



2016 Annual Uniform Pay Plan Review

Department of State Civil Service

Byron P. Decoteau Jr., Director
State Civil Service



Louisiana
SCS
State Civil Service

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

TABLE OF CONTENTS

4

INTRODUCTION

5

DEFINITIONS

6

EXECUTIVE SUMMARY

9

COMPENSATION SURVEY
PRACTICES

BENCHMARKS

SALARY SURVEYS & THE RELEVANT
EMPLOYMENT MARKET

OCCUPATIONAL GROUP
COMPARISONS

PUBLIC/PRIVATE SECTOR
COMPARISONS

12

PAY STRUCTURE
COMPETITIVENESS

METHODOLOGY

RESULTS

ADMINISTRATIVE PAY SCHEDULE

PROTECTIVE SERVICES PAY SCHEDULE

SOCIAL SERVICES PAY SCHEDULE

TECHNICAL & SCIENTIFIC PAY SCHEDULE

SKILLED TRADES PAY SCHEDULE

MEDICAL PAY SCHEDULE

20

MARKET LAG TRENDS

PUBLIC SECTOR, PRIVATE SECTOR

22

MEDIAN SALARY
COMPARISONS

METHODOLOGY

RESULTS

ADMINISTRATIVE PAY SCHEDULE

PROTECTIVE SERVICES PAY SCHEDULE

SOCIAL SERVICES PAY SCHEDULE

TECHNICAL & SCIENTIFIC PAY SCHEDULE

SKILLED TRADES PAY SCHEDULE

MEDICAL PAY SCHEDULE

30

MEDIAN SALARY LAG TRENDS

PUBLIC SECTOR
PRIVATE SECTOR

32

PERCENT INTO RANGE ANALYSIS OF SCS CLASSIFIED SALARIES

33

TURNOVER STATISTICS

VOLUNTARY & TOTAL TURNOVER
VOLUNTARY TURNOVER TRENDS
TOTAL TURNOVER TRENDS
TURNOVER DUE TO RETIREMENTS
TURNOVER: ADDITIONAL INFORMATION

39

ECONOMIC OUTLOOK INFORMATION

TOP 25 OCCUPATIONS ADDING THE MOST
JOBS STATEWIDE THROUGH 2024
FASTEST GROWING OCCUPATIONS
STATEWIDE THROUGH 2024

42

SCS STRUCTURE ADJUSTMENT & RECOMMENDATION HISTORY

43

CONCLUSION

44

RECOMMENDATIONS

46

APPENDICES

APPENDIX A:
SCS CLASSIFIED JOBS STARTING BELOW
CURRENT FEDERAL MINIMUM WAGE

APPENDIX B:
BENCHMARK JOB TITLES

APPENDIX C:
BENCHMARK JOB SNAPSHOTS - MEDIAN
SALARIES

APPENDIX D: STRUCTURE ADJUSTMENT
AND GENERAL INCREASE HISTORY

57

REFERENCES

INTRODUCTION



The pay rates for the State's classified workforce will be established in accordance with a system that generally considers such factors as availability of applicants, the quality of the applicant pool, turnover rates, federal law, market competition, pay practices of market competitors, the evaluation system ranking, employee performance and level of funding available. The State will not be a market leader, but, for the most part, will follow the market as the value of jobs change.” C.S. Rule 6.1

Article X of the Louisiana State Constitution requires the State Civil Service Commission to establish and maintain a uniform pay plan to ensure that classified state employees are compensated appropriately and in accordance with state and federal law. The Commission has strived to set compensation levels that enable state agencies to recruit and retain quality employees that are needed to deliver effective services to our citizens, while adhering to a fiscally conservative philosophy.

The Commission has documented its compensation philosophy in Civil Service Rule 6.1. Through the adoption of Civil Service Rule 6.2,

the Commission has appointed the Director of State Civil Service to analyze the effectiveness of the classified pay plan at least annually, and to recommend appropriate changes based upon the results. After considering such recommendations at a public hearing, the Commission may adopt changes to the pay plan. However, these changes become effective only after approval by the Governor.

This report presents the results of the compensation analysis on behalf of the Director of State Civil Service to the members of the State Civil Service Commission in accordance with C.S. Rule 6.2. This report does not include data on unclassified employees.

DEFINITIONS

Benchmark Job

A job commonly found throughout all industries that is used as a reference point to make pay comparisons between employers.

Lag

The amount by which a classified job's pay range midpoint falls behind its comparable in the public and/or private sector. May also refer to a compensation strategy to "lag" the market.

Market

The relevant labor market from which an organization gains or loses employees.

Market Rate

The prevailing rate of compensation employers are paying for a job. For the purposes of this report, it is an average of the actual median salaries for a group of similar benchmark jobs.

Market Ratio

An index that is used to determine the lag of classified benchmark jobs against the market rate. It is calculated by dividing the SCS pay range midpoint by the market rate. This figure is subtracted from 100% to determine the lag.

Median Salary

The middle value in a set of data responses that are ranked from lowest to highest and representative of actual salaries.

Midpoint

The middle value in a defined pay range. It is commonly used to adjust an organization's competitive position against the market rate for a given job.

Pay Range

A salary range that an organization is willing to pay for a given job. A pay range consists of a minimum and maximum salary.

Private Sector

Organizations with a "for profit" status that participated in the salary surveys in the southern region consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

Public Sector

State, federal, local government, or not-for-profit organizations that participated in the salary surveys in the southern region consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.



EXECUTIVE SUMMARY

The Director, after consultation with appointing authorities and the state fiscal officer and after conducting such research as he may deem appropriate, shall cause to be prepared for submission to the Commission, a uniform pay plan, or amendments thereto, for the classified service.” C. S. Rule 6.2(a)

Civil Service Rule 6.1 states the SCS compensation philosophy as, “The state will not be a market leader, but, for the most part, will follow the market as the value of jobs change.” This is accomplished by comparing SCS pay range midpoints with median salaries for similar jobs within a relevant geographic area. Over 500 benchmark jobs are included in this analysis.

The midpoint of a pay range typically represents an organization’s competitive market position for the jobs assigned to that pay range. It is the level at which an organization chooses to set its pay against the external market and is established as a strategy against an organization’s competitors in recruiting and retaining personnel (WorldatWork, 2009).

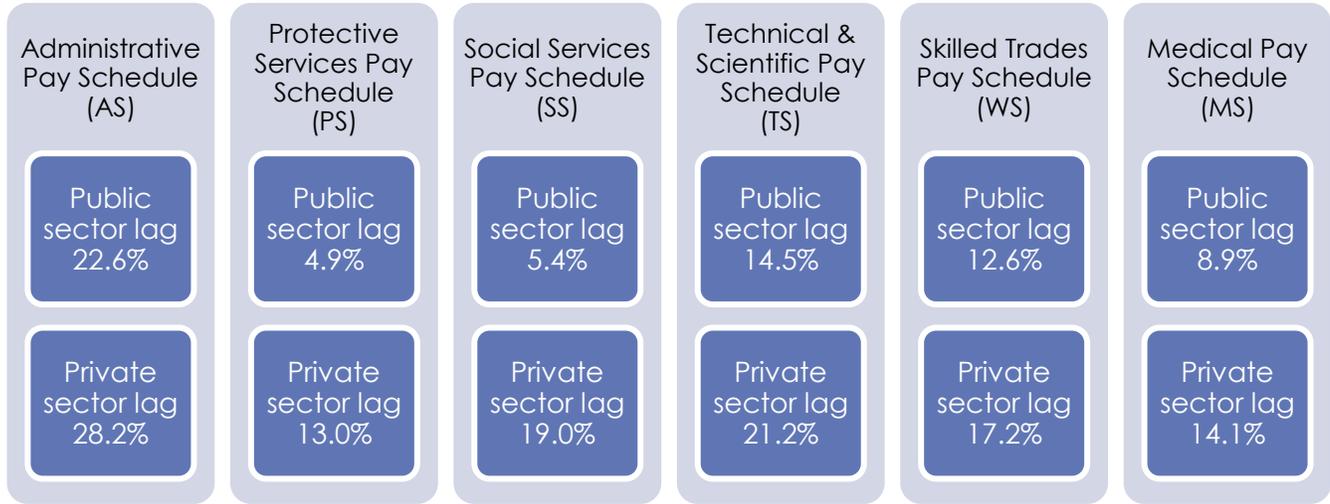
Sections of this report include information that demonstrate the relative health of classified pay structures as compared to the

external market rates, as well as the competitiveness of actual salaries of classified employees. Other key information provided in this report that may assist in supporting recommendations to adjust pay schedules and/or a salary increase for classified employees include a percent into range analysis for classified employees, turnover data, economic outlook information, and historical data on pay structure adjustments and salary increases.

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

PAY STRUCTURE COMPETITIVENESS

The data indicates that, on average, SCS pay schedule midpoints for classified benchmark jobs lag public sector medians by 4.9% to 22.6% and lag private sector medians by 13.0% to 28.2%.



LAG TREND OF SCS CLASSIFIED PAY SCHEDULES

Salary data collected for 2016 as compared to salary data collected for 2015 indicate that some classified pay schedules continue to fall further behind the public and private sectors.



MEDIAN SALARY COMPARISONS

The data indicates that, on average, actual median salaries of classified employees in benchmark jobs lag public sector medians by 7.4% to 23.2% and lag private sector medians by 15.0% to 26.1%.



LAG TREND OF SCS CLASSIFIED MEDIAN SALARIES

Salary data collected for 2016 as compared to salary data collected for 2015 indicate that the pay gap has grown for employees in some classified pay schedules as compared to their counterparts in the public and private sectors.

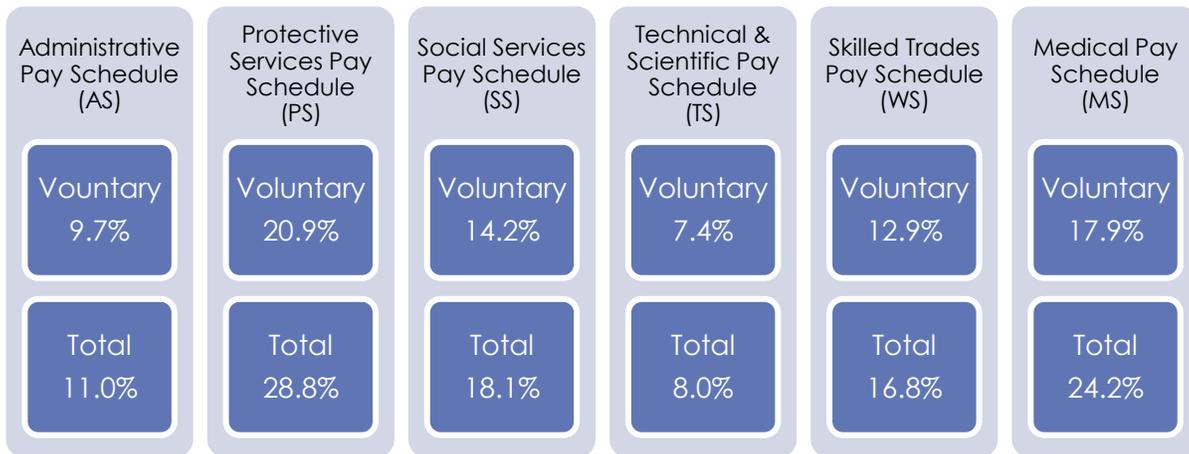


PERCENT INTO PAY RANGE ANALYSIS

Percent into range data was collected for the last five years for all classified employees in all pay schedules. The data indicates that the salaries of the classified workforce have remained relatively static for the last five years in regard to percent into range. This is due, in part, to agencies' inability to grant performance adjustments for several years.

TURNOVER STATISTICS

Both total and voluntary statewide turnover rates have increased slightly since last fiscal year. The statewide total turnover rate for FY 2015-2016 was 16.79%, while the statewide voluntary turnover rate for FY 2015-2016 was 13.14%. Turnover by pay schedule for FY 2015-2016 shows that both the total and voluntary turnover percentages are highest in the Protective Services schedule.



ECONOMIC OUTLOOK REVIEW

Economic data collected indicates that job growth is expected in the industrial/chemical and construction industries due to \$134.8 billion in projects underway since 2012, as well as rebuilding efforts from the Great Flood of 2016. Additionally, job growth is also anticipated in the healthcare industry due to hospital expansions.

Compensation Survey Practices

BENCHMARKS

The Department of State Civil Service conducted this analysis according to the benchmarking process and principles recommended by the WorldatWork Society of Certified Professionals (www.worldatwork.org).

WorldatWork is the world's leading not-for-profit professional association dedicated to knowledge and leadership in the areas of total rewards, compensation, benefits, and work-life balance. The WorldatWork standards of professional practice are followed by compensation professionals nationally and world-wide.

The benchmarking process identifies jobs that are common throughout all industries. Examples include jobs such as receptionist, accountant, engineer, registered nurse, electrician, etc. Benchmark jobs are used as reference points to make pay comparisons between employers within a geographic area.

Benchmark jobs are used to represent multiple levels within occupations. This allows for the analysis of a "cross-section" of an occupation throughout the job market in order to make pay comparisons of entry-level to entry-level, up through supervisor to supervisor and beyond. For example, a comparison using this method would include the following job titles:

- Accountant Technician
- Accountants 1, 2, and 3
- Accountant Supervisor
- Accountant Manager
- Accountant Administrator

Benchmark jobs typically have broad usage within the relevant job market in order to allow for the application of statistically significant sampling methods. Additionally, universal standards established among compensation practitioners are used to ensure consistency of comparability. Over 500 benchmark job comparisons are utilized in this analysis. A complete listing is provided in Appendix B.

SALARY SURVERYS AND THE RELEVANT EMPLOYMENT MARKET

Once applicable benchmark jobs have been identified, salary information for those jobs is obtained through surveys from professional compensation survey providers as well as from public compensation consortiums. The data in this report includes comparisons to median salaries of employers in Louisiana's relevant employment market.

The Department of State Civil Service defines the relevant employment market as public and private employers within the South Central and/or Southeastern regions, preferably in service-providing industries. States used for the analysis in this report in the South Central and Southeastern regions include Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

In an effort to maintain consistency in the collection and analysis of data, the same surveys have been used for the past few years as follows:

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

Salary.com® CompAnalyst®

An international salary survey firm that provides a platform for compensation data management, analysis, and modeling. This platform contains salary data for over 4,000 benchmark jobs. Salary.com® CompAnalyst® was used to obtain comparative public and private sector salary data.

Compdata

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)

A national organization composed of state government human resources professionals. NCASG's mission is to provide a forum for compensation professionals from member states to exchange information, professional expertise, and knowledge related to the compensation of state government employees. Annually, NCASG conducts a compensation survey that collects salary data from member states for a variety of jobs typically found in state government.

OCCUPATIONAL GROUP COMPARISONS

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

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

PUBLIC/PRIVATE SECTOR COMPARISONS

Salary data from both public sector and private sector employers were included in this analysis. The relative value of the different comparisons varies among occupational groups based on the jobs that were compared in each group.

For the majority of classified jobs, competition for skilled employees comes not from other states, but from private employers within Louisiana. For example, an Accountant considering employment with the Department of

Transportation and Development would be more likely to compare the offerings of state employment to those of local private competitors such as Exxon, Blue Cross, or CB&I.

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

Pay Structure Competitiveness

SCS Pay Schedule Midpoints vs. Median Market Salaries

METHODOLOGY

The following methodology is used for the next six charts to compare SCS pay schedule midpoints to median market salaries for comparable benchmark jobs. Common standards in compensation administration suggest comparing the 50th percentile (midpoint) of the pay range to the median market rate when recommending pay structure changes. This is because median salaries are said to be less susceptible to fluctuations caused by outliers in the survey data (Lind 2005).

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

Pay range midpoints were identified for each SCS benchmark classified job.

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

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

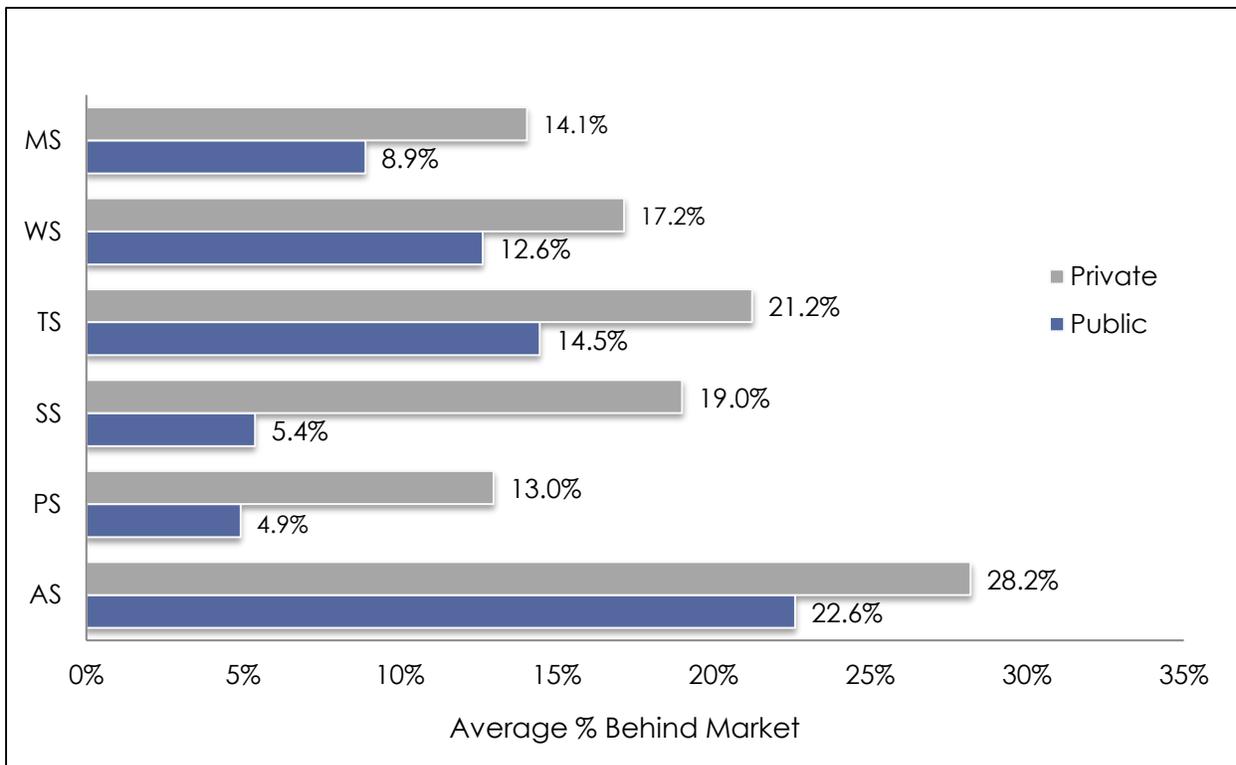
SCS pay schedule midpoints for benchmarked jobs were averaged to show a single value representative of the pay schedule for each sector. The median salaries of the jobs matched to SCS benchmarks in each sector were also averaged to provide a single value for comparison.

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

RESULTS

As of January 1, 2016, SCS pay schedule midpoints for benchmarked jobs trail the median salaries offered by other public employers from 4.9% to 22.6%, and lag behind those offered by private employers from 13.0% to 28.2%. In the graph below, the bars indicate the percentages by which the average SCS pay structure midpoint has fallen behind the corresponding public and private median market salary for benchmarked jobs. A detailed comparison for each pay schedule can be found on the following pages.

Market Lag of SCS Pay Schedule Midpoints



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

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

171
Benchmark Jobs

7,129
Classified Employees
within Benchmark jobs

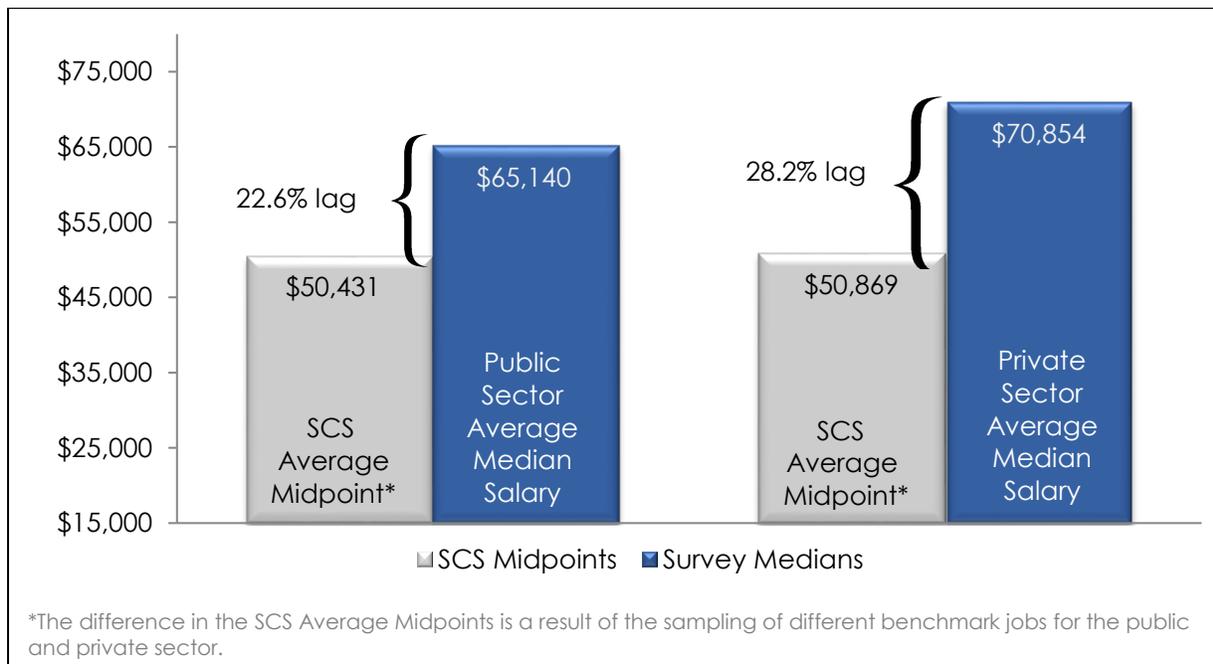
22.6% Lag
Public Sector Median Salaries

28.2% Lag
Private Sector Median Salaries

ADMINISTRATIVE PAY SCHEDULE (AS)

A total of 171 jobs were benchmarked in the Administrative Schedule which represents 7,129 classified employees as of January 1, 2016. Jobs in this category include Accountants, Attorneys, Economists, Human Resource Officers, etc. The graph below shows SCS Administrative Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Administrative Schedule is, on average, 22.6% lower than competing public employers and 28.2% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (AS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

20
Benchmark Jobs

3,459
Classified Employees
within Benchmark jobs

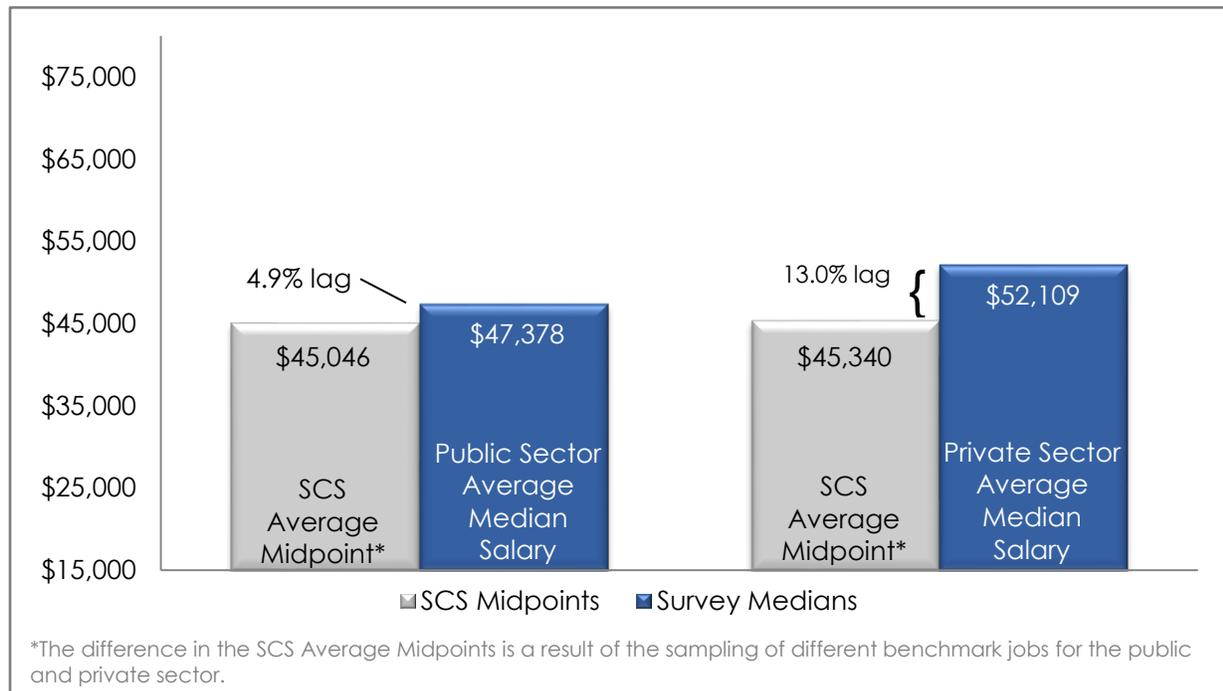
4.9% Lag
Public Sector Mean Salaries

13.0% Lag
Private Sector Median Salaries

PROTECTIVE SERVICES PAY SCHEDULE (PS)

A total of 20 jobs were benchmarked in the Protective Services Schedule which represents 3,459 classified employees as of January 1, 2016. Jobs in this category include Police Officers, Corrections Officers, Probation & Parole Agents, Wildlife Agents, etc. The graph below shows Protective Services Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Protective Services Schedule is, on average, 4.9% lower than competing public employers and 13.0% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (PS)



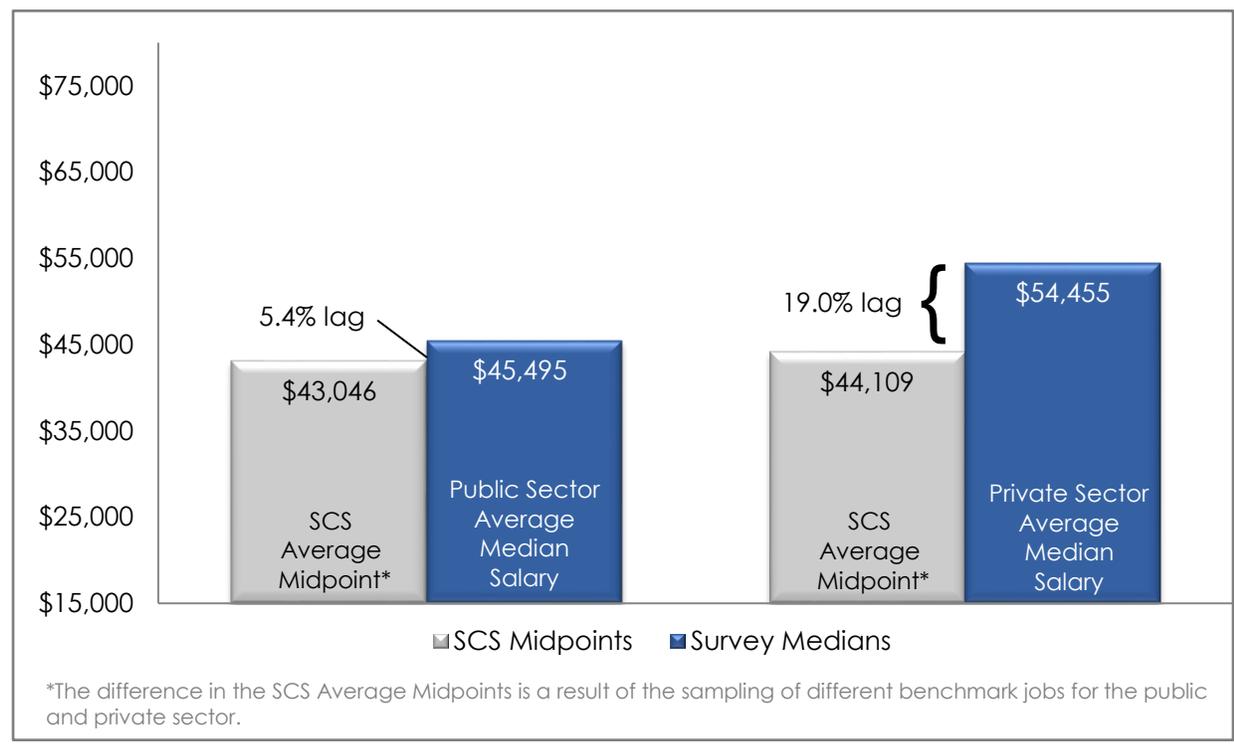
The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

21 Benchmark Jobs	1,858 Classified Employees within Benchmark jobs	5.4% Lag Public Sector Median Salaries	19.0% Lag Private Sector Median Salaries
----------------------	--	---	---

SOCIAL SERVICES PAY SCHEDULE (SS)

A total of 21 jobs were benchmarked in the Social Services Schedule which represents 1,858 classified employees as of January 1, 2016. Jobs in this category include Social Workers, Child Welfare Specialists, Counselors, etc. The graph below shows Social Services Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Social Services Schedule is, on average, 5.4% lower than competing public employers and 19.0% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (SS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

95
Benchmark Jobs

2,177
Classified Employees
within Benchmark jobs

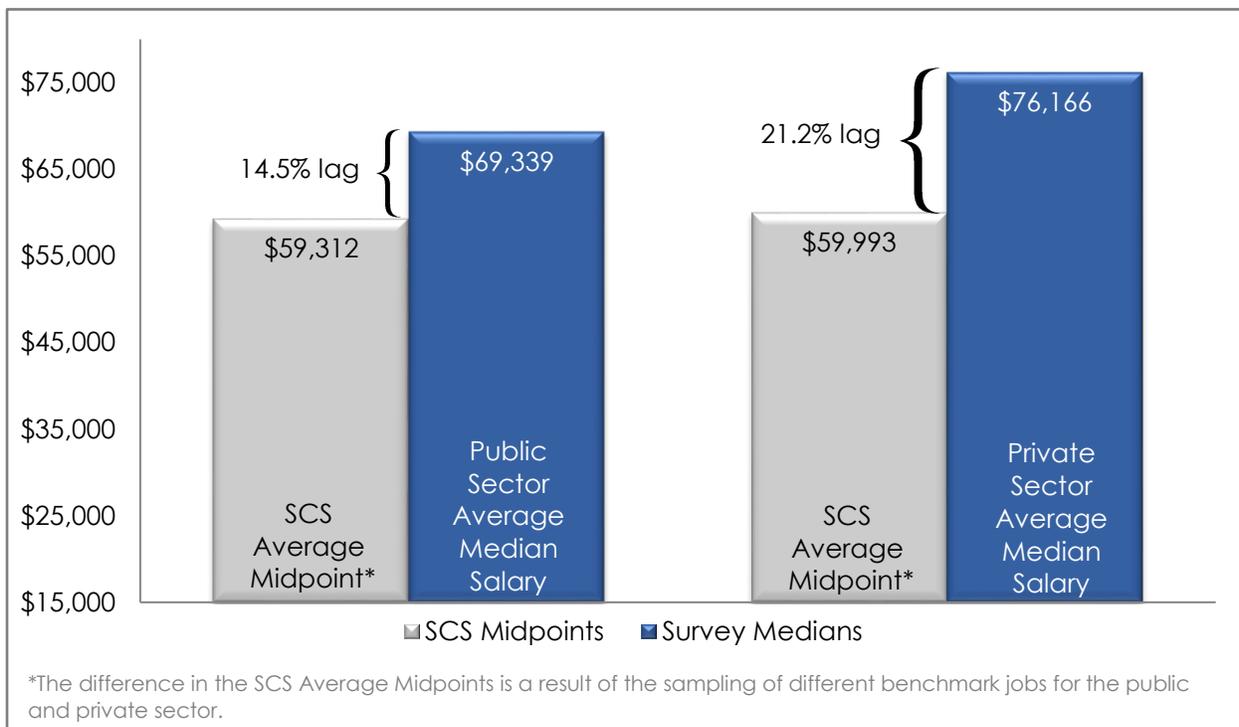
14.5% Lag
Public Sector Median Salaries

21.2% Lag
Private Sector Median Salaries

TECHNICAL & SCIENTIFIC PAY SCHEDULE (TS)

A total of 95 jobs were benchmarked in the Technical & Scientific Schedule which represents 2,177 classified employees as of January 1, 2016. Jobs in this category include Biologists, Chemists, Engineers, Geologists, etc. The graph below shows SCS Technical and Scientific Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Technical and Scientific Schedule is, on average, 14.5% lower than competing public employers and 21.2% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (TS)



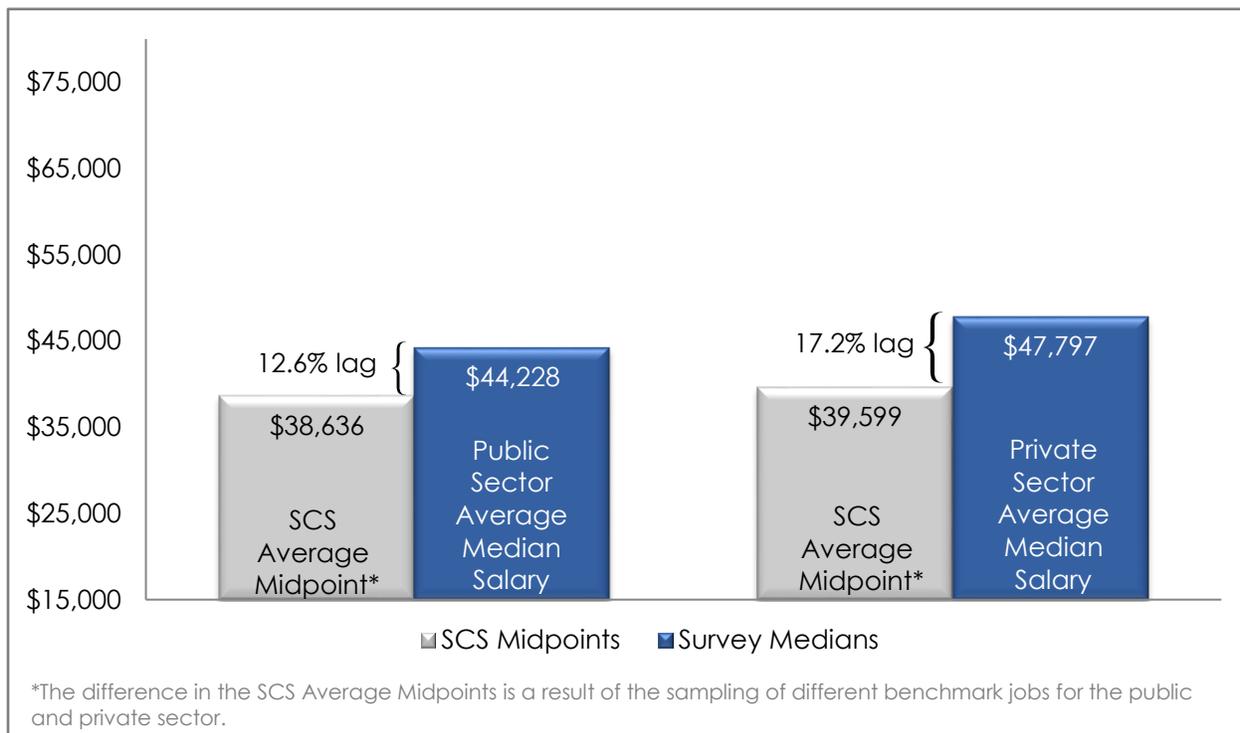
The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

59 Benchmark Jobs	3,884 Classified Employees within Benchmark jobs	12.6% Lag Public Sector Median Salaries	17.2% Lag Private Sector Median Salaries
----------------------	--	--	---

SKILLED TRADES PAY SCHEDULE (WS)

A total of 59 jobs were benchmarked in the Skilled Trades Schedule which represents 3,884 classified employees as of January 1, 2016. Jobs in this category include Carpenter, Electrician, Maintenance Repairer, Mobile Equipment Operator, Trades Apprentice, etc. The graph below shows SCS Skilled Trades Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Skilled Trades Schedule is, on average, 12.6% lower than competing public employers and 17.2% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (WS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

57
Benchmark Jobs

1,087
Classified Employees
within Benchmark jobs

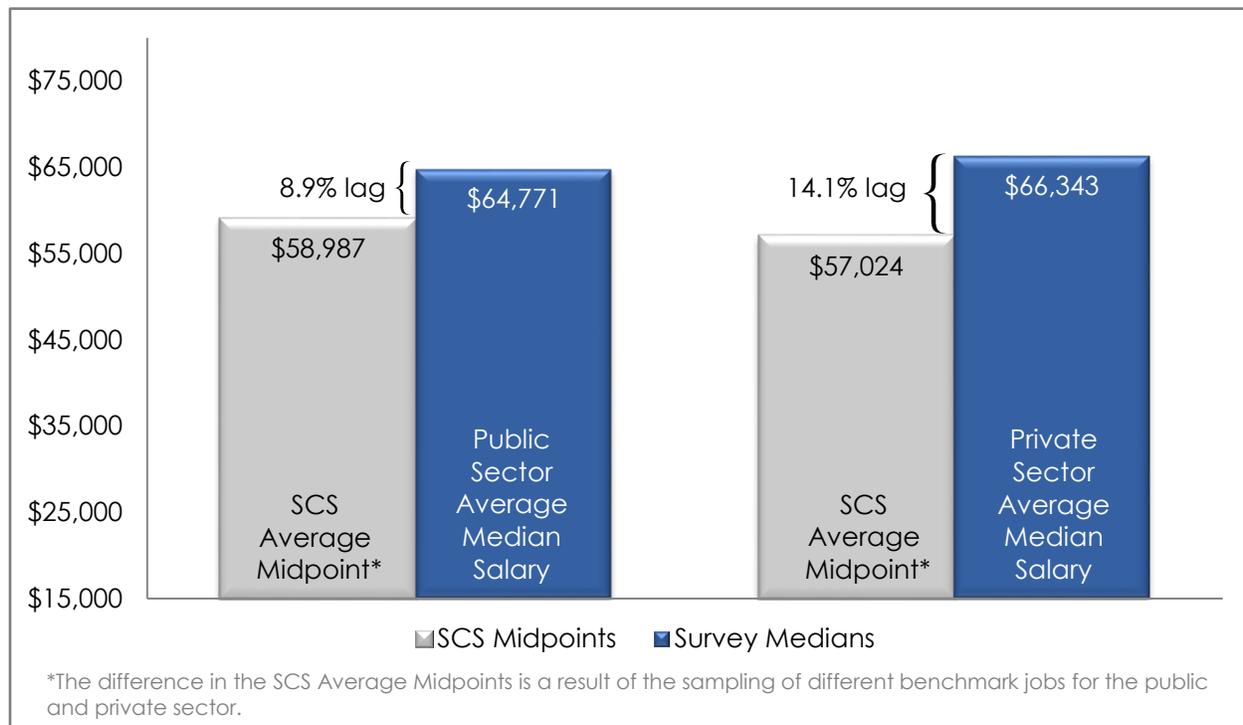
8.9% Lag
Public Sector Median Salaries

14.1% Lag
Private Sector Median Salaries

MEDICAL PAY SCHEDULE (MS)

A total of 57 jobs were benchmarked in the Medical Schedule which represents 1,087 classified employees as of January 1, 2016. Jobs in this category include Nurses, Psychologists, Therapists, etc. The graph below shows SCS Medical Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the SCS Medical Schedule is, on average, 8.9% lower than competing public employers and 14.1% lower than competing private employers.

SCS Midpoints vs. Median Market Salaries for Benchmarked Jobs (MS)



The public and private sector include states in the southern region which consists of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

Market Lag Trends (2015-2016)

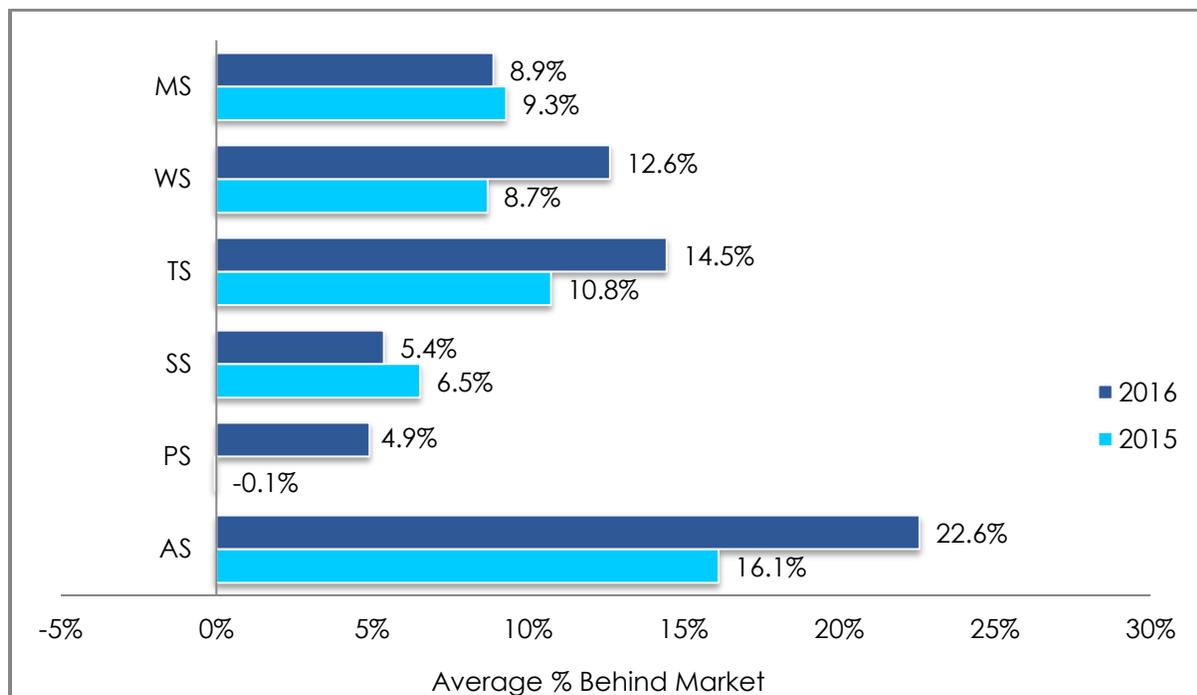
Public Sector

SCS Pay Schedule Midpoints vs. Median Market Salaries

The following charts show how SCS schedule midpoints have lagged the median salaries offered by public and private sector employers for benchmarked jobs in the last two years.

As compared to benchmarked jobs in the public sector, four of the six pay schedules have fallen further behind the market since 2015 by amounts ranging from 3.7 percentage points for technical and scientific occupations to 6.5 percentage points for administrative occupations.

SCS Pay Schedule Midpoints Lag - Public Sector Benchmarked Jobs
Trends for 2015-2016



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

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

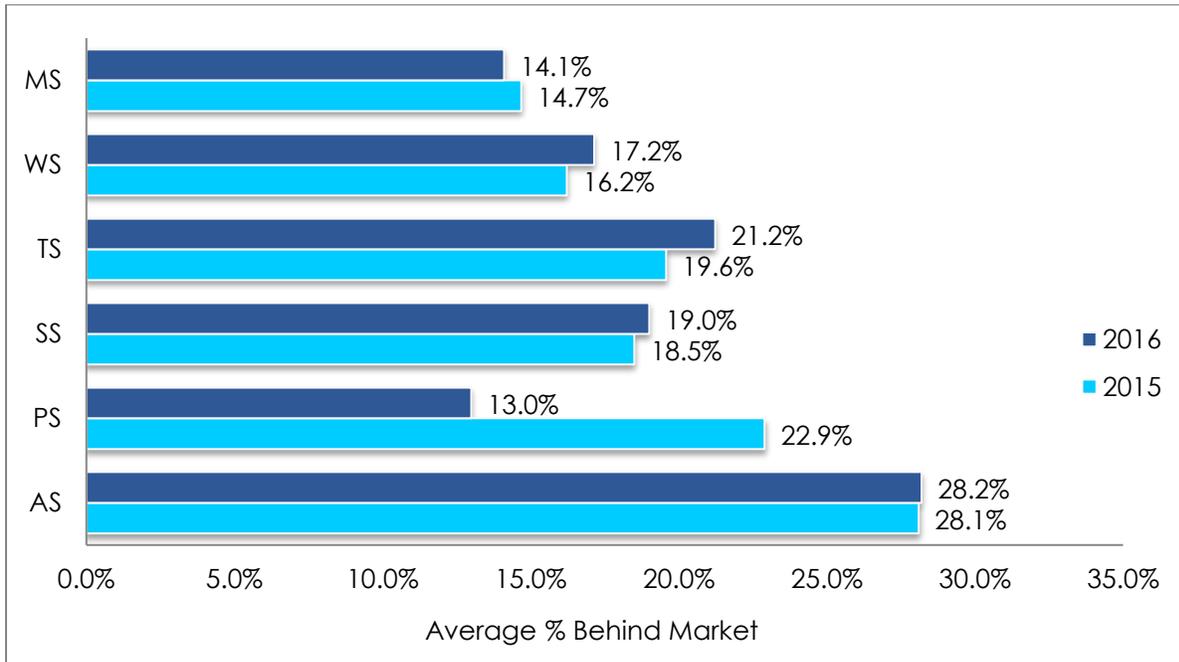
Market Lag Trends (2015-2016)

Private Sector

SCS Pay Schedule Midpoints vs. Median Market Salaries

As compared to the private sector, four of the six pay schedules have fallen further behind the market since 2015 by amounts ranging from 0.1 of a percentage point for administrative occupations to 1.6 percentage points for technical and scientific occupations.

SCS Pay Schedule Midpoints Lag - Private Sector Benchmarked Jobs
Trends for 2015-2016



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

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

Median Salary Comparisons

SCS Classified Median Salaries vs. Median Market Salaries

METHODOLOGY

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

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

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

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

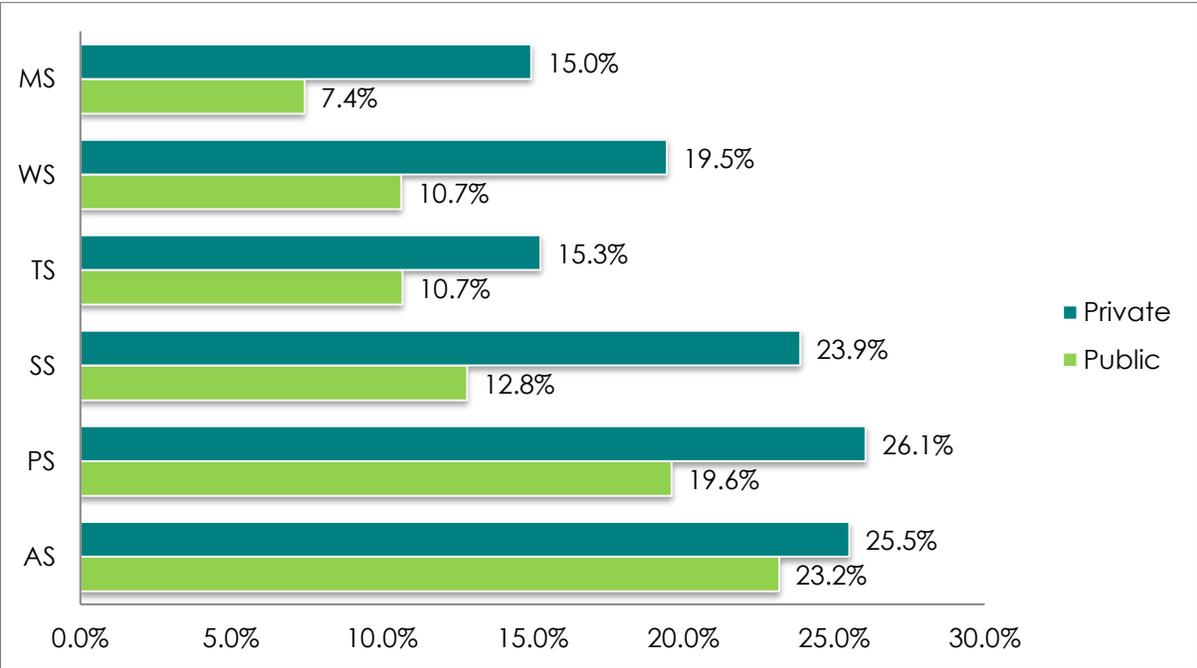
Actual SCS classified median salaries for benchmarked jobs were averaged to show a single value representative of the pay schedule. The median salaries of the jobs matched to SCS benchmarks in each sector were also averaged to provide a single value for comparison.

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

RESULTS

As of January 1, 2016, the average median salaries of SCS classified employees lag the average median salaries for equivalent benchmark jobs in the public sector by amounts ranging from 7.4% to 23.2%. The average median salaries of SCS classified employees lag the average median salaries for equivalent benchmark jobs in the private sector by amounts ranging from 15.0% to 26.1%.

Market Lag of SCS Employees' Average Median Salaries for Benchmarked Jobs



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

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

120
Benchmark Jobs

6,600
Classified Employees
within Benchmark jobs

23.2% Lag
Public Sector Median Salaries

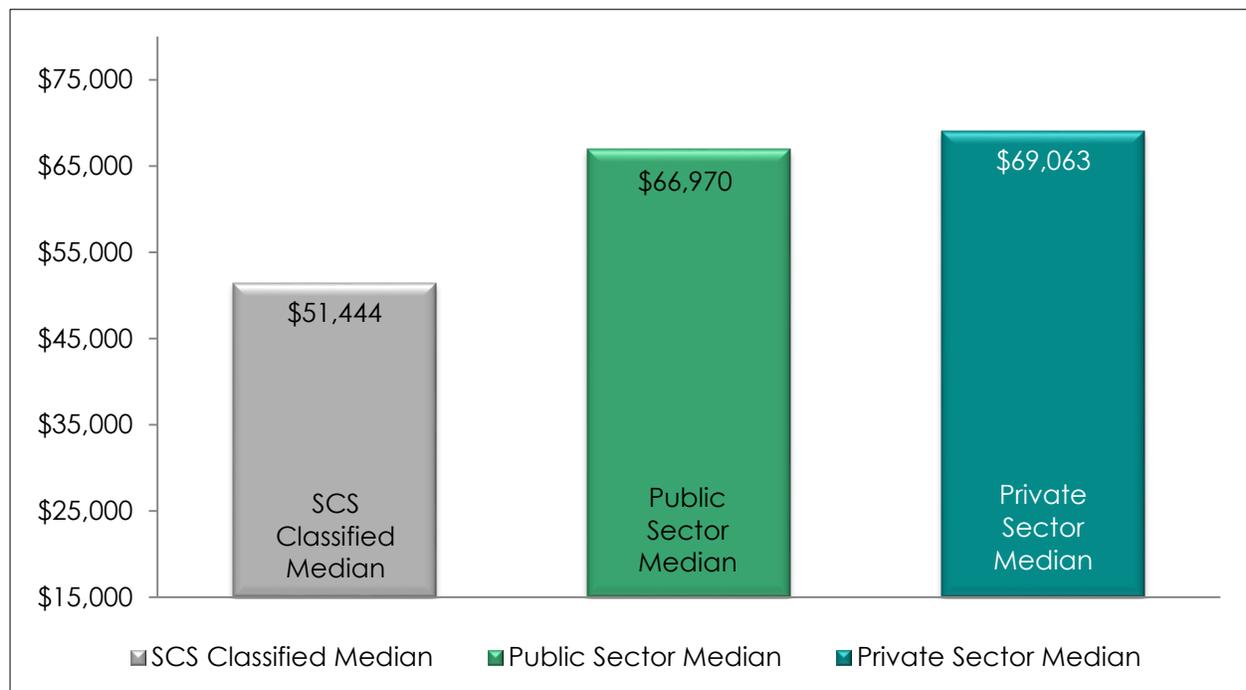
25.5% Lag
Private Sector Median Salaries

ADMINISTRATIVE PAY SCHEDULE (AS)

A total of 120 jobs in the Administrative Schedule were benchmarked in both the public and private sectors, which represents 6,600 classified employees as of January 1, 2016. The graph below shows the average SCS median salary for classified employees in the Administrative Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Administrative Schedule is approximately 23.2% lower than competing public employers and 25.5% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (AS)
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.

11,583
Full Time Classified Employees in Administrative Pay Schedule (as of 1/1/2016)

6

Benchmark Jobs

428

Classified Employees within Benchmark jobs

19.6% Lag

Public Sector Median Salaries

26.1% Lag

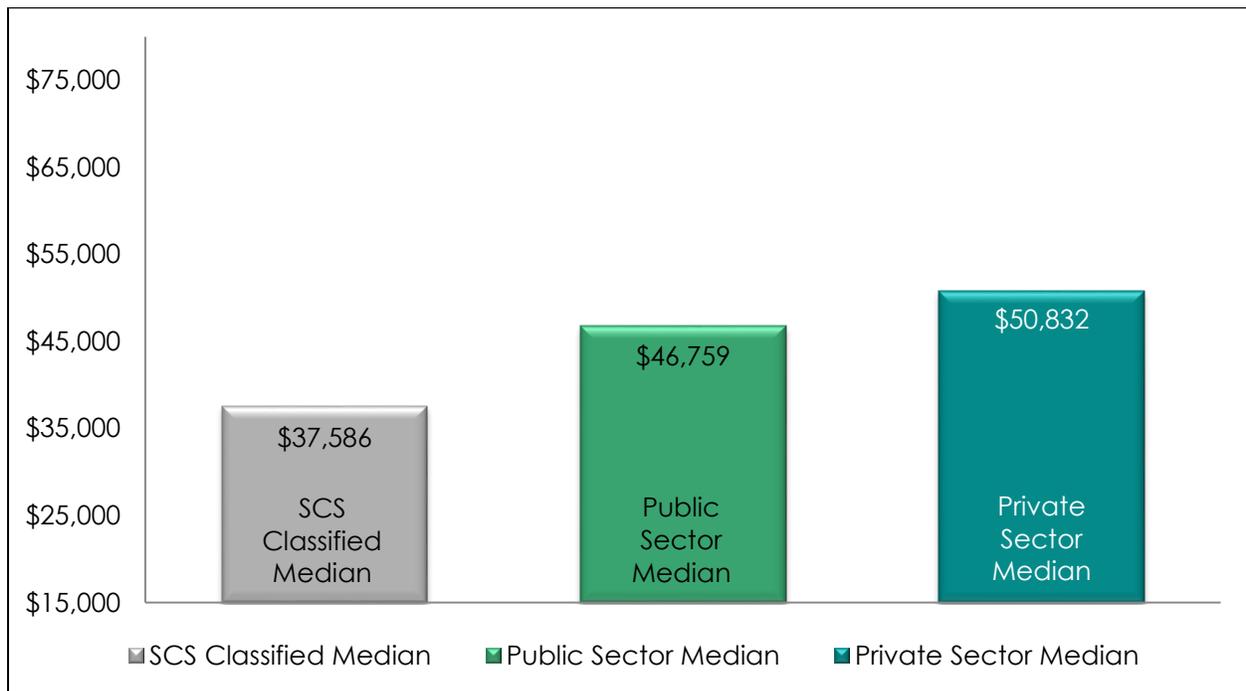
Private Sector Median Salaries

PROTECTIVE SERVICES PAY SCHEDULE (PS)

A total of six jobs in the Protective Services Schedule were benchmarked in both the public and private sectors which represents 428 classified employees as of January 1, 2016. The graph below shows the average SCS median salary for classified employees in the Protective Services Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Protective Services Schedule is approximately 19.6% lower than competing public employers and 26.1% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (PS)
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.

5,868

Full Time Classified Employees in Protective Services Pay Schedule (as of 1/1/2016)
Department of State Civil Service 25

10
Benchmark Jobs

340
Classified Employees
within Benchmark jobs

12.8% Lag
Public Sector Median Salaries

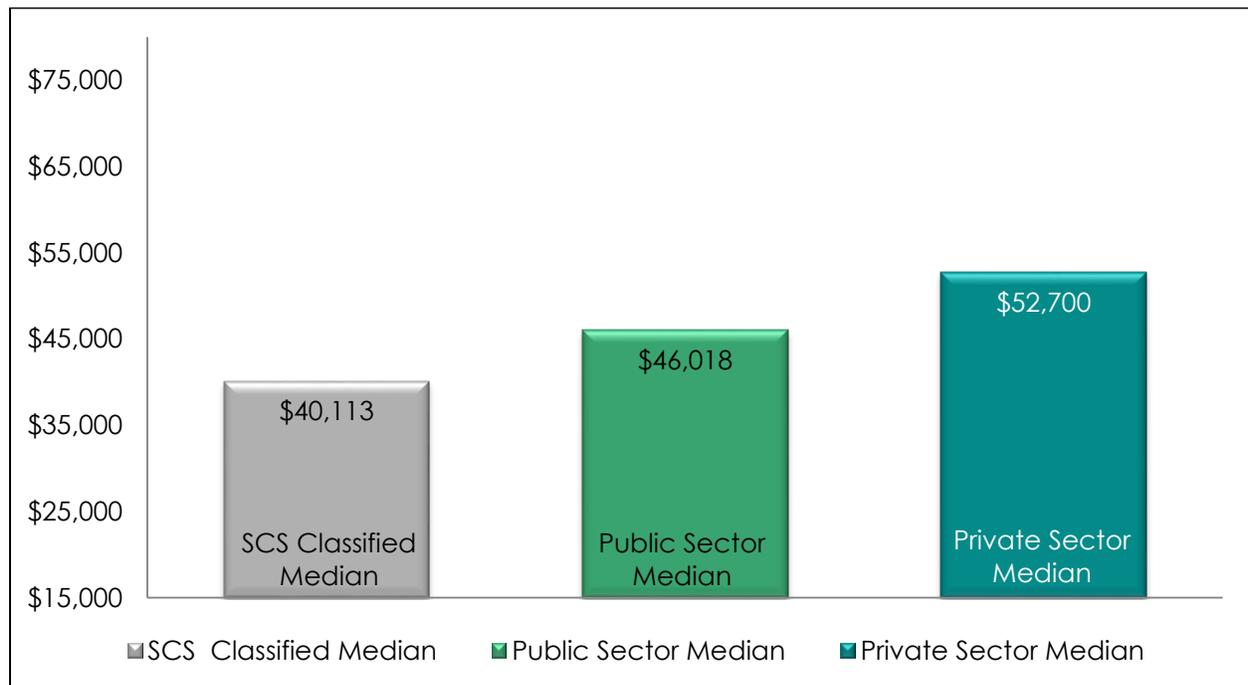
23.9% Lag
Private Sector Median Salaries

SOCIAL SERVICES PAY SCHEDULE (SS)

A total of 10 jobs in the Social Services Schedule were benchmarked in both the public and private sectors which represents 340 classified employees as of January 1, 2016. The graph below shows the average SCS median salary for classified employees in the Social Services Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Social Services Schedule is approximately 12.8% lower than competing public employers and 23.9% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (SS)
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.

5,990

Full Time Classified Employees in Social Services Pay Schedule (as of 1/1/2016)

Department of State Civil Service 26

67
Benchmark Jobs

1,985
Classified Employees
within Benchmark jobs

10.7% Lag
Public Sector Median Salaries

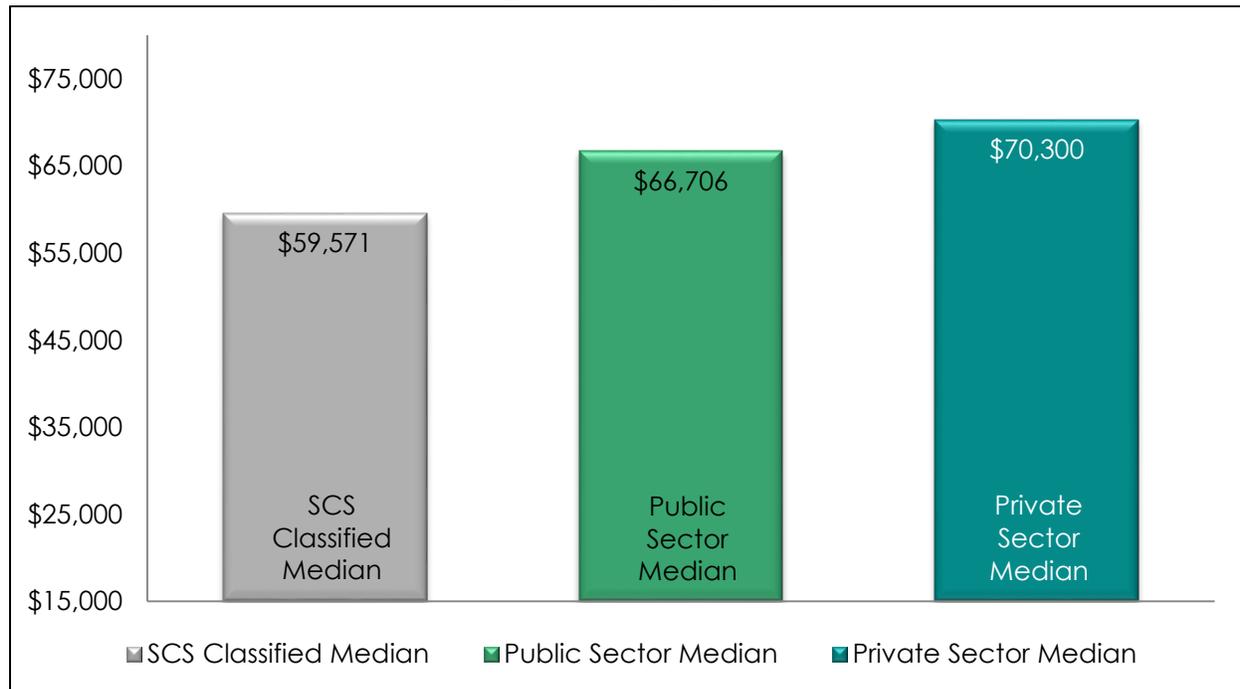
15.3% Lag
Private Sector Median Salaries

TECHNICAL & SCIENTIFIC PAY SCHEDULE (TS)

A total of 67 jobs in the Technical and Scientific Schedule were benchmarked in both the public and private sectors which represents 1,985 classified employees as of January 1, 2016. The graph below shows the average SCS median salary for classified employees in the Technical and Scientific Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Technical and Scientific Schedule is approximately 10.7% lower than competing public employers and 15.3% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (TS)
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.

4,636

Full Time Classified Employees in Technical & Scientific Pay Schedule (as of 1/1/2016)

Department of State Civil Service 27

47
Benchmark Jobs

3,196
Classified Employees
within Benchmark jobs

10.7% Lag
Public Sector Median Salaries

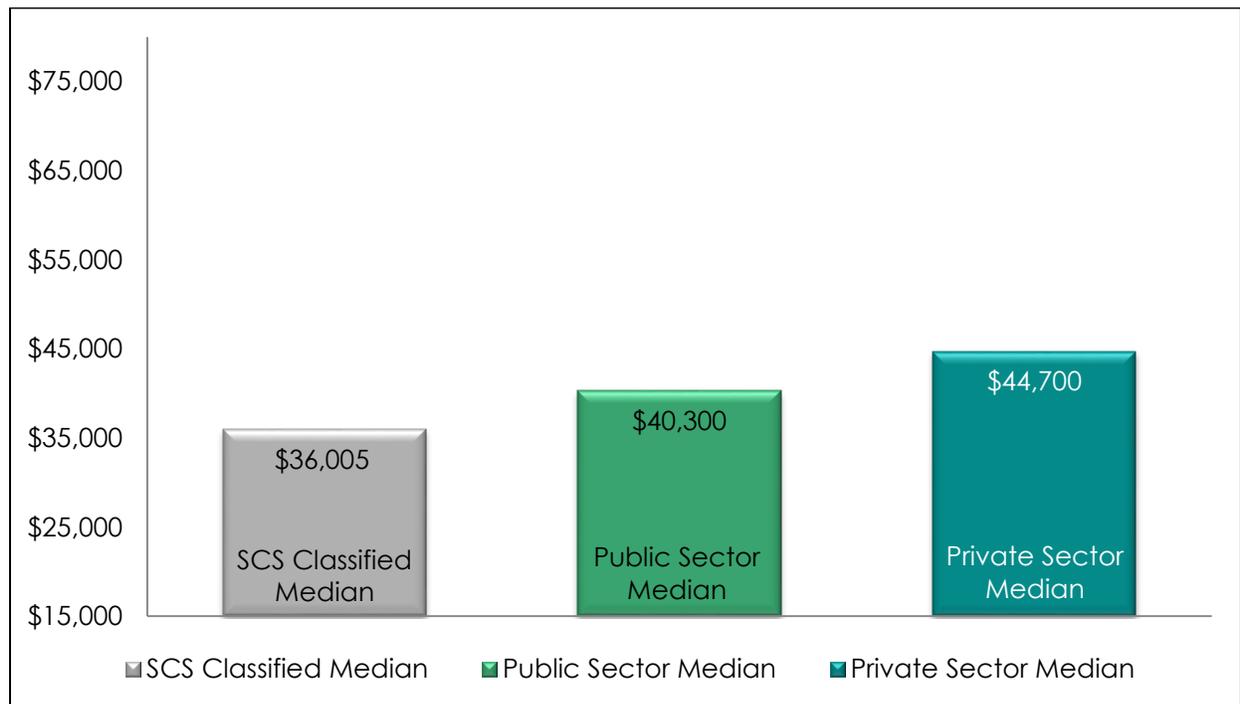
19.5% Lag
Private Sector Median Salaries

SKILLED TRADES PAY SCHEDULE (WS)

A total of 47 jobs in the Skilled Trades Schedule were benchmarked in both the public and private sectors which represents 3,196 classified employees as of January 1, 2016. The graph below shows the average SCS median salary for classified employees in the Skilled Trades Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Skilled Trades Schedule is approximately 10.7% lower than competing public employers and 19.5% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (WS)
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.

6,059

Full Time Classified Employees in Skilled Trades Pay Schedule (as of 1/1/2016)
Department of State Civil Service 28

37
Benchmark Jobs

979
Classified Employees
within Benchmark jobs

7.4% Lag
Public Sector Median Salaries

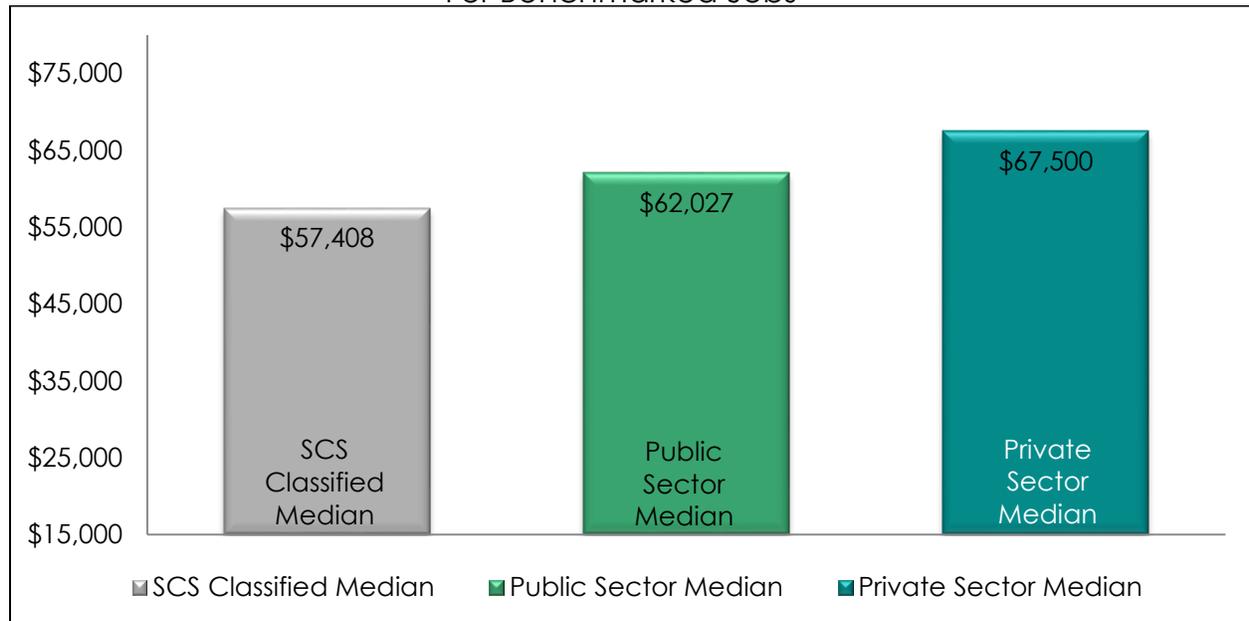
15.0% Lag
Private Sector Median Salaries

MEDICAL PAY SCHEDULE (MS)

A total of 37 jobs in the Medical Schedule were benchmarked in both the public and private sectors which represents 979 classified employees as of January 1, 2016. The graph below shows the average SCS median salary for classified employees in the Medical Schedule as compared to the average median salaries for equivalent benchmark jobs in the public and private sectors.

According to this data, the average median salary for SCS classified employees in the Medical Schedule is approximately 7.4% lower than competing public employers and 15.0% lower than competing private employers for benchmarked jobs.

SCS Median Annual Salaries vs. Market Median Annual Salaries (MS)
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.

2,616

Full Time Classified Employees in Medical Pay Schedule (as of 1/1/2016)

Department of State Civil Service 29

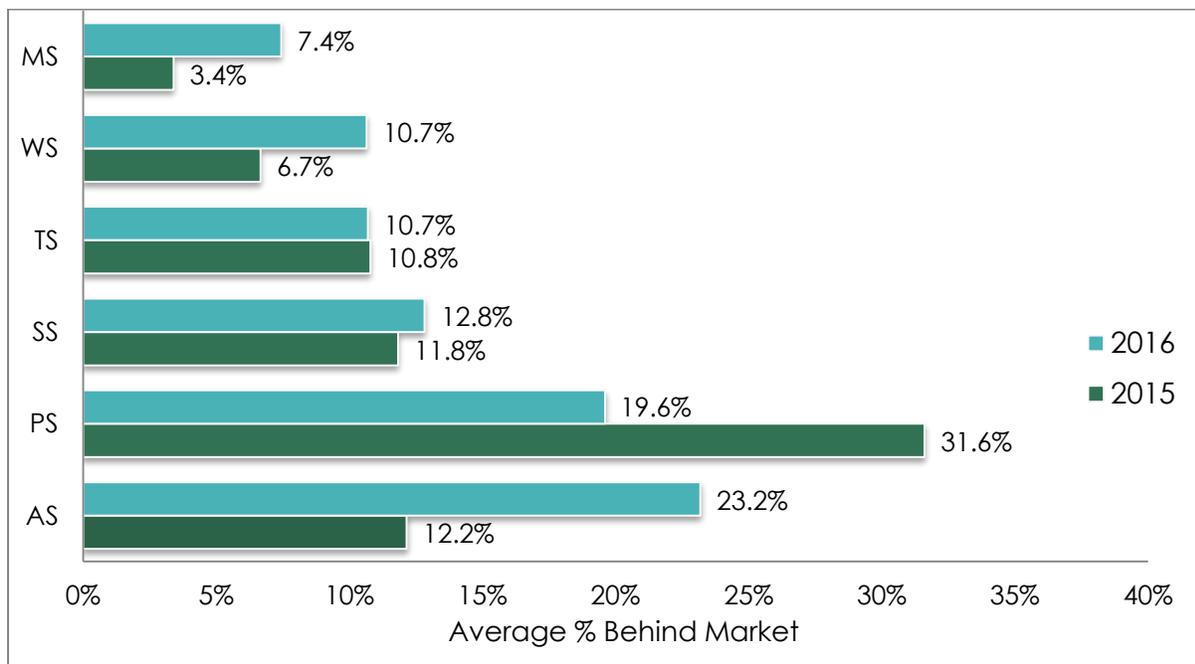
Median Salary Lag Trends (2015-2016) Public Sector

SCS Median Salaries vs. Median Market Salaries

The following charts show how SCS median salaries have lagged the median salaries offered by public and private sector employers for benchmarked jobs in the last two years.

As compared to benchmarked jobs in the public sector, median salaries for employees in four of the six pay schedules have fallen further behind the market since 2015 by amounts ranging from 1.0 percentage point for social services occupations to 11.0 percentage points for administrative occupations.

SCS Median Salary Lag - Public Sector Benchmarked Jobs
Trends for 2015-2016



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

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

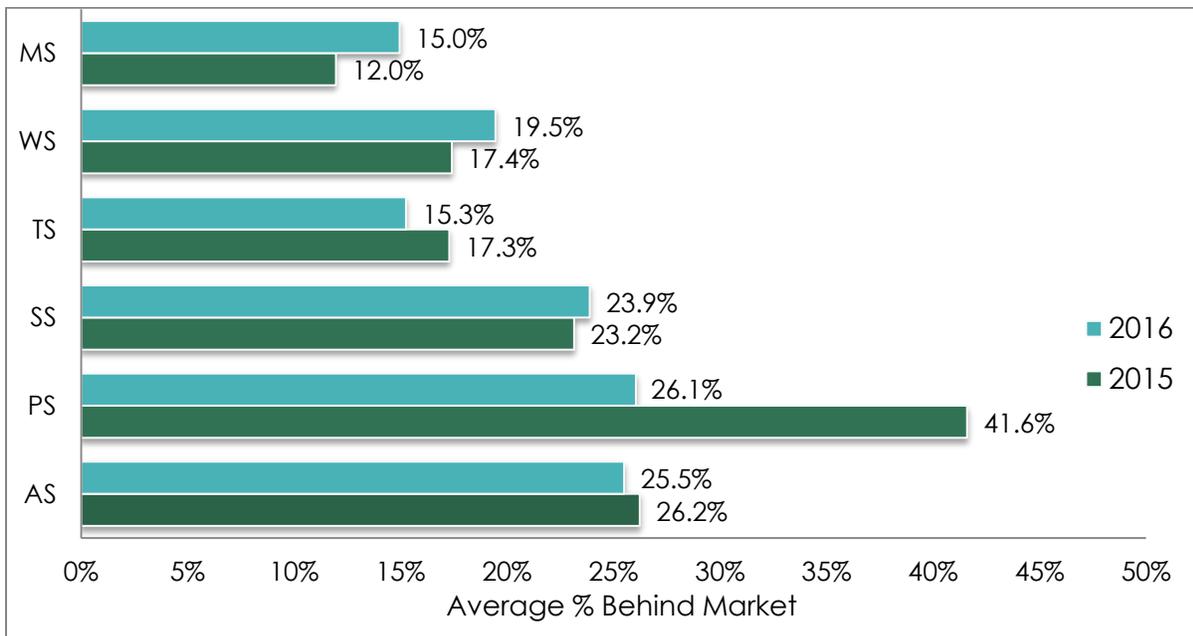
Median Salary Lag Trends (2015-2016) Private Sector

SCS Median Salaries vs. Median Market Salaries

The following charts show how SCS median salaries have lagged the median salaries offered by public and private sector employers for benchmarked jobs in the last two years.

As compared to benchmarked jobs in the public sector, median salaries for employees in three of the six pay schedules have fallen further behind the market since 2015 by amounts ranging from 0.7 of a percentage point for social services occupations to 3.0 percentage points for medical occupations.

SCS Median Salary Lag - Private Sector Benchmarking Jobs
Trends for 2015-2016



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

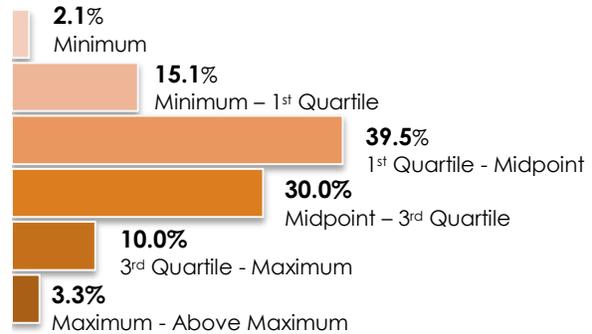
TS = Technical & Scientific Schedule
WS = Skilled Trades Schedule
MS = Medical Schedule

Percent into Pay Range Analysis of SCS Classified Salaries

To assist in determining the competitiveness of SCS pay schedules, the actual pay of employees and how those salaries fall within the pay ranges should be taken into consideration. For example, if the majority of employees are clustered around the maximums of their respective pay ranges, this data helps support raising pay range maximums. Percent into range data was collected for the last five years for all classified employees in all pay schedules.

The data indicates that the salaries of the classified workforce have remained relatively static for the last five years in regard to percent into range. It is assumed that this is due to economic conditions, retirements of senior employees, and the inability of state agencies to grant performance adjustments for several years. On average, the actual pay for a majority of the classified workforce (59.9%) has been between the minimums and the midpoints of their respective pay ranges since 2009. These figures remain consistent for 2016.

Percent into Pay Range of SCS Classified Salaries *(as of January 1, 2016)*



As of January 1, 2016, the actual pay of approximately 56.7% of the classified workforce was between the minimums and midpoints of their respective pay ranges. Approximately 39.5% of employees were clustered between the first quartiles and the midpoints of their respective pay ranges, and 30.0% of employees fall between the midpoint and the third quartile. 15.1% of employees were between the minimums and the first quartiles of their respective pay ranges, and even fewer employees (10.0%) were between the third quartiles and the range maximums. Overall, a very small percent of employees (2.1%) were at the range minimums. Only 3.3% of employees were at or above the pay range maximums.

Turnover Statistics

Each fiscal year in the fall, SCS prepares an Annual Turnover Report that provides an analysis of the number of classified employees serving in non-temporary positions who are separated from state classified service during the fiscal year. Data throughout the report are categorized as Total Turnover, Involuntary Turnover, or Voluntary Turnover.

Voluntary Turnover

Separations from state service due to resignation, retirement, or death.

Involuntary Turnover

Separations from state service through dismissal, layoff, separation during probationary period, or non-disciplinary removal.

Total Turnover

Voluntary Turnover + Involuntary Turnover.

The voluntary turnover rate includes those individuals that may have separated for pay reasons, and therefore, should be considered when evaluating the competitiveness of SCS pay ranges.

Layoffs are included in involuntary turnover, which provides some insight into the financial ability of agencies to implement pay structure improvements. For this reason, it is important to review both voluntary and involuntary turnover rates.

The turnover report for FY 2015-2016 analyzes the number of non-temporary classified employees in state service on June 30, 2016, compared to the number of non-temporary classified employees who have separated from state service during the previous twelve months.

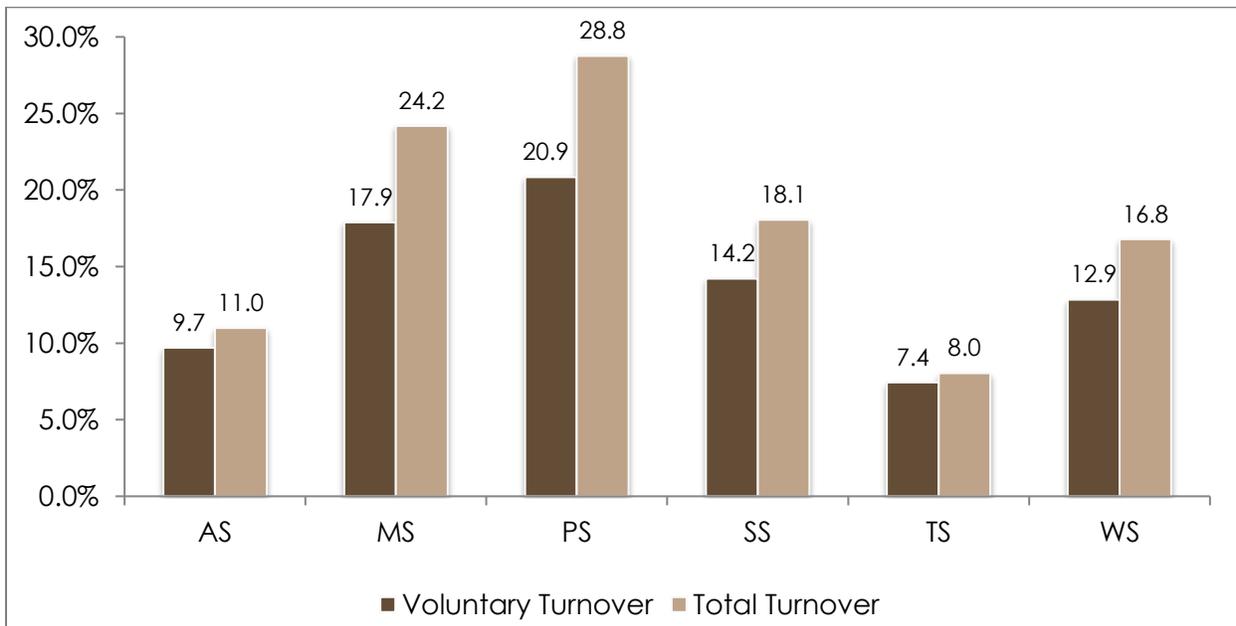
Both total and voluntary turnover rates have increased since last fiscal year. The statewide total turnover rate for FY 2015-2016 was 16.79%. This is a slight increase of 0.70 of a percentage point from FY 2014-2015. The statewide voluntary turnover rate for FY 2015-2016 was 13.14%. This is a slight increase of 0.76 of a percentage point from FY 2014-2015.

Voluntary & Total Turnover

FY 2015-2016

The following chart represents the total turnover and voluntary turnover by SCS pay schedule for non-temporary classified employees for FY 2015-2016. The Protective Services Schedule saw the highest total turnover rate at 28.76%, with a voluntary turnover rate of 20.85%.

**Voluntary and Total Turnover by SCS Classified Pay Schedule
FY 2015-2016**



Pay Schedule	# of Incumbents	Total Turnover Count	Total Turnover %	Voluntary Turnover Count	Voluntary Turnover %
AS	11,388	1,252	10.99%	1,105	9.70%
MS	2,583	625	24.19%	462	17.88%
PS	5,827	1,676	28.76%	1,215	20.85%
SS	5,886	1,063	18.05%	837	14.22%
TS	4,628	372	8.03%	344	7.43%
WS	6,051	1,077	17.79%	778	12.85%

Incumbent counts as of 6-30-2016

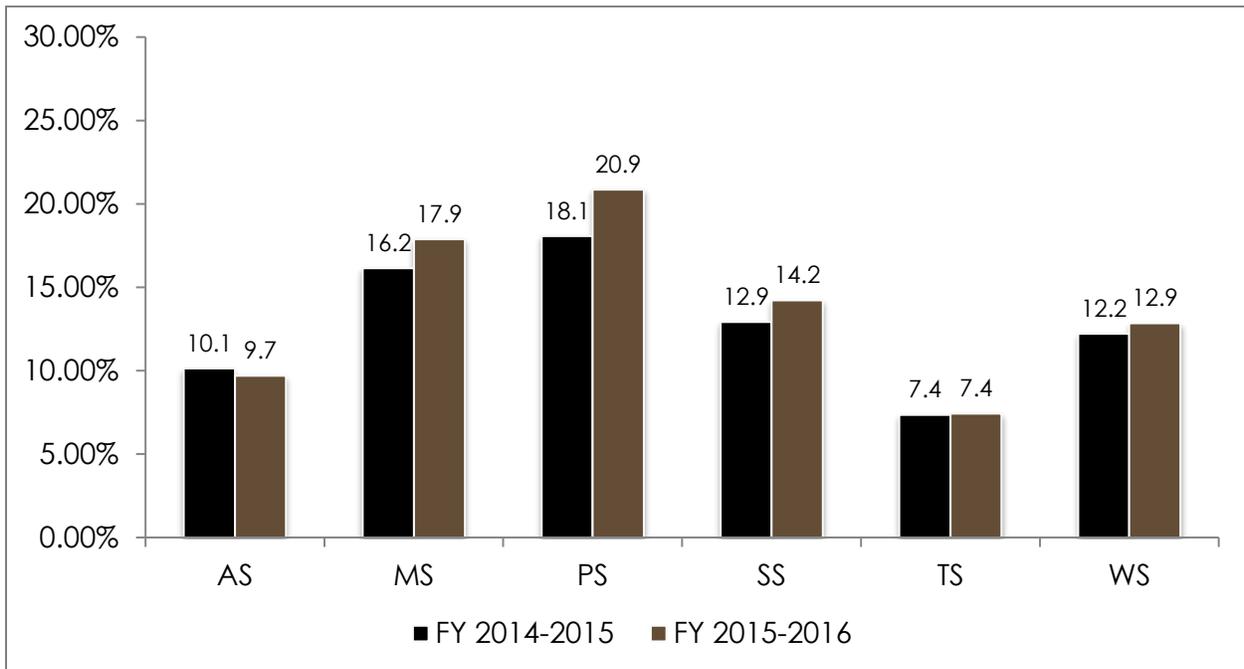
Statewide total (16.79%) and voluntary turnover (13.14%) percentages were calculated to include classified separations (42 total) from SCS job titles that no longer existed at the close of the fiscal year. Turnover cannot be assigned to a pay schedule for these separations and thus, are not included in the chart above.

Voluntary Turnover Trends

FY 2014-2015 & FY 2015-2016

Five of the six SCS classified pay schedules saw an increase in voluntary turnover since FY 2014-2015. The Protective Services Schedule (PS) had the largest increase in voluntary turnover (+2.79pp) in the amount of 20.85% in FY 2015-2016.

**Voluntary Turnover by SCS Classified Pay Schedule
Trends for FY 2014-2015 and FY 2015-2016**

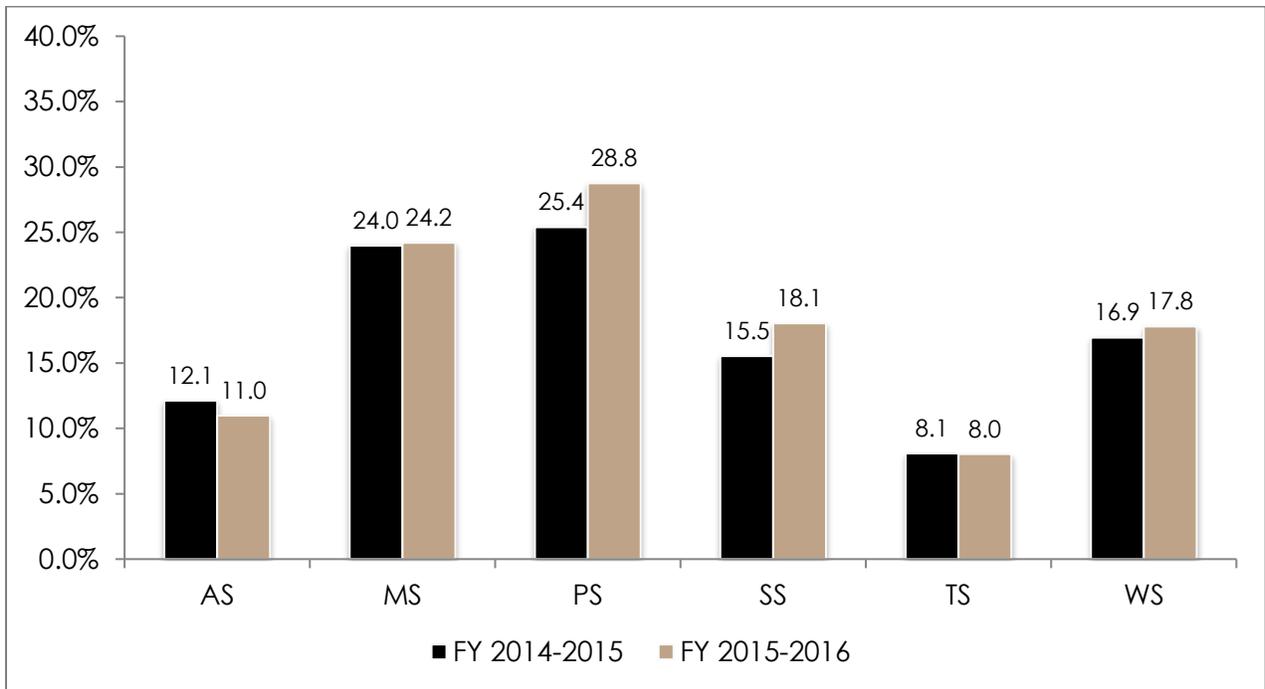


Total Turnover Trends

FY 2014-2015 & FY 2015-2016

Five of the six SCS classified pay schedules saw an increase in total turnover since FY 2014-2015. The Protective Services Schedule (PS) had the largest increase in total turnover (+3.37pp) in the amount of 28.76% in FY 2015-2016.

**Total Turnover by SCS Classified Pay Schedule
Trends for FY 2014-2015 and FY 2015-2016**



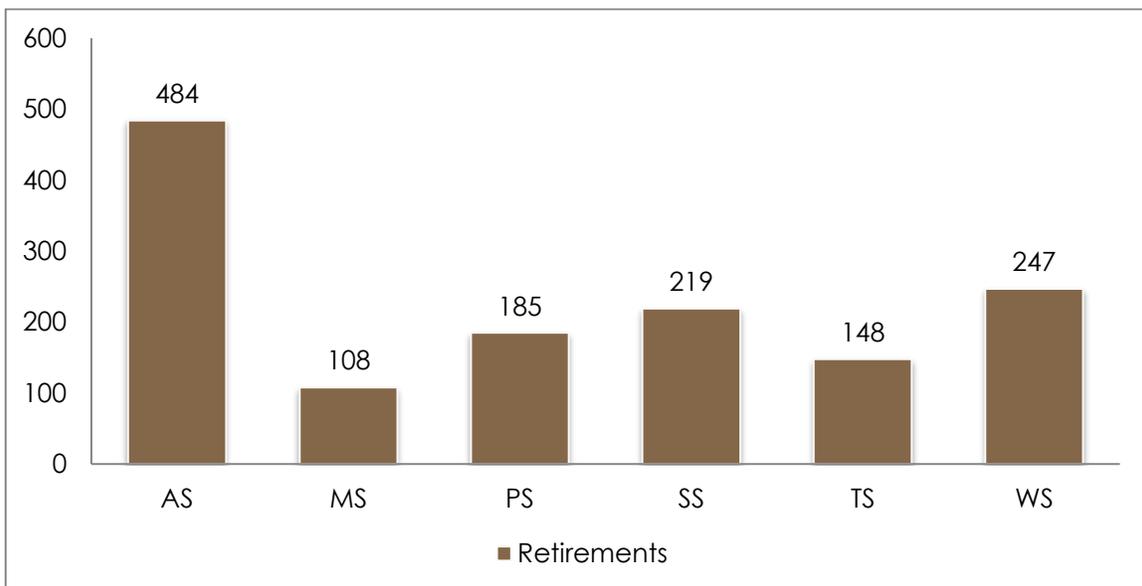
Turnover Due to Retirements

FY 2015-2016

Turnover due to retirements falls within the category of voluntary turnover. There were 1,392 retirements in FY 2015-2016 that contributed to the statewide voluntary turnover rate for the year. This is a decrease of 8.54% from the number of retirements (1,522) that occurred in FY 2014-2015.

The following chart represents the number of retirements by SCS pay schedule for FY 2015-2016.

Number of Retirements by SCS Pay Schedule for FY 2015-2016



Note that retirements by pay schedule do not include retirement counts from SCS job titles that no longer existed at the close of the fiscal year. Retirement separations cannot be assigned to a pay schedule for these separations and thus, are not included in the chart above. The total number of retirements by pay schedule is shown as 1,391.

Turnover: Additional Information

Top 10 SCS Classified Job Titles with Highest Turnover FY 2015-2016

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

Job Title	Sep Count	Job Title	Sep Count
1. Corrections Cadet	548	6. Child Welfare Spec 1	55
2. Residential Services Spec 1	145	7. Laborer	22
3. Juvenile Justice Spec 1	92	8. Social Services Analyst 1	48
4. Nursing Assistant 2	150	9. Custodian 1	94
5. Child Welfare Spec Trainee	35	10. Practical Nurse/Licensed 2	33

Top 10 SCS Classified Jobs with Largest Number of Retirements FY 2015-2016

Job Title	Sep Count	Job Title	Sep Count
1. Administrative Coordinator 3	57	6. Administrative Assistant 4	26
2. Corrections Sergeant – Mstr	53	7. Administrative Coordinator 2	21
3. Administrative Coord 4	45	8. Registered Nurse 3	19
4. Social Services Analyst 2	29	9. Administrative Assistant 3	18
5. Custodian 2	26	10. Admin Prog Spec A	16

ECONOMIC OUTLOOK INFORMATION

To assist in determining the competitiveness of the SCS classified pay structures, the state's current and future economic conditions must be taken into consideration. Employment in Louisiana is expected to grow by 7.1% by 2024. However, the labor force participation in Louisiana decreased by 2.1% during 2015 and the unemployment rate increased to 6.3% in 2016. Low oil prices are contributing to these dismal figures as well as the anticipated loss of 700 jobs in Louisiana in 2017. Yet, it is expected that jobs will rebound with oil prices in 2018(Dejoie, 2016).

Since 2012, the Greater Baton Rouge Industrial Alliance (GBRIA) has documented \$134.8 billion in new industrial expansions/additions in Louisiana. Of this, only \$59.2 in projects are in progress or have been completed. Therefore, it is expected that several industrial projects will be underway in Louisiana over the next two years totaling \$74.6 billion. For example, Yuhang Chemicals' \$1.85 billion project and Monsanto Chemicals' \$1 billion project are expected to begin construction at the end of 2016 (Scott and Collins, 2016).

Most of the completed and potential industrial and construction expansions in Louisiana are

centered about the Lake Charles and Baton Rouge areas. As a result, construction employment increased by 19.5% from 2013 to 2015 in Baton Rouge and increased by 46.9% in Lake Charles (Dejoie, 2016).

Although job growth in industrial and construction industries are expected to fluctuate for the next two years, the healthcare industry in New Orleans will continue to see steady growth. In 2015-2016, the new University Medical Center added an estimated 1,100 jobs, and the new Veteran's Administration Hospital is slated for completion at the end of 2016. This hospital is expected to add 1,100 new healthcare jobs. Lastly, Ochsner Medical Center has embarked on a \$250 million expansion, which will last through 2018. This construction will generate 1,087 jobs starting in 2017 (Scott and Collins, 2016).

Additionally, the impact of the Great Flood of 2016 on Louisiana's economy is yet to be determined. However, economist Loren Scott has stated that, "If anything, we are expecting an uptick in construction employment as all the insurance, FEMA and SBA monies begin flowing into the region for the rebuilding area."

ECONOMIC OUTLOOK INFORMATION

Top 25 Occupations Adding The Most Jobs Statewide Through 2024¹

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

¹ Louisiana Workforce Commission, Labor Market Information, State of Louisiana – Top 25 Occupations Adding the Most Jobs Annually Through 2024 http://www.laworks.net/LaborMarketInfo/LMI_OccTopOpenings.asp?years=20142024

ECONOMIC OUTLOOK INFORMATION

Metal-Refining Furnace Operators and Tenders

Software Developers, Systems Software

Pourers and Casters, Metal

Software Developers, Applications

Interpreters and Translators

Materials Engineers

Commercial Divers

Occupational Therapy Assistants

Home Health Aides

Physical Therapist Assistants

Operations Research Analysts

Computer Systems Analysts

Physical Therapist Aides

Web Developers

Physician Assistants

Database Administrators

Personal Care Aides

Veterinary Technologists and Technicians

Physical Therapists

Industrial Machinery Mechanics

Computer-Controlled Machine Tool Operators (Metal and Plastic)

Rolling Machine Setters, Operators, and Tenders (Metal and Plastic)

Medical Appliance Technicians

Nurse Practitioners

Orthotists and Prosthetists

Fastest Growing Occupations Statewide Through 2024²

²Louisiana Workforce Commission, Labor Market Information, State of Louisiana – Fastest Growing Occupations Through 2024 http://www.laworks.net/LaborMarketInfo/LMI_OccTopGrowth.asp?years=20142024

SCS Structure Adjustment and Recommendation History

Louisiana's state budget has experienced challenges for the past several years. As a result, SCS pay schedules have not been adjusted since 2007. In 2007, the State Civil Service Commission and the Governor approved a \$0.72/hour increase for all classified employees and at least a 7% increase to the minimums for all pay schedules in an effort to bring the pay schedules more in alignment with the increase in the federal

minimum wage. In addition, maximums for all schedules were increased by amounts ranging from 10% - 14%.

Due to budgetary concerns of state government, SCS has not recommended any pay structure adjustments from 2009-2016. Appendix D provides additional structure adjustment and general increase history.

CONCLUSION

The research and analysis performed by the Compensation Division of the Department of State Civil Service indicate that the state's classified pay schedules continue to lag behind prevailing rates used by private and public employers in the relevant employment market. In addition, actual median salaries of classified employees lag median salaries of employees in comparable jobs for both the public and private sectors.

This report indicates that SCS pay schedules lag comparable public sector jobs by 4.9% to 22.6% and lag comparable private sector jobs by 13.0% to 28.2%. When comparing these figures to last year, the data shows that pay schedules have fallen further behind the public and private sectors. As compared to the public sector, the lag has increased for four of the six pay schedules by amounts ranging from 3.7 to 6.5 percentage points. As compared to the private sector, the lag has increased for four of the six pay schedules by amounts ranging from 0.1 to 1.6 percentage points.

This report also shows that the actual median salaries of SCS classified employees in benchmarked jobs lag those of employees in comparable jobs for the public sector by 7.4% to 23.2% and the private sector by 15.0% to 26.1%. In reviewing the distribution of actual salaries of classified employees within the respective SCS pay ranges, overall, the employees are well encompassed within the current pay ranges. The majority of classified employees (56.7%) are clustered between the minimums and the midpoints of their respective pay ranges.

Voluntary turnover and total turnover rates have increased for five of the six classified pay schedules since FY 2014-2015. The Protective Services Schedule had the greatest number of incumbents that separated from the classified service. However, the Administrative Schedule had the largest number of retirements.

RECOMMENDATIONS

The 2016 Annual Pay Plan Review indicates a continued lagging of classified pay ranges behind salaries offered by market competitors. In addition, actual salaries of employees in benchmark jobs fall behind salaries of their counterparts in both the public and private sectors. Trends indicate that these problems are growing with each passing year.

The Department created a study group last year in order to provoke discussion and gain feedback regarding the relative health of the classified pay schedules, compensation methods currently allowable by Civil Service rules, and the practices currently relating to performance adjustments. This study group included representatives of the SCS Commission, the Division of Administration, the Governor's office, and the Legislature.

The findings and recommendations for action from the study group were as follows:

- (1) Reduce/redesign classifications
- (2) Realign pay structures with the market
- (3) Consider a pay mechanism that will bring greater alignment between employee performance and pay

- (4) Reevaluate discretionary pay mechanisms

Currently, there are a number of classifications with few or no incumbents. The first phase of the study group project would be to redesign the classification plan to better fit the jobs of today's classified workforce in order to accommodate a clearer career progression path as well as positively impact workforce development and succession planning initiatives. Once the new classification plan is established, SCS will review the competitiveness of the assigned pay ranges and make recommendations based on the results in an effort to realign pay structures with the market.

The budgetary concerns of the state has resulted in many employees not receiving a performance adjustment for several years. This has resulted in retention issues in some areas. For example, classified engineers have sustained stagnant salaries while the salaries of their private sector counterparts continue to increase. In an effort to alleviate this strain on the classified system, the study group project will involve redesigning how performance adjustments and discretionary pay mechanisms are distributed to employees.

In consideration of the data presented in this report, it is apparent that classified employees in protective services jobs have the greatest disparity in actual salaries as compared to their public and private sector counterparts. This assertion is also supported by having the largest turnover in the PS schedule. Although there is evidence of some volatility in the salary lag percentages from year to year due to a small number of PS benchmark jobs, the local and national attention on public safety combined with competition from other local law enforcement entities

outside of the State Civil Service system prompts the Department to provide a recommendation to the SCS Commission and the Governor for PS occupations. Additionally, due to the lack of performance adjustments for several years resulting in increased pay compression between new and current classified employees, it is also recommended that the SCS Commission work with the Governor to consider providing a mechanism for an across the board salary increase to employees in all pay schedules.

Appendix A

SCS Classified Jobs Starting Below Current Federal Minimum Wage

ADMINISTRATIVE SCHEDULE (AS)

Recreation Aide
Student Residence Houseparent

MEDICAL SCHEDULE (MS)

Patient Escort 1
Patient Escort 2
Nursing Unit Aide

SOCIAL SERVICES SCHEDULE (SS)

Psychiatric Aide 1
Residential Services Specialist 1

SKILLED TRADES SCHEDULE (WS)

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

Note that all employees in these titles are paid in accordance with the federal minimum wage of at least \$7.25/hour.

Appendix B

Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

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

ADMINISTRATIVE OCCUPATIONS (continued)

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

MEDICAL OCCUPATIONS

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

PROTECTIVE SERVICES OCCUPATIONS

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

SOCIAL SERVICES OCCUPATIONS

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

TECHNICAL & SCIENTIFIC OCCUPATIONS

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

TECHNICAL & SCIENTIFIC OCCUPATIONS (continued)

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

SKILLED TRADES OCCUPATIONS

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

Appendix C

Benchmark Job Snapshots

Median Salaries

Administrative Schedule

Accountant 3

LA Median	\$51,688
Public Median	\$70,186
Private Median	\$72,098
Range Midpoint	\$49,182
# of Incumbents	199

Accounting Technician

LA Median	\$36,899
Public Median	\$53,766
Private Median	\$46,865
Range Midpoint	\$37,524
# of Incumbents	227

Administrative Assistant 3

LA Median	\$28,454
Public Median	\$42,539
Private Median	\$46,041
Range Midpoint	\$32,771
# of Incumbents	391

Administrative Coordinator 3

LA Median	\$28,995
Public Median	\$40,479
Private Median	\$41,912
Range Midpoint	\$32,771
# of Incumbents	1,234

Administrative Coordinator 4

LA Median	\$35,110
Public Median	\$36,984
Private Median	\$40,738
Range Midpoint	\$37,524
# of Incumbents	879

Administrative Program Spec A

LA Median	\$42,494
Public Median	\$47,314
Private Median	\$57,975
Range Midpoint	\$42,952
# of Incumbents	295

Attorney 3

LA Median	\$69,430
Public Median	\$135,000
Private Median	\$146,600
Range Midpoint	\$68,984
# of Incumbents	147

HR Analyst C

LA Median	\$50,409
Public Median	\$69,422
Private Median	\$72,203
Range Midpoint	\$49,182
# of Incumbents	110

Library Specialist 3

LA Median	\$29,037
Public Median	\$35,100
Private Median	\$37,500
Range Midpoint	\$37,524
# of Incumbents	65

Procurement Specialist 3

LA Median	\$41,787
Public Median	\$62,372
Private Median	\$65,530
Range Midpoint	\$42,952
# of Incumbents	31

Medical Schedule

Nursing Assistant 2

LA Median	\$20,197
Public Median	\$25,200
Private Median	\$26,600
Range Midpoint	\$25,127
# of Incumbents	261

Practical Nurse 2

LA Median	\$32,929
Public Median	\$38,120
Private Median	\$41,900
Range Midpoint	\$35,246
# of Incumbents	88

Pharmacist 3

LA Median	\$107,765
Public Median	\$105,500
Private Median	\$113,000
Range Midpoint	\$90,917
# of Incumbents	22

Registered Nurse 2

LA Median	\$47,715
Public Median	\$62,027
Private Median	\$76,500
Range Midpoint	\$52,905
# of Incumbents	47

Pharmacy Technician 2

LA Median	\$34,382
Public Median	\$29,094
Private Median	\$28,100
Range Midpoint	\$30,784
# of Incumbents	35

Registered Nurse Supervisor A

LA Median	\$68,515
Public Median	\$77,200
Private Median	\$81,400
Range Midpoint	\$64,813
# of Incumbents	185

Protective Services Schedule

Guard

LA Median	\$24,107
Public Median	\$26,986
Private Median	\$24,308
Range Midpoint	\$27,862
# of Incumbents	77

Police Officer 3-A

LA Median	\$40,227
Public Median	\$50,000
Private Median	\$49,500
Range Midpoint	\$41,829
# of Incumbents	150

Police Officer 2-A

LA Median	\$32,708
Public Median	\$35,741
Private Median	\$34,505
Range Midpoint	\$39,094
# of Incumbents	191

Social Services Schedule

Health Educator

LA Median \$36,566
Public Median \$45,736
Private Median \$56,300
Range Midpoint \$40,144
of Incumbents 17

Social Worker 2

LA Median \$40,394
Public Median \$46,802
Private Median \$56,600
Range Midpoint \$45,958
of Incumbents 12

Psychiatric Aide 2

LA Median \$25,334
Public Median \$27,038
Private Median \$29,000
Range Midpoint \$25,002
of Incumbents 178

Social Svc Counselor 2

LA Median \$36,161
Public Median \$46,300
Private Median \$48,900
Range Midpoint \$40,144
of Incumbents 28

Rehabilitation Counselor

LA Median \$46,134
Public Median \$55,600
Private Median \$58,100
Range Midpoint \$45,958
of Incumbents 42

Therapeutic Recreation Spec 2

LA Median \$34,694
Public Median \$41,872
Private Median \$49,100
Range Midpoint \$37,524
of Incumbents 38

Technical and Scientific Schedule

Biologist 2

LA Median \$34,570
Public Median \$47,226
Private Median \$49,900
Range Midpoint \$47,809
of Incumbents 31

Engineering Technician 4

LA Median \$42,619
Public Median \$53,000
Private Median \$56,100
Range Midpoint \$44,679
of Incumbents 217

Engineer Intern 1

LA Median \$46,946
Public Median \$54,232
Private Median \$57,000
Range Midpoint \$51,158
of Incumbents 32

Engineer 4

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

Technical and Scientific Schedule (continued)

Environmental Scientist 3

LA Median \$47,694
Public Median \$65,200
Private Median \$70,300
Range Midpoint \$54,735
of Incumbents 221

IT Management Consultant 1

LA Median \$75,192
Public Median \$72,156
Private Median \$78,143
Range Midpoint \$67,049
of Incumbents 63

IT Applications

Programmer/Analyst 2

LA Median \$60,996
Public Median \$83,034
Private Median \$87,074
Range Midpoint \$58,562
of Incumbents 96

IT Technical Support

Specialist 3

LA Median \$63,731
Public Median \$70,720
Private Median \$78,600
Range Midpoint \$62,660
of Incumbents 189

Skilled Trades Schedule

Carpenter Master

LA Median \$40,123
Public Median \$43,400
Private Median \$44,000
Range Midpoint \$41,163
of Incumbents 57

Horticultural Attendant

LA Median \$24,918
Public Median \$31,000
Private Median \$30,400
Range Midpoint \$31,408
of Incumbents 69

Custodian 2

LA Median \$19,832
Public Median \$25,002
Private Median \$26,548
Range Midpoint \$20,925
of Incumbents 705

Laborer

LA Median \$18,881
Public Median \$27,322
Private Median \$28,861
Range Midpoint \$20,925
of Incumbents 56

Electronic Technician

LA Median \$48,068
Public Median \$38,956
Private Median \$45,800
Range Midpoint \$47,123
of Incumbents 55

Maintenance Repairer 2

LA Median \$33,301
Public Median \$39,868
Private Median \$39,500
Range Midpoint \$38,470
of Incumbents 383

Skilled Trades Schedule (continued)

**Mobile Equipment
Operator 2/Hvy**

LA Median	\$39,218
Public Median	\$57,900
Private Median	\$55,100
Range Midpoint	\$44,044
# of Incumbents	72

Mobile Equipment Operator 1

LA Median	\$24,149
Public Median	\$30,179
Private Median	\$31,415
Range Midpoint	\$31,408
# of Incumbents	401

Appendix D

Structure Adjustment and General Increase History

Date	Proposal
1994	Proposal to increase range minimums by 4% and range maximums by 10%. Approval was not granted.
1995	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and range maximums by 5%. Approval was not granted.
1997	Proposal to increase General pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
1999	Proposal to increase Medical pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
2000	Proposal to grant COLAS to all classified employees in the amount of 5% and to increase range minimums and maximums by 5%. Approval was not granted.
2001	Proposal to increase range minimums and maximums for General and Medical pay schedules by 6% (2% each year for three years). Approval was granted.
2002	Proposal to increase range minimums and maximums by 2% for Skilled Trades pay schedule. Approval was granted.
2007	Proposal to grant COLAs to all classified employees in the amount of \$0.72 per hour and to increase the range minimums for all pay schedules by 10-14% and maximums by 10-14%. Approval was granted.
2008	Proposal to grant COLAS to all classified employees in the amount of 2-5% and to increase all pay range minimums to reflect federal minimum wage. In addition, it was proposed to increase range minimums for all pay schedules by 3-10%. Approval was not granted.

References

Dejoie, A. (2016). *Louisiana Workforce Information Review 2016*. Retrieved from http://www.laworks.net/Downloads/LMI/WorkforceInfoReview_2016.pdf

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

Scott, L.C. & Collins, J.S. (2016). *The Louisiana Economic Outlook: 2017 and 2018*. Baton Rouge, LA: Division of Economic Development, Louisiana State University.

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