
2023 Annual Uniform Pay Plan Review

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

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STATECIVILSERVICE

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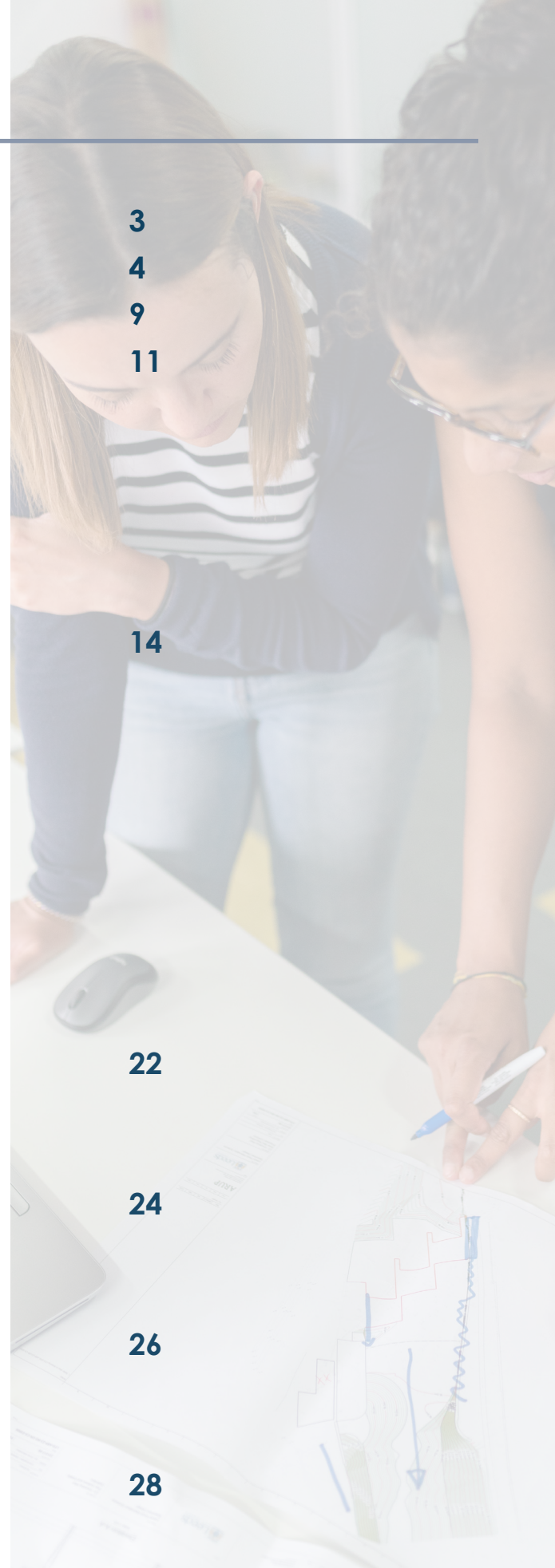


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DEFINITIONS

Benchmark Job

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

Lag

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

Market

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

Market Competitiveness

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

Market Rate

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

Median Salary

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

Midpoint

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

Pay Range

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

Private Sector

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

Public Sector

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

EXECUTIVE SUMMARY

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

At its most basic level, “maintaining market competitiveness” means being able to effectively recruit and retain employees. The SCS Commission has charged the SCS Director to maintain market competitiveness within the boundaries of financial feasibility for the classified pay plan by providing recommendations for a pay structure adjustment at least annually. This year, the Director recommends pay structure adjustments for the Technical and Scientific (TS) and Protective Services (PS) pay schedules. These recommendations will have an annualized cost of approximately \$356,494.30.

- It is recommended to adjust the TS pay schedule midpoints by 6% and to make adjustments to minimums and maximums as necessary to maintain a consistent range width for all pay grades in the pay schedule. Cost is estimated as \$223,116.75, which includes base salary only.
- It is recommended to raise the minimum of the lowest job in the PS pay schedule to \$12 per hour and to raise the other pay levels in this pay schedule to maintain a 7% midpoint differential between them. Cost is estimated as \$133,377.55, which includes base salary only.

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



PAY STRUCTURE COMPETITIVENESS

The data indicates that, on average, pay schedule midpoints for classified benchmark jobs lag public sector medians by amounts ranging from 0.3% to 7.0% and lag private sector medians by amounts ranging from 6.5% to 13.7%.



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 lag 2.8%	Public sector lag 4.8%	Public sector lead 1.8%	Public sector lag 0.3%	Public sector lag 7.0%	Public sector lead 0.5%
Private sector lag 10.0%	Private sector lead 5.2%	Private sector lag 13.7%	Private sector lag 6.5%	Private sector lag 12.9%	Private sector lag 9.8%

LAG INCREASES IN CLASSIFIED PAY SCHEDULES

PUBLIC SECTOR



6 OF 6

PRIVATE SECTOR



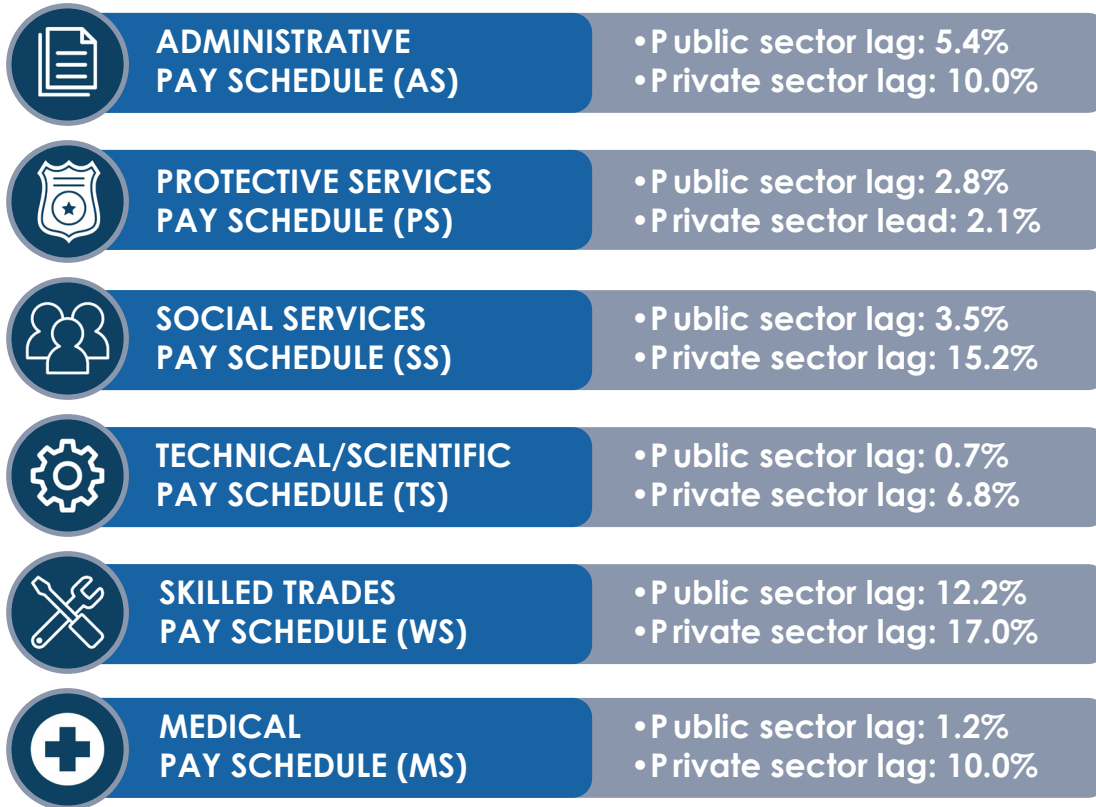
5 OF 6

PAY STRUCTURE LAG TRENDS

On average, market competitiveness has generally decreased since last year relative to the pay structures. As compared to the public sector, midpoints for all pay schedules have reduced market competitiveness by amounts ranging from 0.9 to 2.9 percentage points. As compared to the private sector, the TS pay schedule has remained the same while midpoints of the other five pay schedules have reduced market competitiveness by amounts ranging from 0.4 to 4.8 percentage points.

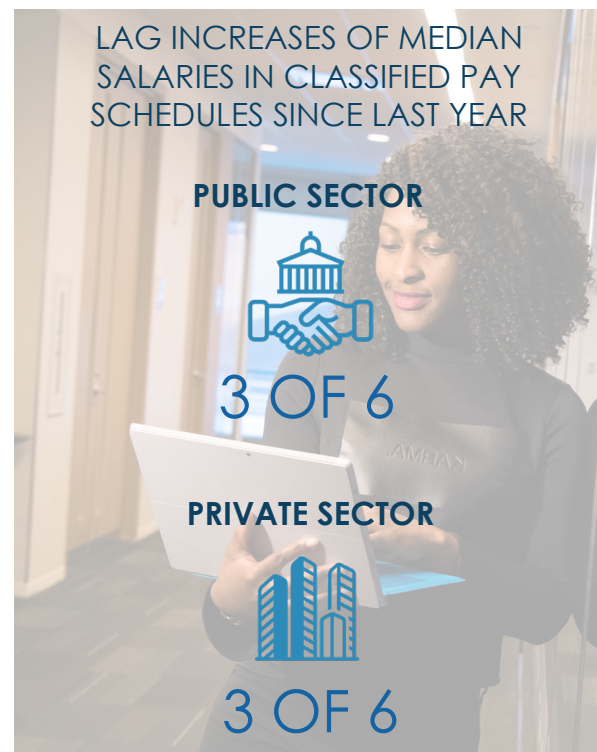
MEDIAN SALARY COMPARISONS

The data indicates that actual median salaries of classified employees in benchmark jobs lag public sector medians by amounts ranging from 0.7% to 12.2% and lag private sector medians by amounts ranging from 6.8% to 17.0%.



MEDIAN SALARY LAG TRENDS

On average, market competitiveness has varied since last year relative to actual median salaries of classified employees. Actual median salaries for employees in the AS, PS, and WS pay schedules have reduced market competitiveness by amounts ranging from 0.6 to 20.9 percentage points as compared to the public sector, while actual median salaries for employees in the PS, SS, and WS pay schedules have reduced market competitiveness by amounts ranging from 0.3 to 9.1 percentage points as compared to the private sector. However, market competitiveness of actual median salaries for classified employees in the other pay schedules has increased by amounts ranging from 0.6 to 2.2 percentage points as compared to the public sector and by amounts ranging from 1.8 to 2.3 percentage points as compared to the private sector.



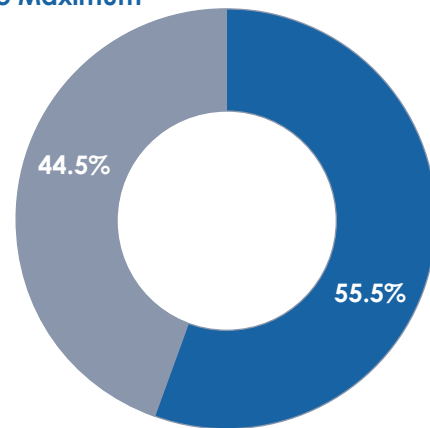
PERCENT INTO PAY RANGE ANALYSIS

Percent into range data for all classified employees provides that, as of January 1, 2023, the majority of classified salaries (55.5%) fall between the minimum and midpoint of their respective pay ranges. Thus, the majority of classified employees are paid at a rate considered to be “below market.” 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. Although the percentage of employees paid below market has decreased by an amount of less than 3% each year since 2018, a larger percentage of 7.8% was observed in 2023, down from 63.3% of employees paid below market last year.



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

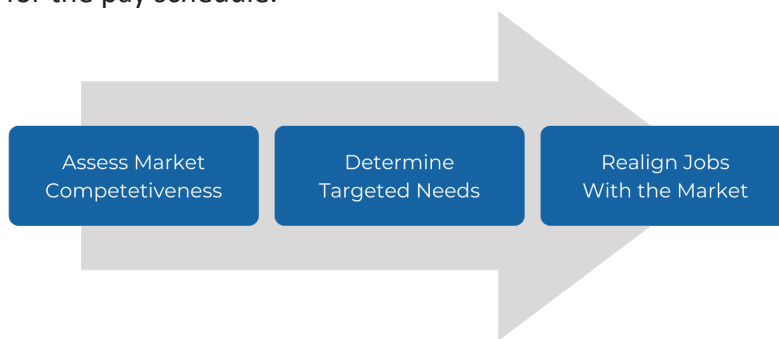
Midpoint to Maximum



Minimum to Midpoint

TARGETED REVIEW OF CLASSIFIED JOBS

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



In this year’s report, the TS and PS pay schedules were selected for a targeted review in an effort to maintain market competitiveness because these pay schedules have not been adjusted since the Compensation Redesign in 2018. It was found that lags of the midpoints of the TS pay schedule could be improved through job assessments for occupations such as Engineering Technicians, Computer Graphic Designers, Professional Chemists, and Biologists. For the PS pay schedule, it was found that lags of the midpoints could be improved through job assessments for occupations such as firefighters and other law enforcement jobs. In addition, it was found that the broad use of Special Entrances Rates in the PS pay schedule could indicate a need to adjust the pay structure.

IMPACT OF HEALTH INSURANCE COSTS

An assessment of health insurance costs is provided this year in an effort to show the impact of this cost for classified employees. Although six options are offered to employees, most members tend to choose the Magnolia Local Plus option according to the Office of Group Benefits. Information in this section highlights the impact that premiums associated with the Magnolia Local Plus Individual Only and Family plans may have on employees. It was found that since 2016, premiums have increased by over 30% with an average increase of 5% each year since 2020. Further, premiums associated with the Magnolia Local Plus option, especially the Family plan, may be unaffordable for lower wage earners. This could be why employees may be seeking Medicaid as an alternative. For example, approximately 20% of employees in the Social Services pay schedule are on Medicaid. It is important to consider the impact of health insurance costs because if employees cannot afford health insurance coverage, they may seek opportunities with other employers.



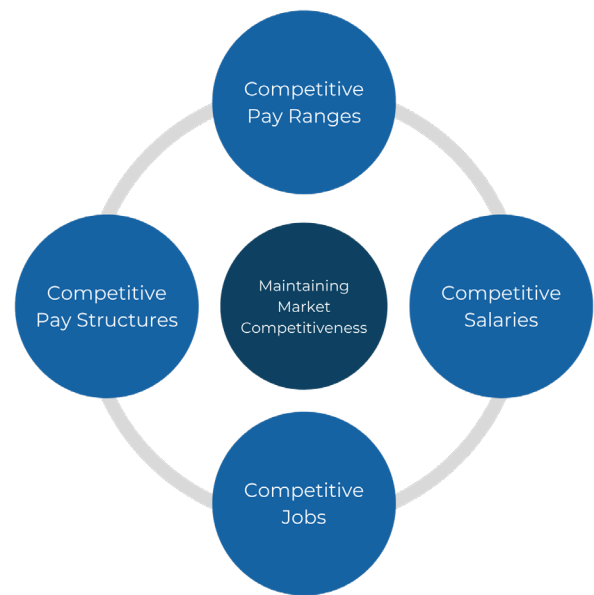
INTRODUCTION



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

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

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



“

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

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

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



COMPENSATION SURVEY PRACTICES



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

The analysis of the pay structure is accomplished by comparing classified pay range midpoints with median salaries for similar jobs within a relevant geographic area. The midpoint of a pay range typically represents an organization's preferred position 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:

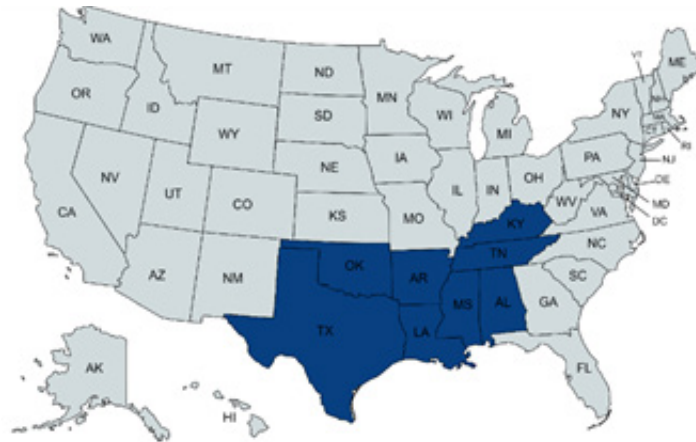
- Accountant Technician
- Accountants 1, 2, and 3
- Accountant Supervisor
- Accountant Manager
- Accountant Administrator

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)

- Fiscal
- Purchasing
- Human Resources
- Clerical Support



PROTECTIVE SERVICES (PS)

- Security Guards
- Police Officers
- Correctional Officers
- Probation/Parole Officers



SOCIAL SERVICES (SS)

- Social Workers
- Counselors
- Rehab Specialists
- Social Service Analysts



TECHNICAL/SCIENTIFIC (TS)

- Engineers
- Geologists
- Biologists
- Information Technology



SKILLED TRADES (WS)

- Mechanics
- Carpenters
- Plumbers
- Electricians



MEDICAL (MS)

- 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.

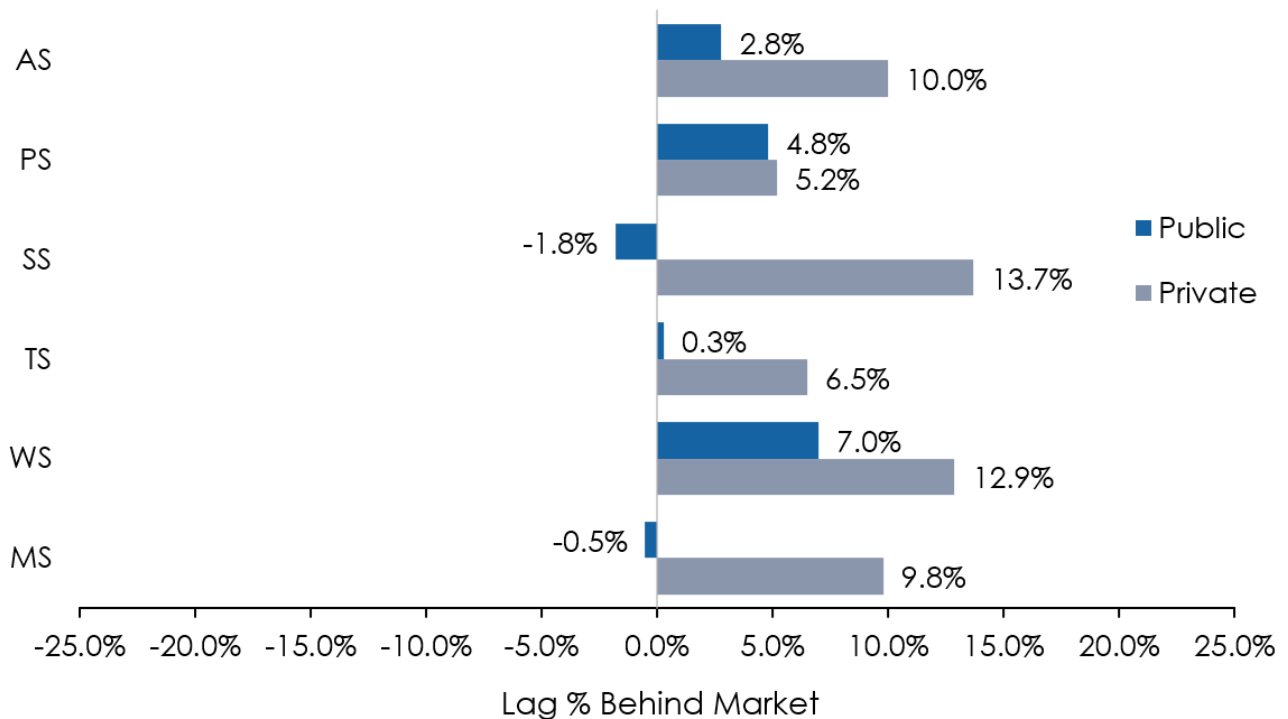
Classified pay schedule midpoints for benchmarked jobs were averaged to show a single value representative of the pay schedule for the matches in each sector. The median salaries of the surveyed jobs in each sector were also averaged to provide a single value for comparison.

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, 2023, 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 13.7%. 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)

144

Classified
Benchmark Jobs

6,111

Classified Employees
in Benchmark Jobs

2.8% Lag

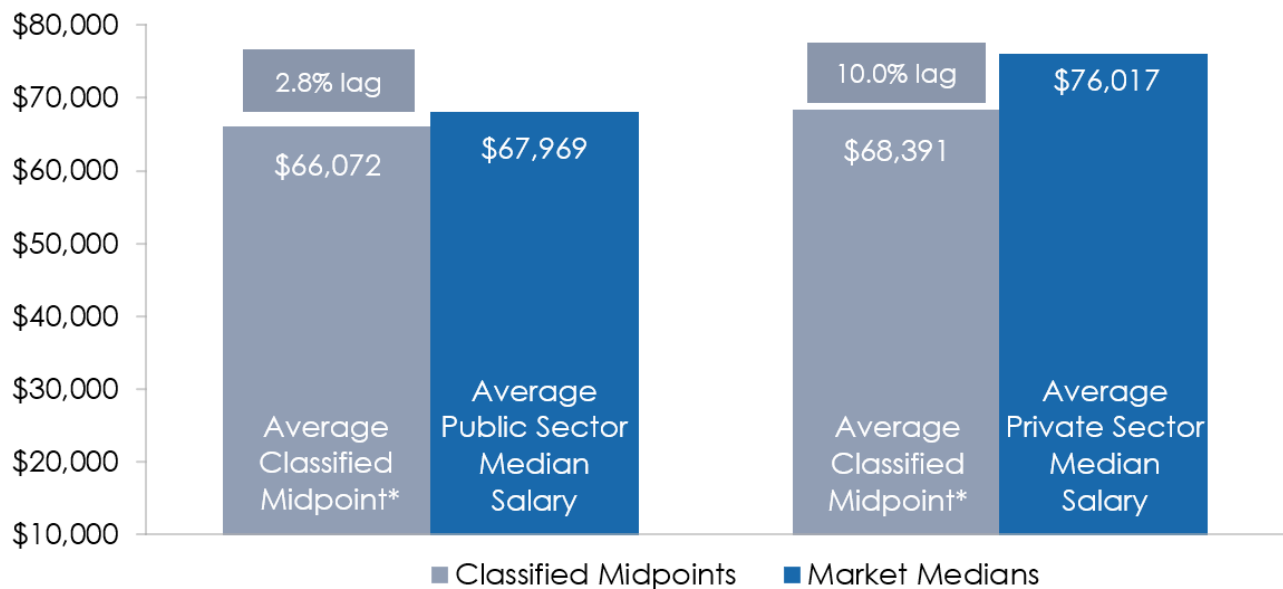
Public Sector
Median Salaries

10.0% Lag

Private Sector
Median Salaries

A total of 144 jobs were benchmarked in the Administrative Pay Schedule which represents 6,111 classified employees as of January 1, 2023. 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, 2.8% lower than competing public employers and 10.0% 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.



10,480

Full-Time, Regular Classified Employees in the
Administrative Pay Schedule as of 1/1/2023



PAY STRUCTURE COMPETITIVENESS

Protective Services Pay Schedule (PS)

41

Classified
Benchmark Jobs

3,646

Classified Employees
in Benchmark Jobs

4.8% Lag

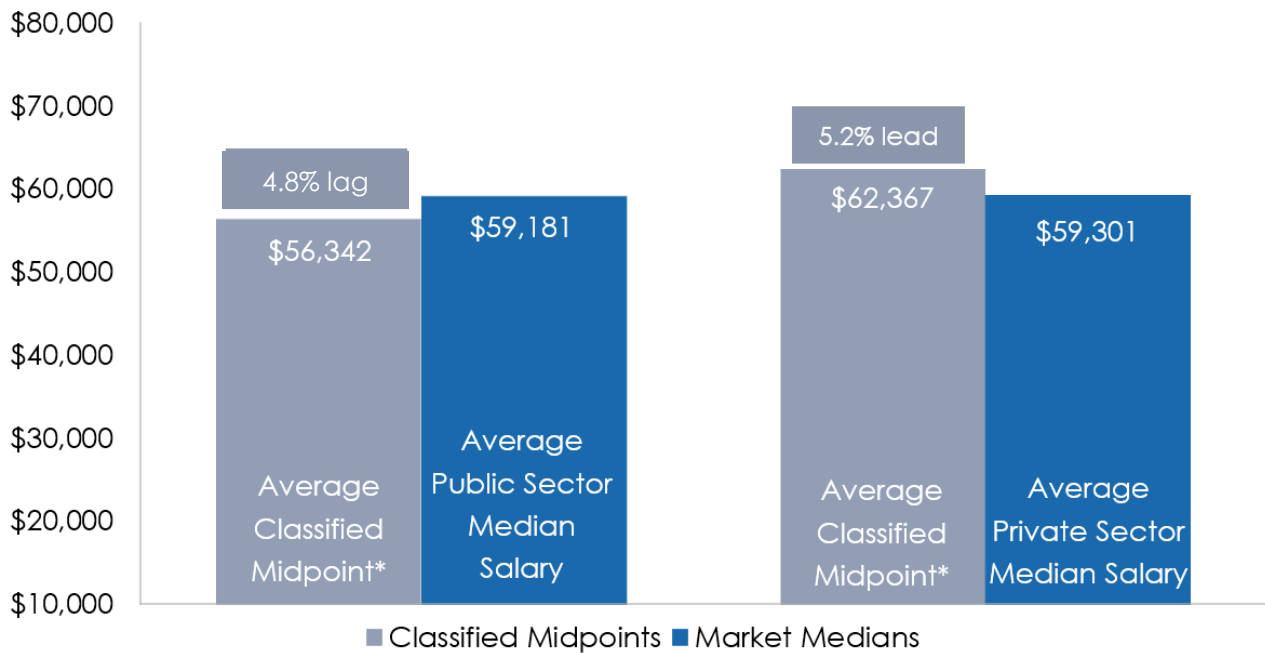
Public Sector
Median Salaries

5.2% Lead

Private Sector
Median Salaries

A total of 41 jobs were benchmarked in the Protective Services Pay Schedule which represents 3,646 classified employees as of January 1, 2023. 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, 4.8% lower than competing public employers and 5.2% 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.



5,445

Full-Time, Regular Classified Employees in the Protective Services Pay Schedule as of 1/1/2023



PAY STRUCTURE COMPETITIVENESS

Social Services Pay Schedule (SS)

37

Classified
Benchmark Jobs

1,714

Classified Employees
in Benchmark Jobs

1.8% Lead

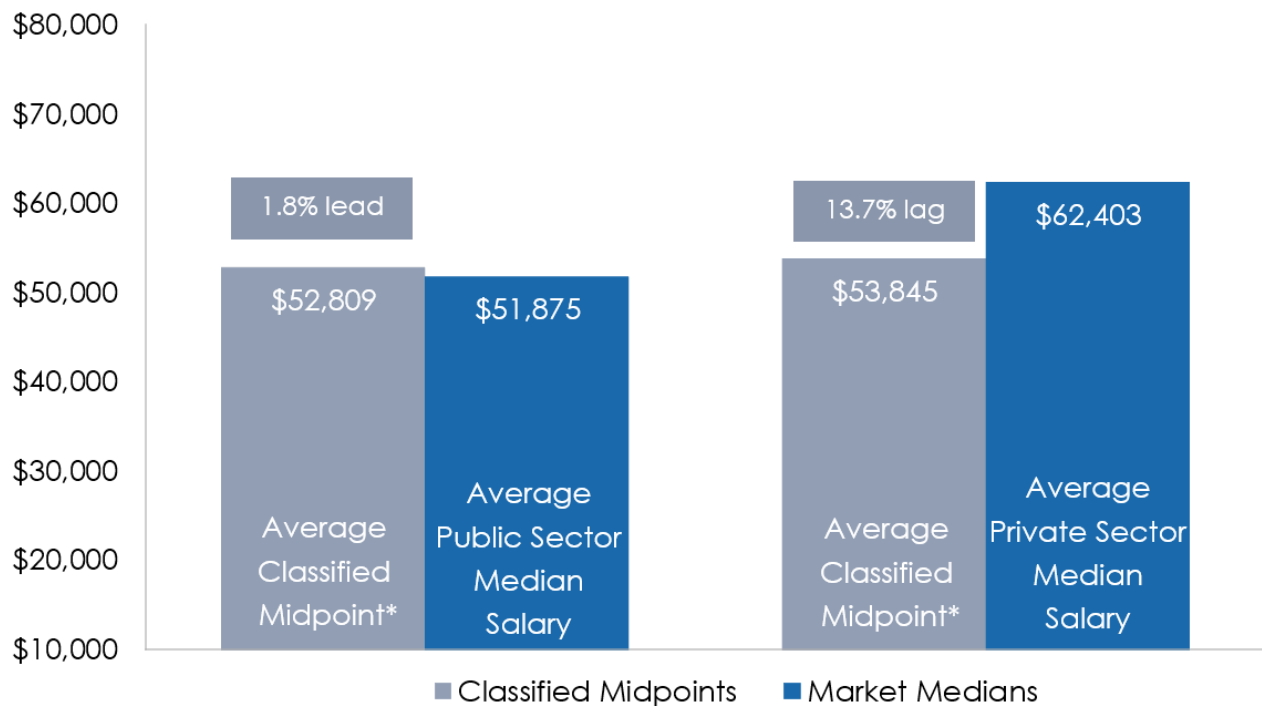
Public Sector
Median Salaries

13.7% Lag

Private Sector
Median Salaries

A total of 37 jobs were benchmarked in the Social Services Pay Schedule which represents 1,714 classified employees as of January 1, 2023. 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, 1.8% higher than competing public employers and 13.7% 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.



5,905

Full-Time, Regular Classified Employees in the Social Services Pay Schedule as of 1/1/2023



PAY STRUCTURE COMPETITIVENESS

Technical & Scientific Pay Schedule (TS)

143

Classified
Benchmark Jobs

2,812

Classified Employees
in Benchmark Jobs

0.3% Lag

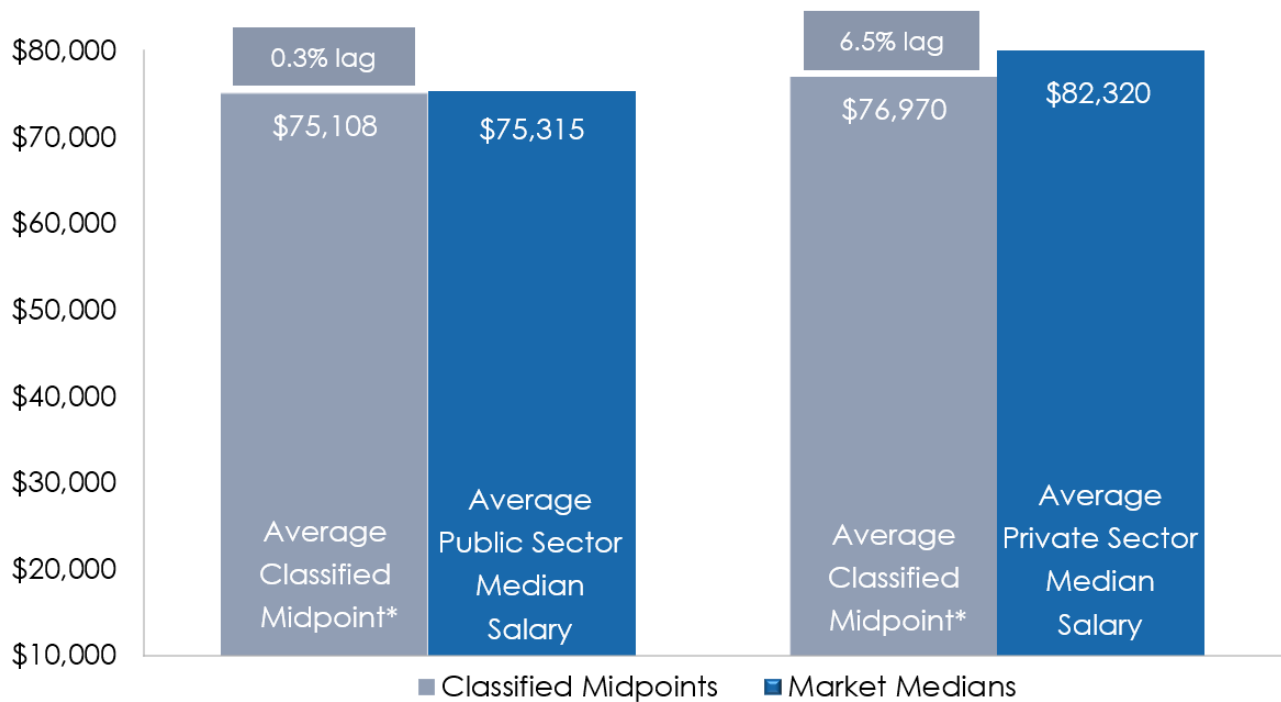
Public Sector
Median Salaries

6.5% Lag

Private Sector
Median Salaries

A total of 143 jobs were benchmarked in the Technical & Scientific Pay Schedule which represents 2,812 classified employees as of January 1, 2023. Jobs in this category include Biologists, Engineers, Information Technology, 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, 0.3% lower 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.



4,651

Full-Time, Regular Classified Employees in the
Technical & Scientific Pay Schedule as of 1/1/2023



PAY STRUCTURE COMPETITIVENESS

Skilled Trades Pay Schedule (WS)

61

Classified
Benchmark Jobs

3,805

Classified Employees
in Benchmark Jobs

7.0% Lag

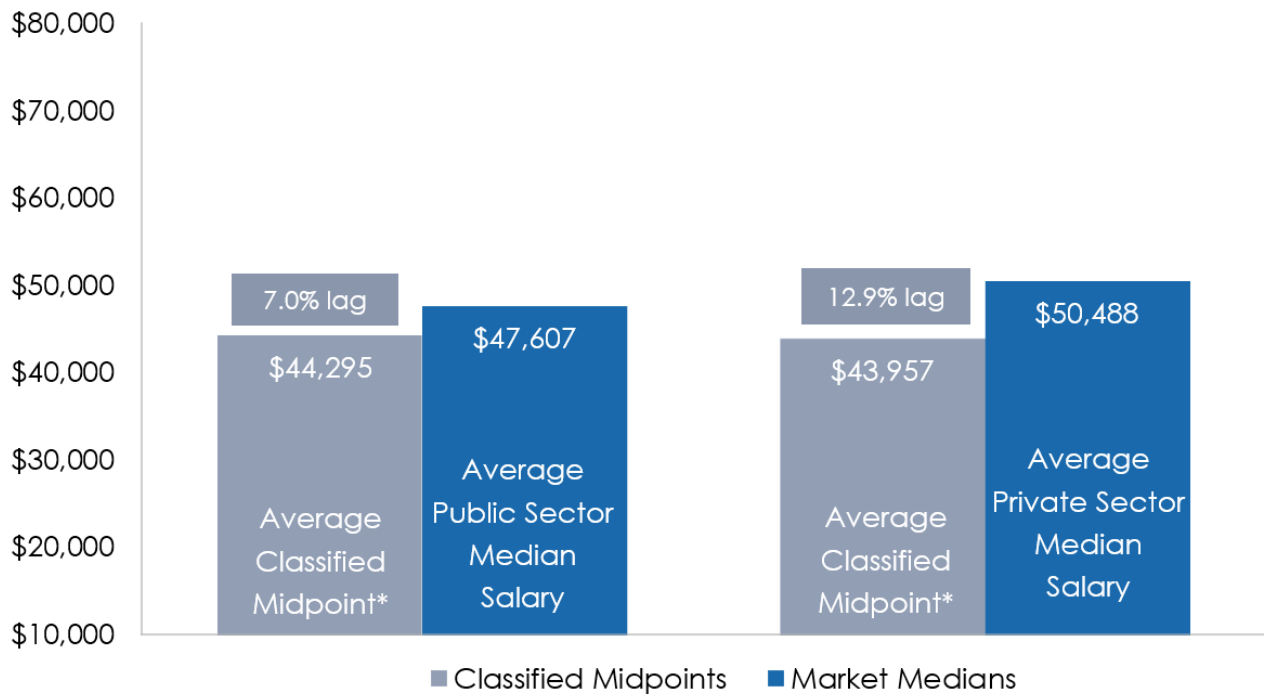
Public Sector
Median Salaries

12.9% Lag

Private Sector
Median Salaries

A total of 61 jobs were benchmarked in the Skilled Trades Pay Schedule which represents 3,805 classified employees as of January 1, 2023. 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, 7.0% lower than competing public employers and 12.9% 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.



5,396

Full-Time, Regular Classified Employees in the
Skilled Trades Pay Schedule as of 1/1/2023



PAY STRUCTURE COMPETITIVENESS

Medical Pay Schedule (MS)

43

Classified
Benchmark Jobs

1,126

Classified Employees
in Benchmark Jobs

0.5% Lead

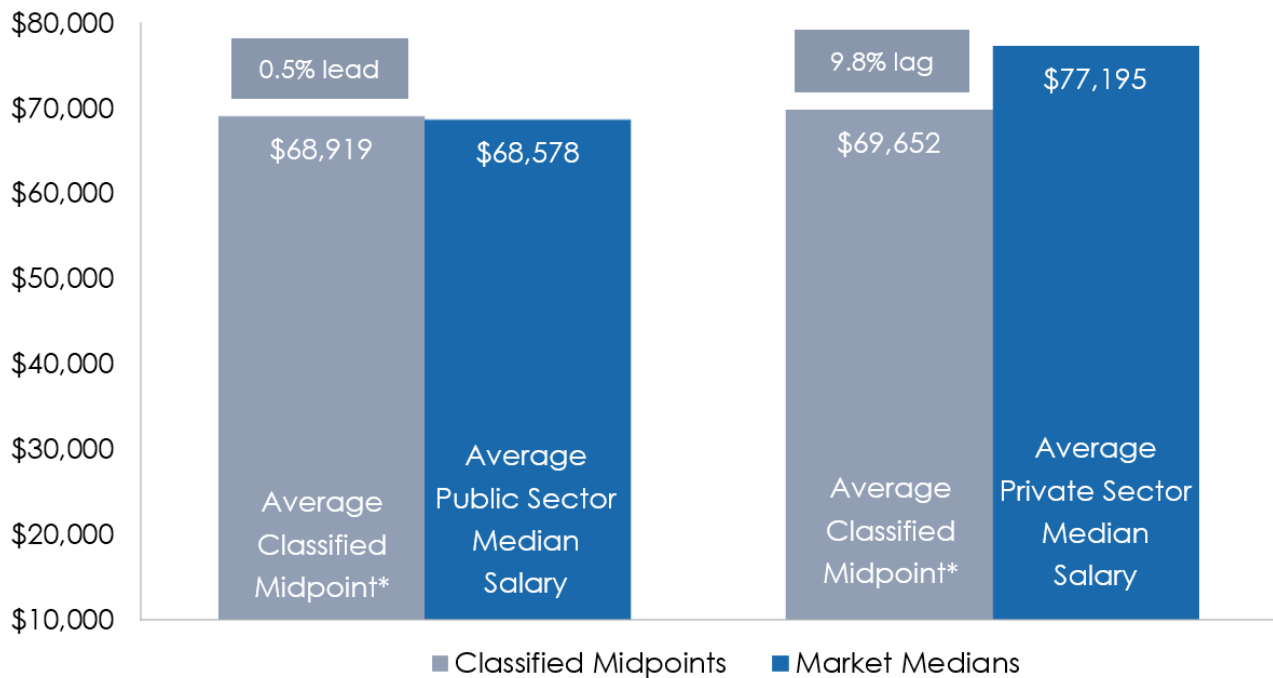
Public Sector
Median Salaries

9.8% Lag

Private Sector
Median Salaries

A total of 43 jobs were benchmarked in the Medical Pay Schedule which represents 1,126 classified employees as of January 1, 2023. 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, 0.5% higher than competing public employers and 9.8% 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.



2,335

Full-Time, Regular Classified Employees in the
Medical Pay Schedule as of 1/1/2023

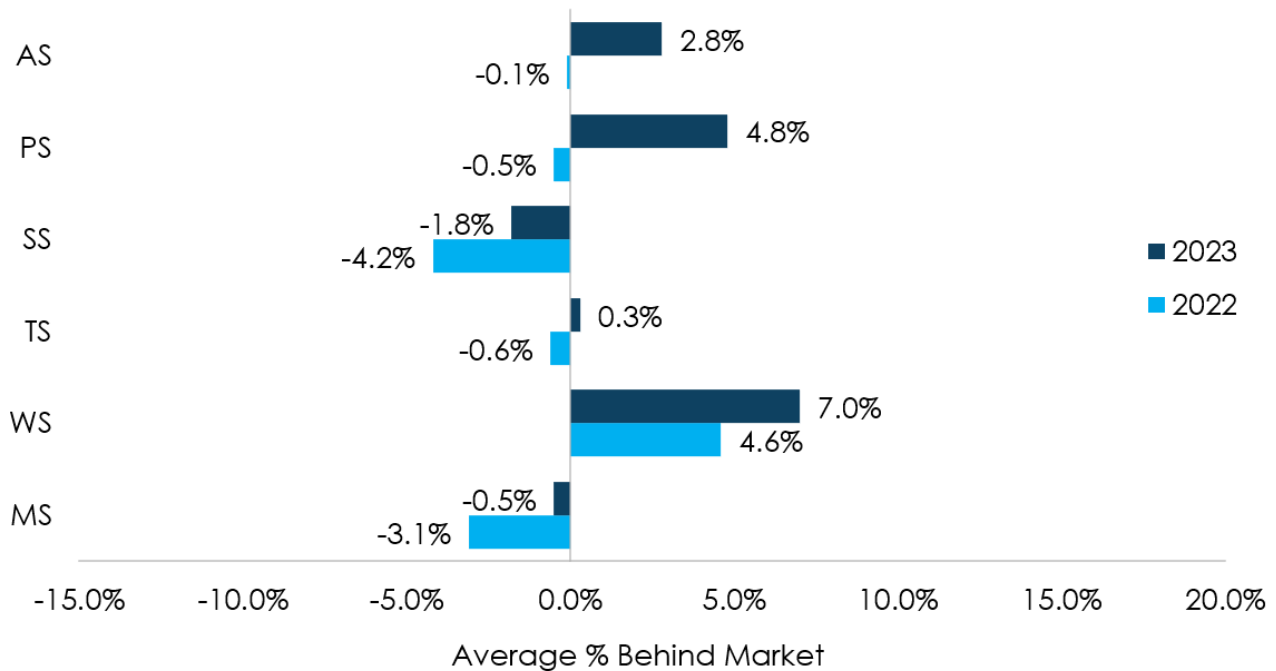
PAY STRUCTURE LAG TRENDS – PUBLIC SECTOR

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the public sector, market competitiveness has decreased for all six pay schedules since January 1, 2022, by amounts ranging from 0.9 to 2.9 percentage points. This has resulted in the average midpoint of the AS, PS, and TS pay schedules falling behind the average market median, while the WS pay schedule fell even further behind the market relative to the public sector in 2023.

Lags of Classified Midpoints to Public Sector Median Salaries by Pay Schedule 2022-2023



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.

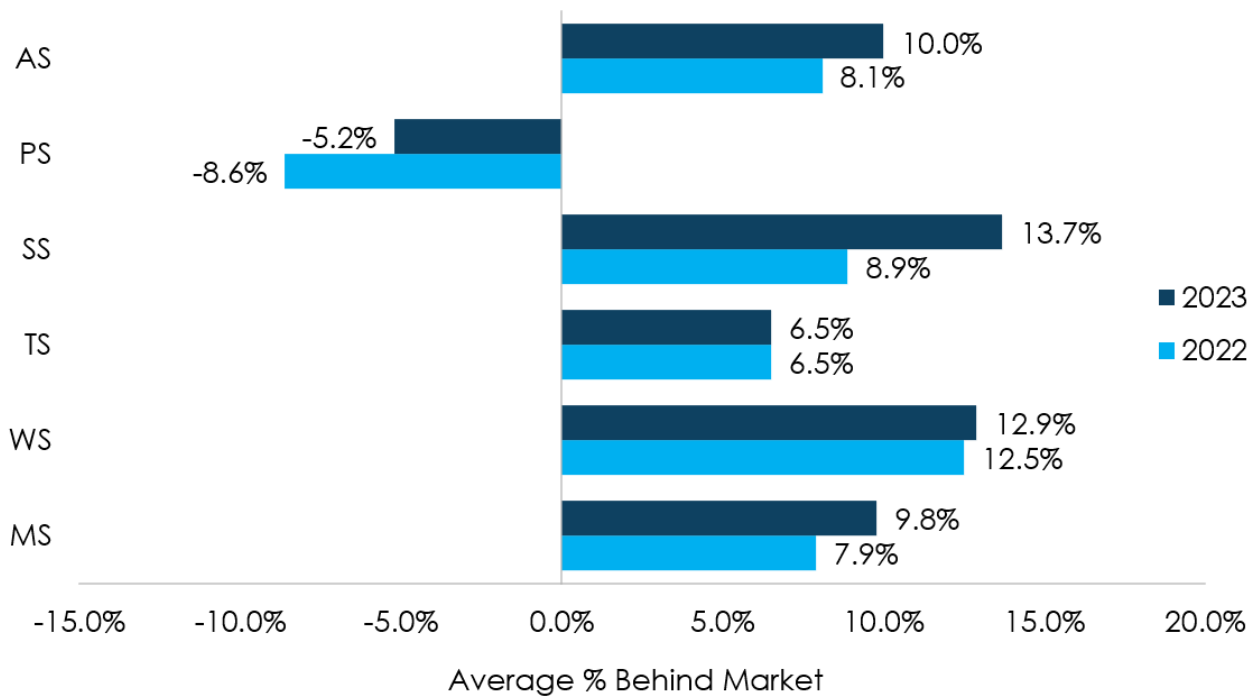
PAY STRUCTURE LAG TRENDS – PRIVATE SECTOR

CLASSIFIED PAY SCHEDULE MIDPOINTS VS. MARKET MEDIAN SALARIES

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

As compared to the private sector, market competitiveness has generally decreased for the pay schedule midpoints since January 1, 2022. Although the TS pay schedule has remained at 6.5% behind the market since last year, all other pay schedules have reduced market competitiveness by amounts ranging from 0.4 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 2023.

Lags of Classified Midpoints to Private Sector Median Salaries by Pay Schedule 2022-2023



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 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.

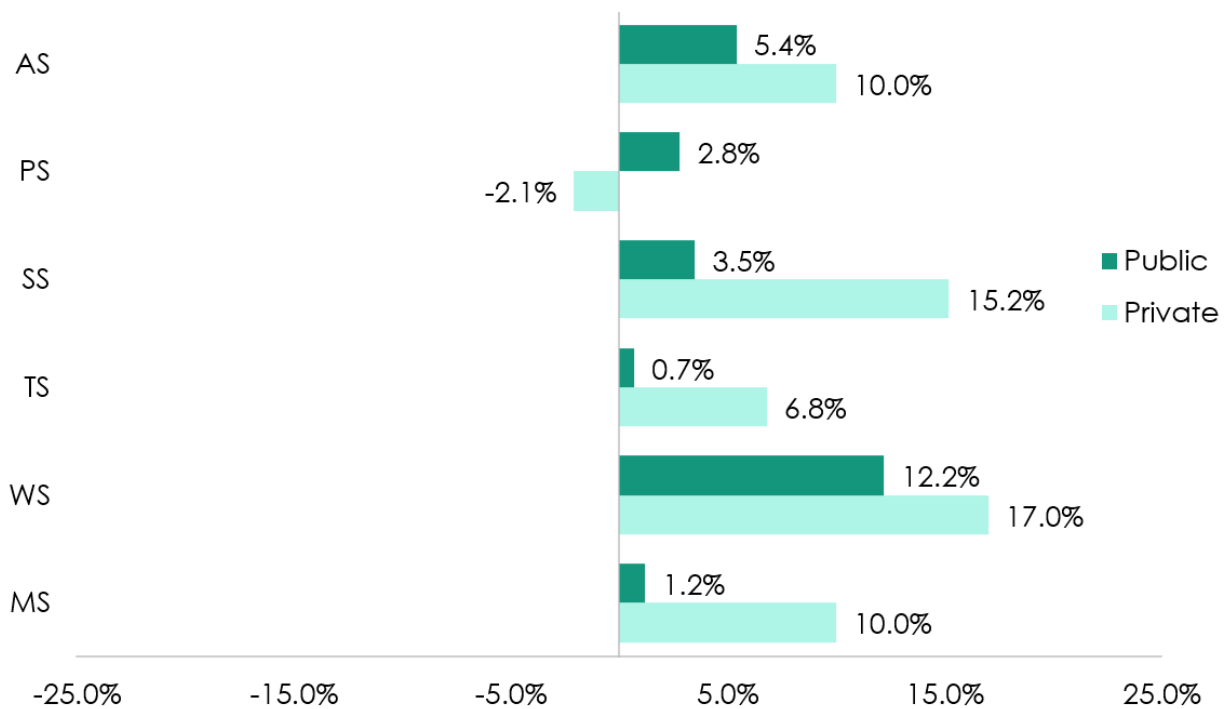
The lag of the classified median salaries was calculated by dividing the overall classified median by the overall median for the applicable sector, and then subtracting that number from 100%.

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 0.7% to 12.2% as of January 1, 2023.

As compared to the private sector, the median salaries of classified employees lag the median salaries for equivalent benchmark jobs by amounts ranging from 6.8% to 17.0% as of January 1, 2023. However, median salaries for classified employees in the PS pay schedule are ahead of private sector median salaries for benchmarked jobs by 2.1%.

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.

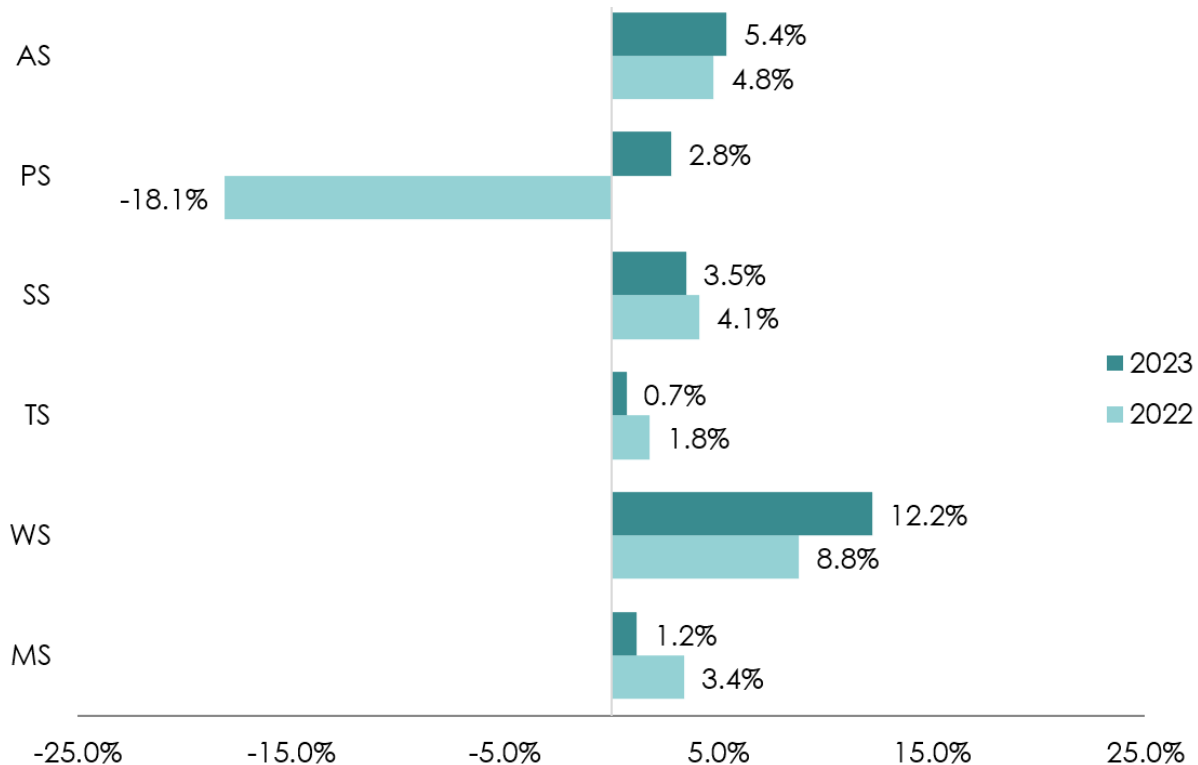
MEDIAN SALARY LAG TRENDS – PUBLIC SECTOR

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

The following graph shows, on average, 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, 2022. The actual median salaries of classified employees in the SS, TS, and MS pay schedules have improved market competitiveness by amounts ranging from 0.6 to 2.2 percentage points, while the actual median salaries of classified employees in the AS, PS, and WS pay schedules have reduced market competitiveness by amounts ranging from 0.6 to 20.9 percentage points. However, actual median salaries of classified employees in all pay schedules lag the market relative to the public sector in 2023.

Lags of Classified Median Salaries to Public Sector Median Salaries by Pay Schedule 2022-2023



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.

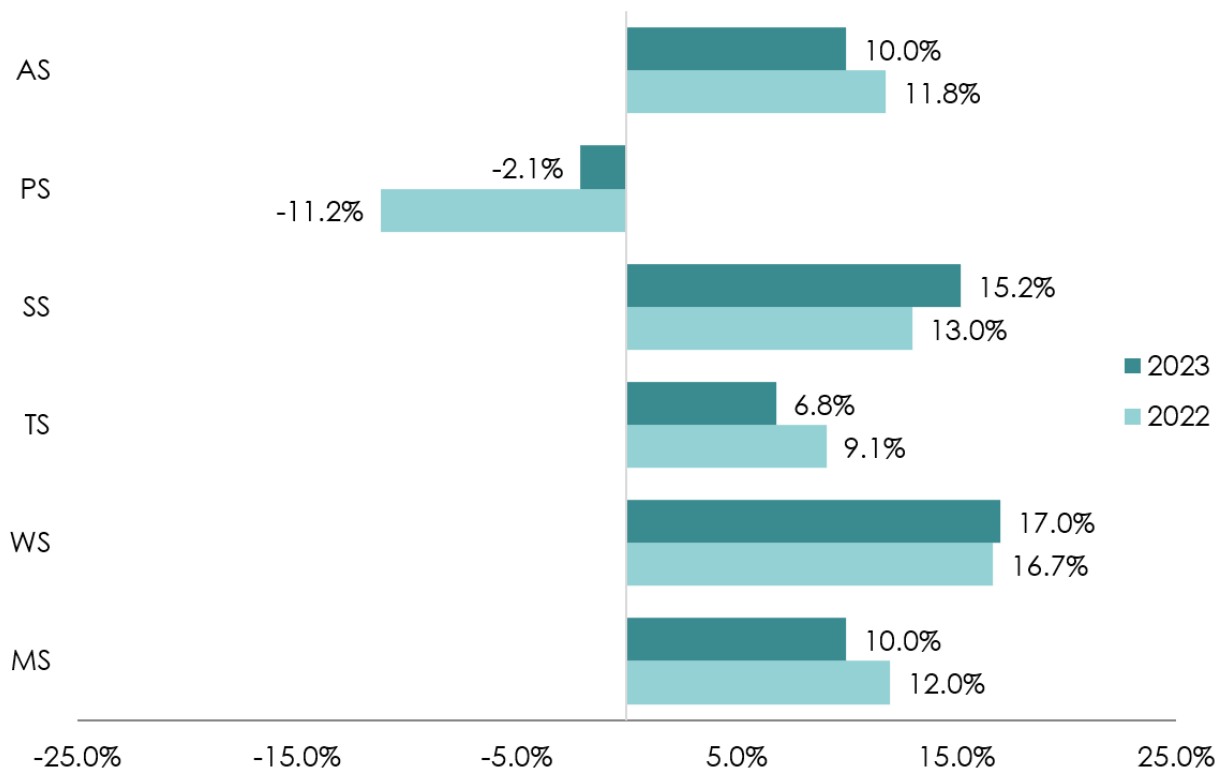
MEDIAN SALARY LAG TRENDS – PRIVATE SECTOR

CLASSIFIED MEDIAN SALARIES VS. MARKET MEDIAN SALARIES

The following graph shows, on average, 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, 2022. The actual median salaries of classified employees in the AS, TS, and MS pay schedules have improved market competitiveness by amounts ranging from 1.8 to 2.3 percentage points, while the actual median salaries of classified employees in the PS, SS, and WS pay schedules have reduced market competitiveness by amounts ranging from 0.3 to 9.1 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 2023.

Lags of Classified Median Salaries to Private Sector Median Salaries by Pay Schedule 2022-2023



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.

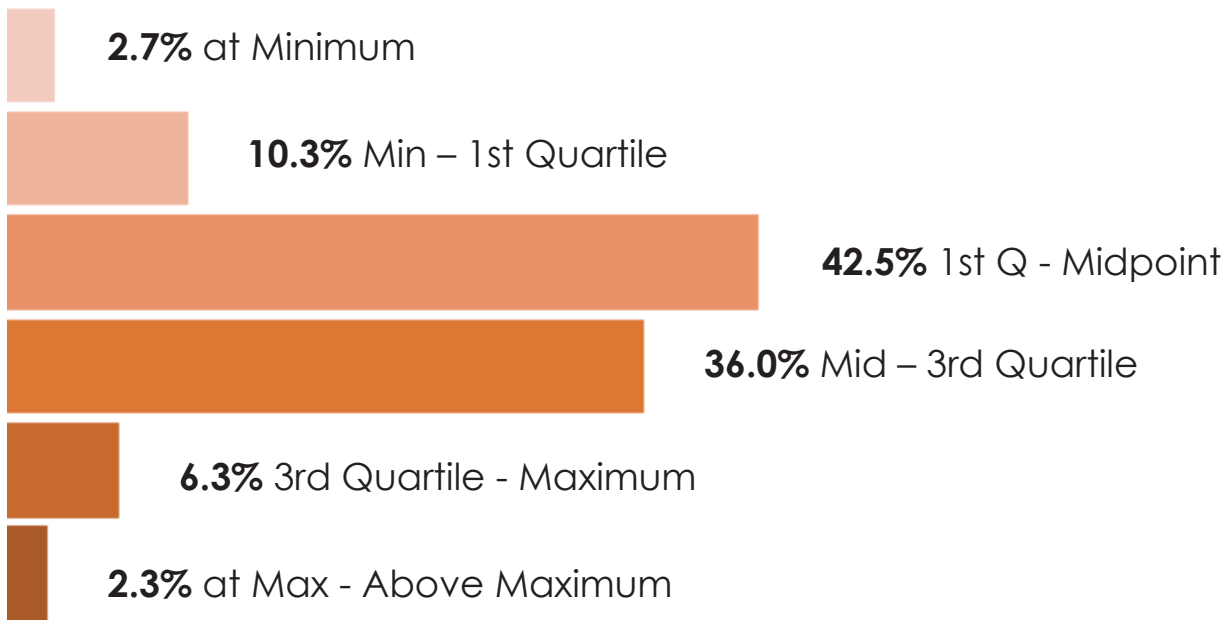
PERCENT INTO PAY RANGE

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, 2023. Approximately 55.5% of classified employees are paid at a rate between the minimums and the midpoints of their respective pay ranges, which is considered below market.

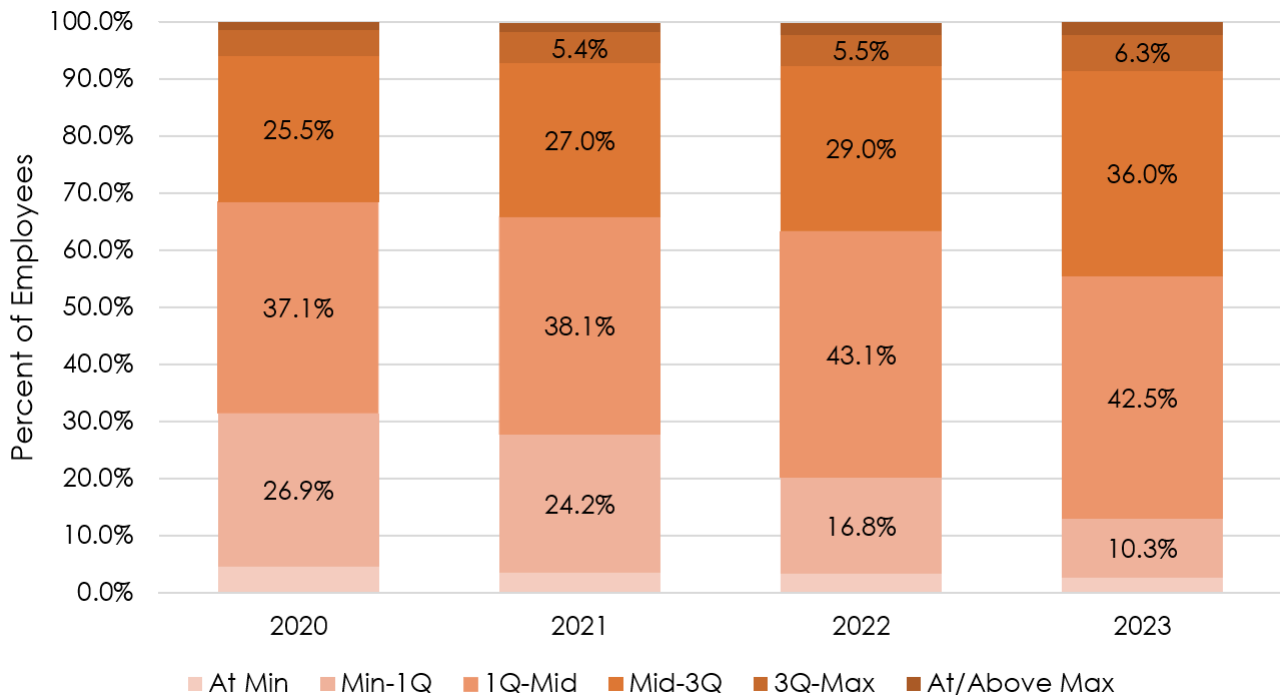
Distribution of Classified Workforce in Pay Ranges 2023



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 Market Adjustment 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%. Note that these amounts will be changing in next year's report as a result of an approved rule change. In the future, the rule will allow 3% from minimum to midpoint and 4% from above midpoint up to the maximum.

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. Although in previous years, the number of employees below their midpoints has trended down by an amount of less than 3% each year, in 2023 this amount is higher at 7.8%. In the graph below, segments of employees below their respective midpoints are shown in color, while those above their midpoints are in greyscale. Data labels have been added to the segments where the employee distribution exceeds 5%.

Distribution of Classified Workforce in Pay Ranges 2020-2023



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



TARGETED REVIEW OF CLASSIFIED JOBS

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

TECHNICAL AND SCIENTIFIC PAY SCHEDULE



It is important to maintain market competitiveness for this pay schedule because the TS pay schedule contains jobs that are commonly sought after by the private sector, such as those in engineering and information technology. State Civil Service has completed major job assessments over the last few years in an effort to assist agencies in the recruiting and retention of employees in these fields. As a result of realigning these jobs with the market, the overall lag of the TS pay schedule has remained stable since last year. However, it was found that it would be beneficial for State Civil Service to consider additional job assessments for occupations such as Engineering Technicians, Computer Graphic Designers, Professional Chemists, and Biologists in order to improve the market competitiveness for the TS pay schedule.

PROTECTIVE SERVICES PAY SCHEDULE

It is important to ensure that the PS pay schedule remains competitive with the public sector since most PS benchmark jobs are found in this sector. The PS pay schedule contains jobs with high turnover, yet these jobs perform a critical role for safety and security functions in state government.

As a result of having to fill vacancies, special pay mechanisms such as Special Entrance Rates have been approved for jobs in this pay schedule for recruiting purposes. Once an agency's Special Entrance Rate policy is approved by the State Civil Service Commission, these special rates serve as the "new minimum" for all hires in the approved job titles. As of January 1, 2023, approximately 70.5% of the classified employees in the PS pay schedule are in positions that are covered by a Special Entrance Rate. Although SERs are beneficial for recruiting purposes, they have the consequence of reducing the number of market adjustments that classified employees can receive because it takes a shorter time to reach the maximum of the pay range.

To assist in recruiting and retention of employees in these critical roles, an adjustment to the pay structure may be necessary to improve minimums and maximums for this pay schedule. In addition, job assessments for occupations such as firefighters and other law enforcement jobs would be beneficial to realign pay grades where necessary.

IMPROVEMENTS TO MARKET COMPETITIVENESS SINCE LAST YEAR

State Civil Service has completed several job assessments over the last year. The job assessments with new jobs and/or pay grade changes are highlighted below. Some of these job assessments have been in development for multiple years.

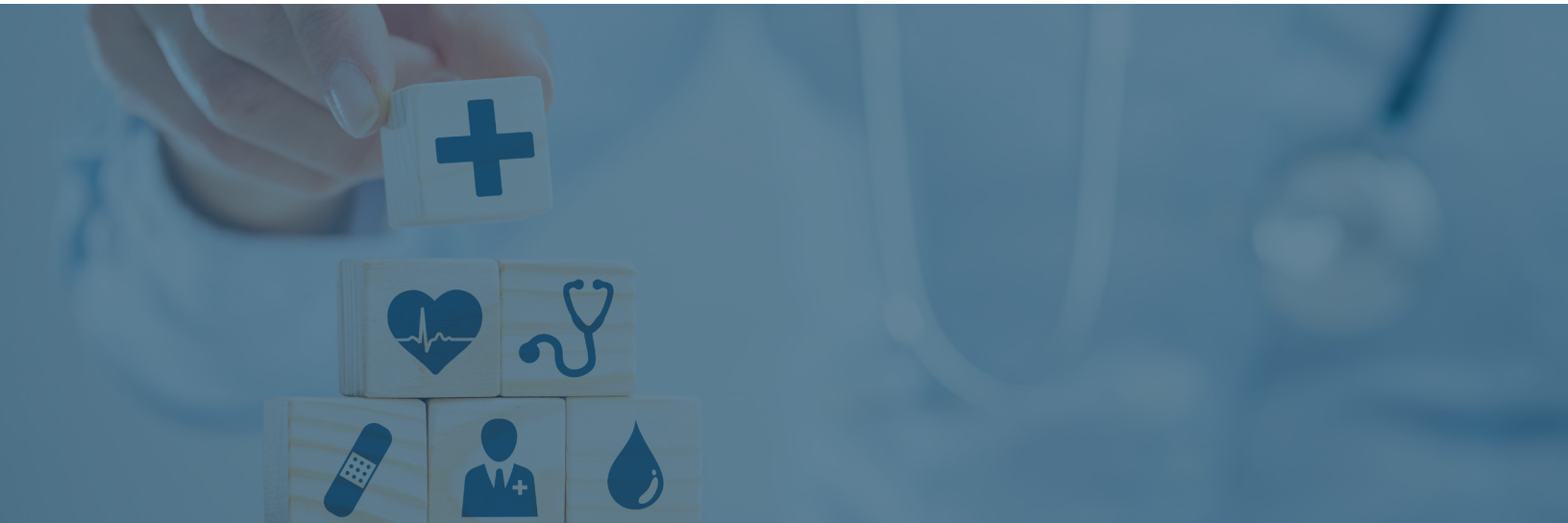
Job Assessments Completed over the Last Year	
AS Pay Schedule	Mineral Production Analysts Retirement Benefits Analysts Student Residence Houseparent Tourism Marketing Wildlife Compliance Analysts
PS Pay Schedule	Probation and Parole – Juvenile State Fire Marshal Youth Facility
TS Pay Schedule	Cyber Crime Analysts Information Technology Statewide Information Technology Wildlife and Fisheries Technicians
WS Pay Schedule	Election Technicians

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

- The revised pay schedules for the AS, MS, SS, and WS pay schedules that were recommended in the 2022 report were approved in December 2022 with an effective date of July 1, 2023. These changes will assist in improving market competitiveness by increasing the minimums of the lowest pay grades of these pay schedules to \$10.00 per hour and by providing adjustments to the other pay grades in each of these pay schedules in order to maintain a 7% differential between grades. The impact of these pay plan changes will be assessed in next year’s report.
- The amendment to Rule 6.32, Market Adjustments, that was recommended in the 2022 report was approved in December 2022 with an effective date of July 15, 2023. Eligible employees above the first quartile up to the midpoint of the pay range will now receive 4% instead of 3%, while eligible employees above the midpoint up to the maximum of the pay range will now receive 3% instead of 2%. This change will assist in improving market competitiveness for actual classified employee salaries.

IMPACT OF HEALTH INSURANCE COSTS

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



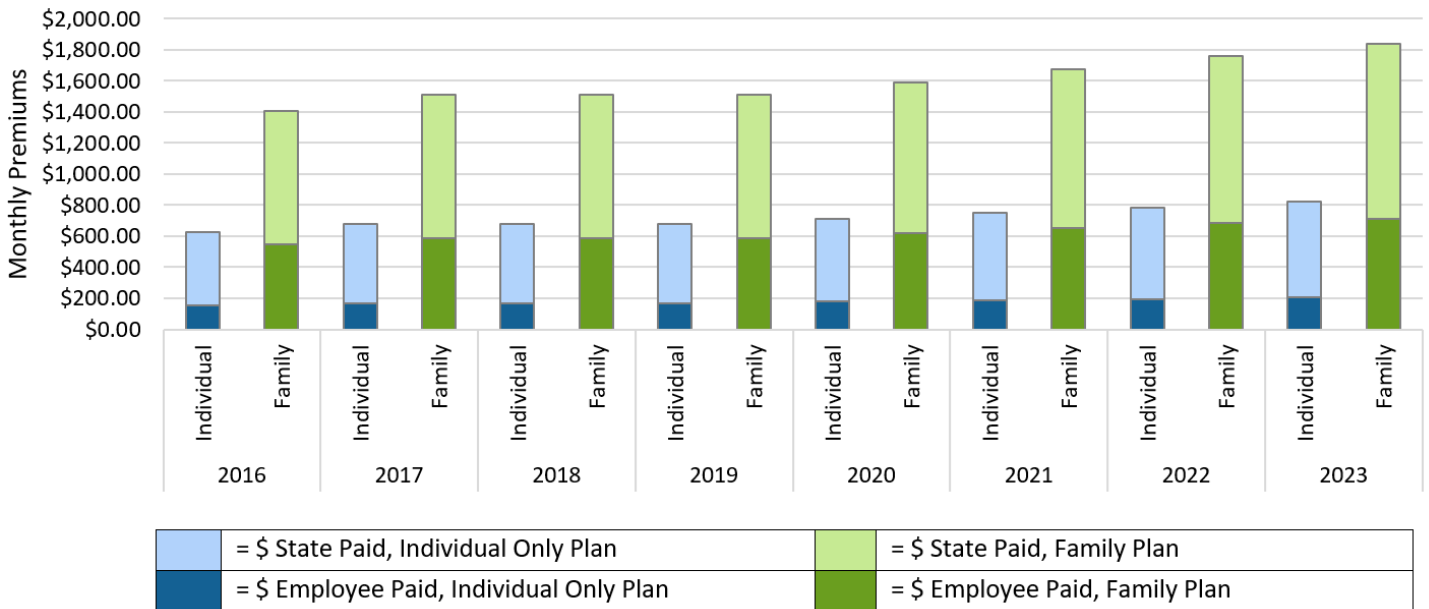
HEALTH INSURANCE PREMIUM HISTORY

The Office of Group Benefits offers six health plan options for employees in 2023. According to the Office of Group Benefits, most members tend to choose the Magnolia Local Plus option. The table below provides an overview of health insurance premiums for the Magnolia Local Plus option, Individual Only and Family plans, since 2016. Since the pandemic in 2020, premiums have increased for both the employee share as well as the state share by an average of 5% annually.

Premium Costs for Magnolia Local Plus Option 2016-2023								
Year	Individual Only Plan				Family Plan			
	State Share of Premium \$	Employee Share of Premium \$	Total Premium \$	% Increase in Total Premium	State Share of Premium \$	Employee Share of Premium \$	Total Premium \$	% Increase in Total Premium
2016	471.42	157.10	628.52		861.10	546.74	1407.84	
2017	506.78	168.88	675.66	7.5%	925.68	587.74	1513.42	7.5%
2018	506.78	168.88	675.66	0.0%	925.68	587.74	1513.42	0.0%
2019	506.78	168.88	675.66	0.0%	925.68	587.74	1513.42	0.0%
2020	532.12	177.32	709.44	5.0%	971.98	617.12	1589.10	5.0%
2021	561.38	187.08	748.46	5.5%	1025.44	651.06	1676.50	5.5%
2022	589.44	196.44	785.88	5.0%	1076.70	683.62	1760.32	5.0%
2023	615.96	205.28	821.24	4.5%	1125.16	714.38	1839.54	4.5%

The following graph provides this information in a more visual format. The bars represent the total premium, which includes the state share and the employee share of the premium combined. The Individual Only plan is shaded in blue, while the Family plan is shaded in green. Variations in color are used to indicate the state share and employee share of the premiums for Individual Only and Family plans.

Total Premiums for Individual and Family Plans Magnolia Local Plus, 2016-2023



Employees have seen premiums increase by over 30% for both individual and family plans since 2016 when the Magnolia Local Plus option was first made available. The state has also incurred the same percentage increase for the state share of the premiums.

Premium Increases since 2016 for Magnolia Local Plus Option				
Plan Type	\$ Increase in EE Premium 2016-2023	\$ Increase in State Premium 2016-2023	\$ Increase in Total Premium 2016-2023	% Increase in Premiums 2016-2023
Individual Plan	48.18	144.54	192.72	30.7%
Family Plan	167.64	264.06	431.70	30.7%

HEALTH INSURANCE PREMIUMS AS A PERCENTAGE OF EMPLOYEE SALARIES

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

The following table provides an overview of the employee’s monthly share of the premium as a percentage of the employee’s monthly salary for the Magnolia Local Plus option, Individual Only plan. For example, in 2023 based on a salary of \$1386.66 per month (full-time at \$8.00 per hour), the employee would contribute 14.8% of that salary towards the healthcare premium.

Year	Employee Share of Premium \$	Employee Premiums as a % of Salary for Individual Only Plan Magnolia Local Plus, 2016 - 2023						
		\$1386.66/mo (\$8.00/hr)	\$1733.33/mo (\$10.00/hr)	\$2600.00/mo (\$15.00/hr)	\$3466.66/mo (\$20.00/hr)	\$4333.33/mo (\$25.00/hr)	\$6066.66/mo (\$35.00/hr)	\$7800.00/mo (\$45.00/hr)
2016	157.10	11.3%	9.1%	6.0%	4.5%	3.6%	2.6%	2.0%
2017	168.88	12.2%	9.7%	6.5%	4.9%	3.9%	2.8%	2.2%
2018	168.88	12.2%	9.7%	6.5%	4.9%	3.9%	2.8%	2.2%
2019	168.88	12.2%	9.7%	6.5%	4.9%	3.9%	2.8%	2.2%
2020	177.32	12.8%	10.2%	6.8%	5.1%	4.1%	2.9%	2.3%
2021	187.08	13.5%	10.8%	7.2%	5.4%	4.3%	3.1%	2.4%
2022	196.44	14.2%	11.3%	7.6%	5.7%	4.5%	3.2%	2.5%
2023	205.28	14.8%	11.8%	7.9%	5.9%	4.7%	3.4%	2.6%

The following table provides an overview of the employee’s monthly share of the premium as a percentage of the employee’s monthly salary for the Magnolia Local Plus option, Family plan. For example, in 2023 based on a salary of \$1386.66 per month (full-time at \$8.00 per hour), the employee would contribute 51.5% of that salary towards the healthcare premium.

Year	Employee Share of Premium \$	Employee Premiums as a % of Salary for Family Plan Magnolia Local Plus, 2016 - 2023						
		\$1386.66/mo (\$8.00/hr)	\$1733.33/mo (\$10.00/hr)	\$2600.00/mo (\$15.00/hr)	\$3466.66/mo (\$20.00/hr)	\$4333.33/mo (\$25.00/hr)	\$6066.66/mo (\$35.00/hr)	\$7800.00/mo (\$45.00/hr)
2016	546.74	39.4%	31.5%	21.0%	15.8%	12.6%	9.0%	7.0%
2017	587.74	42.4%	33.9%	22.6%	17.0%	13.6%	9.7%	7.5%
2018	587.74	42.4%	33.9%	22.6%	17.0%	13.6%	9.7%	7.5%
2019	587.74	42.4%	33.9%	22.6%	17.0%	13.6%	9.7%	7.5%
2020	617.12	44.5%	35.6%	23.7%	17.8%	14.2%	10.2%	7.9%
2021	651.06	47.0%	37.6%	25.0%	18.8%	15.0%	10.7%	8.3%
2022	683.62	49.3%	39.4%	26.3%	19.7%	15.8%	11.3%	8.8%
2023	714.38	51.5%	41.2%	27.5%	20.6%	16.5%	11.8%	9.2%

An increase in health insurance costs can affect an employee’s annual market adjustment increase. For example, an employee earning \$1,733.33 per month (or \$10.00/hour) on the Individual Only plan would receive a 4% market adjustment as a base increase. The 4% would bring the employee’s monthly salary to \$1,802.66 – a difference of \$69.33 each month. However, the cost of the Individual Only plan increased by \$8.84 in 2023. This increase in health insurance premium results in the employee only gaining about a 3.5% base increase before taxes.

Using the same example with the employee earning \$1,733.33 per month (or \$10.00/hour) on the Family plan results in the employee’s 4% market adjustment being reduced to about 2.2% before taxes. For 2023, the increase in premium for the family plan was \$30.76, nearly halving the employee’s market adjustment increase of \$69.33.

MEDICAID ELIGIBILITY

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

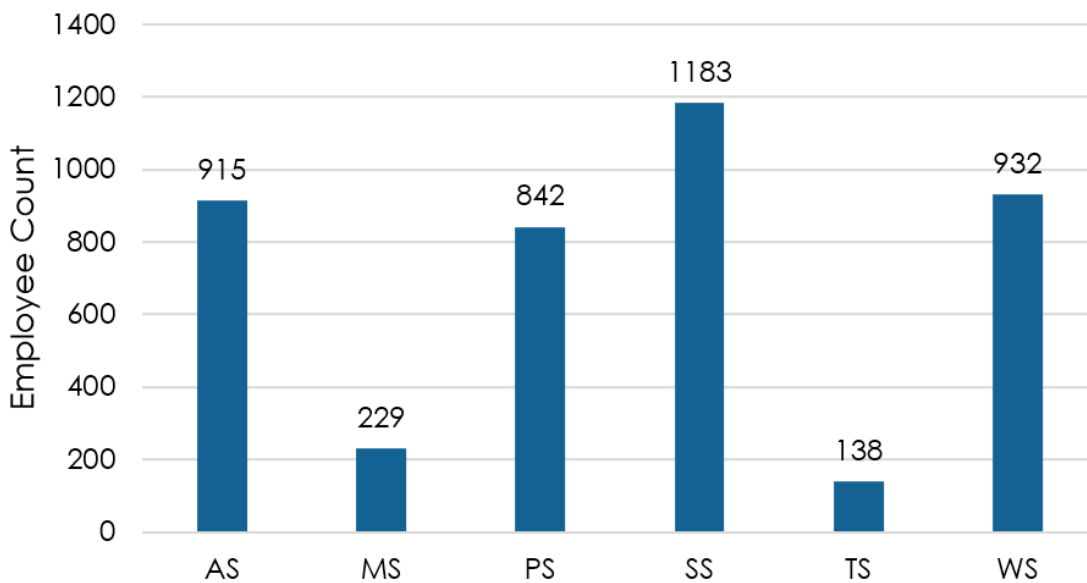
LDH Programs	Family Size/Monthly Income Limits							
	1	2	3	4	5	6	7	8
Family Opportunity Act (for children with disabilities)	\$3,645 (\$21.02/hr)	\$4,930 (\$28.44/hr)	\$6,215 (\$35.85/hr)	\$7,500 (\$43.26/hr)	\$8,785 (\$50.68/hr)	\$10,070 (\$58.09/hr)	\$11,355 (\$65.50/hr)	\$12,640 (\$72.92/hr)
LaCHIP (for children)	\$2,637 (\$15.21/hr)	\$3,567 (\$20.57/hr)	\$4,496 (25.93/hr)	\$5,425 (\$21.29/hr)	\$6,355 (\$36.66/hr)	\$7,284 (\$42.02/hr)	\$8,214 (\$47.38/hr)	\$9,143 (\$52.74/hr)
Adult Group - Medicaid Expansion (ages 19 through 64 without Medicare)	\$1,677 (\$9.67/hr)	\$2,268 (\$13.08/hr)	\$2,859 (\$16.49/hr)	\$3,450 (\$19.90/hr)	\$4,042 (\$23.31/hr)	\$4,633 (\$26.72/hr)	\$5,224 (\$30.13/hr)	\$5,815 (\$33.54/hr)

Data as of March 1, 2023. See <https://ldh.la.gov/page/1371>



The graph below provides a count of full-time, regular employees that are currently on Medicaid by pay schedule. These counts approximate to 8.7% of employees in the Administrative (AS) pay schedule, 9.8% in the Medical (MS) pay schedule, 15.5% in the Protective Services (PS) pay schedule, 20.0% in the Social Services (SS) pay schedule, 3.0% in the Technical & Scientific (TS) pay schedule, and 17.3% in the Skilled Trades (WS) pay schedule. In general, pay schedules with a higher average midpoint salary have a smaller percentage of employees on Medicaid.

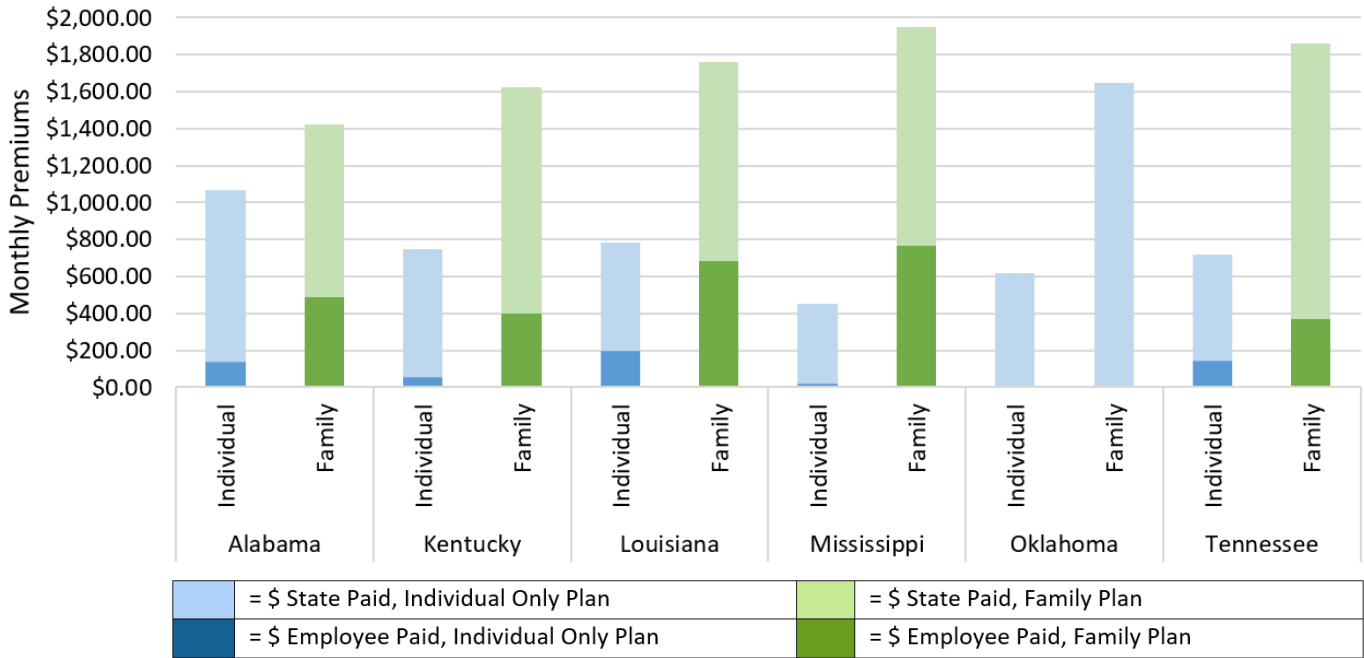
Classified Employees on Medicaid



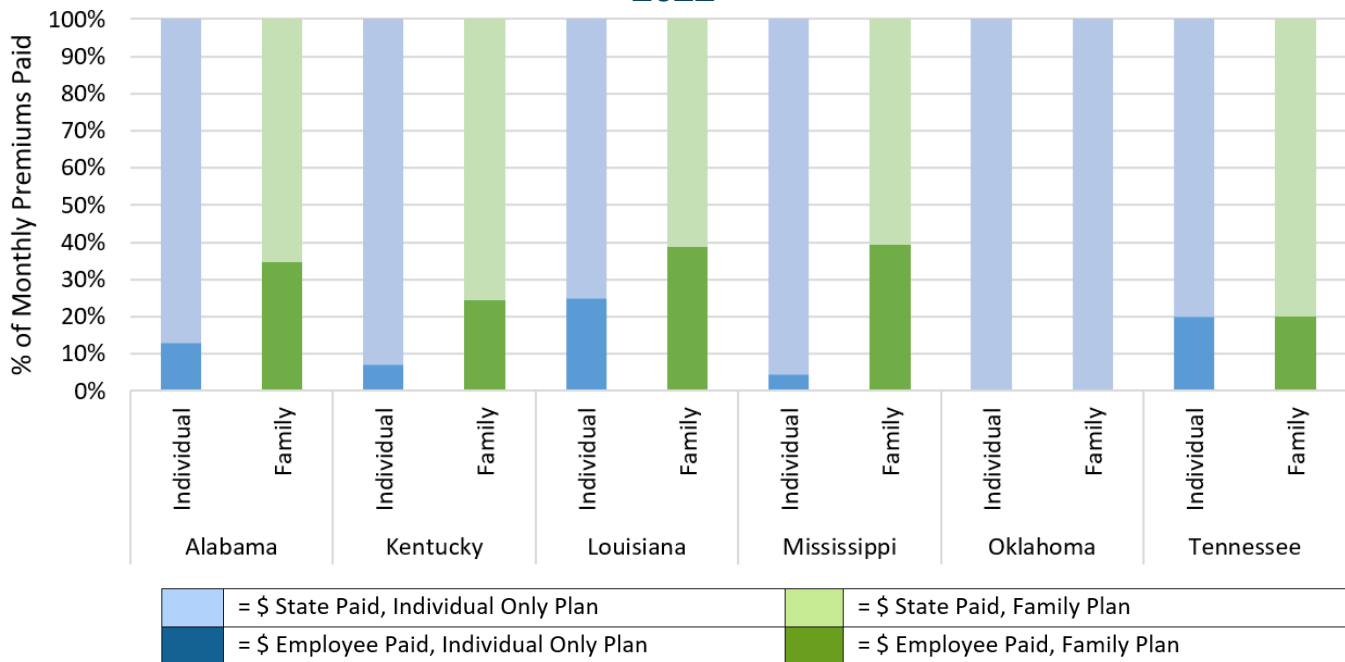
HEALTH INSURANCE COMPARISON TO RELEVANT MARKET STATES

The National Compensation Association of State Governments provides a Benefits survey in addition to their Salary survey. In the most recent survey from 2022, states were asked to provide details about their most popular plan. Although states' plans and coverages may vary, reported premiums are provided in the graph below. The Louisiana premiums are for the Magnolia Local Plus option. Texas and Arkansas did not participate in the 2022 survey.

Comparison of Relevant Market States Health Insurance Premiums 2022



Comparison of Relevant Market States Health Insurance Premiums by Percentage of Premiums Paid 2022



CONCLUSION

COMPETITIVE PAY RANGES

State Civil Service has assessed that, on average, the state's classified pay schedule midpoints for benchmarked jobs lag behind public and private sector median salaries.

- As compared to the private sector, midpoints of five of the six pay schedules lag by amounts ranging from 6.5% to 13.7%, with only the Protective Services (PS) pay schedule showing a 5.2% lead. The Social Services (SS) pay schedule shows the greatest lag as compared to the private sector at 13.7%.
- As compared to the public sector, midpoints of four of the six pay schedules lag by amounts ranging from 0.3% to 7.0%. Midpoints of the Social Services (SS) and Medical (MS) pay schedules show small leads as compared to the public sector, at 1.8% and 0.5% respectively. The Skilled Trades (WS) pay schedule shows the greatest lag as compared to the public sector at 7.0%.

State Civil Service has found that market competitiveness has generally decreased over the last year relative to the midpoints of the classified pay schedules.

- As compared to the public sector, midpoints for all pay schedules have reduced market competitiveness by amounts ranging from 0.9 to 2.9 percentage points.
- As compared to the private sector, the lag of the Technical & Scientific (TS) pay schedule has remained the same at 6.5% while midpoints of the other five pay schedules have reduced market competitiveness by amounts ranging from 0.4 to 4.8 percentage points.

COMPETITIVE SALARIES

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

- As compared to the private sector, actual median salaries of classified employees in five of the six pay schedules lag by amounts ranging from 6.8% to 17.0%, with only the Protective Services (PS) pay schedule showing a 2.1% lead. The WS pay schedule shows the greatest lag as compared to the private sector at 17.0%.
- As compared to the public sector, actual median salaries of classified employees in all six pay schedules lag by amounts ranging from 0.7% to 12.2%. The WS pay schedule shows the greatest lag as compared to the public sector at 12.2%.

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.

- As compared to the private sector, increases in the lags of actual median salaries of classified employees have occurred for the PS, SS, and WS pay schedules by amounts ranging from 0.3 to 9.1 percentage points. Yet, decreases in the lags have been observed for the AS, TS, and MS pay schedules by amounts ranging from 1.8 to 2.3 percentage points.
- As compared to the public sector, increases in the lags of actual median salaries of classified employees have occurred for the AS, PS, and WS pay schedules by amounts ranging from 0.6 to 20.9 percentage points. Yet, decreases in the lags have been observed for the MS, SS, and TS pay schedules by amounts ranging from 0.6 to 2.2 percentage points.

It is apparent that the Market Adjustment rule is assisting in improving the competitiveness of classified employee salaries.

- Last year, 63.3% of classified employee salaries fell between the minimums and the midpoints of their respective pay ranges. This year, this number has fallen to 55.5%.

However, given increases in health insurance premiums each year, the effect of the Market Adjustment is reduced for employees.

COMPETITIVE JOBS

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.

- For the TS pay schedule, it was found that jobs such as Engineering Technicians, Computer Graphic Designers, Professional Chemists, and Biologists could benefit from job assessments in order to improve the overall market competitiveness for the pay schedule.
- For the PS pay schedule, it was found that jobs such as firefighters and other law enforcement occupations could benefit from job assessments in order to improve the overall market competitiveness of the pay schedule. In addition, the use of Special Entrance Rates for jobs in this pay schedule may necessitate a pay structure adjustment that would apply to all jobs.
- State Civil Service has completed several job assessments over the last year in an effort to improve market competitiveness for specific jobs in the AS, TS, PS, and WS pay schedules.

COMPETITIVE PAY SOLUTIONS

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

RECOMMENDATIONS

SCS is providing the following recommendations in order to better recruit and retain talent in this highly competitive market. This year, the TS and PS pay schedules are being recommended for pay plan changes as these pay schedules have not been adjusted since the Compensation Redesign in 2018. With the unemployment rate remaining near historic lows, adjustments to these pay schedules 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

SCS will continue to monitor this pay schedule for market competitiveness as the impact of the structure adjustment that will be effective on July 1, 2023, will be assessed in next year’s report.



Protective Services “PS” Pay Schedule

A structure adjustment is being recommended to improve market competitiveness and retention efforts for this pay schedule. Due to the number of Special Entrance Rates, it is recommended to adjust the minimum of the lowest grade to \$12.00 per hour and adjust the other pay grades to maintain a 7% differential between them. Cost is estimated as \$133,377.55, which includes base salary only.



Social Services “SS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness as the impact of the structure adjustment that will be effective on July 1, 2023, will be assessed in next year’s report.



Technical & Scientific “TS” Pay Schedule

A structure adjustment is being recommended to improve market competitiveness and retention efforts for this pay schedule. It is recommended to adjust TS pay schedule midpoints by 6% and to make adjustments to minimums and maximums as necessary to maintain a consistent range width for all pay grades in the pay schedule. Cost is estimated as \$223,116.75, which includes base salary only.



Skilled Trades “WS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness as the impact of the structure adjustment that will be effective on July 1, 2023, will be assessed in next year’s report.



Medical “MS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness as the impact of the structure adjustment that will be effective on July 1, 2023, will be assessed in next year’s report.

OTHER RECOMMENDATIONS

Although the State Civil Service Commission does not control the cost of health insurance premiums, it may be beneficial for the state to consider improvements in health insurance costs for its employees in order to better assist in recruiting and retention efforts.



APPENDIX A - CLASSIFIED BENCHMARK JOBS

ADMINISTRATIVE BENCHMARK JOBS

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

ADMINISTRATIVE BENCHMARK JOBS (continued)

ROW APP 4	ST PROC MGR	TRAIN/DEV PGM MGR
SAFETY RISK AGENCY MGR	ST PROC SUPV	TRAIN/DEV PGM STAFF MGR 2
ST BUDGET MGMT ANAL 2	ST RISK ADJUSTER 5	TRAIN/DEV SPEC 3
ST LOSS PREV MGR	ST RISK ADMINISTRATOR	TV ASSOC PRODUCER
ST PROC ANL 1	ST RISK DIRECTOR	TV PRODUCER
ST PROC ANL 2	STATE PROG MGR 1	TV PRODUCTION MANAGER
ST PROC ANL 3	STATISTICIAN 2	WORK DEV SPEC 3
ST PROC ASST DIR	TAX COMMISSION SPEC 2	WORK DEV SPEC 6
ST PROC DIR	TOURISM MKT DIR	WRK COMP COMPL MGR

MEDICAL BENCHMARK JOBS

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

PROTECTIVE SERVICES BENCHMARK JOBS

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

SOCIAL SERVICES BENCHMARK JOBS

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

TECHNICAL & SCIENTIFIC BENCHMARK JOBS

ARCHITECT 1	ENG 3	GEOLOGIST 1
ARCHITECT 2	ENG 4	GEOLOGIST 2
ARCHITECT 3	ENG 5	GEOLOGIST 3
BIOLOGIST 1	ENG 6	GEOLOGIST--DCL
BIOLOGIST 2	ENG 7	GIS ANL 2
BIOLOGIST 3	ENG 8	GIS ANL 3
BIOLOGIST DCL-B	ENG 9	GIS MGR
BIOLOGIST SUPERVISOR	ENG INTERN 1	GIS SPEC
BUSINESS TECH ANL 1	ENG INTERN 2	IT ADMIN
BUSINESS TECH ANL 3	ENG TECH 2	IT APP DEV 1
BUSINESS TECH SPEC 2	ENG TECH 3	IT APP DEV 2
COMPUTER GRAPH DESIGN	ENG TECH 4	IT APP DEV 3
COMPUTER GRAPH DESIGN ADV	ENG TECH 5	IT APP ENG
CONS ENF SPEC 3	ENG TECH 7	IT APP SPEC 2
CRIM REC ANL 3	ENG TECH DCL	IT ASSOC 1
CRIME LAB ANL 2	ENV SCIENTIST 3	IT ASSOC 2
CRIME LAB ANL 3	FAC PLAN CONT ASST DIR	IT INFOSEC ANL 1
CRIME LAB MGR	FACILITY PROJ PLAN 1	IT INFOSEC ANL 3
CRIME LAB TECH 2	FACILITY PROJ PLAN 2	IT INFOSEC ARCH
CYBER CRIME ANL 1	FACILITY PROJ PLAN 3	IT INFOSEC SPEC 1
CYBER CRIME ANL 2	FOREST PARISH SUPERVISOR	IT MGR
DOTD CHIEF ENG	FOREST PROG SPEC	IT STWD ADMIN 1
IT STWD ADMIN 2	IT STWD INFOSEC ANL 3	IT STWD SYS TECH 4
IT STWD ANL 2	IT STWD INFOSEC OFF 1	IT STWD TECH SUPP ANL 1
IT STWD ANL 3	IT STWD INFOSEC OFF 2	IT STWD TECH SUPP ANL 2
IT STWD APP ARCH	IT STWD INFOSEC OFF 3	IT STWD TECH SUPP ANL 3
IT STWD APP DEV 2	IT STWD MGMT OFF 1	IT TECH ARCH
IT STWD APP DEV 4	IT STWD MGMT OFF 2	IT TECH ENG

TECHNICAL & SCIENTIFIC BENCHMARK JOBS (continued)

IT STWD APP ENG	IT STWD MGR 2	IT TECH SP 1
IT STWD APP SR ARCH	IT STWD MGR 3	IT TECH SP 2
IT STWD APP SR DEV 1	IT STWD OP 2	IT TECH SUPP ANL 1
IT STWD APP SR DEV 2	IT STWD OP 3	IT TECH SUPP ANL 2
IT STWD APP SR DEV 3	IT STWD OP 4	IT TECH SUPP ANL 3
IT STWD ARCH	IT STWD OP SUPV 1	LANDSCAPE ARCHITECT
IT STWD ASSOC ANL 1	IT STWD OP SUPV 2	LANDSCAPE ARCHITECT INT
IT STWD ASSOC ANL 3	IT STWD PROG MGR 1	OTS STWD GRAPHIC CONS
IT STWD ASSOC ANL 4	IT STWD PROG MGR 2	OTS STWD OPS ANL 2
IT STWD ASSOC ENG 1	IT STWD PROG MGR 3	OTS STWD OPS ASSOC 3
IT STWD ASSOC ENG 2	IT STWD SR ANL 1	PROFESSIONAL CHEMIST 1
IT STWD ASSOC ENG 3	IT STWD SR ANL 2	PROFESSIONAL CHEMIST 2
IT STWD ASSOC ENG 4	IT STWD SR PROG MGR 1	PROFESSIONAL CHEMIST 3
IT STWD DIR 1	IT STWD SR PROG MGR 3	PROJECT MANAGER
IT STWD DIR 2	IT STWD SYS SUPP ENG 2	PUB HTH EPIDEMIOLOG
IT STWD DIR 3	IT STWD SYS SUPP SR ENG	SANITARIAN 2
IT STWD ENG 1	IT STWD SYS TECH 1	SURVEYOR 3
IT STWD ENG 2	IT STWD SYS TECH 2	SURVEYOR INTERN 1
IT STWD ENG 3	IT STWD SYS TECH 3	WILDLIFE/FISH TECH 2
IT STWD INFOSC ANL 1		

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
MOBILE EQUIP OPER 1/HEAVY	PAINTER	PRINTING MASTER OPERATOR
MOBILE EQUIP OPER 2/HEAVY	PAINTER MASTER	PRINTING OPERATOR 1
MOBILE EQUIP OPER/LIGHT	PARKS BLDGS/GRNDS ATTEND	PRINTING OPERATOR 2
MOBILE EQUIP OPERATOR 1	PLANNER/ESTIMATOR	PRINTING SUPERVISOR
MOBILE EQUIP OPERATOR 2	PLUMBER/PIPEFITTER	WELDER
OPER ENGR-COGENERATION	PLUMBER/PIPEFITTER MASTER	WELDER MASTER
OPERATING ENGINEER 2		

APPENDIX B

STRUCTURE ADJUSTMENT AND GENERAL INCREASE HISTORY

Date	Proposal
1994	Proposal to increase range minimums by 4% and range maximums by 10%. Approval was not granted.
1995	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and range maximums by 5%. Approval was not granted.
1997	Proposal to increase General pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
1999	Proposal to increase Medical pay schedule range minimums by 4% and range maximums by 10%. Approval was granted.
2000	Proposal to grant COLAs to all classified employees in the amount of 5% and to increase range minimums and maximums by 5%. Approval was not granted.
2001	Proposal to increase range minimums and maximums for General and Medical pay schedules by 6% (2% each year for three years). Approval was granted.
2002	Proposal to increase range minimums and maximums by 2% for Skilled Trades pay schedule. Approval was granted.
2007	Proposal to grant COLAs to all classified employees in the amount of \$0.72 per hour and to increase the range minimums for all pay schedules by 10-14% and maximums by 10-14%. Approval was granted.
2008	Proposal to grant COLAs to all classified employees in the amount of 2-5% and to increase all pay range minimums to reflect federal minimum wage. In addition, it was proposed to increase range minimums for all pay schedules by 3-10%. Approval was not granted.
2018	Proposal to grant all classified employees a 2% general increase and to realign all six pay schedules with the relevant market. Approval was granted, effective January 1, 2018 for the General Increase and effective January 2, 2018 for the pay schedules. Range minimums increased by amounts ranging from 17.4% to 34.23% and maximums increased by amounts ranging from 2.88% to 12.57%.
2019	Proposal to increase minimums for jobs assigned to certain pay levels. Approval was granted, effective January 28, 2019. Pay levels AS-603, MS-502 and WS-202 were increased from \$7.25 to \$8.00 per hour. Pay levels AS-604, MS-503 and WS-203 were increased to \$8.15 per hour.
2021	Proposal to increase minimums and maximums of the MS pay schedule by 6%. Approval was granted, effective February 25, 2021.
2022	Proposal to increase minimums and maximums of the WS pay schedule by 3%. Approval was granted, effective March 21, 2022.
2023	Proposal to increase minimums of the lowest grades in AS, MS, SS, and WS pay schedules to \$10/hour and to adjust other pay grades in these pay schedules to maintain a 7% differential. Approval was granted, effective July 1, 2023.

REFERENCES AND ACKNOWLEDGMENTS

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