

# 2019 Annual Uniform Pay Plan Review

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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.

# 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)*

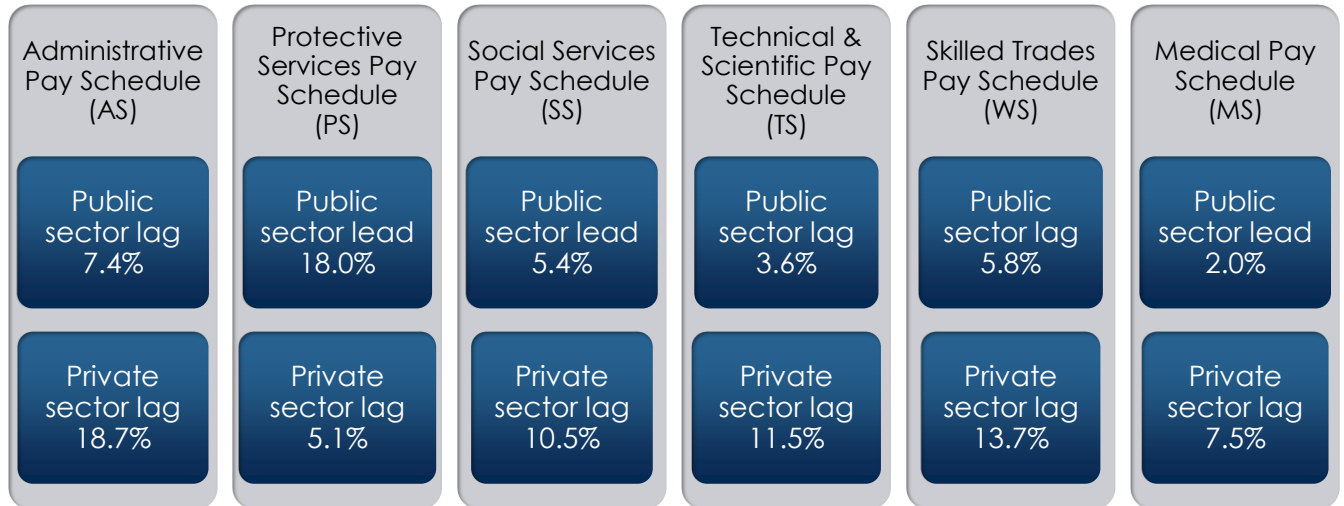
Through the adoption of SCS Rule 6.2, the Commission has charged the Director of State Civil Service to analyze the effectiveness of the uniform pay plan at least annually, and to recommend appropriate changes based upon the results. A uniform pay plan is defined as “a pay plan wherein the pay structure 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 major sections of this report include a review of Pay Structure Competitiveness, Pay Structure Lag Trends, Median Salary Comparisons, Median Salary Lag Trends, a Percent into Pay Range Analysis, and a Targeted Review of Classified Jobs. The recommendations provided by State Civil Service at the end of this report are based on the information contained in these sections. A review of the pay structures provides insight as to whether, overall, the midpoints of the pay ranges are at a competitive position relative to the market. A review of the actual median salaries of classified employees helps to determine if those salaries are tracking appropriately with the market for their jobs. Finally, a targeted review of classified jobs helps to maintain an efficient and effective pay plan by aligning jobs to the pay levels that are competitive with the market for specific occupations.

The following pages of the Executive Summary provide an overview of the sections contained in this report. Details regarding the methodologies used for these figures can be found within the respective sections. Please note that this report does not include data or recommendations for unclassified employees.

## PAY STRUCTURE COMPETITIVENESS

The data indicates that three classified pay schedule midpoints for classified benchmark jobs lead public sector medians by amounts ranging from 2.0% to 18.0%, while three lag by amounts ranging from 3.6% to 7.4%. However, all six classified pay schedule midpoints lag private sector medians, on average, by 7.5% to 18.7%.



## PAY STRUCTURE LAG TRENDS

When comparing to last year, none of the classified pay schedules fell further behind the public sector. However, jobs benchmarked in the Protective Services and Medical Services pay schedules are further behind private sector counterparts since last year.

LAG INCREASES IN  
CLASSIFIED PAY SCHEDULES  
SINCE LAST YEAR

**PUBLIC SECTOR**

0 OUT OF 6

**PRIVATE SECTOR**

2 OUT OF 6

## MEDIAN SALARY COMPARISONS

The data indicates that actual median salaries of classified employees in benchmark jobs lag public sector medians by amounts ranging from 3.7% to 21.7% and lag private sector medians by amounts ranging from 12.9% to 30.0%.





## MEDIAN SALARY LAG TRENDS

When comparing to the public sector, only the actual median salaries of classified employees in Social Services occupations have fallen further behind. When comparing to the private sector, actual median salaries for employees in the Technical & Scientific and Social Services pay schedules have fallen further behind. In contrast, actual median salaries for classified employees in all other pay schedules have improved as compared to median salaries for their counterparts in both sectors since last year.

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

### PUBLIC SECTOR

1 OUT OF 6



### PRIVATE SECTOR

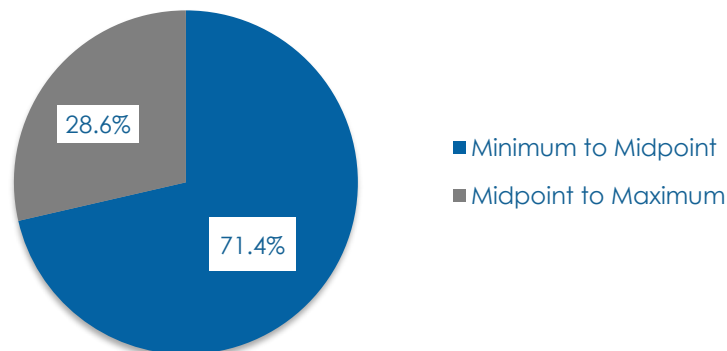
2 OUT OF 6



## PERCENT INTO PAY RANGE ANALYSIS

Percent into range data for all classified employees provides that the majority of classified salaries (71.4%) 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

Since last year's report, State Civil Service has accomplished realignment objectives by completing job assessments for several job series. These include ITS Technicians, Bridge and Lock Operators, Revenue Tax Officers, Federal Energy Program Managers, Forensic Coordinators and Immunization Consultants. Over the next year, State Civil Service will continue to focus on realigning job series to improve market competitiveness. Job series expected to be completed further into 2019 include Information Technology, Engineers, and Surveyors.



# 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 hundreds of 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®**

*CompAnalyst is a platform for compensation data management, analysis, and modeling. This platform contains salary data for over 15,000 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 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.

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

## 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.

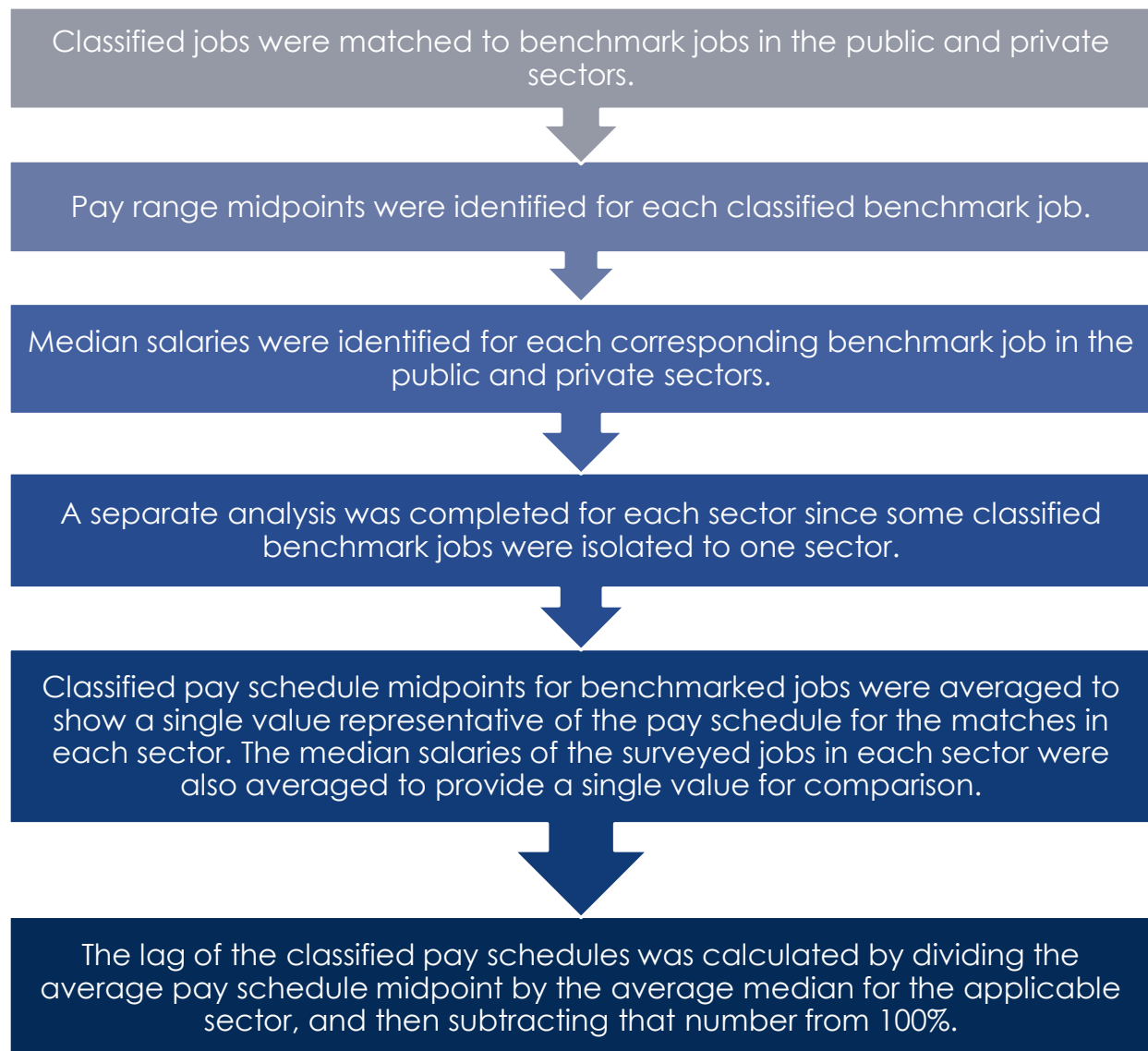
Part of defining the relevant employment market involves identifying employers within the same industry. State government is a public sector entity. For this reason, it is important to show a comparison against public sector data as well.

# Pay Structure Competitiveness

## Classified Pay Schedule Midpoints vs. Market Median Salaries

### METHODOLOGY

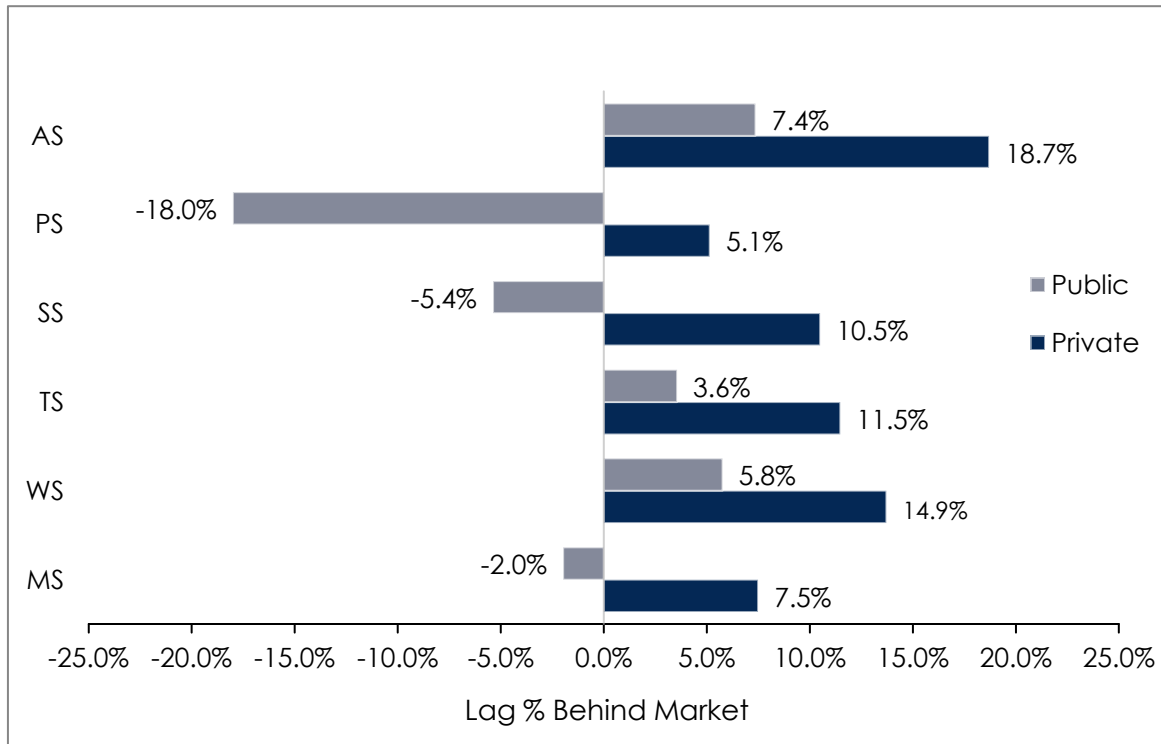
The following methodology is used for this section to compare classified pay schedule midpoints to market median salaries for comparable benchmark jobs. Common standards in compensation administration suggest comparing the 50<sup>th</sup> percentile (midpoint) of the pay range to the median market rate 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 1, 2019, classified pay range midpoints for three pay schedules trail the median salaries offered by other public employers for benchmarked jobs by amounts ranging from 3.6% to 7.4%. For three schedules, the midpoints are ahead of public sector medians by amounts ranging from 2.0% to 18.0%. However, all classified pay range midpoints for benchmarked jobs still lag behind those offered by private sector employers by amounts ranging from 3.6% to 18.7%. In the graph below, the bars indicate the percentages by which the average classified pay schedule midpoint has fallen behind or climbed 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

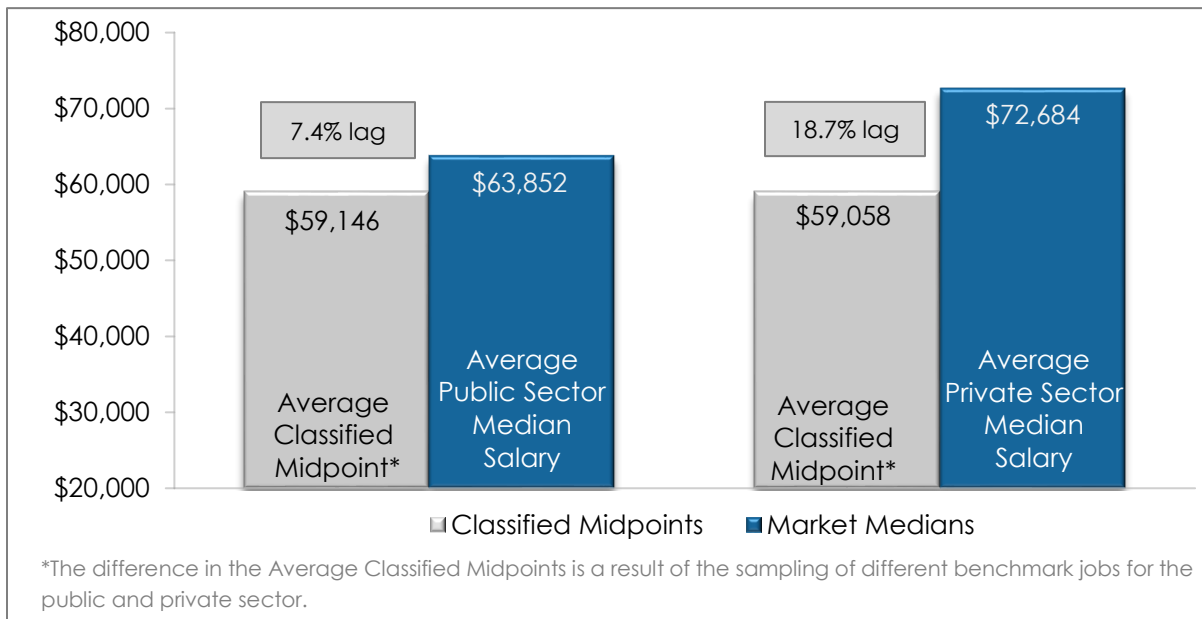
*Pay schedules with a negative percentage (PS, SS, MS) indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.*

# Administrative Pay Schedule (AS)

161 Classified Benchmark Jobs	6,247 Classified Employees in Benchmark jobs	7.4% Lag Public Sector Median Salaries	18.7% Lag Private Sector Median Salaries
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A total of 161 jobs were benchmarked in the Administrative Pay Schedule which represents 6,247 classified employees as of January 1, 2019. Jobs in this category include Administrative Coordinators, Accountants, Attorneys, 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, 7.4% lower than competing public employers and 18.7% 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.

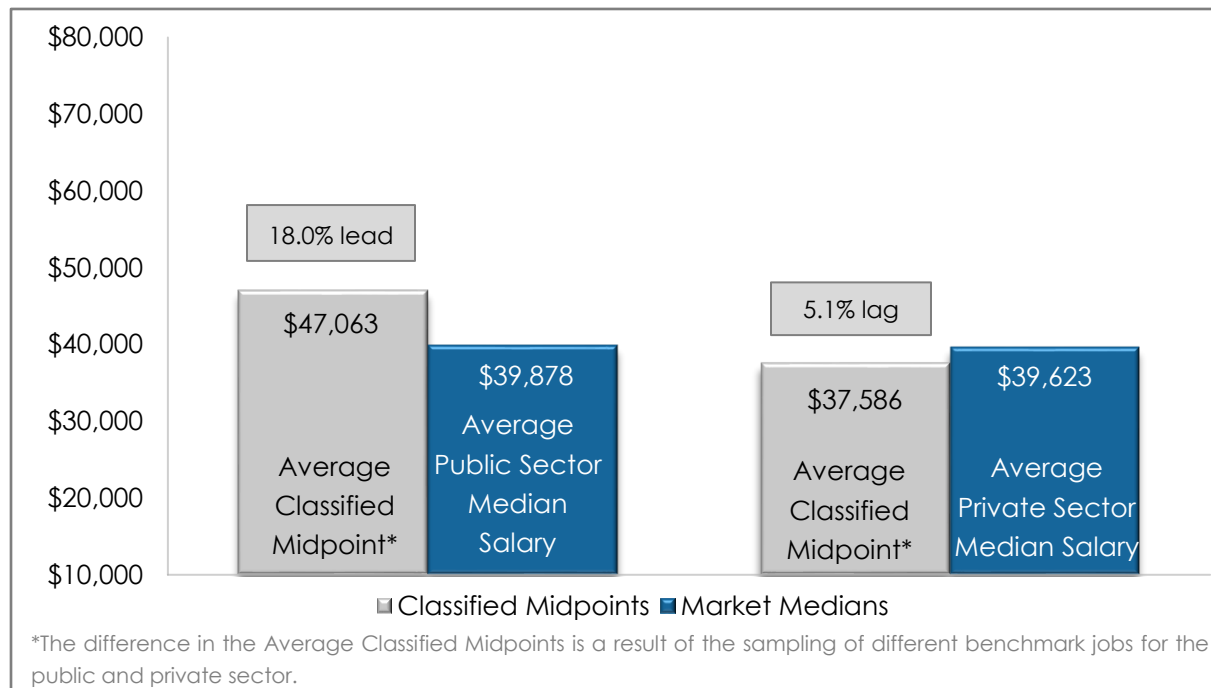
11,057  
Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/1/2019

# Protective Services Pay Schedule (PS)

15 Classified Benchmark Jobs	2,205 Classified Employees in Benchmark jobs	18.0% Lead Public Sector Median Salaries	5.1% Lag Private Sector Median Salaries
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A total of 15 jobs were benchmarked in the Protective Services Pay Schedule which represents 2,205 classified employees as of January 1, 2019. 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, 18.0% higher than competing public employers and 5.1% 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.

5,917  
Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2019

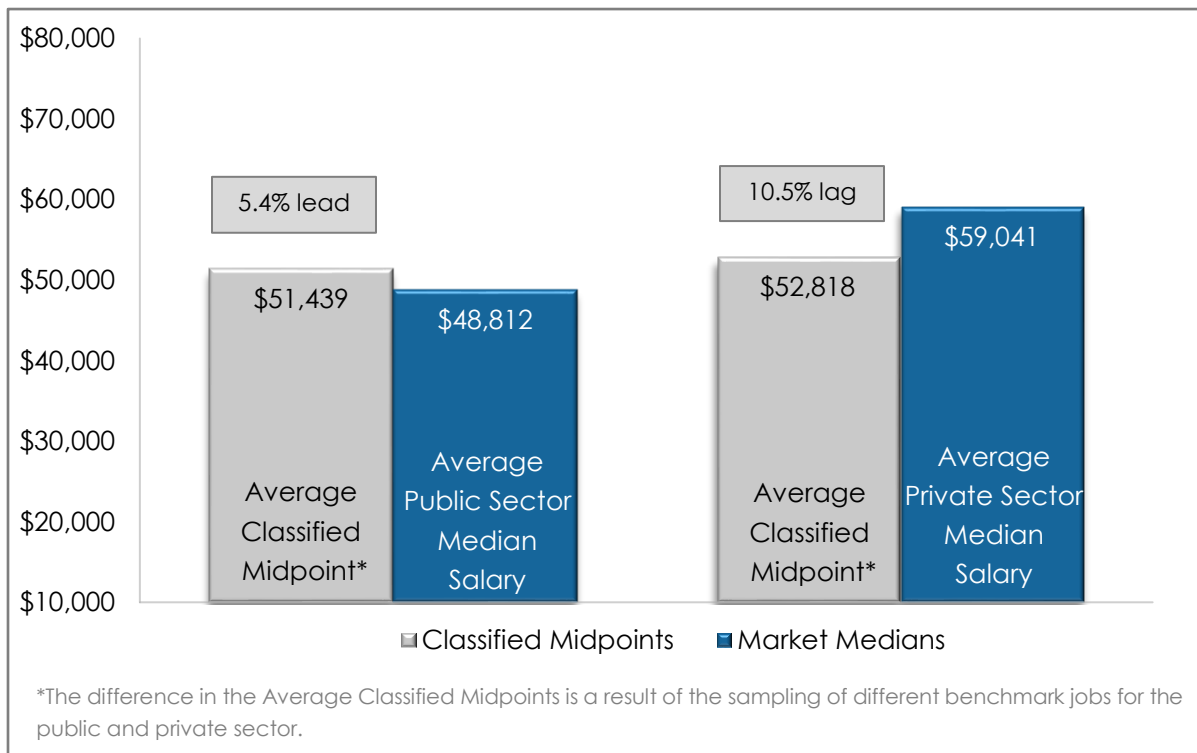


# Social Services Pay Schedule (SS)

24	1,649	5.4% Lead	10.5% Lag
Classified Benchmark Jobs	Classified Employees in Benchmark jobs	Public Sector Median Salaries	Private Sector Median Salaries

A total of 24 jobs were benchmarked in the Social Services Pay Schedule which represents 1,649 classified employees as of January 1, 2019. Jobs in this category include Psychiatric Aides, Social Workers, Social Service Analysts, 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, 5.4% higher than competing public employers and 10.5% 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.

6,012

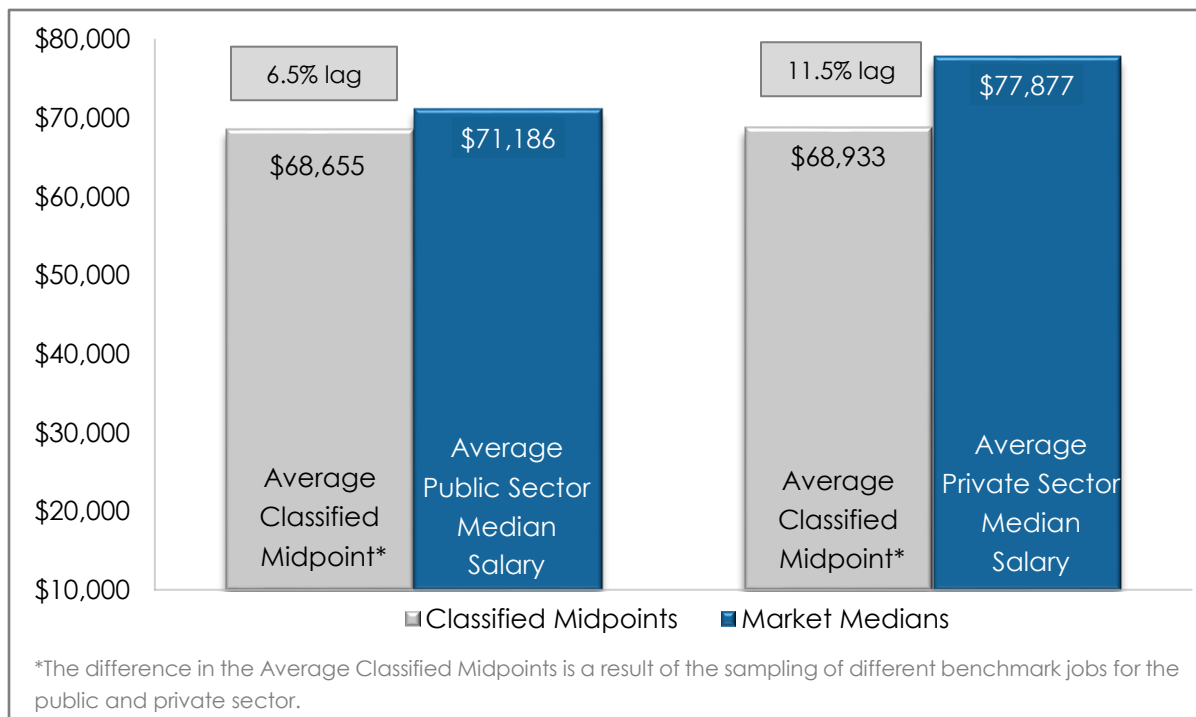
Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/2/2018

# Technical & Scientific Pay Schedule (TS)

103 Classified Benchmark Jobs	3,003 Classified Employees in Benchmark jobs	3.6% Lag Public Sector Median Salaries	11.5% Lag Private Sector Median Salaries
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A total of 103 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 3,003 classified employees as of January 1, 2019. 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, 3.6% lower than competing public employers and 11.5% 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.

4,752

Full-Time, Regular Classified Employees in the Technical & Scientific Pay Schedule as of 1/1/2019

# Skilled Trades Pay Schedule (WS)

**58**  
Classified  
Benchmark Jobs

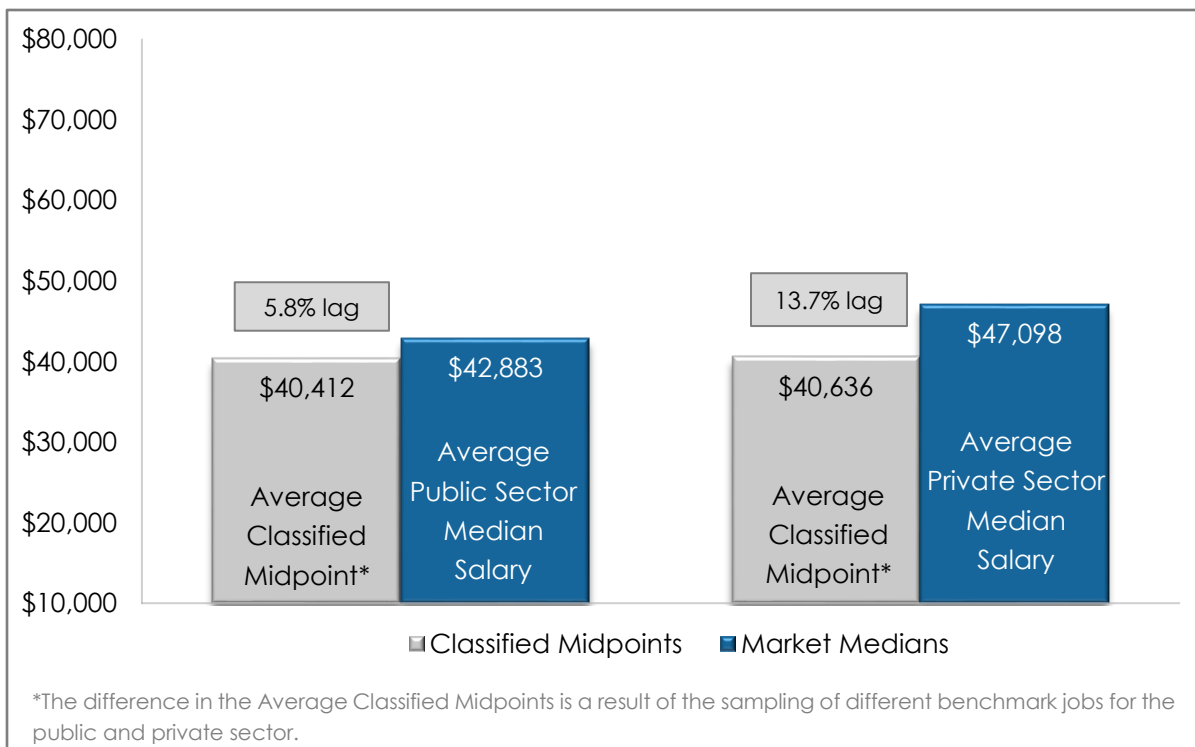
**4,016**  
Classified Employees  
in Benchmark jobs

**5.8% Lag**  
Public Sector  
Median Salaries

**13.7% Lag**  
Private Sector  
Median Salaries

A total of 58 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 4,016 classified employees as of January 1, 2019. Jobs in this category include Carpenters, Electricians, Maintenance Repairers, Mobile Equipment Operators, 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, 5.8% lower than competing public employers and 13.7% 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.

**5,793**

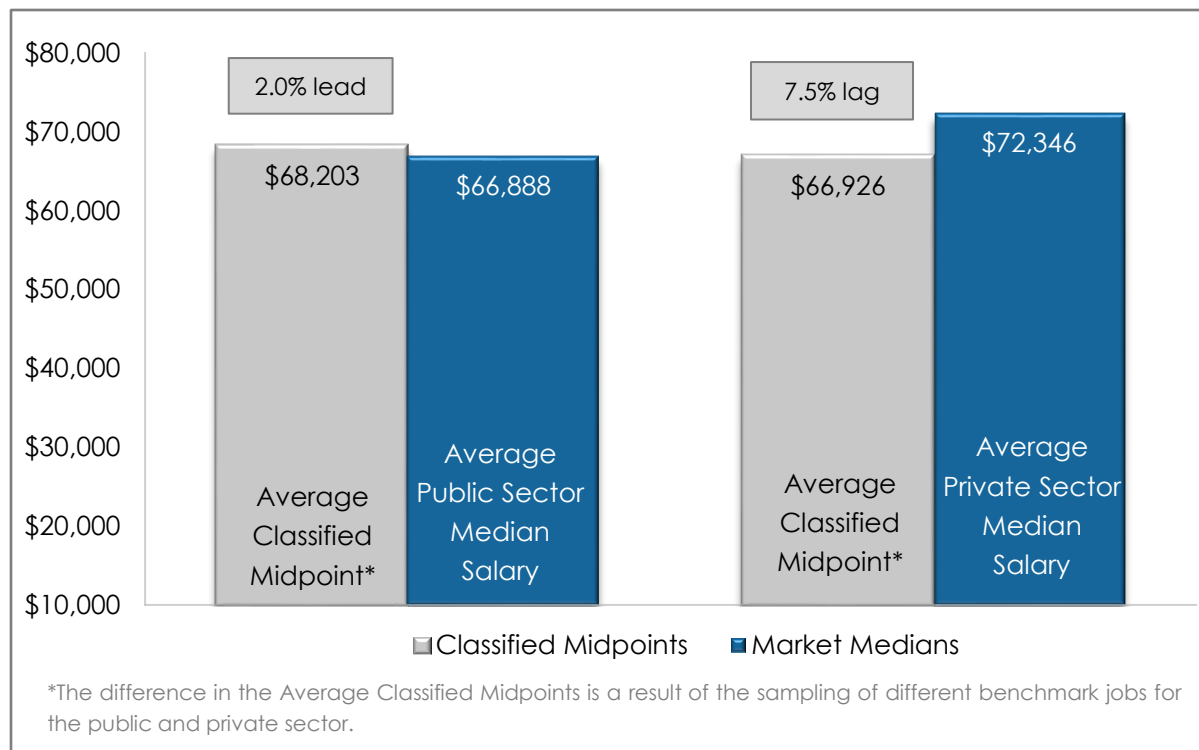
Full-Time, Regular Classified Employees in the Skilled Trades Pay Schedule as of 1/1/2019

# Medical Pay Schedule (MS)

51 Classified Benchmark Jobs	1,377 Classified Employees in Benchmark jobs	2.0% Lead Public Sector Median Salaries	7.5% Lag Private Sector Median Salaries
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A total of 51 jobs were benchmarked in the Medical Pay Schedule which represents 1,377 classified employees as of January 1, 2019. Jobs in this category include Nursing Assistants, Nurses, 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, 2.0% higher than competing public employers and 7.5% 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.

2,611  
Full-Time, Regular Classified Employees in the Medical Pay Schedule as of 1/1/2019

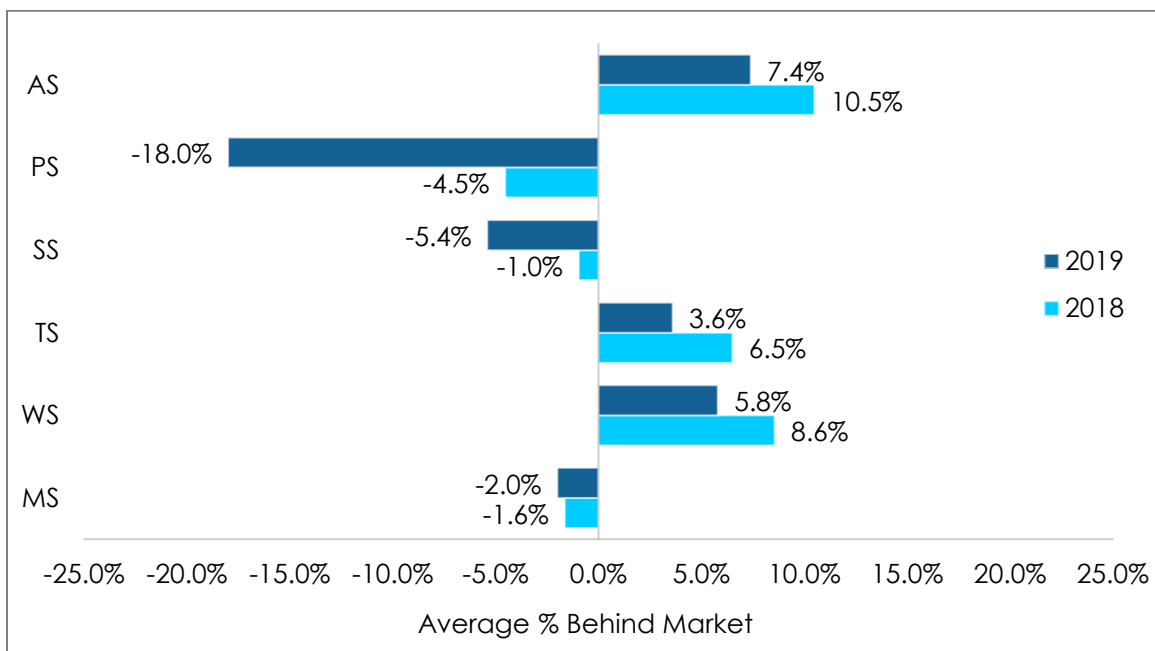
# PAY STRUCTURE LAG TRENDS – Public Sector

## 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 market competitiveness for all pay schedules has improved since 2018 by amounts ranging from 0.4 of a percentage point for Medical occupations (WS) to 13.5 percentage points for Protective Services occupations (PS).

**Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule  
2018-2019**



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.*

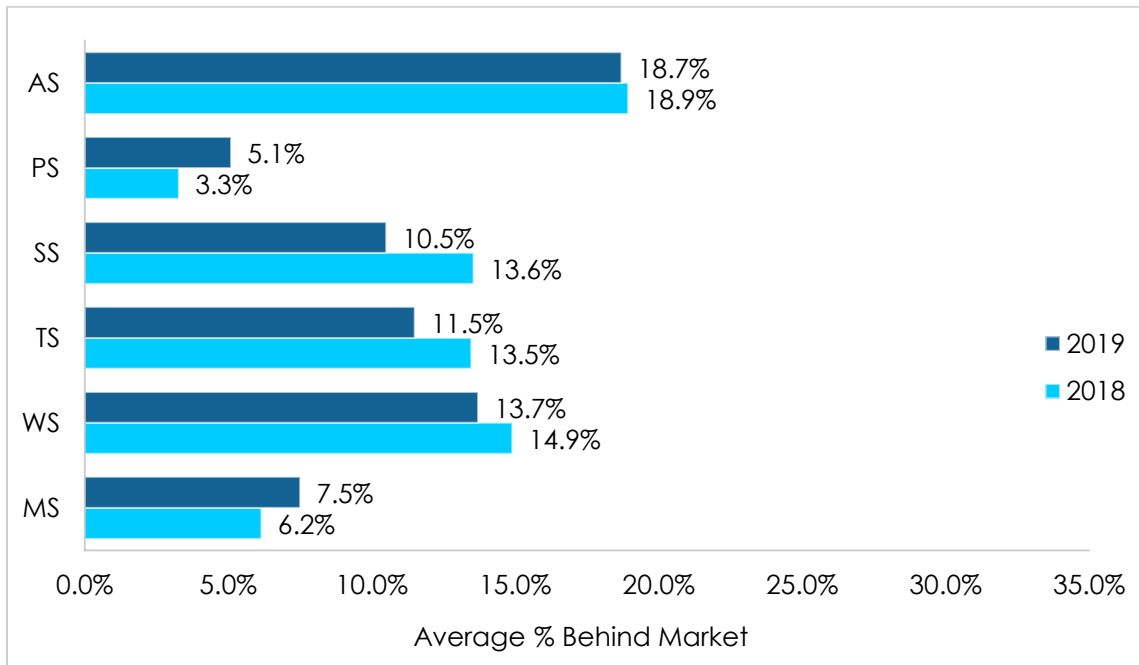
# PAY STRUCTURE LAG TRENDS – Private Sector

## 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 market competitiveness has remained relatively stable for all pay schedules since 2018. Medical and Protective Services occupations have fallen slightly behind by amounts ranging from 1.3 to 1.8 percentage points, while other occupations have improved from 0.2 to 3.1 percentage points.

**Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule  
2018-2019**



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

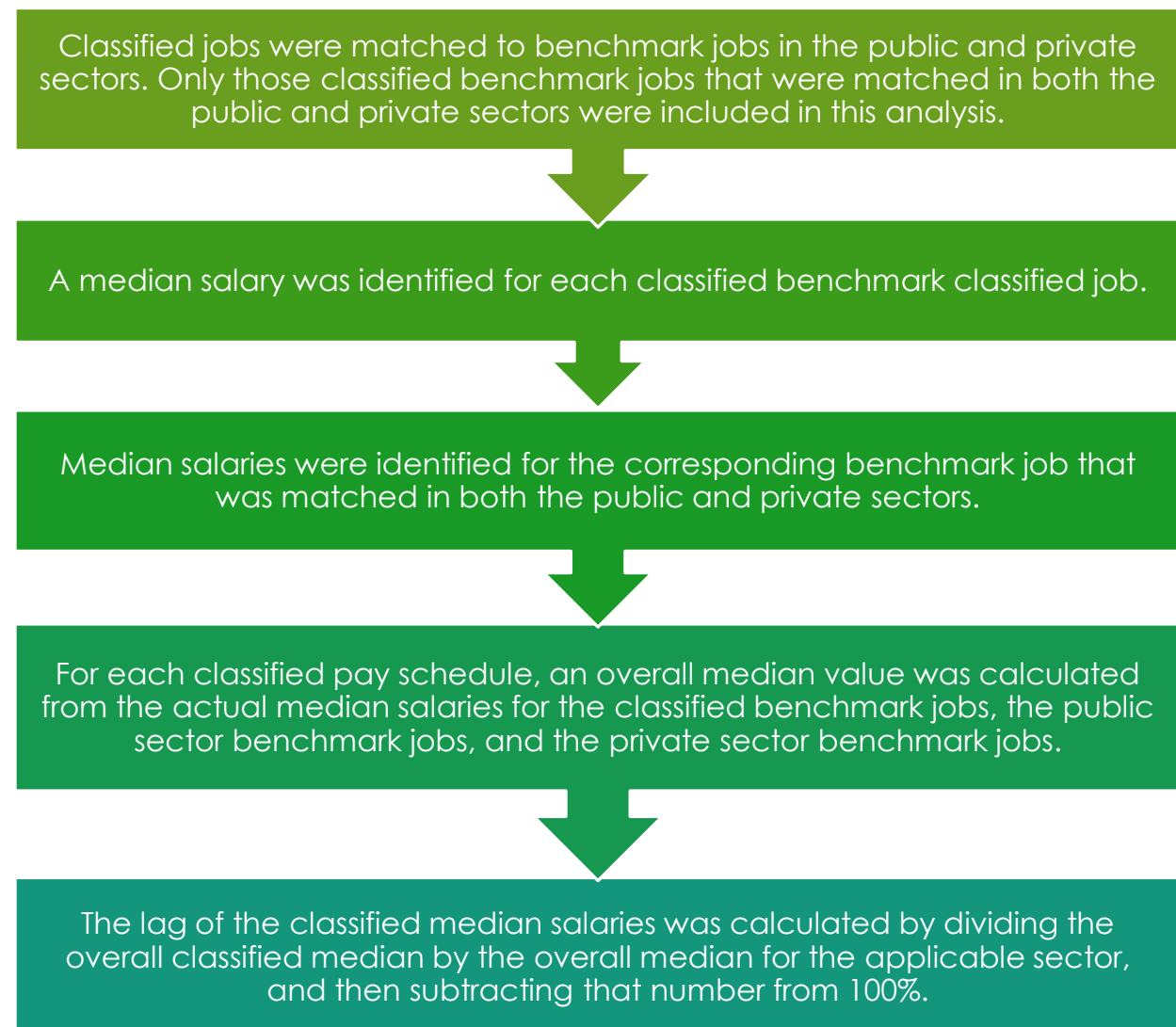
# Median Salary Comparisons

## 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

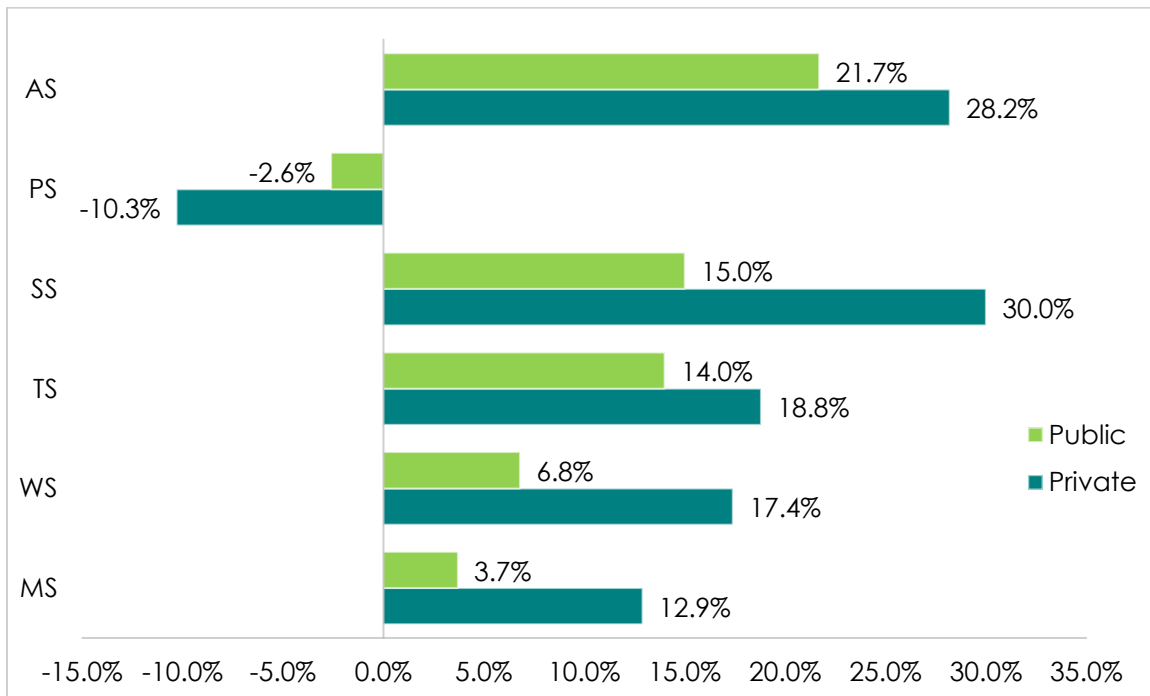
The following methodology was used to compare median salaries of classified employees to market median salaries for comparable benchmark jobs.



# Results

As of January 1, 2019, 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

PS = Protective Services Pay Schedule

SS = Social Services Pay Schedule

TS = Technical & Scientific Pay Schedule

WS = Skilled Trades Pay Schedule

MS = Medical Pay Schedule



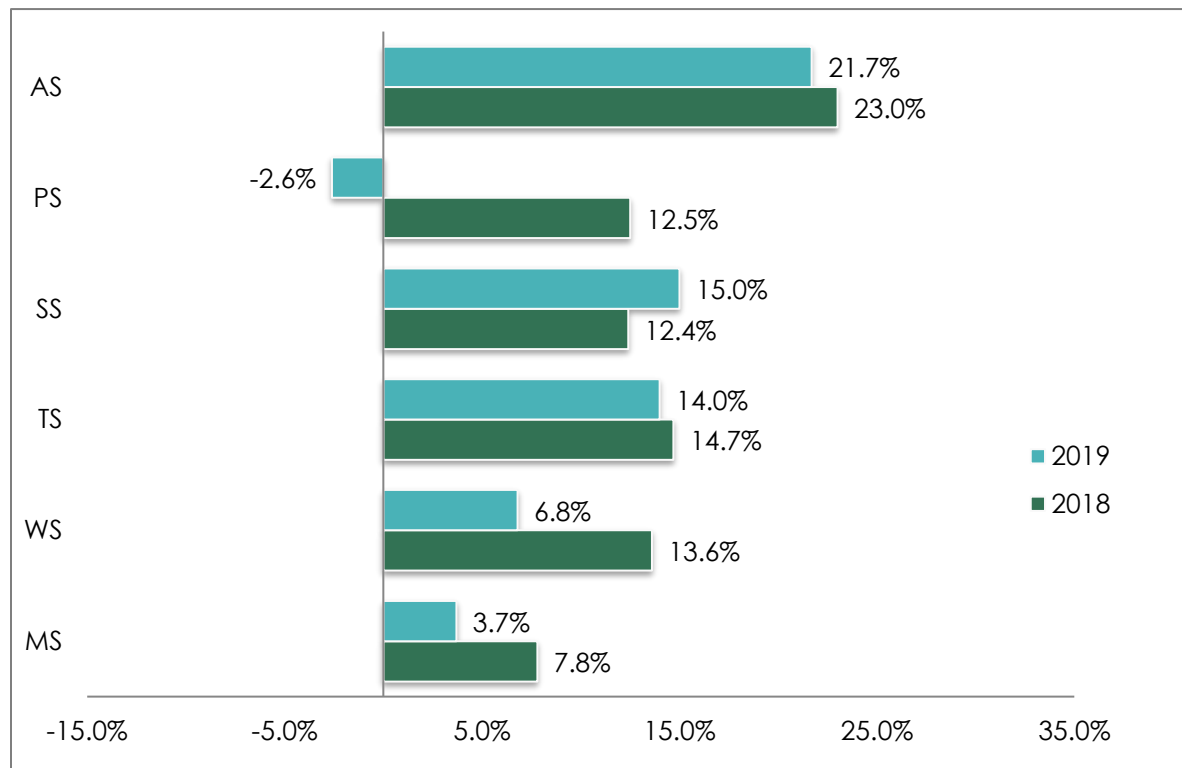
# MEDIAN SALARY LAG TRENDS – Public Sector

## 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 2018 by 2.6 percentage points for Social Services occupations (SS). The other five pay schedules show a decrease in the lag by amounts ranging from 0.7 percentage points for Technical and Scientific occupations (TS) to 15.1 percentage points for Protective Services occupations (PS).

**Lags of Classified Median Salaries to Public Sector Median Salaries  
by Pay Schedule  
2018-2019**



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

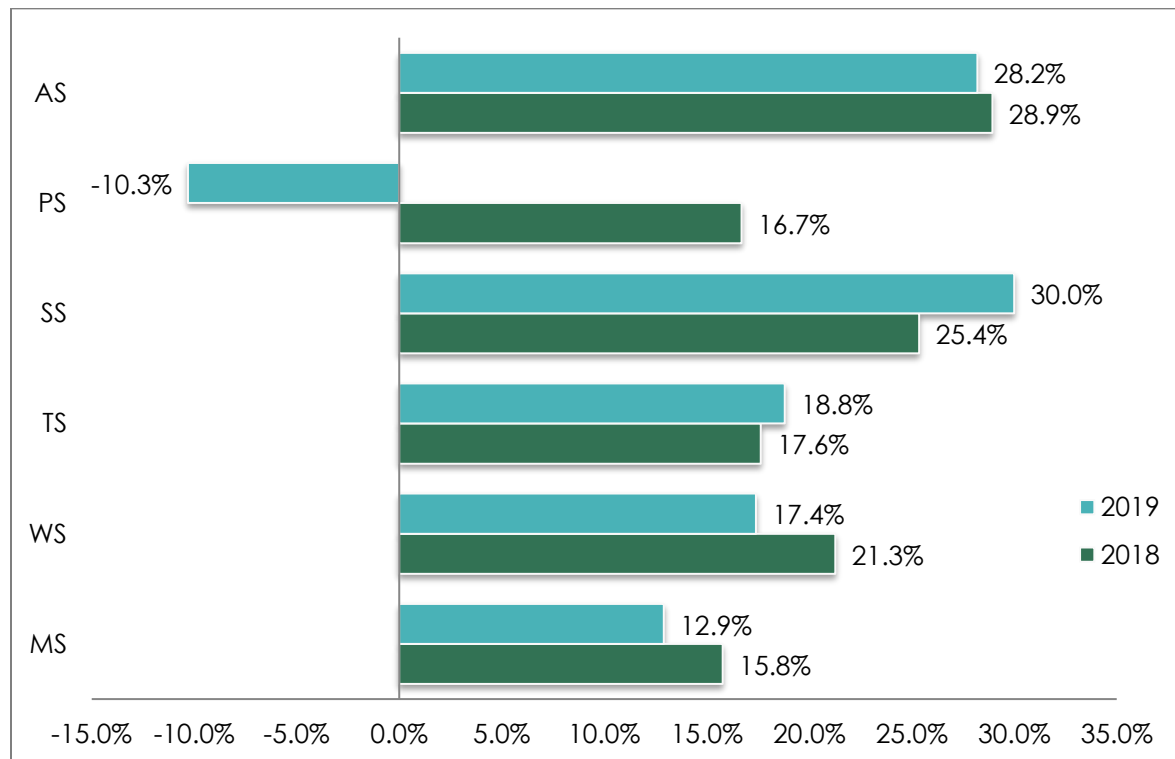
# MEDIAN SALARY LAG TRENDS – Private Sector

## 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 2018 by amounts ranging from 1.2 percentage points for Technical and Scientific occupations (TS) to 4.6 percentage points for Social Services occupations (SS). The other four pay schedules show a decrease in the lag by amounts ranging from 0.7 of a percentages point for Administrative occupations (AS) to 27.0 percentage points for Protective Services (PS) occupations.

**Lags of Classified Median Salaries to Private Sector Median Salaries  
by Pay Schedule  
2018-2019**



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

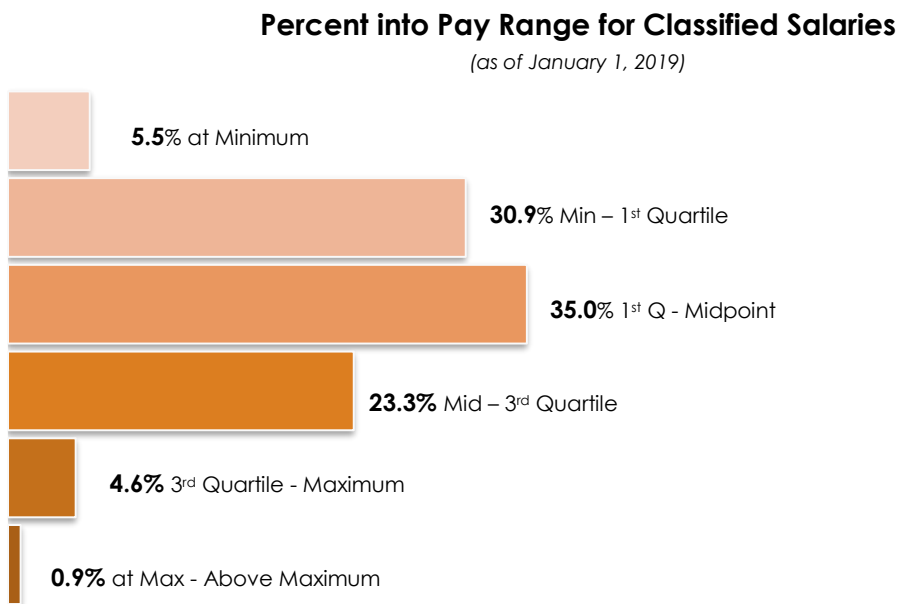
# Percent into Pay Range

## 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 that took effect on July 1, 2018, is the primary means by which an employee progresses 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 1, 2019.



The data indicates that the majority of the classified workforce is paid at or below market values. As of January 1, 2019, approximately 71.4% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges.

Historically, the distribution of employees within the classified pay ranges has 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 impacted

the distribution of employees in the pay ranges. Appendix B includes a chart that illustrates the historical distributions of classified employee salaries within their respective pay ranges.

In 2018, with the implementation of the changes to the pay ranges from the Compensation Redesign, the placement of employee salaries within their respective pay ranges shifted dramatically. In 2017, approximately 57% of classified employee salaries fell below the midpoint. In 2018, approximately 73.6% of classified employee salaries fell below the midpoint and in 2019, approximately 71.2% of classified employee salaries fall below the midpoint. Note that the market adjustment payment in July 2018 positively affected percent into range figures for 2019.

These are important figures, because it illustrates that the majority of the classified workforce is compensated at a rate that is considered to be below the market rate for their jobs. This is why the new market adjustment rule is a critical piece of the state's pay philosophy in maintaining market competitiveness. If salaries do not move with the market, employees may look for other opportunities elsewhere and the state may realize higher turnover costs.

# 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 jobs are appropriately aligned to market.

Through the job assessment process, targeted jobs are evaluated 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.

State Civil Service is continuing to realign jobs as needed through the job assessment process. Since last year's report, State Civil Service has created the new job series of ITS Technicians as a result of progress on the Information Technology job assessment. State Civil Service has also consolidated job series where appropriate; this year Bridge Operators and Navigational Lock Operators were merged together as Bridge and Lock Operators. Other changes to the classification plan include amendments for Revenue Tax Officers, Federal Energy Program Managers, Forensic Coordinators and Immunization Consultants. These changes were done in order to better align job specifications with the needs of the agencies that use these job series. State Civil Service has also approved several changes to minimum qualifications to various jobs in an effort to broaden applicant pools. Job series currently in progress include Information Technology, Engineers, and Surveyors. Changes to these job series are expected further into 2019 after agencies have been given the opportunity to provide feedback on the recommendations proposed by State Civil Service.

The targeted review conducted this year indicates that some jobs in the Administrative pay schedule may need to be realigned. A few of the job series that have the greatest impact on the average lags for the pay schedule include Attorneys, Procurement professionals outside of the Office of State Procurement, Human Resources professionals, Training and Development professionals, and Safety/Risk jobs. 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 through the job assessment process as needed over time to ensure market competitiveness.

## Conclusion

The research and analysis conducted by State Civil Service conclude that, overall, the market competitiveness of most of the state's classified pay schedules continues to align to acceptable margins. In addition, the new market adjustment rule appears to be affecting actual employee salaries in a positive manner. Last year, 73.7% of classified employee salaries fell between the minimums and the midpoints of their respective pay ranges. This year, this number has fallen to 71.4%.

Based on the data provided in this report, it may be desirable to review the market competitiveness of jobs in the Administrative pay schedule. On average, midpoints of benchmark jobs in the Administrative pay schedule lag public sector counterparts by 7.4% and private sector counterparts by 18.7%. These figures significantly exceed those of the other classified pay schedules. The actual median salaries of employees in Administrative occupations also lag public sector counterparts by 21.7% and private sector counterparts by 28.2%. Again, these figures significantly exceed those of most other classified pay schedules. From the targeted review, a few of the job series that have the greatest impact on the average lags are Attorneys, Procurement professionals outside of the Office of State Procurement, Human Resources professionals, Training and Development professionals, and Safety/Risk jobs.

State Civil Service is looking at expanding survey sources for next year's report. This is due to fewer matches available for Protective Services and Social Services pay schedules in the current survey sources. With fewer matches, any change in the data can cause drastic fluctuations in the average figures. For this reason, State Civil Service will postpone providing recommendations for occupations in these pay schedules for 2019.

The Information Technology job assessment will assist in realigning those jobs in the Technical and Scientific pay schedule with the market. It is expected that lags for this pay schedule should improve as this assessment progresses over 2019. For this reason, State Civil Service is holding recommendations for occupations in this pay schedule for this year.

State Civil Service is continuing to monitor jobs in the Skilled Trades and Medical pay schedules. Some realignment may be needed in these occupations in the future. Agencies have expressed some recruiting and retention issues with Skilled Trades occupations due to competitive pressure from oil and gas processing plants for similar workers. In the event that gas prices continue to rise, more immediate action may be required for these occupations.

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 that State Civil Service prioritize a review of Administrative occupations over the next year to determine which job series most urgently need realignment to the market. Data inclusive of recruiting and turnover statistics shall be included in the analysis and presented to the SCS Commission. Because the Administrative pay schedule includes the largest number of incumbents, State Civil Service will work with the Division of Administration on any projected costs that may be associated with the implementation of any changes to the classification and pay plan.

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	Business Dev Officer 1	Photographer 2
Accountant 2	Business Dev Mgr	Policy Planner 2
Accountant 3	Compliance Exam 2	Procurement Dir 4-Ex
Accountant 4	Compliance Prog Spec 2	Procurement Mgr 1-EX
Accountant Admin 5	Compliance Prog Spec 3	Procurement Spec 2
Accountant Mgr 1	Contr/Gnts Rev 2	Procurement Spec 3
Accountant Mgr 2	Contr/Gnts Rev 3	Procurement Spec 4-EX
Accountant Mgr 3	Cont/Gnts Rev 4	Prog Compliance Off 3
Accountant Mgr 4	Curator 2	Prog Compliance Off Mgr
Accountant Supv 1	Curator 3	Pub Health Ex Dir
Accountant Supv 2	Economist 3	Pub Info Director 1
Accounting Spec Supv	Economist 4-A	Pub Info Director 2
Accounting Spec 1	Educ Prog Cons 2	Pub Info Director 3
Accounting Spec 2	Graphic Artist	Pub Info Officer 1
Accounting Tech	Grp Ben Analyst 1	Pub Info Officer 2
Admin Asst 1	Grp Ben Analyst 2	Pub Info Officer 3
Admin Asst 2	Grp Ben Manager	Rev Tax Analyst 2
Admin Asst 3	HR Analyst A	Rev Tax Auditor 2
Admin Asst 6	HR Analyst B	Right of Way Agent 2
Admin Coord 1	HR Analyst C	Right of Way Agent 3
Admin Coord 2	HR Asst Div Admin	Right of Way Agent 7
Admin Coord 3	HR Consultant A	Right of Way Appraiser 3
Admin Coord 4	HR Consultant B	Safety Prog Coordinator
Adm Law Judge-Adv	HR Consultant C	Safety Risk Agency Dir
Admin Prog Dir 2	HR Consultant Spec	Safety Risk Agency Mgr
Admin Prog Dir 4	HR Director D	Safety/Emerg Prep Coord
Admin Prog Mgr 1	HR Div Admin	St Budg Mgmt Analyst 2
Admin Prog Mgr 2	HR Manager A	St Loss Prev Mgr
Admin Prog Mgr 3	HR Manager B	St Loss Prev Officer 1
Admin Prog Mgr 4	HR Specialist	St Loss Prev Officer 2
Admin Supv 1	HR Supervisor	St Loss Prev Supv
Admin Supv 2	Insurance Spec 2	St Risk Adjuster 2
Arch Historian 2	Interpretive Ranger 2	St Risk Adjuster 3
Archives Spec B	Land Spec 1	St Risk Adjuster 5
Attorney 1	Land Spec 2	St Risk Adjuster 6
Attorney 2	Land Spec 3	St Risk Director
Attorney 3	Land Spec 4	Statistician 1
Attorney Supv	Librarian 2	Statistician 2



## ADMINISTRATIVE OCCUPATIONS (continued)

Attor Dep Gen Coun 1	Library Spec 2	Tax Commission Spec 2
Attor Dep Gen Coun 2	Library Spec 3	Train/Dev Prg Mgr
Audit Director 2	Mgmt Analyst 2	Train/Dev Prg Staf Mgr 2
Audit Manager	Marketing Rep 1	Train/Dev Spec 1
Auditor 1	Marketing Rep 2	Train/Dev Spec 2
Auditor 2	Marketing Rep Supv	Train/Dev Spec 3
Auditor 3	Mot Veh Comp Analyst 2	TV Producer
Auditor 4	Museum Dir/Branch	TV Sr Producer 1
Auditor Supv	Museum Spec Proj Coord	TV Sr Producer 2
Budget Admin 2	ORS Spec 2	Utilities Spec 2
Budget Analyst 1	OSHA Ind Hth Hyg Cons	Warehouse Mgr
Budget Analyst 2	OSHA Occup Saf Cons	Warehouse Supv
Budget Analyst 3	Paralegal 1	Work Dev Spec 2
Budget Analyst 4	Paralegal 2	Work Dev Spec 8
Budget Manager	Park Manager 2	Wrk Comp Compl Mgr

## MEDICAL OCCUPATIONS

Dental Asst 2	PH Lab Sci 2	Rad Tech 3
EKG Tech 2	PH Lab Sci 3	Reg Diet/Nutr Svcs Adm
Health Info Inpt Coder	Pharmacist 2	Reg Dietician
Health Info Processor 2	Pharmacist 3	RN 1
Hosp Admissions Tech 2	Pharmacist 6	RN 2
Lab Tech 2	Pharmacist 7	RN 3
Medical Assistant	Pharm Tech 2	RN Adv Practice
Med Cert Spec 1	Phlebotomist 2	RN Asst Dir Nursing B
Med Lab Techno 2	Phys Therp 2	RN Dir Nursing B
Med Sonog 2	Phys Therp Asst	RN Supv A
Nursing Asst 1	Phys Therp Mgr	RN Supv B
Nursing Asst 2	Phys Therp Tech	RN Manager
Occup Therp 2	Prac Nurse/Lic 2	RN Prog Coord
Occup Therp Mgr	Psychologist 3	Speech/Aud Spec 2
Occup Therp Asst 2	Rad Tech Mgr	Speech/Aud Spec 3
PH Lab Dir	Rad Tech Supv	Surgical Tech 2
PH Lab Sci 1	Rad Tech 2	Veterinarian

## PROTECTIVE SERVICES OCCUPATIONS

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

## SOCIAL SERVICES OCCUPATIONS

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

## TECHNICAL & SCIENTIFIC OCCUPATIONS

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

## TECHNICAL & SCIENTIFIC OCCUPATIONS (continued)

Engineer Intern 2	IT Oper Shift Supv	Surveyor 5
Env Scientist 1	IT Prod Control Mgr	Surveyor Int 1
Env Scientist 2	IT Prod Control Supv	Wildlife/Fish Tech 2
Env Scientist 3		

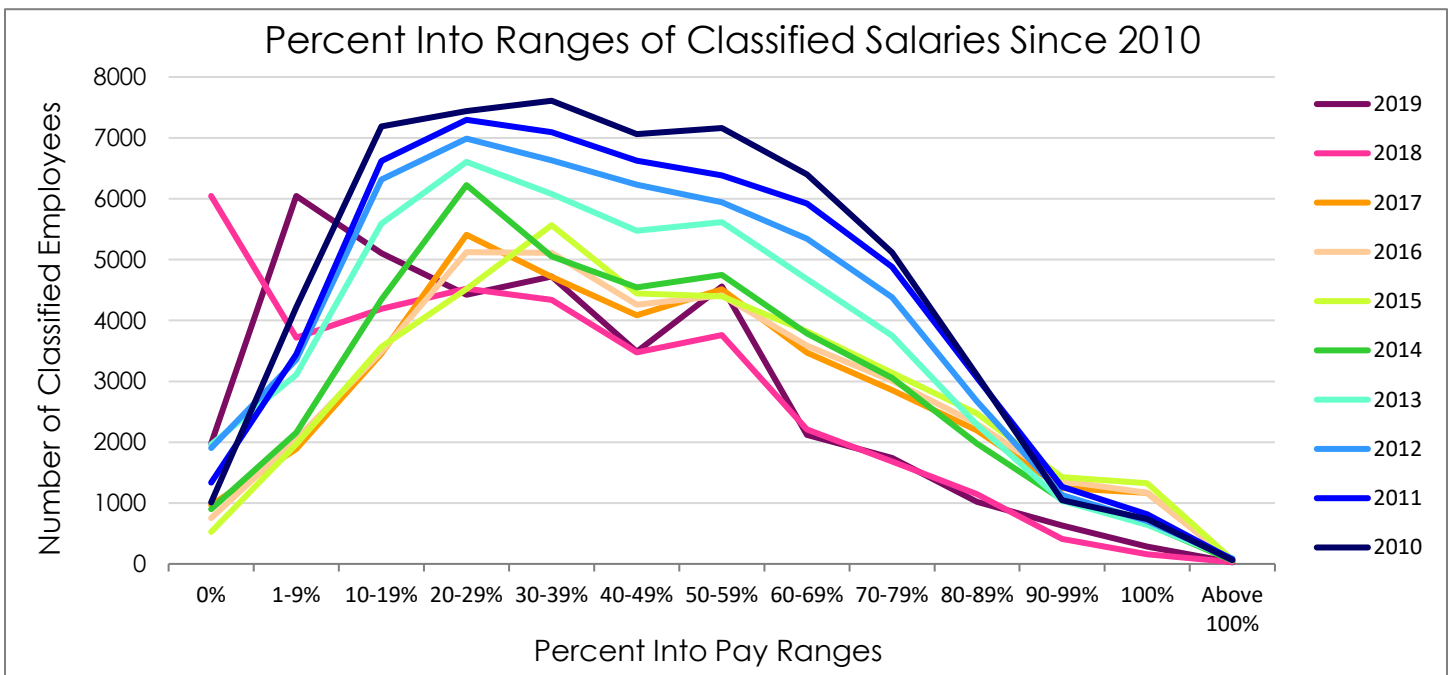
## SKILLED TRADES OCCUPATIONS

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

# Appendix B

## PERCENT INTO RANGE HISTORY 2010-2019

The chart below illustrates the distributions of classified employees in their pay ranges from 2010 to 2019. 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 Compensation Redesign in 2018, there was a shift that increased in the number of employees at the minimum of the pay ranges. Note that the number of employees at the minimum in 2019 is significantly less. This is because the group of employees has progressed further into the range due to the new market adjustment rule.



Year	Total # of Classified Employees	Legend Reference
2019	36,142	
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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