



Department of Pesticide Regulation



Mary-Ann Warmerdam
Director

MEMORANDUM

Arnold Schwarzenegger
Governor

TO: Alan Lloyd, Ph.D., Secretary
California Environmental Protection Agency

FROM: Paul H. Gosselin
Chief Deputy Director
(916) 445-4000

DATE: February 9, 2006

SUBJECT: PAY EQUITY REPORT

I would like to thank you for the opportunity to explore the many facets of pay equity for California Environmental Protection Agency (Cal/EPA) scientists. The enormous interest and enthusiasm of staff for some immediate action reflects their high level of frustration over this issue. Your leadership in taking on a complex and controversial topic has given hope to many. To say that expectations are high among staff for some concrete action from this effort would be an understatement.

I would be negligent if I did not point out that the problems our scientists face over pay equity and parity are shared by the greater nonscientific Cal/EPA community. To no lesser degree does the risk to our entire environmental foundation hinge on these professional and technical staffs as much as our scientific colleagues. As we journey toward solutions for Cal/EPA scientists, we must not lose sight of opportunities to leverage solutions for all of Cal/EPA.

The information for this report was based on readily available information, studies, and surveys. Most notably, Cal/EPA staff provided extensive and detailed information regarding their experience with specific pay equity issues as well as providing realistic solutions. The report provides a unique summation of the salary issues facing Cal/EPA. The report was not intended to be a complete classification analysis, but rather an overview that should be the leverage for discussion, debate, and action. To push the debate forward, I have included my observations, opinions, and recommendations. My discussions and consultations help frame and refine the content of the report, but should not be viewed as an official position of the boards, departments, and offices.

In preparing this report, I would like to acknowledge the support of the Administrative Chiefs, the Cal/EPA staff, and especially the tireless work of the Department of Pesticide Regulation's Joe Marade and Sally Vigen.

I look forward to working with you and my Cal/EPA colleagues to identify a specific course of action.



**Pay Equity for California Environmental
Protection Agency Scientists**

A Plan to Secure our Scientific Foundation

February 10, 2006

Pay Equity for California Environmental Protection Agency Scientists - Overview

To fulfill our commitment to protect California's rich environment, we must continue to have the highest level of expertise serving the California Environmental Protection Agency (Cal/EPA). Our world leadership in air quality, human health risk assessment, waste diversion, land stewardship and water resource protection was built on the cutting edge science and the work of highly dedicated public servants. To ensure we continue to meet our scientific commitment, Cal/EPA Secretary Allan Lloyd initiated an evaluation on the role of science. He directed a Steering Committee for Science to carry out the evaluation and provide recommendations in a report entitled, "The Quality and Role of Science in Cal/EPA." The assessment identified pay equity for our scientific disciplines as a major factor to our ability to recruit and retain our scientific foundation.

Upon closer examination, our scientific foundation can be viewed at a crossroads as well as the environmental future of California. If we lose what has embodied Cal/EPA, we will go unarmed in the battles against greenhouse gas emissions, air quality, and the overall protection of our children's health. Therefore, we must embark on a comprehensive and coordinated succession planning process to secure the future of our scientific expertise. Using our collective strength, we will move towards a longer-term strategy beneficial to all Cal/EPA organizations and programs. As voiced loudly through the Cal/EPA Science Survey, fair and equitable salaries must be part of the foundation for securing and keeping our scientific expertise. The most immediate action would be to ensure that Cal/EPA scientists' salaries reach parity with their public sector counterparts. A similar provision has been enacted in a collective bargaining agreement. Over the long term we should work towards a more uniform set of scientific classifications for Cal/EPA. Although ripe with complexities such an endeavor will serve to remove any lingering sense of pay inequities and help secure our scientific foundation for the future.

Erosion of our Scientific Base

Our success as the world's premier environmental agency relies heavily on the talent of our scientists, engineers, technical, and professional staff. To meet the growing environmental and public health challenges facing California, our reliance on a strong multidisciplinary workforce has never been greater. We are now facing a number of challenges that, if left unaddressed, will not only jeopardize our scientific expertise but will leave us unprepared to meet the growing demand for government environmental protection. Survey findings conclude that public-sector organizations need to immediately begin ramping-up efforts to recruit, hire, and keep the next generation of workers.

Changing demographics now in play represent the challenge of future staffing. In many state agencies, the majority of managers and leaders will be retirement eligible within the next five years, if not already. Their inevitable departure creates a new urgency to develop potential successors, often on a faster track and with a shorter learning curve than ever before. In most agencies, the potential candidate pool is smaller than in the past. Those who are promoted will themselves create a backwash of replacement needs, as will their successors and their successors'

successors. Given its salary structure, can the State become a competitive employer with the right people with the right skills in the right place at the right time? The State can no longer afford to wait to determine if it will be able to retain employees with the most critical skills and competencies needed to continue service delivery.

In particular our scientific expertise faces many unique and critical challenges. With the field of environmental protection growing substantially in all sectors, one of our most fundamental challenges comes from the impending retirements of key supervisory and senior level scientists - the very backbone of our programs. We are also seeing some of our less senior scientists leave Cal/EPA. Our competition for recruiting and retaining staff is not limited to the private sector. Other public sector opportunities (e.g., local, federal) are presenting attractive alternative career paths compared to state service when they can offer salaries 10-20 percent higher as evidenced by recent salary surveys. We have also seen pay disparities between comparable classifications that have resulted in staff switching jobs solely for increased pay.

Although pay remains the top reason cited for seeking opportunities outside of Cal/EPA, staff voiced other reasons that affect their career choices including professional growth (i.e., training), a broader career path, employment security, and an overall positive work environment. All these factors affect the recruitment, selection, hiring and retention of staff. Prudent stewardship of our environmental agency dictates we take action now before our ability to recruit and retain staff reaches the point of crisis.

Evaluating the circumstances of Cal/EPA scientist pay inequities yielded a finite set of underlying causes and solutions. For the most part, solutions will require modifying our scientists' classification and pay. Experience has repeatedly found that any endeavor to address classification and pay can be derailed by inherent complexities including funding limitations, bureaucratic intransigence, conflicting collective bargaining agreements, and a general lack of strategic direction. Although blame for our current plight and past failed efforts can be spread to everyone, a focused Cal/EPA strategy will provide the means for leveraging success. Ample opportunities exist for short and long-term strategies that will alleviate pay inequities for our scientists. Successful implementation of these strategies will require the support and unity of the Administration, particularly among the control agencies (e.g., Department of Personnel Administration [DPA] and Department of Finance), and the various collective bargaining unions. The future begins with a single vision of the collective leadership of Cal/EPA.

Cal/EPA Classifications and Pay

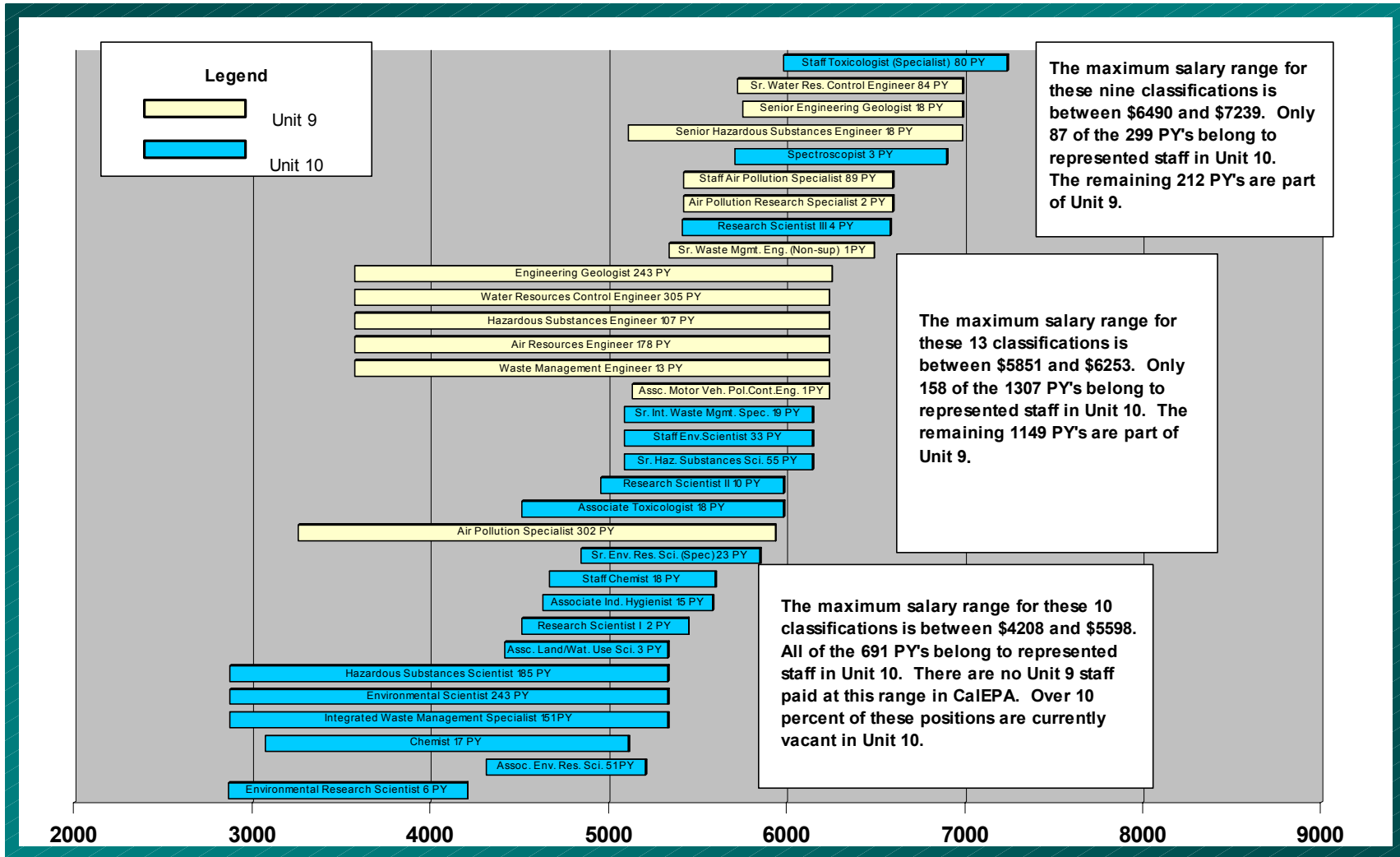
A defined set of scientific and engineering classifications were considered for evaluation and comparison. Initially, the evaluation was not going to include engineering disciplines. As the evaluation proceeded, the close linkage and relationship between scientists and engineers became too important to dismiss. To fully evaluate pay equity for Cal/EPA scientists, it became necessary to compile the information on related engineering classifications used by Cal/EPA. A compilation of the classifications used by the boards, departments, and offices (BDOs) of Cal/EPA in their scientific units (i.e., scientists and engineers) provides a quick snapshot:

- 2,785 positions involving a wide range of scientific and engineering disciplines within Cal/EPA.
- Approximately 67 classifications are used – about half are manager or supervisor classifications.
- Salaries start at \$2,868/month and can exceed \$7,000/month for rank and file scientists.
- Major classification series evaluated in this report include:
 - Air Pollution Specialist
 - Air Pollution Engineer
 - Air Resources Specialist
 - Chemist
 - Engineering Geologist
 - Environmental Scientist
 - Environmental Research Scientist
 - Hazardous Substances Engineer
 - Hazardous Substances Scientist
 - Industrial Hygienist
 - Integrated Waste Management Specialist
 - Research Scientist
 - Toxicologist
 - Waste Management Engineer
 - Water Resources Control Engineer

Generally, rank and file scientists are represented by Collective Bargaining Unit 10, California Association of Professional Scientists (CAPS); while engineers, engineering geologists, and Air Pollution Specialists are part of Collective Bargaining Unit 9, Professional Engineers in California Government (PECG). Appendix I lists Unit 9 and 10 classifications used by Cal/EPA.

As a group, these classifications represent a wide breadth of expertise and responsibilities. Some general observations can be drawn. For example, the comparison of salaries of Cal/EPA classifications demonstrates the wide range and differences between those in CAPS and PECG. Over 60 percent of the scientists in CAPS are at the lower end of the pay scale (less than \$5,600 per month). Except for Staff Toxicologists (80), Spectroscopist (3), and Research Scientist III (4); Cal/EPA scientists in CAPS are at the lower half of the pay scale (Chart 1). Although surveys repeatedly show that all of Cal/EPA classifications lag behind their public sector peers, recent salary adjustments to PECG classifications widened the internal salary differences. As shown in Table 2, the vacancy rates for CAPS positions (8.6 percent) exceeded those for PECG positions (6.9 percent) for every BDO. These observations are only important if the specific classifications are comparable in terms of complexity and tasks.

Chart 1: Cal/EPA Classifications – January 2006



Minimum and Maximum Monthly Salary Range In Dollars

Vacancy data provides a snapshot in time of the measure of our recruitment needs. Vacancy rates are typically used to ascertain whether a recruitment and retention problem exists. Actual recruitment and retention problems will be masked by the requirement to fill positions within six months or have them subject to loss resulting from the mandates of Government Code 12439, which abolishes positions continually vacant for six consecutive months. For now, we are able to hire very qualified scientists, but the question arises--for how long? We have begun to see civil service examinations generating a much smaller pool of qualified candidates.

Table 1. Vacancies - Bargaining Units 9 and 10 (November – December 2005)

Title	DTSC		ARB		DPR		Waterboards		OEHHA		CIWMB		Overall	
	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac
Unit 09 Totals	243	15	689	28	0	0	690	70	0	0	22	0	1644	113
Unit 10 Totals	374	28	9	0	141	9	328	40	76	4	213	17	1141	98
Agency Totals	617	43	698	28	141	9	1018	110	76	4	235	17	2785	211
Vacancy Percentage		6.97		4.01		6.38		10.81		5.26		7.23		7.58

The inability to retain staff will have significant and long-term impacts on nearly every aspect of our operation. We have seen increased recruitment and testing costs, increased training costs, diversion of supervisory time from direct program oversight to closely supervising and developing new staff, and the potential loss of positions. Inevitably, this growing problem has a deleterious effect on the effective administration of our environmental programs. Even with the requirement to fill vacancies within six months, we have seen a steady increase in vacancy rates. Overall Cal/EPA has a vacancy rate of 7.6 percent (Table 1) in positions that support our science. We are on the cusp of a looming crisis with the changing demographics of our workforce. Unless steps are taken now, we can anticipate that vacancy rates and the loss of positions will increase and ultimately reach critical levels--a situation that can and must be avoided.

Underlying Causes of Salary Inequities

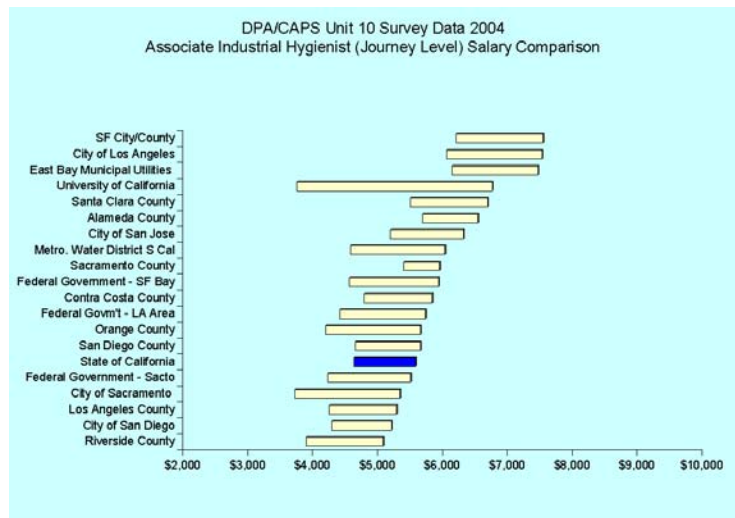
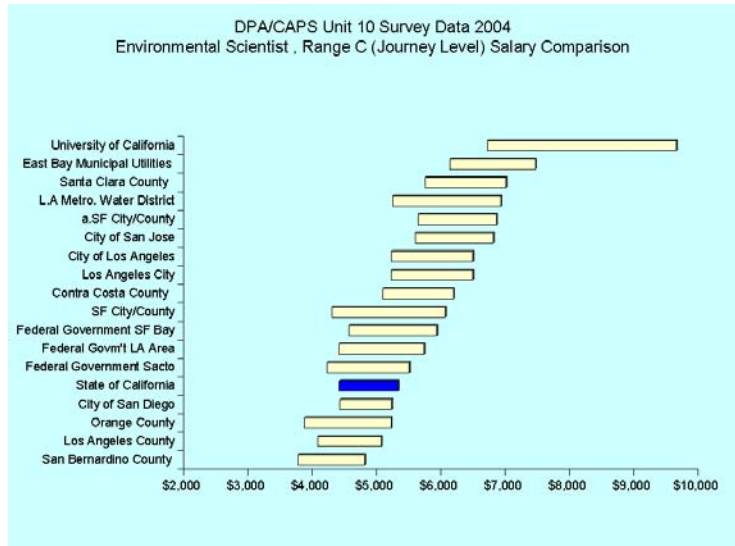
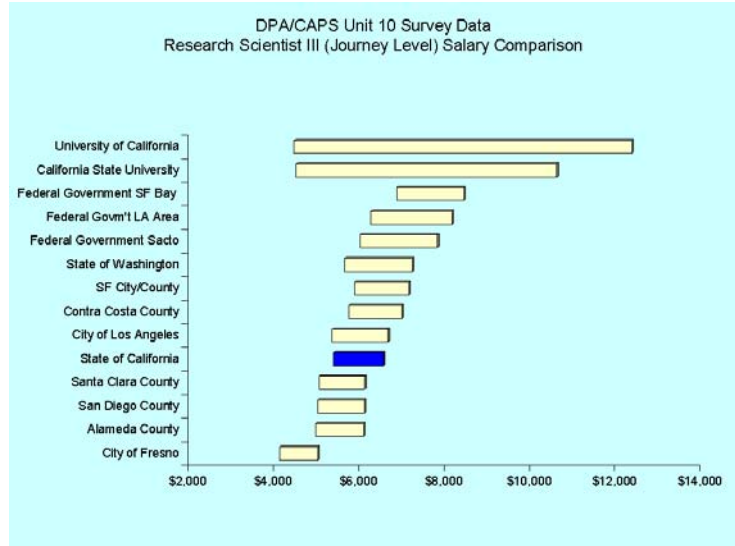
External Salary Disparities

Given the various complexities of the total compensation offered by the state versus outside entities, compensation comparisons in this report are based on salary alone and are compared to public agencies. For the most part, state compensation competes fairly well against the private sector due to the generous retirement and health benefits. However, concerns persist about the increasing competition from outside Cal/EPA. DPA is presently conducting a broad survey of total compensation. That data may be available for upcoming collective bargaining, including those involving Cal/EPA scientific classifications.

Salary disparity between Cal/EPA classifications and outside public entities is well documented from surveys conducted by DPA and CAPS¹. According to the DPA/CAPS 2004 survey (Chart 2) of three CAPS classifications showed that in comparison to other public agencies, the Research Scientist III, Environmental Scientist, and Associate Industrial Hygienist lag in comparable salary by 10-20 percent. A 2005 DPA/CAPS survey is due to be released shortly. As described later, the PECG survey led to a negotiated salary adjustment in July 2005 in order for the PECG classifications to keep parity with public sector salary scales. As evidenced in Chart 1, the PECG classifications are among the highest pay scales used in Cal/EPA. Surveys only tell part of the story. Our scientists have offered numerous examples of the external salary disparities and the effect it has on our workforce (Appendix II).

¹California Association of Professional Scientists and Management Salary Survey results posted at: <http://www.capsscientists.org/salary-survey/index.htm>

Chart 2: Illustrating the Inequity (DPA/CAPS 2004 Survey)



The following is just one example offered by a staff scientist:

An Environmental Scientist took a modest pay cut when hired into state service five years ago. Approximately four years ago, the employee received two job offers from private consulting companies in the Sacramento area - - one offering \$60,000 a year with bonuses, the other offering \$65,000 a year with bonuses. At the time the offers were made, the employee was making \$4,209 a month or \$50,508 a year as an Environmental Scientist, Range C. Approximately eight months ago the employee received another job offer with a starting salary of \$80,000 a year with bonuses and the promise of a \$10,000 raise. Because the employee was unable to work on some of the required job sites due to overlap with work performed with the State (conflict of interest), the job offer was rescinded. Had this not been the case, the employee would have terminated her state employment and Cal/EPA would have lost a valued employee and the significant investment in training and development. This employee is now on the eligibility list for promotion to a Senior Environmental Scientist. Of key consideration in her decision whether to enter this supervisory role is that she may then be supervising staff that earn more money. It is extremely disheartening to perform comparable work to both Cal/EPA counterparts and the private sector yet be compensated considerably less.

Additionally, the simple failure to keep pace with the cost of living has largely caused the erosion of our scientist pay since 1991. The Legislative Analysts Office (LAO) documented this impact in their February 2004 analysis entitled “Augmentation for Employee Compensation (9800)” when they provided the comparison of state general salary increases and the California Consumer Price Index². According to LAO, the general salary increases lagged by the California Consumer Price Index by over 9 percent between 1991 and 2005.

Internal Disparities

Some of the significant pay equity issues for scientists are generated by internal classification disparities. These internal disparities stem, in part, from the formation process of Cal/EPA. Rather than creating a uniform agency structure, Cal/EPA was cobbled together from various and somewhat different entities of state government. The result was a diverse mix of organizational structures and classifications. During the early years of Cal/EPA these differences were not as significant since the integration of Cal/EPA took time to evolve. But after fifteen years, the collaboration among Cal/EPA scientists has bridged any perceived institutional differences. And today’s environmental challenges are truly “multi-media”.

A good case in point resides with the Department of Pesticide Regulation (DPR). When DPR was formed in 1991, it inherited classifications from the California Department of Food and

² California Legislative Analysts Office (LAO) Analysis of the 2004-05 Budget Bill – Augmentation for Employee Compensation (9800) prepared February 2004.

Figure 3: Recent history of general salary increases for state civil service employees and the consumer price indices for the United States and California. Posted on the web at:

http://www.lao.ca.gov/analysis_2004/general_govt/gen_27_9800_anl04.htm

Agriculture (CDFA). DPR does scientific work equivalent to the sister agencies within Cal/EPA, thus making the CDFFA classifications not relevant for a Cal/EPA agency. Additionally, the CDFFA classifications pose a number of difficulties particularly in terms of lower salary ranges for job classifications similar in comparison to those in other BDOs. Compounding this are the organizational difficulties and inefficiencies the CDFFA classes present as well as the residual problems due to the differences with comparable scientific classifications.

Additionally, internal inequities abound for BDOs that rely on other scientific series. Differing specifications for the various scientific classifications that the BDOs use create the inequities or the strong appearance of inequity. Inconsistent promotional opportunities raise inequity issues. Many scientific classifications allow advancement via the deep class concept, albeit at widely diverse intervals. Minimum qualifications differ significantly with some classifications requiring a bachelors degree and advanced degrees while others require none at all. We have a mix of classifications that are specifically crafted for a specific medium. Department or board specific classifications can create inequities for those who perform comparable work and perpetuate the compartmentalization of our programs. We have scientific staff working in multidisciplinary teams performing comparable duties with very different pay scales depending on their classification. The most critical example comes from staff doing fairly comparable work but in classifications represented two different collective bargaining agreements.

Comparable Pay for Comparable Work: Conflicting Collective Bargaining Agreements

Many Cal/EPA programs rely on a diverse set of scientific and professional expertise (e.g., scientist, engineers, geologists, etc). Because of the integrated nature of their work, many units include a mix of disciplines. Although coming from different educational disciplines and job classifications, staff perform work of comparable complexity. Distinct differences in duties exist for specific scientific and engineering classifications although many tasks are shared. Historically, the practice of having units comprised of staff from various disciplines has provided enormous strength to our effectiveness and has served the state well.

Staff in multidisciplinary scientific teams generally accept marginal differences in salaries of their colleagues. But when the magnitude of the differences becomes huge, fairness is lost and morale wanes. Varying contract language between collective bargaining agreements has also had a causative effect on pay inequity, in essence creating a situation of the “haves and have nots”. Cal/EPA can point directly to the consequence these variances have created by showcasing numerous examples of staff, represented by different collective bargaining agreements, performing comparable duties yet receiving, in some instances, widely differing levels of pay.

Generally scientists and engineers have different collective bargaining agreements and are represented by different unions. Additionally, Air Pollution Specialists are part of PECG. Although salary differences have always been present, the magnitude of the differences between those represented by PECG and CAPS has grown substantially. The magnitude of the salary disparity was significantly widened on July 1, 2005, when all PECG represented employees salaries were increased and will continue to be increased over a four-year period until they are equal to salaries paid to engineering and related employees in California’s largest cities and

counties³. In some instances the monthly salary difference has widened to as much as \$1,000 per month between engineers and scientists performing the same work. The magnitude of the salary disparity caused by the different collective bargaining agreements is by far the most contentious staff issue facing Cal/EPA.

The following is an example of how a multidisciplinary team is valued for organizational success, but has turned sour due to increasing pay disparities:

My group represents a mix of scientists and engineers, though their functions are the same - to coordinate the work of the program and address programmatic and administrative issues of the work plans, implementation plans and the overall program plan.

In recruiting for staff, I did not limit my announcements to scientists. Although my classifications were always listed as Environmental Specialists (or later, Environmental Scientists), I included in the vacancy announcements that I would consider other technical classifications such as Water Resource Control Engineers or Engineering Geologists, or Sanitary Engineering Associates. This was not done because those classifications were necessarily suitable but rather to provide the opportunity to recruit those people who had a wide and varied experience but might be hesitant to apply for a lower paying position, especially during the time of hiring restrictions. In most cases I was able to hire scientists because of their educational and work experience backgrounds, as well as their own personal ability to adapt and accomplish the needs of the programs I handled. In one case I did hire an Engineering Geologist who was the best candidate for a coordinator position I had, not because of their classification or degree but because of experience and abilities. Their pay was likely close to mine because the person was at the associate level. Over the past several years, matrix management has been applied to one of our divisions. As such, a mix of staff (scientists, engineers, and engineering geologists) are accomplishing the same type of work in a teamwork environment. The solicitation process (developing guidelines, conducting a public process, and soliciting, reviewing, ranking and selecting projects) has been managed over time by seniors of different classifications (Senior Environmental Scientist, Senior Engineering Geologist, Senior Water Resource Control Engineer). Coordinators also represent a mix of classifications (including scientists and engineers). Review teams of projects represent a mix of classifications as well, at not only the Regional level but also the State Water Board level. Also, I've had direct involvement in watershed management. In working with the coordinators to develop goals and priorities, I note that a mix of classifications is also represented (scientists and engineers). The primary work is essentially the same and includes education, outreach, and technical assistance to both internal and external stakeholders.

³ Agreement Between State of California and Professional Engineers In California Government (PECG) Covering Bargaining Unit 9 Professional Engineers Effective July 2, 2003 through July 2, 2008. Article 3.1 Salary Parity for Unit 9, p. 8. Posted on the web at: <http://www.dpa.ca.gov/collbarg/contract/FinalBU9Contract112003.pdf>

In the fall of 2005, some of the BDOs followed their routine practice of advertising to fill vacancies with candidates from either scientific and/or engineering classifications. Doing so exposed the magnitude of the pay disparity between those represented by PECG and CAPS. The BDOs faced a situation where they sought candidates to fill vacancies with classifications that could differ as much as \$1,000 per month in salary. The situation prompted CAPS to petition the State Water Resource Control Board, California Integrated Waste Management Board, and the Department of Toxic Substances Control to invoke a recruitment and retention provision of their collective bargaining agreement in order to increase the pay of scientists. The agencies rejected the recruitment and retention claim for two reasons: (1) the vacancy rates did not indicate a recruitment and retention issue existed per the prescribed rubric of DPA and, (2) the agencies could not absorb the added salary costs without adversely impacting programs. Even if they could, the adjustment would have provided only minor relief to affected staff but would have done little to remedy the underlying source of the problem.

The specific pay disparity between scientists and engineers may adversely affect the diversity of our workforce. The higher salaries offered to engineers may lead to a more robust candidate pool in contrast to the competing scientific classifications. Units may shift to hiring more engineers. The resultant staffing ratio shift to more engineers than scientists may alter our gender diversity. According to the National Science Foundation, women accounted for 36.4 percent of scientists working the life and related sciences. In contrast, women accounted for only 23 percent of scientists working in the physical (e.g., geologists) sciences and 9.5 percent of engineering⁴.

Experienced Scientists

We cannot place a value on the work of Cal/EPA veteran scientists. Their knowledge, skill, and innovation cannot be outsourced or swapped out with new hires, no matter how qualified. Our collective commitment to staff was most evident during the budget crisis in 2001-2003. Cal/EPA, and state government in general, made a concerted effort to avert any staff layoffs. At every juncture, Cal/EPA management decided on program reductions that avoided impacts on existing staff. We face new challenges in keeping our most senior and experienced scientists.

The most pressing challenge comes from the limited pay range for our scientific classifications. Limited opportunities exist for senior level scientists such as the Department of Toxic Substances Control's Senior Hazardous Substance Scientist. In most instances such as those in the Environmental Scientist series, scientists can reach their maximum compensation within five years just as we rely the most on their experience, innovation, and leadership. Somewhat related to compensation is the growing out of pocket costs (e.g., publications, training) many of our scientists incur in order to stay at the leading edge of their field. Just at a time when our scientists begin to provide their greatest contribution to the State, their expectation for higher pay ends. Quite a converse to what typically occurs in the private sector where rewards are given to those who lead organizations.

⁴ National Science Board. 2004. *Science and Engineering Indicators 2004*. Two volumes. Arlington, VA: National Science Foundation (volume 1, NSB 04-1), p. 3:17. Posted on the web at: <http://www.nsf.gov/statistics/seind04/c3/fig03-20.htm>.

We will be better poised to tackle the environmental challenges facing California if we are able to bring our scientists into leadership positions. But salary compaction between supervisors and rank and file staff leave many scientists unwilling to take on supervisory responsibilities for less money than those they supervise. The noncompetitive salaries for supervisors have been well documented. In its final report and recommendation dated June 29, 2004, the State Excluded and Exempt Employees Salary-Setting Task Force concluded that the State is unable to successfully recruit and retain supervisory and managerial employees, especially from outside state service⁵. Noncompetitive salaries have acted as a disincentive for qualified rank-and-file employees, who would be attractive as promotional candidates, to consider moving into supervisory and managerial classifications. The report further states that many rank-and-file employees have come to recognize that promoting to supervisor and above doesn't always bring with it the expected pay and benefit increases. These employees are more often questioning whether it is worth it to accept more responsibility, increased liability and stress, additional demands on their time and talent and, in many cases, no overtime pay for only a minimal difference in total compensation. Because of this compensation problem, some qualified and deserving employees are choosing not to step into leadership roles, thereby depriving the state -and the public- of creative and dedicated leadership. Moreover, some competent supervisors whose salaries and/or benefits have degraded have chosen to demote back into rank-and-file status to increase their salaries.

Proposals in the Queue

A number of proposals and studies are under consideration that may address some of the pay equity issues for Cal/EPA scientists. Evaluation of these proposals may provide opportunity for some immediate action and insight to some paths for future opportunities. For the most part, the examples illustrate the general lack of support by the control agencies for efforts pursued by BDOs and/or the Secretary of Cal/EPA.

DPR Bargaining Unit 10 Classification Proposal

Since 2001, DPR has proposed to establish new series specifications for Pesticide Scientist and Pesticide Program Supervisor/Branch Chief. With the establishment of these new classifications, DPR would discontinue its use of the classes it used while it was a part of CDFEA, including classes in the Environmental Research Scientist and Agriculture Program Supervisor class series. The proposal addresses the need for:

- Establishment of classes specific to the current needs and programs of DPR.
- Updating the class specifications to reflect current work and minimum qualification requirements.
- Establishment of a single-class series for the supervisory and managerial classes used in DPR's program branches and units.
- Establishment of pay parity with other BDOs.

⁵ State of California. State Excluded and Exempt Employees Salary-Setting Task Force Final Report and Recommendation: A New Process For Setting Salary and Benefit Levels For Excluded and Exempt Employees In California State Service, pp. 15-17. Posted at: <http://www.dpa.ca.gov/managers/SalaryTaskForce/FinalReport/AB2477TaskForceReportandRecommendation.pdf>

The status of the proposal currently rests with the Department of Finance and DPA since spring 2005. DPA has generally looked favorably upon the proposal but approval from the Department of Finance is required. Although DPR has provided evidence supporting the ability to fund the reclassification from existing resources, the Department of Finance has yet to act on the proposal. This delay in finalizing what should have been a straightforward classification proposal demonstrates the challenges facing Cal/EPA.

Research Scientist Joint Management/Union Study

The agreement between the State of California and CAPS covering Bargaining Unit 10 Professional Scientists effective July 1, 2003 through July 1, 2006, states, in part, “CAPS and the State agree to form a joint labor-management committee to perform a classification study on the Associate Toxicologist, Staff Toxicologist (Specialist), Associate Public Health Biologist, Senior Public Health Biologist, Research Chemist and Research Clinical Chemist classes and consider the inclusion of these classifications into the Research Scientist series⁶. The impacted organizations within Cal/EPA appear close to reaching a conclusion that the Research Scientist class series does not reflect the breadth and depth of the work performed by Toxicologists and that inclusion into the Research Scientist class series would potentially lead to greater pay disparity. Conceptually the idea of merging these classifications into the Research Scientific Scientist series seemed straightforward, however, closer examination revealed that given the very highly specialized nature of the work, merging would not be appropriate even if considered a matter of administrative convenience.

Salary Realignment for Toxicologist Class Series

In 2000, the Office of Environmental Health Hazard Assessment, Department of Toxic Substances Control, and DPR submitted the number one bargaining proposal for the Cal/EPA for consideration in the next contract negotiation period. The proposal requested salary realignment for the Toxicologist class series, making note of the fact that state employees had gone without any salary increase for eight years. The negative impact resulting from this disparity had extreme consequence and continues to impact the ability to recruit qualified candidates into this highly specialized scientific discipline. It was observed that in one division of the U.S. Environmental Protection Agency, 19 of the 30 Toxicologists (non-supervisory) were paid at General Salary Grade 14, Step 10 (\$93,537)--more than six years ago (Table A-2). It can be assumed that most of the staff at this level had at least 15 years of service with the federal government.

DPA rejected inclusion of this request due to the state’s general economic decline. The request for inclusion in bargaining was again submitted in 2003, denied, and again in 2004 and subsequently denied in 2005. Even in the face of a unified Cal/EPA position, we were unable to scale the administrative barriers erected by the control agencies.

⁶ Agreement Between State of California and California Association of Professional Scientists (CAPS) Covering Bargaining Unit 10 Professional Scientific Effective July 1, 2003 through July 1, 2006. Article 17.3 Classification Studies for Unit 10, pp. 88-90. Posted at: <http://www.dpa.ca.gov/collbarg/contract/FinalBU10Contract012404.pdf>

Securing our Scientific Foundation

Fair and equitable compensation for our scientists must be a cornerstone to securing our scientific foundation. A singular focus on the pay equity while ignoring the broad spectrum of issues related to succession planning will negate any chance of success. Cal/EPA must move forward as a collective body in how we develop and carry out a robust succession planning process for all of our staffing needs. Using our collective strength, we will move towards a longer-term strategy beneficial to all of Cal/EPA.

The most positive outcome from investigating the numerous problems with the existing classification structure was identifying the vision of what an equitable system should look like. In doing so, a vision of where Cal/EPA should evolve became clearer. Ideally, Cal/EPA should rely on few, but common scientific classifications. Some of the existing classifications may serve as good “bridging” classifications. But as currently constructed, these classifications will need modification to fit Cal/EPA business needs. The limitation of the Research Scientist series illustrates some of the additional changes that must be enacted. Generally, our scientific classifications should involve deep classes and parentheticals that reflect specific expertise needed by a particular BDO. Moreover, we should expect that the salaries our scientists receive are commensurate with comparable classifications in other public sector agencies. This simplified classification structure would afford greater flexibility in the utilization of staff and provide increased development and growth opportunities. We will also advance the integration of Cal/EPA programs from the grassroots level. Moving toward a more unified vision of scientists within Cal/EPA will require a change in our individual culture and philosophy. Leadership from Cal/EPA must recognize and acknowledge our scientists do comparable work and that work must be valued regardless of location within Cal/EPA. Any remaining claims that one agency has different expertise or uses science differently than other BDOs must end. Once we are able to view ourselves as one agency in support of a unified “Cal/EPA Scientist,” we will be better positioned to meet emerging challenges.

The path to bringing equity to our salaries leads directly to the collective bargaining process and administrative avenues. These paths have proven long and without any noted success. But with a unified vision and leadership from the Secretary, our likelihood of success is achievable. We must commit to securing the equal and unwavering support of the control agencies, i.e., Departments of Personnel Administration and Finance in our pursuit of a unified “Cal/EPA Scientist” concept.

We must commit to compensating our scientists at a rate comparable to other public and private scientists. Securing resources for salaries and benefits is difficult at any time. We must seek the financial means of meeting this commitment with the same passion we bring to securing resources for environmental and health initiatives. One could argue that the depressed state salaries have subsidized these very same environmental programs they are asked to lead. We must recognize that we have built Cal/EPA largely on the backs of state employees’ salaries.

We must move forward in concert with those supported by both special fund and general fund. Identifying the means of securing special and general funds for the increased salaries should begin with the 2006-07 budget. We should revisit and consider redirecting funding proposed for

some of our environmental initiatives. If we fail to identify additional funds for scientific salaries, we are left with little choice other than to reduce existing programs. As difficult and politically unpalatable as that may be, it is necessary for the long term sustainability of our scientific base and California's environmental protection programs. Otherwise investments into our environment programs today will be wasted because of our eroded scientific base.

The people of California increasingly rely on the work of scientists in protecting public health and the environment. The time to resolve salary inequities must begin now before we see further erosion of the scientific expertise it has taken California decades – and millions of dollars – to build.

RECOMMENDATIONS

Five specific recommendations should be pursued to bring pay equity for our scientific staff. These recommendations can be initiated immediately by the Secretary of Cal/EPA and are consistent with the overall vision for our future.

Recommendation 1: *Cal/EPA Succession Planning Initiative* – The initiation of a Cal/EPA-wide succession planning process should begin immediately. The institutionalization of a robust succession planning process should be viewed as a long-term commitment and should include every BDO. The Secretary of Cal/EPA should task the Assistant Secretary of Administration to prepare a cross-Cal/EPA project plan for initiating succession planning by June 30, 2006.

Recommendation 2: *Actively engage the upcoming collective bargaining negotiations* –DPA will be seeking input from the various cabinet agencies regarding their issues going into collective bargaining negotiations. There are two bargaining proposals that Cal/EPA should forward to DPA:

Compensation Parity for Cal/EPA – The Secretary of Cal/EPA should support a provision that mirrors the language in the Collective Bargaining Unit 9 agreement, Article 3.1 into the Collective Bargaining Unit 10 agreement⁷.

⁷ Agreement Between State of California and Professional Engineers In California Government (PECG) Covering Bargaining Unit 9 Professional Engineers Effective July 2, 2003 through July 2, 2008. Article 3.1 Salary Parity for Unit 9, p. 8. Posted on the web at: <http://www.dpa.ca.gov/collbarg/contract/FinalBU9Contract112003.pdf>

ARTICLE 3 SALARIES AND COMPENSATION, 3.1 Salary Parity for Unit 9
“All employees in classifications in Unit 9 shall receive salaries no less than salaries received by their counterparts in California’s larger local agencies and the University of California....”

The survey shall be based on a comparison of benchmark scientific classifications primarily within state government as well as the public and private sectors; be conducted annually; and require that state scientific salaries be increased incrementally over a specified period of time, i.e., four years, to address salary lags and corresponding salaries received by comparison classes. It is understood that any salary adjustments must be accomplished in a manner that equally covers both special and general fund departments. This recommendation will lead Cal/EPA to identify those scientific classifications that best suit our future needs and facilitate unifying our choice of classifications.

Modification of Existing Scientific Classifications – Most of the existing scientific classifications will need modification to fit within the structure of Cal/EPA. Therefore, Cal/EPA should support a provision in the Unit 10 Collective Bargaining Agreement instructing Cal/EPA, DPA, and CAPS to evaluate moving towards broader and deeper scientific classifications that would put Cal/EPA scientists on a positive long-term path. Review and implementation of this recommendation may provide parallel data for use in the evaluation of Recommendation 5.

The following three recommendations involve varying degrees of reforming the scientific classifications. The complexity of reforming classifications will require the close partnership of DPA. Fortunately in the Governors’ proposed 2006-2007 budget, DPA will receive an additional \$1.0 million in General Fund to begin the process of reforming the state’s 4,000 classifications and determine appropriate testing instruments for the revised classification structure. DPA will collaborate with the State Personnel Board on this effort. The time could never be better for Cal/EPA to develop a specific strategy and give DPA an opportunity for a couple “quick wins.”

Recommendation 3: *Reclassify the Toxicologist Series* - The salary disparity between state toxicologists and those outside of Cal/EPA has had extreme consequences and continues to impact the ability to recruit qualified candidates into this highly specialized scientific discipline. Given the incompatibility with Research Scientist series, an effort must be launched to remedy the Toxicologist series. The Secretary of Cal/EPA should initiate and oversee the effort to realign the Toxicologists series. This recommendation will not be a short-term action item but, continuing the momentum that has already gone into this issue would be advantageous.

Recommendation 4: *Finalize the DPR Classification Proposal* – As an interim step consistent with the long-term goal, the Cal/EPA Secretary should actively engage the Department of Finance and DPA to advance and bring to closure the proposal brought forward by DPR. Allowing DPR scientists to move into pay scales and classifications consistent with Cal/EPA is an important step to bringing Cal/EPA under a uniform structure. This recommendation can be acted upon immediately.

Recommendation 5: *Internal Classification Alignment Project* – The Secretary of Cal/EPA should form an internal work group comprised of various staff, bargaining unit representatives, managers, and personnel professionals to evaluate a long term strategy to reduce the number of our scientific classifications. One potential consideration should be for Cal/EPA to consider using one of its specialized series (e.g., Air Pollution Specialist) as a foundation for all of the specialized classifications used by the BDOs. Such a concept would require major modification to the series to the point that it no longer becomes a BDO specific classification. Additionally, we should evaluate the migration toward using one or more the major scientific classifications (e.g., Environmental Scientist, Research Scientist).

Appendix I. Tables

Table A-1. Unit 9 and 10 Classifications Utilized by CalEPA BDO's Sorted by Maximum Pay / Descending Order.

Title	Unit	Salary		DTSC		ARB		DPR		Waterboards		OEHHA		CIWMB		Overall	
		Min	Max	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac
Division Chief, Department of Toxic Substances Control, CEA	M09	7864	8671	8	0											8	0
Principal Water Resources Control Engineer	M09	7674	8463							13	0					13	0
Air Resources Supervisor II	S09	6313	7674			28	0									28	0
Supervising Engineering Geologist	S09	6313	7674	1	0					7	0					8	0
Supervising Water Resources Control Engineer	S09	6313	7674							29	2					29	2
Supervising Hazardous Substances Engineer II	S09	6015	7674	10	0											10	0
Supervising Waste Management Engineer	S09	5862	7125											1	0	1	0
Senior Engineering Geologist	R09	5752	6990	18	1											18	1
Senior Engineering Geologist	S09	5752	6990	7	0					59	2					66	2
Supervising Hazardous Substances Engineer I	S09	5117	6990	28	1											28	1
Senior Water Resources Control Engineer	U09	5725	6990							84	8					84	8
Air Resources Supervisor I	S09	5725	6990			89	9									89	9
Senior Hazardous Substances Engineer	R09	5114	6985	18	1											18	1
Air Pollution Research Specialist	R09	5425	6594			2	0									2	0
Staff Air Pollution Specialist	R09	5425	6594			89	3									89	3
Sr. Waste Management Engineer (non-sup)	U09	5341	6490											1	0	1	0
Sr. Waste Management Engineer (sup)	U09	5341	6490											3	0	3	0
Engineering Geologist	R09	3574	6253	46	6					193	21			4	0	243	27
Air Resources Engineer	R09	3574	6239			178	7									178	7
Hazardous Substances Engineer	R09	3574	6239	107	6											107	6
Water Resources Control Engineer	R09	3574	6239							305	37					305	37
Waste Management Engineer	R09	3574	6239											13	0	13	0
Associate Motor Vehicle Pollution Control Engineer	R09	5136	6238			1	0									1	0
Air Pollution Specialist	R09	3259	5936			302	9									302	9
Unit 9 Totals				243	15	689	28	0	0	690	70	0	0	22	0	1644	113
Unit 9 Vacancy Percentage					6.17		4.06		0.00		10.14		0.00		0.00		6.87

Table A-1 continued. Unit 9 and 10 Classifications Utilized by CalEPA BDO's.

Title	Unit	Salary		DTSC		ARB		DPR		Waterboards		OEHHA		CIWMB		Overall	
		Min	Max	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac
Research Scientist Supervisor II	S10	7075	8556									1	0			1	0
Environmental Program Manager II	M10	7481	8251							2	1					2	1
Supervising Toxicologist - Manager I	M10	7279	8025					1	0							1	0
Supervising Toxicologist	S10	6585	7966	1	0							4	0			5	0
Chief, Hazardous Materials Laboratory Section	S10	6284	7597	1	0											1	0
Senior Toxicologist	S10	6284	7597	4	0			4	1			8	0			16	1
Research Scientist Supervisor I	S10	5988	7244	1	0							2	0			3	0
Staff Toxicologist (Specialist)	R10	5984	7239	22	1			19	0	2	0	37	1			80	2
Branch Chief (Pest Management and Prevention)	M10	6483	7151					5	0							5	0
Environmental Program Manager I	S10	5864	7078			1	0			13	0					14	0
Supervising Hazardous Substances Scientist II	S10	5864	7078	15	0											15	0
Supervising Integrated Waste Management Specialist II	S10	5864	7078											10	0	10	0
Assistant Laboratory Chief Public Health Laboratories	S10	5713	6906	1	0											1	0
Environmental Biochemist	S10	5713	6906	4	1											4	1
Spectroscopist	R10	5709	6902			3	0									3	0
Research Scientist III	R10	5415	6582									4	1			4	1
Senior Land and Water Use Scientist	S10	5380	6493							2	0					2	0
Agricultural Program Supervisor IV (Pest Management)	S10	5325	6438					2	0							2	0
Senior Industrial Hygienist	S10	5264	6353	4	1			1	1	1	0			1	0	7	2
Supervising Hazardous Substances Scientist I	S10	5093	6147	33	1											33	1
Senior Environmental Scientist	S10	5093	6147							33	4					33	4
Supervising Integrated Waste Management Specialist I	S10	5093	6147											28	3	28	3
Senior Hazardous Substances Scientist	R10	5088	6144	54	0							1	0			55	0
Staff Environmental Scientist	R10	5088	6144			2	0			31	3					33	3
Senior Integrated Waste Management Specialist	R10	5088	6144											19	0	19	0
Agricultural Program Supervisor III (Pest Management)	S10	5085	6137					6	1							6	1
Associate Toxicologist	R10	4516	5984	3	0			6	0			9	2			18	2
Research Scientist II (Chemical Sciences)	R10	4960	5984	3	0											3	0

Table A-1 continued. Unit 9 and 10 Classifications Utilized by CalEPA BDO's.

Title	Unit	Salary		DTSC		ARB		DPR		Waterboards		OEHHA		CIWMB		Overall	
		Min	Max	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac	Tot	Vac
Research Scientist II	R10	4960	5984									7	0			7	0
Agricultural Program Supervisor II (Pest Management)	S10	4850	5854					7	2							7	2
Senior Environmental Research Scientist (Supervisor)	S10	4850	5854					6	0							6	0
Senior Environmental Research Scientist (Specialist)	R10	4847	5851					23	2							23	2
Supervising Chemist	S10	4670	5602	3	0											3	0
Staff Chemist	R10	4666	5598	17	2					1	0					18	2
Associate Industrial Hygienist	R10	4635	5587	7	0			1	0	3	1			4	0	15	1
Research Scientist I	R10	4516	5448									2	0			2	0
Integrated Waste Management Specialist	R10	2875	5336											151	14	151	14
Environmental Scientist	R10	2875	5336			3	0			240	31					243	31
Hazardous Substances Scientist	R10	2875	5336	184	22							1	0			185	22
Assoc. Land and Water Use Scientist	R10	4419	5336					3	1							3	1
Chemist	R10	3077	5110	17	0											17	0
Assoc. Environmental Research Sci.	R10	4316	5208					51	1							51	1
Environmental Research Scientist	R10	2868	4208					6	0							6	0
Unit 10 Totals				374	28	9	0	141	9	328	40	76	4	213	17	1141	98
Unit 10 Percent Vacancy					7.49		0.00		6.38		12.20		5.26		7.98		8.59

Table A-2. U.S. EPA Office of Pesticide Programs Health Effects Division List of Toxicologists on Staff by Series Grade Step January 2000.

<u>Title</u>	<u>Series</u>	<u>Grade</u>	<u>Step</u>	<u>Salary Table (as of 1/1/2000)</u>	<u>Supervisor</u>
Toxicologist	GS-0415	15	9	\$107,207.00	X
Toxicologist	GS-0415	15	8	\$104,386.00	X
Toxicologist	GS-0415	15	8	\$104,386.00	X
Toxicologist	GS-0415	15	6	\$98,744.00	X
Toxicologist	GS-0415	15	4	\$93,101.00	X
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	10	\$93,537.00	
Toxicologist	GS-0415	14	9	\$91,139.00	
Toxicologist	GS-0415	14	8	\$88,741.00	
Toxicologist	GS-0415	14	7	\$86,343.00	
Toxicologist	GS-0415	14	4	\$79,148.00	
Toxicologist	GS-0415	14	4	\$79,148.00	
Toxicologist	GS-0415	13	10	\$79,155.00	
Toxicologist	GS-0415	13	10	\$79,155.00	
Toxicologist	GS-0415	13	7	\$73,067.00	
Toxicologist	GS-0415	13	7	\$73,067.00	
Toxicologist	GS-0415	13	5	\$69,008.00	
Toxicologist	GS-0415	13	2	\$62,920.00	
Toxicologist	GS-0415	13	2	\$62,920.00	
Toxicologist	GS-0415	13	1	\$60,890.00	
Toxicologist	GS-0415	13	1	\$60,890.00	
Toxicologist	GS-0415	12	1	\$51,204.00	
Toxicologist	PH-0415*	4	1	\$32,853.60	*Public Health Service Officer Base Salary
Veterinary Toxicologist	PH-0701*	4	1	\$32,853.60	

Appendix 2. Staff Comments

Staff Comments

During the consultation process, Cal/EPA staff were given the opportunity to express their personal experiences and observations regarding the pay equity issue. These comments were received during the development and preparation of the report between December 2005 and January 2006. In order to provide a level of anonymity, some of the excerpts were modified.

Lost Candidate

I appreciate your work on the Cal/EPA Scientist Classification (Pay Equity) Project. We recently lost a qualified candidate and we lost him solely due to the poor pay we offer scientists. I'm forwarding his email rejecting our offer.

In this case, there was a misunderstanding regarding the salary we would be able to offer someone with a science degree but not an engineering degree. It's clear from the applicant pool, however, that other scientists are quite clear on the salary issue. Those who applied were substantially less qualified. We will now reclassify the position for an engineer (same work / more pay) and see what we get.

Letter of Rejection

I wanted to send this along as a follow up to my voicemail since I did not reach you directly. Sorry for the additional delay but I really wanted to complete my "research" since I feel a lot was at stake for both of us. I regret to say I simply cannot take the job because I would be in a financially unsustainable position. When I chose to pursue the position, with "engineer" in the title, I went to the website and believed the max salary for the position was \$70,800. Although this was a substantial pay cut, it was very much worth it to me. If I had known earlier than two weeks ago the max of \$64K for the "scientist" position I would not have pursued it to begin with and taken us down this path. Still, I tried to make this work but can't without giving important "big ticket" things up, like my kid's college fund or visiting family. Nickel and dimes or giving up beer could not make up for the \$7K difference between the offer and what I thought was the max. I do not live extravagantly, but \$64K is not enough to sustain a family on a single income. I am very frustrated that I could not take this opportunity and appreciate your efforts to get me on board.

Equal Pay

Union 10 is suggesting that scientists "urge supervisors and managers to support a recruitment and retention differential for all state scientists immediately". If this is the only way to get a raise, then I am asking you to support the effort. However, I don't understand why the issue is simply not equal work for equal pay in those instances when scientists are doing the same work or are operating on the same teams as engineers and geologists. One recent job description offered over \$900 less per month for a scientist than the other 2 categories.

This office has encouraged the 3 different classes - scientists, engineers, and geologists -- to rotate around the office into different divisions. As you know the scientists are managing NPDES, Toxics, and Watershed sections, along side engineers with higher pay; managing environmental programs; working on teams with the other 2 classes; conducting trainings and

participating in projects with state-wide significance; and working on a variety of projects that engineers and geologists also work on including grants, stormwater, D.O.D clean-ups, wetlands, creeks, and non-point source pollution. While the State Board may keep the 3 classes distinctly separate, it would seem that, at least in Regions, the same work is done by scientists for increasingly less money. So, please support a raise for scientists.

Pay Inequity

Please be aware that Sanitary Engineering Associates (\$5632/month) also make more than Environmental Scientists topped out in Class C (\$5336/month). And SEAs do not even need a college education! Furthermore, when trying to test for the recently posted SEA positions, at least three R9 Scientists were considered ineligible because we did not meet the minimum experience requirements. Apparently, they looked only at the ES job description and determined that it did not qualify as "para-engineering experience."

Equal Pay

I am classified as an Environmental Scientist. I have worked in state service for over six years. During the past three years, I have worked in a planning unit and, before that, I worked approximately three years in a regulatory unit. Previously I worked over 16 years for private environmental consulting firms.

I am currently performing the same functions as one Senior Specialist Environmental Scientist and two engineering geologists. I am paid the least of all the staff while performing the same tasks, and similarly, the geologists are paid less than the Specialist while performing the same tasks. This is the crux of my issue. The pay structure is based on canned job titles that are unrelated to job function. Staff with varying educational background and experience perform the same tasks. The pay rates should be commensurate with job function, and the job classifications should be established to reflect the function one performs (e.g., Caltrans). No offense, but after five or ten years in the work force, one's performance is more related to critical thinking ability, experience, and work ethic, not what degree you attained in college.

I am confident that in my position, I am performing at a higher level than most of the engineers working in other units where the level of critical thinking that I perform on a daily basis is not required. While in private business, I was paid based on my job performance, not what I studied in school years ago. Pay was based on one's level of experience, skill, work habits, and job responsibilities.

Therefore, I have three choices: 1) continue working at a higher level than other staff for less pay; 2) seek an internal transfer to a position that is more routine and has less responsibility/priority; or 3) seek another position outside state service where the pay is more directly linked to the work one actually performs.

Please consider this issue during your fact-finding efforts.

Interchangeable job classifications for the same job

A summary of Water Board position vacancies came out in late 2005. Of these 63 vacancies: 42 will accept applicants who are either classified as scientists or engineers;

12 will only accept applicants who are classified as engineers; and

9 will only accept applicants who are classified as scientists.

This clearly demonstrates that the vast majority of the technical work of the Water Boards can be performed by either engineers or scientists and that most of these positions are interchangeable between staff in these classes. Under the new directive from DPA that I mentioned in my last message to you, I understand that our personnel office will no longer accept new vacancy announcements that allow people from multiple classifications to apply. However, existing announcements may continue to be used until the position is either filled or re-advertised.

Supervisor earning less than staff member being supervised

One of the most egregious examples of the problem in our office was related to a senior ES supervising an associate Geologist who was earning more than their supervisor. I haven't heard from anyone else, but will let you know if I do.

Lack of recognition for advanced degrees and long-term experience

In addition to the issue of pay equity with engineers, and comparable outside industry pay, I think there are two other related problems. The ES ABC classification is highly compressed, and ES IV tech positions are very hard to come by. This creates a kind of glass ceiling effect, whereby a person deep classes within the ES position within 5 years, and their salary tops out. Unless they get lucky enough to obtain one of the few ES IV positions, there aren't any rewards for long-term service, which makes it difficult to retain staff. I see this issue as a problem, because the kinds of water quality issues we have require a long-term scientific investigation, lots of time investment etc. Many times, it takes at least a year for staff to be caught up on all the studies and other issues involved in these large-scale scientific studies.

The second part of this problem is that the ES classification (in addition to having lower pay than engineers or outside industry) does not reward advanced degrees. Within our office, we have staff with MS, PhD's that are at the same classification as staff with BS. If you combine this with experience, we have staff with advanced degrees and 10+ years of experience at the same classification as staff with BA and half that experience. Because our water quality problems require scientific investigative work, its important to have staff with enough education, scientific investigative training and experience to carry out those tasks. But the current system is set up such that there is no incentive for someone with advanced degrees and experience to apply, or remain with, the State. The ES classification makes State employment a good way for new graduates with little experience to grow, but after several years of service, they find they're already deep classed.

I think increasing pay to be equivalent is a good place to start, since we all do similar work. I also think there needs to be some kind of pay increase, based on advanced degrees. What about having some kind of increased pay for someone with a MS? And someone with a PhD should get more than someone with a MS. This could be added "on top" of whatever their classification.

Equal Pay

Though the internal inequity between engineers and scientists is already listed as an issue, I'd like to see it emphasized as a major issue. Full journey level Environmental Scientists are paid

11% less than non-registered full journey level and 17% less than registered Engineering Geologists and Water Resource Control Engineers (WRCE). In most cases, we are doing identical work as our colleagues who are Eng Geologists and WRCEs. Job vacancies are generally announced and filled as if the job classifications are interchangeable. It is difficult to see the justification for being paid significantly less for doing the same work as higher paid colleagues. Our agency recently lost a PhD Environmental Scientist to private industry, and salary was an issue in his departure.

Job Classification descriptions are shown below.

Environmental Scientist

Range C is the full journey level. Under direction, incumbents perform a variety of responsible professional scientific office and field work. Incumbents independently perform complex environmental analysis, research, surveys, investigations, and studies; write final reports; prepare regulatory and compliance documents; prepare non-routine correspondence and answer difficult questions from the public; and do other related work. Incumbents allocated to this level perform a variety of tasks including the more responsible, varied, and complex assignments; incumbents may provide consultative advice to various governmental entities and agencies. Work at this level is often characterized by independent development and use of techniques and methodologies. Incumbents may be assigned lead responsibility for a specific project.

Eng Geologist

Range C is the full (non-registered) journey level. Under direction, incumbents perform difficult professional engineering geologic work. Incumbents may act as project managers on more complex projects or be assigned staff specialist responsibilities in support of project managers or other technical or programmatic functions. This level may also be used in a lead capacity over other Engineering Geologists or other professional or technical employees.

Range D is the full (registered) journey level. Under direction, incumbents perform difficult engineering geologic work. Incumbents may act as project managers on more complex projects or be assigned technical staff responsibilities in support of project managers or other technical or programmatic functions. This level may be used in a lead capacity over other Engineering Geologists or other professional or technical employees. Range D requires possession of a valid certificate of registration as a geologist or geophysicist issued by the California Board of Geologists and Geophysicists. Range D incumbents act in a responsible charge capacity.

WRCE

Range C is the full (non-registered) journey level in the class.

Under direction, incumbents perform difficult professional water quality control or water rights-related engineering work. They may act as lead workers on projects of least to more difficult in complexity or be assigned staff specialist responsibilities in support of project managers or other technical or programmatic functions.

Range D is the full (registered) journey level in the class. Under direction, incumbents perform difficult professional water quality control or water rights-related engineering work. They may act as lead workers on more complex projects or be assigned technical staff responsibilities in support of project managers or other technical or programmatic functions. This level may be used in a lead capacity over other Water Resource Control Engineers or other professional or technical employees. Range D requires possession of a valid certificate of registration as a civil or professional engineer issued by the California State Board of Registration for Professional Engineers.

Job satisfaction is also important

Thanks for bringing the issue of State scientists into the spotlights, and for putting all that effort to get our comments. I have joined the SWRCB in 2000, after a long career in environmental research. I would like to share with you a few thoughts I have compiled from my own experience and from talking to several SWRCB colleagues. Whereas most of the previous discussion of the Science Classification Project was about pay and other forms of compensation (and this is an essential factor), for most of us the issue of job satisfaction is extremely important as well. This is the subject of the following bullets.

- The way science is used to develop sound policies is a crucial factor for some. Staff wanted to be an integral part of the policy development process itself, and sit in panels where they could contribute their expertise and experience.
- What was really important to some is the daily interaction within workgroups that try to incorporate science into policy implementation in the most appropriate way, and we often feel isolated from other scientists that are trying to do the same thing.
- There are too few positions for technical specialists that have enough hours allocated to provision of expert advice.
- For those of us who are used to communicating at the level of detail and the specificity that science requires, it is often very hard to mentor others and to teach scientific concepts in a language, such as the EPA guidance for quality assurance, which has to be generic and vague.

-- Any scientist with a specific expertise has to stay abreast of developments in her/his fields of expertise, even if they use it for actual protection water quality (rather than pure research), but State scientists get very little support for professional development and participation in conferences, particularly if these meetings are held out of state.

Questions whether to manage staff who will make more if promoted to Senior Level Scientist

I have worked for as an Environmental Scientist for five years working. Prior to working for Cal/EPA, I worked for two different private environmental consulting companies for a total of five years.

I worked with both engineers and geologists managing sites and performing regulatory oversight. Many times, there were changes in workloads and priorities, and sites that were previously managed by an engineer or geologist were re-assigned to me. This shows that as an Environmental Scientist I do the same work as both engineers and geologists and that management in the Cleanup Section valued my work as comparable to the work of both engineers and geologists. When projects were transferred to me, in several cases, I earned less money than the person previously working on the site, yet I did the same oversight work. Equal work should justify equal pay, but this is not the case for Environmental Scientists.

When I left private consulting, I took a modest cut in salary. My decision to join State service and take a cut in salary was primarily based on my desire to travel less. However, in the past five years of State service, this modest cut in salary has become a disparaging difference in salary. I know this to be true because during the 2001/02 fiscal year, the State placed a hiring freeze on State agencies and many employees received notices of possible lay-offs. During this time, I received two offers from private consulting companies in the Sacramento area. One offer was for \$60,000 a year with bonuses and the other offer was for \$65,000 a year with bonuses. At the time I received these offers, I was making \$4,209 a month with the Water Board as an Environmental Scientist, Range C. The salaries offered (which I assume were low offers because consulting companies knew that I may no longer have a position with the Water Board due to lay-offs and that I may potentially be anxious to find a job) were about \$10,000 - \$15,000 more a year than I was making with the State at that time. This was four years ago. When offered a job eight months ago, the company offered me a starting salary of \$80,000 a year with bonuses and that once I was "up to speed" would then receive a \$10,000 raise, which is the actual starting salary for the position I was offered. I was told that I could work for the company but not on the three sites that I had worked on as a State employee in the Cleanup Section due to conflict of interest. Therefore, the offer of employment was withdrawn from the company. If I was able to work on all seven sites for this company, it is doubtful that I would still be working for the State.

Now that I have tested and am on the list for Senior Environmental Scientist, I have to recognize the fact that if I promote to the senior level, I may be managing staff that earn more money. When considering leaving State service, I made a list of "pros" and "cons" for staying in State Service. Each of the items on the previous page were major issues that I listed on the "cons" side. However, on the "pros" side of the list, I enjoy the work I do and the people I work with (of course minimal travel was also a "pro"). However, it is discouraging to know that I do the same work as so many others at the Water Board, and yet earn considerably less. It is even more discouraging knowing that I am doing comparable work to people in private consulting and earn significantly less. The State needs to evaluate the valuable work performed by Environmental Scientists, acknowledge that it is comparable to the work of engineers and geologists, and rectify

the inequity of salaries. Rectifying the salary inequities needs to also consider the evaluation of private industry salaries.

Thank you for consideration of my comments and concerns when compiling information into the draft report for discussion with the task force members and for the final report submitted to Cal/EPA Secretary Lloyd.

Differences in number of promotions required to reach top pay levels in scientific classifications

Attached is an Excel file spreadsheet that lists various scientific (research) positions within the State. Of special note, is the differences in the number of promotions one needs to reach the top of the pay level for that series and the number of steps (i.e., 5% annual increases in pay) before reaching the top of the series (i.e., how "deep" the series is). For instance, the Air Pollution Specialist and Environmental Scientist series each take 13 steps to go from the lowest ("A") to the highest ("C") salaries with no promotions. For the Research Analyst series it is 9 steps while for the Associate Toxicologist it is 6 steps. In comparison, it is 4 steps for the Research Scientist (RS) who then must go through the promotion requisition process before they go through 2 more steps and top out at the same salary that the Associate Toxicologist received without having to request a promotion.

Although there are 4 steps in each of the RS levels (RSI, RSII, RSIII, RSIV), upon promotion to the next level, one is placed at the step (i.e., salary) that one was receiving at the lower RS level (so one does not take a salary cut when promoted). However, this means that RS's top out after 2 steps each time they are promoted. RS's would need to request a promotion every 2 years to keep up with other series. It is basically impossible for RS's to keep up with other series since promotion is a lengthy process that takes considerable time. Recent promotions in OEHHA have taken about one year, when they are approved. Rarely are there promotions in place. Instead, most promotions occur when a position opens and can be converted to one's series and level. Promotions are often perceived as "special" situations, rather than part of the typical career advancement process that DPA had in mind for the RS series. DPA intentionally overlapped responsibilities (and thus salaries) between RS levels so that career advancement could occur. Requesting a promotion can be perceived as demanding when one series must request promotions 2-3 times as often as other series. A department's financial section may not realize that the 5% annual salary increase that an employee receives upon promotion is automatically given to individuals in other series.

In OEHHA, where Research Scientists and Toxicologists work side-by-side, sometimes performing similar if not identical tasks, the difference in career advancement between the series is especially apparent. To go from the same entry level salary (\$4516) of the toxicologist series and the RS series, one must go through 1 promotion for the toxicologist series versus 3 promotions for the RS series to reach the top of the toxicologist series salary.

I hope the above descriptions of inequities within Cal/EPA will also be taken into consideration along with the straightforward salary inequities.

Equal Pay

I have been employed by the State as an Environmental Scientist C for three years. During my first two and one half years with the state, I was employed by the Department of Health Services in the Child Lead Poisoning Prevention Program. There are two other employees in my department. One is an Environmental Scientist C and the other is an Engineer. The three of us have the same job duties and were hired to do the same work. The work clearly is in the Environmental Scientist realm. I have learned that the Engineer is being paid at a substantially higher rate than the Environmental Scientist C employees for identical work.

Previous to my state employment, I worked for consulting firms and an Environmental Scientist for ten years. Upon entering State service I took a cut in pay. Thank you for consideration of my comments and concerns when compiling information into the draft report for discussion with the task force members and for the final report submitted to Cal/EPA Secretary Lloyd.

Equal Pay

We have a situation where a WRC Engineer (WRCE) makes more than the Senior Environmental Scientist (SES) supervising the WRCE. The WRCE makes \$6,239/mo. while the SES makes \$6,147/mo.

Example of Senior paid less than journey level position in same shop

Here is an example of advertised senior and journey level positions in the same unit at the LA Water Board, where Environmental Scientists, engineers and geologists may apply and where the journey level position may wind up being paid more than the senior.

Here is an example of a pay parity issue at the Regional Boards.

Region 4 is advertising for both a TMDL staff person and a TMDL Unit Chief.

The staff position is described here:

http://www.spb.ca.gov/employment/more_info.cfm?recno=241076

Staff Environmental scientist salary is \$2,875 to \$5,336 but Engineering Geologists (\$3,574 - \$6,253) and WRCE (\$3,574 - \$6,239) also considered

Now look at the Senior position

http://www.spb.ca.gov/employment/more_info.cfm?recno=239696

Senior Environmental scientist salary is \$5,093 to \$6,147 but Senior Engineering Geologists (\$5,752 - \$6,990) and SWRCE (\$5,752 - \$6,990)

Not only are geologists and WRCE paid more (maybe lots more!) for the same position but notice how it is even possible for the staff position (if geologist or WRCE) to be paid more than the supervisor (if Senior environmental scientist).

Follow-up summary from shop

This also proves that management believes that scientists, geologists, and engineers all do the same work at the Boards. Most vacancy announcements say that any class can apply and are qualified for the job advertised. So why don't we all get paid the same?

Pay Disparity Affects Morale and Lack of Senior Staff ES positions

Thanks to all of you for raising these issues--I think morale among the Environmental Scientists has definitely been affected by the pay disparity issue and accentuated by the recent raises for other classifications. As far as I have been able to discern, there is no difference between the work performed at the region by any of the classifications--we all work interchangeably in all the programs.

An issue that I haven't seen discussed is the Senior Staff ES positions (old ES IV). This region is very reluctant to create such positions, on the theory that a technical senior is a "cushy" job and unfair to seniors who have to manage staff. Has anyone else run into this barrier? It essentially closes off an avenue of promotion available to ES's that at least partially closes the pay gap.

Fellow Staff follow-up on Lack of Senior Staff ES positions

By itself, this does not appear to be a scientist/engineer inequity issue. How many Senior WRCE (Specialist) positions does your Region have? The Pay Equity Project is looking at some way to provide additional promotional capabilities for scientists within Cal/EPA, for example basing a salary increase on years in service and/or advanced degrees.

Here is what I know about the ES IV/Staff ES issue. ES IV was a split class -- Supervisory or Specialist. When the ES series specification was revised (I was on the committee that wrote the new version), ES IV (Specialist) became Staff ES. ES IV (Supervisory) became Senior ES. The new terms are easier and clearer. Staff ES and Senior ES are both at the senior level, not the journey level. They are not included in the deep ES class (Ranges A, B and C) for that reason.

The WRC Engineer series also has a split senior level -- Senior WRCE (Specialist) and Senior WRCE (Supervisory). Staff ES is comparable to Senior WRCE (Specialist).

The WRCE series has something that the ES series does not -- a journey level Range D within their deep class. They justified Range D because of the P.E. registration. There is no comparable registration requirement for ESs, so we don't have a Range D. WRCE (Range D) is not comparable to Staff ES. WRCE (Range D) has a lower level of responsibility than Staff ES.

There are two ways that people can become Staff ES, either by promotion in place or promotion to a existing Staff ES position. Twenty years ago, Region 5 management pushed hard to get me promoted in place from ES III to ES IV (Specialist), which automatically became Staff ES when the series specifications were revised. I was one of the first senior specialist ESs to be approved at a Regional Board because the standard then was that the work had to have statewide significance. Region 5 management had to convince the State Board personnel office that my work had statewide significance in order to get me promoted. Of course, I had to take the ES IV test and become reachable on the ES IV list. The other way to become a Staff ES is to get hired into an existing Staff ES position. Again, the person needs to be reachable on an existing Staff ES/Senior ES list.

I hope this sheds some light on why there are not many Staff ES positions. Creating an ES, Range D for people with advanced degrees and/or many years in service may be a way to add to promotional capabilities for journey level scientists. Alternatively, we could have a differential added to any scientist pay based on having an advanced degree or many years in service without creating a new range.

Equal Pay

I work with other environmental scientists, engineers, and geologists. We all perform the exact same duties. Our work involves watershed assessments, determining the effects of pollutants on beneficial uses, understanding fate and transport of pollutants, and assessments of pollutant loads and reductions. Our work requires an understanding of chemistry, hydrology, aquatic ecology, microbiology, toxicology, geology, as well as environmental law and policy. To some extent, we must understand the design and operation of point source discharges of pollutants for the purposes of implementation and permitting.

I have a bachelor's degree in geochemistry and would qualify as an EG. But I joined the waterboards as an ES because my masters degree in environmental science could be applied towards work experience and I could enter at a higher level. I haven't thus far considered getting reclassified because at the waterboards, I rely more on the information and experience I obtained through my master's degree than my bachelor's degree. But now I realize that it makes more sense for me to become an EG because the pay ceiling is much higher, especially with Unit 9's recent raise. I find it frustrating that my past education is more valuable in terms of pay than my recent graduate work. I find it tedious that I must reclassify, and at some point in the future become a registered geologist (because professional registration for environmental scientists is not rewarded), only to never practice pure geology, simply in order to make more money. I would much rather remain an ES who receives equal pay for equal work.

COLAs, Locality Pay Differentials, and Back Wages

COST OF LIVING ADJUSTMENT. We Hazardous Substances Scientists have not had even a 2% cost of living adjustment for inflation in EIGHT YEARS! I lost over 30% of my buying power since then. This is in all likelihood the very source of the pay inequity in the first place!

HIGH COST AREA PAY DIFFERENTIAL. This has been discussed several times, but always the greedy people in Sacramento, insisted that they get the same differential as well. That pretty much placed everyone in a high cost area, and nixed the whole concept. The average house in southern California is now \$630,000 and the average rent is \$1,400. Day care is \$1,000/mo for 2 kids. Give us a break.

BACK WAGES. Many of us are owed back wages from 10 years ago. I personally have a month of back wages never paid to me, still on the books. They list it right next to my vacation hours on my pay stub. It has become a long term ZERO interest loan to the State. Other agencies cashed their employees out years ago, and DTSC management evidently cashed themselves out as well. The attitude is, they would "Rather owe it to us, than cheat us out of it".

They keep telling us that the State is broke and: can't give us a cost of living adjustment, can't give us our back wages which we already earned, can't give us a high cost area differential, can't give us a pay raise, can't give us pay equity. AND YET... the State is hiring dozens and dozens of NEW people for our Department alone. Rubbing their lies in our faces, knowing they hold all the cards.

The State should either scale back on the number of new laws and regulations, or the number of people staffed to enforce them, in order to give existing employees a living wage (a wage we had 8 years ago!). By denying us the same cost of living adjustment for inflation everyone else in society gets, by denying us our back wages, By denying us pay equity, They are in effect placing an additional form of taxation on the State employees.

Pay Disparity –Real World Example

I noticed on the agenda that there was a topic for "personal experiences (names withheld)." In case you are still accepting examples of staff experiences with pay disparity, I would like to tell you about my own experience with pay disparity in the workplace.

First a bit about myself... I have a Ph.D. in Soil and Water Sciences, obtained from UC Riverside, as well as a M.S. and B.S. in Soil Science. I have about 19 years of state service, some of which was as supervisor of an academic research laboratory in the UC system. I have authored or coauthored about a dozen scientific papers in well-respected peer-reviewed journals. I have recently been asked to serve on the Board of Directors for the Southern California chapter of SETAC. Here at the Regional Board (R8), I am an Environmental Scientist Range C, working on TMDL development in the Coastal Waters Planning Section. Also in my section, Engineering Geologists and Water Resource Control Engineers also work on TMDL development.

As I'm sure you are aware, the TMDL development tasks are the same, whether you happen to be a geologist, engineer or scientist. While I am arguably the most qualified and seasoned staff in our section, and spend time helping to train less experienced staff in other classifications, I am paid nearly \$1000 per month less than the geologists and engineers in our section who have reached the top of their salary ranges, as I have. Is it any wonder that there are morale issues among state scientists?

Last year, when I returned to work for the state (I had quit working for the state in 2003 and returned in 2005), I took a \$10,000 per year cut in pay. The reason I returned, even with the low pay, was (1) the work I performed in the private sector was not compatible with my ideals, and (2) I need the state retirement pension. My guess is there are many other environmental scientists who prefer government service for idealistic reasons, even though they could make more money elsewhere. The state should not take advantage of that fact (assuming it is a fact), however, and pay scientists less than their counterparts who perform in the same capacity, only under a different classification.

I hope this information will add to the other personal examples for your brown bag forum on Monday. Thank you very much for looking into the pay disparity issue.

Equal Pay

I started working for the state in 1970 (as a very young college student) in the Pesticide Registration Program when it was within the Dept. of Agriculture. The job title was "Agricultural Inspector I (Intermittent)". I became a "Registration Specialist" before moving to SWRCB and working as an "Environmental Specialist". Subsequently, I have worked at DTSC, ARB and CIWMB. I have over 25 years of work experience with various programs that now are part of Cal/EPA.

From my perspective, equity is certainly an issue. At ARB, I was an "Air Pollution Specialist". At CIWMB, I am now a "Integrated Waste Management Specialist". Since the "Air Pollution Specialist" is under the PECG contract, it now pays 11% more than similar CAPS classes at Range C, step 5. By 2008, under the current PECG contract this difference could conceivably be 30% more than the similar CAPS classes. My work at ARB was essentially the same as my current work at CIWMB, yet my CIWMB salary is significantly lower. This is unfair and illogical.

At holiday family gatherings I chat with my cousins who have similar educational histories and am dismayed to find that those who went to work for the Federal government now make 25% to 30% more than my current salary. The Federal system provides for annual inflation increases and has a 10 step range compared to the state's 5 step range. The Federal system also offers more promotional opportunities to senior level scientist.

I hope that you are able to correct the current salary inequity for scientists and would like to offer my assistance. Please let me know, if I can provide any additional information to assist you.

Consolidate BDO level exams

Some of the Research Scientists in OEHHA would like to suggest an activity related to class inequity that could be accomplished in the relatively short-term (2-3 year timeframe??). To consolidate the BDO level exam units into one unit in Cal/EPA or at the Agency level. This activity would be easier and quicker than reclassifying classes/series, and a good first step towards reclassifying (or consolidating) the classes/series. This would be particularly helpful for classes/series that are administered outside of Cal/EPA but for which there are positions in Cal/EPA (e.g., the Research Scientist series is administered by DHS but there are Research Scientists in Cal/EPA). I believe that consolidating similar or identical work (e.g., administrative work) has been recommended in the past (e.g., by the California Performance Review report and the Little Hoover report). Thank you once again for considering our recommendations and concerns.

Pay Equity Example

At DTSC, hazardous substance scientists, engineers and geologists all qualify and do perform project management work and are referred to as project managers. A specific example is the project managers in the Office of Military Facilities who oversee the investigation and remediation of active and closed military bases in California. The work for the project managers is the same, regardless of the academic discipline. The increased disparity of salary between the

disciplines has resulted in scientist project managers doing the exact same work as the engineer or geologist project manager but paid significantly less.

Incorrectly Transferred to Class A But Qualified for Class C

I wanted to add my personal experience to the pot. Before looking for a job with the state, I had nearly six years of experience writing monitoring plans, QAPPs, designing monitoring programs, testing, developing new techniques, etc. When I was offered a position, I was told that benefits I had accrued as staff in the UC system would transfer to my new position and I was given a written offer at ES Class C. I accepted the new position and gave notice at my old job. On the afternoon of my first day, I met with admin to take care of my new-hire paperwork. To my surprise, the paperwork said that I was to be hired as Class A and I was told the sick leave I earned at UC would not be transferred. This was completely unacceptable not only because I had the experience to be in Class C, but because this meant I would have to take a pay cut greater than \$10,000 a year. I frantically called my old employer hoping they had not separated me. Luckily, they hadn't and I was able to claim vacation at my previous job while they figured things out here. My supervisor had to resubmit justification for including my past experience, and luckily everything worked out.

I know a handful of people who previously came to state service with similar or less experience than I, and none of them had this problem. Can you imagine the panic I felt; having already quit my previous job, working 2/3 of a day here, then finding out I was going to be making so much less?! You would think a written offer meant something or that I would have been notified of the discrepancy sooner.

Longevity Pay

I have worked for the State for 25 years almost all of it with the State Water Board. I "topped out" as an Environmental Scientist in 1985. I do not consider cost of living adjustments as pay raises. So that means I have not had an actual pay raise for 20 years. The only avenue open to me is to get promoted to a Senior ES (supervisor) or Staff ES (non-supervisory). I have been a Senior ES on a temporary basis a number of times over the years. I realized from these experiences that I'm not good at and don't like dealing with personnel issues so promotion to that level is not an option. The Staff ES positions here at the Water Board, and I suspect elsewhere, are a rarity and in my experience given out as rewards to selected staff. There been very few times the Staff ES position as actually been awarded competitively. When a position is announced we usually know who will get the job. Many of my co-workers who have run into the same problem have left. I guess you can say I'm not smart enough to do that. I like what I do and feel I contribute something. I'm just not well rewarded for my work. What makes me even more frustrated is the fact that I end of training new employees including supervisors. I lost count how many times over them years managers have come to me for solutions to particular problems.

I think that if Cal/EPA, or the State for that matter, is serious about retaining experienced and knowledgeable staff they need some way of rewarding them so they stick around. There are not too many like me who are not smart enough to leave.

Hope this is of use to you.

Additional Ranges, Less Restrictions on Out of State Conferences and Online Journals

Thanks for this, and all your efforts. It seems that the most sensible approach is a Range D for rank-and-file ESs, with a commensurate boost in pay for Staff ESs and Senior ESs. Also some differential, even if a modest one, for advanced degrees, would be nice.

I do have 2 additional suggestions:

The only thing I might add is that the State needs to lighten up on out-of-state travel for scientists. If the State wants its scientists to be on the cutting edge (so we are both protecting the people/environment and avoiding unnecessarily burdensome regulations), we need to attend out-of-state conferences and meetings. California does not have a monopoly on the state-of-the-art, and a lot goes on outside of California that we are missing out on. Why is this a pay issue? Because many of us are paying out of our own pockets to attend out-of-state conferences in order to stay current in our fields, and that effectively reduces our pay. (For example, see the grants that CAPS gives to its members for out-of-state travel to defray costs. That's just a drop in the bucket.)

The State should pay for on-line access to scientific journals. We need these also to stay current, and many scientists are paying for this out of their own pockets, effectively reducing our pay.

Affect of Pay Equity Issue at Water Board

Attached is another short summary of how the pay equity issue affects one of the Water Board employees. This is not uncommon. In regulator programs, scientists are often relied upon for expertise that the engineers lack, but are necessary to get the job done. As time progresses, more and more of the job requires scientific expertise.

I am a Staff Environmental Scientist. I sit adjacent to a Senior Engineering Geologist (Specialist). The Geologist stated that he lacks the technical expertise to evaluate how various waste management practices are protective of surface water and groundwater. Consequently, I was the Board's technical expert during the development of the DGP and the evaluation of the proposals that were submitted. However, even though the Geologist is only performing the non-technical duties related to the DGP his salary range is 13.8 percent higher at the top step.

Examples of lagging salaries for state scientists also exist outside state service. When I was a topped-out associate in 1989, my pay was about the same as my wife at the time who taught 4th and 5th grade. Now she makes about 25% more than I do (and works only 9 months of the year). After a divorce about 5 years ago, I met a woman working as a nurse. Again we were making about the same salary even though I had more work experience in my field. She is now making over 25% more than I do even with my 5% increase after I was promoted to staff ES. These salary discrepancies are evident to many people in their 20s that I talk to. Consequently, they are not considering careers as a scientist in state service.

Salary Adjustment Struggle and a Lack of Promotional Opportunities for Associates

As a DPR scientist, I am writing to personally thank you for your support and leadership in our ongoing struggle to make the salaries of departmental scientific staff more equitable with those

of our colleagues performing comparable work in industry, the federal government, and other State departments and boards. You may already be aware that in some disciplines, such salary differentials amount to well over fifty percent. This is a conspicuous inequity and an embarrassment for the State of California, and I am grateful that management has acknowledged the problem and has initiated measures to help mitigate it.

As vital as salary adjustments are to improving morale and renewing a collective sense of pride to scientific staff, however, the absence of promotional opportunities for scientists within the Department is no less frustrating and unwarranted, particularly for those in mid-level positions who have doctoral degrees and advanced knowledge and research experience in their respective disciplines. In the six years that I have been in the Registration Branch, only one Associate Scientist was promoted to Senior Scientist. In other branches, the opportunity for scientists to advance is just as bleak. When asked to explain the disproportionate number of promotions in other classes in the Department compared with the scientific classes, management insists that DPR “culture” demands that a pyramidal hierarchy be maintained in the scientific classes, with few Senior and many Associate positions. But this policy is not implemented for the non-scientific classes. For example, all Pesticide Use Specialists have been promoted to the Senior level, and support staff and management level promotions occur on a regular basis. This kind of double standard is inexcusable. In Pesticide Evaluation, both Senior Scientists and Associate Scientists who have been employed for a number of years perform essentially the same duties at the same level. There is no defensible rationale for not allowing all Evaluation Scientists to advance to Senior Scientist level when they meet the performance standard required as in the case for the Pesticide Use Specialists series. Over half of the Associate Scientists in Evaluation have Ph.D.’s and many years of combined research, teaching, and technical writing experience. Yet this experience and talent is squandered in favor of an archaic and subjective promotional policy. The Department has always publicly touted the quality and educational qualifications of its scientific staff. But the consensus among most scientists is that DPR must do more than talk the talk if it wishes to maintain the quality of scientific staff it so proudly publicizes. The department should consider upgrading the Associate Scientist positions to Senior Scientist positions when the employees meet the higher standard of performance required.