



2017 Annual Uniform Pay Plan Review

Department of State Civil Service

Byron P. Decoteau Jr., Director
State Civil Service



Louisiana
SCS
State Civil Service

Brandy Malatesta, MPA, CCP
HR Division Administrator
State Civil Service Compensation Division

TABLE OF CONTENTS

5

INTRODUCTION

6

DEFINITIONS

7

EXECUTIVE SUMMARY

10

COMPENSATION SURVEY
PRACTICES

- ❖ BENCHMARKS
10
- ❖ SALARY SURVEYS & THE RELEVANT
EMPLOYMENT MARKET
11
- ❖ OCCUPATIONAL GROUP COMPARISONS
12
- ❖ PUBLIC/PRIVATE SECTOR COMPARISONS
12

13

PAY STRUCTURE
COMPETITIVENESS

- ❖ METHODOLOGY
13
- ❖ RESULTS
14
- ❖ ADMINISTRATIVE PAY SCHEDULE
15
- ❖ PROTECTIVE SERVICES PAY SCHEDULE
16
- ❖ SOCIAL SERVICES PAY SCHEDULE
17
- ❖ TECHNICAL & SCIENTIFIC PAY SCHEDULE
18
- ❖ SKILLED TRADES PAY SCHEDULE
19
- ❖ MEDICAL PAY SCHEDULE
20

21

PAY STRUCTURE LAG TRENDS

- ❖ PUBLIC SECTOR
21
- ❖ PRIVATE SECTOR
22

23

MEDIAN SALARY COMPARISONS

- ❖ METHODOLOGY
23
- ❖ RESULTS
24
- ❖ ADMINISTRATIVE PAY SCHEDULE
25
- ❖ PROTECTIVE SERVICES PAY SCHEDULE
26
- ❖ SOCIAL SERVICES PAY SCHEDULE
27
- ❖ TECHNICAL & SCIENTIFIC PAY SCHEDULE
28
- ❖ SKILLED TRADES PAY SCHEDULE
29
- ❖ MEDICAL PAY SCHEDULE
30

31

MEDIAN SALARY LAG TRENDS

- ❖ PUBLIC SECTOR
31
- ❖ PRIVATE SECTOR
32

33

PERCENT INTO PAY RANGE ANALYSIS

34

TURNOVER STATISTICS

- ❖ VOLUNTARY & TOTAL TURNOVER
35
- ❖ VOLUNTARY TURNOVER TRENDS
36
- ❖ TOTAL TURNOVER TRENDS
37
- ❖ TURNOVER DUE TO RETIREMENTS
38
- ❖ HIGH TURNOVER JOBS
39

40

ECONOMIC OUTLOOK INFORMATION

- ❖ TOP 25 OCCUPATIONS ADDING THE MOST JOBS STATEWIDE THROUGH 2024
41
- ❖ FASTEST GROWING OCCUPATIONS STATEWIDE THROUGH 2024
42

43

PAY STRUCTURE ADJUSTMENT & RECOMMENDATION HISTORY

44

CONCLUSION

45

RECOMMENDATIONS

47

APPENDICES

- ❖ APPENDIX A:
BENCHMARK JOB TITLES
46
- ❖ APPENDIX B:
BENCHMARK JOB SNAPSHOTS
50
- ❖ APPENDIX C:
PERCENT INTO RANGE HISTORY
55
- ❖ APPENDIX D:
STRUCTURE ADJUSTMENT & GENERAL
INCREASE HISTORY
56

58

REFERENCES

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 pay 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 to the members of the State Civil Service Commission in accordance with C.S. Rule 6.2. This report does not include data on unclassified employees.

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 by which a classified 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 gains 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 classified benchmark jobs against the market rate. It is calculated by dividing the classified pay range midpoint by the market rate. This figure is subtracted from 100% to determine the 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)

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 classified pay range midpoints with median salaries for similar jobs within a relevant geographic area. Over 600 benchmark jobs are included in this analysis.

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 is established as a strategy against an organization’s competitors in recruiting and retaining personnel (WorldatWork, 2009).

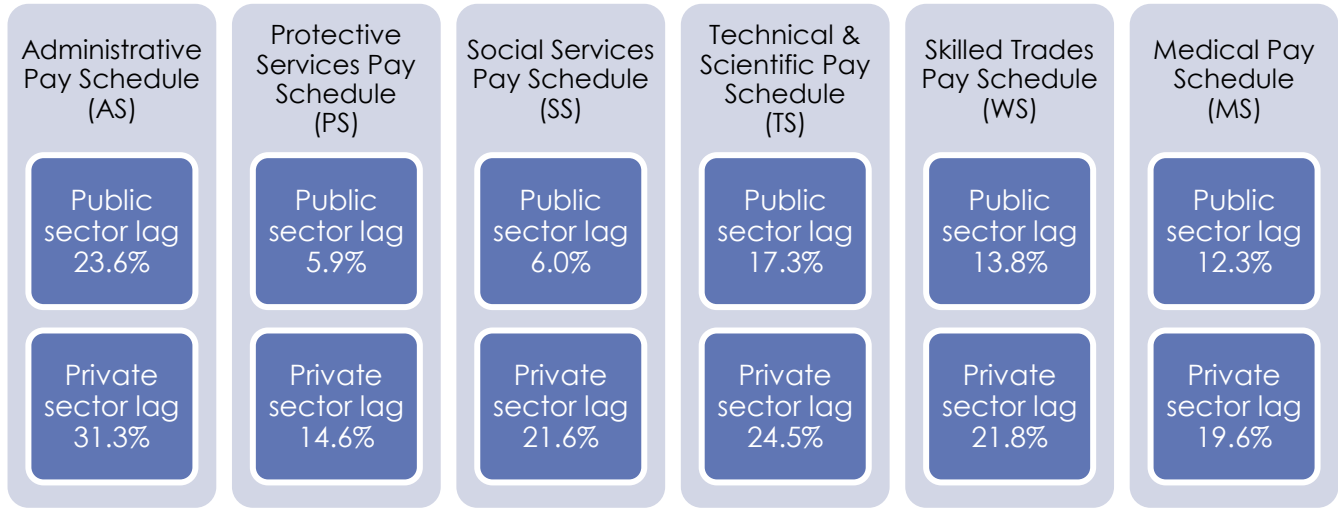
Sections of this report include information that demonstrate the relative health of classified pay structures as compared to the external market rates, as well as the

competitiveness of actual salaries of classified employees. Other key information provided in this report which assists in supporting recommendations to adjust pay schedules and/or a salary increase for classified employees include a percent into range analysis for classified employees, turnover data, economic outlook information, and historical data on pay structure adjustments and salary increases.

Overall for 2017, the classified service is experiencing competitive pressure in all pay schedules due to the inability of some agencies to grant performance adjustments for several years, as well as the lack of structure adjustments for the last decade. Although statewide budget issues are a concern, it is imperative that the classified pay structure as well as the actual salaries of employees be considered for the efficient and effective delivery of quality services to the public.

PAY STRUCTURE COMPETITIVENESS

The data indicates that, on average, classified pay schedule midpoints for classified benchmark jobs lag public sector medians by 5.9% to 23.6% and lag private sector medians by 14.6% to 31.3%.



PAY STRUCTURE LAG TRENDS

Salary data collected for 2017 as compared to salary data collected for 2016 indicate that all classified pay schedules continue to fall further behind the public and private sectors.



MEDIAN SALARY COMPARISONS

The data indicates that actual median salaries of classified employees in benchmark jobs lag public sector medians by 12.4% to 24.9% and lag private sector medians by 18.0% to 29.1%.



MEDIAN SALARY LAG TRENDS

Salary data collected for 2017 as compared to salary data collected for 2016 indicate that the pay gap has grown for employees in some classified pay schedules as compared to their counterparts in the public and private sectors.

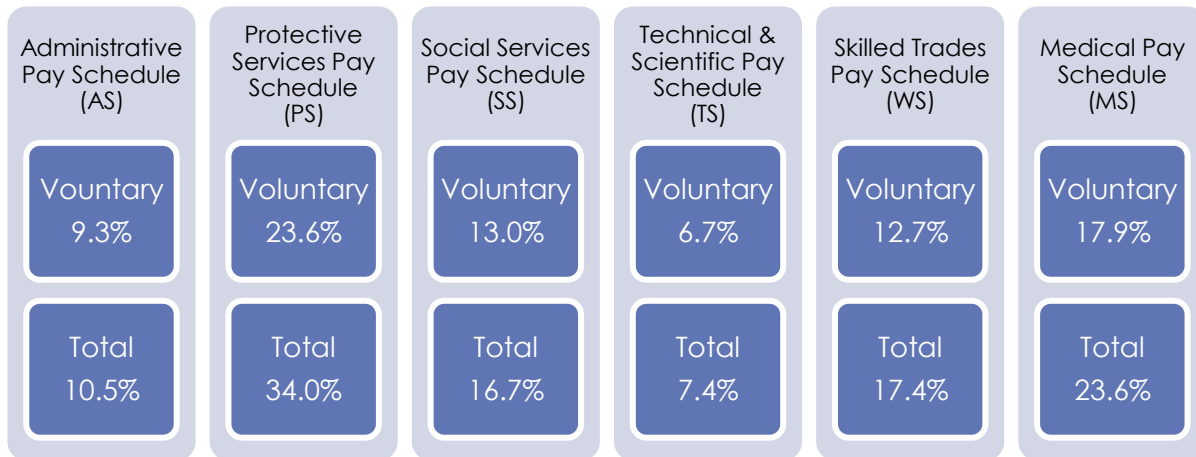


PERCENT INTO PAY RANGE ANALYSIS

Percent into range data provides that the majority of classified salaries (57.0%) fall in between the minimum and midpoint of the pay ranges. This supports that classified employees are paid below market. Considering the lag of the pay schedules, it would be appropriate to consider the third quartile of the pay ranges as comparable to the market rate in some cases. Approximately 87.1% of classified salaries fall in between the minimum and the third quartile of the pay ranges.

TURNOVER STATISTICS

Both total and voluntary statewide turnover rates have increased slightly since last fiscal year. The statewide total turnover rate for FY 2016-2017 was 17.01%, while the statewide voluntary turnover rate for FY 2016-2017 was 13.10%. Turnover by pay schedule for FY 2016-2017 shows that both the total and voluntary turnover percentages are highest in the Protective Services schedule.



ECONOMIC OUTLOOK INFORMATION

Economic data collected indicates that job growth is expected in the industrial/chemical and construction industries for 2018-2019. This is mainly associated with Liquid Natural Gas export projects, which comprise \$102.1 billion in investments. Additionally, job growth is also anticipated in the healthcare industry for the New Orleans area due to the completion of the new VA hospital and University Medical Center as well as three new healthcare sector projects announced for 2018-2019.

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 600 benchmark job comparisons are utilized in this analysis. A complete listing is provided in Appendix A.

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 used for the analysis in this report 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 over the years as follows:

- *CompAnalyst®*
- *Compdata*
- *National Compensation Association of State Governments (NCASG)*

CompAnalyst®

CompAnalyst is a platform for compensation data management, analysis, and modeling. This platform contains salary data for over 4,000 benchmark jobs. CompAnalyst was used to obtain comparative public and private sector salary data.

Compdata

Compdata is 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)

NCASG is 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

Classified Pay Schedule Midpoints vs. Market Median Salaries

METHODOLOGY

The following methodology is used for the next six charts to compare classified pay schedule midpoints to market median 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).

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

Pay range midpoints were identified for each classified benchmark job.

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

A separate analysis was completed for each sector since some classified benchmark jobs were isolated to one sector.

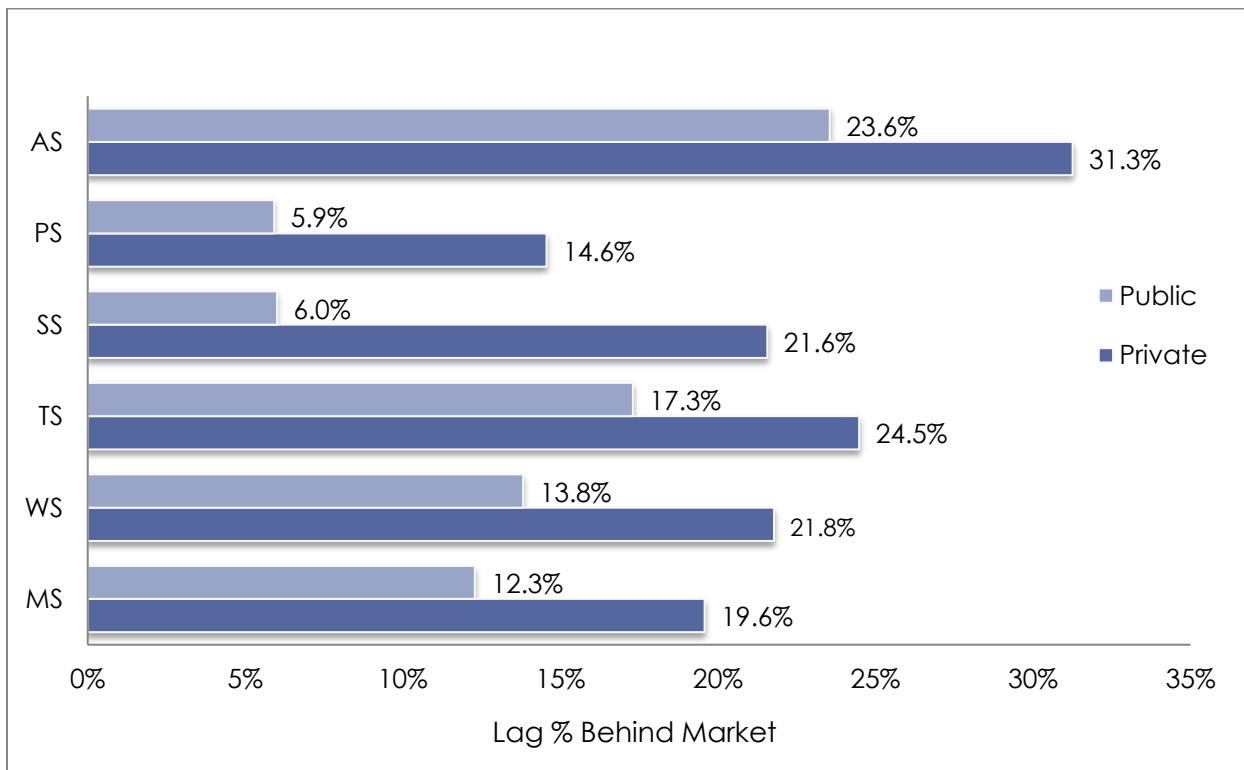
Classified pay schedule midpoints for benchmarked jobs were averaged to show a single value representative of the pay schedule for the matches in each sector. The median salaries of the surveyed jobs in each sector were also averaged to provide a single value for comparison.

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

RESULTS

As of January 1, 2017, classified pay schedule midpoints for benchmarked jobs trail the median salaries offered by other public employers from 5.9% to 23.6%, and lag behind those offered by private employers from 14.6% to 31.3%. In the graph below, the bars indicate the percentages by which the average classified pay schedule midpoint has fallen behind the corresponding public and private market median salary for benchmarked jobs. A detailed comparison for each pay schedule can be found on the following pages.

Market Lags of Classified Pay Schedule Midpoints for Benchmarked Jobs By Pay Schedule



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

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

169

Classified Benchmark Jobs

6,957

Classified Employees in Benchmark jobs

23.6% Lag

Public Sector Median Salaries

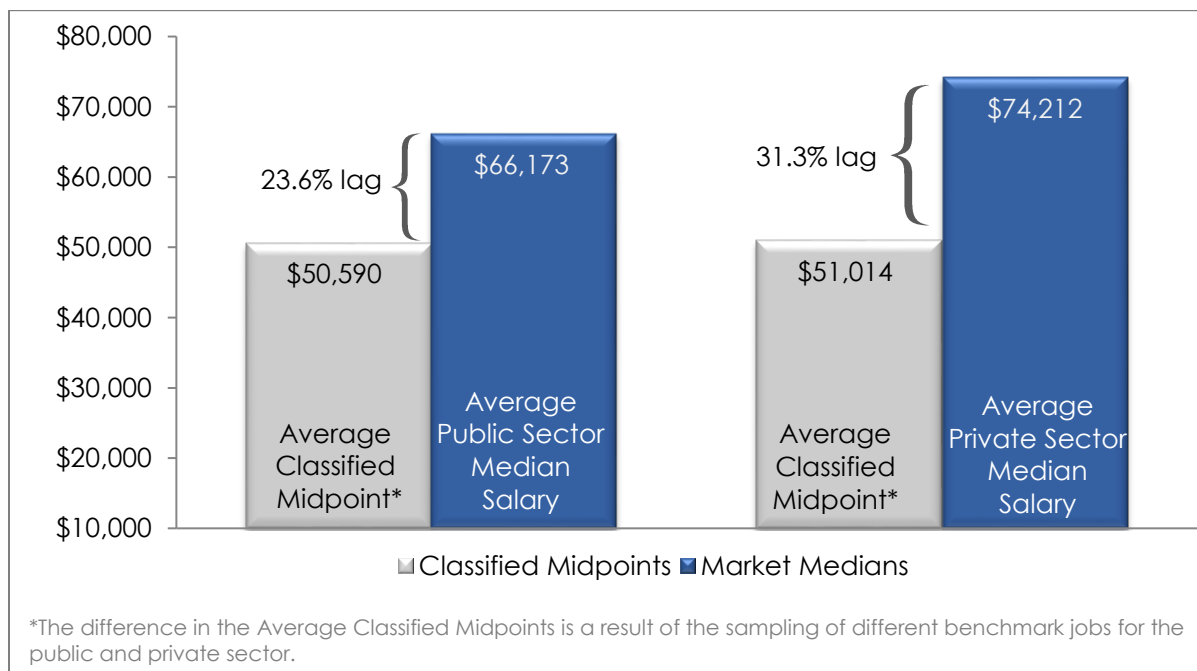
31.3% Lag

Private Sector Median Salaries

ADMINISTRATIVE PAY SCHEDULE (AS)

A total of 169 jobs were benchmarked in the Administrative Pay Schedule which represents 6,957 classified employees as of January 1, 2017. Jobs in this category include Accountants, Attorneys, Economists, Human Resource Analysts, etc. The graph below shows Administrative Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Administrative Pay Schedule is, on average, 23.6% lower than competing public employers and 31.3% lower than competing private employers.

AS Classified Midpoints vs. Market Median Salaries 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.

11,276

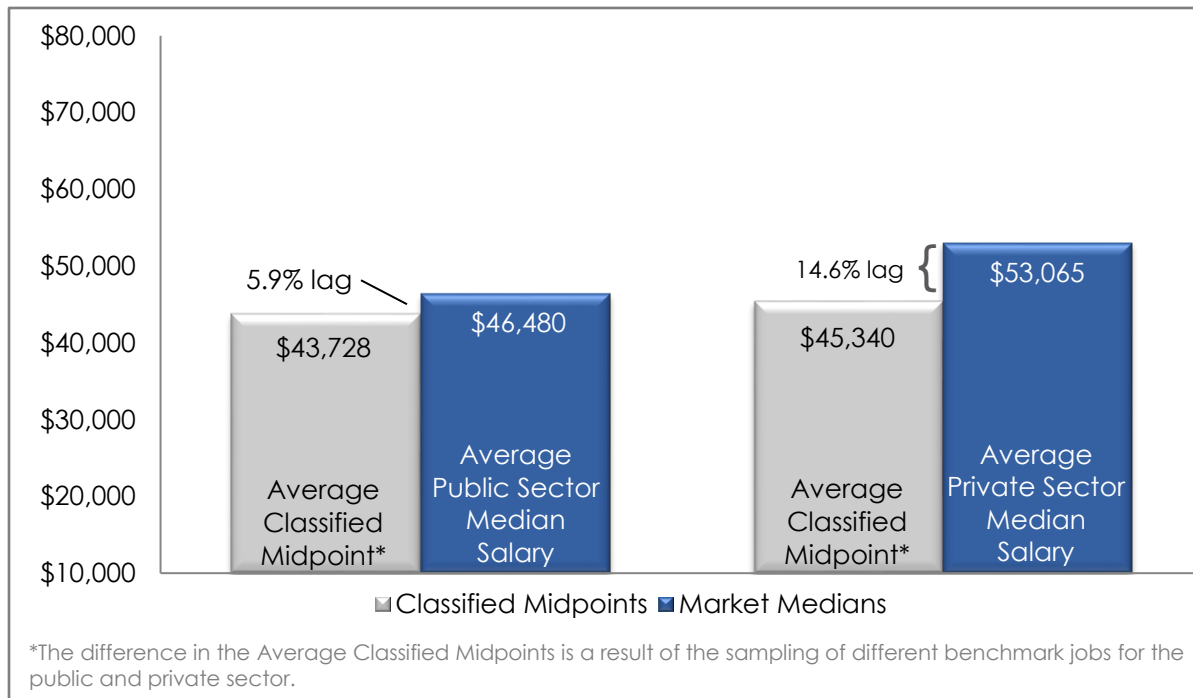
Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/1/2017

20 Classified Benchmark Jobs	3,371 Classified Employees in Benchmark jobs	5.9% Lag Public Sector Median Salaries	14.6% Lag Private Sector Median Salaries
---------------------------------	---	---	---

PROTECTIVE SERVICES PAY SCHEDULE (PS)

A total of 20 jobs were benchmarked in the Protective Services Pay Schedule which represents 3,371 classified employees as of January 1, 2017. Jobs in this category include Police Officers, Corrections Officers, Probation & Parole Officers, etc. The graph below shows Protective Services Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Protective Services Pay Schedule is, on average, 5.9% lower than competing public employers and 14.6% lower than competing private employers.

PS Classified Midpoints vs. Market Median Salaries 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.

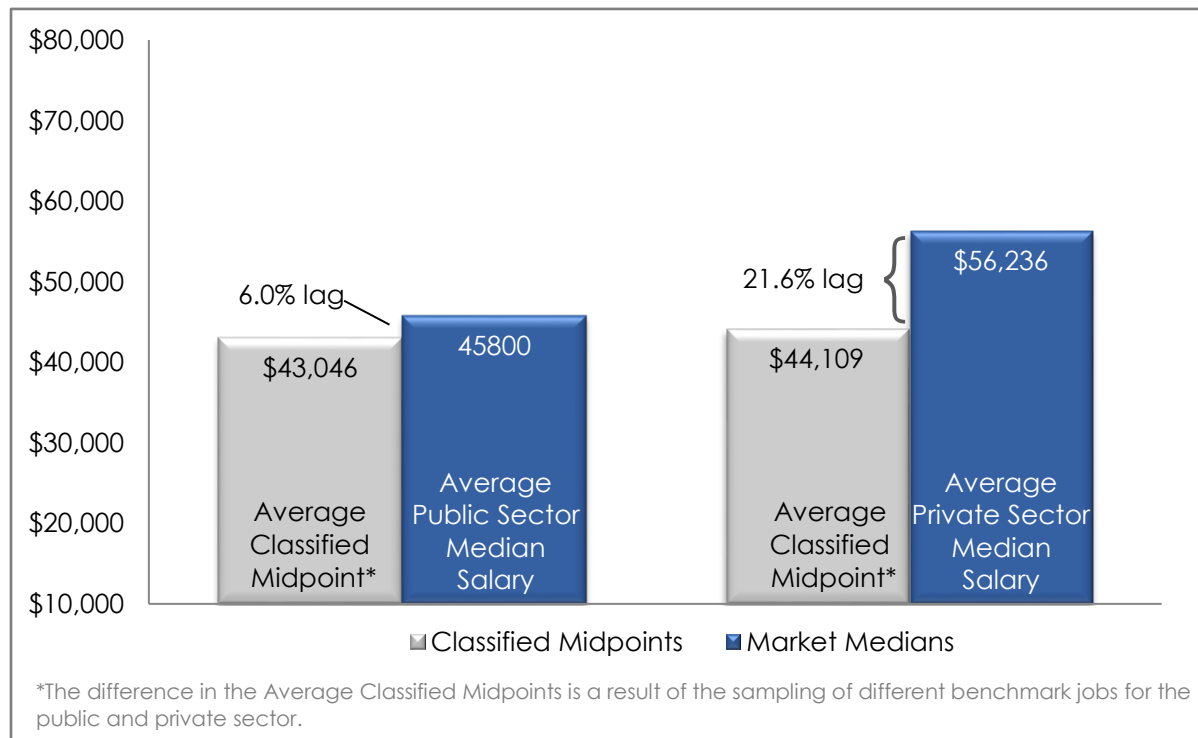
5,819
Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2017

21 Classified Benchmark Jobs	1,836 Classified Employees in Benchmark jobs	6.0% Lag Public Sector Median Salaries	21.6% Lag Private Sector Median Salaries
---------------------------------	---	---	---

SOCIAL SERVICES PAY SCHEDULE (SS)

A total of 21 jobs were benchmarked in the Social Services Pay Schedule which represents 1,836 classified employees as of January 1, 2017. Jobs in this category include Social Workers, Child Welfare Specialists, Counselors, etc. The graph below shows Social Services Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Social Services Pay Schedule is, on average, 6.0% lower than competing public employers and 21.6% lower than competing private employers.

SS Classified Midpoints vs. Market Median Salaries 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.

5,872
Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/1/2017

98
Classified Benchmark
Jobs

2,482
Classified Employees
in Benchmark jobs

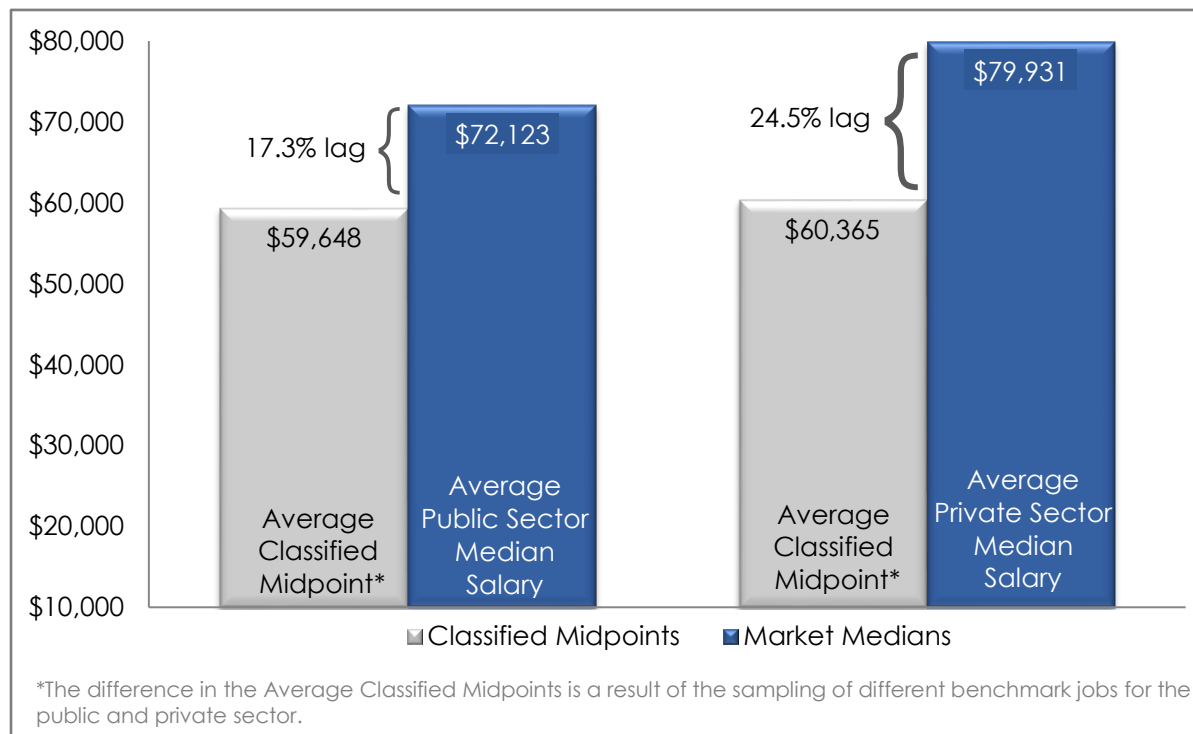
17.3% Lag
Public Sector
Median Salaries

24.5% Lag
Private Sector
Median Salaries

TECHNICAL & SCIENTIFIC PAY SCHEDULE (TS)

A total of 98 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,482 classified employees as of January 1, 2017. Jobs in this category include Biologists, Chemists, Engineers, Geologists, etc. The graph below shows Technical and Scientific Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Technical and Scientific Pay Schedule is, on average, 17.3% lower than competing public employers and 24.5% lower than competing private employers.

TS Classified Midpoints vs. Market Median Salaries 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.

4,641

Full-Time, Regular Classified Employees in the Technical & Scientific Pay Schedule as of 1/1/2017

57
Classified Benchmark
Jobs

4,046
Classified Employees
in Benchmark jobs

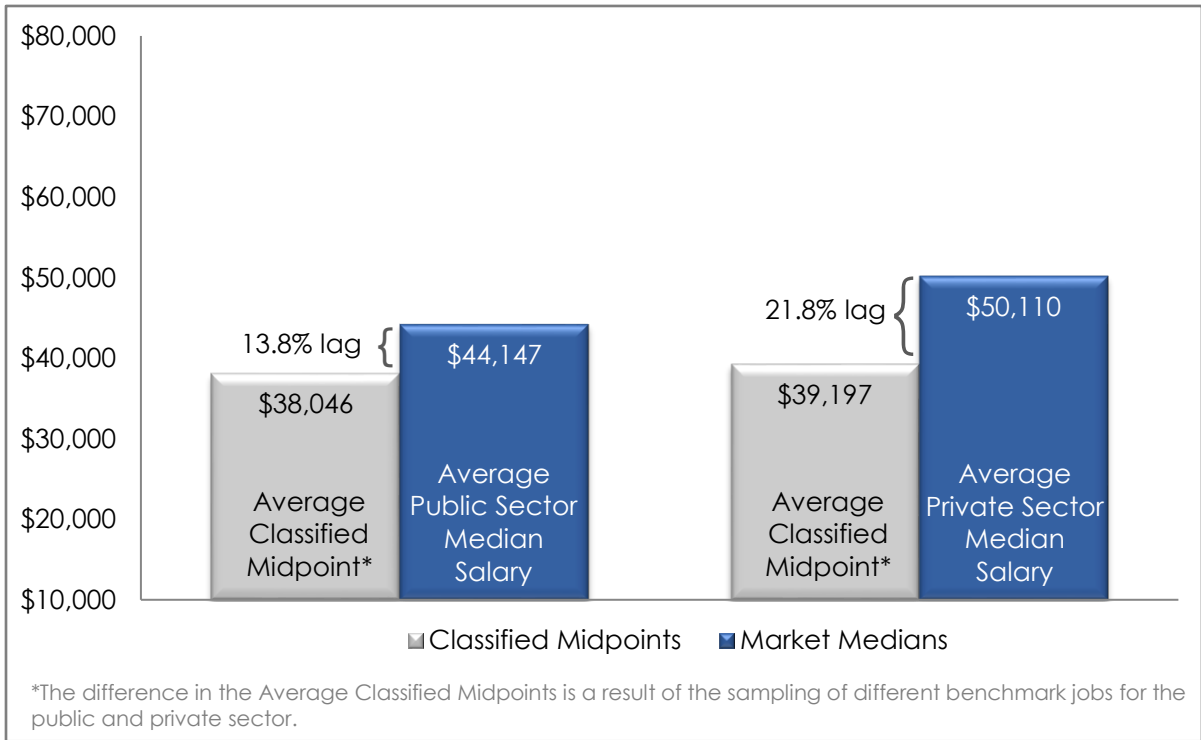
13.8% Lag
Public Sector
Median Salaries

21.8% Lag
Private Sector
Median Salaries

SKILLED TRADES PAY SCHEDULE (WS)

A total of 57 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 4,046 classified employees as of January 1, 2017. Jobs in this category include Carpenter, Electrician, Maintenance Repairer, Mobile Equipment Operator, Trades Apprentice, etc. The graph below shows Skilled Trades Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Skilled Trades Pay Schedule is, on average, 13.8% lower than competing public employers and 21.8% lower than competing private employers.

WS Classified Midpoints vs. Market Median Salaries 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.

5,916
Full-Time, Regular Classified Employees in the Skilled Trades Pay Schedule as of 1/1/2017

59
Classified Benchmark
Jobs

1,334
Classified Employees
in Benchmark jobs

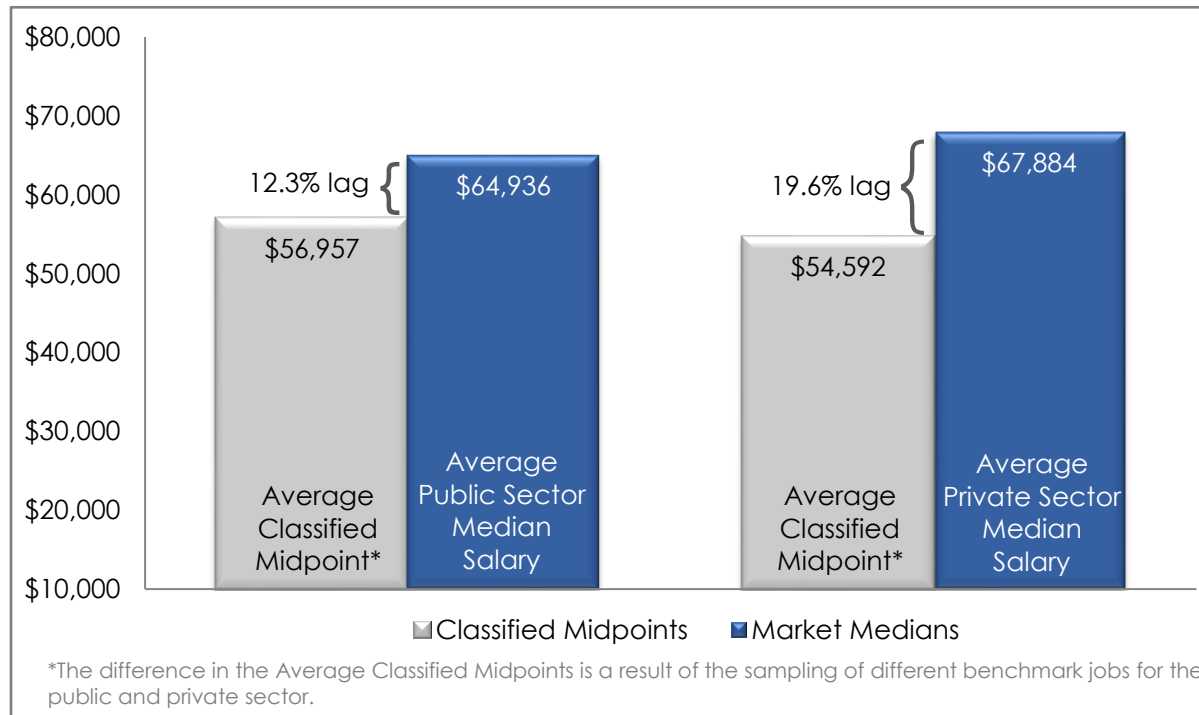
12.3% Lag
Public Sector
Median Salaries

19.6% Lag
Private Sector
Median Salaries

MEDICAL PAY SCHEDULE (MS)

A total of 59 jobs were benchmarked in the Medical Pay Schedule which represents 1,334 classified employees as of January 1, 2017. Jobs in this category include Nurses, Psychologists, Physical Therapists, etc. The graph below shows Medical Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Medical Pay Schedule is, on average, 12.3% lower than competing public employers and 19.6% lower than competing private employers.

MS Classified Midpoints vs. Market Median Salaries 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.

2,586

Full-Time, Regular Classified Employees in the Medical Pay Schedule as of 1/1/2017

Pay Structure Lag Trends

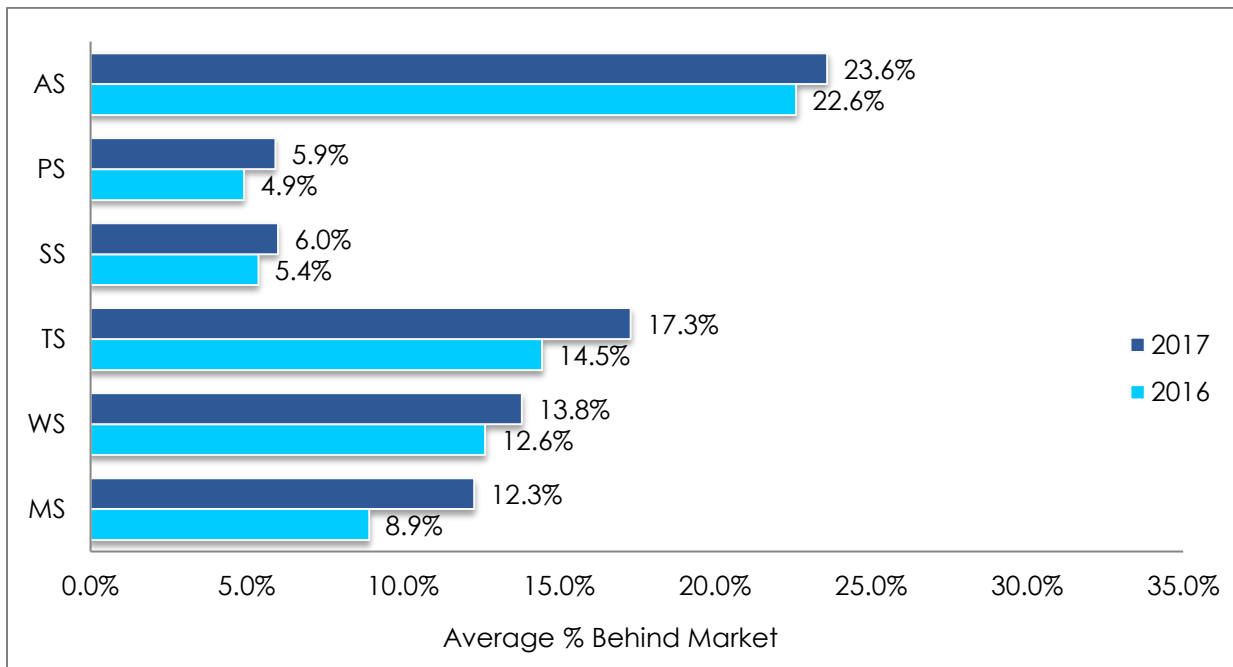
Public Sector

Classified Pay Schedule Midpoints vs. Market Median Salaries

The following charts show how classified pay 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, all six pay schedules have fallen further behind the market since 2016 by amounts ranging from 0.6 percentage points for social services occupations to 3.4 percentage points for medical occupations.

Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule 2016-2017



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

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

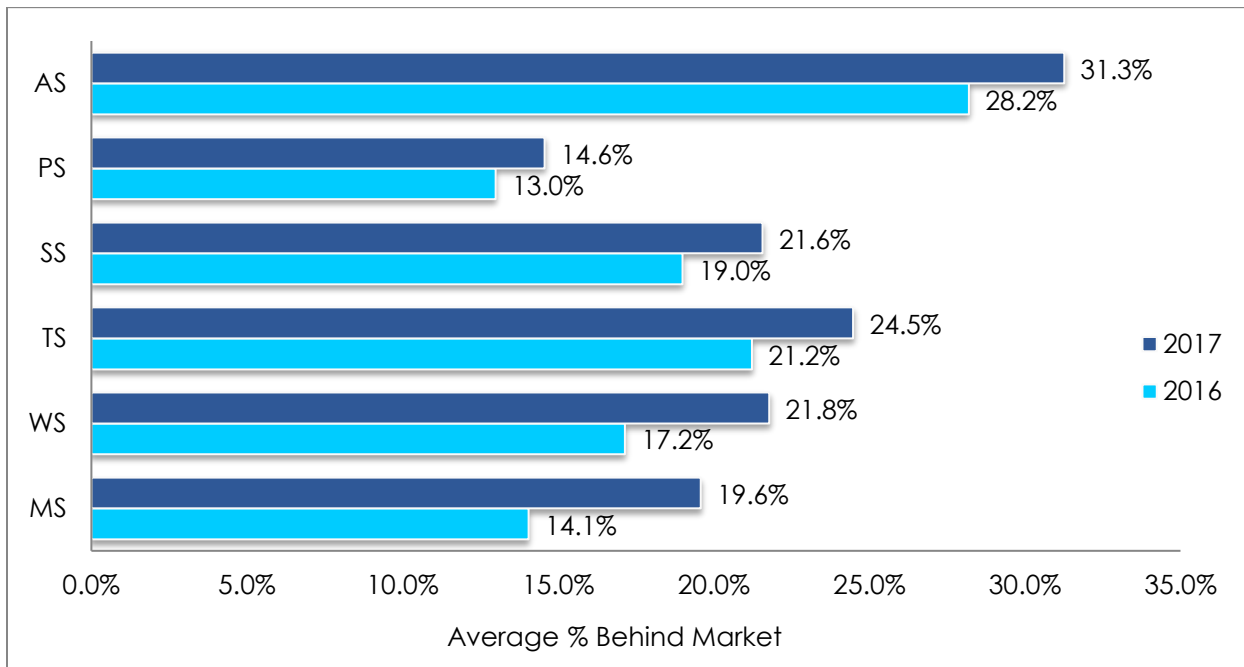
Pay Structure Lag Trends

Private Sector

Classified Pay Schedule Midpoints vs. Market Median Salaries

As compared to the private sector, all six pay schedules have fallen further behind the market since 2017 by amounts ranging from 1.6 percentage points for protective services occupations to 5.5 percentage points for medical occupations.

Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule
2016-2017



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

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

Median Salary Comparisons

Classified Median Salaries vs. Market Median Salaries

METHODOLOGY

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

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

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

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

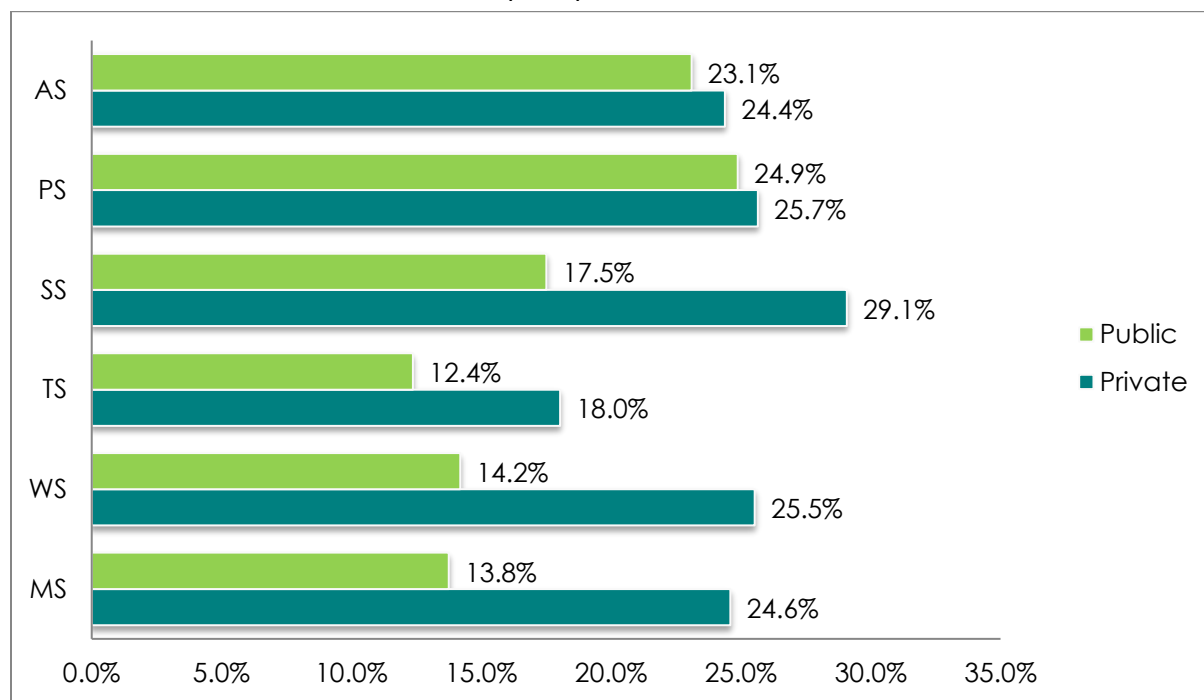
For each classified pay schedule, an overall median value was calculated from the actual median salaries for the classified benchmark jobs, the public sector benchmark jobs, and the private sector benchmark jobs.

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

RESULTS

As of January 1, 2017, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the public sector by amounts ranging from 12.4% to 24.9%. The median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the private sector by amounts ranging from 18.0% to 29.1%.

Market Lags of Classified Median Salaries for Benchmarked Jobs
By Pay Schedule



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

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

116

Classified Benchmark
Jobs

6,412

Classified Employees
in Benchmark jobs

23.1% Lag

Public Sector
Median Salaries

24.4% Lag

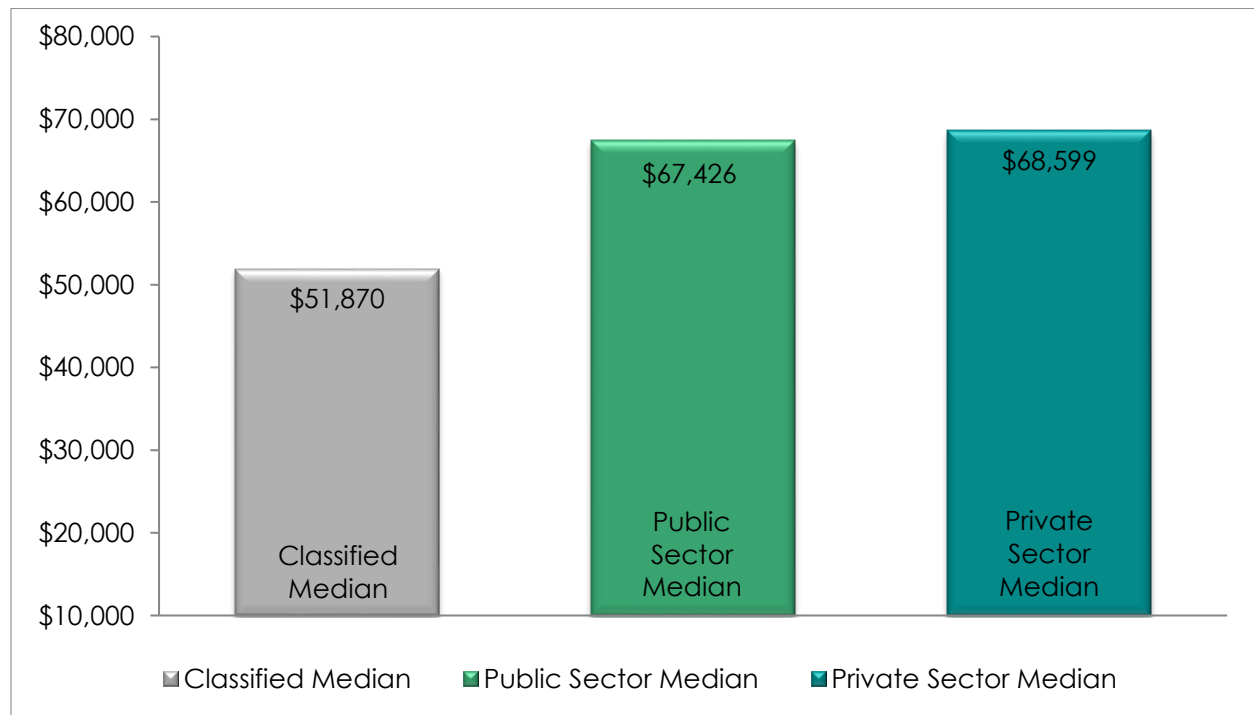
Private Sector
Median Salaries

ADMINISTRATIVE PAY SCHEDULE (AS)

A total of 116 jobs in the Administrative Pay Schedule were benchmarked in both the public and private sectors, which represents 6,412 classified employees as of January 1, 2017. The graph below shows the median salary for classified employees in the Administrative Pay Schedule as compared to the median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the median salary for classified employees in the Administrative Pay Schedule is approximately 23.1% lower than competing public employers and 24.4% lower than competing private employers for benchmarked jobs.

AS Classified Median Annual Salaries vs. Market Median Annual Salaries
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.

11,276

Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/1/2017

6

Classified Benchmark
Jobs

444

Classified Employees
in Benchmark jobs

24.9% Lag

Public Sector
Median Salaries

25.7% Lag

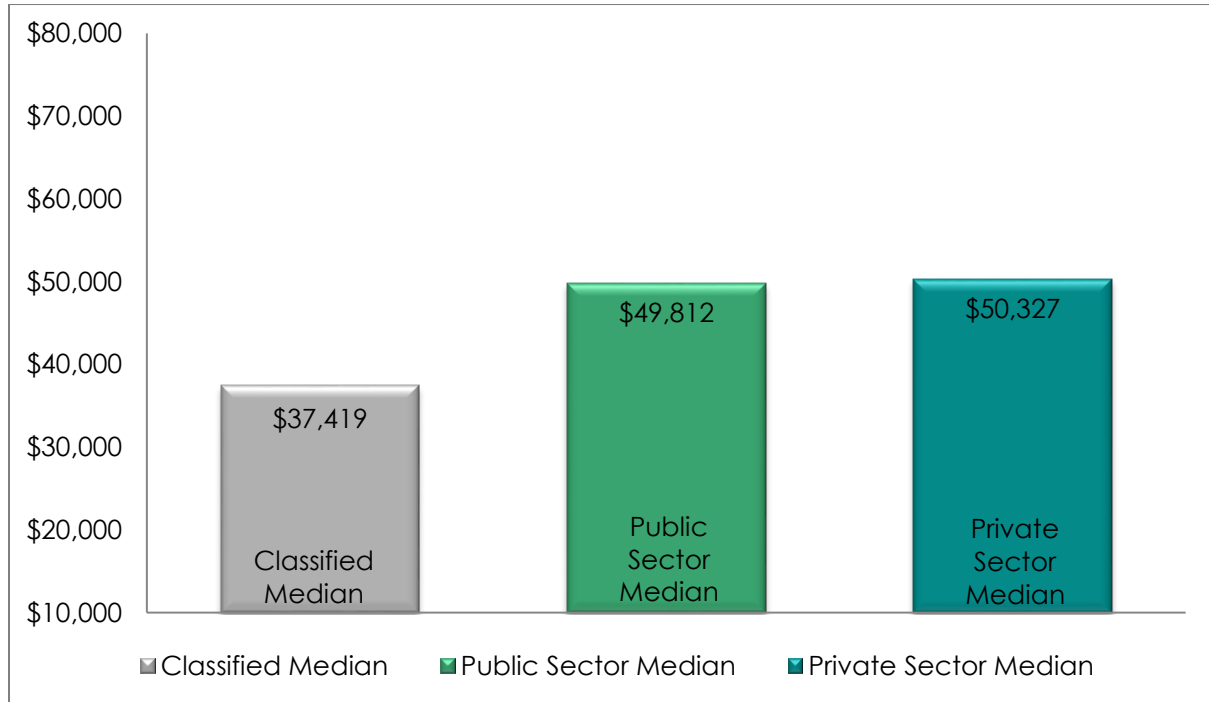
Private Sector
Median Salaries

PROTECTIVE SERVICES PAY SCHEDULE (PS)

A total of six jobs in the Protective Services Pay Schedule were benchmarked in both the public and private sectors which represents 444 classified employees as of January 1, 2017. The graph below shows the median salary for classified employees in the Protective Services Pay Schedule as compared to the median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the median salary for classified employees in the Protective Services Pay Schedule is approximately 24.9% lower than competing public employers and 25.7% lower than competing private employers for benchmarked jobs.

PS Classified Median Annual Salaries vs. Market Median Annual Salaries
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.

5,819

Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2017

10
Classified Benchmark
Jobs

320
Classified Employees
in Benchmark jobs

17.5% Lag
Public Sector
Median Salaries

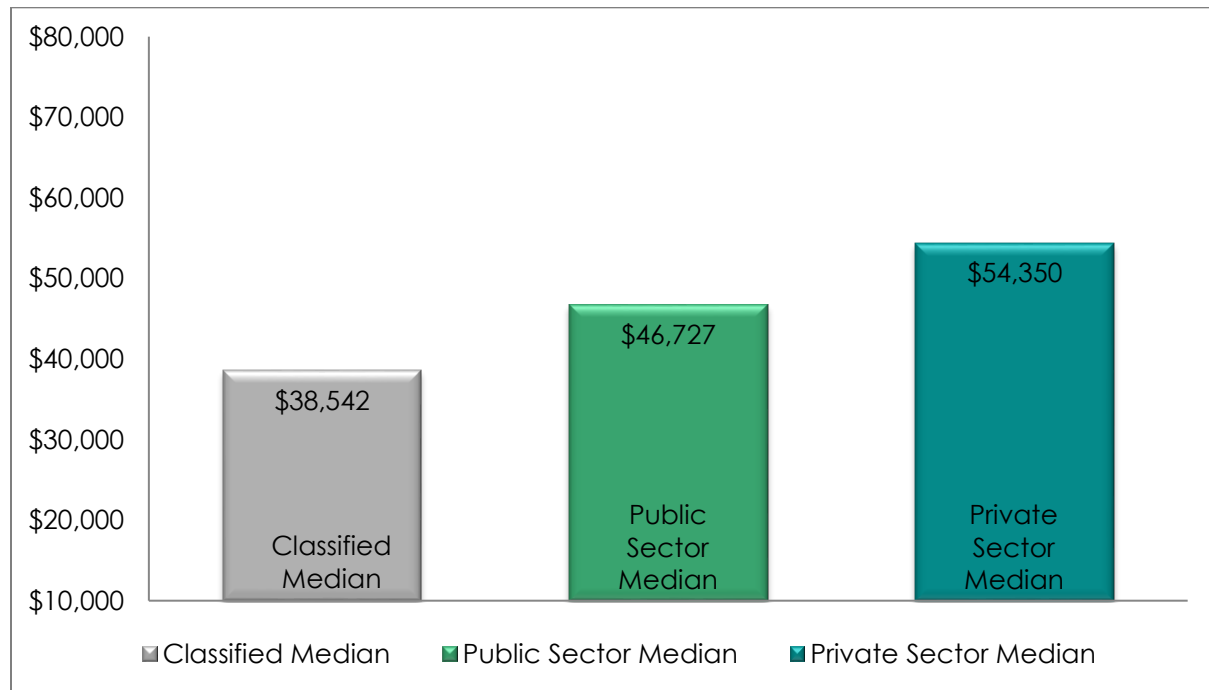
29.1% Lag
Private Sector
Median Salaries

SOCIAL SERVICES PAY SCHEDULE (SS)

A total of 10 jobs in the Social Services Pay Schedule were benchmarked in both the public and private sectors which represents 320 classified employees as of January 1, 2017. The graph below shows the median salary for classified employees in the Social Services Pay Schedule as compared to the median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the median salary for classified employees in the Social Services Pay Schedule is approximately 17.5% lower than competing public employers and 29.1% lower than competing private employers for benchmarked jobs.

SS Classified Median Annual Salaries vs. Market Median Annual Salaries
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.

5,872

Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/1/2017

62

Classified Benchmark Jobs

1,785

Classified Employees in Benchmark jobs

12.4% Lag

Public Sector Median Salaries

18.0% Lag

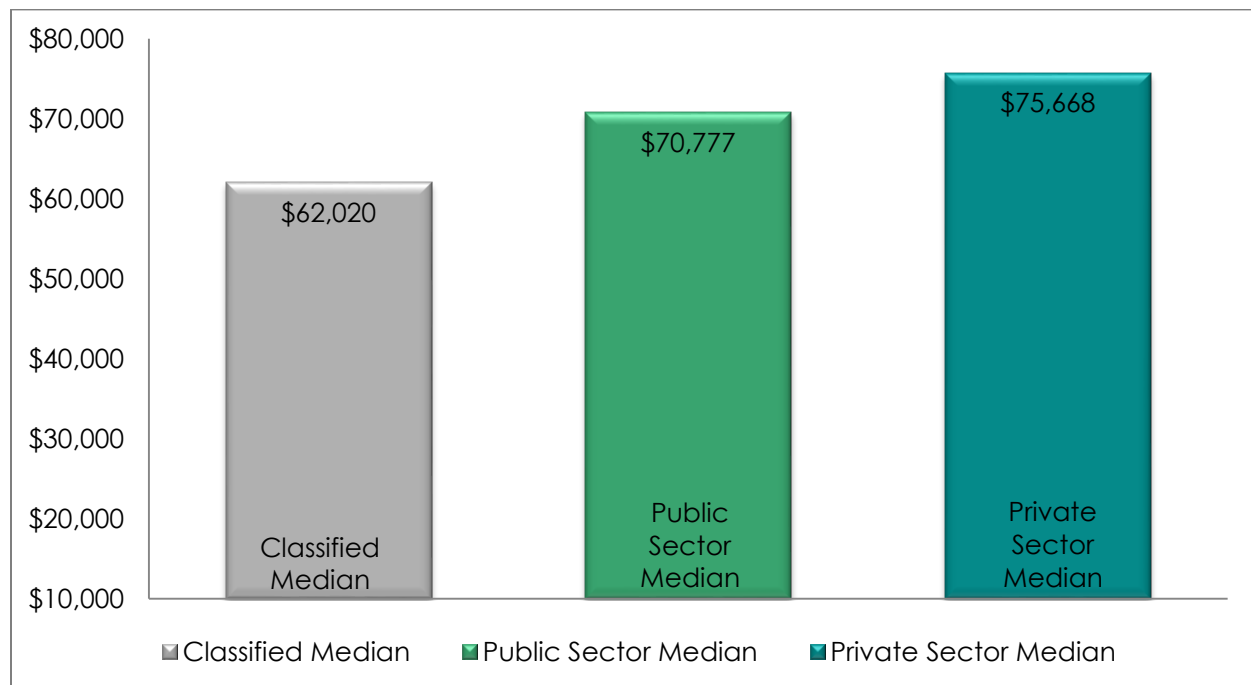
Private Sector Median Salaries

TECHNICAL & SCIENTIFIC PAY SCHEDULE (TS)

A total of 62 jobs in the Technical and Scientific Pay Schedule were benchmarked in both the public and private sectors which represents 1,785 classified employees as of January 1, 2017. The graph below shows the median salary for classified employees in the Technical and Scientific Pay Schedule as compared to the median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the median salary for classified employees in the Technical and Scientific Pay Schedule is approximately 12.4% lower than competing public employers and 18.0% lower than competing private employers for benchmarked jobs.

TS Classified Median Annual Salaries vs. Market Median Annual Salaries 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.

4,641

Full-Time, Regular Classified Employees in the Technical & Scientific Pay Schedule as of 1/1/2017

48

Classified Benchmark Jobs

3,847

Classified Employees in Benchmark jobs

14.2% Lag

Public Sector Median Salaries

25.5% Lag

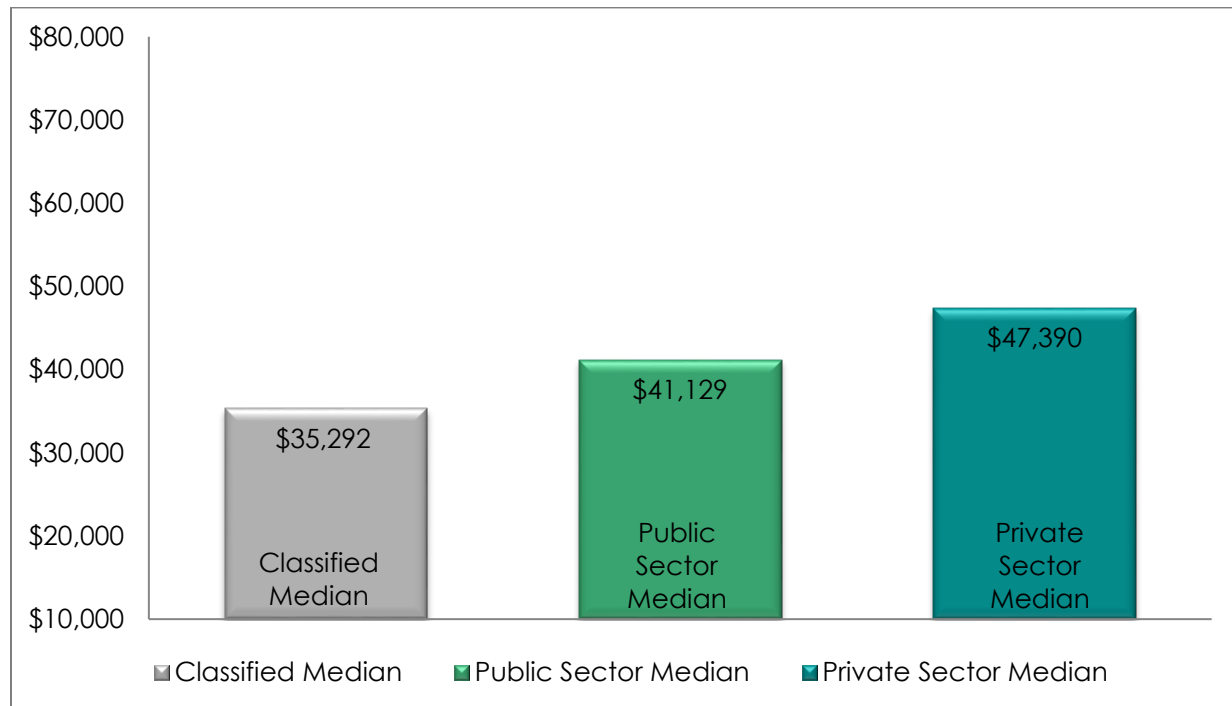
Private Sector Median Salaries

SKILLED TRADES PAY SCHEDULE (WS)

A total of 48 jobs in the Skilled Trades Pay Schedule were benchmarked in both the public and private sectors which represents 3,847 classified employees as of January 1, 2017. The graph below shows the median salary for classified employees in the Skilled Trades Pay Schedule as compared to the median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the median salary for classified employees in the Skilled Trades Pay Schedule is approximately 14.2% lower than competing public employers and 25.5% lower than competing private employers for benchmarked jobs.

WS Classified Median Annual Salaries vs. Market Median Annual Salaries 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.

5,916

Full-Time, Regular Classified Employees in the Skilled Trades Pay Schedule as of 1/1/2017

39
Classified Benchmark
Jobs

1,253
Classified Employees
in Benchmark jobs

13.8% Lag
Public Sector
Median Salaries

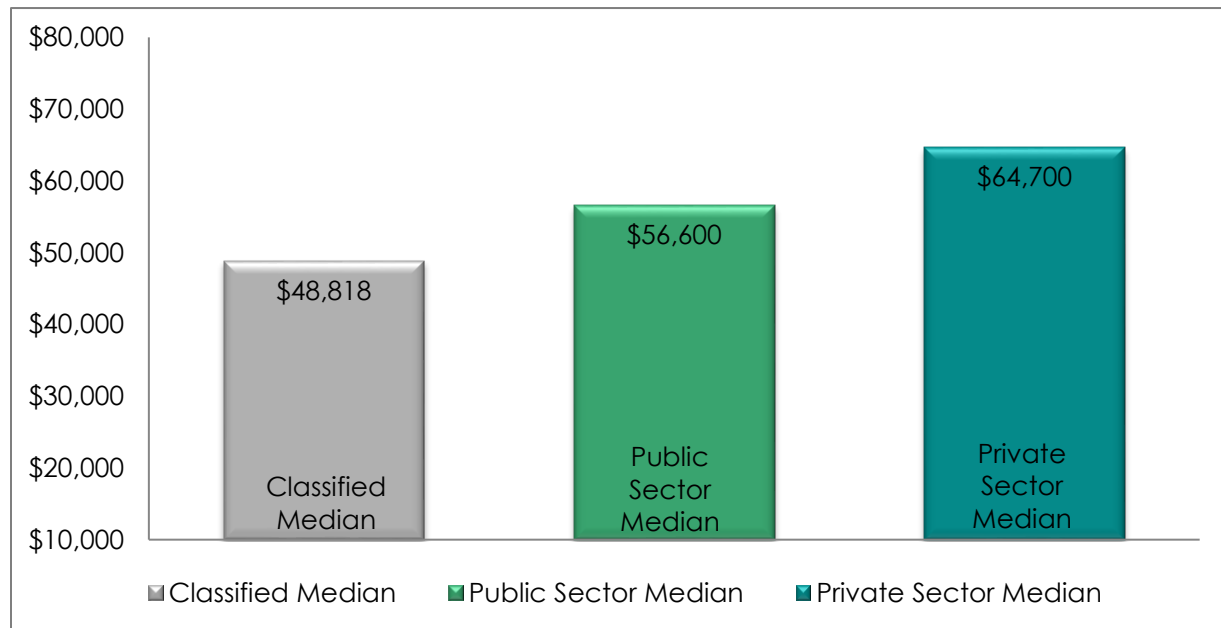
24.6% Lag
Private Sector
Median Salaries

MEDICAL PAY SCHEDULE (MS)

A total of 39 jobs in the Medical Pay Schedule were benchmarked in both the public and private sectors which represents 1,253 classified employees as of January 1, 2017. The graph below shows the median salary for classified employees in the Medical Pay Schedule as compared to the median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the median salary for classified employees in the Medical Pay Schedule is approximately 13.8% lower than competing public employers and 24.6% lower than competing private employers for benchmarked jobs.

MS Classified Median Annual Salaries vs. Market Median Annual Salaries
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.

2,586

Full-Time, Regular Classified Employees in the Medical Pay Schedule as of 1/1/2017

Median Salary Lag Trends

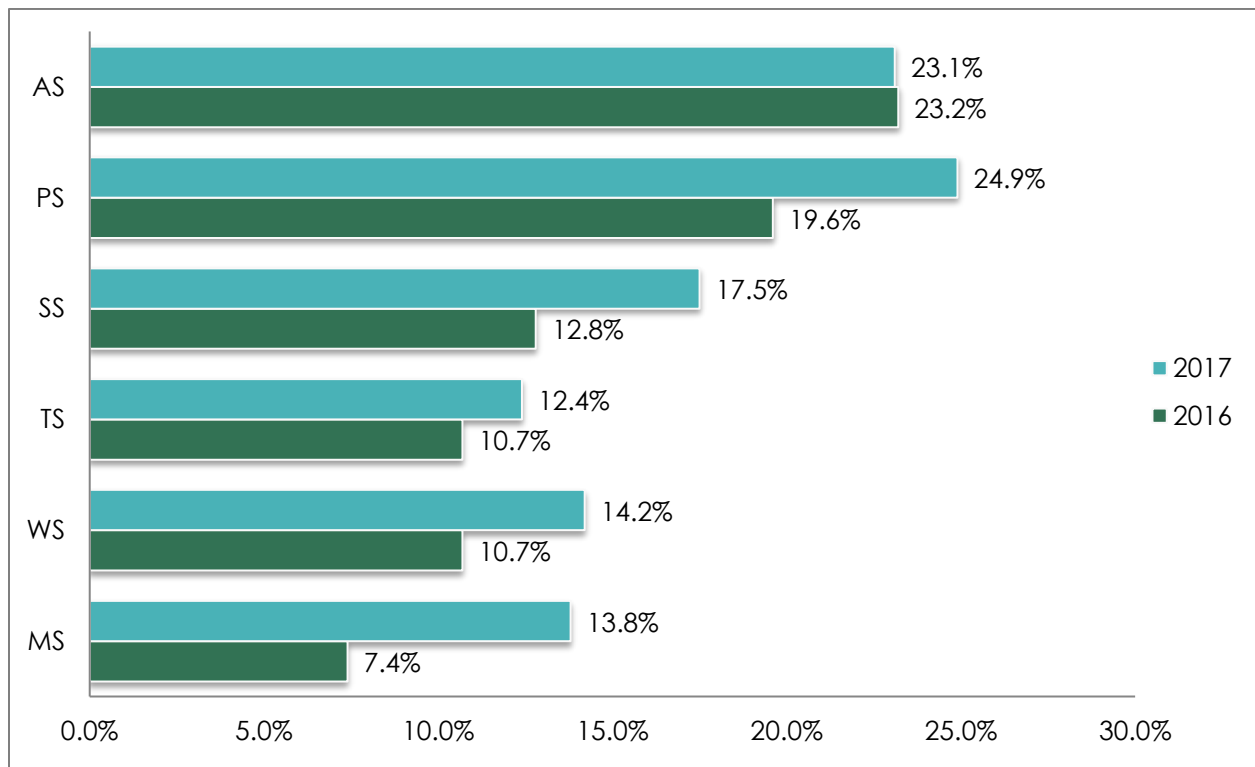
Public Sector

Classified Median Salaries vs. Market Median Salaries

The following chart shows how classified median salaries have lagged the median salaries offered by public sector employers for benchmarked jobs in the last two years.

As compared to benchmarked jobs in the public sector, median salaries for employees in five of the six pay schedules have fallen further behind the market since 2016 by amounts ranging from 1.7 percentage points for technical and scientific occupations to 6.3 percentage points for medical occupations.

Lags of Classified Median Salaries to Public Sector Median Salaries by Pay Schedule 2016-2017



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

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

Median Salary Lag Trends

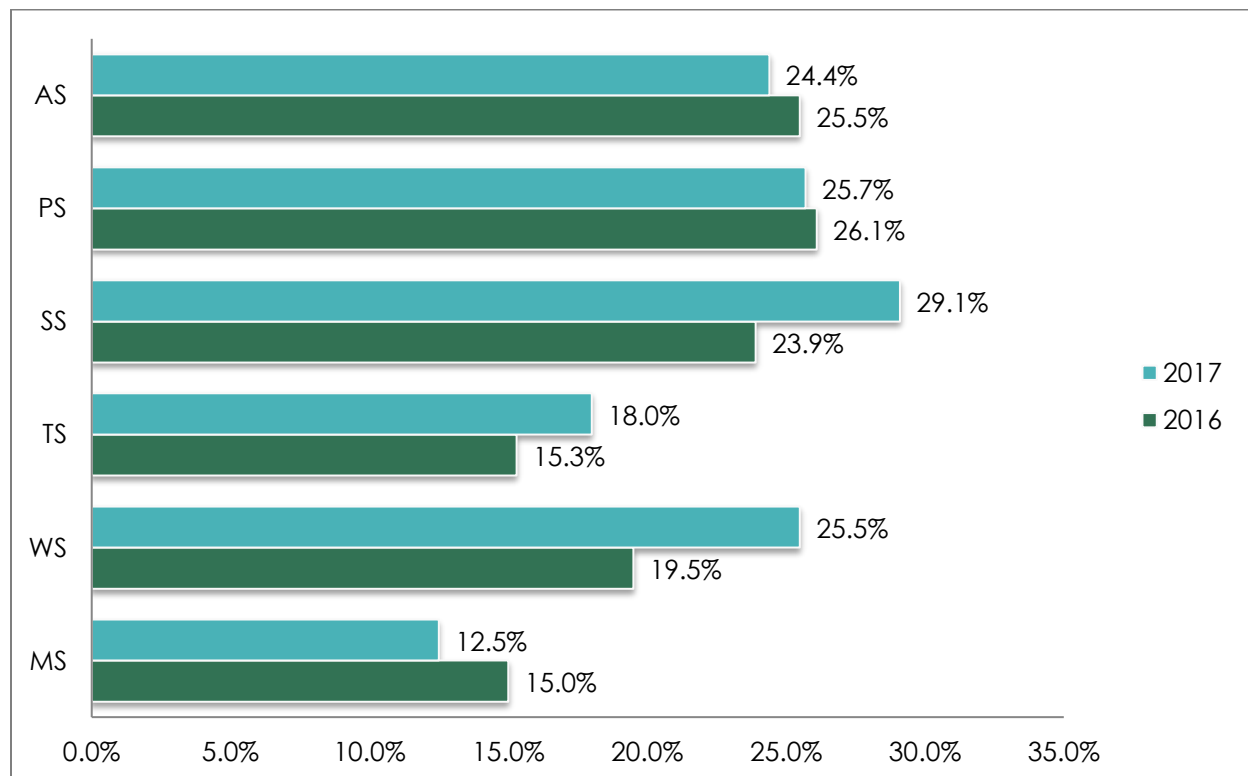
Private Sector

Classified Median Salaries vs. Market Median Salaries

The following chart shows how classified median salaries have lagged the median salaries offered by private sector employers for benchmarked jobs in the last two years.

As compared to benchmarked jobs in the private sector, median salaries for employees in three of the six pay schedules have fallen further behind the market since 2016 by amounts ranging from 2.8 percentage points for technical and scientific occupations to 6.1 percentage points for skilled trades occupations.

Lags of Classified Median Salaries to Private Sector Median Salaries by Pay Schedule 2016-2017



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

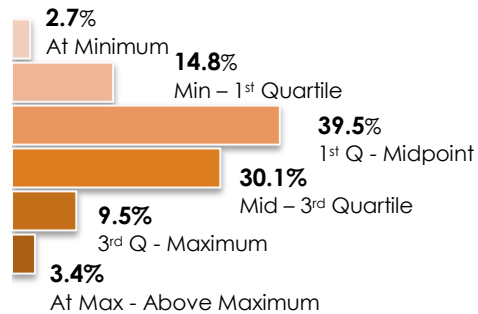
TS = Technical & Scientific Pay Schedule
 WS = Skilled Trades Pay Schedule
 MS = Medical Pay Schedule

Percent into Pay Range Analysis of Classified Salaries

To assist in determining the competitiveness of classified 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 may help support raising pay range maximums. Percent into range data has been analyzed for all classified employees in all pay schedules for this section of the report.

The data indicates that the majority of the classified workforce is paid at a rate at or below market values. As of January 1, 2017, approximately 57.0% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges. Furthermore, approximately 87.1% of the classified workforce is paid at a rate between the minimums and the third quartile of their respective pay ranges. Considering that the lag of the classified pay schedules can be as much as 31.3% behind the market, the third quartile is more representative of the market rate in these cases. The following chart provides an illustration of the distribution of classified employees within their respective pay ranges as of January 1, 2017.

Percent into Pay Range of Classified Salaries
(as of January 1, 2017)



The distribution of employees within the classified pay ranges have remained relatively static over the years. It is assumed that economic conditions, retirements of senior employees, turnover, and the inability of state agencies to grant performance adjustments for several years has impacted the distribution of employees in the pay ranges. On average, the actual pay for a majority of the classified workforce (60.0%) has fallen between the minimums and the midpoints of the pay ranges since 2009. Furthermore, the salaries of approximately 90% of the classified workforce has fallen between the minimums and the third quartile of the pay ranges since 2009. Appendix C includes a chart illustrating the distributions of classified employees in their pay ranges from 2009 to 2017.

Turnover Statistics

Each fiscal year in the fall, 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 classified 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.

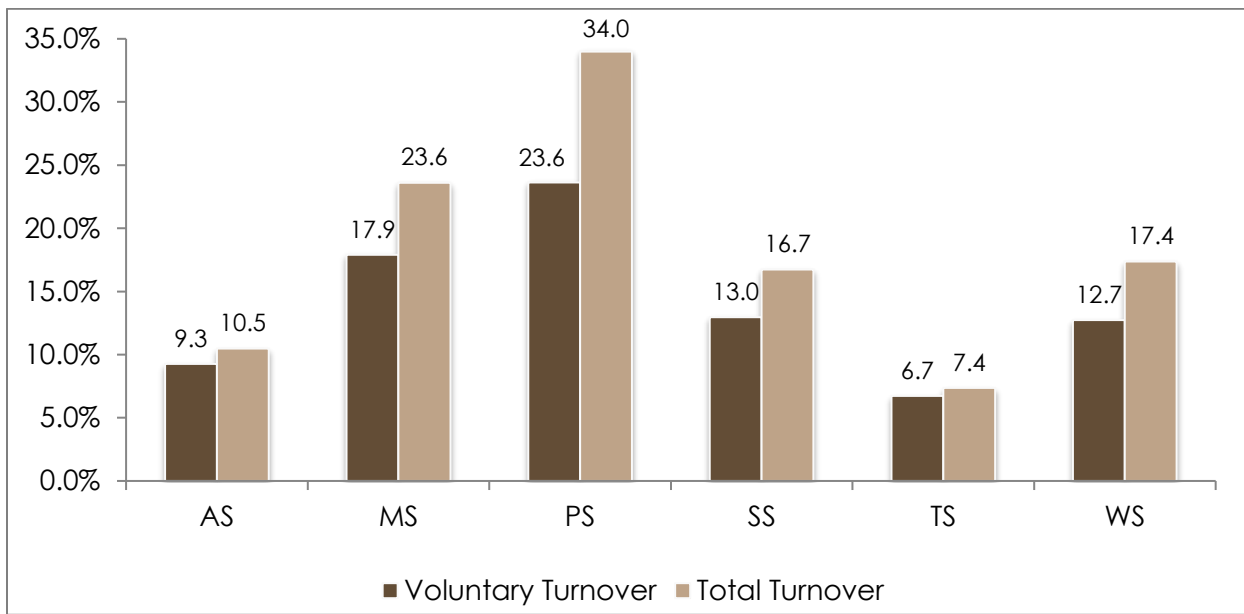
The turnover report for FY 2016-2017 analyzes the number of non-temporary classified employees in state service on June 30, 2017, compared to the number of non-temporary classified employees who have separated from state service during the previous twelve months.

Total turnover has increased since last fiscal year while voluntary turnover has slightly decreased. The statewide total turnover rate for FY 2016-2017 was 17.01%. This is a slight increase of 0.22 of a percentage point from FY 2015-2016. The statewide voluntary turnover rate for FY 2016-2017 was 13.10%. This is a slight decrease of 0.04 of a percentage point from FY 2015-2016.

Voluntary & Total Turnover

The following chart represents the total turnover and voluntary turnover by classified pay schedule for non-temporary classified employees for FY 2016-2017. The Protective Services Pay Schedule saw the highest total turnover rate at 33.99%, with a voluntary turnover rate of 23.64%.

Classified Voluntary and Total Turnover by Pay Schedule
FY 2016-2017



Pay Schedule	# of Incumbents	Total Turnover Count	Total Turnover %	Voluntary Turnover Count	Voluntary Turnover %
AS	11,252	1,179	10.48%	1,043	9.27%
MS	2,558	604	23.61%	458	17.90%
PS	5,770	1,961	33.99%	1,364	23.64%
SS	5,896	987	16.74%	764	12.96%
TS	4,672	344	7.36%	314	6.72%
WS	5,940	1,031	17.36%	756	12.73%

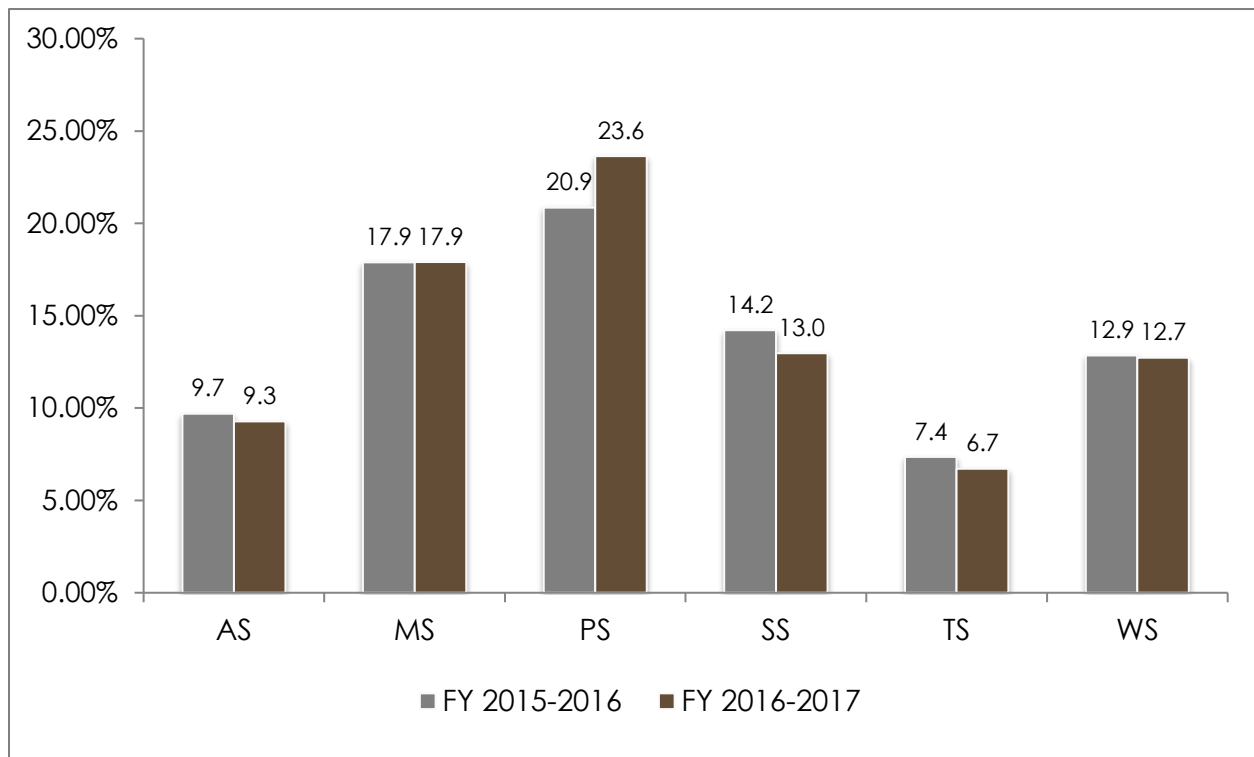
Incumbent counts as of 6-30-2017

Statewide total (17.01%) and voluntary turnover (13.10%) percentages were calculated to include classified separations (32 total, with 30 of these voluntary) from classified job titles that no longer existed at the close of the fiscal year. Turnover cannot be assigned to a pay schedule for these separations and thus, are not included in the chart above.

Voluntary Turnover Trends

Four of the six classified pay schedules saw a decrease in voluntary turnover since FY 2015-2016. The Protective Services Pay Schedule (PS) was the only pay schedule that saw an increase (PS) in voluntary turnover (+2.79 pp) in the amount of 23.64% in FY 2016-2017.

Classified Voluntary Turnover by Pay Schedule
FY 2015-2016 and FY 2016-2017



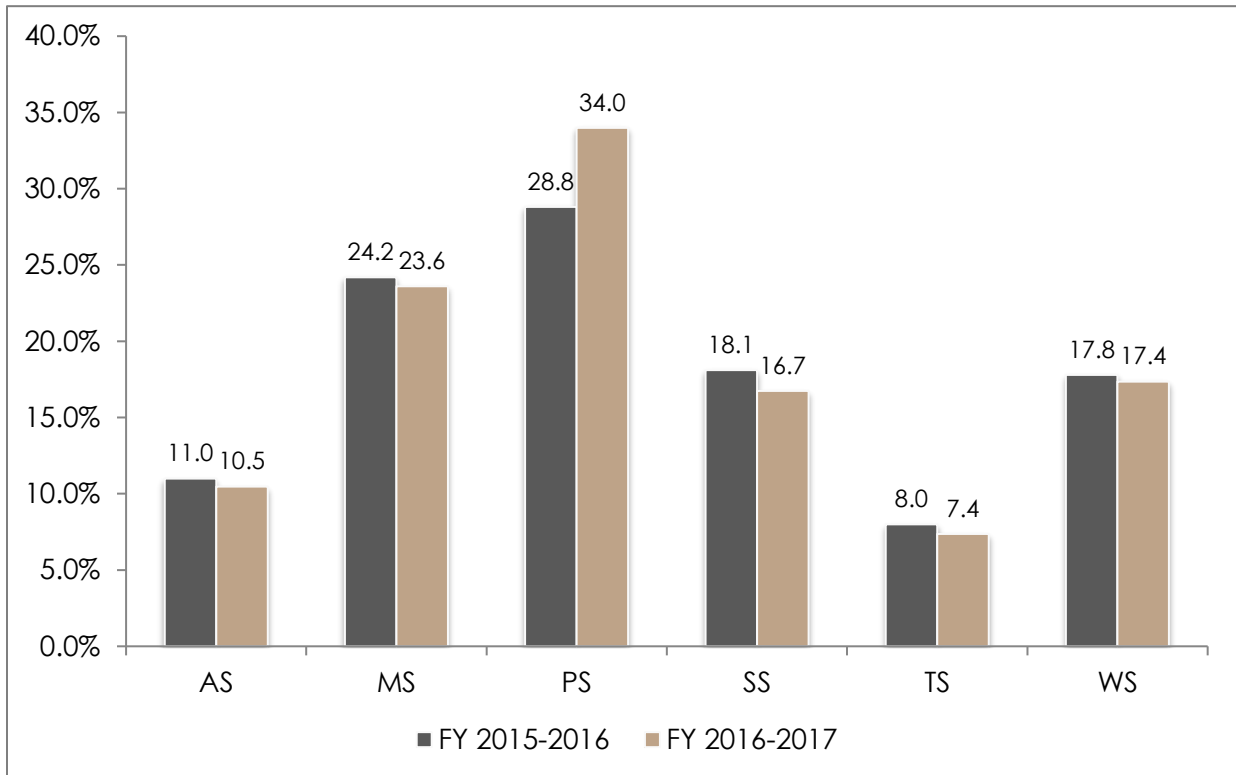
AS = Administrative Pay Schedule
 PS = Protective Services Pay Schedule
 SS = Social Services Pay Schedule

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

Total Turnover Trends

Five of the six classified pay schedules saw a decrease in total turnover since FY 2015-2016. However, the Protective Services Pay Schedule (PS) saw an increase in total turnover (+5.23 pp) in the amount of 33.99% in FY 2016-2017.

Classified Total Turnover by Pay Schedule
FY 2015-2016 and FY 2016-2017



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

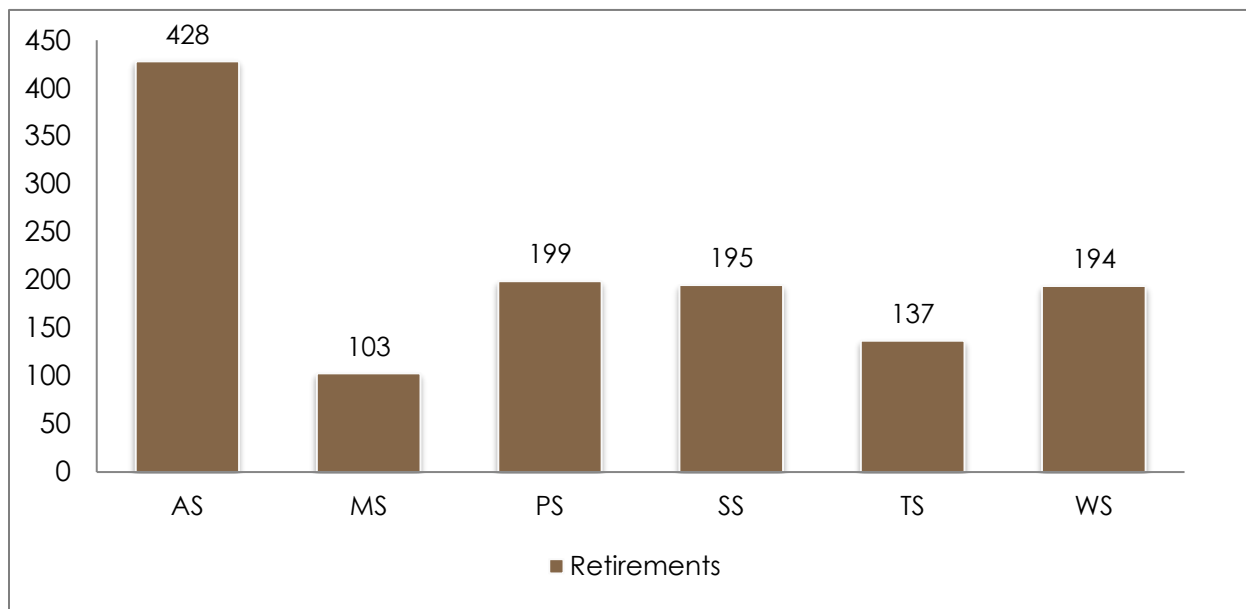
TS = Technical & Scientific Pay Schedule
 WS = Skilled Trades Pay Schedule
 MS = Medical Pay Schedule

Turnover Due to Retirements

Turnover due to retirements falls within the category of voluntary turnover. There were 1,259 retirements in FY 2016-2017 that contributed to the statewide voluntary turnover rate for the year. This is a decrease of 9.55% from the number of retirements (1,392) that occurred in FY 2015-2016.

The following chart represents the number of retirements by classified pay schedule for FY 2016-2017.

Number of Classified Retirements by Pay Schedule
FY 2016-2017



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

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

Note that retirements by pay schedule do not include retirement counts from classified job titles that no longer existed at the close of the fiscal year. Retirement separations cannot be assigned to a pay schedule for these separations and thus, are not included in the chart above. The total number of retirements by pay schedule is shown as 1,256.

High Turnover Jobs

Top 10 Classified Job Titles with Highest Turnover Rates FY 2016-2017

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

Job Title	Sep Count	Job Title	Sep Count
1. Corrections Cadet	637	6. Engineering Technician 1	21
2. Juvenile Justice Spec 1	142	7. Child Welfare Spec 1	40
3. Residential Services Spec 1	145	8. Custodian 1	96
4. Nursing Assistant 2	128	9. Practical Nurse/Licensed 2	33
5. Corrections Sergeant	474	10. Laborer	18

Top 10 Classified Jobs with Largest Number of Retirements FY 2016-2017

Job Title	Sep Count	Job Title	Sep Count
1. Corrections Sergeant – Mstr	54	6. Administrative Assistant 4	22
2. Administrative Coord 3	44	7. Registered Nurse 3	22
3. Administrative Coord 4	36	8. Administrative Assistant 3	19
4. Social Services Analyst 2	34	9. Administrative Assistant 5	17
5. Custodian 2	25	10. Corrections Guard/Therp	14

ECONOMIC OUTLOOK INFORMATION

To assist in determining the competitiveness of the classified pay structures, Louisiana's current and future economic conditions must be taken into consideration. Employment in the state is expected to grow by 7.1% by 2024. This trend is beginning to be seen as the unemployment rate decreased from 6.3% to 5.8% in 2017. The fastest job growth in the coming years is predicted to be in the health care and social assistance industry, which estimate 14.5% growth through 2024. (Dejoie, 2017).

Even though oil prices are expected to remain low through 2018-2019, the state's heightened economic state and expanded labor market is attributed to the staggering \$178.8 billion in industrial announcements that have been made in the state since 2012. Of these, approximately \$102.1 billion are Liquid Natural Gas (LNG) export projects. Over half of these announced projects have not started construction. Therefore, it is anticipated as these industrial projects go underway, the state will continue to recover from its 20-month recession by adding 12,000 jobs in 2018 and even more in 2019 with 22,300 jobs. (Scott and Collins, 2017)

Approximately 55% of the total industrial announcements reside in

Lake Charles. The bulk of these projects are LNG export terminals in the FEED stage, which are expected to spark a 4.8% employment growth in 2017, but as these projects end, this growth is projected to slow to 1.8%. Similarly, Baton Rouge's construction employment is projected to enter a lull in 2018, as the \$15.9 billion in announced industrial expansions move toward completion. However, there are several significant projects still underway in the area; BASF plans a \$300 million project to expand at its 1,600 person site and Shell will begin construction of a \$200 million LNG facility in 2018. (Scott and Collins, 2017).

The New Orleans area is projected to benefit from growth in the healthcare sector. Since the completion of new VA Hospital and University Medical Center, three more healthcare sector projects were announced in the area for 2018-2019. These projects include a \$360 million expansion to Ochsner Health systems, a new \$100 million proton therapy cancer treatment facility by Provision Healthcare and a new \$250 million Children's Hospital. Other lucrative projects include the New Orleans Armstrong Airport terminal and the WWII Museum expansion. (Scott and Collins, 2017)

ECONOMIC OUTLOOK INFORMATION

Top 25 Occupations Adding The Most Jobs Statewide Through 2024¹

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

¹ Louisiana Workforce Commission, Labor Market Information, State of Louisiana – Top 25 Occupations Adding the Most Jobs Annually Through 2024 http://www.laworks.net/LaborMarketInfo/LMI_OccTopOpenings_Revised.asp?years=20152024

ECONOMIC OUTLOOK INFORMATION



²Louisiana Workforce Commission, Labor Market Information, State of Louisiana – Fastest Growing Occupations Through 2024 http://www.laworks.net/LaborMarketInfo/LMI_OccTopGrowth_Revised.asp?years=20152024

Pay Structure Adjustment and Recommendation History

Louisiana's state budget has experienced challenges for the past several years. As a result, classified 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 at least a 7% increase to the minimums for all pay schedules in an effort to bring the pay schedules more in alignment with the increase in the federal minimum wage. In addition, maximums for all schedules were increased by amounts ranging from 10% - 14%.

The budgetary concerns of state government has impacted the recommendations to adjust the pay structures over the years. As a result, SCS has not recommended any pay structure adjustments from 2009-2016. However, SCS has recently provided a package of recommendations at the June 2017 SCS Commission meeting. SCS made recommendations to the SCS

Commission to significantly raise minimums and maximums for all six pay schedules, grant a 2% across the board increase, and amend rules in Chapters 1, 5, 6, and 19. It was explained that these changes were fiscally responsible since the cost of these changes was less than the current practice of the 4% performance adjustment for all classified employees.

The package of recommendations was approved by the SCS Commission and approved by the Governor on June 26, 2017. The transition rules in Chapter 19 will go into effect January 1, 2018, and on the same day, the 2% general increase will be granted. On January 2, 2018, the new pay schedules will be implemented. Finally, on July 1, 2018, the amended rules in Chapters 1, 5, and 6 will become effective. Appendix D provides an 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's 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 classified pay schedules lag comparable public sector jobs by 5.9% to 23.6% and lag comparable private sector jobs by 14.6% to 31.3%. When comparing these figures to last year, the data shows that all six pay schedules have fallen further behind the public and private sectors. As compared to the public sector, the lag has increased by amounts ranging from 0.6 to 3.4 percentage points. As compared to the private sector, the lag has increased by amounts ranging from 1.6 to 5.5 percentage points.

This report also shows that the actual median salaries of classified employees in benchmarked jobs lag those of employees in comparable jobs for the public sector by 12.4% to 24.9% and the private sector by 18.0% to 29.1%. In reviewing the distribution of actual salaries of classified employees within the respective classified pay ranges, overall, the salaries for a majority of employees fall below the market. Approximately 57.0% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges, while 87.1% are between the minimums and the third quartiles.

Voluntary turnover and total turnover rates have increased for five of the six classified pay schedules since FY 2014-2015. 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.

RECOMMENDATIONS

The 2017 Annual Pay Plan Review indicates a continued lagging of classified pay ranges 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 sectors. Trends indicate that these problems are growing with each passing year. However, the Department has worked toward providing solutions in improving the position of the classified service against the market.

In the 2015 Annual Pay Plan Review, the Department recommended to create a study group composed of key stakeholders that included representatives of the SCS Commission, the Louisiana Workforce Commission, the Division of Administration, the Governor's office, and the Legislature. The purpose of the study group was to provoke discussion and gain feedback regarding the relative health of the classified pay schedules, compensation methods currently allowable by Civil Service rules, and the practices currently relating to performance adjustments. The findings and recommendations of the study group were provided in the 2016 Annual Pay Plan Review as follows:

- (1) Reduce/redesign classifications
- (2) Realign pay structures with the market

- (3) Consider a pay mechanism that will bring greater alignment between employee performance and pay
- (4) Reevaluate discretionary pay mechanisms

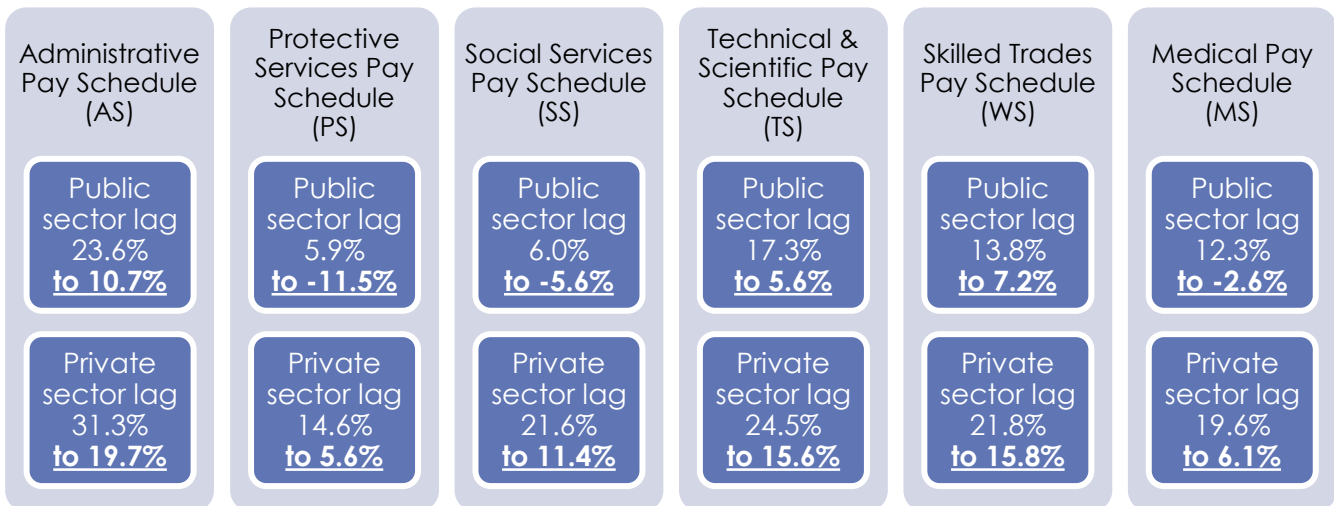
In response to the findings of the study group, the Department proposed a 2% general increase, rule changes for Chapters 1, 5, 6, and 19 of the SCS Rules, and recommendations for structure adjustments for all six pay schedules at the June 2017 SCS Commission meeting. The SCS Commission approved all exhibits and the Governor approved the plan on June 26, 2017. The Legislature has approved HB1 in the 2017 Special Session that includes funding for the structure adjustments and the 2% general increase. Due to these changes taking place in 2018, the Department does not have any further recommendations for the 2017 Annual Pay Plan.

It is expected that the upcoming adjustments to the pay structures will improve the market competitiveness of the classified service. It is estimated that on January 2, 2018, lags will decrease by up to 17.5 percentage points for the public sector and by up to 13.5 percentage points for the private sector.

The following graphic provides an overview of the impact that the adjustments to the classified pay structures will have on the market competitiveness of the classified benchmark jobs. The figures below were found by comparing the new midpoints of the pay structures to the median salary data for benchmarked jobs as collected for 2017.

PAY STRUCTURE COMPETITIVENESS – JANUARY 2, 2018

The data indicates that, on average, classified pay schedule midpoints for benchmarked jobs will lag public sector medians by 5.6% to 10.7% and will lag private sector medians by 5.6% to 19.7%. Notably, lags as compared to the public sector for benchmarked occupations in the PS, SS, and MS pay schedules have been eliminated.



Appendix A

Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

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

ADMINISTRATIVE OCCUPATIONS (continued)

Procurement Spec 2		
Procurement Spec 3	Right of Way Agent 3	St Risk Underwriter 2
Procurement Spec 4-EX	Right of Way Agent 7	St Risk Underwriter 3
Pub Health Ex Dir	Right of Way Appraiser 3	St Risk Under Mgr
Pub Info Director 1	Safety Prog Coordinator	St Risk Under Supv
Pub Info Director 2	Safety Risk Agency Dir	Statistician 2
Pub Info Director 3	Safety Risk Agency Mgr	Tax Commission Spec 2
Pub Info Officer 1	Safety/Emerg Prep Coor	Train/Dev Prg Mgr
Pub Info Officer 2	St Budg Mgmt Analyst 2	Train/Dev Prg Staf Mgr 2
Pub Info Officer 3	St Loss Prev Officer 1	Train/Dev Spec 1
Purchasing Tech 2	St Risk Adjuster 2	Train/Dev Spec 2
Retire Ben Analyst 2	St Risk Adjuster 3	Train/Dev Spec 3
Retire Ben Analyst 3	St Risk Adjuster 5	TV Producer
Rev Tax Analyst 2	St Risk Adjuster 6	Utilities Spec 2
Rev Tax Auditor 2	St Risk Director	Warehouse Mgr
Right of Way Agent 2	St Risk Underwriter 1	
Warehouse Supv	Work Dev Spec 8	
Work Dev Spec 2	Wrk Comp Med Svs Mgr	

MEDICAL OCCUPATIONS

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

PROTECTIVE SERVICES OCCUPATIONS

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

SOCIAL SERVICES OCCUPATIONS

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

TECHNICAL & SCIENTIFIC OCCUPATIONS

Agri Spec 2	Eng Tech 5	IT App Proj Ldr
Architect 1	Engineer Intern 1	IT Dir 2
Architect 2	Env Chem Spec 1	IT Dir 3
Architect 3	Env Chem Spec 2	IT Equip Oper 1
Architect 5	Env Chem Spec 3	IT Equip Oper 2
Biologist 1	Env Chem Spec Adv	IT Equip Oper 3
Biologist 2	Env Chem Spec Staff	IT Geo Asst Supv Anyl
Biologist DCL-B	Env Scientist 2	IT Geo Project Supv
Biologist Supv	Env Scientist 3	IT Geo Sen Supp Anyl
Comp Grap Des	Fac Proj Plan 1	IT Geo Supp Anyl
Con Enf Spec 2	Fac Proj Plan 2	IT Geo Tech Spec/DCL
Crime Rec Analyst 2	Fac Proj Plan 3	IT Liaison Off 2
Crime Lab Analyst 2	Forest Prog Spec	IT Mgmt Cons 1
Engineer 3	Geologist 1	IT Mgmt Cons 2 DCL
Engineer 4	Geologist 2	IT Mgmt Cons Supv
Engineer 5	Geologist 3	IT Oper Shift Supv
Engineer 5/DCL	Geologist DCL	IT Prod Control Tech 2
Engineer 6 DOTD	IT App Manager 1	IT Prod Control Tech 3
Engineer 7	IT App Manager 2	IT Stwd Project Ldr
Engineer 9	IT App Prog 1	IT Stwd Project Officer
Engineer 9 DOTD	IT App Prog 2	IT Stwd Syst Anyl 2
Eng Tech 2	IT App Prog/Anyl 1	IT Stwd Syst Mgr
Eng Tech 3	IT App Prog/Anyl 2	IT Stwd Syst Prog Anl
Eng Tech 4	IT App Prog/Anyl 3DCL	IT Tech Supp Anyl 1

TECHNICAL & SCIENTIFIC OCCUPATIONS (continued)

IT Tech Supp Anyl 2	IT Telecom Tech Anyl 2	Proj Mgr
IT Tech Supp Cons/DCL	Landscape Architect	Pub Hth Epidem
IT Tech Supp Mgr	Landscape Archt Chief	Sanitarian 2
IT Tech Supp Spec 1	Landscape Archt Intern	Surveyor 3
IT Tech Supp Spec 2	Prof Chemist 1	Surveyor 4
IT Tech Supp Spec 3	Prof Chemist 2	Surveyor 5
IT Tech Supp Supv	Prof Chemist 3	Surveyor Int 1
IT Telecom Anl Mgr 2	Prof Chemist Mgr	Wildlife/Fish Tech 2
IT Telecom Tech Anyl 1	Proj Anl 2	

SKILLED TRADES OCCUPATIONS

Aircraft Fleet Chf Pilot	Food Svc Spec 6	Mechanic 3
Aircraft Mech 2	Food Scv Spec 7	Mechanic 4
Aircraft Pilot 2	Helper	Mob Eqp Oper 1/Hvy
Carpenter	Hwy Foreman 1	Mob Eqp Oper 2/Hvy
Custodian 1	Hort Attend	Mob Equip Oper/Lgt
Custodian 2	Hort Attend/Ldr	Mob Equip Oper 1
Custodian Mgr	Housekeeper Supv	Mob Equip Oper 2
Custodian Supv 3	HVAC/Refrig Mstr Mech	Operating Eng 2
Electrician	HVAC/Refrig Mech Fore	Painter
Electrician Master	HVAC/Refrig Mech	Painter Master
Electronic Tech	Laborer	Plumber/Pipefitter
Electronic Tech Adv	Maint Super	Plumber/Pipefitter Mst
Electronic Tech TR	Maint Foreman	Police Radio Dispat
Fac Main Mgr B	Maint Repairer 1	Print Master Oper
Fac Main Mgr C	Maint Repairer 2	Printing Oper 2
Food Svc Spec 1	Maint Repairer Mst	Printing Supv
Food Svc Spec 2	Mason	Trades Apprentice
Food Svc Spec 3	Mech Supv B	Welder
Food Svc Spec 5	Mechanic 1	Welder Master

Appendix B

Benchmark Job Snapshots

Median Salaries

Administrative Schedule

Accountant 3

LA Median	\$52,250
Public Median	\$68,200
Private Median	\$67,900
Range Midpoint	\$49,182
# of Incumbents	189

Accounting Technician

LA Median	\$37,086
Public Median	\$41,941
Private Median	\$47,616
Range Midpoint	\$37,524
# of Incumbents	215

Administrative Assistant 3

LA Median	\$27,789
Public Median	\$32,345
Private Median	\$32,345
Range Midpoint	\$32,771
# of Incumbents	355

Administrative Coordinator 3

LA Median	\$28,558
Public Median	\$37,289
Private Median	\$36,259
Range Midpoint	\$32,771
# of Incumbents	1,238

Administrative Coordinator 4

LA Median	\$34,819
Public Median	\$36,634
Private Median	\$42,027
Range Midpoint	\$37,524
# of Incumbents	867

Administrative Program Spec A

LA Median	\$41,252
Public Median	\$43,985
Private Median	\$44,191
Range Midpoint	\$42,952
# of Incumbents	282

Attorney 3

LA Median	\$69,902
Public Median	\$140,500
Private Median	\$152,500
Range Midpoint	\$68,984
# of Incumbents	142

HR Analyst C

LA Median	\$47,382
Public Median	\$61,216
Private Median	\$69,052
Range Midpoint	\$49,182
# of Incumbents	113

Library Specialist 3

LA Median	\$29,037
Public Median	\$36,200
Private Median	\$38,600
Range Midpoint	\$37,524
# of Incumbents	63

Procurement Specialist 3

LA Median	\$43,410
Public Median	\$65,852
Private Median	\$66,274
Range Midpoint	\$42,952
# of Incumbents	31

Medical Schedule

Nursing Assistant 2

LA Median	\$20,197
Public Median	\$25,800
Private Median	\$27,300
Range Midpoint	\$25,127
# of Incumbents	261

Practical Nurse 2

LA Median	\$35,246
Public Median	\$38,760
Private Median	\$43,600
Range Midpoint	\$35,246
# of Incumbents	100

Hospital Admissions Tech 2

LA Median	\$27,456
Public Median	\$30,300
Private Median	\$32,000
Range Midpoint	\$32,937
# of Incumbents	41

Registered Nurse 3

LA Median	\$58,406
Public Median	\$74,100
Private Median	\$78,400
Range Midpoint	\$56,608
# of Incumbents	301

Dental Assistant 2

LA Median	\$33,488
Public Median	\$29,502
Private Median	\$33,700
Range Midpoint	\$25,127
# of Incumbents	41

Registered Nurse Supervisor A

LA Median	\$67,454
Public Median	\$70,262
Private Median	\$83,400
Range Midpoint	\$64,813
# of Incumbents	175

Protective Services Schedule

Guard

LA Median	\$24,107
Public Median	\$27,762
Private Median	\$31,000
Range Midpoint	\$27,862
# of Incumbents	75

Police Officer 3-A

LA Median	\$39,894
Public Median	\$51,200
Private Median	\$50,100
Range Midpoint	\$41,829
# of Incumbents	141

Police Officer 2-A

LA Median	\$32,843
Public Median	\$35,538
Private Median	\$33,787
Range Midpoint	\$39,094
# of Incumbents	218

Social Services Schedule

Health Educator

LA Median \$35,443
Public Median \$46,453
Private Median \$57,400
Range Midpoint \$40,144
of Incumbents 18

Social Worker 2

LA Median \$39,312
Public Median \$49,143
Private Median \$58,500
Range Midpoint \$45,958
of Incumbents 11

Psychiatric Aide 2

LA Median \$24,669
Public Median \$27,271
Private Median \$29,400
Range Midpoint \$25,002
of Incumbents 148

Social Svc Counselor 2

LA Median \$36,702
Public Median \$47,000
Private Median \$51,300
Range Midpoint \$40,144
of Incumbents 32

Rehabilitation Counselor

LA Median \$46,134
Public Median \$56,900
Private Median \$60,700
Range Midpoint \$45,958
of Incumbents 50

Therapeutic Recreation Spec 2

LA Median \$34,694
Public Median \$42,675
Private Median \$50,300
Range Midpoint \$37,524
of Incumbents 36

Technical and Scientific Schedule

Engineering Technician 4

LA Median \$43,430
Public Median \$56,700
Private Median \$60,100
Range Midpoint \$44,679
of Incumbents 220

Environmental Scientist 3

LA Median \$47,694
Public Median \$66,600
Private Median \$71,900
Range Midpoint \$54,735
of Incumbents 226

Engineer 4

LA Median \$70,000
Public Median \$71,516
Private Median \$79,400
Range Midpoint \$67,049
of Incumbents 69

Geologist 3

LA Median \$62,889
Public Median \$60,300
Private Median \$68,500
Range Midpoint \$67,049
of Incumbents 38

Technical and Scientific Schedule (continued)

IT Applications

Programmer/Analyst 2

LA Median	\$63,024
Public Median	\$88,175
Private Median	\$91,162
Range Midpoint	\$58,562
# of Incumbents	83

IT Management Consultant 1

LA Median	\$74,090
Public Median	\$86,400
Private Median	\$96,500
Range Midpoint	\$67,049
# of Incumbents	83

IT Technical Support

Specialist 3

LA Median	\$63,710
Public Median	\$80,600
Private Median	\$77,400
Range Midpoint	\$62,660
# of Incumbents	193

Skilled Trades Schedule

Custodian 2

LA Median	\$19,386
Public Median	\$32,814
Private Median	\$30,606
Range Midpoint	\$20,925
# of Incumbents	703

Horticultural Attendant

LA Median	\$24,898
Public Median	\$40,095
Private Median	\$37,941
Range Midpoint	\$31,408
# of Incumbents	64

Food Service Specialist 3

LA Median	\$20,800
Public Median	\$26,552
Private Median	\$28,874
Range Midpoint	\$23,952
# of Incumbents	47

Laborer

LA Median	\$19,224
Public Median	\$24,825
Private Median	\$28,945
Range Midpoint	\$20,925
# of Incumbents	46

Electronic Technician

LA Median	\$46,852
Public Median	\$39,276
Private Median	\$48,200
Range Midpoint	\$47,123
# of Incumbents	54

Maintenance Repairer 2

LA Median	\$33,082
Public Median	\$39,254
Private Median	\$46,560
Range Midpoint	\$38,470
# of Incumbents	380

Skilled Trades Schedule (continued)

Mechanic 3

LA Median	\$38,792
Public Median	\$38,715
Private Median	\$42,100
Range Midpoint	\$41,163
# of Incumbents	94

Mobile Equipment Operator 1

LA Median	\$24,981
Public Median	\$28,636
Private Median	\$36,774
Range Midpoint	\$31,408
# of Incumbents	350

**Mobile
Equipment
Operator 1/Hvy**

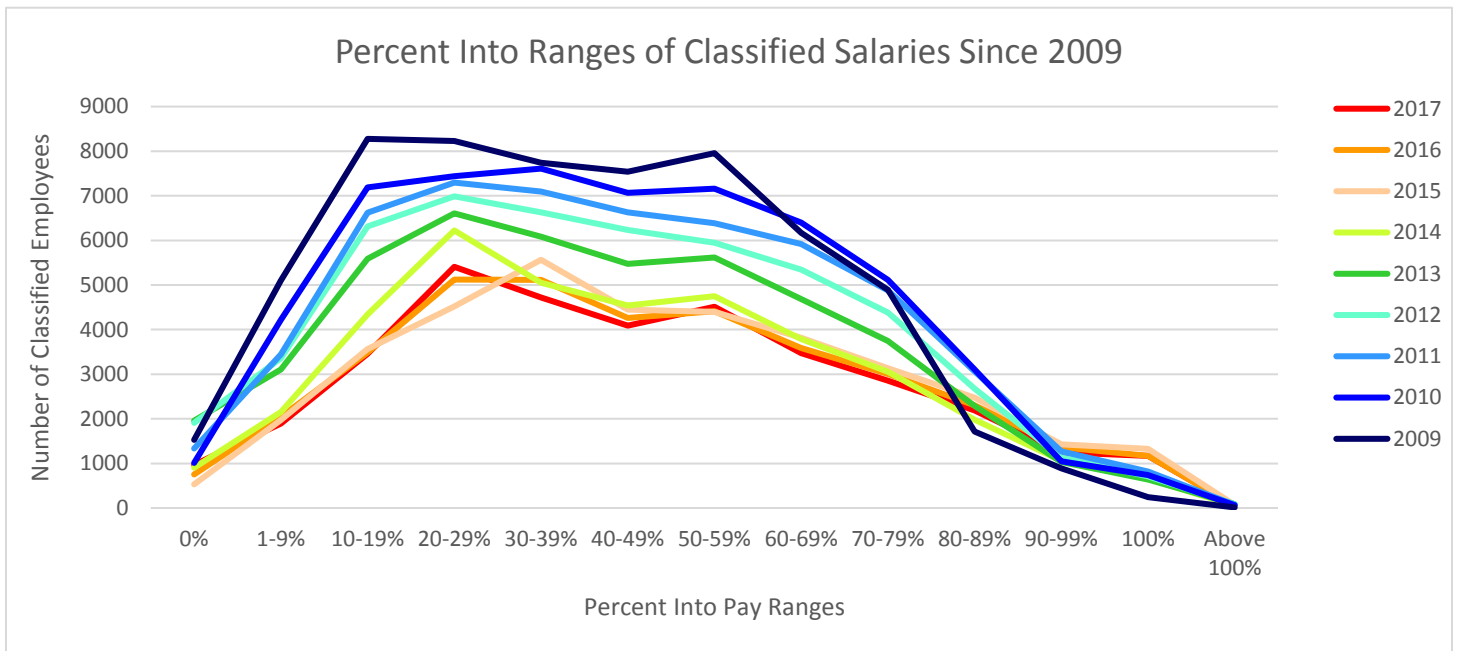
LA Median	\$35,693
Public Median	\$37,804
Private Median	\$50,474
Range Midpoint	\$41,163
# of Incumbents	507

Appendix C

Percent into Range History

2009-2017

The chart below illustrates the distributions of classified employees in their pay ranges from 2009 to 2017. The consistent shape of the curves indicates that salary distributions in the pay ranges have remained relatively static over the years while the number of classified employees have dwindled.



Year	Total # of Classified Employees	Legend Reference
2017	36,028	■
2016	36,670	■
2015	37,230	■
2014	38,544	■
2013	46,921	■
2012	51,688	■
2011	54,815	■
2010	58,150	■
2009	60,288	■

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.
2017	Proposal to realign all six pay schedules with the relevant market and grant a 2% across the board adjustment to all classified employees. Approval was granted.

References

Dejoie, A. (2017). *Louisiana Workforce Information Review 2017*. Retrieved from http://www.laworks.net/Downloads/LMI/WorkforceInfoReview_2017.pdf

Lind, D., Marchal, W., & Wathen, S. (2005). *Statistical Techniques in Business and Economics*. (12th ed., p. 62, 114). New York: McGraw-Hill Irwin.

Scott, L.C. & Collins, J.S. (2017). *The Louisiana Economic Outlook: 2018 and 2019*. Baton Rouge, LA: Division of Economic Development, Louisiana State University.

WorldatWork. (2009). *Base Pay Administration and Pay for Performance*. (p. 2.18). Scottsdale, AZ: WorldatWork.