

2020 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

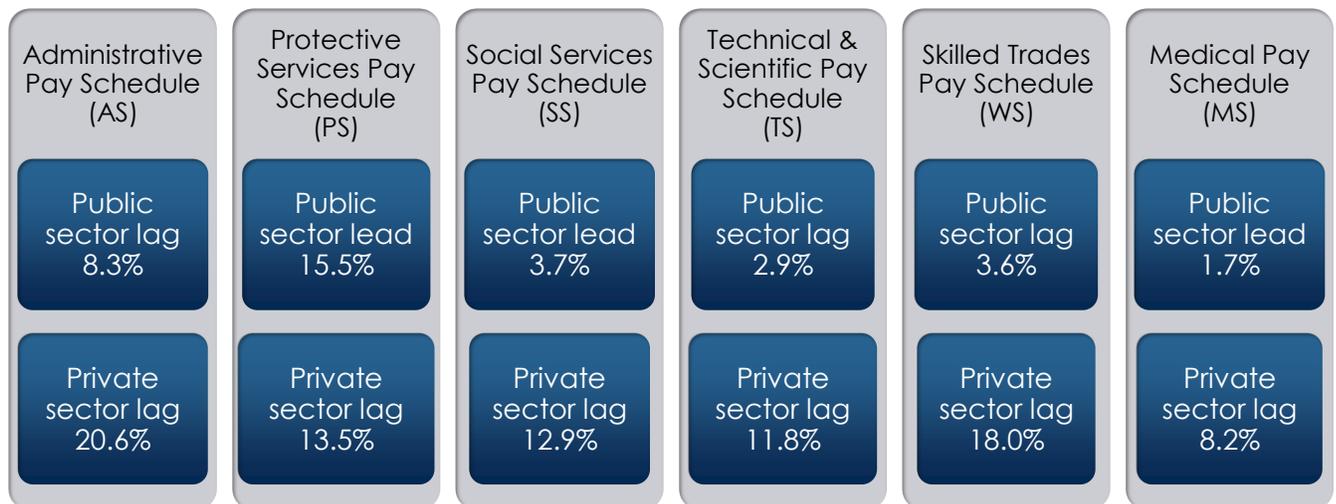
The Annual Uniform Pay Plan Review report provides the research and analysis to support recommendations to improve market competitiveness for the classified service. State Civil Service Certified Compensation Professionals prepare this report each year in accordance with WorldatWork best practices. WorldatWork 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 6% to the pay structure for Medical occupations that will have an annualized cost of approximately \$85,509.01.

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 remain somewhat competitive when compared to public sector medians, but lag private sector medians by amounts ranging from 8.2% to 20.6%.



PAY STRUCTURE LAG TRENDS

On average, four of the six classified pay schedules fell further behind their public sector counterparts since last year, but only the Administrative (AS) pay schedule is considered “below market” when compared to the public sector. However, all of the pay schedules fell further behind their private sector counterparts and are considered “below market” when compared to the private sector.

LAG INCREASES IN
CLASSIFIED PAY SCHEDULES
SINCE LAST YEAR

PUBLIC SECTOR

4 OUT OF 6


PRIVATE SECTOR

6 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 1.7% to 17.9% and lag private sector medians by amounts ranging from 11.9% to 25.4%.

Administrative Pay Schedule (AS)	<ul style="list-style-type: none"> Public sector lag : 17.9% Private sector lag : 25.4%
Protective Services Pay Schedule (PS)	<ul style="list-style-type: none"> Public sector lag : 10.6% Private sector lag : 18.5%
Social Services Pay Schedule (SS)	<ul style="list-style-type: none"> Public sector lag : 8.6% Private sector lag : 22.8%
Technical & Scientific Pay Schedule (TS)	<ul style="list-style-type: none"> Public sector lag : 9.2% Private sector lag : 16.8%
Skilled Trades Pay Schedule (WS)	<ul style="list-style-type: none"> Public sector lag : 11.2% Private sector lag : 24.2%
Medical Pay Schedule (MS)	<ul style="list-style-type: none"> Public sector lag : 1.7% Private sector lag : 11.9%

MEDIAN SALARY LAG TRENDS

Actual median salaries of classified employees in the Skilled Trades (WS) and Protective Services (PS) pay schedules fell further behind their counterparts in both the public and private sectors. In contrast, actual median salaries for classified employees in all other pay schedules have improved as compared to median salaries for their counterparts in both sectors since last year by amounts ranging from 1.0 to 7.2 percentage points.

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

PUBLIC SECTOR

2 OUT OF 6

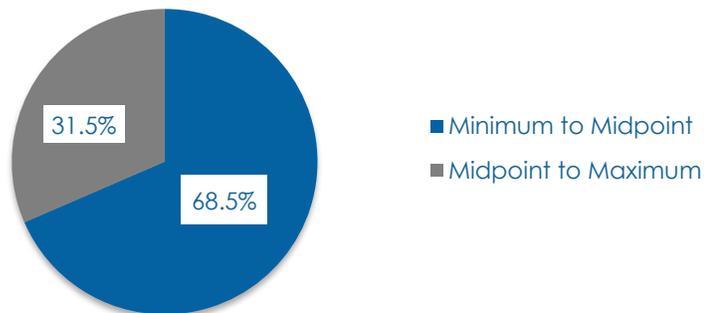

PRIVATE SECTOR

2 OUT OF 6


PERCENT INTO PAY RANGE ANALYSIS

Percent into range data for all classified employees provides that, as of January 1, 2020, the majority of classified salaries (68.5%) 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 pay philosophy to maintain market competitiveness.

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



TARGETED REVIEW OF CLASSIFIED JOBS

This section shows the percentage of classified benchmark job matches for each pay schedule that were evaluated as being outside of the acceptable range. Classified benchmark jobs identified as being outside of the acceptable range have midpoints of their respective pay ranges greater than +/- 10% of the corresponding market median as of January 1, 2020. The acceptable range was established in consideration of the limitations of third-party salary data since not every public and private sector employee in the relevant market is included. In general, pay schedules that have more matches in the public sector tend to have a greater percentage of jobs that are in the “Acceptable” range or higher. This effect is most prominent for the PS schedule.

This section also includes the results of the targeted review for Administrative occupations that was recommended last year. The Administrative pay schedule midpoints as well as the actual median salaries of classified employees in benchmarked jobs continue to lag the furthest behind as compared to their counterparts in both the public and private sectors. It was found that adjustments in benchmark matches will help improve these figures, but that some jobs will need a full job assessment to modernize concepts and realign with the market.



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.

A four-prong approach is necessary in order to maintain market competitiveness. First, the pay range structures must be at a competitive position relative to the market. Second, the jobs assigned to those pay ranges must be regularly evaluated to ensure that the pay ranges continue to be appropriate as the jobs evolve and the market for those jobs change. Third, the actual salaries of employees must move within their assigned pay ranges to maintain pace with the market as those employees gain experience, skills and competencies. Fourth, the 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 aspects of maintaining market competitiveness by providing an assessment of the pay range structures, a targeted review of jobs in the classification plan, a review of actual employee salaries, and recommendations for solutions to improve market competitiveness. 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 regional area.

CompData

CompData is a global compensation survey data firm that was used to obtain data for the regional 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.

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.

<p>ADMINISTRATIVE (AS)</p> <ul style="list-style-type: none">•Fiscal•Purchasing•Human Resources•Clerical Support 	<p>PROTECTIVE SERVICES (PS)</p> <ul style="list-style-type: none">•Security Guards•Police Officers•Correctional Officers•Probation/Parole Officers 	<p>SOCIAL SERVICES (SS)</p> <ul style="list-style-type: none">•Social Workers•Counselors•Rehab Specialists•Social Service Analysts 
<p>TECHNICAL/SCIENTIFIC (TS)</p> <ul style="list-style-type: none">•Engineers•Geologists•Biologists•Information Technology 	<p>SKILLED TRADES (WS)</p> <ul style="list-style-type: none">•Mechanics•Carpenters•Plumbers•Electricians 	<p>MEDICAL (MS)</p> <ul style="list-style-type: none">•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.

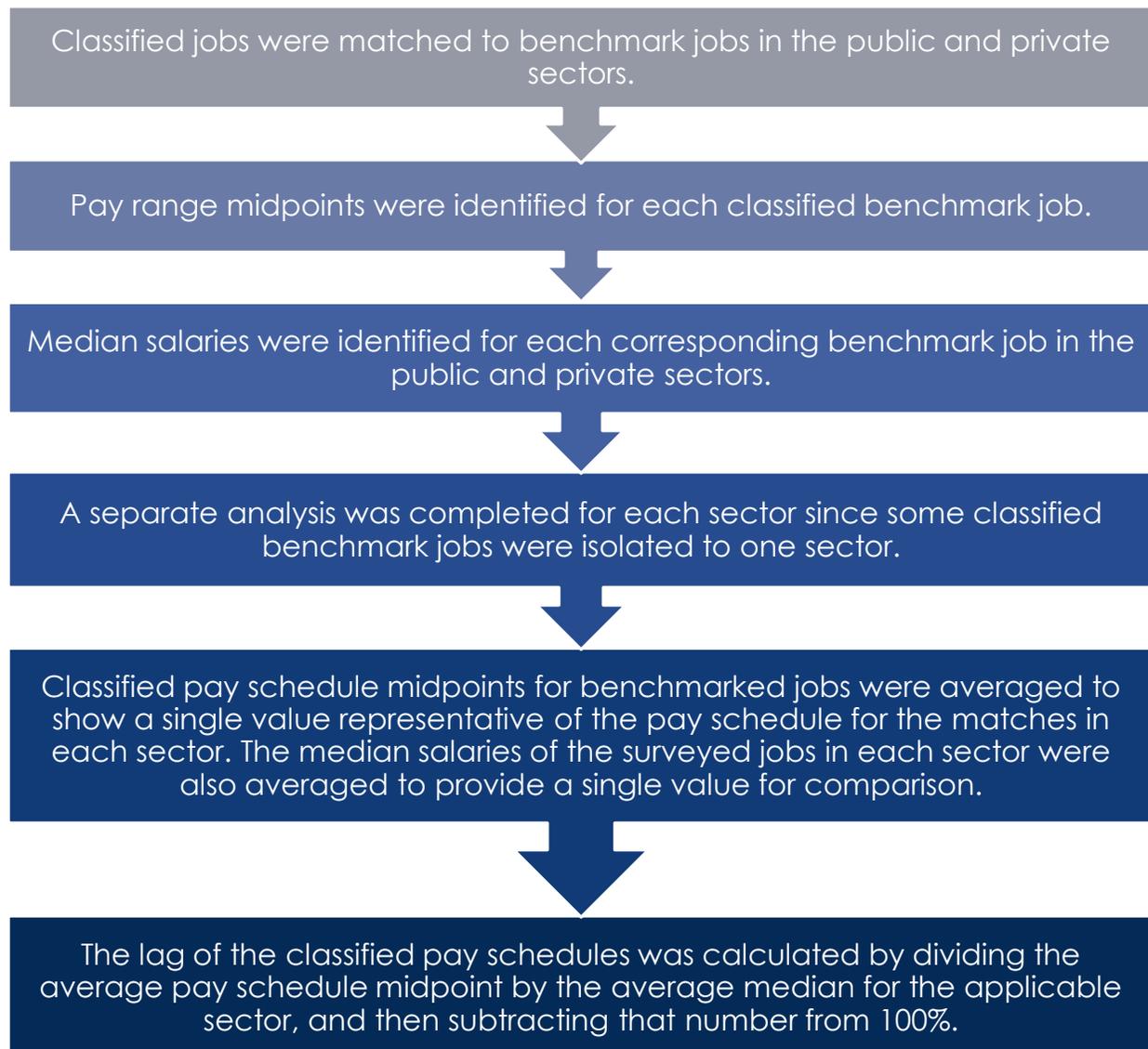
Part of defining the relevant labor market involves identifying employers within the same industry. State government is a public sector entity. For this reason, it is important to show a comparison against public sector data as well.

Pay Structure Competitiveness

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

METHODOLOGY

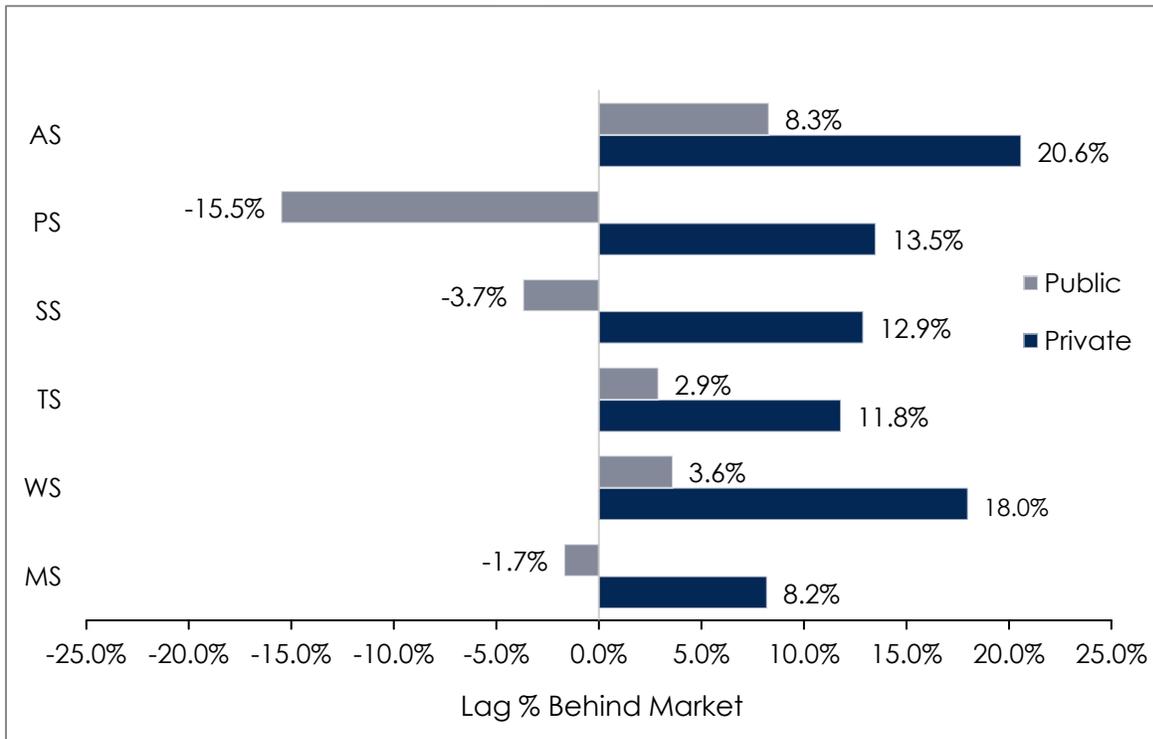
The following methodology is used for this section to compare classified pay schedule midpoints to market median salaries for comparable benchmark jobs. Common standards in compensation administration suggest comparing the 50th percentile (midpoint) of the pay range to the median market rate when recommending 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, 2020, classified pay range midpoints for the six pay schedules trail the median salaries offered by private employers for benchmarked jobs by amounts ranging from 8.2% to 20.6%. When compared to the public sector, classified pay range midpoints for benchmarked jobs trail the median salaries offered by public sector employers for benchmarked jobs in three of the six pay schedules by amounts ranging from 2.9% to 8.3%. In the graph below, the bars indicate the percentages by which the average classified pay schedule midpoint has fallen behind or risen above the corresponding public and private sector median salary for benchmarked jobs. A detailed comparison for each pay schedule can be found on the following pages.

**Market Lags of Classified Pay Schedule Midpoints for Benchmarking 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

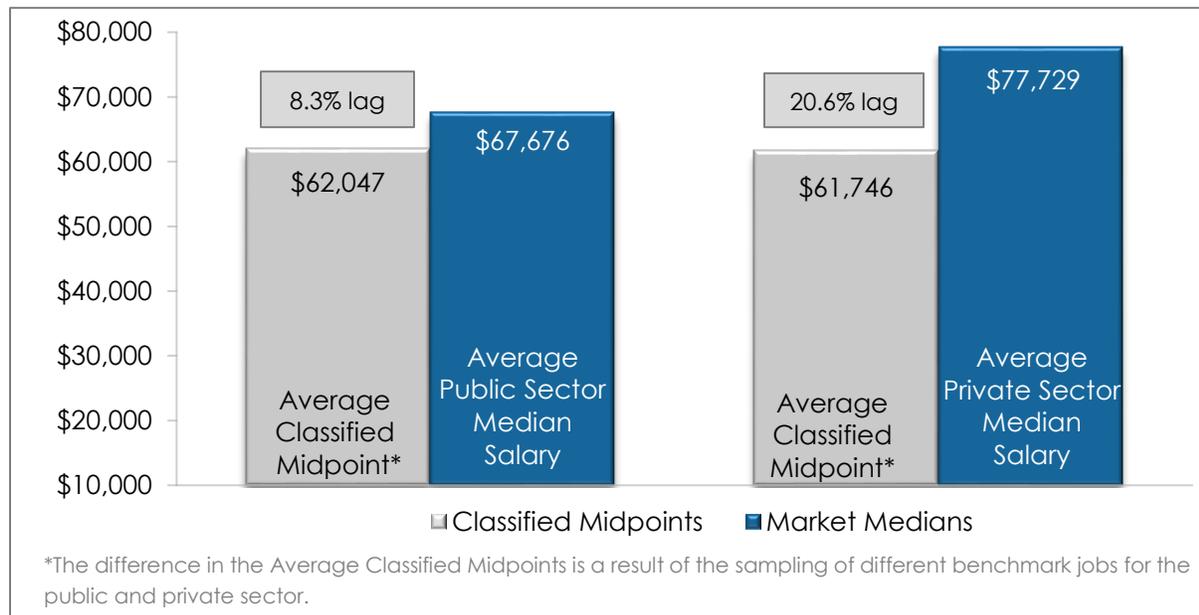
Pay schedules with a negative percentage indicate that the corresponding pay schedule midpoints are higher than the median salaries offered for the benchmarked jobs in that sector.

Administrative Pay Schedule (AS)

161 Classified Benchmark Jobs	6,215 Classified Employees in Benchmark jobs	8.3% Lag Public Sector Median Salaries	20.6% Lag Private Sector Median Salaries
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A total of 161 jobs were benchmarked in the Administrative Pay Schedule which represents 6,215 classified employees as of January 1, 2020. 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, 8.3% lower than competing public employers and 20.6% lower than competing private employers.

AS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

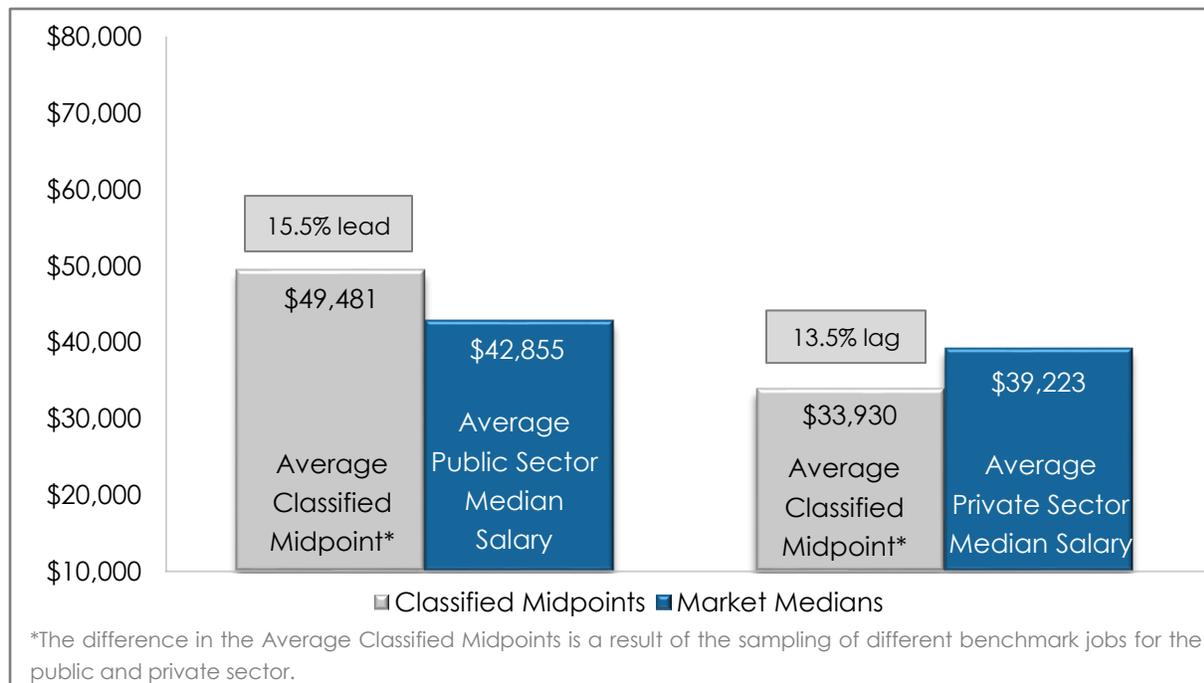
11,147
Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/1/2020

Protective Services Pay Schedule (PS)

14 Classified Benchmark Jobs	2,224 Classified Employees in Benchmark jobs	15.5% Lead Public Sector Median Salaries	13.5% Lag Private Sector Median Salaries
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A total of 14 jobs were benchmarked in the Protective Services Pay Schedule which represents 2,224 classified employees as of January 1, 2020. 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, 15.5% higher than competing public employers and 13.5% 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.

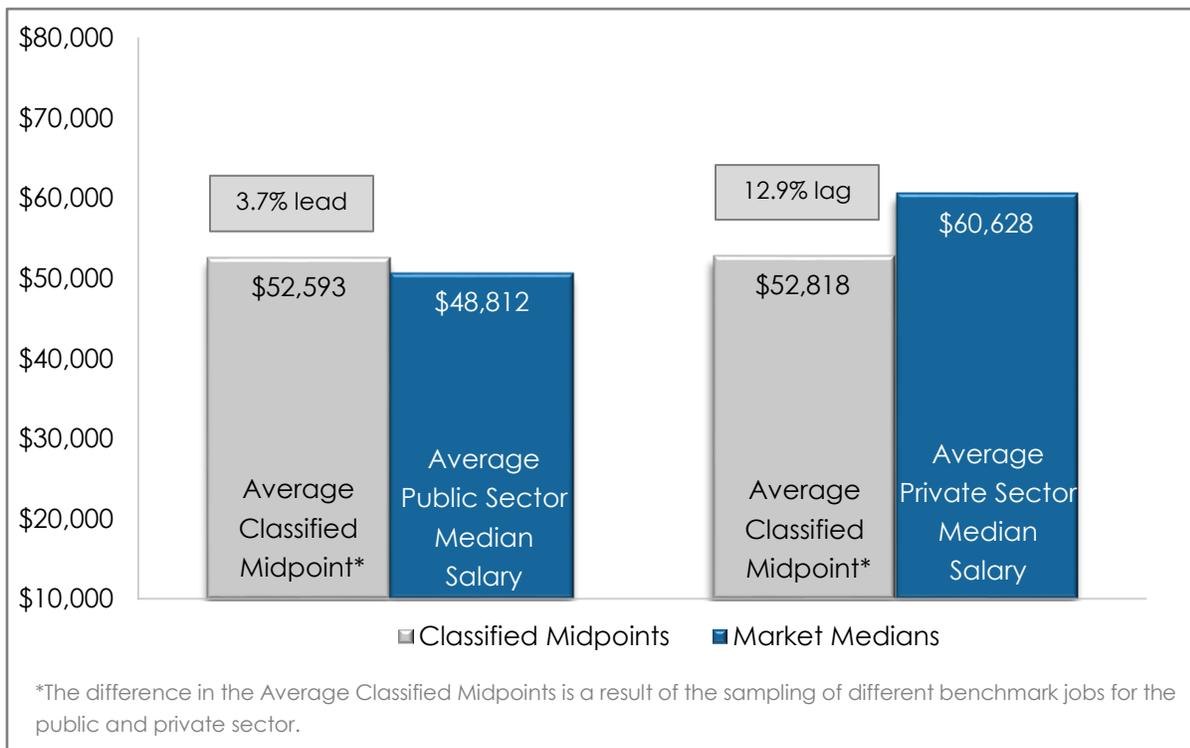
5,920
Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2020

Social Services Pay Schedule (SS)

23	1,679	3.7% Lead	12.9% Lag
Classified Benchmark Jobs	Classified Employees in Benchmark jobs	Public Sector Median Salaries	Private Sector Median Salaries

A total of 23 jobs were benchmarked in the Social Services Pay Schedule which represents 1,679 classified employees as of January 1, 2020. 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, 3.7% higher than competing public employers and 12.9% 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.

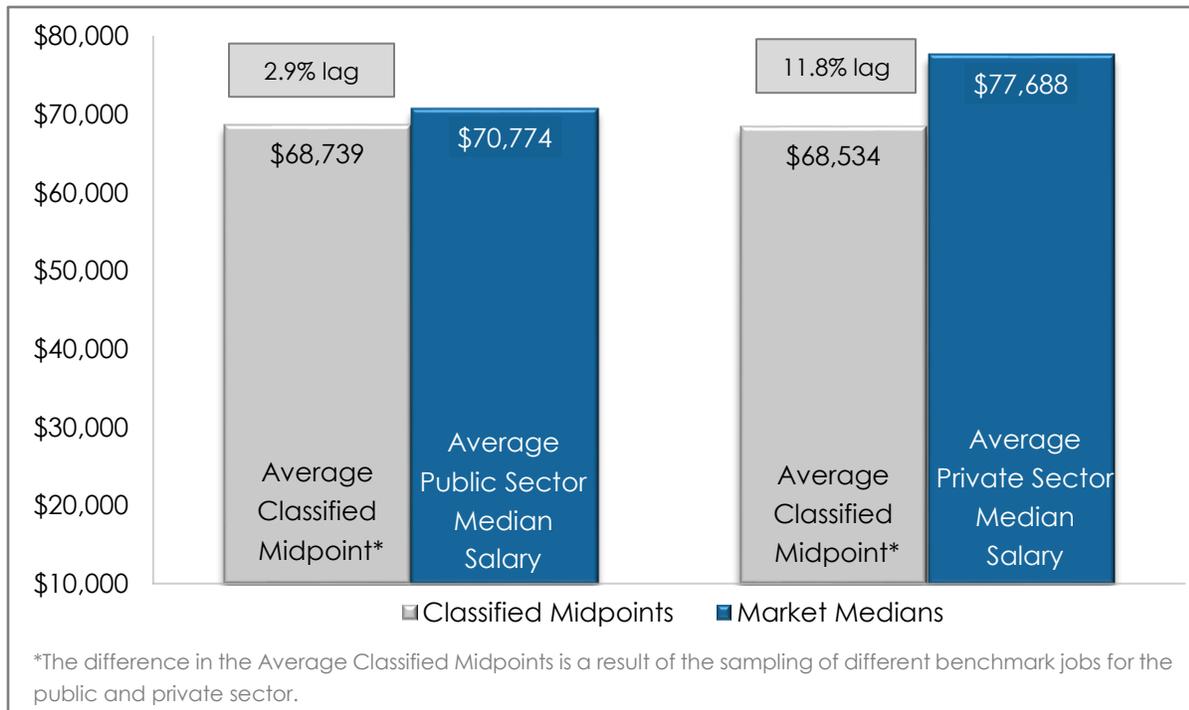
6,061
Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/1/2020

Technical & Scientific Pay Schedule (TS)

91 Classified Benchmark Jobs	2,285 Classified Employees in Benchmark jobs	2.9% Lag Public Sector Median Salaries	11.8% Lag Private Sector Median Salaries
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A total of 91 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,285 classified employees as of January 1, 2020. 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, 2.9% lower than competing public employers and 11.8% 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.

4,769

Full-Time, Regular Classified Employees in the Technical & Scientific Pay Schedule as of 1/1/2020

Skilled Trades Pay Schedule (WS)

55
Classified
Benchmark Jobs

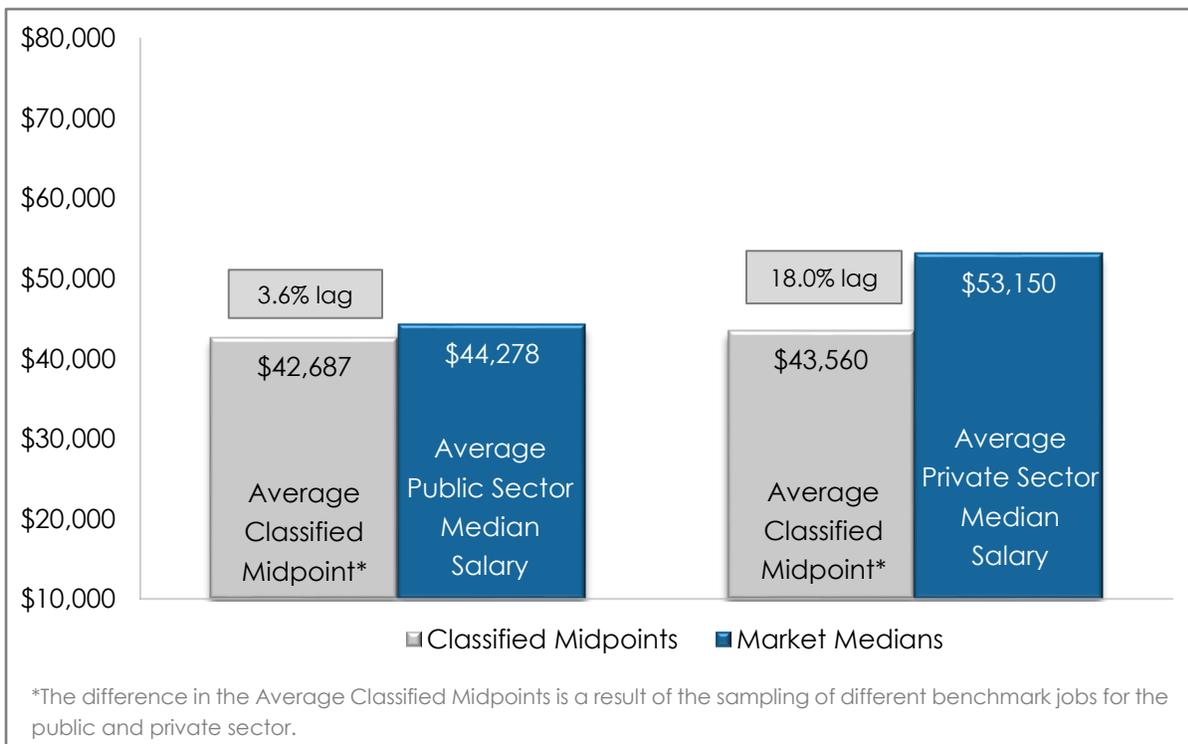
3,846
Classified Employees
in Benchmark jobs

3.6% Lag
Public Sector
Median Salaries

18.0% Lag
Private Sector
Median Salaries

A total of 55 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 3,846 classified employees as of January 1, 2020. 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, 3.6% lower than competing public employers and 18.0% 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.

5,950

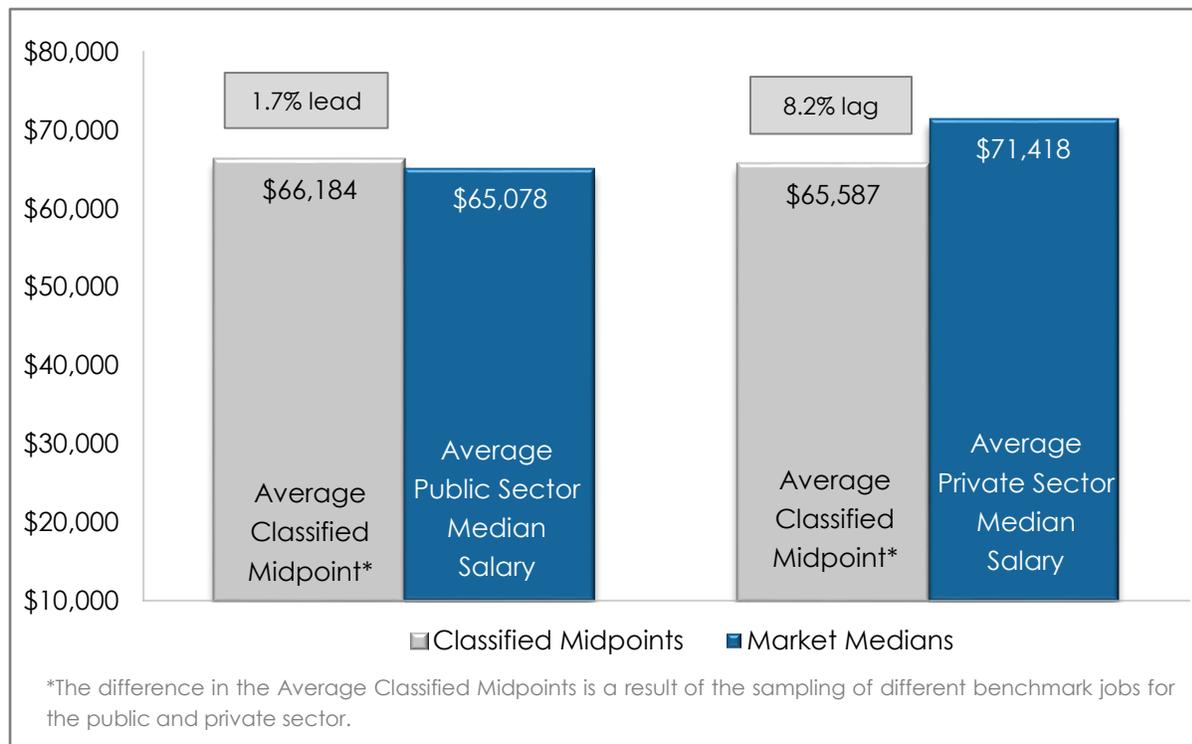
Full-Time, Regular Classified Employees in the Skilled Trades Pay Schedule as of 1/1/2020

Medical Pay Schedule (MS)

47 Classified Benchmark Jobs	1,382 Classified Employees in Benchmark jobs	1.7% Lead Public Sector Median Salaries	8.2% Lag Private Sector Median Salaries
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A total of 47 jobs were benchmarked in the Medical Pay Schedule which represents 1,382 classified employees as of January 1, 2020. 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, 1.7% higher than competing public employers and 8.2% lower than competing private employers.

MS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

2,625
Full-Time, Regular Classified Employees in the Medical Pay Schedule as of 1/1/2020

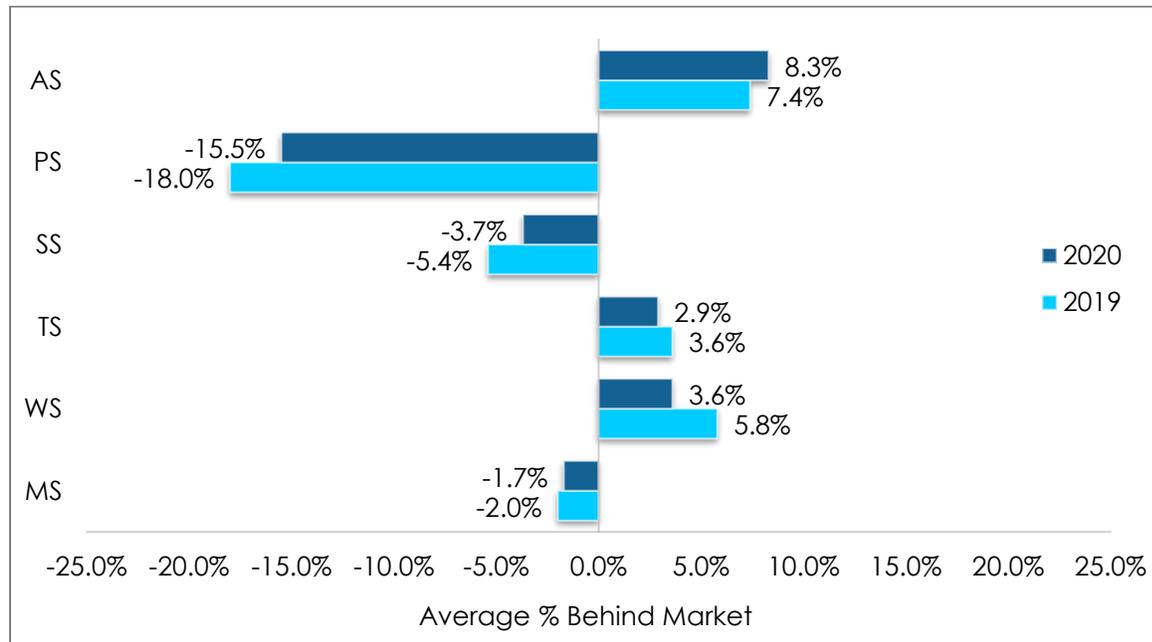
PAY STRUCTURE LAG TRENDS – Public Sector

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the public sector, the market competitiveness for four of the pay schedules has declined since 2019 by amounts ranging from 0.3 of a percentage point for Medical (MS) occupations to 2.5 percentage points for Protective Services (PS) occupations. However, of these four, only the Administrative (AS) pay schedule is considered “below market.”

**Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule
2019-2020**



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.

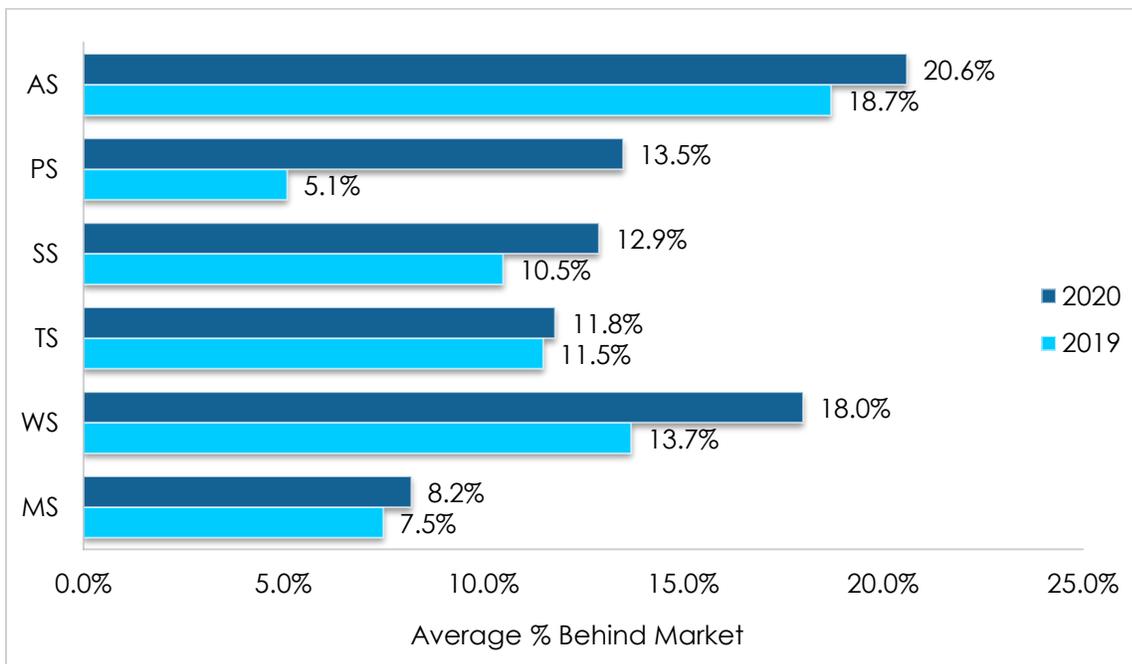
PAY STRUCTURE LAG TRENDS – Private Sector

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the private sector, market competitiveness for all six pay schedules has declined since 2019 by amounts ranging from 0.3 percentage points for Technical and Scientific (TS) occupations to 8.4 percentage points for Protective Services (PS) occupations.

**Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule
2019-2020**



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

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

Median Salary Comparisons

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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.

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

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

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

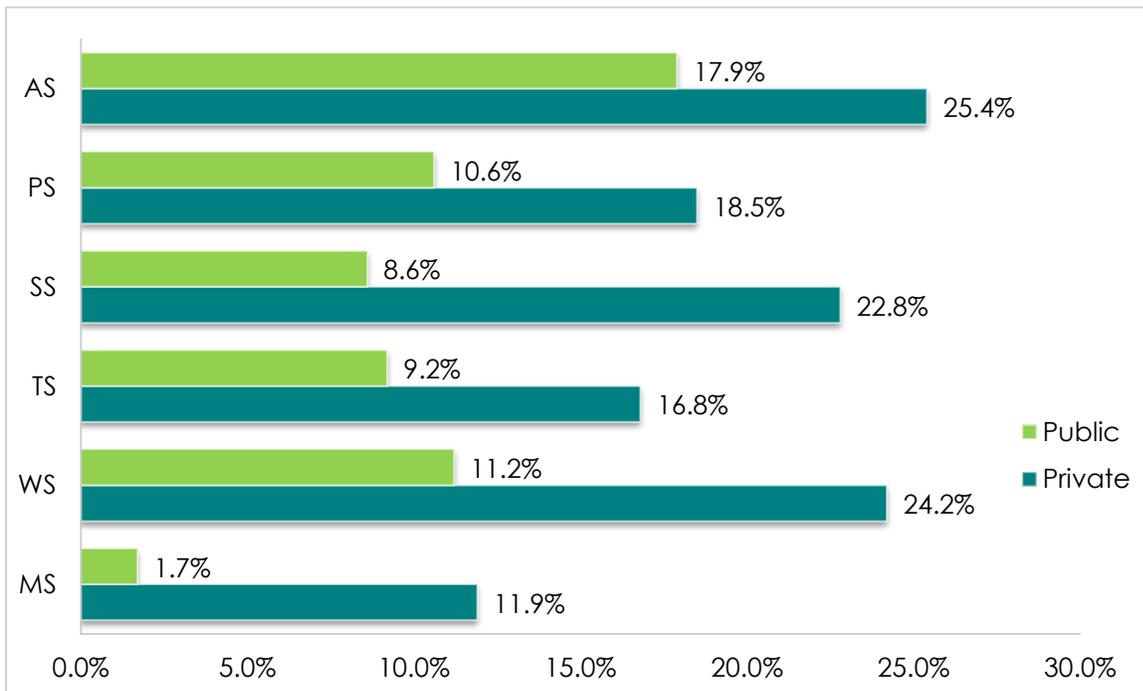
For each classified pay schedule, an overall median value was calculated from the actual median salaries for the classified benchmark jobs, the public sector benchmark jobs, and the private sector benchmark jobs.

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

Results

As of January 1, 2020, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the public sector by amounts ranging from 1.7% to 17.9%. The median salaries of classified employees lag the median salaries for equivalent benchmark jobs in the private sector by amounts ranging from 11.9% to 25.4%.

**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

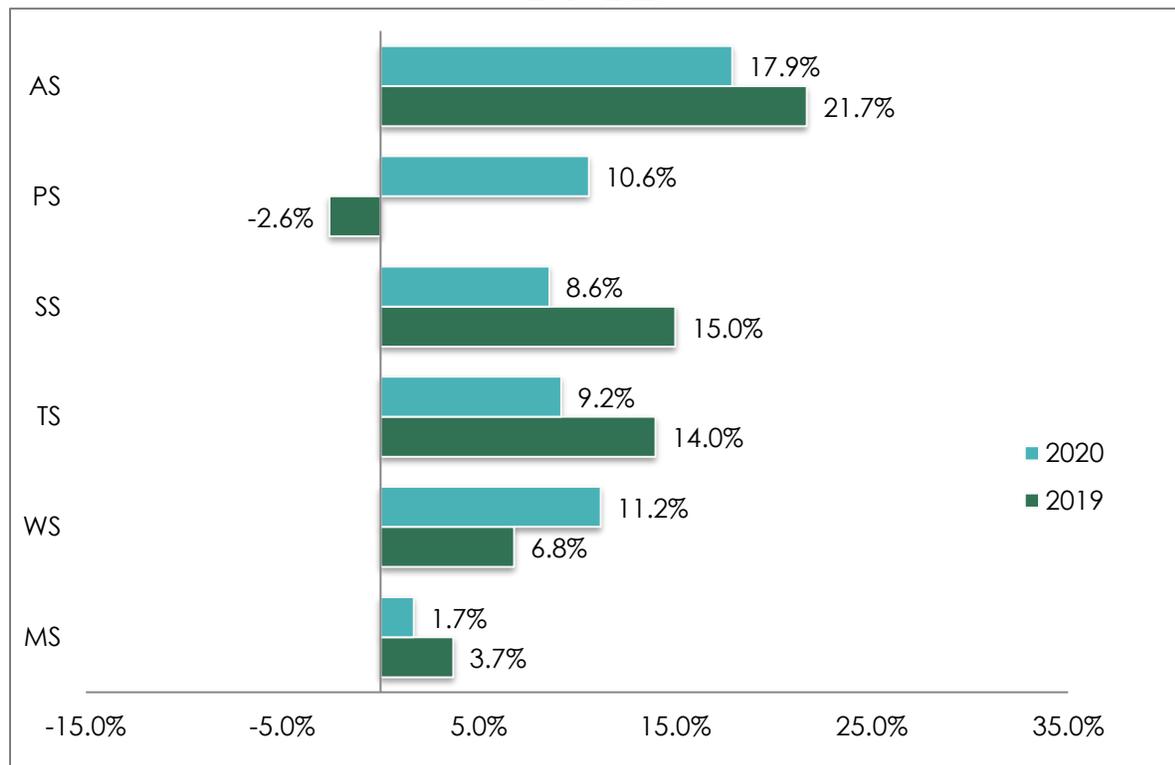
MEDIAN SALARY LAG TRENDS – Public Sector

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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

Since 2019, median salaries for employees in two of the pay schedules have fallen further behind the market by amounts ranging from 4.4 percentage points for Skilled Trades (WS) occupations to 13.2 percentage points for Protective Services (PS) occupations. The other pay schedules show a decrease in the lag by amounts ranging from 2.0 percentage points for Medical occupations (MS) to 6.4 percentage points for Social Services occupations (SS).

**Lags of Classified Median Salaries to Public Sector Median Salaries
by Pay Schedule
2019-2020**



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

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

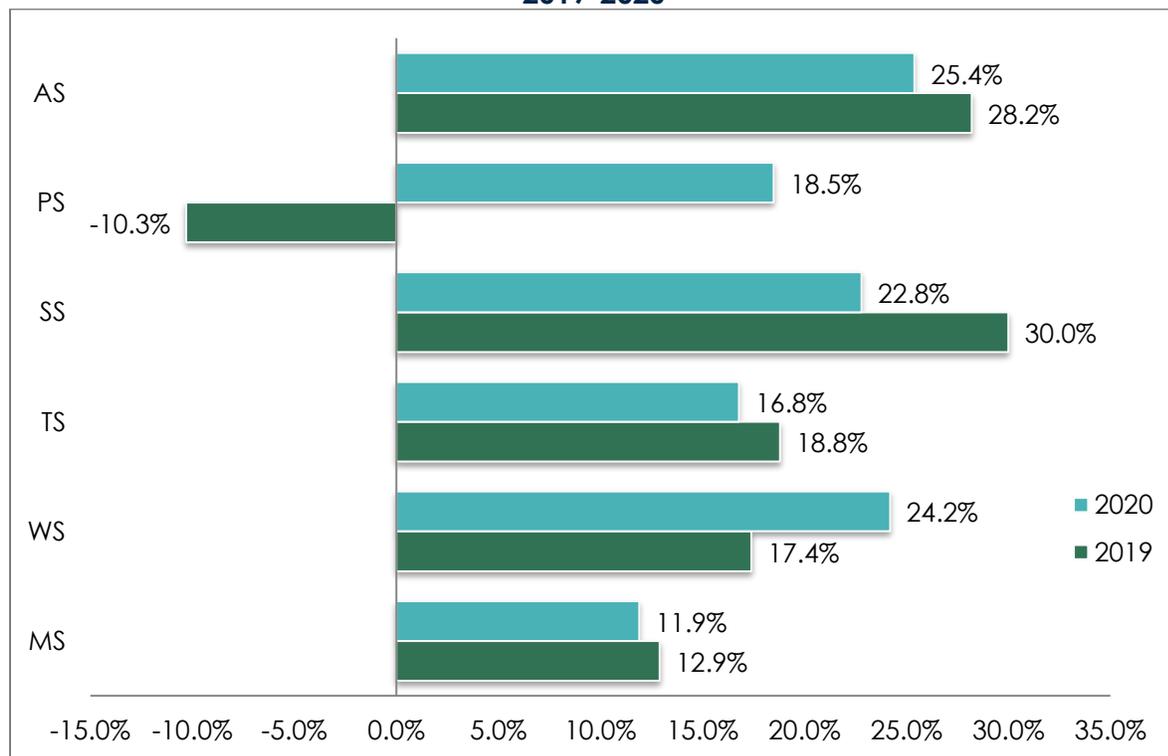
MEDIAN SALARY LAG TRENDS – Private Sector

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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

Since 2019, median salaries for employees in two pay schedules have fallen further behind the market by amounts ranging from 6.8 percentage points for Skilled Trades occupations (WS) to 28.8 percentage points for Protective Services occupations (PS). The other four pay schedules show a decrease in the lag by amounts ranging from 1.0 percentage point for Medical occupations (MS) to 7.2 percentage points for Social Services (SS) occupations.

**Lags of Classified Median Salaries to Private Sector Median Salaries
by Pay Schedule
2019-2020**



AS = Administrative Pay Schedule

PS = Protective Services Pay Schedule

SS = Social Services Pay Schedule

TS = Technical & Scientific Pay Schedule

WS = Skilled Trades Pay Schedule

MS = Medical Pay Schedule

Percent into Pay Range

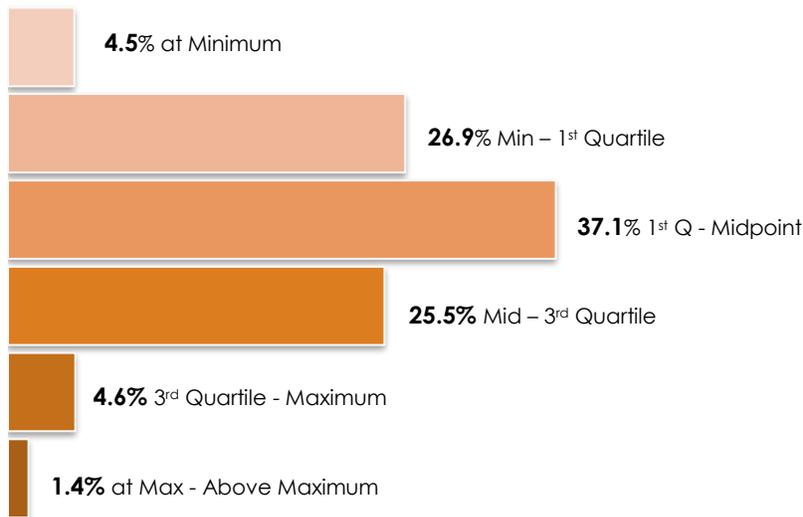
ANALYSIS OF CLASSIFIED SALARIES

This section of the report provides an overview of where 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, 2020. Approximately 68.5% 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

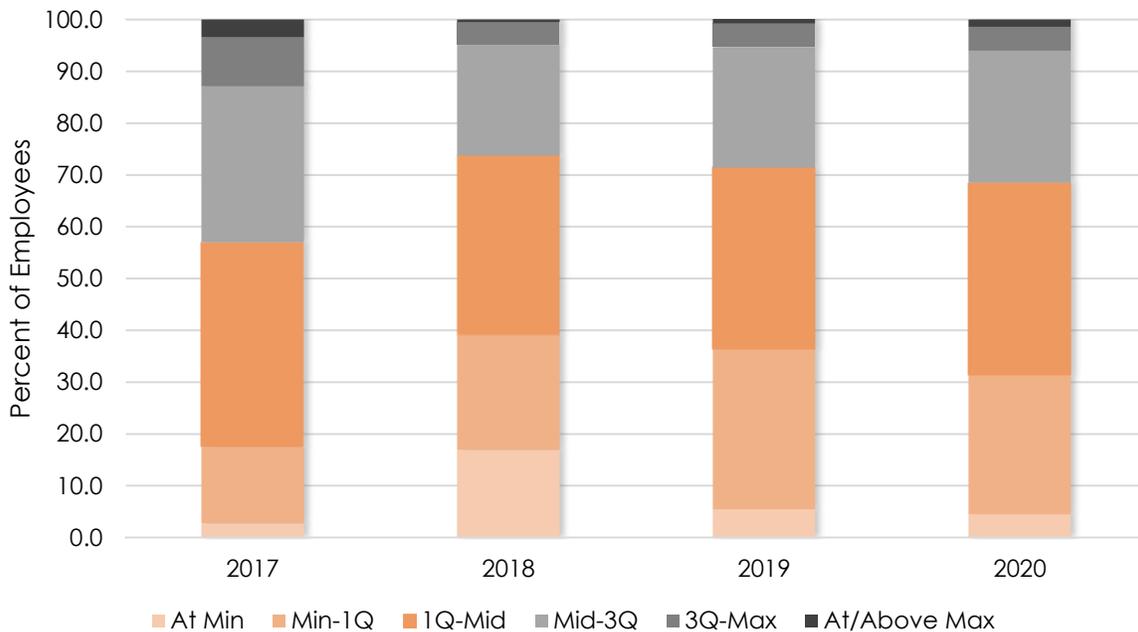
2020



The Market Adjustment rule that took 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. This is because the Market Adjustment rule has allowed employees to progress within their respective pay ranges over time. The graph below shows a comparison of percent into range figures since 2017. Segments of employees below their respective midpoints are shown in color, while those above their midpoints are in greyscale.

**Distribution of Classified Workforce in Pay Ranges
2017 - 2020**



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 more quickly. The state may realize higher turnover costs from classified employees seeking other job opportunities outside of state government if their salaries do not continue to move with the market.

Historically, the distribution of employee salaries within the classified pay ranges has remained relatively static from 2010 through 2017. It is assumed that economic conditions, retirements of senior employees, turnover, and the inability of state agencies to grant performance adjustments for several years impacted the distribution of employee salaries in the pay ranges. Appendix B includes a graph that illustrates the distributions of the classified workforce within their respective pay ranges from 2010 to 2020.

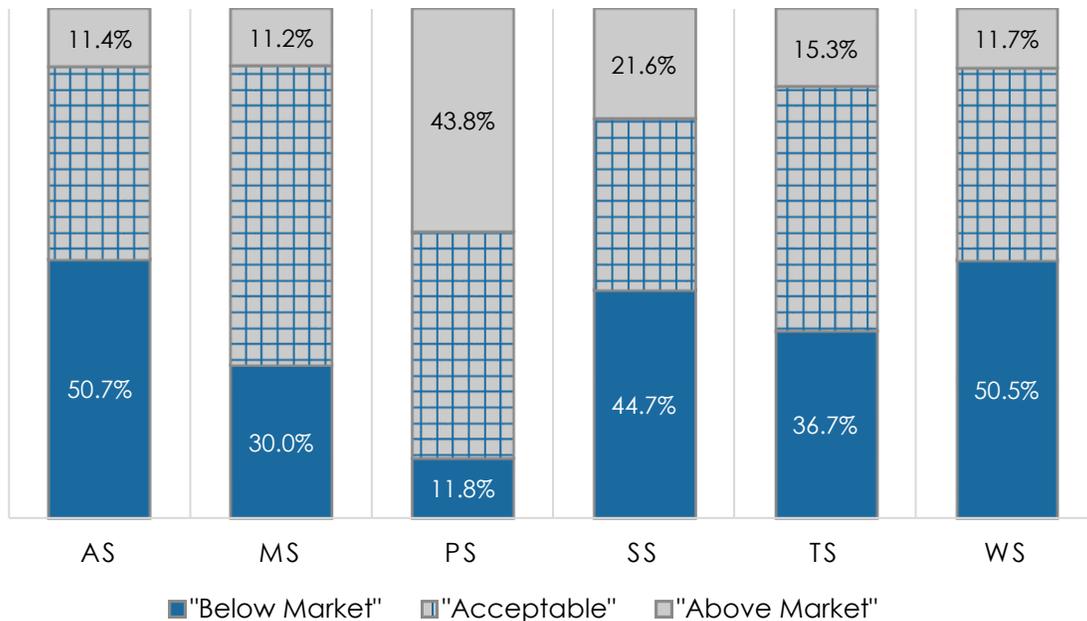
Targeted Review of Classified Jobs

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 will assist in addressing market lags by highlighting the jobs that have fallen the furthest behind. Additionally, a targeted review may result in a cost savings in the overall administration of a uniform classification and pay plan by assessing if specific jobs are appropriately aligned to market.

The graph below provides an overview of the market alignment for all classified benchmark job matches in both sectors. Classified benchmark jobs identified as being in the “Acceptable” category have midpoints of their respective pay ranges within +/- 10% of the corresponding market median as of January 1, 2020. The acceptable range was established in consideration of the limitations of third-party salary data. Although the salary data is representative of the market, it is limited because it does not include every public and private sector employee in the region. Classified benchmark jobs identified as being outside of the acceptable range will be assessed over the next year to determine appropriate solutions to address market competitiveness within the boundaries of financial feasibility.

Market Alignment of Classified Benchmark Job Midpoints

(as of January 1, 2020)



In general, pay schedules that have more matches in the public sector tend to have a greater percentage of jobs that are in the “Acceptable” range or higher. This effect is most prominent for the PS schedule.

ADMINISTRATIVE PAY SCHEDULE TARGETED REVIEW

In last year's report, it was recommended that State Civil Service prioritize a review of Administrative occupations in order to determine which job series most urgently need realignment to the market. This review was necessary due to the continued lag of the Administrative pay schedule midpoints as well as the lag of actual median salaries of classified employees in benchmarked jobs. In this year's report, again, it is the Administrative pay schedule midpoints as well as the actual median salaries of classified employees in benchmarked jobs that continue to lag the furthest behind as compared to their counterparts in both the public and private sectors. A summary of the review process and findings is provided below.

- First, it was assessed if any adjustments to classified job benchmark matches would be necessary due to evolutions of job concepts. It was found that some adjustments are needed in order to better align with the external benchmark job. For example, an "experienced" level external job is sometimes more comparable to an "advanced" level classified job that participates in a career progression group.
- Second, it was assessed if any classified jobs would need to be reassigned to a different pay grade in order to be more market competitive. Although it was found that some classified jobs will benefit from being reassigned to a higher pay grade, other jobs will need a full job assessment in order to modernize job concepts and realign pay levels with the market.
- Third, it was assessed if any pay range midpoints need adjustment in order to improve market competitiveness. It was found that some advanced level classified jobs may need a higher midpoint.
- The last step in the review was to assess actual classified employee salaries in the Administrative pay schedule. Despite the Market Adjustment rule, actual median salaries of classified employees still significantly lag the median salaries of comparable jobs in both the public and private sectors.

Due to the impact of COVID-19 and related budgetary uncertainties, SCS will focus on conducting job assessments for Administrative occupations and realigning the associated benchmark matches where necessary in order to improve the market competitiveness for this pay schedule in the coming year.

TARGETED REVIEWS FOR NEXT YEAR

Additional survey sources were considered for the Protective Services and Social Services pay schedules. However, it was found that these jobs are generally difficult to match in third-party salary surveys due to the isolation of these occupations to governmental entities. State Civil Service will be targeting these schedules in next year's report to determine appropriate solutions for these occupations.

Conclusion

The analysis conducted by State Civil Service concludes that, as of January 1, 2020, the state's classified pay schedule midpoints remain somewhat competitive with the public sector, but are falling behind the private sector. Classified midpoints as compared to the public sector range from 2.9% behind for Technical and Scientific occupations to 8.3% behind for Administrative occupations, but are ahead of the public sector for Protective Services, Social Services, and Medical occupations. Classified midpoints as compared to the private sector range from 8.2% behind for Medical occupations to 20.6% behind for Administrative occupations. As compared to last year, midpoints for four of the pay schedules have become less competitive with the public sector but only the Administrative pay schedule is considered "below market" for this group. In contrast, all six pay schedules have become less competitive with the private sector since last year and they are all considered "below market" in this group.

Actual median salaries of classified employees in benchmarked jobs for all six pay schedules continue to lag behind those of their public and private sector counterparts. Actual median salaries of classified employees as compared to the public sector range from 1.7% behind for Medical occupations to 17.9% behind for Administrative occupations. These lags are larger when actual median salaries of classified employees in benchmarked jobs are compared to the private sector, ranging from 11.9% for Medical occupations to 25.4% for Administrative occupations. As compared to last year, actual median salaries for employees in Skilled Trades occupations and Protective Services occupations have become less competitive with the public and private sectors; however, actual median salaries of employees in the other pay schedules show modest improvement when compared to the public and private sectors by amounts ranging from 1.0 to 7.2 percentage points. The data suggests that an additional pay mechanism may be necessary to address the large lag of actual employee salaries.

It is apparent that the Market Adjustment rule is assisting in improving the competitiveness of classified employee salaries. Last year, 71.4% of classified employee salaries fell between the minimums and the midpoints of their respective pay ranges. This year, this number has fallen to 68.5%.

The targeted review of specific benchmark matches assists SCS in determining which job series most urgently need realignment to the market. The Administrative pay schedule was targeted for this year and solutions to improve market competitiveness include a focus on conducting job assessments and realigning the associated benchmark matches where necessary. In next year's report, Protective Services occupations and Social Services occupations are being targeted for a review.

So far, three of the four prongs 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 prong 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 impacts of COVID-19, SCS is recommending conservative adjustments within the boundaries of financial feasibility in order to assist in maintaining market competitiveness.

- Administrative Pay Schedule
SCS will focus on job assessments and realigning the associated benchmark job matches where necessary to improve market competitiveness for this pay schedule.
- Protective Services Pay Schedule
SCS is targeting this pay schedule for a review in next year's report.
- Social Services Pay Schedule
SCS is targeting this pay schedule for a review in next year's report.
- Technical & Scientific Pay Schedule
SCS is withholding recommendations for this pay schedule. This pay schedule has recently experienced job assessments for job series such as Engineers, Surveyors, Petroleum Scientists, and Crime Laboratory Analysts that will assist in improving market competitiveness. 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 withholding recommendations for this pay schedule. However, SCS will work with agencies in the event that job assessments or pay solutions are needed for these occupations. With the impact of Hurricane Laura, there may be a greater demand for skilled trades in the affected areas.
- Medical Pay Schedule
A structure adjustment of 6% is recommended in an effort to support recruiting and retention of medical occupations. As of August 28, 2020, a total of 65 employees will be affected that will result in an annualized implementation cost of \$85,509.01. The low cost is attributed to most employees already being paid more than 6% above the current minimums.

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

Appendix A – Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

ACCOUNTANT 1	ATTORNEY SUPERVISOR	HR CONS B
ACCOUNTANT 2	ATTORNEY-DEP GEN COUNS 1	HR CONS C
ACCOUNTANT 3	ATTORNEY-DEP GEN COUNS 2	HR CONS SPEC
ACCOUNTANT 4	AUDIT DIR 2	HR DIR D
ACCOUNTANT ADMIN 5	AUDIT MANAGER	HR DIV ADMIN
ACCOUNTANT MANAGER 1	AUDITOR 1	HR MAN A
ACCOUNTANT MANAGER 2	AUDITOR 2	HR MAN B
ACCOUNTANT MANAGER 3	AUDITOR 3	HR SPECIALIST
ACCOUNTANT MANAGER 4	AUDITOR 4	HR SUP
ACCOUNTANT SUPERVISOR 1	AUDITOR SUPERVISOR	INSURANCE SPECIALIST 2
ACCOUNTANT SUPERVISOR 2	BUDGET ADMIN 2	INTERPRETIVE RANGER 2
ACCOUNTING SPEC SUPV	BUDGET ANALYST 1	LAND SPEC 1
ACCOUNTING SPECIALIST 1	BUDGET ANALYST 2	LAND SPEC 2
ACCOUNTING SPECIALIST 2	BUDGET ANALYST 3	LAND SPEC 3
ACCOUNTING TECH	BUDGET ANALYST 4	LAND SPECIALIST 4
ADM LAW JUDGE--ADV	BUDGET MANAGER	LIBRARIAN 2
ADMIN ASST 1	COMPLIANCE EXAM 2	LIBRARY SPECIALIST 2
ADMIN ASST 2	COMPLIANCE PROG SPEC 2	LIBRARY SPECIALIST 3
ADMIN ASST 3	COMPLIANCE PROG SPEC 3	MANAGEMENT ANALYST 2
ADMIN ASST 5	CONTR/GNTS REV 2	MARKETING REP 1
ADMIN ASST 6	CONTR/GNTS REV 3	MARKETING REP 2
ADMIN COORD 1	CONTR/GNTS REV 4	MARKETING REP SUPV
ADMIN COORD 2	CONTR/GNTS REV MGR	MOT VEH COMP ANALYST 2
ADMIN COORD 3	CURATOR 2	MUSEUM DIR/BRANCH
ADMIN COORD 4	CURATOR 3	ORS SPEC 2
ADMIN PROG DIR 2	ECONOMIST 2	OSHA INDUS HTH HYG CONS
ADMIN PROG DIR 4	ECONOMIST 3	OSHA INDUS HTH/HYG CON TR
ADMIN PROG MGR 1	ECONOMIST 4-A	OSHA OCCUPATION SAF CONS
ADMIN PROG MGR 2	EDUC PROG CONS 2	PARALEGAL 1
ADMIN PROG MGR 3	GRAPHIC ARTIST	PARALEGAL 2
ADMIN PROG MGR 4	GRP BEN ANALYST 1	PARK MANAGER 1
ADMIN SUPV 1	GRP BEN ANALYST 2	PARK MANAGER 2
ADMIN SUPV 2	GRP BEN MANAGER	PHOTOGRAPHER 2
ARCHITECTURAL HISTORIAN 2	HR ANALYST A	POLICY PLANNER 2
ARCHIVES SPEC B	HR ANALYST B	PROCUREMENT DIR 4 EXMPT
ATTORNEY 1	HR ANALYST C	PROCUREMENT MGR 1 EXMPT
ATTORNEY 2	HR ASST DIV ADMIN	PROCUREMENT MGR 2 EXMPT
ATTORNEY 3	HR CONS A	PROCUREMENT SPEC 1

ADMINISTRATIVE OCCUPATIONS (continued)

PROCUREMENT SPEC 2	SAFETY PROGRAM COOR	STATISTICIAN 1
PROCUREMENT SPEC 3	SAFETY RISK AGENCY DIR	STATISTICIAN 2
PROCUREMENT SPEC 4-EX	SAFETY RISK AGENCY MGR	TAX COMMISSION SPEC 2
PROG COMPL OFF 3	SAFETY/EMERG PREP COORD	TRAIN/DEV PROG MGR
PROG COMPL OFF MGR	ST BUDGET MGMT ANAL 2	TRAIN/DEV PROG STAFF MG 2
PUB HTH EXECUTIVE DIRECT	ST LOSS PREV MGR	TRAIN/DEV SPEC 1
PUB INFO DIR 2	ST LOSS PREV OFFICER 1	TRAIN/DEV SPEC 2
PUB INFO DIR 3	ST LOSS PREV OFFICER 2	TRAIN/DEV SPEC 3
PUB INFO OFF 1	ST LOSS PREV SUPV	TV PRODUCER
PUB INFO OFF 2	ST RISK ADJUSTER 2	UTILITIES SPECIALIST 2
PUB INFO OFF 3	ST RISK ADJUSTER 3	WAREHOUSE MANAGER
REVENUE TAX ANALYST 2	ST RISK ADJUSTER 5	WAREHOUSE SUPERVISOR
REVENUE TAX AUDITOR 2	ST RISK ADJUSTER 6	WORK DEV SPEC 2
ROW AGENT 2	ST RISK DIRECTOR	WORK DEV SPEC 8
ROW AGENT 4	STATE PROG MGR 1	WRK COMP COMPL MGR
ROW MGR	STATE PROG MGR 2	

MEDICAL OCCUPATIONS

DENTAL ASSISTANT 2	PH LAB SCI 2	REG DIET/NUTR SVCS ADM
EKG TECHNICIAN 2	PH LAB SCI 3	REGIST DIETICIAN
HEALTH INFO INPATIENT COD	PHARMACIST 2	RN 1
HEALTH INFO PROCESSOR 2	PHARMACIST 3	RN 2
HOSP ADMISSIONS TECH 2	PHARMACIST 6	RN 3
LAB TECHNICIAN 2	PHARMACIST 7	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
MEDICAL SONOGRAPHER 2	PHYSICAL THERAPIST ASST	RN/MANAGER
NURSING ASST 1	PHYSICAL THERAPY TECH	RN/PROGRAM COORD
NURSING ASST 2	PRACT NURSE/LICENSED, 2	SPEECH/AUD SPEC 2
OCCUP THERAPIST 2	PSYCHOLOGIST 3	SPEECH/AUD SPEC 3
OCCUP THERAPY ASSISTANT 2	RAD TECH SUPV	SURGICAL TECHNICIAN 2
PH LAB DIR	RADIOL TECHNOLOGIST 2	VETERINARIAN
PH LAB SCI 1	RADIOL TECHNOLOGIST 3	

PROTECTIVE SERVICES OCCUPATIONS

CORRS CAPTAIN	GUARD SUPERVISOR	PROB/PAR OFFICER 2/ADULT
CORRS LT	JUV JUST SPEC 2	PROB/PAR SUPERVISOR/ADULT
CORRS SGT	PARK RANGER 2	ST FIRE MARSHAL DEP 2
CRIM INVEST 2	POLICE OFFICER 2-A	WILDLF ENF AGENT
GUARD	PRISON ENTER SUPV	

SOCIAL SERVICES OCCUPATIONS

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

TECHNICAL & SCIENTIFIC OCCUPATIONS

AGRI SPEC 2	FACILITY PROJ PLAN 1	IT STWD PROJ LDR
ARCHITECT 1	FACILITY PROJ PLAN 2	IT STWD SYST ANALYST 1
ARCHITECT 2	FACILITY PROJ PLAN 3	IT STWD SYST ANALYST 2
ARCHITECT 3	FOREST PROG SPEC	IT STWD SYST MANAGER
BIOLOGIST 1	GEOLOGIST 1	IT TECH SUPP ANALYST 1
BIOLOGIST 2	GEOLOGIST 2	IT TECH SUPP ANALYST 2
BIOLOGIST 3	GEOLOGIST 3	IT TECH SUPP CONSULT/DCL
BIOLOGIST DCL-A	GEOLOGIST--DCL	IT TECH SUPP MANAGER
BIOLOGIST DCL-B	GIS ANL 1	IT TECH SUPP SPEC 1
BIOLOGIST SUPERVISOR	GIS ANL 2	IT TECH SUPP SPEC 2
COMP GRAPH DESIGN ADV	GIS ANL 3	IT TECH SUPP SPEC 3
CONS ENF SPEC 2	GIS SPEC	IT TECH SUPP SUPV
CRIME LAB ALYST 2	GIS SUPV	IT TELECOM ANALYST MGR 1
CRIME LAB MGR	INFO TECH DIR 4	IT TELECOM ANALYST MGR 2
DOTD LOC SURVEY ASST ADM	IT APPL MANAGER 1	IT TELECOMM TECH ANYL 1
ENG 3	IT APPL PROG 1	IT TELECOMM TECH ANYL 2
ENG 4	IT APPL PROG 2	IT TELECOMM TECH ANYL 3
ENG 5	IT APPL PROG/ANALYST 1	LANDSCAPE ARCHITECT
ENG 6	IT APPL PROG/ANALYST 2	LANDSCAPE ARCHITECT CHIEF
ENG 6 DOTD	IT APPL PROG/ANALYST 3DCL	LANDSCAPE ARCHITECT INT
ENG 6-DCL	IT APPL PROJECT LEADER	PROFESSIONAL CHEMIST 1
ENG 8	IT DIRECTOR 3	PROFESSIONAL CHEMIST 2
ENG 9	IT EQUIP OPER 1	PROFESSIONAL CHEMIST 3
ENG 9 DOTD	IT EQUIP OPER 2	PROJECT MANAGER
ENG INTERN 1	IT EQUIP OPER 3	PUB HTH EPIDEMIOLOG
ENG INTERN 2	IT LIAISON OFFICER 2	SANITARIAN 2
ENG TECH 1	IT MGMT CONS 2/DCL	SURVEYOR 3
ENG TECH 2	IT MANAGMENT CONSULT 1	SURVEYOR 4
ENG TECHN 3	IT OPER SHIFT SUPV	SURVEYOR INTERN 1
ENG TECHN 4	IT PROD CONTROL TECH 2	WILDLIFE/FISH TECH 2
ENV SCIENTIST 2		

SKILLED TRADES OCCUPATIONS

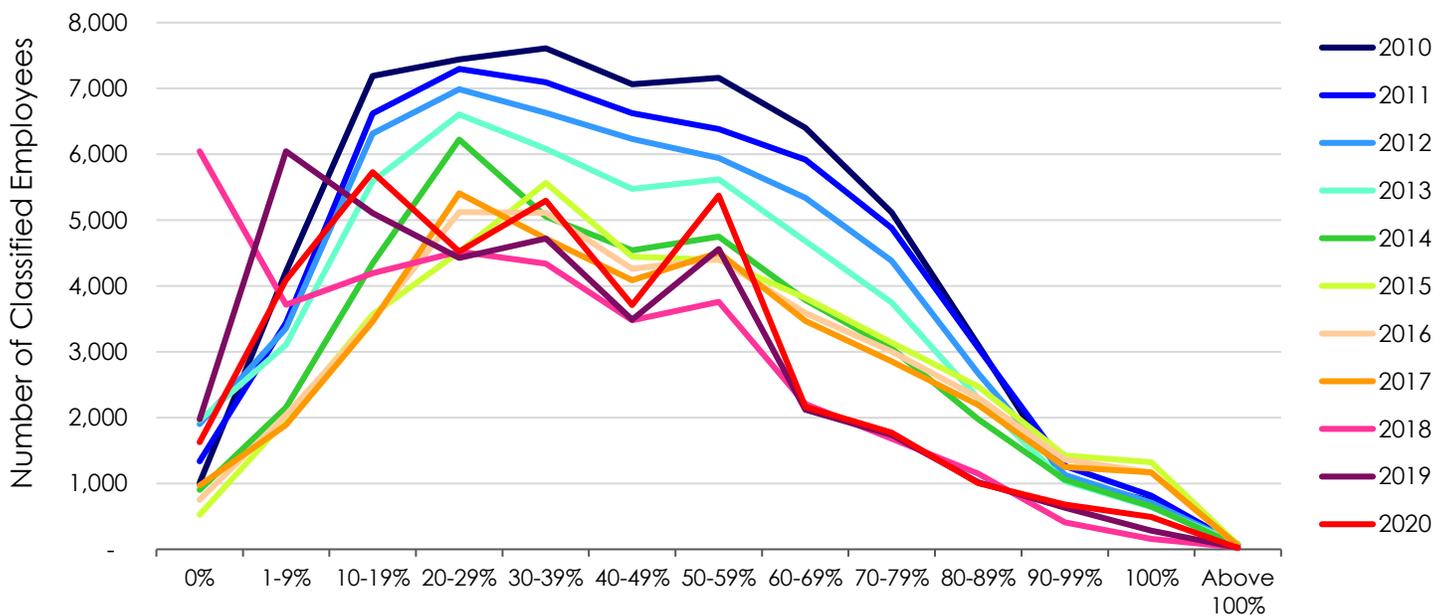
AIRCRAFT MECH 2	FOOD SVC SPEC 6	MECH SUPV B
AIRCRAFT PILOT 2	FOOD SVC SPEC 7	MECHANIC 1
CARPENTER	HELPER	MECHANIC 3
CUSTODIAN 1	HIGHWAY FOREMAN 1	MECHANIC 4
CUSTODIAN 2	HORTICULTURAL ATTEND	MOBILE EQUIP OPER 1/HVY
CUSTODIAN MANAGER	HORTICULTURAL ATTEND/LDR	MOBILE EQUIP OPER 2/HVY
CUSTODIAN SUPERVISOR 3	HOUSEKEEPER SUPERVISOR	MOBILE EQUIP OPER/LIGHT
ELECTRICIAN	HVAC/CONTROL TECH MASTER	MOBILE EQUIP OPERATOR 1
ELECTRICIAN MASTER	HVAC/REFRIG MASTER MECH	PAINTER
ELECTRONIC TECHNICIAN	HVAC/REFRIG MECH FOREMAN	PAINTER MASTER
ELECTRONIC TECHNICIAN ADV	HVAC/REFRIG MECHANIC	PLUMBER/PIPEFITTER
ELECTRONIC TECHNICIAN TR	LABORER	POLICE RADIO DISPATCHER
FAC ASST MAIN MAN A	MAINT SUPER	PRINTING MASTER OPER
FAC MAIN MAN B	MAINTENANCE FOREMAN	PRINTING OPERATOR 2
FAC MAIN MAN C	MAINTENANCE REPAIR 1	PRINTING SUPERVISOR
FOOD SVC SPEC 2	MAINTENANCE REPAIR 2	TRADE APPRENTICE
FOOD SVC SPEC 3	MAINT REPAIR MASTER	WELDER
FOOD SVC SPEC 5	MECH SUPV A	WELDER MASTER

Appendix B

PERCENT INTO RANGE HISTORY

The graph below illustrates the distributions of classified employees in their pay ranges from 2010 to 2020. The consistent shape of the curves from 2010 to 2017 indicate that salary distributions in the pay ranges remained relatively static over those years while the number of classified employees dwindled. Due to the Compensation Redesign in 2018, there was a shift that increased the number of employees at the minimum of the pay ranges for that year. The number of employees at the minimum in 2019 is significantly less because the group of employees at the minimum in 2018 progressed further into their respective pay ranges as a result of pay increases such as market adjustments.

**Percent into Pay Range of Classified Salaries
2010 - 2020**



Year	Total # of Classified Employees	Legend Reference
2020	36,473	[Red]
2019	36,142	[Brown]
2018	35,690	[Pink]
2017	36,028	[Orange]
2016	36,670	[Light Orange]
2015	37,230	[Light Green]
2014	38,544	[Green]
2013	46,921	[Cyan]
2012	51,688	[Blue]
2011	54,815	[Dark Blue]
2010	58,150	[Dark Blue]

Appendix C

STRUCTURE ADJUSTMENT AND GENERAL INCREASE HISTORY

Date	Proposal
1994	Proposal to increase range minimums by 4% and range maximums by 10%. Approval was not granted.
1995	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and range maximums by 5%. Approval was not granted.
1997	Proposal to increase General pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
1999	Proposal to increase Medical pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
2000	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and maximums by 5%. Approval was not granted.
2001	Proposal to increase range minimums and maximums for General and Medical pay schedules by 6% (2% each year for three years). Approval was granted.
2002	Proposal to increase range minimums and maximums by 2% for Skilled Trades pay schedule. Approval was granted.
2007	Proposal to grant COLAs to all classified employees in the amount of \$0.72 per hour and to increase the range minimums for all pay schedules by 10-14% and maximums by 10-14%. Approval was granted.
2008	Proposal to grant COLAs to all classified employees in the amount of 2-5% and to increase all pay range minimums to reflect federal minimum wage. In addition, it was proposed to increase range minimums for all pay schedules by 3-10%. Approval was not granted.
2018	Proposal to grant all classified employees a 2% general increase effective January 1, 2018, and to realign all six pay schedules with the relevant market effective January 2, 2018. Approval was granted. On average, range minimums increased by 17.4% to 34.23%, midpoints increased by 7.65% to 14.88%, and maximums increased by 2.88% to 12.57%.
2019	Proposal to increase minimums for jobs assigned to certain pay levels. Approval was granted effective January 28, 2019. 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 in order to provide a differential from the lower levels.

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