



LOUISIANA DEPARTMENT OF STATE
CIVIL SERVICE

2011

**Annual Uniform Pay Plan
Review & Recommendations**

**Presented to
The State Civil Service Commission
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EXECUTIVE SUMMARY

The Department of State Civil Service 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 analysis presented in this report indicates that the pay plan minimums for the salary ranges in the current compensation plan range from 7% to 33% behind those of comparable jobs in Louisiana's relevant employment market.

As no salary range adjustment recommendations were made nor implemented for FY 10/11, we continue to lag behind the market rates and in some cases, starting salaries are below the federal minimum wage.¹ **However, in view of the state's continuing fiscal difficulties, we do not propose any changes at this time.** Agencies have the ability to cope with hiring and/or retention issues on an individual basis with the use of flexible pay mechanisms.

This review also indicates that actual salaries of classified employees average 4% to 21% lower than those of employees in comparable jobs in Louisiana's relevant employment market (note: varies by benchmark job). **Again, we do not propose addressing this issue at this time in consideration of the state's ongoing fiscal crisis.**

¹Federal law supersedes state hiring rates. No state employee is paid below federal minimum wage. See Appendix C for a list of specific jobs.

INTRODUCTION

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 strives to set compensation levels that enable state agencies to recruit and retain the quality of employees they need to deliver effective services to our citizens, while adhering to a fiscally conservative philosophy.

The Commission has expressed its compensation philosophy in Civil Service Rule 6.1:

6.1 Philosophy. 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.

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 for the Director of State Civil Service as well as the members of the State Civil Service Commission.

METHODOLOGY

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 world-wide.

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 commonly selected 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, and supervisor to supervisor. For example, a comparison using this method would include jobs such as Accountant Technician, Accountants 1, 2, and 3, Accountant Supervisor, and Accountant Manager.

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 500 benchmark jobs are utilized in this analysis. A complete listing is provided in Appendix A.

Salary Surveys

Once applicable benchmark jobs have been identified, compensation information for those jobs is obtained through professional salary surveys. The Department of State Civil Service uses salary survey data from commercial compensation survey providers as well as from public compensation consortiums. For this analysis, salary surveys were obtained from the following sources:

CompAnalyst is a comprehensive salary survey subscription service provided by Salary.com, a leading commercial provider of compensation data services since 1999, with over 7,000 corporate subscribers. CompAnalyst was used to obtain comparative private sector salary data for the Louisiana market.

Compdata Surveys, a national compensation survey and consulting firm, was used to obtain comparative private sector salary data for the Louisiana, Mississippi, and Alabama markets.

The Central States Compensation Association is a public sector consortium that annually compiles public sector salary survey data for 25 central states, including Louisiana. (See list of participating states in Appendix B.)

The Southeastern States Salary Conference is a public sector consortium that annually compiles public sector salary survey data for 14 southeastern states, including Louisiana. (See list of participating states in Appendix B.)

The American Federation of Teachers compiles salary surveys for a variety of public sector professional jobs such as Accountant, Engineer, Human Resources Analyst, etc. as well as teachers, for all 50 states.

TowersWatson, a global consulting firm, is a leading provider of compensation, benefits, and employment practices information. Their compensation databases are recognized worldwide as a reliable source of current data for compensation planning. TowersWatson was used to obtain public and private salary data for the South Central/Southeastern states region.

Occupational Group Comparisons

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

State Pay Schedule Groups

- "AS" - Administrative (fiscal, purchasing, human resources, etc.)
- "PS" - Protective Services (correctional officers, campus police, etc.)
- "SS" - Social Services (social workers, counselors, rehab specialists, etc.)
- "TS" - Technical/Scientific (IT professionals, engineers, geologists, etc.)
- "WS" - Skilled Trades (mechanics, carpenters, plumbers, pipefitters, etc.)
- "MS" - Medical (nurses, lab technicians, epidemiologists, therapists, etc.)

Public/Private Sector Comparisons

Salary data from both public sector and private sector employers was included in this analysis. Separate and aggregate comparisons are presented. The relative value of the different comparisons varies among occupational groups. For example, in the medical occupation group, a large proportion of the Louisiana state jobs serve the charity hospital system. Since no other state operates such an acute care hospital system, the state-to-state comparison is of limited relevance.

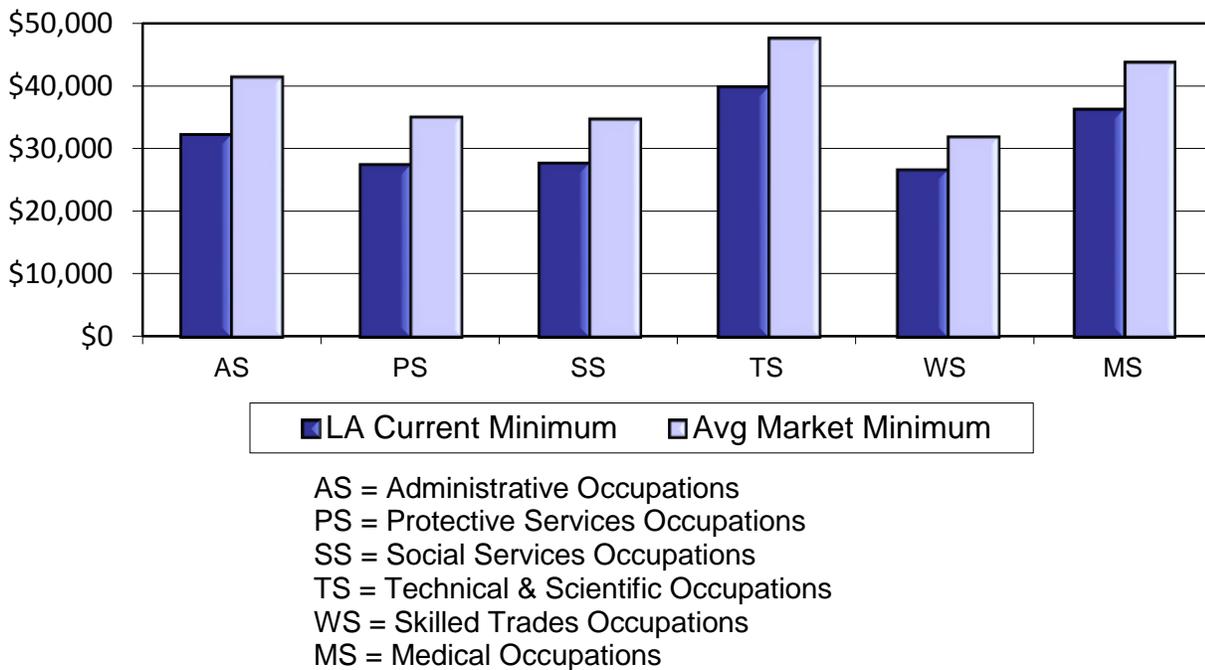
For the majority of state jobs, competition for skilled employees comes not from other states, but from private employers within Louisiana. For example, an Accountant considering employment with the Department of Transportation and Development would be more likely to compare the offerings of state employment to those of local private competitors such as Exxon, Blue Cross, or Shaw Group.

RESULTS

Comparison of Pay Range Minimums

Louisiana’s state compensation plan establishes minimum rates of pay for each job within the six occupational groups. These minimum rates represent the standard starting salaries for new employees hired into state service. The graph below shows an overview comparison of average state minimums to combined public and private market average starting salaries in dollars. Detailed comparisons for each of the six occupational groups follow this overview.

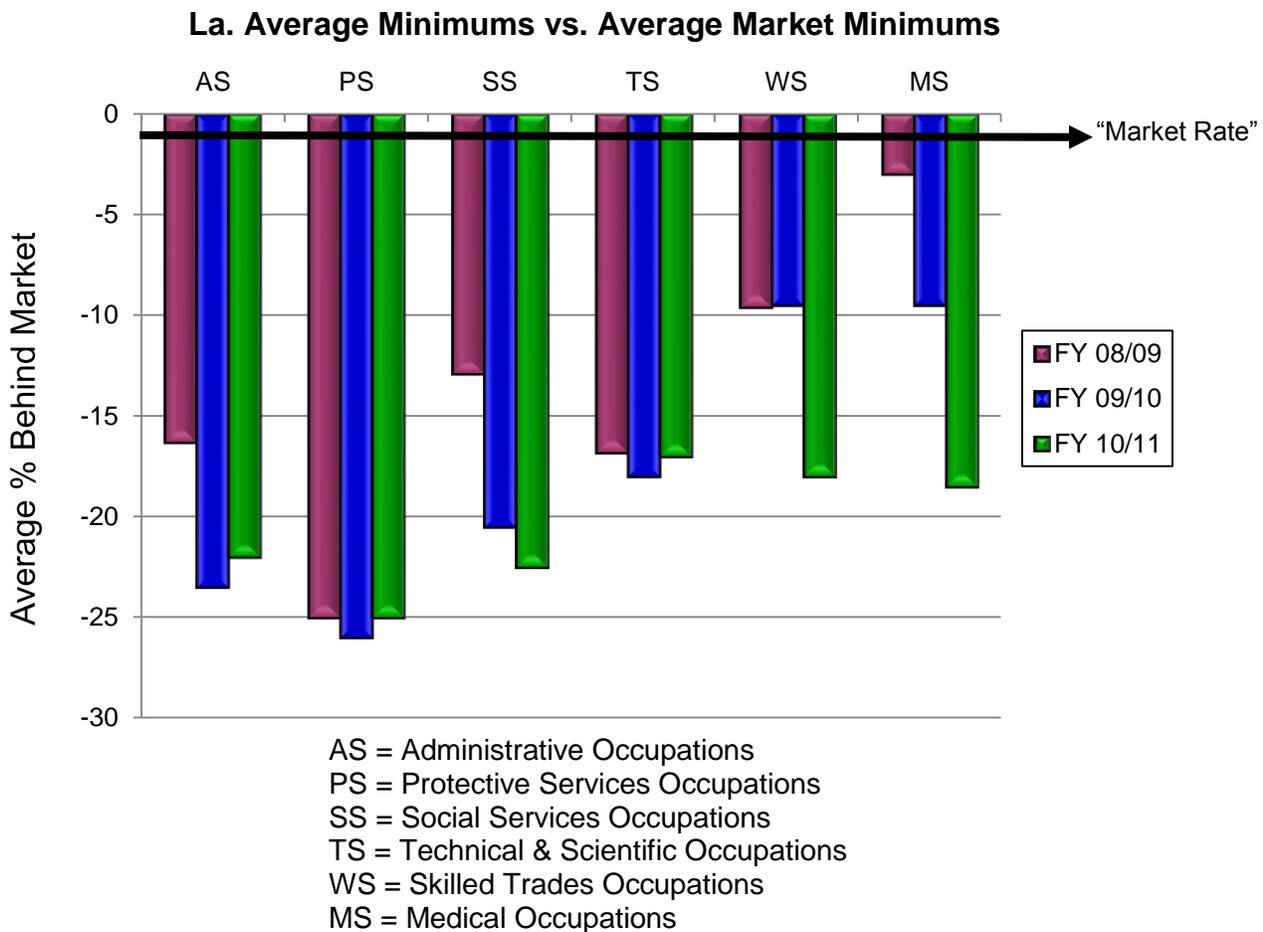
Current La. Minimums vs. Average Market Minimums



The above graph shows that state minimum starting salaries are significantly lower than starting salaries offered by competitors in the general employment market. The next graph presents the same comparison between state minimums and average market minimums in terms of the percentage difference between the two.

In the graph below, the average starting salaries for the combined public and private sectors are represented by the zero axis. The colored bars indicate the percentages by which Louisiana’s average starting salaries have fallen below average market starting salaries for the past three years.

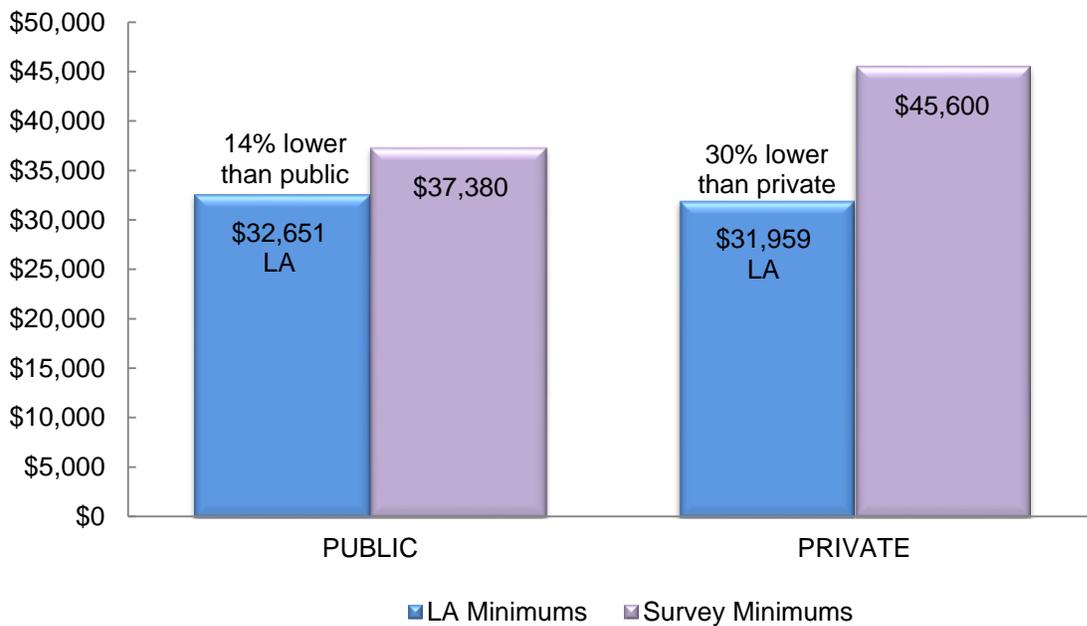
This comparison shows that current state starting salaries trail the average starting salaries of other public and private employers by 17% to 25% in the six occupational groups for FY 10/11. Last year, we trailed by 9% to 26% and in FY 08/09, 3% to 25%. While disparities for Administrative, Protective, Social Services, and Technical occupations have remained fairly stable, survey data suggests that we are further behind for Skilled Trades and Medical occupations. Serious state budget issues prevented addressing the minimums last year, and similar circumstances are impacting the state again this year. Detailed comparisons for each of the six occupational groups follow this overview.



Comparison of Pay Range Minimums – Administrative Occupations

The Administrative pay schedule represents approximately 17,034 (FTE) classified employees as of December 31, 2010. Jobs in this category include Accountants, Attorneys, Economists, Human Resource Officers, etc. The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers in terms of dollars. **State minimums in this group average 14% lower than competing public employers and 30% lower than competing private employers.**

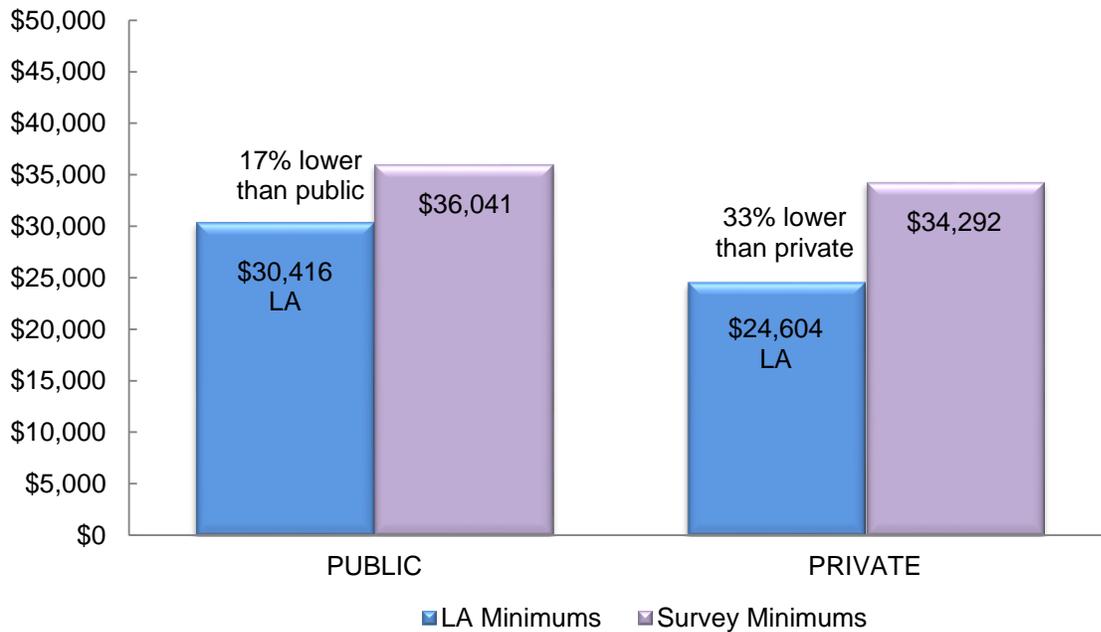
**Administrative Schedule
Current La. Minimums vs. Public and Private Market Minimums**



Comparison of Pay Range Minimums – Protective Services Occupations

The Protective Services pay schedule represents approximately 7,154 (FTE) classified employees. Jobs in this category include Police Officers, Corrections Officers, Probation & Parole Agents, Wildlife Agents, etc. The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. **State minimums in this group average 17% lower than competing public employers and 33% lower than competing private employers.**

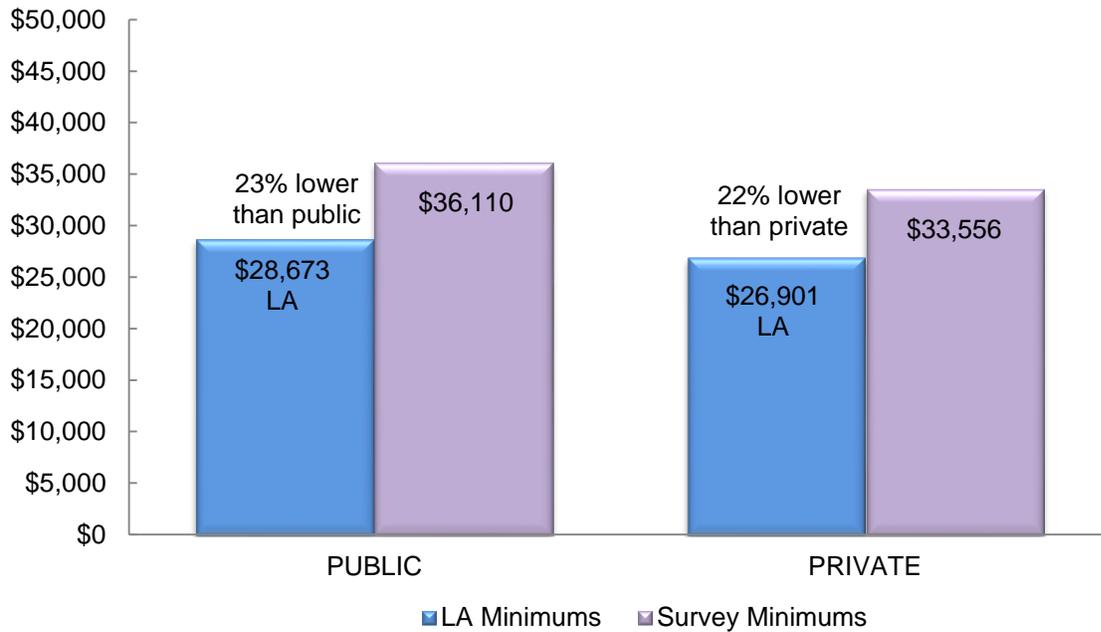
**Protective Services Schedule
Current La. Minimums vs. Public and Private Market Minimums**



Comparison of Pay Range Minimums – Social Services Occupations

The Social Services pay schedule represents approximately 8,474 (FTE) classified employees. Jobs in this category include Social Workers, Child Welfare Specialists, Counselors, etc. The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. **State minimums in this group average 23% lower than competing public employers and 22% lower than competing private employers.**

**Social Services Schedule
Current La. Minimums vs. Public and Private Minimums**



Comparison of Pay Range Minimums – Technical & Scientific Occupations

The Technical & Scientific pay schedule represents approximately 5,314 (FTE) classified employees. Jobs in this category include Biologists, Chemists, Engineers, Geologists, etc. The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. **State minimums in this group average 7% lower than competing public employers and 27% lower than competing private employers.**

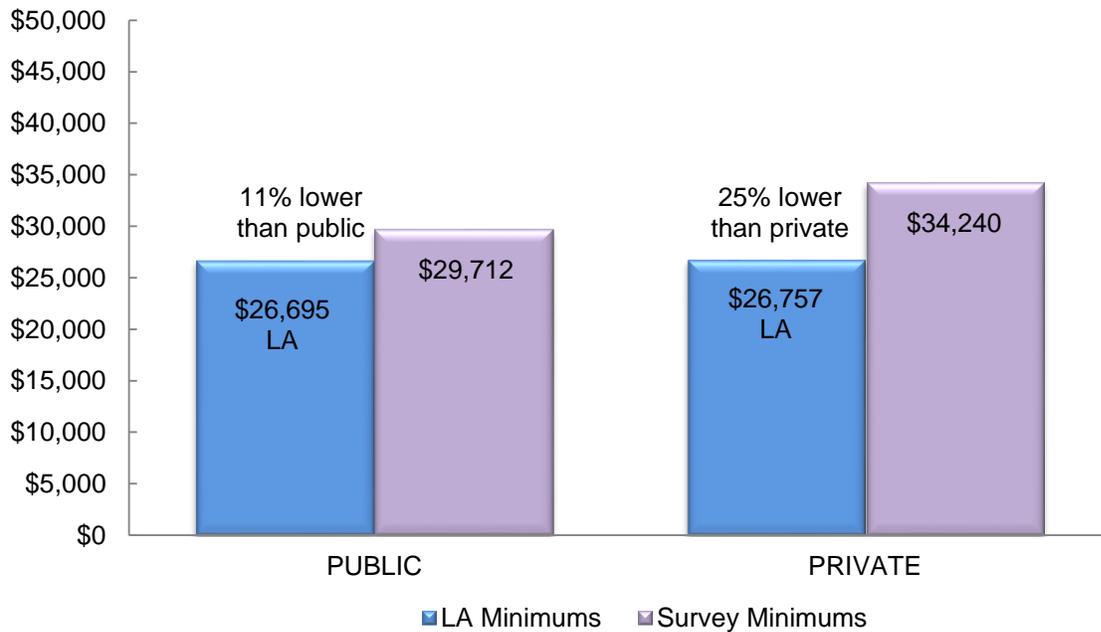
**Technical Schedule
Current La. Minimums vs. Public and Private Minimums**



Comparison of Pay Range Minimums – Skilled Trades Occupations

The Skilled Trades pay schedule represents approximately 8,529 (FTE) classified employees. Jobs in this category include Carpenter, Electrician, Maintenance Repairer, Mobile Equipment Operator, Trades Apprentice, etc. The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs in other states and private employers. **State minimums in this group average 11% lower than competing public employers and 25% lower than competing private employers.**

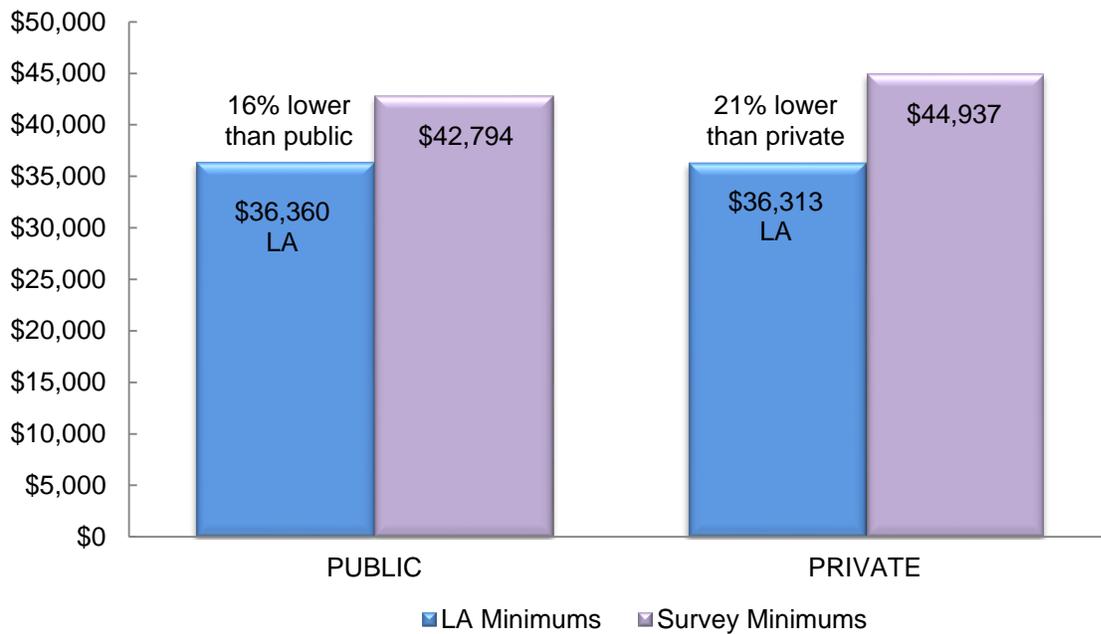
**Skilled Trades Schedule
Current La. Minimums vs. Public and Private Market Minimums**



Comparison of Pay Range Minimums – Medical Occupations

The Medical pay schedule represents approximately 9,592 (FTE) classified employees. Jobs in this category include Nurses, Psychologists, Therapists, etc. The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. Although included below, comparisons to other states in this group are less relevant than comparisons to private employers. Since no other state operates a charity hospital system, comparable benchmarks in other public jurisdictions are limited for medical occupations. **State minimums in this group average 21% lower than those of comparable private competitors.**

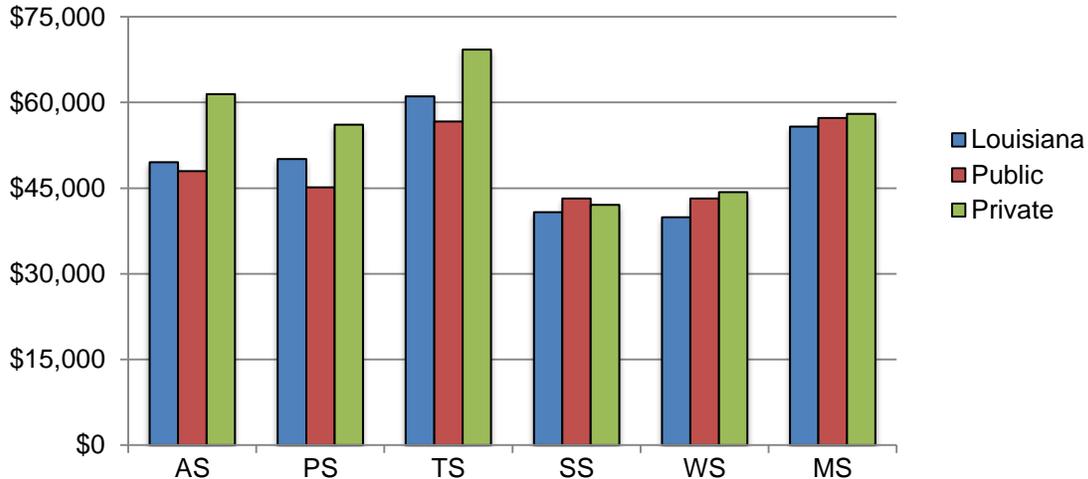
**Medical Schedule
Current La. Minimums vs. Public and Private Market Minimums**



Comparison of Annual Average Employee Pay

The preceding section analyzed the competitiveness of the state’s minimum starting salaries. An analysis of the annual average salaries for all classified employees for benchmarked jobs yields the following results.

La. Employee Average Annual Salary vs. Public and Private Annual Salaries for Benchmarked Jobs



AS = Administrative Occupations
 PS = Protective Services Occupations
 SS = Social Services Occupations
 TS = Technical & Scientific Occupations
 WS = Skilled Trades Occupations
 MS = Medical Occupations

Average annual salaries of Louisiana classified employees fall between \$1,261 and \$11,906 behind those of employees at competing private firms. These figures translate to state employees averaging from 4% (medical occupations) to 21% (administrative occupations) less than employees in comparable jobs for the private sector. Compared to figures from our previous report in October 2010, our medical occupations have fallen further behind by 2%. However, disparities have remained stable or have slightly decreased for the other occupational schedules. Nevertheless, Louisiana lags the market in all schedules when average annual salaries are compared to the private sector. As compared to the public sector, disparities for Louisiana classified employees have slightly decreased for the Administrative, Protective, and Technical schedules, and have remained stable for the Social Services and Skilled Trades schedules.

Classified Employee Salary Distribution

According to the Bureau of Labor Statistics, an employee working for private industry in Louisiana earns an average of \$41,413 annually.² As of December 31, 2010, 55% of classified employees made less than \$40,000 per year. The distribution of classified employees' annual salaries is illustrated in the graph below.



² BLS Current Employment Statistics program, Monthly Establishment Data by State and Area
http://www.bls.gov/opub/ee/2011/sae/taled6_201101.pdf

Comparison of Employee Benefits

Health Insurance

Although the State Civil Service Commission has no jurisdiction or authority over state employee health insurance or retirement plans, it is appropriate to include a review of these components of total compensation. The table below shows a comparison of the percentages of monthly health insurance premiums paid by Louisiana state employees as compared to the average premiums paid by employees of other states and private employers for FY 09/10.

EMPLOYEES' SHARE OF MONTHLY HEALTH INSURANCE PREMIUMS			
Type of Coverage	Louisiana State* (HMO & PPO)	Private Sector**	Other States*** (HMO & PPO)
Single Coverage	25%	19%	15.5%
Family Coverage	38.8%	34%	13.6%

*Louisiana Office of Group Benefits

** Bureau of Labor Statistics National Compensation Survey, Employer Costs for Employee Compensation, March 2010 (West South Central Region)

*** 2010 Central States Benefits Survey

This data indicates that Louisiana state employees pay a higher percentage of health insurance premiums than both their public and private sector counterparts.

Retirement

The state employee retirement plan is a defined benefit plan, i.e., the benefit is a fixed amount based upon the employee's length of service and salary. The current contribution rate for classified employees is 8% of base salary and members must have ten years of creditable service in order to be vested with the system. This is one of the highest vesting requirements among the Southern states.

The Louisiana State Employees' Retirement System reports that as of June 30, 2010, the average current regular retirement benefit paid to classified employees is \$1,595 per month. In comparison, the average Social Security benefit for retired workers is \$1,179 per month and their current contribution rate is 4.2%.³ Although the contribution rate for classified state employees is nearly twice that of social security recipients, the average monthly benefit for

classified employees is only 30% greater. Classified employees do not contribute to Social Security and receive no federal retirement benefit.

Employees who participate in the Group Benefits health insurance program may continue their coverage when they retire. The Office of Group Benefits indicates that retiree monthly premiums for FY 10/11 range from \$81 for a single retiree with Medicare HMO to \$454 for a retiree and spouse without Medicare but with the OGB PPO plan.

Vacation & Holidays

Louisiana’s Revised Statute 1:55 established nine state holidays each year, with a tenth holiday in congressional election years. The Governor may declare additional holidays each year and typically does so (e.g. National Memorial Day.) The Civil Service Commission establishes rules that determine the amount of “annual leave” (vacation or personal) a classified employee may earn. The table below compares these benefit levels to the average of other states and private employers.

Vacation & Holiday Comparisons			
Vacation Days	Louisiana State	Private Employers*	Other States**
Junior Employee (1 year service)	12	9	12.8
Experienced Employee (5 years service)	18	14	16.1
Advanced Employee (10 years service)	21	17	19.2
Senior Employee (20 years service)	24	19	23.5
Holidays	9-13	8	11

* Bureau of Labor Statistics National Compensation Survey, Employee Benefits Survey, March 2010

** 2010 Central States Benefits Survey

³ The 4.2% tax rate applies to earnings up to the maximum taxable amount (\$106,800 in 2011). The Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010 reduced 2011 Social Security tax rates for employees by two percentage points, from 6.2 percent to 4.2 percent. Without further changes in the law, this tax rate will return to 6.2 percent beginning in 2012.

TURNOVER ANALYSIS

Impact: Cost of Low Salary Levels

Low salary levels have a negative impact on the recruitment and retention of skilled employees. When state compensation levels fail to remain reasonably competitive, employee retention suffers. The resulting turnover has significant costs to our state, both immediate and long-term.

The immediate costs include:

- Separation Costs – administrative costs related to termination, annual leave payout
- Replacement Costs - recruiting & advertising costs, pre-employment administrative costs, interviewing time, testing, medical expenses (drug screening)
- Vacancy Costs – overtime, temporary employees
- Training Costs – orientation, certifications, supervisor/lead-worker’s time, formal class time/fees
- Productivity Costs – loss of customer contacts, on-the-job learning

There are many models used to estimate the cost of turnover. We use the Mathis/Jackson Simplified Turnover Costing Model recommended by LSU’s E.J. Ourso College of Business⁴ as shown below.

Mathis/Jackson Simplified Turnover Costing Model
A. Typical annual pay for job
B. Percentage of pay for benefits times (x) annual pay
C. Total employee annual cost (add A + B)
D. How many employees voluntarily quit in the past 12 months?
E. Time it takes an employee to become fully productive (in months)
F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)
G. Annual turnover cost for this job: (Multiply F X D)
*Assumes 50% productivity throughout the learning period (E).

⁴ Mathis, Robert L. & Jackson, John H. Human Resource Management, Tenth Edition. Figure 3-10, pg 90. United States: South-Western, 2003.

In the following examples, the application of the Mathis/Jackson model to data for FY 09/10 illustrates the cost of turnover to state government. In each example, the percentage of pay for benefits that the state pays per employee (20.21%) includes retirement (6.56%), Medicare (1.45%), and health insurance (12.2%).⁵

Example 1: Residential Services Specialist 1

Residential Services Specialist 1 (3 months - 64.63% voluntary turnover)	
A. Typical annual pay for job	<u>\$15,695**</u>
B. Percentage of pay for benefits times (x) annual pay	<u>(20.21%) = \$3,172</u>
C. Total employee annual cost (add A + B)	<u>\$18,867</u>
D. How many employees voluntarily quit in this job in the past 12 months?	<u>190</u>
E. How long does it take for one employee to become fully productive (in months)?	<u>3 months</u>
F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)	<u>\$2,358</u>
G. Annual turnover cost for this job: (Multiply F X D)	<u>\$448,020</u>
*Assumes 50% productivity throughout the learning period (E).	
** 10/01/10 Survey Pay Report, actual average salary	

In FY 09/10, the voluntary turnover rate among Residential Services Specialists 1 was 64.63% (190 out of 294 incumbents). Assuming an average learning period of three months for this job, the cost of turnover is estimated at \$448,020.

Example 2: Social Worker 1

Social Worker 1 (12 months - 46.43% voluntary turnover)	
A. Typical annual pay for job	<u>\$36,176**</u>
B. Percentage of pay for benefits times (x) annual pay	<u>(20.21%) = \$7,311</u>
C. Total employee annual cost (add A + B)	<u>\$43,487</u>
D. How many employees voluntarily quit in this job in the past 12 months?	<u>26</u>
E. How long does it take for one employee to become fully productive (in months)?	<u>12 months</u>
F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)	<u>\$21,744</u>
G. Annual turnover cost for this job: (Multiply F X D)	<u>\$565,344</u>
*Assumes 50% productivity throughout the learning period (E).	
** 10/01/10 Survey Pay Report, actual average salary	

⁵ Retirement contribution does not include percentage paid for unfunded accrued liability. HMO cost for single person is \$1706. The agency cost is \$5118. This figure, divided by the average salary of \$41,939 yields 12.2%

In FY 09/10, 26 of 56 entry level Social Workers left state service, a voluntary turnover rate of 46.43%. The average learning period for Social Workers is longer than that for Residential Services Specialists. In the illustration above, a learning period of one year is used, resulting in an estimated turnover cost of \$565,344.

Statewide Turnover Rates

In FY 09/10, the overall statewide voluntary turnover rate was 10.52%. Voluntary turnover rates for the six occupational groups are shown below.

Occupational Group	FY 09/10 Voluntary Turnover Rate
Administrative	8.07%
Medical	12.68%
Protective Services	13.22%
Social Services	14.94%
Technical/Scientific	5.60%
Skilled Trades	9.60%

Statewide Turnover Cost Estimate

Using the statewide average salary of classified employees and learning periods from 3 to 12 months, the aggregate cost of turnover to the state in FY 09/10 is estimated at between approximately **\$37 and \$150 million** as shown below.

09/10 Statewide Turnover Cost Estimate	3 mo. Learning Period	12 mo. Learning Period
A. Typical annual pay for job	<u>\$41,939*</u>	<u>\$41,939*</u>
B. % pay for benefits times (x) annual pay	<u>(20.21%) = \$8,476</u>	<u>(20.21%) = \$8,476</u>
C. Total employee annual cost (A + B)	<u>\$50,415</u>	<u>\$50,415</u>
D. Voluntary quits in the past 12 months	<u>5942</u>	<u>5942</u>
E. Time to become fully productive (in months)	<u>3 months</u>	<u>12 months</u>
F. Per person turnover cost: (E ÷ 12 X C X 50%)	<u>\$6,302</u>	<u>\$25,208</u>
G. Annual turnover cost: (F X D)	<u>\$37,446,484</u>	<u>\$149,785,936</u>

*_{04/23/10} Average Annual Salary Report of Classified Employees

Additional Turnover Costs

In addition to the immediate costs estimated above, high rates of turnover take a long-term toll on the state’s productivity. Continually replacing and retraining staff consumes revenue and energy that could otherwise be spent on delivering improved services. This can hamper innovation and erode efficiency. Continued periods of high turnover can limit the development of qualified pools of experienced candidates for the supervisory and management positions that are so critical in any organization.

CONCLUSION

The research and analysis performed by the Compensation Division of the Department of State Civil Service indicate that state classified starting salaries and average salaries continue to lag behind prevailing rates used by private and public employers. Current market data shows that Louisiana pay schedule minimums lag by 17% to 25% in the six occupational groups for the Louisiana general employment market, with the greatest disparities found in the Administrative, Protective Services, and Social Services occupations. These occupations lag the combined public and private markets by 22%, 25%, and 22.5%, respectively. Notably, these disparities have remained stable since last fiscal year. However, total average classified salaries lag those in the private sector by \$1,261 to \$11,906 (4% to 21%).

As this report has illustrated, benefits for classified employees are not substantially greater than those of private and public sector employees. Classified employees who choose to enroll in the health plans offered by the Office of Group Benefits pay a higher percentage of insurance premiums than both their public and private sector counterparts, and while the state continues to provide a competitive defined-benefit retirement option through the Louisiana State Employee Retirement System (LASERS), classified employees do not contribute to Social Security and receive no federal retirement benefit. Additionally, the LASERS vesting requirements are among the highest of the Southeastern states. Although classified employees of the state earn both sick and annual leave, the rates at which these are earned are highly comparable to both public and private-sector employment.

While the expansion of flexible pay mechanisms for use by hiring agencies have to some degree mitigated the impact of low minimum hiring rates, state agencies remain at a competitive disadvantage when recruiting against private (and some public) employers in the labor marketplace.

RECOMMENDATIONS

Adjustments to Pay Structure Minimums

Although our pay plan minimums for the salary ranges as compared to the market have remained relatively stable in all schedules (except Skilled Trades and Medical) since the October 2010 report, some improvement to our hiring minimums would be desirable. However, in view of the state's considerable fiscal challenges, we do not propose any changes at this time. Agencies have the ability to cope with hiring issues on an individual basis through use of flexible hiring options.

This review indicates that salaries of classified employees are, on average, lower than those of employees in comparable jobs in Louisiana's general employment market. The greatest disparities are evident when state salaries are compared to the private sector. However, the lag with public sector jobs has slightly improved or remained stable since the last report. This can be attributed to national economic conditions resulting in salary reduction measures for comparable jobs in some surveyed states.

Our compensation market philosophy is not to be a market leader, but to strive to maintain starting and actual salaries no more than ten percent behind the general Louisiana employment market, and (to a lesser extent) public and private employers in the Southeast states.⁶ Although economic conditions have stalled improvements to our pay plan minimums resulting in a greater lag than desired, we should carefully consider the impact this will have on future recruitment and retention efforts. The Department of State Civil Service intends to continue working with state agencies in order to research, formulate, and implement innovative compensation initiatives and solutions with the goal of recruiting and retaining qualified classified personnel.

⁶ See Appendix B for a list of states

Appendix A: Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

Accountant 1	Auditor 3	Insurance Specialist 3
Accountant 2	Auditor 4	Interpretive Ranger 3
Accountant 3	Audit Director 2	Land Specialist 1
Accountant 4	Audit Manager	Land Specialist 2
Accountant Admin 3	Auditor Supervisor	Land Specialist 3
Accountant Admin 4	Budget Admin 2	Land Specialist 4
Accountant Mgr 1	Budget Analyst 1	Librarian 3
Accountant Mgr 2	Budget Analyst 2	Library Manager 3
Accountant Supv 1	Budget Analyst 3	Library Specialist 3
Accountant Supv 2	Budget Analyst 4	Management Analyst 2
Accounting Spec Supv	Budget Manager	Marketing Rep 1
Accounting Specialist 1	Commun Dev Prog Sp 3	Marketing Rep 2
Accounting Specialist 2	Compliance Exam 3	Marketing Rep Supv
Accounting Technician	Compliance Invest 3	Medicaid Prog Monitor
Admin Law Judge	Compliance Prog Spec 3	MV Compl Analyst 2
Admin Assistant 2	Compliance Prog Spec 4	MV Compl Supv 1
Admin Assistant 3	Contracts/Grant Rev 3	Museum Division Dir
Admin Assistant 4	Contracts/Grant Rev Mgr	ORS Specialist 2
Admin Assistant 5	Civil Service Director	ORS Specialist 4
Admin Assistant 6	Curator 3	OSHA Indust Hlth Cons
Admin Coordinator 1	Deputy State Librarian	OSHA Occup Sfty Cons
Admin Coordinator 2	Economist 2	Paralegal 1
Admin Coordinator 3	Economist 3	Paralegal 2
Admin Coordinator 4	Education Prog Cons 2	Park Manager 2
Admin Program Mgr 2	Education Prog Cons 3	Park Manager 5
Admin Program Spec A	Graphic Artist	Photographer 3
Admin Supervisor 1	Health Svcs Acct Spec	Policy Planner 2
Admin Supervisor 2	Health Svcs Acct Supv	Procurement Dir 2
Admin Prog Dir 4	HR Analyst A	Procurement Dir 4-Ex
Ag Marketing Int'l Spec	HR Analyst B	Procurement Mgr 1
Architectural Historian 2	HR Analyst C	Procurement Mgr 2-Ex
Archives Specialist 2	HR Asst Div Admin	Procurement Specialist 1
Attorney 1	HR Consultant A	Procurement Specialist 2
Attorney 2	HR Consultant B	Procurement Specialist 3
Attorney 3	HR Consultant C	Procurement Spec 4-Ex
Att Dep Gen Coun 2	HR Consultant Specialist	Prog Mgr 1A/DHH
Att Gen Coun 3	HR Director C	Prog Mgr 1B/DHH
Attorney Supervisor	HR Division Admin	Prog Monitor 2/DHH
A/V Product Mgr	HR Manager A	Public Info Director 1
A/V Product Spec	HR Manager B	Public Info Director 3
Auditor 1	HR Specialist	Public Info Officer 1
Auditor 2	Insurance Specialist 2	Public Info Officer 2

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Public Info Officer 3	Safety Risk Agency Dir	Train/Dev Program Mgr
Purchasing Tech 2	State Acct System Dir	Train/D Prog Staff Mgr 1
Records Mgmt Off State	St Budget Mgt Analyst 2	Train/D Prog Staff Mgr 2
Retire Benefits Analyst 2	State Fiscal Analyst 2	Train/Development Sp 1
Retire Benefits Analyst 3	State Fiscal Analyst 3	Train/Development Sp 2
Revenue Tax Auditor 2	State Loss Prev Ofc 2	Train/Development Sp 3
Revenue Tax Auditor 3	State Risk Adjuster 4	Tumor Registry Tech 3
Revenue Tax Officer 2	State Risk Underwriter 1	UI Tax Agent 3
Revenue Tax Specialist 2	State Risk Underwriter 2	Utilities Specialist 3
Revenue Tax Specialist 3	State Risk Underwriter 3	Utilities Specialist Supv
Right of Way Agent 3	State Risk Manager	Warehouse Manager
Right of Way Agent 5	State Risk Supervisor	Warehouse Supervisor
Right of Way Agent 7	Statistician 2	Work Comp Disp Res Sp
Right of Way App 2	Tax Commission Spec 2	Work Develop Officer 2
Right of Way App 3	Telecom Service Rep 2	
Safety Program Coord	TV Producer	
Safety Risk Agency Mgr	TV Senior Director	

Appendix A: Benchmark Job Titles

MEDICAL OCCUPATIONS

Central Service Supv	Medical Sonographer 2	Pub Health Nurse 1
Central Service Worker 2	Medical Specialist	Pub health Nurse 2
Dental Assistant	Nuclear Med Tech 2	Pub Health Nurse 3
Dental Hygienist	Nuclear Med Tech Supv	Pub Heath Nutritionist 2
Dietician Manager 1	Nursing Assistant 1	Radiation Ther Technol 2
Dietitian Manager 2	Nursing Assistant 2	Radiologic Technol 2
EKG Tech 2	Occupational Therapist 2	Radiologic Technol 3
EEG Tech 2	Occupational Ther Mgr	Radiologic Tech Supv
Emerg Med Tech/Basic	Occupational Ther Asst 2	Radiology Tech Manager
Health Info Director 1	Patient Escort 2	Reg Diet/Nutri Svcs Adm
Health Info Director 2	Pharmacist 3	Registered Dietitian
Health Info Director 3	Pharmacist 4	RN/Instructor
Hlth Inf Dir 4/Acute Care	Pharmacist 6	RN/Manager
Health Info Patient Coder	Pharmacist 7	RN 2
Health Info Processor 2	Pharmacy Tech 1	RN 3
Health Info Processor 3	Pharmacy Tech 2	RN Clinical Coordinator
Health Info Review Spec	Phlebotomist 2	RN Clinical Nursing Spec
Health Info Supervisor	Physical Therapist 2	RN Infection Ctrl Coord
Hospital Admit Tech 2	Physical Ther Asst	RN Program Coord
Hospital Admit Tech 5	Physical Ther Mgr	Resp Care Ther 2-Regist
Hospital Admit Tech 6	Physical Ther Tech	Resp Care Ther 2- Cert
Hospital Admit Tech 7	Physician's Assistant	RN Supervisor 1
Lab Technician 2	Pract Nurse, Licensed 2	RN Hospital Nursg Dir 2
Medical Assistant	Psychologist 2	RN/Practitioner
Med Cert Spec 2	Psychologist 3	Speech/Aud Specialist 3
Medical Cytotech 2	Pub Health Lab Dir	Surgical Tech 2
Medical Cytotech Spec	Pub Health Lab Scient 1	Therapy Aide
Med Lab Manager 2	Pub Health Lab Scient 2	Veterinarian
Med Lab Technologist 2	Pub Health Lab Scient 3	

Appendix A: Benchmark Job Titles

PROTECTIVE SERVICES OCCUPATIONS

Corrections Warden 4	Guard	Prison Enterprise Supv
Corrections Captain	Guard Supervisor	Prob/Parole Ofc 2/Juv
Corrections Lieutenant	Park Ranger 2	Prob/Parole Ofc 2/Adult
Corrections Sergeant	Police Captain-A	Prob/Parole Supv/Adult
Corrections Sgt/Master	Police Chief-A	Wildlife Enforce Cadet
Dep St Fire Marsh 3/Arsn	Police Lieutenant-A	Wildlife Enforce Agent
Dep St Fire Marsh3/Mech	Police Officer 3A	
Forestry Parish Assistant	Police Sergeant-A	

Appendix A: Benchmark Job Titles

SOCIAL SERVICES OCCUPATIONS

Adult Protection Spec 3	OCDD Act Trtmt Spec 4	Social Svcs Counselor 4B
Assoc 3/Psychologist	OCDD Comm Svc Spec 1	Social Svcs Analyst 1
Behavior Shaping Spec	OCDD Comm Svc Spec 2	Social Svcs Analyst 2
Child Welfare Svcs Asst	OCDD Comm Reg Adm	Social Svcs Analyst 3
Child Welfare Spec 2	Professional Counselor 1	Social Svcs Analyst Supv
Child Welfare Spec 4	Professional Counselor 2	Social Svcs Spec 2
Clinical Chaplain 1	Psychiatric Aide 1	Social Worker 2
Clinical Chaplain 4	Psychiatric Aide 2	Social Worker 3
Corr ARDC Spec 2	Rehab Counselor	Social Worker 4
Fraud Investigator 2/OFS	Rehab District Supervisor	Social Worker 5B
Habilitation Instructor 2	Residential Svcs Spec 2	Social Worker 6B
Health Educator	Residential Svcs Spec 3	Therapeutic Rec Spec 2
Licensing Mgr/DSS	Residential Svcs Spec 5	Volunteer Coordinator 2
Licensing Spec 2/DSS	Social Svcs Counselor 2	
Medicaid Analyst 2	Social Svcs Counselor 3	

Appendix A: Benchmark Job Titles

TECHNICAL & SCIENTIFIC OCCUPATIONS

Ag Environmental Spec 2	Eng Technician 5	I/T Office Specialist 2
Ag Environmental Spec 3	Eng Technician 7	I/T Operations Manager
Agricultural Spec 1	Enviro Chem Spec 1	I/T Operations Shift Supv
Agricultural Spec 2	Enviro Chem Spec 2	I/T Prod Control Tech 2
Agricultural Spec 3	Enviro Chem Spec 3	I/T St Sys Prog Analyst
Agri Spec Prog Mgr	Enviro Chem Spec Adv	I/T Tech Supp Analyst 1
Architect 1	Enviro Chem Spec Staff	I/T Tech Supp Analyst 2
Architect 2	Enviro Impact Spec 1	I/T Tech Supp Cons DCL
Architect 3	Environ Impact Spec 2	I/T Tech Supp Mgr
Architect 5	Environmental Scientist 2	I/T Tech Support Spec 1
Architect 6	Environmental Scientist 3	I/T Tech Support Spec 2
Biologist 1	Facility Project Plan 1	I/T Tech Support Spec 3
Biologist 2	Facility Project Plan 2	I/T Telecom Ana Mgr 1
Biologist 3	Facility Project Plan 3	I/T Telecom Ana Mgr 2
Biologist DCL B	Forestry Parish Supv	I/T Telecom Tech Anlst 1
Biologist Supervisor	Forestry Program Spec	I/T Telecom Tech Anlst 3
Bldg Plans Examiner 2	Geologist 1	Landscape Architect
Bldg Plans Examiner 3	Geologist 2	Landscape Arch Chief
Comp Graph Design	Geologist 3	Landscape Arch Intern
Comp Graph Design Mgr	Geologist DCL	Petroleum Analyst Adv
Conservation Enf Spec 3	I/T Appl Mgr 2	Professional Chemist 1
Crime Lab Analyst 1	I/T Appl Programmer 1	Professional Chemist 2
Crime Lab Analyst 2	I/T Appl Programmer 2	Professional Chemist 3
Crime Lab Analyst 3	I/T Appl Prog/Analyst 1	Professional Chemist Mgr
Criminal Rec Analyst 3	I/T Appl Prog/Analyst 2	Project Manager
DOTD Chief Eng Admin	I/T Appl Prog/An 3/DCL	Pub Hlth Epidemiologist
Engineer 3	I/T Appl Project Leader	Sanitarian 2
Engineer 5/DCL	I/T Center Ops Mgr 2	Sanitarian 3
Engineer 4	I/T Director 3	Sanitarian 8
Engineer 5	I/T Equip Oper 1	Surveyor Intern 1
Engineer 6	I/T Equip Oper 2	Surveyor 3
Engineer 7	I/T Equip Oper 3	Surveyor 4
Engineer 8	I/T Geo Asst Supp Ana	Surveyor 5
Engineer 9	I/T Geo Project Supv	TV Engineer Tech 1
Engineer 9/DOTD	I/T Geo Support Ana	Wildlife/Fish Tech 3
Engineer Intern 1	I/T Geo Senior Supp Ana	
Eng Technician 3	I/T Geo Tech Spec-DCL	
Eng Technician 4	I/T Mgt Consultant 1	

Appendix A: Benchmark Job Titles

SKILLED TRADES OCCUPATIONS

Aircraft Flt Comm Pilot	HVAC/Ref Master Mech	Scientific Inst Tech
Aircraft Mechanic 2	HVAC/Ref Mechanic	Sheet Metal Worker
Aircraft Mechanic Supv	HVAC/Ref Mech Fore	Telephone Sy Equip Tech
Aircraft Pilot 2	Laborer	Welder
Arborist	Locksmith	Welder Master
Carpenter	Machinist	
Carpenter Master	Machinist Master	
Communications Off 2	Maintenance Foreman	
Custodian 1	Maintenance Repairer 1	
Custodian 2	Maintenance Repairer 2	
Custodian Supv 3	Maintenance Rep Master	
Electrician	Maintenance Supt 2	
Electrician Master	Mob Equip Maint Mech	
Electronic Tech	Mob Eq Mastr Mechanic	
Electronic Tech Adv	Mob Eq Mstr Mech/Ldr	
Electronic Tech Trainee	Mobile Equip Oper Light	
Facility Maint Manager 2	Mobile Equip Oper 1	
Facility Maint Manager 3	Mobile Equip Oper 2	
Facility Maint Manager 4	Mobile Equip Op 1/Hvy	
Food Service Spec 1	Mobile Equip Op 2 /Hvy	
Food Service Spec 2	Mobile Equip Shop Supt	
Food Service Spec 3	Operating Engineer 2	
Food Service Spec 6	Painter	
Food Service Spec 7	Painter Master	
Helper	Planner/Estimator	
Highway Foreman 1	Plumber/Pipefitter	
Horticultural Attendant	Plumber/Pipefitter Master	
Horticultural Attend/ Ldr	Printing Master Operator	
Horticulturist	Printing Operator 2	
Housekeeper Supervisor	Printing Supervisor	

Appendix B: States in Compensation Consortiums

The Central States Compensation Association includes the following states:

Alaska, Arizona, Arkansas*, Colorado, Idaho, Illinois*, Indiana, Iowa, Kansas, Louisiana, Michigan, Minnesota, Missouri, Montana, Nebraska, Nevada*, New Mexico, North Dakota, Oklahoma, Oregon*, South Dakota, Texas*, Utah, Washington, Wisconsin, and Wyoming.

** Did not participate in 2010 survey*

The Southeastern States Salary Conference includes the following states.

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Virginia, and West Virginia.

Appendix C: Classified State Jobs Starting Below Current (May 2011) Federal Minimum Wage

Administrative (AS) Schedule:

Pest Control Specialist
Recreation Aide
Store Operator
Student Residence Houseparent

Medical (MS) Schedule:

Autopsy Assistant 1
Autopsy Assistant 2
Laboratory Animal Care Assistant 1
Laboratory Animal Care Assistant 2
Laboratory Animal Care Assistant Agribusiness
Patient Escort 1
Patient Escort 2
Nursing Unit Aide

Social Services (SS) Schedule:

Psychiatric Aide 1
Residential Services Specialist 1

Labor/Trades (WS) Schedule:

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