continued)

| | | |
|--------------------------|------------------------|--------------------------|
| Pub Info Officer 3 | Safety Risk Agency Dir | Train/Dev Prg Staf Mgr 2 |
| Purchasing Tech 1 | Safety Risk Agency Mgr | Train/Dev Spec 1 |
| Purchasing Tech 2 | Safety/Emerg Prep Coor | Train/Dev Spec 2 |
| Retire Ben Analyst 2 | St Budg Mgmt Analyst 2 | Train/Dev Spec 3 |
| Retire Ben Analyst 3 | St Loss Prev Officer 1 | TV Producer |
| Rev Tax Analyst 2 | St Risk Underwriter 1 | Utilities Spec 2 |
| Rev Tax Auditor 2 | St Risk Underwriter 2 | Warehouse Mgr |
| Right of Way Agent 2 | St Risk Underwriter 3 | Warehouse Supv |
| Right of Way Agent 3 | St Risk Under Mgr | Work Dev Spec 2 |
| Right of Way Agent 7 | St Risk Under Supv | Work Dev Spec 8 |
| Right of Way Appraiser 3 | Statistician 2 | Wrk Comp Med Svs Mgr |
| Safety Prog Coordinator | Tax Commission Spec 2 | |

MEDICAL OCCUPATIONS

| | | |
|-------------------------|--------------------|------------------------|
| Dental Asst 2 | Nursing Asst 2 | Prac Nurse/Lic 2 |
| Dental Hygienist | Occup Therp 2 | Rad Tech Mgr |
| Dentist | Occup Therp Mgr | Rad Ther Tech 2 |
| EKG Tech 2 | Occup Therp Asst 2 | Rad Ther Tech 3 |
| Emer Med Tech/Basic | Patient Escort 2 | Rad Ther Tech Supv |
| Health Info Dir 2 | PH Lab Dir | Rad Technologist 2 |
| Health Info Dir 4/AC | PH Lab Sci 1 | Reg Diet/Nutr Svcs Adm |
| Health Info Inpt Coder | PH Lab Sci 2 | Reg Dietician |
| Health Info Processor 2 | PH Lab Sci 3 | RN 2 |
| Hosp Admissions Tech 2 | Pharmacist 2 | RN 3 |
| Lab Tech 2 | Pharmacist 3 | RN Adv Practice |
| Medical Assistant | Pharmacist 7 | RN Dir Nursing B |
| Med Cert Spec 1 | Pharm Tech 2 | RN Mgr-House |
| Medical Cytotech 2 | Phlebotomist 2 | RN Supv A |
| Med Lab Mgr 2 | Phys Therp 2 | RN Manager |
| Med Tab Techno 2 | Phys Therp Asst | RN Prog Coord |
| Med Sonog 2 | Phys Therp Mgr | Speech/Aud Spec 2 |
| Nuclear Med Tech Supv | Phys Therp Tech | Surgical Tech 2 |
| Nursing Asst 1 | Physicians Asst | Veterinarian |

PROTECTIVE SERVICES OCCUPATIONS

| | | |
|---------------------|-------------------|-----------------------|
| Corr Sgt-Mstr | Guard Supv | Prob/Par Officer 2/Ad |
| Corr Captain | Juv Just Spec 2 | Prob/Par Supv/Ad |
| Corr Lieutenant | Park Ranger 2 | PSC Enf Agent 2 |
| Corr Sergeant | Police Officer 3A | ST Fire Mar Dep 2 |
| Crim Investigator 2 | Police Sergeant A | Wildlf Enf Agent |
| Guard | Prison Enter Supv | |

SOCIAL SERVICES OCCUPATIONS

| | | |
|----------------------|----------------------|--------------------|
| Assoc 3/Psychol | Habilitation Instr 3 | Resid Svcs Spec 2 |
| Clinical Chaplain 1 | Health Educator | Soc Serv Analyst 2 |
| Clinical Chaplain 2 | Licensing Spec 2 | Soc Serv Couns 2 |
| Clinical Chaplain 4 | Nutrition Educator 2 | Soc Serv Couns 5-A |
| Corr Class Off 2 | Prof Counselor 2 | Social Worker 2 |
| Fraud Investigator 2 | Psych Aide 2 | Ther Rec Spec 2 |
| Habilitation Instr 1 | Rehab Counselor | |

TECHNICAL & SCIENTIFIC OCCUPATIONS

| | | |
|---------------------|------------------------|------------------------|
| Agri Spec 2 | Fac Proj Plan 1 | IT Prod Control Tech 3 |
| Architect 1 | Fac Proj Plan 2 | IT Stwd Syst Anyl 2 |
| Architect 2 | Fac Proj Plan 3 | IT Stwd Syst Mgr |
| Architect 3 | Fac Proj Plan 5-A | IT Tech Supp Anyl 1 |
| Architect 5 | Forest Prog Spec | IT Tech Supp Anyl 2 |
| Biologist 1 | Geologist 1 | IT Tech Supp Cons/DCL |
| Biologist 2 | Geologist 2 | IT Tech Supp Mgr |
| Biologist DCL-B | Geologist 3 | IT Tech Supp Spec 1 |
| Biologist Supv | Geologist DCL | IT Tech Supp Spec 2 |
| Con Enf Spec 2 | IT App Manager 1 | IT Tech Supp Spec 3 |
| Crime Rec Analyst 2 | IT App Prog 1 | IT Tech Supp Supv |
| Crime Lab Analyst 2 | IT App Prog 2 | IT Telecom Tech Anyl 1 |
| Engineer 3 | IT App Prog/Anyl 1 | IT Telecom Tech Anyl 3 |
| Engineer 4 | IT App Prog/Anyl 2 | Landscape Architect |
| Engineer 5 | IT App Prog/Anyl 3DCL | Landscape Archt Chief |
| Engineer 5/DCL | IT App Proj Ldr | Landscape Archt Intern |
| Engineer 7 | IT Dir 2 | Prof Chemist 1 |
| Engineer 9 | IT Dir 3 | Prof Chemist 2 |
| Engineer 9 DOTD | IT Equip Oper 1 | Prof Chemist 3 |
| Eng Tech 2 | IT Equip Oper 2 | Prof Chemist Mgr |
| Eng Tech 3 | IT Equip Oper 3 | Proj Mgr |
| Eng Tech 4 | IT Geo Asst Sup Anyl | Pub Hth Epidem |
| Engineer Intern 1 | IT Geo Sen Supp Anyl | Sanitarian 2 |
| Env Chem Spec 1 | IT Geo Supp Anyl | Surveyor 3 |
| Env Chem Spec 2 | IT Geo Tech Spec/DCL | Surveyor 4 |
| Env Chem Spec 3 | IT Liaison Off 2 | Surveyor 5 |
| Env Chem Spec Adv | IT Mgmt Cons Supv | Surveyor Int 1 |
| Env Chem Spec Staff | IT Mgmt Cons 1 | Telecom Cons 2 |
| Env Scientist 2 | IT Oper Shift Supv | Telecom Cons Sup |
| Env Scientist 3 | IT Prod Control Tech 2 | Wildlife/Fish Tech 2 |

SKILLED TRADES OCCUPATIONS

| | | |
|--------------------------|------------------|------------------|
| Aircraft Fleet Chf Pilot | Aircraft Pilot 2 | Carpenter Master |
| Aircraft Mech 2 | Carpenter | Custodian 1 |

Custodian 2
Custodian Supv 3
Electrician
Electrician Master
Electronic Tech
Electronic Tech Adv
Electronic Tech TR
Fac Main Mgr B
Fac Main Mgr C
Food Svc Spec 1
Food Svc Spec 2
Food Svc Spec 3
Food Svc Spec 6
Food Scv Spec 7
Helper
Hwy Foreman 1
Hort Attend

Hort Attend/Ldr
Housekeeper Supv
HVAC/Refrig Mstr Mech
HVAC/Refrig Mech Fore
HVAC/Refrig Mech
Laborer
Maint Super
Maint Foreman
Maint Repairer 1
Maint Repairer 2
Maint Repairer Mst
Mob Equip Main Mech
Mob Equip Mst Mech
Mob Eqp Mst Mech/Ldr
Mob Eqp Oper 1/Hvy
Mob Eqp Oper 2/Hvy
Mob Equip Oper/Lgt

Mob Equip Oper 1
Mob Equip Oper 2
Mob Equip Shop Foreman
Mobile Equip Shop Supt
Operating Eng 2
Painter
Painter Master
Plumber/Pipefitter
Plumber/Pipefitter Mst
Police Radio Dispat
Print Master Oper
Printing Oper 2
Printing Supv
Trade Apprentice
Welder
Welder Master

Appendix C

Benchmark Job Snapshots

Median Salaries

Administrative Schedule

Accountant 3

| | |
|-----------------|----------|
| LA Median | \$52,499 |
| Public Median | \$64,600 |
| Private Median | \$70,158 |
| Range Midpoint | \$49,182 |
| # of Incumbents | 199 |

Accounting Specialist 2

| | |
|-----------------|----------|
| LA Median | \$33,628 |
| Public Median | \$38,072 |
| Private Median | \$35,932 |
| Range Midpoint | \$35,069 |
| # of Incumbents | 170 |

Administrative Assistant 3

| | |
|-----------------|----------|
| LA Median | \$28,827 |
| Public Median | \$36,864 |
| Private Median | \$49,955 |
| Range Midpoint | \$32,771 |
| # of Incumbents | 421 |

Administrative Coordinator 2

| | |
|-----------------|----------|
| LA Median | \$25,459 |
| Public Median | \$26,059 |
| Private Median | \$34,299 |
| Range Midpoint | \$28,621 |
| # of Incumbents | 509 |

Administrative Coordinator 3

| | |
|-----------------|----------|
| LA Median | \$29,380 |
| Public Median | \$45,114 |
| Private Median | \$50,573 |
| Range Midpoint | \$32,771 |
| # of Incumbents | 1,328 |

Administrative Program Spec A

| | |
|-----------------|----------|
| LA Median | \$43,264 |
| Public Median | \$72,964 |
| Private Median | \$79,342 |
| Range Midpoint | \$42,952 |
| # of Incumbents | 301 |

Attorney 3

| | |
|-----------------|-----------|
| LA Median | \$73,060 |
| Public Median | \$113,454 |
| Private Median | \$142,000 |
| Range Midpoint | \$68,984 |
| # of Incumbents | 142 |

HR Analyst C

| | |
|-----------------|----------|
| LA Median | \$50,346 |
| Public Median | \$67,578 |
| Private Median | \$66,500 |
| Range Midpoint | \$49,182 |
| # of Incumbents | 122 |

Library Specialist 3

| | |
|-----------------|----------|
| LA Median | \$28,538 |
| Public Median | \$33,600 |
| Private Median | \$35,800 |
| Range Midpoint | \$35,069 |
| # of Incumbents | 71 |

Procurement Specialist 3

| | |
|-----------------|----------|
| LA Median | \$39,874 |
| Public Median | \$64,000 |
| Private Median | \$70,000 |
| Range Midpoint | \$42,952 |
| # of Incumbents | 39 |

Medical Schedule

Nursing Assistant 2

| | |
|-----------------|----------|
| LA Median | \$20,675 |
| Public Median | \$24,400 |
| Private Median | \$25,700 |
| Range Midpoint | \$25,127 |
| # of Incumbents | 267 |

Practical Nurse 2

| | |
|-----------------|----------|
| LA Median | \$34,632 |
| Public Median | \$37,912 |
| Private Median | \$41,700 |
| Range Midpoint | \$35,246 |
| # of Incumbents | 94 |

Pharmacist 3

| | |
|-----------------|-----------|
| LA Median | \$109,491 |
| Public Median | \$105,600 |
| Private Median | \$114,700 |
| Range Midpoint | \$90,917 |
| # of Incumbents | 24 |

Registered Nurse 2

| | |
|-----------------|----------|
| LA Median | \$49,920 |
| Public Median | \$54,643 |
| Private Median | \$62,200 |
| Range Midpoint | \$52,905 |
| # of Incumbents | 49 |

Pharmacy Technician 2

| | |
|-----------------|----------|
| LA Median | \$34,247 |
| Public Median | \$29,688 |
| Private Median | \$32,200 |
| Range Midpoint | \$30,784 |
| # of Incumbents | 34 |

Registered Nurse 3

| | |
|-----------------|----------|
| LA Median | \$60,736 |
| Public Median | \$71,900 |
| Private Median | \$76,200 |
| Range Midpoint | \$56,608 |
| # of Incumbents | 336 |

Protective Services Schedule

Guard

| | |
|-----------------|----------|
| LA Median | \$23,925 |
| Public Median | \$27,173 |
| Private Median | \$27,628 |
| Range Midpoint | \$27,862 |
| # of Incumbents | 79 |

Police Officer 3-A

| | |
|-----------------|----------|
| LA Median | \$39,249 |
| Public Median | \$49,800 |
| Private Median | \$49,300 |
| Range Midpoint | \$41,829 |
| # of Incumbents | \$160 |

Guard Supervisor

| | |
|-----------------|----------|
| LA Median | \$28,787 |
| Public Median | \$42,087 |
| Private Median | \$54,800 |
| Range Midpoint | \$31,907 |
| # of Incumbents | 7 |

Social Services Schedule

Health Educator

LA Median \$34,320
Public Median \$45,383
Private Median \$56,500
Range Midpoint \$40,144
of Incumbents 15

Social Worker 2

LA Median \$42,016
Public Median \$48,980
Private Median \$56,500
Range Midpoint \$45,958
of Incumbents 12

Psychiatric Aide 2

LA Median \$26,478
Public Median \$27,540
Private Median \$29,200
Range Midpoint \$25,002
of Incumbents 187

Social Svc Counselor 2

LA Median \$35,183
Public Median \$46,300
Private Median \$48,700
Range Midpoint \$40,144
of Incumbents 22

Rehabilitation Counselor

LA Median \$46,405
Public Median \$55,600
Private Median \$58,100
Range Midpoint \$45,958
of Incumbents 44

Therapeutic Recreation Spec 2

LA Median \$33,363
Public Median \$46,600
Private Median \$49,100
Range Midpoint \$37,524
of Incumbents 40

Technical and Scientific Schedule

Biologist 2

LA Median \$34,570
Public Median \$47,851
Private Median \$50,000
Range Midpoint \$47,809
of Incumbents 19

Engineering Technician 4

LA Median \$42,723
Public Median \$49,600
Private Median \$52,300
Range Midpoint \$44,679
of Incumbents 231

Engineer Intern 1

LA Median \$48,818
Public Median \$53,040
Private Median \$57,100
Range Midpoint \$51,158
of Incumbents 27

Engineer 4

LA Median \$72,530
Public Median \$74,538
Private Median \$84,943
Range Midpoint \$67,049
of Incumbents 73

Technical and Scientific Schedule (continued)

Environmental Scientist 3

LA Median \$47,798
Public Median \$63,700
Private Median \$68,700
Range Midpoint \$54,735
of Incumbents 224

IT Management Consultant 1

LA Median \$74,693
Public Median \$70,384
Private Median \$67,600
Range Midpoint \$67,049
of Incumbents 59

IT Applications

Programmer/Analyst 2

LA Median \$60,445
Public Median \$75,300
Private Median \$82,700
Range Midpoint \$58,562
of Incumbents 105

IT Technical Support

Specialist 3

LA Median \$64,293
Public Median \$74,815
Private Median \$80,500
Range Midpoint \$62,660
of Incumbents 183

Skilled Trades Schedule

Carpenter Master

LA Median \$40,581
Public Median \$43,500
Private Median \$44,200
Range Midpoint \$41,163
of Incumbents 58

Horticultural Attendant

LA Median \$24,197
Public Median \$16,298
Private Median \$28,700
Range Midpoint \$31,408
of Incumbents 68

Custodian 2

LA Median \$19,832
Public Median \$24,043
Private Median \$24,594
Range Midpoint \$20,925
of Incumbents 751

Laborer

LA Median \$19,594
Public Median \$23,820
Private Median \$29,500
Range Midpoint \$20,925
of Incumbents 59

Electronic Technician

LA Median \$48,069
Public Median \$36,921
Private Median \$44,000
Range Midpoint \$47,123
of Incumbents 64

Maintenance Repairer 2

LA Median \$32,677
Public Median \$32,926
Private Median \$38,000
Range Midpoint \$38,470
of Incumbents 394

Skilled Trades Schedule (continued)

**Mobile Equipment
Operator 1/Hvy**

| | |
|-----------------|----------|
| LA Median | \$36,421 |
| Public Median | \$33,887 |
| Private Median | \$36,874 |
| Range Midpoint | \$41,163 |
| # of Incumbents | 435 |

Mobile Equipment Operator 1

| | |
|-----------------|----------|
| LA Median | \$24,981 |
| Public Median | \$31,312 |
| Private Median | \$46,247 |
| Range Midpoint | \$31,408 |
| # of Incumbents | 393 |

Appendix D

Structure Adjustment and General Increase History

| Date | Proposal |
|------|---|
| 1994 | Proposal to increase range minimums by 4% and range maximums by 10%. Approval was not granted. |
| 1995 | Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and range maximums by 5%. Approval was not granted. |
| 1997 | Proposal to increase General pay schedule range minimums by 4% and range maximums by 10%. Approval was granted. |
| 1999 | Proposal to increase Medical pay schedule range minimums by 4% and range maximums by 10%. Approval was granted. |
| 2000 | Proposal to grant COLAS to all classified employees in the amount of 5% and to increase range minimums and maximums by 5%. Approval was not granted. |
| 2001 | Proposal to increase range minimums and maximums for General and Medical pay schedules by 6% (2% each year for three years). Approval was granted. |
| 2002 | Proposal to increase range minimums and maximums by 2% for Skilled Trades pay schedule. Approval was granted. |
| 2007 | Proposal to grant COLAs to all classified employees in the amount of \$0.72 per hour and to increase the range minimums for all pay schedules by 10-14% and maximums by 10-14%. Approval was granted. |
| 2008 | Proposal to grant COLAS to all classified employees in the amount of 2-5% and to increase all pay range minimums to reflect federal minimum wage. In addition, it was proposed to increase range minimums for all pay schedules by 3-10%. Approval was not granted. |

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