
2024 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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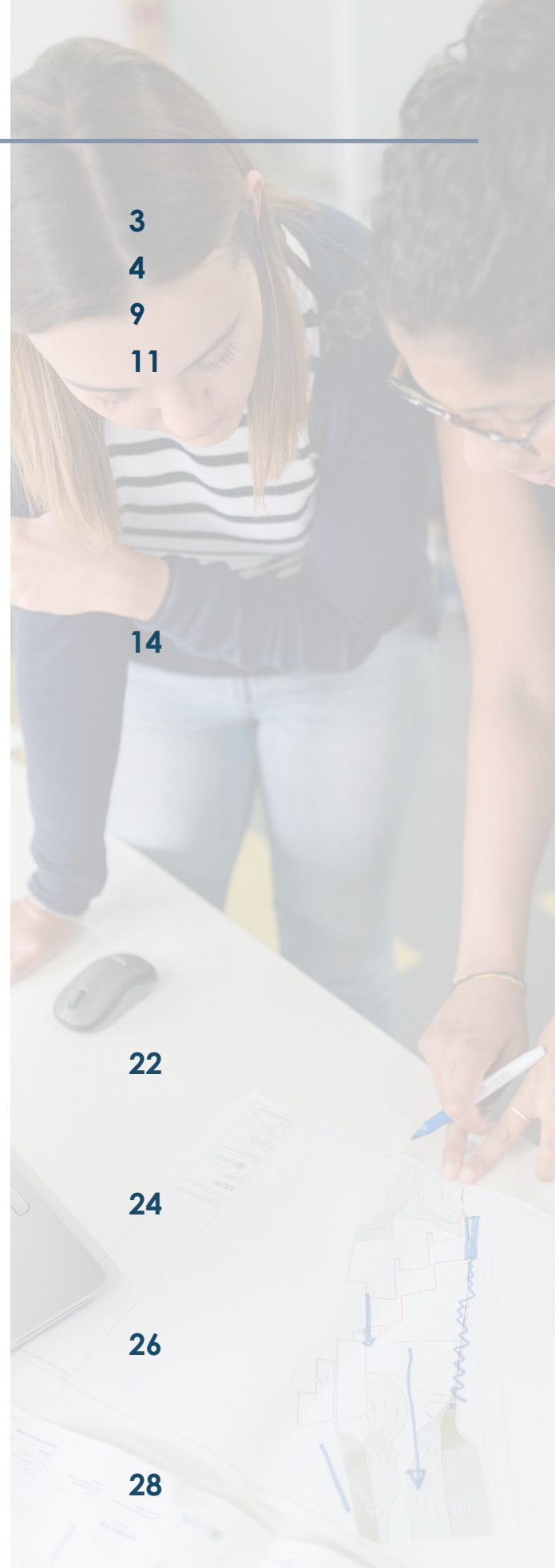


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DEFINITIONS

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

Governmental entities and 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 to increase the minimums of all pay grades in the AS pay schedule by at least 5%. Additionally, it is recommended to increase maximums by at least 5% for the AS-612 pay level and up. This recommendation will have an annualized cost of approximately \$640,331.65 statewide.

Sections in this report provide a variety of information that support the four elements of maintaining market competitiveness: competitive pay ranges, competitive salaries, competitive jobs, and competitive pay solutions. These elements are assessed through 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, pay schedule midpoints for classified benchmark jobs in some pay schedules continue to lag the median salaries of public and private sector employers in the relevant market. Midpoints of the AS, PS, and TS pay schedules lag public sector medians by amounts ranging from 4.1% to 8.4%. Meanwhile, midpoints of the AS, PS, SS, and TS pay schedules lag private sector medians by amounts ranging from 0.4% to 12.1%.

ADMINISTRATIVE PAY SCHEDULE (AS)	MEDICAL PAY SCHEDULE (MS)	PROTECTIVE SERVICES PAY SCHEDULE (PS)	SOCIAL SERVICES PAY SCHEDULE (SS)	TECHNICAL/SCIENTIFIC PAY SCHEDULE (TS)	SKILLED TRADES PAY SCHEDULE (WS)
Public sector lag 4.4%	Public sector lead 10.6%	Public sector lag 8.4%	Public sector lead 7.2%	Public sector lag 4.1%	Public sector lead 12.5%
Private sector lag 12.1%	Private sector lead 1.4%	Private sector lag 0.4%	Private sector lag 2.0%	Private sector lag 10.2%	Private sector lead 4.8%

LAG INCREASES IN CLASSIFIED PAY SCHEDULES

PUBLIC SECTOR



3 OF 6

PRIVATE SECTOR



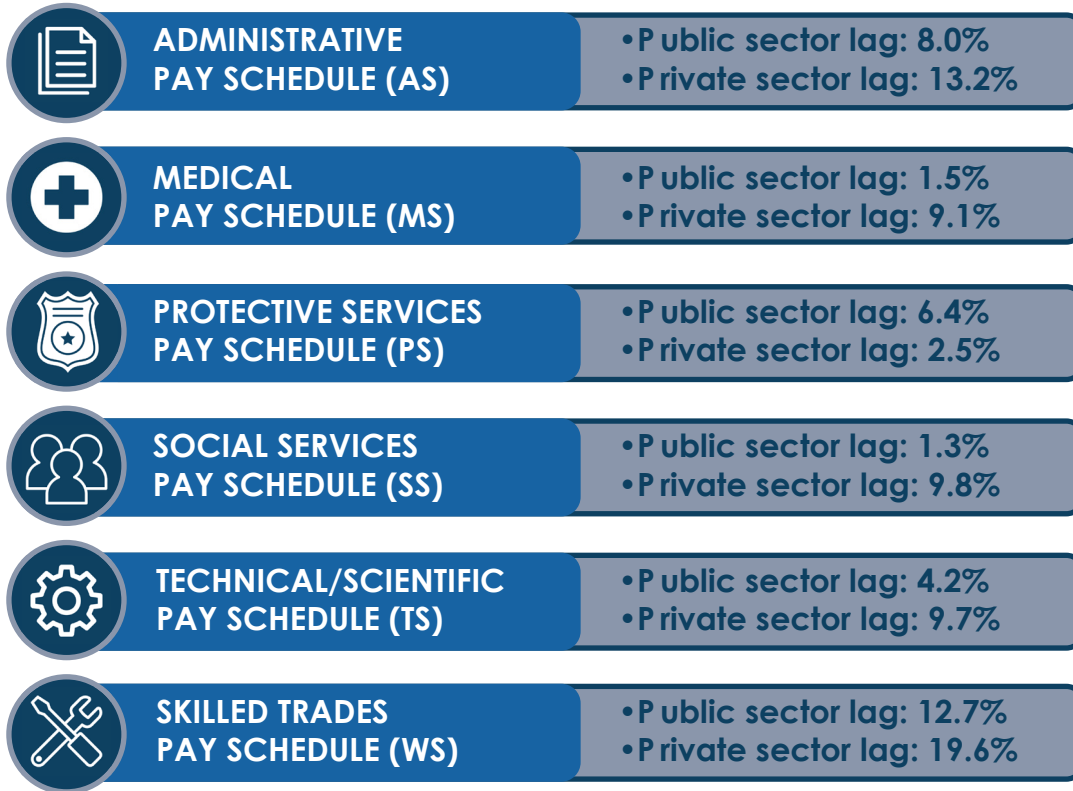
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PAY STRUCTURE LAG TRENDS

Market competitiveness has varied over the last year for midpoints of benchmarked jobs in the six pay schedules. The AS, PS, and TS pay schedules have decreased market competitiveness as compared to both public and private sectors. On average, lags for these pay schedules have increased by amounts ranging from 1.6 to 4.0 percentage points as compared to the public sector and from 2.1 to 5.6 percentage points as compared to the private sector. In contrast, the MS, SS, and WS pay schedules have improved market competitiveness as compared to both public and private sectors. On average, these pay schedules have seen improvements of 5.4 to 19.5 percentage points as compared to the public sector and from 11.2 to 17.8 percentage points as compared to the private sector.

MEDIAN SALARY COMPARISONS

The data indicates that actual median salaries of classified employees in benchmark jobs lag public sector medians by amounts ranging from 1.3% to 12.7% and lag private sector medians by amounts ranging from 2.5% to 19.6%.



MEDIAN SALARY LAG TRENDS

Market competitiveness has generally decreased over the last year for actual median salaries of classified employees in benchmarked jobs. Actual median salaries of employees in the AS, PS, TS, and WS pay schedules have decreased market competitiveness as compared to both public and private sectors, while actual median salaries of employees in the MS pay schedule have decreased as compared to the public sector only. On average, lags of actual median salaries of employees in these pay schedules have increased by amounts ranging from 0.3 to 3.6 percentage points as compared to the public sector and from 2.6 to 4.6 percentage points as compared to the private sector. In contrast, actual median salaries of employees in the SS pay schedule have improved market competitiveness by 2.2 percentage points as compared to the public sector and by 5.4 percentage points as compared to the private sector.



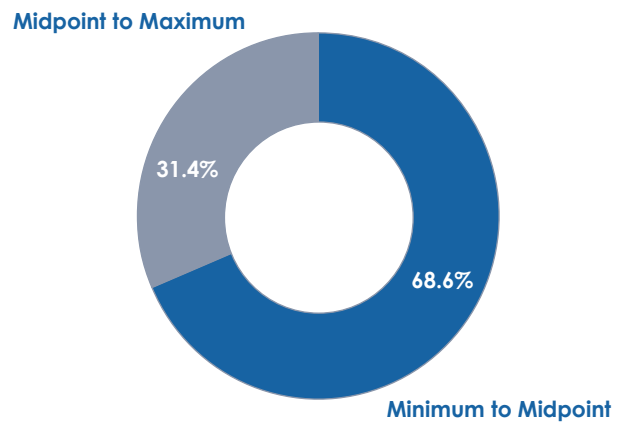
PERCENT INTO PAY RANGE ANALYSIS

Percent into range data for all classified employees provides that the majority of classified salaries (68.6%) fall between the minimum and midpoint of their respective pay ranges as of January 1, 2024. Thus, the majority of classified employees are paid at a rate considered to be “below market.” This is an increase of 13.1 percentage points from the 55.5% reported last year. More employee salaries are below market this year as a result of the pay schedule changes that went into effect on July 1, 2023.

The Market Adjustment rule has helped reduce the percentage of employees that are paid below market since 2018 and remains a key component of the state’s pay philosophy to maintain market competitiveness. However, another pay flexibility may be needed to address the continued lags of actual employee salaries as State Civil Service strives to maintain market competitiveness to effectively recruit and retain employees within the boundaries of financial feasibility.

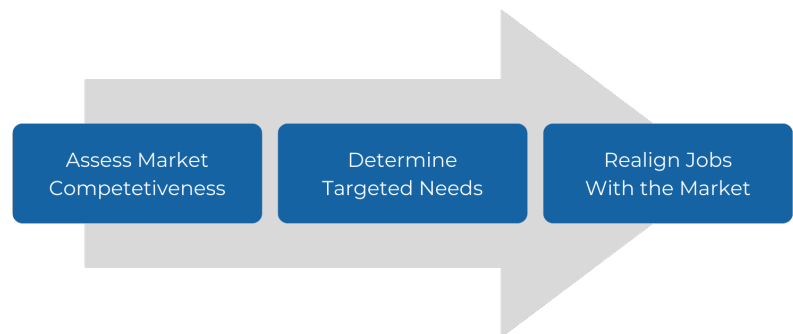


Distribution of Classified Employees Relative to the Midpoint of the Pay Range



TARGETED REVIEW OF CLASSIFIED JOBS

The targeted review of the pay schedules assists in maintaining market competitiveness by identifying specific jobs that may be causing the greatest lags for the pay schedule. To correct these issues, State Civil Service conducts job assessments to realign pay for these occupations. These focused changes can provide a cost savings on improving market competitiveness for the pay schedule, as they can have a positive impact on the overall market competitiveness for the pay schedule.



In this year’s report, the AS pay schedule was selected for a targeted review as a result of the lags persisting for these jobs despite an adjustment to the pay schedule that took effect on July 1, 2023. It was found that lags of the midpoints of the AS pay schedule could be improved through job assessments for occupations such as Accountants, Auditors, Budget, Paralegals, Attorneys, Human Resources, Statisticians, and Photographers.

State Civil Service continually works to improve market competitiveness. Several job assessments for all six pay schedules have been completed over the last year. Job series with pay grade changes and/or new jobs are listed in this section of the report.

IMPACT OF HEALTH INSURANCE COSTS

An assessment of health insurance costs is provided in an effort to show the impact of this cost for classified employees. Although five plan options are offered, most employees choose the Magnolia Local Plus plan. According to the Office of Group Benefits, 81.8% of classified employees who have selected one of the five OGB health plans have chosen the Magnolia Local Plus plan.

Information in this section highlights the impact that premiums associated with the Magnolia Local Plus Employee Only and Family coverages may have on employees. These coverages are being highlighted since they are the lowest and highest cost coverages within the most popular plan. It was found that since 2016, premiums have increased by over 38% with an average increase of 5.2% annually since 2020.

Premiums associated with the Magnolia Local Plus plan, especially those for Family coverage, may be unaffordable for lower wage earners. This could result in employees seeking Medicaid as an alternative. For example, approximately 15.9% of employees in the Social Services pay schedule are on Medicaid. It is important to consider the impact of health insurance costs because if employees cannot afford health insurance coverage, they may seek opportunities with other employers.



INTRODUCTION



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

An organization’s pay philosophy provides the foundation for all pay decisions. The pay philosophy for the classified workforce is provided in SCS Rule 6.1 in order to ensure that pay decisions are aligned with the concept of maintaining labor market competitiveness within the boundaries of financial feasibility. At its most basic level, “maintaining market competitiveness” means being able to effectively recruit and retain employees.

There are four elements of maintaining market competitiveness. First, the pay range structures must be at a competitive position relative to the market. Second, the actual salaries of employees must move within their assigned pay ranges to maintain pace with the market as those employees gain experience, skills and competencies. Third, the jobs assigned to those pay ranges must be regularly evaluated to ensure that the pay ranges continue to be appropriate as the jobs evolve and the market for those jobs change. Fourth, the compensation philosophy is applied when developing pay solutions to appropriately and conservatively meet the human capital needs of state agencies.



“

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

A uniform pay plan is defined as “a pay plan wherein the pay structure and administrative rules are uniformly applicable to all agencies for positions of the classified service.” The Annual Uniform Pay Plan Review report aligns with SCS Rule 6.2(a) by providing the research necessary to support amendments to the uniform pay plan for the classified service. Through the adoption of SCS Rule 6.2, the Commission has charged the Director of State Civil Service to analyze the effectiveness of the uniform pay plan at least annually, and to recommend appropriate changes based upon the results.

This report aligns with the four elements of maintaining market competitiveness by providing an assessment of the pay range structures, a review of actual employee salaries, a targeted review of jobs in the classification plan, and recommendations for pay solutions to improve market competitiveness within the boundaries of financial feasibility. After considering the Director’s recommendations at a public hearing, the Commission may adopt changes to the pay plan. However, in accordance with the Louisiana Constitution, these changes become effective only after approval by the Governor.



COMPENSATION SURVEY PRACTICES



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

The analysis of the pay structure is accomplished by comparing classified pay range midpoints with median salaries for similar jobs within a relevant geographic area. The midpoint of a pay range typically represents an organization's preferred position or "control point" 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, 2024, p. 126).

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:

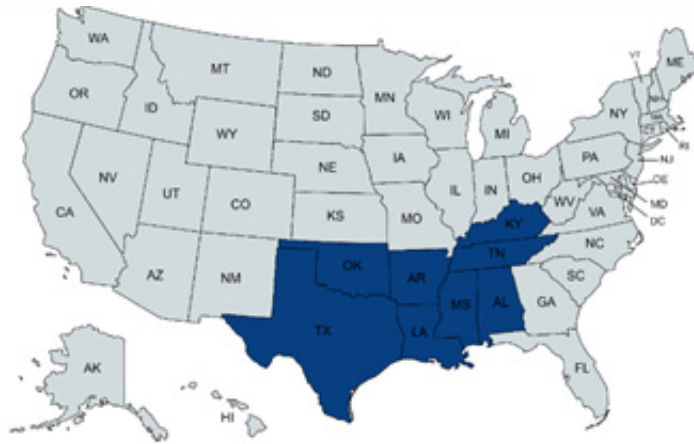
- Accountant Technician
- Accountants 1, 2, and 3
- Accountant Supervisor
- Accountant Manager
- Accountant Administrator

Benchmark comparisons for hundreds of classified jobs are utilized in this report. A complete listing is provided in Appendix A.

SALARY SURVEYS 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 survey providers have been used over the years as follows:

CompAnalyst

CompAnalyst Market Data is a compensation data platform that contains salary data for over 15,000 external benchmark jobs. CompAnalyst was used to obtain public and private sector salary data for the relevant market area.

CompData Surveys







Compdata Surveys is a compensation survey provider that delivers salary data for critical benchmark jobs covering millions of incumbents from thousands of participating organizations across multiple industries in the United States. The Compdata Benchmark Pro and Not-for-Profit surveys were used to obtain public and private sector salary data for the relevant market area.

National Compensation Association of State Governments

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 participating states for a variety of jobs typically found in state government. This survey was used to obtain public sector salary data for the relevant market area.

OCCUPATIONAL GROUP COMPARISONS

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

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

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).

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

Pay range midpoints were identified for each classified benchmark 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 classified benchmark jobs were isolated to one sector.

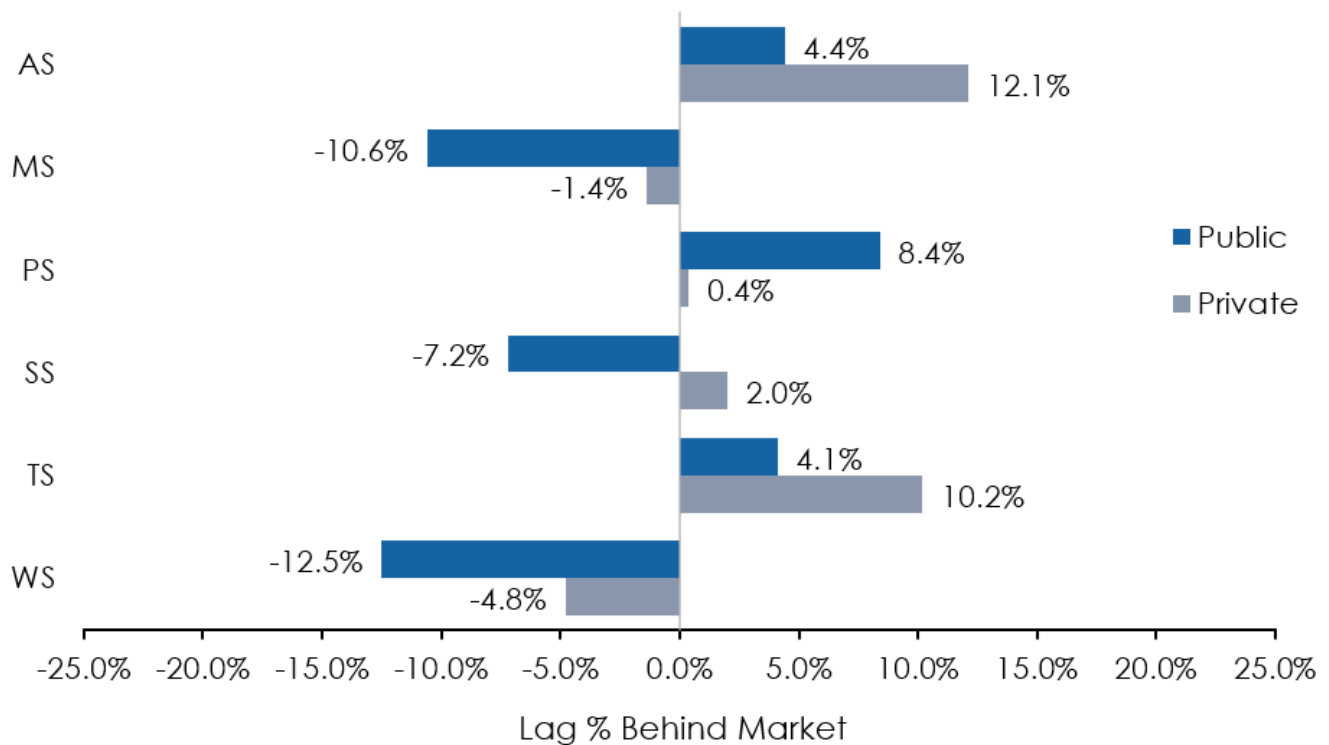
Classified pay schedule midpoints for benchmarked jobs were averaged to show a single value representative of the pay schedule for the matches in each sector. The median salaries of the surveyed jobs in each sector were also averaged to provide a single value for comparison.

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

PAY STRUCTURE COMPETITIVENESS - RESULTS

As of January 1, 2024, pay range midpoints for benchmarked jobs in the AS, PS, SS, and TS pay schedules lag the median salaries of private employers by amounts ranging from 0.4% to 12.1%. When compared to the public sector, pay range midpoints for benchmarked jobs in the AS, PS, and TS pay schedules lag the median salaries by amounts ranging from 4.1% to 8.4%. The graph below shows the percentages by which the average classified pay schedule midpoint has fallen behind or risen above the corresponding public and private sector median for benchmarked jobs. A detailed comparison for each pay schedule can be found on the following pages.

Market Lags of Classified Pay Schedule Midpoints for Benchmarked Jobs By Pay Schedule



AS = Administrative Pay Schedule

SS = Social Services Pay Schedule

MS = Medical Pay Schedule

TS = Technical & Scientific Pay Schedule

PS = Protective Services Pay Schedule

WS = Skilled Trades 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 COMPETITIVENESS

Administrative Pay Schedule (AS)

150

Classified
Benchmark Jobs

6,148

Classified Employees
in Benchmark Jobs

4.4% Lag

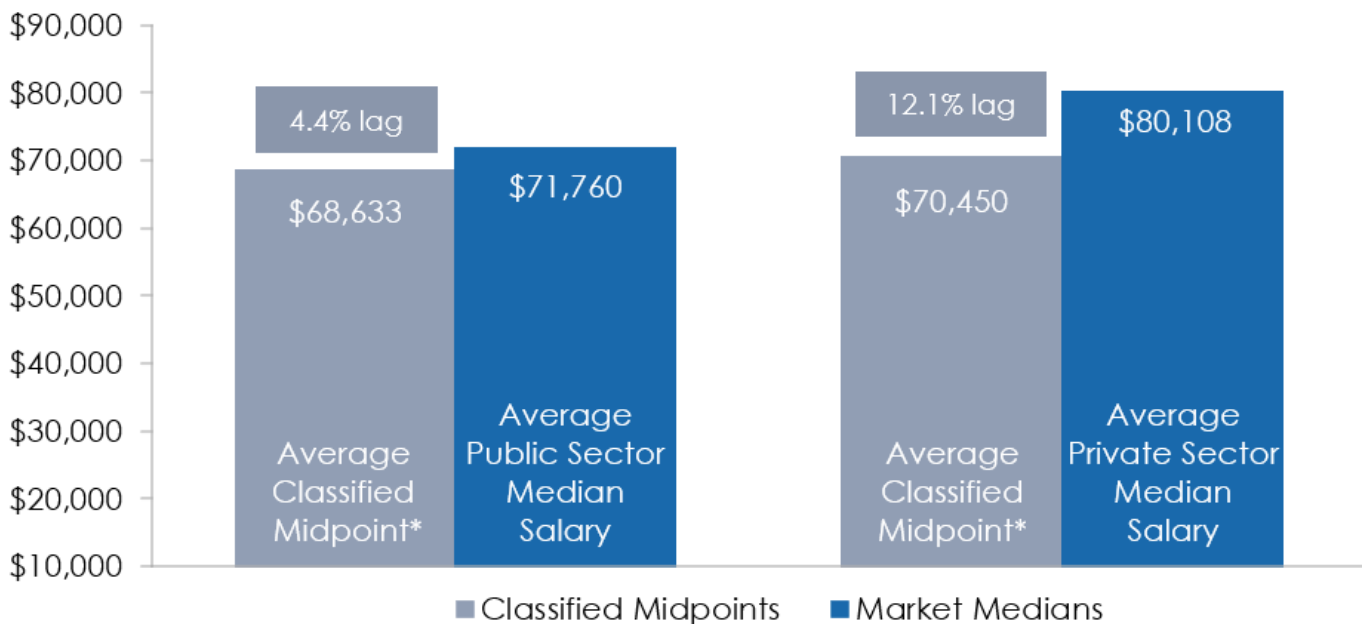
Public Sector
Median Salaries

12.1% Lag

Private Sector
Median Salaries

A total of 150 jobs were benchmarked in the Administrative Pay Schedule which represents 6,148 classified employees as of January 1, 2024. 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, 4.4% lower than competing public employers and 12.1% lower than competing private employers.

AS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



*The difference in the Average Classified Midpoints is a result of the sampling of different benchmark jobs for the public and private sector.

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



10,670

Full-Time, Regular Classified Employees in the Administrative Pay Schedule as of 1/1/2024



PAY STRUCTURE COMPETITIVENESS

Medical Pay Schedule (MS)

48

Classified
Benchmark Jobs

1,072

Classified Employees
in Benchmark Jobs

10.6% Lead

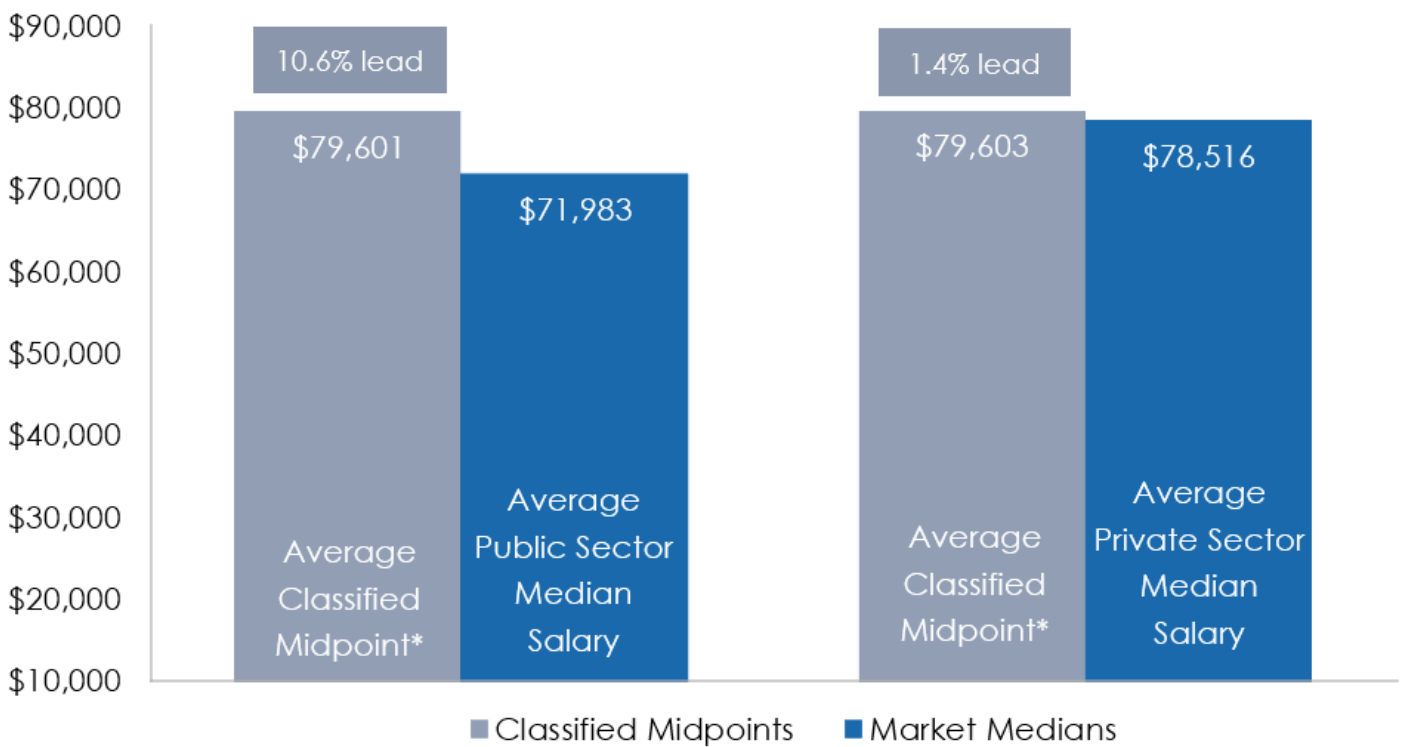
Public Sector
Median Salaries

1.4% Lead

Private Sector
Median Salaries

A total of 48 jobs were benchmarked in the Medical Pay Schedule which represents 1,072 classified employees as of January 1, 2024. 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, 10.6% higher than competing public employers and 1.4% higher than competing private employers.

MS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



*The difference in the Average Classified Midpoints is a result of the sampling of different benchmark jobs for the public and private sector.

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



2,474

Full-Time, Regular Classified Employees in the
Medical Pay Schedule as of 1/1/2024



PAY STRUCTURE COMPETITIVENESS

Protective Services Pay Schedule (PS)

43

Classified
Benchmark Jobs

3,820

Classified Employees
in Benchmark Jobs

8.4% Lag

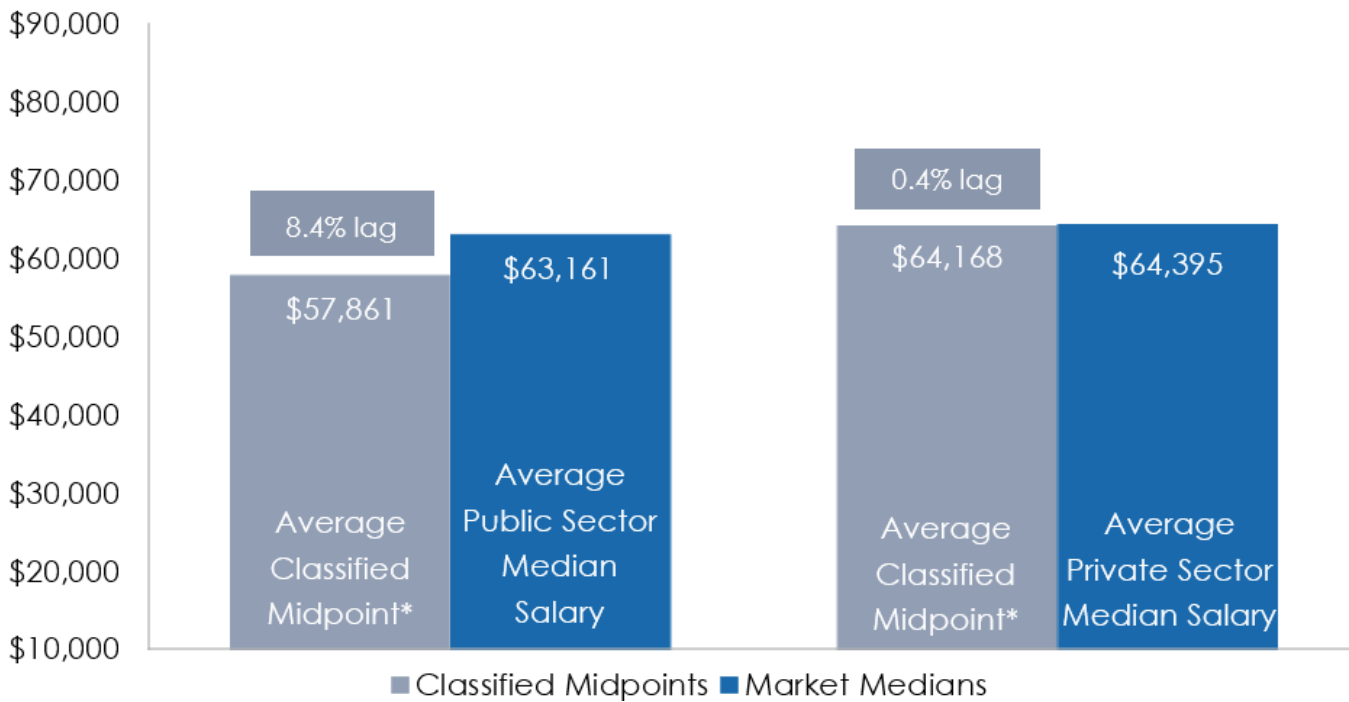
Public Sector
Median Salaries

0.4% Lag

Private Sector
Median Salaries

A total of 43 jobs were benchmarked in the Protective Services Pay Schedule which represents 3,820 classified employees as of January 1, 2024. 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, 8.4% lower than competing public employers and 0.4% lower than competing private employers.

PS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



*The difference in the Average Classified Midpoints is a result of the sampling of different benchmark jobs for the public and private sector.

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



5,608

Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2024



PAY STRUCTURE COMPETITIVENESS

Social Services Pay Schedule (\$\$)

42

Classified
Benchmark Jobs

1,986

Classified Employees
in Benchmark Jobs

7.2% Lead

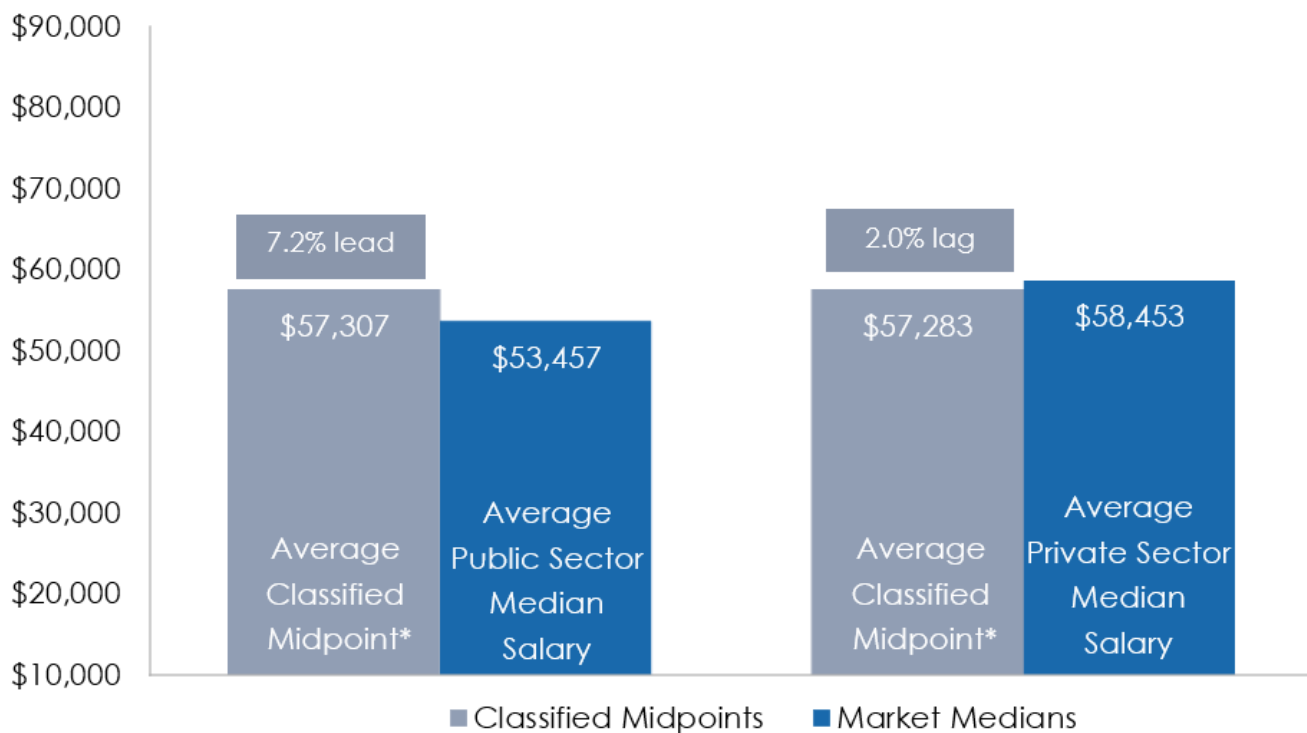
Public Sector
Median Salaries

2.0% Lag

Private Sector
Median Salaries

A total of 42 jobs were benchmarked in the Social Services Pay Schedule which represents 1,986 classified employees as of January 1, 2024. 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, 7.2% higher than competing public employers and 2.0% lower than competing private employers.

SS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



*The difference in the Average Classified Midpoints is a result of the sampling of different benchmark jobs for the public and private sector.

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



6,021

Full-Time, Regular Classified Employees in the
Social Services Pay Schedule as of 1/1/2024



PAY STRUCTURE COMPETITIVENESS

Technical & Scientific Pay Schedule (TS)

138

Classified
Benchmark Jobs

2,718

Classified Employees
in Benchmark Jobs

4.1% Lag

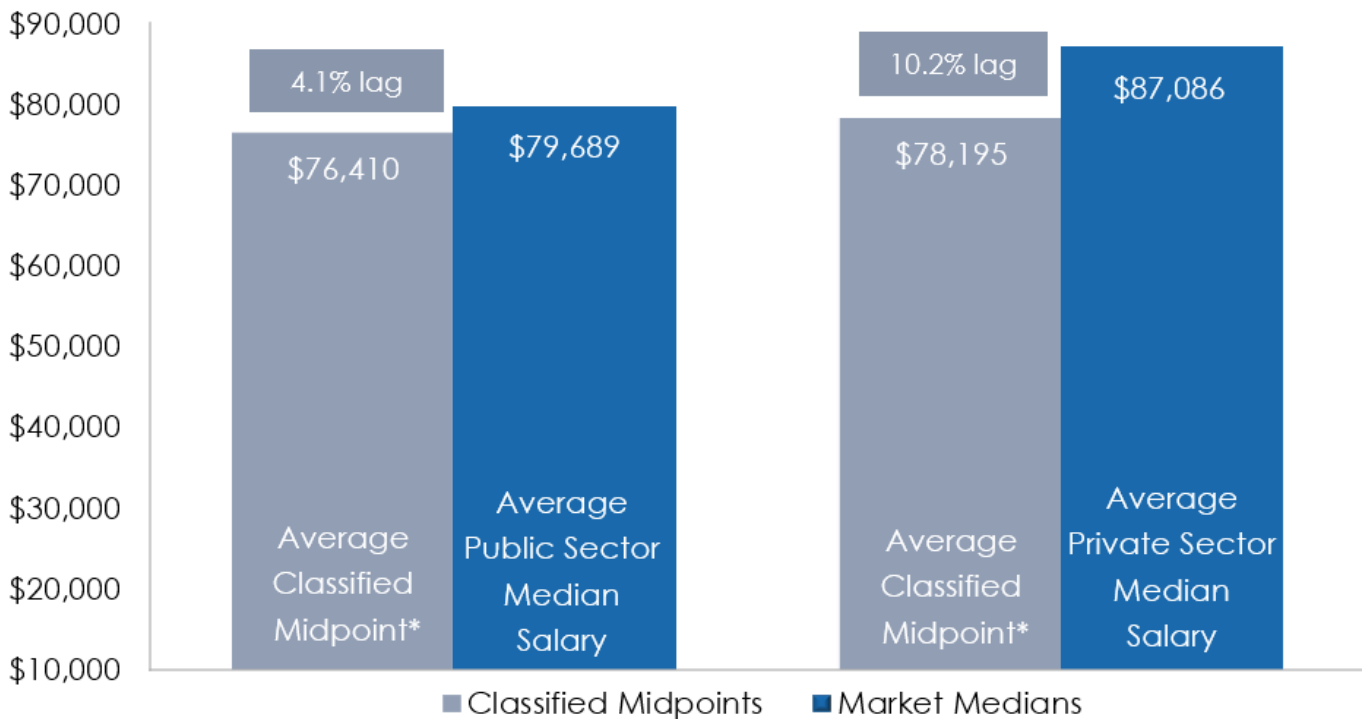
Public Sector
Median Salaries

10.2% Lag

Private Sector
Median Salaries

A total of 138 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,718 classified employees as of January 1, 2024. 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, 4.1% lower than competing public employers and 10.2% lower than competing private employers.

TS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



*The difference in the Average Classified Midpoints is a result of the sampling of different benchmark jobs for the public and private sector.

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



4,621

Full-Time, Regular Classified Employees in the
Technical & Scientific Pay Schedule as of 1/1/2024



PAY STRUCTURE COMPETITIVENESS

Skilled Trades Pay Schedule (WS)

62

Classified
Benchmark Jobs

4,006

Classified Employees
in Benchmark Jobs

12.5% Lead

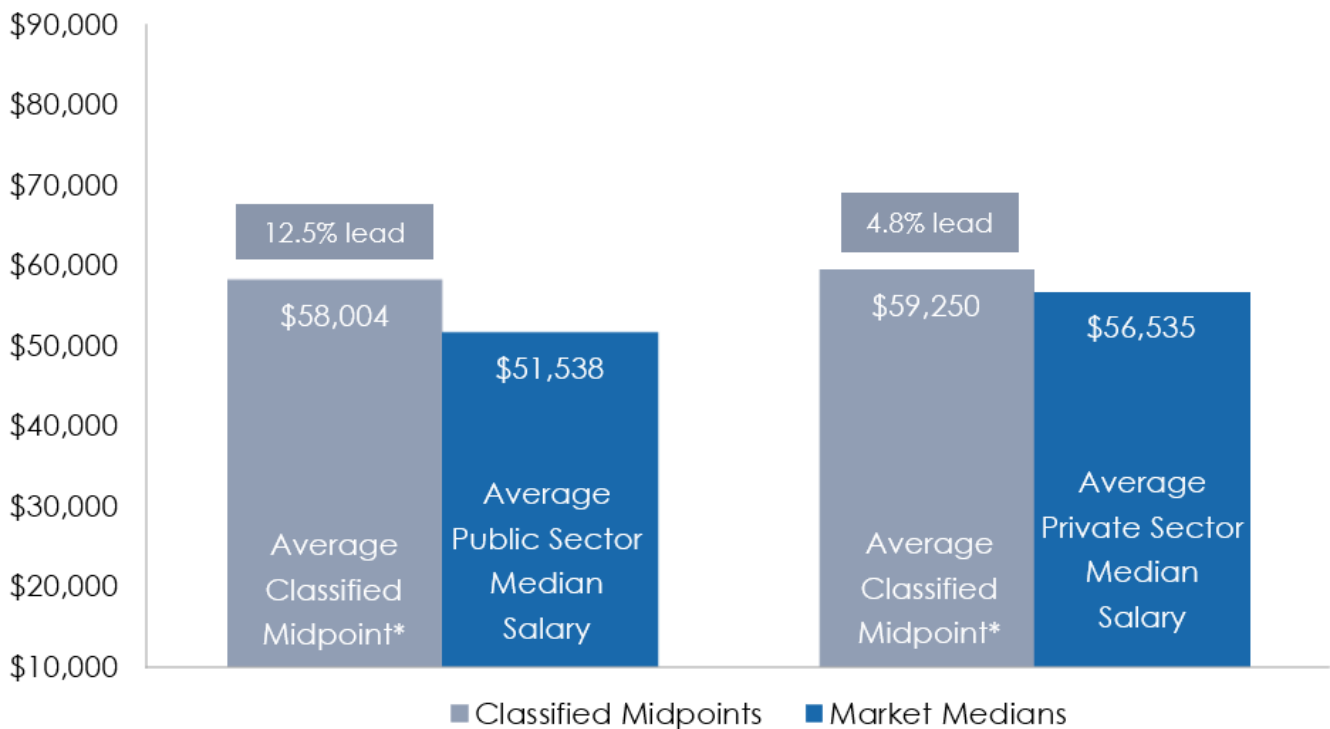
Public Sector
Median Salaries

4.8% Lead

Private Sector
Median Salaries

A total of 62 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 4,006 classified employees as of January 1, 2024. 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, 12.5% higher than competing public employers and 4.8% higher than competing private employers.

WS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



*The difference in the Average Classified Midpoints is a result of the sampling of different benchmark jobs for the public and private sector.

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



5,765

Full-Time, Regular Classified Employees in the
Skilled Trades Pay Schedule as of 1/1/2024

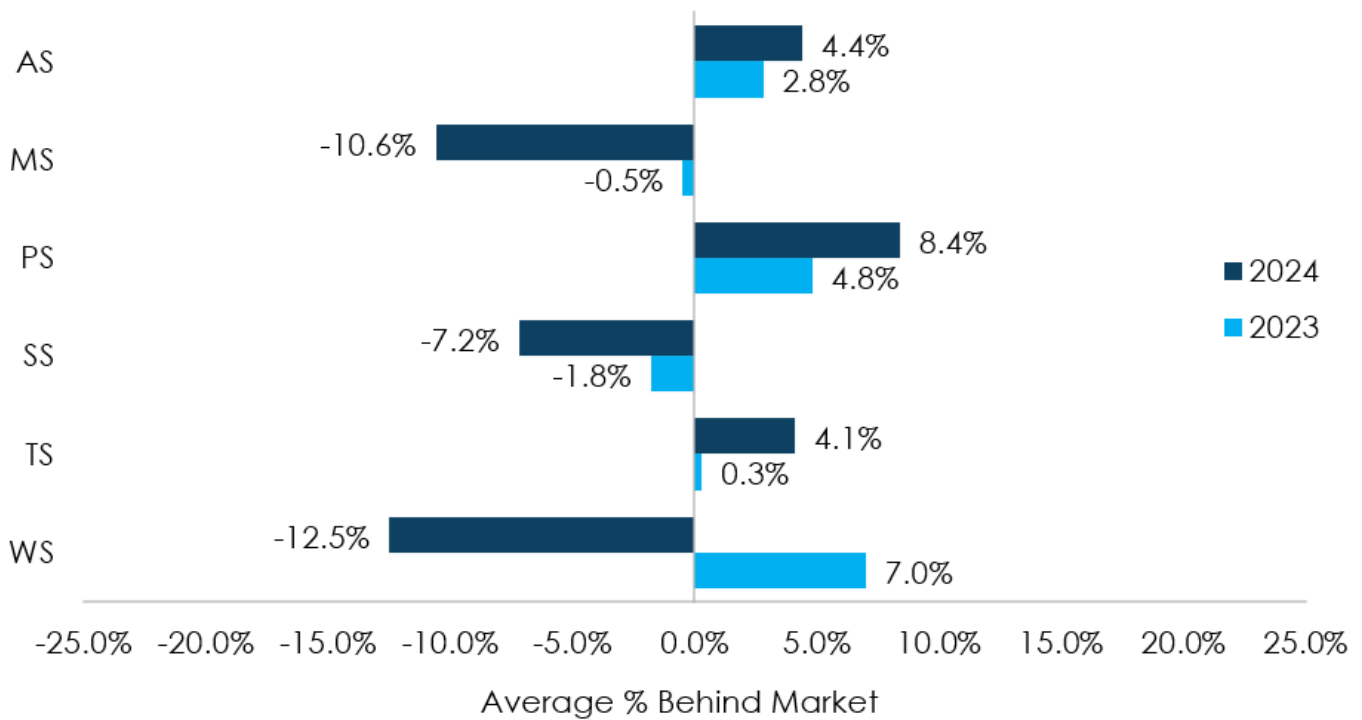
PAY STRUCTURE LAG TRENDS – PUBLIC SECTOR

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

Since last year, market competitiveness has varied for the pay schedules as compared to the public sector. The MS, SS, and WS pay schedules have increased market competitiveness by amounts ranging from 5.4 to 19.5 percentage points while the AS, PS, and TS pay schedules have decreased market competitiveness by amounts ranging from 1.6 to 3.8 percentage points. The improvements in market competitiveness are due to the pay structure changes implemented for these pay schedules on July 1, 2023.

Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule 2023-2024



AS = Administrative Pay Schedule
MS = Medical Pay Schedule
PS = Protective Services Pay Schedule

SS = Social Services Pay Schedule
TS = Technical & Scientific Pay Schedule
WS = Skilled Trades 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.

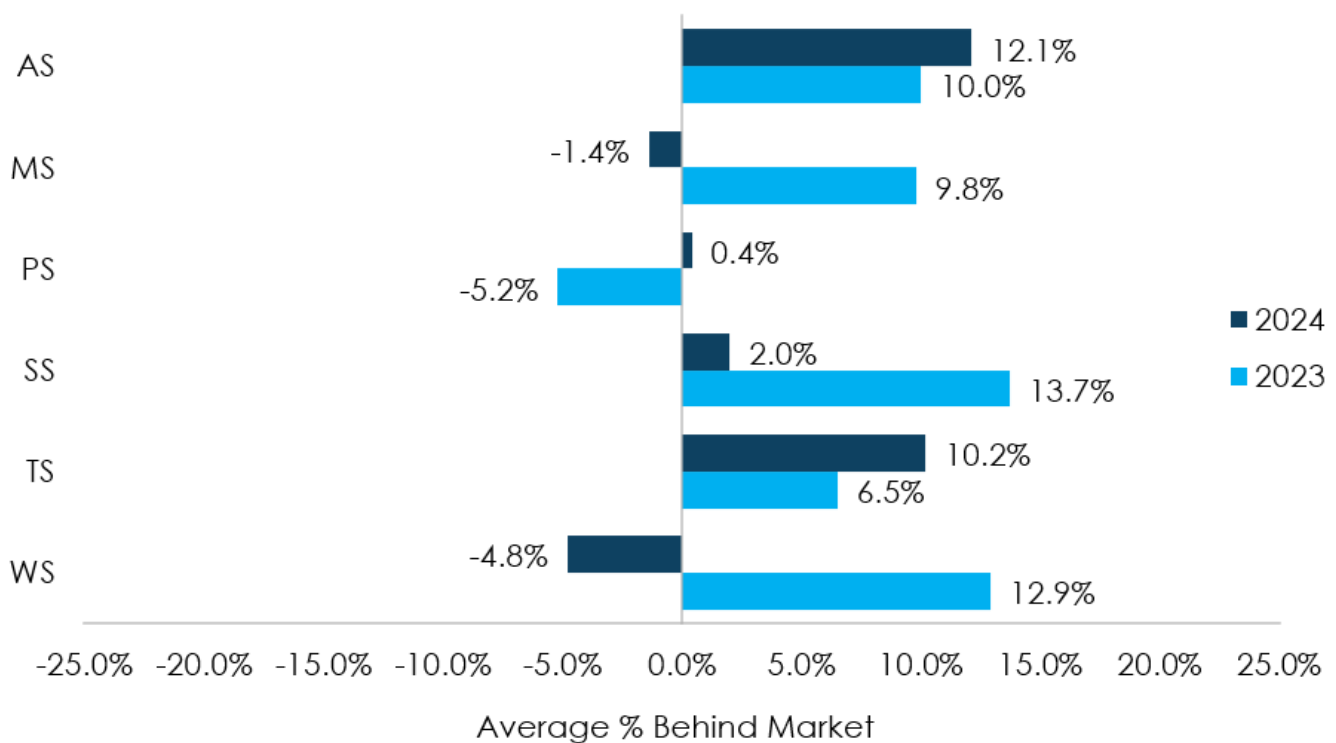
PAY STRUCTURE LAG TRENDS – PRIVATE SECTOR

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

Since last year, market competitiveness has varied for the pay schedules as compared to the private sector. The MS, SS, and WS pay schedules have increased market competitiveness by amounts ranging from 11.2 to 17.7 percentage points while the AS, PS, and TS pay schedules have decreased market competitiveness by amounts ranging from 2.1 to 5.6 percentage points. The improvements in market competitiveness are due to the pay structure changes implemented for these pay schedules on July 1, 2023.

Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule 2023-2024



AS = Administrative Pay Schedule
MS = Medical Pay Schedule
PS = Protective Services Pay Schedule

SS = Social Services Pay Schedule
TS = Technical & Scientific Pay Schedule
WS = Skilled Trades Pay Schedule

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

MEDIAN SALARY COMPARISONS

CLASSIFIED MEDIAN SALARIES VS. MARKET 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.

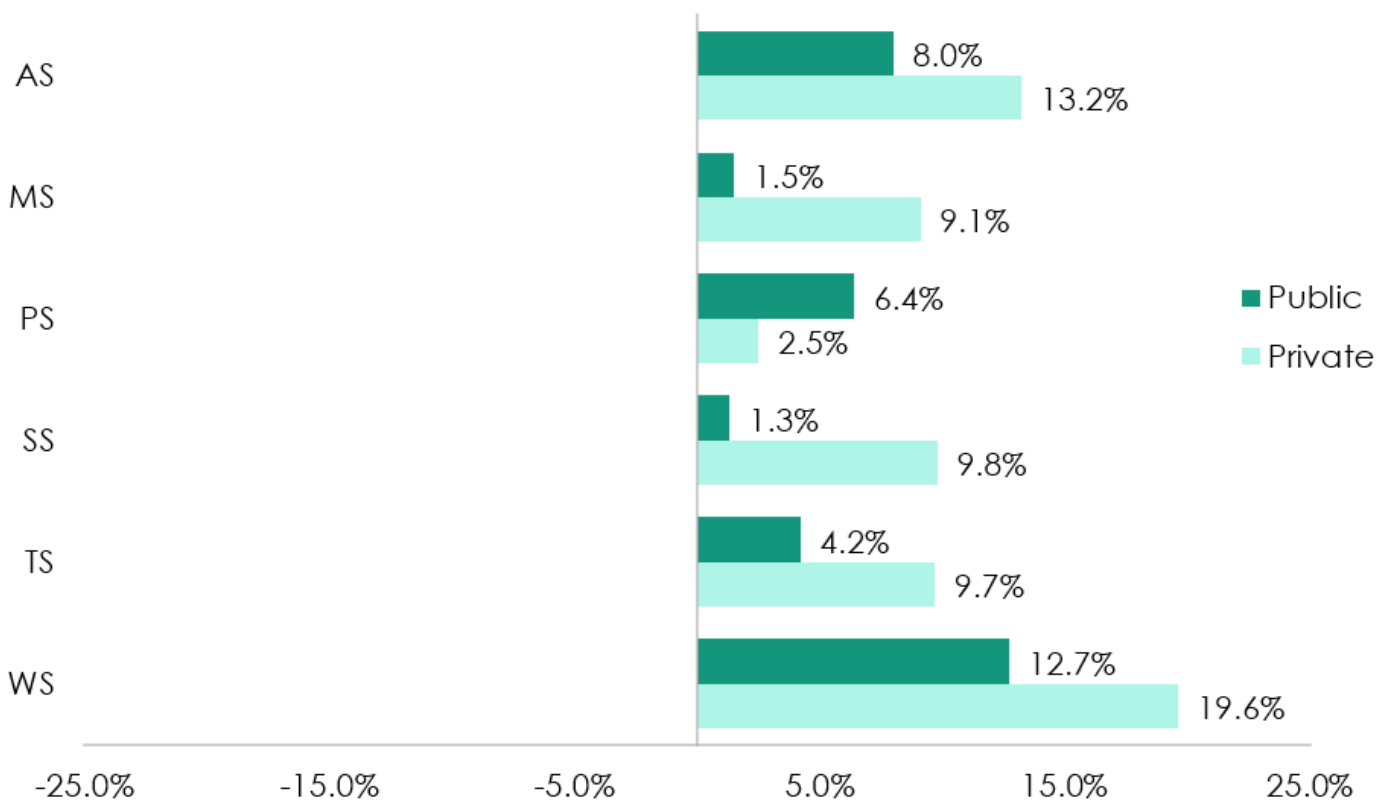
The lag of the classified median salaries was calculated by dividing the overall classified median by the overall median for the applicable sector, and then subtracting that number from 100%.

MEDIAN SALARY COMPARISONS - RESULTS

As compared to the public sector, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs by amounts ranging from 1.3% to 12.7% as of January 1, 2024.

As compared to the private sector, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs by amounts ranging from 2.5% to 19.6% as of January 1, 2024.

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



AS = Administrative Pay Schedule

MS = Medical Pay Schedule

PS = Protective Services Pay Schedule

SS = Social Services Pay Schedule

TS = Technical & Scientific Pay Schedule

WS = Skilled Trades Pay Schedule

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

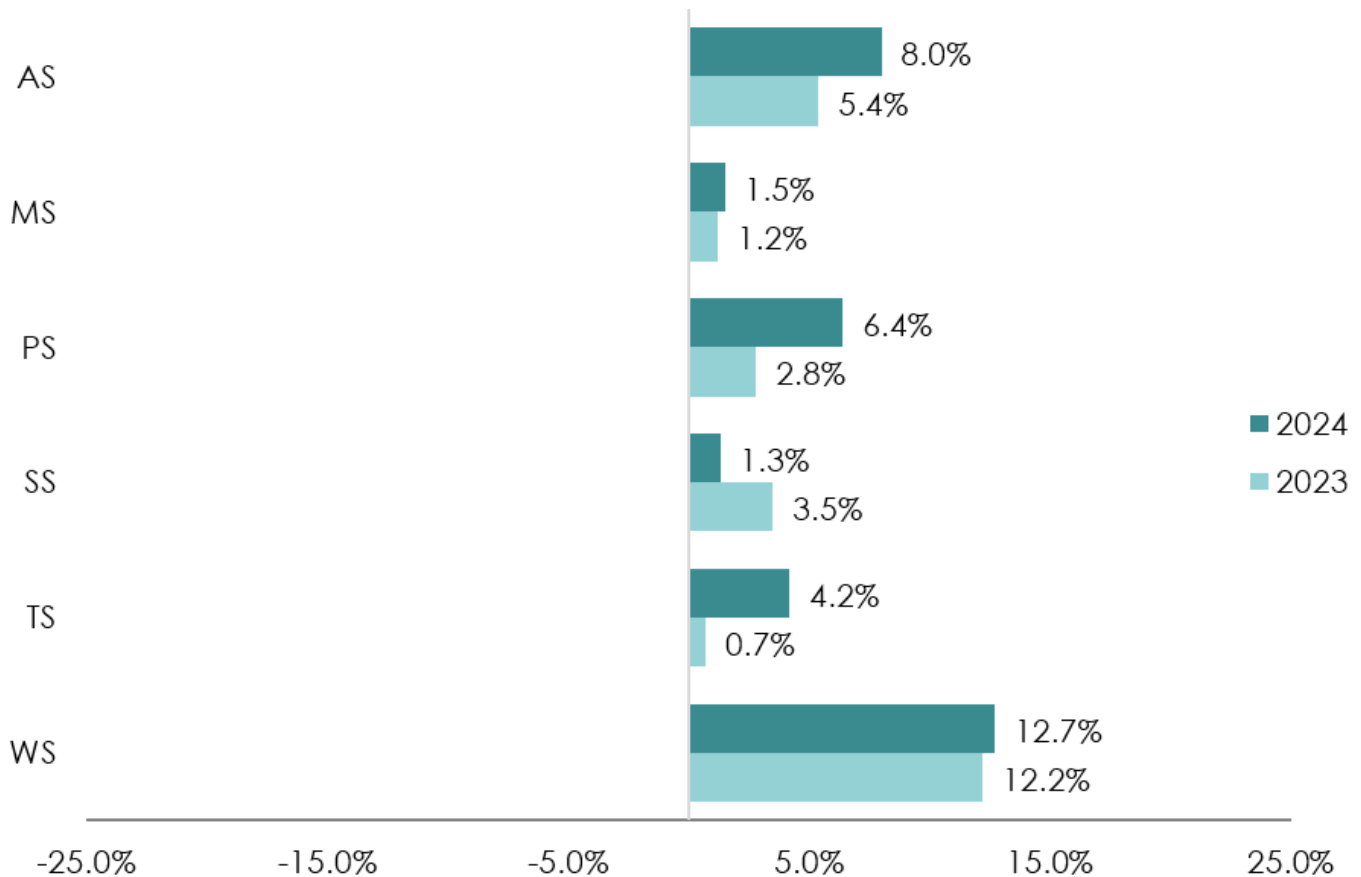
MEDIAN SALARY LAG TRENDS – PUBLIC SECTOR

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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

Since last year, market competitiveness for actual median salaries of classified employees has declined as compared to the public sector for all but the SS pay schedule. The actual median salaries of classified employees in the AS, MS, PS, TS, and WS pay schedules lag further behind their public sector counterparts by amounts ranging from 0.3 to 3.6 percentage points. The SS pay schedule shows an improvement of 2.2 percentage points, however, actual median salaries of classified employees in this pay schedule continue to lag the market relative to the public sector in 2024.

Lags of Classified Median Salaries to Public Sector Median Salaries by Pay Schedule 2023-2024



AS = Administrative Pay Schedule
MS = Medical Pay Schedule
PS = Protective Services Pay Schedule

SS = Social Services Pay Schedule
TS = Technical & Scientific Pay Schedule
WS = Skilled Trades Pay Schedule

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

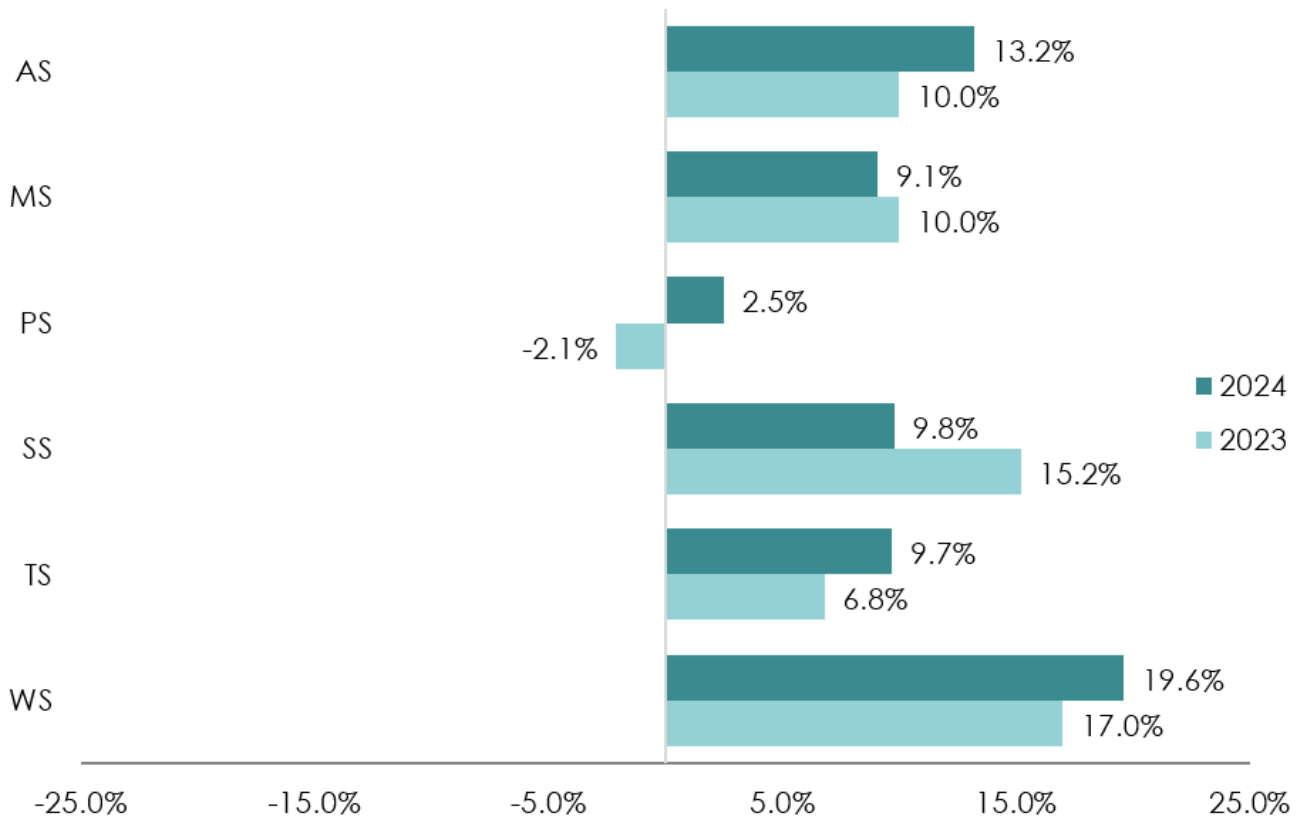
MEDIAN SALARY LAG TRENDS – PRIVATE SECTOR

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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

Since last year, market competitiveness for actual median salaries of classified employees has declined as compared to the private sector for four of the six pay schedules. The actual median salaries of classified employees in the AS, PS, TS, and WS pay schedules have reduced market competitiveness by amounts ranging from 2.6 to 4.6 percentage points. The MS and SS pay schedules show an improvement of 0.9 and 5.4 percentage points respectively, but they both continue to lag the market relative to the private sector in 2024.

Lags of Classified Median Salaries to Private Sector Median Salaries by Pay Schedule 2023-2024



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

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

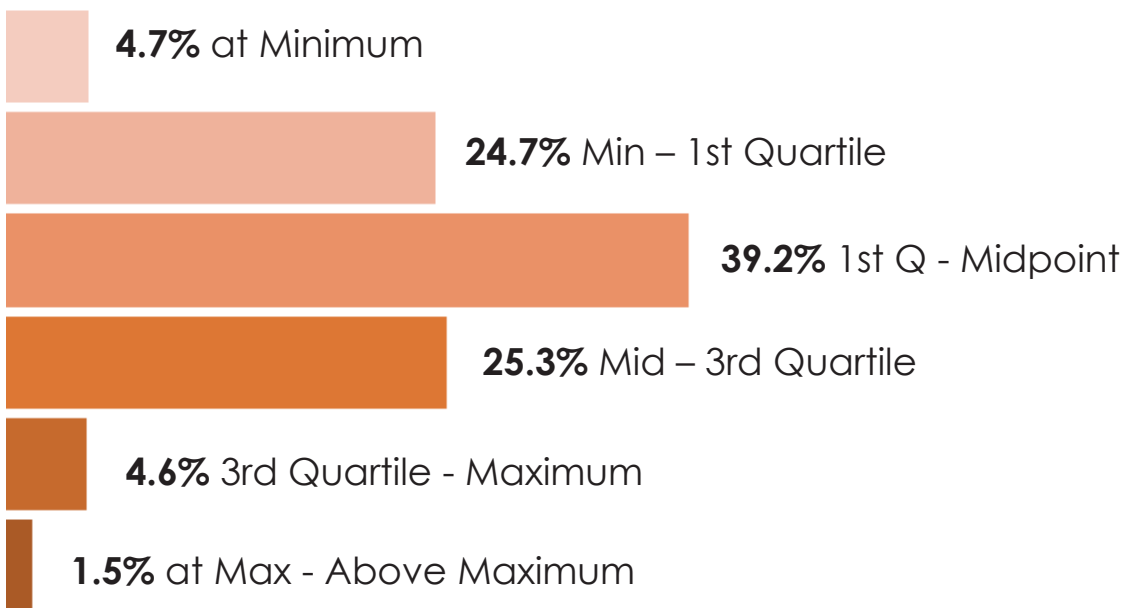
PERCENT INTO PAY RANGE

ANALYSIS OF CLASSIFIED SALARIES

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

The following graph provides an illustration of the distribution of classified employees within their respective pay ranges as of January 1, 2024. Approximately 68.6% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges, which is considered below market.

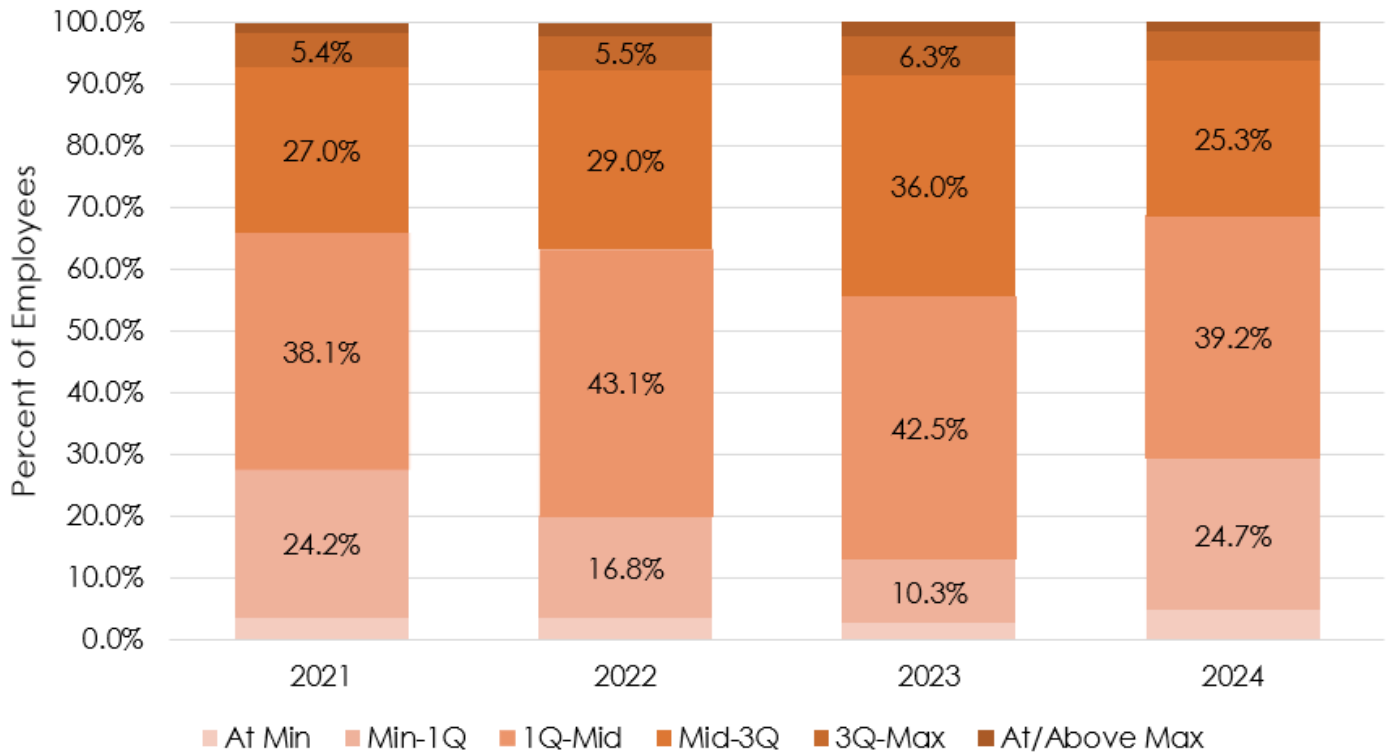
Distribution of Classified Workforce in Pay Ranges 2024



The Market Adjustment rule is the primary means by which an employee's pay progresses through the pay range assigned to the job. The rule was designed to move an employee's pay to the midpoint of the pay range more quickly over time. Under this rule, eligible classified employees receive a base pay increase each year on July 15th. Employees with a rate of pay up to the midpoint of the pay range receive 4% each year and employees with a rate of pay over the midpoint receive 3% each year until the range maximum is reached.

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. However, this figure has shifted upwards by 13.1 percentage points for 2024 as a result of changes to the pay schedules implemented on July 1, 2023. The graph below shows a comparison of percent into range figures over the last four years. Data labels have been added to the segments where the employee distribution exceeds 5%.

Distribution of Classified Workforce in Pay Ranges 2021-2024



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



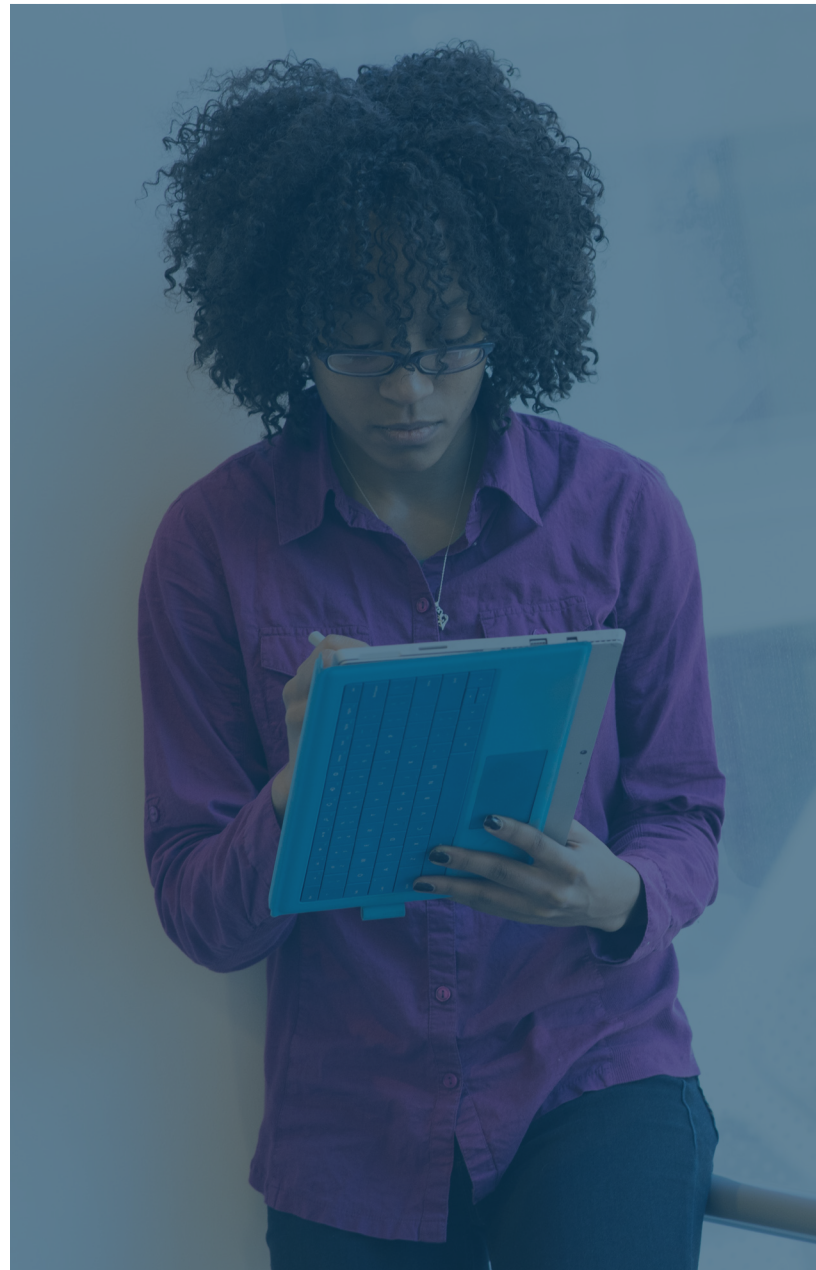
TARGETED REVIEW OF CLASSIFIED JOBS

It is necessary that State Civil Service conduct a targeted review of classified occupations in order to ensure that the pay ranges continue to be appropriate as jobs evolve and the market for those jobs change. A targeted review considers specific jobs and their pay levels in order to have a positive impact on the market competitiveness for the pay schedule. Additionally, a review of specific jobs may result in a cost savings in the overall administration of a uniform classification and pay plan by providing a focus on those areas that are causing the greatest lags. This year, the Administrative pay schedule has been selected for a review as a result of the lags persisting for these jobs despite an adjustment to the pay schedule that took effect on July 1, 2023.

ADMINISTRATIVE PAY SCHEDULE

It is important to maintain market competitiveness for this pay schedule because the AS pay schedule contains the largest group of classified employees who provide essential services and support for agency missions. Jobs in this pay schedule include a wide variety of occupations that include jobs series such as clerical support, professional services, program management, and executive management. Although State Civil Service has completed several job assessments for AS occupations over the last year, it may be beneficial for State Civil Service to consider additional job assessments as follows to improve the lag of the AS pay schedule.

- Fiscal jobs such as Accountants, Auditors, and Budget Analysts
- Paralegals and Attorneys
- Human Resources
- Statisticians
- Photographers



IMPROVEMENTS TO MARKET COMPETITIVENESS SINCE LAST YEAR

State Civil Service has completed several job assessments over the last year. The job assessments with new jobs and/or pay grade changes are highlighted below.



AS PAY SCHEDULE

Business Development
Criminal Records Analysts
Education Consultants
Revenue Tax Specialists
State Fiscal Analysts
State Procurement
Workforce Development Specialists



PS PAY SCHEDULE

DOTD Enforcement Officers
DPS Police Officers
Firefighters
Firetug Deckhands
Forestry Crew Specialists
Guards
Juvenile Justice Specialists
Park Rangers
Police Officers
PSC Enforcement Agents
Wildlife Enforcement Officers



TS PAY SCHEDULE

Agricultural Laboratory Scientists
Coastal Resources Program
Facility Planning and Control
Facility Project Planners
IT Statewide Administrators
Land Technicians
State Buildings



MS PAY SCHEDULE

Health Information
Morgue Technicians



SS PAY SCHEDULE

Disability Determinations
IDD Administrators
Nutrition Educators
Workforce Development-Social Services



WS PAY SCHEDULE

Communications Officers
Custodians
Roadside Development

In addition, State Civil Service works to improve market competitiveness by implementing the recommendations provided in this annual report. The following changes to the pay plan have been formally approved over the last year.

- The revision for the PS pay schedule that was recommended in the 2023 report was approved in December 2023 with an effective date of January 5, 2024. This pay plan change involved raising the minimum of the lowest pay grade to \$12.00/hour and adjusting the other pay grades to maintain a 7% differential between them. On average, minimums increased by 8.35%, midpoints increased by 9.40%, and maximums increased by 9.99%.
- The revision for the TS pay schedule that was recommended in the 2023 report was approved in December 2023 with an effective date of January 5, 2024. This pay plan change involved raising midpoints while also adjusting minimums and maximums to maintain a consistent range width. On average, minimums increased by 4.23%, midpoints increased by 6.04%, and maximums increased by 7.07%.

IMPACT OF HEALTH INSURANCE COSTS

The Total Rewards model has been established by WorldatWork as a best practice since 2000 for the recruitment and retention of employees. According to WorldatWork, Total Rewards consists of five components that include compensation, benefits, well-being, careers, and recognition. An assessment of health insurance costs is provided in the report to show the impact of these costs to employees since health insurance premiums are generally consistent across state agencies. This aspect of benefits is important to consider in the overall market competitiveness of the classified system because it impacts employee base compensation through deductions. If employees cannot afford coverage, they may seek opportunities with other employers.

HEALTH INSURANCE OVERVIEW

The Office of Group Benefits offers five health plan options for employees in 2024. State Civil Service worked with OGB to identify the plan selections of classified employees. The following table provides an overview of these figures. Percentages are based on a total of 27,431 employees who have insurance through OGB. Of this number, 81.8% have chosen the Magnolia Local Plus option.

HEALTH PLAN SELECTIONS BY CLASSIFIED EMPLOYEES 2024						
Pay Schedule	Magnolia Open Access	Magnolia Local	Magnolia Local Plus	Pelican 1000	Pelican 775	All Plans
AS	1.6%	0.6%	26.2%	1.6%	2.0%	32.1%
MS	0.4%	0.1%	6.0%	0.3%	0.3%	7.0%
PS	0.4%	0.2%	13.9%	0.9%	0.5%	15.8%
SS	0.7%	0.2%	14.3%	1.2%	0.6%	17.1%
TS	0.8%	0.3%	11.2%	0.8%	2.0%	15.0%
WS	0.5%	0.2%	10.4%	0.8%	1.2%	13.0%
Statewide	4.3%	1.6%	81.8%	5.6%	6.6%	100.0%

Data as of January 1, 2024. Percentages based on 27,431 classified employees. Excludes employees who are covered dependents on an OGB plan (376), employees on an LSU First plan (895), employees who do not have coverage through OGB (6,426), and employees who were excluded for data confidentiality reasons by OGB (31).

Most classified employees choose the Magnolia Local Plus plan. The following table provides an overview of coverage selections for employees with the Magnolia Local Plus plan. For the purposes of this report, “employee” has the same meaning as the OGB term “enrollee.” Available coverages include Employee Only, Employee + Child(ren), Employee + Spouse, and Family. The percentages in the table are based on a total of 22,451 employees who have chosen the Magnolia Local Plus plan. Of this number, 57.1% have selected “Employee Only” coverage.

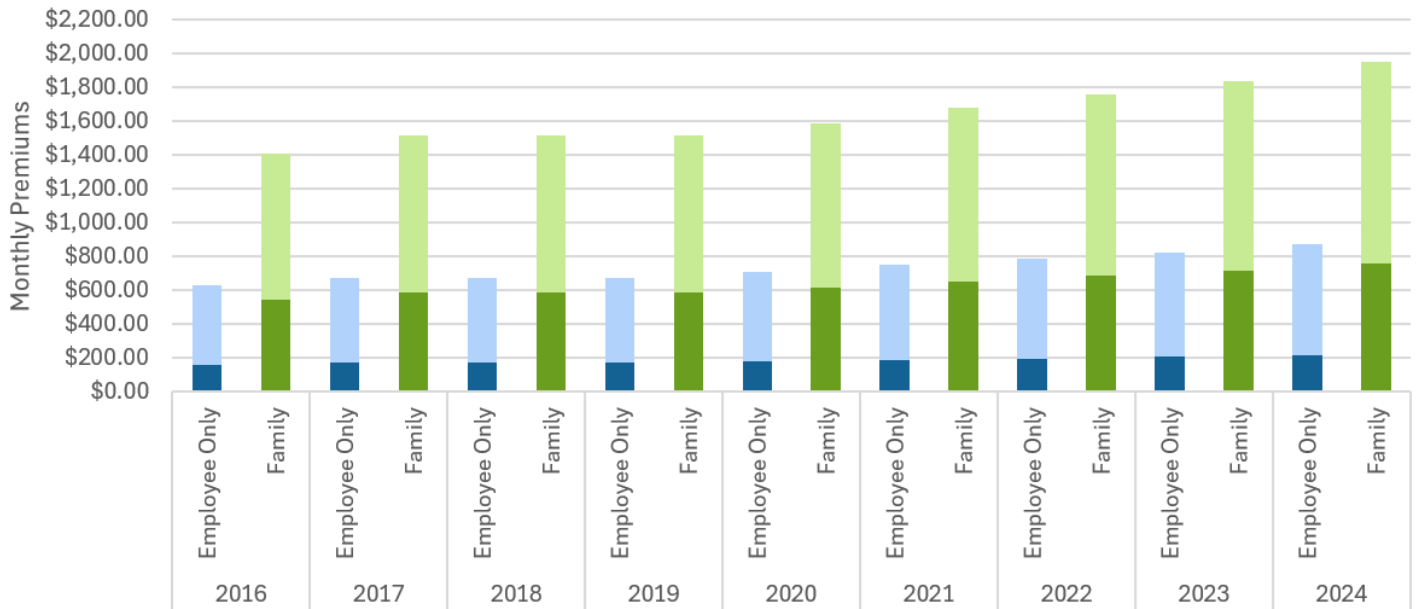
MAGNOLIA LOCAL PLUS COVERAGE SELECTIONS BY CLASSIFIED EMPLOYEES 2024					
Pay Schedule	Employee Only	Employee + Child(ren)	Employee + Spouse	Family	All Coverages
AS	18.4%	7.7%	2.5%	3.4%	32.0%
MS	3.4%	2.0%	0.7%	1.3%	7.3%
PS	10.3%	3.9%	1.0%	1.7%	16.9%
SS	10.6%	4.5%	0.9%	1.4%	17.5%
TS	6.5%	3.3%	1.2%	2.7%	13.7%
WS	8.0%	1.8%	1.5%	1.3%	12.7%
Statewide	57.1%	23.3%	7.7%	11.8%	100.0%





Data as of January 1, 2024. Percentages based on a total of 22,451 classified employees with Magnolia Local Plus.

HEALTH INSURANCE PREMIUM HISTORY

Since the Magnolia Local Plus plan was first offered in 2016, costs have increased for both employees and employer. Premiums have increased by an average of 5.2% annually since the pandemic in 2020. The following graph provides details on costs for the Employee Only and Family coverages as these are the lowest and highest cost coverage selections. The bars represent the total premium, which includes both the employer share and employee share of the total premium. The Employee Only plan is shaded in blue and the Family plan is shaded in green. Variations in color are used to indicate the employer share and the employee share of the total premium.

**Total Premiums for Employee Only and Family Coverages
Magnolia Local Plus, 2016-2024**



	= \$ Employer Paid, Employee Only Coverage		= \$ Employer Paid, Family Coverage
	= \$ Employee Paid, Employee Only Coverage		= \$ Employee Paid, Family Coverage

Employees have seen premiums increase by over 38% for both Employee Only and Family coverage since 2016 when the Magnolia Local Plus plan was first made available. The state has also incurred the same percentage increase for the employer share of the premiums.

Premium Increases since 2016 for Magnolia Local Plus Plan				
Coverage	\$ Increase in Employee Premium 2016-2024	\$ Increase in Employer Premium 2016-2024	\$ Increase in Total Premium 2016-2024	% Increase in Premiums 2016-2024
Employee Only	60.80	182.42	243.22	38.7%
Family	211.58	333.26	544.84	38.7%

HEALTH INSURANCE PREMIUMS AS A PERCENTAGE OF EMPLOYEE SALARIES

Health insurance premium deductions can make up a significant percentage of employee salaries. When health insurance premium costs are calculated as a percentage of base salary, it is found that the cost of Family coverage is an especially significant expense for lower wage earners. Considering the financial impact of Family coverage, the reality may be that employees needing Family coverage may not be able to afford it. As a result, lower wage earners may seek Medicaid coverage as an alternative.

The following table provides an overview of the employee’s monthly share of the premium as a percentage of the employee’s monthly salary for the Magnolia Local Plus plan, Employee Only coverage. For example, in 2024 based on a salary of \$1,733.33 per month (full-time at \$10.00 per hour), the employee would contribute 12.6% of that salary towards the healthcare premium.

Year	Employee Share of Premium \$	Employee Premiums as a % of Salary for Employee Only Coverage Magnolia Local Plus, 2016 - 2024					
		\$1733.33/mo (\$10.00/hr)	\$2600.00/mo (\$15.00/hr)	\$3466.66/mo (\$20.00/hr)	\$4333.33/mo (\$25.00/hr)	\$6066.66/mo (\$35.00/hr)	\$7800.00/mo (\$45.00/hr)
2016	157.10	9.1%	6.0%	4.5%	3.6%	2.6%	2.0%
2017	168.88	9.7%	6.5%	4.9%	3.9%	2.8%	2.2%
2018	168.88	9.7%	6.5%	4.9%	3.9%	2.8%	2.2%
2019	168.88	9.7%	6.5%	4.9%	3.9%	2.8%	2.2%
2020	177.32	10.2%	6.8%	5.1%	4.1%	2.9%	2.3%
2021	187.08	10.8%	7.2%	5.4%	4.3%	3.1%	2.4%
2022	196.44	11.3%	7.6%	5.7%	4.5%	3.2%	2.5%
2023	205.28	11.8%	7.9%	5.9%	4.7%	3.4%	2.6%
2024	217.90	12.6%	8.4%	6.3%	5.0%	3.6%	2.8%

The following table provides an overview of the employee’s monthly share of the premium as a percentage of the employee’s monthly salary for the Magnolia Local Plus plan, Family coverage. For example, in 2024 based on a salary of \$1,733.33 per month (full-time at \$10.00 per hour), the employee would contribute 43.7% of that salary towards the healthcare premium.

Year	Employee Share of Premium \$	Employee Premiums as a % of Salary for Family Coverage Magnolia Local Plus, 2016 - 2024					
		\$1733.33/mo (\$10.00/hr)	\$2600.00/mo (\$15.00/hr)	\$3466.66/mo (\$20.00/hr)	\$4333.33/mo (\$25.00/hr)	\$6066.66/mo (\$35.00/hr)	\$7800.00/mo (\$45.00/hr)
2016	546.74	31.5%	21.0%	15.8%	12.6%	9.0%	7.0%
2017	587.74	33.9%	22.6%	17.0%	13.6%	9.7%	7.5%
2018	587.74	33.9%	22.6%	17.0%	13.6%	9.7%	7.5%
2019	587.74	33.9%	22.6%	17.0%	13.6%	9.7%	7.5%
2020	617.12	35.6%	23.7%	17.8%	14.2%	10.2%	7.9%
2021	651.06	37.6%	25.0%	18.8%	15.0%	10.7%	8.3%
2022	683.62	39.4%	26.3%	19.7%	15.8%	11.3%	8.8%
2023	714.38	41.2%	27.5%	20.6%	16.5%	11.8%	9.2%
2024	758.32	43.7%	29.2%	21.9%	17.5%	12.5%	9.7%

An increase in health insurance costs can affect an employee’s annual Market Adjustment increase. For example, an employee earning \$1,733.33 per month (or \$10.00/hour) with Employee Only coverage would receive a 4% market adjustment as a base increase. The 4% would bring the employee’s monthly salary to \$1,802.66 – an increase of \$69.33 each month. However, the cost of Employee Only coverage increased by \$12.62 in 2024. This increase in the health insurance premium results in the employee only gaining about a 3.3% base increase before taxes.

Using the same example with the employee earning \$1,733.33 per month (or \$10.00/hour) with Family coverage results in the employee’s 4% market adjustment being reduced to about 1.5% before taxes. For 2024, the increase in premium for the family plan was \$43.94.

MEDICAID ELIGIBILITY

Due to the cost of health insurance premiums, low wage earners may depend on Medicaid for healthcare coverage. The table below provides monthly income limits for a few of the programs offered by the Louisiana Department of Health.

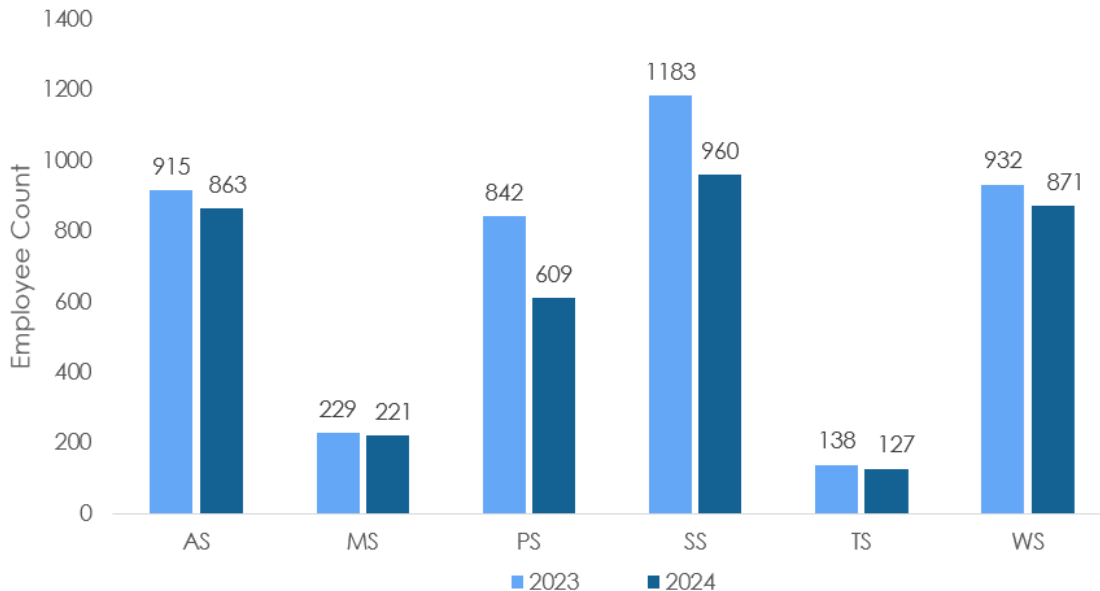
LDH Programs	Family Size/Monthly Income Limits							
	1	2	3	4	5	6	7	8
Family Opportunity Act (for children with disabilities)	\$3,765 (\$21.72/hr)	\$5,110 (\$29.48/hr)	\$6,455 (\$37.24/hr)	\$7,800 (\$45.00/hr)	\$9,145 (\$52.76/hr)	\$10,490 (\$60.52/hr)	\$11,835 (\$68.28/hr)	\$13,180 (\$76.04/hr)
LaCHIP (for children)	\$2,724 (\$15.72/hr)	\$3,697 (\$20.57/hr)	\$4,670 (\$21.33/hr)	\$5,642 (\$32.55/hr)	\$6,615 (\$38.16/hr)	\$7,588 (\$43.78/hr)	\$8,561 (\$49.39/hr)	\$9,534 (\$55.00/hr)
Adult Group - Medicaid Expansion (ages 19 through 64 without Medicare)	\$1,732 (\$9.99/hr)	\$2,351 (\$13.56/hr)	\$2,970 (\$17.13/hr)	\$3,588 (\$20.70/hr)	\$4,207 (\$24.27/hr)	\$4,826 (\$27.84/hr)	\$5,445 (\$31.41/hr)	\$6,063 (\$34.98/hr)

Monthly rates effective 3/1/2024. Source: <https://ldh.la.gov/page/medicaid-eligibility-income-limits>
Hourly rates are approximations by State Civil Service.



The graph below provides a count of full-time, regular classified employees by pay schedule that are on Medicaid. Information from last year's report is included as well for comparison purposes. As of January 1, 2024, these counts approximate to 8.1% of employees in the Administrative (AS) pay schedule, 8.9% in the Medical (MS) pay schedule, 10.9% in the Protective Services (PS) pay schedule, 15.9% in the Social Services (SS) pay schedule, 2.7% in the Technical & Scientific (TS) pay schedule, and 15.1% in the Skilled Trades (WS) pay schedule. In general, pay schedules with a higher average midpoint salary have a smaller percentage of employees on Medicaid.

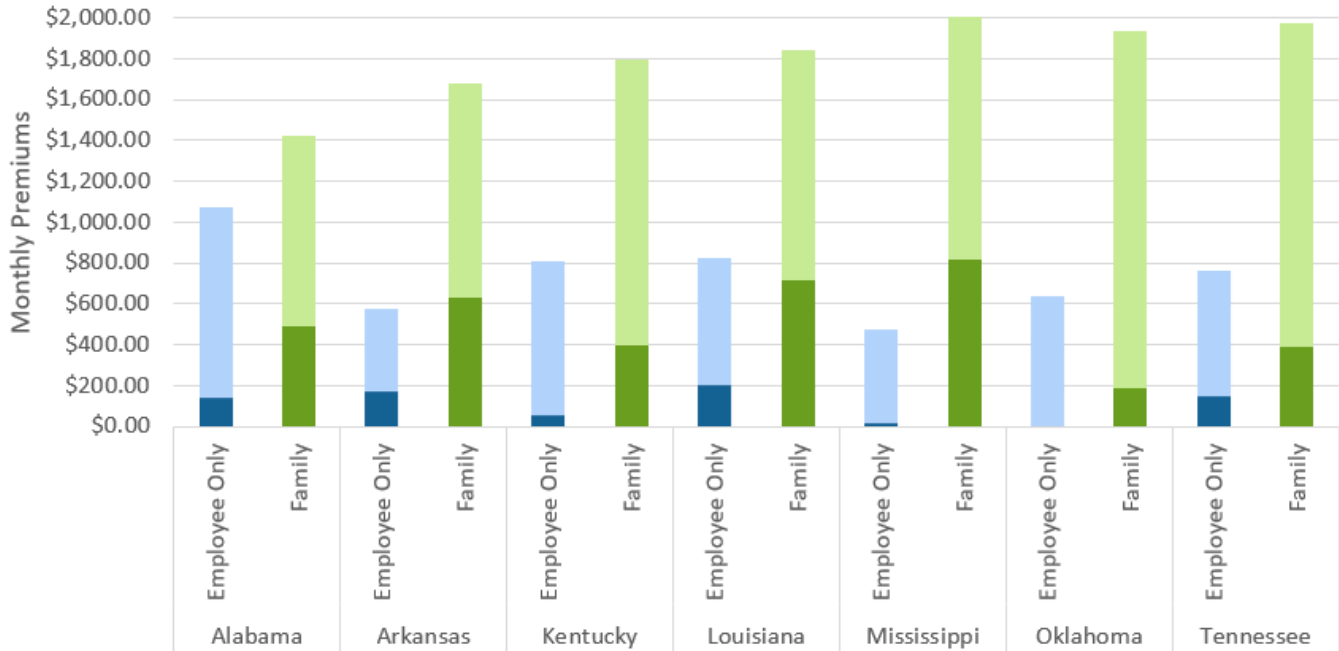
Classified Employees on Medicaid



HEALTH INSURANCE COMPARISON TO RELEVANT MARKET STATES

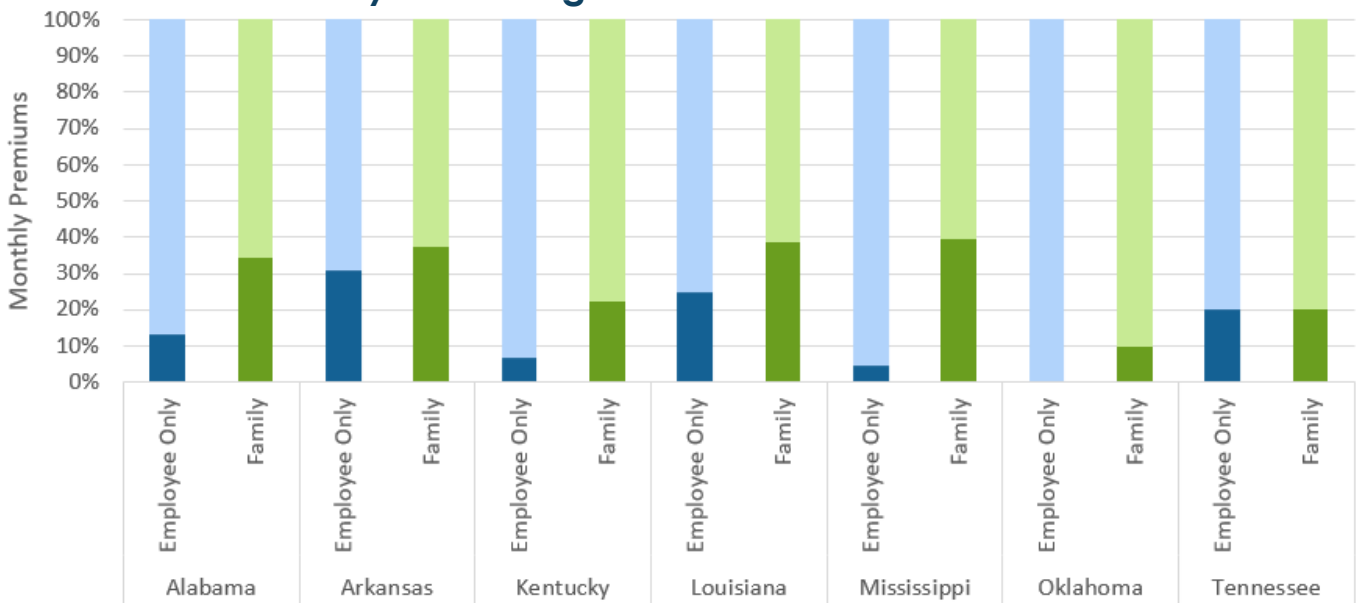
The National Compensation Association of State Governments provides a Benefits survey in addition to their Salary survey. In the most recent survey from 2023, states were asked to provide details about their most popular plan. Although states' plans and coverages may vary, reported premiums are provided in the graph below. The Louisiana premiums are for the Magnolia Local Plus plan. Texas did not participate in the 2023 survey.

Comparison of Health Insurance Premiums for Relevant Market States 2023



■	= \$ Employer Paid, Employee Only Coverage	■	= \$ Employer Paid, Family Coverage
■	= \$ Employee Paid, Employee Only Coverage	■	= \$ Employee Paid, Family Coverage

Comparison of Health Insurance Premiums for Relevant Market States by Percentage of Premiums Paid 2023



■	= \$ Employer Paid, Employee Only Coverage	■	= \$ Employer Paid, Family Coverage
■	= \$ Employee Paid, Employee Only Coverage	■	= \$ Employee Paid, Family Coverage

CONCLUSION

COMPETITIVE PAY RANGES

State Civil Service has assessed that, on average, some of the state's classified pay schedule midpoints for benchmarked jobs continue to lag behind public and private sector median salaries. The improvements in market competitiveness for the pay schedules are largely due to the pay structure changes that were implemented on July 1, 2023.

- As compared to the public sector, midpoints of the AS, PS, and TS pay schedules lag by amounts ranging from 4.1% to 8.4%. The PS pay schedule shows the greatest lag as compared to the public sector at 8.4%. Midpoints of the MS, SS, and WS pay schedules are leading public sector medians by amounts ranging from 7.2% to 12.5%.
- As compared to the private sector, midpoints of the AS, PS, SS, and TS pay schedules lag by amounts ranging from 0.4% to 12.1%. The AS pay schedule shows the greatest lag as compared to the private sector at 12.1%. Midpoints of the MS and WS pay schedules are leading private sector medians by 1.4% and 4.8% respectively.

State Civil Service has found that market competitiveness has varied since last year relative to the midpoints of the classified pay schedules.

- As compared to the public sector, the MS, SS, and WS pay schedules have increased market competitiveness by amounts ranging from 5.4 to 19.5 percentage points, while the AS, PS, and TS pay schedules have decreased market competitiveness by amounts ranging from 1.6 to 3.8 percentage points.
- As compared to the private sector, the MS, SS, and WS pay schedules have increased market competitiveness by amounts ranging from 11.2 to 17.7 percentage points, while the AS, PS, and TS pay schedules have decreased market competitiveness by amounts ranging from 2.1 to 5.6 percentage points.

COMPETITIVE SALARIES

State Civil Service has assessed that, on average, actual median salaries of classified employees in benchmarked jobs continue to lag as compared to both public and private sector median salaries.

- As compared to the public sector, actual median salaries of classified employees in all six pay schedules lag by amounts ranging from 1.3% to 12.7%. Actual median salaries of employees in the WS pay schedule have the greatest lag at 12.7%.
- As compared to the private sector, actual median salaries of classified employees in all six pay schedules lag by amounts ranging from 2.5% to 19.6%. Actual median salaries of employees in the WS pay schedule have the greatest lag at 19.6%.

State Civil Service has found that market competitiveness has generally declined since last year relative to the actual median salaries of classified employees in benchmarked jobs.

- As compared to the public sector, actual median salaries of classified employees in the AS, MS, PS, TS, and WS pay schedules have decreased market competitiveness by amounts ranging from 0.3 to 3.6 percentage points. However, actual median salaries of employees in the SS pay schedule have improved market competitiveness by 2.2 percentage points since last year.
- As compared to the private sector, actual median salaries of classified employees in the AS, MS, PS, TS, and WS pay schedules have decreased market competitiveness by amounts ranging from 2.6 to 4.6 percentage points. However, actual median salaries of employees in the MS and SS pay schedule have improved market competitiveness since last year by 0.9 and 5.4 percentage points respectively.

It is apparent that the Market Adjustment rule is assisting in improving the competitiveness of classified employee salaries. Since 2018, the percentage of employees being paid between the minimums and midpoints of their pay ranges has reduced each year. However, due to necessary adjustments to the pay structures in 2023, more employees are being paid below their midpoints in 2024.

- Last year, 55.5% of classified employee salaries fell between the minimums and the midpoints of their respective pay ranges. This year, this number has risen to 68.6%.

COMPETITIVE JOBS

The targeted review of benchmarked jobs has assisted in maintaining market competitiveness by providing insight as to what adjustments may be needed for specific jobs in order to improve lags.

- For the AS pay schedule, it was found that jobs such as Accountants, Auditors, Budget, Paralegals, Attorneys, Human Resources, Statisticians, and Photographers could benefit from job assessments in order to improve the overall market competitiveness of the pay schedule.
- State Civil Service has completed several job assessments over the last year in an effort to improve market competitiveness for jobs in all six pay schedules.

COMPETITIVE PAY SOLUTIONS

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



RECOMMENDATIONS

State Civil Service is providing the following recommendations in order to better recruit and retain talent in this highly competitive market. This year, the AS pay schedule is being recommended for an adjustment. Specifics on recommended pay plan changes will be presented to the SCS Commission at a future pay hearing. For a review of historical structure adjustments and a general increase history, please see Appendix B.

PAY STRUCTURE RECOMMENDATIONS



Administrative “AS” Pay Schedule

Due to the continued lags of pay schedule midpoints for this pay schedule, it is recommended to increase minimums for all pay levels by at least 5%. Additionally, it is recommended to increase maximums by at least 5% for the AS-612 level and up. This will also have a positive impact on the midpoints of professional jobs in this pay schedule as many of these job series begin at the AS-612. The cost to implement this recommendation is estimated at approximately \$640,331.65 statewide. Estimate is for base salary only and does not include the cost of related benefits. Actual cost may vary depending on the date of implementation.



Medical “MS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness over the next year.



Protective Services “PS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness over the next year.



Social Services “SS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness over the next year.



Technical & Scientific “TS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness over the next year.



Skilled Trades “WS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness over the next year.

APPENDIX A - CLASSIFIED BENCHMARK JOBS

ADMINISTRATIVE BENCHMARK JOBS

ACCOUNTANT 1	ATTORNEY-DEP GEN COUNS 1	HR CONS A
ACCOUNTANT 2	ATTORNEY-GEN COUNS 3	HR CONS B
ACCOUNTANT 3	AUDIT DIR 1	HR CONS C
ACCOUNTANT 4	AUDIT DIRECTOR 3	HR CONS SPEC
ACCOUNTANT ADMIN 5	AUDIT MANAGER	HR CONS SUP
ACCOUNTANT MANAGER 1	AUDITOR 1	HR DIR D
ACCOUNTANT MANAGER 3	AUDITOR 2	HR DIV ADMIN
ACCOUNTANT MANAGER 4	AUDITOR 3	HR MAN A
ACCOUNTANT SUPERVISOR 1	AUDITOR 4	HR MAN B
ACCOUNTANT SUPERVISOR 2	AUDITOR SUPERVISOR	HR SPECIALIST
ACCOUNTING SPEC SUPV	AUDITOR--INF SYS 1	HR SUP
ACCOUNTING SPECIALIST 1	AUDITOR--INF SYS 3	INSURANCE SPECIALIST 2
ACCOUNTING SPECIALIST 2	BUDGET ADMIN 2	INTERPRETIVE RANGER 2
ACCOUNTING TECH	BUDGET ADMIN 3	LIBRARIAN 1
ADM LAW JUDGE--ADV	BUDGET ANALYST 2	LIBRARIAN 3
ADMIN ASST 2	BUDGET ANALYST 3	LIBRARY SPECIALIST 1
ADMIN ASST 3	BUDGET MANAGER	LIBRARY SPECIALIST 2
ADMIN ASST 4	BUS ANALYTIC SPEC	LIBRARY SPECIALIST 3
ADMIN ASST 5	BUSINESS DEV MGR	MANAGEMENT ANALYST 2
ADMIN ASST 6	BUSINESS DEV OFFICER 3	MARKETING REP 1
ADMIN COORD 2	COMPLIANCE EXAM 2	MARKETING REP 2
ADMIN COORD 3	COMPLIANCE PROG SPEC 4	MOT VEH COMP ANALYST 2
ADMIN COORD 4	CONTR/GNTS REV 3	MUSEUM DIR/BRANCH
ADMIN PROG DIR 1	CONTR/GNTS REV 4	ORS SPEC 2
ADMIN PROG DIR 2	CRIM REC ANYL 1	OSHA INDUS HTH HYG CONS
ADMIN PROG DIR 3	CURATOR 2	OSHA OCCUPATION SAF CONS
ADMIN PROG DIR 4	CURATOR 3	PARALEGAL 1
ADMIN PROG MGR 1	DEPUTY ASST SECRETARY 1	PARALEGAL 2
ADMIN PROG MGR 2	DEPUTY UNDERSECRETARY 3	PARK MGR A
ADMIN PROG MGR 3	ECONOMIST 3	PARK MGR B
ADMIN PROG MGR 4	ECONOMIST 4-A	PHOTOGRAPHER 2
ADMIN PROG SPEC A	EDUC CONS 2	POLICY PLANNER 3
ADMIN PROG SPEC B	EXEC STAFF OFFICER	PROC ANL 3
ADMIN SUPV 2	GRP BEN ANALYST 1	PROC DIR
ARCHITECTURAL HISTORIAN 2	GRP BEN ANALYST 3	PROC SUPV
ARCHIVES SPEC B	HOUSING MGR B	PROG COMPL OFF 2
ARCHIVES SPEC C	HOUSING SPEC 3	PROG COMPL OFF SUPV
ATTORNEY 2	HR ANALYST B	PUB INFO DIR 1
ATTORNEY 3	HR ANALYST C	PUB INFO DIR 3

ADMINISTRATIVE BENCHMARK JOBS (continued)

PUB INFO OFF 2	ST PROC ASST DIR	TOURISM MKT DIR
PUB INFO OFF 3	ST PROC DIR	TRAIN/DEV PROG MGR
REVENUE TAX ANALYST 2	ST PROC MGR	TRAIN/DEV PROG STAFF MG 2
REVENUE TAX AUDITOR 2	ST PROC SPEC	TRAIN/DEV SPEC 3
ROW ADMIN	ST PROC SUPV	TV ASSOC PRODUCER
ROW AGENT 4	ST RISK ADJUSTER 5	TV PRODUCER
ROW APP 4	ST RISK ADMINISTRATOR	TV PRODUCTION MANAGER
SAFETY RISK AGENCY MGR	ST RISK DIRECTOR	UTILITIES SPECIALIST 3
ST BUDGET MGMT ANAL 2	STATE PROG MGR 1	WORK DEV SPEC 3
ST PROC ANL 2	STATISTICIAN 2	WORK DEV SUPV
ST PROC ANL 3	TAX COMMISSION SPEC 2	WRK COMP COMPL MGR

MEDICAL BENCHMARK JOBS

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

PROTECTIVE SERVICES BENCHMARK JOBS

ATC AGENT 2	CORRS GUARD/THERAP	FIRETUG DECK/FIREFIGHTER
ATC AGENT 3	CORRS LIEUTENANT/THERAP	GUARD
CORR DEPUTY WARDEN 4	CORRS LT	GUARD SUPERVISOR
CORR SGT--MSTR	CORRS SGT	JUV JUST SPEC 2
CORRS ASST WARDEN 2	CRIM INVEST 2	P E SHOP FOREMAN
CORRS CAPTAIN	CRIM INVEST 3	P E TRUCK DRIVER
CORRS CAPTAIN/THERAPEUTIC	DPS POLICE OFFICER	PARK RANGER 2
CORRS CHIEF/THERAPEUTIC	ELECTS COMPL OFF 2	POLICE CAPTAIN
CORRS GUARD MASTER/THERA	FIREMAN ADVANCED	POLICE CHIEF
POLICE LIEUTENANT	PRISON ENTER SUPV	PROB/PAR SUPERVISOR/ADULT
POLICE MAJOR	PROB/PAR OFF 2/JUV	PROB/PAR SUPV/JUV
POLICE OFFICER 1	PROB/PAR OFF 3/JUV	SFM DEPUTY 2

PROTECTIVE SERVICES BENCHMARK JOBS (continued)

POLICE OFFICER 2	PROB/PAR OFFICER 2/ADULT	SFM SR DEPUTY
POLICE OFFICER 3	PROB/PAR OFFICER 3/ADULT	WILDLF ENF SENIOR AGENT
POLICE SERGEANT		

SOCIAL SERVICES BENCHMARK JOBS

CHAPLAIN 2	MH REGIONAL DIR	RESIDENTIAL ADVISOR 3
CHILD WELFARE SPEC 1	NUTRITION EDUCATOR 2	SOC SVC COUNS 3
CHILD WELFARE SVCS ASST	PROG MGR 3 - SS	SOC SVC COUNS 4-B
CORR ARDC SPECIALIST 2	PROG MGR 4 - SS	SOC SVC COUNS 5-A
DD EXAMINER 2	PROGRAM MANAGER 1/SS	SOC SVC COUNSELOR 1
DEVELOPMENTALIST	PROGRAM MANAGER 2/SS	SOC SVCS ANL 2
FRAUD INVESTIGATOR 2	PROGRAM SPECIALIST/SS	SOC SVCS ANL 3
HABILITATION AIDE	PSYCH AIDE 2	SOCIAL WKR 2
HABILITATION INSTR 1	REHAB AIDE	SOCIAL WKR 3
HABILITATION MANAGER	REHAB COUNS/MASTER	SOCIAL WKR 4
HEALTH EDUCATOR	REHAB COUNSELOR	THER REC SPEC 2
LICENSING SPEC 2	REHAB INSTRUCTOR 2	THERA RECR SPEC 3-B
MEDICAID ANAL 2	REHAB SPECIALIST 1	VETERANS ASSN COUNS 1
MEDICAID LTC ANL 2	RESID SVCS SPEC 2	VETERANS ASSN REGION MGR

TECHNICAL & SCIENTIFIC BENCHMARK JOBS

AGRI SPEC 2	CYBER CRIME ANL 2	ENVIR HEALTH SCIENT 2
ARCHITECT 3	DOTD CHIEF ENG	FACILITY PROJ PLAN 1
BIOLOGIST 1	DOTD DEP CHIEF ENG	FACILITY PROJ PLAN 2
BIOLOGIST 3	ENG 3	FACILITY PROJ PLAN 3
BIOLOGIST DCL-A	ENG 4	FOREST PARISH SUPERVISOR
BIOLOGIST SUPERVISOR	ENG 5	FPC ASST DIR
BUSINESS TECH ANL 1	ENG 6	GEOLOGIST 1
BUSINESS TECH ANL 3	ENG 7	GEOLOGIST 2
BUSINESS TECH SP 2	ENG 8	GEOLOGIST 3
COMP GRAPH DESIGN	ENG 9	GIS ANL 2
COMP GRAPH DESIGN ADV	ENG INTERN 1	GIS ANL 3
CONS ENF SPEC 3	ENG TECH 2	GIS MGR
CRIME LAB ALYST 1	ENG TECHN 3	GIS SPEC
CRIME LAB ALYST 2	ENG TECHN 4	IT ADMIN
CRIME LAB ALYST 3	ENGINEERING TECH 5	IT APP DEV 1
CRIME LAB MGR	ENGINEERING TECH 7	IT APP DEV 2
CRIME LAB TECHN 2	ENGINEERING TECH DCL	IT APP DEV 3
CYBER CRIME ANL 1	ENV SCIENTIST 3	IT APP ENG
IT APP SP 2	IT STWD DIR 1	IT STWD SYS SUPP SR ENG
IT ASSOC 1	IT STWD DIR 2	IT STWD SYS TECH 1
IT ASSOC 2	IT STWD DIR 3	IT STWD SYS TECH 2
IT INFOSEC ANL 1	IT STWD ENG 1	IT STWD SYS TECH 3

TECHNICAL & SCIENTIFIC BENCHMARK JOBS (continued)

IT INFOSEC ANL 3	IT STWD ENG 2	IT STWD SYS TECH 4
IT INFOSEC ARCH	IT STWD ENG 3	IT STWD TECH SUPP ANL 1
IT INFOSEC SP 1	IT STWD INFOSEC ANL 1	IT STWD TECH SUPP ANL 2
IT MGR	IT STWD INFOSEC ANL 3	IT STWD TECH SUPP ANL 3
IT STWD ADMIN 1	IT STWD INFOSEC OFF 1	IT SUPV
IT STWD ADMIN 2	IT STWD INFOSEC OFF 2	IT TECH ARCH
IT STWD ANL 2	IT STWD INFOSEC OFF 3	IT TECH ENG
IT STWD ANL 3	IT STWD MGMT OFF 1	IT TECH SP 1
IT STWD APP ARCH	IT STWD MGMT OFF 2	IT TECH SP 2
IT STWD APP DEV 2	IT STWD MGR 2	IT TECH SUPP ANL 1
IT STWD APP DEV 4	IT STWD MGR 3	IT TECH SUPP ANL 2
IT STWD APP ENG	IT STWD OP 2	IT TECH SUPP ANL 3
IT STWD APP SR ARCH	IT STWD OP 3	OTS STWD GRAPHIC CONS
IT STWD APP SR DEV 1	IT STWD OP 4	OTS STWD OPS ANL 2
IT STWD APP SR DEV 2	IT STWD OP SUPV 1	OTS STWD OPS ASSOC 3
IT STWD APP SR DEV 3	IT STWD OP SUPV 2	PROFESSIONAL CHEMIST 2
IT STWD ARCH	IT STWD PROG MGR 1	PROFESSIONAL CHEMIST 3
IT STWD ASSOC ANL 1	IT STWD PROG MGR 2	PROJECT MANAGER
IT STWD ASSOC ANL 3	IT STWD PROG MGR 3	PUB HTH EPIDEMIOLOG
IT STWD ASSOC ANL 4	IT STWD SR ANL 1	SANITARIAN 2
IT STWD ASSOC ENG 1	IT STWD SR ANL 2	SURVEYOR 4
IT STWD ASSOC ENG 2	IT STWD SR PROG MGR 1	SURVEYOR 5
IT STWD ASSOC ENG 3	IT STWD SR PROG MGR 3	SURVEYOR INTERN 1
IT STWD ASSOC ENG 4	IT STWD SYS SUPP ENG 2	WLF TECH C

SKILLED TRADES BENCHMARK JOBS

AIRCRAFT MECH 2	FOOD SVC SPEC 2	MECHANIC 3
AIRCRAFT PILOT 2	FOOD SVC SPEC 3	MECHANIC 4
CARPENTER	FOOD SVC SPEC 5	MOBILE EQUIP OPER 1/HEAVY
CARPENTER MASTER	FOOD SVC SPEC 7	MOBILE EQUIP OPER 2/HEAVY
COMMUNICATIONS OFF 2	HELPER	MOBILE EQUIP OPER/LIGHT
COMMUNICATIONS OFFICER 3	HIGHWAY FOREMAN 1	MOBILE EQUIP OPERATOR 1
CORRECTIONS FOOD MGR	HORTICULTURAL ATTEND	OPER ENGR-COGENERATION
CORRS FOOD MANAGER 4	HORTICULTURAL ATTEND/LDR	OPERATING ENGINEER 2
CUSTODIAN 1	HVAC/REFR MASTER MECH	PAINTER
CUSTODIAN 2	HVAC/REFR MECH FOREMAN	PAINTER MASTER
CUSTODIAN MANAGER	HVAC/REFR MECHANIC	PARKS BLDGS/GRNDS ATTEND
CUSTODIAN SUPERVISOR 1	ITS TECH 1	PLANNER/ESTIMATOR
CUSTODIAN SUPERVISOR 3	ITS TECH 3	PLUMBER/PIPEFITTER
ELECTRICIAN	LABORER	PLUMBER/PIPEFITTER MASTER
MECHANIC 4	OPERATING ENGINEER 2	PRINTING OPERATOR 1
MOBILE EQUIP OPER 1/HEAVY	PAINTER	PRINTING OPERATOR 2
MOBILE EQUIP OPER 2/HEAVY	PAINTER MASTER	PRINTING SUPERVISOR

SKILLED TRADES BENCHMARK JOBS (continued)

MOBILE EQUIP OPER/LIGHT

MOBILE EQUIP OPERATOR 1

MOBILE EQUIP OPERATOR 2

PARKS BLDGS/GRNDS ATTEND

PLANNER/ESTIMATOR

PLUMBER/PIPEFITTER

TRADE APPRENTICE

WELDER

WELDER MASTER

APPENDIX B

STRUCTURE ADJUSTMENT AND GENERAL INCREASE HISTORY

Date	Proposal
1994	Proposal to increase range minimums by 4% and range maximums by 10%. Approval was not granted.
1995	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and range maximums by 5%. Approval was not granted.
1997	Proposal to increase General pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
1999	Proposal to increase Medical pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
2000	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and maximums by 5%. Approval was not granted.
2001	Proposal to increase range minimums and maximums for General and Medical pay schedules by 6% (2% each year for three years). Approval was granted.
2002	Proposal to increase range minimums and maximums by 2% for Skilled Trades pay schedule. Approval was granted.
2007	Proposal to grant COLAs to all classified employees in the amount of \$0.72 per hour and to increase the range minimums for all pay schedules by 10-14% and maximums by 10-14%. Approval was granted.
2008	Proposal to grant COLAs to all classified employees in the amount of 2-5% and to increase all pay range minimums to reflect federal minimum wage. In addition, it was proposed to increase range minimums for all pay schedules by 3-10%. Approval was not granted.
2018	Proposal to grant all classified employees a 2% general increase and to realign all six pay schedules with the relevant market. Approval was granted, effective January 1, 2018 for the General Increase and effective January 2, 2018 for the pay schedules. Range minimums increased by amounts ranging from 17.4% to 34.23% and maximums increased by amounts ranging from 2.88% to 12.57%.
2019	Proposal to increase minimums for jobs assigned to certain pay levels. Approval was granted, 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.
2021	Proposal to increase minimums and maximums of the MS pay schedule by 6%. Approval was granted, effective February 25, 2021.
2022	Proposal to increase minimums and maximums of the WS pay schedule by 3%. Approval was granted, effective March 21, 2022.
2023	Proposal to increase minimums of the lowest grades in AS, MS, SS, and WS pay schedules to \$10/hour and to adjust other pay grades in these pay schedules to maintain a 7% differential. Approval was granted, effective July 1, 2023.
2024	Proposal to raise the minimum of the lowest grade of the PS pay schedule to \$12.00 per hour and adjust the other pay grades to maintain a 7% differential between them. Also, proposal to raise TS pay schedule midpoints by 6% and to adjust minimums and maximums as necessary to maintain a consistent range width for all pay grades. Approval was granted, effective January 5, 2024.

REFERENCES AND ACKNOWLEDGMENTS

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