



2022 Annual Uniform Pay Plan Review

PREPARED IN ACCORDANCE WITH
STATE CIVIL SERVICE RULE 6.2 (A)

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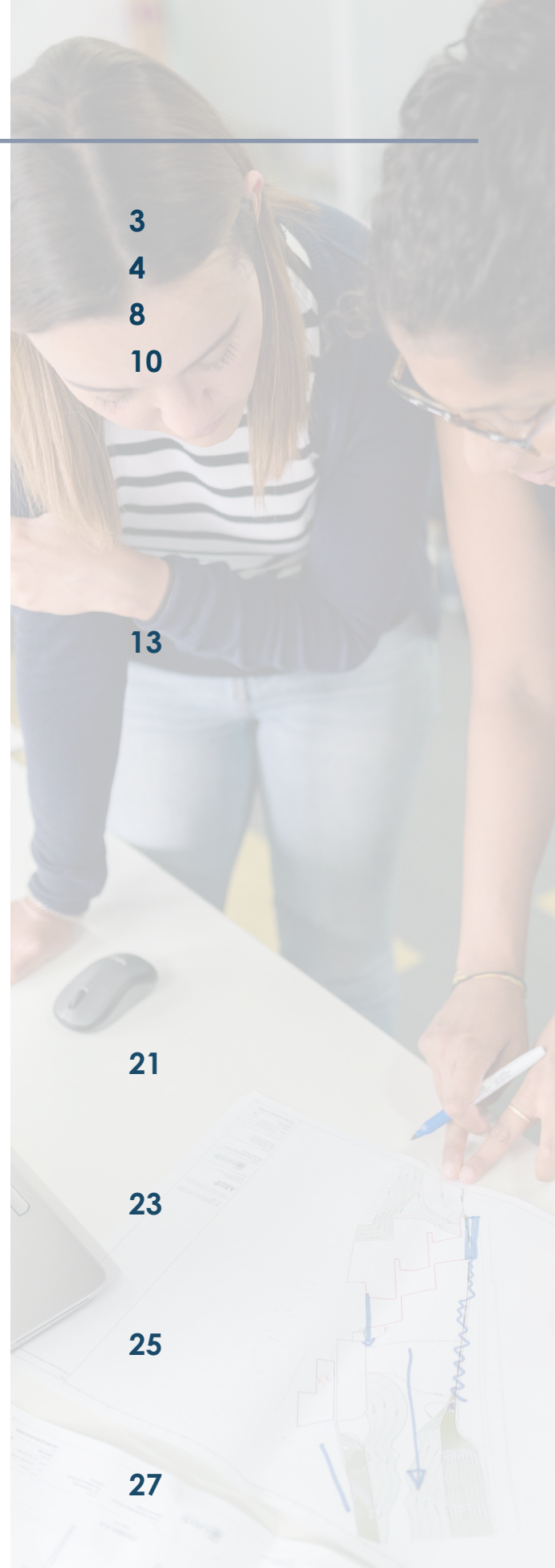


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DEFINITIONS

Benchmark Job

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

Lag

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

Market

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

Market Competitiveness

The ability of the classified pay ranges to effectively recruit and retain talent when competing with other employers outside of state government in the relevant labor market.

Market Rate

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

Median Salary

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

Midpoint

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

Pay Range

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

Private Sector

Organizations with a "for profit" status that participated in third-party salary surveys for the relevant labor market area consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

Public Sector

State, federal, local government, or not-for-profit organizations that participated in third-party salary surveys for the relevant labor market area consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.

EXECUTIVE SUMMARY

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

At its most basic level, “maintaining market competitiveness” means being able to effectively recruit and retain employees. The SCS Commission has charged the SCS Director to maintain market competitiveness within the boundaries of financial feasibility for the classified pay plan by providing recommendations for a pay structure adjustment at least annually. This year, the Director recommends an adjustment to raise the minimum of the lowest jobs to \$10 per hour and to raise the other pay levels in these affected pay schedules to maintain a 7% midpoint differential between them. This recommendation will have an annualized cost of approximately \$17.06 million. An amendment to Rule 6.32, Market Adjustments, is also being recommended to help improve the market competitiveness of actual employee salaries.

Sections in this report provide comparisons of classified pay structure midpoints, as well as the actual median salaries of classified employees, to their counterparts in the public and private sectors for the relevant labor market area consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas. A review of the pay structures provides insight as to whether, overall, the midpoints of the pay ranges are at a competitive position relative to the market. A review of the actual median salaries of classified employees helps to determine if those salaries are tracking appropriately with the market. Details regarding the methodologies used for these figures can be found within the respective sections. Please note that this report does not include data or recommendations for unclassified employees.



PAY STRUCTURE COMPETITIVENESS

The data indicates that, on average, classified pay schedule midpoints for classified benchmark jobs are competitive when compared to public sector medians, but lag private sector medians by amounts ranging from 6.5% to 12.5%.

ADMINISTRATIVE PAY SCHEDULE (AS)	PROTECTIVE SERVICES PAY SCHEDULE (PS)	SOCIAL SERVICES PAY SCHEDULE (SS)	TECHNICAL/SCIENTIFIC PAY SCHEDULE (TS)	SKILLED TRADES PAY SCHEDULE (WS)	MEDICAL PAY SCHEDULE (MS)
Public sector lead 0.1%	Public sector lead 0.5%	Public sector lead 4.2%	Public sector lead 0.6%	Public sector lag 4.6%	Public sector lead 3.1%
Private sector lag 8.1%	Private sector lead 8.6%	Private sector lag 8.9%	Private sector lag 6.5%	Private sector lag 12.5%	Private sector lag 7.9%

LAG INCREASES IN CLASSIFIED PAY SCHEDULES

PUBLIC SECTOR



1 OF 6

PRIVATE SECTOR



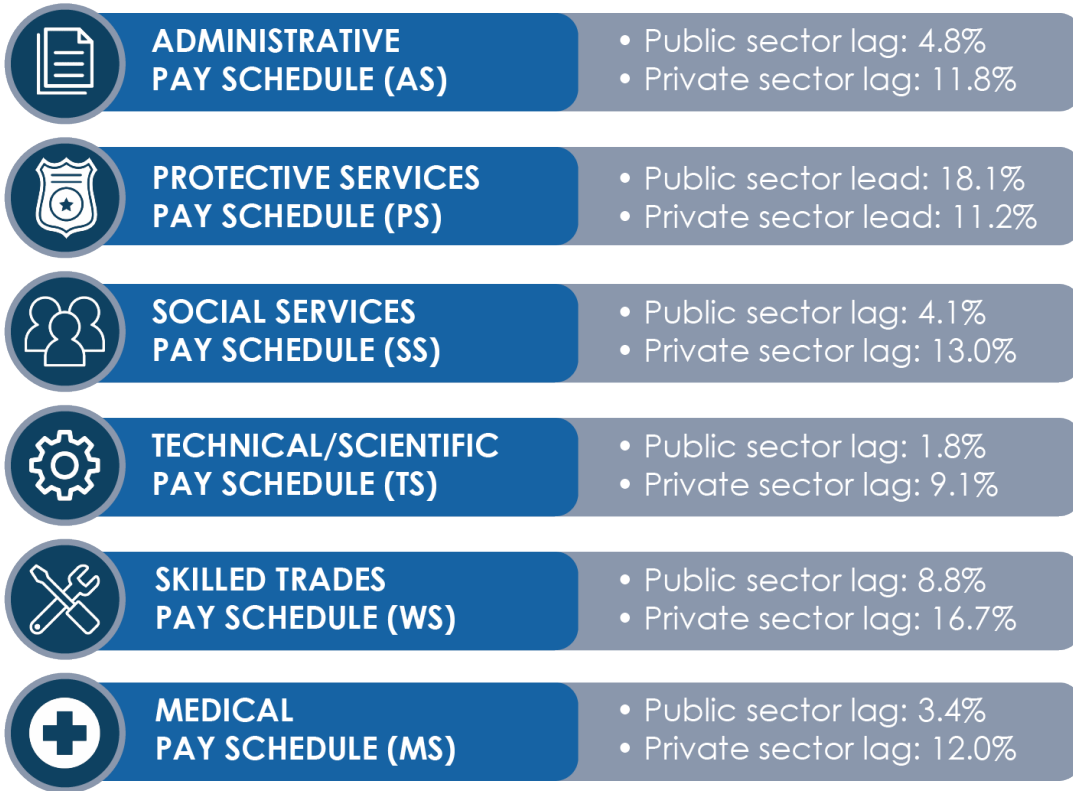
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PAY STRUCTURE LAG TRENDS

On average, market competitiveness has generally decreased over the last year relative to the midpoints of the classified pay schedules. Increases in the lags of pay schedule midpoints have occurred for all pay schedules except for the PS as compared to the private sector since last year. Relative to the public sector, only the WS pay schedule continues to lag the market although market competitiveness has decreased for all pay schedules except for the SS as compared to the public sector since last year.

MEDIAN SALARY COMPARISONS

The data indicates that actual median salaries of classified employees in benchmark jobs lag public sector medians by amounts ranging from 1.8% to 8.8% and lag private sector medians by amounts ranging from 9.1% to 16.7%.



MEDIAN SALARY LAG TRENDS

On average, market competitiveness has varied over the last year relative to actual median salaries of classified employees. Actual median salaries for employees in the PS and WS pay schedules have improved market competitiveness as compared to the private sector, while actual median salaries for employees in the PS, TS, and WS pay schedules have improved market competitiveness as compared to the public sector. However, increases in the lags of actual median salaries have occurred for AS, SS, and TS as compared to the private sector and for AS, MS, and SS relative to the public sector.

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

PUBLIC SECTOR



3 OF 6

PRIVATE SECTOR



3 OF 6

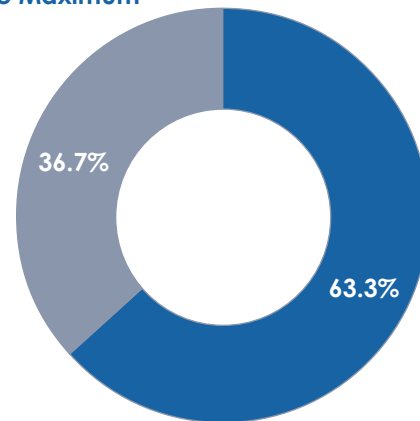
PERCENT INTO PAY RANGE ANALYSIS

Percent into range data for all classified employees provides that, as of January 1, 2022, the majority of classified salaries (63.3%) fall between the minimum and midpoint of their respective pay ranges. Thus, the majority of classified employees are paid at a rate considered to be “below market.” However, the Market Adjustment rule has helped reduce the percentage of employees that are paid below market since 2018 and remains a key component of the state’s pay philosophy to maintain market competitiveness. On average, the percentage of employees that are paid below market has dropped by 2.7 each year over the last four years.



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

Midpoint to Maximum

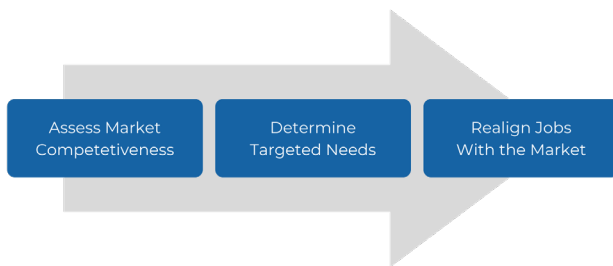


Minimum to Midpoint

TARGETED REVIEW OF CLASSIFIED JOBS

The targeted review of the pay schedules assists in maintaining market competitiveness by providing insight as to what adjustments may be needed for certain jobs in order to improve market lags, as well as assisting in identifying specific job series for future job assessments. In last year’s report, it was assessed that additional classified jobs in these pay schedules could be benchmarked to the external salary data. As a result, the number of classified jobs benchmarked for these pay schedules has increased. The PS pay schedule increased by 14 jobs and the SS pay schedule increased by 10 jobs.

In this year’s report, the WS pay schedule was selected for a targeted review in an effort to maintain market competitiveness as the state continues to recover from the pandemic, as well as from the recent hurricanes. Solutions for this pay schedule include a focus on job assessments for custodians, food service specialists, and laborers. It was found that these jobs tend to have high market lags. By adjusting the pay levels and/or organizational structure of these jobs, it may help to reduce the need for Special Entrance Rates as well as positively affect turnover in these occupations.



In next year’s report, the TS pay schedule is being targeted for a review. The TS pay schedule has implemented major job assessments over the last few years, such as Engineers and Information Technology occupations, and it is necessary to

ensure that other classified jobs in the pay schedule are appropriately aligned given these recent changes. The review will assist in maintaining market competitiveness as the demand for science, technology, and engineering jobs continues to grow.

INTRODUCTION



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

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

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



“

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

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

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



COMPENSATION SURVEY PRACTICES



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

The analysis of the pay structure is accomplished by comparing classified pay range midpoints with median salaries for similar jobs within a relevant geographic area. The midpoint of a pay range typically represents an organization's preferred position relative to the market for the jobs assigned to that pay range. In other words, it is the level at which an organization chooses to set

its pay for the purpose of recruiting and retaining personnel in comparison to other employers who compete for the same talent (WorldatWork, 2017).

BENCHMARKS

First, benchmark jobs are identified for comparison. Benchmark jobs are used as reference points to make pay comparisons between employers within a geographic area. The benchmarking process identifies jobs that are common throughout all industries. Examples include jobs such as administrative assistant, accountant, engineer, registered nurse, electrician, etc. Benchmark jobs typically have broad usage within the relevant market in order to allow for the application of statistically significant sampling methods.

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

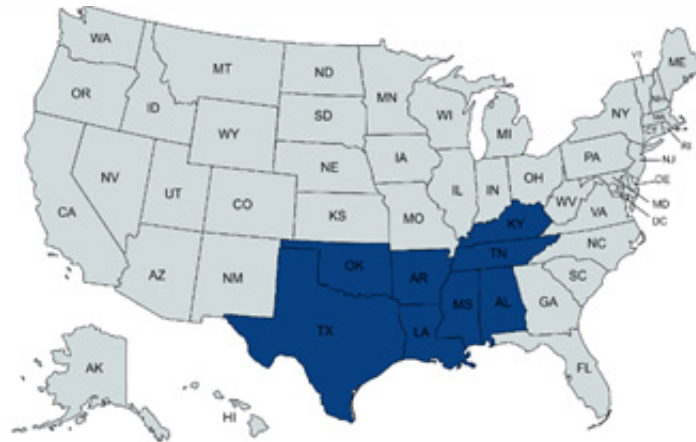
- Accountant Technician
- Accountants 1, 2, and 3
- Accountant Supervisor
- Accountant Manager
- Accountant Administrator

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

SALARY SURVEYS AND THE RELEVANT LABOR MARKET

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

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



In an effort to maintain consistency in the collection and analysis of data, the same survey providers have been used over the years as follows:

CompAnalyst

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

CompData






CompData Benchmark Pro is a compensation survey that delivers salary data for critical benchmark jobs covering more than 500,000 incumbents from 3,314 participating organizations across multiple industries in the relevant market area.

National Compensation Association of State Governments

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

OCCUPATIONAL GROUP COMPARISONS

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

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

PUBLIC/PRIVATE SECTOR COMPARISONS

Salary data from both public sector and private sector employers were included in this analysis. However, the sectors are shown separately in this report since the relative value of the different comparisons may vary due to the jobs that were available for comparison in each group.

For the majority of classified jobs, competition for skilled employees comes not from other states, but from private employers within Louisiana. For example, an Accountant that is considering employment with the Department of Transportation and Development would be more likely to compare the offerings of state employment to those of local private competitors such as Exxon, IBM, Blue Cross and Blue Shield of Louisiana, etc.

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



PAY STRUCTURE COMPETITIVENESS

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

METHODOLOGY

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

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

Pay range midpoints were identified for each classified benchmark job.

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

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

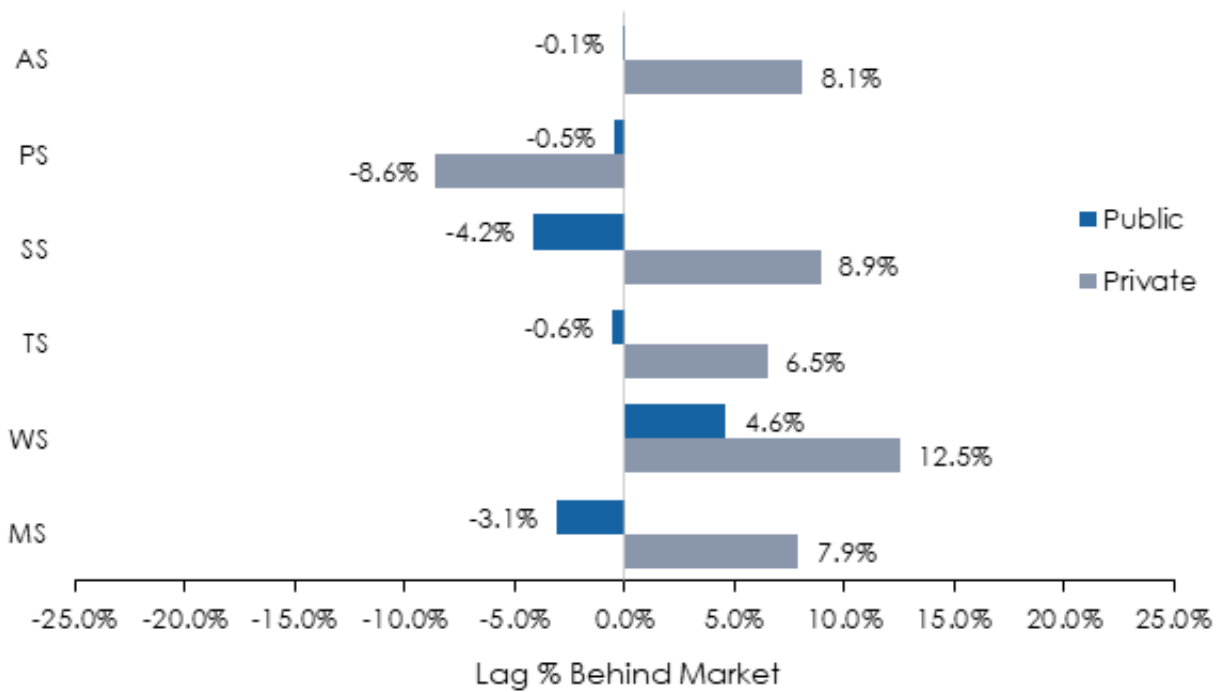
Classified pay schedule midpoints for benchmarked jobs were averaged to show a single value representative of the pay schedule for the matches in each sector. The median salaries of the surveyed jobs in each sector were also averaged to provide a single value for comparison.

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

PAY STRUCTURE COMPETITIVENESS - RESULTS

As of January 1, 2022, pay range midpoints for benchmarked jobs in five of the six classified pay schedules trail the median salaries offered by private employers by amounts ranging from 6.5% to 12.5%. When compared to the public sector, classified pay range midpoints for benchmarked jobs are competitive with the median salaries offered by public sector employers for benchmarked jobs, with five of the six pay schedules ranging from 0.1% to 4.2% ahead of market medians. The graph below shows the percentages by which the average classified pay schedule midpoint has fallen behind or risen above the corresponding public and private sector median for benchmarked jobs. A detailed comparison for each pay schedule can be found on the following pages.

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



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

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

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



PAY STRUCTURE COMPETITIVENESS

Administrative Pay Schedule (AS)

130

Classified
Benchmark Jobs

6,001

Classified Employees
in Benchmark Jobs

0.1% Lead

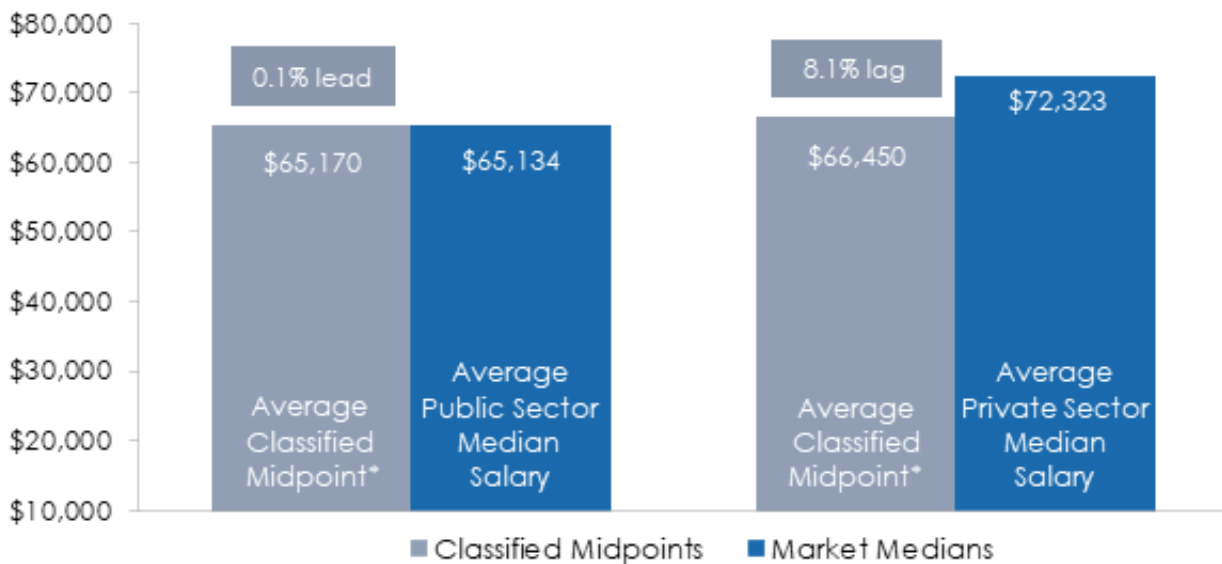
Public Sector
Median Salaries

8.1% Lag

Private Sector
Median Salaries

A total of 130 jobs were benchmarked in the Administrative Pay Schedule which represents 6,001 classified employees as of January 1, 2022. Jobs in this category include Administrative Coordinators, Accountants, Attorneys, Human Resource Analysts, etc. The graph below shows Administrative Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Administrative Pay Schedule is, on average, 0.1% higher than competing public employers and 8.1% lower than competing private employers.

AS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

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



10,724

Full-Time, Regular Classified Employees in the
Administrative Pay Schedule as of 1/1/2022



PAY STRUCTURE COMPETITIVENESS

Protective Services Pay Schedule (PS)

39

Classified
Benchmark Jobs

3,678

Classified Employees
in Benchmark Jobs

0.5% Lead

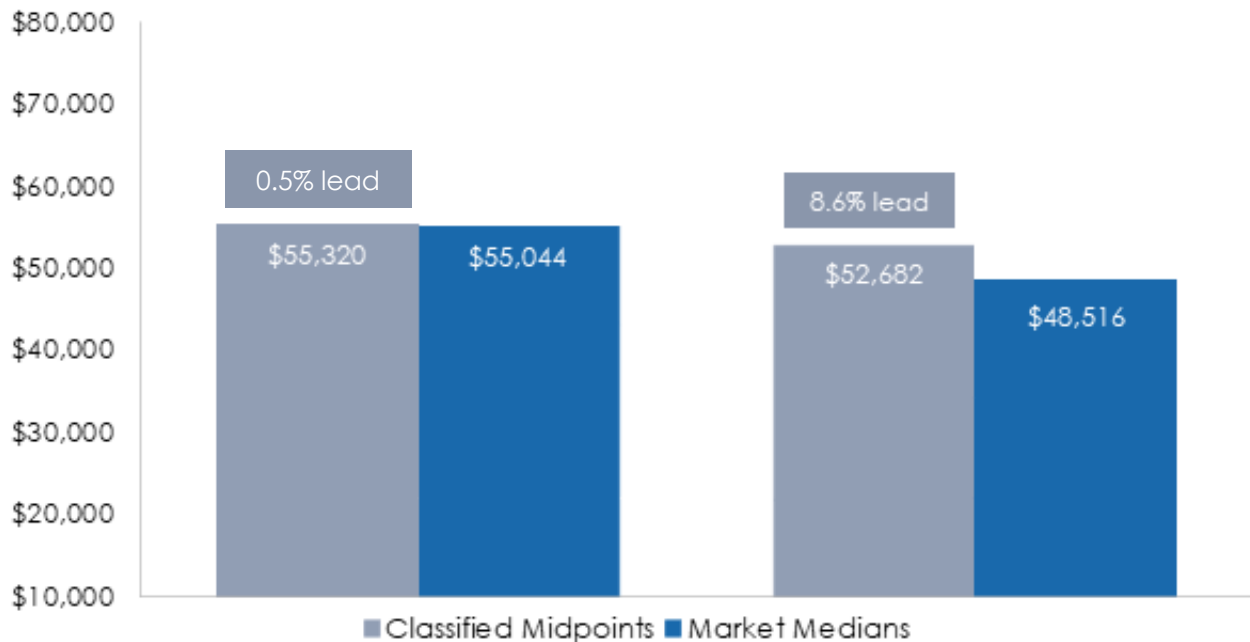
Public Sector
Median Salaries

8.6% Lead

Private Sector
Median Salaries

A total of 39 jobs were benchmarked in the Protective Services Pay Schedule which represents 3,678 classified employees as of January 1, 2022. Jobs in this category include Police Officers, Corrections Officers, Probation & Parole Officers, etc. The graph below shows Protective Services Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Protective Services Pay Schedule is, on average, 0.5% higher than competing public employers and 8.6% higher than competing private employers.

PS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

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



5,208

Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2022



PAY STRUCTURE COMPETITIVENESS

Social Services Pay Schedule (SS)

35

Classified
Benchmark Jobs

1,852

Classified Employees
in Benchmark Jobs

4.2% Lead

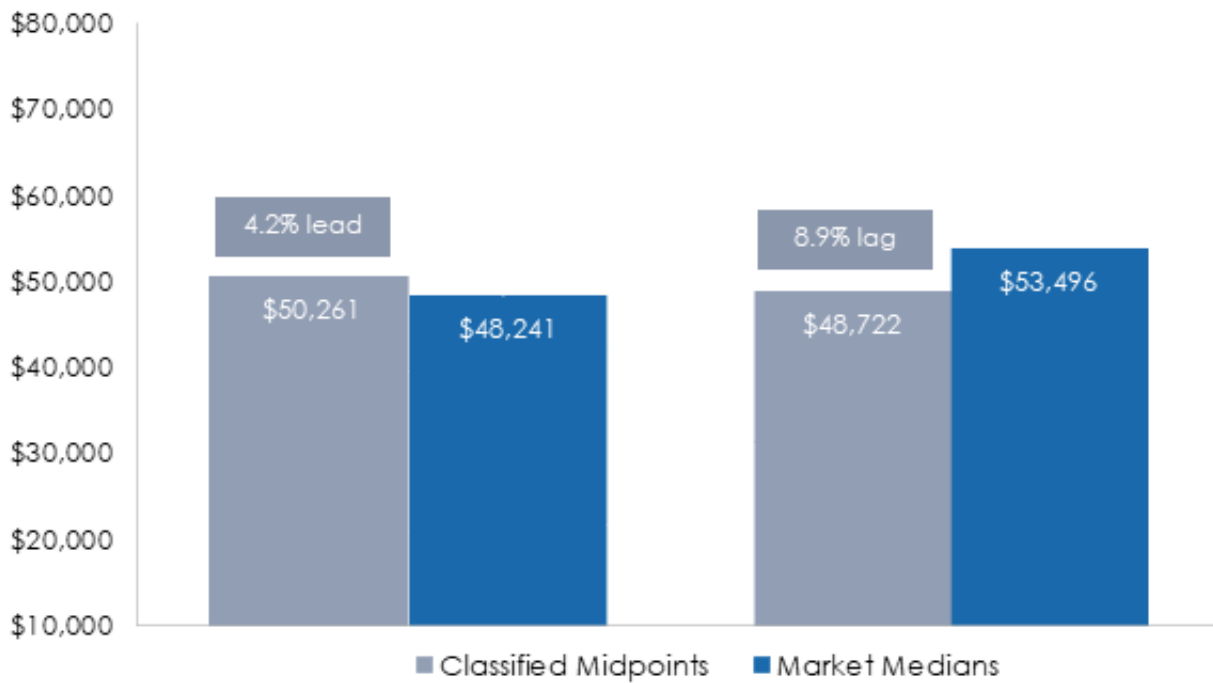
Public Sector
Median Salaries

8.9% Lag

Private Sector
Median Salaries

A total of 35 jobs were benchmarked in the Social Services Pay Schedule which represents 1,852 classified employees as of January 1, 2022. Jobs in this category include Psychiatric Aides, Social Workers, Social Service Analysts, etc. The graph below shows Social Services Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Social Services Pay Schedule is, on average, 4.2% higher than competing public employers and 8.9% lower than competing private employers.

SS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

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



5,822

Full-Time, Regular Classified Employees in the
Social Services Pay Schedule as of 1/1/2022



PAY STRUCTURE COMPETITIVENESS

Technical & Scientific Pay Schedule (TS)

84

Classified
Benchmark Jobs

2,848

Classified Employees
in Benchmark Jobs

0.6% Lead

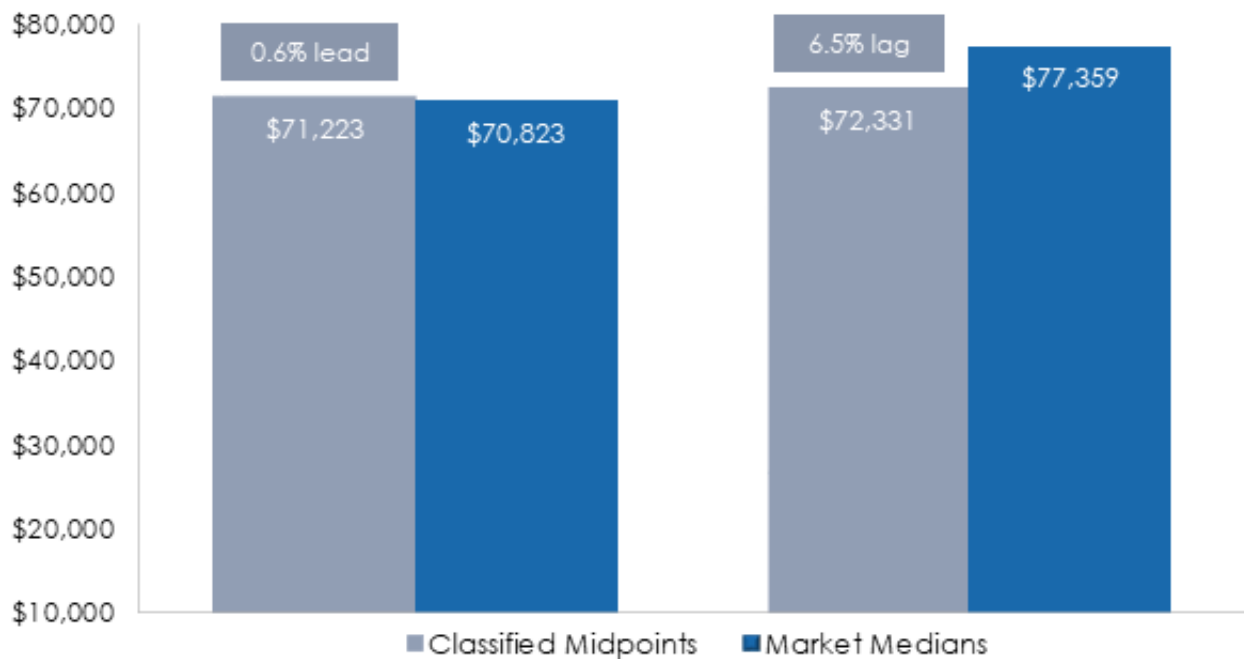
Public Sector
Median Salaries

6.5% Lag

Private Sector
Median Salaries

A total of 84 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,848 classified employees as of January 1, 2022. Jobs in this category include Biologists, Engineers, Information Technology programmers, etc. The graph below shows Technical and Scientific Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Technical and Scientific Pay Schedule is, on average, 0.6% higher than competing public employers and 6.5% lower than competing private employers.

TS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

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



4,742

Full-Time, Regular Classified Employees in the
Technical & Scientific Pay Schedule as of 1/1/2022



PAY STRUCTURE COMPETITIVENESS

Skilled Trades Pay Schedule (WS)

60

Classified
Benchmark Jobs

3,698

Classified Employees
in Benchmark Jobs

4.6% Lag

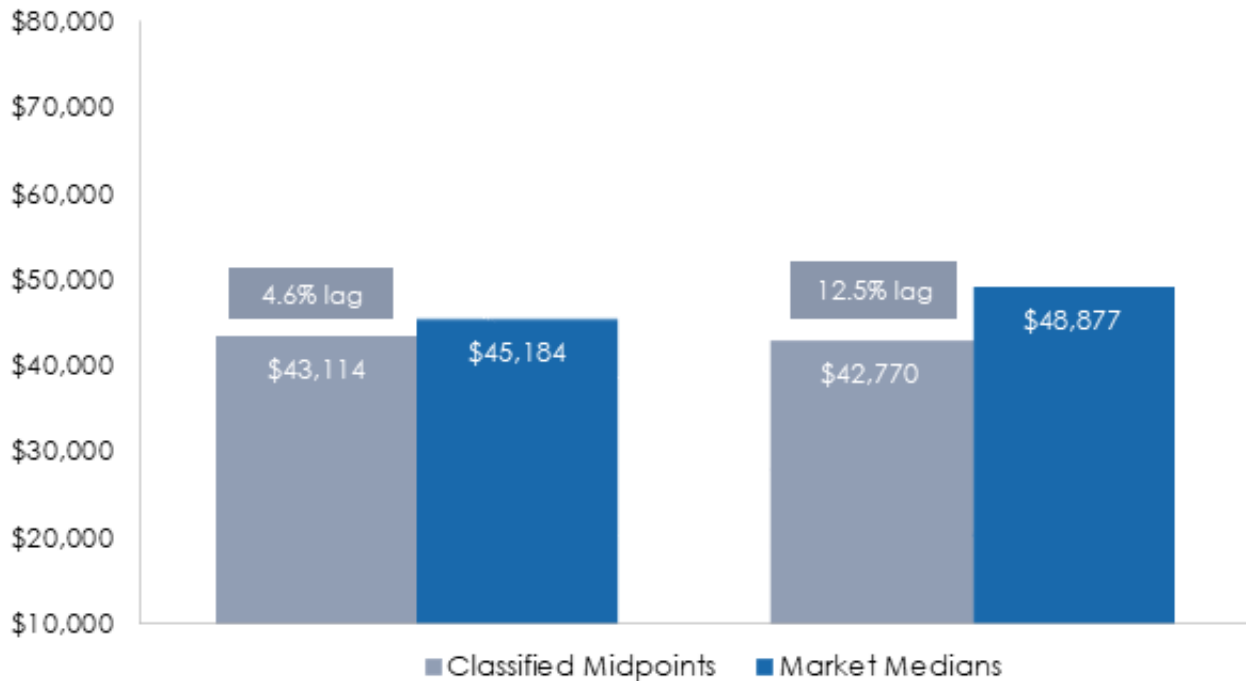
Public Sector
Median Salaries

12.5% Lag

Private Sector
Median Salaries

A total of 60 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 3,698 classified employees as of January 1, 2022. Jobs in this category include Carpenters, Electricians, Maintenance Repairers, Mobile Equipment Operators, etc. The graph below shows Skilled Trades Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Skilled Trades Pay Schedule is, on average, 4.6% lower than competing public employers and 12.5% lower than competing private employers.

WS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

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



5,544

Full-Time, Regular Classified Employees in the
Skilled Trades Pay Schedule as of 1/1/2022



PAY STRUCTURE COMPETITIVENESS

Medical Pay Schedule (MS)

43

Classified
Benchmark Jobs

1,206

Classified Employees
in Benchmark Jobs

3.1% Lead

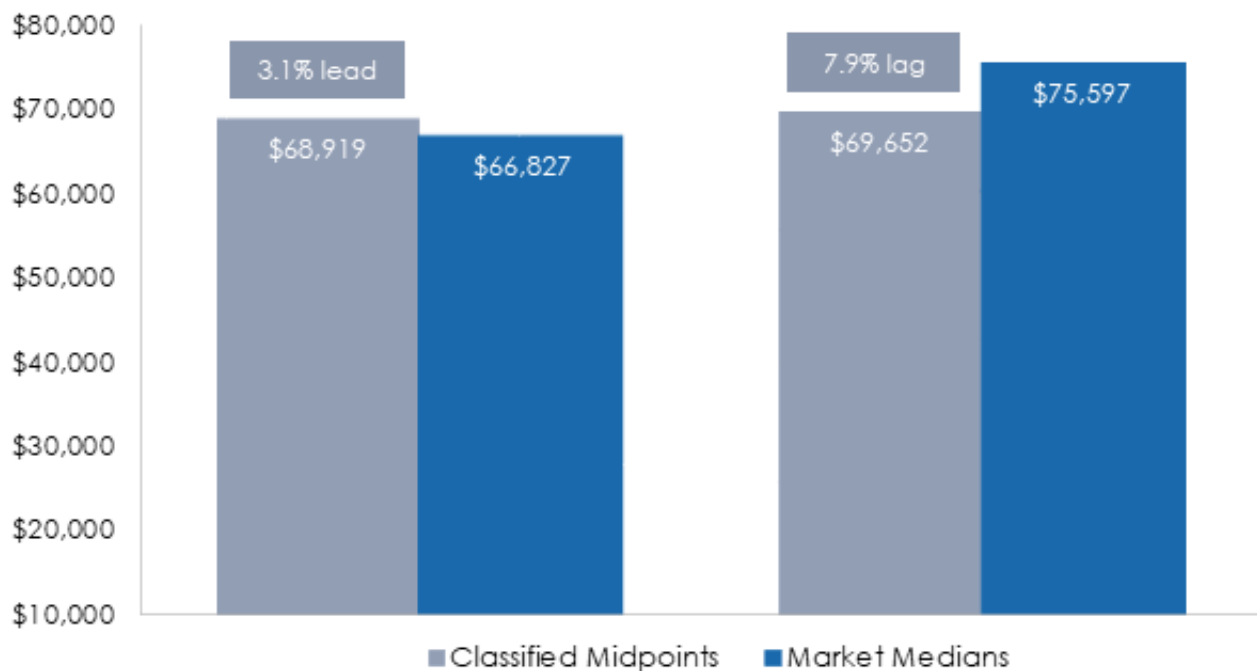
Public Sector
Median Salaries

7.9% Lag

Private Sector
Median Salaries

A total of 43 jobs were benchmarked in the Medical Pay Schedule which represents 1,206 classified employees as of January 1, 2022. Jobs in this category include Nursing Assistants, Nurses, Physical Therapists, etc. The graph below shows Medical Pay Schedule midpoints as compared to median salaries for equivalent benchmark jobs in the public and private sectors. According to this data, the Medical Pay Schedule is, on average, 3.1% higher than competing public employers and 7.9% lower than competing private employers.

MS Classified Midpoints vs. Market Median Salaries for Benchmarked Jobs



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

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



2,382

Full-Time, Regular Classified Employees in the
Medical Pay Schedule as of 1/1/2022

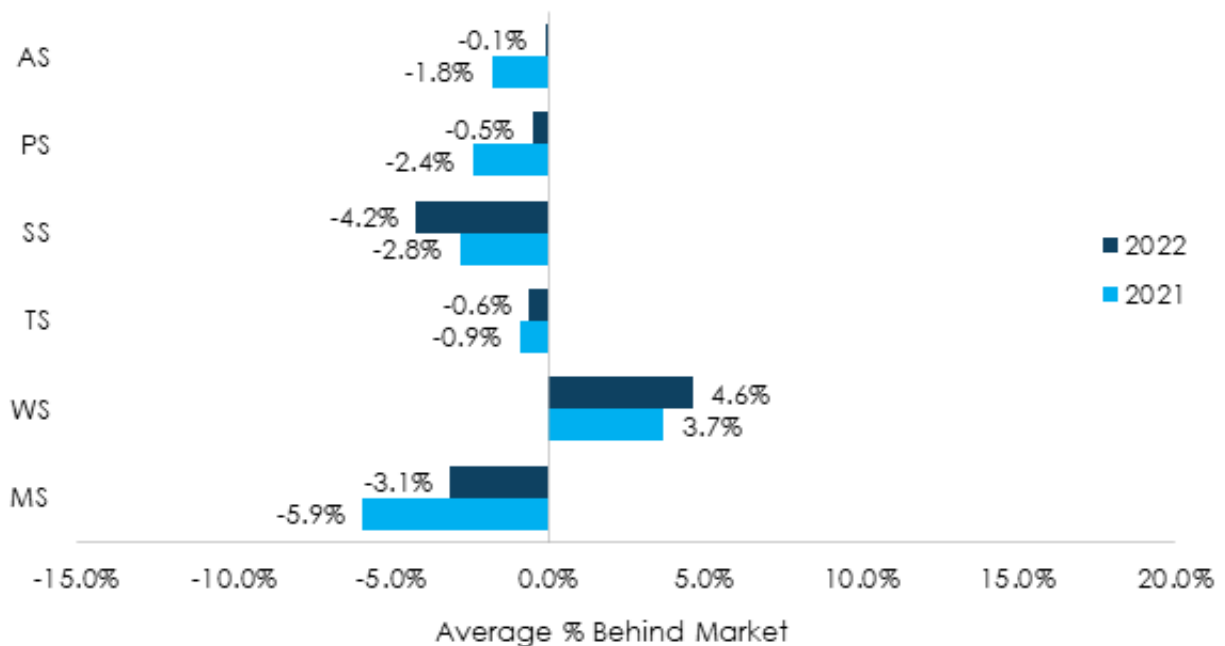
PAY STRUCTURE LAG TRENDS – PUBLIC SECTOR

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the public sector, market competitiveness has generally decreased for the pay schedule midpoints since January 1, 2021. Although the SS pay schedule has improved market competitiveness by 1.4 percentage points, all other pay schedules have reduced market competitiveness by amounts ranging from 0.3 to 2.8 percentage points. However, only the WS pay schedule continues to lag the market relative to the public sector in 2022.

**Lags of Classified Midpoints to Public Sector Median Salaries
by Pay Schedule 2021-2022**



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

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

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

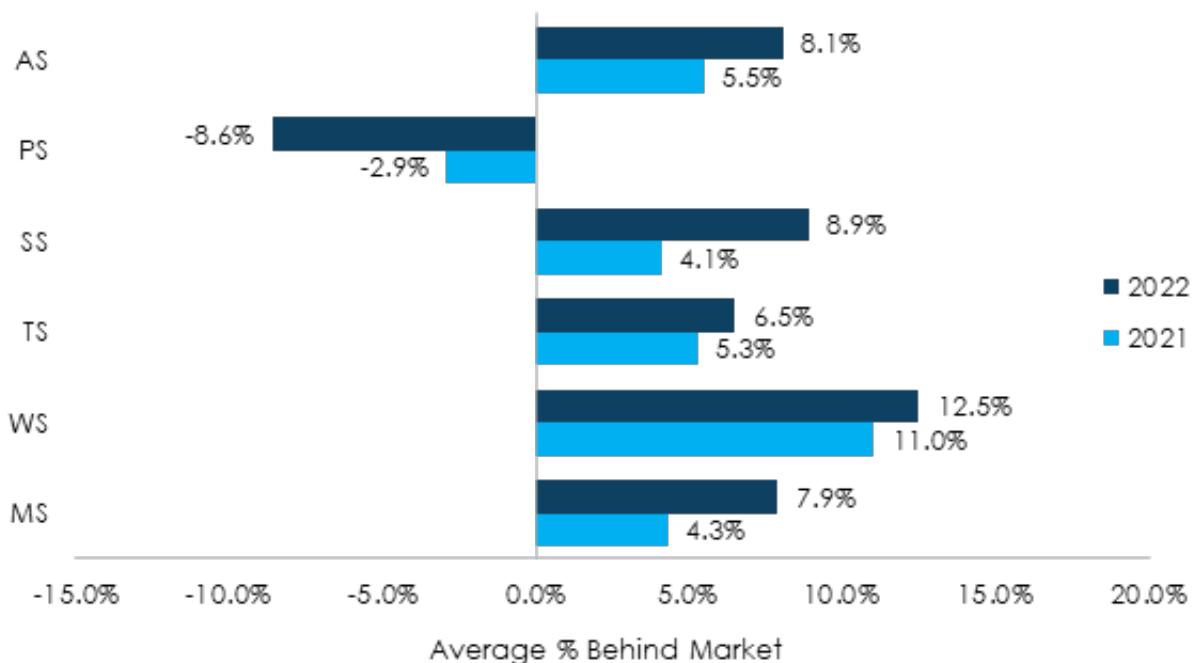
PAY STRUCTURE LAG TRENDS – PRIVATE SECTOR

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the private sector, market competitiveness has generally decreased for the pay schedule midpoints since January 1, 2021. Although the PS pay schedule has improved market competitiveness by 5.7 percentage points, all other pay schedules have reduced market competitiveness by amounts ranging from 1.2 to 4.8 percentage points. All pay schedules except for the PS pay schedule continue to lag the market relative to the private sector in 2022.

Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule 2021-2022



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

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

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

MEDIAN SALARY COMPARISONS

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

Another component of maintaining market competitiveness involves assessing where employees are within their respective pay ranges. The next section provides a review of the competitiveness of the actual salaries for classified employees.

METHODOLOGY

The following methodology was used to compare median salaries of classified employees to market median salaries for comparable benchmark jobs.

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

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

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

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

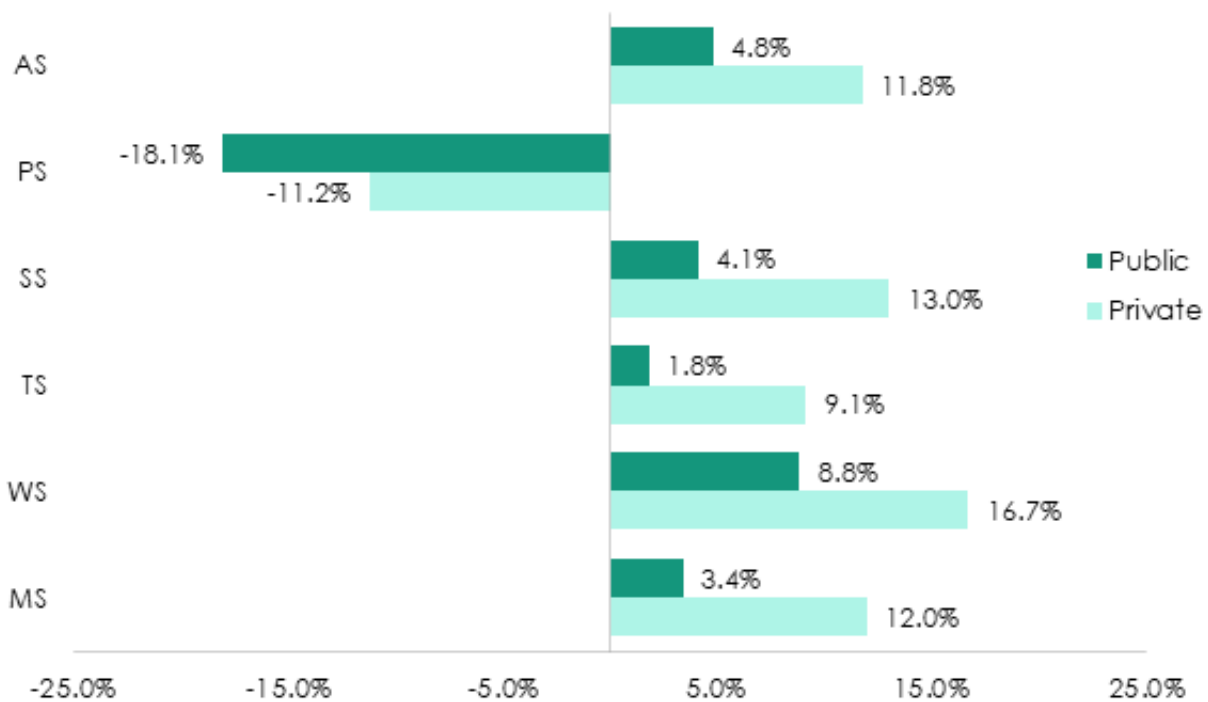
The lag of the classified median salaries was calculated by dividing the overall classified median by the overall median for the applicable sector, and then subtracting that number from 100%.

MEDIAN SALARY COMPARISONS - RESULTS

As compared to the public sector, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs by amounts ranging from 1.8% to 8.8% as of January 1, 2022. However, median salaries for classified employees in the PS pay schedule are ahead of public sector median salaries for benchmarked jobs by 18.1%.

As compared to the private sector, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs by amounts ranging from 9.1% to 16.7% as of January 1, 2022. However, median salaries for classified employees in the PS pay schedule are ahead of private sector median salaries for benchmarked jobs by 11.2%.

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



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

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

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

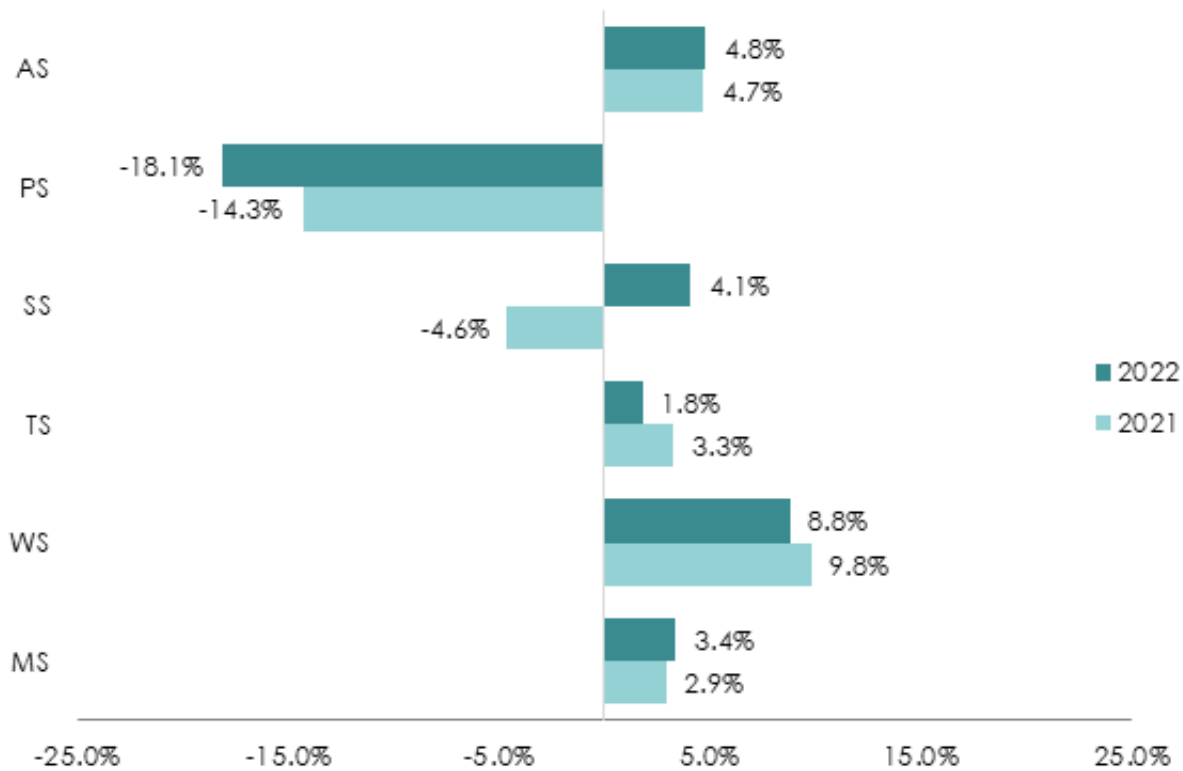
MEDIAN SALARY LAG TRENDS – PUBLIC SECTOR

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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

As compared to the public sector, market competitiveness for actual median salaries of classified employees has varied since January 1, 2021. The actual median salaries of classified employees in the PS, TS, and WS pay schedules have improved market competitiveness by amounts ranging from 1.0 to 3.8 percentage points, while the actual median salaries of classified employees in the AS, MS, and SS pay schedules have reduced market competitiveness by amounts ranging from 0.1 to 8.7 percentage points. However, actual median salaries of classified employees in all pay schedules except for the PS lag the market relative to the public sector in 2022.

Lags of Classified Median Salaries to Public Sector Median Salaries by Pay Schedule 2021-2022



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

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

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

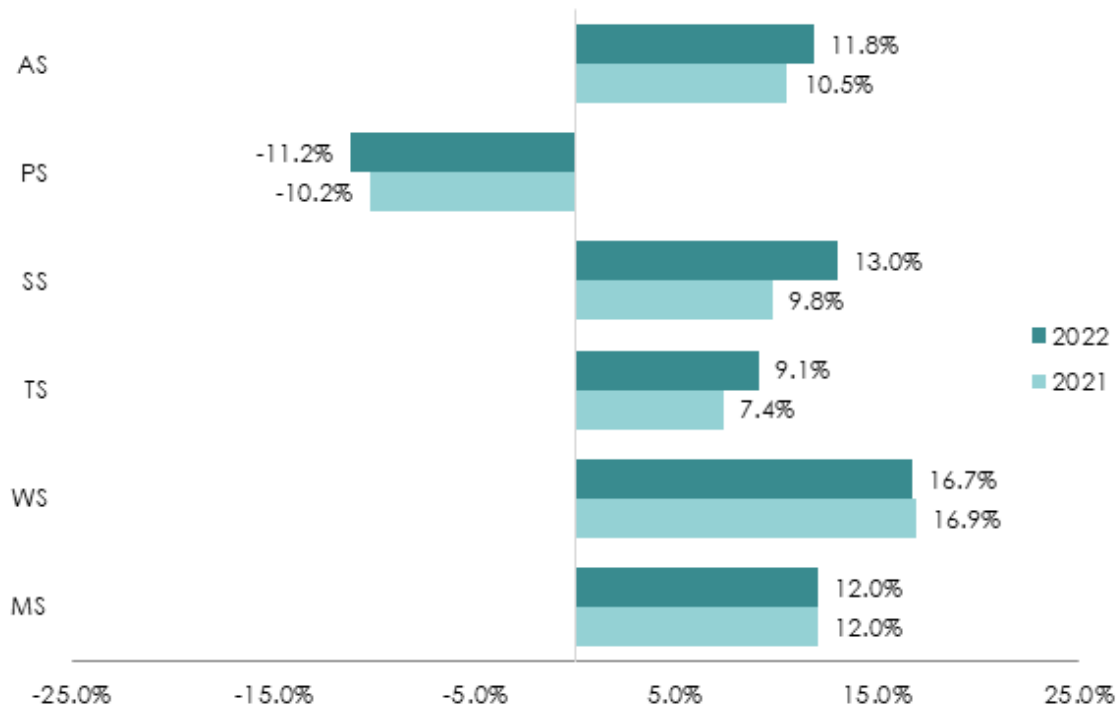
MEDIAN SALARY LAG TRENDS – PRIVATE SECTOR

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

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

As compared to the private sector, market competitiveness for actual median salaries of classified employees has varied since January 1, 2021. The actual median salaries of classified employees in the PS and WS pay schedules have improved market competitiveness by amounts ranging from 0.2 to 1.0 percentage points, while the actual median salaries of classified employees in the AS, SS, and TS pay schedules have reduced market competitiveness by amounts ranging from 1.7 to 3.2 percentage points. However, actual median salaries of classified employees in all pay schedules except for the PS lag the market relative to the private sector in 2022.

Lags of Classified Median Salaries to Private Sector Median Salaries by Pay Schedule 2021-2022



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

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

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

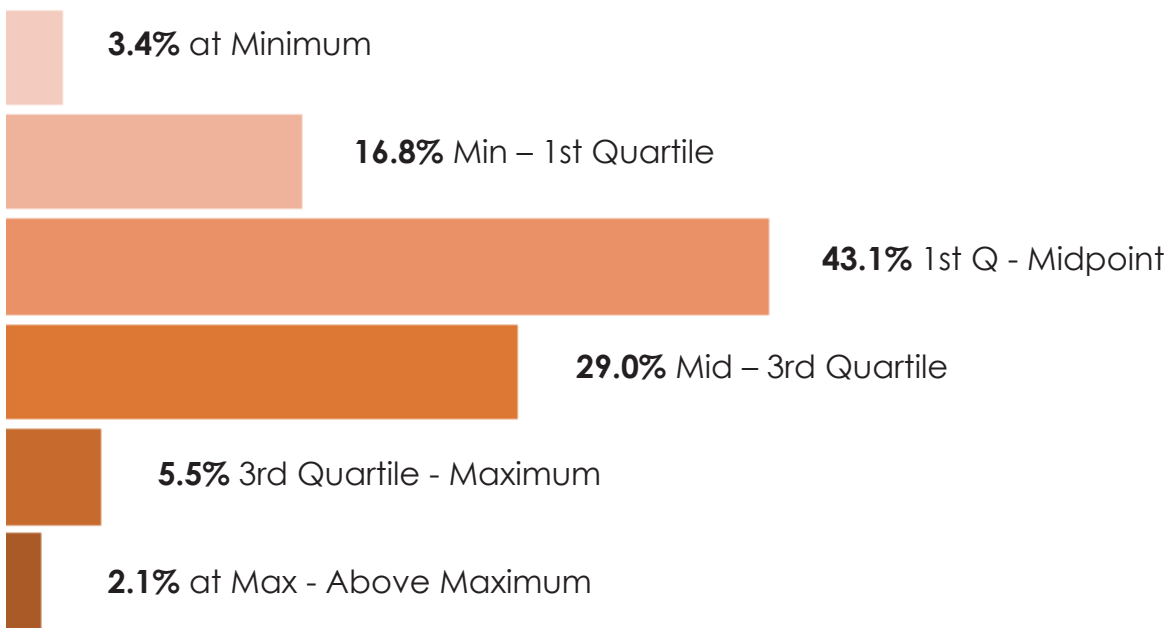
PERCENT INTO PAY RANGE

ANALYSIS OF CLASSIFIED SALARIES

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

The following graph provides an illustration of the distribution of classified employees within their respective pay ranges as of January 1, 2022. Approximately 63.3% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges, which is considered below market.

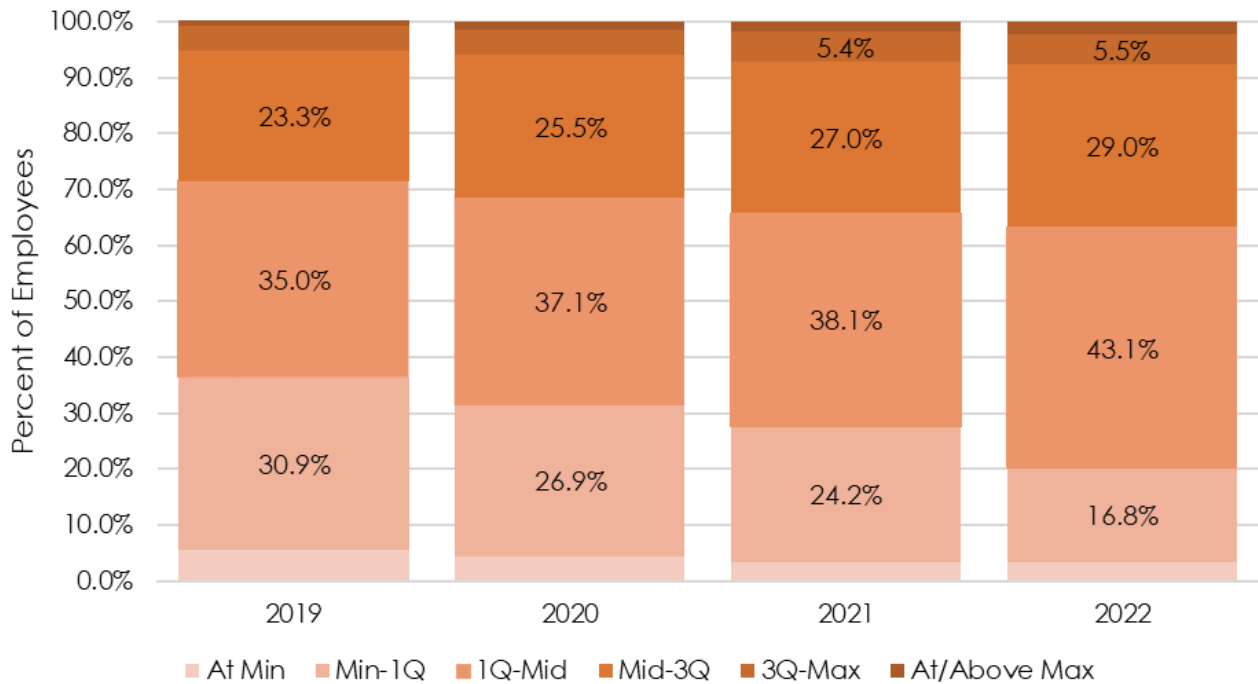
Distribution of Classified Workforce in Pay Ranges 2022



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

Overall, the percentage of classified employees who are paid below their midpoints has decreased since the pay ranges were realigned from the Compensation Redesign on January 2, 2018. The graph below shows a comparison of percent into range figures over the last four years. It shows that the percent of employees paid below their midpoints has fallen by an average of 2.7 percentage points each year. Data labels have been added to the segments where the employee distribution exceeds 5%.

Distribution of Classified Workforce in Pay Ranges 2019 - 2022



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



TARGETED REVIEW OF CLASSIFIED JOBS

It is necessary that State Civil Service conduct a targeted review of classified occupations in order to ensure that the pay ranges continue to be appropriate as jobs evolve and the market for those jobs change. A targeted review considers specific jobs and their pay levels in order to have a positive impact on the market competitiveness for the pay schedule. Additionally, a review of specific jobs may result in a cost savings in the overall administration of a uniform classification and pay plan by providing a focus on those areas that are causing the greatest lags.

PROTECTIVE SERVICES AND SOCIAL SERVICES PAY SCHEDULES



In last year’s report, it was recommended to expand the number of benchmarked job matches for these pay schedules by benchmarking more than one classified job to the external job as appropriate based on the job function. It was found that this method worked well for the Protective Services pay schedule. The number of classified jobs that were benchmarked to external jobs increased by 14 and as a result, the number of employees in benchmarked jobs increased by 10.8 percentage points. Unfortunately, this method did not yield similar results for Social Services occupations. Although the number of benchmarked jobs increased by 10, the number of employees in benchmarked jobs only increased by 1.6 percentage points. It was found that classified Social Services occupations tend to have more variations in minimum qualifications requiring licensure, which limited the ability to benchmark multiple jobs to the same external job for this pay schedule. The following table provides an

overview of the number of jobs benchmarked in these pay schedules, as well as the percentage of employees in these benchmarked jobs, across the last two years. SCS will continue to evaluate what solutions may be available for Social Services occupations relative to benchmarking over the next year.

Pay Schedule	2021		2022	
	# Jobs Benchmarked	% Employees in Benchmarked Jobs	# Jobs Benchmarked	% Employees in Benchmarked Jobs
Protective Services (PS)	25	59.8%	39	70.6%
Social Services (SS)	25	30.2%	35	31.8%

SKILLED TRADES PAY SCHEDULE

Although a pay structure adjustment of 3% will be recommended for the WS pay schedule later in 2022, a review of WS jobs helps to determine if additional solutions may be needed. It was found that, as of January 2022, jobs such as custodians, food service specialists, and laborers were contributing to the lag of the WS pay schedule as compared to the public and private sectors. Benchmarked jobs in these occupations tend to lag the market by significant amounts. For example, the Laborer classification lags the public sector by 25.4% and the private sector by 30.5%. These occupations are often assessed as top turnover jobs in the annual turnover report as well. It would be beneficial for SCS to conduct job assessments on these occupations to determine if adjustments to pay levels and/or job structures may be needed to improve market competitiveness.

Since last year's report, SCS has worked with state agencies to improve the market competitiveness of WS jobs. During 2021, there were 75 Special Entrance Rates established for WS jobs. Of this number, 74 Special Entrance Rates were for custodians and food service specialists at various state agencies. The average Special Entrance Rate established for these jobs is approximately 25% into the range. SERs assist in lowering the cost of a WS structure adjustment or a pay level change for specific jobs since affected employees are already above the minimums of their respective pay ranges.

TARGETED REVIEWS FOR NEXT YEAR

State Civil Service will conduct a targeted review of the Technical & Scientific (TS) pay schedule for next year's report. The TS pay schedule has implemented major job assessments over the last few years, such as Engineers and Information Technology occupations, and it is necessary to ensure that other classified jobs in the pay schedule are appropriately aligned given these recent changes. The review will assist in maintaining market competitiveness as the demand for science, technology, and engineering jobs continues to grow.

CONCLUSION

The analysis conducted by State Civil Service concludes that, on average, the state's classified pay schedule midpoints for benchmarked jobs have maintained competitiveness with public sector median salaries, but continue to lag behind private sector median salaries. Midpoints of five of the six pay schedules continue to lag behind the median salaries paid by private sector employers by amounts ranging from 6.5% to 12.5%, with only the Protective Services (PS) pay schedule showing an 8.6% lead. The opposite can be said when comparing classified midpoints to public sector median salaries. Midpoints of five of the six pay schedules are considered competitive with median salaries paid by public sector employers and are ahead by amounts ranging from 0.1% to 4.2%, with only the Skilled Trades (WS) pay schedule showing a lag of 4.6%. Overall, the Skilled Trades (WS) pay schedule shows the greatest lags as compared to both the public and private sectors.

State Civil Service has found that market competitiveness has generally decreased over the last year relative to the midpoints of the classified pay schedules. Increases in the lags of pay schedule midpoints have occurred for the AS, MS, SS, TS, and WS pay schedules as compared to the private sector by amounts ranging from 1.2 to 4.8 percentage points. In contrast, only the WS pay schedule is considered to be lagging when compared to the public sector, although market competitiveness has decreased for all pay schedules except for the SS since last year. The lag of the WS pay schedule has increased by 0.9 of a percentage point since last year as compared to the public sector.

State Civil Service has assessed that, on average, actual median salaries of classified employees in benchmarked jobs for five of the six pay schedules continue to lag as compared to both public and private sector median salaries. Actual median salaries of classified employees in five of the six pay schedules continue to lag behind the median salaries paid by private sector employers by amounts ranging from 9.1% to 16.7%, with only the Protective Services (PS) pay schedule showing a 11.2% lead. A similar situation exists when comparing actual median salaries to the public sector. Actual median salaries of classified employees in five of the six pay schedules continue to lag behind the median salaries paid by public sector employers by amounts ranging from 2.9% to 9.8%, with only the Protective Services (PS) pay schedule showing a 18.1% lead. Overall, the Skilled Trades (WS) pay schedule shows the greatest lags as compared to both public and private sectors in regard to actual median salaries of classified employees.

State Civil Service has found that there has been some variation in market competitiveness over the last year relative to the actual median salaries of classified employees. Increases in the lags of actual median salaries of classified employees have occurred for the AS, SS, and TS pay schedules as compared to the private sector by amounts ranging from 1.7 to 3.2 percentage points. Additionally, lags of actual median salaries of classified employees in the AS, MS, and SS

pay schedules have increased relative to the public sector by amounts ranging from 0.1 to 8.7 percentage points.

It is apparent that the Market Adjustment rule is assisting in improving the competitiveness of classified employee salaries. Last year, 65.8% of classified employee salaries fell between the minimums and the midpoints of their respective pay ranges. This year, this number has fallen to 63.3%. The percent of employees paid below their midpoints has fallen over the last four years by an average of 2.7 percentage points each year.

The targeted review of the pay schedules has assisted in maintaining market competitiveness by providing insight as to what adjustments may be needed for specific jobs in order to improve market lags, as well as assisting in targeting certain jobs for future job assessments. Solutions recommended last year for the Protective Services and Social Services pay schedules have increased the number of benchmarked jobs reviewed for these pay schedules. In this year's report, it was found that jobs such as custodians, food service specialists, and laborers would benefit from job assessments to adjust pay levels and/or job structures in order to improve the overall market competitiveness for the pay schedule. For next year's report, the Technical & Scientific (TS) pay schedule will be reviewed to ensure that the jobs in this pay schedule are appropriately aligned given that major job assessments have been recently implemented for this pay schedule.

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

RECOMMENDATIONS

SCS is providing the following recommendations in order to better recruit and retain talent in this highly competitive market. With the unemployment rate now at near historic lows, these adjustments are needed to maintain market competitiveness. Specifics on recommended pay plan changes will be presented to the SCS Commission at a future pay hearing. For a review of historical structure adjustments and a general increase history, please see Appendix B.

PAY STRUCTURE RECOMMENDATIONS



Administrative “AS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the AS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$1,847,535.95, which includes base salary only.



Protective Services “PS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness. The lowest pay range in this pay schedule already starts above \$10 per hour.



Social Services “SS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the SS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$1,400,551.60, which includes base salary only.



Technical & Scientific “TS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness. The lowest pay range in this pay schedule already starts above \$10 per hour.



Skilled Trades “WS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the WS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$13,048,745.86, which includes base salary only.



Medical “MS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the MS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$763,021.43, which includes base salary only.

OTHER RECOMMENDATIONS

- Amend Rule 6.32 for Market Adjustments to increase percentages to allow all eligible classified employees below their respective midpoints to receive 4% and all eligible classified employees above their respective midpoints to receive 3%. This change is anticipated to cost approximately \$14.76 million in addition to the amount already budgeted.

Market Adjustment	Min to 1Q	1Q to Midpoint	Midpoint to 3Q	3Q to Max
Current Rule:	4%	3%	2%	2%
Recommended Rule:	4%	4%	3%	3%

- Other rule changes may also be needed to help maintain market competitiveness of actual employee salaries. For example, when classified jobs are realigned to the market through the job assessment process or for retaining employees with critical skills.



APPENDIX A - CLASSIFIED BENCHMARK JOBS

ADMINISTRATIVE BENCHMARK JOBS

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

ADMINISTRATIVE BENCHMARK JOBS (continued)

PARK MANAGER 3	ROW ADMIN	TV PRODUCER
PARK MANAGER 4	ROW AGENT 3	UTILITIES SPECIALIST 2
POLICY PLANNER 3	ST BUDGET MGMT ANAL 2	WORK DEV SPEC 3
REVENUE TAX ANALYST 2	ST RISK ADJUSTER 5	
REVENUE TAX AUDITOR 2	TAX COMMISSION SPEC 2	

MEDICAL BENCHMARK JOBS

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

PROTECTIVE SERVICES BENCHMARK JOBS

ATC AGENT 2	CRIM INVEST 3	POLICE OFFICER 1-A
ATC AGENT 3	ELECTS COMPL OFF 2	POLICE OFFICER 2-A
CORR SGT--MSTR	FIREMAN ADVANCED	POLICE OFFICER 3-A
CORRS ASST WARDEN 2	FIRETUG DECK/FIREFIGHTER	POLICE SERGEANT-A
CORRS CAPTAIN	GUARD	PRISON ENTER SUPV
CORRS CAPTAIN/THERAPEUTIC	GUARD SUPERVISOR	PROB/PAR OFF 2/JUV
CORRS CHIEF/THERAPEUTIC	JUV JUST SPEC 2	PROB/PAR OFF 3/JUV
CORRS GUARD MASTER/THERA	P E SHOP FOREMAN	PROB/PAR OFFICER 2/ADULT
CORRS GUARD/THERAP	P E TRUCK DRIVER	PROB/PAR OFFICER 3/ADULT
CORRS LIEUTENANT/THERAP	PARK RANGER 2	PROB/PAR SUPERVISOR/ADULT
CORRS LT	POLICE CAPTAIN-A	PROB/PAR SUPV/JUV
CORRS SGT	POLICE CHIEF-A	ST FIRE MARSHAL SNR DEP
CRIM INVEST 2	POLICE MAJOR-A	WILDLF ENF SENIOR AGENT

SOCIAL SERVICES BENCHMARK JOBS

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

TECHNICAL & SCIENTIFIC BENCHMARK JOBS

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

SKILLED TRADES BENCHMARK JOBS

AIRCRAFT MECH 2	FOOD SVC SPEC 2	MECHANIC 3
AIRCRAFT PILOT 2	FOOD SVC SPEC 3	MECHANIC 4
CARPENTER	FOOD SVC SPEC 5	MOBILE EQUIP OPER 1/HEAVY
CARPENTER MASTER	FOOD SVC SPEC 7	MOBILE EQUIP OPER 2/HEAVY
COMMUNICATIONS OFF 2	HELPER	MOBILE EQUIP OPER/LIGHT
COMMUNICATIONS OFFICER 3	HIGHWAY FOREMAN 1	MOBILE EQUIP OPERATOR 1
CORRECTIONS FOOD MGR	HORTICULTURAL ATTEND	OPER ENGR-COGENERATION
CORRS FOOD MANAGER 4	HORTICULTURAL ATTEND/LDR	OPERATING ENGINEER 2
CUSTODIAN 1	HVAC/REFR MASTER MECH	PAINTER
CUSTODIAN 2	HVAC/REFR MECH FOREMAN	PAINTER MASTER
CUSTODIAN MANAGER	HVAC/REFR MECHANIC	PARKS BLDGS/GRNDS ATTEND
CUSTODIAN SUPERVISOR 1	ITS TECH 1	PLANNER/ESTIMATOR
CUSTODIAN SUPERVISOR 3	ITS TECH 3	PLUMBER/PIPEFITTER
ELECTRICIAN	LABORER	PLUMBER/PIPEFITTER MASTER
ELECTRICIAN MASTER	MAINT SUPER	PRINTING MASTER OPERATOR
ELECTRONIC TECHNICIAN	MAINTENANCE FOREMAN	PRINTING OPERATOR 1
ELECTRONIC TECHNICIAN ADV	MAINTENANCE REPAIR 1	PRINTING OPERATOR 2
ELECTRONIC TECHNICIAN TR	MAINTENANCE REPAIR 2	PRINTING SUPERVISOR
FAC ASST MAIN MAN C	MECH SUPV A	WELDER
FAC MAIN MAN C	MECHANIC 1	WELDER MASTER

APPENDIX B

STRUCTURE ADJUSTMENT AND GENERAL INCREASE HISTORY

Date	Proposal
1994	Proposal to increase range minimums by 4% and range maximums by 10%. Approval was not granted.
1995	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and range maximums by 5%. Approval was not granted.
1997	Proposal to increase General pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
1999	Proposal to increase Medical pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
2000	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and maximums by 5%. Approval was not granted.
2001	Proposal to increase range minimums and maximums for General and Medical pay schedules by 6% (2% each year for three years). Approval was granted.
2002	Proposal to increase range minimums and maximums by 2% for Skilled Trades pay schedule. Approval was granted.
2007	Proposal to grant COLAs to all classified employees in the amount of \$0.72 per hour and to increase the range minimums for all pay schedules by 10-14% and maximums by 10-14%. Approval was granted.
2008	Proposal to grant COLAs to all classified employees in the amount of 2-5% and to increase all pay range minimums to reflect federal minimum wage. In addition, it was proposed to increase range minimums for all pay schedules by 3-10%. Approval was not granted.
2018	Proposal to grant all classified employees a 2% general increase and to realign all six pay schedules with the relevant market. Approval was granted. Range minimums increased by amounts ranging from 17.4% to 34.23% and maximums increased by amounts ranging from 2.88% to 12.57%.
2019	Proposal to increase minimums for jobs assigned to certain pay levels. Approval was granted. Pay levels AS-603, MS-502 and WS-202 were increased from \$7.25 to \$8.00 per hour. Pay levels AS-604, MS-503 and WS-203 were increased to \$8.15 per hour.
2021	Proposal to increase minimums and maximums of the MS pay schedule by 6%. Approval was granted.

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