

FIA



State of Alaska

2009 Salary Survey Report

FINAL



FOX LAWSON & ASSOCIATES LLC
COMPENSATION AND HUMAN RESOURCES SPECIALISTS

TABLE OF CONTENTS

	<u>PAGE</u>
Survey Methodology, Process, and Procedures	2
Benefits Overview	17
Salary Comparisons Overview	18
Observations	20
 Appendices–Detailed Results of Survey	 21
A: Benefits Summary	22
B: Salary Survey Summaries	34
C: Data Collection Form	42
D: Comparison Pool and Responses Data Table	43

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- Fox Lawson & Associates, LLC (FLA) met with individuals of the State's Personnel and Labor Relations Division (State) to review and discuss many items relating to the survey as well as the current compensation philosophy and pay system. Items discussed and identified in this discussion included:
 - Definition of the labor market(s)
 - The specific pay and benefits questions to include in the data collection form (survey instrument)
 - The use and application of geographic (cost of labor) differentials (which is different from the recent cost of living differentials study that the State has access to)
 - The calculation of varying statistics (mean, median, percentiles, etc.) for the survey analysis
 - Survey schedule
- Further discussions with the State took place throughout the course of the survey regarding survey participation and data analysis.
- FLA conducted a thorough review and analysis of the State's comparison pool. Several documents were referenced for conducting this review, and discussions were held with the State regarding criteria and guidelines for determining benchmarks. The written narrative regarding this review and analysis was provided to the State in a separate document from this report. Upon discussion with the State, the list of benchmark jobs to include in the survey was finalized, which are listed on the following pages.

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- One hundred seventy-nine (179) classifications were included as survey benchmarks on which to collect salary information. The benchmarks, which are grouped by job family, are listed below.

Executive and Senior Administrators:

1. Division Director – PX
2. Division Operations Manager

General Administration:

3. Administrative Clerk II
4. Administrative Assistant II
5. Administrative Officer I

Accounting and Fiscal:

6. Accounting Technician I
7. Accountant III
8. Accountant V

Personnel and Employee Relations:

9. Human Resource Technician II
10. Human Resource Specialist I
11. Human Resource Manager I

Information Technology:

12. Analyst Programmer IV
13. Data Processing Manager I
14. Microcomputer/Network Specialist I
15. Systems Programmer II
16. Internet Specialist I

Statistics and Research Analysis:

17. Statistical Technician I
18. Research Analyst III

Supply:

19. Stock & Parts Services, Journey II
20. Procurement Specialist III

Other Administrative:

21. Claims Administrator

Business Finance:

22. Loan Closer/Processor II
23. Grants Administrator II

Business Regulation and Compliance:

24. Occupational License Examiner
25. Insurance Analyst I
26. Community Care Licensing Specialist I
27. Financial Institution Examiner III
28. Utility Financial Analyst III

Safety Inspection:

29. Commercial Vehicle Enforcement Officer II
30. Occupational Safety & Compliance Officer
31. Safety Inspection & Compliance, Elevator Inspector

Environmental Health:

32. Environmental Health Officer III

Revenue and Audit:

33. Tax Technician III
34. Tax Auditor III
35. Revenue Audit Supervisor II
36. Oil & Gas Revenue Auditor III
37. Internal Auditor III

Government Management and Operations:

38. Local Government Specialist III
39. Budget Analyst III

Economic Research:

40. Economist III
41. Petroleum Economist II

Development and Infrastructure Planning:

- 42. Community Development Specialist II
- 43. Planner III
- 44. Transportation Planner I

Emergency Planning and Response:

- 45. Radio Dispatcher II
- 46. Emergency Management Specialist II

Airport Administration:

- 47. Airport Operations Officer

Ferry System Administration:

- 48. Ferry Terminal Assistant I
- 49. Reservations Specialist
- 50. Port Captain

Maintenance Administration:

- 51. Maintenance & Operations Superintendent

Real Estate Appraisal:

- 52. Right-of-Way Agent III
- 53. Appraiser II

Property Management:

- 54. Building Management Specialist
- 55. Airport leasing Specialist II

Education Programs:

- 56. Education Program Assistant
- 57. Education Specialist II

Teaching and Instruction:

- 58. AVTEC Instructor
- 59. Training Specialist II

Student Services:

- 60. Alaska Military Youth Academy Team Leader
- 61. Recreation Assistant

Library and Archives:

- 62. Library Assistant I
- 63. Librarian III
- 64. Archivist II

Anthropological Research and Education:

- 65. Museum Curator II
- 66. Archaeologist II
- 67. Subsistence Resource Specialist II

Arts, Photography and Information:

- 68. Publications Specialist II
- 69. Information Officer II

Public Programs:

- 70. Child Support Specialist I
- 71. Child Support Manager
- 72. Eligibility Technician II
- 73. Medical Assistance Administrator III
- 74. Workers' Compensation Technician
- 75. Social Services Program Coordinator

Social Work:

- 76. Social Services Associate II
- 77. Social Worker II (Children's Services)
- 78. Social Worker IV (Children's Services)/Children's Services Supervisor

Special Social Service:

- 79. Public Guardian

Vocational Rehabilitation:

- 80. Vocational Rehabilitation Assistant II
- 81. Vocational Rehabilitation Counselor III

Labor and Employment Services:

- 82. Employment Security Specialist IB
- 83. Employment Service Manager I

Internship Programs:

- 84. College Intern III

Health Administration:

- 85. Health Program Associate
- 86. Health Program Manager II
- 87. Public Health Specialist II

Nursing, Assistive:

- 88. Certified Nurse Aide I
- 89. Psychiatric Nursing Assistant III

Nursing, Professional:

- 90. Nurse II
- 91. Nurse II (Psychiatric)
- 92. Public Health Nurse II
- 93. Nurse IV

Medical, Professional:

- 94. Health Practitioner I
- 95. Wildlife Veterinarian

Mental and Behavioral Health Services:

- 96. Psychological Counselor II
- 97. Mental Health Clinician III

Special Health Services:

- 98. Pharmacy Technician
- 99. Recreation Therapist II

Health Laboratory and Related:

- 100. Laboratory Technician
- 101. Public Health Microbiologist I

Fish and Wildlife:

- 102. Fish & Wildlife Technician II
- 103. Fishery Biologist II
- 104. Fishery Biologist IV
- 105. Biometrician III
- 106. Fisheries Scientist I

Agriculture:

- 107. Agronomist II

Natural Resource and Forestry:

- 108. Natural Resource Technician II
- 109. Natural Resource Specialist II
- 110. Natural Resource Manager II
- 111. Wildland Fire & Resource Technician III

Parks:

- 112. Park Ranger I
- 113. Museum Protection & Visitor Services Supervisor

Legal Support and Related:

- 114. Criminal Justice Technician I
- 115. Law Office Assistant I
- 116. Paralegal II

Attorneys:

- 117. Attorney II
- 118. Attorney IV

Judges and Adjudicators:

- 119. Administrative Law Judge I
- 120. Workers' Compensation Hearing Officer II

Evidence Investigation:

- 121. Forensic Technician I
- 122. Forensic Scientist III – Chemistry
- 123. Forensic Scientist III – DNA
- 124. Investigator III

Legal and Document Processing:

- 125. Recorder II
- 126. Motor Vehicle Customer Service Representative I
- 127. Motor Vehicle Office Manager I

Law Enforcement:

- 128. State Trooper
- 129. Lieutenant, Alaska State Troopers
- 130. Court Services Officer

Fire Fighting and Inspection:

- 131. Airport Police & Fire Officer II
- 132. Airport Police & Fire Officer V
- 133. Deputy Fire Marshal I

Corrections:

- 134. Correctional Officer II
- 135. Correctional Superintendent I
- 136. Juvenile Justice Officer II

Probation and Parole:

- 137. Juvenile Probation Officer II
- 138. Adult Probation Officer II
- 139. Adult Probation Officer IV

Physics and Science Specialists:

- 140. Hydrologist II
- 141. Geologist III
- 142. Chemist IV

Environmental Science Specialists:

- 143. Environmental Program Specialist III
- 144. Environmental Program Manager I
- 145. Environmental Impact Analyst III

Engineering, Unlicensed:

- 146. Engineering Assistant III
- 147. Communications Engineering Associate II
- 148. Utility Engineering Analyst IV

Engineering, Licensed:

- 149. Engineer/Architect III
- 150. Technical Engineer I/Architect I

Architecture and Landscape Architecture:

- 151. Landscape Specialist

Vessel Construction:

- 152. Vessel Construction Manager II

Land Surveying:

- 153. Land Surveyor I
- 154. Survey, Journey

Cartography and Drafting:

- 155. Drafting Technician III
- 156. Cartographer II

Food and Custodial Services:

- 157. Food Service, Sub-Journey
- 158. Food Service, Lead
- 159. Environmental Services, Journey II

Aircraft, Automobile or Vessel Maintenance:

- 160. Mechanic, Automotive, Advanced Journey/Lead
- 161. Mechanic, Automotive, Foreman I

Equipment Operations:

- 162. Equipment Operator, Journey II
- 163. Equipment Operator Foreman I

Building and Facility Maintenance:

- 164. Maintenance Generalist, Journey
- 165. Maintenance Specialist, Bldg/Facility/Construction, Journey I
- 166. Maintenance Specialist, Bldg/Facility/Construction, Foreman
- 167. Maintenance Specialist, Electrician, Journey II/Lead

Instrument Technician:

- 168. Survey Instrument Technician II

Construction Support:

- 169. Engineering Technician, Journey
- 170. Materials Laboratory Technician, Journey

Vessel and Aircraft Operations:

- 171. Aircraft Pilot II
- 172. Boat Officer III

Office Equipment Operation:

173. Mail Services Courier

Facility Security:

174. Security Guard I

Vessel Workers:

175. Second Mate

176. Steward

177. Third Assistant Engineer

178. Able Bodied Seaman

179. Oiler

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- FLA worked with the State in identifying eighty (80) organizations from which to collect salary and benefits information. These organizations represented the federal government, other states, municipal governments, healthcare organizations, universities (both local and out of state), school districts, utilities, native corporations, engineering firms, airports and ferry systems.
- When determining organizations to include in the survey, major considerations were size, geographic location, and industry. For example, states were selected based on a combination of geographic location and similar sized per capita income, airports were selected based on similar number of enplanements, the out of state counties and universities were selected based on the largest entities in the same states that were selected, and ferry systems were selected based on those that operate vessels much like the Alaska Marine Highway System.
- The benchmark jobs were specified by their corresponding labor market, as different jobs have different recruiting markets. The local market and the states included all benchmark jobs (as they were applicable to each industry within the local market). Those organizations outside of Alaska were considered an expanded market and included professional/management level jobs as well as any specialized or industry-specific jobs.
- A detailed table is included in Appendix D which outlines the comparison pool positions (benchmarks), the type of organization that the survey was distributed to for each benchmark (with the total number distributed listed under each category heading), and the number of valid survey responses.

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- We received data from 65 out of the 80 organizations, for an 81% participation rate. Each organization category (states, municipalities, etc.), is represented by at least 50% participation. Following is a breakout of participation by organization category.

	Number Received	Percent of Total
Municipalities	3	100%
United States Federal Government	1	100%
Healthcare Organizations/Hospitals	3	50%
Local Universities within the State	1	50%
School Districts	3	75%
Utilities	5	71%
Native Corporations	7	78%
Engineering Firms	3	50%
States	12	100%
Counties	10	100%
Universities in Other States	11	100%
Airports	4	67%
Ferry Systems	2	67%

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- The following table is a summary of the organizational information collected from each participant compared to the State. Data break-outs are shown for all organizations combined (labeled Market-All), States Only (labeled Market-States), and States only, but excluding California and Texas (labeled Market-States Only Excluding CA & TX). In this last break-out, California and Texas were excluded because, even though they are considered to be in Alaska's labor market definition, their figures were significantly different from all others in the same group and therefore, would have distorted the overall averages.

	State of AK	Market-All
Average number of customers served (population)	679,720	4,096,709
Average annual operating budget	\$6,574,796,300	\$4,530,059,847
Average number of full-time employees	15,088	17,226
Average number of job classifications	1,077	505

	Market-States Only	Market-States Only Excluding CA & TX
Average number of customers served (population)	7,240,313	2,138,987
Average annual operating budget	\$18,540,292,438	\$10,670,217,911
Average number of full-time employees	52,228	19,582
Average number of job classifications	1,166	828

- Listed on the following page are those organizations that are represented in the survey as well as those that did not participate.

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

Organizations Represented in Survey:

Municipalities:

City of Fairbanks
City & Borough of Juneau
Municipality of Anchorage

United States Federal Government (salary info only)

Healthcare Organizations/Hospitals:

Banner Health-Fairbanks Memorial
Bartlett Hospital
Providence Healthcare

Local Universities within the State:

University of Alaska

School Districts:

Anchorage School District
Fairbanks School District
Mat-Su School District

Utilities:

Alaska Electric Light & Power
Anchorage Municipal Power & Light
General Communications Inc.
Golden Valley Electric Association
Matanuska Electric

Engineering Firms:

Dowl HKM Engineering
HDR Inc.
USKH

Native Corporations:

Arctic Slope Regional Corporation
Central Council Tlingit & Haida
Doyon, Limited
Fairbanks Native Association
Goldbelt, Inc.
NANA Regional Corporation
Sealaska

States:

State of California
State of Colorado
State of Idaho
State of Montana
State of Nevada
State of North Dakota
State of Oklahoma
State of Oregon
State of South Dakota
State of Texas
State of Washington
State of Wyoming

Airports:

Buffalo Niagara International Airport
Reno-Tahoe Airport Authority
Theodore Francis Green State Airport
Tucson Airport

Organizations Represented in Survey (Continued):

Counties:

Ada County, ID
Cass County, ND
City-County of Denver, CO
Clark County, NV
King County, WA
Laramie County, WY
Los Angeles County, CA
Minnehaha County, SD
Multnomah County, OR
Yellowstone County, MT

Ferry Systems:

Golden Gate Transportation District
Grand Portage-Isle Royale Ferry Service

Organizations that did not Participate:

Airports:

Bob Hope Airport
Eppley Airfield

Local Universities within the State:

Alaska Pacific University

School Districts:

Juneau School District

Utilities:

Alaska Communications
Chugach Electric

Ferry Systems:

Lake Express

Universities:

University of California
University of Colorado
University of Idaho
University of Montana
University of Nevada Las Vegas
University of Nevada Reno
University of North Dakota
University of Oregon
University of South Dakota
University of Washington
University of Wyoming

Native Corporations:

Cook Inlet Region, Inc.
Kootznoowoo Inc.

Engineering Firms:

CH2M Hill
Design Alaska
R&M Engineering

Healthcare Organizations/Hospitals:

Alaska Native Tribal Health Consortium
Alaska Regional
Southeast Alaska Regional Health Consortium

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- Published sources were also utilized to supplement the custom survey and to provide a representation of the private sector market. All published sources were discussed and approved by the State prior to using them. Our firm requires the following criteria be met by the published source:
 - The survey is conducted by a reputable salary survey firm
 - The survey data is not self reported
 - The survey is conducted on a continual basis instead of a one-time event
 - The survey reports its data sources, the effective date of the data, and was tested to ensure accurate matches and data
- The published sources utilized are listed below. All data referenced from these published sources represent the Anchorage geographic market. All data were aged to be effective for 9/1/09, consistent with the market data. We did not use any data that were older than 18 months from the date of this study.

Watson Wyatt (ECS), Office Personnel Report

Watson Wyatt (ECS), Professional Administrative Report

Watson Wyatt (ECS), Professional Specialized Report

Watson Wyatt (ECS), Middle Management Report

Watson Wyatt (ECS), Supervisory Report

Employer's Association, National IT and Engineering Report

Mercer, Finance, Accounting & Legal Report

AFT Public Employee's Compensation Survey

Milliman, Alaska Cross-Industry Survey

CUPA Mid-Level Administration & Professional Survey

CUPA National Faculty Salary Survey

Hospital & Healthcare Compensation Services, Compensation & Benefits Report

American Society of Civil Engineers, Salary Survey

National Society of Professional Engineers, Salary Survey

Central States Survey

Marine Highway Vessel Workers' Union Contracts (provided by former maritime union negotiator, located in District of Columbia)

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- Next, a customized data collection survey instrument was developed to collect benefits data and pay data on each of the benchmark classifications. The questions in the survey were posed in a fashion that were easy for participants to answer, as well as being easy to quantify and analyze.
- Job summaries were included in the survey instrument and were prepared from the State's job descriptions as well as from summaries prepared by the State, to assist participants in matching their jobs to the State's benchmark jobs. The benchmark summaries included standardized level designations as well as typical minimum qualifications for participants to use as guidelines in matching.
- The survey instrument data collection form (DCF) was provided to the State for review and comment. Based on the State's comments, adjustments were made and the DCF was finalized (a copy of the data collection form is in Appendix C, with the job summaries beginning on page 15 of that document).
- The survey was then distributed to all of the defined organizations, and a series of follow-up calls were made throughout the course of the survey to the organizations to encourage participation, answer questions, and ensure data quality. The participants were given the option to complete the survey either in hardcopy or electronic format.
- Weekly status reports were sent to the State regarding updates on survey participation.
- FLA reviewed and entered the data collected from participants. We followed-up with participants to ensure the accuracy of benchmark matches and to ensure the validity of the salary data reported.
- We ask participants to match only those jobs within their organization that match at least 70% of the duties, responsibilities and functions as outlined in the benchmark job summary. We do not ask that participants rate the quality of the match as this introduces a level of subjectivity that can produce invalid results. This guideline follows standard compensation practices as endorsed by *WorldatWork*. If there are any questions in data matching, we reference job descriptions, organizational charts and other information to verify that the match is valid.

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- FLA performed several reviews of the data to identify any extreme data and to ensure validity and reliability of the data. The following list of items were reviewed to ensure data accuracy: the range of salaries reported for each benchmark job (any abnormally high or low), extreme range spreads, relationship of minimums and maximums and steps in-between (i.e., minimums not higher than maximums), and relationship of progression in levels (i.e., a level II job should have a higher salary than a level I job), and similar consistency checks.
- Federal rates were adjusted to account for the 23% Alaska COLA.
- Because geographic markets are not only different across the nation but also within specific labor markets, geographic differential factors were collected by referencing the Economic Research Institute's Geographic Difference Reference Report. This geographic differential figure reflects wage and salary (cost of labor) differentials by each geographic location.
- In discussions with the State, it was determined that Anchorage would be considered the base City. Geographic differential figures were then collected for each organization, as well as for Anchorage, AK. All other areas are compared to the base (Anchorage). For example, if it is found that Olympia, WA has a geographic differential of 96.0 compared to Anchorage, this means that Olympia is 4% below the geographic market for Anchorage. Thus, Olympia's data were increased by 4% to equate to the Anchorage geographic market. A table outlining the differentials for the organizations is shown in Appendix B.
- Applying geographic differentials is a sound compensation practice in an effort to arrive at a more precise figure for use in analyzing and setting pay. Just as data are trended forward to be effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas.
- This geographic differential differs from the recent cost of living differentials study that the State has access to. Any cost of living differentials that exist for certain locations within the State of Alaska will be addressed by the State Personnel Department.

SURVEY METHODOLOGY, PROCESS, AND PROCEDURES

- Although data were sent to us in many different formats, all salary data were adjusted to reflect annual salaries based on 1,950 hours per year which is a 37.5 hour work-week (with the exception of some specific jobs that have a different base), to make consistent comparisons with the State of Alaska base hours, and were adjusted for the Anchorage geographic labor market. Thus, any anecdotal or contract information you may receive from other sources may not match the figures we are reporting.
- We also follow the U.S. Department of Labor guidelines that states that 5 job matches should exist per job for drawing conclusions. Therefore, we did not calculate statistics on jobs with fewer than 5 job matches. Where published sources were included as a job match, the number of matches were irrelevant since many organizations are represented within each published source match.
- Once the survey analysis and report was completed, it was submitted internally through our firm's quality control process for review before it was submitted to the State of Alaska.