

# University of Washington

## Classified Staff Salary Study

September 3, 2014

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### GENERAL SURVEY INFORMATION – NON-HEALTH CARE

- ◆ Benchmarks were identified in consultation with University of Washington HR staff and based on benchmark matches used in previous years
- ◆ Benchmarks were matched to the following Milliman compensation surveys
  - Puget Sound Regional Salary Survey
  - Washington Public Employers Salary Survey
  - Northwest Health Care Salary Survey
- ◆ A selected group of employers was targeted from each survey (see pages 22 - 25)
  - The University's primary group of peers was selected from the database
  - Data was collected from the peer group where possible
  - Where peer group data was insufficient all other organizations in the surveys were used
- ◆ A custom higher education survey was developed by Milliman
  - The survey included nine (9) jobs: Animal Technician, Health Physicist, Industrial Hygienist, Psychometrist, Research Technologist, Veterinary Specialist, Campus Police Lieutenant, Campus Police Sergeant, Campus Police Officer
  - The survey was emailed by the University to seventy-seven (77) universities
  - Twenty-two (22) universities, 29%, responded to the survey
- ◆ Fifty-two (52) jobs were included in the non-health care study
- ◆ All data in this report are effective as of: July 1, 2014

## UNIVERSITY OF WASHINGTON NON-HEALTH CARE BENCHMARK JOBS

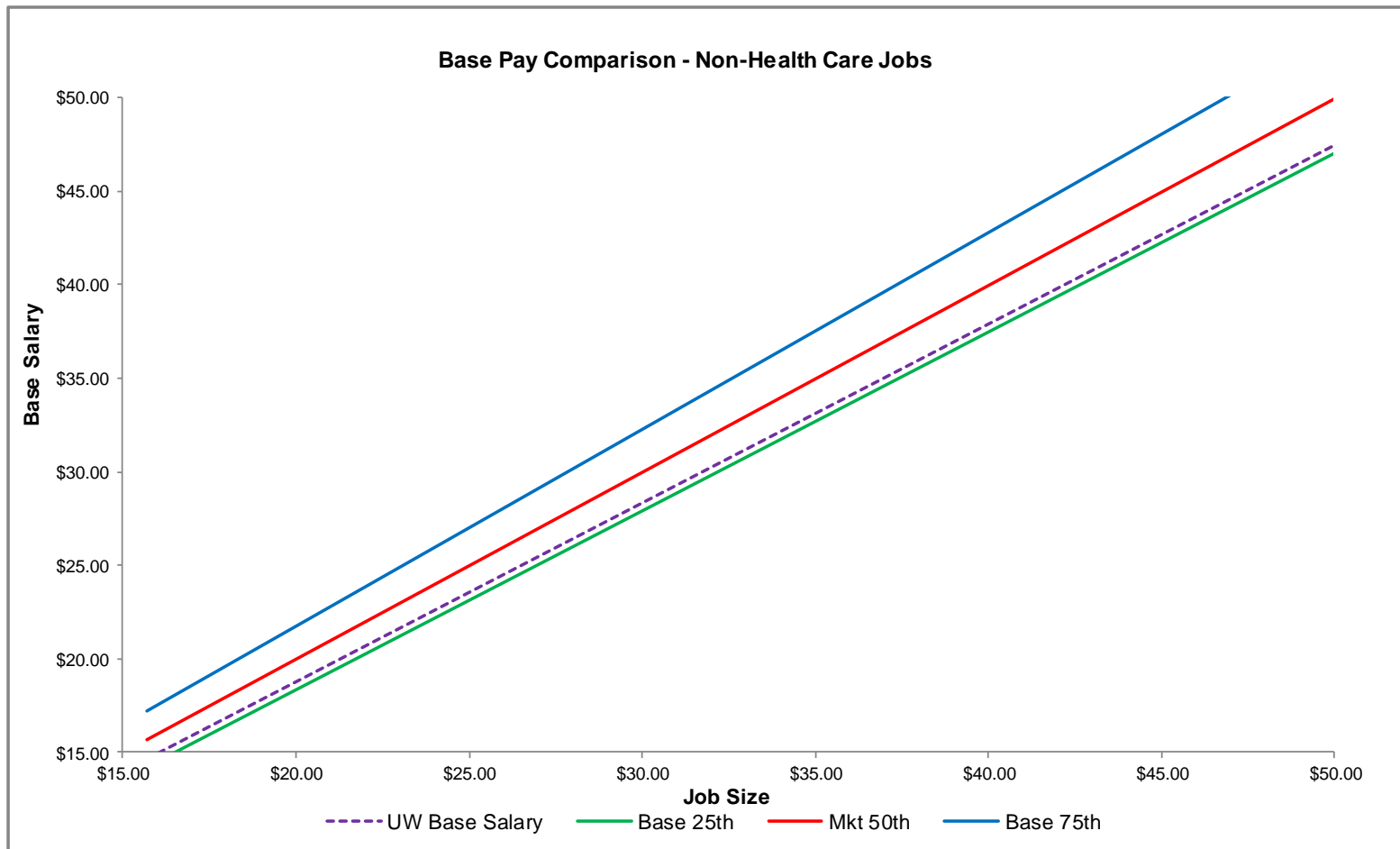
- ✓ Accountant 2
- ✓ Animal Technician 2
- ✓ Buyer 2
- ✓ Campus Police Lieutenant
- ✓ Campus Police Sergeant
- ✓ Campus Police Officer
- ✓ Carpenter
- ✓ Cashier 1
- ✓ Computer Operator 2
- ✓ Computer Support Analyst 2
- ✓ Control Technician
- ✓ Cook
- ✓ Copy Center Equipment Operator 2
- ✓ Custodian
- ✓ Data Entry Operator 3
- ✓ Drafting Technician 2
- ✓ Editor-Publications 2
- ✓ Electrician
- ✓ Electronics Technician 2
- ✓ Fiscal Technician 2
- ✓ Food Service Worker
- ✓ Gardener 2
- ✓ Graphic Designer/Illustrator
- ✓ Health Physicist
- ✓ Heavy Equipment Operator
- ✓ Human Resource Assistant Senior
- ✓ Industrial Hygienist 2
- ✓ Information Specialist 2
- ✓ Laboratory Technician 1
- ✓ Laboratory Technician 2
- ✓ Legal Secretary
- ✓ Library Technician II
- ✓ Mail Rater
- ✓ Maintenance Mechanic 1
- ✓ Motor Equipment Mechanic
- ✓ Motor Equipment Service Attendant
- ✓ Office Assistant 3
- ✓ Painter
- ✓ Photographer 2
- ✓ Plumber/Pipe/Steamfitter
- ✓ Police Dispatcher
- ✓ Psychometrist 2
- ✓ Recreation Coordinator 2
- ✓ Refrigeration Mechanic
- ✓ Research Technologist 2
- ✓ Secretary Senior
- ✓ Security Guard
- ✓ Systems Analyst/Programmer 2
- ✓ Truck Driver 2
- ✓ Veterinary Specialist 3
- ✓ Warehouse Worker 2
- ✓ Welder-Fabricator

### FINDINGS – NON-HEALTH CARE

- ◆ On balance, most of the University's pay is closely aligned with the market 25<sup>th</sup> percentile
  - On average, base pay is 4% below the market 25<sup>th</sup> percentile, and 13% below the market 50<sup>th</sup> percentile
- ◆ Actual pay falls generally within a normal range around the market "trend" for many positions, but with several jobs falling beneath the 80%
  - The market line reflects the "trend" of pay as job size increases
  - The 80% and 120% lines around the market trend line indicate a normal range for pay, depending on experience, performance, etc. (A normal range is usually established by considering an 80% to 120% range around the selected market data. This range allows for variations in compensation caused by market factors, experience and performance, job complexity and organizational values or strategies.

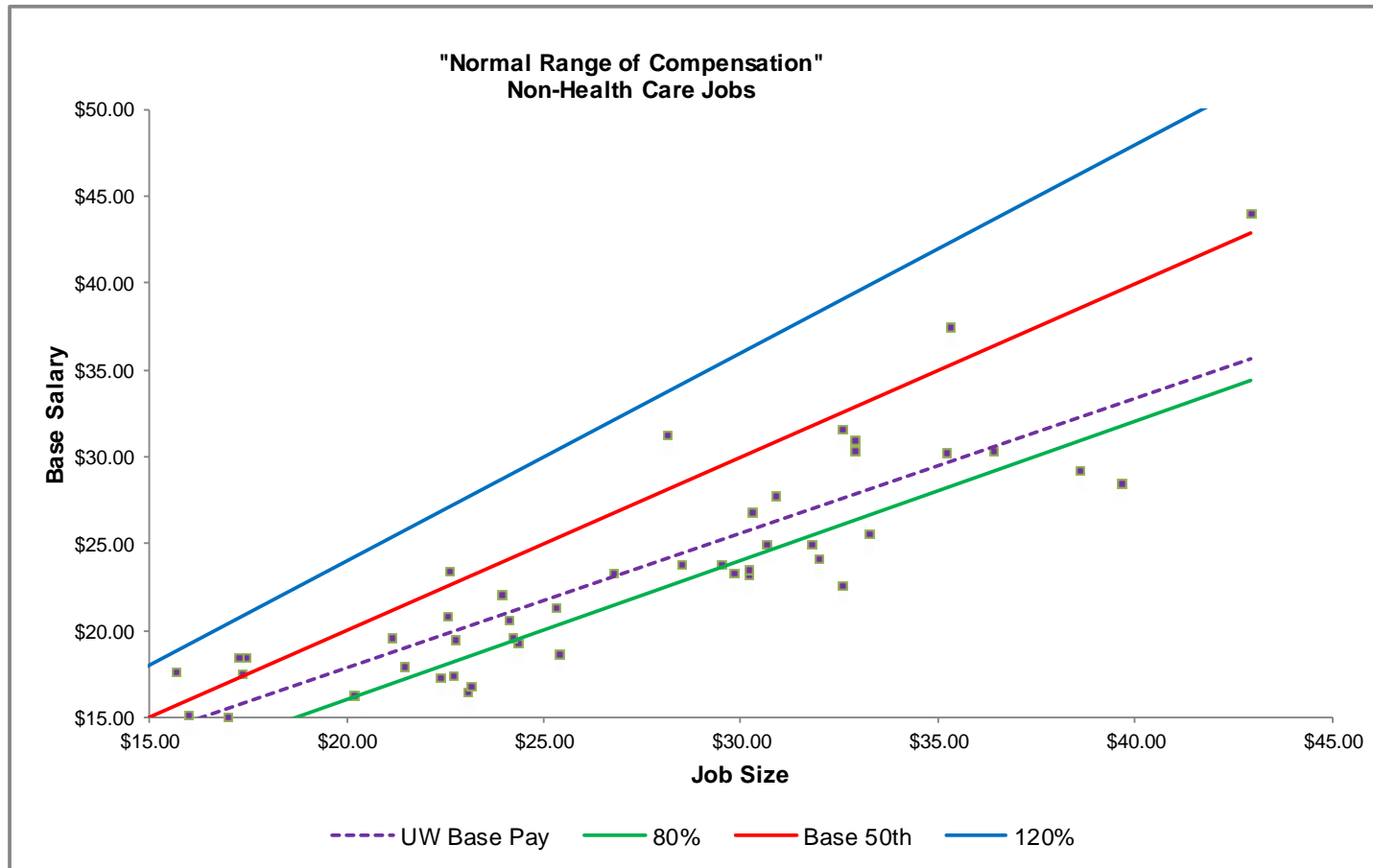
FINDINGS – NON-HEALTH CARE (continued)

The chart below illustrates the University’s competitive position compared to the market. The chart shows that the University (purple dashed line) pays close to the market base 25<sup>th</sup> (solid green line) across most jobs in this study.



FINDINGS – NON-HEALTH CARE (continued)

The chart below illustrates the Univeristy’s pay practice compared to a “normal range” of compensation. In the public sector a “normal range” is usually established by considering an 80% to 120% range around the selected market data (e.g. market 50<sup>th</sup> percentile/median). This range allows for variations in compensation due to market factors, experience and performance, job complexity and organizational values or strategies.



### DEFINITIONS

The previous graphs and following tables contain a summary of the compensation data collected during this study. The following terms are used:

*Job Size:* Value of the job based on market salary level

*Base Salary:* Value of the job based on the University's salary level

*Survey Job Code(s):* The Milliman survey and corresponding job code matched to the University job title (PSR-Puget Sound Regional Salary Survey; WPE-Washington Public Employers Salary Survey; HC-Northwest Health Care Salary Survey; HEC-Higher Ed Custom salary survey)

*Survey Job Title(s):* The Milliman survey job title corresponding to the job code

*UW Head Count:* The number of University employees in the benchmark job

*UW Avg Base Pay:* The current average pay of University employees in the job

*UW/Mkt 50<sup>th</sup>:* The ratio of University average pay to the market 50<sup>th</sup> percentile

*# of Survey Orgs:* The number of organizations that matched to the benchmark

*# of Survey Incumbts:* The number of incumbents reported occupying the benchmark

*Base 50<sup>th</sup>:* The value at which 50% of organizations pay base salary below and 50% pay above



## NON-HEALTH CARE SUMMARY MARKET DATA

University of Washington Job Title	Survey Job Code(s)	Survey Job Title(s)	UW Head Count	UW Avg Base Pay	UW/Mkt 50th	# of Survey Orgs	# of Survey Incumbents	Base 50th
Accountant 2	PSR 2.02; WPE 2.03	Accountant; Accountant-Intern	15	\$23.29	76.2%	64	335	\$30.55
Animal Technician 2	HEC 3.01	Animal Technician	16	\$15.09	94.3%	19	243	\$16.01
Buyer 2	PSR 1.23; HC 13.19; WPE 4.14	Buyer; Buyer (Purchasing Agent; Buyer/Purchasing Agent)	2	\$23.75	81.6%	65	191	\$29.09
Campus Police Lieutenant	HEC 401	Campus Police Lieutenant	6	\$43.93	102.3%	20	78	\$42.94
Campus Police Officer	HEC 403	Campus Police Officer	28	\$31.21	110.8%	20	583	\$28.17
Campus Police Sergeant	HEC 402	Campus Police Sergeant	11	\$37.43	106.0%	21	183	\$35.32
Carpenter	PSR 4.05; WPE 10.03a	Carpenter, Carpenter	32	\$24.90	78.2%	25	181	\$31.82
Cashier 1	HC 10.01	Food Service Cashier	10	\$15.62	106.4%	21	264	\$14.68
Computer Operator 2	PSR 3.04; WPE 3.15	Computer Operator; Computer Operator	1	\$18.57	73.0%	14	42	\$25.43
Computer Support Analyst 2	PSR 3.24a; WPE 3.08a	LAN Administrator; LAN Administrator	62	\$29.19	75.6%	27	100	\$38.62
Control Technician	WPE 10.03c	HVAC Engineer	32	\$30.30	92.1%	5	88	\$32.90
Cook	PSR 5.24; HC 10.04a; PE 10.01	Cook, Cook, Cook	46	\$16.26	80.5%	34	543	\$20.19
Copy Center Equipment Operator 2	PSR 1.17	Copy Machine Operator	4	\$18.36	106.1%	8	10	\$17.30
Custodian	PSR 4.10a; HC 9.08; WPE 10.02	Custodian; Housekeeper; Custodial Worker	630	\$15.00	88.3%	49	2,430	\$16.98
Data Entry Operator 3	PSR 3.02	Data Entry Operator-Sr	2	\$17.93	83.6%	7	9	\$21.46
Drafting Technician 2	PSR 6.02	Drafter/CAD Operator-Sr	1	\$25.54	76.8%	9	34	\$33.25
Editor-Publications 2	PSR 5.03	Editor-Internal Publications	0			8	10	\$34.42
Electrician	PSR 4.06; WPE 10.04	Electrician; Electrician	36	\$30.27	83.1%	22	229	\$36.43
Electronics Technician 2	PSR 6.23	Instrument/Electronics Technician	2	\$23.45	77.7%	10	32	\$30.20
Fiscal Technician 2	PSR 2.05; WPE 2.01	Accounting Clerk; Accounting Clerk Intern	4	\$17.23	76.9%	58	559	\$22.40
Food Service Worker	PSR 5.25	Food Service Worker	96	\$13.99	96.5%	15	476	\$14.50
Gardener 2	PSR 4.11; WPE 10.09	Gardener/Groundskeeper; Grounds Maintenance Worker (Journey)	39	\$19.40	85.2%	28	243	\$22.76
Graphic Designer/Illustrator	PSR 5.08	Graphic Artist	8	\$23.23	86.7%	24	42	\$26.80
Health Physicist	HEC 302	Health Physicist	0			15	50	\$31.86
Heavy Equipment Operator	WPE 10.10	Heavy/Construction Equipment Operator	2	\$27.73	89.8%	4	119	\$30.88
Human Resource Assistant Senior	PSR 7.02; WPE 5.01	Human Resources Assistant II; Human Resources Assistant	1	\$22.01	91.8%	53	207	\$23.97
Industrial Hygienist 2	HEC 304	Industrial Hygienist	2	\$31.60	97.0%	16	53	\$32.59

## NON-HEALTH CARE SUMMARY MARKET DATA

University of Washington Job Title	Survey Job Code(s)	Survey Job Title(s)	UW Head Count	UW Avg Base Pay	UW/Mkt 50th	# of Survey Orgs	# of Survey Incumbents	Base 50th
Information Specialist 2	PSR 5.04a	Writer-Internal Publications	3	\$23.16	76.6%	9	8	\$30.22
Laboratory Technician 1	HC 6.02	Lab Assistant	11	\$14.98	75.1%	9	188	\$19.94
Laboratory Technician 2	PSR 6.11; HC 6.06	Lab Technician; Medical Lab Technician	10	\$17.36	76.4%	29	433	\$22.72
Legal Secretary	PSR 1.06; WPE 8.01	Legal Secretary; Legal Secretary	3	\$21.34	84.3%	23	150	\$25.32
Library Technician II	PSR 5.17; WPE 9.01	Library Assistant; Library Aide	7	\$17.53	111.8%	18	587	\$15.68
Mail Rater	PSR 1.14	Mail Clerk	9	\$17.43	100.4%	27	79	\$17.36
Maintenance Mechanic 1	PSR 4.03	General Maintenance Mechanic	23	\$19.56	80.7%	33	203	\$24.23
Motor Equipment Mechanic	PSR 4.02a; WPE 10.11	Auto Fleet Mechanic; Automotive Mechanic	4	\$26.78	88.4%	17	144	\$30.29
Motor Equipment Service Attendant	PSR 4.03; WPE 10.07	General Maintenance Mechanic; Laborer	3	\$16.39	71.1%	38	307	\$23.06
Office Assistant 3	PSR 1.11; WPE 4.03	Office Clerk III; Office Support Specialist-Sr	70	\$16.74	72.3%	23	271	\$23.16
Painter	PSR 4.07; WPE 10.03d	Painter; Painter	21	\$23.76	80.5%	25	124	\$29.53
Photographer 2	PSR 5.01	Photographer	3	\$24.13	75.5%	8	16	\$31.97
Plumber/Pipe/Steamfitter	PSR 4.08; WPE 10.03b	Plumber; Plumber	26	\$30.23	85.8%	14	87	\$35.25
Police Dispatcher	WPE 13.15a	Emergency Dispatcher	8	\$24.93	81.3%	4	59	\$30.66
Psychometrist 2.	HEC 305	Psychometrist	3	\$23.40	103.5%	9	615	\$22.61
Recreation Coordinator 2	WPE 11.06	Recreation Coordinator	10	\$22.52	69.1%	5	42	\$32.57
Refrigeration Mechanic	WPE 10.03c	HVAC Engineer	12	\$30.93	94.0%	5	88	\$32.90
Research Technologist 2	HEC 306	Research Technologist	32	\$20.82	92.2%	17	2,182	\$22.57
Secretary Senior	PSR 1.03	Administrative Assistant III	66	\$19.19	78.8%	45	992	\$24.34
Security Guard	PSR 4.01a	Security Guard (unarmed)	17	\$18.42	106.5%	17	356	\$17.29
Systems Analyst/Programmer 2	PSR 3.15; WPE 3.01	Programmer/Analyst; Programmer/Analyst	4	\$28.41	69.0%	20	154	\$41.15
Truck Driver 2	PSR 4.13; WPE 10.30	Truck Driver; Truck Driver	21	\$20.53	85.0%	14	249	\$24.14
Veterinary Specialist 3	HEC 303	Veterinary Specialist 3	10	\$19.59	92.6%	10	237	\$21.16
Warehouse Worker 2	PSR 4.16	Material Handler/Warehouser	10	\$18.38	105.4%	20	202	\$17.44
Welder-Fabricator	PRS 4.09	Welder	0			8	26	\$28.92

### GENERAL SURVEY INFORMATION – HEALTH CARE

- ◆ Benchmarks were identified in consultation with University of Washington HR staff and based on benchmark matches used in previous years
- ◆ Benchmarks were matched to Milliman’s Northwest Health Care Salary Survey
  - The University’s primary group of peers was selected from the database
  - Data was collected from the peer group where possible
  - Where peer group data was insufficient, all other health care participants were used
- ◆ Sixty-two (62) jobs were included in the study
- ◆ All data in this report are effective as of: July 1, 2014

### UNIVERSITY OF WASHINGTON HEALTH CARE SURVEY PEER GROUP

- ✓ EvergreenHealth\*
- ✓ Group Health Cooperative
- ✓ MultiCare Health System
- ✓ Northwest Hospital & Medical Center\*
- ✓ Overlake Hospital Medical Center\*
- ✓ Providence Regional Medical Center Everett
- ✓ Seattle Cancer Care Alliance\*
- ✓ Seattle Children's\*
- ✓ Swedish/Edmonds
- ✓ Swedish Medical Center\*
- ✓ Valley Medical Center\*
- ✓ Virginia Mason Medical Center

\*Indicates select group of hospitals used for imaging and nuclear medicine job comparisons

## UNIVERSITY OF WASHINGTON HEALTH CARE BENCHMARK JOBS

- ✓ Anesthesiology Technician 2\*
- ✓ Biomedical Electronics Technician 2
- ✓ Cardiac Monitor Technician
- ✓ Clinic Cytogenetic Technologist
- ✓ Clinical Data Specialist – Coder
- ✓ Clinical Laboratory Technician 1
- ✓ Clinical Laboratory Technician 2
- ✓ Cytology Technologist 2
- ✓ Dental Assistant 2
- ✓ Diagnostic Medical Sonographer\*
- ✓ Dialysis/Phoresis Technician
- ✓ Dietary Unit Clerk
- ✓ Dietitian 1
- ✓ Electrocardiograph Technician 1
- ✓ Electroneurodiagnostic Technologist 2
- ✓ Financial Services Counselor
- ✓ Genetics Counselor 1
- ✓ Health Care Specialist
- ✓ Health Information Technician 1
- ✓ Histologic Technician 2
- ✓ Hospital Assistant
- ✓ Hospital Central Services Technician 1
- ✓ Imaging Technologist
- ✓ Imaging Technologist – Angiography
- ✓ Imaging Technologist – Computed Tomography\*
- ✓ Imaging Technologist – Magnetic Resonance Imaging\*
- ✓ Imaging Technologist – Mammography\*
- ✓ Laundry Operator 1
- ✓ Licensed Practical Nurse
- ✓ Medical Assistant
- ✓ Medical Interpreter 1
- ✓ Medical Laboratory Scientist 1
- ✓ Medical Transcriptionist 2
- ✓ Mental Health Practitioner
- ✓ Mental Health Specialist 2
- ✓ Nuclear Medical Technologist 1\*
- ✓ Occupational Therapist 1
- ✓ Occupational Therapy Assistant 2

\*Indicates imaging and nuclear medicine job where a select group of hospitals were used for comparison

### UNIVERSITY OF WASHINGTON HEALTH CARE BENCHMARK JOBS (continued)

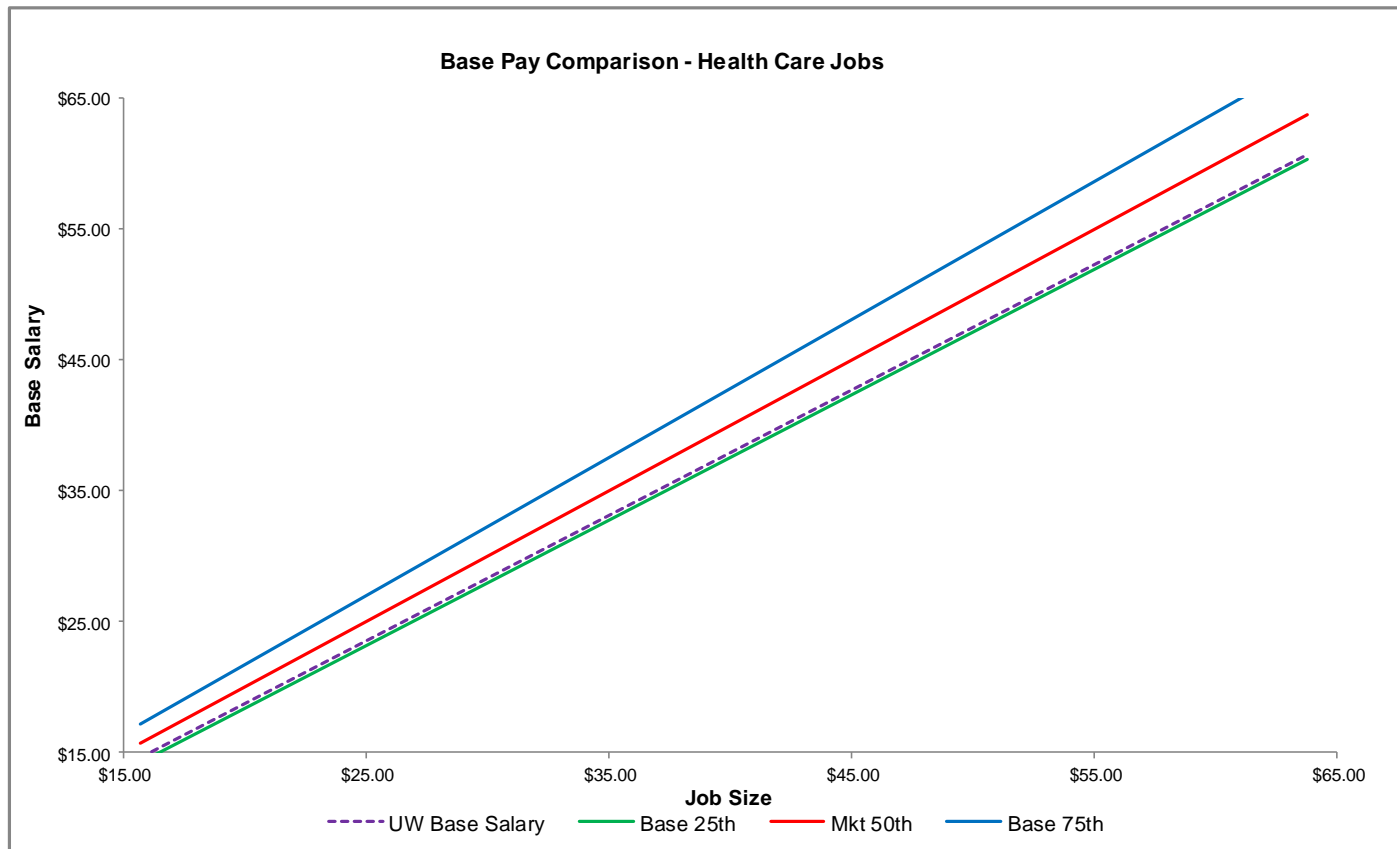
- ✓ Ophthalmic Technician 2
- ✓ Orthopaedic Technician I
- ✓ Patient Financial Services Specialist 2
- ✓ Patient Services Rep Coordinator
- ✓ Patient Services Specialist 2
- ✓ Pharmacist 2
- ✓ Pharmacy Technician 1
- ✓ Phlebotomist
- ✓ Physical Therapist 2
- ✓ Physical Therapy Assistant 1
- ✓ Physician Assistant - Advanced RN Practitioner
- ✓ Polysomnographic Technologist
- ✓ Radiation Therapy Dosimetrist
- ✓ Radiation Therapy Technologist
- ✓ Registered Nurse 2
- ✓ Rehabilitation Counselor 2
- ✓ Respiratory Care Practitioner
- ✓ Social Worker 1
- ✓ Speech Pathologist/Audiologist Specialist 1
- ✓ Stockroom Attendant 2
- ✓ Surgical Technologist
- ✓ Telephone Communications Operator - Hospital
- ✓ Therapeutic Recreator 1
- ✓ Vascular Technologist

### FINDINGS – HEALTH CARE

- ◆ On balance, most of the University’s pay is closely aligned with the market 25<sup>th</sup> percentile
  - On average, base pay is 2% above the market 25<sup>th</sup> percentile, and 5% below the market 50<sup>th</sup> percentile
- ◆ Actual pay falls generally within a normal range around the market “trend” for most positions
  - The market line reflects the “trend” of pay as job size increases
  - The 80% and 120% lines around the market trend line indicate a normal range for pay, depending on experience, performance, etc. (A normal range is usually established by considering an 80% to 120% range around the selected market data. This range allows for variations in compensation caused by market factors, experience and performance, job complexity and organizational values or strategies.)
- ◆ A summary of the market data can be found on pages 19 through 21

FINDINGS – HEALTH CARE (continued)

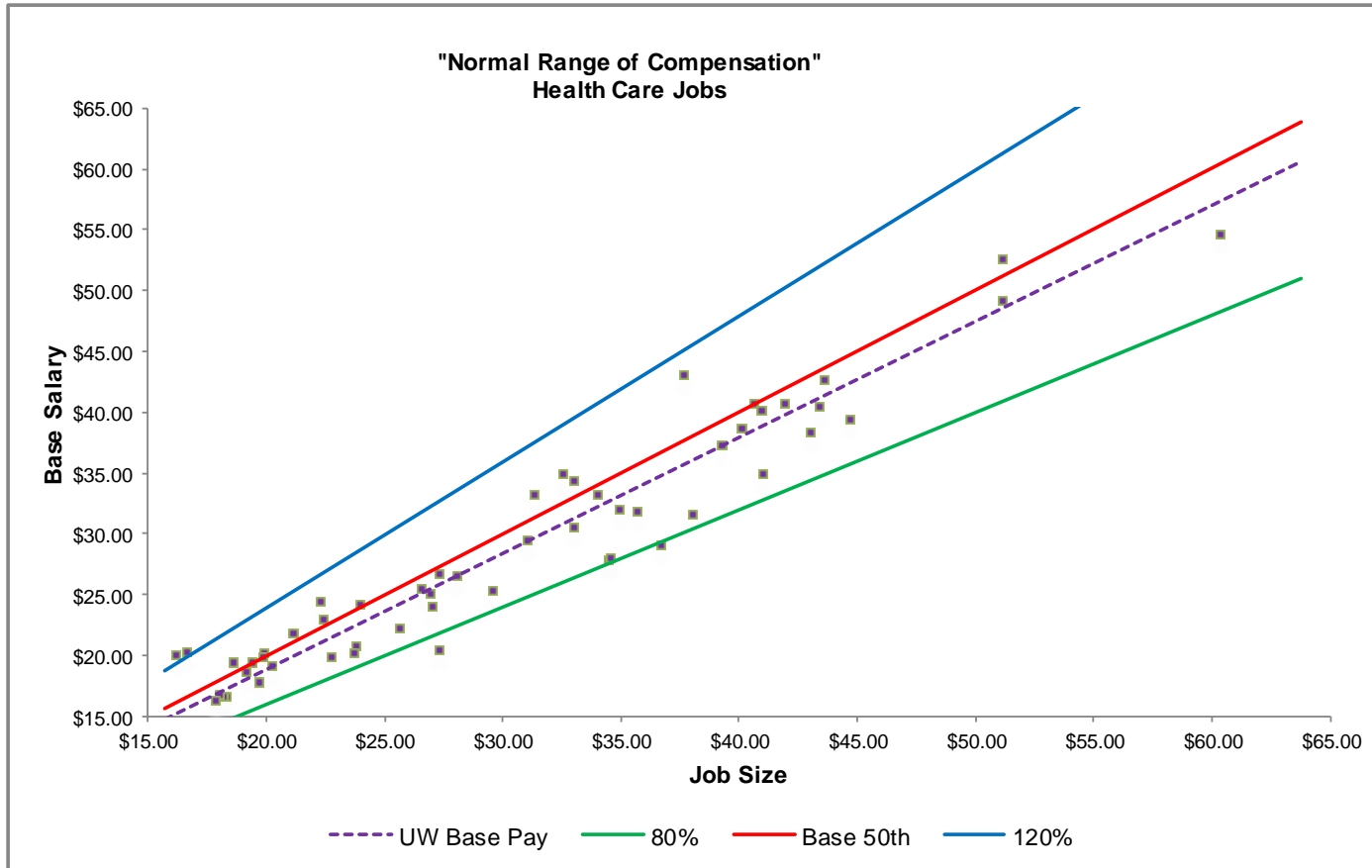
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FINDINGS – HEALTH CARE (continued)

The chart below illustrates the University's pay practice compared to a "normal range" of compensation. In the public sector a "normal range" is usually established by considering an 80% to 120% range around the selected market data (e.g. market 50<sup>th</sup> percentile/median). This range allows for variations in compensation due to market factors, experience and performance, job complexity and organizational values or strategies.



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*UW Head Count:* The number of University employees in the benchmark job

*UW Avg Base Pay:* The current average pay of University employees in the job

*UW/Mkt 50<sup>th</sup>:* The ratio of University average pay to the market 50<sup>th</sup> percentile

*# of Survey Orgs:* The number of organizations that matched to the benchmark

*# of Survey Incumbents:* The number of incumbents reported occupying the benchmark

*Base 50<sup>th</sup>:* The value at which 50% of organizations pay base salary below and 50% pay above

## HEALTH CARE SUMMARY MARKET DATA

University of Washington Job Title	Survey Job Code(s)	Survey Job Title(s)	UW Head Count	UW Avg Base Pay	UW/Mkt 50th	# of Survey Orgs	# of Survey Incumbents	Base 50th
Anesthesiology Technician 2	2.14	Anesthesia Technician	28	\$25.02	92.8%	6	47	\$26.95
Biomedical Electronics Technician 2	9.02	Biomedical Technician	12	\$27.88	80.9%	10	52	\$34.45
Cardiac Monitor Technician	2.25	Telemetry/Monitor Technician	18	\$19.08	94.2%	7	231	\$20.26
Clinic Cytogenetic Technologist *	6.08	Cytogenetic Technologist	7	\$30.49	92.2%	9	72	\$33.07
Clinical Data Specialist - Coder	11.03	Registered Health Information Technician/Coder (RHIT)	14	\$24.05	89.0%	10	112	\$27.02
Clinical Laboratory Technician 1	6.02	Lab Assistant	100	\$20.13	101.0%	9	188	\$19.94
Clinical Laboratory Technician 2	6.06	Medical Lab Technician	48	\$22.28	86.9%	10	106	\$25.64
Cytology Technologist 2*	6.07	Cytotechnologist	3	\$43.14	114.4%	21	110	\$37.71
Dental Assistant 2*	1.34a	Dental Assistant	43	\$20.33	122.1%	18	462	\$16.66
Diagnostic Medical Sonographer	1.07	Ultrasonographer	3	\$40.44	93.2%	7	131	\$43.38
Dialysis/Phoresis Technician*	1.3	Dialysis Technician	5	\$24.42	109.4%	10	90	\$22.33
Dietary Unit Clerk	10.05	Dietetic Assistant	35	\$15.30	94.6%	6	112	\$16.18
Dietitian 1	10.07	Dietitian (Registered)	1	\$34.99	107.4%	12	139	\$32.59
Electrocardiograph Technician 1	1.13	EKG/Cardio Technician	1	\$17.77	90.1%	7	43	\$19.72
Electroneurodiagnostic Technologist 2	1.06	EEG Technician	5	\$29.48	94.9%	9	37	\$31.05
Financial Services Counselor	12.03	Financial Counselor	0			10	85	\$23.20
Genetics Counselor 1	1.27	Genetics Counselor	1	\$28.97	79.0%	6	19	\$36.67
Health Care Specialist	2.10a; 2.16a	Nurse Practitioner-General; Physician Assistant	48	\$52.56	102.7%	14	323	\$51.20
Health Information Technician 1	11.02	Health Information Management Technician	3	\$16.67	90.9%	10	174	\$18.34
Histologic Technician 2*	6.09b	Histology Technologist	2	\$26.64	97.5%	22	102	\$27.33
Hospital Assistant	2.04	Nursing Assistant, Certified (CNA)	281	\$16.54	90.8%	12	1976	\$18.21

\*Indicates job where insufficient data was available for the peer group, and an “all” cut was used.

## HEALTH CARE SUMMARY MARKET DATA (continued)

University of Washington Job Title	Survey Job Code(s)	Survey Job Title(s)	UW Head Count	UW Avg Base Pay	UW/Mkt 50th	# of Survey Orgs	# of Survey Incumbents	Base 50th
Hospital Central Services Technician 1	9.1	Central Service Distribution Technician	26	\$17.98	99.9%	5	87	\$18.01
Imaging Technologist	1.03	Radiology Technologist (Registered)	73	\$33.16	105.8%	7	193	\$31.33
Imaging Technologist-Angiography*	1.08	Electrophysiology Technologist	29	\$39.35	88.0%	15	27	\$44.72
Imaging Technologist-Comp Tomo	1.01a	Computed Tomography Technologist (CT Tech)	51	\$38.70	96.4%	7	122	\$40.15
Imaging Technologist-Mag Res Imaging	1.02	MRI Technologist	25	\$42.67	97.8%	7	76	\$43.63
Imaging Technologist-Mammo	1.04	Mammography Technologist	1	\$40.70	100.0%	6	71	\$40.68
Laundry Operator 1	9.07	Laundry/Linen Worker	47	\$13.90	88.7%	7	54	\$15.67
Licensed Practical Nurse	2.06a	LPN - Acute Care	1	\$20.43	74.8%	8	162	\$27.30
Medical Assistant	2.01	Medical Assistant	257	\$18.64	97.3%	11	1318	\$19.16
Medical Interpreter 1*	13.14	Medical Interpreter	46	\$21.83	103.1%	33	229	\$21.18
Medical Laboratory Scientist 1	6.05	Medical Technologist (ASCP)	218	\$31.85	89.3%	11	421	\$35.68
Medical Transcriptionist 2	11.01	Transcriptionist	37	\$20.68	86.8%	8	121	\$23.84
Mental Health Practitioner	5.05	Mental Health Practitioner	35	\$31.49	82.7%	5	87	\$38.08
Mental Health Specialist 2	5.06	Mental Health Specialist	39	\$20.14	84.7%	5	49	\$23.78
Nuclear Medical Technologist 1	1.05a	Nuclear Medicine Technologist	0			7	30	\$45.56
Occupational Therapist 1	1.21	Occupational Therapist (Registered)	8	\$34.99	85.3%	11	271	\$41.02
Occupational Therapy Assistant 2	1.2	Occupational Therapy Assistant (Certified)	3	\$26.47	94.4%	7	32	\$28.05
Ophthalmic Technician 2*	8.01b	Ophthalmic Technician (Certified)	10	\$24.17	100.7%	20	172	\$23.99
Orthopedic Technician I*	1.31	Orthopedic (Cast) Technician	2	\$22.98	102.5%	26	98	\$22.41
Patient Financial Services Specialist 2*	12.04; 12.01	Collections Counselor; Patient Account Rep	108	\$19.45	100.4%	36	309	\$19.38
Patient Services Rep Coordinator	13.1	Patient Appointment Coordinator	3	\$19.81	100.0%	5	343	\$19.82

\*Indicates job where insufficient data was available for the peer group, and an "all" cut was used.

## HEALTH CARE SUMMARY MARKET DATA (continued)

University of Washington Job Title	Survey Job Code(s)	Survey Job Title(s)	UW Head Count	UW Avg Base Pay	UW/Mkt 50th	# of Survey Orgs	# of Survey Incum bs	Base 50th
Patient Services Specialist 2	13.09	Medical Receptionist	386	\$19.42	104.2%	8	630	\$18.64
Pharmacist 2	7.05	Pharmacist	63	\$54.56	90.3%	11	536	\$60.40
Pharmacy Technician 1	7.02	Pharmacy Technician	107	\$19.85	87.4%	12	669	\$22.72
Phlebotomist	6.03	Phlebotomist	72	\$14.90	82.5%	10	388	\$18.06
Physical Therapist 2	1.23	Physical Therapist	24	\$38.39	89.3%	12	431	\$43.01
Physical Therapy Assistant 1	1.22	Physical Therapy Assistant	2	\$25.33	85.5%	11	98	\$29.61
Physician Assistant-Adv RN Practitioner	2.10a; 2.16a	Nurse Practitioner-General; Physician Assistant	54	\$49.18	96.1%	14	323	\$51.20
Polysomnographic Technologist	1.33	Polysomnographic Technologist (Registered)	0			8	74	\$32.86
Radiation Therapy Dosimetrist	1.29	Dosimetrist	5	\$66.59	104.4%	9	23	\$63.80
Radiation Therapy Technologist	1.28	Radiation Therapist	0			8	72	\$43.42
Registered Nurse 2	2.07a	RN - Acute Care	2,595	\$40.09	97.8%	10	9931	\$40.99
Rehabilitation Counselor 2*	1.24	Vocational Rehabilitation Counselor	6	\$34.42	104.2%	5	12	\$33.04
Respiratory Care Practitioner	1.17	Respiratory Care Practitioner (Registered)	109	\$33.25	97.7%	9	308	\$34.03
Social Worker 1	5.02	Social Worker - Master's	45	\$28.21	81.6%	11	341	\$34.56
Speech Pathologist/Audiologist Spec 1	1.18	Speech Language Pathologist	17	\$37.31	94.9%	11	183	\$39.32
Stockroom Attendant 2	9.1	Central Service Distribution Technician	44	\$16.80	93.3%	5	87	\$18.01
Surgical Technologist	2.2	Operating Room Technician	59	\$25.43	95.8%	11	421	\$26.56
Telephone Communications Operator-Hosp	13.08	Telephone Operator	22	\$16.34	91.4%	10	172	\$17.88
Therapeutic Recreator 1	1.25	Recreation Therapist	1	\$31.99	91.6%	6	15	\$34.94
Vascular Technologist	1.11	Vascular/Angiography Technologist-Special Procedures	16	\$40.40	96.3%	6	65	\$41.94

\*Indicates job where insufficient data was available for the peer group, and an "all" Puget Sound cut was used.

## MILLIMAN PUGET SOUND REGIONAL SALARY SURVEY – SURVEY PARTICIPANTS WITH >500 EMPLOYEES

Alaska Airlines, Inc.	Korry Electronics Co./Esterline Technologies Corp	Recreational Equipment, Inc. (REI)
Aviation Technical Services, Inc.	MacDonald-Miller Facility Solutions, Inc.	Savers, Inc.
BECU	McKinstry Co., LLC	Seattle Children's
Brooks Sports, Inc.	Microsoft Corporation	Seattle Housing Authority
City of Bellevue	Milliman, Inc.	Seattle Pacific University
City of Redmond	Moss Adams LLP	Seattle Theatre Group
City of Seattle	MultiCare Health System	Seattle University
City of Tacoma & Tacoma Public Utilities	NAES Corporation	Snohomish County PUD
Columbia Bank	Nordstrom, Inc.	Snoqualmie Casino
Continental Mills, Inc.	Northwest Hospital & Medical Center	Sound Transit
CRISTA Ministries	Opus Bank	Starbucks Coffee Company
Eddie Bauer, Inc.	Outerwall Inc.	State of Washington
Emerald Queen Hotel & Casinos	Overlake Hospital Medical Center	Ste. Michelle Wine Estates
EvergreenHealth	PACCAR Inc	Stoel Rives LLP
Exotic Metals Forming Company LLC	Pacific Lutheran University	Symetra Financial
Franciscan Health System	Pacific Medical Centers	The Everett Clinic
Fred Hutchinson Cancer Research Center	Pacific Northwest Ballet	The Polyclinic
Gensco Inc.	Perkins Coie LLP	The Seattle Times Company
GM Nameplate, Inc.	Physio-Control, Inc.	Toray Composites America, Inc.
Goodwill of the Olympics and Rainier Region	Pierce County	UniSea, Inc.
Group Health Cooperative	Pioneer Human Services	University of Puget Sound
Harrison Medical Center	Port of Seattle	Virginia Mason Medical Center
HealthPoint	Premera Blue Cross	Washington State Employees Credit Union
Holland America Line Inc.	Providence Strategic and Management Services	Weyerhaeuser Company
King County	Puget Sound Blood Center	Wireless Advocates
King County Library System	Puget Sound Energy	YMCA of Greater Seattle

**MILLIMAN WASHINGTON PUBLIC EMPLOYERS SALARY SURVEY – PEER GROUP**

City of Bellevue	Pierce County
City of Redmond	Port of Seattle
City of Seattle	Port of Tacoma
City of Tacoma-Tacoma Public Utilities	Seattle Housing Authority
King County	Sno-Isle Libraries
King County Library System	Sound Transit

**MILLIMAN WASHINGTON PUBLIC EMPLOYERS SALARY SURVEY – ALL OTHER PARTICIPANTS**

Benton PUD	Northshore Fire Department
Chelan County PUD	Port of Anacortes
City of Bremerton	Port of Bellingham
City of Vancouver	Port of Skagit County
City of Walla Walla	Spokane County
Clallam County PUD	State of Washington
Columbia County	University of Washington
Franklin PUD	Washington Health Benefit Exchange
Island County	Yakima County
Mid-Columbia Libraries	

MILLIMAN NORTHWEST HEALTH CARE SALARY SURVEY – PEER GROUP

EvergreenHealth  
Group Health Cooperative  
MultiCare Health System  
Northwest Hospital & Medical Center  
Overlake Hospital Medical Center  
Providence Regional Medical Center Everett

Seattle Cancer Care Alliance  
Seattle Children's  
Swedish/Edmonds  
Swedish Medical Center  
Valley Medical Center  
Virginia Mason Medical Center



## MILLIMAN NORTHWEST HEALTH CARE SALARY SURVEY – ALL OTHER PARTICIPANTS

Ada County	InCyte Diagnostics	Peninsula Community Health Services	St. Luke's Health System
Adams County Public Hospital Dist. No. 2	Inland Imaging LLC	PMH Medical Center	State of Idaho
Adventist Medical Center	Inland Northwest Blood Center	Premera Blue Cross	State of Oregon
Asante	International Community Health Services (ICHS)	Proliance Surgeons, Inc.	The Center
Bastyr University	Island Hospital	Providence Health System Oregon	The Corvallis Clinic, P.C.
Bay Area Hospital	Kadlec Regional Medical Center	Providence Holy Family Hospital	The Doctors Clinic
Benaroya Research Institute	Kaiser Permanente	Providence Mount Carmel Hospital	The Everett Clinic
Bend Memorial Clinic PC	Kindred Hospital Seattle	Providence Regional Medical Center Everett	The Oregon Clinic
Benewah Medical & Wellness Center	King County	Providence Sacred Heart Medical Center	The Polyclinic
CareOregon, Inc.	Klickitat Valley Health	Providence St. Joseph's Hospital	The Vancouver Clinic
Cascade Health Solutions	Kootenai Health	Providence St. Mary Medical Center	Tri-Cities Cancer Center
Cascade Medical Center	Laboratory Corporation of America	Providence St. Peter Hospital	Tri-Cities Community Health
Cascade Valley Hospital and Clinics	Lake Chelan Community Hospital	Puget Sound Blood Center	Trios Health
CellNetix Pathology & Laboratories	Legacy Health	Puget Sound Gastroenterology	Tuality Healthcare
CellNetix Pathology & Laboratories (Spokane)	Lincoln Hospital District #3	Pullman Regional Hospital	University Medical Group
Center for Diagnostic Imaging	Lourdes Health Network	Qualis Health	University of Washington Physicians
Central Oregon Radiology Associates, P.C.	Mason General Hospital	Quincy Valley Medical Center	UW Neighborhood Clinics
Central Washington Hospital / Confluence Health	Mercy Medical Center - Roseburg	Radia Inc., PS	VA Medical Center - Boise
Columbia Basin Health Association	Metropolitan Pediatrics, LLC	Rebound Orthopedics & Neurosurgery	VA Medical Center - Portland
Columbia County Health System	Mid-Columbia Medical Center	Regional Hospital for Respiratory and Complex Care	VA Medical Center - Spokane
Columbia Medical Associates	Moses Lake Community Health Center	Rockwood Clinic PS	VA Medical Center - Walla Walla
Columbia Memorial Hospital	Neighborcare Health	SAIF Corporation	Valley General Hospital
Columbia United Providers	Newport Hospital and Health Services	Saint Alphonsus Medical Center - Baker City	Walla Walla General Hospital
Columbia Valley Community Health	Northwest Eye Surgeons	Saint Alphonsus Medical Center - Nampa	Washington Poison Center
Community Health Center of Snohomish County	Northwest Kidney Centers	Saint Alphonsus Medical Center - Ontario	West Valley Medical Center
Country Doctor Community Health Centers	Northwest Pathology Services, LLC	Saint Alphonsus Regional Medical Center - Boise	Whidbey General Hospital
CRISTA Ministries	Northwest Radiologists	Salem Health	Whitman Hospital & Medical Center
Edmonds Family Medicine Clinic	Olympic Medical Center	Samaritan Health Services	Willamette Dental Group - Portland
EPIC Imaging, PC	Olympic Physical Therapy	Samaritan Healthcare (Moses Lake)	Willamette Dental Group - Puget Sound
Eye & Ear Clinic of Wenatchee	Oregon Health & Science University	Shriners Hospital for Children - Portland	Willamette Valley Medical Center
EyeHealth Northwest	Oregon Imaging Centers	Shriners Hospitals for Children Spokane	Willapa Harbor Hospital
Franciscan Health System	Oregon Medical Group	Silverton Health	Women's Healthcare Associates, LLC
Frontier Behavioral Health	Oregon Reproductive Medicine	Skagit Regional Health	Yakima Neighborhood Health Services
Garfield County Hospital District	Pacific Medical Centers	Sky Lakes Medical Center	Yakima Regional Medical & Cardiac Center
Grays Harbor Community Hospital	Pacific Vascular, Inc.	Slocum Center for Orthopedics and Sports Medicine	Yakima Valley Farm Workers Clinic
Gritman Medical Center	PeaceHealth – Bellingham	Snoqualmie Valley Hospital & Clinics	Yakima Valley Memorial Hospital
Harrison Medical Center	PeaceHealth – Eugene	St. Charles Health System	
HealthPoint	PeaceHealth – Vancouver	St. Joseph Regional Medical Center (Lewiston)	

## HIGHER ED CUSTOM SURVEY – SURVEY PARTICIPANTS

Cornell University	Ithaca, NY	University of Iowa	Iowa City, IA
Georgia Institute of Technology	Atlanta, GA	University of Kansas	Lawrence, KS
Indiana University	Bloomington, IN	University of Michigan	Ann Arbor, MI
Stanford University	Palo Alto, CA	University of Montana	Missoula, MT
Syracuse University	Syracuse, NY	University of Pittsburgh	Pittsburgh, PA
Texas A&M University	College Station, TX	University of Texas at Austin	Austin, TX
The Ohio State University	Columbus, OH	University of Utah	Salt Lake City, UT
University of California - Los Angeles	Los Angeles, CA	University of Wisconsin - Madison	Madison, WI
University of California - Irvine	Irvine, CA	Virginia Tech	Blacksburg, VA
University of Cincinnati	Cincinnati, OH	Western Washington University	Bellingham, WA
University of Colorado Boulder	Boulder, CO	Yale University	New Haven, CT

## HIGHER ED CUSTOM SURVEY – GEOGRAPHIC ADJUSTMENTS

Based on cost of labor, geographic adjustments were applied to the data:

- ◆ -20% Indiana University, Texas A&M University, University of Kansas, University of Montana, Virginia Tech
- ◆ -15% Cornell University, Georgia Institute of Technology, Syracuse University, University of Cincinnati, University of Iowa, University of Pittsburgh, University of Texas at Austin, University of Utah
- ◆ -10% The Ohio State University, University of Wisconsin – Madison, Western Washington University
- ◆ -5% University of Colorado Boulder, University of Michigan
- ◆ +10% Stanford University
- ◆ No adjustment for University of California – Los Angeles, University of California - Irvine, Yale University

Note: Data reflecting pay practices in various locations was obtained from Economic Research Institute. The above differentials reflect summaries of typical pay practices in these locations when compared to the Puget Sound area. Cost of labor differentials reflect the variations in salaries paid in different locations/markets for the same work. They are different from cost of living differentials which examine the costs of a basket of goods in different location.