

MILLIMAN REPORT

State of Idaho

Custom Compensation Survey

Final Report

October 2023





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Introduction

The State of Idaho (“State”) retained the services of Milliman, Inc. to conduct a survey of market-based compensation. The purpose of the survey was to utilize the services of an independent, third-party expert to conduct a custom survey of cash compensation and selected pay practices; and report on any gaps between existing State offerings and market practice. Milliman’s analysis compares benchmark jobs within the State’s compensation plan with relevant local and regional peer organizations.

The information within this report provides detailed results of the survey as well as a summary of the methodology and process undertaken in this effort. The results support a transparent compensation philosophy and set the foundation for aligning pay with the market to ensure that the State is a competitive employer able to attract and retain the required talent while managing its budget in a fiscally responsible manner. Milliman has developed and followed sound compensation methods for the analysis. The results and findings are contained herein and presented to the Division of Human Resources (“DHR”) for the State of Idaho.

Methodology

Milliman’s methodology in this study is consistent with our process in the past several years and comprised a review of both the actual average salaries of participating entities as well as the salary structures in which wages are administered. In terms of comparison percentages, the State’s actual average salary for each position is compared to the median of the survey results.

STAKEHOLDER INPUT

Milliman conducted interviews with twelve stakeholders prior to the survey design in 2017. The stakeholders were a mix of State legislators and department directors. The interviews covered a set list of questions to help Milliman determine the relevant labor market and confirm the list of survey benchmarks. The interviews continue to be relevant as we utilized the same survey format and labor market definition as in past years.

SURVEY BENCHMARKS

The survey process begins with identifying a core group of jobs within the State’s system to be used as benchmarks for conducting salary data comparisons with other employers in the market. Benchmark jobs are State jobs that serve as the market anchor points because they are comparable to jobs readily identifiable and commonly found in the marketplace. Benchmark jobs are used to compare the State’s salaries in relationship to the market in which it competes for labor talent. The selection of core benchmarks provides an element of consistency in pay comparisons conducted year to year.

The selection of benchmark jobs also provides the basis for identifying the State’s labor market and the appropriate sources for peer data collection. The following are characteristics of good survey benchmarks:

- Represent a cross-section of positions and the types and levels of work performed at the State;
- Are well-established and generally have multiple incumbents, representing a significant portion of the workforce;
- Are commonly and easily defined by the State and other employers;
- Are available for comparison in the State’s defined labor market.

Sixty-six (66) benchmark jobs are included in the custom survey representing approximately 3,500 employees within State classifications. The surveyed jobs are listed below.

SURVEY JOB TITLES					
FINANCE / HUMAN RESOURCES / TAX					
101	Accounting Technician	105	Financial Management Analyst, Senior	108	Training Specialist
102	Disability Claims Adjudicator	106	Budget Manager	110	Tax Auditor, Senior
103	Grants Officer	107	Finance Department Director		
INFORMATION TECHNOLOGY					
201	Desktop Support Technician	204	Network Analyst	207	Information Systems Manager
202	Programmer/Analyst	205	Web Developer	208	IT Security Analyst, Senior
203	GIS Analyst	206	Database Analyst	209	Software Engineer
GENERAL ADMINISTRATION					
301	Receptionist	307	Program Support Specialist	312	Public Information Specialist
302	Administrative Assistant	308	Program Administrator	313	Public Information Officer
303	Shipping/Receiving Specialist	309	Graphic Design Specialist	314	Research Analyst
304	Customer Service Representative	310	Buyer	315	Project Manager
305	Office Support Specialist	311	Legal Assistant	316	Library Assistant
306	Office Support Supervisor				
PUBLIC WORKS / OPERATIONS / PARKS & RECREATION					
501	Custodian	505	Roadway Maintenance Technician	510	Electrician
502	Maintenance Craftsman	508	Parks & Recreation Manager	511	Plumber
503	HVAC Technician	509	Carpenter	512	Building Superintendent
504	Mechanic				
HEALTH & WELFARE					
601	Dietary Aide	605	Registered Nurse	608	Welfare Clinician
602	Registered Dietitian	606	Nurse Manager (RN)	611	Health Education Specialist
603	Licensed Practical Nurse	607	Welfare Services Technician	612	Health Program Manager
PUBLIC SAFETY					
701	Correctional Officer	705	Correctional Lieutenant	708	Police Officer
702	Probation/Parole Officer	706	Correctional Manager	709	Police Captain
703	Social Worker	707	Fish & Game Officer, Senior		
ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING					
803	Scientist	805	Forensic Scientist, Senior	809	Engineer (Civil)
804	Chemist, Senior	808	Engineer (Technical)	810	Engineering Manager

LABOR MARKET

The survey process requires defining the relevant labor market for collecting and comparing competitive compensation data, market trends, and salary budget planning information. The State’s primary labor market includes both public and private sector employers within Idaho that the State competes with for the recruitment and retention of employees. In addition, the State also competes with employers outside Idaho in situations where the supply and demand for positions imposes cross-border recruiting and retention evaluation. To identify the appropriate survey sample of organizations, consideration was given to the relevant peer group for the State. Milliman utilized the same group of peers from the prior year to invite for participation, which included the targeted organizations from the technology sector as well as larger, private organizations within the State. The organizations invited to participate consisted of more than one-hundred fifty (150) public and private sector organizations, at a roughly one to one ratio with slightly more private than public organizations. Thirty-nine (39) organizations replied to the survey. The custom survey participants are listed below.

SURVEY PARTICIPANTS	
Ada County Boise, ID	Idaho Power Company Boise, ID
Ada County Highway District Garden City, ID	J.R. Simplot Boise, ID
Bannock County Pocatello, ID	Kootenai County Coeur d'Alene, ID
Bingham Memorial Hospital Blackfoot, ID	Lewiston Independent School District No. 1 Lewiston, ID
Bonner General Health Sandpoint, ID	Micron Technology Inc. Boise, ID
Bonneville County Idaho Falls, ID	North Idaho College Coeur d'Alene, ID
Buck Knives, Inc. Post Falls, ID	Saint Alphonsus Health System Boise, ID
Canyon County Caldwell, ID	Scentsy, Inc. Meridian, ID
City of Boise Boise, ID	State of Montana Helena, MT
City of Idaho Falls Idaho Falls, ID	State of Nevada Carson City, NV
City of Lewiston Lewiston, ID	State of Oregon Salem, OR
City of Meridian Meridian, ID	State of Utah Salt Lake City, UT
City of Pocatello Pocatello, ID	State of Washington Olympia, WA
City of Spokane Spokane, WA	State of Wyoming Cheyenne, WY
City of Twin Falls Twin Falls, ID	The College of Idaho Caldwell, ID
D&B Supply Caldwell, ID	Twin Falls County Twin Falls, ID
Delta Dental of Idaho Boise, ID	Vacasa LLC Boise, ID
Gonzaga University Spokane, WA	Valley County Cascade, ID
Gritman Medical Center Moscow, ID	WinCo Foods Boise, ID
Idaho National Laboratory Idaho Falls, ID	

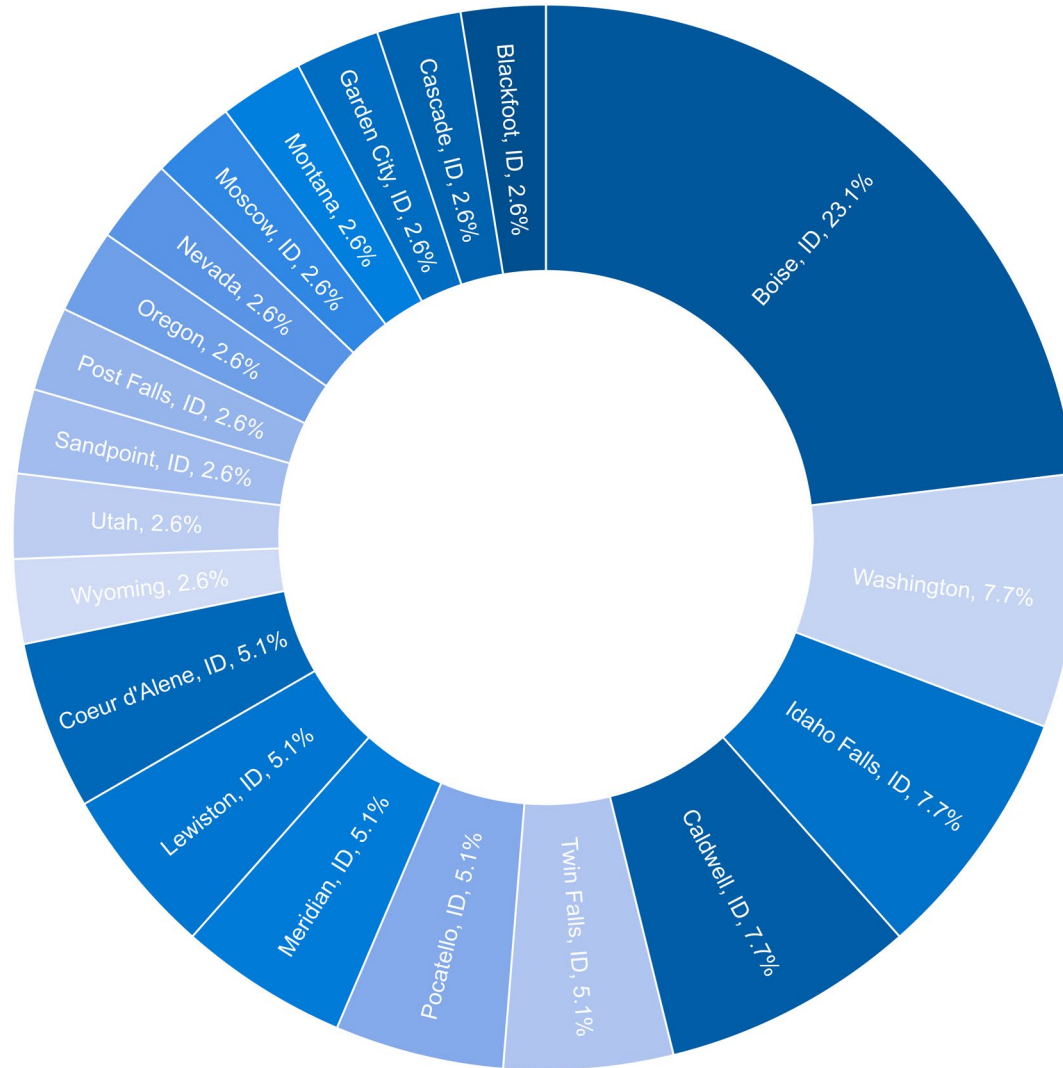
DATA COLLECTION AND ANALYSES

General guidelines have been incorporated into the compensation profession relative to how compensation surveys are conducted considering permissible issues surrounding data collection. These guidelines include maintaining confidentiality of the data of all participating organizations and using a third-party to conduct the survey. Use of a third-party removes the opportunity to bias the data and receive inappropriate information. One primary focus is to avoid any real or perceived anticompetitive “wage fixing.” The guidelines help to ensure that data are not used by competitors for discussion or coordination of compensation and to avoid bias by individual employers in applying data results. The generally accepted compensation guidelines provided below are intended to ensure that the purpose of exchanging data is to gather information about the labor market so that decisions can be made regarding the State’s competitive position and adjust wages in response to changing market conditions.

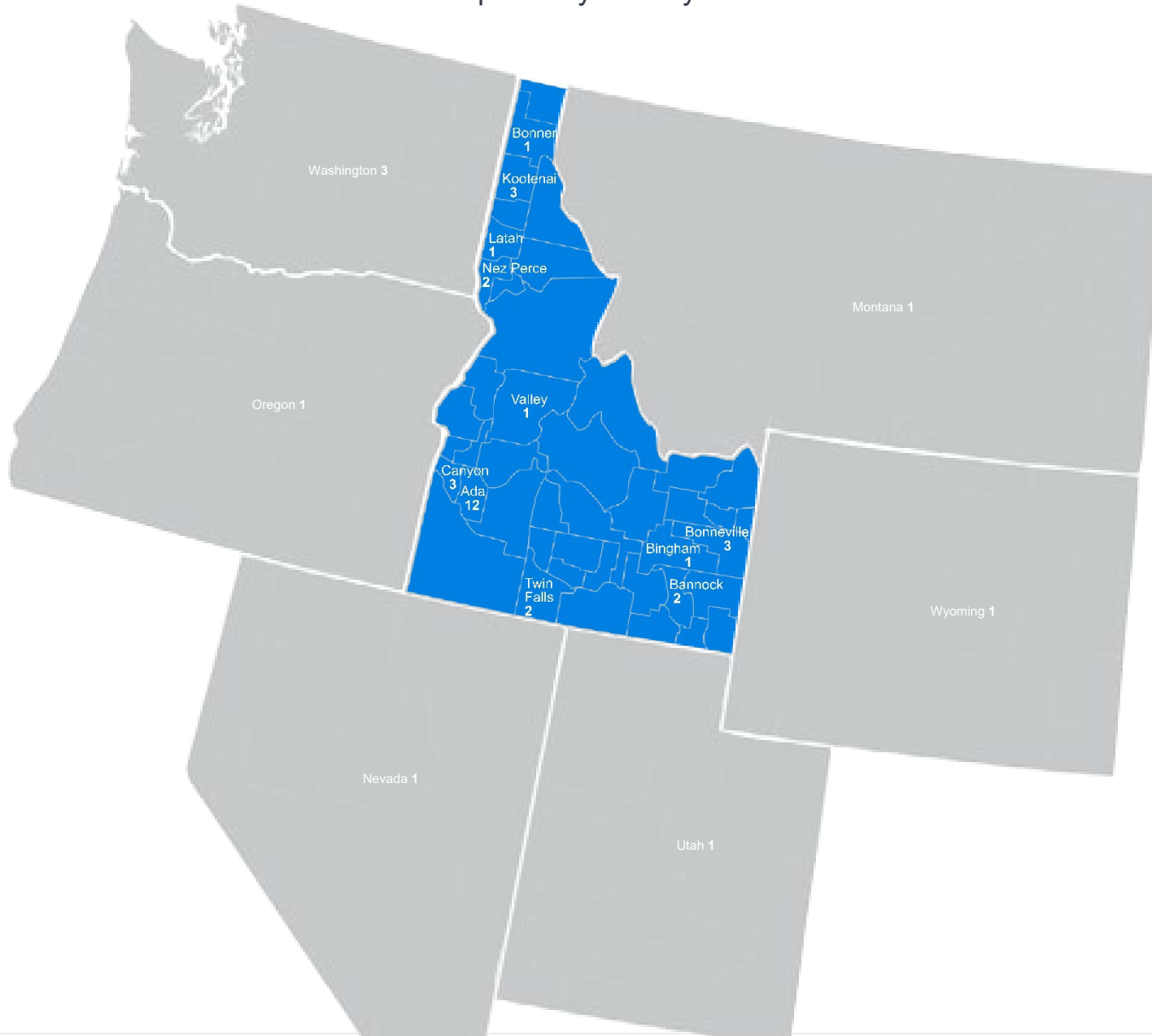
- Utilize third parties rather than exchanging pay information directly with market competitors.
- Ensure there are at least five data responses reported for benchmark percentiles (four responses are required to report average and median), with no individual participant’s data representing more than 25% of the data. If all participants for an individual survey job are public entities, then the response requirement for median and average is reduced to three.
- Survey output should be aggregated rather than showing individual participant data, directly or indirectly, to protect participant confidentiality.
- Actual pay data should reflect current or recently historical values (no more than six months old) rather than future pay intentions.

The following charts illustrate the participant demographics.

Participants by Location



Participants by County/State



DATA EFFECTIVE DATE

All data in this report are effective as of **August 1, 2023**. Please note that select data on the Compensation Summary have been geographically adjusted to reflect the Idaho state market.

Non-management jobs from surrounding states were geographically adjusted to reflect the Idaho state market. Management jobs were not adjusted as they are regionally recruited, and the local market data is relevant and appropriate to aggregate.

GEOGRAPHIC DIFFERENTIALS

Because wage and income levels are different across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data that the State collects from employers outside Idaho. Differentials are calculated by referencing the Economic Research Institute (ERI), Geographic Assessor Report and figures reflect average wage and income levels by location. The State of Idaho is the base state and data from the other states are adjusted comparable to the base. For instance, if the statewide average wage and income levels for another state are 10% above Idaho, the data collected from that state are decreased by 10% to be comparable to the State of Idaho's market. If another state's wage and income levels 5% below Idaho, data collected from that state are increased by 5%.

DEVELOPMENT OF SURVEY QUESTIONNAIRE

Milliman composed a draft of the questionnaire in order to adequately study various elements included in the survey. DHR then reviewed the questionnaire for any changes, modifications or revisions needed prior to distribution. The survey questionnaire can be found in the Appendix.

ADMINISTRATION OF SURVEY

Milliman distributed the survey questionnaire to the identified survey sample of organizations. Milliman also made follow-up telephone calls and emails to targeted participants to encourage participation and was available to answer questions about the survey and to help participants complete their forms.

Milliman then collected, coded, and reviewed for completeness all survey responses. Milliman also contacted participants if additional information or clarification was needed. It was then reviewed for reasonableness and deviation from statistical norms.

Findings and Observations

FINDINGS

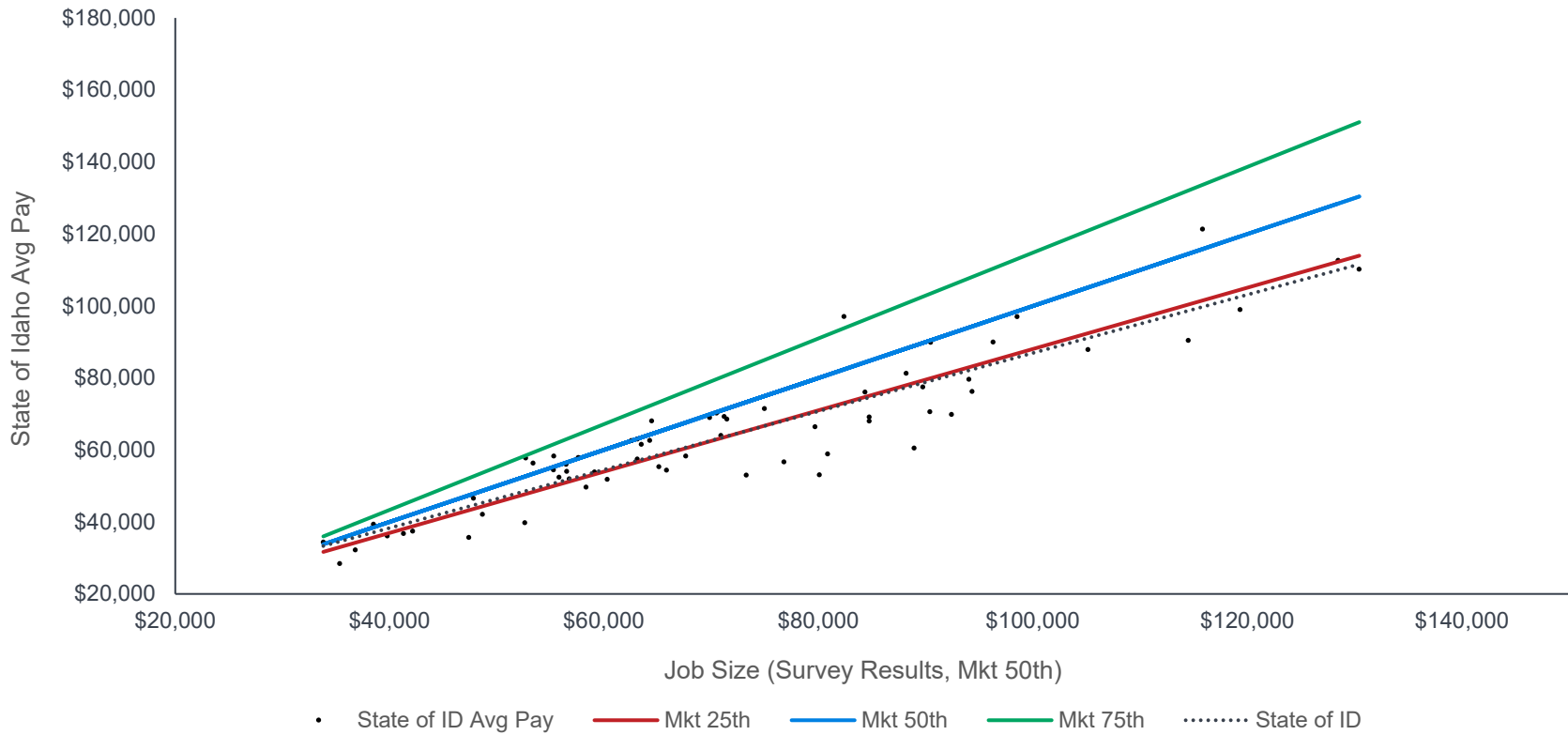
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 11% below the market 50th percentile (the 50th percentile is the statistical middle of the data set) and 1% below the market 25th percentile. This means the average of *actual* salaries (**not salary ranges**) of all employees in benchmark jobs is approximately 11% below the *actual* salaries at the middle of the market. This also means that the average of *actual* salaries of all employees in benchmark jobs is lower, on average, than 75% of the *actual* salaries in the market.

Pages 10-21 compares benchmark positions to the market in a variety of ways. Care should be taken when comparing the overall position to the market reference points. Our findings of the State's overall competitive position (-11% below the 50th and -1% below the 25th) is a simple average of all benchmarked employees at the State. It does not mean that each employee within the State's compensation plan is paid at the referenced market positions.

The first set of tables (pages 10-13) is sorted by survey job number. The second set of tables (pages 14-21) contains primarily the same information but is subtitled by the State's pay grade using an employee weighted average. This report allows for competitive comparisons by pay grade.

The chart below illustrates the State's competitive position compared to the market percentiles. The chart shows that the State's pay (shown as the dotted black line), on average, is in line with the market 25th percentile, with some variation. While many jobs fall above the 25th percentile line, quite a few jobs are falling significantly below the 25th percentile. When looking at the 50th percentile of the market, almost all State jobs reviewed fall below this market position.

State of Idaho Avg Pay v. Survey Results



EXPLANATION OF DATA TERMS AND TABLES

The tables on the following pages contain a summary of the survey results and a comparison of those results to the State’s average pay for each benchmark. The first table is sorted by survey job code. The second table is sorted and subtotaled by the State’s pay grade. The following terms are used:

TERMS	DEFINITIONS
Survey Job Code	The unique survey number assigned to the job
# of Orgs	The number of organizations matching the job
# of Incumb	The number of incumbents in the job across all matching organizations
Market Base Pay 25 th	The market salary level at which 25% of organizations pay below
Market Base Pay 50 th	The market salary level where half of organizations pay above and half pay below
Market Base Pay 75 th	The market salary level at which 25% of organizations pay above
Market Pay Structure Min 50 th	The market pay structure minimum (or first step) value at which half of organizations report above and half report below
Market Pay Structure Mid 50 th	The market pay structure midpoint (or middle step) value at which half of organizations report above and half report below
Market Pay Structure Max 50 th	The market pay structure maximim (or last step) value at which half of organizations report above and half report below
Market Pay Structure Compa-Ratio 50 th	The ratio of average base pay to the pay structure midpoint, expressed as a percentage
State of Idaho Pay Grade	The grade the job is assigned to within the State’s compensation plan
State of Idaho # of EEs	The number of State employees in the job
State of Idaho Avg Base Pay	The average annualized base salary of incumbents in the job as of August 1, 2023
State of Idaho % of Mkt Base 25 th	The State’s average base pay divided by the Market Base Pay 25 th , represented as a percentage
State of Idaho % of Mkt Base 50 th	The State’s average base pay divided by the Market Base Pay 50 th , represented as a percentage
State of Idaho Range Midpoint	The State’s salary range midpoint value that correlates with the State of Idaho Pay Grade
State of Idaho % of Mkt Mid 50 th	The State’s Range Midpoint divided by the Market Pay Structure Mid 50 th , represented as a percentage

SUMMARY RESULTS DATA BY SURVEY JOB CODE

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO					
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
101	Accounting Technician	37	610	\$44,000	\$48,648	\$54,673	\$40,011	\$48,179	\$57,677	101%	H	\$42,089	95.7%	86.5%	\$46,688	96.9%
102	Disability Claims Adjudicator	6	227	\$54,185	\$56,434	\$64,411	\$48,334	\$59,659	\$70,856	101%	K	\$55,987	103.3%	99.2%	\$69,075	115.8%
103	Grants Officer	18	369	\$54,172	\$63,087	\$67,431	\$52,058	\$62,081	\$74,047	99%	L	\$63,003	116.3%	99.9%	\$78,075	125.8%
105	Financial Management Analyst, Senior	17	774	\$74,752	\$84,313	\$106,286	\$71,075	\$89,170	\$106,995	99%	N	\$76,010	101.7%	90.2%	\$99,338	111.4%
106	Budget Manager	21	156	\$99,564	\$114,457	\$132,463	\$90,405	\$108,746	\$130,298	109%	N	\$90,365	90.8%	79.0%	\$99,338	91.3%
107	Finance Department Director	28	66	\$118,061	\$128,419	\$157,034	\$107,125	\$130,083	\$155,387	103%	P	\$112,604	95.4%	87.7%	\$127,125	97.7%
108	Training Specialist	17	480	\$61,603	\$70,878	\$78,888	\$51,562	\$64,707	\$77,422	108%	L	\$64,012	103.9%	90.3%	\$78,075	120.7%
110	Tax Auditor, Senior	12	263	\$63,498	\$69,834	\$82,504	\$50,167	\$65,087	\$82,636	101%	M	\$68,918	108.5%	98.7%	\$88,875	136.5%
201	Desktop Support Technician	35	550	\$48,726	\$57,567	\$62,549	\$44,930	\$53,950	\$64,235	100%	K	\$57,859	118.7%	100.5%	\$69,075	128.0%
202	Programmer/Analyst	23	1,141	\$74,248	\$80,821	\$89,705	\$64,011	\$78,183	\$95,648	100%	K	\$58,872	79.3%	72.8%	\$69,075	88.4%
203	GIS Analyst	22	354	\$60,908	\$64,425	\$75,415	\$52,954	\$65,567	\$77,164	98%	L	\$68,029	111.7%	105.6%	\$78,075	119.1%
204	Network Analyst	26	748	\$68,068	\$84,698	\$96,210	\$64,688	\$82,762	\$96,555	104%	L	\$69,126	101.6%	81.6%	\$78,075	94.3%
205	Web Developer	18	664	\$71,969	\$79,797	\$87,484	\$59,072	\$72,748	\$87,309	102%						
206	Database Analyst	21	874	\$78,268	\$88,138	\$98,503	\$70,642	\$86,436	\$104,160	102%	M	\$81,283	103.9%	92.2%	\$88,875	102.8%
207	Information Systems Manager	30	151	\$106,870	\$119,271	\$134,128	\$96,128	\$120,897	\$144,799	103%	O	\$98,968	92.6%	83.0%	\$111,825	92.5%
208	IT Security Analyst, Senior	28	622	\$82,952	\$94,008	\$102,000	\$71,781	\$91,520	\$106,995	102%	M	\$79,578	95.9%	84.6%	\$88,875	97.1%
209	Software Engineer	20	825	\$84,720	\$90,360	\$102,973	\$66,793	\$86,905	\$104,289	99%	L	\$70,595	83.3%	78.1%	\$78,075	89.8%

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SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO					
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
301	Receptionist	18	173	\$32,708	\$35,336	\$39,378	\$30,076	\$35,000	\$40,206	100%	E	\$28,392	86.8%	80.3%	\$32,625	93.2%
302	Administrative Assistant	36	1,502	\$43,879	\$47,800	\$54,955	\$40,581	\$49,388	\$59,280	100%	I	\$46,578	106.2%	97.4%	\$55,125	111.6%
303	Shipping/Receiving Specialist	19	284	\$36,846	\$42,140	\$45,156	\$33,114	\$40,436	\$47,216	98%	F	\$37,436	101.6%	88.8%	\$36,450	90.1%
304	Customer Service Representative	24	915	\$36,322	\$41,287	\$45,560	\$33,733	\$40,937	\$48,372	100%	G	\$36,747	101.2%	89.0%	\$41,063	100.3%
305	Office Support Specialist	26	2,829	\$36,300	\$39,767	\$43,557	\$34,275	\$41,423	\$48,253	99%	G	\$36,094	99.4%	90.8%	\$41,063	99.1%
306	Office Support Supervisor	16	432	\$55,764	\$63,076	\$72,242	\$47,513	\$60,666	\$72,312	102%	K	\$57,445	103.0%	91.1%	\$69,075	113.9%
307	Program Support Specialist	17	1,220	\$47,363	\$52,591	\$61,732	\$41,049	\$51,502	\$63,044	103%	H	\$39,740	83.9%	75.6%	\$46,688	90.7%
308	Program Administrator	17	747	\$65,208	\$76,748	\$87,000	\$56,656	\$70,964	\$81,770	100%	K	\$56,661	86.9%	73.8%	\$69,075	97.3%
309	Graphic Design Specialist	18	45	\$48,496	\$58,309	\$64,295	\$41,766	\$52,208	\$64,323	99%	I	\$49,641	102.4%	85.1%	\$55,125	105.6%
310	Buyer	26	199	\$50,919	\$60,271	\$71,498	\$46,988	\$59,146	\$69,873	100%	J	\$51,818	101.8%	86.0%	\$61,425	103.9%
311	Legal Assistant	26	538	\$47,400	\$52,677	\$59,264	\$43,137	\$53,931	\$63,269	100%	J	\$57,733	121.8%	109.6%	\$61,425	113.9%
312	Public Information Specialist	14	134	\$57,907	\$65,090	\$68,653	\$50,958	\$61,380	\$71,357	101%	J	\$55,309	95.5%	85.0%	\$61,425	100.1%
313	Public Information Officer	22	309	\$68,584	\$79,643	\$87,863	\$61,924	\$75,994	\$90,063	100%	L	\$66,401	96.8%	83.4%	\$78,075	102.7%
314	Research Analyst	10	119	\$55,373	\$63,457	\$75,977	\$51,970	\$63,505	\$75,041	99%	L	\$61,547	111.1%	97.0%	\$78,075	122.9%
315	Project Manager	24	239	\$82,374	\$90,422	\$100,349	\$67,247	\$86,623	\$103,498	103%	O	\$89,866	109.1%	99.4%	\$111,825	129.1%
316	Library Assistant	12	63	\$36,110	\$38,487	\$40,125	\$34,734	\$41,974	\$49,328	98%	H	\$39,333	108.9%	102.2%	\$46,688	111.2%
501	Custodian	26	682	\$34,476	\$36,785	\$40,341	\$31,200	\$36,521	\$42,370	100%	F	\$32,212	93.4%	87.6%	\$36,450	99.8%
502	Maintenance Craftsman	26	439	\$42,347	\$47,367	\$54,496	\$39,537	\$47,440	\$54,664	100%	G	\$35,686	84.3%	75.3%	\$41,063	86.6%
503	HVAC Technician	19	132	\$62,557	\$65,804	\$68,239	\$51,459	\$61,069	\$72,793	109%	J	\$54,341	86.9%	82.6%	\$61,425	100.6%

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				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
504	Mechanic	25	211	\$52,524	\$55,265	\$60,248	\$46,757	\$54,444	\$63,439	101%	I	\$54,426	103.6%	98.5%	\$55,125	101.3%
505	Roadway Maintenance Technician	9	1,389	\$51,500	\$55,781	\$60,389	\$44,246	\$54,816	\$65,386	102%	J	\$52,418	101.8%	94.0%	\$61,425	112.1%
508	Parks & Recreation Manager	20	83	\$70,319	\$88,880	\$99,231	\$74,376	\$87,192	\$100,008	103%	L	\$60,510	86.1%	68.1%	\$78,075	89.5%
509	Carpenter	12	72	\$51,099	\$56,492	\$63,863	\$44,868	\$54,615	\$64,363	106%	H	\$54,018	105.7%	95.6%	\$46,688	85.5%
510	Electrician	24	197	\$62,662	\$67,590	\$73,293	\$52,592	\$63,219	\$72,322	108%	J	\$58,266	93.0%	86.2%	\$61,425	97.2%
511	Plumber	14	79	\$59,089	\$63,859	\$69,995	\$52,000	\$58,904	\$68,720	105%	J		0.0%	0.0%	\$61,425	104.3%
512	Building Superintendent	22	74	\$65,539	\$80,049	\$87,932	\$62,866	\$76,198	\$83,554	100%	J	\$53,071	81.0%	66.3%	\$61,425	80.6%
601	Dietary Aide	6	71	\$32,428	\$33,803	\$37,868	\$29,910	\$35,891	\$41,871	98%	G	\$34,377	106.0%	101.7%	\$41,063	114.4%
602	Registered Dietitian	8	57	\$66,106	\$73,242	\$75,461	\$55,374	\$69,739	\$82,576	102%	K	\$52,988	80.2%	72.3%	\$69,075	99.0%
603	Licensed Practical Nurse	11	477	\$51,383	\$53,367	\$62,399	\$47,679	\$57,166	\$67,089	98%	J	\$56,318	109.6%	105.5%	\$61,425	107.5%
605	Registered Nurse	14	1,994	\$67,114	\$71,425	\$82,950	\$59,108	\$78,967	\$93,870	94%	L	\$68,548	102.1%	96.0%	\$78,075	98.9%
606	Nurse Manager (RN)	11	377	\$89,572	\$105,095	\$127,940	\$78,325	\$101,666	\$125,554	107%	N	\$87,846	98.1%	83.6%	\$99,338	97.7%
607	Welfare Services Technician	2	56								G	\$38,619			\$41,063	
608	Welfare Clinician	4	68	\$63,886	\$70,462	\$74,959	\$51,119	\$62,293	\$73,467	112%	L	\$70,221	109.9%	99.7%	\$78,075	125.3%
611	Health Education Specialist	8	360	\$58,724	\$59,086	\$70,576	\$52,485	\$65,990	\$79,018	93%	K	\$53,865	91.7%	91.2%	\$69,075	104.7%
612	Health Program Manager	5	47	\$75,777	\$84,708	\$107,203	\$71,767	\$90,617	\$109,466	103%	M	\$67,964	89.7%	80.2%	\$88,875	98.1%
701	Correctional Officer	13	6,314	\$51,747	\$56,728	\$67,516	\$48,360	\$59,561	\$72,232	99%	J	\$51,918	100.3%	91.5%	\$67,163	112.8%
702	Probation/Parole Officer	12	925	\$52,328	\$55,293	\$62,260	\$45,654	\$55,755	\$66,653	101%	K	\$58,285	111.4%	105.4%	\$73,125	131.2%

MILLIMAN REPORT

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO					
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
703	Social Worker	12	1,886	\$59,100	\$62,510	\$72,695	\$53,048	\$64,878	\$78,580	95%	K	\$62,576	105.9%	100.1%	\$69,075	106.5%
705	Correctional Lieutenant	11	292	\$84,324	\$89,709	\$93,103	\$74,735	\$85,229	\$96,348	103%	M	\$77,469	91.9%	86.4%	\$88,875	104.3%
706	Correctional Manager	9	18	\$85,700	\$98,488	\$128,640	\$83,160	\$96,814	\$112,100	101%	P	\$96,975	113.2%	98.5%	\$127,125	131.3%
707	Fish & Game Officer, Senior	5	254	\$61,624	\$74,937	\$82,815	\$65,363	\$77,587	\$87,998	101%	L	\$71,460	116.0%	95.4%	\$80,325	103.5%
708	Police Officer	19	2,057	\$65,150	\$71,176	\$79,013	\$54,094	\$68,815	\$83,639	102%	L	\$69,237	106.3%	97.3%	\$80,325	116.7%
709	Police Captain	19	97	\$103,808	\$115,783	\$139,456	\$94,203	\$110,760	\$129,251	100%	P	\$121,296	116.8%	104.8%	\$127,125	114.8%
803	Scientist	7	608	\$66,790	\$92,381	\$107,843	\$72,833	\$103,633	\$129,288	85%	M	\$69,805	104.5%	75.6%	\$88,875	85.8%
804	Chemist, Senior	8	116	\$60,224	\$64,240	\$66,915	\$53,184	\$67,080	\$83,200	98%	K	\$62,629	104.0%	97.5%	\$69,075	103.0%
805	Forensic Scientist, Senior	7	153	\$79,083	\$82,358	\$85,564	\$63,023	\$78,856	\$93,412	107%	M	\$97,011	122.7%	117.8%	\$88,875	112.7%
808	Engineer (Technical)	14	1,124	\$81,013	\$96,257	\$105,714	\$72,592	\$91,713	\$110,056	100%	N	\$89,929	111.0%	93.4%	\$99,338	108.3%
809	Engineer (Civil)	17	390	\$83,055	\$94,283	\$101,629	\$69,796	\$87,246	\$105,248	102%	M	\$76,232	91.8%	80.9%	\$88,875	101.9%
810	Engineering Manager	19	494	\$115,787	\$130,374	\$148,081	\$97,272	\$128,877	\$154,669	102%	P	\$110,148	95.1%	84.5%	\$127,125	98.6%

SUMMARY RESULTS DATA BY PAY GRADE

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
301	Receptionist	18	173	\$32,708	\$35,336	\$39,378	\$30,076	\$35,000	\$40,206	100%	E	1	\$28,392	86.8%	80.3%	\$32,625	93.2%
TOTAL STATE OF IDAHO EES:											1	WTD AVG:	86.8%	80.3%		93.2%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
303	Shipping/Receiving Specialist	19	284	\$36,846	\$42,140	\$45,156	\$33,114	\$40,436	\$47,216	98%	F	14	\$37,436	101.6%	88.8%	\$36,450	90.1%
501	Custodian	26	682	\$34,476	\$36,785	\$40,341	\$31,200	\$36,521	\$42,370	100%	F	34	\$32,212	93.4%	87.6%	\$36,450	99.8%
TOTAL STATE OF IDAHO EES:											48	WTD AVG:	95.8%	87.9%		97.0%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
304	Customer Service Representative	24	915	\$36,322	\$41,287	\$45,560	\$33,733	\$40,937	\$48,372	100%	G	23	\$36,747	101.2%	89.0%	\$41,063	100.3%
305	Office Support Specialist	26	2,829	\$36,300	\$39,767	\$43,557	\$34,275	\$41,423	\$48,253	99%	G	56	\$36,094	99.4%	90.8%	\$41,063	99.1%
502	Maintenance Craftsman	26	439	\$42,347	\$47,367	\$54,496	\$39,537	\$47,440	\$54,664	100%	G	5	\$35,686	84.3%	75.3%	\$41,063	86.6%
601	Dietary Aide	6	71	\$32,428	\$33,803	\$37,868	\$29,910	\$35,891	\$41,871	98%	G	29	\$34,377	106.0%	101.7%	\$41,063	114.4%
607	Welfare Services Technician	2	56								G	25	\$38,619			\$41,063	
TOTAL STATE OF IDAHO EES:											138	WTD AVG:	100.8%	92.5%		102.7%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
101	Accounting Technician	37	610	\$44,000	\$48,648	\$54,673	\$40,011	\$48,179	\$57,677	101%	H	84	\$42,089	95.7%	86.5%	\$46,688	96.9%
307	Program Support Specialist	17	1,220	\$47,363	\$52,591	\$61,732	\$41,049	\$51,502	\$63,044	103%	H	328	\$39,740	83.9%	75.6%	\$46,688	90.7%
316	Library Assistant	12	63	\$36,110	\$38,487	\$40,125	\$34,734	\$41,974	\$49,328	98%	H	2	\$39,333	108.9%	102.2%	\$46,688	111.2%
509	Carpenter	12	72	\$51,099	\$56,492	\$63,863	\$44,868	\$54,615	\$64,363	106%	H	2	\$54,018	105.7%	95.6%	\$46,688	85.5%
TOTAL STATE OF IDAHO EES:												416	WTD AVG:	86.5%	78.0%		92.0%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
302	Administrative Assistant	36	1,502	\$43,879	\$47,800	\$54,955	\$40,581	\$49,388	\$59,280	100%	I	142	\$46,578	106.2%	97.4%	\$55,125	111.6%
309	Graphic Design Specialist	18	45	\$48,496	\$58,309	\$64,295	\$41,766	\$52,208	\$64,323	99%	I	6	\$49,641	102.4%	85.1%	\$55,125	105.6%
504	Mechanic	25	211	\$52,524	\$55,265	\$60,248	\$46,757	\$54,444	\$63,439	101%	I	17	\$54,426	103.6%	98.5%	\$55,125	101.3%
TOTAL STATE OF IDAHO EES:												165	WTD AVG:	105.8%	97.1%		110.3%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO							
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH	
310	Buyer	26	199	\$50,919	\$60,271	\$71,498	\$46,988	\$59,146	\$69,873	100%	J	26	\$51,818	101.8%	86.0%	\$61,425	103.9%	
311	Legal Assistant	26	538	\$47,400	\$52,677	\$59,264	\$43,137	\$53,931	\$63,269	100%	J	13	\$57,733	121.8%	109.6%	\$61,425	113.9%	
312	Public Information Specialist	14	134	\$57,907	\$65,090	\$68,653	\$50,958	\$61,380	\$71,357	101%	J	11	\$55,309	95.5%	85.0%	\$61,425	100.1%	
503	HVAC Technician	19	132	\$62,557	\$65,804	\$68,239	\$51,459	\$61,069	\$72,793	109%	J	7	\$54,341	86.9%	82.6%	\$61,425	100.6%	
505	Roadway Maintenance Technician	9	1,389	\$51,500	\$55,781	\$60,389	\$44,246	\$54,816	\$65,386	102%	J	38	\$52,418	101.8%	94.0%	\$61,425	112.1%	
510	Electrician	24	197	\$62,662	\$67,590	\$73,293	\$52,592	\$63,219	\$72,322	108%	J	4	\$58,266	93.0%	86.2%	\$61,425	97.2%	
511	Plumber	14	79	\$59,089	\$63,859	\$69,995	\$52,000	\$58,904	\$68,720	105%	J	0				\$61,425	104.3%	
512	Building Superintendent	22	74	\$65,539	\$80,049	\$87,932	\$62,866	\$76,198	\$83,554	100%	J	3	\$53,071	81.0%	66.3%	\$61,425	80.6%	
603	Licensed Practical Nurse	11	477	\$51,383	\$53,367	\$62,399	\$47,679	\$57,166	\$67,089	98%	J	54	\$56,318	109.6%	105.5%	\$61,425	107.5%	
TOTAL STATE OF IDAHO EES:												156	WTD AVG:	104.4%	96.1%			106.9%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO							
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH	
701	Correctional Officer	13	6,314	\$51,747	\$56,728	\$67,516	\$48,360	\$59,561	\$72,232	99%	J	782	\$51,918	100.3%	91.5%	\$67,163	112.8%	
TOTAL STATE OF IDAHO EES:												782	WTD AVG:	100.3%	91.5%			112.8%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
102	Disability Claims Adjudicator	6	227	\$54,185	\$56,434	\$64,411	\$48,334	\$59,659	\$70,856	101%	K	13	\$55,987	103.3%	99.2%	\$69,075	115.8%
201	Desktop Support Technician	35	550	\$48,726	\$57,567	\$62,549	\$44,930	\$53,950	\$64,235	100%	K	61	\$57,859	118.7%	100.5%	\$69,075	128.0%
202	Programmer/Analyst	23	1,141	\$74,248	\$80,821	\$89,705	\$64,011	\$78,183	\$95,648	100%	K	24	\$58,872	79.3%	72.8%	\$69,075	88.4%
306	Office Support Supervisor	16	432	\$55,764	\$63,076	\$72,242	\$47,513	\$60,666	\$72,312	102%	K	13	\$57,445	103.0%	91.1%	\$69,075	113.9%
308	Program Administrator	17	747	\$65,208	\$76,748	\$87,000	\$56,656	\$70,964	\$81,770	100%	K	110	\$56,661	86.9%	73.8%	\$69,075	97.3%
602	Registered Dietitian	8	57	\$66,106	\$73,242	\$75,461	\$55,374	\$69,739	\$82,576	102%	K	3	\$52,988	80.2%	72.3%	\$69,075	99.0%
611	Health Education Specialist	8	360	\$58,724	\$59,086	\$70,576	\$52,485	\$65,990	\$79,018	93%	K	27	\$53,865	91.7%	91.2%	\$69,075	104.7%
703	Social Worker	12	1,886	\$59,100	\$62,510	\$72,695	\$53,048	\$64,878	\$78,580	95%	K	25	\$62,576	105.9%	100.1%	\$69,075	106.5%
804	Chemist, Senior	8	116	\$60,224	\$64,240	\$66,915	\$53,184	\$67,080	\$83,200	98%	K	2	\$62,629	104.0%	97.5%	\$69,075	103.0%
TOTAL STATE OF IDAHO EES:												278	WTD AVG:	97.0%	85.8%		106.5%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
702	Probation/Parole Officer	12	925	\$52,328	\$55,293	\$62,260	\$45,654	\$55,755	\$66,653	101%	K	203	\$58,285	111.4%	105.4%	\$73,125	131.2%
TOTAL STATE OF IDAHO EES:												203	WTD AVG:	111.4%	105.4%		131.2%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
103	Grants Officer	18	369	\$54,172	\$63,087	\$67,431	\$52,058	\$62,081	\$74,047	99%	L	61	\$63,003	116.3%	99.9%	\$78,075	125.8%
108	Training Specialist	17	480	\$61,603	\$70,878	\$78,888	\$51,562	\$64,707	\$77,422	108%	L	33	\$64,012	103.9%	90.3%	\$78,075	120.7%
203	GIS Analyst	22	354	\$60,908	\$64,425	\$75,415	\$52,954	\$65,567	\$77,164	98%	L	12	\$68,029	111.7%	105.6%	\$78,075	119.1%
204	Network Analyst	26	748	\$68,068	\$84,698	\$96,210	\$64,688	\$82,762	\$96,555	104%	L	11	\$69,126	101.6%	81.6%	\$78,075	94.3%
209	Software Engineer	20	825	\$84,720	\$90,360	\$102,973	\$66,793	\$86,905	\$104,289	99%	L	27	\$70,595	83.3%	78.1%	\$78,075	89.8%
313	Public Information Officer	22	309	\$68,584	\$79,643	\$87,863	\$61,924	\$75,994	\$90,063	100%	L	17	\$66,401	96.8%	83.4%	\$78,075	102.7%
314	Research Analyst	10	119	\$55,373	\$63,457	\$75,977	\$51,970	\$63,505	\$75,041	99%	L	35	\$61,547	111.1%	97.0%	\$78,075	122.9%
508	Parks & Recreation Manager	20	83	\$70,319	\$88,880	\$99,231	\$74,376	\$87,192	\$100,008	103%	L	8	\$60,510	86.1%	68.1%	\$78,075	89.5%
605	Registered Nurse	14	1,994	\$67,114	\$71,425	\$82,950	\$59,108	\$78,967	\$93,870	94%	L	61	\$68,548	102.1%	96.0%	\$78,075	98.9%
608	Welfare Clinician	4	68	\$63,886	\$70,462	\$74,959	\$51,119	\$62,293	\$73,467	112%	L	137	\$70,221	109.9%	99.7%	\$78,075	125.3%

TOTAL STATE OF IDAHO EES: 402 WTD AVG: 106.3% 95.1% 115.7%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
707	Fish & Game Officer, Senior	5	254	\$61,624	\$74,937	\$82,815	\$65,363	\$77,587	\$87,998	101%	L	73	\$71,460	116.0%	95.4%	\$80,325	103.5%
708	Police Officer	19	2,057	\$65,150	\$71,176	\$79,013	\$54,094	\$68,815	\$83,639	102%	L	162	\$69,237	106.3%	97.3%	\$80,325	116.7%

TOTAL STATE OF IDAHO EES: 235 WTD AVG: 109.3% 96.7% 112.6%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
110	Tax Auditor, Senior	12	263	\$63,498	\$69,834	\$82,504	\$50,167	\$65,087	\$82,636	101%	M	29	\$68,918	108.5%	98.7%	\$88,875	136.5%
206	Database Analyst	21	874	\$78,268	\$88,138	\$98,503	\$70,642	\$86,436	\$104,160	102%	M	16	\$81,283	103.9%	92.2%	\$88,875	102.8%
208	IT Security Analyst, Senior	28	622	\$82,952	\$94,008	\$102,000	\$71,781	\$91,520	\$106,995	102%	M	20	\$79,578	95.9%	84.6%	\$88,875	97.1%
612	Health Program Manager	5	47	\$75,777	\$84,708	\$107,203	\$71,767	\$90,617	\$109,466	103%	M	62	\$67,964	89.7%	80.2%	\$88,875	98.1%
803	Scientist	7	608	\$66,790	\$92,381	\$107,843	\$72,833	\$103,633	\$129,288	85%	M	17	\$69,805	104.5%	75.6%	\$88,875	85.8%
805	Forensic Scientist, Senior	7	153	\$79,083	\$82,358	\$85,564	\$63,023	\$78,856	\$93,412	107%	M	8	\$97,011	122.7%	117.8%	\$88,875	112.7%
809	Engineer (Civil)	17	390	\$83,055	\$94,283	\$101,629	\$69,796	\$87,246	\$105,248	102%	M	34	\$76,232	91.8%	80.9%	\$88,875	101.9%
TOTAL STATE OF IDAHO EES:												186	WTD AVG:	97.7%	50.1%		61.4%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
705	Correctional Lieutenant	11	292	\$84,324	\$89,709	\$93,103	\$74,735	\$85,229	\$96,348	103%	M	41	\$77,469	91.9%	86.4%	\$88,875	104.3%
TOTAL STATE OF IDAHO EES:												41	WTD AVG:	91.9%	86.4%		104.3%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
105	Financial Management Analyst, Senior	17	774	\$74,752	\$84,313	\$106,286	\$71,075	\$89,170	\$106,995	99%	N	6	\$76,010	101.7%	90.2%	\$99,338	111.4%
106	Budget Manager	21	156	\$99,564	\$114,457	\$132,463	\$90,405	\$108,746	\$130,298	109%	N	23	\$90,365	90.8%	79.0%	\$99,338	91.3%
606	Nurse Manager (RN)	11	377	\$89,572	\$105,095	\$127,940	\$78,325	\$101,666	\$125,554	107%	N	37	\$87,846	98.1%	83.6%	\$99,338	97.7%
808	Engineer (Technical)	14	1,124	\$81,013	\$96,257	\$105,714	\$72,592	\$91,713	\$110,056	100%	N	18	\$89,929	111.0%	93.4%	\$99,338	108.3%

TOTAL STATE OF IDAHO EES: 84 WTD AVG: 99.1% 84.9% 99.2%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
207	Information Systems Manager	30	151	\$106,870	\$119,271	\$134,128	\$96,128	\$120,897	\$144,799	103%	O	17	\$98,968	92.6%	83.0%	\$111,825	92.5%
315	Project Manager	24	239	\$82,374	\$90,422	\$100,349	\$67,247	\$86,623	\$103,498	103%	O	34	\$89,866	109.1%	99.4%	\$111,825	129.1%

TOTAL STATE OF IDAHO EES: 51 WTD AVG: 103.6% 93.9% 116.9%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
107	Finance Department Director	28	66	\$118,061	\$128,419	\$157,034	\$107,125	\$130,083	\$155,387	103%	P	10	\$112,604	95.4%	87.7%	\$127,125	97.7%
810	Engineering Manager	19	494	\$115,787	\$130,374	\$148,081	\$97,272	\$128,877	\$154,669	102%	P	18	\$110,148	95.1%	84.5%	\$127,125	98.6%
TOTAL STATE OF IDAHO EES:											28	WTD AVG:	95.2%	85.6%		98.3%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
706	Correctional Manager	9	18	\$85,700	\$98,488	\$128,640	\$83,160	\$96,814	\$112,100	101%	P	21	\$96,975	113.2%	98.5%	\$127,125	131.3%
709	Police Captain	19	97	\$103,808	\$115,783	\$139,456	\$94,203	\$110,760	\$129,251	100%	P	11	\$121,296	116.8%	104.8%	\$127,125	114.8%
TOTAL STATE OF IDAHO EES:											32	WTD AVG:	114.4%	100.6%		125.6%	

MARKET PAY PRACTICES

Milliman additionally surveyed the different methodologies in the market pertaining to delivering pay and pay increases. A summary of those findings is in the table below.

PAY PRACTICES						
	ALL PARTICIPANTS		PUBLIC SECTOR		PRIVATE SECTOR	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
Annual operating budget	\$6,028M	\$127.8M	\$8,952.9M	\$143.7M	\$181.0M	\$100.3M
Number of FTEs	7,082	850	8,191	743	5,487	914
Standard hours per year	2,080	2,080	2,080	2,080	2,080	2,080
Average Percent of Base Pay Increase Budget, 2021	2.3%	2.9%	2.2%	2.8%	2.6%	2.9%
Average Percent of Base Pay Increase Budget, 2022	3.7%	3.0%	3.6%	3.2%	3.9%	3.0%
Average Percent of Base Pay Increase Budget, 2023	5.0%	5.0%	5.9%	5.0%	3.8%	3.0%
Average Percent of Base Pay Increase Budget, 2024 Projected	4.4%	4.0%	4.8%	4.0%	3.7%	4.0%
Percent Increase to Salary Structure, 2021	1.3%	1.9%	1.3%	1.0%	1.5%	2.0%
Percent Increase to Salary Structure, 2022	3.3%	2.5%	3.4%	2.3%	2.9%	3.0%
Percent Increase to Salary Structure, 2023	4.3%	4.0%	4.8%	4.8%	3.4%	3.0%
Percent Increase to Salary Structure, 2024 Projected	3.6%	3.3%	3.6%	3.3%	3.5%	3.5%
	YES	% WITHIN PUBLIC SECTOR		% WITHIN PRIVATE SECTOR		
Utilize Cost of Living Adjustments	15	67%		33%		
Utilize Market Based Adjustments	26	50%		50%		
Utilize Performance (Merit) Based Adjustments	16	44%		56%		
Utilize Competency Based Adjustments	2	0%		100%		
Utilize Step Increases	18	72%		28%		
Shift Differential Pay	29	62%		38%		
Longevity Pay	17	76%		24%		
Multiple Salary Structures	26	81%		19%		
Professional Certification Pay	33	61%		39%		

Appendix: Survey Questionnaire

Pages 16 – 33 contain the survey questionnaire.



Compensation Survey Information & Instructions

Milliman, an international human resources consulting firm, has been retained by the State of Idaho to administer a compensation survey of select organizations. The survey collects information on base and total compensation for sixty-six (66) positions in seven job families.

In exchange for submitting your organization's data, you will receive a complimentary composite report of the survey results. We believe that you will find this study to be very useful to you in evaluating the competitiveness of your compensation programs, and we would like to thank you in advance for your participation.

Please report your data effective as of August 1, 2023. All required data forms are included within the workbook.

BENCHMARK JOB TITLES					
FINANCE / HUMAN RESOURCES / TAX					
101	Accounting Technician	105	Financial Management Analyst, Senior	108	Training Specialist
102	Disability Claims Adjudicator	106	Budget Manager	110	Tax Auditor, Senior
103	Grants Officer	107	Finance Department Director		
INFORMATION TECHNOLOGY					
201	Desktop Support Technician	204	Network Analyst	207	Information Systems Manager
202	Programmer/Analyst	205	Web Developer	208	IT Security Analyst, Senior
203	GIS Analyst	206	Database Analyst	209	Software Engineer
GENERAL ADMINISTRATION					
301	Receptionist	307	Program Support Specialist	312	Public Information Specialist
302	Administrative Assistant	308	Program Administrator	313	Public Information Officer
303	Shipping/Receiving Specialist	309	Graphic Design Specialist	314	Research Analyst
304	Customer Service Representative	310	Buyer	315	Project Manager
305	Office Support Specialist	311	Legal Assistant	316	Library Assistant
306	Office Support Supervisor				
PUBLIC WORKS / OPERATIONS / PARKS & RECREATION					
501	Custodian	505	Roadway Maintenance Technician	510	Electrician
502	Maintenance Craftsman	508	Parks & Recreation Manager	511	Plumber
503	HVAC Technician	509	Carpenter	512	Building Superintendent
504	Mechanic				

HEALTH & WELFARE					
601	Dietary Aide	605	Registered Nurse	608	Welfare Clinician
602	Registered Dietitian	606	Nurse Manager (RN)	611	Health Education Specialist
603	Licensed Practical Nurse	607	Welfare Services Technician	612	Health Program Manager
PUBLIC SAFETY					
701	Correctional Officer	705	Correctional Lieutenant	708	Police Officer
702	Probation/Parole Officer	706	Correctional Manager	709	Police Captain
703	Social Worker	707	Fish & Game Officer, Senior		
ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING					
803	Scientist	805	Forensic Scientist, Senior	809	Engineer (Civil)
804	Chemist, Senior	808	Engineer (Technical)	810	Engineering Manager

General Instructions

Please read the following instructions before completing the survey. **Please copy this file to your computer before entering any data.** We recommend that you save a hard copy of the completed survey for your records. This workbook contains five tabs/worksheets. An explanation of the worksheets is included below.

Due Date

Please submit your completed questionnaire by Friday, **September 8, 2023** by email to Lauren Busey (lauren.busey@milliman.com).

Contact

If you have questions while completing the survey, please contact Lauren Busey at 206.504.5535 or email her at lauren.busey@milliman.com.

Worksheet Instructions

Invited Participants

A list of the public and private sector invited participants is provided.

Your Organization / Pay Administration Information

Please provide the information requested on the worksheet so that we can ensure that you receive the survey results.

Job Descriptions

Please read the job descriptions before completing the compensation input form.

Compensation Input

The compensation data form includes pre-printed survey job codes and titles. Report all data effective as of August 1, 2023. Following is an explanation of the data elements:

Your Organization's Title

The title that your organization has assigned to this job.

Level of Match

Please provide only "good" matches. A "good" match is one in which 80% of the job responsibilities match between the survey job and the job at your organization. After determining if it is a "good" match, please use this column to indicate if your job duties are equal to, less than or greater than the benchmark description. Select the appropriate level of match from the drop-down box. If your organization does not have a match to the survey position, please select "no match".

Number of Incumbents

Please provide the number of full-time employees you are reporting for this job.

Average Base Pay

Please provide the annual base pay for this job (as of August 1, 2023).

Salary Range

Please enter your established salary range (minimum and maximum). This could be your salary range or the first and highest step in your pay system.

FLSA Status

Select exempt or non-exempt from the drop-down box.

Other Cash Compensation (non-bonus)

Please indicate whether this job is eligible for other cash compensation (e.g., longevity pay). Select yes or no from the drop-down box.

Bonus/Incentive Eligible

Please indicate whether your job is eligible for a bonus or incentive program. Select yes or no from the drop-down box, even if the job did not actually receive one for the most recent annual performance period.

Performance-Based Bonus

If the job is bonus/incentive eligible, please indicate whether the bonus is performance-based. Select yes or no from the drop-down box.

Last Bonus/Incentive Amount Paid

If the job is bonus/incentive eligible, please provide the average dollar amount that this job was paid in the most recent period. If the job is eligible but did not receive an annual cash incentive award, enter \$0.

Bonus/Incentive Maximum Amount

If the job is bonus/incentive eligible, please provide the maximum amount that the job would receive for achieving expected or targeted results.



Compensation Survey Invited Participants

Public Sector Entities Invited to Participate		
Ada County	City of Twin Falls	Spokane Public Schools
Bannock County	Civilian Department of Defense	State of Montana
Bingham County	Clearwater County	State of Nevada
Blackfoot School District #55	Coeur d'Alene School District No. 271	State of Oregon
Boise School District #1	College of Southern Idaho	State of Utah
Bonneville County	College of Western Idaho	State of Washington
Bonneville Joint School District #93	East Valley #361 (Spokane area)	State of Wyoming
Caldwell School District #132	Federal Deposit Insurance Corporation (FDIC)	The College of Idaho
Canyon County	Idaho Falls School District #91	Twin Falls County
Central Valley #356 (Spokane area)	Kootenai County	Twin Falls School District #411
City of Blackfoot	Kootenai School District #274	U.S. Bureau of Land Management
City of Boise	Lewiston Independent School District #1	U.S. Forest Service
City of Caldwell	Nampa School District	U.S. Geological Survey
City of Coeur d'Alene	National Resources Conservation	U.S. Health & Human Services Department
City of Idaho Falls	Nez Perce County	University of Idaho
City of Lewiston	Nez Perce Tribal Executive Committee	USDA Farm Service Agency, ID (Boise)
City of Meridian	Nezperce Joint School District #302	USDA Farm Service Agency, WA (Spokane)
City of Nampa	North Idaho College	Valley County
City of Orofino	Northwest Nazarene University	Veterans Administration & Hospital
City of Pocatello	Orofino Joint School District #171	Washington State University
City of Spokane	Pocatello/Chubbuck School District	West Ada School District #2
City of Spokane Valley	Spokane County	West Valley #363 (Spokane area)
		Whitworth University

Private Sector Organizations Invited to Participate

Ada County Highway District	Golden Valley Natural	Raycap Inc.
Adecco	Gonzaga University	Regence BlueShield of Idaho
Agri Beef Co	Gritman Medical Center	Ridley's Food Corp
Albertsons	Hagadone Hospitality Co	Saint Alphonsus Health System
Amalgamated Sugar	Hecla Mining Company	Scentsy Inc.
Aspire Human Services	Heinz Frozen Goods	Silverwood Inc
Basic American Foods	Heritage Health	Simplot
Bechtel Marine Propulsion Corp.	Hewlett Packard	Sorrento Lactalis Inc
Bingham Memorial Hospital	Idaho Central Credit Union	St. Joseph Regional Medical Center
Blue Cross of Idaho	Idaho Forest Group	St. Luke's Health System
Bodybuilding.com, LLC	Idaho National Laboratory	St. Mary's & Clearwater Valley Hospital & Clinics
Boise Cascade	Idaho Power Company	Stinker Stores
Bonner General Hospital	Idahoan Foods LLC	Sun Valley Company
Brigham Young University-Idaho	Jacksons Food Stores Inc	Syringa General Hospital
Broulim's Super Market, Inc.	Kootenai Health	Syringa Networks, LLC
Buck Knives, Inc.	Kootenai Medical Center	Tedder Industries, LLC
CenturyLink	Kount	Terteling Co
CH2M	Lamb Weston	Thomas Cuisine Management
Chobani Idaho LLC	McCain Foods	Treasure Valley YMCA
Clear Springs Foods, Inc.	Melaleuca Inc	Trinity Health
Clearwater Analytics, LLC	Micron Technology, Inc.	Tsheets (Intuit)
ClickBank	Monsanto Company	US Bank
Cradlepoint, Inc.	Mountain View Hospital, LLC	US Ecology
D&B Supply Co.	Norco	Vacasa
Deaconess Hospital	ON Semiconductor	Valley Hospital
Delta Dental of Idaho	Personnel Plus Inc	WDS Global
Dickinson Frozen Foods Inc	Portneuf Medical Center	Wells Fargo Bank
Eastern Idaho Health Services	POWER Engineers, Incorporated	West Valley Medical Center
ESI Construction	PRECO Electronics	WinCo Foods
Fisher's Technology	Providence Holy Family Hospital	Woodgrain Millwork Inc
Glanbia Foods	Qualfon Data Services Group LLC	Raycap Inc.



Compensation Survey Your Organization / Pay Administration

Your Organization	
Organization name	
Address	
City, state, zip code	
Name of person completing survey	
Title	
Phone number	
E-mail address	
Name of person to receive report (if different from above)	
Title	
E-mail address	
Standard hours per year (e.g., 2080)	
Total annual operating budget	
Total number of full-time employees (FTEs)	

Pay Administration

Adjustments	2021	2022	2023	2024 Projected
Average percent base pay increase budgeted for last three years				
Percent increase to salary structure for last three years				

Factors that Determine Individual Salary Increases	Cost of Living Adjustments	Market Based Adjustments	Performance (Merit) Based Adjustments	Competency Based Adjustments	Step Increases	Other Adjustments
Check each factor that is used to determine pay adjustments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For each box checked above, please provide the percent of pay that you budgeted/paid out for this increase in the last year						

Do you offer shift differential pay?

If yes (shift pay), please explain.

Do you offer pay for longevity?

If yes (longevity pay), please explain.

Do you utilize more than one salary structure?

If yes (multiple structures), please explain.

Do you pay for professional certifications?

Do you pay for the cost of obtaining the certification?

Do you offer additional pay once certified?

If yes (additional pay), please explain.



Compensation Survey Job Descriptions

Survey Job Code	Title/Description	Qualifications
101	Accounting Technician	
	Paraprofessional bookkeeping work. Prepares and processes a variety of accounting documents and transactions and maintains accounts. Accounting specialty may focus on accounts payable, accounts receivable, collections, revenues, taxes, audit research and other related accounting tasks. Reviews documents for completeness and accuracy, performs adjustments to data and accounts, and develops and prepares ad hoc reports for use by management.	Typically requires an Associate's degree and one to two years of relevant work experience.
102	Disability Claims Adjudicator	
	Journey-level work evaluating medical evidence, psychological, vocational, educational and social information to determine primary disability diagnosis in compliance with Social Security Administration policy under Title II and Title XVI of the Social Security Act; reviews disability claims to continue benefits.	Typically requires a Bachelor's degree and one year of relevant work experience.
103	Grants Officer	
	Journey-level work in the financial administration of grant awards. Reviews and monitors expenditures to ensure they are in compliance with grant requirements. Analyzes, evaluates and approves requests for reimbursement from grantees. May conduct site visits. Provides technical assistance to grant applicants and grant holders. Prepares reports regarding grant funding and expenditures.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
105	Financial Management Analyst, Senior	
	Analyzes program and public policies; develops, implements, and coordinates policy improvement initiatives; and plans and recommends organization structure and controls for financial management and related operations of state government. Identifies, synthesizes diverse cultural, social, organizational and technical processes. Conducts public policy and issues analyses from a financial impact perspective. Conducts program evaluations. Provides departmental technical assistance and training. Provides direction to lower level analysts.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
106	Budget Manager	
	Directs and coordinates budgeting activities for a large agency including budget formulation, monitoring, and presentation. Directs compilation of data used to prepare budgets and to justify fund requests. Coordinates appropriations for divisional and specific programs. Reviews operating budgets to analyze trends affecting budget needs. Leads and directs the work of others. Defines issues and takes adversarial positions.	Typically requires a Bachelor's degree and management level experience.

107	Finance Department Director	Directs through subordinate managers and supervisors activities of significant, and highly complex accounting, budgeting, and/or auditing functions. Serves as the departmental chief fiscal officer by directing all fiscal activities of the department. Advises executive, division, and agency directors regarding fiscal operations. Develops and implements department procedures and controls. Manages and reviews the formulation of the department's appropriation and division/region budget requests. Estimates and analyzes program needs, priorities, revenue sources, federal matching money and legislation. Manages the allocation of federal, state or other grants. Evaluates and applies guidelines for the budgeting process.	Typically requires a Bachelor's degree and director level experience.
108	Training Specialist	Journey-level work developing training courses. Determines employee and agency needs. Prepares lesson plans and related instructional materials. Researches and analyzes training resources from outside sources and recommends modifications to training programs. May establish training program objectives.	Typically requires a Bachelor's degree and one to two years of relevant work experience
110	Tax Auditor, Senior	Journey-level work specializing in tax and revenue auditing. Serves as a team leader. Provides technical guidance and training in tax specialty. Researches and resolves difficult tax issues and determines how to obtain audit information. Analyzes complex accounting systems and related financial data to determine the scope and nature of adjustments. Prepares the final audit report and presents and defends the report to management and the taxpayer. Plans, performs and communicates audit findings. Makes public presentations, conducts training and mentors employees in other business units.	Typically requires licensure as a Certified Public Accountant or a Bachelor's degree in Accounting and four to six years of relevant work experience.
201	Desktop Support Technician	Provides experienced, technical desk top support, PC hardware and software troubleshooting, hardware/software installation, remote maintenance, and may perform low-to-mid level network and application administration functions. Performs a variety of computer systems administration and support tasks, including assessment, testing, documenting, maintaining, and troubleshooting user problems related to PC hardware, software applications, peripheral equipment, communication devices, user accounts, and multiple operating systems. Works with a variety of data and voice telecommunications systems and networking technologies.	Typically requires an Associate's degree and one to two years of relevant work experience.
202	Programmer/Analyst	Journey-level programming and analysis work performing all aspects of development, testing, and implementation of new applications programs. Analyzes and critiques computer programs and systems and develops new programs. Reviews users requests for new or modified computer programs to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Configures plan outlining steps required to develop program, using structured analysis and design. Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
203	GIS Analyst	Journey-level work interpreting and preparing information for data conversion and maintenance procedures of a wide variety of GIS themes. Maintains the geographic database and performs updates and edits. Prepares maps and data records as necessary for quality assurance procedures or in response to internal and external customer service data and mapping requests. Reviews, evaluates and verifies mapping data or theme's provided by other government agencies or private sector contractors for accuracy and consistency, modifying and correcting database values as necessary. Assists in the evaluation, development, adaptation and programming of computer software applications for data capture, conversion and maintenance procedures related to GIS.	Typically requires a Bachelor's degree and one to two years of relevant work experience.

204	Network Analyst	Journey-level network administration work in the planning, design, installation, security, and management of an integrated, geographically dispersed information processing network comprised of multiple hardware platforms, information resources, communications protocols, and physical network topologies. May define parameters for configurations and determine system growth rates and capacity requirements for software, hardware, and information processing options.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
205	Web Developer	Journey-level professional work establishing policies and procedures for publishing Web pages and applications. Develops and oversees website design and creation. Plans, designs, evaluates, develops, tests, edits, maintains, and documents look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Applies knowledge of programming techniques and computer internet systems.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
206	Database Analyst	Journey-level database administration, providing service and continuous availability for database users on a large mainframe server. Designs, develops, installs, and tests new and enhanced database systems. Ensures compatibility and efficiency of database applications. Oversees and enforces standards and procedures for use, backup, and recovery of data. Ensures preparation of project phase plans, schedules, and cost estimates. Trains staff in data cataloging and library procedures. Ensures security of databases and supporting production software. Consults on design of other operating or applications systems. Consults with and advises top management on database systems.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
207	Information Systems Manager	Manages and directs all information technology activities in a large agency/organization a large information technology function in a centralized information technology organization. Exercises direct supervision over supervisors, professional, technical, and support staff and oversees contract work. Reviews and monitors information technology policies, procedures, and standards. Monitors compliance with governmental regulations and statutes. Prepares budget and participates in organization wide information technology planning activities.	Typically requires a Bachelor's degree and management level experience.
208	IT Security Analyst, Senior	Develops and implements policies and procedures for security and disaster recovery. Analyzes business requirements and assists other IT staff in the integration of these requirements. Ensures all applications incorporate disaster recovery procedures. Develops and oversees security education and awareness programs throughout the organization. Audits security access control design practices to ensure adherence to policies and procedures. Assists outside auditors. Evaluates legislation, regulations, and industry practices and provide technical expertise and project leadership to other IT staff.	Typically requires a Bachelor's degree and three to four years of relevant work experience.
209	Software Engineer	Analyzes, designs, develops, modifies, writes, edits, tests, and implements software programming applications. Analyzes and defines software requirements to meet business needs. Interfaces with customers to determine the most efficient and cost-effective approach and proposes software solutions. Participates in the evaluation and selection of products and tools. Develops, designs, and edits original applications, or modifies existing applications. Tests and approves applications. Manages user support and feedback. May specialize in one or more areas of development, including network, operating systems, databases, or applications.	Typically requires a Bachelor's degree and two to four years of relevant work experience.

301	Receptionist	Provides front-line customer service in person and by telephone to refer customers to appropriate office or staff. Asks for customer's name, arranges for appointment with or notifies person called upon of customer's arrival, guides caller to destination, and records name, time of call, nature of business, and person called upon.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
302	Administrative Assistant	Performs highly responsible and complex administrative support work requiring broad organizational knowledge and the interpretation and application of agency policies, rules, and regulations. Provides confidential, secretarial support to an agency director or deputy by working independently on delegated tasks. Prepares special reports and may resolve procedural, scheduling, and other non-policy matters on behalf of the executive. May exercise project-specific supervision over staff as necessary.	Typically requires a high school diploma or equivalent and one year of relevant work experience.
303	Shipping/Receiving Specialist	Ship, receive, and deliver supplies, materials and equipment, and maintain inventory control and records in a State warehouse.	Typically requires a high school diploma or equivalent and three months of relevant work experience.
304	Customer Service Representative	Greets visitors and answers the telephone. Possesses good knowledge of department programs and services. Provides and obtains accurate information, explains and applies rules, policies, and procedures. Determines eligibility for available services and refers people to the appropriate department or staff. Additionally, performs a variety of office support functions	Typically requires a high school diploma or equivalent and six months of relevant work experience.
305	Office Support Specialist	Performs office support or secretarial functions which require an in-depth knowledge of assigned program or department. Performs complex computer operations. Composes correspondence. Creates, reviews, and processes documents and records. Identifies and corrects errors and omissions on documents received from staff, departments and/or the public. Maintains records. Schedules appointments, makes travel arrangements, and maintains calendars for supervisor and staff.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
306	Office Support Supervisor	Supervise support staff of multiple work units which may include lower level supervisors. Ensure effective work flow, operational consistency, and integration of work units. Evaluates, trains, and directs support. Determines training needs and recommends training programs. Serve as a program/department expert which requires in-depth knowledge and independent judgment in the application and interpretation of rules, regulations, policies, and procedures. Develops and implements new methods, procedures, or strategies to solve work problems and improve productivity. Assesses office needs and makes recommendations to management regarding equipment, space, and staff requirements.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
307	Program Support Specialist	Provides a variety of high level program support functions. Reviews and processes documents. Determines and explains compliance with laws, rules, regulations and policies and takes appropriate action. Maintains a manual or computerized records system. Gathers information, make decisions, resolve problems, and respond to inquiries. Conducts involved searches which may require accessing and selecting multiple information sources or contact with clients, vendors, or outside sources to obtain information. Performs specialized support work that involves an extensive knowledge of the program/department.	Typically requires an Associate's degree and one to two years of relevant work experience.

308	Program Administrator	Develops, implements, and manages a specific program within the department or office. Coordinates planning and project management activities. Respond to questions and requests for information. Provides training on program objectives. Develops and maintains cooperative relationships with State, local, and private agencies. May supervise subordinate staff in carrying out program objectives.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
309	Graphic Design Specialist	Journey-level work in the design and production of printed publications and visual materials. Designing layouts, selects text, incorporates photographs, and creates illustrations. Creates visual artwork for use in television productions or print media using computer video-graphics and conventional art techniques.	Typically requires a Bachelor's degree or equivalent work experience.
310	Buyer	Compiles the necessary information and takes independent action to procure supplies, materials, equipment and services. Prepares specifications and invitations to bid, reviews and evaluates bids, and makes award recommendations in accordance with legal requirements. Resolves vendor-user conflicts, negotiates contracts and issues emergency purchase authorizations. Conducts research and performs value and life-cycle costing analysis.	Typically requires a Bachelor's degree or equivalent work experience.
311	Legal Assistant	Provides support to attorneys by conducting research and assembling legal materials for working files used in docketing cases. Reviews routine petitions regarding administrative appeals and prepares appropriate draft pleadings. Schedules depositions, prepares exhibits for court cases, and maintains confidential legal files. Assists attorneys in ensuring that deadlines are met for filing various court actions, and may file orders, judgments, pleadings, briefs and other documents on behalf of an attorney.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
312	Public Information Specialist	Performs public information activities in support of a department's operations and public relations. Writes and distributes routine news releases covering appointments, programs, meetings, and scheduled events. Writes routine speeches and program scripts. Develops and maintains a variety of media contacts. Drafts responses and provides information to media and the public. Makes public presentations and represents the department at meetings and conferences. Researches background data and interviews sources. Coordinates the work of consultants and vendors. Provides input for department public relations goals and priorities.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
313	Public Information Officer	Performs professional public information work by developing and writing news releases, feature stories, pamphlets, brochures, radio and television scripts, and other articles for an organization. Conducts research to verify reliability of material to be published, Conducts interviews to secure information. Answers inquiries about organizational activities. Arranges promotional photographs. Serves as an internal public relations consultant to administrators.	Typically requires a Bachelor's degree and one year of relevant work experience.
314	Research Analyst	Professional journey-level work applying advanced statistical methods and procedures. Develops and designs models. Collects, compiles, analyzes and interprets results of qualitative and quantitative data. Prepares findings and conclusions.	Typically requires a Bachelor's degree and one to two years of relevant work experience.

315	Project Manager	Develops project goals, work plans, timelines, implementation strategies, and evaluation methods for projects that have organization wide impact. Identifies key stakeholders, develop and implement strategies to encourage and obtain stakeholder and/or community awareness and support, and identify project partners. Identifies and coordinates with program committees and advisory groups. Administers project budgets, authorizes expenditures, develops and monitors contracts. Coordinates publicity and develops informational materials. Provides direction to project team.	Typically requires a Bachelor's degree and management level experience.
316	Library Assistant	Paraprofessional library work, with review for adherence to established practices and for results, consisting of advanced technical activities within a library unit. Conducts bibliographic searches. Corrects or updates information on local files/record systems. Provides information regarding locations or availability of material, resources, and services. May work with specialized collections such as Braille, science, medicine, etc.	Typically requires an Associate's degree and one to two years of relevant work experience.
501	Custodian	Performs heavy-duty cleaning in hospitals, locker rooms, classrooms, dormitories, lavatories, or other areas. Cleans and shampoos carpets, strips and re-waxes floors, empties trash, dusts, and cleans walls, windows, bathrooms, and other general use areas. Changes light bulbs and maintains a small supply closet. Sets up equipment for special events and services cleaning equipment.	Typically requires six months of relevant work experience.
502	Maintenance Craftsman	Performs semi-skilled work in such areas as carpentry, electrical, plumbing, heating and air conditioning, and equipment repair. Assists journeyman electricians in new installations. Maintains and repairs plumbing fixtures and systems. Assists journeyman plumbers in the installation and remodeling of plumbing systems. Maintains and repairs heating, ventilating, and air conditioning systems. Monitors boiler room by reading gauges for pressure and records in log book. Checks and repairs leaks in heating/cooling systems. Replaces thermostats, control and zone valves and power heads. Changes and washes filters.	Typically requires six months of relevant work experience.
503	HVAC Technician	Journey-level skilled work associated with the construction, maintenance, and repair of air-conditioning systems and associated air handling, chilled water distribution, and pneumatic control mechanisms. Maintains refrigeration units and their control systems. Performs preventive maintenance and identifies the cause of the problem. Determines the materials and tools needed, the method of repair, and independently completes repairs.	Typically requires a high school diploma or equivalent and three to four years of relevant work experience.
504	Mechanic	Journey-level work repairing and maintaining motorized vehicles and related equipment. Tunes gas and diesel engines, diagnoses problems, disassembles units, replaces parts, and reassembles units in various automotive systems. Repairs and maintains the following components: braking, cooling, electrical, exhaust and emissions control, heating and air conditioning, hydraulic and air, steering, and suspension systems.	Typically requires three to four years of relevant work experience.
505	Roadway Maintenance Technician	Advanced journey-level technical highway and engineering work in multiple areas of responsibility. Utilizes highway plans and specifications, maps, aerial photographs, GPS and GIS data for highway maintenance or engineering activities. Performs the following activities: construction inspection, roadway maintenance, pavement analysis, materials testing, traffic services, vegetation management, bridge inspection, survey, and design. Coordinates with various outside agencies in computing, checking, and verifying quantities, materials, costs, and final contractor payments. May direct others in one or more phases of a highway construction or maintenance project	Typically requires one to two years of relevant work experience.

508	Parks & Recreation Manager	Management level work in the operation of a small to medium-sized park. Prepares budget, evaluates park and law enforcement operations, plans and supervises construction/maintenance activities, and promotes park services. Supervises permanent, seasonal, temporary and volunteer employees.	Typically requires a Bachelor's degree and management level experience.
509	Carpenter	Journey-level skilled carpentry work for the maintenance and repair of buildings. Constructs and repairs wooden structures and structural parts. Reads blueprints, computes dimensions, cuts and assembles frameworks. Uses hand tools such as saws, hammers, drills, lathes, levels, and other carpentry tools. May design and construct custom office furniture to meet unusual conditions and needs.	Typically requires four years of relevant work experience.
510	Electrician	Journey-level skilled work in the maintenance, repair and trouble-shooting of electrical systems. Installs and maintains electrical appliances, equipment, and components such as panels, circuit breakers, connectors, switches, transformers, and emergency generators. Diagnoses and corrects electrical system and equipment malfunctions using tools and test equipment. Reads blueprints and other drawings. May provide technical guidance and instruction to lower level employees.	Typically requires state licensure as a Journeyman Electrician and two years of relevant work experience.
511	Plumber	Journey-level skilled work in the installation, maintenance, and repair of plumbing systems and fixtures. Installs and troubleshoots water heaters and steam lines. May maintain natural gas appliances.	Typically requires state licensure as a Journeyman Plumber and six months of relevant work experience.
512	Building Superintendent	Plans, directs, and performs repair and maintenance of a large building or a complex of smaller buildings. Supervises and trains staff.	Typically requires two years of relevant work experience.
601	Dietary Aide	Applies dietary guidelines and prepares food under supervision. Cleans and sanitizes cooking utensils. Prepares records and reports.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
602	Registered Dietitian	Journey-level professional dietetic work. Develops menus and special diets. Consults with patients regarding dietary needs and issues and provides them with training and educational services. Consults with other health care professionals regarding care and treatment of patients with special dietary needs.	Typically requires registration as a Dietitian with the American Dietetic Association and state licensure by the Board of Medicine.
603	Licensed Practical Nurse	Journey-level practical nursing work in the care and treatment of the ill, injured or infirmed. Participates as a member of a nursing team in caring for the total needs of the patient. Participates in planning and implementing patient care plans. Observes and communicates patient condition. Administers legally prescribed medications within the scope of state law and institutional policy.	Requires licensure to practice as a Practical Nurse.

605	Registered Nurse	Journey-level professional direct patient care and treatment to patients or residents. Plans and implements patient care plans. Evaluates responses to treatment and maintains comprehensive patient care records. Administers legally prescribed medications within the scope of state law. May supervise staff as assigned.	Requires licensure to practice as a Registered Nurse.
606	Nurse Manager (RN)	Supervises nursing staff and ensures quality management. Provides consultation and liaison with staff, health care providers, and the community. Evaluates staff performance. Plans, organizes, and supervises nursing programs. Identifies partnerships or resource sharing opportunities. Develops and oversees contractual agreements for services. Utilizes considerable knowledge of applicable state and federal laws and regulations. Ensures compliance with and monitoring of the appropriate standards. Ensures information is distributed and training is conducted to internal and external individuals or groups.	Requires licensure to practice as a Registered Nurse and one year of relevant supervisory experience.
607	Welfare Services Technician	Provides treatment and support services for clients by instructing homemaking, daily living and job attainment skills such as money/budgeting, parenting, personal hygiene, and social skills. Manages and monitors client maladaptive behavior, follow-through and achievement of goals and agreements and ensures access to services. Serves as a client advocate in meetings and with service providers. Acts as a role model and monitors family and child visits and report observations. Collects data and arranges for support services.	Typically requires a high school diploma and six months of relevant work experience.
608	Welfare Clinician	Provides assessment, multifaceted clinical therapy and/or rehabilitative services to clients and families. Preparing findings, diagnostic impressions, diagnosis, and recommendations. Selects, scores, administers, and interprets psychological tests. Presents assessment results to multidisciplinary team. Participates in treatment planning. Provides forensic services. Designs and implements training. Coordinates program with other service providers and community organizations. Provides client, family, and community education services.	Typically requires a Master's degree and one year of relevant work experience.
611	Health Education Specialist	Professional level work planning, implementing, and conducting health promotion and public health education programs for individuals, groups and the community. Develops program materials and makes presentations regarding program activities.	Typically requires a Bachelor's degree and one year of relevant work experience.
612	Health Program Manager	Develops, implements, and evaluates the organization's health program activities. Develops project plans, policies, and contract proposals. Developing data collection and analysis strategies for utilization patterns and needs assessment. Develops and monitors service/contract agreements and ensures quality assurance. Conducting site reviews to evaluate compliance with state and federal regulations. Identifies problem areas and recommends solutions. Trains and provides technical assistance and information to contractors, physicians, health professionals, and the public. Makes presentations to providers and community organizations. May secure funding from grants and private contributors.	Typically requires a Bachelor's degree and two to three years of relevant work experience.

701	Correctional Officer	Journey-level security work in a correctional institution. Ensures security and maintains order by escorting inmates within and outside the institution. Conducts searches of inmates to control contraband. Inspects inmate living quarters to ensure cleanliness and sanitation. Stands watch on an armed post. Patrols grounds and participates in inmate counts.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires two years of relevant work experience or post high school education.
702	Probation/Parole Officer	Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts pre-sentence and pre-hearing investigations for use in probation and parole proceedings. Assists clients with personal, social, financial, family, employment and psychological problems and works with community service agencies and law enforcement authorities to enhance the process of integrating offenders back into the community. Supervises released offenders by enforcing parole agreements and stipulations, and prepares periodic reports on their activities. Recommends remedial action when appropriate.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a high school diploma or equivalent.
703	Social Worker	Journey-level work performing professional licensed social services or clinical social services. Applies social work principles to investigate, protect and provide social service intervention to children and families having problems with neglect, abuse, delinquency or other social problems. Prepares case assessments and designs case plans. Evaluates progress of client and families. Monitors placements and prepares court and other reports for foster care, adoption, or other social evaluations. Maintains case files.	Requires licensure to practice as a Licensed Clinical Social Worker. In addition, typically requires a Bachelor's degree.
705	Correctional Lieutenant	Supervisor over officers who maintain order and direct the conduct of inmates in a correctional institution. Schedules and assigns work to officers. Provides staff training to ensure consistent enforcement of rules and application of standard operating procedures. Evaluates officer performance. Recommends department plans and policies.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires one year of relevant supervisory level experience.
706	Correctional Manager	Manages community-based correctional facilities and associated programs, or a combination of major programs such as security, rehabilitation and treatment, and/or operations in a state correctional facility. Forecasts, develops and controls multiple program and department budgets and develops department goals. Ensures the civil rights of offenders are provided for and protected. Mediates conflicts between internal and external organizations and individuals. Manages contracts with service providers. Maintains a close relationship with law enforcement agencies, courts, Parole Commission, and/or Interstate Compact. Subject to 24-hour emergency call-back.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a Bachelor's Degree or relevant management level experience.
707	Fish & Game Officer, Senior	Journey-level professional law enforcement work in the area of fish and game management. Patrols large, often remote geographical areas for violations of game, fish, and watercraft laws or accidents. Issues citations, secures complaints, conducts investigations, makes arrests, writes reports and testifies in court. Collect data on fish and wildlife populations. Sell licenses and provide information to the public.	Typically requires permanent status as a Conservation Officer or one year of relevant work experience as a sworn peace officer.

708	Police Officer	Journey-level work enforcing motor vehicle traffic laws and all criminal laws through ground patrols. Conducts criminal investigations. Patrols the streets and highways for the purpose of preventing crime, maintaining order, and promoting safety. Investigates motor vehicle crashes. Protects residents, employees, the general public and property.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Must possess a valid driver's license and pass a background investigation and polygraph examination.
709	Police Captain	Manages all enforcement and support operations for patrol or investigations within a district. Develops and ensures appropriate programs to prevent the loss of life, personal injury, and property destruction. Develops and implements short and long-range plans and programs to improve community, public, legislative, and media relations. Ensures adequate resources are available to fully staff specialty programs. Ensures full participation of subordinate staff in the prosecution of offenders.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Typically requires a Bachelor's degree or five to seven years of relevant management level experience. Must possess a valid driver's license and pass a background investigation and polygraph examination.
803	Scientist	Journey-level professional scientific work applying diversified knowledge and advanced scientific principles, theories, concepts, and techniques. Performs analyses related to a specific environmental media or scientific discipline. Recommendations have a direct affect on program policies. Provides solutions, standards, and protocols to a wide range of difficult problems. Serves as a task force member or team leader for a group of scientists and support personnel for on-going projects or studies.	Typically requires a Bachelor's degree and four years of relevant work experience or a Master's degree and two years of relevant work experience or a Doctorate of Philosophy.
804	Chemist, Senior	Journey-level work performing professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively.	Typically requires a Bachelor's degree and three years of relevant work experience.
805	Forensic Scientist, Senior	Performs advanced, multi-level examinations and analyses. Plans and manages a large and diverse regional or statewide case load. Supports state and local legal and criminal justice agencies. Serves as interagency liaison. Trains and acts as supervising analyst in casework specialty.	Typically requires a Bachelor's degree and three years of relevant work experience.
808	Engineer (Technical)	Journey-level work within technical specialty. Performs all normal and conventional aspects of journey-level engineering and provides consultation with other professional engineering staff and management in their specialty. Applies intensive and diversified knowledge of engineering principles and practices. Plans, schedules, conducts, and coordinates detailed phases of the engineering work. Makes independent decisions on engineering problems and methods and represents the organization in conferences. Develops improved techniques.	Typically requires a Bachelor's degree, licensure as a Professional Engineer and four years of relevant work experience.

809 Engineer (Civil)

Journey-level professional civil engineering work associated with the planning, designing, and construction of structures, facilities, highways, bridges, transportation systems, including drainage systems. Work involves independent evaluation, adaptation and modification of standard techniques, procedures, and application of theory and practical engineering experience. Plans, schedules, and coordinates detailed phases of the engineering work in part of a major project or in a total project of moderate scope. Requires registration/licensure as a Professional Engineer (PE). May oversee work of technical staff.

Typically requires a Bachelor's degree, licensure as a Professional Engineer and three to four years of relevant work experience.

810 Engineering Manager

Plans, organizes, directs, staffs, and controls the equivalent of a large department with multiple engineering applications. Develops department policies, rules, procedures, standards and specifications. Ensures the enforcement of uniform interpretation, application, and implementation of engineering standards and procedures. Develops criteria, concepts, and cost estimates. Prepares final designs and specifications. Prepares technical reports, correspondence and publications.

Typically requires a Bachelor's degree, licensure as a Professional Engineer and management level experience.



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