

2018 Annual Uniform Pay Plan Review

PREPARED IN ACCORDANCE WITH
STATE CIVIL SERVICE RULE 6.2(A)

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STATECIVILSERVICE

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The Pay Philosophy



It is the policy of the State to maintain labor market competitiveness within the boundaries of financial feasibility. The state is committed to attracting and retaining a diverse workforce of high performing employees with the competencies, knowledge, skills, abilities and dedication needed to consistently provide state services.” – SCS Rule 6.1

An organization’s pay philosophy is important because it provides the foundation for all pay decisions. In an effort to become more competitive with the market, the State Civil Service Commission and the Governor approved a new pay philosophy for the classified workforce in 2017 as a result of the Compensation Redesign plan. SCS Rule 6.1 has been revised accordingly, effective July 1, 2018, in order to align pay decisions with the concept of maintaining labor market competitiveness within the boundaries of financial feasibility. At its most basic level, “maintaining market competitiveness” means being able to effectively recruit and retain employees.

A four-prong approach is necessary in order to maintain market competitiveness. First, the pay range structures must be at a competitive position relative to the market. Second, the jobs assigned to those pay ranges must be regularly evaluated to ensure that the pay ranges continue to be appropriate as the jobs evolve and the market for those jobs change. Third, the actual salaries of employees must move within their assigned pay ranges to maintain pace with the market as those employees gain experience, skills and competencies. Fourth, the new compensation philosophy must be applied when developing business practice solutions in accordance with the State Civil Service rules to appropriately and conservatively meet the human capital needs of agencies in an effort to drive down turnover costs.

This report aligns with the four aspects of maintaining market competitiveness by providing a review of the pay range structures, a review of actual employee salaries, a targeted review of jobs in the classification plan, and recommendations to improve market competitiveness.

Please note that this report does not include data or recommendations for 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 Competitiveness

The ability of the classified pay ranges to effectively recruit and retain talent when competing with other employers outside of state government in the relevant labor market.

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.

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.” SCS Rule 6.2(a)

Through the adoption of SCS Rule 6.2, the Commission has charged the Director of State Civil Service to analyze the effectiveness of the uniform pay plan at least annually, and to recommend appropriate changes based upon the results. A uniform pay plan is defined as “a pay plan wherein the pay structure and administrative rules are uniformly applicable to all agencies for positions of the classified service.” After considering the Director’s recommendations at a public hearing, the Commission may adopt changes to the pay plan. However, in accordance with the Louisiana Constitution, these changes become effective only after approval by the Governor.

The Effect of the Compensation Redesign on this Report

The Compensation Redesign plan that was approved last year contains the most significant changes for the classified pay plan in over ten years. The plan aligns pay for classified employees with market-based practices under a new pay philosophy and includes adjustments to all grades in the pay structure, a general increase of 2%, and revisions to the State Civil Service rules.

As a result of the change in the pay philosophy, the format of this report has been modified to focus on the market competitiveness of the classified pay structures. Sections of this report will provide indicators of the effectiveness of the uniform pay plan by demonstrating the relative health of the classified pay structures as compared to the external market rates. An overview of the actual salaries for classified employees is also included.

A new targeted review section has been added to the report this year. A targeted review will assist in maintaining market competitiveness by providing a focus on particular jobs that may have localized issues. Additionally, a targeted review may result in a cost savings in the administration of a uniform classification and pay plan by ensuring that each job is appropriately aligned as market conditions evolve.

It is expected that the four-prong approach to maintaining market competitiveness will be a continuous process. As a result, some of the information that has been provided before in this report, such as the turnover and economic outlook, will instead be presented later in the calendar year. These changes will result in the new pay philosophy being integrated into other annual reports that assist to indicate the effectiveness of the uniform pay plan and drive the development of business practice solutions.

Executive Summary

Pay Structure Competitiveness

The Pay Structure Competitiveness section of this report illustrates how the pay structure adjustments of the Compensation Redesign plan have made significant improvements to the lags of the classified pay ranges as compared to the market. On January 2, 2018, the classified pay structure was adjusted by amounts ranging from 7.65% to 14.88% at the midpoints. These changes resulted in lags being eliminated for benchmarked jobs in critical areas such as in the Protective Services, Medical, and Social Services occupational groups. An overview of the figures can be found on the following page.

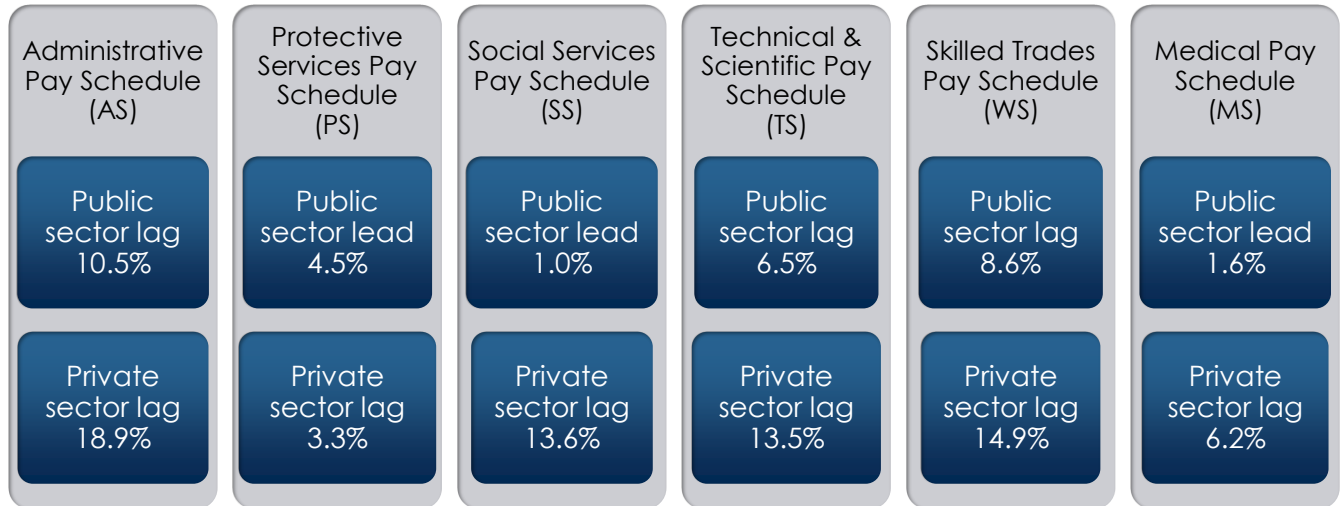
Median Salary Comparisons

The section of this report pertaining to the actual median salaries of classified employees indicates that there has been some improvement to the competitiveness of the salaries of classified employees. This is primarily due to the general increase and the structure adjustments from the Compensation Redesign plan. As a result, median salary values have shifted most significantly for the benchmark jobs in the Protective Services, Medical, and Social Services occupational groups as compared to the public sector. An overview of the figures can be found on the following page.

It is anticipated that the new Market Adjustment rule from the Compensation Redesign plan will begin to positively impact the actual salaries of classified employees. On July 15, 2018, all eligible classified employees received their first Market Adjustment base pay increase. However, it is expected that this business practice solution will have more of a long-term effect than an immediate one. State Civil Service will analyze the effect of the market adjustment on the actual salaries of classified employees in conjunction with other factors such as turnover and economic outlook later in the calendar year. If appropriate, recommendations may be made at that time by the State Civil Service Director.

PAY STRUCTURE COMPETITIVENESS

The data indicates that three classified pay schedule midpoints for classified benchmark jobs lead the public sector medians by 1.0% to 4.5%, while three lag by 6.5% to 10.5%. However, all six classified pay schedule midpoints lag private sector medians, on average, by 3.3% to 18.9%.



PAY STRUCTURE LAG TRENDS

When comparing to last year, none of the classified pay schedules fell further behind the public and private sectors. This can be attributed to the adjustments to the pay structure that was implemented effective January 2, 2018.

LAG INCREASES IN
CLASSIFIED PAY SCHEDULES
SINCE LAST YEAR

PUBLIC SECTOR

0 OUT OF 6

PRIVATE SECTOR

0 OUT OF 6

MEDIAN SALARY COMPARISONS

The data indicates that actual median salaries of classified employees in benchmark jobs lag public sector medians by 7.8% to 23.0% and lag private sector medians by 15.8% to 28.9%.



MEDIAN SALARY LAG TRENDS

When comparing to last year, the difference between classified median salaries and those of counterparts in the public and private sectors has decreased significantly for Protective Services occupations. However, the difference has increased in some other occupational groups, especially when compared to the private sector.

LAG INCREASES OF
MEDIAN SALARIES IN
CLASSIFIED PAY SCHEDULES
SINCE LAST YEAR

PUBLIC SECTOR

1 OUT OF 6

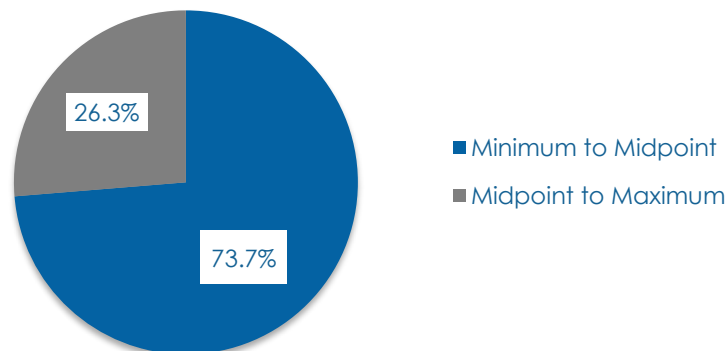

PRIVATE SECTOR

2 OUT OF 6


PERCENT INTO PAY RANGE ANALYSIS

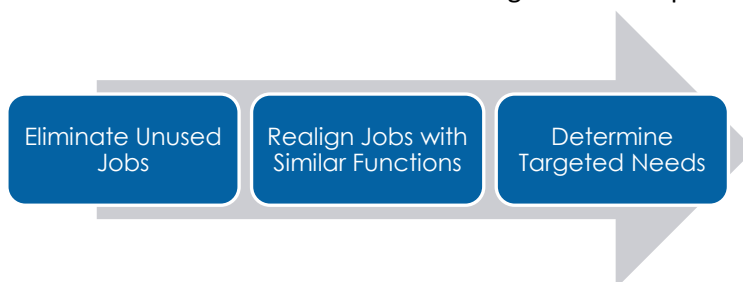
Percent into range data for all classified employees provides that the majority of classified salaries (73.7%) fall in between the minimum and midpoint of the pay ranges. Thus, the majority of classified employees are paid at a rate considered to be below market.

Distribution of Classified Employees
Relative to the Midpoint of the Pay Range



TARGETED REVIEW OF CLASSIFIED JOBS

A targeted review of classified jobs in the state classification and pay plan reveals the need for realignment. For strategic agility in maintaining market competitiveness, it will be necessary to eliminate jobs with zero incumbents from the classification plan and merge jobs with similar functions. State Civil Service has taken the first step toward this initiative in releasing GC 2018-003 in March 2018, which proposed the abolishment of 190 classified jobs. Over the next year, State Civil Service will review sparsely populated jobs to determine if merging jobs with similar functions would better assist in maintaining market competitiveness.



Compensation Survey Practices

This section of the report describes the process used for the analysis of the pay structures. Certified Compensation Professionals with the Department of State Civil Service conducted this analysis according to the practices as recommended by WorldatWork. Founded in the U.S. in 1955, WorldatWork is the leading nonprofit professional association dedicated to knowledge and leadership in the areas of compensation and total rewards.

The analysis of the pay structure is accomplished by comparing classified pay range midpoints with median salaries for similar jobs within a relevant geographic area. The midpoint of a pay range typically represents an organization's preferred position relative to the market for the jobs assigned to that pay range. In other words, it is the level at which an organization chooses to set its pay for the purpose of recruiting and retaining personnel in comparison to other employers who compete for the same talent (WorldatWork, 2017).

BENCHMARKS

First, benchmark jobs are identified for comparison. Benchmark jobs are used as reference points to make pay comparisons between employers within a geographic area. The benchmarking process identifies jobs that are common throughout all industries. Examples include jobs such as administrative assistant, accountant, engineer, registered nurse, electrician, etc. Benchmark jobs typically have broad usage within the relevant market in order to allow for the application of statistically significant sampling methods.

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 comparisons for 429 classified jobs are utilized in this report. 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. 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.

This report will focus on comparisons to the 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. Information selected based on the relevant employment market for Louisiana ensures accurate comparisons across different survey providers. 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.

OCCUPATIONAL GROUP COMPARISONS

Louisiana’s 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. However, the sectors are shown separately in this report since the relative value of the different comparisons may vary due to the jobs that were available for comparison 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 that is 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 and Blue Shield of Louisiana, or CB&I.

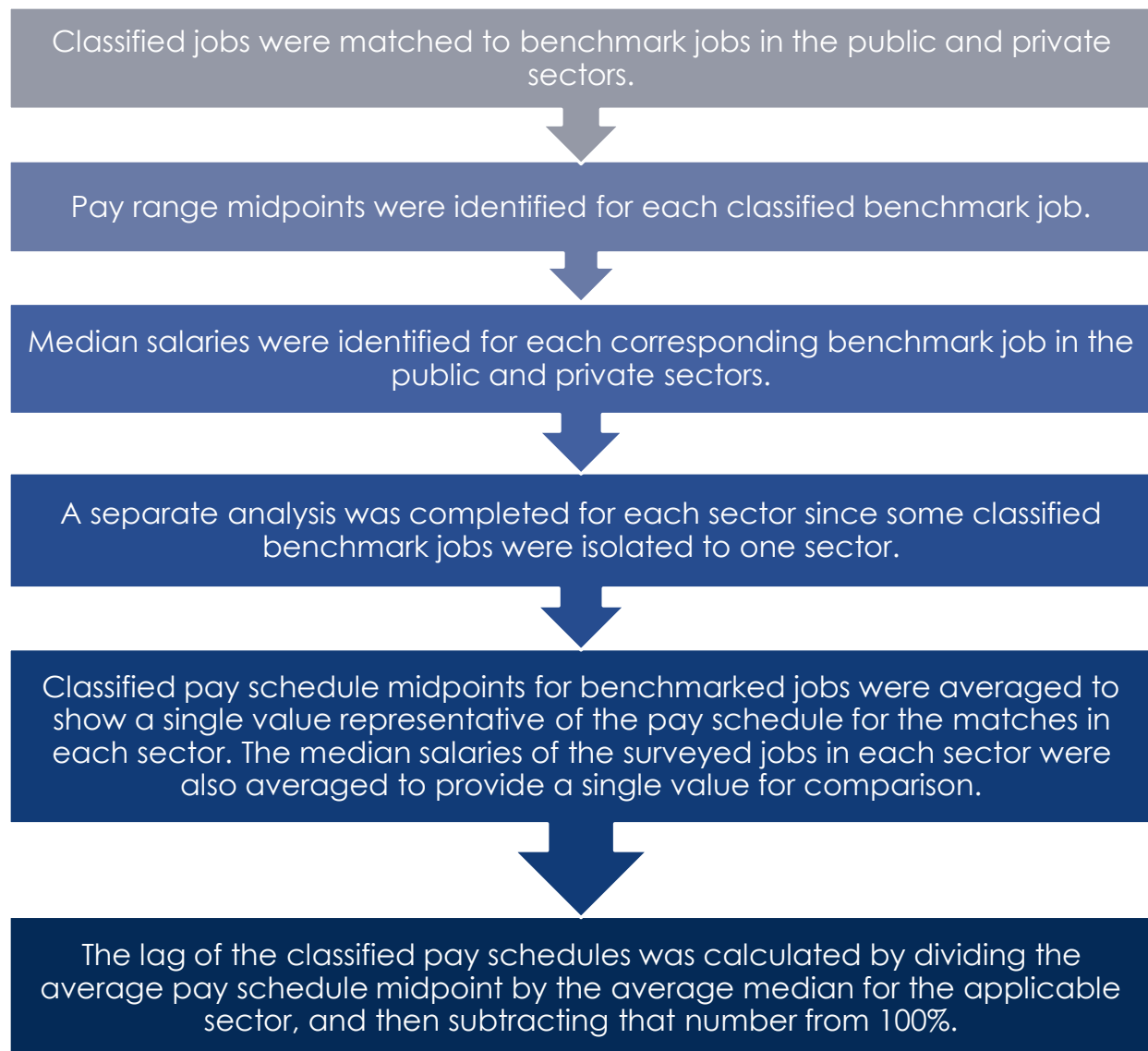
Part of defining the relevant employment market involves identifying employers within the same industry. State government is a public sector entity. For this reason, it is important to show a comparison against public sector data as well.

Pay Structure Competitiveness

Classified Pay Schedule Midpoints vs. Market Median Salaries

METHODOLOGY

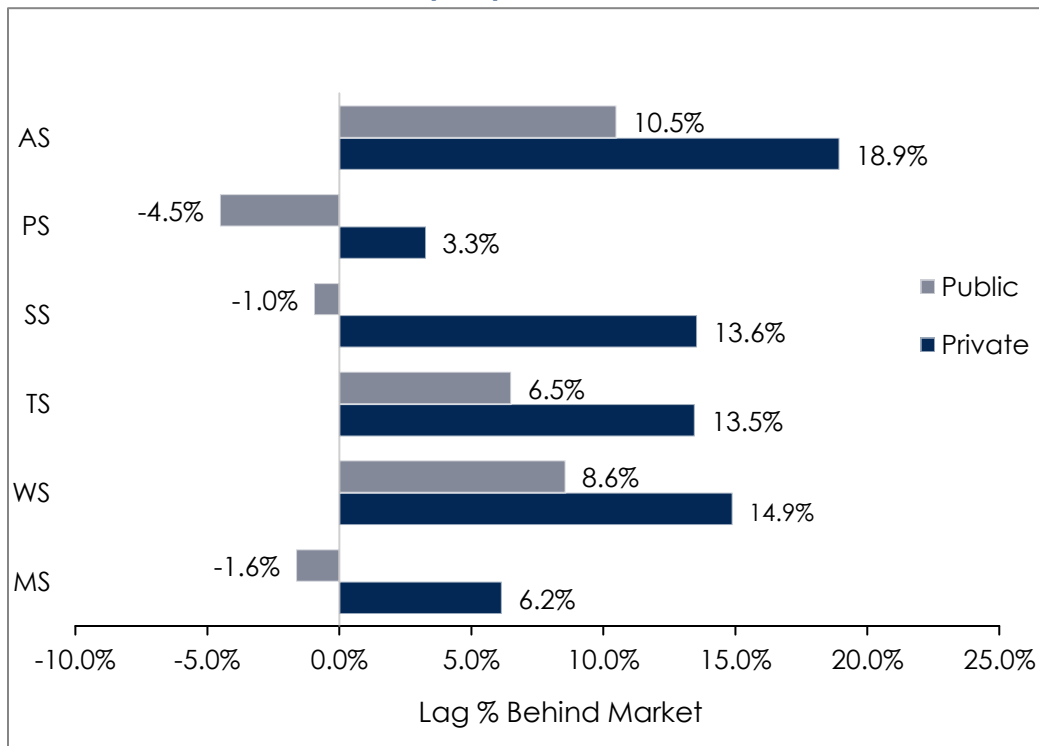
The following methodology is used for this section to compare classified pay schedule midpoints to market median salaries for comparable benchmark jobs. Common standards in compensation administration suggest comparing the 50th percentile (midpoint) of the pay range to the median market rate when recommending 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).



Results

As of January 2, 2018, classified pay range midpoints for three pay schedules trail the median salaries offered by other public employers for benchmarked jobs by amounts ranging from 6.5% to 10.5%. Due to improvements from the Compensation Redesign, three schedules now lead by amounts ranging from 1.0% to 4.5%. However, all classified pay range midpoints for benchmarked jobs still lag behind those offered by private sector employers by amounts ranging from 3.3% to 18.9%. In the graph below, the bars indicate the percentages by which the average classified pay schedule midpoint has fallen behind or edged above the corresponding public and private sector 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 TS = Technical & Scientific Pay Schedule
 PS = Protective Services Pay Schedule WS = Skilled Trades Pay Schedule
 SS = Social Services Pay Schedule MS = Medical Pay Schedule

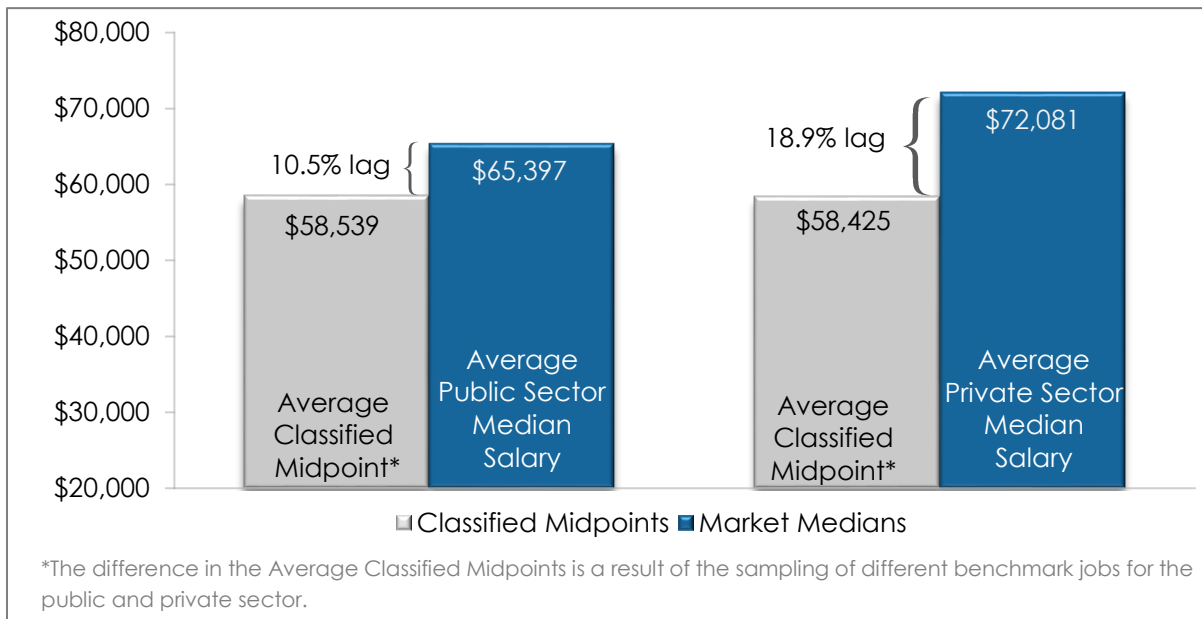
Pay schedules with a negative percentage (PS, SS, MS) indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.

Administrative Pay Schedule (AS)

169 Classified Benchmark Jobs	6,306 Classified Employees in Benchmark jobs	10.5% Lag Public Sector Median Salaries	18.9% Lag Private Sector Median Salaries
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A total of 169 jobs were benchmarked in the Administrative Pay Schedule which represents 6,306 classified employees as of January 2, 2018. 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, 10.5% lower than competing public employers and 18.9% 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.

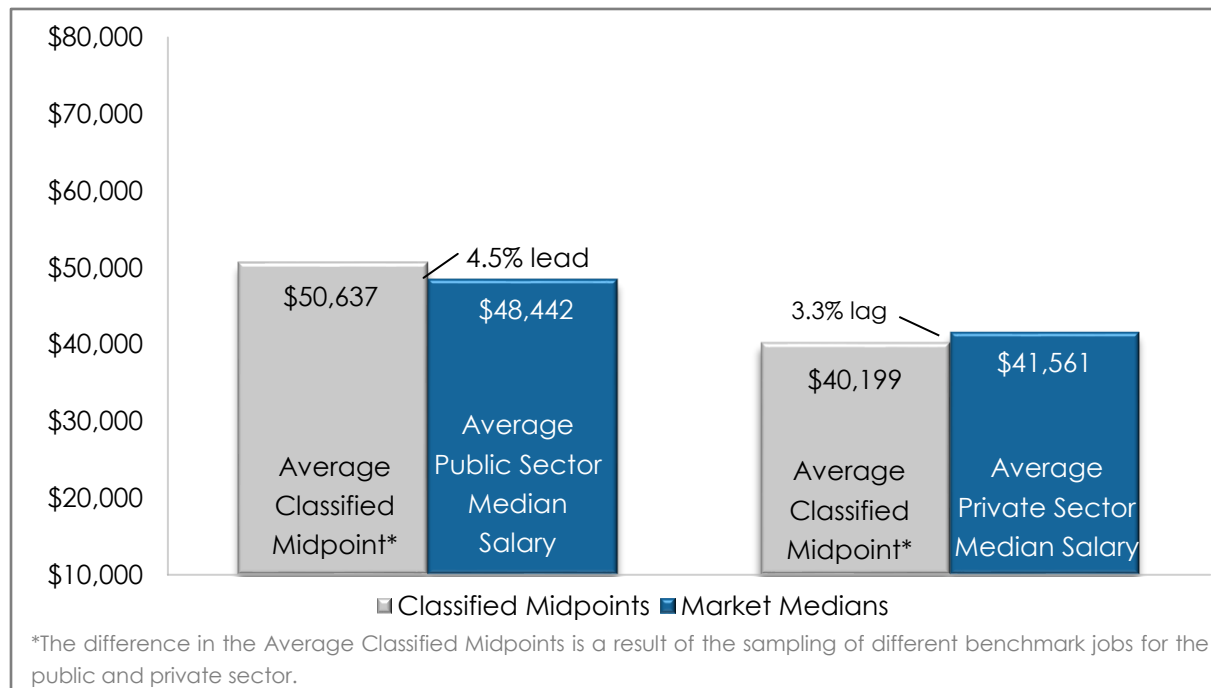
11,167
Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/2/2018

Protective Services Pay Schedule (PS)

20 Classified Benchmark Jobs	3,258 Classified Employees in Benchmark jobs	4.5% Lead Public Sector Median Salaries	3.3% Lag Private Sector Median Salaries
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A total of 20 jobs were benchmarked in the Protective Services Pay Schedule which represents 3,258 classified employees as of January 2, 2018. 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, 4.5% higher than competing public employers and 3.3% 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.

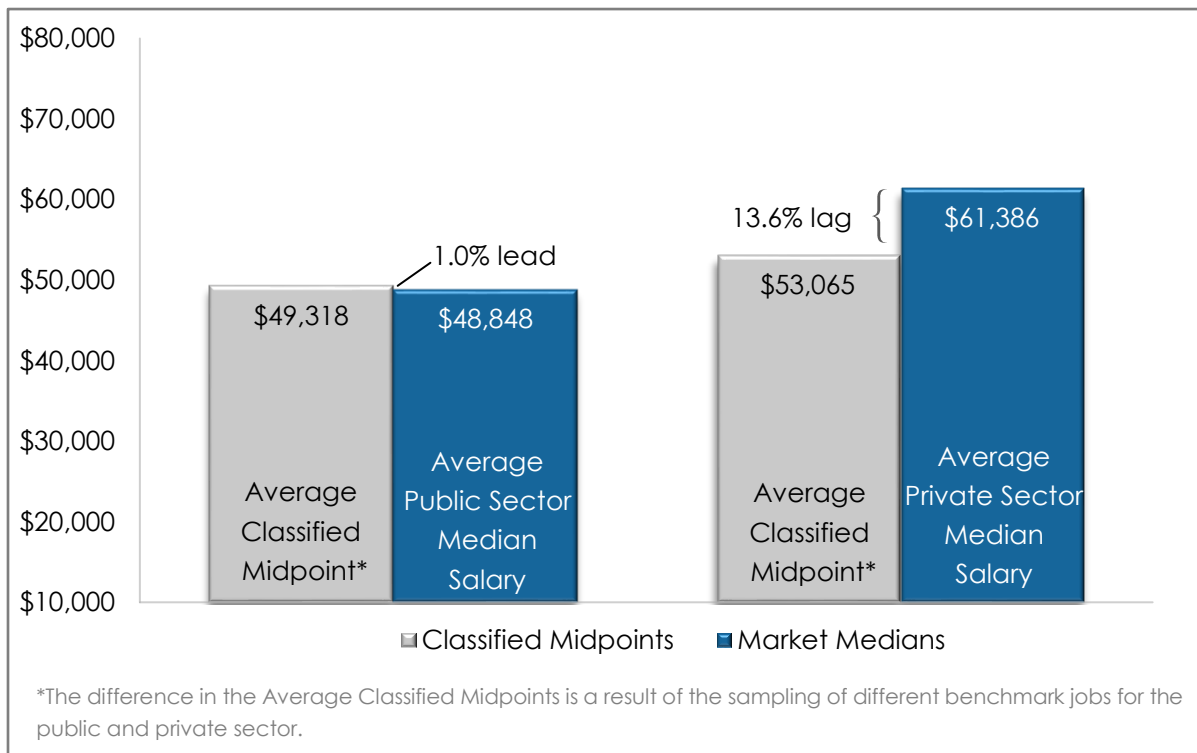
5,678
Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/2/2018

Social Services Pay Schedule (SS)

22	1,643	1.0% Lead	13.6% Lag
Classified Benchmark Jobs	Classified Employees in Benchmark jobs	Public Sector Median Salaries	Private Sector Median Salaries

A total of 22 jobs were benchmarked in the Social Services Pay Schedule which represents 1,643 classified employees as of January 2, 2018. Jobs in this category include Social Workers, Child Welfare Specialists, Professional 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, 1.0% higher than competing public employers and 13.6% 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.

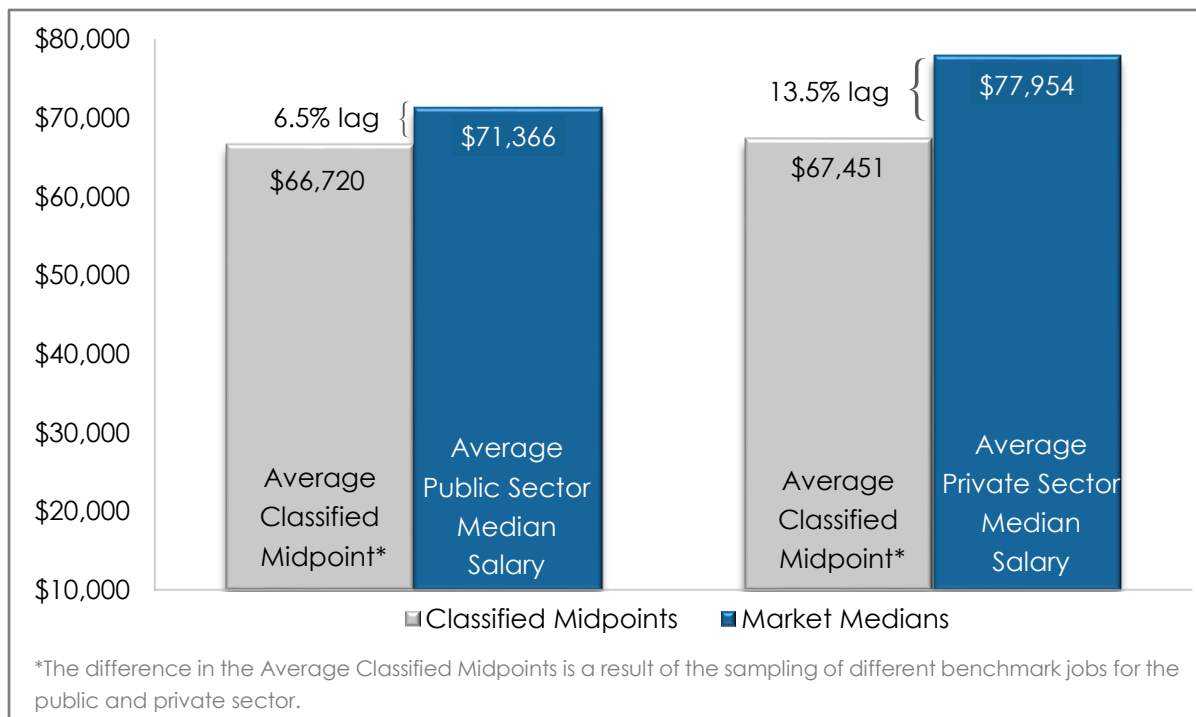
5,936
Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/2/2018

Technical & Scientific Pay Schedule (TS)

100 Classified Benchmark Jobs	2,942 Classified Employees in Benchmark jobs	6.5% Lag Public Sector Median Salaries	13.5% Lag Private Sector Median Salaries
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A total of 100 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,942 classified employees as of January 2, 2018. Jobs in this category include Biologists, Engineers, Information Technology Programmers, 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, 6.5% lower than competing public employers and 13.5% 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.

4,714

Full-Time, Regular Classified Employees in the Technical & Scientific Pay Schedule as of 1/2/2018

Skilled Trades Pay Schedule (WS)

58
Classified
Benchmark Jobs

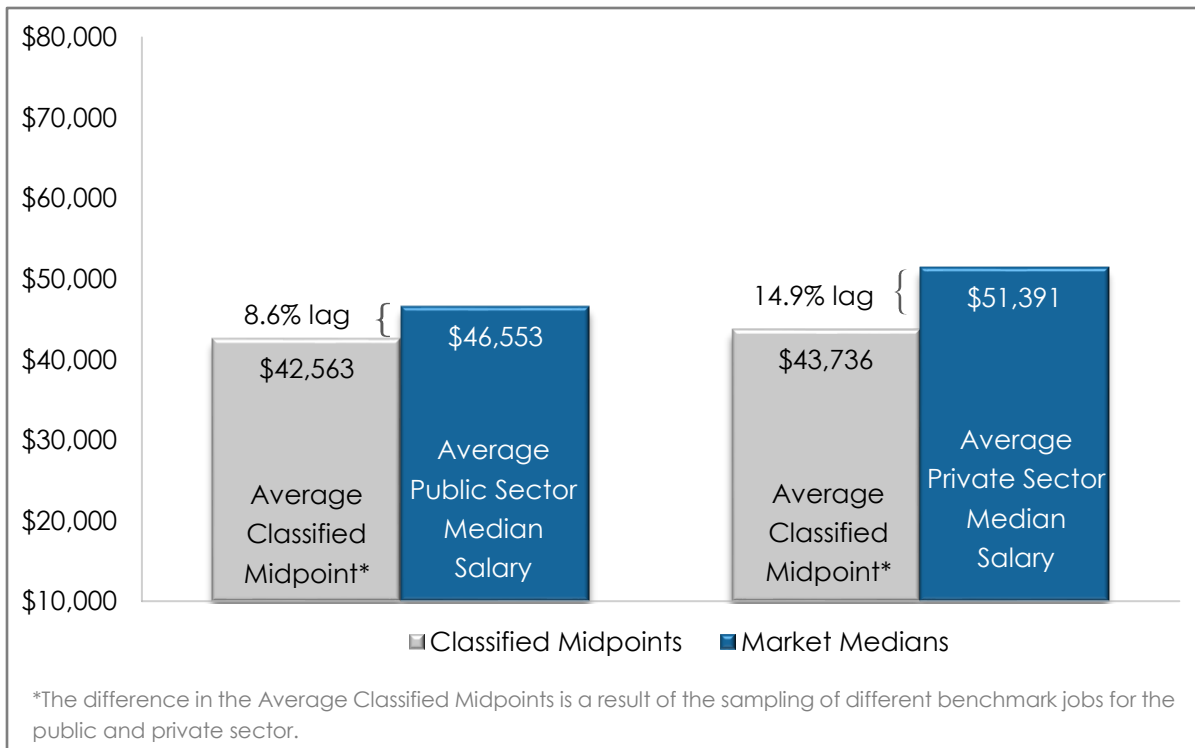
3,995
Classified Employees
in Benchmark jobs

8.6% Lag
Public Sector
Median Salaries

14.9% Lag
Private Sector
Median Salaries

A total of 58 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 3,995 classified employees as of January 2, 2018. Jobs in this category include Carpenter, Electrician, Maintenance Repairer, Mobile Equipment Operator, 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, 8.6% lower than competing public employers and 14.9% 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.

5,874

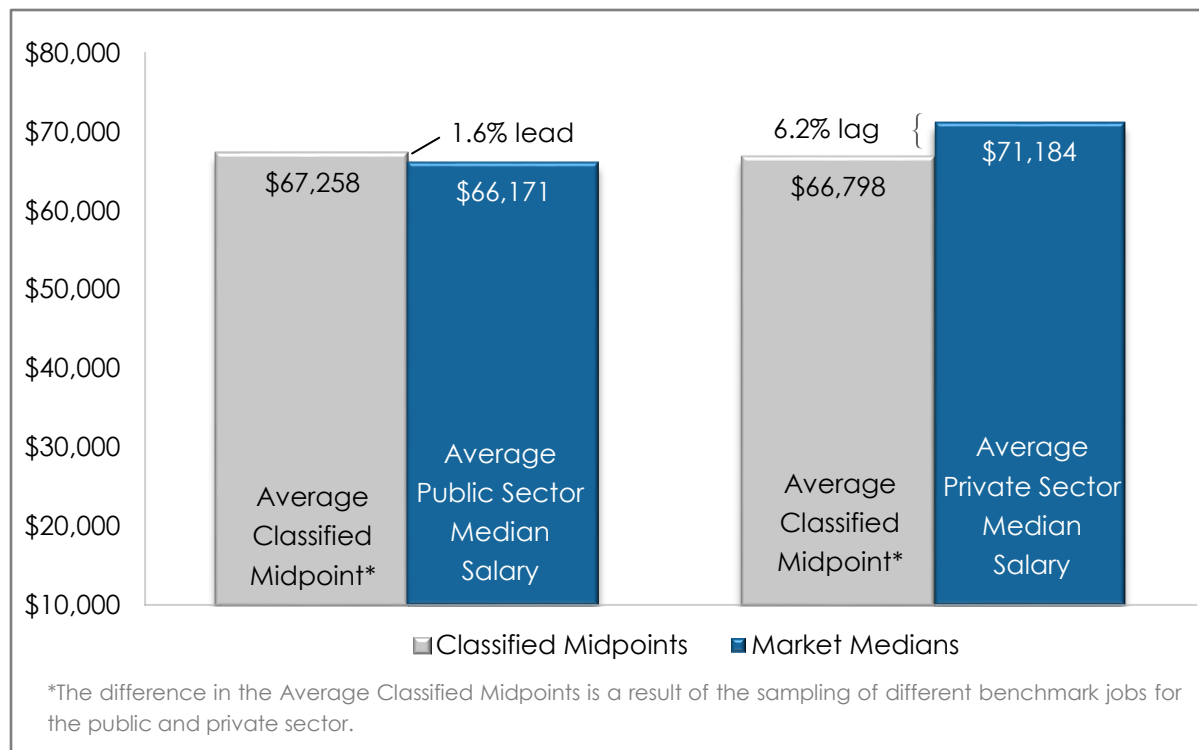
Full-Time, Regular Classified Employees in the Skilled Trades Pay Schedule as of 1/2/2018

Medical Pay Schedule (MS)

59	1,251	1.6% Lead	6.2% Lag
Classified Benchmark Jobs	Classified Employees in Benchmark jobs	Public Sector Median Salaries	Private Sector Median Salaries

A total of 59 jobs were benchmarked in the Medical Pay Schedule which represents 1,251 classified employees as of January 2, 2018. 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, 1.6% higher than competing public employers and 6.2% 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.

2,575
Full-Time, Regular Classified Employees in the Medical Pay Schedule as of 1/2/2018

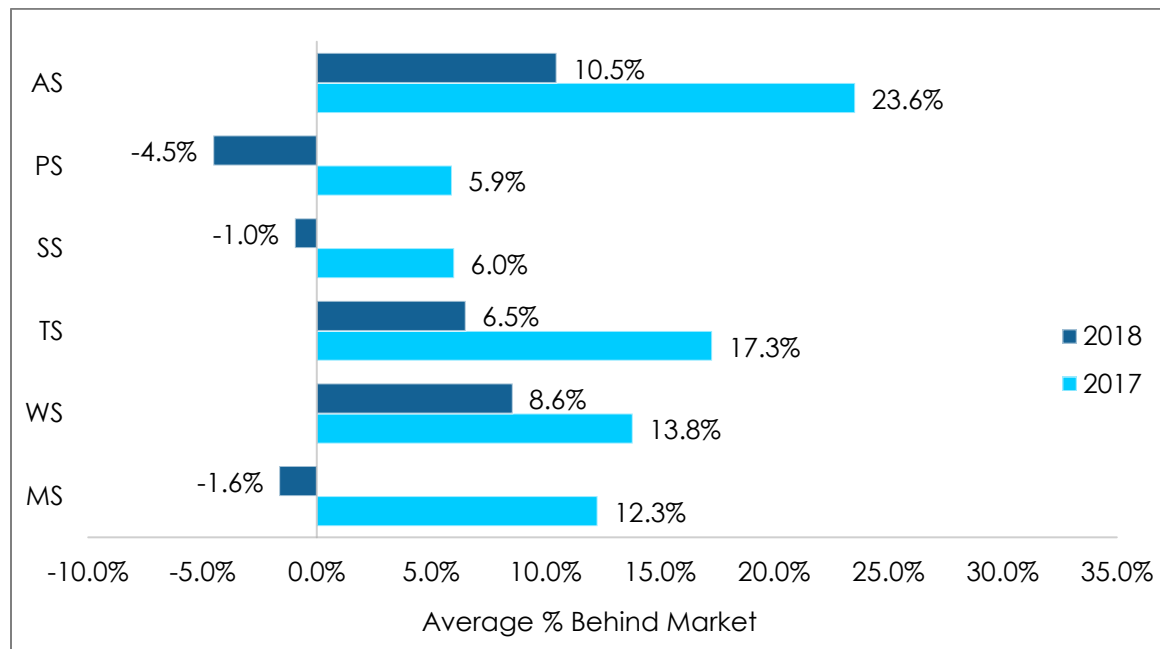
PAY STRUCTURE LAG TRENDS – Public Sector

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the public sector, the lag for all pay schedules has decreased since 2017 by amounts ranging from 5.3 percentage points for skilled trades occupations (WS) to 13.9 percentage points for medical occupations (MS).

**Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule
2017-2018**



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

Pay schedules with a negative percentage (PS, SS, MS) indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.

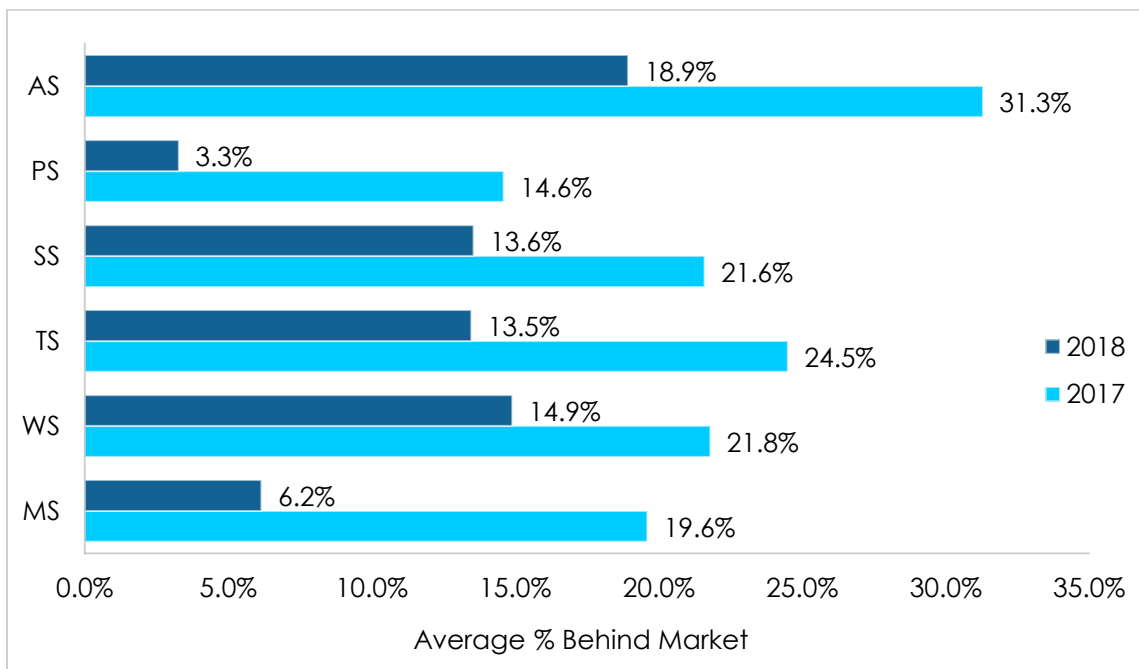
PAY STRUCTURE LAG TRENDS – Private Sector

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the private sector, the lag for all pay schedules has decreased since 2017 by amounts ranging from 6.9 percentage points for skilled trades occupations (WS) to 13.4 percentage points for medical occupations (MS).

**Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule
2017-2018**



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

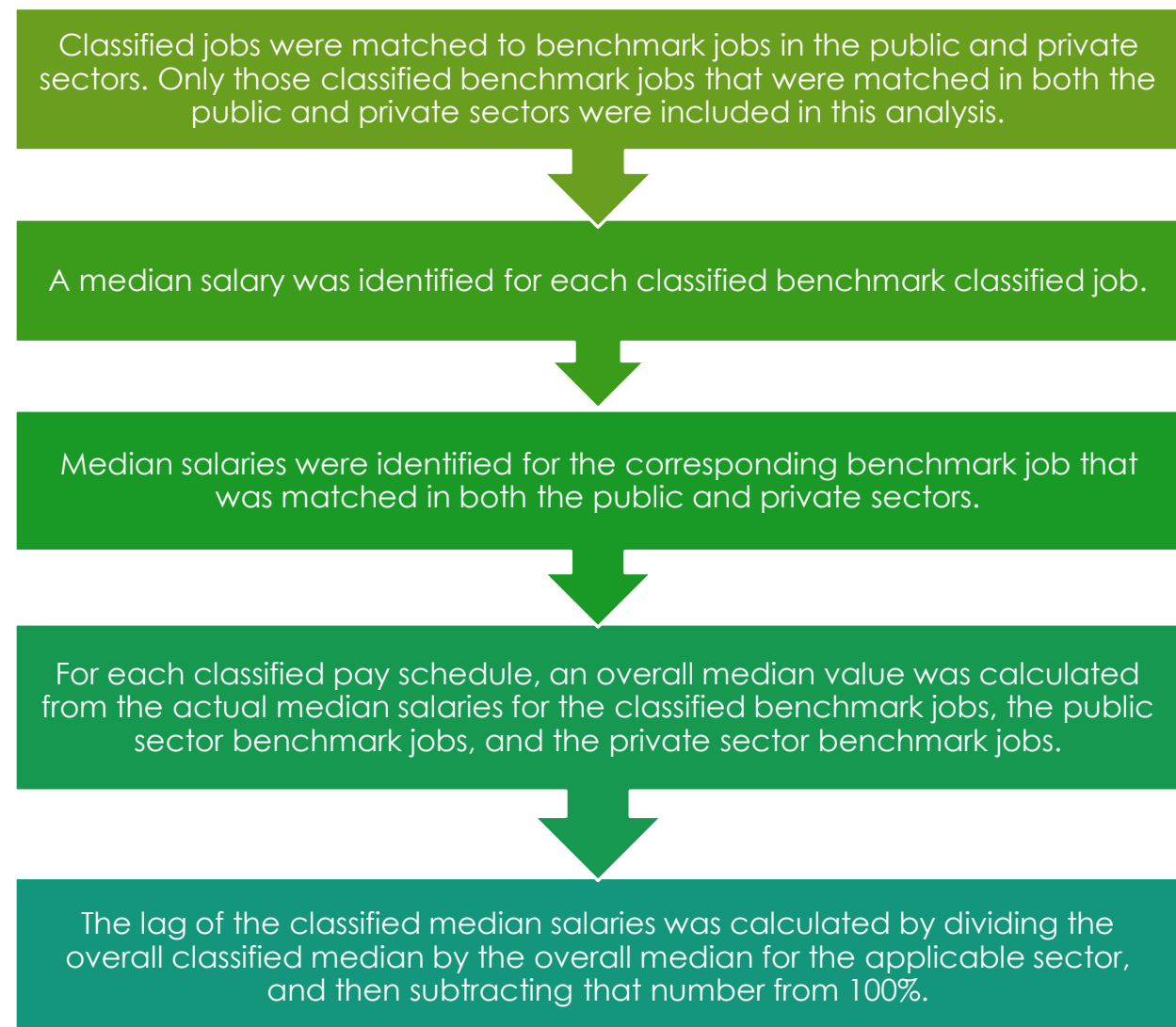
Median Salary Comparisons

Classified Median Salaries vs. Market Median Salaries

From the pay philosophy, maintaining market competitiveness not only includes the pay structure consisting of the pay ranges, but also where employees are within their respective pay ranges. The next section provides a review of the competitiveness of the actual salaries for classified employees.

METHODOLOGY

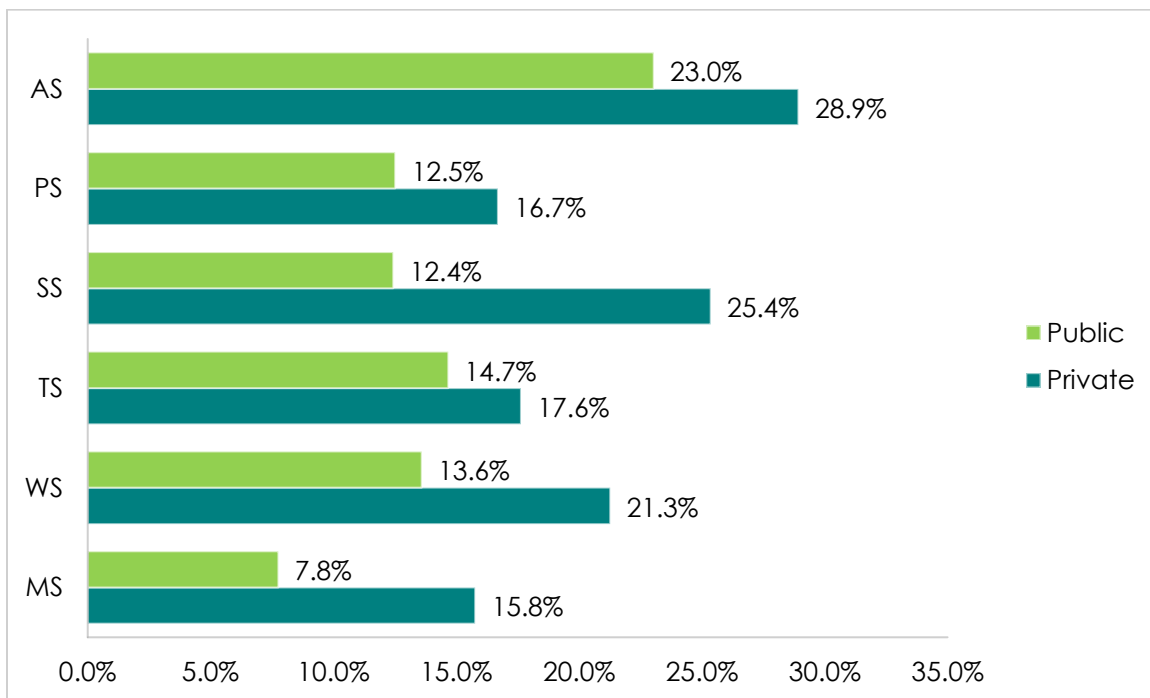
The following methodology was used to compare median salaries of classified employees to market median salaries for comparable benchmark jobs.



Results

As of January 2, 2018, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the public sector by amounts ranging from 7.8% to 23.0%. The median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the private sector by amounts ranging from 15.8% to 28.9%.

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



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

On the following two pages, it is estimated that the 2% general increase along with the structure adjustments from the Compensation Redesign have resulted in the significant changes for the PS, SS, and MS occupational groups.

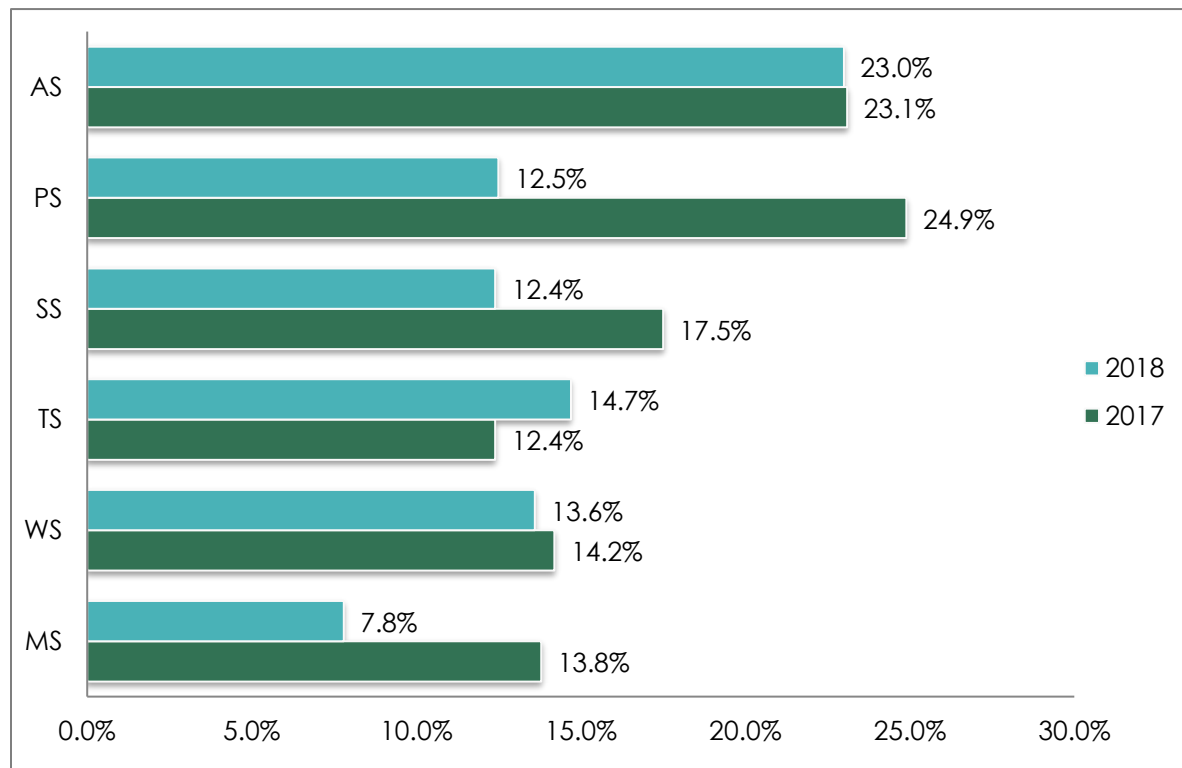
MEDIAN SALARY LAG TRENDS – Public Sector

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 one of the pay schedules have fallen further behind the market since 2017 by 2.3 percentage points for technical and scientific occupations (TS). The other five pay schedules show a decrease in the lag by amounts ranging from 0.3 percentage points for administrative occupations (AS) to 12.4 percentage points for protective services occupations (PS).

**Lags of Classified Median Salaries to Public Sector Median Salaries
by Pay Schedule
2017-2018**



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

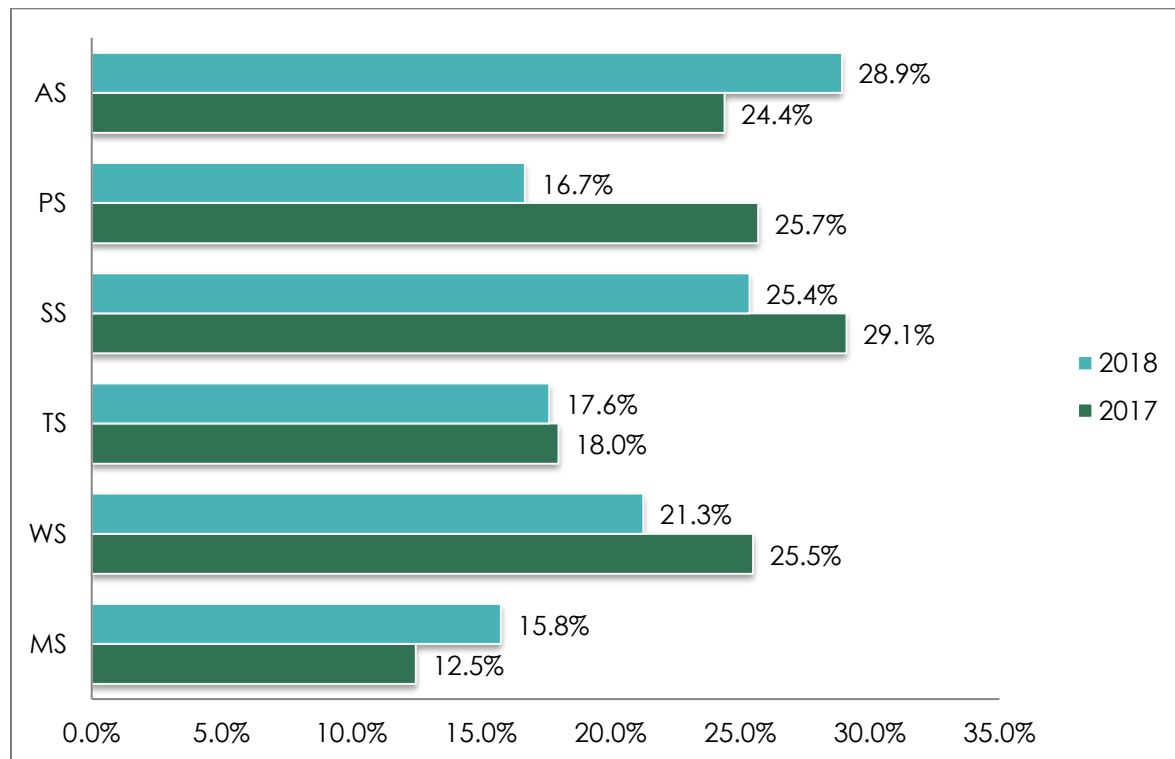
MEDIAN SALARY LAG TRENDS – Private Sector

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 two pay schedules have fallen further behind the market since 2017 by amounts ranging from 3.3 percentage points for medical occupations (MS) to 4.5 percentage points for administrative occupations (AS). Four pay schedules show a decrease in the lag by amounts ranging from 0.4 percentage points for technical and scientific occupations (TS) to 9.0 percentage points for protective services (PS) occupations.

**Lags of Classified Median Salaries to Private Sector Median Salaries
by Pay Schedule
2017-2018**



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

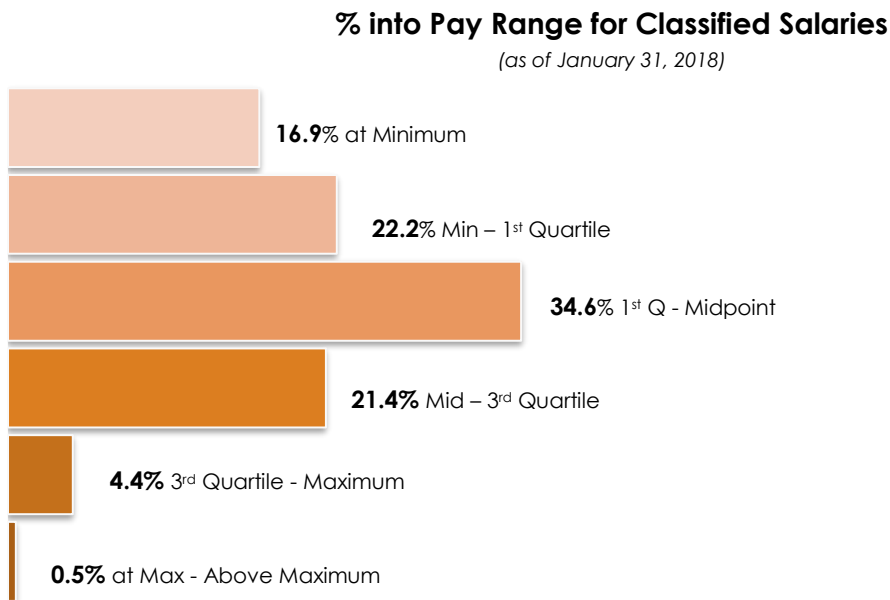
Percent into Pay Range

ANALYSIS OF CLASSIFIED SALARIES

This section of the report provides an overview of where the actual salaries for all classified employees fall in their respective pay ranges. The classified pay structure includes a set of pay ranges for each occupational pay schedule. Each pay range consists of a minimum and a maximum salary. An employee typically starts at the minimum of the pay range and, over a career, progresses toward the maximum.

The new Market Adjustment rule taking effect on July 1, 2018, is a key component of the Compensation Redesign. A Market Adjustment will now be the primary means by which an employee will progress through a pay range. The rule was designed in an effort to move employees to the midpoint of the pay range more quickly. An employee's place relative to the midpoint of the pay range will be used to determine the percentage increase that the employee will receive. Employees closer to the minimum of the pay range will receive a 4% base pay market adjustment, while employees closer to the maximum will receive a 2% market adjustment.

The following chart provides an illustration of the distribution of classified employees within their respective pay ranges as of January 31, 2018.



The data indicates that the majority of the classified workforce is paid at or below market values. As of January 31, 2018, approximately 73.7% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges.

With the implementation of the Compensation Redesign plan, there has been a significant shift in the number of employees who are at the pay range minimums as compared to last year. The number of

employees at the minimum has grown from 2.7% for 2017 to 16.9% for 2018. This is attributed to structure adjustments that employees received in order to be brought up to the new minimums that were implemented as a result of the Compensation Redesign. On January 2, 2018, minimums were increased by amounts ranging from 17.4% to 34.2%.

Historically, the distribution of employees within the classified pay ranges have remained relatively static from 2010 through 2017. 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. It is anticipated that with the new Market Adjustment rule, employee salaries will be able to better maintain pace with the market over time. Appendix B includes a chart that illustrates the distributions of classified employees in the classified pay ranges from 2010 to 2018.

Targeted Review of Classified Jobs

With the shift in the compensation philosophy to maintaining market competitiveness within the boundaries of financial feasibility, it is critical that State Civil Service conduct a targeted review of classified occupations. A targeted review will assist in maintaining market competitiveness by providing a focus on particular jobs that may have localized issues. Additionally, a targeted review may result in a cost savings in the overall administration of a uniform classification and pay plan by ensuring that each job is appropriately aligned.

A review of all current classified jobs indicates a need for realignment in the classification plan. There are many jobs with either few or no incumbents. Additionally, many agency-specific jobs exist with similar functions that could be considered for consolidation into a more generic series.

State Civil Service has taken the first step in realigning the classification plan by issuing General Circular 2018-003. In this General Circular, State Civil Service has identified 190 jobs for immediate abolishment. These jobs have zero incumbents.

The next phase of the realignment of the classification plan will involve targeting those jobs that have few incumbents. These jobs will be reviewed for potential consolidation with other classified jobs that have a similar function. State Civil Service is in the process of gathering additional information about the duties performed by positions allocated to these titles. Recommendations will eventually be presented to the State Civil Service Commission as a result of the State Civil Service job assessment process.

In addition to the jobs targeted with few incumbents, State Civil Service is also working on improving the market competitiveness of jobs with many incumbents. Currently, State Civil Service is reviewing job series that have been affected by transformational changes in the way services are being delivered. These job series include Information Technology, Procurement, and Contracts/Grants job series. Additionally, Engineers are under review to ensure that the pay levels assigned are adequate to compete with the market. To date, the State Civil Service Director has approved a Grade Assignment Change for Engineers under SCS Rule 19.6 in order to improve market competitiveness in those jobs, effective April 27, 2018. State Civil Service is still in the process of determining if further changes to the Engineer job series is necessary to better meet the needs of agencies.

Through the job assessment process, jobs are regularly evaluated to ensure market competitiveness. Over the next year, State Civil Service will continue to monitor the market competitiveness of the state classification and pay plan. Recommendations for adjustments will be made to the State Civil Service Commission as needed to ensure market competitiveness.

Prior to making recommendations to the State Civil Service Commission, State Civil Service will conduct a cost analysis for each job assessment in conjunction with the Division of Administration's Office of Planning and Budget. The Commissioner of Administration will be informed of any proposed changes with a projected cost impact expected upon implementation. Any new jobs or changes to the pay levels for existing jobs require the approval of the State Civil Service Commission, as well as the Governor.

Conclusion

The 2018 Annual Uniform Pay Plan Review indicates that the Compensation Redesign plan has made significant impacts to the classified workforce. Pay structures have improved and median salaries have been positively affected as a result. However, some aspects of the Compensation Redesign, such as the new market adjustment rule, has become effective with the start of the 18-19 fiscal year. As such, impacts from these changes have yet to be assessed.

The research and analysis conducted by State Civil Service concludes that, overall, the market competitiveness of all of the state's classified pay schedules has improved to acceptable levels. As compared to the public sector, lags for classified jobs have decreased by amounts ranging from 5.3 to 13.9 percentage points. As compared to the private sector, lags for classified jobs have decreased by amounts ranging from 6.9 to 13.4 percentage points. However, data suggests that agencies that employ entry-level classified jobs such as Custodians and Laborers still struggle to recruit and retain candidates at the minimum wage of \$7.25 per hour.

In certain occupational groups, actual employee salaries have made significant improvements since last year. This is because the changes to the minimums of the pay ranges and the 2% general increase as a result of the Compensation Redesign has positively affected actual median salaries. In reviewing the distribution of actual salaries of classified employees within their respective classified pay ranges, overall, the salaries for a majority of employees fall below the market. Approximately 73.7% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges. Although lags are still pronounced in regard to actual median salaries as compared to the market, it is expected that the new market adjustment rule will provide the means for actual employee salaries to catch up with the market over time.

A targeted review of the classified jobs in the state classification and pay plan indicates that some realignment will be necessary to ensure long-term market competitiveness. For strategic agility, it will be necessary to eliminate jobs with zero incumbents from the classification plan and merge jobs with similar functions. In addition, State Civil Service is currently reviewing jobs that have experienced transformational changes, as well as identifying those with significant market concerns. Any recommended changes for a job or job series will be addressed through the State Civil Service job assessment process.

So far, three of the four aspects of maintaining market competitiveness have been considered in this report through the review of the pay range structures, a review of actual employee salaries, and a targeted review of classified jobs. The fourth aspect involves providing recommendations to improve market competitiveness. These recommendations will be discussed in the next section.

Recommendations

It is recommended to raise minimums to \$8.00/hour in order to be more competitive with other basic, entry-level jobs in the private sector, such as fast food and retail establishments. Only the pay grades currently below \$8.00/hour would be adjusted in order to minimize the cost impact. The first pay grade in each affected pay schedule would be set at \$8.00/hour. The next pay grade would be set at \$8.15/hour, as this is the middle value between the \$8.00 minimum of the lower grade and the \$8.30 minimum of the higher grade that will not be changing. Maximums for all pay grades would remain the same.

The following impact to the pay structure would occur, should the SCS Commission and the Governor approve this recommendation.

CURRENT HOURLY RATES					
Pay Grade	Min	1st Quartile	Midpoint	3rd Quartile	Max
WS 202	7.25	8.69	10.13	11.57	13.00
WS 203	7.76	9.30	10.84	12.38	13.91
WS 204	8.30	9.95	11.59	13.24	14.88
MS 502	7.25	8.82	10.39	11.96	13.52
MS 503	7.76	9.44	11.12	12.80	14.47
MS 504	8.30	10.10	11.89	13.69	15.48
AS 603	7.25	9.00	10.74	12.48	14.22
AS 604	7.76	9.63	11.49	13.36	15.22
AS 605	8.30	10.30	12.30	14.30	16.29

PROPOSED HOURLY RATES					
Pay Grade	Min	1st Quartile	Midpoint	3rd Quartile	Max
WS 202	8.00	9.25	10.50	11.75	13.00
WS 203	8.15	9.59	11.03	12.47	13.91
MS 502	8.00	9.38	10.76	12.14	13.52
MS 503	8.15	9.73	11.31	12.89	14.47
AS 603	8.00	9.56	11.11	12.67	14.22
AS 604	8.15	9.92	11.69	13.46	15.22

This proposal would affect a total of eight classified jobs that are assigned to either the AS-603, MS-502, WS-202 or WS-203 pay grades. Although there are a total of 1,058 classified employees in these jobs, only 213 would be below the proposed minimums. The projected cost estimate provided in the table below is based on data as of September 12, 2018.

JOB TITLE	PAY LEVEL	CURRENT MIN	PROPOSED MIN	# INCS	# INCS BELOW MIN	ANNUALIZED COST	ANNUALIZED COST + 40%
STUDENT RESIDENCE HOUSEPARENT	AS-603	7.25	8.00	5	3	2,849.6	3,989.44
NURSING UNIT AIDE	MS-502	7.25	8.00	11	10	8,580.00	12,012.00
CUSTODIAN 1	WS-202	7.25	8.00	308	98	88,310.05	123,634.07
FOOD SERVICE SPECIALIST 1	WS-202	7.25	8.00	18	3	2,600.00	3,640.00
CUSTODIAN 2	WS-203	7.76	8.15	617	76	23,899.20	33,458.88
FOOD SERVICE SPECIALIST 2	WS-203	7.76	8.15	21	5	2,683.20	3,756.48
LABORER	WS-203	7.76	8.15	77	18	6,697.60	9,376.64
SEAMSTRESS	WS-203	7.76	8.15	1	0	0.00	0.00
TOTALS				1,058	213	135,619.65	189,867.51

Overall, colleges and universities would be affected the most with this proposal. It is estimated that \$97,264.45 of the total annualized cost of \$135,619.65 would be realized by these agencies. This would approximate to \$189,867.51 annually with related benefits. It is estimated that the major 20 agencies would realize an estimated annualized cost of \$36,420.80 to implement this proposal. This would approximate to \$50,989.12 with related benefits. The table on the following page provides a breakdown of the cost estimate by agency.

Agency	Annualized Cost	Annualized Cost +40%
DAF-Agriculture & Forestry	811.20	1,135.68
DOTD-Engineering & Operations	166.40	232.96
DVA-La War Veterans Home	4,222.40	5,911.36
DVA-SE La War Veterans Home	4,867.20	6,814.08
DVA-SW La War Veterans Home	8,985.60	12,579.84
Houma Housing Authority	624.00	873.60
L.E. Fletcher Tech Comm College	1560.00	2184.00
La Tech University	15,225.60	21,315.84
LDH-Aging and Adult Services	8,028.80	11,240.32
LDH-Off of Behavioral Health	9,027.20	12,638.08
LSU-Eunice	1,476.80	2,067.52
LSU-Shreveport	9,110.40	12,754.56
Nicholls State University	20,571.20	28,799.68
Nunez Community College	2,038.40	2,853.76
Oakdale Housing Authority	166.40	232.96
Southeastern La University	16,400.80	22,961.12
SSC-La Special Education Ctr	332.80	465.92
St. Martinville Housing Authority	811.20	1,135.68
SU A & M College	15,246.40	21,344.96
SU Shreveport	4,694.05	6,571.67
University of La-Lafayette	5,075.20	7,105.28

Over the next year, State Civil Service will continue to study the effect of the new Market Adjustment rule and the market competitiveness of classified jobs. Considering that the Compensation Redesign has made significant changes to the pay structure for all classified jobs, it is recommended to hold off on making further changes to the structure until at least next year, when the full effect of market adjustments will be realized. In the meanwhile, State Civil Service will continue with a targeted approach to maintaining market competitiveness by working towards the realignment of the classification plan and conducting job assessments as needed.

For a review of historical structure adjustments and a general increase history, please see Appendix C.

Appendix A – Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

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

ADMINISTRATIVE OCCUPATIONS (continued)

Right of Way Agent 2	St Risk Adjuster 1	Train/Dev Prg Staf Mgr 2
Right of Way Agent 3	St Risk Adjuster 2	Train/Dev Spec 1
Right of Way Agent 7	St Risk Adjuster 3	Train/Dev Spec 2
Right of Way Appraiser 3	St Risk Adjuster 5	Train/Dev Spec 3
Safety Prog Coordinator	St Risk Adjuster 6	TV Producer
Safety Risk Agency Dir	St Risk Director	TV Sr Producer 1
Safety Risk Agency Mgr	St Risk Under Mgr	TV Sr Producer 2
Safety/Emerg Prep Coor	St Risk Under Supv	Utilities Spec 2
St Budg Mgmt Analyst 2	Statistician 1	Warehouse Mgr
St Loss Prev Officer 1	Statistician 2	Warehouse Supv
St Loss Prev Officer 2	Tax Commission Spec 2	Work Dev Spec 2
St Loss Prev Supv	Train/Dev Prg Mgr	Wrk Comp Med Svs Mgr

MEDICAL OCCUPATIONS

Dental Asst 2	Occup Therp Mgr	Rad Tech Mgr
Dental Hygienist	Occup Therp Asst 2	Rad Tech Supv
Dentist	Patient Escort 2	Rad Ther Tech 2
EKG Tech 2	PH Lab Dir	Rad Tech 3
Emer Med Tech/Basic	PH Lab Sci 1	Rad Technologist 2
Emer Med Tech Supv	PH Lab Sci 2	Reg Diet/Nutr Svcs Adm
Health Info Dir 4/AC	PH Lab Sci 3	Reg Dietician
Health Info Inpt Coder	Pharmacist 2	RN 1
Health Info Processor 2	Pharmacist 3	RN 2
Hosp Admissions Tech 2	Pharmacist 6	RN 3
Lab Tech 2	Pharmacist 7	RN Adv Practice
Medical Assistant	Pharm Tech 1-Tr	RN Dir Nursing B
Med Cert Spec 1	Pharm Tech 2	RN Mgr-House
Medical Cytotech 2	Phlebotomist 2	RN Supv A
Med Lab Mgr 2	Phys Therp 2	RN Manager
Med Tab Techno 2	Phys Therp Asst	RN Prog Coord
Med Sonog 2	Phys Therp Mgr	Speech/Aud Spec 2
Nursing Asst 1	Physicians Asst	Surgical Tech 2
Nursing Asst 2	Prac Nurse/Lic 2	Veterinarian
Occup Therp 2	Psychologist 3	

PROTECTIVE SERVICES OCCUPATIONS

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

SOCIAL SERVICES OCCUPATIONS

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

TECHNICAL & SCIENTIFIC OCCUPATIONS

Agri Spec 2	Env Scientist 1	IT Oper Shift Supv
Architect 1	Env Scientist 2	IT Prod Control Tech 2
Architect 2	Env Scientist 3	IT Stwd Asst Dir
Architect 3	Env Scientist 4	IT Stwd Project Ldr
Architect 6	Env Sci Staff DCL A	IT Stwd Project Officer
Biologist 1	Fac Proj Plan 1	IT Stwd Syst Anyl 2
Biologist 2	Fac Proj Plan 2	IT Stwd Syst Mgr
Biologist 3	Fac Proj Plan 3	IT Stwd Syst Prog Anl
Biologist DCL-A	Forest Prog Spec	IT Tech Supp Anyl 1
Biologist DCL-B	Geologist 1	IT Tech Supp Anyl 2
Biologist Supv	Geologist 2	IT Tech Supp Cons/DCL
Comp Grap Des	Geologist 3	IT Tech Supp Mgr
Con Enf Spec 2	Geologist DCL	IT Tech Supp Spec 1
Crime Rec Analyst 2	IT App Manager 1	IT Tech Supp Spec 2
Crime Lab Analyst 2	IT App Prog 1	IT Tech Supp Spec 3
Engineer 3	IT App Prog 2	IT Tech Supp Supv
Engineer 4	IT App Prog/Anyl 1	IT Telecom Tech Anyl 1
Engineer 5	IT App Prog/Anyl 2	IT Telecom Tech Anyl 2
Engineer 5/DCL	IT App Prog/Anyl 3DCL	IT Telecom Tech Anyl 3
Engineer 6/DCL	IT App Proj Ldr	Landscape Architect
Engineer 6 DOTD	IT Dir 2	Landscape Archt Chief
Engineer 7	IT Dir 3	Landscape Archt Intern
Engineer 7 DOTD	IT Equip Oper 1	Prof Chemist 1
Engineer 8	IT Equip Oper 2	Prof Chemist 2
Engineer 9	IT Equip Oper 3	Prof Chemist 3
Engineer 9 DOTD	IT Geo Asst Sup Anyl	Proj Mgr
Eng Tech 1	IT Geo Project Supv	Pub Hth Epidem
Eng Tech 2	IT Geo Sen Supp Anyl	Sanitarian 2
Eng Tech 3	IT Geo Supp Anyl	Surveyor 3
Eng Tech 4	IT Geo Tech Spec/DCL	Surveyor 4
Eng Tech 5	IT Liaison Off 2	Surveyor 5
Engineer Intern 1	IT Mgmt Cons 1	Surveyor Int 1
Engineer Intern 2	IT Mgmt Cons 2 DCL	Wildlife/Fish Tech 2

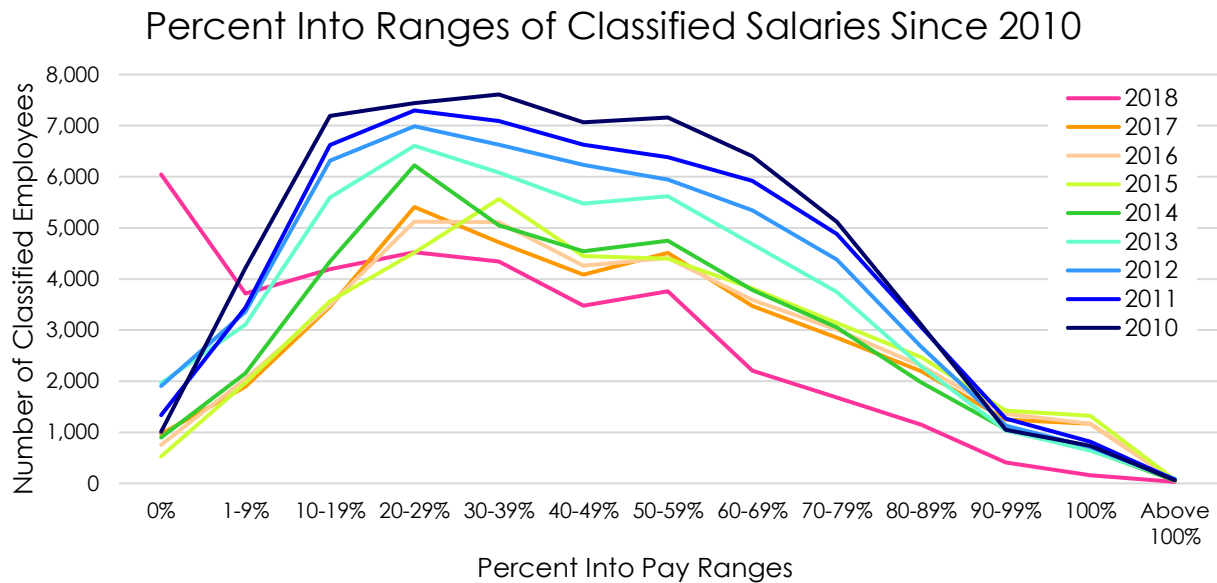
SKILLED TRADES OCCUPATIONS

Aircraft Fleet Chf Pilot	Food Scv Spec 7	Mob Eqp Oper 1/Hvy
Aircraft Mech 2	Helper	Mob Eqp Oper 2/Hvy
Aircraft Pilot 2	Hwy Foreman 1	Mob Equip Oper/Lgt
Carpenter	Hort Attend	Mob Equip Oper 1
Custodian 1	Hort Attend/Ldr	Mob Equip Oper 2
Custodian 2	Housekeeper Supv	Operating Eng 1
Custodian Mgr	HVAC/Cont Tech Mstr	Operating Eng 2
Custodian Supv 3	HVAC/Refrig Mstr Mech	Operating Eng Mstr
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 Asst Main Mgr A	Maint Repairer 1	Print Master Oper
Fac Main Mgr B	Maint Repairer 2	Printing Oper 2
Fac Main Mgr C	Maint Repairer Mst	Printing Supv
Food Svc Spec 2	Mech Supv B	Trades Apprentice
Food Svc Spec 3	Mechanic 1	Welder
Food Svc Spec 5	Mechanic 3	Welder Master
Food Svc Spec 6	Mechanic 4	

Appendix B

PERCENT INTO RANGE HISTORY 2010-2018

The chart below illustrates the distributions of classified employees in their pay ranges from 2010 to 2018. The consistent shape of the curves from 2010 to 2017 indicate that salary distributions in the pay ranges have remained relatively static over those years while the number of classified employees have dwindled. However, due to the 2018 Compensation Redesign, there was a shift that increased in the number of employees at the minimum of the pay ranges.



Year	Total # of Classified Employees	Legend Reference
2018	35,690	█
2017	36,028	█
2016	36,670	█
2015	37,230	█
2014	38,544	█
2013	46,921	█
2012	51,688	█
2011	54,815	█
2010	58,150	█

Appendix C

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.
2018	Proposal to grant all classified employees a 2% general increase effective January 1, 2018, and to realign all six pay schedules with the relevant market effective January 2, 2018. Approval was granted. On average, range minimums increased by 17.4% to 34.23%, midpoints increased by 7.65% to 14.88%, and maximums increased by 2.88% to 12.57%.

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