



THE SOUTH CAROLINA
DEPARTMENT *of* ADMINISTRATION

Nursing Compensation Analysis

February 2023

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Section One — Executive Summary

SCOPE

This compensation review included all nursing classifications across state government agencies. In particular, the scope includes all full-time equivalent (FTE) positions within the nursing classifications ranging from Nursing Assistant to Nurse Practitioner at South Carolina state agencies.

Note: The recommendations presented in this analysis are not intended to replace any general increases passed by the General Assembly or performance increase plans.

APPROACH

The South Carolina Department of Administration's (Admin) Division of State Human Resources (DSHR) assembled a workgroup including human resources employees and programmatic staff from non-higher education state agencies that either had a significant number of staff in the state's nursing classifications or had knowledge of the nursing profession. Using feedback provided by these representatives and internal and external employee and compensation data, DSHR worked to identify the root causes behind the challenges to recruit and retain nurses.

FINDINGS

A review of personnel data revealed that while application numbers are slightly below past levels for nursing positions in state government, the difficulty hiring nurses is not the result of a lack of nurses in the labor market or of a lack of interest in working for state government. Rather, it appears the hiring processes at state agencies and/or the compensation offered prevents interested applicants from accepting offers of employment.

In addition to the challenges in hiring new nurses, the turnover rate for nursing positions has been steadily increasing since the 2018-2019 fiscal year. Looking at the current population of nurses in state agencies also revealed that a large percentage of nurses are, or will soon be, eligible for retirement. This suggests that the current nursing staffing shortage in state agencies will only get worse if action is not taken.

Based on all these factors it was necessary to review the current classification and compensation structure for nurses in state agencies and identify changes that will improve the ability to hire and retain the nurses needed by state agencies.

RECOMMENDATIONS

The data reviewed by DSHR clearly indicates a need to increase the salaries for nursing positions in state agencies to be competitive in the relevant labor market and effectively recruit and retain nurses.

To account for the variety of duties performed by state agency nurses and the diverse environments where these employees work, DSHR created compensation plans which differentiate between institutional and non-institutional nurses for all positions except Nursing Assistant which is differentiated based on whether the position requires the employee to be certified or not. The use of the institutional classifications will include nursing professionals who provide care in an inpatient setting involving high-risk/high-acuity patients. Institutional classes will only be used by the South Carolina Department of Mental Health, the South Carolina Department of Disabilities and Special Needs, the South Carolina Department of Corrections, the South Carolina Department of Juvenile Justice and the South Carolina Vocational Rehabilitation Department, but should not be used for all nurses at those agencies. The proposed minimum hiring rates are higher for certified Nursing Assistants and institutional nursing classes. In addition, the proposed pay plans includes salary increases based on years of service.

DSHR also recommends various classification changes to the nursing series to better reflect the work done by employees and provide a more defined career path for nurses.

The following table provides a summary of the recommended classifications and minimum salaries for nursing positions.

Job Class Code	Pay Band	Class Title	Proposed Minimum Hiring Rate	3-5 Years	6-9 Years	10-15 Years	15+ Years
EA03	Band 4	Nursing Assistant, Non-Certified	\$30,000	\$30,750	\$31,518	\$32,305	\$33,112
EA03	Band 4	Nursing Assistant, Certified	\$33,500	\$34,337	\$35,195	\$36,074	\$36,975
EA15	Band 5	Licensed Practical Nurse, Non-Institutional	\$47,273	\$48,454	\$49,665	\$50,906	\$52,178
EA15	Band 5	Licensed Practical Nurse, Institutional	\$52,000	\$53,300	\$54,632	\$55,997	\$57,396
EA30	Band 7	Registered Nurse, Non-Institutional	\$70,455	\$72,215	\$74,020	\$75,870	\$77,766
EA30	Band 7	Registered Nurse, Institutional	\$77,500	\$79,437	\$81,422	\$83,457	\$85,543
EA70	Band 8	Nurse Supervisor, Non-Institutional	\$77,273	\$79,204	\$81,184	\$83,213	\$85,293
EA70	Band 8	Nurse Supervisor, Institutional	\$85,000	\$87,125	\$89,303	\$91,535	\$93,823
EA80	Band 9	Nurse Manager, Non-Institutional	\$86,364	\$88,522	\$90,735	\$93,003	\$95,328
EA80	Band 9	Nurse Manager, Institutional	\$95,000	\$97,375	\$99,809	\$102,304	\$104,861
EA90	Band 10	Nursing Director, Non-Institutional	\$110,000	\$112,750	\$115,568	\$118,457	\$121,418
EA90	Band 10	Nursing Director, Institutional	\$120,000	\$123,000	\$126,075	\$129,226	\$132,456
EA65	Band 9	Nurse Practitioner, Non-Institutional	\$105,000	\$107,625	\$110,315	\$113,072	\$115,898
EA65	Band 9	Nurse Practitioner, Institutional	\$115,000	\$117,875	\$120,821	\$123,841	\$126,937

CONCLUSION

Being a nurse in state government offers a unique opportunity to care for individuals when they need that care the most and to do work that has impacts beyond a single patient or hospital. In the best of environments, nursing is a demanding and stressful job. When a challenging environment is added to these pressures, such as working in a correctional institution, it takes a very special person to be successful in these positions. Nurses in state government have made the decision to bring their education, experience and desire to serve the public good with them each day they come to work.

The recommendations contained in this report will help agencies recruit and retain these special employees while also compensating them for their contributions.

Section Two — Introduction

In response to the growing challenge of recruiting and retaining nurses in state government, the South Carolina Department of Administration's (Admin) Division of State Human Resources (DSHR) conducted a comprehensive review of compensation for nursing positions and, where appropriate, developed compensation recommendations. In addition, DSHR worked with agency representatives to identify other initiatives that could improve the ability to recruit nurses to state government and retain the talented health care workers who currently work in state government.

While the importance of nurses and health care workers was highlighted during the COVID-19 pandemic, there is no doubt that these individuals provided vital services and support prior to the pandemic and continue to do so today. Services provided by nurses in state agencies include:

- Inpatient and outpatient mental health support.
- Medical care and treatment for individuals with developmental disabilities who reside in state agency facilities.
- Preventive care.
- Medical care and treatment for inmates at the Department of Corrections.
- Medical care and treatment for juveniles in the care of the Department of Juvenile Justice.
- Oversight of the health care and dental needs and services of children in foster care.
- Services related to tuberculosis.
- Supervision of the inspection of state licensed and federally certified facilities.
- Support for individuals who are participating in rehabilitation programs.

Nurses, like all health care workers, provide care when people are most in need. Nurses who work in state government agencies provide this service to our most vulnerable citizens in environments that can be difficult, or even hazardous, to work in. It is vitally important, therefore, that the compensation for nursing positions in state government be sufficient to compete with employers in the applicable labor market.

Section Three — Scope

This compensation review included all nursing classifications across state government agencies. These classifications include:

- Nursing Assistant I (EA02) – Pay Band 02
- Nursing Assistant II (EA03) – Pay Band 03
- Nursing Assistant III (EA05) – Pay Band 04
- Licensed Practical Nurse I (EA10) – Pay Band 04
- Licensed Practical Nurse II (EA15) – Pay Band 05
- Registered Nurse I (EA20) – Pay Band 06
- Registered Nurse II (EA30) – Pay Band 07
- Nurse Practitioner I (EA60) – Pay Band 08
- Nurse Practitioner II (EA65) – Pay Band 09
- Nurse Administrator/Manager I (EA70) – Pay Band 07
- Nurse Administrator/Manager II (EA80) – Pay Band 08
- Nurse Administrator/Manager III (EA90) – Pay Band 09

Nurses employed at institutions of higher learning were not included in the scope of this compensation study.

Note: The recommendations presented in this analysis are not intended to replace any general increases passed by the General Assembly, or performance increase plans.

Section Four — Approach

DSHR identified agencies with large nursing populations or that had knowledge of the nursing profession and asked that they participate in a workgroup to evaluate the classification and compensation structure for nurses in state government. This workgroup contained human resources employees from these agencies as well as programmatic staff responsible for nursing positions. For a full list of participating agencies please refer to Appendix I.

DSHR held an initial meeting with agency representatives December 15, 2022. During this meeting participants were asked to identify their biggest competitors for nursing talent and discuss why individuals chose to leave state government positions. Participants were asked to recommend any data, particularly examples of external employment data, that would be beneficial for DSHR to review. Finally, participants were asked to identify any factors outside of compensation that impacted their ability to recruit and retain nurses.

Following this initial meeting, DSHR reviewed data related to applicant flow for nursing positions and internal (SC state agency) and external nursing compensation data. The nursing classification and compensation structures of other states were also reviewed. A second meeting was held January 20, 2023, to discuss more detailed personnel data related to the nursing occupation in state government and to discuss how to structure compensation recommendations considering the diversity of nursing roles in state government. A final meeting was held February 3, 2023, to discuss compensation recommendations.

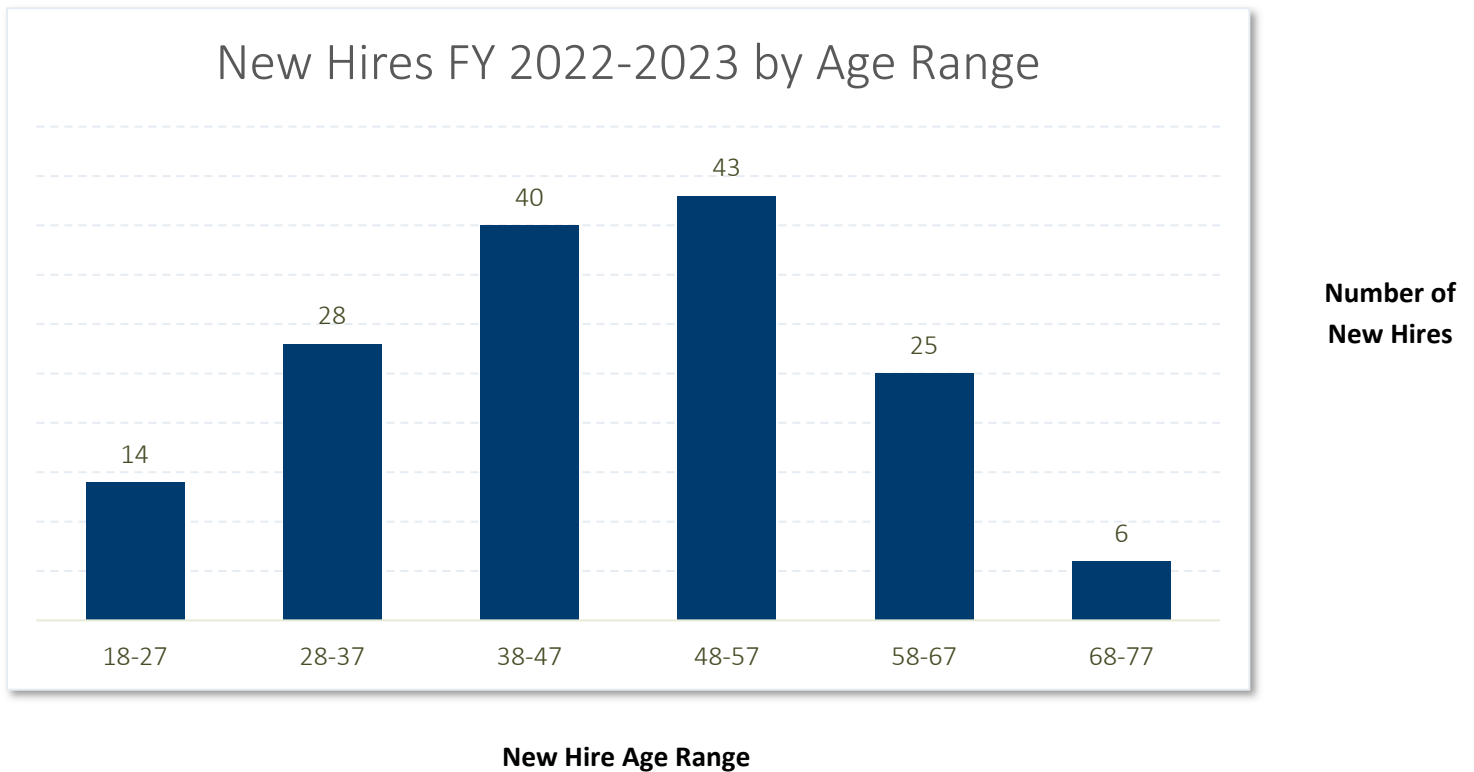
Section Five — Findings

In an effort to identify what factors were contributing to the difficulty recruiting nurses, DSHR first reviewed the applicant data to determine if the number of applications had changed in recent years. Surprisingly, DSHR found that even in the current labor market the number of applicants applying for nursing positions in fiscal year 2022 was consistent with the number of applicants in the 2019 and 2020 fiscal years. Fiscal year 2021 did show a significant increase in applicants at 3,505, but this appears to be an outlier driven by pandemic-related hiring and the creation of Nursing Assistant classifications in December 2020. During the first half of the current fiscal year which began July 1, 2022, the number of applicants applying was 1,433. If this number holds true, the number of applicants applying in fiscal year 2023 is anticipated to be around 2,800, which is consistent with previous years. Therefore, it does not appear that applicant flow is the reason state agencies have high vacancy rates in nursing positions.

What DSHR found, however, was that despite adequate applicant flow, agencies were not converting these applicants to employees. This suggests that the difficulty hiring nurses is not the result of a lack of nurses, or of a lack of interest in working for state government. Rather, it appears the hiring processes utilized by state agencies and/or the compensation offered prevent interested applicants from accepting offers of employment. This is consistent with industry data which indicates that in 2021 the average time to fill a full-time equivalent Registered Nurse position was 70 days. Nurses have a lot of options when it comes to employment and state government agencies are competing with both private and public sector employers for needed talent.

This notion was confirmed when the number of individuals earning nursing degrees were reviewed. According to the data presented at the South Carolina Hospital Association Chief Nursing Officer and Deans Virtual Summit April 1, 2022, from 2008 through 2020 the number of registered nursing and registered nurse graduates has increased. In addition, the number of nurse licensees has increased.

Next, DSHR reviewed the demographics of nurses who were joining state government. As detailed in the following chart, nurses who joined state government often did so after many years of professional experience outside of state government.



While these nurses undoubtedly bring a wealth of experience to state agencies, the low number of nurses hired early in their careers indicates that there is an entire population of nurses that are being missed by current recruitment efforts. This also indicates that nurses later in their careers may be more interested in leaving the private sector to join state government. It is important, therefore, to create compensation plans and take other actions that appeal to nurses at all points in their career.

In addition to the challenges in hiring new nurses, the turnover rate for nursing positions has been steadily increasing since the 2018-2019 fiscal year. The following table provides the turnover percentage by classification for indicated fiscal years.

Classification	2018-2019	2019-2020	2020-2021	2021-2022
Nursing Assistant I (EA02)	N/A	N/A	87.38%	74.29%
Nursing Assistant II (EA03)	N/A	N/A	33.81%	35.32%
Licensed Practical Nurse I (EA10)	32.84%	29.51%	48.41%	12.77%

Classification	2018-2019	2019-2020	2020-2021	2021-2022
Licensed Practical Nurse II (EA15)	27.47%	27.15%	42.78%	45.13%
Registered Nurse I (EA20)	21.62%	26.83%	33.42%	19.35%
Registered Nurse II (EA30)	18.10%	20.37%	25.87%	33.10%
Nurse Practitioner I (EA60)	22.43%	17.70%	11.38%	22.95%
Nurse Practitioner II (EA65)	7.84%	11.32%	11.11%	15.38%
Nurse Administrator/Manager I (EA70)	20.54%	15.97%	21.14%	25.53%
Nurse Administrator/Manager II (EA80)	11.61%	18.87%	21.56%	16.28%
Nurse Administrator/Manager III (EA90)	12.50%	0.00%	10.53%	8.70%
Turnover For All Classifications	20.75%	21.89%	31.11%	32.22%

Note:

- The Nursing Assistant I (EA02) and Nursing Assistant II (EA03) were created during the 2021-2022 fiscal years. Therefore, turnover data does not exist for these classifications for fiscal years prior to 2021-2022.

Looking at the current population of nurses in state agencies also revealed that a large percentage of nurses are, or will soon be, eligible for retirement. As set forth above, many nurses join state government after 20 years of working outside state government. These percentages below likely understate the number of individuals at or approaching retirement eligibility because some will likely reach retirement age before they are eligible to retire based on years of service under the state's benefits structure. It is unknown whether these individuals will remain in the workforce after reaching retirement age, but presuming a significant portion will not, the data suggests that the current nursing staffing shortage in state agencies will only get worse if action is not taken.

Agency	Percentage of Nurses Currently Eligible	Percentage of Nurses Eligible to Retire Within Five Years	Total Number of Nurses Currently Eligible or Who Will Be Eligible to Retire Within Five Years
Department of Mental Health	14.94%	17.77%	32.70%
Department of Health and Environmental Control	14.85%	12.87%	27.72%
Department of Corrections	8.84%	23.72%	32.56%
Department of Disabilities and Special Needs	15.56%	17.78%	33.33%

Agency	Percentage of Nurses Currently Eligible to Retire	Percentage of Nurses Eligible to Retire Within Five Years	Total Number of Nurses Currently Eligible or Who Will Be Eligible to Retire Within Five Years
Department of Health and Human Services	13.64%	27.27%	40.91%
Department of Juvenile Justice	14.29%	33.33%	47.62%
Vocational Rehabilitation Department	18.18%	9.09%	27.27%

The large percentage of employees who may be leaving due to retirement will only worsen the staffing challenges faced by state agencies.

Based on all these factors it was necessary to review the current classification and compensation structure for nurses in state agencies and identify changes that will improve the ability to hire and retain the nurses needed by state agencies.

Section Six — Compensation Data

To evaluate the competitiveness of state agency nursing compensation in the applicable labor market, DSHR reviewed compensation from a variety of sources.

Public and Private Employer Compensation Data

A review of salaries for comparable positions at public and private South Carolina employers as reported in O*Net, the nation's primary source of occupational information, revealed that state agency salaries lagged behind salaries provided by other South Carolina employers. Please see Appendix II for a complete summary of this comparative data. In addition to the base pay, according to industry data, the average sign-on bonus for nursing positions in 2021 was \$6,233. It is also important to note that in addition to base pay nurses often earn differential pay when working as charge nurses, preceptors or in a float pool. According to industry data it is also common to provide additional compensation for nurses who attain job-related degrees and certifications. The rise in the use of travel nurses has also made it more difficult to recruit nurses. According to data from Beckers Hospital Review, in the United States the average pay for travel registered nurses is more than twice the average salary for non-travel registered nurses.

National Compensation Association of State Governments Compensation Data

Given the unique environments that public sector nurses work in the data from the National Compensation Association of State Governments (NCASG) from comparable states revealed that South Carolina also lagged behind in salaries, sometime significantly, for every job title reviewed except Nurse Practitioner.

NCASG Benchmark Title	Comparator States Average Salary	South Carolina Average Salary	Difference Between Comparator State Average and South Carolina Average
Nursing Assistant	\$30,462	\$28,181	-8.09%
Licensed Practical Nurse	\$42,749	\$38,475	-11.11%
Public Health Nurse	\$56,685	\$53,354	-6.24%
Registered Nurse	\$60,630	\$53,354	-13.64%
Registered Nurse – Program Coordinator	\$70,708	\$65,565	-7.84%
Registered Nurse Supervisor	\$71,529	\$65,565	-9.10%
Director of Nursing	\$94,903	\$85,489	-11.01%
Nurse Practitioner	\$90,379	\$91,470	1.19%

Additional NCSAG data can be found in Appendix III.

The data clearly indicates a need to increase the salaries for nursing positions in South Carolina state agencies to effectively recruit and retain nurses.

Section Seven — Classification Changes Recommendations

Nurses in state agencies perform a variety of duties in diverse environments. To account for these differences and ensure that compensation is appropriate based on the work done by employees, it is necessary to replace the current nursing classification structure. The recommended classification changes outlined in the following table differentiate between institutional and non-institutional nurse classifications for all positions except Nursing Assistants and provide a clearer career path for leadership positions. Institutional classes will be used only by the South Carolina Department of Mental Health, the South Carolina Department of Disabilities and Special Needs, the South Carolina Department of Corrections, the South Carolina Department of Juvenile Justice and the South Carolina Vocational Rehabilitation Department, but should not be used for all nurses at those agencies. The use of the institutional classifications should be limited to those who provide care in an inpatient setting involving high-risk/high-acuity patients. For example, nurses working with juveniles at the South Carolina Department of Juvenile Justice within the agency’s facilities would be classified as Registered Nurse – Institutional while an employee health nurse working outside the institutional facilities would be classified as Non-Institutional.

Nursing Assistant classifications are differentiated based on whether the position requires the employee to be a certified nurse assistant. All or nearly all Nursing Assistants work in institutions. Therefore, it was unnecessary to create classifications to differentiate between institutional and non-institutional Nursing Assistants.

Recognizing the scope of work done at large agencies these classification changes also recognize the need for a Pay Band 10 Nursing Director classification.

DSHR will provide class specifications for these new classification by March 31, 2023.

Pay Band	Class Title	Notes
Band 4	Nursing Assistant, Non-Certified	These classifications will replace the current Nursing Assistant I (Pay Band 2), Nursing Assistant II (Pay Band 3) and Nursing Assistant III (Pay Band 4) classifications.
Band 4	Nursing Assistant, Certified	
Band 5	Licensed Practical Nurse, Non- Institutional	These classifications will replace the current Licensed Practical Nurse I (Pay Band 04) and Licensed Practical Nurse II (Pay Band 05) classifications.
Band 5	Licensed Practical Nurse, Institutional	
Band 7	Registered Nurse, Non-Institutional	These classifications will replace the Registered Nurse I (Pay Band 06) and Registered Nurse II (Pay Band 07) classifications. Positions in the Registered Nurse, Institutional class may serve as a Charge Nurse on a rotating basis or as a Nurse Educator or Case Manager.
Band 7	Registered Nurse, Institutional	
Band 8	Nurse Supervisor, Non- Institutional	These classifications will replace the Nurse Administrator/Manager I (Pay Band 07), Nurse Administrator/Manager II (Pay Band 08), and Nurse Administrator/Manager III (Pay Band 09) classifications.
Band 8	Nurse Supervisor, Institutional	
Band 9	Nurse Manager, Non-Institutional	
Band 9	Nurse Manager, Institutional	
Band 10	Nursing Director, Non-Institutional	
Band 10	Nursing Director, Institutional	
Band 9	Nurse Practitioner, Non-Institutional	These classifications will replace Nurse Practitioner I (Pay Band 08) and Nurse Practitioner II (Pay Band 09).
Band 9	Nurse Practitioner, Institutional	

Section Eight — Recommended Compensation Changes

In conjunction with the recommended changes to the nursing classification structure, DSHR established minimum salaries for each of these classifications. In recognition of the particular challenges associated with being a nurse working in an institution, minimum salaries for institutional nurses are higher than those for non-institutional nurses in all classifications. Salaries also increase based on years of service. These salaries are necessary in order for the state to effectively compete with other employers in the applicable labor market where employees often work in environments far less demanding than those found in state agencies.

The following table provides a summary of the recommended minimum salaries for both institutional and non-institutional nurse classifications.

Job Class Code	Pay Band	Class Title	Proposed Minimum Hiring Rate	3-5 Years	6-9 Years	10-15 Years	15+ Years
EA03	Band 4	Nursing Assistant, Non-Certified	\$30,000	\$30,750	\$31,518	\$32,305	\$33,112
EA03	Band 4	Nursing Assistant, Certified	\$33,500	\$34,337	\$35,195	\$36,074	\$36,975
EA15	Band 5	Licensed Practical Nurse, Non-Institutional	\$47,273	\$48,454	\$49,665	\$50,906	\$52,178
EA15	Band 5	Licensed Practical Nurse, Institutional	\$52,000	\$53,300	\$54,632	\$55,997	\$57,396
EA30	Band 7	Registered Nurse, Non-Institutional	\$70,455	\$72,215	\$74,020	\$75,870	\$77,766
EA30	Band 7	Registered Nurse, Institutional	\$77,500	\$79,437	\$81,422	\$83,457	\$85,543
EA70	Band 8	Nurse Supervisor, Non-Institutional	\$77,273	\$79,204	\$81,184	\$83,213	\$85,293
EA70	Band 8	Nurse Supervisor, Institutional	\$85,000	\$87,125	\$89,303	\$91,535	\$93,823
EA80	Band 9	Nurse Manager, Non-Institutional	\$86,364	\$88,522	\$90,735	\$93,003	\$95,328
EA80	Band 9	Nurse Manager, Institutional	\$95,000	\$97,375	\$99,809	\$102,304	\$104,861
EA90	Band 10	Nursing Director, Non-Institutional	\$110,000	\$112,750	\$115,568	\$118,457	\$121,418
EA90	Band 10	Nursing Director, Institutional	\$120,000	\$123,000	\$126,075	\$129,226	\$132,456
EA65	Band 9	Nurse Practitioner, Non-Institutional	\$105,000	\$107,625	\$110,315	\$113,072	\$115,898
EA65	Band 9	Nurse Practitioner, Institutional	\$115,000	\$117,875	\$120,821	\$123,841	\$126,937

In addition, DSHR recommends that all employees in nursing classifications receive a salary increase sufficient to reach the applicable minimum for their classification or 5%, whichever is greater.

Section Nine — Cost Analysis

The total annual cost to implement the salary increases described in this report is **\$34,101,906**. Detailed costing information can be found in Appendix IV.

Note: All costing information is based on employees and positions as reflected in SCEIS in February 2023. This information is provided to assist in making funding decisions for the 2023-2024 fiscal year. Funding needs for future fiscal years will need to be evaluated and requested by each agency as part of the normal budgeting process. In addition, costing information is based on the years or months of agency service of each employee. Additional costs may be incurred if current employees have nursing experience outside of the applicable agency.

Section Ten — Conclusion

Being a nurse in state government offers a unique opportunity to care for individuals when they need care the most and to do work that has impacts beyond a single patient or hospital. In the best of environments nursing is a demanding and stressful job. When a challenging environment is added to these pressures, such as working in a correctional institution, it takes a very special person to be successful in these positions. Nurses in state government have made the decision to bring their education, experience and desire to serve the public good with them each day they come to work. The recommendations contained in this report will help agencies recruit and retain these special employees while also compensating them for their contributions. DSHR has also committed to providing additional assistance to agencies concerning nurse recruitment.

Appendices

Appendix I — Participating Agencies

Agencies included in the Nursing Compensation Study Workgroup:

- Department of Administration
- Department of Corrections
- Department of Disabilities and Special Needs
- Department of Health and Environmental Control
- Department of Health and Human Services
- Department of Juvenile Justice
- Department of Labor, Licensing and Regulation
- Department of Mental Health
- Department of Social Services
- Vocational Rehabilitation Department

Appendix II — State Agency and All Employers Salary Comparison

This salary data below compares state agency average salaries with salaries of private and public employers in South Carolina as reported by O*Net, the nation's primary source of occupational information.

South Carolina Title	Average Salary – South Carolina State Agencies	Average Salary as Reported by O*Net
Nursing Assistant	\$28,181	\$28,900
Licensed Practical Nurse	\$38,475	\$46,820 (Job Title – Licensed Practical and Vocational Nurses)
Registered Nurse	\$53,354	\$72,650
Director of Nursing	\$85,489	\$97,930 (Job Title – Medical and Health Services Managers)
Nurse Practitioner	\$91,470	\$100,000

Appendix III — NCASG Comparative Data

NCASG Benchmark Title: Nursing Assistant

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Kentucky	\$33,416	\$25,016	\$34,385
Georgia	\$30,709	\$30,709	\$30,709
Alabama	\$29,049	\$21,619	\$32,098
Tennessee	\$28,674	\$23,400	\$36,792

Comparable States Average	\$30,462	\$25,186	\$33,496
South Carolina Average	\$28,181 (-8.09%)	\$22,660	\$30,770

NCASG Benchmark Title: Licensed Practical Nurse

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Georgia	\$45,080	\$22,514	\$125,000
Tennessee	\$43,350	\$33,168	\$50,627
Kentucky	\$39,817	\$33,152	\$51,667

Comparable States Average	\$42,749	\$29,611	\$75,765
South Carolina Average	\$38,475 (-11.11%)	\$30,237	\$49,934

NCASG Benchmark Title: Public Health Nurse

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Tennessee	\$59,293	\$44,952	\$77,469
Alabama	\$55,971	\$44,213	\$70,394
Georgia	\$54,793	\$28,400	\$67,400

Comparable States Average	\$56,685	\$39,188	\$71,754
South Carolina Average	\$53,354 (-6.24%)	\$44,290	\$69,672

NCASG Benchmark Title: Registered Nurse

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Georgia	\$74,989	\$26,216	\$119,444
Tennessee	\$59,293	\$44,952	\$77,469
Alabama	\$55,971	\$44,213	\$70,394
Kentucky	\$52,266	\$46,069	\$59,064

Comparable States Average	\$60,630	\$40,362	\$81,593
South Carolina Average	\$53,354 (-13.64%)	\$44,290	\$69,672

NCASG Benchmark Title: Registered Nurse Program Coordinator

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Tennessee	\$82,159	\$63,252	\$100,233
Kentucky	\$68,765	\$57,024	\$78,606
Alabama	\$67,220	\$48,761	\$77,892
Georgia	\$64,688	\$43,220	\$75,946

Comparable States Average	\$70,708	\$53,064	\$83,169
South Carolina Average	\$65,565 (-7.84%)	\$52,536	\$96,869

NCASG Benchmark Title: Registered Nurse Supervisor

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Georgia	\$76,026	\$60,110	\$88,200
Alabama	\$73,538	\$53,707	\$86,038
Tennessee	\$72,492	\$51,552	\$94,174
Kansas	\$72,115	\$54,995	\$76,960
Kentucky	\$63,476	\$52,829	\$83,787

Comparable States Average	\$71,529	\$54,639	\$85,832
South Carolina Average	\$65,565 (-9.10%)	\$52,536	\$96,869

NCASG Benchmark Title: Director of Nursing

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Georgia	\$98,228	\$76,202	\$136,622
Tennessee	\$94,716	\$85,920	\$106,032
Kentucky	\$91,766	\$87,669	\$95,113

Comparable States Average	\$94,903	\$83,263	\$112,589
South Carolina Average	\$85,489 (-11.02%)	\$67,419	\$117,870

NCASG Benchmark Title: Nurse Practitioner

State	Average Salary	Actual Lowest Salary	Actual Highest Salary
Kentucky	\$83,042	\$81,000	\$86,400
Georgia	\$102,628	\$37,400	\$144,776
Tennessee	\$90,206	\$69,744	\$117,546
Alabama	\$85,641	\$74,047	\$94,884

Comparable States Average	\$90,379	\$37,400	\$128,283
South Carolina Average	\$91,470 (1.19%)	\$63,887	\$117,870

Appendix IV — Cost Analysis

Cost Analysis by Agency

Nursing Pay Plan

Minimum Increase: 5.00%

Fringe Rate: 43.00%

Vacants Included: 100.00%

	Count	Current Salary	New Salary	Increase	Est Fringe Inc.	Total Increase
ATTORNEY GENERAL'S OFFICE	1	70,555	74,083	3,528	1,517	5,045
COMMISSION FOR THE BLIND	3	127,455	143,934	16,479	7,086	23,565
DEPARTMENT OF CORRECTIONS	336	20,113,423	23,699,424	3,586,001	1,541,980	5,127,981
DEPARTMENT OF MENTAL HEALTH	846	41,850,812	50,039,457	8,188,645	3,521,117	11,709,763
DEPARTMENT OF SOCIAL SERVICES	16	953,417	1,158,046	204,629	87,990	292,620
DEPT OF DISABILITIES&SPEC NEED	204	9,687,987	12,716,518	3,028,531	1,302,268	4,330,799
DEPT OF HEALTH AND ENV CONTROL	384	24,440,692	30,299,162	5,858,470	2,519,142	8,377,612
DEPT OF HEALTH AND HUMAN SVCS	91	4,563,168	6,638,494	2,075,327	892,390	2,967,717
GOV SCH FOR ARTS & HUMANITIES	2	107,000	140,909	33,909	14,581	48,490
JOHN DE LA HOWE SCHOOL	2	112,627	140,909	28,282	12,161	40,443
LABOR LICENSE & REGULATION	2	171,220	179,781	8,561	3,681	12,242
LAW ENFORCEMENT TRNING COUNCIL	1	68,569	74,020	5,451	2,344	7,795
SC DEPT JUVENILE JUSTICE	25	1,696,644	1,992,222	295,578	127,099	422,677
SCHOOL FOR THE DEAF AND BLIND	11	532,215	710,502	178,287	76,664	254,951
VOCATIONAL REHABILITATION	20	852,094	1,148,469	296,375	127,441	423,816
WIL LOU GRAY OPPORTUNITY SCH	4	232,293	271,726	39,433	16,956	56,390
Grand Total:	1,948	105,580,170	129,427,657	23,847,487	10,254,419	34,101,906

Cost Analysis by Fund Type

Nursing Pay Plan by Fund Type

Minimum Increase: 5.00%

Fringe Rate: 43.00%

Vacants Included: 100.00%

	Count	Total Increase	State Count	State Amount	Federal Count	Federal Amount	Other Count	Other Amount
ATTORNEY GENERAL'S OFFICE	1	5,045	0.25	1,261	0.75	3,784	0.00	0
COMMISSION FOR THE BLIND	3	23,565	0.95	7,434	2.05	16,131	0.00	0
DEPARTMENT OF CORRECTIONS	336	5,127,981	336.00	5,127,981	0.00	0	0.00	0
DEPARTMENT OF MENTAL HEALTH	846	11,709,763	529.34	7,321,797	5.48	94,105	311.18	4,293,860
DEPARTMENT OF SOCIAL SERVICES	16	292,620	5.75	109,294	0.00	0	10.25	183,325
DEPT OF DISABILITIES&SPEC NEED	204	4,330,799	151.88	3,363,210	0.00	0	52.12	967,589
DEPT OF HEALTH AND ENV CONTROL	384	8,377,612	152.24	3,299,315	187.67	4,038,113	44.09	1,040,184
DEPT OF HEALTH AND HUMAN SVCS	91	2,967,717	21.84	714,383	67.61	2,204,836	1.55	48,498
GOV SCH FOR ARTS & HUMANITIES	2	48,490	2.00	48,490	0.00	0	0.00	0
JOHN DE LA HOWE SCHOOL	2	40,443	2.00	40,443	0.00	0	0.00	0
LABOR LICENSE & REGULATION	2	12,242	0.00	0	0.00	0	2.00	12,242
LAW ENFORCEMENT TRNING COUNCIL	1	7,795	0.00	0	0.00	0	1.00	7,795
SC DEPT JUVENILE JUSTICE	25	422,677	19.06	322,029	0.00	0	5.94	100,647
SCHOOL FOR THE DEAF AND BLIND	11	254,951	0.00	0	0.00	0	11.00	254,951
VOCATIONAL REHABILITATION	20	423,816	4.80	101,716	15.20	322,100	0.00	0
WIL LOU GRAY OPPORTUNITY SCH	4	56,390	3.59	49,107	0.00	0	0.41	7,283
Grand Total:	1,948	34,101,906	1,229.67	20,506,461	278.77	6,679,070	439.56	6,916,376