2024 Washington State Employee Compensation Survey Report

May 2024

Segal

2024 Washington State Employee Compensation Survey Report

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Section 1—Executive Summary

Executive Summary

The 2024 Washington State Employee Compensation Survey report (survey or report) shows how our compensation for full-time employment in general government in our classified structures compares to our competitors. When we say "competitor," we mean in-state public employers, in-state private employers and state governments. **Overall, we found the state's compensation lags behind the market**. This remains true even when we factor in the state retirement benefits and health care value.

Our state government must attract a diverse, inclusive, and talented workforce to best serve Washington. This means our workplace needs to focus on competitive employee flexibility, mobility, engagement, and compensation.

This report does not define the appropriate compensation level for our workforce. Instead, state leaders can use this report as a tool to find the appropriate balance for how to better:

- Contain government operations costs;
- Compensate state employees fairly; and
- Compete for specialized employees in the job market.

Key Findings

What we found

- Overall, the state's market competitiveness remained consistent from 2022 to 2024, with a -18.2% lag for the market **midpoint compensation** across all benchmark jobs in 2024 and -18.7% lag in 2022. The Legislature gave state employees a 4.0% raise effective July 1, 2023.

- The largest variance in 2024 is for the Arts, Entertainment or Recreation market segment at -31.3% below market midpoint compensation. The smallest variance is -8.7% below market midpoint compensation for the Information Technology market segment.

- When we factor in **total compensation** (this means we added the state's health care and retirement benefits to the salary midpoints), the state lags the market by -16.5% across all benchmark jobs in 2024. This is consistent with the findings from 2022, which indicated that the state was -15.9% behind the market in total compensation.

- We had 98% survey participation, including submitted survey responses and information gathered from peers through data mining. The survey participants included 32 employers from the in-state public sector and 15 employers from state government. We used 10 published data sources to represent in-state private employers.

- We could not report data on 17 benchmark jobs because the participants did not offer us enough data.

	Base salary				Total compensation		
Market Competitiveness	**No. of benchmark jobs***	**The market average salary midpoint**	**The state's average salary midpoint**	**How much the state lags or leads in <u>base salary</u>**	**The market average total compensation**	**The state's average total compensation**	**How much the state lags or leads in <u>total compensation</u>**
Overall Average	181 out of 198	$81,746	$66,872	-18.2%	$105,522	$88,082	-16.5%

*Reflects the number of benchmark jobs with at least five job matches in the market (which is industry standard practice in compliance with the Sherman Antitrust Act).

How we gathered the data

For this survey, we used 198 benchmark jobs to compare base pay among our competitors. A benchmark job is the state's version of a comparable job in the market. We also collected information about pay practices (such as pay premiums and paid time off), retirement benefits, and health care benefits. The state considers retirement and health care benefits valuable components of a worker's total compensation. **These benefits provide important context to Washington's compensation practices,** especially when we compare Washington to other government entities or private employers.

For the employee groups represented in this survey, the state and a group of unions negotiate employee health care benefits. Retirement benefits, on the other hand, are not subject to collective bargaining. State rules (we call these civil service rules) and collective bargaining agreements establish the working conditions for classified (nonexempt) employees. These working conditions include salary, hours of work and pay, employment status, paid leave, effects of unpaid leave, and other conditions.

Washington State Human Resources (State HR) contracted with a third party, **Segal**, to conduct the 2024 Washington State Employee Compensation Survey. Segal is a compensation, benefits, and human resources consulting firm with over 20 offices in North America. Segal has conducted the state's compensation survey six times since 2010.

Background

The survey's goal was to compare the state's compensation and fringe benefits (these benefits supplement an employee's salary) to other public and private employers within Washington. The survey also compares the state's market status to peer state governments; peer states having similar (+/- 1 Standard Deviation) demographic and economic measures to Washington (such as similar state population, size of state government, and similar price of goods and services).

We sent a survey to in-state public employers and other state government employers. Then, we used published survey data to gather information about private employers in the state. The survey includes 198 benchmark jobs, which make up 16 market segments.

The benchmark jobs represent approximately 1,595 general government classifications and approximately 48,357 state employees (represents 74% of all employees). We did not include higher education employees in this headcount.

State law requires the Office of Financial Management (OFM) to conduct a salary and benefits survey to gather this data (RCW 41.06.160). Benefits include anything beyond base pay, such as paid leave, employee training and development, telework, and long-term disability insurance. Per state statute (RCW 41.06.160), this survey is conducted every two years. For more information about the survey, visit the State Salary Survey results on OFM's website.

The following pages include key exhibits from the 2024 findings, explaining compensation, healthcare, retirement, and paid leave market trends.

Crunching the numbers

Finding 1: How our compensation amounts compare to the market

Consistent with the previous survey (2022), we found that the state's overall market compensation across all benchmark jobs **lags the market** by -18.2% and -16.5% for base salary and total compensation, respectively.

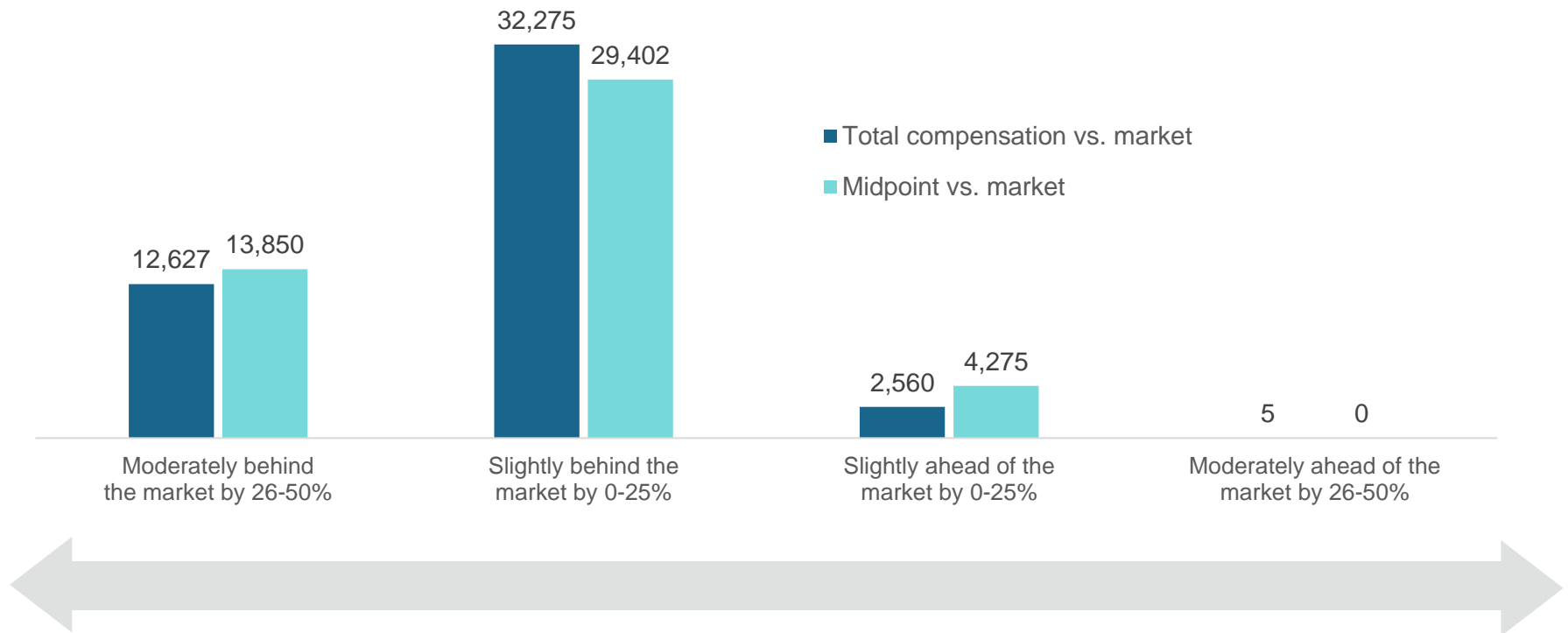| Market segment	No. of benchmark jobs*	Base salary			Total compensation		
		The market average salary midpoint	The state's average salary midpoint	How much the state lags or leads in base salary	The market average total compensation	The state's average total compensation	How much the state lags or leads in total compensation
Administrative and Other Support Services	15	$68,700	$52,094	-24.2%	$90,580	$71,433	-21.1%
Agriculture or Forest Services/Products	8	$61,971	$50,628	-18.3%	$84,064	$69,781	-17.0%
Arts, Entertainment, or Recreation	3	$74,005	$50,808	-31.3%	$97,187	$69,983	-28.0%
Construction	12	$79,265	$62,806	-20.8%	$104,233	$83,501	-19.9%
Educational or Library Services	5	$64,731	$57,182	-11.7%	$86,249	$77,165	-10.5%
Finance or Insurance	14	$80,426	$66,681	-17.1%	$104,917	$87,866	-16.3%
Health Care or Social Services	35	$94,141	$80,013	-15.0%	$118,111	$102,888	-12.9%
Hospitality, Accommodation, Food/Personal Services	3	$52,373	$47,116	-10.0%	$66,277	$65,824	-0.7%
Information Technology	13	$96,559	$88,172	-8.7%	$123,246	$112,080	-9.1%
Media or Communications	8	$74,090	$60,422	-18.4%	$97,289	$80,815	-16.9%
Professional, Scientific or Technical Services	32	$82,481	$64,967	-21.2%	$106,737	$85,935	-19.5%
Public Administration	15	$79,681	$64,020	-19.7%	$103,937	$84,869	-18.3%
Real Estate	1	$93,352	$66,432	-28.8%	$119,706	$87,586	-26.8%
Retail Trade	2	$57,530	$49,122	-14.6%	$79,274	$68,084	-14.1%
Transportation or Warehousing	9	$86,611	$66,867	-22.8%	$109,434	$88,076	-19.5%
Utilities	6	$87,412	$69,110	-20.9%	$112,452	$90,604	-19.4%

*Reflects the number of benchmark jobs with at least five job matches in the market.

Finding 2: How state employees' base pay and total compensation compares to the market

The following chart shows the number of state employees and how their pay compares to the market. The chart compares total compensation (pay and benefits) versus base pay (salary midpoint).

Here are the most important takeaways from this graphic:

- Consistent with previous report findings (2022), most state employees are compensated **slightly behind** the market. This means a job could be anywhere from 1-25% behind the market.
- Base pay: The data shows that 9% of state employees are **slightly ahead** of the estimated market value for base pay. During the previous survey in 2022, 7% of state employees were **slightly ahead** of the estimated value of the market.
- Total compensation: 5% of state employees are **slightly ahead** of the market for total compensation. During the previous survey in 2022, 8% of employees were slightly ahead of the estimated value of the market for total compensation.

Chart legend:
- Total compensation vs. market
- Midpoint vs. market

|	Total compensation vs. market	Midpoint vs. market
Moderately behind the market by 26-50%	12,627	13,850
Slightly behind the market by 0-25%	32,275	29,402
Slightly ahead of the market by 0-25%	2,560	4,275
Moderately ahead of the market by 26-50%	5	0

Finding 3: How our benchmark jobs' base pay and total compensation compare to the market

The following chart shows how the state's benchmark jobs compare to the market. The chart compares total compensation (pay and benefits) versus base pay (salary midpoint).

Here are the most important takeaways from this graphic:

- 14 benchmark jobs are **slightly ahead** of the market for base pay.
- 13 benchmark jobs are **slightly ahead** of the market for total compensation.
- While the number of benchmark jobs slightly ahead of market is consistent with the 2022 study findings, the overall number of benchmark jobs that were slightly ahead of the market in 2022 for base pay has fallen from 15 to 14 benchmark jobs in 2024. Similarly, the number of benchmark jobs that were slightly ahead of market for total compensation has fallen from 16 to 13 benchmarks jobs in 2024.
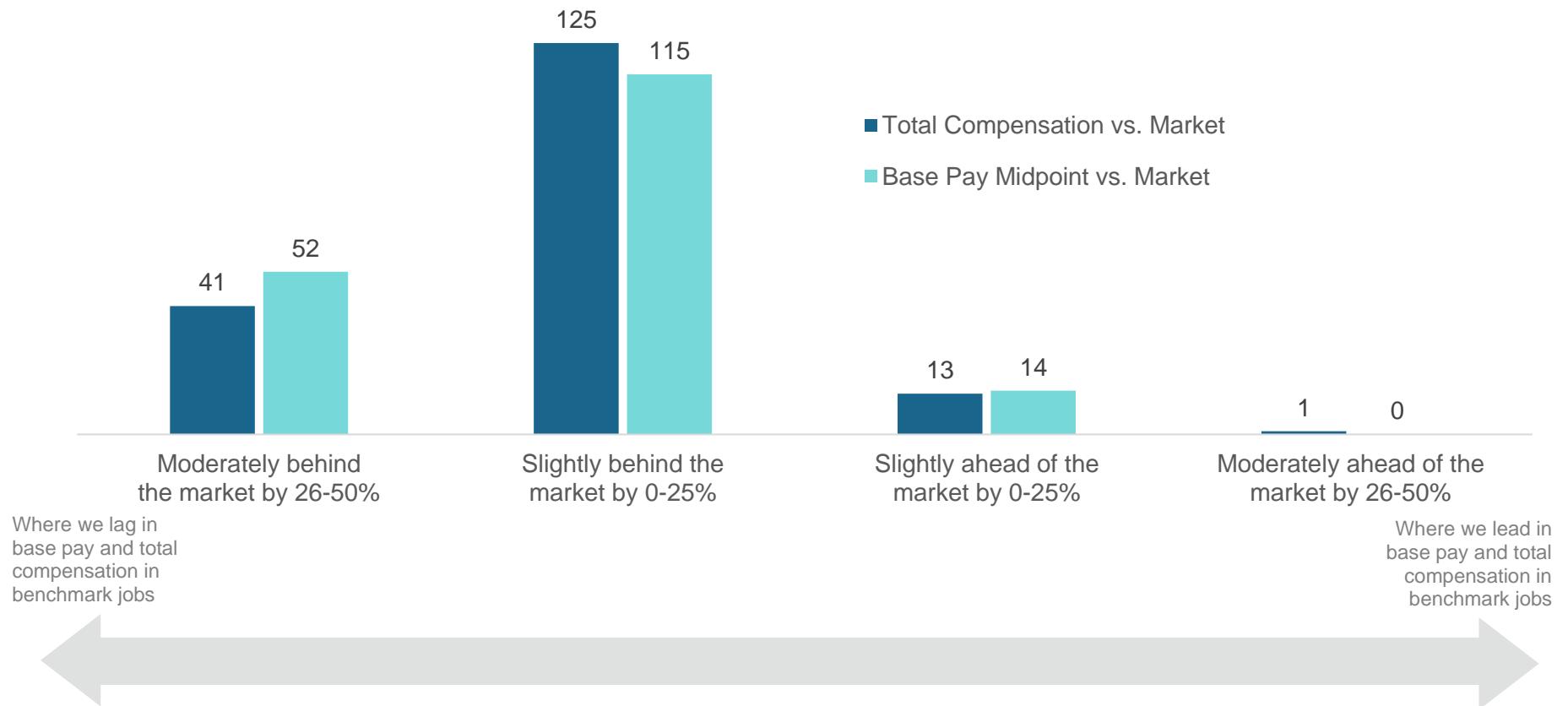
The following benchmark jobs are the five job classes that are **farthest behind** the market for base salary:

- Transportation Specialist 2
- Environmental Control Technician 2
- Consumer Program Specialist 2- UTC
- Preservation & Museum Specialist 3
- Events Coordinator 3

The following benchmark jobs represent the five job classes that are **farthest behind** the market for total compensation. Among these, three out of the five benchmark jobs (asterisked) are farthest behind market in both base salary and total compensation:

- Transportation Specialist 2*
- Optician, Licensing- Dispensing
- Environmental Control Technician 2*
- Consumer Program Specialist 2- UTC*
- Auditor 2

The following benchmark jobs represent the five job classes that are **farthest ahead** of the market for base salary:

- Pharmacy Technician 2
- Actuary 2
- Registered Nurse 2
- Vocational Educational Program Specialist
- Advanced Registered Nurse Practitioner

The following benchmark jobs represent the five job classes that are **farthest ahead** of the market for total compensation. Among these, three out of the five benchmark jobs are farthest ahead of the market in both base salary and total compensation:

- Laundry Worker 1
- Medical Transcriptionist 2
- Pharmacy Technician 2
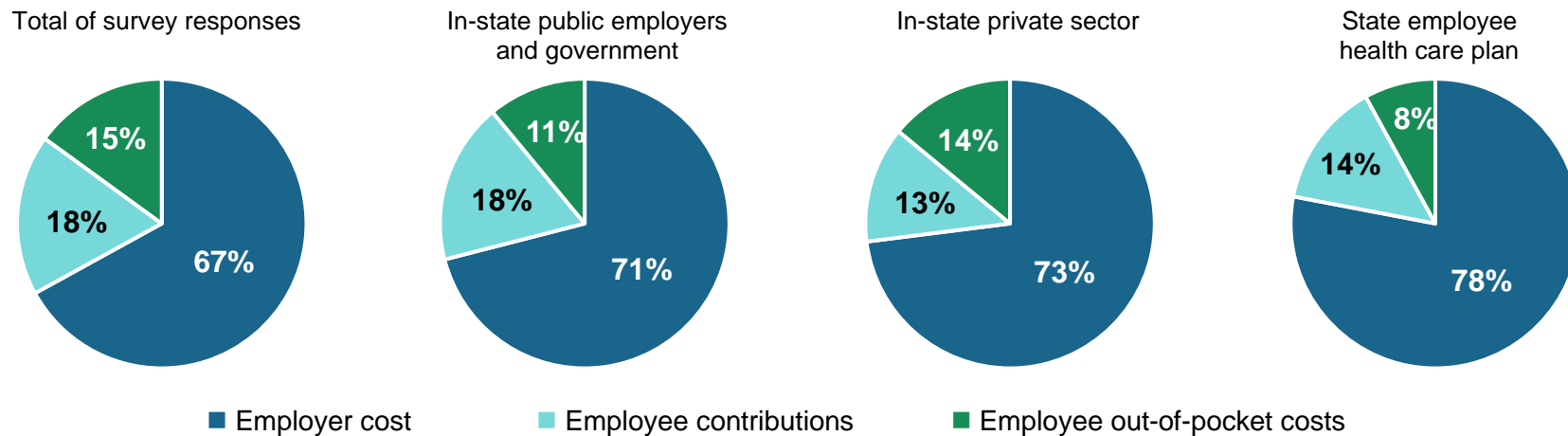- Registered Nurse 2
- Actuary 2

Finding 4: Health Care Value: How our employees' share of total cost (which includes their benefit contributions and out-of-pocket expenses) compares to benchmark jobs

The state offers health and dental plans that are competitive with other public and private sector offerings. We know the state's health plan has lower employee out-of-pocket expenses than other public and private employer offerings. This is consistent with Willis Towers Watson (WTW) findings in 2022. The health care value component of our total compensation calculation reflects the employer's share of their total costs for medical coverage.

We used health care cost data from the 2023 Willis Towers Watson (WTW) Healthcare Financial Benchmarks survey as a benchmark to calculate our total compensation amounts. The Legislature requested the Office of the State Actuary to hire a vendor to conduct the survey. We provided some of the survey results below (taken from the 2023 WTW Survey, Page 11).

Here are the most important takeaways:

- Compared to the overall database, our employees' share of total costs is **lower**.
- Compared to others in our industry, our employees' share of total costs is **lower**.
- Compared to employers in Washington, our employees' share of total costs is **lower**.

Total of survey responses	In-state public employers and government	In-state private sector	State employee health care plan
15% / 18% / 67%	11% / 18% / 71%	14% / 13% / 73%	8% / 14% / 78%

■ Employer cost   ■ Employee contributions   ■ Employee out-of-pocket costs

Finding 5: How well our health care plans perform against the market

Consistent with the 2022 findings by WTW, state employees contribute less than the market. The dependent (spouse, child, family, etc.) contribution is below the market and public sector average. We provided some of the survey results below (taken from the 2023 WTW Survey, Page 12).

Here are the most important takeaways:
- Our health care coverage provides **better coverage at a lower price** than the market.
- **A state employee will pay less** for their health care plan than the market can offer.
- A state employee will pay **even less for their health care when the plan includes family or dependents** (spouse, children, family).
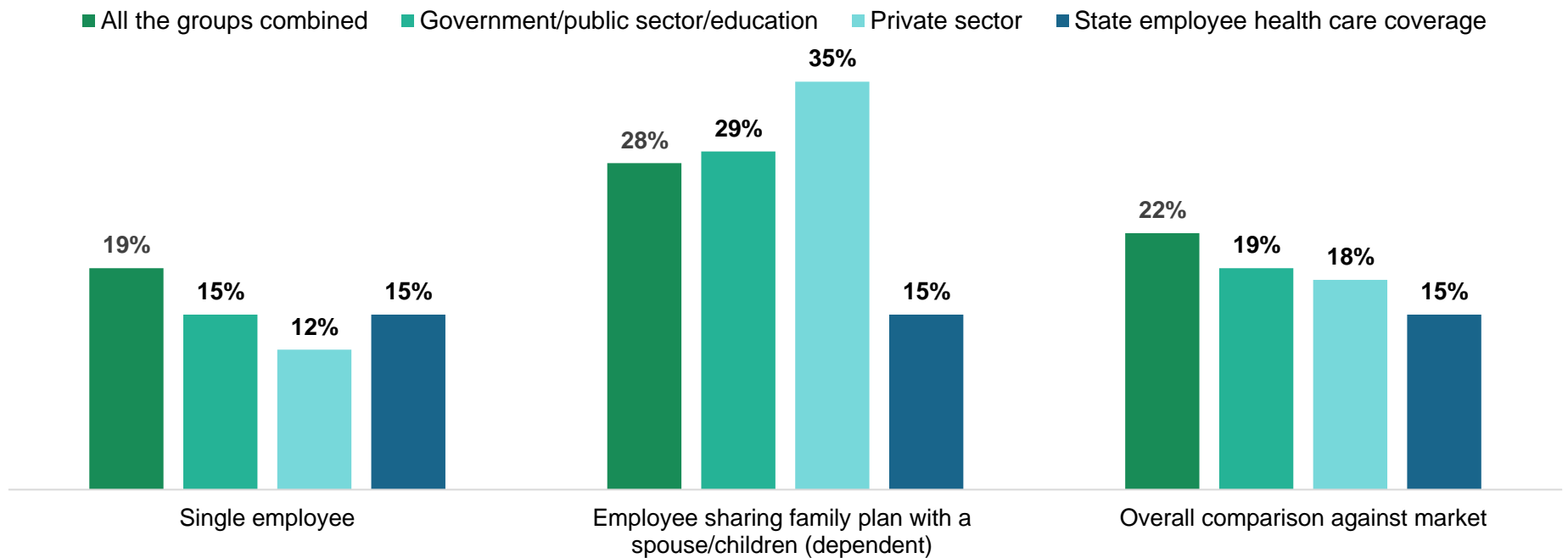
■ All the groups combined   ■ Government/public sector/education   ■ Private sector   ■ State employee health care coverage

Single employee
- 19%
- 15%
- 12%
- 15%

Employee sharing family plan with a spouse/children (dependent)
- 28%
- 29%
- 35%
- 15%

Overall comparison against market
- 22%
- 19%
- 18%
- 15%

Finding 6: Retirement value

The state is competitive in its retirement plan offerings. To support this conclusion, we took the employee's future benefit amount and turned it into a percentage that we based on median salaries for each benchmark job. This is why the state's retirement value varies by benchmark job.

Public Employees' Retirement System (PERS) Plan 2 is the state's most populated retirement plan. This defined benefit plan (an employee's guaranteed retirement benefit regardless of the stock market) includes the majority of in-state public sector participants.

For more information, you can read the **Retirement Benefits** portion in **Section 2** of this report.

Finding 7: Number of vacation hours that employees accrue each year

The state offers more paid leave offerings, particularly in initial years of service, than the market. The chart below shows the state's vacation accrual versus the market median.

Here is the most important takeaway:

- The state provides **more or comparable hours** of vacation leave than the market does for most years of service (up to 22 years).

Median annual vacation hours by Years of Service
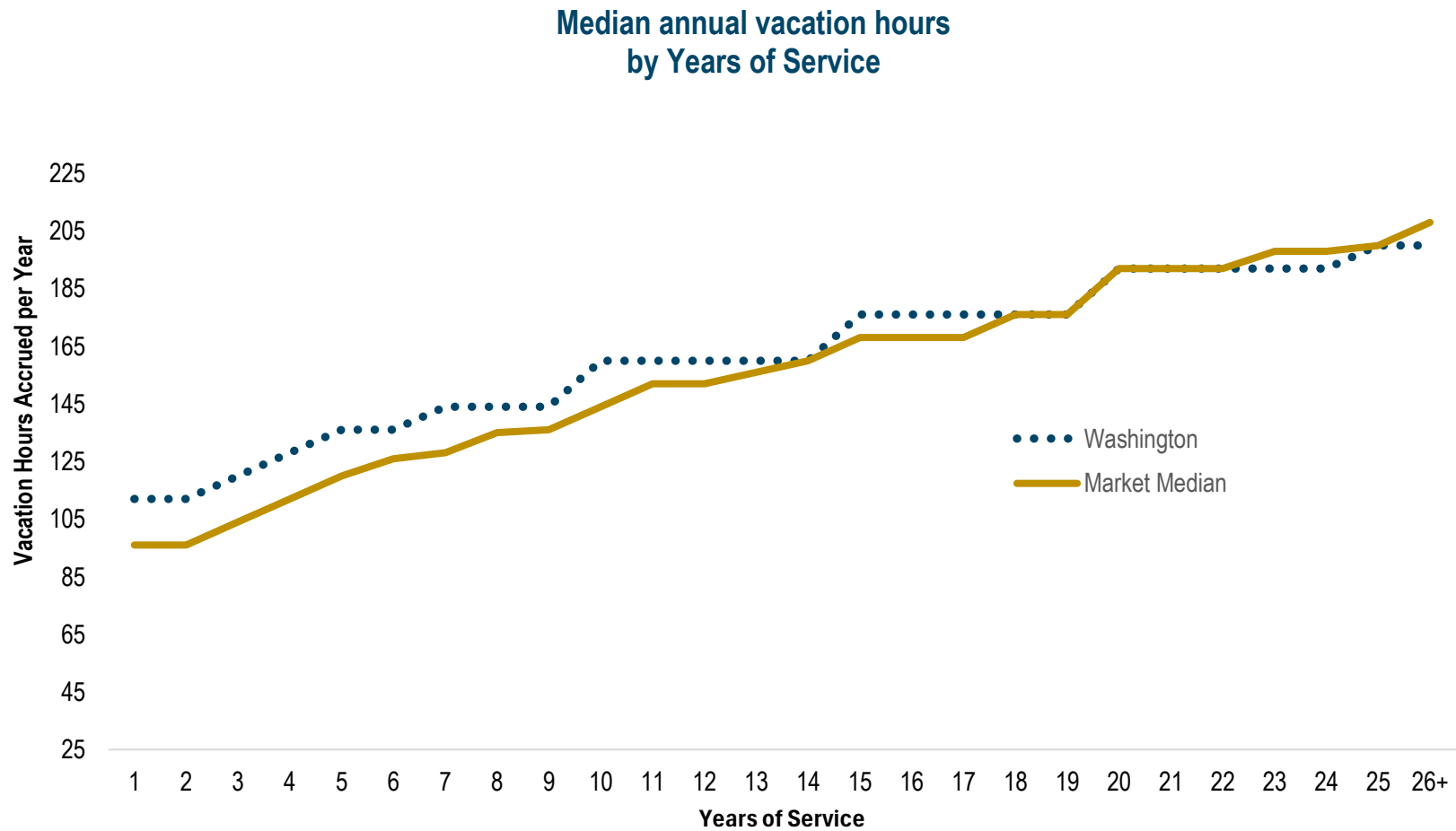
For more information, you can view the **Paid Leave** portion of **Section 2** in this report.

Finding 8: Compressed workweek, flexible schedule and telework

The chart below compares the state's modern work environment and efforts versus the market.

Here's the most important takeaway:

- The state continues to **lead** in adapting modern work environments such as employee mobility and flexibility.

Percentage of workforce that:	Market median	Washington state
Works a compressed workweek schedule	13.5%	20%
Works a flexible schedule (flextime)	13.6%	30%
Teleworks at least one day every two weeks	25.0%	34%

For more information, you can view the Modern Work Environment portion of **Section 2** in this report.

Section 2—2024 Study findings

Pay rates by benchmark job

Administrative and Other Support Services

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Secretary Senior	$60,843	$41,880	-31.2%	$83,246	$59,925	-28.0%
PBX & Telephone Operator	$47,939	$40,938	-14.6%	$54,350	$58,863	8.3%
Customer Service Specialist 2	$54,370	$43,914	-19.2%	$76,352	$62,216	-18.5%
Administrative Assistant 3	$67,772	$47,238	-30.3%	$90,812	$65,961	-27.4%
Program Specialist 2	$71,120	$49,560	-30.3%	$94,917	$68,577	-27.7%
Management Analyst 3	$91,842	$66,432	-27.7%	$118,049	$87,586	-25.8%
Events Coordinator 3	$75,943	$46,074	-39.3%	$97,594	$64,650	-33.8%
Forms & Records Analyst 2	$61,805	$49,560	-19.8%	$85,253	$68,577	-19.6%
Mail Carrier-Driver	$46,197	$37,392	-19.1%	$66,473	$54,868	-17.5%
Procurement & Supply Specialist 3	$74,931	$61,710	-17.6%	$99,375	$82,266	-17.2%
Human Resource Consultant 2	$80,800	$64,800	-19.8%	$105,867	$85,748	-19.0%
Industrial Relations Agent 2	$90,349	$61,710	-31.7%	$113,029	$82,266	-27.2%
Custodian 2	$47,639	$40,938	-14.1%	$68,148	$58,863	-13.6%
Grant & Contract Coordinator	$73,087	$55,890	-23.5%	$97,344	$75,709	-22.2%
Technical Training Consultant	$85,862	$73,380	-14.5%	$107,891	$95,414	-11.6%
Average	**$68,700**	**$52,094**	**-24.2%**	**$90,580**	**$71,433**	**-21.1%**

Agriculture or Forest Services/Products

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Forest Cruiser & Craft Technician	$70,900	$51,636	-27.2%	$93,392	$70,916	-24.1%
Forest Crew Supervisor 1	$65,027	$40,938	-37.0%	$90,432	$58,863	-34.9%
Forest Nursery Laborer	$48,094	$37,392	-22.3%	$68,670	$54,868	-20.1%
Horticulturist	$80,503	$82,992	3.1%	$103,803	$106,244	2.4%
Agricultural Commodity Inspector 3	$62,374	$49,560	-20.5%	$83,349	$68,577	-17.7%
Grounds & Nursery Services Specialist 2	$49,450	$40,938	-17.2%	$71,387	$58,863	-17.5%
Grain Inspector 1	$48,751	$49,560	1.7%	$68,889	$68,577	-0.5%
Wildland Fire Operations Technician 2	$70,668	$52,008	-26.4%	$92,589	$71,335	-23.0%
Farmer 2	Insufficient data			Insufficient data		
Average	**$61,971**	**$50,628**	**-18.3%**	**$84,064**	**$69,781**	**-17.0%**

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Arts, Entertainment or Recreation

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Graphic Designer	$71,801	$49,560	-31.0%	$95,485	$68,577	-28.2%
Recreation & Athletics Specialist 2	$68,428	$53,304	-22.1%	$90,673	$72,796	-19.7%
Sports Equipment Technician	Insufficient data			Insufficient data		
Preservation & Museum Specialist 3	$81,785	$49,560	-39.4%	$105,402	$68,577	-34.9%
Sewing & Alterations Specialist 2	Insufficient data			Insufficient data		
Average	**$74,005**	**$50,808**	**-31.3%**	**$97,187**	**$69,983**	**-28.0%**

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Construction

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Highway Maintenance Worker 2	$67,582	$56,976	-15.7%	$90,096	$76,933	-14.6%
Construction Project Coordinator 2	$109,841	$75,150	-31.6%	$137,803	$97,409	-29.3%
Construction & Maintenance Superintendent 2	$95,444	$63,258	-33.7%	$122,062	$84,010	-31.2%
Carpenter	$73,465	$52,770	-28.2%	$98,271	$72,194	-26.5%
Painter	$68,830	$52,770	-23.3%	$92,482	$72,194	-21.9%
Electrician	$81,733	$64,344	-21.3%	$108,062	$85,234	-21.1%
Plumber/Pipefitter/Steamfitter	$77,008	$64,344	-16.4%	$103,314	$85,234	-17.5%
Refrigeration Mechanic	$75,700	$58,266	-23.0%	$100,048	$78,386	-21.7%
Maintenance Mechanic 2	$69,098	$59,658	-13.7%	$93,168	$79,954	-14.2%
Welder - Fabricator	$70,337	$58,266	-17.2%	$95,843	$78,386	-18.2%
Equipment Operator 2	$74,424	$56,838	-23.6%	$96,899	$76,777	-20.8%
Electrical Construction Inspector	$87,716	$91,032	3.8%	$112,744	$115,302	2.3%
Average	**$79,265**	**$62,806**	**-20.8%**	**$104,233**	**$83,501**	**-19.9%**

Education or Library Services

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Vocational Education Program Specialist	$71,238	$77,082	8.2%	$92,471	$99,585	7.7%
Instruction & Classroom Support Technician 1	$48,356	$46,074	-4.7%	$67,567	$64,650	-4.3%
Early Childhood Program Specialist 3	$57,702	$49,560	-14.1%	$80,245	$68,577	-14.5%
Deaf Interpreter 3	$66,076	$55,890	-15.4%	$86,026	$75,709	-12.0%
Library & Archival Professional 2	$80,285	$57,306	-28.6%	$104,939	$77,304	-26.3%
Average	**$64,731**	**$57,182**	**-11.7%**	**$86,249**	**$77,165**	**-10.5%**

Finance or Insurance

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Actuary 2	$107,262	$123,198	14.9%	$137,992	$151,542	9.8%
Financial Legal Examiner 2	$89,154	$80,970	-9.2%	$115,091	$103,966	-9.7%
Industrial Insurance Appeals Judge 3	$121,554	$98,676	-18.8%	$150,087	$123,914	-17.4%
Contracts Specialist 2	$86,191	$64,800	-24.8%	$111,862	$85,748	-23.3%
Budget Analyst 2	$91,149	$60,228	-33.9%	$118,155	$80,597	-31.8%
Fiscal Technician 2	$56,618	$40,938	-27.7%	$78,838	$58,863	-25.3%
Cashier 2	$45,434	$39,030	-14.1%	$64,966	$56,714	-12.7%
Auditor 2	$81,261	$49,560	-39.0%	$106,743	$68,577	-35.8%
Audit Specialist - Dot 2	$86,279	$57,306	-33.6%	$110,462	$77,304	-30.0%
Financial Examiner 3	$97,492	$89,364	-8.3%	$123,917	$113,423	-8.5%
Public Benefits Specialist 3	$69,133	$58,734	-15.0%	$90,957	$78,913	-13.2%
Tax Information Specialist 1	$58,449	$47,238	-19.2%	$78,549	$65,961	-16.0%
Revenue Agent 2	$62,625	$60,228	-3.8%	$85,286	$80,597	-5.5%
Support Enforcement Officer 2	$73,369	$63,258	-13.8%	$95,930	$84,010	-12.4%
Average	**$80,426**	**$66,681**	**-17.1%**	**$104,917**	**$87,866**	**-16.3%**

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Health Care or Social Services

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Clinical/Medical Technologist 2	$72,179	$63,258	-12.4%	$94,100	$84,010	-10.7%
Laboratory Technician 3	$61,510	$60,228	-2.1%	$82,387	$80,597	-2.2%
Mental Health Practitioner	$78,589	$69,864	-11.1%	$102,936	$91,453	-11.2%
Psychiatric Child Care Counselor 1	$85,430	$58,734	-31.2%	$110,387	$78,913	-28.5%
Social Worker 2 - Academic Medical Centers	$81,976	$68,112	-16.9%	$106,750	$89,479	-16.2%
Residential Rehabilitation Counselor 2	$57,737	$55,890	-3.2%	$80,329	$75,709	-5.8%
Psychology Associate	$104,382	$93,912	-10.0%	$132,334	$118,547	-10.4%
Social Service Specialist 2	$74,225	$69,864	-5.9%	$97,638	$91,453	-6.3%
Vocational Rehabilitation Counselor 3	$73,887	$64,800	-12.3%	$96,652	$85,748	-11.3%
Attendant Counselor 2	$49,835	$50,766	1.9%	$70,258	$69,936	-0.5%
Adult Training Specialist 2	$72,788	$49,560	-31.9%	$95,853	$68,577	-28.5%
Medical Transcriptionist 2	$48,817	$43,914	-10.0%	$48,817	$62,216	27.4%
Health Services Consultant 2	$75,271	$61,710	-18.0%	$98,693	$82,266	-16.6%
Public Health Advisor 2	$84,123	$64,800	-23.0%	$108,863	$85,748	-21.2%
Patient Services Coordinator	Insufficient data			Insufficient data		
Registered Nurse 2	$92,882	$106,386	14.5%	$118,301	$132,601	12.1%
Licensed Practical Nurse 2	$70,206	$68,112	-3.0%	$89,489	$89,479	0.0%

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Health Care or Social Services CONTINUED

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Nursing Assistant	$69,082	$49,560	-28.3%	$95,683	$68,577	-28.3%
Dentist	$185,468	$150,126	-19.1%	$221,201	$181,881	-17.8%
Physician 2	$248,536	$172,356	-30.7%	$294,729	$206,927	-29.8%
Psychiatrist	$240,368	$226,152	-5.9%	$285,746	$267,537	-6.4%
Advanced Registered Nurse Practitioner	$134,139	$143,076	6.7%	$163,559	$173,938	6.3%
Dental Hygienist 2	$90,222	$75,150	-16.7%	$112,857	$97,409	-13.7%
Pharmacist 3	$148,143	$113,478	-23.4%	$179,343	$140,591	-21.6%
Pharmacy Technician 2	$54,777	$64,800	18.3%	$75,377	$85,748	13.8%
Imaging Technologist 2	$77,210	$57,306	-25.8%	$77,210	$77,304	0.1%
Diagnostic Medical Sonographer	Insufficient data			Insufficient data		
Radiation Therapy Dosimetrist	Insufficient data			Insufficient data		
Toxicologist 2	$105,855	$87,192	-17.6%	$134,308	$110,976	-17.4%
Epidemiologist 1	$88,700	$79,002	-10.9%	$113,000	$101,748	-10.0%
Occupational Therapist 3	$92,201	$69,864	-24.2%	$118,083	$91,453	-22.6%
Physical Therapist 2	$96,258	$69,864	-27.4%	$122,596	$91,453	-25.4%
Physical Therapy Assistant 2	$72,300	$58,734	-18.8%	$72,300	$78,913	9.1%
Speech Pathologist/Audiologist Specialist 1	$90,662	$80,970	-10.7%	$116,528	$103,966	-10.8%

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Health Care or Social Services CONTINUED

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Respiratory Care Specialist	Insufficient data			Insufficient data		
Orthopedic Technician 1	Insufficient data			Insufficient data		
Dietitian 1	$77,611	$63,258	-18.5%	$101,700	$84,010	-17.4%
Hospital Central Services Technician 1	Insufficient data			Insufficient data		
Histotechnologist	Insufficient data			Insufficient data		
Clinical Cytogenetic Technologist	$75,386	$61,710	-18.1%	$98,336	$82,266	-16.3%
Optician, Licensed - Dispensing	$88,874	$54,582	-38.6%	$119,429	$74,235	-37.8%
Anesthesiology Technician 2	Insufficient data			Insufficient data		
Electrocardiograph Technician 2	Insufficient data			Insufficient data		
Research Technologist 2	Insufficient data			Insufficient data		
Psychiatric Social Worker 2	Insufficient data			Insufficient data		
Developmental Disability Case/Resource Manager	$75,305	$73,380	-2.6%	$98,123	$95,414	-2.8%
Worksource Specialist 4	Insufficient data			Insufficient data		
Average	**$96,141**	**$80,013**	**-15.0%**	**$118,111**	**$102,888**	**-12.9%**

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Hospitality, Accommodation, Food Services or Personal Services

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Cook 2	$46,031	$45,012	-2.2%	$65,316	$63,453	-2.9%
Food Service Manager 2	$74,340	$57,306	-22.9%	$96,768	$77,304	-20.1%
Laundry Worker 1	$36,747	$39,030	6.2%	$36,747	$56,714	54.3%
Average	**$52,373**	**$47,116**	**-10.0%**	**$66,277**	**$65,824**	**-0.7%**

Information Technology

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
IT App Development - Journey	$97,019	$92,970	-4.2%	$124,047	$117,486	-5.3%
IT Architecture - Journey	$118,074	$86,478	-26.8%	$147,312	$110,171	-25.2%
IT Business Analyst - Journey	$90,199	$92,970	3.1%	$115,715	$117,486	1.5%
IT Customer Support - Journey	$77,792	$80,484	3.5%	$102,417	$103,418	1.0%
IT Data Management - Journey	$100,133	$97,626	-2.5%	$127,178	$122,731	-3.5%
IT Network & Telecoms - Journey	$93,843	$92,970	-0.9%	$120,632	$117,486	-2.6%
IT Policy & Planning - Journey	$108,267	$80,484	-25.7%	$137,355	$103,418	-24.7%
IT Project Management - Journey	$109,989	$97,626	-11.2%	$138,219	$122,731	-11.2%
IT Quality Assurance - Journey	$94,069	$92,970	-1.2%	$118,115	$117,486	-0.5%
IT Security - Journey	$105,152	$92,970	-11.6%	$133,034	$117,486	-11.7%
IT System Administration - Journey	$98,533	$97,626	-0.9%	$125,497	$122,731	-2.2%
IT Vendor Management - Journey	$91,913	$86,478	-5.9%	$118,514	$110,171	-7.0%
IT Support Technician 2	$70,289	$54,582	-22.3%	$94,166	$74,235	-21.2%
Average	**$96,559**	**$88,172**	**-8.7%**	**$123,246**	**$112,080**	**-9.1%**

Media or Communications

Benchmark	Base Salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Communications Consultant 3	$84,443	$61,710	-26.9%	$110,034	$82,266	-25.2%
Electronic Media Producer Lead	$83,022	$61,710	-25.7%	$107,683	$82,266	-23.6%
Photographer 2	$69,322	$57,306	-17.3%	$91,353	$77,304	-15.4%
Digital Printing Specialist	$57,802	$43,554	-24.6%	$78,094	$61,811	-20.9%
Community Outreach & Environmental Educational Specialist 2	$66,433	$54,582	-17.8%	$89,811	$74,235	-17.3%
Law Enforcement Equipment Technician 2	$69,590	$54,240	-22.1%	$91,999	$73,850	-19.7%
Communications Officer 1	$64,033	$67,278	5.1%	$86,476	$88,540	2.4%
Communications Systems Designer	$98,076	$82,992	-15.4%	$122,866	$106,244	-13.5%
Average	**$74,090**	**$60,422**	**-18.4%**	**$97,289**	**$80,815**	**-16.9%**

Professional, Scientific, or Technical Services

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Natural Resource Scientist 2	$89,327	$63,258	-29.2%	$113,740	$84,010	-26.1%
Data Consultant 2	$88,909	$54,582	-38.6%	$112,993	$74,235	-34.3%
Forensic Scientist 3	$89,033	$89,364	0.4%	$115,923	$113,423	-2.2%
Property & Evidence Custodian	$64,548	$50,766	-21.4%	$87,126	$69,936	-19.7%
Hydrogeologist 3	$94,794	$80,970	-14.6%	$120,605	$103,966	-13.8%
Microbiologist 2	$81,071	$66,432	-18.1%	$105,681	$87,586	-17.1%
Chemist 2	$79,100	$69,864	-11.7%	$102,353	$91,453	-10.6%
Natural Resources Technician 2	$64,315	$40,938	-36.3%	$86,523	$58,863	-32.0%
Scientific Technician 2	$59,742	$47,238	-20.9%	$80,259	$65,961	-17.8%
Natural Resource Specialist 2	$81,072	$58,734	-27.6%	$105,651	$78,913	-25.3%
Fish & Wildlife Biologist 2	$82,757	$60,228	-27.2%	$106,133	$80,597	-24.1%
Veterinary Specialist 2	$56,520	$52,008	-8.0%	$78,970	$71,335	-9.7%
Land Surveyor 3	$86,125	$79,002	-8.3%	$111,845	$101,748	-9.0%
Facilities Engineer 2	$96,268	$69,864	-27.4%	$122,505	$91,453	-25.3%
Civil Engineer 3	$114,900	$82,992	-27.8%	$144,139	$106,244	-26.3%
Electrical Engineer 3	$110,922	$87,192	-21.4%	$133,848	$110,976	-17.1%
Engineering Technician 2	$73,800	$58,734	-20.4%	$97,973	$78,913	-19.5%

Professional, Scientific, or Technical Services CONTINUED

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Architect 1	$98,105	$82,992	-15.4%	$125,906	$106,244	-15.6%
Drafting Technician 2	$76,821	$48,336	-37.1%	$100,050	$67,198	-32.8%
Cartographer 3	$86,522	$66,432	-23.2%	$108,307	$87,586	-19.1%
Labor Relations Adjudicator/Mediator 2	$108,174	$106,242	-1.8%	$134,613	$132,439	-1.6%
Hearings Examiner 2	$110,712	$82,992	-25.0%	$137,955	$106,244	-23.0%
Legal Assistant 2	$64,723	$48,336	-25.3%	$87,022	$67,198	-22.8%
Paralegal 2	$78,573	$68,112	-13.3%	$103,162	$89,479	-13.3%
Electronics Technician 2	$80,675	$56,838	-29.5%	$104,362	$76,777	-26.4%
Locksmith	$62,619	$52,770	-15.7%	$84,496	$72,194	-14.6%
Instrument Maker 2	$70,557	$64,344	-8.8%	$94,512	$85,234	-9.8%
Automotive Mechanic	$68,926	$55,500	-19.5%	$93,380	$75,270	-19.4%
Equipment Technician 3	$73,485	$64,344	-12.4%	$97,983	$85,234	-13.0%
Transportation Specialist 2	$86,241	$49,560	-42.5%	$110,464	$68,577	-37.9%
Environmental Control Technician 2	$72,532	$42,882	-40.9%	$95,857	$61,053	-36.3%
Radiation Health Physicist 3	Insufficient data			Insufficient data		
Fish Hatchery Specialist 2	Insufficient data			Insufficient data		
Comp Industrial Safety & Health Invest 2	$87,517	$77,082	-11.9%	$111,256	$99,585	-10.5%
Average	**$82,481**	**$64,967**	**-21.2%**	**$106,737**	**$85,935**	**-19.5%**

"Insufficient data" means that the benchmark job had fewer than five job matches in the market.

Public Administration

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Investigator 2	$76,441	$63,258	-17.2%	$99,562	$84,010	-15.6%
Weights & Measures Compliance Specialist 2	$62,636	$50,766	-19.0%	$85,023	$69,936	-17.7%
Consumer Program Specialist 2 - UTC	$96,346	$57,306	-40.5%	$120,690	$77,304	-35.9%
Regulatory Analyst 2	$97,338	$77,082	-20.8%	$123,368	$99,585	-19.3%
Licensing Services Representative 2	$55,037	$54,582	-0.8%	$76,605	$74,235	-3.1%
Commerce Specialist 2	$83,400	$63,258	-24.2%	$107,745	$84,010	-22.0%
Security Guard 2	$54,900	$54,582	-0.6%	$77,187	$74,235	-3.8%
Campus Police Officer	$75,769	$61,710	-18.6%	$102,127	$82,266	-19.4%
Elevator Inspector 2	$89,843	$82,992	-7.6%	$115,060	$106,244	-7.7%
Deputy State Fire Marshal	$112,090	$80,970	-27.8%	$138,875	$103,966	-25.1%
Emergency Management Program Specialist 2	$83,757	$63,258	-24.5%	$108,292	$84,010	-22.4%
Retirement Specialist 2	$68,217	$61,710	-9.5%	$91,772	$82,266	-10.4%
Employment Security Program Coordinator 2	$81,195	$60,228	-25.8%	$104,484	$80,597	-22.9%
Workers' Compensation Adjudicator 2	$77,481	$58,734	-24.2%	$102,498	$78,913	-23.0%
Occupational Safety & Health Professional 2	$80,764	$69,864	-13.5%	$105,772	$91,453	-13.5%
Average	**$79,681**	**$64,020**	**-19.7%**	**$103,937**	**$84,869**	**-18.3%**

Real Estate

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Property & Acquisition Specialist 3	$93,352	$66,432	-28.8%	$119,706	$87,586	-26.8%

Retail Trade

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Retail Clerk 2	$48,673	$40,938	-15.9%	$70,220	$58,863	-16.2%
Lottery District Sales Representative	$66,387	$57,306	-13.7%	$88,327	$77,304	-12.5%
Average	**$57,530**	**$49,122**	**-14.6%**	**$79,274**	**$68,084**	**-14.1%**

Transportation or Warehousing

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Warehouse Operator 2	$57,135	$43,554	-23.8%	$78,530	$61,811	-21.3%
Mechanical Engineer Senior	$116,593	$82,992	-28.8%	$131,986	$106,244	-19.5%
Transportation Planning Specialist 3	$96,972	$79,002	-18.5%	$123,587	$101,748	-17.7%
Truck Driver 2	$64,278	$54,096	-15.8%	$86,692	$73,688	-15.0%
Aircraft Mechanic	$81,907	$64,344	-21.4%	$105,843	$85,234	-19.5%
Commercial Vehicle Enforcement Officer 1	$70,526	$68,994	-2.2%	$91,430	$90,473	-1.0%
Traffic Safety Systems Operator 3	$71,032	$50,766	-28.5%	$94,472	$69,936	-26.0%
Marine Vessel Operator	$98,388	$77,082	-21.7%	$122,322	$99,585	-18.6%
Aircraft Pilot 2	$122,670	$80,970	-34.0%	$150,043	$103,966	-30.7%
Average	**$86,611**	**$66,867**	**-22.8%**	**$109,434**	**$88,076**	**-19.5%**

Utilities

Benchmark	Base salary midpoint			Total compensation		
	Market average	Washington state	How much the state lags or leads	Market average	Washington state	How much the state lags or leads
Energy/Utilities Engineer 2	$101,397	$79,002	-22.1%	$126,508	$101,748	-19.6%
Nuclear Engineer	$116,410	$96,228	-17.3%	$143,569	$121,156	-15.6%
Utility Worker 2	$58,642	$42,540	-27.5%	$80,819	$60,668	-24.9%
Plant Manager 2	$105,627	$66,432	-37.1%	$134,929	$87,586	-35.1%
Stationary Engineer 2	$71,143	$62,742	-11.8%	$93,450	$83,429	-10.7%
Wastewater Treatment Plant Operator 2	$71,255	$67,716	-5.0%	$95,437	$89,033	-6.7%
Average	**$87,412**	**$69,110**	**-20.9%**	**$112,452**	**$90,604**	**-19.4%**

Compensation practices

This section of the report provides information on:

- Types of pay plans
- Recent pay scale adjustments
- Shift differentials
- Call back and standby pay
- Performance and incentive pay
- Longevity pay
- Other incentives

Pay plan types

The survey asked how employees move through the pay structure. These responses reflect the largest represented and nonrepresented civilian employee group (excluding uniformed public safety).

The most common pay plan type for represented employees is a 'grade and step' structure (47%). Step-based plans are less common for nonrepresented employees (40%) but remain the predominant type. This aligns with the trend observed among participant organizations in 2022.
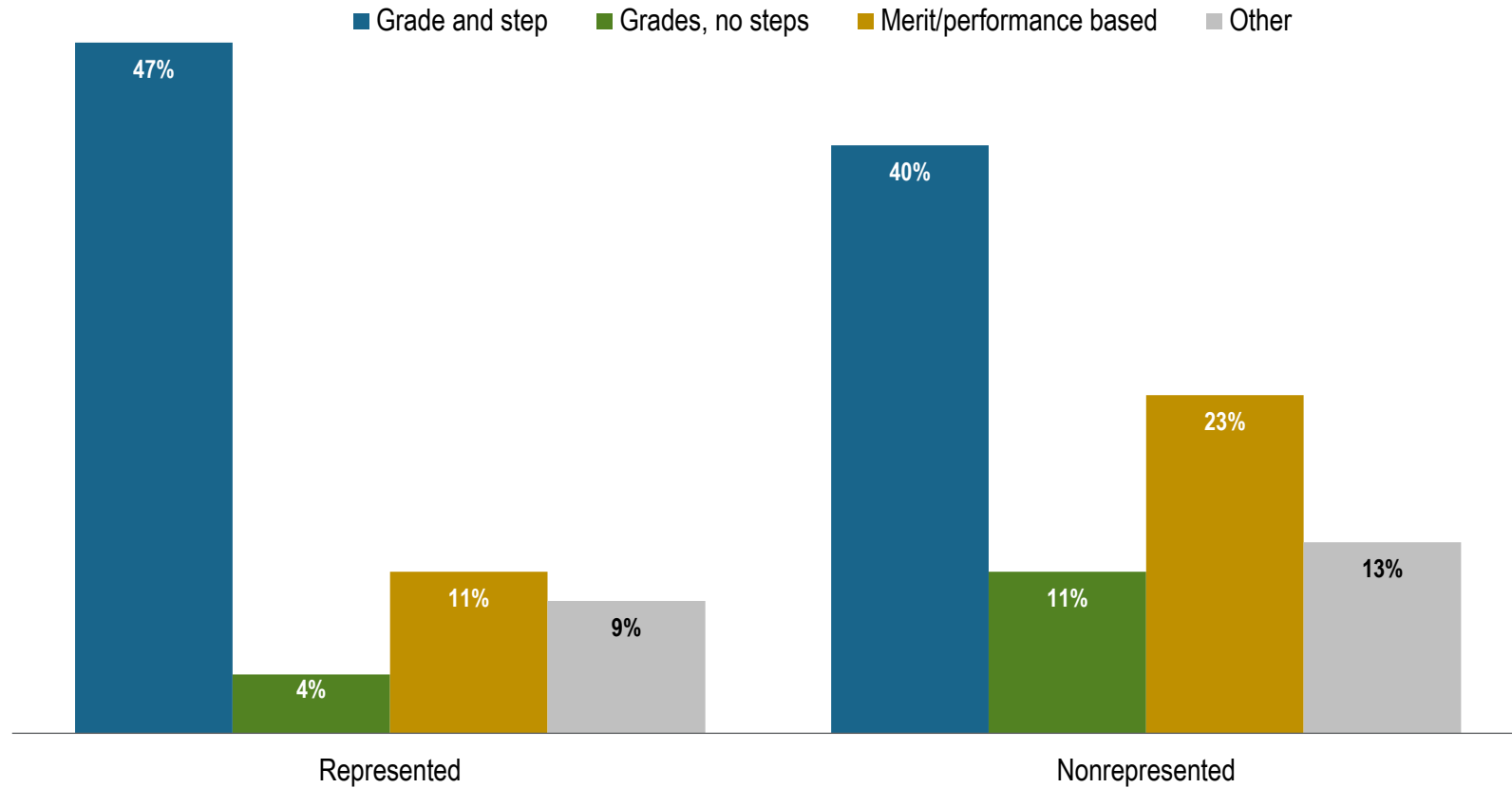
Types of pay plans

Market sector	Represented employees				Nonrepresented employees				No. of responses
	Grade and step	Grades, no steps	Merit/ performance based	Other	Grade and step	Grades, no steps	Merit/ performance based	Other	
In-state public sector	56%	3%	9%	6%	47%	6%	25%	9%	32
State governments	27%	7%	13%	13%	27%	20%	20%	20%	15
All participants	**47%**	**4%**	**11%**	**9%**	**40%**	**11%**	**23%**	**13%**	**47**

Survey participants could choose more than one answer.
"Other" responses include *fixed/single pay rates* (one pay rate per job with no minimum or maximum) and *broad bands or career ladders* (wide pay ranges that cover multiple job levels)

Types of pay plans
for Represented and Nonrepresented employees

■ Grade and step   ■ Grades, no steps   ■ Merit/performance based   ■ Other

Represented:
- Grade and step: 47%
- Grades, no steps: 4%
- Merit/performance based: 11%
- Other: 9%

Nonrepresented:
- Grade and step: 40%
- Grades, no steps: 11%
- Merit/performance based: 23%
- Other: 13%

Survey participants could choose more than one answer.
"Other" responses include *fixed/single pay rates* (one pay rate per job with no minimum or maximum) and *broad bands or career ladders* (wide pay ranges that cover multiple job levels)

How long it takes to reach pay range maximum

The survey asked for the average length of time to move from the minimum to the maximum of a salary range. The responses ranged from two years to fifteen years, with a median of 6.5 years for represented employees and 7.0 years for nonrepresented employees. This aligns with the trend observed among participant organizations in 2022.

Years from minimum to maximum salary

	Lowest	Median	Average	Highest	Washington state	No. of responses
Represented employees	2.0	6.5	7.3	15.0	12.0	19
Nonrepresented employees	4.0	7.0	8.4	15.0	12.0	19

Pay scale adjustments

The median pay scale adjustments for represented and nonrepresented employees were 4.0% in fiscal year 2023 and 3.5% in fiscal year 2024. The structure adjustments on average have reduced across both employee groups since 2020 and 2022.

Pay schedule adjustments
Fiscal year 2023 and 2024
Represented employees

	Fiscal year 2023				Fiscal year 2024				No. of responses
	Lowest	Median	Average	Highest	Lowest	Median	Average	Highest	
In-state public sector	2.0%	4.0%	4.5%	9.0%	2.0%	3.8%	3.5%	6.0%	15
State governments	Insufficient data				Insufficient data				4
All participants	**2.0%**	**4.0%**	**4.7%**	**9.0%**	**0.0%**	**3.5%**	**3.4%**	**6.0%**	**19**

Nonrepresented employees

	Fiscal year 2023				Fiscal year 2024				No. of responses
	Lowest	Median	Average	Highest	Lowest	Median	Average	Highest	
In-state public sector	2.0%	4.0%	4.3%	8.0%	2.0%	3.5%	3.4%	6.0%	18
State governments	0.0%	4.0%	4.2%	7.0%	0.0%	2.5%	2.7%	6.0%	5
All participants	**0.0%**	**4.0%**	**4.3%**	**8.0%**	**0.0%**	**3.5%**	**3.2%**	**6.0%**	**23**

Median pay scale adjustments
for represented and nonrepresented employees

Represented employees: FY2023 4.00%, FY2024 3.50%

Nonrepresented employees: FY2023 4.00%, FY2024 3.50%
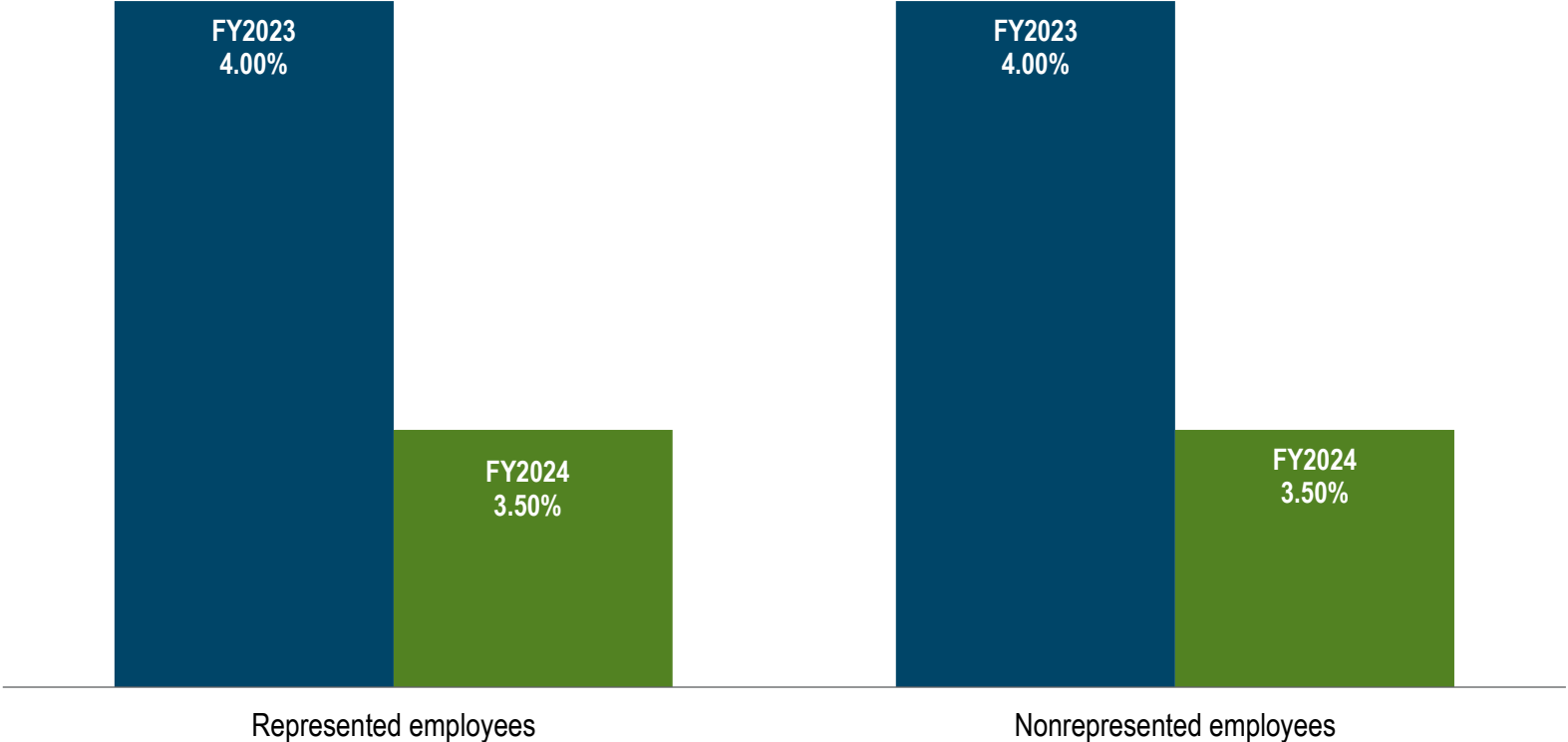
Influencing factors for base pay increases

Collective Bargaining Agreement (CBA) terms are the predominant influencer of pay increases (49% in fiscal year 2023 and 45% in fiscal year 2024). Like the findings in 2022, although to a lesser degree, three factors impact pay increases for represented employees: cost of living (inflation), cost of labor (market), and budgetary/financial feasibility.

Factors that influence base pay increases
Represented employees

		CBA*	Interest arbitration	Budget/ financial feasibility	Cost of living (inflation)	Cost of labor (market)	Other	No. of responses
FY 2023	In-state public sector	63%	3%	13%	25%	16%	3%	32
	State governments	20%	0%	20%	20%	20%	0%	15
	All participants	**49%**	**2%**	**15%**	**23%**	**17%**	**2%**	**47**
FY 2024	In-state public sector	59%	0%	9%	19%	9%	3%	32
	State governments	13%	0%	20%	20%	20%	0%	15
	All participants	**45%**	**0%**	**13%**	**19%**	**13%**	**2%**	**47**

Survey participants could choose more than one answer.

*Collective Bargaining Agreement (CBA)

Consistent with 2022 findings, participants in fiscal year 2024 indicated the budget process, cost of living, and market conditions are the primary factors that influence pay increases for nonrepresented employees. The majority of those who responded "Other" said that nonrepresented employees receive the same pay increase negotiated for represented employees.

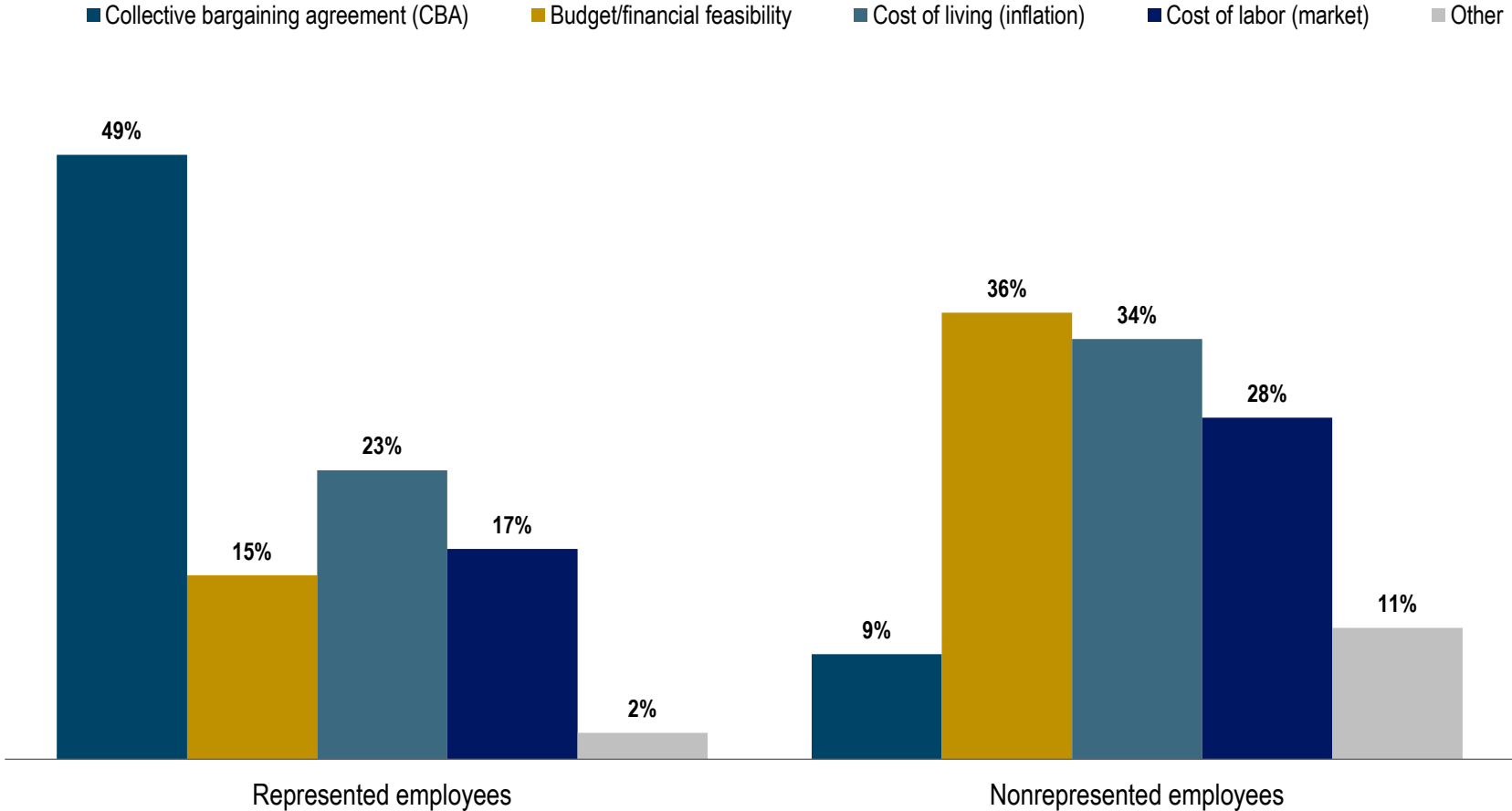## Factors that influence base pay increases
Nonrepresented employees

		CBA*	Interest arbitration	Budget/ financial feasibility	Cost of living (inflation)	Cost of labor (market)	Other	No. of responses
FY 2023	In-state public sector	6%	0%	41%	38%	25%	13%	32
	State governments	13%	0%	27%	27%	33%	7%	15
	All participants	**9%**	**0%**	**36%**	**34%**	**28%**	**11%**	**47**
FY 2024	In-state public sector	6%	0%	31%	25%	31%	13%	32
	State governments	0%	0%	27%	27%	33%	7%	15
	All participants	**4%**	**0%**	**30%**	**26%**	**32%**	**11%**	**47**

Survey participants could choose more than one answer.

*Collective Bargaining Agreement (CBA)

Factors that influenced fiscal year 2023 pay increases for represented and nonrepresented employees

Legend: Collective bargaining agreement (CBA) · Budget/financial feasibility · Cost of living (inflation) · Cost of labor (market) · Other

Represented employees: 49%, 15%, 23%, 17%, 2%

Nonrepresented employees: 9%, 36%, 34%, 28%, 11%

Shift Differentials (pay for an alternate work shift)

Of employers who offer shift differential, the median dollar rate per hour that they offer is $1.00 for represented employees and $0.75 to $1.20 for nonrepresented employees. Among employers offering shift differentials in the form of a percentage of base pay, the median rate for represented employees is 6% for the night shift. Insufficient information was available for nonrepresented employees. This is consistent with 2022 survey findings.

Represented employees

Shift	*Dollar value responses*				*Percent of pay responses*				No. of responses
	Lowest	Median	Average	Highest	Lowest	Median	Average	Highest	
Evening	$0.60	$1.00	$1.17	$2.25	Insufficient data				13
Night	$0.40	$1.00	$1.25	$2.50	5%	6%	7%	10%	16
Weekend	Insufficient data				Insufficient data				3

Nonrepresented employees

Shift	*Dollar value responses*				*Percent of pay responses*				No. of responses
	Lowest	Median	Average	Highest	Lowest	Median	Average	Highest	
Evening	$0.05	$0.75	$0.86	$1.50	Insufficient data				8
Night	$0.05	$1.20	$0.98	$1.50	Insufficient data				7
Weekend	Insufficient data				Insufficient data				4

Call back and standby pay

Call back pay is when an overtime-eligible employee is called to return to work outside of normally scheduled work hours and gets paid for the work. Standby/on-call pay is when an overtime-eligible employee gets paid for being required to restrict their off-duty activities so they are easily reachable and available for work duty. The median rate of pay for represented employees called back to work is time-and-a-half (150%) with a guaranteed minimum of two and half paid hours. Standby pay is less common among survey participants. There was insufficient data reported for nonrepresented for call back and standby pay. Overall, these market trends align with 2022 survey findings.

Represented employees

	Lowest	Median	Average	Highest	No. of Responses
Call Back Pay (percent of base pay)	100%	150%	144%	150%	8
Minimum # of Hours Paid for Call-Back Time	2.0	2.5	2.9	4.0	10
Standby Pay ($ per hour)	Insufficient data				2

Nonrepresented employees

	Lowest	Median	Average	Highest	No. of Responses
Call Back Pay (percent of base pay)	Insufficient data				2
Minimum # of Hours Paid for Call-Back Time	Insufficient data				3
Standby Pay ($ per hour)	Insufficient data				2

Performance-based pay

The survey asked which employee groups (if any) are eligible for performance recognition. Depending on the employee group, most participants reported that they do not provide performance incentives to their employees, with 38% to 49% of respondents indicating this. When performance incentives are offered, nonrepresented employees and senior management are most likely to receive base salary increases, merit incentives, bonuses, or non-cash awards while represented employees are most likely to receive spontaneous incentives. These findings remain consistent with 2022 performance incentive survey findings.

Prevalence of performance-based pay by employee group

Performance Incentive	Represented employees	Nonrepresented employees	Senior management
Base salary increases that vary or depend on individual performance	11%	28%	30%
Merit incentives or bonuses related to organization-wide performance or business results	2%	6%	6%
Merit incentives or bonuses to recognize group/team performance or outcomes	2%	4%	2%
Incentives or bonuses to recognize individual performance or outcomes	9%	13%	11%
Gainsharing awards or bonuses (related to cost savings)	2%	4%	4%
Spot incentives or bonuses related to performance (unannounced cash, gift card, etc.)	13%	11%	6%
Non-cash awards related to performance (prizes, days off, plaques, etc.)	9%	11%	13%
None of the above	49%	40%	38%

Survey participants could choose more than one answer.

Other incentive pay

About half of the survey participants offer other types of incentive pay programs, such as skill-based pay or bonuses related to recruitment, referrals, or retention. About a fourth provide skill-based pay or retention/longevity pay for represented employees, while referral bonuses are more common for nonrepresented employees.

Prevalence of other incentive pay by employee group
All participants

Incentive pay	Represented employees	Nonrepresented employees	Senior management
Additional pay or bonus for attaining job related skills, certifications, licenses, etc.	34%	17%	15%
Recruitment or hiring bonus	15%	17%	19%
Referral bonus	11%	21%	13%
Retention bonus, longevity pay or years of service bonus/award	26%	23%	23%
None of the above	36%	38%	40%

Survey participants could choose more than one answer.

Prevalence of other incentive pay by employee group
In-state public sector

Incentive pay	Represented employees	Nonrepresented employees	Senior management
Additional pay or bonus for attaining job related skills, certifications, licenses, etc.	41%	9%	9%
Recruitment or hiring bonus	19%	16%	19%
Referral bonus	13%	19%	9%
Retention bonus, longevity pay or years of service bonus/award	31%	22%	19%
None of the above	28%	41%	44%

Survey participants could choose more than one answer.

Prevalence of other incentive pay by employee group
State governments

Incentive pay	Represented employees	Nonrepresented employees	Senior management
Additional pay or bonus for attaining job related skills, certifications, licenses, etc.	20%	33%	27%
Recruitment or hiring bonus	7%	20%	20%
Referral bonus	7%	27%	20%
Retention bonus, longevity pay or years of service bonus/award	13%	27%	33%
None of the above	53%	33%	33%

Survey participants could choose more than one answer.

Longevity Pay

About 42% survey participants provide longevity pay for employees beyond the maximum of the salary range. The proportion of survey participants providing longevity pay to employees in 2024 (42%) has decreased from 2022 survey findings, where close to half of the survey participants provided longevity pay for employees.

Longevity Pay Provided
Beyond the maximum of the salary range

Market sector	Number of responses		Percent of responses		No. of responses
	Yes	No	Yes	No	
In-state public sector	11	12	48%	52%	23
State governments	2	6	25%	75%	8
All participants	**13**	**18**	**42%**	**58%**	**31**

Prevalence of employers who provide longevity pay

Yes 42%

No 58%

Other incentives

Almost half of the survey participants reimburse employees for professional membership dues, and education. A little above a third provide assistance for transportation/commuting assistance, training, and other professional development. This includes tuition reimbursement, online training, and similar benefits.
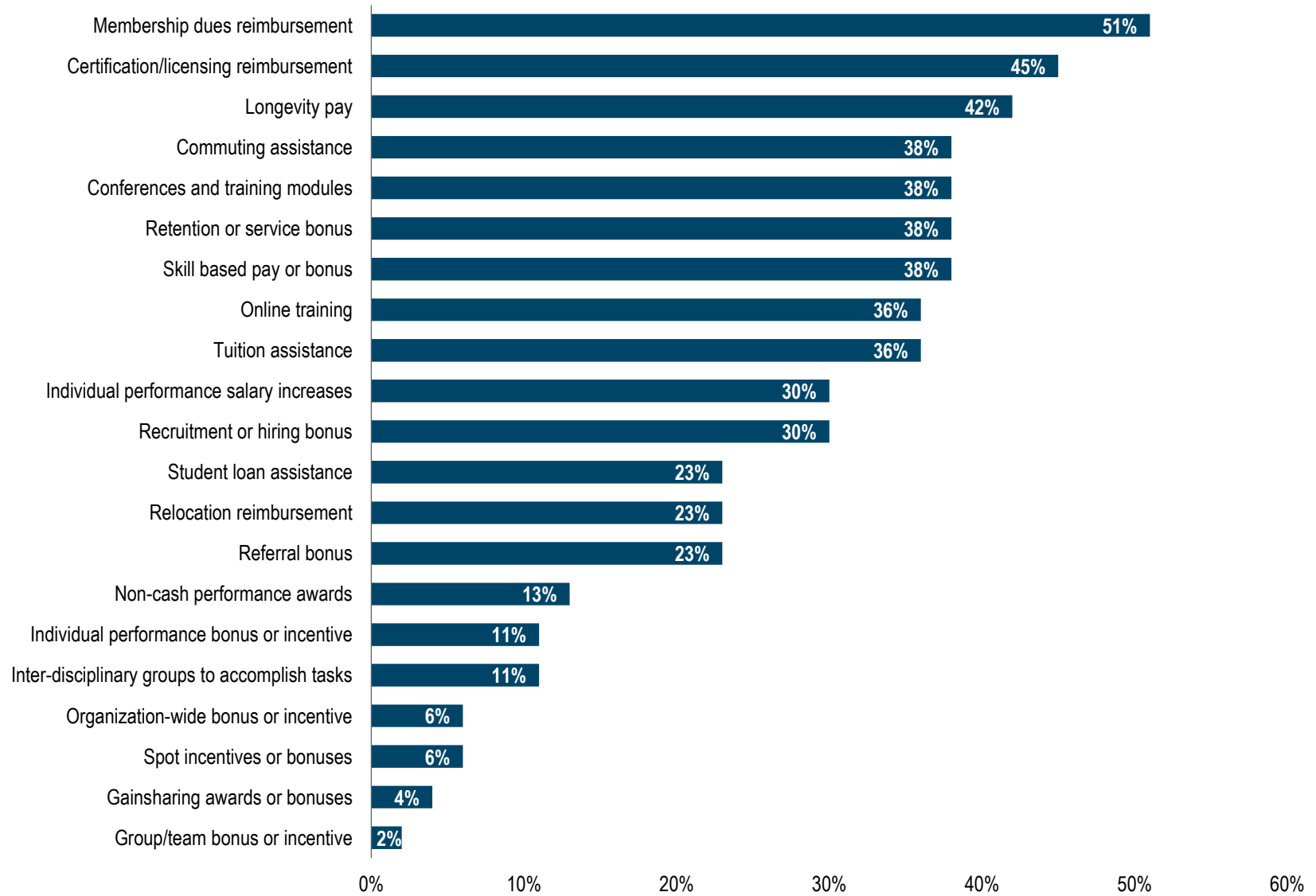
Prevalence of other incentives

Offering	In-state public sector	State governments	All participants
Reimbursement for membership dues to job-related professional associations	53%	47%	51%
Transportation or commuting assistance	47%	20%	38%
Employer sponsored conferences and training modules	38%	40%	38%
Student loan deferral, repayment, or forgiveness program	22%	27%	23%
Tuition assistance or reimbursement	44%	20%	36%
Reimbursement for fees associated with certification/licensing attainment or maintenance	53%	27%	45%
Employer sponsored online training such as LinkedIn Learning	38%	33%	36%
Relocation reimbursement (for new hires)	25%	20%	23%
Employer facilitated inter-disciplinary groups to accomplish tasks	16%	13%	15%
None of the above	3%	20%	9%

Survey participants could choose more than one answer.
Percentages reflect the portion of the 35 survey participants who answered these questions.

## Prevalence of other incentives

Incentive	Percentage
Membership dues reimbursement	51%
Certification/licensing reimbursement	45%
Longevity pay	42%
Commuting assistance	38%
Conferences and training modules	38%
Retention or service bonus	38%
Skill based pay or bonus	38%
Online training	36%
Tuition assistance	36%
Individual performance salary increases	30%
Recruitment or hiring bonus	30%
Student loan assistance	23%
Relocation reimbursement	23%
Referral bonus	23%
Non-cash performance awards	13%
Individual performance bonus or incentive	11%
Inter-disciplinary groups to accomplish tasks	11%
Organization-wide bonus or incentive	6%
Spot incentives or bonuses	6%
Gainsharing awards or bonuses	4%
Group/team bonus or incentive	2%

Represents the percentage of participants who offer these incentives or benefits to their employees.

Paid leave

More than three-quarters of survey participants (82%) offer a vacation leave program to their largest civilian employee group[1], while 18% offer a paid time off (PTO) program that combines vacation and sick leave into one pool of available time off.

Type of paid leave program

Paid time off (PTO)
18%

Vacation leave
82%
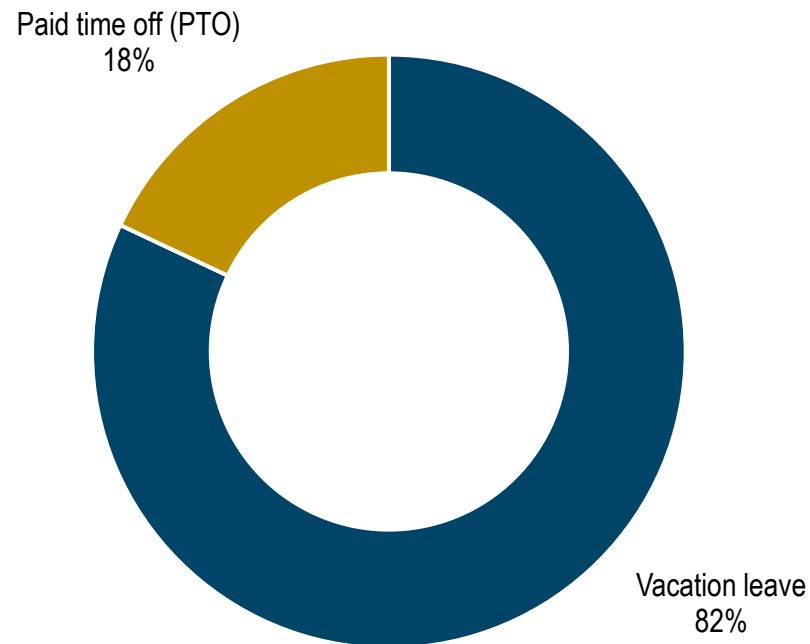
[1] The survey requested information on policies applicable to the largest employee group excluding uniformed public safety personnel

Vacation and paid time off

An employee's accrued vacation and paid time off (PTO) hours typically increase with how many years they've worked for their employer. As we show in the table below, the median number of vacation hours per year ranges from 96 hours (12 days) after one year of service to 208 hours (26 days) after 26 years of service*. This is consistent with 2022 findings.

Annual number of vacation hours accrued by years of service

Years of service	Lowest	Median	Average	Highest	Washington state	Years of service	Lowest	Median	Average	Highest	Washington state
1 year	40	96	100	168	112	14 years	144	160	161	200	160
2 years	80	96	101	136	112	15 years	144	168	171	200	176
3 years	80	104	105	136	120	16 years	156	168	176	200	176
4 years	80	112	110	136	128	17 years	156	168	177	200	176
5 years	96	120	121	160	136	18 years	156	176	179	216	176
6 years	120	126	132	192	136	19 years	156	176	180	216	176
7 years	120	128	134	192	144	20 years	156	192	190	240	192
8 years	120	135	137	192	144	21 years	168	192	192	240	192
9 years	120	136	138	192	144	22 years	168	192	195	240	192
10 years	120	144	151	200	160	23 years	168	198	197	240	192
11 years	136	152	157	200	160	24 years	168	198	198	240	192
12 years	136	152	158	200	160	25 years	168	200	204	240	200
13 years	136	156	159	200	160	26+ years	168	208	207	248	200

Reflects responses from 34 survey participants (24 in-state public sector and 10 state governments).
*Number of days estimated based on a 40-hour workweek

Among those organizations that have PTO program, the median number of hours per year ranges from 140 hours (17.5 days) after one year of service to 256 hours (about 32 days) after 26 years of service*. This is an overall increase from the 2022 findings, which showed median number of hours per year ranged from 120 hours (15 days) after one year of service to 238 hours (about 30 days) after 26 years of service.

Annual number of <u>paid time off</u> hours accrued by years of service

Years of service	Lowest	Median	Average	Highest	Years of service	Lowest	Median	Average	Highest
1 year	80	140	145	200	14 years	144	220	215	280
2 years	80	140	147	200	15 years	160	232	222	280
3 years	80	152	152	200	16 years	160	236	227	280
4 years	96	152	162	224	17 years	160	240	229	280
5 years	96	152	163	224	18 years	160	240	229	280
6 years	96	192	181	240	19 years	160	240	231	280
7 years	120	192	185	240	20 years	160	240	232	280
8 years	120	192	191	248	21 years	160	252	239	300
9 years	120	192	191	248	22 years	160	252	239	300
10 years	120	204	195	248	23 years	160	252	239	300
11 years	144	208	205	260	24 years	160	252	239	300
12 years	144	212	211	280	25 years	160	252	239	300
13 years	144	216	214	280	26+ years	160	256	245	320

Reflects responses from 7 survey participants (5 in-state organizations and 2 state governments).
*Number of days estimated based on a 40-hour workweek

Sick leave

Among participants who provide paid sick leave, the annual accrued hours range from 12 hours (1.5 days) to 192 hours (about 24 days) with a median of 96 hours (12 days) *.

**Annual number of accrued
sick leave hours**

Lowest	Median	Average	Highest	Washington state	No. of Responses
12	96	95	192	96	31

*Number of days estimated based on a 40-hour workweek

At 21 years of service, the PTO annual median is 252 hours (31.5 days) per year. PTO programs combine vacation and sick leave into one pool of available time off. The findings in 2022 showed PTO annual median as 238 hours (30 days) per year. Most employers who offer vacation leave also offer sick leave. At 21 years of service, the vacation leave annual median is 192 hours (24 days) and the sick leave annual median is 96 hours (12 days).

Median annual hours for
Paid time off, vacation and sick leave by
years of service

29
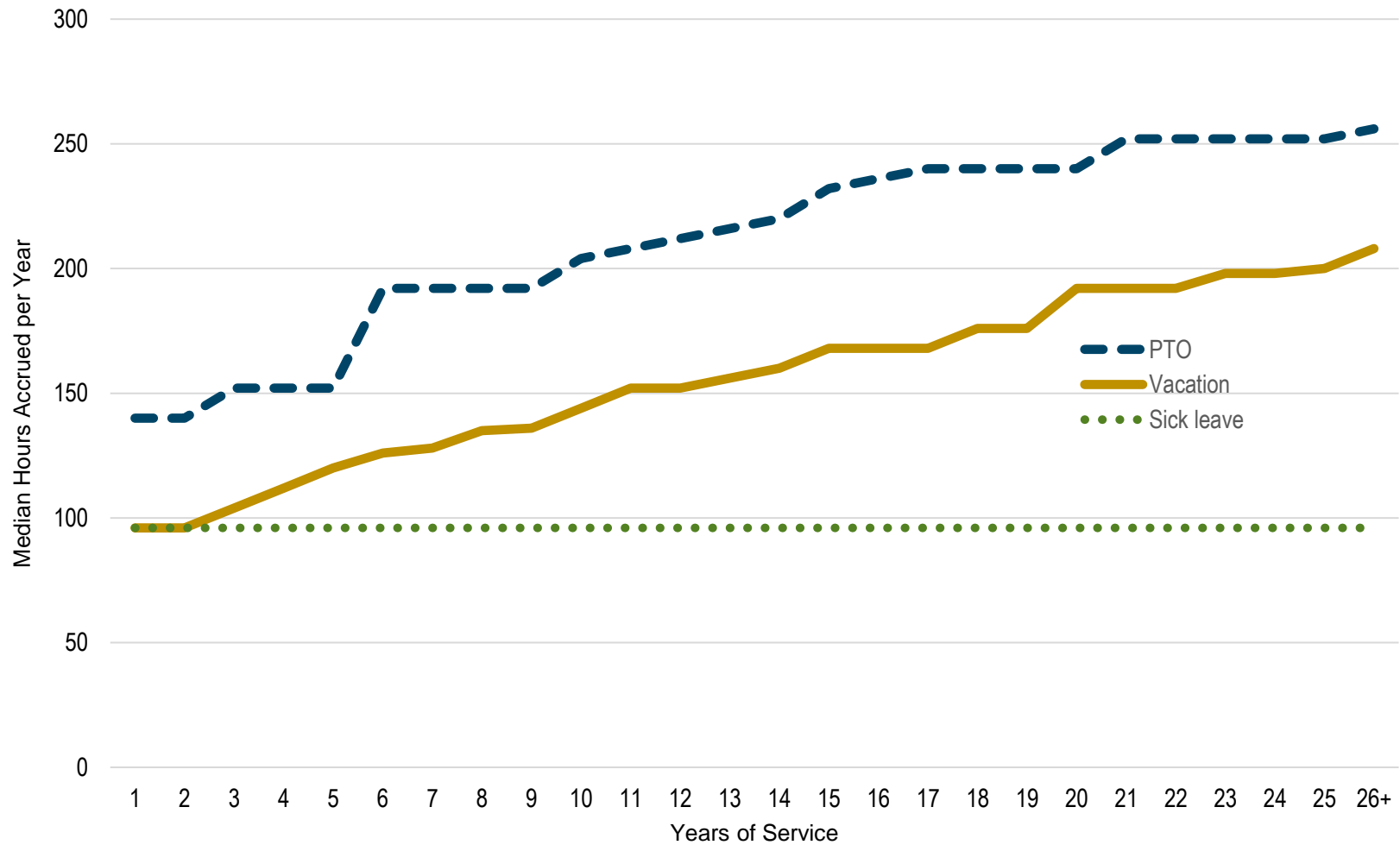
The percentage of carry-over and cash-out for unused leave

Most of the survey participants allow employees to carry-over and cash-out unused leave. A large percentage of survey participants allow employees to cash out their unused vacation or PTO at a rate of 100% when the employee leaves the organization. If an employee has unused sick leave, however, they typically cash that out at a lower rate (median of 25% of the value). These trends remain consistent with the 2022 survey findings.

Carry-over and cash-out of unused leave

	Number of responses			Percent of total responses		
	PTO	Vacation	Sick	PTO	Vacation	Sick
Carry-over allowed	**5**	**26**	**30**	**83%**	**93%**	**97%**
Unlimited carry-over	0	0	11	0%	0%	35%
Limited carry-over	5	26	19	83%	93%	61%
Carry-over not allowed	0	2	0	0%	7%	0%
Cash-out allowed at:						
Year end	3	11	8	50%	39%	26%
Termination	4	21	12	67%	75%	39%
Retirement	3	14	16	50%	50%	52%
Cash out not allowed	0	3	10	0%	11%	32%
Cash-out rate (median)	100%	100%	25%	--	--	--
No. of responses*	**6**	**28**	**31**			

*Peer respondents selected multiple responses

Paid holidays and personal days

The number of paid holidays ranges from six to thirteen, with a median of eleven days. Paid personal days (sometimes called floating holidays) range from zero to six, with a median of two days per year.

Annual number of
paid holidays and personal days

	Lowest	Median	Average	Highest	Washington state	No. of Responses
Holidays	6.0	11.0	10.9	13.0	11.0	34
Personal days	0.5	2.0	2.0	6.4	2.0	22
Holidays and personal days combined	**8.0**	**13.0**	**12.2**	**15.0**	**13.0**	**34**

Health care benefits

The survey requested information regarding the medical plan that covers the most employees (the most populated plan). This includes:

- Plan type such as Health Maintenance Organization (HMO), Preferred Provider Organization (PPO), High Deductible Health Plan (HDHP).

- The plan design's actuarial value (percent of heath costs that the member plan is expected to pay) or the plan's metal tier (see image below) designation under the Affordable Care Act.[2]

- Whether the medical plan includes vision coverage.

The most common plan type is a PPO, followed by HMOs. Only one survey respondent indicated HDHP as their most populated plan. Washington's most populated plan type is also a PPO.

Health plan types and average actuarial value

	PPO	HMO	HDHP	No. of responses
In-state participants	77%	14%	5%	22
State governments	40%	20%	0%	10
All participants	**66%**	**16%**	**3%**	**32**
Average actuarial value	*82.2%*	*94.7%*	*No data*	*10*

[2] The Affordable Care Act requires employers offer to employees a health coverage plan with a minimum actuarial value of at least 60% (equivalent of bronze metal tier) or pay the IRS (pay or play mandate).

Most in-state participants and state government participants reported that their most populated health plan is in the platinum metal tier. Washington's most populated health plan is in the gold metal tier.

THE KEY TO UNDERSTANDING METALLIC TIERS

YOU PAY **40%** — BRONZE — INSURANCE PLAN PAYS **60%**

YOU PAY **30%** — SILVER — INSURANCE PLAN PAYS **70%**

YOU PAY **20%** — GOLD — INSURANCE PLAN PAYS **80%**

YOU PAY **10%** — PLATINUM — INSURANCE PLAN PAYS **90%**

https://mnjinsurance.com/understanding-the-metal-levels-in-aca/
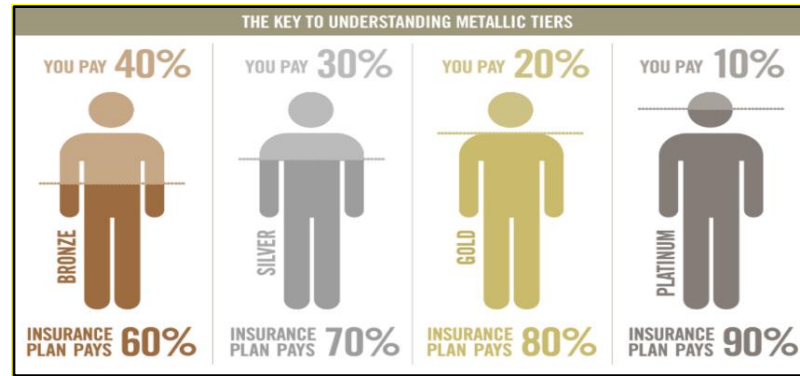
Level of metal tier coverage

	Silver	Gold	Platinum	No. of responses
In-state participants	6%	25%	63%	16
State governments	17%	33%	50%	6
All participants	**9%**	**27%**	**59%**	**22**

In-state participants

6% / 25% / 63%

State governments

17% / 33% / 50%

All participants

9% / 27% / 59%
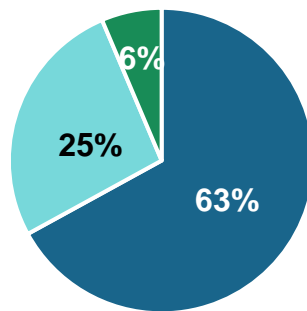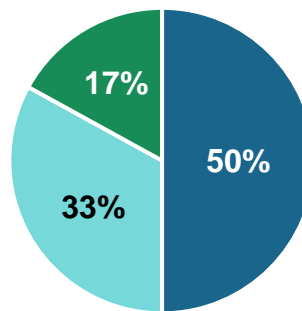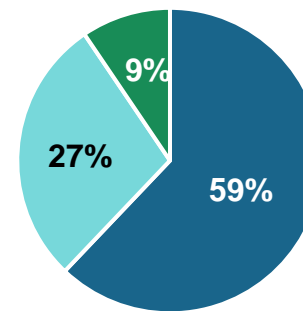
- Platinum
- Gold
- Silver

Retirement benefits

Most survey participants (79%) indicated their employees contribute to Social Security, including 81% of in-state public sector entities and 75% of state governments.

Do your employees contribute to Social Security?

In-state Public Sector participants
- No 19%
- Yes 81%

State Governments
- No 25%
- Yes 75%

All Participants
- No 21%
- Yes 79%
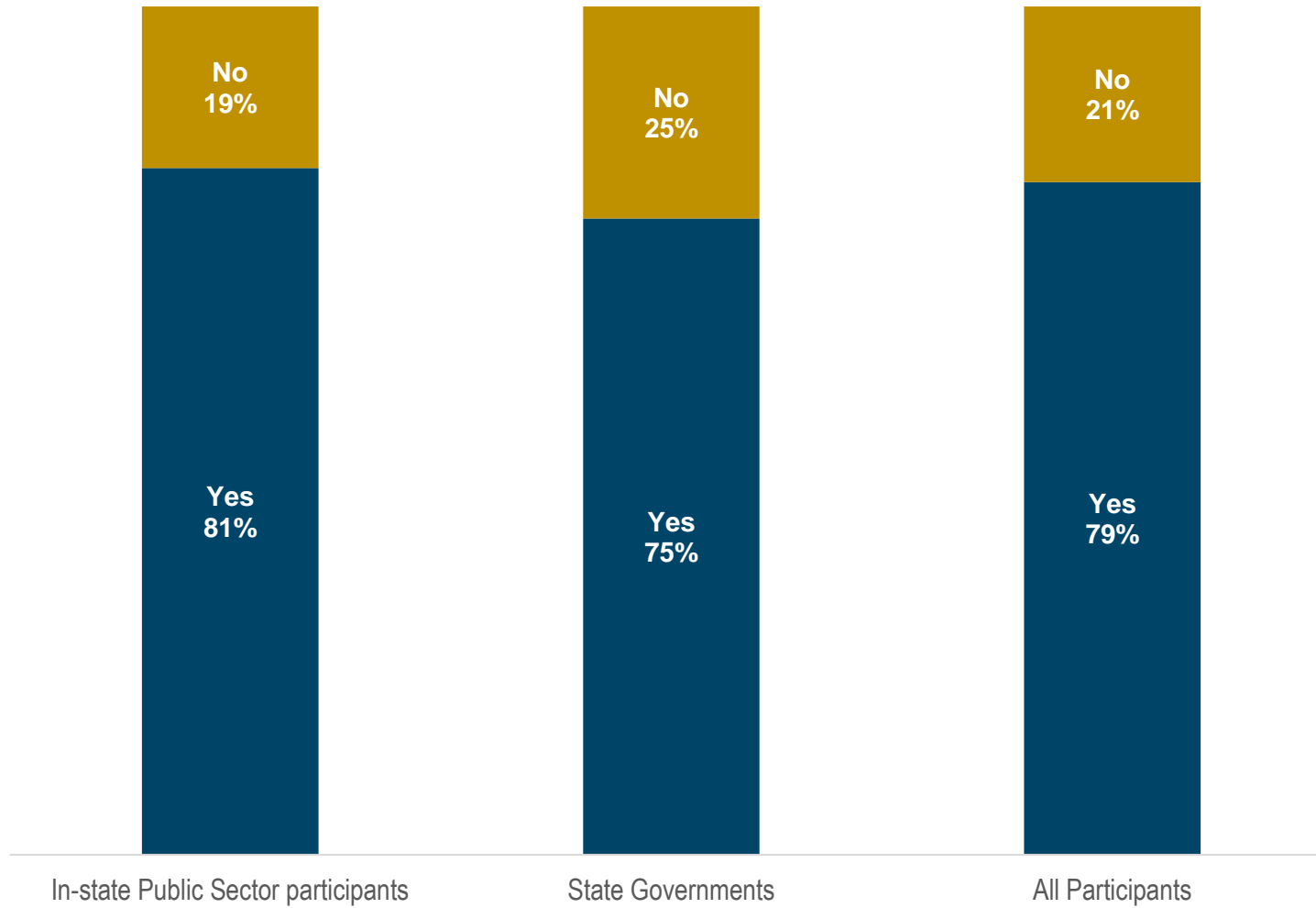
Consistent with the 2022 survey findings, the median typical retirement age for all participants in the Defined Benefit Plan (also the most populated plan at the state) is 65 years.

Typical Retirement Age- Defined Benefit Plan Only

	Lowest	Median	Average	Highest	Washington state	No. of Responses
In-state participants	60	65	65	65	65	23
State governments	60	65	63	65	65	5
All participants	**60**	**65**	**65**	**65**	**65**	**28**

The percent of service credit that someone receives for every year of service that they work is called the 'benefit multiplier.' Among defined benefit plans, the median is 2% for all participants. Most in-state public participants contribute to the Washington State Public Employees Retirement System (PERS).

Defined Benefit Multiplier

	Lowest	Median	Average	Highest	Washington state	No. of Responses
In-state participants	2.0%	2.0%	2.0%	2.0%	2.0%	22
State governments*	1.8%	2.0%	2.2%	2.5%	2.0%	5
All participants	**1.8%**	**2.0%**	**2.0%**	**2.5%**	**2.0%**	**27**

*State government responses include six defined benefit (DB) plans and two hybrid DB/DC plans.

Among survey participants the median cost of living adjustment (COLA) to retiree pension benefits is 2.75%. This is consistent with 2022 findings.

Typical Annual Cost of Living Adjustment (COLA)

	Lowest	Median	Average	Highest	Washington state	No. of responses
In-state participants	1.0%	2.8%	2.7%	2.8%	2.8%	32
State governments	3.0%	3.0%	3.0%	3.0%	2.8%	15
All participants	**1.0%**	**2.8%**	**2.7%**	**3.0%**	**2.8%**	**47**

Among in-state participants, the median employer share of the contributions is 50%. There were insufficient survey responses from state governments.

Employer share of plan funding

	Lowest	Median	Average	Highest	Washington state	No. of responses
In-state participants	40%	50%	51%	60%	50%	23
State governments		Insufficient Data			50%	2
All participants	**40%**	**50%**	**51%**	**60%**	**50%**	**25**

A large majority of responding organizations indicated their retirement plans do not limit the salary level that the employer makes their contributions to. Among those that do have a limit, the median maximum salary basis is $280,000 for defined benefit plans and defined contribution plans.

Maximum amount of an employee's salary that the employer makes contributions to

	Lowest	Median	Average	Highest	% Indicating no maximum	No. of responses
Defined Benefit (DB) Plans	$0	$280,000	$220,208	$345,000	62%	13
Defined Contribution (DC) Plans	$20	$280,000	$225,870	$345,000	45%	11
Combined DB/DC Plan (DB portion)	$280,000	$312,500	$312,500	$345,000	67%	6

Modern work environment

While flexible work arrangements continue to become more common, the organizations that responded to these questions indicated that only 13.5% to 25.0% of their workforce has a compressed workweek, a flexible schedule, or regular telework day.

Compressed workweek, flexible schedule and telework

Percentage of workforce that:	Lowest	Median	Average	Highest	Washington state	% Reporting greater than 0%	No. of total responses
Has a compressed workweek schedule	0.5%	13.5%	23.1%	95.0%	20.0%	100%	14
Has a flexible schedule (flextime)	0.5%	13.6%	21.9%	75.0%	30.0%	100%	11
Teleworks at least one day every two weeks	5.0%	25.0%	34.6%	94.0%	34.0%	100%	13

Compressed workweek is an alternate schedule that allows full-time employees to eliminate at least one workday every two weeks by working longer hours during the remaining days.

Flextime allows the employee to have flexible start and end times that land outside the organization's normal work hours.

Telework is working from home or other alternative locations closer to home through technology so the employee can access normal work material such as email, telephone, and electronic documents.

Employee engagement and turnover

Fifteen survey participants answered questions regarding employee engagement surveys. Among those 15, over a third (>33%) said their organization conducts annual engagement surveys; no organizations indicated periodic engagement surveys every two to three years or every five years. Most of the remaining survey participants (40%) indicated they do not have regular frequency for engagement surveys.

Frequency of engagement surveys

Other
27%

Ad hoc (no regular frequency)
40%

Annually
33%
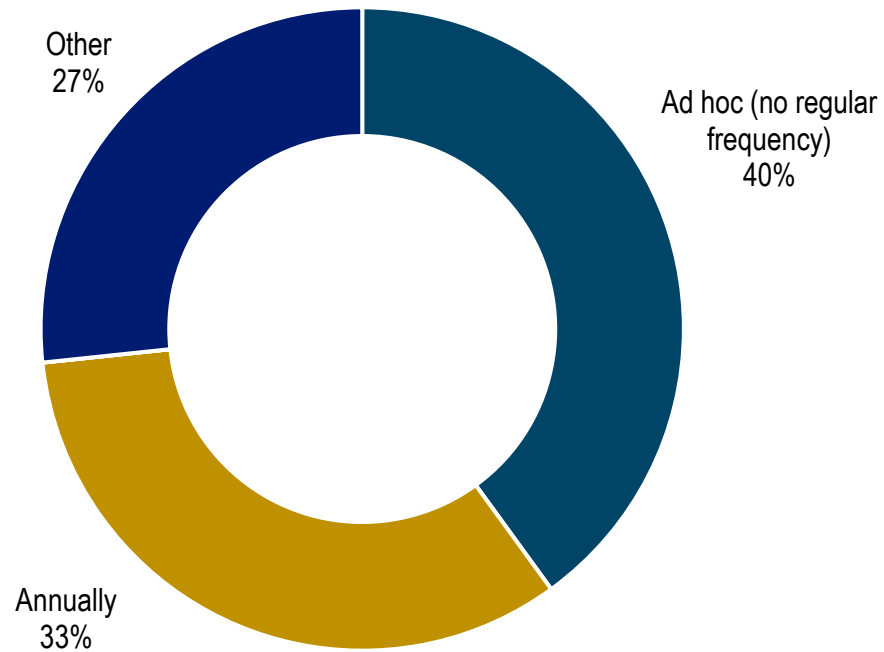
The median response rate for employee engagement surveys across all participants is 63%. This is relatively consistent with 2022 findings at 65% response rate.

The median percentage of employees saying they would recommend their agency as a great place to work is 82%. This is consistent with 2022 findings.

Engagement survey response rates and findings

	Lowest	Median	Average	Highest	Washington state	No. of responses
Response rate for the last survey	3%	63%	58%	85%	66%	10
Overall score for the question, "I would recommend my agency as a great place to work" or similar question	62%	82%	80%	91%	65%	5

The annual turnover rate reported by survey participants ranges from 0% to 23% across all organizations. Median turnover rates are 8% among in-state public sector participants and 14% among state governments.

Annual turnover percentage (excluding retirement)

Market sector	Lowest	Median	Average	Highest	Washington state	No. of total responses
In-state public sector	1%	8%	8%	16%	10.5%	20
State governments	0%	14%	14%	23%	10.5%	7
All	0%	9%	10%	23%	10.5%	27
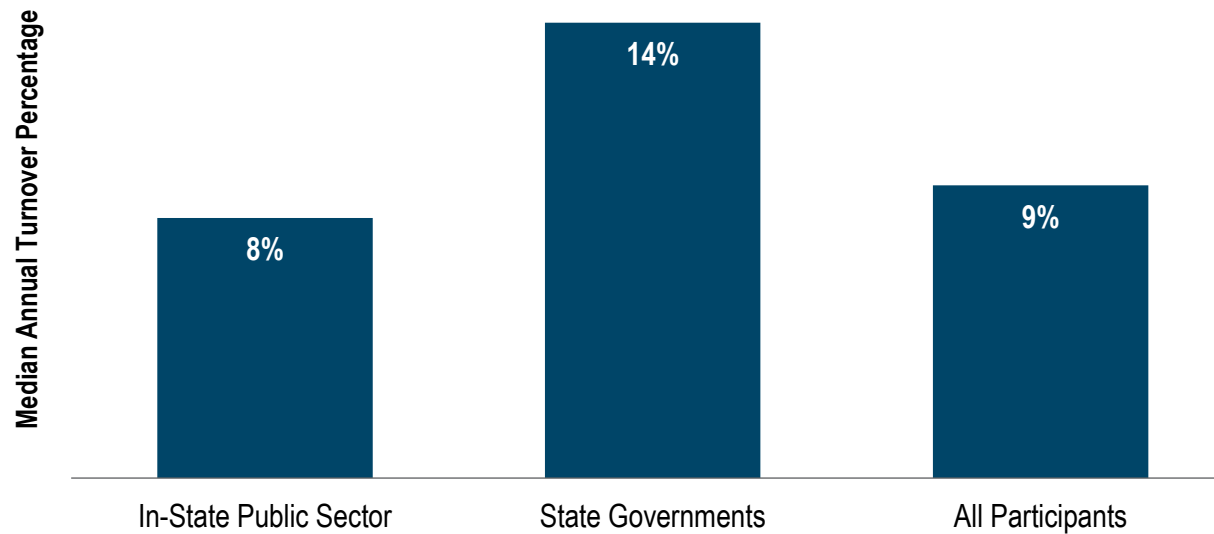
Section 3—Survey Methodology

Survey Participants

The state chose 48 governmental entities to participate in the market survey, including:

- 32 public sector entities located in Washington (in-state public sector); and

- 16* state governments (only data for 15 of the 16 selected states was used in the survey)

Thirty of the entities surveyed responded to the survey (21 in-state public sector and 9 state governments). In addition, we obtained information for an additional seventeen entities by data mining information on the entity's website. In total, we obtained data for 47 public sector entities, including 32 located in Washington and 15 state governments.

Survey response rate

Market sector	Surveyed	Completed surveys received	Data mined	Total responses	Response rate
In-state public sector	32	21	11	**32**	100%
State governments	16	9	6	**15***	94%
Total	**48**	**30**	**17**	**47**	**98%**

* State of Virginia excluded due to limited information for job matches and associated pay ranges.

The list of all survey participants is shown on the following pages.

Participants' organizational characteristics

Location of Survey Participants

	Number	Percent	Percent in-state
Puget Sound Area (King, Pierce, Snohomish Counties)	13	35.1%	40.6%
Western Washington (excluding Puget Sound Area)	5	13.5%	15.6%
Eastern Washington	4	10.8%	12.5%
Out of state	15	40.5%	N/A
All	**37***	**100.0%**	**68.7%**

*10 out of 47 survey respondents did not report location information.
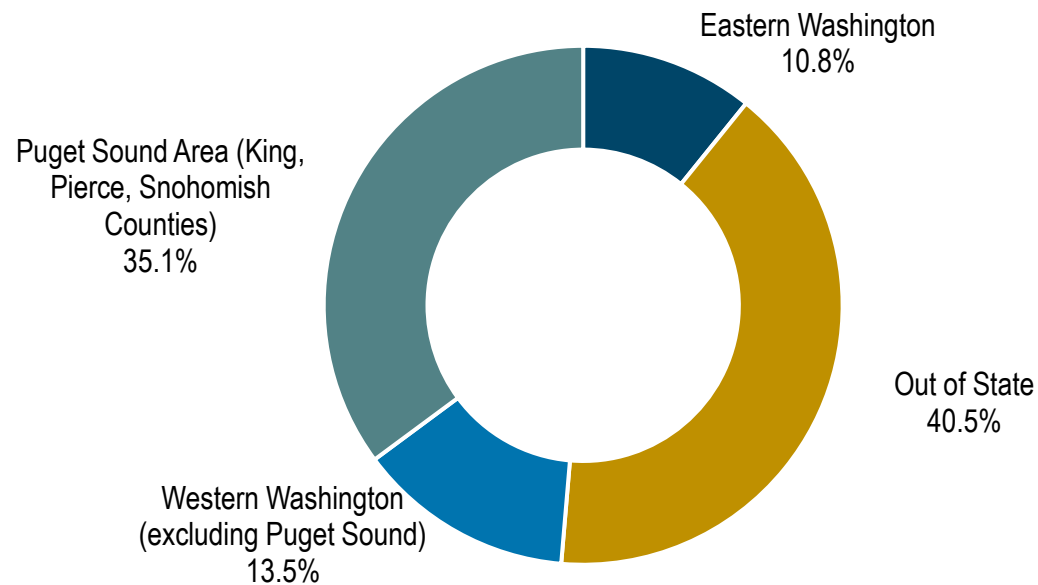
Location of in-state public survey participants

- **Puget Sound:** 13
- **Western Washington (excluding Puget Sound):** 5
- **Eastern Washington:** 4
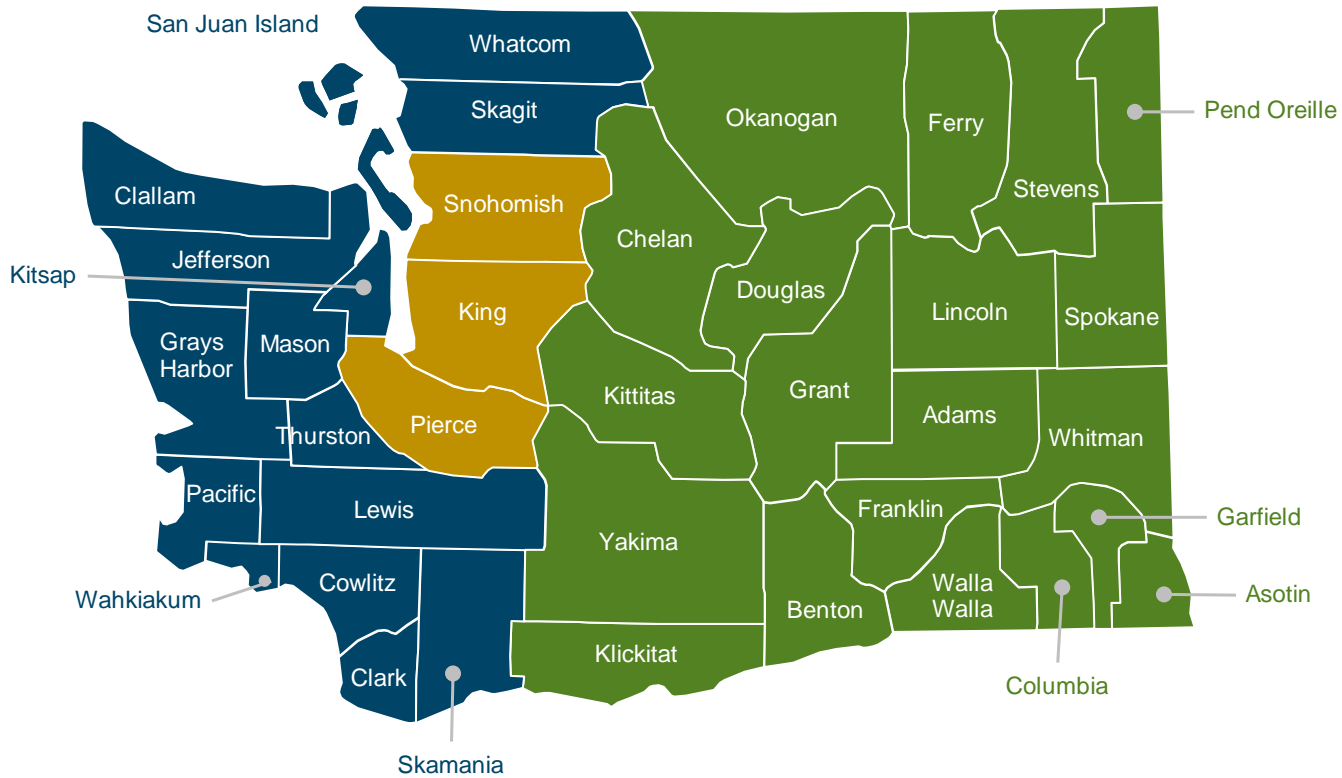
Location of out-of-state survey participants
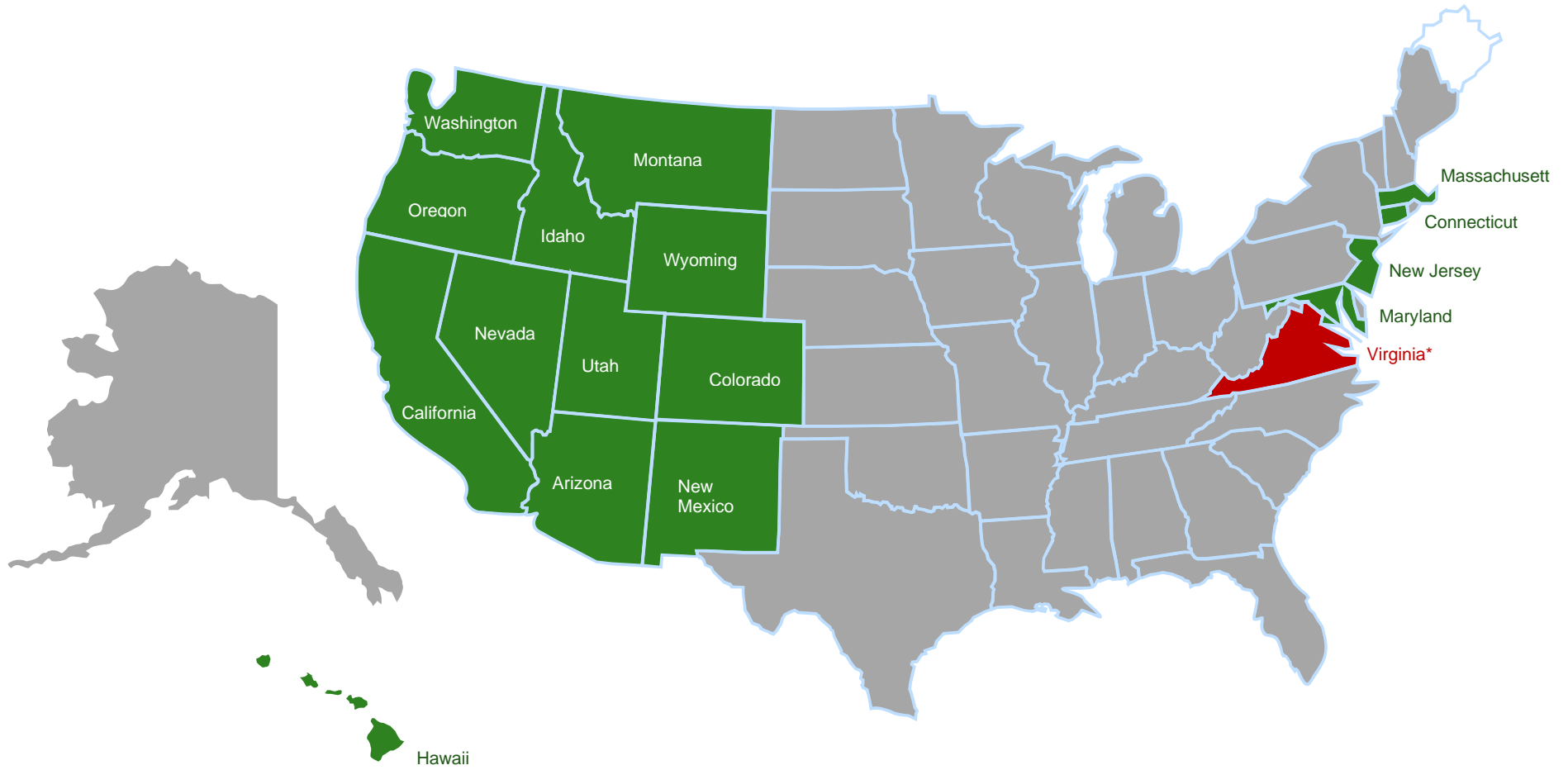
*State of Virginia excluded due to limited information for job matches and associated pay ranges.

Size of survey participants

Number of full-time employees (FTE)	In-state public sector		State governments		All participants	
	Number	Percent	Number	Percent	Number	Percent
Fewer than 199 FTEs	2	9%	--	--	2	7%
200 to 999 FTEs	9	41%	--	--	9	30%
1,000 to 4,999 FTEs	10	45%	--	--	10	33%
5,000 or more FTEs	1	5%	8	100%	9	30%
All	**22**	**100%**	**8**	**100%**	**30**	**100%**
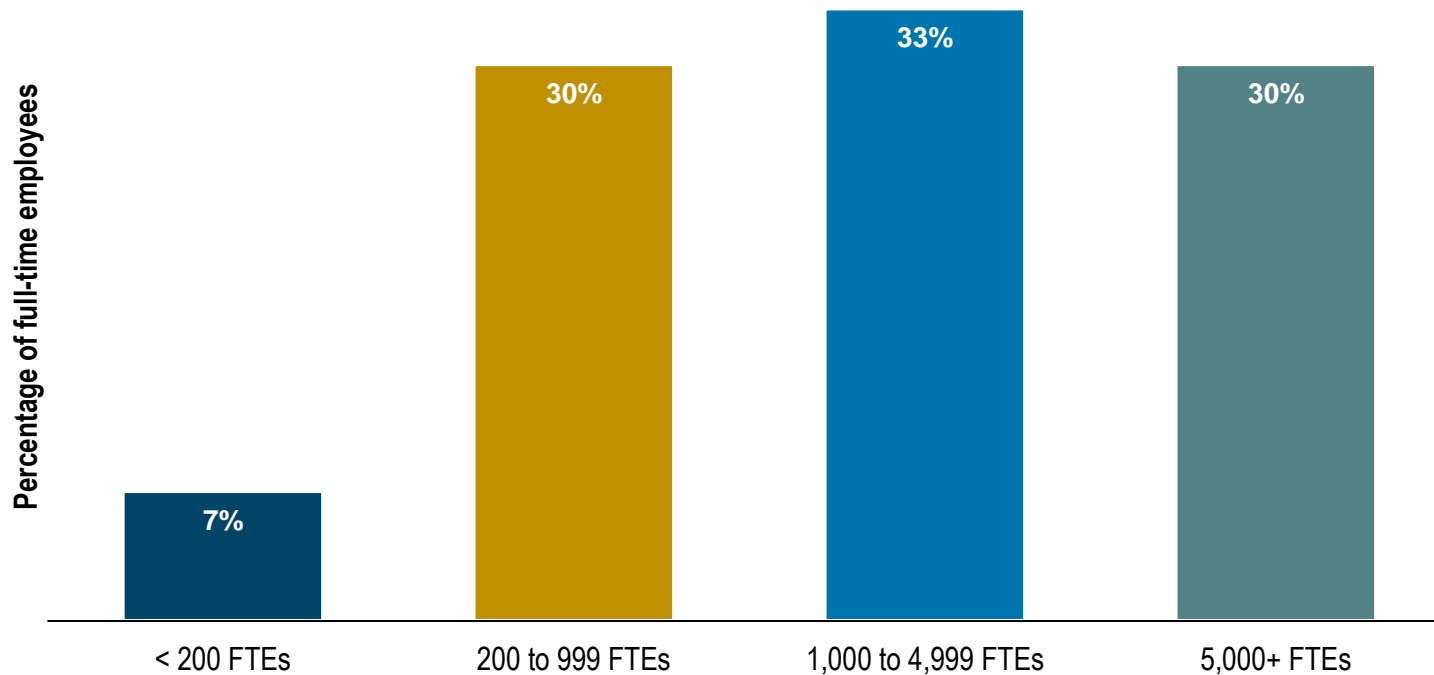
Participants did not respond to all questions, therefore the number of participants responding to each information area is not consistent.

Most survey participants reported that most of their workforce is represented. The State of Washington has 76% of the workforce represented.

Percent of workforce that is represented

Percent represented	In-state public sector		State governments		All participants	
	Number	Percent	Number	Percent	Number	Percent
None (0%)	0	0%	3	38%	3	10%
1% < 33%	1	5%	1	13%	2	7%
33% < 50%	4	19%	0	0%	4	14%
50% < 67%	4	19%	2	25%	6	21%
67% or more	12	57%	2	25%	14	48%
All	**21**	**100%**	**8**	**100%**	**29**	**100%**

Percent of Workforce that is Represented
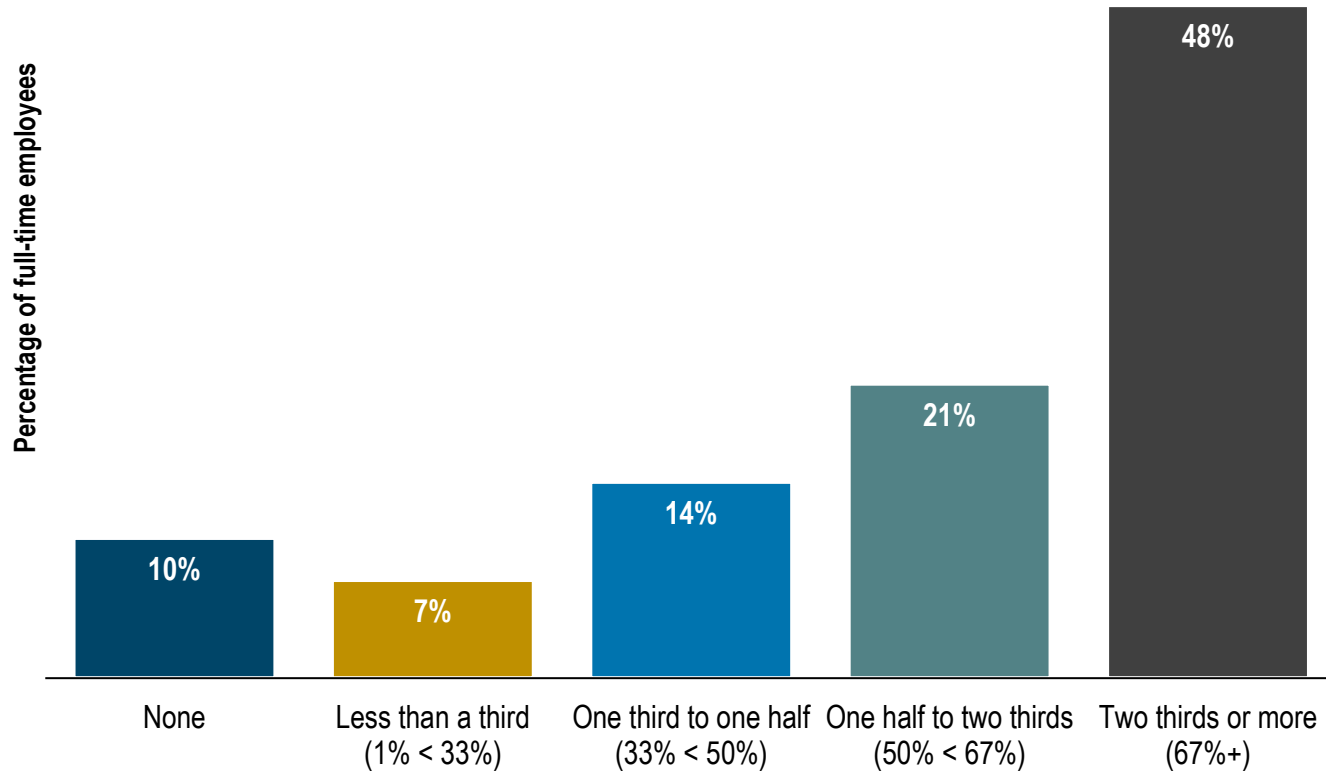
Most survey participants have a 40-hour workweek for their largest civilian employee group. The State of Washington has a 40-hour workweek.

Regular workweek hours for most full-time employees

Workweek hours	In-state public sector		State governments		All participants	
	Number	Percent	Number	Percent	Number	Percent
35.6 hours	0	0%	0	0%	0	0%
37.5 hours	1	4%	0	0%	1	3%
40 hours	22	96%	10	100%	32	97%
All	**23**	**100%**	**10**	**100%**	**33**	**100%**

List of survey participants

In-state Public Sector Participants

Participant name	Data collection method	Participant name	Data collection method
1. Ben Franklin Transit	Data mined	15. Intercity Transit	Completed survey
2. Chelan County PUD	Data mined	16. Jefferson County Library	Data mined
3. City of Bellevue	Completed survey	17. King County	Completed survey
4. City of Everett	Completed survey	18. Kitsap County	Completed survey
5. City of Olympia	Completed survey	19. Kitsap Regional Library	Completed survey
6. City of Redmond	Completed survey	20. Metropolitan Park District of Tacoma	Completed survey
7. City of Renton	Data mined	21. Pierce County	Completed survey
8. City of Seattle	Data mined	22. Pierce Transit	Data mined
9. City of Spokane	Data mined	23. Port of Everett	Completed survey
10. City of Tacoma	Data mined	24. Port of Seattle	Data mined
11. City of Vancouver	Data mined	25. Port of Tacoma	Completed survey
12. City of Yakima	Data mined	26. Snohomish County	Completed survey
13. Clark County	Completed survey	27. Sno-Isle Libraries	Completed survey
14. Energy Northwest	Completed survey	28. Sound Transit	Completed survey

Participant name	Data collection method
29. Spokane County	Completed survey
30. Spokane Transit Authority	Completed survey
31. Thurston County	Completed survey
32. Yakima County	Completed survey

State Government Participants

State	Data collection method
1. Arizona	Data mined
2. California	Completed survey
3. Colorado	Completed survey
4. Connecticut	Completed survey
5. Hawaii	Data mined
6. Idaho	Data mined
7. Maryland	Data mined
8. Massachusetts	Data mined
9. Montana	Completed survey
10. Nevada	Completed survey
11. New Jersey	Data mined
12. New Mexico	Completed survey
13. Oregon	Completed survey
14. Utah	Completed survey
15. Virginia	Insufficient Information
16. Wyoming	Completed survey

2024 Washington State Employee Compensation Survey Methodologies Overview

This overview is intended for the reader to use it with the 2024 Washington State Employee Compensation Survey State Report and 2024 WSECS applied range results.

How we choose states to participate in this survey

- We choose all states that fall within one standard deviation (+/-) of where Washington's survey data lands in specifically identified economic criteria (i.e., our state population number, how many people state government employs, regional price parities calculation – see more detail in the paragraph below).
- States within the western continental region

Economic criteria we use:

- 2022 population from Census Bureau midyear population estimate from Bureau of Economic Analysis SA1 tables
- 2021 state government employment stats from BEA SA25N tables
- 2021 regional price parities from BEA Regional Price Parities all items index (see definition below)

Geographic adjustments

We geographically adjusted the state government data that we used in the survey using the 2022 Regional Price Parities[3]. **RPPs measures how much the price levels of goods and services differ geographically relative to the national average.** We express RPPs as a percentage of the overall national price level for each year, which is equal to 100. For example, if the RPP for area A is 120 and for area B is 90, then on average, prices are 20% higher and 10% lower than the U.S. average for A and B.

Published data sources

We used these published data sources to represent in-state private employers:

- Economic Research Institute 2023 Salary Assessor
- Milliman 2023 Northwest Engineering/Scientific/Project Management Survey
- Milliman 2023 Northwest Healthcare Compensation Survey
- Milliman 2023 Northwest Management and Professional Survey
- Milliman 2023 Northwest Technology Survey
- Milliman 2023 Northwest Utilities Salary and Wage Survey
- Milliman 2023 Puget Sound Regional Salary Survey
- PayFactors 2023 Compensation Database
- Salary.com 2023 CompAnalyst Database

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[3] https://www.bea.gov/data/prices-inflation/regional-price-parities-state-and-metro-area

- U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS) data, Washington state, May 2022

Aging factors

We did not apply an aging factor to the custom survey data since the effective survey date was October 1, 2023.

However, we aged all in-state private (published) market salary data with survey effective dates more than 12 months prior to October 2023 to a common effective date, October 1, 2023, using a factor of 3% per year. This factor reflects the median projected salary structure adjustment reported in WorldatWork's 2023-24 Salary Budget Survey for Washington employers. In other words, the 3% factor represents the prevailing market trend in salary growth from 2023 to 2024 among these employers.

Benchmark result calculations

We calculated the following summaries for salary data (which does not show specific participant data):

Median annual salary range minimum
Represents the middle salary rate of the minimum range data points, i.e., half the salary rates are below this level.

Annual salary range midpoint
Represents the estimated market value. Refer to the calculation methodology that we provided below.

Median salary maximum
Represents the middle salary rate of the maximum range data points, i.e., half the salary rates are below this level.

Salary range midpoint for each respondent
(Salary range minimum + salary range maximum)/2

Estimated market value (EMV)
We calculated an overall estimated market value using the aggregated salary data from each market sector we surveyed. Then, we calculated benchmark EMVs using the following approach:
1. In-state public sector: Median of the calculated range midpoint values for all benchmark jobs.
2. Other state governments: Median of the calculated range midpoint values for all benchmark jobs.
3. In-state private sector: Market median (50th percentile) of actual salary values for all benchmark jobs.

We combined the in-state public sector, other state governments and in-state private sector aggregates and averaged them to calculate the overall market information. We call this value the estimated market value.

We followed the Federal Trade Commission and the U.S. Department of Labor guidelines to use five or more responses from participants for each benchmark and benefit questions to draw reliable conclusions. Therefore, we did not calculate statistics (means, medians, etc.) for benchmark jobs with fewer than five job matches.

Total compensation calculations

The law requires the Office of Financial Management to conduct a salary and fringe benefits survey to reference when the state considers classification and salary schedules (RCW 41.06.160). The Washington State Employees Compensation Survey includes the prevailing rates in other public employment and private employment in the state, and comparisons related to total compensation. For the 2024 survey, we calculated total compensation by benchmark job. **Total compensation is made up of three components**: estimated market value + health care value + retirement value.

Health care is subject to collective bargaining for most represented employee groups as part of a coalition of unions instead of with each exclusive representative. While retirement benefits in Washington are not subject to collective bargaining for most employees, these benefits are valuable components of total compensation and provide important context when we compare the state's compensation practices with those of other governments or private employers.

Estimated market value

The estimated market value component reflects base compensation determined from participants and published in-state private sector market data as defined in the benchmark result calculations.

Health care value

Health care is the "value received by the employee" and is how much you can expect your plan to pay for your health care costs. Health care value is *not* what the employee pays or what the employer pays for this plan.

For total compensation calculations, we found the health care value using:
- Proxy health plan cost
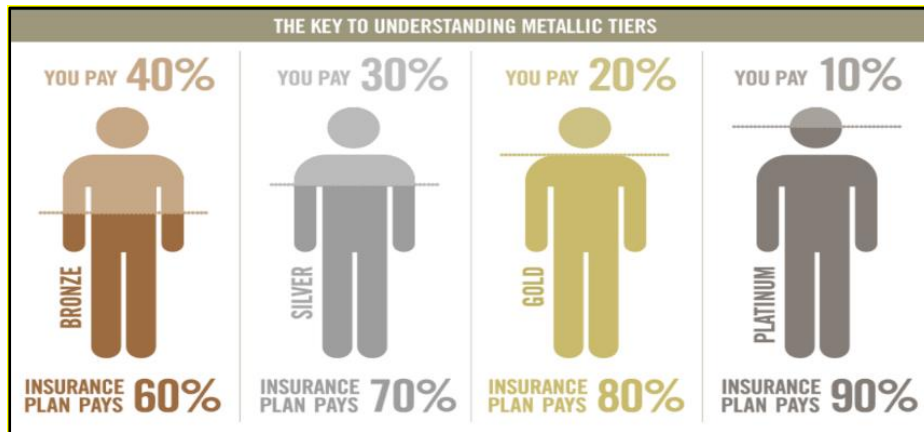- Participant reported Affordable Care Act (ACA) metal tiers

The 2023 Willis Towers Watson Healthcare Financial Benchmarks report reported $15,925 as the 2023 Public Employees Benefits Board (PEBB) plan member average health plan cost[4]. We used this value as a proxy health plan cost to make our total compensation calculations.

Actuarial value is the estimated average percentage of total health care expenses that an employee can expect their plan to pay (health plan value). Metal tier (see image below) is a similar measure that the Affordable Care Act established to easily compare health plan value[5].

We calculated health care value by multiplying the 'proxy health plan cost' by the 'participant-reported ACA metal tier of their most populated health care plan.' (The metal tier definition is in the graphic below).

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[4] 2023 PEBB average actual health cost value as reported in the 2023 Willis Towers Watson Health Care Financial Benchmarks and Network Efficiency Report – PEBB, https://leg.wa.gov/osa/additionalservices/Documents/2023FBSwithUtilizationWashingtonStateHealthCareAuthority-PEBB.pdf

[5] https://www.cms.gov/CCIIO/Resources/Fact-Sheets-and-FAQs/ehb11202012a

THE KEY TO UNDERSTANDING METALLIC TIERS

BRONZE	SILVER	GOLD	PLATINUM
YOU PAY 40%	YOU PAY 30%	YOU PAY 20%	YOU PAY 10%
INSURANCE PLAN PAYS 60%	INSURANCE PLAN PAYS 70%	INSURANCE PLAN PAYS 80%	INSURANCE PLAN PAYS 90%

https://mnjinsurance.com/understanding-the-metal-levels-in-aca/

For example, Washington's 2023 PEBB health care plans are in the gold metal tier (80-89%) in the graph above.

Example calculation:

2024 Washington employee health care value = $15,925 (the average PEBB member pan value from the report) x 80% = $12,740

1. **Retirement value**

We calculated the retirement value for participants based on a model developed in partnership with the Office of the State Actuary. This framework calculates the lump-sum present value for the retirement benefit that a participant earned, regardless of their retirement plan designs (e.g., defined-contribution, or DC), defined-benefit, or DB;, or hybrid plans (see definitions above).

We used the median retirement value by benchmark job to make total compensation calculations.

We asked participants to report on their most populated retirement plan offered to new hires. This included DB, DC and hybrid plans. For this calculation, we used the following considerations/assumptions from the methodology that the Office of the State Actuary uses.

DC plan, calculation method 1: The lump-sum present value of a DC benefit that the employer provides is the amount they contributed into the retirement account year.

DB plan, calculation method 2:

1. We calculated a single-life annuity[6] accrued for a single and current year of service. A typical DB plan is based on salary and a multiplier. For example, an EMV of $50,000 accrues a $1,000 single-life annuity under Washington's PERS Plan 2 formula for a single year of service credit. For example, $50,000 x 2% x 1 year = $1,000.

2. Then, we determine the portion of that single-life annuity that the employer paid based on the plan's cost-sharing policy. We multiply the accrued single-life annuity value ($1,000 for this example) by the employer cost-sharing percentage to calculate the amount of the annuity value that the employer paid. Washington's Plan 2 cost-share formula is 50% paid by the employer and 50% paid by the employee. For example, $1,000 * 50% = $500.

3. Then, we multiply the employer-funded dollar amount of the single life annuity ($500 for this example) by the relevant annuity factor developed and certified by the Office of the State Actuary according to actuarial standards.[7] The OSA annuity factors determine the lump-sum present value amount. For example, $500 x Annuity factor of 12.666116=$6,333.

    a. The Annuity factor is determined from various inputs:

        i. The participant's typical cost of living adjustment percentage, i.e., the typical percentage increase in a retiree's post-retirement pension benefit per year

        ii. The participant's normal retirement age

        iii. A current age assumption of 46 years

        iv. An assumed investment rate of return with a 3% risk-free assumption[8]

Hybrid plan (DC, DB), calculation method 3, hybrid plan: In the case of a hybrid plan, we calculate the DC lump-sum present value amount (see DC plan, calculation method 1 above) and the DB lump-sum present value amount (see DB plan, calculation method 2 above). The sum of those amounts is the lump-sum present value amount.

Job classifications excluded from this year's survey

- Represented University of Washington classifications that the general government or other higher education institutions do not use and that are independently surveyed by the University of Washington.

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[6] A single-life annuity is a periodic benefit payment paid over the life of a plan member.

[7] An annuity factor can estimate the value of a lifetime benefit in today's dollars. It requires assumptions such as how long the benefit will be paid and how investment income will be earned each year to make all future payments. In short, annuity factors represent how much money is needed today to pay $1.00 per year for the rest of a member's life, starting at the normal retirement age, if all the assumptions are realized.

[8] Derived from the returns of a 30-year U.S. treasury bond. While this rate fluctuates, the Office of the State Actuary believes 3% to be a reasonable current proxy for a risk-free rate of return when the returns for the past 10 years are considered.

- Apprentice jobs that are paid a percentage of the journey-level job.
- Certificated teacher jobs that are required to be paid the same as the current salary ranges in the Vancouver School District No. 37 professional salary schedule.

Definitions

Benchmark job – is the state's version of a comparable job in the market.

% Responses – Ratio of number of responses/total number of survey participants

Defined-benefit plan – An employer-sponsored retirement plan where employee benefits are computed using a formula that considers several factors, such as length of employment and salary history. The employer administers portfolio management and investment risk for the plan. There are also restrictions on when and by what method an employee can withdraw funds without penalties. Benefits paid are typically guaranteed for life and rise slightly to account for the increased cost of living.

Defined-contribution plan – A type of retirement plan in which the employer, employee or both contribute on a regular basis. Individual accounts are set up for participants and benefits are based on the amounts credited to these accounts through employee contributions and, if applicable, employer contributions, plus any investment earnings on the money in the account.

Hybrid plan – Any retirement plan that combines some elements of a traditional defined benefit pension plan and a defined contribution plan with an individual retirement savings account to which the employee and employer contribute money.

In-state private sector – Refers to published survey data.

In-state public sector participants – Refers to all in-state Washington participants who submitted responses to the custom survey.

Market – Refers to the combination of in-state public sector participant responses, other state government participant responses and in-state private sector data. See benchmark result calculations and total compensation calculations below for additional information.

Mean – The value obtained by adding a set of numbers and then dividing the sum by the number of items in the set.

Median – The middle value in a set of ranked data points, i.e., half the data points are below this level.

Nonrepresented – Responses related to employees who are not represented by a labor organization.

Number of no responses – Number of participants who did not respond to the survey question.

Other state governments – Refers to out-of-state custom survey participants, i.e., state government participants who submitted responses to the custom survey.

Total compensation – Base compensation plus the employee dollar value of health care and retirement benefits. See total compensation calculations below for additional information.

Represented – Responses related to employees represented by a labor organization.