

2021 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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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 third-party salary surveys for the relevant labor market area 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 third-party salary surveys for the relevant labor market area consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

Executive Summary

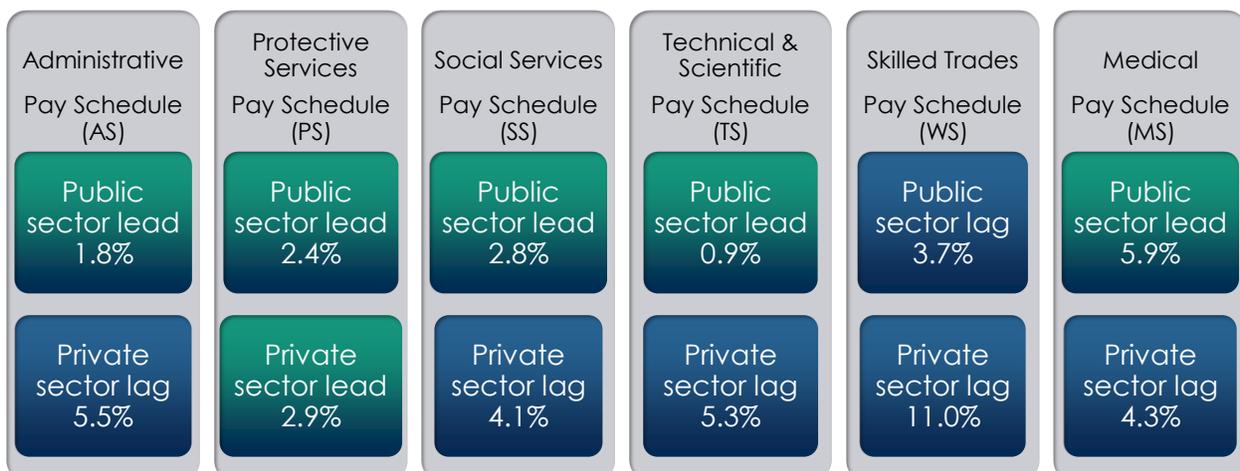
The Annual Uniform Pay Plan Review report provides the research and analysis to support recommendations to improve market competitiveness for the classified service. State Civil Service Certified Compensation Professionals prepare this report each year in accordance with WorldatWork best practices. WorldatWork is a nonprofit professional association dedicated to knowledge and leadership in the areas of compensation and total rewards.

At its most basic level, “maintaining market competitiveness” means being able to effectively recruit and retain employees. The SCS Commission has charged the SCS Director to maintain market competitiveness within the boundaries of financial feasibility for the classified pay plan by providing recommendations for a pay structure adjustment at least annually. This year, the Director recommends an adjustment of 3% to the pay structure for Skilled Trades occupations that will have an annualized cost of approximately \$174,120.

Sections in this report provide comparisons of classified pay structure midpoints, as well as the actual median salaries of classified employees, to their counterparts in the public and private sectors for the relevant labor market area consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas. 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. 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, on average, classified pay schedule midpoints for classified benchmark jobs are competitive when compared to public sector medians, but lag private sector medians by amounts ranging from 4.1% to 11.0%.



PAY STRUCTURE LAG TRENDS

On average, all of the six classified pay schedules have improved market competitiveness as compared to the private sector and three of the six pay schedules (AS, MS, and TS) have improved market competitiveness as compared to the public sector since last year. Although the other three pay schedules have reduced market competitiveness relative to the public sector, only the lag of the WS pay schedule has increased slightly by 0.1 percentage point. The PS and SS pay schedules continue to lead relative to public sector medians.

LAG INCREASES IN
CLASSIFIED PAY SCHEDULES

PUBLIC SECTOR

1 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 amounts ranging from 2.9% to 9.8% and lag private sector medians by amounts ranging from 9.8% to 16.9%.

| | |
|--|---|
| Administrative Pay Schedule (AS) | <ul style="list-style-type: none"> Public sector lag : 4.7% Private sector lag : 10.5% |
| Protective Services Pay Schedule (PS) | <ul style="list-style-type: none"> Public sector lead : 14.3% Private sector lead : 10.2% |
| Social Services Pay Schedule (SS) | <ul style="list-style-type: none"> Public sector lead : 4.6% Private sector lag : 9.8% |
| Technical & Scientific Pay Schedule (TS) | <ul style="list-style-type: none"> Public sector lag : 3.3% Private sector lag : 7.4% |
| Skilled Trades Pay Schedule (WS) | <ul style="list-style-type: none"> Public sector lag : 9.8% Private sector lag : 16.9% |
| Medical Pay Schedule (MS) | <ul style="list-style-type: none"> Public sector lag : 2.9% Private sector lag : 12.0% |

MEDIAN SALARY LAG TRENDS

On average, actual median salaries of classified employees in five of the six pay schedules have improved market competitiveness as compared to the public and private sectors since last year. However, actual median salaries of classified employees in the MS pay schedule have fallen further behind the public sector by 1.2 percentage points and behind the private sector by 0.1 percentage point.

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

PUBLIC SECTOR



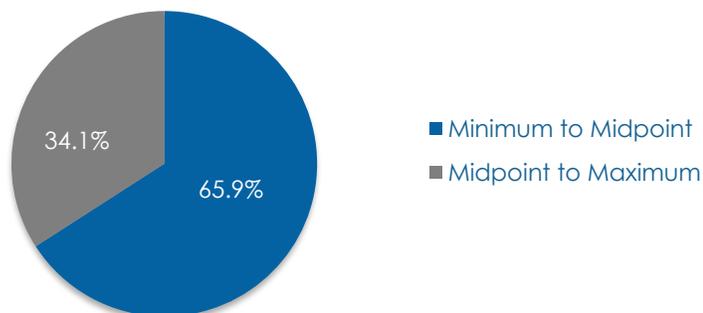
PRIVATE SECTOR



PERCENT INTO PAY RANGE ANALYSIS

Percent into range data for all classified employees provides that, as of January 1, 2021, the majority of classified salaries (65.9%) fall between the minimum and midpoint of their respective pay ranges. Thus, the majority of classified employees are paid at a rate considered to be “below market.” The Market Adjustment rule has helped reduce the percentage of employees that are paid below market since 2018 and remains a key component of the state’s pay philosophy to maintain market competitiveness.

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



TARGETED REVIEW OF CLASSIFIED JOBS

The targeted review of the pay schedules assists in maintaining market competitiveness by providing insight as to what adjustments may be needed for certain jobs in order to improve market lags, as well as assisting in identifying specific job series for future job assessments. The review of the Administrative pay schedule that was completed last year has resulted in significant shifts in the market lags of classified benchmarked jobs, with a low cost of implementation.



In this year's report, the Protective Services and Social Services pay schedules were selected for targeted reviews due to low numbers of benchmark matches. Solutions for these pay schedules include a focus on job assessments and, where appropriate, applying external market data to multiple classified jobs with similar functions in order to increase the number of matches for each pay schedule. In next year's report, the Skilled Trades pay schedule is being targeted for a review.

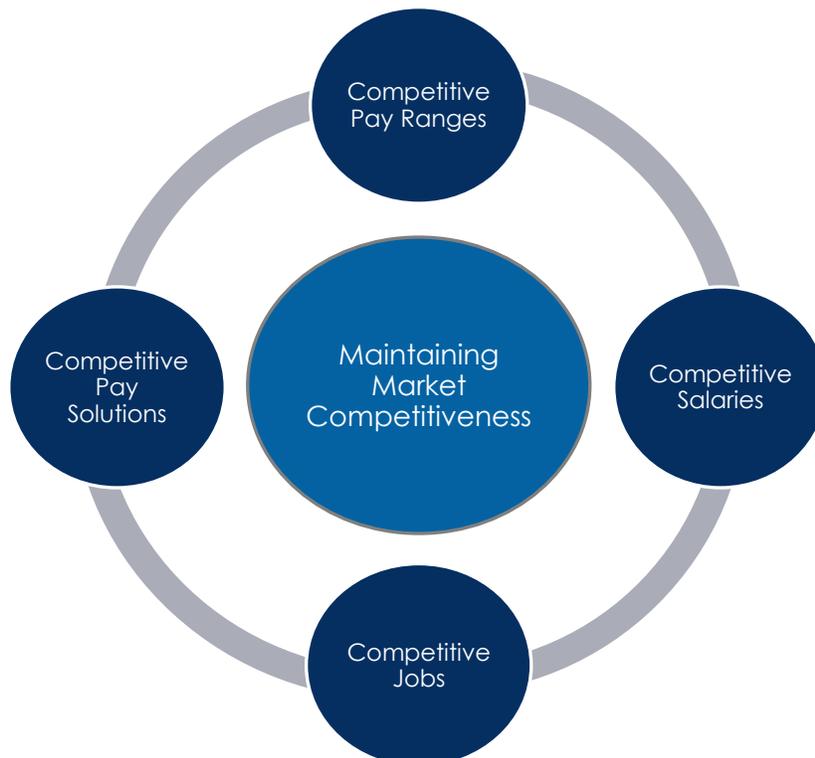
Introduction



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 provides the foundation for all pay decisions. The pay philosophy for the classified workforce is provided in SCS Rule 6.1 in order to ensure that pay decisions are aligned 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.

There are four elements of maintaining market competitiveness. First, the pay range structures must be at a competitive position relative to the market. Second, 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. Third, 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. Fourth, the compensation philosophy is applied when developing pay solutions to appropriately and conservatively meet the human capital needs of state agencies.





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)

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.” The Annual Uniform Pay Plan Review report aligns with SCS Rule 6.2(a) by providing the research necessary to support amendments to the uniform pay plan for the classified service. 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.

This report aligns with the four elements of maintaining market competitiveness by providing an assessment of the pay range structures, a review of actual employee salaries, a targeted review of jobs in the classification plan, and recommendations for pay solutions to improve market competitiveness within the boundaries of financial feasibility. 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.

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 a 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 LABOR MARKET

This report will focus on comparisons to the median salaries of employers from the specific states defined as the relevant labor market. Once applicable classified benchmark jobs have been identified, salary information for those jobs is obtained through surveys from third-party compensation survey providers. A review of data for the relevant labor market ensures accurate comparisons across different survey providers.

The Department of State Civil Service defines the relevant labor market as public and private employers within the South Central and Southeastern regions, preferably in service-providing industries. States used for the analysis in this report in the South Central and Southeastern regions include Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas. In an effort to maintain consistency in the collection and analysis of data, the same surveys have been used over the years as follows:

CompAnalyst

CompAnalyst is a platform for compensation data management, analysis, and modeling. This platform contains salary data for over 15,000 external benchmark jobs. CompAnalyst was used to obtain comparative public and private sector salary data for the relevant market area.

CompData

CompData is a global compensation survey data firm that was used to obtain data for the relevant market area. CompData delivers salary data for critical benchmark jobs from more than 2,600 participating organizations across 14 industries in the United States.

National Compensation Association of State Governments (NCASG)

NCASG is a national organization composed of state government human resources professionals. The mission of NCASG 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 survey was used to obtain data for the relevant market area.

OCCUPATIONAL GROUP COMPARISONS

Louisiana's pay plan divides state classified jobs into six pay schedules based on broad occupational categories. The 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)**

- Fiscal
- Purchasing
- Human Resources
- Clerical Support



**PROTECTIVE SERVICES
(PS)**

- Security Guards
- Police Officers
- Correctional Officers
- Probation/Parole Officers



**SOCIAL SERVICES
(SS)**

- Social Workers
- Counselors
- Rehab Specialists
- Social Service Analysts



**TECHNICAL/SCIENTIFIC
(TS)**

- Engineers
- Geologists
- Biologists
- Information Technology



**SKILLED TRADES
(WS)**

- Mechanics
- Carpenters
- Plumbers
- Electricians



**MEDICAL
(MS)**

- Nurses
- Lab Technicians
- Therapists
- Pharmacists



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, IBM, Blue Cross and Blue Shield of Louisiana, etc.

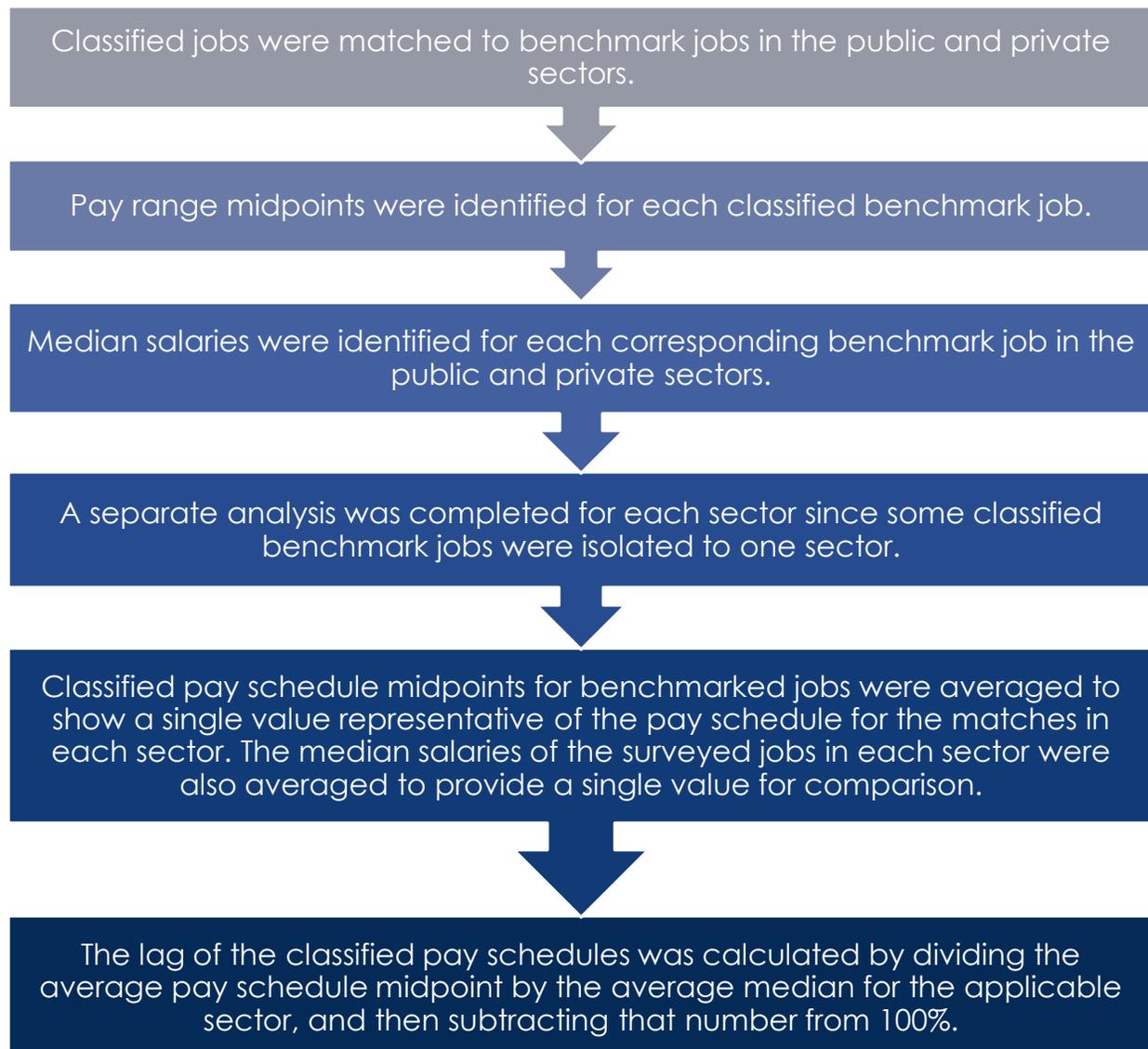
Part of defining the relevant labor market involves identifying employers within the same industry. State government is a public sector entity. For this reason, it is important to show a comparison against public sector data as well.

Pay Structure Competitiveness

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

METHODOLOGY

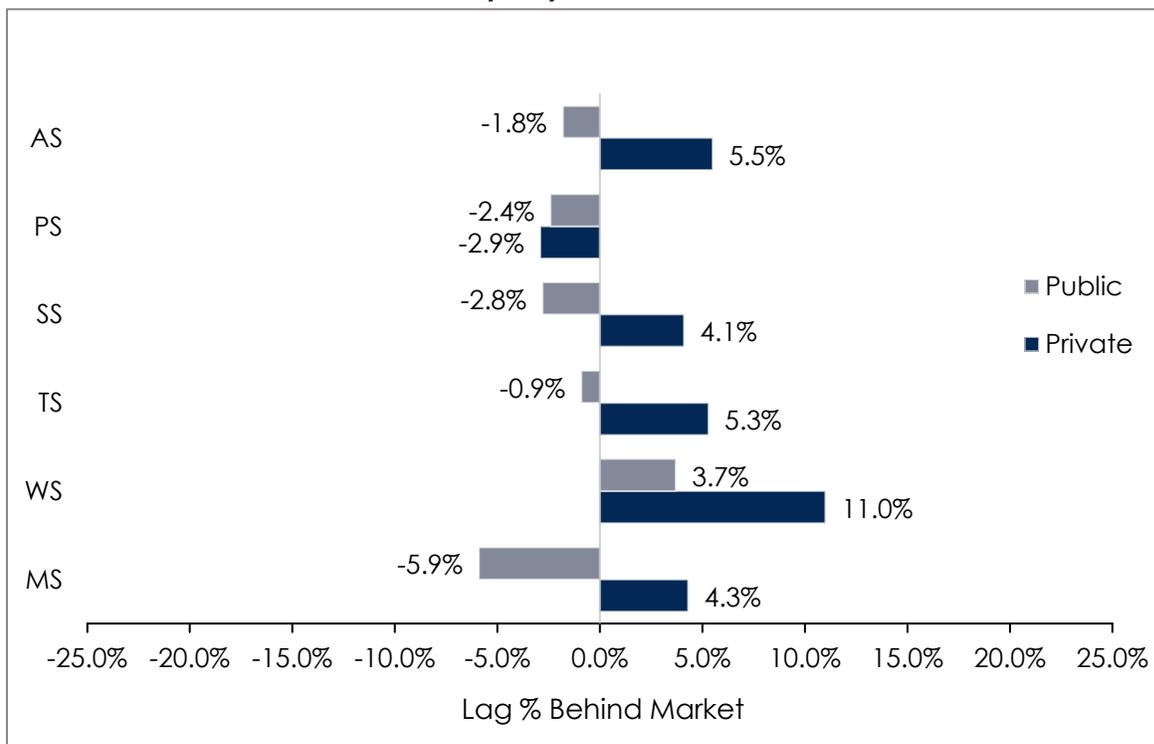
The following methodology is used for this section to compare classified pay schedule midpoints to market median salaries for comparable benchmark jobs. Common standards in compensation administration suggest comparing the 50th percentile (midpoint) of the pay range to the median market rate when recommending pay structure changes. This is because median salaries are less susceptible to influences caused by outliers in the survey data (Lind 2015).



Results

As of January 1, 2021, pay range midpoints for benchmarked jobs in five of the six classified pay schedules trail the median salaries offered by private employers by amounts ranging from 4.1% to 11.0%. When compared to the public sector, classified pay range midpoints for benchmarked jobs are competitive with the median salaries offered by public sector employers for benchmarked jobs, with five of the six pay schedules ranging from 0.9% to 5.9% ahead of market medians. The graph below shows the percentages by which the average classified pay schedule midpoint has fallen behind or risen above the corresponding public and private sector median 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

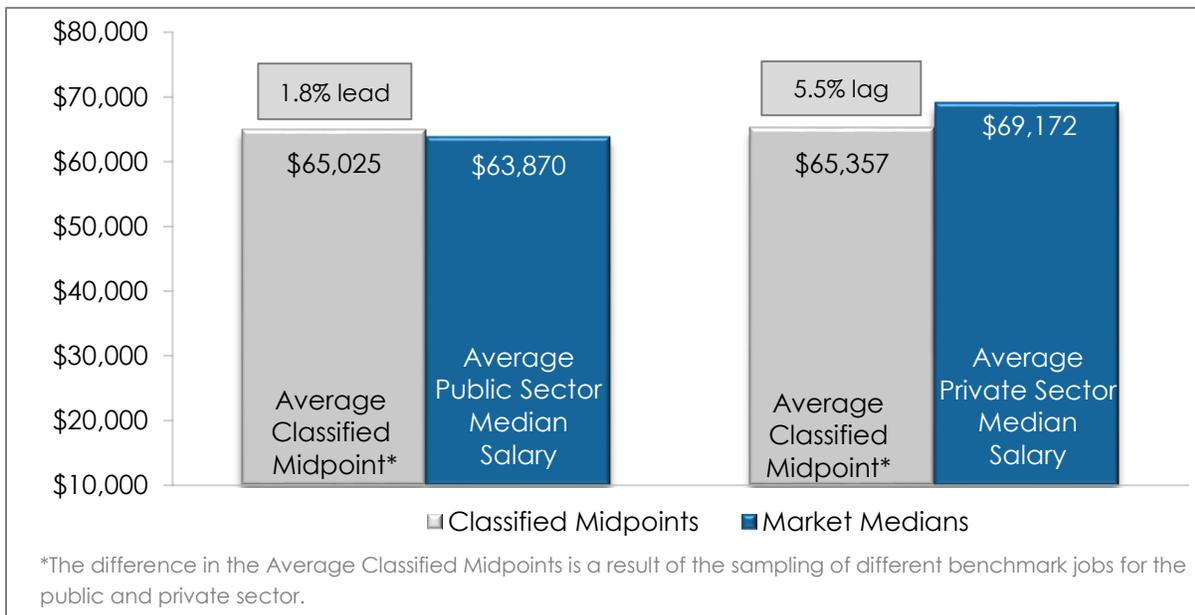
Pay schedules with a negative percentage indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.

Administrative Pay Schedule (AS)

| | | | |
|----------------------------------|---|--|--|
| 132 Classified Benchmark Jobs | 6,329 Classified Employees in Benchmark jobs | 1.8% Lead Public Sector Median Salaries | 5.5% Lag Private Sector Median Salaries |
|----------------------------------|---|--|--|

A total of 132 jobs were benchmarked in the Administrative Pay Schedule which represents 6,329 classified employees as of January 1, 2021. 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, 1.8% higher than competing public employers and 5.5% 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.

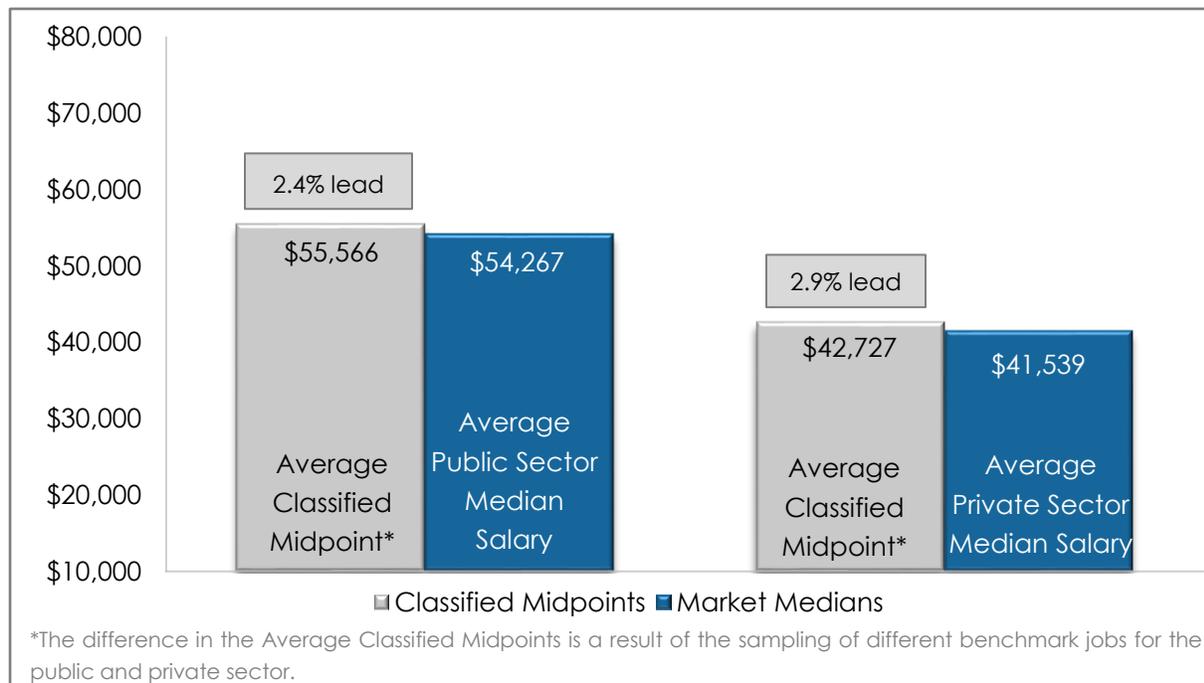
10,910
Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/1/2021

Protective Services Pay Schedule (PS)

| | | | |
|---------------------------|--|-------------------------------|--------------------------------|
| 25 | 3,341 | 2.4% Lead | 2.9% Lead |
| Classified Benchmark Jobs | Classified Employees in Benchmark jobs | Public Sector Median Salaries | Private Sector Median Salaries |

A total of 25 jobs were benchmarked in the Protective Services Pay Schedule which represents 3,341 classified employees as of January 1, 2021. 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, 2.4% higher than competing public employers and 2.9% 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.

5,590

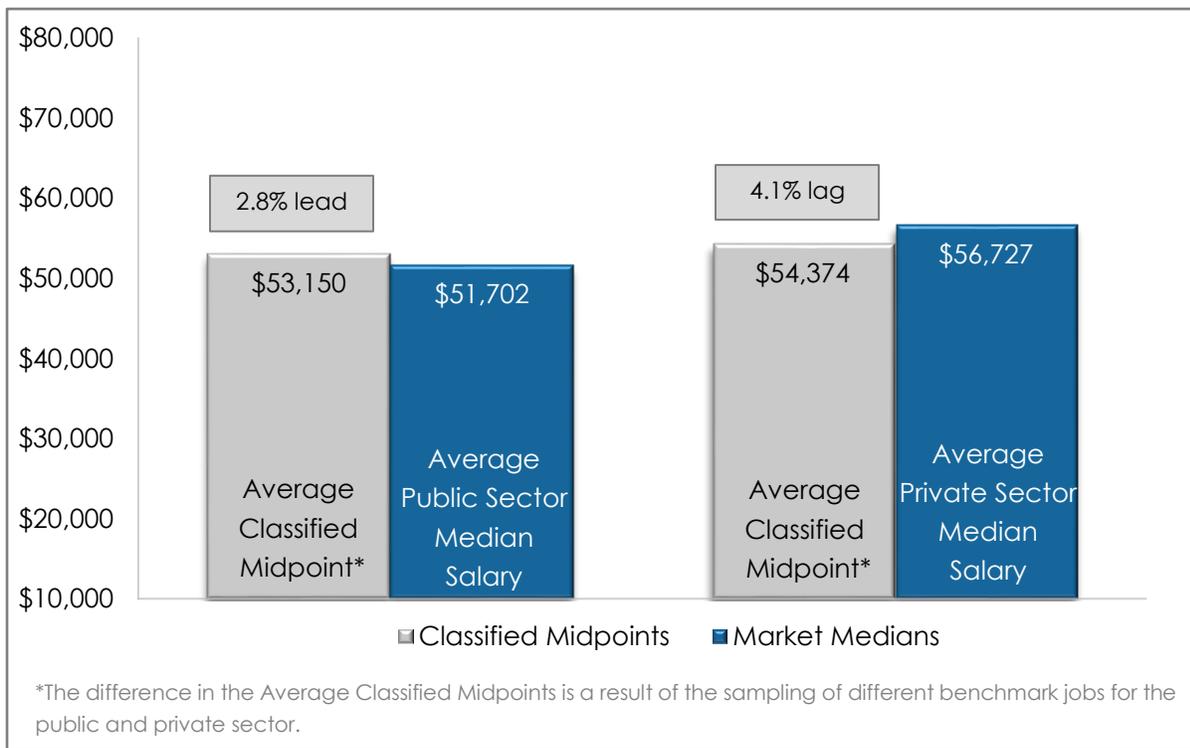
Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2021

Social Services Pay Schedule (SS)

| | | | |
|---------------------------|--|-------------------------------|--------------------------------|
| 25 | 1,833 | 2.8% Lead | 4.1% Lag |
| Classified Benchmark Jobs | Classified Employees in Benchmark jobs | Public Sector Median Salaries | Private Sector Median Salaries |

A total of 25 jobs were benchmarked in the Social Services Pay Schedule which represents 1,833 classified employees as of January 1, 2021. 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, 2.8% higher than competing public employers and 4.1% 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.

6,077

Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/1/2021

Technical & Scientific Pay Schedule (TS)

87
Classified
Benchmark Jobs

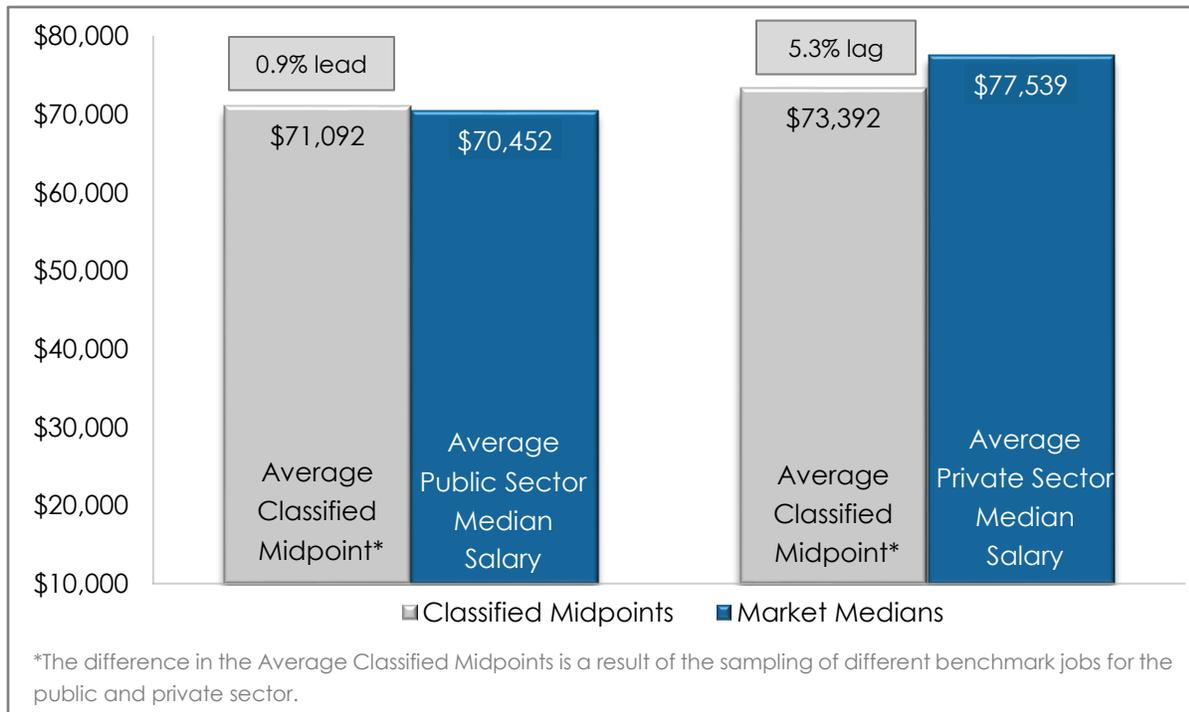
2,981
Classified Employees
in Benchmark jobs

0.9% Lead
Public Sector
Median Salaries

5.3% Lag
Private Sector
Median Salaries

A total of 87 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,981 classified employees as of January 1, 2021. 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, 0.9% higher than competing public employers and 5.3% 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.

4,780

Full-Time, Regular Classified Employees in the Technical & Scientific Pay Schedule as of 1/1/2021

Skilled Trades Pay Schedule (WS)

60
Classified
Benchmark Jobs

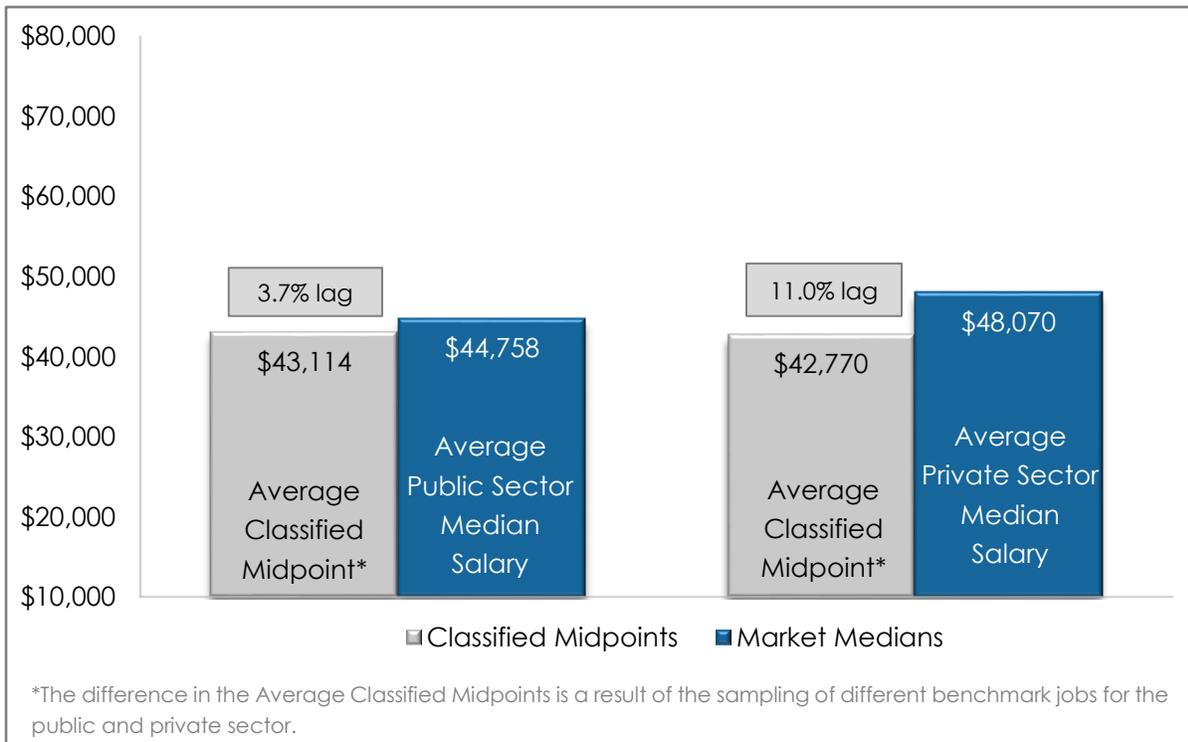
3,864
Classified Employees
in Benchmark jobs

3.7% Lag
Public Sector
Median Salaries

11.0% Lag
Private Sector
Median Salaries

A total of 60 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 3,864 classified employees as of January 1, 2021. 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, 3.7% lower than competing public employers and 11.0% 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.

5,810

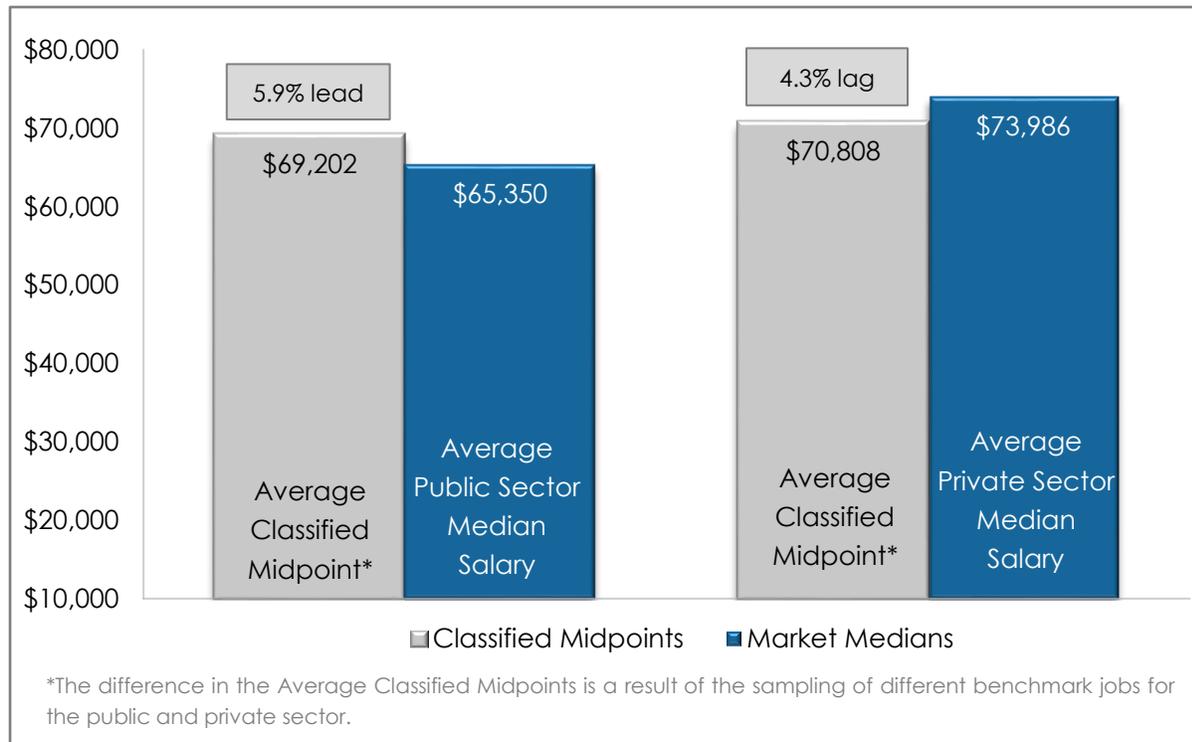
Full-Time, Regular Classified Employees in the Skilled Trades Pay Schedule as of 1/1/2021

Medical Pay Schedule (MS)

| | | | |
|--|--|---|---|
| 44 Classified Benchmark Jobs | 1,331 Classified Employees in Benchmark jobs | 5.9% Lead Public Sector Median Salaries | 4.3% Lag Private Sector Median Salaries |
|--|--|---|---|

A total of 44 jobs were benchmarked in the Medical Pay Schedule which represents 1,331 classified employees as of January 1, 2021. 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, 5.9% higher than competing public employers and 4.3% 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.

2,577
Full-Time, Regular Classified Employees in the Medical Pay Schedule as of 1/1/2021

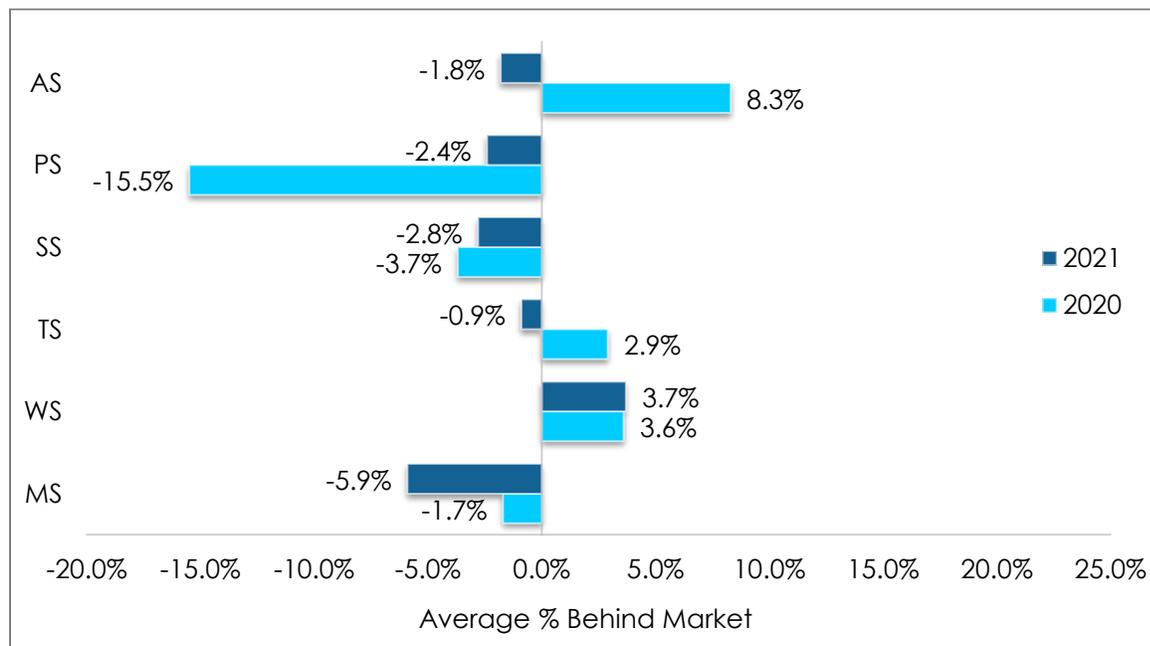
PAY STRUCTURE LAG TRENDS – Public Sector

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

The following graph shows how classified pay schedule midpoints have compared to the median salaries offered by public sector employers for benchmarked jobs over the last year.

As compared to the public sector, market competitiveness has varied since January 1, 2020. The AS, MS, and TS pay schedules have improved market competitiveness by amounts ranging from 3.8 to 10.1 percentage points, while the other pay schedules have reduced market competitiveness by amounts ranging from 0.1 to 13.1 percentage points. However, only the WS pay schedule continues to lag the market relative to the public sector in 2021.

**Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule
2020-2021**



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 indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.

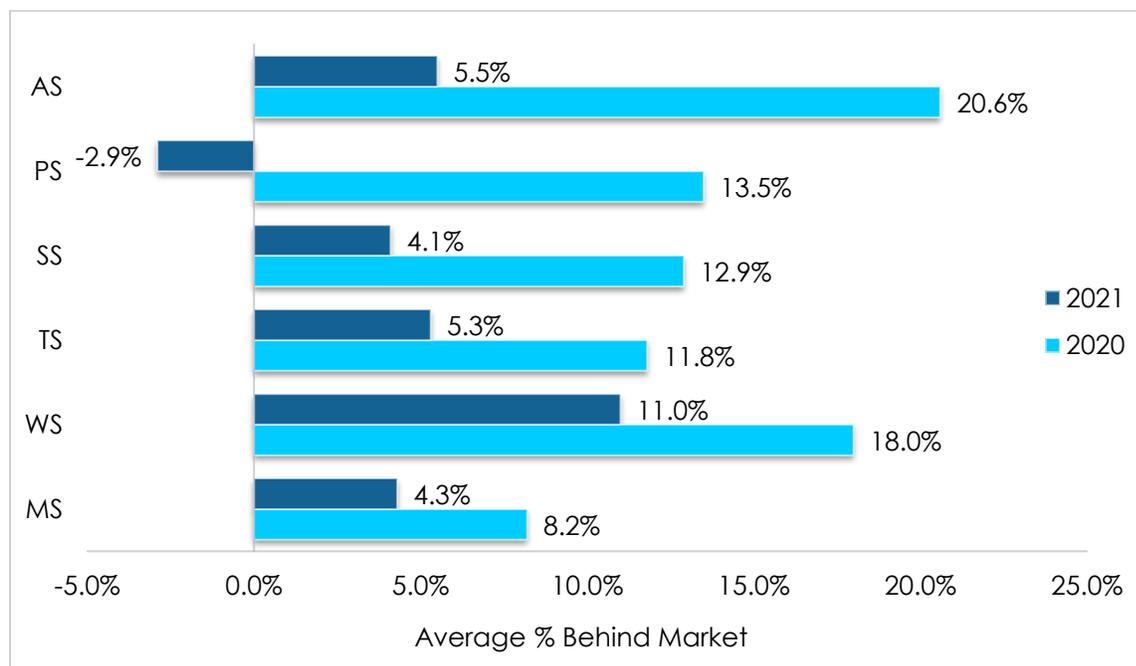
PAY STRUCTURE LAG TRENDS – Private Sector

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

The following graph shows how classified pay schedule midpoints have compared to the median salaries offered by private sector employers for benchmarked jobs over the last year.

As compared to the private sector, all six pay schedules have improved market competitiveness since January 1, 2020, by amounts ranging from 3.9 to 16.4 percentage points. However, all but the PS pay schedule continue to lag the market relative to the private sector in 2021.

**Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule
2020-2021**



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 indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.

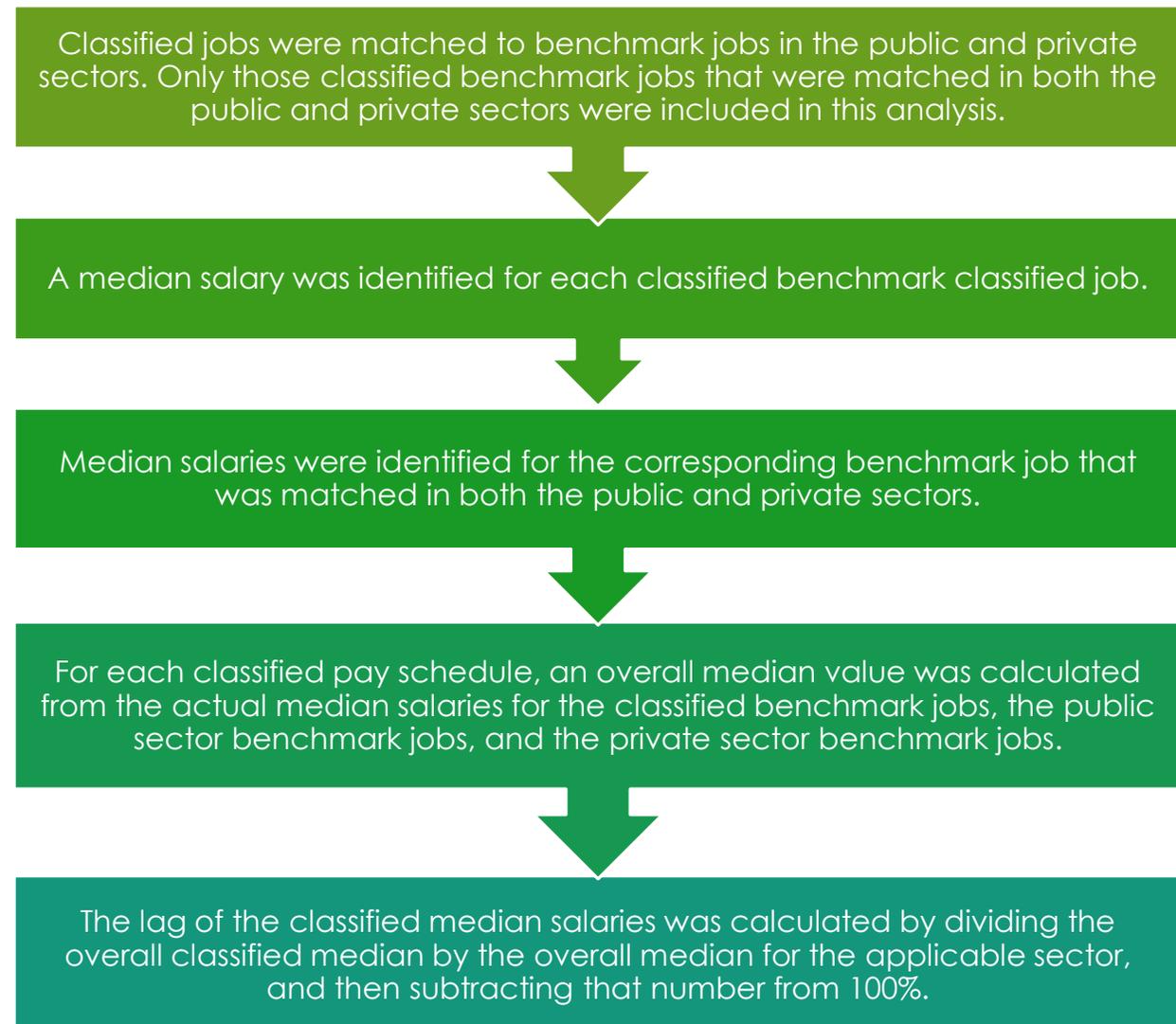
Median Salary Comparisons

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

Another component of maintaining market competitiveness involves assessing 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.

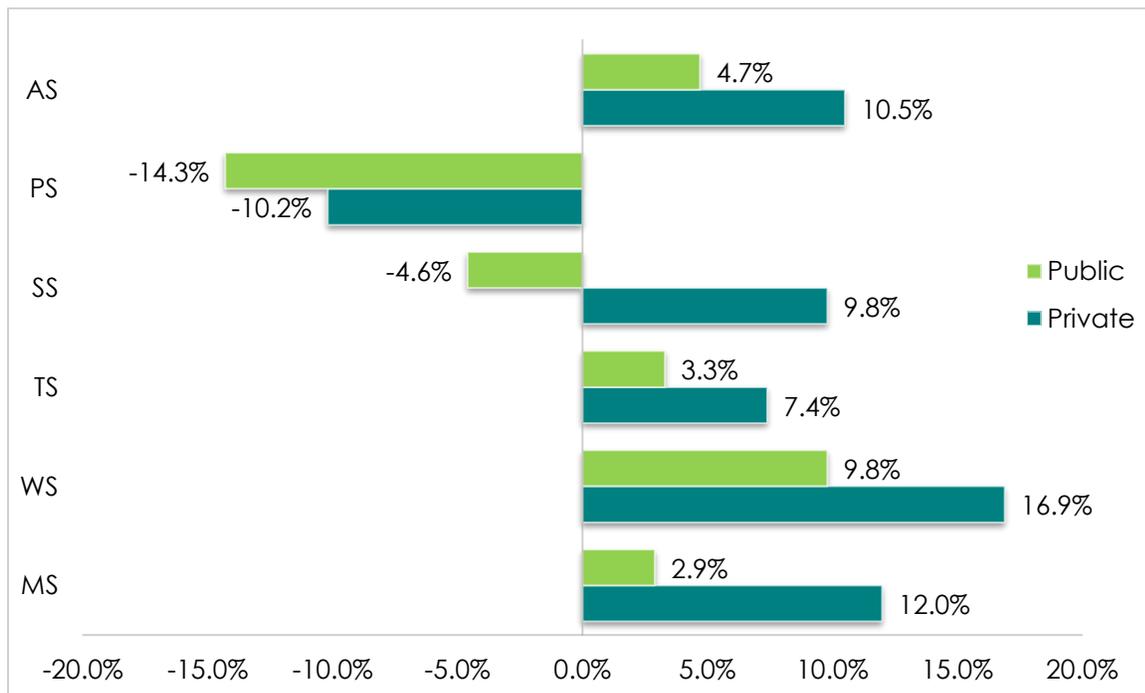


Results

As of January 1, 2021, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the public sector by amounts ranging from 2.9% to 9.8%. However, median salaries for classified employees in the PS and SS pay schedules are ahead of public sector median salaries for benchmarked jobs by 14.3% and 4.6% respectively.

As of January 1, 2021, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the private sector by amounts ranging from 7.4% to 16.9%. However, median salaries for classified employees in the PS pay schedule are ahead of private sector median salaries for benchmarked jobs by 10.2%.

**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

Pay schedules with a negative percentage indicate that the corresponding median salaries of classified employees in benchmarked jobs for the pay schedule are higher than the median salaries offered for the benchmarked jobs in that sector.

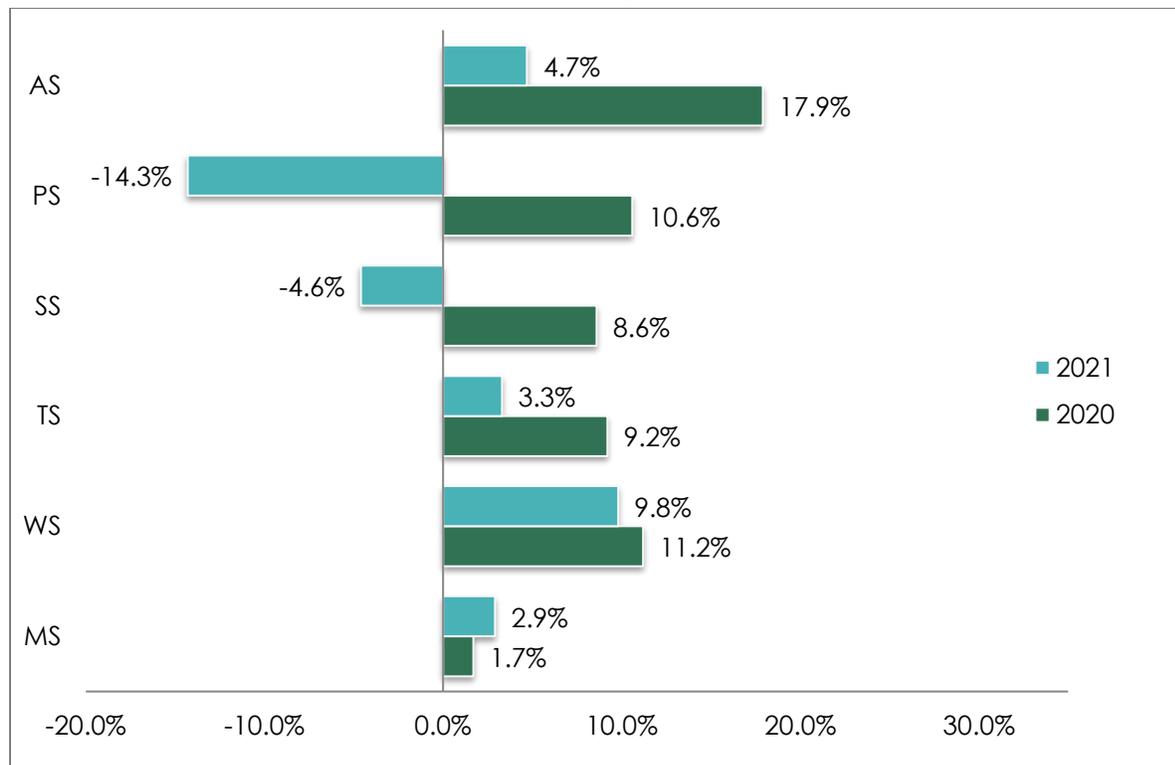
MEDIAN SALARY LAG TRENDS – Public Sector

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

The following graph shows how classified median salaries have compared to the median salaries offered by public sector employers for benchmarked jobs over the last year.

Since January 1, 2020, the market competitiveness of classified median salaries has improved for five of the pay schedules as compared to public sector medians by amounts ranging from 1.4 to 24.9 percentage points. As of January 1, 2021, the actual median salaries of classified employees in the WS pay schedule lag furthest behind the public sector by 9.8%.

**Lags of Classified Median Salaries to Public Sector Median Salaries
by Pay Schedule
2020-2021**



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 indicate that the corresponding median salaries of classified employees in benchmarked jobs for the pay schedule are higher than the median salaries offered for the benchmarked jobs in that sector.

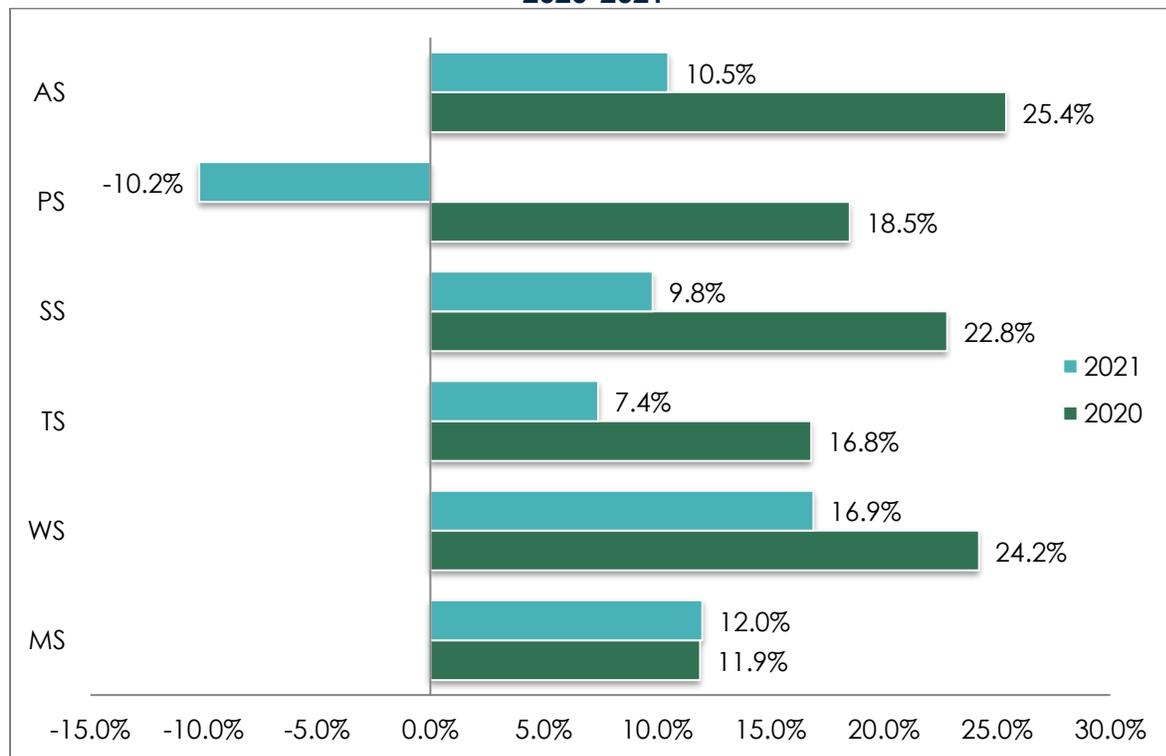
MEDIAN SALARY LAG TRENDS – Private Sector

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

The following graph shows how classified median salaries have compared to the median salaries offered by private sector employers for benchmarked jobs over the last year.

Since January 1, 2020, classified median salaries have improved for five of the pay schedules as compared to public sector medians by amounts ranging from 7.3 to 28.7 percentage points. As of January 1, 2021, the actual median salaries of classified employees in the WS pay schedule lag furthest behind the private sector by 16.9%.

**Lags of Classified Median Salaries to Private Sector Median Salaries
by Pay Schedule
2020-2021**



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 indicate that the corresponding median salaries of classified employees in benchmarked jobs for the pay schedule are higher than the median salaries offered for the benchmarked jobs in that sector.

Percent into Pay Range

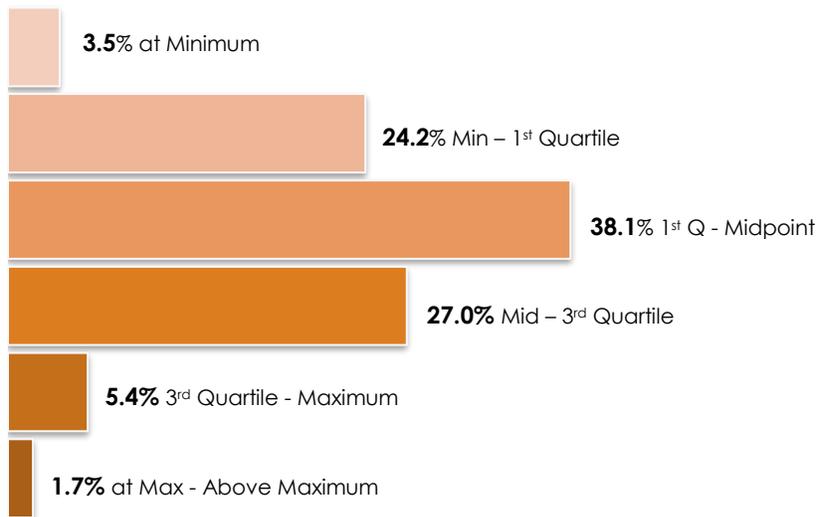
ANALYSIS OF CLASSIFIED SALARIES

This section of the report provides an overview of where actual salaries for classified employees fall within their respective pay ranges. The classified pay structure includes a set of pay ranges for each of the six occupational pay schedules. 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 following graph provides an illustration of the distribution of classified employees within their respective pay ranges as of January 1, 2021. Approximately 65.9% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges, which is considered below market.

Distribution of Classified Workforce in Pay Ranges

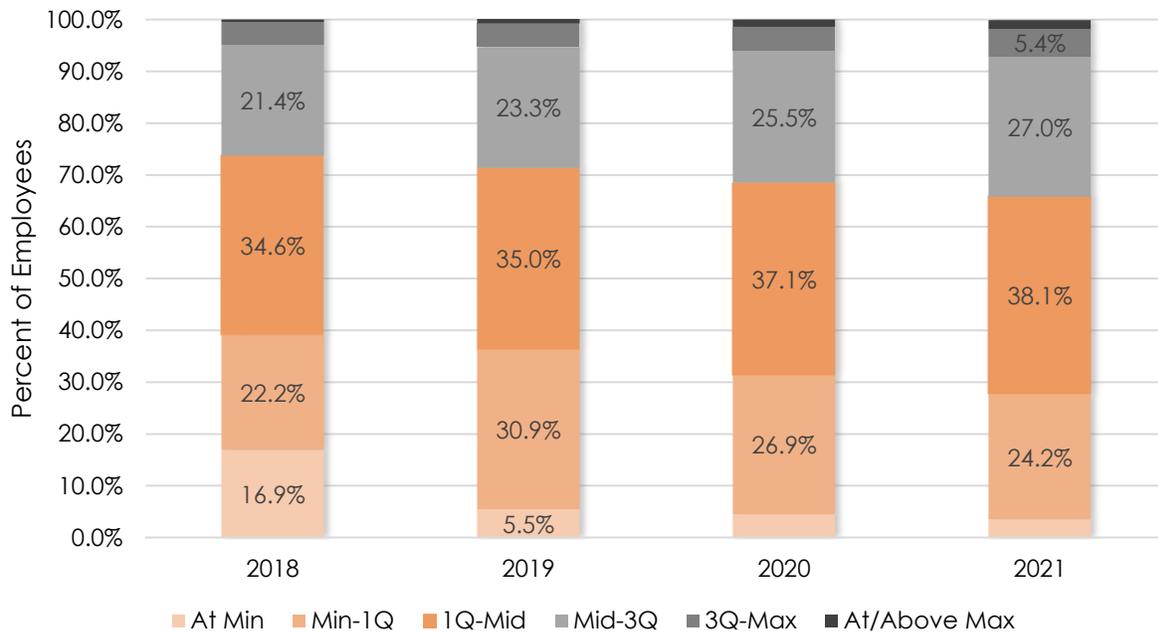
2021



The Market Adjustment rule that went into effect on July 1, 2018, is the primary means by which an employee's pay progresses through a pay range. Eligible classified employees receive a base pay increase in an amount ranging from 2% to 4% each year on July 15th. The rule was designed to move an employee's pay to the midpoint of the pay range more quickly over time. Once the employee's pay surpasses the midpoint of the pay range, a smaller percentage is granted to the employee each year until the range maximum is reached. An employee's pay relative to the midpoint of the pay range is used to determine the percentage increase that the employee receives. Employees closer to the minimum of the pay range receive 4%, while employees who fall between the 1st quartile and the midpoint of the pay range receive 3%, and employees over the midpoint up to the maximum of the pay range receive 2%.

Overall, the percentage of classified employees who are paid below their midpoints has decreased since the pay ranges were realigned from the Compensation Redesign on January 2, 2018. The graph below shows a comparison of percent into range figures since 2018. Segments of employees below their respective midpoints are shown in color, while those above their midpoints are in greyscale. Data labels have been added to the segments where the employee distribution exceeds 5%.

**Distribution of Classified Workforce in Pay Ranges
2018 - 2021**



These are important figures because it illustrates why the Market Adjustment rule is a necessary part of the classified pay philosophy of maintaining market competitiveness. Without it, pay for employees in the classified workforce would fall further behind their public and private sector counterparts. If the salaries of classified employees do not continue to move with the market, they may seek other job opportunities outside of state government and the state could realize higher turnover costs as a consequence.

Targeted Review of Classified Jobs

It is necessary that State Civil Service conduct a targeted review of classified occupations in order to ensure that the pay ranges continue to be appropriate as jobs evolve and the market for those jobs change. A targeted review addresses specific jobs in order to have a positive impact on the overall market competitiveness of the pay schedules. Additionally, a targeted review may result in a cost savings in the administration of a uniform classification and pay plan by realigning and/or restructuring certain job series versus adjusting the pay ranges for all jobs in the pay schedule.

TARGETED REVIEW – ADMINISTRATIVE PAY SCHEDULE

Since last year’s report, State Civil Service focused on realigning the associated benchmark matches where necessary in order to improve market competitiveness for this pay schedule. This low-cost solution was necessary due to the budgetary uncertainties caused by the pandemic. The targeted review found that due to the evolution of modern career progression groups, some realignment in benchmarking was needed in order to more accurately align with the typical experience requirement for external benchmarked jobs.

The effort to realign benchmark matches to better correspond with modern career progression groups has resulted in significant shifts in the market lags of classified benchmark jobs as compared to their counterparts in the public and private sectors. As of January 1, 2021, on average, pay structure midpoints are considered competitive as compared to market medians. However, the actual median salaries of classified employees in AS pay schedule benchmarked jobs continue to lag behind those of their public and private sector counterparts.

| Annual Pay Plan Review Data | Public Sector | | Private Sector | |
|-------------------------------|---------------|-----------|----------------|-----------|
| | 2020 | 2021 | 2020 | 2021 |
| Pay Structure Midpoints (AS) | 8.3% lag | 1.8% lead | 20.6% lag | 5.5% lag |
| Employee Median Salaries (AS) | 17.9% lag | 4.7% lag | 25.4% lag | 10.5% lag |

State Civil Service has completed the following job assessments that affected pay levels for jobs in the Administrative pay schedule over the last year. Job assessments for other Administrative occupations are still in progress for 2021, but may be delayed due to the continued pandemic and associated costs. Costs associated with a job assessment are when classified employees are below the new minimums of their higher pay grades. According to State Civil Service Rule 6.8.1, “An employee shall not be paid below the minimum of the higher range.”

| Classified Job/Job Series | Implementation Cost¹ |
|----------------------------------|--|
| Revenue Tax Analysts | \$0.00 |
| Revenue Tax Officer 1 | \$20,966.40 |
| Revenue Tax Specialists | \$26,416.00 |

¹ Costs were estimated at the time of approval for the State Civil Service Commission. Estimated costs include base salary only and do not include the cost of related benefits.

TARGETED REVIEW – PROTECTIVE SERVICES PAY SCHEDULE

The Protective Services (PS) pay schedule was selected for a targeted review this year because jobs in this pay schedule are difficult to benchmark in third-party salary surveys. Through the review, it was found that the number of comparisons for PS jobs could be increased by applying the external benchmark market data to multiple classified jobs with similar functions. For example, the external data found for Criminal Investigators could also apply to jobs such as Elections Compliance Officers, ATC Agents, and Agriculture/Forestry Enforcement Officers. State Civil Service will apply this approach to next year’s analysis in an effort to increase the number of benchmark matches to classified jobs for this pay schedule.

State Civil Service has also identified opportunities for job assessments through the targeted review of the PS pay schedule. Over the next year, State Civil Service will work with the potentially affected agencies to determine if the timing is appropriate in the context of the continued pandemic. In the interim, agencies may opt to use short-term pay solutions to address recruiting and retention needs.

State Civil Service has been working closely with one of the largest users of Protective Services occupations, the Department of Public Safety and Corrections – Corrections Services. This agency has taken a proactive approach to address chronically high turnover. Over the last year, a Steering Committee established by DPSC assessed all aspects of correctional careers to determine what solutions could positively affect morale, turnover, and retention. The committee’s recommendations included monetary and non-monetary solutions. Monetary solutions included enhancing career progression opportunities and implementing pay solutions such as compensating for the attainment of job-related education, as well as providing recruitment incentives and a retention premium. Non-monetary solutions included opportunities to enhance work-life balance, adjustments to the uniform policy, and other similar recommendations. State Civil Service will continue to work closely with DPSC in the coming year to assist

in implementing the monetary solutions with the approval of the State Civil Service Commission as appropriate.

TARGETED REVIEW – SOCIAL SERVICES PAY SCHEDULE

The Social Services pay schedule was also selected for a targeted review this year because jobs in this pay schedule are difficult to benchmark in third-party salary surveys. Similar to the Protective Services occupations, it was found that the number of comparisons for Social Services jobs could be increased by applying the external benchmark market data to multiple classified jobs with similar functions. For example, the external data found for Rehabilitation Counselors could also apply to Veterans Assistance Counselors and Social Service Counselors. State Civil Service will apply this approach to next year’s analysis in an effort to increase the number of benchmark matches to classified jobs for this pay schedule.

State Civil Service has also identified opportunities for job assessments through the targeted review. Over the next year, State Civil Service will work with the potentially affected agencies to determine if the timing is appropriate in the context of the continued pandemic. In the interim, agencies may opt to use short-term pay solutions to address recruiting and retention needs.

State Civil Service has completed the following job assessment that affected pay levels for the Social Services pay schedule over the last year.

| Classified Job/Job Series | Implementation Cost¹ |
|----------------------------------|--|
| Medicaid Long-Term Care | \$2,433.60 |

¹ Costs were estimated at the time of approval by the State Civil Service Commission. Estimated costs include base salary only and do not include the cost of related benefits.

TARGETED REVIEWS FOR NEXT YEAR

State Civil Service will conduct a targeted review of the Skilled Trades (WS) pay schedule for next year’s report. The review will assist in maintaining market competitiveness as the state continues to recover from the pandemic, as well as from the recent hurricanes.

Conclusion

The analysis conducted by State Civil Service concludes that, on average, the state's classified pay schedule midpoints for benchmarked jobs have maintained competitiveness with public sector median salaries and have improved in competitiveness relative to private sector median salaries since last year. Nevertheless, midpoints of five of the six pay schedules continue to lag behind the median salaries of private sector employers by amounts ranging from 4.1% to 11.0%, with only the Protective Services (PS) pay schedule showing a 2.9% lead. The opposite can be said when comparing classified midpoints to public sector median salaries. Midpoints of five of the six pay schedules are considered competitive with public sector medians and are ahead by amounts ranging from 0.9% to 5.9%, with only the Skilled Trades (WS) pay schedule showing a lag of 3.7%. Overall, the Skilled Trades (WS) pay schedule shows the greatest lags as compared to both the public and private sectors.

State Civil Service has assessed that, on average, actual median salaries of classified employees in benchmarked jobs for five of the six pay schedules have improved in competitiveness as compared to both public and private sector median salaries. In contrast, actual median salaries of classified employees in the Medical (MS) pay schedule have fallen behind their public and private sector counterparts. Despite the improvements, actual median salaries of classified employees in five of the six pay schedules continue to lag behind the median salaries of private sector employers by amounts ranging from 7.4% to 16.9%, with only the Protective Services (PS) pay schedule showing a 10.2% lead. A similar situation exists when comparing actual median salaries to the public sector. Although five pay schedules have shown improvement, four of them still lag the public sector by amounts ranging from 2.9% to 9.8%. However, actual median salaries of employees in the other two pay schedules are ahead of public sector median salaries by 14.3% for the Protective Services (PS) pay schedule and 4.6% for the Social Services (SS) pay schedule. Overall, the Skilled Trades (WS) pay schedule shows the greatest lags as compared to both public and private sectors in regard to actual median salaries of classified employees.

It is apparent that the Market Adjustment rule is assisting in improving the competitiveness of classified employee salaries. Last year, 68.5% of classified employee salaries fell between the minimums and the midpoints of their respective pay ranges. This year, this number has fallen to 65.9%. The percent of employees paid below their midpoints has fallen each year by an average of 2.6 percentage points since the Market Adjustment rule was established in 2018.

The targeted review of the pay schedules has assisted in maintaining market competitiveness by providing insight as to what adjustments may be needed for specific jobs in order to improve market lags, as well as assisting in targeting certain jobs for future job assessments. For example, the adjustments made for the Administrative pay schedule through the targeted review has resulted in significant shifts in the market lags for the midpoints of the pay schedule, as well as for the actual median salaries of classified employees. It is anticipated that the results of similar reviews conducted this year for the Protective Services and Social Services pay schedules will assist in maintaining market competitiveness in next year's report as well.

Solutions for the Protective Services and Social Services pay schedules include a focus on job assessments and, where appropriate, applying external market data to multiple classified jobs with similar functions in order to increase the number of matches for each pay schedule. In next year's report, the Skilled Trades (WS) pay schedule is being targeted for a review due to the continued lag of the pay schedule midpoints as well as actual median salaries of classified employees for benchmarked jobs.

So far, three of the four elements of maintaining market competitiveness have been considered in this report through a review of the pay range structures, a review of actual employee salaries, and a targeted review of classified jobs. The fourth element involves applying the compensation philosophy when providing recommendations to appropriately and conservatively meet the human capital needs of state agencies. These recommendations will be discussed in the next section.

Recommendations

Due to the continued impacts of the pandemic, SCS is recommending conservative adjustments within the boundaries of financial feasibility in order to assist in maintaining market competitiveness.

- Administrative Pay Schedule
SCS will continue to work on job assessments for this pay schedule.
- Protective Services Pay Schedule
SCS will focus on job assessments for this pay schedule and applying benchmark data for multiple classified jobs with similar functions.
- Social Services Pay Schedule
SCS will focus on job assessments for this pay schedule and applying benchmark data for multiple classified jobs with similar functions.
- Technical & Scientific Pay Schedule
SCS is withholding recommendations for this pay schedule. The Information Technology job assessment is in progress and will require that SCS realign benchmark job matches for these occupations after its implementation.
- Skilled Trades Pay Schedule
SCS is targeting this pay schedule in next year's report. However, due to continued lags of this pay schedule relative to both public and private sectors, a structure adjustment of approximately 3% is being recommended to raise the entry pay of the lowest grade from \$8.00 per hour to \$8.25 per hour. Minimums and maximums for all pay grades in this pay schedule are recommended to be adjusted as well. A 3% structure adjustment will cost approximately \$174,120 annually; this cost estimate includes base salary only and does not include related benefits. State Civil Service will bring a formal proposal to a public hearing of the State Civil Service Commission for approval at a future date. These changes will also require the approval of the Governor.
- Medical Pay Schedule
A structure adjustment of 6% was approved by the State Civil Service Commission for the Medical pay schedule and is scheduled to be implemented effective February 25, 2021. The impact of these changes will be assessed in next year's report as the effective date falls after January 1, 2021.

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

Appendix A – Classified Benchmark Jobs

ADMINISTRATIVE BENCHMARK JOBS

| | | |
|---------------------------|------------------------|---------------------------|
| ACCOUNTANT 1 | AUDIT DIR 1 | INSURANCE SPECIALIST 2 |
| ACCOUNTANT 2 | AUDIT DIR 2 | INTERPRETIVE RANGER 2 |
| ACCOUNTANT 3 | AUDIT MANAGER | LIBRARIAN 3 |
| ACCOUNTANT 4 | AUDITOR 1 | LIBRARY SPECIALIST 3 |
| ACCOUNTANT ADMIN 5 | AUDITOR 2 | MANAGEMENT ANALYST 2 |
| ACCOUNTANT MANAGER 1 | AUDITOR 3 | MARKETING REP 1 |
| ACCOUNTANT MANAGER 3 | AUDITOR 4 | MARKETING REP 2 |
| ACCOUNTANT MANAGER 4 | AUDITOR SUPERVISOR | MOT VEH COMP ANALYST 2 |
| ACCOUNTANT SUPERVISOR 1 | BUDGET ADMIN 2 | MUSEUM DIR/BRANCH |
| ACCOUNTANT SUPERVISOR 2 | BUDGET ANALYST 2 | ORS SPEC 2 |
| ACCOUNTING SPEC SUPV | BUDGET ANALYST 3 | OSHA INDUS HTH HYG CONS |
| ACCOUNTING SPECIALIST 1 | BUDGET ANALYST 4 | OSHA INDUS HTH/HYG CON TR |
| ACCOUNTING SPECIALIST 2 | BUDGET MANAGER | OSHA OCCUPATION SAF CONS |
| ACCOUNTING TECH | BUSINESS DEV OFFICER 3 | PARALEGAL 1 |
| ADM LAW JUDGE--ADV | COMPLIANCE EXAM 2 | PARALEGAL 2 |
| ADMIN ASST 2 | COMPLIANCE PROG SPEC 2 | PARK MANAGER 3 |
| ADMIN ASST 3 | CONTR/GNTS REV 3 | PARK MANAGER 4 |
| ADMIN ASST 4 | CONTR/GNTS REV 4 | PHOTOGRAPHER 2 |
| ADMIN ASST 6 | CURATOR 2 | POLICY PLANNER 3 |
| ADMIN COORD 2 | CURATOR 3 | PROCUREMENT DIR 4 EXMPT |
| ADMIN COORD 3 | ECONOMIST 3 | PROCUREMENT SPEC 3 |
| ADMIN COORD 4 | ECONOMIST 4-A | PROG COMPL OFF 2 |
| ADMIN PROG DIR 2 | EDUC PROG CONS 2 | PROG COMPL OFF SUPV |
| ADMIN PROG DIR 3 | EXEC STAFF OFFICER | PUB INFO DIR 1 |
| ADMIN PROG DIR 4 | GRP BEN ANALYST 1 | PUB INFO DIR 3 |
| ADMIN PROG MGR 1 | GRP BEN ANALYST 3 | PUB INFO OFF 2 |
| ADMIN PROG MGR 2 | HOUSING MGR B | PUB INFO OFF 3 |
| ADMIN PROG MGR 3 | HR ANALYST B | REVENUE TAX ANALYST 2 |
| ADMIN PROG MGR 4 | HR ANALYST C | REVENUE TAX AUDITOR 2 |
| ADMIN PROG SPEC A | HR CONS A | ROW ADMIN |
| ADMIN PROG SPEC B | HR CONS C | ROW AGENT 3 |
| ADMIN SUPV 2 | HR CONS SPEC | ROW AGENT 4 |
| ARCHITECTURAL HISTORIAN 2 | HR DIR D | SAFETY RISK AGENCY MGR |
| ARCHIVES SPEC B | HR DIV ADMIN | SAFETY/EMERG PREPARE COOR |
| ATTORNEY 2 | HR MAN A | ST BUDGET MGMT ANAL 2 |
| ATTORNEY 3 | HR MAN B | ST LOSS PREV MGR |
| ATTORNEY-DEP GEN COUNS 1 | HR SPECIALIST | ST PROC ANL 1 |
| ATTORNEY-GEN COUNS 3 | HR SUP | ST PROC ANL 2 |

ADMINISTRATIVE BENCHMARK JOBS (continued)

| | | |
|--------------------|-----------------------|---------------------------|
| ST PROC ANL 3 | ST RISK ADMINISTRATOR | TRAIN/DEV PROG STAFF MG 2 |
| ST PROC ASST DIR | ST RISK DIRECTOR | TRAIN/DEV SPEC 3 |
| ST PROC DIR | STATE PROG MGR 1 | TV PRODUCER |
| ST PROC MGR | STATISTICIAN 2 | UTILITIES SPECIALIST 2 |
| ST PROC SUPV | TAX COMMISSION SPEC 2 | WORK DEV SPEC 3 |
| ST RISK ADJUSTER 5 | TRAIN/DEV PROG MGR | WRK COMP COMPL MGR |

MEDICAL BENCHMARK JOBS

| | | |
|---------------------------|-------------------------|------------------------|
| DENTAL ASSISTANT 2 | PH LAB SCI 2 | RADIOL TECHNOLOGIST 3 |
| EKG TECHNICIAN 2 | PH LAB SCI 3 | REG DIET/NUTR SVCS ADM |
| HEALTH INFO INPATIENT COD | PHARMACIST 3 | REGIST DIETICIAN |
| HEALTH INFO PROCESSOR 2 | PHARMACIST 5-B | RN 2 |
| HOSP ADMISSIONS TECH 2 | PHARMACIST 7 | RN 3 |
| LAB TECHNICIAN 2 | PHARMACY TECH 1-TRAINEE | RN ADV PRACTICE |
| MED ASSISTANT | PHARMACY TECH 2 | RN DIR NURSING B |
| MED CERT SPEC 1 | PHLEBOTOMIST 2 | RN SUPERVISOR A |
| MEDICAL LAB TECHNO 2 | PHYSICAL THERAPIST 2 | RN SUPERVISOR B |
| NURSING ASST 1 | PHYSICAL THERAPIST ASST | RN/MANAGER |
| NURSING ASST 2 | PHYSICAL THERAPY TECH | RN/PROGRAM COORDINATOR |
| OCCUP THERAPIST 2 | PRACT NURSE/LICENSED, 2 | SPEECH/AUD SPEC 2 |
| OCCUP THERAPY ASSISTANT 2 | PSYCHOLOGIST 3 | SPEECH/AUD SPEC 3 |
| PH LAB DIR | RAD TECH SUPV | VETERINARIAN |

PROTECTIVE SERVICES BENCHMARK JOBS

| | | |
|---------------------|--------------------|---------------------------|
| CORR SGT--MSTR | GUARD SUPERVISOR | POLICE OFFICER 3-A |
| CORRS ASST WARDEN 2 | JUV JUST SPEC 2 | POLICE SERGEANT-A |
| CORRS CAPTAIN | PARK RANGER 2 | PRISON ENTER SUPV |
| CORRS LT | POLICE CAPTAIN-A | PROB/PAR OFFICER 2/ADULT |
| CORRS SGT | POLICE CHIEF-A | PROB/PAR OFFICER 3/ADULT |
| CRIM INVEST 2 | POLICE MAJOR-A | PROB/PAR SUPERVISOR/ADULT |
| CRIM INVEST 3 | POLICE OFFICER 1-A | ST FIRE MARSHAL SNR DEP |
| FIREMAN ADVANCED | POLICE OFFICER 2-A | WILDLF ENF SENIOR AGENT |
| GUARD | | |

SOCIAL SERVICES BENCHMARK JOBS

| | | |
|------------------------|----------------------|---------------------|
| CLINICAL CHAPLAIN 1 | LICENSING SPEC 2 | SOC SERV ANAL 2 |
| CLINICAL CHAPLAIN 2 | MH REGIONAL DIR | SOC SERV ANAL 3 |
| CLINICAL CHAPLAIN 4 | NUTRITION EDUCATOR 2 | SOC SVC COUNS 5-A |
| CORR ARDC SPECIALIST 2 | PROG MGR 3 - SS | SOC SVC COUNSELOR 1 |
| DD EXAMINER 2 | PROGRAM MANAGER 1/SS | SOCIAL WKR 2 |
| FRAUD INVESTIGATOR 2 | PSYCH AIDE 2 | SOCIAL WKR 4 |
| HABILITATION INSTR 1 | REHAB COUNS/MASTER | THER REC SPEC 2 |

SOCIAL SERVICES BENCHMARK JOBS (continued)

| | | |
|----------------------|-------------------|---------------------|
| HABILITATION MANAGER | RESID SVCS SPEC 2 | THERA RECR SPEC 3-B |
| HEALTH EDUCATOR | | |

TECHNICAL & SCIENTIFIC BENCHMARK JOBS

| | | |
|------------------------|---------------------------|--------------------------|
| AGRI SPEC 2 | ENG TECHN 3 | IT DIRECTOR 2 |
| ARCHITECT 1 | ENG TECHN 4 | IT DIRECTOR 3 |
| ARCHITECT 2 | ENGINEERING TECH 5 | IT EQUIP OPER 3 |
| ARCHITECT 3 | ENGINEERING TECH 7 | IT LIAISON OFFICER 3 |
| BIOLOGIST 1 | ENGINEERING TECH DCL | IT MGMT CONS 2/DCL |
| BIOLOGIST 2 | ENV SCIENTIST 3 | IT MGMT CONSULT 1 |
| BIOLOGIST 3 | FAC PLAN CONT ASST DIR | IT PROD CONTROL TECH 3 |
| BIOLOGIST DCL-B | FACILITY PROJ PLAN 1 | IT STWD DIRECTOR |
| BIOLOGIST SUPERVISOR | FACILITY PROJ PLAN 2 | IT STWD SYST ANALYST 2 |
| COMPUTER GRAPH DES | FACILITY PROJ PLAN 3 | IT TECH SUPP ANALYST 1 |
| COMPUTER GRAPH DES ADV | FOREST PARISH SUPERVISOR | IT TECH SUPP ANALYST 2 |
| CONS ENF SPEC 3 | FOREST PROG SPEC | IT TECH SUPP CONSULT/DCL |
| CRIM REC ANYL 3 | GEOLOGIST 1 | IT TECH SUPP MANAGER |
| CRIME LAB ALYST 2 | GEOLOGIST 2 | IT TECH SUPP SPEC 1 |
| CRIME LAB ALYST 3 | GEOLOGIST 3 | IT TECH SUPP SPEC 3 |
| CRIME LAB MGR | GEOLOGIST--DCL | IT TECH SUPP SUPV |
| CRIME LAB TECHN 2 | GIS ANL 2 | IT TELECOM ANALYST MGR 1 |
| DOTD CHIEF ENG | GIS ANL 3 | LANDSCAPE ARCHITECT |
| ENG 3 | GIS MGR | LANDSCAPE ARCHITECT INT |
| ENG 4 | GIS SPEC | PROFESSIONAL CHEMIST 1 |
| ENG 5 | INFO TECH DEP DIR 2 | PROFESSIONAL CHEMIST 2 |
| ENG 6 | IT APPL MANAGER 1 | PROFESSIONAL CHEMIST 3 |
| ENG 6-DCL | IT APPL PROG 1 | PROJECT MANAGER |
| ENG 7 | IT APPL PROG 2 | PUB HTH EPIDEMIOLOG |
| ENG 8 | IT APPL PROG/ANALYST 1 | SANITARIAN 2 |
| ENG 9 | IT APPL PROG/ANALYST 2 | SURVEYOR 3 |
| ENG INTERN 1 | IT APPL PROG/ANALYST 3DCL | SURVEYOR 4 |
| ENG INTERN 2 | IT APPL PROJECT LEADER | SURVEYOR INTERN 1 |
| ENG TECH 2 | IT CENTER OPER MGR 2 | WILDLIFE/FISH TECH 2 |

SKILLED TRADES BENCHMARK JOBS

| | | |
|--------------------------|---------------------------|----------------------|
| AIRCRAFT MECH 2 | ELECTRONIC TECHNICIAN ADV | ITS TECH 3 |
| AIRCRAFT PILOT 2 | ELECTRONIC TECHNICIAN TR | LABORER |
| CARPENTER | FAC ASST MAIN MAN C | MAINT SUPER |
| CARPENTER MASTER | FAC MAIN MAN C | MAINTENANCE FOREMAN |
| COMMUNICATIONS OFF 2 | FOOD SVC SPEC 2 | MAINTENANCE REPAIR 1 |
| COMMUNICATIONS OFFICER 3 | FOOD SVC SPEC 3 | MAINTENANCE REPAIR 2 |
| CORRECTIONS FOOD MGR | FOOD SVC SPEC 5 | MECH SUPV A |
| CORRS FOOD MANAGER 4 | FOOD SVC SPEC 7 | MECHANIC 1 |

SKILLED TRADES BENCHMARK JOBS (continued)

| | | |
|--------------------------|--------------------------|---------------------------|
| CUSTODIAN 1 | HELPER | MECHANIC 3 |
| CUSTODIAN 2 | HIGHWAY FOREMAN 1 | MECHANIC 4 |
| CUSTODIAN MANAGER | HORTICULTURAL ATTEND | MOBILE EQUIP OPER 1/HEAVY |
| CUSTODIAN SUPERVISOR 1 | HORTICULTURAL ATTEND/LDR | MOBILE EQUIP OPER 2/HEAVY |
| CUSTODIAN SUPERVISOR 3 | HVAC/REF MASTER MECH | MOBILE EQUIP OPER/LIGHT |
| ELECTRICIAN | HVAC/REF MECH FOREMAN | MOBILE EQUIP OPERATOR 1 |
| ELECTRICIAN MASTER | HVAC/REFRIG MECHANIC | OPER ENGR-COGENERATION |
| ELECTRONIC TECHNICIAN | ITS TECH 1 | OPERATING ENGINEER 2 |
| PAINTER | PLUMBER/PIPEFITTER | PRINTING OPERATOR 2 |
| PAINTER MASTER | PLUMBER/PIPEFITTER MSTR | PRINTING SUPERVISOR |
| PARKS BLDGS/GRNDS ATTEND | PRINTING MASTER OPERATOR | WELDER |
| PLANNER/ESTIMATOR | PRINTING OPERATOR 1 | WELDER MASTER |

Appendix B

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 and to realign all six pay schedules with the relevant market. Approval was granted. Range minimums increased by amounts ranging from 17.4% to 34.23% and maximums increased by amounts ranging from 2.88% to 12.57%. |
| 2019 | Proposal to increase minimums for jobs assigned to certain pay levels. Approval was granted. Pay levels AS-603, MS-502 and WS-202 were increased from \$7.25 to \$8.00 per hour. Pay levels AS-604, MS-503 and WS-203 were increased to \$8.15 per hour. |
| 2021 | Proposal to increase minimums and maximums of the MS pay schedule by 6%. Approval was granted. |

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