

# Compensation Administration Guide

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## CHAPTER 6 GUIDELINES

**This document contains guidelines for the purpose of applying Chapter 6 of the State Civil Service Rules. This guide shall be used in conjunction with Chapter 6 of the State Civil Service Rules and agency policies for the state classified workforce.**

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**STATECIVILSERVICE**

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## CHAPTER 6 GUIDELINES

### OVERVIEW

The authority for the establishment and administration of a uniform pay plan is contained in [Article X](#), Section 10(A)(a) of the Louisiana Constitution and in Chapter 6 of the Civil Service Rules. The uniform pay plan regulates the compensation of all classified state employees. It is developed after taking into consideration several factors, including market conditions and practices of market competitors. Changes to Chapter 6 Pay Rules, because they affect the compensation of state classified employees, require approval of both the Civil Service Commission and the Governor. This chapter contains both operational and optional pay provisions and provides information regarding all of the mechanisms and pay flexibilities available for compensating state classified employees.

### HR IMPACT

Chapter 6 Pay Rules is one of the most important chapters to the HR professional. The various pay options available within these rules allow the appointing authority to strategically plan compensation for classified employees, as well as develop and establish programs to motivate and reward employees. These pay rules address recruitment and retention issues, market conditions, pay for performance, pay for special conditions and situations, in addition to the regular compensation provided to employees for hiring, promotion, reallocation, etc. It is incumbent upon the HR professional to thoroughly understand the purpose, use and application of the various compensation rules in order to provide sound recommendations to the appointing authority.

Civil Service Rules provide the framework and parameters for compensating classified employees. HR professionals are responsible for ensuring accuracy and timeliness in compensating employees, as well as, understanding the impact of payment errors.

### SCS RULE 6.1 PHILOSOPHY

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

Maintaining market competitiveness requires a four-prong approach. First, the pay range structures must be at a competitive position relative to market. Second, the jobs assigned to those pay ranges must be regularly evaluated to ensure that the market rates continue to be appropriate as those jobs evolve to better serve the needs of agencies. Third, the actual salaries of employees must move with the market as they gain experience, skills and competencies. Fourth, the Department will apply the new compensation philosophy when developing business

practice solutions to appropriately and conservatively meet the human capital needs of agencies in an effort to drive down turnover costs.

## SCS RULE 6.2 PREPARATION OF PAY PLAN

The Director conducts a review of the six pay schedules at least annually and makes recommendations regarding any necessary changes to the SCS Commission for its approval resulting in a uniform pay plan. Before submitting the plan, the Director consults with appointing authorities and the state fiscal officer while also conducting necessary research.

**NOTE:** Examples of amendments to the plan are the addition of job titles to the plan and/or changes in pay levels for jobs. Amendments to the pay plan result from research and analysis of current pay practices relative to: market data received from salary surveys, recruitment and retention factors, internal comparability of jobs in the pay plan and any other environmental factors that may impact rates of pay.

## SCS RULE 6.3 ADOPTION OF PAY PLAN

This rule requires that any changes recommended by the Director impacting the structure of the pay plan are to be submitted to the Commission for consideration at a public hearing. Notice of the public hearing must comply with [Civil Service Rule 2.5](#). Upon adoption, the Commission specifies the manner in which the pay plan is to be implemented.

When the Commission adopts a pay plan or amendment to the plan, it can only become effective after approval in its entirety by the Governor. If the Governor rejects any portion of the plan sent by the Commission, the plan is not approved.

The State Civil Service pay structures are also known as the “pay grids.” There are six pay grids within the State Civil Service Pay Plan. Each pay grid contains jobs that have similar occupational characteristics.

1. [Administrative \(AS-601 - AS-629\)](#)
2. [Medical \(MS-501 - MS-531\)](#)
3. [Protective Services \(PS-101 - PS-127\)](#)
4. [Scientific and Technical \(TS-301 - TS-327\)](#)
5. [Social Services \(SS-401 - SS-427\)](#)
6. [Technician and Skilled Trades \(WS-201 - WS-225\)](#)

### SCS RULE 6.3.1 OTHER COMPENSATION

The purpose of this rule is to provide for the regulation of all monetary payments to classified employees, such as cell phone allowances, uniform allowances, housing allowances, food allowances, and other similar allowances. This rule is also used when an appointing authority would like to provide compensation not specifically covered by either Chapter 6 or by the classification and pay plan. An appointing authority will need to establish a policy with the approval of the SCS Commission to make payments under this rule.

## SCS RULE 6.4 RATES OF PAY IN THE PAY PLAN

This rule provides for each job having a range minimum and range maximum.

Each employee shall be paid at a rate within the range for the grade assigned to his/her position.

## SCS RULE 6.5 HIRING RATE

This rule requires that all pay at the time of hire be set at the minimum of the pay range established for the grade of the job to which the position is allocated. There are exceptions to this general rule. They are:

**(a) Job or Probational Appointment** — The pay of an employee who is serving in a job or probational appointment shall not be reduced when the employee is earning more than the minimum of the job he occupies, and is then probationally appointed to a position in the same job, or a different job with the same maximum rate of pay, in the same department without a break in service.

**(b) Special Entrance Rate** — When economic or employment conditions cause substantial recruitment or retention difficulties, the Director may authorize the use of a special entrance rate. In order to establish special entrance rates above the new minimum, agencies must submit a request to the Compensation Division for review and recommendation to the Director. The Director may authorize the rates and present these actions at the next scheduled Commission meeting or the Director may defer the request to the Commission for review and approval.

In order to request establishing a SER rate above the new minimum, agencies must first contact the Compensation Division to discuss the problems the agency is experiencing. An agency must be able to demonstrate how not having a SER would be detrimental to the agency and be able to explain why the new minimum is not adequate. After consultation, agencies will be requested to submit a formal request, which may include the following information for the last fiscal year on the SER Questionnaire. See APPENDIX A for the SER Questionnaire form.

- How many vacancies are you trying to fill?
- How many times have you posted the job?
- How many applicants were on the eligible list?
- How many were selected to be interviewed?
- How many job offers were made?
- How many job offers were accepted? If not accepted, why?
- What were the requested salaries?

Agencies will also be asked the following questions:

- If employees are leaving, why? Is it the job duties, working conditions or the salary? If it is the salary, where are employees going and for what rate of pay?
- Is there anything about the working conditions that is making it difficult to recruit and retain staff?
- Are you in a geographical area that is competing with other employers such as a hospital, plant, etc.? What rate are they offering? Have you tried to match those job offers with optional pay?
- Are you planning a corresponding adjustment? Why or why not? If yes, do you plan on including classified WAE employees?

- Do you have budget authority to implement this rate? What is the cost of implementation?
- What other mechanisms have you used to recruit/retain? These can be monetary or non-monetary.

**NOTE:** Special Entrance Rates are not a means to give all employees in your agency a raise. Not all jobs in all schedules need to have a Special Entrance Rate to attract and retain qualified employees. SCS will review the potential for compression of current employees when determining the agency’s need for a SER. An agency will need to submit a signed policy by appointing authority and the SER questionnaire to the Compensation Division for recommendation prior to the date of implementation.

An agency may request a corresponding adjustment for current employees to alleviate compression caused by the SER. There are two ways that agencies can implement a SER policy – with or without a corresponding adjustment. Here are two examples:

- Agency implements a flat SER of \$1,500.00 biweekly for new hires. Current employees do not receive a corresponding adjustment but those below the SER will go to the SER rate.
- Agency implements a flat SER of \$1,500.00 biweekly for new hires. Current employees receive a corresponding adjustment of 5%. To implement the corresponding adjustment, the agency should take all current employees and adjust their salary by 5%. Any employee still below the SER for new hires should be brought up to the SER.

**(c) Reemployment Eligibility Rate** — This allows an Appointing Authority to compensate an individual at any amount in the pay range that does not exceed the highest salary that the employee previously earned while serving with permanent status in a classified position. In other words, an employee who resigns with permanent status retains eligibility to the highest pay the employee held with permanent status. When the employee returns to state service and is hired in a classified job, the pay may be set anywhere in the range assigned to the job in which the employee is employed as long as the rate does not exceed the highest rate earned while serving with permanent status. However, the rate cannot exceed range maximum and there must have been a break in service of at least 30 days.

The following examples show the applicability of the 30-day break in service as well as when an exception from the Director may be needed.

	DATE	ACTION	PAY LEVEL	HOURLY RATE	NOTES	
<b>1</b>	10/7/2018	Retired	TS 314	\$42.91	Employee retained eligibility from 10/7/2018 separation action as the 30-day break in service has been satisfied.	
	Break in Service (10/7/2018-11/30/2018, 42 Days)					
	12/1/2018-1/24/2019	Rehired as Classified WAE	TS 314	\$36.00		
	1/25/2019	Rehired as probational apt	TS 314	\$42.91		
<b>2</b>	7/13/2018	Resigned w/ perm status from Agency A	AS 615	\$25.36	Employee retains eligibility to \$25.36 as the 30-day break has been satisfied regardless if employee	
	Break in Service (7/13/2018-3/24/2019, 8 Months)					
	3/25/2019	Rehired into prob apt at Agency B	SS 411	\$25.36		

	12/23/2019	Transferred to Agency C to start new prob appt	AS 612	\$25.36	moves to different classified positions.	
3	1/17/2020	Resigned w/ perm status from Agency A	PS 113	\$29.52	Employee retains eligibility to \$29.52 as the 30-day break has been satisfied regardless if employee moves to different classified positions.	
	Break in Service (1/17/2020-4/26/2020,3 Months)					
	4/27/2020	Rehired at Agency A in lower-level job title <i>NOTE: Employee is eligible for \$29.52, however, the max of the PS 107 pay level prohibits the ability to pay this amount</i>	PS 107	\$25.80		
	7/20/2020	Moves to different position with a higher maximum	PS 110	\$29.52		
4	1/4/2019	Retired	AS 611	\$24.46	Exception Needed - No 30-day break	
	Break in Service (5 days)					
	1/9/2019	Rehired as job appt	AS 611	\$24.46		
5	5/31/2019	Separated (personal)	AS 626	\$60.56	Exception Needed - No 30-day break	
	Break in Service (3 days)					
	6/3/2019	Rehired as probational appt	AS 626	\$60.56		

**NOTE:** An appointing authority may, at any time, adjust an employee’s rate of pay under Rule 6.5(c) up to the highest rate previously earned while serving with permanent status.

**NOTE:** Effective November 7, 2018, an appointing authority may request an exception to 6.5(c) from the Civil Service Director. Requests for an exception should be submitted via [Appendix I: Exception to 6.5\(c\) Form](#). All forms should be sent to the Compensation Division.

**(d) Classified When Actually Employed (WAE) Appointment** — When an appointing authority hires a classified WAE, he may set the pay of the employee at any rate within the range for the grade assigned to the position.

**(e) Return From Military** — For the purpose of setting a rate of pay, an employee who leaves state service for military service should be treated upon return as though they had never left. If the employee’s position has undergone any pay adjustments, the pay must be adjusted accordingly.

**(f) Agencies Administering Federal Funds** — This rule specifies conditions in which the Appointing Authority is authorized to pay the minimum wage prescribed and required by federal rules, statutes, regulations, and/or judicial decisions when this rate exceeds the minimum rate provided for elsewhere in the Civil Service Rules. For example, if a certain U.S. Housing and Urban Development (HUD) minimum hiring rate is above the State Civil

Service minimum for a job, a Housing Authority must pay the higher minimum as Federal law supersedes all Civil Service Rules.

**(g) Extraordinary Qualifications/Credentials** — When an applicant possesses extraordinary or superior qualifications/credentials above and beyond the minimum qualifications/credentials, the appointing authority may pay the applicant at a rate above the minimum, not to exceed the midpoint, under a 6.5(g) policy that has been approved by State Civil Service, provided that:

1. such superior qualifications/credentials are verified and documented as job related,
2. the rate does not exceed the midpoint of the range for the affected job,
3. the rate is implemented in accordance with written policies and procedures established by the department and approved by the Director,
4. the appointment is probational or a job appointment.

In accordance with the agency's policy, the employee may be paid upon hiring or at any time within one year of the hire date. If paid after the hiring date, the pay change must be prospective. The salaries of all current probational, job appointment, and permanent employees who occupy positions in the same job title and who possess the same or equivalent qualifications/credentials may be adjusted up to but not to exceed the amount of the percent difference between the special hiring rate and the regular hiring rate provided that the qualifications/credentials are also verified and documented as job related and that the rate is implemented in accordance with written policies and procedures established by the department; such policies shall be posted in a manner which assures their availability to all employees. Such adjustments shall only be made on the same date that the higher pay rate is given to the newly hired employee.

If an employee with permanent status resigns and is then rehired into either the same position or into the same job title or a job with a lower maximum at the same agency, the employee shall not be eligible for an increase under this rule unless there has been a break in state service of at least 30 days. If an employee with permanent status resigns and is then rehired into a job with a lower maximum at any other agency, the employee shall not be eligible for an increase under this rule unless there has been a break in service of at least 30 days.

When determining and setting an appropriate salary upon hire, the following factors shall be taken into consideration:

- **Market Relativity:** a comparison of the new hire's pay relative to the midpoint or market rate for the position;
- **Internal Equity:** a criterion that takes into consideration the relationship of the new hire's salary to the salaries of other employees who have comparable levels of education and experience and who perform similar duties and responsibilities within a work unit, division or agency;
- **Work Experience/Education:** a new hire's relevant work history and academic qualifications as related to the job;
- **Knowledge, Skills, and Abilities:** special qualifications, competencies, and prerequisites needed to successfully perform the tasks required of a job;
- **Recruitment/Retention Issues:** issues related to jobs that may warrant higher because of difficulty in recruiting or retaining employees with qualifications or credentials that are highly sought after.



Pay ranges are divided into quartiles in order to aid in determining employee hiring rate placement within the prescribed salary range. There are four points in the range to consider:

- **Minimum:** is the entry point for a grade and is appropriate for someone who is new to the position, when there is an abundant supply of talent and low turnover;
- **First Quartile:** is the progress point within the pay range and is usually appropriate for someone who is experienced and performing all the duties of the position, or when there are challenges in the supply of talent and some turnover;
- **Midpoint:** is the advanced point (the midpoint or market) and is usually appropriate for a seasoned employee who is performing competently in their job over many years, or when there is a limited supply of talent, and significant turnover;
- **3rd Quartile to Maximum:** is the point above the midpoint up to the maximum of the pay range for a grade that is usually appropriate for an employee with a level of experience and expected performance that will significantly exceed both the requirements of the job and the performance of most other employees. Hiring at this rate should be rare and factors such as a scarce supply of talent and critical turnover should be present

Minimum	1 <sup>st</sup> Quartile	Midpoint	3 <sup>rd</sup> Quartile to Maximum
Meets minimum qualifications	Previous related experience	Subject Matter Expert	Hiring above the midpoint/market should be rare, but may be justified by the following:  -Difficult to recruit applicants to the position -Highly qualified with industry leading expertise -Sought-after educational background or certifications
No prior experience	Demonstrated ability to perform duties	Exhibits broad and deep knowledge of job and related areas	
Requires additional training to build knowledge and skills	May require additional training to perform duties independently	Senior-level job expertise with no training required	

Employees hired at the first level of a career progression group should not typically be hired on 6.5(g) since the minimum qualifications for the majority of first level jobs require no experience. In order to justify a 6.5(g) payment, an applicant must have extraordinary job-related qualifications, which would likely qualify the applicant for the cap of the career progression group. See [APPENDIX B for the 6.5\(g\) Sample Policy](#). Agencies are encouraged to use the sample policy, as it contains all of the required elements for approval.

**NOTE:** The midpoint is the highest rate an appointing authority can offer under their policy’s authority. Effective November 7, 2018, an appointing authority may request an exception to 6.5(g) from the Civil Service Director. Requests for an exception should be submitted via [Appendix J: Exception to 6.5\(g\) Form](#). All forms should be sent to the Compensation Division.

**NOTE:** Agencies are encouraged to verify all employment. When verification of past employment is not possible, however, agencies must, at a minimum, ensure that the experience used to justify the 6.5(g) hire rate is included in the employment application. All experience listed in the employee memo used to justify the 6.5(g) payment must be verified by documenting that the experience used for the payment is included in the employment application and is job related. Agencies may choose to document this information via a personnel action form, hiring memo, or other documentation that must be maintained in the employment file.

When using education to justify the 6.5(g) payment, the official transcript must meet the criteria outlined in Chapter 22 under Job Aids, Interpreting Educational Requirements. When using a license or certificate to justify the 6.5(g) payment, a copy of the active license or certificate must be on file.

**(h) Pay Upon Accepting Probational Appointment in Lieu of Promotion** — Permanent employees who are required to accept probational appointments in lieu of a promotion SHALL receive the promotional pay at the time of appointment.

## SCS RULE 6.5.1 PAY UPON APPOINTMENT FROM A DPRL

This rule addresses the pay of an individual appointed to a job from a department preferred reemployment list. This rule states that the pay for an employee hired under this rule shall not be set higher than the pay at the time of the layoff or displacement action, or at their current rate if such rate is higher based on other provisions of Civil Service rules. The pay shall not be set higher than the maximum of the pay range.

**NOTE:** Hiring from the DPRL occurs after either a layoff action, (which includes relocation to a lower level job or separation from employment due to the layoff), or a reallocation downward due to business reorganization.

## SCS RULE 6.6 MARKET GRADE ADJUSTMENT

Rule 6.6 allows the Director of State Civil Service to assign a job to a different pay grade with a more competitive pay range when the current pay grade is either not sufficient to compete with prevailing market conditions or is found to exceed prevailing market rates.

The State Civil Service Commission must approve all proposed Market Grade Adjustments; these changes require ratification by the Governor prior to implementation.

Market Grade Adjustments cannot be limited to certain positions, locations or agencies; implementation must include all employees in the specified job title, statewide.

## SCS RULE 6.7 RATE OF PAY UPON PROMOTION

This rule addresses the pay of employees upon promotion. If an employee is promoted to a job with a higher range maximum in the same pay schedule, the amount of the pay increase is determined by agency policy in accordance with this rule.

(a) This rule requires at least a 7 percent increase in base salary when there is a promotion to a higher grade regardless if it is one grade or more.

(b) This rule establishes the following:

- When an employee is given a one grade promotion his pay shall increase by 7%.
- When an employee is given a two grade promotion his pay may be increased in an amount not to exceed 10.5%.
- When an employee is given a three or more grade promotion his pay may be increased in an amount not to exceed 14%.
- An employee shall not be paid below the minimum of the higher range.

**NOTE:** If an employee's pay is "red circled" (frozen above the maximum of the range), the maximum of the range, not the red circle rate, is used to determine pay upon promotion.

**(c) Three-year eligibility rule** — If an employee is not paid the maximum amount for which he is eligible, the employee retains eligibility for a period of three years from the effective date of the promotion. Payments granted under this rule may only be paid prospectively and not retroactively.

**(d) Promotion Following Detail** — When an employee has been detailed with pay to a job with a higher maximum and then is promoted directly from detail to the same job or to a job with an equivalent or higher maximum, the employee shall not be paid less than he earned on detail.

**(e) Promotion Between Schedules** — If the promotion is to a job in another pay schedule that has a higher range maximum, the promotional increase is based upon the percent difference of the range maximums as calculated with the following formula:

**Percentage Difference = (New Maximum divided by the Old Maximum) – 1**

- If the percent difference is less than 14%, the employee shall receive a 7% increase to the base salary.
- If the percent difference is at least 14% but less than 21%, the employee shall receive a 7% increase and may receive an amount of not to exceed 10.5% of the base salary.
- If the percent difference is 21% or greater, the employee shall receive a 7% increase and may receive an amount not to exceed 14% of the base salary.

**Example:**

The current job is Health Information Processor 3 at the pay level of MS-509 with a pay range of \$12.75/hr – \$24.00/hr. The new job is Administrative Coordinator 4 at the pay level of AS-611 with the pay range of \$12.45/hr – \$24.46/hr.

Utilizing the formula listed above, the calculation is as follows:

$$\text{Percent Difference} = (\$24.46/\$24.00)-1 = .019$$

$$\text{Percent Difference} = 1.9\%$$

Since the percent difference is less than 14%, the employee shall receive a promotional increase of 7%.

**(g)** When an employee has taken a voluntary demotion without a reduction in pay, pay shall be in accordance with Rule 6.10(d).

## SCS RULE 6.8 PAY UPON REALLOCATION

Reallocation is defined by [Rule 1.32](#) as a change in the allocation of a position from one job to another. This rule applies when an employee's job allocation changes, but the position number remains the same.

**(a) Reallocation to a Higher Grade** — Subject to SCS Rule 6.10(d), if an employee's position is reallocated to a job with a higher maximum, the employee's pay is determined as though it were a promotion under Rule 6.7.

**(b) Reallocation to a Lower Grade** — If an employee's position is reallocated to a job with a lower maximum, the employee's pay will not change. If the employee's pay is above the maximum of the lower range, the employee will be "red circled" in accordance with Rule 6.15.

**(c) Reallocation to an Equivalent Grade** — If the employee's position is reallocated to a job with an equivalent maximum, the employee's pay will remain the same.

## SCS RULE 6.8.1 PAY UPON JOB CORRECTION OR GRADE ASSIGNMENT

This rule applies when an employee's position is assigned to a different pay grade through mechanisms such as a job correction or market grade adjustment. Job corrections typically occur when SCS makes changes to the job specifications or SCS internal allocation criteria through a job assessment by State Civil Service. The Director may approve market grade adjustments when the existing pay range to which a job is assigned is either not sufficient to compete with prevailing market conditions, or is found to exceed prevailing market rates.

**(a) Job Correction or Grade Assignment to a Higher Grade** — An employee's pay shall not change if a job is assigned to a higher grade or allocated to another job with a higher range maximum in the same or different pay schedule. However, the employee must not be paid below the minimum of the higher range.

**(b) Job Correction or Grade Assignment to a Lower Grade** — An employee's pay shall not change if a job is assigned to a lower grade or allocated to another job with a lower range maximum in the same or different pay schedule. This rule is subject to Rule 6.15.

**(c) Job Correction or Grade Assignment to an Equivalent Grade** — An employee's pay shall not change if a job is assigned to an equivalent grade or allocated to another job with the same range maximum in the same or different pay schedule.

## SCS RULE 6.8.2 PAY UPON RELOCATION

Pay may be reduced upon movement to lower jobs as a result of a layoff. If an appointing authority chooses to do so, pay reductions must be uniform in their percentage for all affected employees. For example, if a 15% pay reduction is proposed, then all employees who are relocating to lower level positions must have a 15% reduction in pay. Following the reduction, when an employee's **pay is above the maximum of the range**, the appointing authority has two (2) options for employees who are similarly situated in a layoff as follows:

1. The pay of affected employees may be reduced to the range maximum, or
2. The pay of affected employees may be set at the red-circle rate.

Application different than what is allowed in this rule requires an exception to be approved by the SCS Commission.

**NOTE:** An employee's pay shall not be reduced to an amount that is below the range minimum for that position or the current Federal Minimum Wage.

## SCS RULE 6.9 PAY UPON TRANSFER OR REASSIGNMENT

This rule pertains to all transfers or reassignments affecting employees. Transfer is defined by [Rule 1.41](#) as “the change of an employee from a position in one department to a position in another department without a break in service of one or more working days.”

**NOTE:** The term “transfer” is used in a variety of ways when affecting employee movements. The Civil Service Rules clearly authorize transfers of classified employees in Chapter 22 and Chapter 23. Pay upon transfer of a classified employee is authorized in Chapter 6. Eligibility and authority for transfers are only applicable to the classified employees who have no break in service of one or more business days.

The word “transfer” in HR Information Systems, such as LaGov, has a different meaning and intent. Transfer is a system action that provides for an integrated and seamless process when the employee moves from one personnel area to another. It does not align with and has nothing to do with the action or pay authority of the employee’s movement. Additional information regarding the term “transfer” may be found in [Job Aids and Resources: LaGov HCM Actions vs Personnel Actions](#).

**(a) Transfer to Equivalent Grade** — This rule is intended to protect the salary of an employee who transfers without promotion or demotion. The employee’s salary remains the same and shall not be reduced without the employee’s permission.

**(b) Transfer to a Higher Grade** — A transfer to a job with a higher maximum salary is considered a promotion for a permanent employee. In this situation, the employee’s pay shall be set in accordance with Rule 6.7.

**(c) Transfer to a Lower Grade** — When an employee is transferred to a job with a lower maximum salary, it is considered a demotion. The employee’s pay shall be set in accordance with Rule 6.10.

**(d) Pay Upon Reassignment** — Reassignment is defined by [Rule 1.33](#) as “the change within the same department of a probationary or permanent employee from a position in one job to another position in a different job, both jobs of which have the same maximum rate of pay.” This rule provides that the rate of pay shall not be changed when an employee is reassigned, unless the employee gives his permission.

**(e) Holiday and Leave Payments Upon Transfer** — This rule designates that the employee’s former agency is responsible for payment of holidays and/or regular days off that fall between the transferred employee’s last day worked at the former department and his first day worked in his new department.

**NOTE:** It is recommended that when employees transfer between agencies and a holiday occurs on the proposed effective date, agencies coordinate the movement in accordance with the rules and keep in mind agency liability for day-off and holiday compensation.

## SCS RULE 6.10 RATE OF PAY UPON DEMOTION

This rule pertains to the demotion of employees for any reason under any circumstances. A demotion is defined by [Rule 1.11](#) as “a change of an employee from a position in one job title to a different position allocated to a job with a lower maximum.” This means that if an employee moves from one position to a position with a lower maximum, **regardless of status or a change in status**, this is considered a demotion. A demotion may occur internally, across agency offices or across agencies.

The following actions are considered a demotion:

- Permanent employee moves to a lower-level job and remains permanent
- Permanent employee moves to a lower-level job and goes on probation
- Permanent employee moves to a lower-level job that is filled by job appointment
- Probational employee moves to a lower-level job and remains on probation
- Probational employee moves to a lower-level job that is filled by a job appointment

### **Pay Upon Demotion:**

All of the movements listed above shall be paid in accordance with SCS Rule 6.10 Pay Upon Demotion. This means that the employee’s pay shall be reduced by a minimum of 7% or in the event that the Appointing Authority waives the reduction in pay, the employee is held to 6.10(d).

The action reason “resignation/probational appointment” does not make the incumbent a new employee and eligible for other pay rules such as 6.5(g).

### **Example A:**

Agency A posts a Human Resources Supervisor (AS-618). A permanent employee at Agency B who is currently a Human Resources Manager A (AS-619) applies for the position at Agency A. In the past, an agency could allow that employee to go on probation and get 6.5(g). This is no longer allowed under SCS Rule 6.5(g), so the proper pay rule is SCS Rule 6.10 because the employee moved to a job with a lower maximum.

### **Example B:**

Agency A posts a Welder (WS-212). A permanent employee at Agency A who is currently a Mobile Equipment Operator 2-Heavy (WS-214) applies for the position and is selected. The agency allows the employee to keep his current rate of pay but he goes on probation. The proper pay rule is SCS Rule 6.10 because the employee moved to a job with a lower maximum.

### **Example C:**

Agency A posts an IT Technical Support Analyst 3 (TS-313). A probational employee at Agency A who is currently an IT Technical Specialist 1 (TS-314) applies for the position and is selected. The proper pay rule is SCS Rule 6.10 because the employee moved to a job with a lower maximum.

Please see the infographic below for a quick reference to determine if the action shall be paid in accordance with SCS Rule 6.10.

# Pay Upon Demotion

The diagram illustrates demotion paths for two employee types. At the top, a person icon is labeled 'Permanent demotes to'. Three arrows point down to three person icons labeled 'Permanent', 'Probational', and 'Job Appointment'. Below this, another person icon is labeled 'Probational demotes to'. Two arrows point down to two person icons labeled 'Probational' and 'Job Appointment'.

## PAYMENT OPTIONS

**6.10(a)** (7% cut) or  
(retain salary not over max) **6.10(d)**

\* Anyone currently in a Job Appointment **cannot be demoted** under State Civil Service Rule 23.14.

STATECIVILSERVICE

### SCS RULE 6.11 RATE OF PAY ON DETAIL TO SPECIAL DUTY

This rule governs the pay of employees who are detailed to special duty. A detail to special duty signifies the appointment of an employee to a “temporary” assignment with some anticipated end to the assignment.

An employee’s pay remains the same when detailed to a job having an equivalent or lower pay grade maximum. Subject to Rule 6.10(d), if the employee is detailed to a job with a higher pay grade maximum, the employee’s salary while on detail should be set in accordance with Rule 6.7 and align with the agency’s policy on promotional pay.

**NOTE:** While employees may be temporarily assigned on detail to special duty to a higher level position, the appointing authority has the discretion to assign the employee to the higher level without compensation not to exceed 30 days. If the detail continues beyond 30 days, the appointing authority is required to provide compensation in accordance with Civil Service Rule 6.7 when applicable.

**(a) Pay Increases in the Regular Position While on Detail to Special Duty** — Temporary pay increases received by the employee while on detail do not affect the employee's eligibility for pay increases that the employee would have acquired in their regular job had they not been on detail to special duty. For example, an employee may receive a market adjustment for his or her regular job while he or she is on detail to special duty in accordance with Rule 6.32(f).

**(b) Pay Upon Conclusion of Detail to Special Duty** — When a detail to special duty ends, the employee's pay will revert back to the authorized rate of pay in the regular position.

## SCS RULE 6.12 COMPENSATION FOR PART-TIME SERVICES

Part-time employees (those who work fewer than 40 hours per week) must be paid the appropriate hourly rate for their job title. If employees start work in the middle of the pay period, they are to be paid for the number of days worked in that specified pay period.

(a) This rule requires the part-time employee to receive compensation based on the appropriate hourly rate.

(b) This rule requires the appointing authority to certify to the Director on each notice of appointment or change in status of the part-time employee the percent of full-time hours to be worked.

(c) An employee paid on a monthly or semi-monthly basis who is employed for only part of a pay period shall be paid for the proportionate calendar days worked.

**NOTE:** Compensation for a part-time employee is calculated the same as if the employee were full-time. The actual compensation, regardless of the payroll schedule on which the distribution occurs, should still be based on the actual hourly rate of the employee.

### SCS RULE 6.12.1 COMPENSATION FOR HOLIDAYS

Employees are paid for observed holidays, unless one of the following provisions applies:

(a) The employee's regular work schedule averages less than 20 hours a week.

(b) The employee is on a Classified WAE appointment.

(c) The employee is on leave without pay immediately preceding **AND** following a holiday period.

(d) The employee is on an intermittent work schedule.

### SCS RULE 6.13 CERTIFICATION AND PAYMENT

(a) No employee shall receive any compensation except as authorized by or pursuant to the provisions of Article X, the Civil Service Rules, the Uniform Classification and Pay Plans, and the policies and procedures issued by the Director. This means that classified employees are not allowed to receive any pay that is not authorized by one of these rules in Chapter 6.



(b) If payments to an employee are found to have been made in violation of the provisions of Article X, the Civil Service Rules, the Uniform Classification and Pay Plans, or the policies and procedures issued by the Director, the Director may take any corrective action he deems appropriate or may direct the appointing authority to take such corrective action. Corrective actions may include, but are not limited to, the rescinding of any actions and associated compensation, or restitution to the employee.

**NOTE:** When the Director applies a corrective action in accordance with Rule 6.13(b), the Director will require the employee's salary to be adjusted accordingly on the appropriate effective date to be in compliance with the appropriate rule. Overpayments as a result of the adjustment, however, and recoupment of overpayments are governed by [La. R.S. 42:460](#) and rules established by the Office of the Governor, Division of Administration, and the Office of State Uniform Payroll. Further information regarding Recoupment of Overpayments can be found in [LAC Title 4: Part III, Chapter 7](#) of the Louisiana Administrative Code.

## SCS RULE 6.15 RED CIRCLE RATES

A red circle rate is defined by [Rule 1.33.01](#) as "an authorized pay rate that exceeds the maximum of the range."

An employee who has a red-circle rate remains above the maximum of the range until the range catches up with the employee's pay and the employee is no longer above the maximum. Eligibility for a red circle rate is lost upon separation from state service or demotion.

**NOTE:** Red circle rates do not apply to voluntary demotions.

Pay is frozen at a red circle rate when:

- (a) The employee's job is assigned to a pay grade with a lower maximum.
- (b) The employee's position is reallocated or job corrected to a job that is assigned to a pay grade with a lower maximum.
- (c) An adjustment to the pay structure results in a lower maximum for an employee's job.
- (d) An employee's position is declared to be in the classified service through an acquisition, merger or consolidation under [Chapter 24 rules](#), and the employee's pay falls above the maximum of the range for the grade of the job into which allocated.

A red circle rate that is given as a result of acquisition, merger, or consolidation which falls under [Chapter 24 rules](#), and is greater than 28 percent above the range maximum, is reduced after two years to a figure not more than 28 percent above the employee's current maximum.

This reduction is not eligible for reinstatement as discussed in Rule 6.15(g).

- (e) An employee's pay exceeds the maximum of an approved market grade.

(g) An appointing authority may request authority from the Commission to reinstate red circle rates (except when they occur as a result of an acquisition, merger or consolidation in accordance with [Chapter 24 rules](#)), awarded for two years which have expired when the employee's pay continues to be lower than the previously authorized red circle rate. Any approval granted shall be prospective from the date of Commission action. Eligibility for reinstatement is lost upon separation from state service or demotion.

(h) This rule means red circle rates which were in effect on June 8, 1994, (the date this rule was amended to provide for a continuous red circle rate) are extended to be continuous red circle rates until the range catches up for as long as that takes.

## SCS RULE 6.16 SPECIAL PAY PROVISIONS

Under conditions described below, the SCS Commission may authorize special pay considerations, beyond those already prescribed in these rules.

### (a) Premium Pay

This rule provides options for an appointing authority to consider premium pay to address a number of issues, such as recruiting, retention, hazardous duty, the application of educational and/or training credentials, and unusual working conditions such as difficult work environments, location, or market pay conditions.

Premium pay is not generally included in retirement calculations, but that depends on the retirement system of which the employee is a member. Premium pay is not incorporated in base pay. Additionally, an appointing authority may opt to grant rewards for the attainment of educational and/or training credentials under Rule 6.16.1 for Rewards and Recognition.

**NOTE:** Effective, April 5, 2023, an appointing authority may request authority to establish Premium Pay policies up to \$2.00 per hour, for all hours worked, by the State Civil Service Director for the following reasons: Certification, Hazardous Duty, Recruitment, Retention, and Unusual Working Conditions. Policies should be submitted to the Compensation Division at least two weeks prior to the requested effective date. All policies approved by the State Civil Service Director will be reported monthly to the SCS Commission.

Requirements for establishing a premium pay policy under Civil Service Rule 6.16(a) include the following:

- Agencies should submit a letter, policy, and Premium Pay Questionnaire detailing the need and justification for the amount of premium pay to the Compensation Division for SCS Commission approval. See [APPENDIX C: Premium Pay Questionnaire](#).

Agencies may choose to implement a flat rate or “up to” premium pay policy.

All premium pay policies **with a flat rate** must contain the following language:

- *“This policy is not intended to create any property rights. The agency may re-assess “need” and the allocation of funding resources at any time and may rescind or change the amount given with prior SCS Commission approval. Sufficient notice must be provided to the employee.”*

All premium pay policies **with “up to”** must contain the following language:

- *“This policy is not intended to create any property rights. The agency may re-assess “need” and the allocation of funding resources at any time and may rescind or change the amount given at any time. Sufficient notice must be provided to the employee and notification must be sent to State Civil Service of any changes in the amount paid.”*

Agencies must be aware that premium pay is discontinued if an employee leaves the position authorized for the special pay or if the employee stops performing the associated hazardous or extraordinary duties. Agency personnel should put measures in place to ensure that only employees that occupy positions authorized for premium pay and employees actually performing the duties necessitating premium pay actually receive this additional payment.

Premium pay rates may be for actual hours worked only or for all hours. Agencies should specify in their request how the rate will be implemented. Many agencies have found that restricting premium pay to hours worked only is a great tool to decrease absenteeism.

State Civil Service may also proactively establish premium pay rates in recognized problem areas.

(b) Repealed, effective January 1, 2000.

(c) Individual Pay Adjustment

This rule addresses pay issues, which cannot otherwise be appropriately addressed under another State Civil Service Rule. Proposed adjustments cannot extend beyond the range maximum and the SCS Commission must approve all Individual Pay Adjustments prior to implementation.

(d) Incentive Awards

An appointing authority may, after presenting justifiable reasons in writing to the SCS Commission, and with the Commission's approval, pay an incentive award at any time that the justifications have been shown.

(e) Special pay rates authorized by this Rule shall not be effective until after approval by the Commission at a public hearing.

(h) Payment for Attainment of Advanced Degree

This rule allows an Appointing Authority to grant an award of up to 10% of a permanent employee's base salary for attaining a job-related Master's or Ph.D. degree.

Requirements for establishing a Payment for Attainment of Advanced Degree Policy under Civil Service Rule 6.16(h) include:

- The Payment for Attainment of Advanced Degree policy must be submitted to the SCS Compensation Division for approval by the SCS Commission prior to implementation.
- Advanced Degrees eligible for this payment must be job-related and stated in your policy.
- The names of recipients and the amounts granted must be posted at the agency.
- Agencies must submit an annual report by July 31 to State Civil Service. This report must detail payments made to employees under this policy.

No payments shall be made under this rule until the employee has submitted proof of the degree, in the form of an official transcript, to the agency.

If an employee earned a job-related advanced degree while employed by the agency prior to the effective date of the agency's policy, the agency may grant a prospective increase to the employee on the effective date of the agency's policy. Proof and verification of the degree, in the form of an official transcript, is required prior to payment.

Awards granted under this rule shall not exceed the employee's pay grade maximum.

Agencies may opt to grant a lump sum payment under Civil Service Rule 6.16.1 for Rewards and Recognition, in accordance with a SCS Commission approved policy, in lieu of a base pay adjustment under Civil Service Rule 6.16(h).

If the employee has already been compensated for the attainment of the advanced degree under any other Civil Service Rule, such as 6.5(g), the employee is not eligible for additional payments under Civil Service Rule 6.16(h).

## SCS RULE 6.16.1 REWARDS AND RECOGNITION

This rule assists agencies with the recruiting and retention of employees and those employees who receive an exceptional performance evaluation. It provides for monetary and non-monetary rewards for specific, work-related achievements. The value of a single or the sum of multiple monetary rewards shall be a lump sum not to exceed 10% of the employee's base salary. Rewards for employees who receive exceptional performance evaluations shall be limited to a lump sum of up to 3% of the employee's base pay, not to exceed \$2,500. Such reward and recognition programs shall be implemented in accordance with written policies and procedures established by each department. Such policies must receive advance approval from the SCS Commission and shall be posted in a manner that assures their availability to all employees. Such policies shall also include the public posting of all reward recipients.

Requirements for establishing a Rewards and Recognition Policy under Civil Service Rule 6.16.1 include:

- The Rewards and Recognition policy must be submitted to the Department of State Civil Service for approval by the SCS Commission prior to implementation.
- The policy must state the specific work-related requirements for the reward, and ensure consistency in implementation and compliance.
- The achievements to be rewarded must be listed in the policy along with the amounts of the rewards to be given.
- The names of recipients and the amounts granted must be publicly posted at the agency.

- Agencies must submit an annual report by July 31 to the Department of State Civil Service. This report must detail payments made to employees under this policy.
- The policy must be posted in a manner which ensures availability to all employees.

Rewards may be either monetary or non-monetary.

- If monetary, such rewards must be a lump sum payment and shall not be a part of the employee's base pay. The lump sum payment shall not exceed a total of 10% of the employee's base pay within a fiscal year for a single instance or the combination of multiple instances.

**NOTE:** One-time payments for Exceptional Performance are limited to 3%, not to exceed \$2,500 in a fiscal year. The reward may be less than 3%, but every employee receiving an Exceptional rating must receive the same percentage.

The earliest a reward for Exceptional Performance can be disbursed is September 1, but can be paid no later than June 30<sup>th</sup> of each fiscal year.

- If non-monetary, agency must specify within their policy an estimated value of such rewards.

Awarding gift cards or gift certificates to employees is allowable. However, these rewards are considered monetary, and as such, are taxable.

## SCS RULE 6.16.2 OPTIONAL PAY ADJUSTMENTS

This rule assists agencies with recruiting and retention issues by allowing agencies to grant lump sum or base pay adjustments to employees for additional duties, to match a job offer, for salary compression, or to recruit into difficult-to-fill positions.

The Optional Pay policy must be submitted to the Department of State Civil Service for approval by the SCS Commission prior to implementation.

Optional Pay adjustments are limited to permanent employees and cannot duplicate payment received pursuant to other pay rules. Optional pay adjustments, given for any one or a combination of reasons, shall not exceed a total of 10% of the employee's base pay in a single fiscal year.

Employees who are at range maximum are only eligible for a lump sum payment for additional duties and cannot receive lump sum payments in consecutive years, even if the reasons for the adjustment are different.

The names of recipients and the amounts must be posted at the agency. Agencies must submit an annual report by July 31 to State Civil Service detailing payments made to employees under this policy during the previous fiscal year ending June 30.

### **Matching a Job Offer**

SCS Rule 6.16.2(a) allows a state agency to provide for the retention of a permanent employee whose loss would be detrimental to the agency. If an employee has a verified, written job offer, the agency may give the employee up to a 10% base pay adjustment under their optional pay policy. The agency may ask the SCS Commission to authorize an increase greater than 10% under Rule 6.16(c) Individual Pay Adjustment.

The job offer must be from a private employer, a non-state governmental entity, or for an unclassified position in another state department. The agency must verify the job offer before granting the optional pay adjustment. In some cases, it may not be possible for the employee to obtain a written job offer. In those rare cases, if the agency is able to verify the job and salary offer by telephone, it is permissible to grant an adjustment as long as the agency's policy allows for such situations.

Employees at range maximum are not eligible for this payment.

### **Compression Pay**

SCS Rule 6.16.2(b) allows an appointing authority to address compression affecting a permanent employee by granting a pay adjustment of up to 10% of the employee's base pay.

Salary compression may occur when managers/supervisors are paid at a rate lower than those that they supervise. Please remember that it is perfectly logical that a 20-year employee in a staff level position will have a higher salary than a supervisor with just seven years of service/experience. However, if the supervisor has 20 years of service/experience and makes less than the subordinate with 7 years of service/experience, an agency may want to give an increase to the supervisor.

Salary compression may also be caused when there is only an insignificant difference in pay between employees in the same job series, despite significant differences in merit factors such as:

- length of total state service
- time in current job series
- skills and experience
- education/credentials
- performance

This often happens when the current employee pay hasn't kept up with increases in the market pay rate resulting in a situation in which new hires are hired at levels similar to employees who have been with the state for many years. Merit factors should always be taken into consideration and only employees at your agency should be compared.

There is no SCS rule that says that an employee who either has more state service than another employee or is in a higher position than another employee must have a higher salary.

If an agency is planning to pay a large group of employees, give compression to the same employee in multiple fiscal years, or would like to address something the agency feels is compression specifically not listed above, the agency must contact the Compensation Division prior to making the payment.

When entering compression payments in LaGov, agencies should maintain text about the employee, the comparable employee(s), reason for the payment, and any merit factors used to determine that the compression payment is justified. Non-LaGov agencies should keep this information on file.

Employees at range maximum are not eligible for this payment.

**Additional Duties**

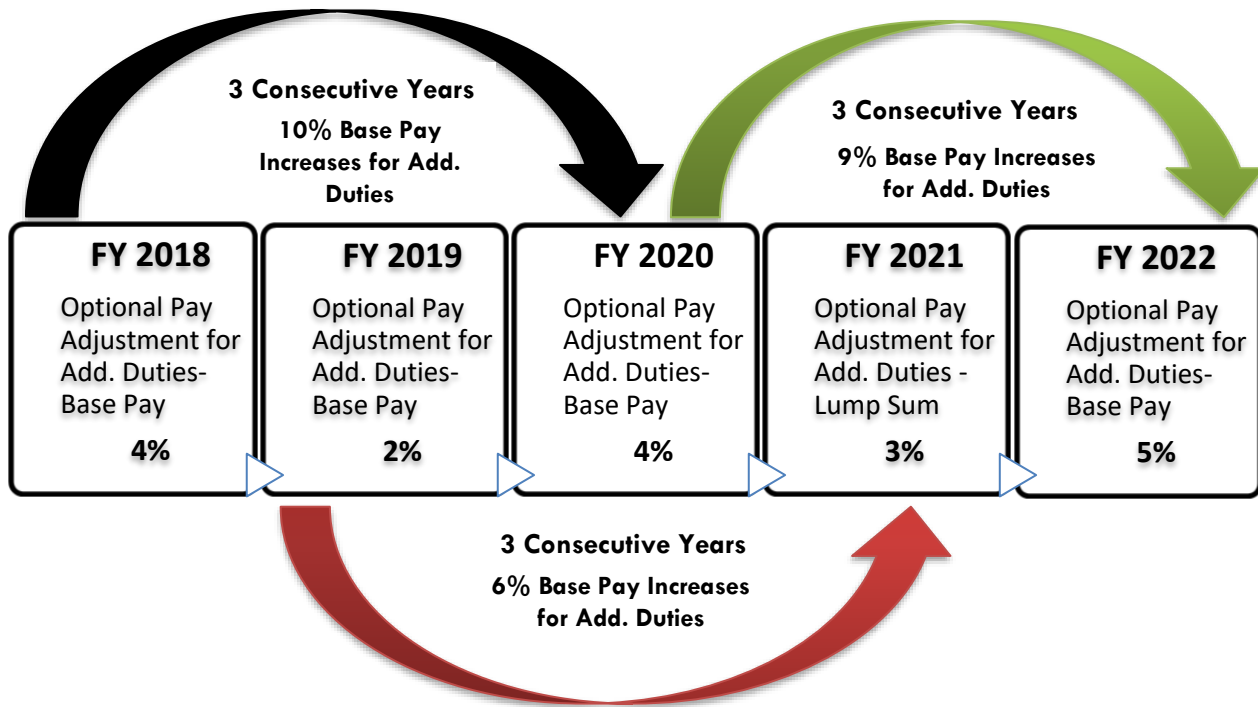
SCS Rule 6.16.2(c) allows a state agency to compensate permanent employees for performing additional duties of either a permanent or temporary nature. Payments made under this option are, by far, the most difficult to address. Payments for additional duties can become a “slippery slope” which can lead to abuse if an agency is not careful.

Optional Pay for additional duties may be granted as a base pay or lump sum payment of up to 5% within a fiscal year. An employee may not receive more than 10% base pay increases for additional duties within three consecutive years.

The example below illustrates the use of granting optional pay adjustments while adhering to the base pay or lump sum payment of up to 5% within a fiscal year. Additionally, this example illustrates the restriction of an employee receiving no more than 10% in base pay increases for additional duties within three consecutive years.

Employee A			
	Types of Optional Pay Given	Total Optional Pay % Given in FY	Total Opt Pay- Additional Duties % Given in FY
FY 1	7% Compression 2% Additional Duties - Base	9%	2%
FY 2	5% Job Offer 3% Additional Duties – Lump*	8%	3%
FY 3	5% Recruitment 5% Additional Duties - Base	10%	5%
<b>Total % of Opt Pay Base for Additional Duties Given within three consecutive fiscal years.</b> *Lump sum optional pay adjustments do not count towards 10% restriction within three consecutive years. However, lump sum optional pay adjustments do count towards total optional pay of 10% within a fiscal year.			7%

**What is 3 Consecutive Years?**



**Deciding Between a Base Pay or Lump Sum Adjustment for Additional Duties**

**BASE PAY ADJUSTMENTS (Permanent Duties)**

Base pay adjustments are reserved for permanent duty changes only. When an appointing authority desires to grant a permanent base pay adjustment to an employee for the performance of additional duties, the official position description must be updated to clearly indicate the additional duties and processed by SCS within 30 days prior to granting the adjustment. Updates resulting in reallocations due to the additional duties are ineligible for optional pay for the additional duties.

Employees who are at range maximum are only eligible for a lump sum payment and cannot receive lump sum payments in consecutive years, even if the reasons for the adjustment are different.

**LUMP SUM ADJUSTMENTS (Temporary Duties)**

Adjustments for temporary additional duties may be awarded as a one-time lump sum, or the lump sum can be spread out over the length of the project in biweekly payments. A one-time lump sum can be an incentive for an employee to stay and finish a project. If the payment is not made until the project is finished and the employee has either quit working on the project or has left the position, the employee will not receive the optional pay.

Biweekly recurring lump sum payments spread out over the length of the project may be more feasible for projects expected to exceed six months. However, the employee must be made aware of the temporary nature of this type of increase. The agency’s policy must include this option in order to award payments in this manner. This type of payment should only be issued for the duration of the duties, not to exceed one year, and an end date shall be established in LaGov HCM or the applicable payroll system. If the duties will continue past one year, the agency is required to obtain new approval from the appointing authority, update the end date in LaGov HCM or applicable payroll system, and maintain documentation in the employee’s personnel file.



All calculations for lump sum adjustments, whether one-time lump sum or biweekly recurring lump sum, must be based on an employee's base pay at the time the duties were assigned. Therefore, recalculating lump sum adjustments to reflect pay increases (i.e. promotions, reallocations, market adjustments, etc.) that may occur throughout the duration of the duties is not permitted. At the point the agency determines the duties are needed beyond one year and the appointing authority has approved optional pay for an additional year, the agency may recalculate the optional pay based on the employee's base pay at that time.

**NOTE:** Annual reporting is still required for lump sums established as biweekly recurring payments. If the payment will continue through the beginning of the new FY, the agency should calculate the amount paid through June 30 and report that figure to SCS.

Employees who received a recurring biweekly payment prior to the rule change effective July 1, 2018 that totaled 7% may continue to receive that amount if the duties cross fiscal years as long as the appointing authority certifies that the duties are still being performed. Once the duties are no longer performed, the payment must comply with the new rule.

## One-Time Lump Sum Payment Calculation Example

### Scenario

An appointing authority has a need for a special project to be completed with an expected duration of approximately six months. The appointing authority assigned these temporary additional duties to an employee and gave the employee an expectation at the time the duties were assigned of receiving a lump sum when the project ended, as long as the employee’s performance on the project was successful. The employee began the project on January 15, 2018, and ended the project on time at the scheduled end date of July 29, 2018 (14 pay periods).

The appointing authority would like to offer the employee a 5% lump sum payment now that the duties have been completed using the agency’s Optional Pay policy. The appointing authority has contacted the agency’s Human Resources Department to make the payment effective. The employee’s annual salary is \$40,000. To determine the lump sum payment for the employee, HR should base the calculation on the salary earned within the six-month period.

The figures below show how to determine the correct payment to the employee.

**NOTE:** This example assumes the agency knows the length of the duties and the calculation is based on base pay at the time the duties were assigned.

CORRECT	INCORRECT
<p>1 <b>Determine current hourly rate of pay.</b>  <math>\\$40,000 \div 26 \div 80 = 19.230 \rightarrow \\$19.23/\text{hr}^*</math>                      *Hourly rates should always be rounded to the second decimal place using only three decimal places.</p> <p>2 <b>Calculate the payment of 5% based on the hourly rate of pay.</b>  <math>\\$19.23/\text{hr} \times .05 = \\$.96/\text{hr}</math></p> <p>3 <b>Calculate the lump sum payment based on the length of time the additional duties were performed.</b>  <b>(6 months/14 pay periods)</b>  <math>\\$.96 \times 80 \times 14 \text{ pay periods} = \\$1,075.20 \text{ Lump Sum 5\% Optional Pay Adjustment}</math></p>	<p><math>\\$40,000 \times 0.05 = \\$2,000 \text{ Lump Sum Amount}</math></p> <p>This calculation is incorrect because:</p> <ul style="list-style-type: none"> <li>• All pay calculations should be based on the hourly amount.</li> <li>• This calculation grants the employee a lump sum amount based on 12 months of work versus the six months the additional duties were actually performed.                             <ul style="list-style-type: none"> <li>○ This may be considered a donation of state funds.</li> </ul> </li> </ul>

Scenario

An appointing authority has a need for a special project to be completed with an expected duration of approximately six months. The appointing authority would like to offer the employee a 5% lump sum payment to be dispersed as a biweekly recurring payment for the duration of the assignment under the agency’s Optional Pay policy. The appointing authority has contacted the agency’s Human Resources Department to make the payment effective. The employee’s annual salary is \$40,000. The employee will begin the project on July 2, 2018.

To determine the lump sum payment for the employee, HR should base the calculation on the salary as earned within the expected time frame of the temporary additional duties – in this example, a six month period. HR will also need to establish an end date for the biweekly recurring lump sum in the payroll system. Appointing authority recertification of the payment will be required if the project extends beyond the expected end date. HR should also establish internal controls or provide specifics in the agency’s Optional Pay policy to ensure that the payment is ended when the temporary duties are concluded if that should occur before the expected end date as entered into the payroll system.

The figures below show how to determine the correct payment to the employee.

**NOTE:** This example assumes the agency knows the length of the duties and the calculation is based on base pay at the time the duties were assigned.

CORRECT		INCORRECT
1	<p><b>Determine current hourly rate of pay.</b>  <math>\\$40,000 \div 26 \div 80 = \\$19.23 \rightarrow \\$19.23/\text{hr}^*</math>                      *Hourly rates should always be rounded to the second decimal place using only three decimal places</p>	<p>The most common error made when disbursing biweekly recurring payments is inadvertently issuing payments after additional duties have been completed. This may be a result of:</p> <ul style="list-style-type: none"> <li>• Not setting a specified end date within LaGov HCM.</li> <li>• HR not receiving notification when the duties were removed/completed.</li> </ul>
2	<p><b>Calculate percentage increase of 5% based on hourly rate of pay.</b>  <math>\\$19.23 \times .05 = \\$.96/\text{hr}</math></p>	
3	<p><b>Calculate biweekly recurring lump sum payment.</b></p> <p><math>\\$.96 \times 80 = \\$76.80</math> Biweekly Recurring Payment to be disbursed for the six month duration of the additional duties</p>	

**Biweekly Recurring Lump Sum Payment Calculation Example**

Please keep in mind the examples above speak to situations in which the duties performed were completed on the last day of a pay period. If you have an instance where the temporary additional duties end in the middle of a pay period, please contact the Compensation Division for assistance with calculations.

## Optional Pay for Additional Duties vs. Detail to Special Duty

In certain instances, a detail to special duty rather than the application of optional pay, may be a more appropriate option where higher level additional duties are assigned. When an employee assumes the entire work load of another job, rather than a portion thereof, a detail is the most appropriate action to take. Generally, details are used when an employee is being temporarily moved into a position that is vacant. Appointing Authorities should be aware of the [policy standards](#) regarding the use of details.

### **Recruitment**

SCS Rule 6.16.2(d) allows an appointing authority to grant a base pay adjustment of up to 10% of the employee's base pay to recruit permanent employees into a position for which recruiting is difficult. Out of all the Optional Pay provisions, this one is used the least frequently by state agencies. Payments made under this option should be restricted to those areas with the highest turnover and the most recruiting difficulties. Justification for the adjustment, i.e., critical operations hindered or shut down, responses to prior internal postings produced no suitable candidates, undesirable work location or conditions, etc. is required to be maintained by the agency.

Example: an agency has adopted a policy whereby the agency reviews turnover and recruiting statistics each year to determine jobs that are difficult to recruit. Based upon the findings, the agency's Optional Pay policy allows an adjustment of 10% to employees that are hired into the difficult to recruit jobs upon attainment of permanent status. For adjustments based on an inadequate pool of candidates, the agency's policy requires the certificate of eligibles and any other criteria used in determining the inadequacy as documentation.

In order to recruit existing employees into critical vacancies, the agency's policy also allows internal job postings to include a statement advising permanent employees that a 10% adjustment may be granted to the selected candidate, provided the employee commits to the job for a minimum of one year. This adjustment is granted in addition to any monies received through C.S. Rule 6.7 for promotional pay.

Employees at range maximum are not eligible for this payment.

See [APPENDIX D: Optional Pay Sample Policy](#). Agencies are encouraged to use the sample policy as it contains all the required elements for approval.

## SCS RULE 6.17 PAY ON ENTERING THE CLASSIFIED SERVICE UNDER THE PROVISIONS OF RULE 24.2

This rule provides that when an employee enters the classified service under the provisions of [Rule 24.2](#) because the employee's position has been declared to be in the classified service, the employee's rate of pay shall be established as follows:

- (a) If the employee's rate of pay falls within the range, the employee's rate of pay shall remain the same.
- (b) If the employee's current rate of pay is below the range minimum, it shall be brought to the range minimum or interim minimum if such is in effect at the time.
- (c) If the employee's current rate of pay is above the range maximum, Rule 6.15 shall apply.

## SCS RULE 6.28 COMPENSATION FOR ON-CALL DUTY/SHIFT WORK

Subject to the provisions of Rule 6.29,

(a) This rule allows the SCS Director to authorize compensation for on-call/shift work. The Commission may authorize amounts at levels higher than established by the Director.

(b) This rule allows higher pay or compensatory time off for being in on-call status beyond regularly scheduled work hours.

Requirements for establishing an On-Call Pay Policy under Civil Service Rule 6.28(b) include:

- The On-Call Pay policy must be submitted to the Department of State Civil Service – Compensation Division for review two weeks prior to implementation.
- All policies are subject to pre-authorized limits set by the SCS Commission.
- Current pre-authorized hourly limits are up to \$2.25 per hour or ¼ hour of compensatory time for each hour worked.
- If the agency’s request is above the current pre-authorized hourly limits, they must obtain approval from the SCS Commission prior to implementation.

(c) This rule allows an agency to set pay differentials based on the shift that employees are assigned to work.

Requirements for establishing a Shift Differential Pay Policy under Civil Service Rule 6.28(c) include:

- The Shift Differential policy must be submitted to the Department of State Civil Service – Compensation Division for review two weeks prior to implementation.
- All policies are subject to pre-authorized limits set by the SCS Commission.
- Current pre-authorized limits are percentages derived from the pay level of the first line supervisor’s hourly pay rate to the midpoint of their pay range.
- If the agency’s request is above the current pre-authorized hourly limits, approval must be obtained from the SCS Commission prior to implementation.

**Current Pre-Authorized Percentage Limits**

	EVENING	NIGHT	WEEKEND/HOLIDAY
Protective Services (PS)	15%	20%	20%
Labor/Trades (WS)	15%	20%	20%
Scientific/Technical (TS)	15%	20%	20%
Social Services (SS)	15%	20%	20%
Medical Services (MS)	15%	20%	20%
Administrative (AS)	15%	20%	20%
Registered Nurses	20%	30%	30%

Example: Agency A would like to set a shift differential rate for Residential Services Specialist 1 positions to compensate them for working the night shift. These positions are currently reporting to a Residential Services Specialist 5 (SS 409). Agency A will need to calculate the shift differential rate as follows:

Midpoint of Residential Services Specialist 5: \$18.23/hr

Pre-authorized percentage limit: 20%

$\$18.23 \times 0.20 = 3.646 = \$3.65/\text{hr}$

Agency A has decided to establish a shift differential policy for the Residential Service Specialist 1 positions working the night shift at a rate of \$2.50 per hour. This rate is within the pre-authorized limit as shown above.

## SCS RULE 6.29 CORRECTIVE PAY ACTIONS

This rule describes what occurs when personnel transactions require correction or are not in compliance with the Civil Service Rules.

(a) This rule provides for the Director to revoke the authority granted to an appointing authority when the Director determines that such discretion has been abused.

(b) This rule provides the authority to reduce an employee's pay when it is determined that the employee has benefited from increased pay as a result of either a violation of these Rules, or an abuse of the discretion granted in these Rules.

## SCS RULE 6.32 MARKET ADJUSTMENTS

Market Adjustments are adjustments to an individual's base pay based upon the employee's position into the range and relation to market. The intent of market adjustments is to provide fiscally responsible increases to employees with the intent to drive them closer to a market wage.

(a) To maintain market competitiveness, employees in active status six months prior to the disbursement date, except for those serving as classified When Actually Employed (WAE) employees, shall be granted a market adjustment.

(b) The amount of base pay adjustment shall be as follows:

If the employee's hourly rate of pay is fixed at a point from the minimum up to the 1st quartile of his pay range, his pay shall be increased by 4%.

If the employee's hourly rate of pay is fixed at a point above the 1st quartile up to the midpoint of his pay range, his pay shall be increased by 4%.

If the employee's hourly rate of pay is fixed at a point above the midpoint up to the 3rd quartile of his pay range, his pay shall be increased by 3%.

If the employee's hourly rate of pay is fixed at a point above the 3rd quartile up to the maximum of his pay range, his pay shall be increased by 3%.

(c) All increases herein authorized are subject to the requirement that no employee's pay shall exceed the maximum rate of pay established for the job.

(d) Any adjustment or increase which an employee receives under the provisions of other rules, unless otherwise indicated, shall not affect such employee's ability to receive increases authorized under this rule.

(e) An employee who has a current official overall Performance Evaluation of "Unsuccessful" shall not be granted any increase under the provisions of this rule.

(f) For all employees on detail to special duty, the market adjustment shall be calculated based upon the authorized rate of pay in his regular position. The employee's rate of pay while on detail shall be recalculated based on his new rate of pay in his regular position.

An appointing authority may, for rational business reasons, request an exception to this rule from the Commission.

**NOTE:** As long as an employee was employed in a classified appointment, other than WAE, six months prior to the disbursement date (January 15) and is employed on July 15, the date of disbursement, in a classified appointment, other than WAE, the employee would be eligible for a market adjustment. The employee must also not have received an "Unsuccessful" performance evaluation.





**SECTION 4: CORRESPONDING ADJUSTMENT**

Do you plan on giving a corresponding adjustment for current full-time employees (check one)?  YES /  NO

Do you plan on giving a corresponding adjustment for current WAE employees (check one)?  YES /  NO

If "YES," please provide the information in the table below (example in grey):

Job Title	Proposed Corresponding Adjustment %
State Job 1	10%

**SECTION 5: RECRUITMENT DATA**

Please provide applicant pool and recruitment data for the affected job title(s) during the last fiscal year (FY).

Job Title	# of Postings	# of Applicants on the Eligible List	# of Applicants Interviewed	# of Job Offers Made	# of Job Offers Accepted	Number of Positions		Salary Requested
						Filled	Vacant	

What attempts have you made to enhance recruiting (i.e., ads, specialized branding for job postings, job fairs, hiring events, training, etc.)?

**SECTION 6: OTHER PAY MECHANISMS**

Please list all pay mechanisms already in effect for each job title in the table below:

Job Title	Premium Pay Rate & Reason	Shift Differential	On-Call	Optional Pay Difficult to Recruit

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## APPENDIX B: 6.5(g) Sample Policy

### STATE OF LOUISIANA

#### AGENCY NAME

#### EXTRAORDINARY QUALIFICATIONS/CREDENTIALS POLICY

**Effective:**

**Appointing Authority Signature:**

**SCS Approval:**

#### **POLICY**

In accordance with State Civil Service Rule 6.5(g), Extraordinary Qualifications/Credentials, AGENCY NAME reserves the right to offer salaries above the minimum to applicants who possess extraordinary qualifications/credentials only when such action is necessary to recruit those persons to work for AGENCY NAME. AGENCY NAME will consider similar pay adjustments for current employees who possess the same or substantially similar qualifications.

Specific verification of the extraordinary qualifications/credentials possessed and evidence of how those extraordinary qualifications/credentials would be particularly beneficial to help fill the position is required.

#### **APPLICABILITY**

This policy shall apply to the AGENCY NAME classified employees and prospective employees.

#### **IMPLEMENTATION**

This policy becomes effective upon the signature of the Appointing Authority and approval of State Civil Service. Subsequent revisions shall become effective on the date revisions are approved and signed by the Appointing Authority and approval of State Civil Service.

#### **PURPOSE**

Civil Service Rule 6.5(g) provides the opportunity for agencies to hire above the normal minimum of the pay range when filling classified positions with applicants who possess extraordinary qualifications/credentials beyond the minimum qualifications. This rule may be helpful to attract qualified applicants who can effectively perform the duties.

#### **POSTING**

This policy shall be posted in one or more visible locations to assure that it is accessible to all employees. The Appointing Authority must assure that the posting and any subsequent revisions remain in place permanently or is replaced when appropriate.

## FACTORS FOR CONSIDERATION

When determining and setting an appropriate salary upon hire, the following factors shall be taken into consideration:

- **Market Relativity:** a comparison of the new hire's pay relative to the midpoint or market rate for his/her position;
- **Internal Equity:** a criterion that takes into consideration the relationship of one employee's salary to the salaries of other employees who have comparable levels of education and experience and perform similar duties and responsibilities, within a work unit, division or agency;
- **Work Experience/Education:** a new hire's relevant work history and academic qualifications as related to the job;
- **Knowledge, Skills, and Abilities:** special qualifications, competencies, and/or prerequisites needed to successfully perform the tasks required of a job;
- **Recruitment/Retention Issues:** issues related to jobs that may warrant higher salaries because of difficulty in recruiting or retaining employees with qualifications or credentials that are highly sought after.

Pay ranges are divided into quartiles in order to aid in determining employee hiring rate placement within the prescribed salary range. There are four points in the range to consider:

- **Minimum:** is the entry point for a grade and is appropriate for someone who is new to the position, when there is an abundant supply of talent, and low turnover;
- **First Quartile:** is the progress point for a pay range and is usually appropriate for someone who is experienced and performing all the duties of the position, or when there are challenges in the supply of talent, and some turnover;
- **Midpoint:** is the advanced point (midpoint or market) and is usually appropriate for a seasoned employee who is performing competently in their job over many years, or when there is a limited supply of talent, and significant turnover;
- **3rd Quartile to Maximum:** is the point up to the maximum for a grade that is usually appropriate for an employee with a level of experience and expected performance that will significantly exceed both the requirements of the job and the performance of most other employees. Hiring at this rate should be rare and factors such as a scarce supply of talent, and critical turnover should be considered.

Minimum	1 <sup>st</sup> Quartile	Midpoint	3 <sup>rd</sup> Quartile to Maximum
Meets minimum qualifications  No prior experience  Requires additional training to build knowledge and skills	Previous related experience  Demonstrated ability to perform duties  May require additional training to perform duties independently	Subject Matter Expert  Exhibits broad and deep knowledge of job and related areas  Senior-level job expertise with no training required	Hiring above the midpoint/market should be rare, but may be justified by the following:  -Difficult to recruit applicants to the position -Highly qualified with industry leading expertise -Sought-after educational background or certifications

Employees hired at the first level of a career progression group should not typically be hired on 6.5(g) since the minimum qualifications for the majority of first level jobs require no experience. In order to justify a 6.5(g) payment an applicant must have extraordinary job-related qualifications, which would likely qualify the applicant for the cap of the career progression group.

**PROVISIONS**

- 1) Provisions of Rule 6.5(g) can be used for a candidate only upon probation or job appointment.
- 2) Pay can be set under Rule 6.5(g) above the minimum but not to exceed the midpoint of the pay range for the job.
  - a) The employee may be paid upon hiring or at any time within one year of the hire date.
  - b) If paid after the hiring date, the pay change must be prospective.
- 3) Extraordinary qualifications/credentials must be verified and documented as job related. The Appointing Authority shall verify any extraordinary qualifications/credentials which his request for a higher minimum salary upon appointment of a candidate will based.
  - a) Any request for pay to be set above the minimum under Rule 6.5(g) must be submitted on a Personnel Action request form by the Appointing Authority with verified credentials attached and with written justification for the requested pay. The Appointing Authority must approve the requested salary before it is officially offered or paid.
- 4) In requesting similar pay adjustments for current employees occupying affected job titles and who possess the same or similar qualifications/credentials, the Appointing Authority will verify those superior credentials in the same manner as for a candidate.

- a) Upon approval by the Appointing Authority, salaries of current employees who occupy positions in the affected jobs and possess the same or substantially similar qualifications may be adjusted up to but not to exceed the amount of the percent difference between the special hiring rate and the regular hiring rate. The same verification process used for the applicant is required, and formal documentation must be created and available for audit.
  - b) Such adjustments shall only be made on the same effective date that the higher rate is given to the newly hired employee.
- 5) If an employee with permanent status resigns and is then rehired into either the same position or into the same job title or a job with a lower maximum at the same agency, the employee shall not be eligible for an increase under this rule unless there has been a break in service of at least 30 days.
- 6) If an employee with permanent status resigns and is then rehired into a job with a lower maximum at any other agency, the employee shall not be eligible for an increase under this rule unless there has been a break in service of at least 30 days.
- 7) Requests for exceptions to this rule must be approved by the State Civil Service Commission.

## APPENDIX C: Premium Pay Questionnaire

SECTION 1: POLICY INFORMATION			
AGENCY		PERSONNEL AREA(S)	
APPROVAL TYPE	<input type="checkbox"/> NEW <input type="checkbox"/> AMENDMENT		
CATEGORY			
PARAMETER Criteria of Premium Pay (Examples Below)			
Certification – Commercial Driver’s License (CDL); Longevity – 0 to 2 years; Hazardous Duty – Wildfire Detection; Recruitment – Work Location; Unusual Working Conditions – Overnight Travel. If there is no parameter – N/A.			
REQUESTED EFFECTIVE DATE			
AGENCY CONTACT NAME		AGENCY CONTACT NUMBER/EMAIL	

SECTION 2: JUSTIFICATION
Please provide details on the reason for this request. <i>If additional space is needed, the agency may attach a separate document including additional justification/reasoning for the request.</i>

SECTION 3: REQUEST DETAILS							
Please list all job titles for which this request is being made, including all required information in the table below (see example in grey):							
Job Title	Job Code	Parameter	Category	Requested Amount	Check one (1) per column		
					Frequency	Rate Type	Hrs. Category
State Job 1	123456	0 to 2 years	Retention	\$1.00	<input checked="" type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input checked="" type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input checked="" type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked

SECTION 3: REQUEST DETAILS – Continued							
Job Title	Job Code	Parameter	Category	Requested Amount	Check one (1) per column		
					Frequency	Rate Type	Hrs. Category
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked
					<input type="checkbox"/> Hourly <input type="checkbox"/> Monthly	<input type="checkbox"/> Flat Rate <input type="checkbox"/> Up To	<input type="checkbox"/> All Hours <input type="checkbox"/> Only Hours Worked

SECTION 4: ADDITIONAL INFORMATION
<p><b>If the premium pay is for a certification, please provide the minimum testing, education, or experience required to obtain the certification:</b></p>
<p><b>If the premium pay is for hazardous or unusual working conditions, please describe why these duties are considered hazardous or unusual:</b></p>
<p><b>If the premium pay is for recruitment or retention, please describe the recruiting and retention difficulties that your agency is experiencing.</b></p>
<p><b>Any information not mentioned above, please provide the details below:</b></p>

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## APPENDIX D: Optional Pay Sample Policy

### STATE OF LOUISIANA

#### AGENCY NAME

#### OPTIONAL PAY ADJUSTMENT POLICY

Effective: DATE OF SCS COMMISSION MEETING

#### POLICY

In accordance with State Civil Service Rule 6.16.2, *Optional Pay Adjustments*, it is the policy of the AGENCY NAME to consider granting optional pay adjustments for the recruitment and retention of employees.

#### APPLICABILITY

This policy applies to all full-time permanent, classified employees of the AGENCY NAME.

No employee shall receive more than the maximum amount allowed by State Civil Service Rule 6.16.2 within a fiscal year.

#### IMPLEMENTATION

This policy becomes effective upon the date approved by the State Civil Service Commission. Subsequent revisions shall become effective on the date revisions are approved by the State Civil Service Commission.

#### PURPOSE

Provided that funding is available, the AGENCY NAME will consider granting optional pay to permanent employees in the following circumstances:

I. MATCHING A JOB OFFER

*To provide for the retention of employees deemed essential to the agency.*

An employee deemed by the Appointing Authority to be essential to the agency may receive a base pay increase of up to 10% of the employee's base salary to match a written and verified job offer from a private employer, for an unclassified position at another state agency, or a position at a non-state governmental entity.

Employees at range maximum shall not be eligible for a payment under this provision.

II. COMPRESSION PAY

The Appointing Authority may grant a base pay increase of up to 10% to an employee to reduce pay compression.



Employees at range maximum shall not be eligible for a payment under this provision.

Salary compression may occur when managers/supervisors are paid at a rate lower than those that they supervise. Please remember that it is perfectly logical that a 20-year employee in a staff level position will have a higher salary than a supervisor with just seven years of service/experience. However, if the supervisor has 20 years of service/experience and makes less than the subordinate with 7 years of service, an agency may want to give an increase to the supervisor.

Salary compression may also be caused when there is only an insignificant difference in pay between employees in the same job series, despite significant differences in merit factors such as:

- length of total state service
- time in current job series
- skills and experience
- education/credentials
- performance

This often happens when the current employee pay hasn't kept up with increases in the market pay rate resulting in a situation in which new hires are hired at levels similar to employees who have been with the state for many years. Merit factors should always be taken in to consideration and only employees at your agency should be compared.

If an agency is planning to pay a large group of employees, give compression to the same employee in multiple fiscal years, or would like to address something the agency feels is compression specifically not listed above, please contact the Compensation Division prior to making payment.

When entering compression payments in LaGov, agencies should maintain text about the employee, the comparable employee(s), reason for the payment, and any merit factors used to determine that the compression payment is justified. Non-LaGov agencies should keep this information on file.

### III. RECRUITMENT

To recruit employees into difficult-to-recruit jobs.

The Appointing Authority may grant a base pay increase of up to 10%, in addition to any other compensation granted under State Civil Service Rule 6.7, to recruit employees into a position for which recruiting is difficult.

Employees at range maximum shall not be eligible for a payment under this provision.

### IV. ADDITIONAL DUTIES

To provide compensation for employees who perform additional duties.

#### A. Permanent Additional Duties

The Appointing Authority may grant a base pay increase or lump sum payment of up to 5% to an employee who is assigned additional duties on a permanent basis. Such permanent duties shall be documented on an official position description and processed by State Civil Service within 30 days prior to granting the adjustment.

An employee may not receive more than 10% in base pay increases for additional duties within three (3) consecutive years.

B. Temporary Additional Duties

The Appointing Authority may grant a lump sum payment of up to 5% to an employee who is assigned additional duties on a temporary basis. Payment of such a lump sum may be made in one payment at the end of the duration of the duties or may be spread among pay periods for the duration of the assignment not to exceed one year. If the duration of the assignment exceeds one year, a request for payment must be resubmitted to the Appointing Authority for approval.

Employees at range maximum who are assigned additional duties shall only be eligible for a lump sum payment under this provision.

An employee shall not be eligible for either a lump sum or base pay increase for additional duties if he/she has already been compensated according to another State Civil Service Rule.

Employees who are at range maximum cannot receive lump sum payments in consecutive years, even if the reasons for the payments are different.

**POSTING/REPORTING REQUIREMENTS**

This policy shall be posted in a manner that assures its availability to all employees along with a listing of all employees who receive payments according to this policy.

An annual report shall be submitted to the Department of State Civil Service by July 31 detailing payments made to employees under State Civil Service Rule 6.16.2 during the previous fiscal year ending June 30<sup>th</sup>.

**APPOINTING AUTHORITY SIGNATURE AND DATE**

## APPENDIX E: Flex Tools and Policy Requirements

The following guide serves as a quick reference of Civil Service flexibilities that require formal written policies. Agencies shall submit a copy of any such policy to the Department of State Civil Service. This guide does not serve as a replacement to Civil Service Rules or the HR Handbook. Agencies should refer to the appropriate rules and handbook guidelines prior to any implementation of such flexibility tools. This guide separates flexibilities into the following categories:

The following guide serves as a quick reference of Civil Service flexibilities that require formal written policies. Agencies shall submit a copy of any such policy to the Department of State Civil Service. This guide does not serve as a replacement to Civil Service Rules or the HR Handbook. Agencies should refer to the appropriate rules and handbook guidelines prior to any implementation of such flexibility tools. This guide separates flexibilities into the following categories:

Flexibilities that require a written policy prior to implementation.

Flexibilities that require a written policy APPROVED by the Civil Service Commission prior to implementation.

Flexibilities that require a written policy approved by Compensation prior to implementation and APPROVED by the Civil Service Commission IF above pre-approved Commission limits.

**POLICY DOES NOT REQUIRE APPROVAL OF CIVIL SERVICE COMMISSION:  
REQUIRES APPROVAL FROM CIVIL SERVICE COMPENSATION DIVISION TEN (14) DAYS PRIOR TO IMPLEMENTATION.**

Flexibility Tool	Explanation	Recruitment	Retention	Caps
6.5(g) and 19.3(a)- Extraordinary Qualifications/Credentials	Allows agencies to hire an employee at a rate up to the midpoint of the range if that employee possesses extraordinary qualifications and credentials.	Yes	Yes	Up to the midpoint of range
6.10 - Demotion Pay	Allows agencies to modify or waive standard pay reductions	No	Yes	Minimum 7% reduction unless policy waives reduction
6.31 - Pay for Employee Appointed at Range Minimum	Allows agencies to grant a 2% base pay increase to an employee appointed at the minimum of the pay range after that employee has served at least 6 months.	Yes	Yes	Maximum of 2%

**POLICY REQUIRES APPROVAL OF CIVIL SERVICE COMMISSION:**

Flexibility Tool	Explanation	Recruitment	Retention	Caps
5.9 - Dual Career Ladder	Allows agencies to provide a non-supervisory route for advancement for employees exhibiting or possessing particular technical skills and/or education above and beyond the norm of the typical career series.	No	No	DCL participation may not exceed either 20% of positions in an eligible field or 25% of staff positions. To be eligible employee must have a Successful or above on their PES rating.
6.3.1 - Perquisites	Allows agencies to establish cash allowances in lieu of physical assets (housing, automobiles, uniforms, cell phones, etc.)	Yes	Yes	Varies by agency needs
6.4 and 6.16(f) - Base supplement	Extends the pay range maximums as a result of market conditions; targets specific positions and/or areas.	Yes	Yes	Not Applicable
6.5(b) and 19.3(b)- Special Entrance Rate	Allows agencies to raise the entry pay of a job(s) and if appropriate, concurrently grant corresponding adjustments to existing employees in the same job(s)	Yes	Yes	
6.6 - Market Grade Adjustments	Changes the pay grade of a job. This affects all state classified employees in that job and addresses systematic problems.	Yes	Yes	Not Applicable
6.16(a) - Special Pay Rates/Premium Pay	Allows agencies to compensate for hazardous duty, difficult work environment/location, extraordinary duties, recruitment and retention, market pay problems and the application of education and/or training credentials.	Yes	Yes	
6.16(d) - Incentive Awards	Allows agencies after presenting justifiable reasons to pay an incentive award at any time that the justifications have been shown.	Yes	Yes	Varies based on Commission Approval
6.16(g) - Pay for Employees at Range Maximum	Allows agencies to establish a policy whereby employees at the maximum of their pay range can be granted a lump sum of up to 4% of the employee's base salary. Employee may receive once every three years.	No	Yes	Lump sum up to 4% of base salary
6.16(h) - Payment for Attainment of an Advanced Degree	Allows agencies to make a base pay award for attaining a job related Master's or Ph.D. Degree.	Yes	Yes	Up to 10% of base salary
6.16.1 - Rewards & Recognition	Allows agencies to establish a rewards program to provide either non-monetary or monetary rewards to employees for exceptional performance.	Yes	Yes	Lump sum up to 10% of base salary
6.16.2 - Optional Pay	Allows agencies to establish a policy whereby employees can be granted either a lump sum or base pay adjustment for the following:  <ul style="list-style-type: none"> <li>• Job Offer</li> <li>• Salary Compression</li> <li>• Recruitment Difficulty</li> <li>• Additional Duties</li> </ul>	Yes	Yes	<ul style="list-style-type: none"> <li>• Job Offer - up to 10% of base salary</li> <li>• Salary Compression - up to 10% of base salary</li> <li>• Recruitment Difficulty - up to 10% of base salary</li> <li>• Additional Duties - Up to 7% of base salary (above 7% must be sent to Commission)</li> </ul>
6.16.3 - Exceptional Performance & Gainsharing	Allows agencies to grant monetary lump sum payments for cost savings and exceptional performance.	Yes	Yes	Lump sum not to exceed 20% of base salary

**POLICY REQUIRES APPROVAL OF CIVIL SERVICE COMMISSION - IF ABOVE FLEXIBLE PRE-APPROVED RATES:**

IF RATES ARE NOT ABOVE PRE-APPROVED RATES, POLICY REQUIRES REVIEW FROM CIVIL SERVICE COMPENSATION DIVISION FOURTEEN (14) DAYS PRIOR TO IMPLEMENTATION.

Flexibility Tool	Explanation	Recruitment	Retention	Flexible Rate																																
6.16(a) - Special Pay Rates/Premium Pay	Allows agencies to compensate for certification, hazardous duty, recruitment, retention, and unusual working conditions such as difficult work environments, location, or market pay conditions.	Yes	Yes	\$2.00 per hour, for all hours worked.																																
6.28(a/b) - On-Call Pay	Allows agencies to establish on-call compensation for hours worked beyond regular work scheduled hours.	Yes	Yes	Up to \$2.25 an hour																																
6.28(a/c) - Shift Differential	Allows agencies to establish additional pay allowance for non-standard work hours.  Pre-authorized limits are percentages derived from the pay level of the first line supervisor's hourly pay rate up to midpoint. For example, if a hospital is setting shift differential rates for nurses, the rate set can be based upon the midpoint of the pay range for an RN Supervisor.	Yes	Yes	<table border="1"> <thead> <tr> <th>Level</th> <th>Evening</th> <th>Night</th> <th>Wknd/Holiday</th> </tr> </thead> <tbody> <tr> <td>PS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>WS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>TS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>SS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>MS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>AS</td> <td>15%</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>RNs</td> <td>20%</td> <td>30%</td> <td>20%</td> </tr> </tbody> </table>	Level	Evening	Night	Wknd/Holiday	PS	15%	20%	20%	WS	15%	20%	20%	TS	15%	20%	20%	SS	15%	20%	20%	MS	15%	20%	20%	AS	15%	20%	20%	RNs	20%	30%	20%
Level	Evening	Night	Wknd/Holiday																																	
PS	15%	20%	20%																																	
WS	15%	20%	20%																																	
TS	15%	20%	20%																																	
SS	15%	20%	20%																																	
MS	15%	20%	20%																																	
AS	15%	20%	20%																																	
RNs	20%	30%	20%																																	

## APPENDIX F: Formulas for Calculating Pay

**All salary calculations begin with the employee's hourly pay rate. For hourly rates rounding should be done from the 3<sup>rd</sup> decimal place.**

$$\$10.524 = \$10.52$$

$$\$10.525 = \$10.53$$

<b>BIWEEKLY</b>	<b>MIDPOINT</b>	<b>3<sup>RD</sup> QUARTILE</b>
Biweekly = Hourly * 80	<u>(Min + Max)</u>	<u>(Mid + Max)</u>
\$10.00*80 = \$800.00	2	2
<b>ANNUALLY</b>	AS-608 \$10.17-\$19.96	AS-608 \$15.07-\$19.96
Annual = Hourly* 80* 26	<u>(10.17 + 19.96) = 15.07</u>	<u>(15.07 + 19.96) = 17.52</u>
\$10.00*80*26 = \$20,800.00	2	2

### PROMOTION

#### SAME SCHEDULE

$$1 \text{ Grade} = 1.07 * \text{Hourly Salary}$$

$$2 \text{ Grades} = 1.07 \text{ or up to } 1.105 * \text{Hourly Salary}$$

$$3 \text{ Grades} = 1.07 \text{ or up to } 1.14 * \text{Hourly Salary}$$

Employee A

Current hourly salary = \$10.45 (AS-605)

Promoted to AS-607

Must give 7%

$$\$10.45 * 1.07 = 11.181 = \$11.18$$

May give up to 10.5%

$$\$10.45 * 1.105 = 11.547 = \$11.55$$

#### FROM ONE SCHEDULE TO ANOTHER

(New Max/Current Max) -1 then:

$$< 14\% = 1.07 * \text{Hourly Salary}$$

$$14\% \text{ but } < 21\% = 1.07 \text{ or } 1.105 * \text{Hourly Salary}$$

$$21\% \text{ or } > 21\% = 1.07 \text{ or } 1.14 * \text{Hourly Salary}$$

Current hourly salary \$15.00 (AS-611)

Promoted to MS-513

$$\text{Max AS-611} = \$24.46 \quad \text{Max MS-513} = \$31.46$$

$$(31.46/24.46) - 1 = .2861 = 28.62\%$$

Eligible for a 7 to 14% salary increase

### PROMOTION (RED CIRCLE RATE/MAX OF CURRENT PAY LEVEL)

If an employee's pay is "red circled" (frozen above the maximum of the range), the maximum of the range, not the red circle rate, is the rate used to determine pay upon promotion.

$$1 \text{ Grade} - 1.07 * \text{Max of current Pay Grade}$$

$$2 \text{ Grades} - 1.07 \text{ or up to } 1.105 * \text{Max of current Pay Grade}$$

3 Grades - 1.07 or up to 1.14 \* Max of current Pay Grade

Example: Employee A is red circled at \$21.00. They are offered a one pay-level promotion from AS-608 to AS-609.

Calculate the promotional pay based on the maximum of Employee A's current pay grade by 7%.

Max of current Pay Grade \* 1.07  
 \$19.96 (Max of AS-608) \* 1.07 = \$21.357 = \$21.36

Note: If the promotion pay is less than what the employee is currently earning, the employee gets no increase upon promotion.

**DEMOTION (SAME SCHEDULE OR FROM ONE TO ANOTHER)**

Current Hourly Salary / 1.07

Current hourly salary = \$15.00

Employee at AS-609 pay level demotes to AS-608

15.00/1.07 = 14.018 = \$14.02

**OPTIONAL PAY LUMP SUM (TEMPORARY) FOR ADDITIONAL DUTIES**

**LUMP SUM PAYMENT**

Hourly Rate \* Percentage Increase

\$19.23 \* .05 = \$0.96

Hourly Difference \* 80 \* # of pay periods duties are performed

\$.96 \* 80 \* 14 = \$1,075.20

**RECURRING BIWEEKLY PAYMENT**

Hourly Rate \* Percentage Increase

\$19.23 \* .05 = \$0.96

Hourly Difference \* 80 = Biweekly Recurring Payment

\$.96 \* 80 = \$76.80

**SER**

**DETERMINING CORRESPONDING ADJUSTMENT AMOUNT**

% Difference =  $\frac{\text{New Hire Rate}}{\text{Old Hire Rate}} - 1$

Old hire rate = \$15.00    New hire rate = \$17.50

$(17.50/15.00) - 1 = .1666 = 16.67\%$

**GRANTING CORRESPONDING ADJUSTMENT INCREASE**

1 + (Proposed % Increase) \* Current Hire Rate

Current salary of \$16.00. Agency decided on 3% corresponding adjustment.

\$16.00 \* 1.03 = \$16.48

## APPENDIX G: Classes by Occupational Group

### **Records Management and Office Support Services**

- A1. Clerical and Records Management
- A2. Purchasing, Supply and Sales

### **Fiscal Services**

- B1. Accounting and Auditing
- B2. Insurance
- B3. Rate and Financial Analysis

### **Administrative Services**

- C1. Legal
- C2. General Administrative
- C3. Executive Administrative
- C4. Human Resources and Employment
- C5. Information Technology

### **Information and Education Services**

- D1. Planning, Research and Management Analysis
- D2. Marketing, Information, and Library Services
- D3. Training and Education
- D4. Museums and Cultural Arts
- D5. Educational Television

### **Health and Social Services**

- E1. Professional Medical
- E2. Social and Mental Health Services
- E3. Therapeutic Treatment
- E4. Personal Care and Support
- E5. Non-professional Medical
- E6. Laboratory and Diagnostic
- E7. Facility Administration

### **Enforcement and Investigation Services**

- F1. Industry and Natural Resources Regulation and Control
- F2. Health and Sanitation Regulation and Control
- F3. Transportation Regulation and Control

- F4. Agricultural Regulation and Control
- F5. Law Enforcement and Investigations
- F6. Correctional Security

**Engineering Services**

- G1. Professional and Administrative Engineering
- G2. Architecture
- G3. Technical and Support Engineering

**Institutional and Trade Services**

- H1. Custodial, Domestic and Grounds
- H2. Food Services
- H3. Labor, Maintenance, and Trades
- H4. Vehicular Operations and Maintenance
- H5. Printing Services
- H6. Radio and Electronic Communications

**Recreation, Conservation, and Agriculture**

- I1. Farming, Food Production and Processing
- I2. Parks, Wildlife, Conservation and Forestry Services



## APPENDIX H: EEO Categories

### **OA Officials and Administrators**

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police, fire chiefs, fire inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock; transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

### **PR Professionals**

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, and kindred workers.

### **TE Technicians**

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

### **PS Protective Service Workers**

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

### **PA Paraprofessionals**

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or expertise normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aids, child support workers, policy auxiliary welfare service aids, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

### **OC Administrative Support (Including Clerical and Sales)**

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and paperwork required in an office.

Includes bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**SC Skilled Craft Worker**

Occupations in which workers perform jobs which require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**SM Service-Maintenance**

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers.

## APPENDIX I: Exception to 6.5(c) Form – Re-employment Eligibility

Civil Service Rule 6.5(c) allows a classified appointee to be rehired at any rate within the assigned pay schedule, not exceeding the appointee’s highest rate earned while serving in a classified position with permanent status. The rule specifies that to be eligible, the appointee must have had a break in service of no less than thirty (30) days.

An appointing authority may request an exception to 6.5(c) from the State Civil Service Director. This exception would allow an agency to use this rule to re-hire a classified appointee without a 30-day break in service at any rate within the assigned pay schedule, not exceeding the appointee’s highest rate earned while serving in a classified position with permanent status.

REQUEST INFORMATION			
REQUEST DATE	AGENCY NAME		PERSONNEL AREA CODE
EMPLOYEE NAME		EMPLOYEE PERSONNEL NUMBER	
PROPOSED JOB INFORMATION			
PROPOSED JOB TITLE	PAY LEVEL	POSITION NUMBER	
EFFECTIVE DATE		PROPOSED HOURLY RATE	
PREVIOUS JOB INFORMATION			
AGENCY NAME		PERSONNEL AREA CODE	
PREVIOUS JOB TITLE	PAY LEVEL	POSITION NUMBER	SALARY RATE

AGENCY’S JUSTIFICATION FOR REQUEST
<b>Justification For Exception: (i.e., additional background information on employee)</b>

<b>AGENCY CONTACT INFORMATION</b>	
<b>Signature of Appointing Authority or Designee</b>	<b>Date</b>
<b>Name of Appointing Authority or Designee</b>	<b>Title of Signee</b>
<b>Human Resources Contact Information: Name, Email, and Phone Number (including area code)</b>	

<b>FOR STATE CIVIL SERVICE USE ONLY</b>	
<b>Signature of State Civil Service Director or Director's Designee</b>	<b>Approval Date</b>
<b>SCS Comments</b>	

## APPENDIX J: Exception to 6.5(g) Form – Extraordinary Qualifications/Credentials

Civil Service Rule 6.5 (g) states that if an applicant who is eligible for appointment under provisions of Chapters 22 and 23 of the Rules possesses extraordinary or superior qualifications/credentials above and beyond the minimum qualifications/credentials, the appointing authority may pay the employee at a rate above the minimum to the midpoint of the range.

An appointing authority may request an exception to 6.5(g) from the State Civil Service Director for a rate above the midpoint.

In accordance with SCS Rules and/or Compensation Administration Guide, State Civil Service Director approval may be justified by the following:

(Check All that Apply)

- 1. Difficulty to recruit applicants to the position
- 2. Highly qualified with industry-leading expertise
- 3. Sought-after educational background or certifications

REQUEST INFORMATION		
REQUEST DATE	AGENCY NAME	PERSONNEL AREA CODE
APPLICANT NAME		EFFECTIVE DATE (IF APPLICABLE)
JOB TITLE		POSITION NUMBER
EXAM PLAN #		
REQUESTED SALARY RATES		
HOURLY	BI-WEEKLY	ANNUALLY
AGENCY'S JUSTIFICATION FOR REQUEST		
<b>1</b>	<b>Justification For Applicant: (i.e., years of experience, educational background, certifications, specialties)</b>	

<b>2</b>	<b>Have you had any recruitment or retention difficulties with this job title?</b>		
	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
	If "Yes", please provide an explanation.		
<b>3</b>	<b>Will this cause compression within the agency?</b>		
	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
	If "Yes", please provide the rationale for hiring this employee at the requested rate.		

AGENCY CONTACT INFORMATION	
<b>Signature of Appointing Authority or Designee</b>	<b>Date</b>
<b>Name of Appointing Authority or Designee</b>	<b>Title of Signee</b>
<b>Human Resources Contact Information: Name, Email, and Phone Number (including area code)</b>	

FOR STATE CIVIL SERVICE USE ONLY	
<b>Signature of State Civil Service Director or Director's Designee</b>	<b>Approval Date</b>
<b>SCS Comments</b>	