

University of Washington Classified Staff Salary Study Union Report

August 21, 2018

Prepared by:
Milliman, Inc.

1301 Fifth Avenue, Suite 3800
Seattle, WA 98101-2646

Tel 206 504.5898
Fax 206 623.3485



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GENERAL SURVEY INFORMATION – NON-HEALTH CARE

- ◆ Benchmarks were identified in consultation with University of Washington Human Resource Compensation staff and based on benchmark matches used in previous years
- ◆ Benchmarks were matched to the following Milliman compensation surveys
 - Puget Sound Area Salary Survey
 - Washington Public Employers Salary Survey
 - Northwest Health Care Salary Survey
- ◆ A selected group of Puget Sound employers was targeted from each survey (see pages 23 - 26)
 - 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, the peer group was expanded to a larger scope of employers within the Seattle Metro/Puget Sound area
- ◆ A custom higher education survey was developed and administered 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
 - Seventy-seven (77) higher education institutions were invited to participate
 - Thirty-two (32) institutions, 42%, responded to the survey
- ◆ Forty-seven (47) jobs were included in the non-health care study
- ◆ All UW pay data is effective as of July 1, 2018
- ◆ All market data in this report have been aged using an aging factor of 3% and are effective as of: July 1, 2018

UNIVERSITY OF WASHINGTON NON-HEALTH CARE BENCHMARK JOBS

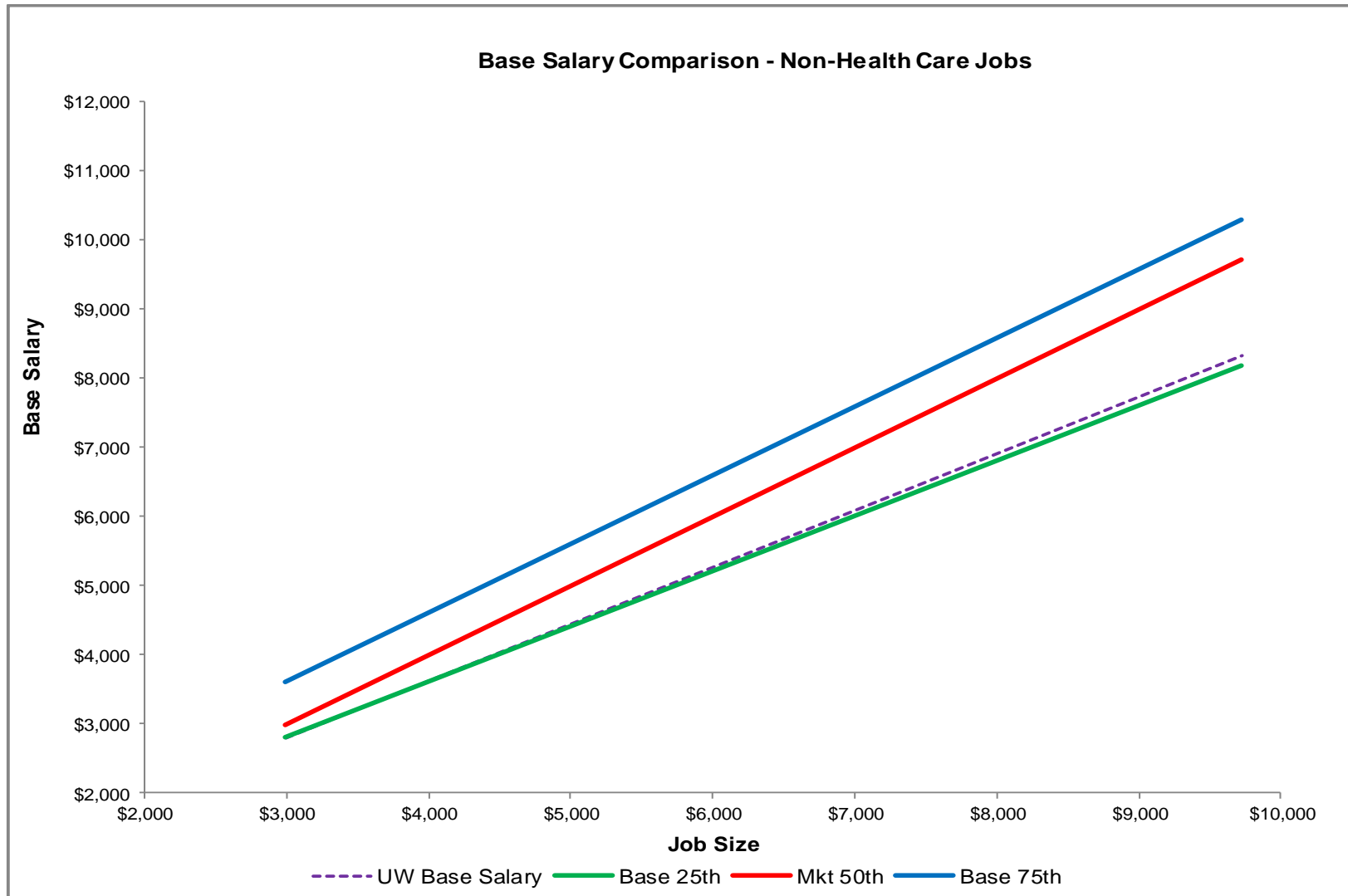
| | | |
|----------------------------|---------------------------------|-------------------------------|
| Accountant 2 | Food Service Worker | Motor Equipment Mechanic |
| Administrative Assistant 2 | Gardener 2 | Painter |
| Animal Technician 2 | Graphic Designer/Illustrator | Photographer 2 |
| Buyer 2 | Health Physicist 2 | Plumber/Pipe/Steamfitter |
| Carpenter | Heavy Equipment Operator | Police Dispatcher |
| Cashier 1 | Human Resource Assistant Senior | Psychometrist 2 |
| Computer Operator 2 | Industrial Hygienist 2 | Recreation Coordinator 2 |
| Computer Support Analyst 2 | Information Specialist 2 | Registered Nurse 2 - Research |
| Control Technician | Instrument Maker 2 | Research Technologist 2 |
| Cook | Laboratory Technician 2 | Security Guard |
| Custodian | Legal Secretary 2 | Systems Analyst/Programmer 2 |
| Drafting Technician 2 | Library Technician II | Truck Driver 2 |
| Editor-Publications 2 | Mail Rater | Veterinary Specialist 3 |
| Electrician | Maintenance Mechanic 1 | Warehouse Worker 2 |
| Electronics Technician 2 | Media Technician Senior | Welder - Fabricator |
| Fiscal Technician 2 | Messenger Driver | |

FINDINGS – NON-HEALTH CARE

- ◆ On balance, most of the University's Non-Health Care pay is closely aligned with the market 25th percentile
 - On average, base pay is approximately 2% above the market 25th percentile, and 10% below the market 50th percentile
- ◆ Actual pay falls generally within a normal range around the market “trend” for many positions, however some positions fall above the 120% as well as below 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.
- ◆ A summary of the market data can be found on pages 9 through 11

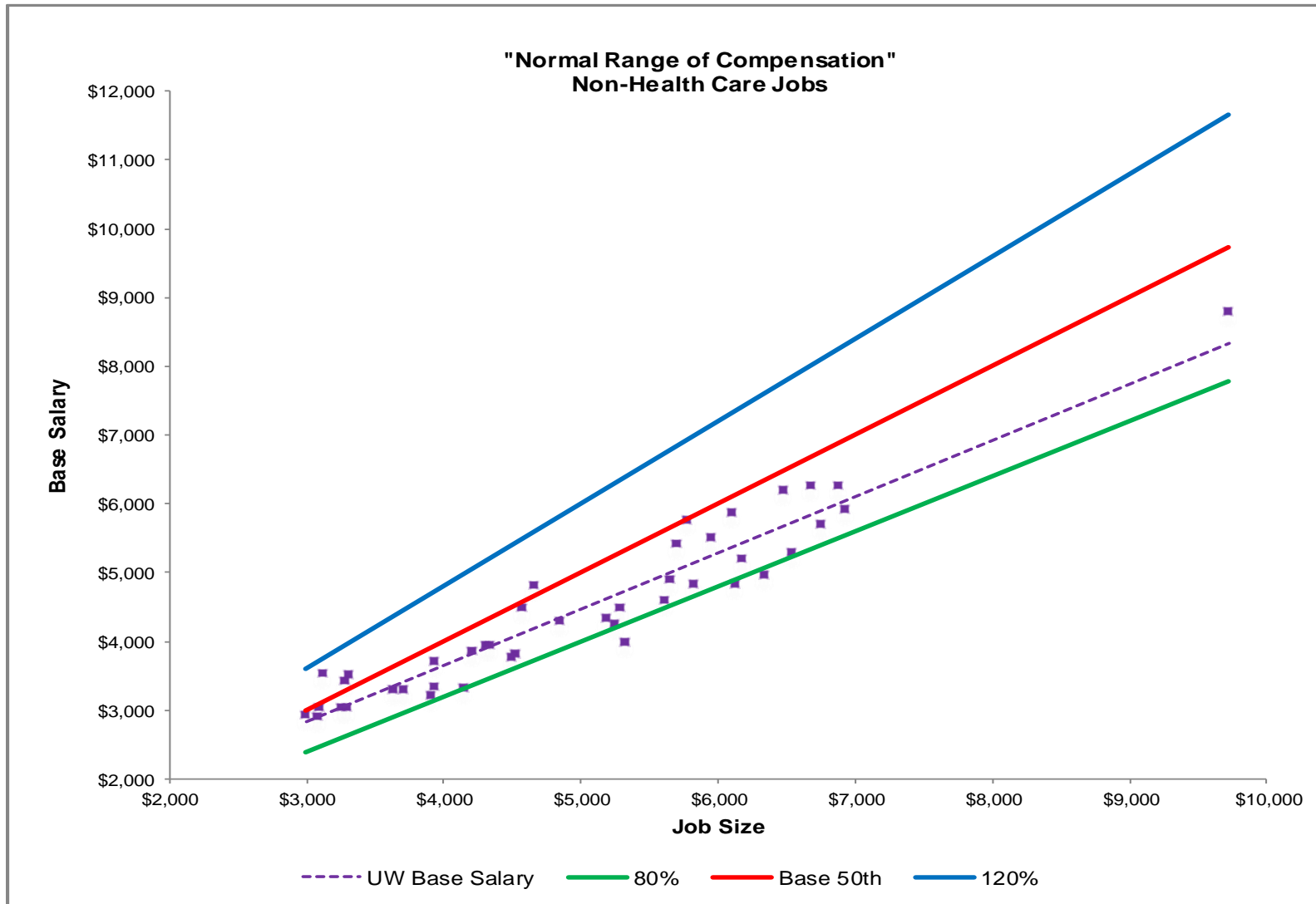
FINDINGS – NON-HEALTH CARE (continued)

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



FINDINGS – NON-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 50th 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 abbreviation and corresponding job code matched to the University job title:

PSA – Puget Sound Area 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 50th: The ratio of University average pay to the market 50th percentile

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

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

Mkt Base 50th: The value at which 50% of organizations pay base salary below and 50% pay above. This statistic is also known as the median or “middle” value of the market

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 Incumbts | Mkt Base 50th |
|------------------------------------|---------------------|-------------------------------------|---------------|-----------------|-------------|------------------|----------------------|---------------|
| Accountant 2 | PSA 2.02 | Accountant | 6 | \$4,593 | 81.9% | 44 | 212 | \$5,606 |
| Administrative Assistant 2 | PSA 1.02 | Administrative Assistant II | 13 | \$3,311 | 79.8% | 44 | 1108 | \$4,148 |
| Animal Technician 2 | HEC 301 | Animal Technician | 11 | \$3,045 | 93.5% | 25 | 329 | \$3,257 |
| Buyer 2 | HC 13.19; PSA 1.23 | Buyer / Purchasing Agent; Buyer | 6 | \$4,342 | 83.8% | 43 | 195 | \$5,178 |
| Carpenter | PSA 4.05 | Carpenter | 30 | \$5,201 | 84.2% | 16 | 103 | \$6,176 |
| Cashier 1 | HC 10.01* | Food Service Cashier | 11 | \$3,034 | 92.1% | 9 | 154 | \$3,293 |
| Computer Operator 2 | PSA 3.04* | Computer Operator | 0 | | | 5 | 7 | \$4,304 |
| Computer Support Analyst 2 | PSA 3.24a | Network Administrator | 64 | \$5,697 | 84.4% | 16 | 36 | \$6,750 |
| Control Technician | WPE 10.03c | HVAC Engineer | 32 | \$6,207 | 95.9% | 7 | 82 | \$6,471 |
| Cook | HC 10.04a; PSA 5.24 | Cook; Cook | 43 | \$3,293 | 88.9% | 19 | 214 | \$3,705 |
| Custodian | HC 9.08; PSA 4.10a | Housekeeper; Custodian | 713 | \$3,047 | 98.7% | 33 | 1306 | \$3,087 |
| Drafting Technician 2 | PSA 6.02 | Drafter / CAD Operator - Senior | 1 | \$4,962 | 78.3% | 7 | 20 | \$6,339 |
| Editor-Publications 2 | PSA 5.03 | Editor - Internal Publications | 0 | | | 10 | 19 | \$6,358 |
| Electrician | PSA 4.06 | Electrician | 37 | \$6,257 | 91.0% | 19 | 163 | \$6,880 |
| Electronics Technician 2 | PSA 6.23* | Instrument / Electronics Technician | 1 | \$4,498 | 85.1% | 6 | 23 | \$5,288 |
| Fiscal Technician 2 | PSA 2.05 | Accounting Clerk | 6 | \$3,351 | 85.3% | 40 | 248 | \$3,929 |

* Indicates job where insufficient data was available for the primary group of peers and a broader selection of employers within the Puget Sound Area was used.

NON-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 Incumbts | Mkt Base 50th |
|------------------------------------|--------------------|--|---------------|-----------------|-------------|------------------|----------------------|-------------------|
| Food Service Worker | HC 10.02; PSA 5.25 | Food Service Worker; Food Service Worker | 96 | \$2,935 | 98.0% | 17 | 748 | \$2,994 |
| Gardener 2 | PSA 4.11 | Gardener / Groundskeeper | 36 | \$3,705 | 94.2% | 17 | 172 | \$3,935 |
| Graphic Designer/Illustrator | PSA 5.08 | Graphic Artist | 7 | \$4,246 | 80.9% | 18 | 28 | \$5,250 |
| Health Physicist 2 | HEC 302 | Health Physicist | 0 | | | 20 | 81 | \$6,635 |
| Heavy Equipment Operator | WPE 10.1* | Heavy / Construction Equipment Operator | 2 | \$5,512 | 92.7% | 4 | 91 | \$5,947 |
| Human Resource Assistant Senior | PSA 7.02 | Human Resources Assistant II | 8 | \$3,956 | 91.8% | 29 | 92 | \$4,311 |
| Industrial Hygienist 2 | HEC 304 | Industrial Hygienist | 5 | \$5,881 | 96.5% | 23 | 78 | \$6,093 |
| Information Specialist 2 | PSA 5.04 | Writer - Publications | 1 | \$4,498 | 98.5% | 5 | 8 | \$4,566 |
| Instrument Maker 2 | PSA 6.14** | Journey Tool And Die Maker | 3 | \$5,557 | | | | insufficient data |
| Laboratory Technician 2 | PSA 6.11 | Lab Technician | 16 | \$3,220 | 82.4% | 13 | 305 | \$3,909 |
| Legal Secretary 2 | PSA 1.06 | Legal Secretary | 3 | \$4,296 | 88.6% | 11 | 64 | \$4,848 |
| Library Technician II | PSA 5.17 | Library Assistant | 7 | \$3,300 | 90.8% | 10 | 35 | \$3,633 |
| Mail Rater | PSA 1.14 | Mail Clerk | 6 | \$3,437 | 104.6% | 24 | 50 | \$3,285 |
| Maintenance Mechanic 1 | PSA 4.03a | General Maintenance Mechanic | 22 | \$3,779 | 84.0% | 27 | 173 | \$4,496 |
| Media Technician Senior | PSA 5.31b | Multimedia Technician | 4 | \$4,002 | 75.2% | 6 | 6 | \$5,320 |
| Messenger Driver | PSA 4.12 | Motor Messenger / Van Driver | 14 | \$2,904 | 94.3% | 13 | 84 | \$3,080 |

* Indicates job where insufficient data was available for the primary group of peers and a broader selection of employers within the Puget Sound Area was used.

** PSA 6.14 Journey Tool and Die Maker – Benchmark job discontinued and removed from the Puget Sound Area survey in 2018.

NON-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 Incumbts | Mkt Base 50th |
|------------------------------------|--------------------|------------------------------|---------------|-----------------|-------------|------------------|----------------------|---------------|
| Motor Equipment Mechanic | PSA 4.02a | Auto Fleet Mechanic | 4 | \$5,417 | 95.2% | 13 | 74 | \$5,692 |
| Painter | PSA 4.07 | Painter | 24 | \$4,911 | 87.0% | 19 | 103 | \$5,644 |
| Photographer 2 | PSA 5.01 | Photographer | 3 | \$4,839 | 79.0% | 7 | 13 | \$6,124 |
| Plumber/Pipe/Steamfitter | PSA 4.08 | Plumber | 25 | \$6,259 | 93.7% | 11 | 47 | \$6,679 |
| Police Dispatcher | WPE 13.15a* | Emergency Dispatcher | 9 | \$4,839 | 83.1% | 5 | 66 | \$5,821 |
| Psychometrist 2 | HEC 305 | Psychometrist | 2 | \$4,820 | 103.4% | 5 | 30 | \$4,663 |
| Recreation Coordinator 2 | WPE 11.06 | Recreation Coordinator | 2 | \$5,296 | 81.0% | 6 | 31 | \$6,538 |
| Registered Nurse 2 - Research | HC 2.08 | Research Registered Nurse | 13 | \$8,810 | 90.6% | 5 | 8 | \$9,722 |
| Research Technologist 2 | HEC 306 | Research Technologist | 19 | \$3,865 | 91.8% | 24 | 2,393 | \$4,210 |
| Security Guard | PSA 4.01a | Security Guard (Unarmed) | 14 | \$3,506 | 105.9% | 13 | 434 | \$3,311 |
| Systems Analyst/Programmer 2 | PSA 3.15 | Programmer / Analyst | 5 | \$5,913 | 85.4% | 16 | 58 | \$6,921 |
| Truck Driver 2 | PSA 4.13 | Truck Driver | 26 | \$3,947 | 91.1% | 10 | 72 | \$4,333 |
| Veterinary Specialist 3 | HEC 303 | Veterinary Specialist | 2 | \$3,823 | 84.6% | 18 | 316 | \$4,517 |
| Warehouse Worker 2 | PSA 4.16 | Material Handler / Warehouse | 6 | \$3,532 | 113.3% | 16 | 533 | \$3,118 |
| Welder - Fabricator | PSA 4.09 | Welder | 1 | \$5,778 | 100.2% | 9 | 50 | \$5,767 |

* Indicates job where insufficient data was available for the primary group of peers and a broader selection of employers within the Puget Sound Area was used.

GENERAL SURVEY INFORMATION – HEALTH CARE

- ◆ Benchmarks were identified in consultation with University of Washington Human Resource Compensation 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, the group was expanded to include all Puget Sound area health care participants
- ◆ Sixty-three (63) jobs were included in the study
- ◆ All UW pay data is effective as of July 1, 2018
- ◆ All market data in this report have been aged using an aging factor of 3% and are effective as of: July 1, 2018

UNIVERSITY OF WASHINGTON HEALTH CARE SURVEY PEER GROUP

- ✓ EvergreenHealth*
- ✓ Kaiser Foundation Health Plan of Washington
- ✓ 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 First Hill*
- ✓ 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* | Imaging Technologist | Patient Care Coordinator |
| Biomedical Electronics Technician 2 | Imaging Technologist-Angiography | Patient Services Specialist 2 |
| Cardiac Monitor Technician | Imaging Technologist - Computed Tomography* | Pharmacist 2 |
| Cardiac Technologist | Imaging Technologist - Magnetic Resonance Imaging* | Pharmacy Technician 1 |
| Clinical Laboratory Technician 2 | Imaging Technologist-Mammo | Phlebotomist |
| Coding Specialist 2 | Laundry Operator 1 | Physical Therapist 2 |
| Cytology Technologist 2 | Licensed Practical Nurse | Physical Therapy Assistant 1 |
| Dental Assistant 2 | Medical Assistant | Polysomnographic Technologist |
| Dental Hygienist | Medical Interpreter 1 | Radiation Therapy Dosimetrist |
| Diagnostic Medical Sonographer* | Medical Laboratory Scientist 1 | Radiation Therapy Technologist |
| Dietary Unit Clerk | Medical Transcriptionist 2 | Recreation Therapist 1 |
| Dietitian 1 | Mental Health Practitioner | Registered Nurse 2 |
| Electrocardiograph Technician 1 | Mental Health Specialist 2 | Rehabilitation Counselor 2 |
| Electroneurodiagnostic Technologist 2 | Nuclear Med PET/CT Technologist | Respiratory Care Practitioner |
| Financial Access Specialist 2 | Nuclear Med Technologist 1* | Soc Worker 1 - Academic Medical Centers |
| Genetics Counselor 1 | Occupational Therapist 1 | Social Worker |
| Health Care Specialist | Occupational Therapy Assistant 2 | Speech Pathologist/Audiologist Spec 1 |
| Health Information Technician 1 | Ophthalmic Technician 2 | Stockroom Attendant 2 |
| Histologic Technician 2 | Optician Licensed - Dispensing | Supply Chain Technician 1 |
| Hospital Assistant | Orthopaedic Technician 1 | Surgical Technologist |
| Hospital Central Services Technician 1 | Patient Account Representative 2 | Telephone Communications Operator-Hosp |

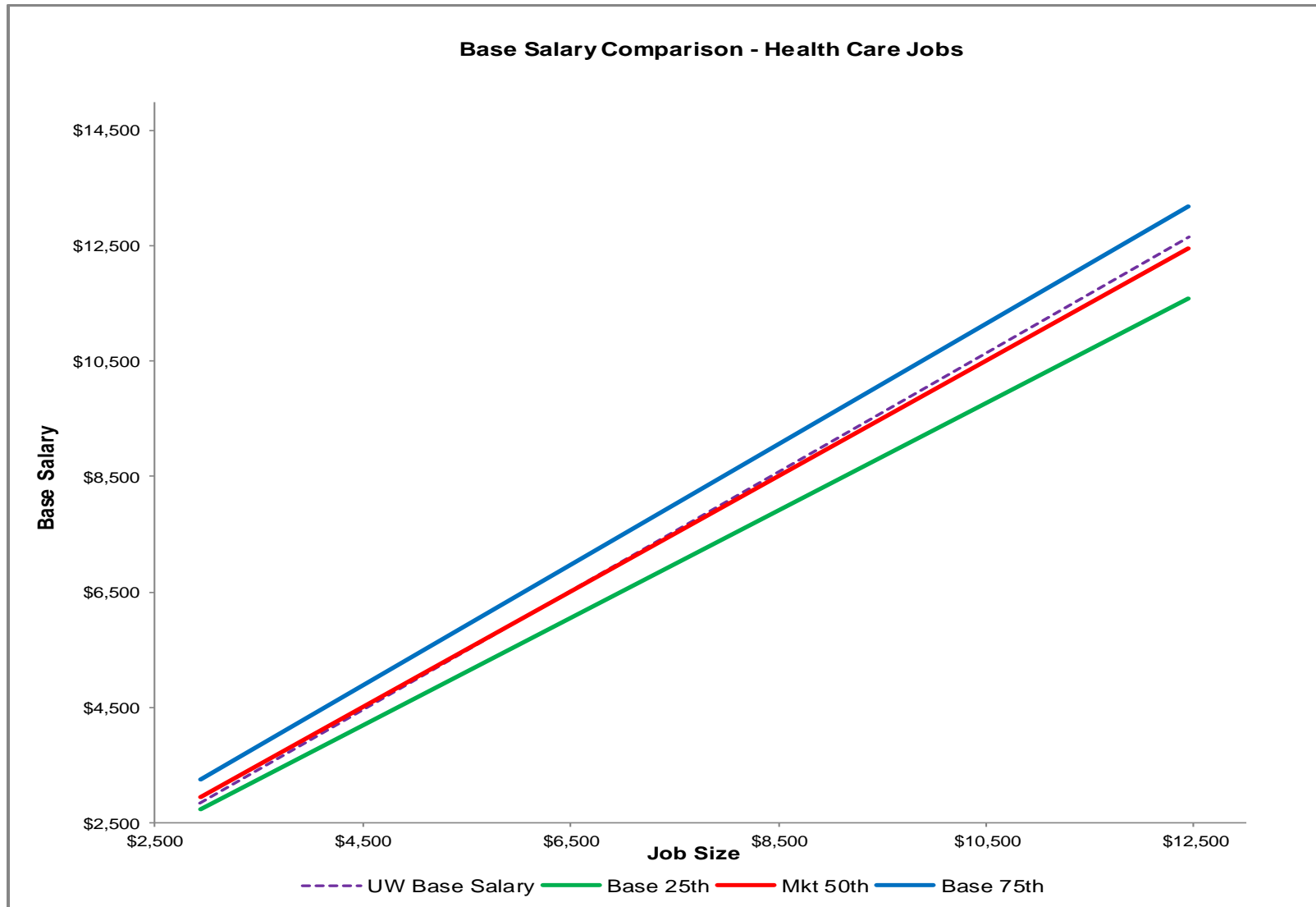
**Indicates imaging and nuclear medicine job where a select group of hospitals were used for comparison.*

FINDINGS – HEALTH CARE

- ◆ On balance, most of the University's pay is above the market 25th percentile
 - On average, base pay is 7% above the market 25th percentile, and 1% below the market 50th percentile
- ◆ Actual pay falls within a normal range around the market "trend" for these 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 22

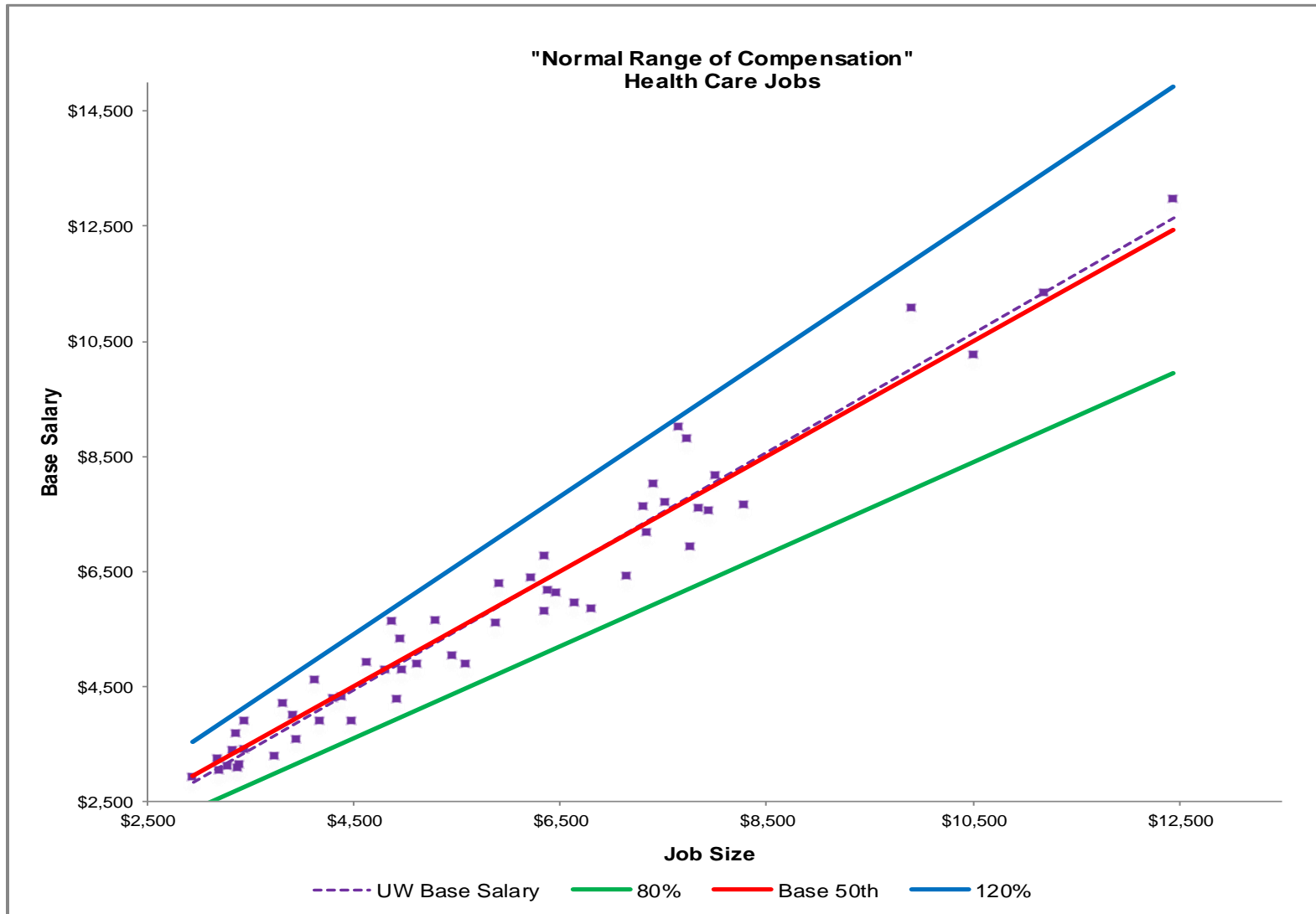
FINDINGS – HEALTH CARE (continued)

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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 50th 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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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 50th: The ratio of University average pay to the market 50th percentile

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

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

Mkt Base 50th: The value at which 50% of organizations pay base salary below and 50% pay above. This statistic is also known as the median or "middle" value of the market

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 Incumbs | Mkt Base 50th |
|---------------------------------------|--------------------|---|---------------|-----------------|-------------|------------------|---------------------|---------------|
| Anesthesiology Technician 2 | 2.14 | Anesthesia Technician | 37 | \$4,793 | 96.6% | 7 | 61 | \$4,961 |
| Biomedical Electronics Technician 2 | 9.02 | Biomedical Technician | 23 | \$5,962 | 89.8% | 7 | 37 | \$6,639 |
| Cardiac Monitor Technician | 2.25 | Telemetry / Monitor Technician | 17 | \$3,587 | 90.9% | 6 | 173 | \$3,947 |
| Cardiac Technologist | 1.09 | Cardiovascular Technologist | 0 | | | 6 | 75 | \$7,583 |
| Clinical Laboratory Technician 2 | 6.06 | Medical Lab Technician | 68 | \$4,274 | 86.9% | 11 | 103 | \$4,916 |
| Coding Specialist 2 | 11.03 | Registered Health Information Tech / Coder (RHIT) | 5 | \$5,640 | 116.0% | 8 | 94 | \$4,864 |
| Cytology Technologist 2 | 6.07* | Cytotechnologist | 2 | \$8,802 | 113.8% | 5 | 41 | \$7,734 |
| Dental Assistant 2 | 1.34a* | Dental Assistant | 41 | \$3,913 | 113.8% | 6 | 184 | \$3,439 |
| Dental Hygienist | 1.35* | Dental Hygienist | 4 | \$9,000 | 117.6% | 7 | 26 | \$7,654 |
| Diagnostic Medical Sonographer | 1.07 | Ultrasonographer | 5 | \$7,659 | 92.5% | 7 | 98 | \$8,284 |
| Dietary Unit Clerk | 10.05 | Dietetic Assistant | 37 | \$3,039 | 95.1% | 6 | 146 | \$3,196 |
| Dietitian 1 | 10.07 | Dietitian - (Registered) | 0 | | | 10 | 165 | \$5,723 |
| Electrocardiograph Technician 1 | 1.13 | EKG / Cardio Technician | 0 | | | 7 | 35 | \$4,228 |
| Electroneurodiagnostic Technologist 2 | 1.06 | EEG Technician | 7 | \$5,616 | 95.5% | 8 | 38 | \$5,879 |
| Financial Access Specialist 2 | 12.03 | Financial Counselor | 87 | \$4,328 | 98.9% | 9 | 49 | \$4,375 |
| Genetics Counselor 1 | 1.27 | Genetics Counselor | 1 | \$6,422 | 89.9% | 8 | 18 | \$7,141 |

*Indicates job where insufficient data was available for the peer group, and an "all" Puget Sound 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 Incumb | Mkt Base 50th |
|--|--------------------|---|---------------|-----------------|-------------|------------------|--------------------|-------------------|
| Health Care Specialist | 2.10a; 2.16a* | Nurse Practitioner - Primary Care; Physician Assistant - Primary Care | 116 | \$10,275 | 97.8% | 20 | 639 | \$10,511 |
| Health Information Technician 1 | 11.02a | Health Information Management Technician | 3 | \$3,279 | 87.7% | 9 | 101 | \$3,737 |
| Histologic Technician 2 | 6.09b* | Histology Technologist | 2 | \$4,900 | 87.7% | 5 | 36 | \$5,588 |
| Hospital Assistant | 2.04 | Nursing Assistant, Certified (NAC) | 329 | \$3,117 | 94.9% | 10 | 2,128 | \$3,283 |
| Hospital Central Services Technician 1 | 9.09a | Sterile Processing Technician (Non-Certified) | 12 | \$3,420 | 99.6% | 6 | 83 | \$3,434 |
| Imaging Technologist | 1.03 | Radiology Technologist (Registered) | 87 | \$6,287 | 106.4% | 11 | 442 | \$5,909 |
| Imaging Technologist-Angiography | 1.11 | Vascular / Angiography Tech - Special Procedures | 29 | \$7,714 | 102.5% | 5 | 59 | \$7,526 |
| Imaging Technologist-Comp Tomo | 1.01 | Computed Tomography Technologist (CT Tech) | 59 | \$7,193 | 97.9% | 7 | 93 | \$7,348 |
| Imaging Technologist-Mag Res Imaging | 1.02 | MRI Technologist | 24 | \$8,165 | 101.9% | 7 | 69 | \$8,011 |
| Imaging Technologist-Mammo | 1.04 | Mammography Technologist | 2 | \$8,023 | 108.3% | 10 | 126 | \$7,405 |
| Laundry Operator 1 | 9.07* | Laundry / Linen Worker | 49 | \$2,910 | 98.9% | 6 | 39 | \$2,941 |
| Licensed Practical Nurse | 2.06a | LPN - Acute Care | 0 | | | 7 | 277 | \$4,935 |
| Medical Assistant | 2.01 | Medical Assistant | 319 | \$4,198 | 109.8% | 11 | 1,657 | \$3,822 |
| Medical Interpreter 1 | 13.14 | Medical Interpreter | 37 | \$4,319 | | | | insufficient data |
| Medical Laboratory Scientist 1 | 6.05 | Medical Technologist (ASCP) | 207 | \$6,121 | 94.7% | 12 | 340 | \$6,464 |
| Medical Transcriptionist 2 | 11.01a | Transcriptionist | 10 | \$3,892 | 87.0% | 6 | 47 | \$4,474 |

*Indicates job where insufficient data was available for the peer group, and an "all" Puget Sound 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 Incumbs | Mkt Base 50th |
|------------------------------------|--------------------|--|---------------|-----------------|-------------|------------------|---------------------|---------------|
| Mental Health Practitioner | 5.05 | Mental Health Practitioner | 45 | \$5,849 | 85.9% | 6 | 145 | \$6,807 |
| Mental Health Specialist 2 | 5.06 | Mental Health Specialist | 54 | \$3,899 | 93.4% | 5 | 56 | \$4,176 |
| Nuclear Med PET/CT Technologist | 1.05b* | PET Technologist / Nuclear Medicine | 11 | \$11,087 | 111.9% | 5 | 11 | \$9,909 |
| Nuclear Med Technologist 1 | 1.05a | Nuclear Medicine Technologist | 0 | | | 7 | 28 | \$8,457 |
| Occupational Therapist 1 | 1.21 | Occupational Therapist (Registered) | 20 | \$6,939 | 89.4% | 9 | 237 | \$7,762 |
| Occupational Therapy Assistant 2 | 1.2 | Occupational Therapy Assistant (Certified) | 1 | \$5,651 | 106.8% | 7 | 31 | \$5,292 |
| Ophthalmic Technician 2 | 8.01b* | Ophthalmic Technician (Certified) | 11 | \$4,780 | 99.6% | 8 | 88 | \$4,800 |
| Optician Licensed - Dispensing | 8.02* | Licensed Optician | 1 | \$5,334 | 107.6% | 5 | 21 | \$4,959 |
| Orthopaedic Technician 1 | 1.31* | Orthopedic (Cast) Technician | 1 | \$4,917 | 106.3% | 9 | 44 | \$4,625 |
| Patient Account Representative 2 | 12.02a | Billor | 87 | \$4,014 | 102.7% | 6 | 105 | \$3,907 |
| Patient Care Coordinator | 2.18 | Surgery Scheduler | 140 | \$4,629 | 112.1% | 8 | 186 | \$4,129 |
| Patient Services Specialist 2 | 13.09 | Medical Receptionist | 411 | \$3,674 | 109.4% | 9 | 727 | \$3,357 |
| Pharmacist 2 | 7.05 | Pharmacist | 63 | \$11,360 | 101.6% | 9 | 452 | \$11,183 |
| Pharmacy Technician 1 | 7.02 | Pharmacy Technician | 129 | \$4,292 | 99.9% | 9 | 670 | \$4,297 |
| Phlebotomist | 6.03 | Phlebotomist | 67 | \$3,078 | 91.2% | 8 | 309 | \$3,377 |
| Physical Therapist 2 | 1.23 | Physical Therapist | 22 | \$7,604 | 97.0% | 8 | 286 | \$7,836 |

*Indicates job where insufficient data was available for the peer group, and an "all" Puget Sound 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 Incumb | Mkt Base 50th |
|---|--------------------|--|---------------|-----------------|-------------|------------------|--------------------|-------------------|
| Physical Therapy Assistant 1 | 1.22 | Physical Therapy Assistant | 3 | \$5,027 | 92.1% | 9 | 103 | \$5,458 |
| Polysomnographic Technologist | 1.33 | Polysomnographic Technologist (Registered) | 1 | \$6,182 | 96.9% | 5 | 52 | \$6,377 |
| Radiation Therapy Dosimetrist | 1.29 | Dosimetrist | 5 | \$12,990 | 104.4% | 8 | 18 | \$12,445 |
| Radiation Therapy Technologist | 1.28 | Radiation Therapist | 0 | | | 8 | 78 | \$8,972 |
| Recreation Therapist 1 | 1.25 | Recreation Therapist | 0 | | | 5 | 26 | \$5,968 |
| Registered Nurse 2 | 2.07a | RN - Acute Care | 2,692 | \$7,546 | 95.0% | 9 | 10,433 | \$7,946 |
| Rehabilitation Counselor 2 | 1.24 | Vocational Rehabilitation Counselor | 3 | \$6,246 | | | | insufficient data |
| Respiratory Care Practitioner | 1.17 | Respiratory Care Practitioner (Registered) | 120 | \$6,392 | 102.7% | 9 | 472 | \$6,226 |
| Soc Worker 1 - Academic Medical Centers | 5.02a | Social Worker - Master's | 10 | \$5,791 | 91.3% | 8 | 163 | \$6,346 |
| Social Worker | 5.02a | Social Worker - Master's | 94 | \$6,771 | 106.7% | 8 | 163 | \$6,346 |
| Speech Pathologist/Audiologist Spec 1 | 1.18 | Speech Language Pathologist | 22 | \$7,624 | 104.4% | 8 | 168 | \$7,306 |
| Stockroom Attendant 2 | 9.1* | Central Service Distribution Technician | 26 | \$3,242 | 102.0% | 9 | 192 | \$3,179 |
| Supply Chain Technician 1 | 9.11 | Storekeeper | 50 | \$3,389 | 101.7% | 8 | 110 | \$3,333 |
| Surgical Technologist | 2.2 | Operating Room Technician | 75 | \$4,894 | 95.5% | 9 | 431 | \$5,122 |
| Telephone Communications Operator-Hosp | 13.08 | Telephone Operator | 22 | \$3,145 | 92.6% | 8 | 118 | \$3,396 |

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

MILLIMAN PUGET SOUND AREA SALARY SURVEY – SURVEY PARTICIPANTS WITH >500 EMPLOYEES

| | | | |
|--|---|------------------------------------|---|
| Alaska Airlines, Inc. | Fred Hutchinson Cancer Research Center | PACCAR Inc | Seattle University |
| Astronics Advanced Electronic Systems | Gensco Inc. | Pacific Lutheran University | Snohomish County |
| Aviation Technical Services, Inc. | GM Nameplate, Inc. | Pacific Northwest Ballet | Snohomish County PUD |
| Bloodworks Northwest | HealthPoint | Perkins Coie LLP | Sno-Isle Libraries |
| Brooks Sports, Inc. | Holland America Line Inc. | Pierce County | Sound Transit |
| CHI Franciscan Health | Horizon Air | Port of Seattle | Symetra Financial |
| City of Bellevue | Kaiser Foundation Health Plan of Washington | Precor Incorporated | The Everett Clinic |
| City of Kent | King County | Premera Blue Cross | The Polyclinic |
| City of Redmond | KPFF Consulting Engineers | Providence Health & Services | The Seattle Times Company |
| City of Seattle | Milliman, Inc. | Puget Sound Energy | Toray Composite Materials America, Inc. |
| City of Tacoma & Tacoma Public Utilities | Moss Adams LLP | Recreational Equipment, Inc. (REI) | TrueBlue, Inc. |
| CRISTA Ministries | MultiCare Health System | Savers, Inc. | UniSea, Inc. |
| Davis Wright Tremaine LLP | Nintendo of America, Inc. | Seattle Children's | University of Puget Sound |
| Emerald Queen Hotel & Casinos | Nordstrom, Inc. | Seattle Housing Authority | Virginia Mason Medical Center |
| EvergreenHealth | Northwest Hospital & Medical Center | Seattle Pacific University | Weyerhaeuser Company |
| Exotic Metals Forming Company LLC | Overlake Hospital Medical Center | Seattle Public Schools | Wireless Advocates |

MILLIMAN PUGET SOUND AREA SALARY SURVEY – SURVEY PARTICIPANTS WITH >200 EMPLOYEES

| | | | |
|---|---|-------------------------------------|---|
| Alaska Airlines, Inc. | Davis Wright Tremaine LLP | Nintendo of America, Inc. | Snohomish County |
| Applied Technical Services | Emerald Queen Hotel & Casinos | Nordstrom, Inc. | Snohomish County PUD |
| Astronics Advanced Electronic Systems | EvergreenHealth | Northwest Hospital & Medical Center | Sno-Isle Libraries |
| Aviation Technical Services, Inc. | Exotic Metals Forming Company LLC | Overlake Hospital Medical Center | Sound Credit Union |
| Bastyr University | Foster Pepper PLLC | PACCAR Inc | Sound Transit |
| Benaroya Research Institute | Fred Hutchinson Cancer Research Center | Pacific Lutheran University | Symetra Financial |
| Bloodworks Northwest | Gensco Inc. | Pacific Northwest Ballet | Tacoma-Pierce County Health Department |
| Brooks Sports, Inc. | GeoEngineers, Inc. | Perkins Coie LLP | The Bellevue Club |
| Burkhart Dental Supply | GM Nameplate, Inc. | Pexco Aerospace | The Doctors Clinic |
| Carlile Transportation | Harborstone Credit Union | Pierce County | The Everett Clinic |
| CHI Franciscan Health | Hartung Glass Industries | Port of Seattle | The Northwest School |
| City of Bellevue | HealthPoint | Port of Tacoma | The Polyclinic |
| City of Bremerton | Holland America Line Inc. | Precor Incorporated | The Seattle Times Company |
| City of Issaquah | Horizon Air | Premera Blue Cross | The Space Needle and Chihuly Garden and Glass |
| City of Kent | Incyte Diagnostics | Providence Health & Services | Toray Composite Materials America, Inc. |
| City of Lakewood | Kaas Tailored | Puget Sound Energy | TrueBlue, Inc. |
| City of Redmond | Kaiser Foundation Health Plan of Washington | Radia Inc., PS | Unico Properties LLC |
| City of Seattle | King County | Recreational Equipment, Inc. (REI) | UniSea, Inc. |
| City of Tacoma & Tacoma Public Utilities | KPFF Consulting Engineers | Savers, Inc. | University of Puget Sound |
| Coinstar, LLC | Lakeside School | Seattle Children's | UW Physicians |
| Community Health Center of Snohomish County | Milliman, Inc. | Seattle Housing Authority | Virginia Mason Medical Center |
| Community Health Plan of Washington | Moss Adams LLP | Seattle Pacific University | Weyerhaeuser Company |
| Concrete Technology Corporation | MultiCare Health System | Seattle Public Schools | Wireless Advocates |
| CRISTA Ministries | Mutual of Enumclaw Insurance Company | Seattle University | Woodland Park Zoo |

MILLIMAN WASHINGTON PUBLIC EMPLOYERS SALARY SURVEY – PUGET SOUND AREA >500 EMPLOYEES

| | |
|--|---------------------------|
| City of Bellevue | Port of Seattle |
| City of Kent | Seattle Housing Authority |
| City of Redmond | Seattle Public Schools |
| City of Seattle | Snohomish County |
| City of Tacoma & Tacoma Public Utilities | Snohomish County PUD |
| King County | Sno-Isle Libraries |
| Pierce County | Sound Transit |

MILLIMAN WASHINGTON PUBLIC EMPLOYERS SALARY SURVEY – PUGET SOUND AREA >200 EMPLOYEES

| | |
|--|---------------------------|
| City of Bellevue | Port of Seattle |
| City of Issaquah | Port of Tacoma |
| City of Kent | Seattle Housing Authority |
| City of Redmond | Seattle Public Schools |
| City of Seattle | Snohomish County |
| City of Tacoma & Tacoma Public Utilities | Snohomish County PUD |
| King County | Sno-Isle Libraries |
| Pierce County | Sound Transit |

MILLIMAN NORTHWEST HEALTH CARE SALARY SURVEY – PEER GROUP

| | |
|---|--------------------------------|
| EvergreenHealth* | Seattle Cancer Care Alliance* |
| Kaiser Foundation Health Plan of Washington | Seattle Children's* |
| MultiCare Health System | Swedish Edmonds* |
| Northwest Hospital & Medical Center* | Swedish First Hill* |
| Overlake Hospital Medical Center* | Valley Medical Center* |
| Providence Regional Medical Center Everett | Virginia Mason Medical Center* |

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

MILLIMAN NORTHWEST HEALTH CARE SALARY SURVEY – ALL PUGET SOUND

| | | |
|---|---|--|
| CHI Franciscan Health | Swedish Cherry Hill | Country Doctor Community Health Centers |
| CHI Harrison Medical Center | Swedish Edmonds | HealthPoint |
| CHI Highline Medical Center | Swedish First Hill | King County |
| EvergreenHealth | Swedish Issaquah | Laboratory Corporation of America |
| Kaiser Foundation Health Plan of Washington | Swedish Mill Creek | Northwest Eye Surgeons |
| MultiCare Health System | The Everett Clinic | Northwest Kidney Centers |
| Northwest Hospital & Medical Center | Valley Medical Center | Olympic Peninsula Kidney Centers |
| Overlake Hospital Medical Center | Virginia Mason Medical Center | Pacific Vascular, Inc. |
| Pioneer Human Services | Washington Gastroenterology | Peninsula Community Health Services |
| Proliance Surgeons, Inc. | Asian Counseling and Referral Service | Puyallup Tribal Health Authority |
| Providence Regional Medical Center Everett | Bastyr University | Qualis Health |
| Radia Inc., PS | CellNetix Pathology & Laboratories | SCCA Proton Therapy Center |
| Seattle Cancer Care Alliance | Center for Diagnostic Imaging (CDI) - Puget Sound | Tacoma Valley Radiation Oncology Centers |
| Seattle Children's | CHI Franciscan Medical Group | The Doctors Clinic |
| Snoqualmie Valley Hospital & Clinics | Community Health Center of Snohomish County | The Polyclinic |
| Swedish Ballard | Community Health Plan of Washington | |

HIGHER EDUCATION CUSTOM SURVEY – ALL INVITED / PARTICIPANTS

| | | |
|------------------------------------|---|--|
| Baylor University* | Seattle Central Community College | University of Iowa * |
| Bellevue Community College | Seattle University* | University of Kansas |
| Boise State University | Shoreline Community College | University of Kentucky* |
| Cascadia Community College | South Puget Sound Community College | University of Maryland |
| Colorado State University | Stanford University | University of Massachusetts- Amherst |
| Cornell University* | Syracuse University* | University of Michigan - Ann Arbor * |
| Duke University | Tacoma Community College | University of Minnesota Twin Cities* |
| Edmonds Community College | Temple University | University of Missouri - Columbia |
| Everett Community College | Texas A&M University * | University of Montana |
| Florida State University* | University of Alabama | University of New Mexico - Albuquerque* |
| Georgetown University | University of Arizona * | University of North Carolina - Chapel Hill |
| Georgia Institute of Technology* | University of California - Berkeley | University of Notre Dame* |
| Green River Community College | University of California - Davis | University of Oregon |
| Highline Community College | University of California - Irvine | University of Pennsylvania* |
| Indiana University | University of California - Los Angeles | University of Pittsburgh * |
| Iowa State University* | University of California - San Diego | University of Rochester* |
| Johns Hopkins University | University of California--San Francisco | University of Texas - Austin* |
| Michigan State University * | University of Chicago | University of Utah * |
| Montana State University | University of Cincinnati | University of Virginia |
| New York University | University of Colorado- Boulder* | University of Wisconsin at Madison |
| North Carolina State University | University of Connecticut | Virginia Polytechnic Institute* |
| Ohio State University | University of Dayton* | Washington State University * |
| Oregon Health Sciences University* | University of Florida* | West Virginia University* |
| Penn State* | University of Georgia | Western Washington University |
| Pierce College | University of Hawaii at Manoa* | Yale University* |
| Rutgers University* | University of Illinois at Chicago | |

* 2018 Survey Participant

HIGHER EDUCATION CUSTOM SURVEY – SURVEY PARTICIPANTS / GEOGRAPHIC ADJUSTMENTS

| Participant | Location | Geographic Adjustment | Participant | Location | Geographic Adjustment |
|------------------------------------|---------------------|-----------------------|------------------------------------|--------------------|-----------------------|
| Baylor University | Waco, TX | 118% | University of Dayton | Dayton, OH | 114% |
| Cornell University | Ithaca, NY | 112% | University of Florida | Gainesville, FL | 117% |
| Florida State University | Tallahassee, FL | 119% | University of Hawai'i | Honolulu, HI | 109% |
| Georgia Institute of Technology | Atlanta, GA | 111% | University of Iowa | Iowa City, IA | 117% |
| Iowa State University | Ames, IA | 118% | University of Kentucky | Lexington, KY | 119% |
| Michigan State University | East Lansing, MI | 113% | University of Michigan (Ann Arbor) | Ann Arbor, MI | 108% |
| Oregon Health & Science University | Portland, OR | 108% | University of Minnesota | Minneapolis, MN | 107% |
| Rutgers University | New Brunswick, NJ | 99% | University of Notre Dame | South Bend, IN | 117% |
| Seattle University | Seattle, WA | 100% | University of Pittsburgh | Pittsburgh, PA | 114% |
| Syracuse University | Syracuse, NY | 112% | University of Rochester | Rochester, NY | 111% |
| Texas A&M University | College Station, TX | 118% | University of Texas - Austin | Austin, TX | 112% |
| The Pennsylvania State University | State College, PA | 117% | University of Utah | Salt Lake City, UT | 116% |
| The University of New Mexico | Albuquerque, NM | 115% | Virginia Polytechnic Institute | Blacksburg, VA | 117% |
| The University of Pennsylvania | Philadelphia, PA | 105% | Washington State University | Pullman, WA | 112% |
| University of Arizona | Tucson, AZ | 117% | West Virginia University | Morgantown, WV | 120% |
| University of Colorado Boulder | Boulder, CO | 106% | Yale University | New Haven, CT | 104% |

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 Seattle, Washington. 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.