

MILLIMAN REPORT

State of Idaho

Custom Compensation Survey

Final Report

July 2025

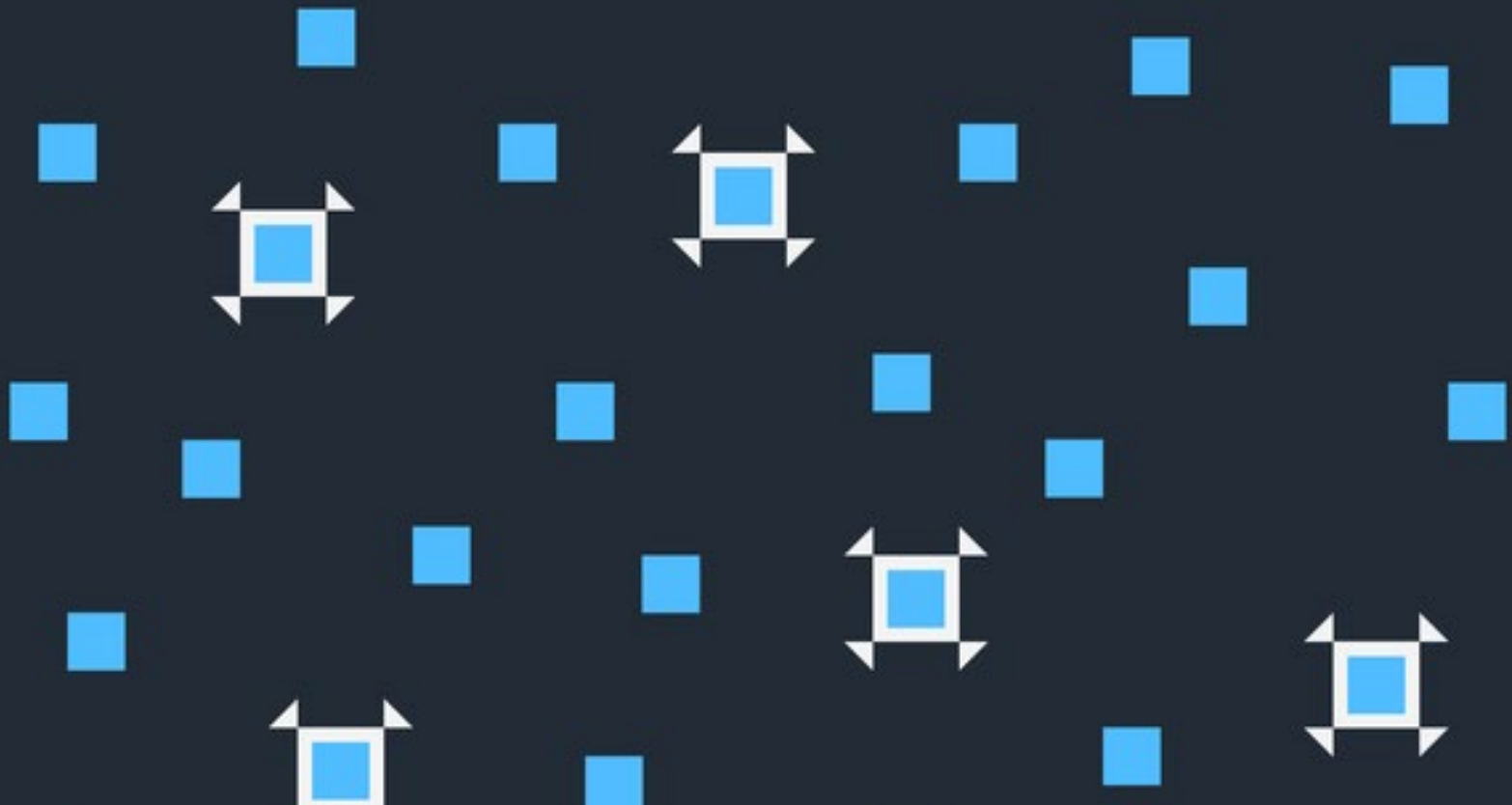




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Introduction

The State of Idaho (“State”) retained the services of Milliman, Inc. to conduct a survey of market-based compensation and benefits. The purpose of the survey was to utilize the services of an independent, third-party expert to conduct a custom survey of cash compensation, major benefit elements, 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.

Eighty-two (82) benchmark jobs are included in the custom survey representing approximately 4,100 employees within State classifications. The surveyed jobs are listed below.

SURVEY JOB TITLES					
FINANCE / HUMAN RESOURCES / TAX					
101	Accounting Technician	104	Fiscal Specialist (NEW)	108	Training Specialist
102	Disability Claims Adjudicator (REVISED)	105	Financial Management Analyst, Senior	109a	Human Resource Business Partner (NEW)
103a	Grant Writer (NEW)	106	Budget Manager	109b	Human Resource Business Partner, Senior (NEW)
103b	Grants & Contracts Administrator (REVISED)	107	Finance Department Director	110	Tax Auditor, Senior
INFORMATION TECHNOLOGY					
201	Desktop Support Technician	206	Database Analyst (REVISED)	215	GIS Specialist (NEW)
202	Programmer/Analyst	208	IT Security Analyst, Senior	216	GIS Analyst (REVISED)
204	Network Administrator (REVISED)	209	Software Engineer	217	Remote Sensing Analyst, Senior (NEW)
205	Web Developer (REVISED)	212	Data Analyst (NEW)	218	GIS Manager (NEW)
				220	Information Systems Manager (REVISED)
GENERAL ADMINISTRATION					
301	Receptionist	307	Program Support Specialist	312	Public Information Specialist
302	Administrative Assistant	308	Program Administrator	313	Public Information Officer (REVISED)
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 (REVISED)	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	611	Health Education Specialist
602	Registered Dietitian	606	Nurse Manager (RN)	612	Health Program Manager
603	Licensed Practical Nurse (NEW)	607	Welfare Services Technician	615	Psychosocial Rehabilitation Specialist (NEW)
604	Certified Nursing Assistant	608	Welfare Clinician	617	Social Services Director (Behavioral Health) (NEW)

PUBLIC SAFETY

701	Correctional Officer	706	Correctional Manager	711	Correctional Sergeant (NEW)
702	Probation/Parole Officer	707	Fish & Game Officer, Senior (REVISED)	715	Deputy Fire Marshal (NEW)
703	Social Worker - Bachelor's (REVISED)	708	Police Officer	716	Chief Deputy Fire Marshal (NEW)
704	Rehabilitation Technician (NEW)	709	Police Captain		
705	Correctional Lieutenant	710	Correctional Corporal (NEW)		

ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING

803	Scientist	805	Forensic Scientist, Senior	809	Engineer (Civil)
804	Chemist, Senior	808	Engineer (Technical)	810	Engineering Manager

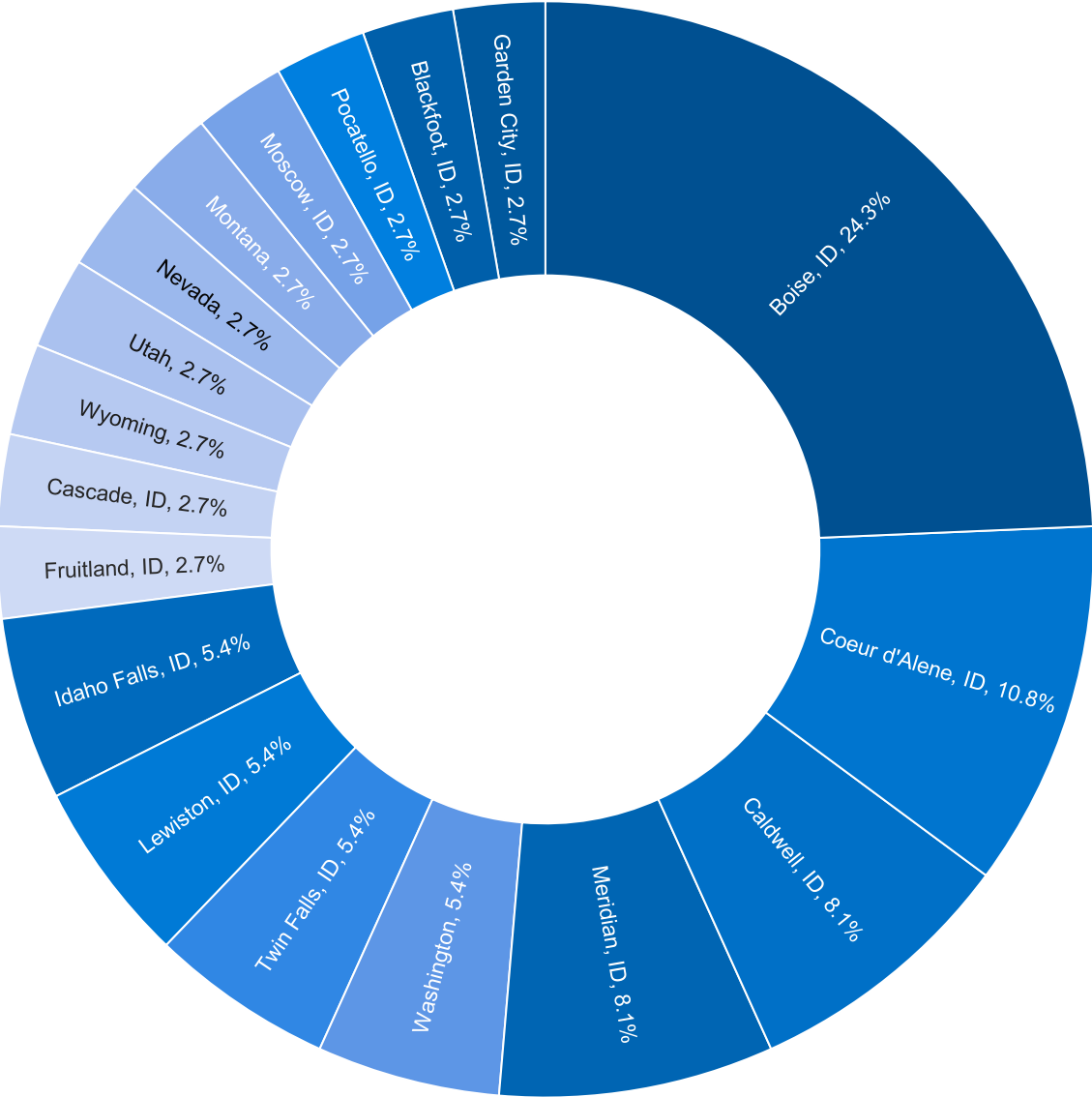
LABOR MARKET

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. Additionally, 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 invited the same group of peers from the previous study to participate. 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. This year, thirty-seven (37) organizations responded to the survey. The participating organizations and their demographic information are listed below.

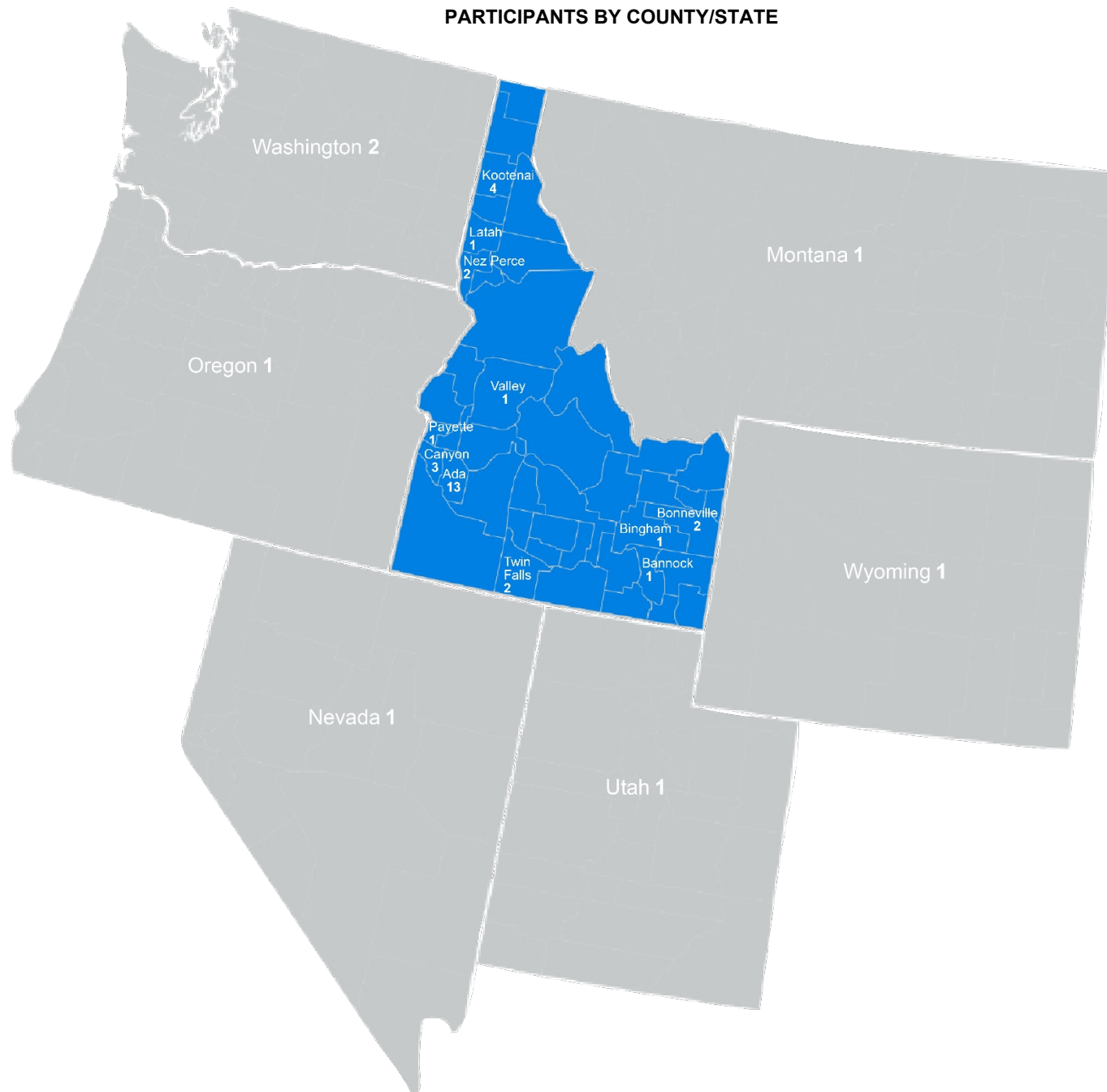
SURVEY PARTICIPANTS	
Ada County Boise, ID	J.R. Simplot Boise, ID
Ada County Highway District Garden City, ID	Kootenai County Coeur d'Alene, ID
Bingham Memorial Hospital Blackfoot, ID	Lewiston Independent School District No. 1 Lewiston, ID
Blue Cross of Idaho Meridian, ID	Micron Technology Inc. Boise, ID
Bonneville County Idaho Falls, ID	North Idaho College Coeur d'Alene, ID
Canyon County Caldwell, ID	Saint Alphonsus Health System Boise, ID
City of Boise Boise, ID	Scentsy, Inc. Meridian, ID
City of Caldwell Caldwell, ID	St. Luke's Health System Boise, ID
City of Coeur d'Alene Coeur d'Alene, ID	State of Montana Helena, MT
City of Lewiston Lewiston, ID	State of Nevada Carson City, NV
City of Meridian Meridian, ID	State of Utah Salt Lake City, UT
City of Pocatello Pocatello, ID	State of Washington Olympia, WA
City of Twin Falls Twin Falls, ID	State of Wyoming Cheyenne, WY
Coeur d'Alene School District 271 Coeur d'Alene, ID	The College of Idaho Caldwell, ID
Delta Dental of Idaho Boise, ID	Twin Falls County Twin Falls, ID
Gonzaga University Spokane, WA	Valley County Cascade, ID
Gritman Medical Center Moscow, ID	WinCo Foods Boise, ID
Idaho National Laboratory Idaho Falls, ID	Woodgrain Fruitland, ID
Idaho Power Company Boise, ID	

PARTICIPANT DEMOGRAPHICS						
	ALL PARTICIPANTS		PUBLIC SECTOR		PRIVATE SECTOR	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
Annual operating budget	\$3,882M	\$160.0M	\$5,545.9M	\$149.7M	\$556.0M	\$195.4M
Number of FTEs	7,166	1,300	6,732	606	7,802	2,163
Standard hours per year	2,080	2,080	2,080	2,080	2,080	2,080

PARTICIPANT DISTRIBUTION BY CITY/STATE



PARTICIPANTS BY COUNTY/STATE



DATA COLLECTION AND ANALYSES

General guidelines have been incorporated into the compensation profession relative to how compensation and 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.

DATA EFFECTIVE DATE

All data in this report are effective as of **April 1, 2025**. 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 are 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 – Compensation & Benefits

FINDINGS

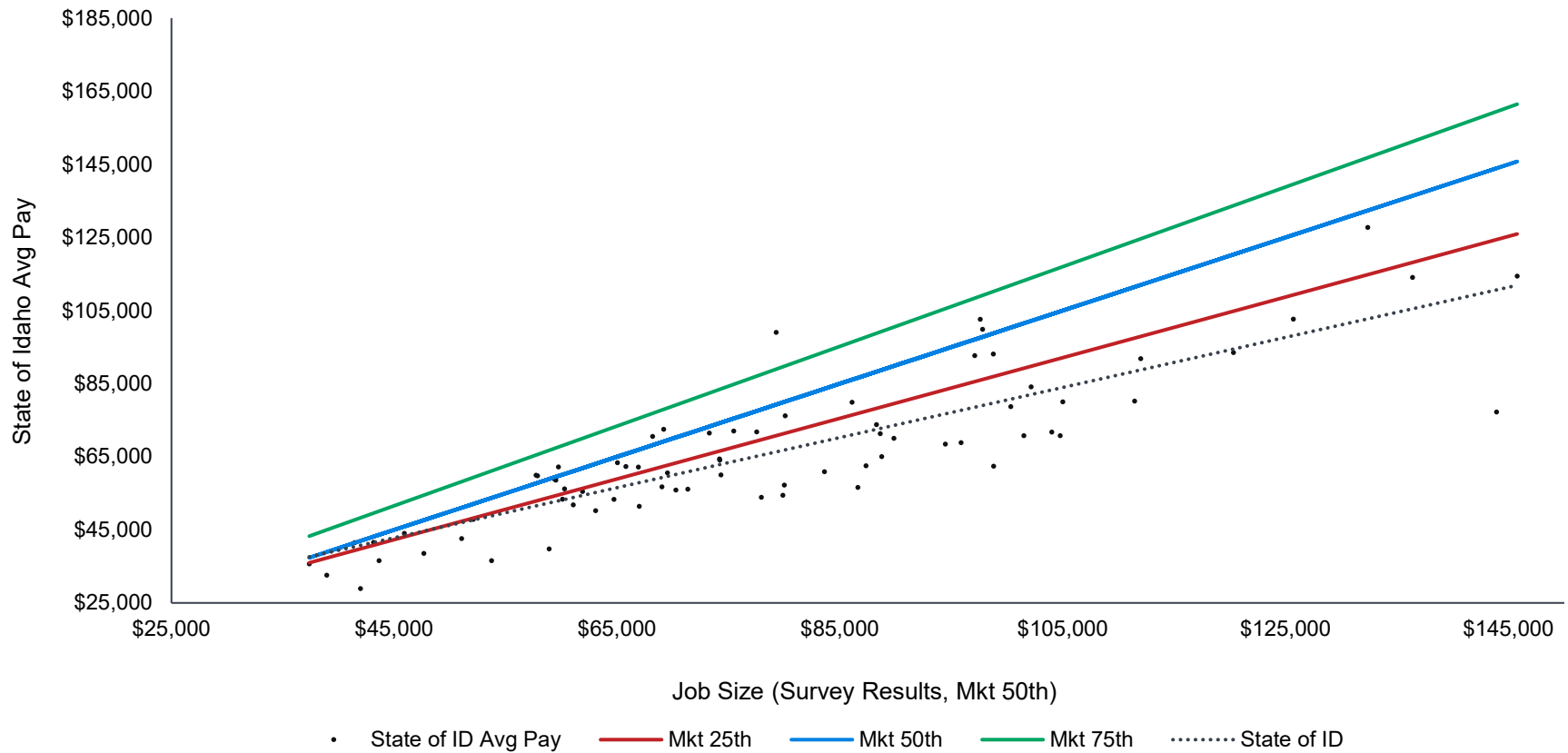
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 15% below the market 50th percentile (the 50th percentile is the statistical middle of the data set) and 5% below the market 25th percentile. This means the average of *actual* salaries (**not salary ranges**) of all employees in benchmark jobs is approximately 15% 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 12-25 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 (15% below the 50th and 5% 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 12-16) is sorted by survey job number. The second set of tables (pages 17-25) contains primarily the same information but is subtotaled 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 for lower paid jobs but trends below as pay increases. 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 vs. Survey Results



EXPLANATION OF COMPENSATION DATA TERMS AND TABLES

The tables on the following pages contain a summary of the compensation 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 maximum (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 April 1, 2025
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	34	406	\$46,426	\$51,022	\$55,541	\$43,160	\$52,233	\$63,669	97%	H	\$42,692	92.0%	83.7%	\$48,825	93.5%
102	Disability Claims Adjudicator	4	142	\$53,666	\$57,845	\$65,164	\$46,072	\$59,154	\$72,822	99%	K	\$59,892	111.6%	103.5%	\$70,988	120.0%
103a	Grant Writer	10	14	\$65,529	\$71,250	\$73,324	\$59,840	\$71,620	\$83,399	99%	No Grade					
103b	Grants & Contracts Administrator	7	74	\$66,091	\$74,194	\$84,912	\$61,173	\$74,560	\$86,376	98%	L	\$64,137	97.0%	86.4%	\$81,000	108.6%
104	Fiscal Specialist	14	280	\$59,280	\$69,000	\$74,068	\$57,081	\$71,603	\$87,699	96%	K	\$56,822	95.9%	82.4%	\$70,988	99.1%
105	Financial Management Analyst, Senior	16	371	\$74,758	\$86,076	\$97,507	\$75,461	\$92,647	\$109,302	99%	N	\$79,943	106.9%	92.9%	\$106,875	115.4%
106	Budget Manager	16	60	\$91,290	\$120,302	\$127,176	\$91,496	\$114,545	\$131,955	102%	N	\$93,603	102.5%	77.8%	\$106,875	93.3%
107	Finance Department Director	27	68	\$124,504	\$145,766	\$159,689	\$115,303	\$141,364	\$168,425	102%	P	\$114,495	92.0%	78.5%	\$136,463	96.5%
108	Training Specialist	14	132	\$65,598	\$74,180	\$82,354	\$58,876	\$74,909	\$88,417	104%	L	\$64,509	98.3%	87.0%	\$81,000	108.1%
109a	Human Resource Business Partner	23	127	\$70,161	\$77,931	\$89,223	\$65,256	\$79,371	\$93,934	98%	K	\$53,991	77.0%	69.3%	\$70,988	89.4%
109b	Human Resource Business Partner, Senior	21	59	\$89,979	\$101,480	\$122,593	\$88,198	\$111,741	\$129,653	100%	M	\$70,863	78.8%	69.8%	\$92,813	83.1%
110	Tax Auditor, Senior	9	193	\$72,968	\$77,522	\$99,632	\$64,556	\$80,810	\$99,772	97%	M	\$71,836	98.4%	92.7%	\$92,813	114.9%
201	Desktop Support Technician	30	200	\$51,729	\$59,373	\$65,594	\$49,442	\$60,643	\$70,665	95%	K	\$58,924	113.9%	99.2%	\$78,525	129.5%
202	Programmer/Analyst	20	545	\$79,061	\$83,596	\$95,659	\$66,737	\$89,706	\$104,378	99%	K	\$60,933	77.1%	72.9%	\$78,525	87.5%
204	Network Administrator	26	418	\$78,881	\$88,606	\$97,959	\$74,090	\$92,425	\$107,500	101%	L	\$71,406	90.5%	80.6%	\$89,100	96.4%
205	Web Developer	14	416	\$79,369	\$85,051	\$106,423	\$69,535	\$86,462	\$103,388	101%						
206	Database Analyst	16	269	\$87,845	\$102,138	\$111,154	\$76,066	\$99,240	\$123,286	102%	M	\$84,174	95.8%	82.4%	\$102,150	102.9%

SUMMARY RESULTS DATA BY SURVEY JOB CODE (CONTINUED)

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
208	IT Security Analyst, Senior	24	230	\$96,099	\$111,423	\$126,525	\$86,000	\$116,000	\$135,179	102%	M	\$80,285	83.5%	72.1%	\$102,150	88.1%
209	Software Engineer	16	478	\$90,209	\$104,751	\$112,158	\$79,895	\$103,856	\$126,591	99%	L	\$70,865	78.6%	67.7%	\$89,100	85.8%
212	Data Analyst	14	278	\$74,467	\$80,088	\$97,865	\$63,608	\$80,737	\$97,929	99%	M	\$76,190	102.3%	95.1%	\$102,150	126.5%
215	GIS Specialist	12	40	\$52,838	\$59,738	\$76,110	\$54,502	\$65,055	\$74,609	96%	K	\$62,185	117.7%	104.1%	\$78,525	120.7%
216	GIS Analyst	15	40	\$62,150	\$68,180	\$77,989	\$56,196	\$68,578	\$79,640	98%	L	\$70,528	113.5%	103.4%	\$89,100	129.9%
217	Remote Sensing Analyst, Senior	1	1								L	\$63,814			\$89,100	
218	GIS Manager	11	18	\$94,623	\$97,573	\$98,280	\$80,054	\$100,089	\$120,123	102%	No Grade	\$102,627	108.5%	105.2%		
220	Information Systems Manager	26	128	\$110,864	\$125,677	\$139,468	\$103,626	\$131,251	\$157,352	99%	O	\$102,729	92.7%	81.7%	\$128,025	97.5%
301	Receptionist	12	132	\$35,480	\$41,957	\$47,008	\$34,778	\$41,735	\$48,693	105%	E	\$29,037	81.8%	69.2%	\$34,313	82.2%
302	Administrative Assistant	33	702	\$47,885	\$52,071	\$63,127	\$42,593	\$52,141	\$62,576	100%	I	\$47,937	100.1%	92.1%	\$55,688	106.8%
303	Shipping/Receiving Specialist	14	197	\$41,119	\$47,650	\$55,822	\$36,327	\$46,488	\$57,138	99%	F	\$38,584	93.8%	81.0%	\$38,250	82.3%
304	Customer Service Representative	22	1,204	\$39,184	\$43,126	\$49,935	\$36,400	\$45,573	\$54,683	93%	G	\$41,629	106.2%	96.5%	\$42,975	94.3%
305	Office Support Specialist	21	904	\$41,350	\$43,614	\$47,277	\$38,230	\$44,462	\$51,667	98%	G	\$36,638	88.6%	84.0%	\$42,975	96.7%
306	Office Support Supervisor	16	427	\$61,486	\$66,893	\$72,061	\$56,430	\$67,922	\$82,285	96%	K	\$62,240	101.2%	93.0%	\$70,988	104.5%
307	Program Support Specialist	12	456	\$50,962	\$58,905	\$62,072	\$45,999	\$58,652	\$69,980	102%	H	\$39,810	78.1%	67.6%	\$48,825	83.2%
308	Program Administrator	12	505	\$72,234	\$86,587	\$93,947	\$62,654	\$81,220	\$97,464	100%	K	\$56,693	78.5%	65.5%	\$70,988	87.4%
309	Graphic Design Specialist	18	36	\$56,505	\$63,043	\$79,400	\$50,960	\$60,643	\$71,214	99%	I	\$50,315	89.0%	79.8%	\$55,688	91.8%

SUMMARY RESULTS DATA BY SURVEY JOB CODE (CONTINUED)

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
310	Buyer	22	119	\$61,470	\$66,961	\$79,636	\$53,269	\$68,429	\$83,807	99%	J	\$51,493	83.8%	76.9%	\$62,663	91.6%
311	Legal Assistant	24	248	\$52,457	\$59,476	\$75,351	\$47,476	\$59,352	\$70,665	99%	J	\$58,681	111.9%	98.7%	\$62,663	105.6%
312	Public Information Specialist	11	68	\$63,922	\$80,000	\$82,929	\$57,991	\$73,750	\$89,524	99%	J	\$57,298	89.6%	71.6%	\$62,663	85.0%
313	Public Information Officer	23	113	\$74,668	\$95,839	\$106,146	\$69,846	\$90,245	\$107,252	101%	L	\$68,913	92.3%	71.9%	\$81,000	89.8%
314	Research Analyst	9	60	\$60,057	\$65,008	\$71,286	\$55,867	\$67,782	\$78,524	96%	L	\$63,422	105.6%	97.6%	\$81,000	119.5%
315	Project Manager	21	155	\$82,334	\$98,758	\$105,860	\$73,547	\$93,884	\$112,528	101%	O	\$93,183	113.2%	94.4%	\$120,150	128.0%
316	Library Assistant	14	72	\$38,830	\$41,426	\$43,270	\$36,511	\$43,485	\$49,963	98%	H	\$41,600	107.1%	100.4%	\$48,825	112.3%
501	Custodian	25	747	\$35,630	\$38,919	\$42,834	\$32,780	\$39,458	\$45,760	97%	F	\$32,654	91.6%	83.9%	\$38,250	96.9%
502	Maintenance Craftsman	23	179	\$44,231	\$53,713	\$63,884	\$43,710	\$53,289	\$66,691	101%	G	\$36,636	82.8%	68.2%	\$42,975	80.6%
503	HVAC Technician	19	101	\$67,291	\$70,262	\$75,198	\$54,870	\$66,354	\$79,186	101%	I	\$55,991	83.2%	79.7%	\$55,688	83.9%
504	Mechanic	25	288	\$57,611	\$61,036	\$66,326	\$49,442	\$61,797	\$71,190	98%	I	\$51,883	90.1%	85.0%	\$55,688	90.1%
505	Roadway Maintenance Technician	8	614	\$56,477	\$64,703	\$65,910	\$53,059	\$64,010	\$74,960	100%	J	\$53,444	94.6%	82.6%	\$69,638	108.8%
508	Parks & Recreation Manager	16	38	\$91,141	\$98,769	\$106,902	\$84,802	\$99,008	\$116,646	101%	L	\$62,465	68.5%	63.2%	\$81,000	81.8%
509	Carpenter	8	34	\$58,173	\$61,890	\$68,600	\$48,662	\$56,836	\$65,010	100%	H	\$55,598	95.6%	89.8%	\$48,825	85.9%
510	Electrician	24	184	\$70,013	\$74,292	\$81,110	\$56,378	\$68,166	\$79,920	106%	I	\$60,128	85.9%	80.9%	\$55,688	81.7%
511	Plumber	12	55	\$65,022	\$71,323	\$76,399	\$54,870	\$65,520	\$74,880	107%	I	\$56,160	86.4%	78.7%	\$55,688	85.0%
512	Building Superintendent	21	69	\$72,000	\$79,845	\$88,304	\$66,035	\$79,051	\$90,760	102%	J	\$54,532	75.7%	68.3%	\$62,663	79.3%

SUMMARY RESULTS DATA BY SURVEY JOB CODE (CONTINUED)

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
601	Dietary Aide	6	102	\$36,436	\$37,365	\$39,472	\$31,616	\$38,454	\$45,320	102%	G	\$35,777	98.2%	95.8%	\$42,975	111.8%
602	Registered Dietitian	9	64	\$62,334	\$75,670	\$76,443	\$56,662	\$70,183	\$83,641	98%	K				\$70,988	101.1%
603	Licensed Practical Nurse	10	384	\$57,233	\$60,270	\$63,937	\$49,225	\$61,213	\$72,412	99%	J	\$56,296	98.4%	93.4%	\$62,663	102.4%
604	Certified Nursing Assistant	7	593	\$40,453	\$45,883	\$48,108	\$34,417	\$41,767	\$49,801	102%	H	\$44,102	109.0%	96.1%	\$48,825	116.9%
605	Registered Nurse	14	5,152	\$74,048	\$88,262	\$90,782	\$66,304	\$83,130	\$99,756	96%	L	\$73,829	99.7%	83.6%	\$86,175	103.7%
606	Nurse Manager (RN)	11	402	\$91,184	\$111,965	\$134,469	\$77,834	\$94,355	\$118,261	104%	N	\$91,924	100.8%	82.1%	\$112,275	119.0%
607	Welfare Services Technician	2	53								G	\$37,472			\$42,975	
608	Welfare Clinician	3	61	\$74,551	\$75,448	\$109,526	\$57,040	\$67,782	\$78,524	116%	L	\$72,105	96.7%	95.6%	\$86,175	127.1%
611	Health Education Specialist	7	100	\$51,232	\$57,782	\$68,026	\$53,144	\$63,773	\$74,402	93%	K				\$70,988	111.3%
612	Health Program Manager	6	93	\$84,350	\$89,812	\$108,471	\$74,255	\$91,242	\$103,996	99%	M	\$70,119	83.1%	78.1%	\$92,813	101.7%
615	Psychosocial Rehabilitation Specialist	1	18								K	\$53,765			\$70,988	
617	Social Services Director (Behavioral Health)	1	1								M	\$101,088			\$101,250	
701	Correctional Officer	9	3,076	\$59,564	\$60,087	\$68,008	\$56,463	\$67,561	\$75,844	99%	J	\$53,414	89.7%	88.9%	\$70,425	104.2%
702	Probation/Parole Officer	9	776	\$52,610	\$57,702	\$59,852	\$45,663	\$57,431	\$70,054	99%	K	\$59,978	114.0%	103.9%	\$77,850	135.6%
703	Social Worker - Bachelor's	10	504	\$57,421	\$65,758	\$74,839	\$56,649	\$67,782	\$79,363	100%	K	\$62,385	108.6%	94.9%	\$73,350	108.2%
704	Rehabilitation Technician	1	33								I	\$47,733			\$64,125	
705	Correctional Lieutenant	9	177	\$92,706	\$105,003	\$108,339	\$85,386	\$99,509	\$105,651	105%	M	\$79,984	86.3%	76.2%	\$97,425	97.9%

SUMMARY RESULTS DATA BY SURVEY JOB CODE (CONTINUED)

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
706	Correctional Manager	7	40	\$86,939	\$97,771	\$114,771	\$83,861	\$101,213	\$111,758	102%	P	\$99,912	114.9%	102.2%	\$139,725	138.1%
707	Fish & Game Officer, Senior	4	210	\$67,216	\$69,160	\$77,537	\$57,531	\$75,466	\$94,158	92%	L	\$72,544	107.9%	104.9%	\$86,850	115.1%
708	Police Officer	17	2,136	\$68,436	\$73,267	\$86,123	\$60,653	\$73,783	\$89,627	101%	L	\$71,566	104.6%	97.7%	\$86,850	117.7%
709	Police Captain	17	78	\$113,292	\$132,358	\$158,550	\$108,296	\$127,196	\$153,020	102%	P	\$127,717	112.7%	96.5%	\$139,725	109.9%
710	Correctional Corporal	6	60	\$80,455	\$87,328	\$107,894	\$81,344	\$90,564	\$103,318	104%	K	\$62,558	77.8%	71.6%	\$77,850	86.0%
711	Correctional Sergeant	9	444	\$89,809	\$94,437	\$99,488	\$78,626	\$98,170	\$103,197	102%	L	\$68,539	76.3%	72.6%	\$86,850	88.5%
715	Deputy Fire Marshal	7	26	\$70,907	\$88,721	\$99,254	\$72,404	\$91,476	\$109,641	101%	L	\$65,128	91.8%	73.4%	\$86,850	94.9%
716	Chief Deputy Fire Marshal	5	5	\$120,895	\$143,915	\$144,969	\$105,082	\$129,231	\$148,002	103%	M	\$77,251	63.9%	53.7%	\$97,425	75.4%
803	Scientist	5	67	\$102,419	\$104,000	\$112,210	\$79,553	\$115,045	\$138,054	95%	M	\$71,754	70.1%	69.0%	\$92,813	80.7%
804	Chemist, Senior	8	97	\$64,274	\$69,493	\$72,677	\$58,192	\$76,775	\$91,906	93%	K	\$60,622	94.3%	87.2%	\$70,988	92.5%
805	Forensic Scientist, Senior	5	67	\$73,858	\$79,263	\$88,420	\$62,744	\$74,925	\$89,906	111%	M	\$99,038	134.1%	124.9%	\$92,813	123.9%
808	Engineer (Technical)	12	295	\$94,184	\$97,084	\$124,296	\$79,592	\$103,380	\$124,885	102%	N	\$92,692	98.4%	95.5%	\$117,563	113.7%
809	Engineer (Civil)	14	286	\$93,102	\$100,305	\$115,235	\$77,710	\$97,981	\$117,617	99%	M	\$78,797	84.6%	78.6%	\$102,150	104.3%
810	Engineering Manager	20	265	\$119,129	\$136,372	\$146,825	\$103,626	\$137,280	\$164,736	105%	P	\$114,050	95.7%	83.6%	\$140,850	102.6%

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	12	132	\$35,480	\$41,957	\$47,008	\$34,778	\$41,735	\$48,693	105%	E	1	\$29,037	81.8%	69.2%	\$34,313	82.2%
TOTAL STATE OF IDAHO EES:												1	WTD AVG:	81.8%	69.2%		82.2%

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	14	197	\$41,119	\$47,650	\$55,822	\$36,327	\$46,488	\$57,138	99%	F	14	\$38,584	93.8%	81.0%	\$38,250	82.3%
501	Custodian	25	747	\$35,630	\$38,919	\$42,834	\$32,780	\$39,458	\$45,760	97%	F	36	\$32,654	91.6%	83.9%	\$38,250	96.9%
TOTAL STATE OF IDAHO EES:												50	WTD AVG:	92.3%	83.1%		92.8%

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
304	Customer Service Representative	22	1,204	\$39,184	\$43,126	\$49,935	\$36,400	\$45,573	\$54,683	93%	G	10	\$41,629	106.2%	96.5%	\$42,975	94.3%
305	Office Support Specialist	21	904	\$41,350	\$43,614	\$47,277	\$38,230	\$44,462	\$51,667	98%	G	44	\$36,638	88.6%	84.0%	\$42,975	96.7%
502	Maintenance Craftsman	23	179	\$44,231	\$53,713	\$63,884	\$43,710	\$53,289	\$66,691	101%	G	9	\$36,636	82.8%	68.2%	\$42,975	80.6%
601	Dietary Aide	6	102	\$36,436	\$37,365	\$39,472	\$31,616	\$38,454	\$45,320	102%	G	38	\$35,777	98.2%	95.8%	\$42,975	111.8%
607	Welfare Services Technician	2	53								G	23	\$37,472			\$42,975	
TOTAL STATE OF IDAHO EES:												124	WTD AVG:	93.4%	88.3%		100.7%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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	34	406	\$46,426	\$51,022	\$55,541	\$43,160	\$52,233	\$63,669	97%	H	82	\$42,692	92.0%	83.7%	\$48,825	93.5%
307	Program Support Specialist	12	456	\$50,962	\$58,905	\$62,072	\$45,999	\$58,652	\$69,980	102%	H	289	\$39,810	78.1%	67.6%	\$48,825	83.2%
316	Library Assistant	14	72	\$38,830	\$41,426	\$43,270	\$36,511	\$43,485	\$49,963	98%	H	1	\$41,600	107.1%	100.4%	\$48,825	112.3%
509	Carpenter	8	34	\$58,173	\$61,890	\$68,600	\$48,662	\$56,836	\$65,010	100%	H	2	\$55,598	95.6%	89.8%	\$48,825	85.9%
604	Certified Nursing Assistant	7	593	\$40,453	\$45,883	\$48,108	\$34,417	\$41,767	\$49,801	102%	H	94	\$44,102	109.0%	96.1%	\$48,825	116.9%
TOTAL STATE OF IDAHO EES:												468	WTD AVG:	86.9%	76.3%		91.9%

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
302	Administrative Assistant	33	702	\$47,885	\$52,071	\$63,127	\$42,593	\$52,141	\$62,576	100%	I	143	\$47,937	100.1%	92.1%	\$55,688	106.8%
309	Graphic Design Specialist	18	36	\$56,505	\$63,043	\$79,400	\$50,960	\$60,643	\$71,214	99%	I	6	\$50,315	89.0%	79.8%	\$55,688	91.8%
503	HVAC Technician	19	101	\$67,291	\$70,262	\$75,198	\$54,870	\$66,354	\$79,186	101%	I	7	\$55,991	83.2%	79.7%	\$55,688	83.9%
504	Mechanic	25	288	\$57,611	\$61,036	\$66,326	\$49,442	\$61,797	\$71,190	98%	I	8	\$51,883	90.1%	85.0%	\$55,688	90.1%
510	Electrician	24	184	\$70,013	\$74,292	\$81,110	\$56,378	\$68,166	\$79,920	106%	I	4	\$60,128	85.9%	80.9%	\$55,688	81.7%
511	Plumber	12	55	\$65,022	\$71,323	\$76,399	\$54,870	\$65,520	\$74,880	107%	I	1	\$56,160	86.4%	78.7%	\$55,688	85.0%
704	Rehabilitation Technician	1	33								I	115	\$47,733			\$64,125	
TOTAL STATE OF IDAHO EES:												284	WTD AVG:	98.1%	90.4%		103.8%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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	22	119	\$61,470	\$66,961	\$79,636	\$53,269	\$68,429	\$83,807	99%	J	24	\$51,493	83.8%	76.9%	\$62,663	91.6%
311	Legal Assistant	24	248	\$52,457	\$59,476	\$75,351	\$47,476	\$59,352	\$70,665	99%	J	11	\$58,681	111.9%	98.7%	\$62,663	105.6%
312	Public Information Specialist	11	68	\$63,922	\$80,000	\$82,929	\$57,991	\$73,750	\$89,524	99%	J	7	\$57,298	89.6%	71.6%	\$62,663	85.0%
505	Roadway Maintenance Technician	8	614	\$56,477	\$64,703	\$65,910	\$53,059	\$64,010	\$74,960	100%	J	43	\$53,444	94.6%	82.6%	\$69,638	108.8%
512	Building Superintendent	21	69	\$72,000	\$79,845	\$88,304	\$66,035	\$79,051	\$90,760	102%	J	4	\$54,532	75.7%	68.3%	\$62,663	79.3%
603	Licensed Practical Nurse	10	384	\$57,233	\$60,270	\$63,937	\$49,225	\$61,213	\$72,412	99%	J	55	\$56,296	98.4%	93.4%	\$62,663	102.4%
TOTAL STATE OF IDAHO EES:												144	WTD AVG:	94.8%	86.1%		101.2%

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
701	Correctional Officer	9	3,076	\$59,564	\$60,087	\$68,008	\$56,463	\$67,561	\$75,844	99%	J	928	\$53,414	89.7%	88.9%	\$70,425	104.2%
TOTAL STATE OF IDAHO EES:												928	WTD AVG:	89.7%	88.9%		104.2%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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	4	142	\$53,666	\$57,845	\$65,164	\$46,072	\$59,154	\$72,822	99%	K	18	\$59,892	111.6%	103.5%	\$70,988	120.0%
104	Fiscal Specialist	14	280	\$59,280	\$69,000	\$74,068	\$57,081	\$71,603	\$87,699	96%	K	102	\$56,822	95.9%	82.4%	\$70,988	99.1%
109a	Human Resource Business Partner	23	127	\$70,161	\$77,931	\$89,223	\$65,256	\$79,371	\$93,934	98%	K	34	\$53,991	77.0%	69.3%	\$70,988	89.4%
201	Desktop Support Technician	30	200	\$51,729	\$59,373	\$65,594	\$49,442	\$60,643	\$70,665	95%	K	61	\$58,924	113.9%	99.2%	\$78,525	129.5%
202	Programmer/Analyst	20	545	\$79,061	\$83,596	\$95,659	\$66,737	\$89,706	\$104,378	99%	K	20	\$60,933	77.1%	72.9%	\$78,525	87.5%
215	GIS Specialist	12	40	\$52,838	\$59,738	\$76,110	\$54,502	\$65,055	\$74,609	96%	K	3	\$62,185	117.7%	104.1%	\$78,525	120.7%
306	Office Support Supervisor	16	427	\$61,486	\$66,893	\$72,061	\$56,430	\$67,922	\$82,285	96%	K	13	\$62,240	101.2%	93.0%	\$70,988	104.5%
308	Program Administrator	12	505	\$72,234	\$86,587	\$93,947	\$62,654	\$81,220	\$97,464	100%	K	118	\$56,693	78.5%	65.5%	\$70,988	87.4%
602	Registered Dietitian	9	64	\$62,334	\$75,670	\$76,443	\$56,662	\$70,183	\$83,641	98%	K	0				\$70,988	101.1%
611	Health Education Specialist	7	100	\$51,232	\$57,782	\$68,026	\$53,144	\$63,773	\$74,402	93%	K	0				\$70,988	111.3%
615	Psychosocial Rehabilitation Specialist	1	18								K	108	\$53,765			\$70,988	
703	Social Worker - Bachelor's	10	504	\$57,421	\$65,758	\$74,839	\$56,649	\$67,782	\$79,363	100%	K	25	\$62,385	108.6%	94.9%	\$73,350	108.2%
804	Chemist, Senior	8	97	\$64,274	\$69,493	\$72,677	\$58,192	\$76,775	\$91,906	93%	K	2	\$60,622	94.3%	87.2%	\$70,988	92.5%
TOTAL STATE OF IDAHO EES:												504	WTD AVG:	92.7%	80.6%		100.7%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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	9	776	\$52,610	\$57,702	\$59,852	\$45,663	\$57,431	\$70,054	99%	K	208	\$59,978	114.0%	103.9%	\$77,850	135.6%
710	Correctional Corporal	6	60	\$80,455	\$87,328	\$107,894	\$81,344	\$90,564	\$103,318	104%	K	118	\$62,558	77.8%	71.6%	\$77,850	86.0%
TOTAL STATE OF IDAHO EES:												326	WTD AVG:	100.9%	92.2%		117.6%

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
103b	Grants & Contracts Administrator	7	74	\$66,091	\$74,194	\$84,912	\$61,173	\$74,560	\$86,376	98%	L	55	\$64,137	97.0%	86.4%	\$81,000	108.6%
108	Training Specialist	14	132	\$65,598	\$74,180	\$82,354	\$58,876	\$74,909	\$88,417	104%	L	35	\$64,509	98.3%	87.0%	\$81,000	108.1%
204	Network Administrator	26	418	\$78,881	\$88,606	\$97,959	\$74,090	\$92,425	\$107,500	101%	L	8	\$71,406	90.5%	80.6%	\$89,100	96.4%
209	Software Engineer	16	478	\$90,209	\$104,751	\$112,158	\$79,895	\$103,856	\$126,591	99%	L	28	\$70,865	78.6%	67.7%	\$89,100	85.8%
216	GIS Analyst	15	40	\$62,150	\$68,180	\$77,989	\$56,196	\$68,578	\$79,640	98%	L	8	\$70,528	113.5%	103.4%	\$89,100	129.9%
217	Remote Sensing Analyst, Senior	1	1								L	1	\$63,814			\$89,100	
313	Public Information Officer	23	113	\$74,668	\$95,839	\$106,146	\$69,846	\$90,245	\$107,252	101%	L	27	\$68,913	92.3%	71.9%	\$81,000	89.8%
314	Research Analyst	9	60	\$60,057	\$65,008	\$71,286	\$55,867	\$67,782	\$78,524	96%	L	33	\$63,422	105.6%	97.6%	\$81,000	119.5%
508	Parks & Recreation Manager	16	38	\$91,141	\$98,769	\$106,902	\$84,802	\$99,008	\$116,646	101%	L	8	\$62,465	68.5%	63.2%	\$81,000	81.8%
605	Registered Nurse	14	5,152	\$74,048	\$88,262	\$90,782	\$66,304	\$83,130	\$99,756	96%	L	55	\$73,829	99.7%	83.6%	\$86,175	103.7%
608	Welfare Clinician	3	61	\$74,551	\$75,448	\$109,526	\$57,040	\$67,782	\$78,524	116%	L	143	\$72,105	96.7%	95.6%	\$86,175	127.1%
TOTAL STATE OF IDAHO EES:												401	WTD AVG:	96.1%	87.7%		112.2%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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	4	210	\$67,216	\$69,160	\$77,537	\$57,531	\$75,466	\$94,158	92%	L	75	\$72,544	107.9%	104.9%	\$86,850	115.1%
708	Police Officer	17	2,136	\$68,436	\$73,267	\$86,123	\$60,653	\$73,783	\$89,627	101%	L	155	\$71,566	104.6%	97.7%	\$86,850	117.7%
711	Correctional Sergeant	9	444	\$89,809	\$94,437	\$99,488	\$78,626	\$98,170	\$103,197	102%	L	128	\$68,539	76.3%	72.6%	\$86,850	88.5%
715	Deputy Fire Marshal	7	26	\$70,907	\$88,721	\$99,254	\$72,404	\$91,476	\$109,641	101%	L	7	\$65,128	91.8%	73.4%	\$86,850	94.9%
TOTAL STATE OF IDAHO EES:												365	WTD AVG:	95.1%	89.9%		106.5%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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
109b	Human Resource Business Partner, Senior	21	59	\$89,979	\$101,480	\$122,593	\$88,198	\$111,741	\$129,653	100%	M	53	\$70,863	78.8%	69.8%	\$92,813	83.1%
110	Tax Auditor, Senior	9	193	\$72,968	\$77,522	\$99,632	\$64,556	\$80,810	\$99,772	97%	M	23	\$71,836	98.4%	92.7%	\$92,813	114.9%
206	Database Analyst	16	269	\$87,845	\$102,138	\$111,154	\$76,066	\$99,240	\$123,286	102%	M	16	\$84,174	95.8%	82.4%	\$102,150	102.9%
208	IT Security Analyst, Senior	24	230	\$96,099	\$111,423	\$126,525	\$86,000	\$116,000	\$135,179	102%	M	19	\$80,285	83.5%	72.1%	\$102,150	88.1%
212	Data Analyst	14	278	\$74,467	\$80,088	\$97,865	\$63,608	\$80,737	\$97,929	99%	M	4	\$76,190	102.3%	95.1%	\$102,150	126.5%
612	Health Program Manager	6	93	\$84,350	\$89,812	\$108,471	\$74,255	\$91,242	\$103,996	99%	M	45	\$70,119	83.1%	78.1%	\$92,813	101.7%
617	Social Services Director (Behavioral Health)	1	1								M	1	\$101,088			\$101,250	
803	Scientist	5	67	\$102,419	\$104,000	\$112,210	\$79,553	\$115,045	\$138,054	95%	M	16	\$71,754	70.1%	69.0%	\$92,813	80.7%
805	Forensic Scientist, Senior	5	67	\$73,858	\$79,263	\$88,420	\$62,744	\$74,925	\$89,906	111%	M	9	\$99,038	134.1%	124.9%	\$92,813	123.9%
809	Engineer (Civil)	14	286	\$93,102	\$100,305	\$115,235	\$77,710	\$97,981	\$117,617	99%	M	36	\$78,797	84.6%	78.6%	\$102,150	104.3%
TOTAL STATE OF IDAHO EES:												222	WTD AVG:	86.4%	79.1%		97.8%

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
705	Correctional Lieutenant	9	177	\$92,706	\$105,003	\$108,339	\$85,386	\$99,509	\$105,651	105%	M	41	\$79,984	86.3%	76.2%	\$97,425	97.9%
716	Chief Deputy Fire Marshal	5	5	\$120,895	\$143,915	\$144,969	\$105,082	\$129,231	\$148,002	103%	M	1	\$77,251	63.9%	53.7%	\$97,425	75.4%
TOTAL STATE OF IDAHO EES:												42	WTD AVG:	85.7%	75.6%		97.4%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

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	16	371	\$74,758	\$86,076	\$97,507	\$75,461	\$92,647	\$109,302	99%	N	5	\$79,943	106.9%	92.9%	\$106,875	115.4%
106	Budget Manager	16	60	\$91,290	\$120,302	\$127,176	\$91,496	\$114,545	\$131,955	102%	N	20	\$93,603	102.5%	77.8%	\$106,875	93.3%
606	Nurse Manager (RN)	11	402	\$91,184	\$111,965	\$134,469	\$77,834	\$94,355	\$118,261	104%	N	27	\$91,924	100.8%	82.1%	\$112,275	119.0%
808	Engineer (Technical)	12	295	\$94,184	\$97,084	\$124,296	\$79,592	\$103,380	\$124,885	102%	N	19	\$92,692	98.4%	95.5%	\$117,563	113.7%
TOTAL STATE OF IDAHO EES:												71	WTD AVG:	101.1%	85.2%		110.1%

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
220	Information Systems Manager	26	128	\$110,864	\$125,677	\$139,468	\$103,626	\$131,251	\$157,352	99%	O	20	\$102,729	92.7%	81.7%	\$128,025	97.5%
315	Project Manager	21	155	\$82,334	\$98,758	\$105,860	\$73,547	\$93,884	\$112,528	101%	O	37	\$93,183	113.2%	94.4%	\$120,150	128.0%
TOTAL STATE OF IDAHO EES:												57	WTD AVG:	106.0%	89.9%		117.3%

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
107	Finance Department Director	27	68	\$124,504	\$145,766	\$159,689	\$115,303	\$141,364	\$168,425	102%	P	11	\$114,495	92.0%	78.5%	\$136,463	96.5%
810	Engineering Manager	20	265	\$119,129	\$136,372	\$146,825	\$103,626	\$137,280	\$164,736	105%	P	22	\$114,050	95.7%	83.6%	\$140,850	102.6%
TOTAL STATE OF IDAHO EES:												33	WTD AVG:	94.5%	81.9%		100.6%

SUMMARY RESULTS DATA BY PAY GRADE (CONTINUED)

				MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	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	7	40	\$86,939	\$97,771	\$114,771	\$83,861	\$101,213	\$111,758	102%	P	23	\$99,912	114.9%	102.2%	\$139,725	138.1%
709	Police Captain	17	78	\$113,292	\$132,358	\$158,550	\$108,296	\$127,196	\$153,020	102%	P	12	\$127,717	112.7%	96.5%	\$139,725	109.9%
TOTAL STATE OF IDAHO EES:												35	WTD AVG:	114.2%	100.2%		128.4%

				MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB							COMPA- RATIO 50TH	# OF EES	AVG BASE PAY	% OF MKT	% OF MKT	RANGE	% OF MKT	
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH				BASE 25TH	BASE 50TH		MIDPOINT	MID 50TH
103a	Grant Writer	10	14	\$65,529	\$71,250	\$73,324	\$59,840	\$71,620	\$83,399	99%	Non-Classified	0					
218	GIS Manager	11	18	\$94,623	\$97,573	\$98,280	\$80,054	\$100,089	\$120,123	102%	Non-Classified	1	\$102,627	108.5%	105.2%		
TOTAL STATE OF IDAHO EES:												1	WTD AVG:	108.5%	105.2%		0.0%

				MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO							
SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	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	
205	Web Developer	14	416	\$79,369	\$85,051	\$106,423	\$69,535	\$86,462	\$103,388	101%	0	0						
TOTAL STATE OF IDAHO EES:												0	WTD AVG:					

MARKET PAY PRACTICES

Milliman surveyed salary adjustment trends and common methodologies for setting and adjusting employee compensation. A summary of those findings is in the table below.

PAY PRACTICES						
	ALL PARTICIPANTS		PUBLIC SECTOR		PRIVATE SECTOR	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN	AVERAGE	MEDIAN
Average Percent of Base Pay Increase Budget, 2023	4.6%	4.8%	5.1%	5.0%	3.9%	4.3%
Average Percent of Base Pay Increase Budget, 2024	4.7%	4.0%	5.5%	4.6%	3.7%	3.9%
Average Percent of Base Pay Increase Budget, 2025	3.4%	3.0%	3.7%	3.0%	3.2%	3.0%
Average Percent of Base Pay Increase Budget, 2026 Projected	2.7%	3.0%	2.4%	2.6%	3.0%	3.0%
Percent Increase to Salary Structure, 2023	4.3%	4.8%	4.8%	5.0%	3.2%	3.0%
Percent Increase to Salary Structure, 2024	4.1%	4.0%	4.5%	4.0%	3.0%	3.5%
Percent Increase to Salary Structure, 2025	2.6%	3.0%	2.6%	3.0%	2.6%	3.0%
Percent Increase to Salary Structure, 2026 Projected	2.1%	2.4%	1.7%	2.0%	2.9%	3.0%
	YES	% WITHIN PUBLIC SECTOR		% WITHIN PRIVATE SECTOR		
Utilize Cost of Living Adjustments	13	100%		0%		
Utilize Market Based Adjustments	20	50%		50%		
Utilize Performance (Merit) Based Adjustments	15	53%		47%		
Utilize Competency Based Adjustments	2	50%		50%		
Utilize Step Increases	17	65%		35%		
Multiple Salary Structures	25	76%		24%		

SHORT-TERM INCENTIVES

Does your organization provide short-term incentives (annual cash bonuses) to employees?

	# ORGS	% ORGS	Your Data
Indicated Yes	12	39%	yes
Indicated No	19	61%	
No response	6	n = 31	

Typical short-term target bonus percentage (as a % of base salary) by job level:

	MEDIAN	AVERAGE	Your Data
Executive	28.0%	31.2%	0.0%
Senior Management	18.5%	20.3%	0.0%
Management	10.0%	11.7%	0.0%
Supervisor	6.5%	9.9%	0.0%
Professional	7.0%	9.5%	0.0%
Administrative	5.0%	4.6%	0.0%

Participant Comments:

- Don't have a target bonus percentage, total amount budgeted determined by Finance Department.
- Executive and Senior Management targets varies by position. Supervisor and management targets also vary by position, either 6% or 8% depending on role.
- Flat dollar amount for all that's based on budget and performance.
- Not a target bonus. It is considered a gift from the owners. All employees are eligible and amount depends on employee performance and company profitability for the year, which isn't determined until the end of the year.
- Other than Executive, not all individuals in each grouping are participants in the program. The provided % avg is only for those participating.
- Percentage is based on the job levels.
- Senior management = director & executive director level.
- Various sign-on bonuses. For 911 Dispatch: \$1,250 after hire, \$1,250 upon becoming an independent call taker, \$2,500 after one year of employment; Police Officers, varies from \$5,000-\$10,000 in total sign-on over the first year of employment based on experience; Deputy Prosecuting Attorney varies from total sign on of \$1,800-\$12,000 over the first year of employment based on experience.

State of ID Comments:

Recruiting Bonus for specific situations of up to \$2k, Retention Bonus of up to \$5k, Performance Bonus of up to \$2k. All are subject to budgetary constraints.

LONG-TERM INCENTIVES

Does your organization provide long-term incentives (multi-year bonuses) to employees?

	# ORGS	% ORGS	Your Data
Indicated Yes	7	23%	
Indicated No	24	77%	no
No response	6	n = 31	

If yes, what form of long-term incentive do you provide?

	# ORGS	% ORGS
Equity-based	3	43%
Cash-based	4	57%

Typical long-term incentive target percentage (as a % of base salary) by job level:

	MEDIAN	AVERAGE
Executive	19.0%	17.5%
Senior Management	NA	NA
Management	NA	NA
Supervisor	NA	NA
Professional	NA	NA
Administrative	NA	NA

Participant Comments:

- All other employees receive a longevity bonus at 5 year increments. \$5,000 for five years, \$10,000 for 10 years, \$15,000 for 15 years and so on.
- ESOP is 20% for each category. There is another program (Stock option) for Manager and above which is not based on % of pay.
- Only Executive team is eligible. Target percentage varies by role.
- Varies by position at the Executive and Senior Management level.
- Varies job by job and levels.
- We offer a tier retention program for a 3-year commitment of service. Those who have been with the City for 5 years are eligible to receive a \$2,500 incentive in exchange for a 3-year commitment. Those who have been with the City for 10 years or more, are eligible to receive a \$5,000 incentive for the same commitment. Annually, the program will be offered to employees that achieve five (5) years of service and employees that have achieved an anniversary of 5, 10, 15, 20, 25 etc., years of continuing service.

RECRUITMENT/RETENTION

What are the top 5 jobs your organization has difficulty retaining?

Participant Comments:

- | | | |
|--|--------------------------------------|---|
| ▪ 911 Dispatchers (x3) | ▪ Environmental Services Tech | ▪ Medical Assistant |
| ▪ Accounting Positions | ▪ Equipment Operators | ▪ Mental Health Counselors |
| ▪ Administrative Assistant | ▪ ERR Teachers | ▪ Nurses |
| ▪ Administrative Specialist | ▪ Facility Operations | ▪ Patient Services Representative |
| ▪ Advising Professionals | ▪ Food Services Assistant | ▪ Patrol Deputy |
| ▪ Aides | ▪ General Equipment Operators | ▪ Phlebotomist |
| ▪ Attorneys (x2) | ▪ General Labor | ▪ Police Officers (x3) |
| ▪ Benefits and Eligibility Specialist | ▪ Head Start Assistant Teacher | ▪ Pump & Purification Technician (water department) |
| ▪ Billing Service Collector | ▪ Head Start Classroom Aide | ▪ Road Maintenance Technician |
| ▪ Call Center Representative | ▪ Head Start Classroom Teacher | ▪ Shipping Operator |
| ▪ Campus Safety Officers | ▪ Human Services Aide | ▪ Shipping/Receiving Clerk |
| ▪ CNA-HUC | ▪ Inside Sales | ▪ Skilled Labor |
| ▪ Communications Specialist | ▪ Instructional Assistants | ▪ Special Education Assisitant |
| ▪ Compliance Representative | ▪ IT Professionals (x4) | ▪ Special Education Teachers |
| ▪ Counselors | ▪ Jobs requiring CDL | ▪ Speech and Language Pathologists |
| ▪ Court Clerk (x2) | ▪ Juvenile Probation Officer | ▪ Stormwater Technician |
| ▪ Custodian (x3) | ▪ Lateral Patrol Deputy | ▪ Street Maintenance Technician |
| ▪ Customer Advocate | ▪ Law Enforcement (x2) | ▪ Technical Professionals |
| ▪ Customer Service Manager | ▪ Law Enforcement Records Technician | ▪ Technicians |
| ▪ Customer Service Specialist | ▪ Legal Assistant | ▪ Traffic Maintenance Technician |
| ▪ Dental Assistants | ▪ Legal Secretaries | ▪ Transportation (school bus drivers |
| ▪ Deputy Prosecuting Attorney (x2) | ▪ Legal Support Specialist | ▪ TSC/Life Skills |
| ▪ Deputy Sheriff | ▪ Library Assistant | ▪ Warehouse Operator |
| ▪ Detention Deputy | ▪ Maintenance (x3) | ▪ Wastewater Collection Operators |
| ▪ Drug Testers | ▪ Management | ▪ Wastewater Operators |
| ▪ Emergency Communications Officers (911 Dispatch) | ▪ Manufacturing Operator | ▪ Water Operators |
| ▪ Engineers (x3) | ▪ Math Teachers | |

State of ID Comments:

Nurse/Clinicians/Social Workers, Troopers, Liquor Store Clerks, Transportation Tech, Correctional Officers/Parole Officers

What are the top 5 jobs your organization has difficulty recruiting for?

Participant Comments:

- | | | |
|--|--|---|
| ▪ 911 Dispatcher | ▪ Equipment Operators | ▪ Mechanic (x2) |
| ▪ Accountant | ▪ ESY Coordinator | ▪ Mental Health Counselors |
| ▪ Aides | ▪ Financial Aid Professionals | ▪ Misdemeanor Probation Officer |
| ▪ Alumni Relations | ▪ Forensic Pathologist | ▪ Nuclear Reactor Technicians |
| ▪ Assistant Professor Nursing | ▪ Formulation Chemist | ▪ Nurses (x3) |
| ▪ Attorneys (x3) | ▪ French Translation and Localization Specialist | ▪ Patrol Deputy |
| ▪ Campus Safety Officers | ▪ Fundraising Professionals | ▪ Physical Therapist |
| ▪ Carpenter Journeyman | ▪ General Equipment Operators | ▪ Police Officers (x2) |
| ▪ Casework Managers | ▪ GIS | ▪ Police Stenographers |
| ▪ Communications Specialist | ▪ GIS Coordinator | ▪ Project Manager |
| ▪ Construction Managers | ▪ Grant writing | ▪ Respiratory Therapist |
| ▪ Correctional Officers | ▪ Grants professionals | ▪ Safety Specialist |
| ▪ Counselors (x2) | ▪ Heavy Equipment Operators | ▪ School Psychologists |
| ▪ Customer Advocate | ▪ Highway Maintenance | ▪ Social Workers |
| ▪ Customer Service Manager | ▪ HVAC Journeyman (x2) | ▪ Spanish Translation and Localization Specialist |
| ▪ Customer Service Specialist | ▪ Inside Sales | ▪ Special Education Teachers |
| ▪ Data Architect | ▪ Instructional Assistants | ▪ Specialized Health Plan Insurance Roles |
| ▪ Data Engineer | ▪ IT Positions (x2) | ▪ Speech and Language Pathologists (x2) |
| ▪ Dental Assistants | ▪ Juvenile Probation Officer | ▪ Stormwater Technician |
| ▪ Deputy Prosecuting Attorney | ▪ Landfill Heavy Equipment Operator | ▪ Street Maintenance Technician |
| ▪ Deputy Sheriff - Detention | ▪ Landfill Technician | ▪ Surgical RN |
| ▪ Detention Deputy | ▪ Law Enforcement | ▪ Surgical Technologist |
| ▪ Director of IT | ▪ Leak/Ultrasonic Examiners and Engineers | ▪ Temporary Laborer |
| ▪ Drug Testers | ▪ Legal Assistant | ▪ Traffic Maintenance Technician |
| ▪ Electricians | ▪ Maintenance (x3) | ▪ Transportation (School Bus Drivers) |
| ▪ Emergency Communications Officers (911 Dispatch) | ▪ Management | ▪ Wastewater Operators |
| ▪ Engineers (x4) | ▪ Math Teachers | ▪ Water Supervisors (Required Certifications) |

State of ID Comments:

Nurse/Clinicians, Troopers, Engineers (all types), Financial Specialist, Transportation Tech

MEDICAL SUMMARY – ALL REPORTED PLANS**All Reported Plans – Plan Highlights**

	# Yes	% Yes	Your Data
Medical coverage offered	31	100%	yes
No response	6	n = 31	
PPO offered	33	53%	yes
PPO Narrow Network	4	6%	no
HMO offered	0	0%	no
POS offered	5	8%	no
HDHP offered	19	31%	yes
Indemnity plan offered	0	0%	yes
EPO offered	1	2%	no
Dental bundled with medical plan	9	15%	no
Vision bundled with medical plan	11	18%	yes

All Reported Plans – Premiums

	Employer Cost		Employee Cost		No EE Cost # Yes	No EE Cost % Yes	Your Data	
	Average	Median	Average	Median			ER Cost	EE Cost
Monthly premium for employee only	\$670.27	\$673.27	\$191.88	\$87.48	14	23%	\$1,068.82	\$51.67
Monthly premium for employee & spouse	\$1,246.29	\$1,182.58	\$451.77	\$305.71	4	6%	\$1,068.82	\$174.85
Monthly premium for employee & child(ren)	\$1,149.72	\$1,137.86	\$407.89	\$267.68	5	8%	\$1,068.82	\$155.73
Monthly premium for employee & family	\$1,572.88	\$1,449.67	\$619.82	\$415.88	3	5%	\$1,068.82	\$292.61

High Deductible Health Plans	# Yes	% Yes	Your Data
Health Reimbursement Account (HRA) offered	8	13%	no
Health Savings Account (HSA) offered	16	26%	yes
HRA and HSA both offered	3	5%	no

	HRA Employer Contribution toward deductible		HSA Employer Contribution toward deductible		No Employer Contrib. # Yes	No Employer Contrib. % Yes	Your Data	
	Average	Median	Average	Median			ER HRA Contrib.	ER HSA Contrib.
Monthly contribution for employee only	\$972.49	\$750.00	\$923.08	\$980.00	1	2%	NA	\$500.00
Monthly contribution for employee & spouse	\$1,482.01	\$1,250.00	\$1,433.01	\$1,150.00	1	2%	NA	\$1,000.00
Monthly contribution for employee & child(ren)	\$1,482.01	\$1,250.00	\$1,433.01	\$1,150.00	1	2%	NA	\$1,000.00
Monthly contribution for employee & family	\$1,582.96	\$1,750.00	\$1,449.48	\$1,150.00	1	2%	NA	\$1,000.00

MEDICAL SUMMARY – MOST POPULATED PLAN**Most Populated Plan – Plan Highlights**

	# Yes	% Yes	Your Data
PPO offered	21	68%	yes
PPO Narrow Network	3	10%	no
HMO offered	0	0%	no
POS offered	2	6%	no
HDHP offered	5	16%	no
Indemnity plan offered	0	0%	no
EPO offered	0	0%	no
Dental bundled with medical plan	4	13%	
Vision bundled with medical plan	8	26%	

Most Populated Plan – Premiums

	Employer Cost		Employee Cost		No EE Cost # Yes	No EE Cost % Yes	Your Data	
	Average	Median	Average	Median			ER Cost	EE Cost
Monthly premium for employee only	\$692.32	\$719.61	\$184.77	\$80.50	9	29%	\$1,068.82	\$65.00
Monthly premium for employee & spouse	\$1,324.28	\$1,327.54	\$401.31	\$294.58	1	3%	\$1,068.82	\$197.60
Monthly premium for employee & child(ren)	\$1,182.53	\$1,152.90	\$405.44	\$273.68	2	6%	\$1,068.82	\$177.02
Monthly premium for employee & family	\$1,590.35	\$1,626.72	\$572.58	\$369.30	1	3%	\$1,068.82	\$324.18
High Deductible Health Plans								
	# Yes		% Yes		Your Data			
Health Reimbursement Account (HRA) offered	5		16%		NA			
Health Savings Account (HSA) offered	5		16%		NA			
HRA and HSA both offered	1		3%		NA			
	HRA Employer Contribution toward deductible		HSA Employer Contribution toward deductible		No Employer Contrib. # Yes	No Employer Contrib. % Yes	Your Data	
	Average	Median	Average	Median			ER HRA Contrib.	ER HSA Contrib.
Monthly contribution for employee only	\$875.00	\$675.00	\$1,228.00	\$1,100.00	0	0%	NA	NA
Monthly contribution for employee & spouse	\$1,175.00	\$975.00	\$1,653.00	\$1,100.00	0	0%	NA	NA
Monthly contribution for employee & child(ren)	\$1,175.00	\$975.00	\$1,653.00	\$1,100.00	0	0%	NA	NA
Monthly contribution for employee & family	\$1,291.67	\$1,275.00	\$1,653.00	\$1,100.00	0	0%	NA	NA

MEDICAL SUMMARY – PPO**PPO – Plan Highlights**

	# Yes	% Yes	Your Data
PPO offered	33	100%	yes
Dental bundled with medical plan	3	9%	
Vision bundled with medical plan	8	24%	

PPO – Premiums

	Employer Cost		Employee Cost		No EE Cost # Yes	No EE Cost % Yes	Your Data	
	Average	Median	Average	Median			ER Cost	EE Cost
Monthly premium for employee only	\$681.10	\$675.49	\$236.29	\$112.83	7	21%	\$1,068.82	\$65.00
Monthly premium for employee & spouse	\$1,303.50	\$1,293.07	\$518.83	\$328.34	1	3%	\$1,068.82	\$197.60
Monthly premium for employee & child(ren)	\$1,179.76	\$1,228.07	\$495.04	\$298.80	1	3%	\$1,068.82	\$177.02
Monthly premium for employee & family	\$1,634.51	\$1,747.93	\$659.84	\$423.54	0	0%	\$1,068.82	\$324.18
High Deductible Health Plans								
	# Yes		% Yes		Your Data			
Health Reimbursement Account (HRA) offered	6		18%		NA			
Health Savings Account (HSA) offered	1		3%		NA			
HRA and HSA both offered	0		0%		NA			
	HRA Employer Contribution toward deductible		HSA Employer Contribution toward deductible		No Employer Contrib. # Yes	No Employer Contrib. % Yes	Your Data	
	Average	Median	Average	Median			ER HRA Contrib.	ER HSA Contrib.
Monthly contribution for employee only	\$858.33	\$625.00	\$1,075.00	\$1,075.00	0	0%	NA	NA
Monthly contribution for employee & spouse	\$1,141.67	\$925.00	\$1,075.00	\$1,075.00	0	0%	NA	NA
Monthly contribution for employee & child(ren)	\$1,141.67	\$925.00	\$1,075.00	\$1,075.00	0	0%	NA	NA
Monthly contribution for employee & family	\$1,258.33	\$1,275.00	\$1,075.00	\$1,075.00	0	0%	NA	NA

MEDICAL SUMMARY – HIGH DEDUCTIBLE HEALTH PLAN**High Deductible Health Plan – Plan Highlights**

	# Yes	% Yes	Your Data
HDHP offered	19	100%	yes
Dental bundled with medical plan	2	11%	
Vision bundled with medical plan	1	5%	

High Deductible Health Plan – Premiums

	Employer Cost		Employee Cost		No EE Cost # Yes	No EE Cost % Yes	Your Data	
	Average	Median	Average	Median			ER Cost	EE Cost
Monthly premium for employee only	\$626.03	\$629.20	\$139.69	\$55.00	4	21%	\$1,068.82	\$0.00
Monthly premium for employee & spouse	\$1,127.99	\$1,142.38	\$354.22	\$217.27	2	11%	\$1,068.82	\$47.94
Monthly premium for employee & child(ren)	\$1,113.84	\$1,075.00	\$298.35	\$244.68	2	11%	\$1,068.82	\$40.50
Monthly premium for employee & family	\$1,472.23	\$1,428.00	\$576.78	\$354.29	2	11%	\$1,068.82	\$93.82
High Deductible Health Plans								
	# Yes		% Yes		Your Data			
Health Reimbursement Account (HRA) offered	2		11%		no			
Health Savings Account (HSA) offered	14		74%		yes			
HRA and HSA both offered	3		16%		no			
	HRA Employer Contribution toward deductible		HSA Employer Contribution toward deductible		No Employer Contrib. # Yes	No Employer Contrib. % Yes	Your Data	
	Average	Median	Average	Median			ER HRA Contrib.	ER HSA Contrib.
Monthly contribution for employee only	\$1,200.82	\$1,034.25	\$862.53	\$780.00	1	5%	NA	\$500.00
Monthly contribution for employee & spouse	\$2,162.71	\$1,826.76	\$1,436.20	\$1,150.00	1	5%	NA	\$1,000.00
Monthly contribution for employee & child(ren)	\$2,162.71	\$1,826.76	\$1,436.20	\$1,150.00	1	5%	NA	\$1,000.00
Monthly contribution for employee & family	\$2,232.21	\$1,918.54	\$1,454.73	\$1,150.00	1	5%	NA	\$1,000.00

FLEXIBLE BENEFITS PROGRAM/CAFETERIA PLAN (SECTION 125 PLAN)
Do you offer a flexible benefits program to your employees?

	# ORGS	% ORGS	Your Data
Indicated Yes	22	69%	yes
Indicated No	10	31%	
No response	5	n = 32	

Do you provide flex credits or additional funds to purchase voluntary benefits?

	# ORGS	% ORGS	Your Data
Indicated Yes	1	5%	
Indicated No	21	95%	no

WELLNESS COMPONENT
Does your organization have a wellness strategy?

	# ORGS	% ORGS	Your Data
Indicated Yes	20	63%	
Indicated No	12	38%	no
No response	5	n = 32	

If yes, does it provide incentives for setting wellness goals and adhering to them?

	# ORGS	% ORGS
Equity-based	14	70%
Cash-based	6	30%

Incentives for setting wellness goals and adhering to them

	# Yes	% Yes
Cash	4	20.0%
Premium Contributions	2	10.0%
HSA Fund	3	15.0%
FSA Fund	0	0.0%
HRA Fund	4	20.0%
Gift Cards	4	20.0%
PTO	1	5.0%
Other	3	15.0%

If other, please describe (participant comments):

- Drawings for prizes for those who participate.
- Payroll credit of \$250/year to each qualified employee.
- We have several challenges throughout the year. Employees are incentivized by having additional funds placed in their HRA account, or they can select a non-monetary prize.

Lifestyle spending account offered

	# ORGS	% ORGS	Your Data
Indicated Yes	2	6%	
Indicated No	30	94%	no

Avg Amount Per Year Eligible to EE

	AVERAGE	MEDIAN
Avg Amount Per Year Eligible to EE	NA	NA

Coaching program offered

	# ORGS	% ORGS	Your Data
Indicated Yes	9	28%	
Indicated No	23	72%	no

If yes, what percentage utilize coaching?

	AVERAGE	MEDIAN
Percentage utilizing coaching program	8%	10%

Wellness component includes a Health Risk Assessment

	# ORGS	% ORGS	Your Data
Indicated Yes	11	34%	
Indicated No	21	66%	no

If yes, what percentage of those completing a Health Risk Assessment participate in further initiatives?

	AVERAGE	MEDIAN
Percentage utilizing coaching program	28%	18%

Wellness component includes stress management

	# ORGS	% ORGS	Your Data
Indicated Yes	12	38%	
Indicated No	20	63%	no

Wellness component includes a smoking cessation program

	# ORGS	% ORGS	Your Data
Indicated Yes	18	56%	yes
Indicated No	14	44%	

Wellness component includes a weight control program

	# ORGS	% ORGS	Your Data
Indicated Yes	17	53%	yes
Indicated No	15	47%	

If yes, do you offer fitness programs?

	# ORGS	% ORGS	Your Data
Indicated Yes	10	31%	
Indicated No	22	69%	no

Wellness component includes subsidized health seminars

	# ORGS	% ORGS	Your Data
Indicated Yes	4	13%	yes
Indicated No	28	88%	

Wellness component includes subsidized health/exercise club memberships

	# ORGS	% ORGS	Your Data
Indicated Yes	19	59%	
Indicated No	13	41%	no

If yes, please indicate monthly amount:

	AVERAGE	MEDIAN
Percentage utilizing coaching program	20%	20%

Please describe any further health/wellness benefits your organization offers (participant comments):

- Challenges, classes, webinars, family planning, pregnancy resources and rebates.
- Employee Assistance Program.
- For Fitness programs/benefit we use WellHub which has a free version for gym visits and a tiered approach for employees who want discounted gym memberships.
- Gym reimbursement program.
- Health/wellness benefits offered through Blue cross of Idaho. Example is Hinge Health and Wonder.
- Hinge Health App, Personify Health App.
- Micron offers wellbeing programming that consists of digital resources, onsite access to wellbeing rooms, mothers spaces, outdoor recreation, large social connection events, Team member advocacy support and access to no-cost mental health counseling through our EAP Journey, business and team training in workplace wellbeing practices, education and workshops on wellbeing topics and programming around improving the workplace standards to support enhanced wellbeing onsite.
- Partner gym subsidy is \$20 per month for meeting minimum usage requirements. On-site gym is available to employees for \$10 per month.
- Pet insurance, financial wellness, free online physical therapy.
- We have a municipal recreation center that employees may use for free, or enroll their family for \$10/month. If employees choose their own fitness center, we will reimburse \$10/month.
- We have a wellness program and committee that provides an incentivized program.
- We offer a digital weight loss program that is paid for through the medical plan and is free to employees. We have an on-site gym with a full time fitness training. We also offer an EAP that includes 8 free counseling sessions per person per incident. We reimburse employees who aren't at the location with onsite gym up to \$20/month for a gym membership since they don't have access to the onsite gym.
- We offer free access to two weight rooms plus our indoor swimming pool. Employees also have access to a tennis court and a pickleball court.
- We offer on-site wellness classes at no cost to employees and their spouses.
- Wellness Challenges.

DEFINED BENEFIT (DB) PLAN SUMMARY**Plan Highlights – Defined Benefit**

	# Yes	% Yes	Your Data
Defined benefit plan offered	18	56%	yes
Do you have a DB plan that is frozen?	3	9%	no
Do you participate in PERS?	16	50%	yes
Both DB and DC plans offered	16	50%	yes

No response 5 n=32

	# Yes	% Yes	Your Data
Do employees contribute?	17	94%	yes

	Average	Median	Your Data
Percent of base pay employees contribute	7.5%	7.2%	7.2%

Plan Type – Defined Benefit

	# Yes	% Yes	Your Data
Final average defined benefit plan	18	100%	yes
Career average defined benefit plan	1	6%	no
Cash balance plan	0	0%	no
Other	0	0%	no

	Average	Median	Your Data
Number of years in average final earnings	3.9	3.5	3.5

Plan Definition – Defined Benefit

	# Yes	% Yes	Your Data
Base pay is an element of compensation included in the definition of pay for DB plan	17	94%	yes
Annual bonus is an element of compensation included in the definition of pay for DB plan	1	6%	no
Commissions is an element of compensation included in the definition of pay for DB plan	0	0%	no
Overtime pay is an element of compensation included in the definition of pay for DB plan	16	89%	yes
Cost of living adjustments	17	94%	yes

	Average	Median	Your Data
Number of years for an employee to become fully vested in DB plan	5	5	5
DB plan normal retirement age	65	65	65
Earliest age to be eligible for DB benefits	55	55	55
Reduction factor at eligibility earliest age	42	42	42

DEFINED CONTRIBUTION (DC) PLAN SUMMARY**Plan Highlights – Defined Contribution**

	# Yes	% Yes	Your Data
Defined contribution plan offered	30	94%	yes
No response	5	n=32	

Waiting Period	# Yes	% Yes	Your Data
Waiting period is immediately upon hire	26	87%	yes
Waiting period is less than one year of service	2	7%	no
Waiting period is one year of service	1	3%	no
Waiting period is more than one year of service	0	0%	no

Plan Types	# Yes	% Yes	Your Data
Deferred comp (IRS Section 457 Plan) offered	19	63%	yes
IRS Section (401(k) Plan) offered	19	63%	yes
Savings Plan (IRS Section 401(a) Plan) offered	4	13%	no
403(b) offered	7	23%	no
Roth Component	12	40%	no
Other plan offered	2	7%	no

	457 Plan	401k Plan	401(a) Plan	Your Data
Employer match immediately upon hire	79%	74%	100%	NA
Employer match less than one year of service	5%	21%	0%	NA
Employer match at one year of service	0%	5%	0%	NA
Employer match more than one year of service	16%	0%	0%	NA
	403(b) Plan	Roth Plan	Other Plan	Your Data
Employer match immediately upon hire	86%	75%	50%	NA
Employer match less than one year of service	0%	25%	0%	NA
Employer match at one year of service	14%	0%	50%	NA
Employer match more than one year of service	0%	0%	0%	NA

Plan Highlights (continued) – Defined Contribution

Employer Match	# Yes	% Yes	Your Data
Employer match	21	70%	no
Employer match percentage differs based on employee level, length of service, etc.	6	29%	NA
	Average	Median	Your Data
What is the maximum defined contribution percent of the employer match?	5.8%	4.0%	NA
What percentage of eligible employees participate?	75.4%	84.0%	NA
What is the average employee deferral as a percent of pay?	7.3%	6.0%	NA
What is the average employer match as a percent of pay?	4.5%	3.9%	NA
	# Yes	% Yes	Your Data
Base pay is an element of compensation included in the definition of pay for DC plan	18	86%	NA
Annual bonus is an element of compensation included in the definition of pay for DC plan	8	38%	NA
Commissions is an element of compensation included in the definition of pay for DC plan	5	24%	NA
Overtime pay is an element of compensation included in the definition of pay for DC plan	13	62%	NA
	# Yes	% Yes	Your Data
Is there an employer contribution to the plan that is not a match?	4	13%	no
	Average	Median	
If yes, what is the amount as a percent of pay of last year's contribution?	9%	7%	
After how many years is a participant fully vested in any employer contributions?	4%	4%	

If this is a matching plan, what is your formula (participant comments)?

- \$0.50 on the dollar up to 4%.
- 1% - 1% Match, 2% - 2% Match, 3% - 3% Match, >3% - 3% Match.
- 100% for the first 3%, 50% match for the 4th and 5th percent.
- 100% of the first 5%.
- 100% on the first 2%, 50% on the next 4%.
- 1-9 YOS: 50% match, to a max of 3%; 10-14 YOS: 66% match, to a max of 4%; 15-19 YOS: 83% match, to a max of 5%; 20+ YOS: 100% match, to a max of 6%.
- 2% of first 4% for 401(k) only.
- 200% of the first 3%.
- 50% match on the first 6% on employee contributions (x3)
- Employee contributes 5% (mandatory); employer contributes 8.5%.
- Employer contributes \$20 per month as long as the employee contributes \$20.00.
- Employer matches 100% of the employee's first 7% of contribution each paycheck. If the employee contributes less than 7%, employer only matches up to employee's contribution %.
- Graduated. 4.2% is provided, regardless of employee contribution. Scales up to 9% company match if the employee contributes 6%.
- Match max of 2.0% for all employees except 4% match max for Senior Managers.
- Safe harbor formula and vesting at 100% of first 3%, 50% on next 2%, additional 2.5% discretionary match w/ vesting schedule.
- Up to a max of 2-4% on 401k only.
- We contribute 11.887% and the employee contributes 6.97%.

PAID TIME OFF (PTO)

	# Yes	% Yes	Your Data
Organizations with paid time off plans	20	65%	no
Organizations with vacation/sick leave plans	17	55%	yes
No response	6	n=31	

	# Yes	% Yes	Your Data
Do you differentiate carryover rates based on years of service?	9	29%	yes

If yes, please describe:

- \$0-4yrs : 96 hrs vacation, 5-9yrs: 120 hrs vacation, 10-14yrs: 160 hrs vacation, 15-19 yrs: 176 hrs vacation, 20+ yrs: 200 hrs vacation. + 8 hrs sick leave per month.
- 4 categories: 0-60 months earn 144 hours/annually; 61-108 earn 168 hours/annually; 109-228 earn 184 hours/annually; and 229+ earn 224 hours/annually.
- Before 1st Anniversary 5.31 hours; 1st Anniversary 5.54 hours; 2nd Anniversary 5.77 hours; 3rd Anniversary 6.00 hours; 4th Anniversary 6.24 hours; 5th Anniversary 6.47 hours; 6th Anniversary 6.70 hours; 7th Anniversary 6.93 hours.
- Difference in maximum hours (increases as years of service increases) that can be rolled over.
- Employees accrue a certain amount of PTO hours per pay check based on if they are exempt or non-exempt and years of service (0-4, 5-9, 10+ years). Employees may accrue up to 2 years worth of PTO and it carries over year to year.

PTO (continued)

	# Yes	% Yes	Your Data
PTO accrual rates differ based on type of employee group	16	52%	yes
FLSA Status	6	38%	yes
Negotiated Status	2	13%	no
Management vs Staff	3	19%	no
Other	8	50%	no

If Other, please describe:

- 12 mo. employees/260 day calendar vs. school-year employees; 12 month employees receive vacation, school year employees receive personal leave.
- Appointed Officials.
- Executive, unlimited, no cash value.
- Executives have their own plan.
- Hourly employees see vacation accruals increase at year 2, 4 and 6.
- Senior Managers and Directors have their own accrual schedule based on years of service (split into less than 20 years and more than 20 years of service).
- Staff and faculty groups have different accrual rates for vacation.
- The accrual rates increase as years of service increase.
- Years of service. (x2)

REMOTE WORK

	# Yes	% Yes	Your Data
Offer ability for some or all employees to work remotely	22	69%	yes
No response	5	n = 32	

	Average	Median	Your Data
If yes, what percentage of your employees are currently eligible to work remotely?	21%	9%	
What percentage of your eligible employees are currently working remotely?	24%	10%	20%
On average across your organization, how many days per week are required to be in-office for those eligible to work remotely?	3	3	3

	# Yes	% Yes	Your Data
Do you provide a home office stipend?	0	0%	no
	Average	Median	
If yes, how much per year?	NA	NA	NA
	# Yes	% Yes	
Does the amount vary depending on the employee group?	NA	NA	NA

Features of current or future work schedule	# Yes	% Yes	Your Data
Remote/work-from-home 100%	5	23%	yes
Available during specific time periods when remote	11	50%	no
In-office days determined on team/group level	14	64%	yes
In-office days determined on company-wide level	4	18%	no
In-office days required, employee can determine schedule	5	23%	no
Fully remote option is available to some/all employees	8	36%	no
Shared desk/spaces are utilized	3	14%	no
Use of employee monitoring tool/productivity tracking	0	0%	no
Future potential for a return to full-time in-office work	1	5%	no
Fully-remote	0	0%	no

Appendix: Survey Questionnaire

Pages 49 – 71 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 April 1, 2025. All required data forms are included within the workbook.

BENCHMARK JOB TITLES					
FINANCE / HUMAN RESOURCES / TAX					
101	Accounting Technician	104	Fiscal Specialist (NEW)	108	Training Specialist
102	Disability Claims Adjudicator (REVISED)	105	Financial Management Analyst, Senior	109a	Human Resource Business Partner (NEW)
103a	Grant Writer (NEW)	106	Budget Manager	109b	Human Resource Business Partner, Senior (NEW)
103b	Grants & Contracts Administrator (REVISED)	107	Finance Department Director	110	Tax Auditor, Senior
INFORMATION TECHNOLOGY					
201	Desktop Support Technician	206	Database Analyst (REVISED)	215	GIS Specialist (NEW)
202	Programmer/Analyst	208	IT Security Analyst, Senior	216	GIS Analyst (REVISED)
204	Network Administrator (REVISED)	209	Software Engineer	217	Remote Sensing Analyst, Senior (NEW)
205	Web Developer (REVISED)	212	Data Analyst (NEW)	218	GIS Manager (NEW)
				220	Information Systems Manager (REVISED)
GENERAL ADMINISTRATION					
301	Receptionist	307	Program Support Specialist	312	Public Information Specialist
302	Administrative Assistant	308	Program Administrator	313	Public Information Officer (REVISED)
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 (REVISED)	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	611	Health Education Specialist
602	Registered Dietitian	606	Nurse Manager (RN)	612	Health Program Manager
603	Licensed Practical Nurse (NEW)	607	Welfare Services Technician	615	Psychosocial Rehabilitation Specialist (NEW)
604	Certified Nursing Assistant	608	Welfare Clinician	617	Social Services Director (Behavioral Health) (NEW)

PUBLIC SAFETY

701	Correctional Officer	706	Correctional Manager	711	Correctional Sergeant (NEW)
702	Probation/Parole Officer	707	Fish & Game Officer, Senior (REVISED)	715	Deputy Fire Marshal (NEW)
703	Social Worker - Bachelor's (REVISED)	708	Police Officer	716	Chief Deputy Fire Marshal (NEW)
704	Rehabilitation Technician (NEW)	709	Police Captain		
705	Correctional Lieutenant	710	Correctional Corporal (NEW)		

ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING

803	Scientist	808	Engineer (Technical)	809	Engineer (Civil)
804	Chemist, Senior	805	Forensic Scientist, Senior	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 **June 9, 2025** 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 April 1, 2025. 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 April 1, 2025).

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	
Email address	
Name of person to receive report (if different from above)	
Title	
Email address	
Standard hours per year (e.g., 2080)	
Total annual operating budget	
Total number of full-time employees (FTEs)	

Pay Administration

Adjustments	2023	2024	2025	2026 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	☐	☐	☐	☐	☐	☐
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 utilize more than one salary structure?

If yes (multiple structures), please explain.



Compensation Survey & Benefit Survey

JOB DESCRIPTIONS

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job 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.	Intermediate level position, typically requiring an associate's degree and 1-2 years of relevant work experience.
102	Disability Claims Adjudicator	Responsible for determining medical eligibility for disability benefits under the Social Security Act through comprehensive evaluation and analysis of medical and vocational information. This includes conducting initial screenings, coordinating consultative examinations and medical tests, consulting with healthcare professionals, preparing vocational analyses, authorizing payments for examinations, and defending decisions in writing, while staying informed on regulations and referring applicants to additional services as necessary.	Intermediate level position, typically requiring a bachelor's degree and 1-2 years of relevant work experience.
103a	Grant Writer	Prepares and submits grant applications and proposals. Determines grant availability for existing projects that cannot be sustained within the organization's normal operating budget. Monitors grants received to ensure that guidelines and restrictions are followed. Develops responses to requests-for-proposals and letters of intent on grants and funding that are consistent with the organization's values and objectives.	Intermediate level position, typically requiring a bachelor's degree and 3 or more years of relevant work experience.
103b	Grants & Contracts Administrator	Responsible for the administration of grant programs and related funds. Evaluates and assesses grant proposals to ensure compliance with regulations and eligibility criteria. Assists in the application process and provides technical assistance to grant applicants and grant holders. Analyzes, evaluates and approves grant expenditures to ensure alignment with program goals and budgets. Maintains accurate records and documentation of grant applications, funding and expenditures. Collaborates with other departments to coordinate resources and ensure grant objectives are met.	Intermediate level position, typically requiring a bachelor's degree and 3 or more years of experience.
104	Fiscal Specialist	Applies principles of financial management to perform such functions as record keeping, auditing, analysis, budgeting, payroll, travel, purchasing and other types of fiscal operations. Explains financial business practices to internal customers, respond to inquiries, and resolves moderately complex professional accounting / auditing problems. May be assigned to one specific function or perform duties in more than one functional area. May provide guidance to or train other professional or support staff.	Intermediate level position, typically requiring a bachelor's degree and 2 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.	Senior level position, typically requiring a bachelor's degree and 4-6 years of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
106	Budget Manager	Directs and coordinates budgeting activities for a large agency/division 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. May supervise budget staff. Defines issues and takes adversarial positions.	Management level position, typically requiring a bachelor's degree and 5 or more years of relevant work experience, including previous management 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.	Director level position, typically requiring a bachelor's degree and 8 or more years of relevant work experience, including previous management experience.
108	Training Specialist	Administers, organizes, and conducts virtual and in-person training and educational programs in connection with management and employee development, on-the-job training, or employee orientation. 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience
109a	Human Resource Business Partner	Strong focus on strategic business partner and advisor duties. Provides guidance to executives, managers, supervisors, and employees to develop and implement human resource strategies and solutions that align with organizational goals. Serves as liaison between assigned business units and human resources by representing the needs of the business units in the design of human resource programs and policies. Areas of expertise may include one or more of the following specialties: employee relations, employment, affirmative action, compensation, benefits, safety, and training; however, the incumbent will be knowledgeable in all areas of human resources. May administer programs, procedures, and plans used in carrying out human resource policies.	Intermediate level position, typically requiring a bachelor's degree and 4-6 years of relevant experience.
109b	Human Resource Business Partner, Senior	Strong focus on strategic business partner and advisor duties. Provides guidance to executives, managers, supervisors, and employees to develop and implement human resource strategies and solutions that align with organizational goals. Serves as liaison between assigned business units and human resources by representing the needs of the business units in the design of human resource programs and policies. Areas of expertise may include one or more of the following specialties: employee relations, employment, affirmative action, compensation, benefits, safety, and training; however, the incumbent will be knowledgeable in all areas of human resources. May administer programs, procedures, and plans used in carrying out human resource policies.	Senior level position, typically requiring a bachelor's degree and 7 years of experience in a strategic HR role.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
110	Tax Auditor, Senior	Performs complex tax accounting functions requiring full professional competency. 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.	Senior level position, typically requiring a bachelor's degree and 4-6 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.	Intermediate level position, typically requiring an associate's degree and 2 years of relevant work experience.
202	Programmer/Analyst	Programs and analyzes moderately complex projects, 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience.
204	Network Administrator	Installs, configures, and maintains software and hardware connected to the LAN (Local Area Network) server and workstations. Interfaces with other departments, vendors, or consultant to resolve problems. Ensures conformance with information systems and organization objectives. Provides training or individual assistance to users. Oversees backup and security procedures. Plans for and implements hardware and software upgrades. Coordinates the work of outside specialists.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience. May require Microsoft or Novell network engineer certification.
205	Web Developer	Designs and develops websites and web-based applications for the creation and enhancement of the organization's (or client's) websites and e-commerce presence. 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience.
206	Database Analyst	Defines, develops, analyzes, and modifies complex databases and associated master files to support software application programs. Designs, prepares, and coordinates logical data models, definitions, structures, standards, procedures, and documentation. Ensures accuracy, integrity, and completeness of data in master files and various support tools such as data dictionaries. Interfaces with and trains others in the use of database facilities and elements.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
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.	Senior level position, typically requiring a bachelor's degree and 5-8 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience.
212	Data Analyst	Provides data analytics in support of data driven decision making for the organization. Assists departments with defining data needs and data collection. Leverages new and existing technologies and theories for managing business data. Assists in the development of data governance policies and procedures. Develops data governance standards and workflows in line with industry standards. Governs data dictionaries and data metadata. Assists departments in securing data appropriately while complying with record retention schedules.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience.
215	GIS Specialist	Responsible for creating and maintaining a GIS mapping system. Applies specialized GIS software knowledge and technical principles to projects and assignments. Under limited supervision, coordinates specialized projects. Responsible for creating, collecting, compiling, manipulating and maintaining data for various GIS applications as well as maintaining the accuracy of the GIS database(s) and technical files and documentation.	Intermediate level position, typically requiring an associate's degree and 2-3 years of relevant work experience.
216	GIS Analyst	Designs, develops and implements GIS applications. Provides programming and custom application development of the GIS database and streamlines and enables efficient use of GIS software and operating systems. Provides analysis of GIS data, including analysis of complex user requirements, and evaluating potential GIS software and tools.	Intermediate level position, typically requiring a bachelor's degree and 3 years of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
217	Remote Sensing Analyst, Senior	Plans and conducts complex remote sensing and geographic information system (GIS) analyses. Provides technical assistance to department staff. Applies broad knowledge and performs work that involves complex and advanced remote sensing and GIS principles and practices. Evaluates results of remote sensing and GIS analysis and consults with departments regarding the application and implementation of techniques and methodologies. Prepares technical reports documenting methodologies, scope, findings, and conclusions for publication in professional journals and/or presentation at professional conferences. Keeps current on remote sensing satellite mission operations and data characteristics.	Senior level position, typically requiring a bachelor's degree and 5-7 years of relevant work experience.
218	GIS Manager	Serves as geographic information system (GIS) technical expert and principal advisor, and provides supervision, leadership, and professional guidance to subordinate GIS personnel. Manages the design, development, implementation, integration, operation, maintenance, analysis, and interpretation of Geographic Information System (GIS) applications. Coordinates geospatial activities within and across divisions. Plans and oversees complex GIS and statistical analyses to meet business requirements. Provides technical assistance to support GIS product end users and customers. Manages GIS programs and personnel to ensure the organization has the tools and knowledge systems to meet business requirements.	Management level position, typically requiring a bachelor's degree and 5 or more years of relevant work experience, including previous management experience.
220	Information Systems Manager	Manages all IT activities for a large agency/division, including systems analysis, programming, computer systems, and auxiliary operations. 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.	Management level position, typically requiring a bachelor's degree and 5 or more years of relevant work experience, including previous management 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.	Intermediate level position, typically requiring a high school diploma or equivalent and 6 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.	Intermediate level position, typically requiring a high school diploma or equivalent and 2-4 years of relevant work experience.
303	Shipping/Receiving Specialist	Ships, receives, and delivers supplies, materials and equipment, and maintains inventory control and records in a state warehouse.	Intermediate level position, typically requiring a high school diploma or equivalent and 6 months of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
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	Intermediate level position, typically requiring a high school diploma or equivalent and 6 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.	Intermediate level position, typically requiring a high school diploma or equivalent and 1-2 year 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.	Supervisory level position, typically requiring a bachelor's degree and 2-4 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.	Intermediate level position, typically requiring an associate's degree and 1-2 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant work experience.
309	Graphic Design Specialist	Designs and produces to specifications 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 years of relevant 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.	Intermediate level position, typically requiring a bachelor's degree and 2-3 years of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
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.	Paraprofessional position, not requiring a paralegal certificate, but typically requiring 2-3 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.	Intermediate level position, typically requiring a high school diploma or equivalent and 2-3 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. May have some lead or supervisory duties, but the focus of this position is not managerial.	Senior level position, typically requiring a bachelor's degree and 5 years of relevant work experience.
314	Research Analyst	Professional 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.	Intermediate level position, typically requiring a bachelor's degree and 2-4 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.	Senior level position, typically requiring a bachelor's degree and 5-7 years of relevant work 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.	Paraprofessional position, typically requiring completion of a library technical program of study and 1-2 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.	Intermediate level position, typically requiring 6 months of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
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.	Intermediate level position, typically requiring 6 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.	Journey level position typically requiring completion of a formal apprenticeship program and 3-4 years of relevant work experience. May require certification.
504	Mechanic	Journey-level work skilled 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.	Journey level position typically requiring completion of a formal apprenticeship program and 3-4 years of relevant work experience. May require certification.
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	Senior journey level position, typically requiring 2-4 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.	Management level position, typically requiring a bachelor's degree and 5 or more years of relevant work experience, including previous management 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.	Journey level position typically requiring completion of a formal apprenticeship program and 3-4 years of relevant work experience. May require certification.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
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.	Journey level position, typically requiring state licensure as a Journeyman Electrician and 3-4 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.	Journey level position, typically requiring state licensure as a Journeyman Plumber and 1-2 years 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.	Supervisory level position, typically requiring 2-4 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.	Entry level position, typically requiring a high school diploma or equivalent and previous clerical experience.
602	Registered Dietitian	Professional level 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.	Intermediate level position, typically requiring a bachelor's degree, an American Dietetic Association registration, and 1 or more years of relevant work experience.
603	Licensed Practical Nurse	Delivers and executes daily routine nursing care and services to patients, which may include passing of medicine, vital sign assessment, assisting higher level nursing staff, etc. 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.
604	Certified Nursing Assistant	Provides nursing assistant care for assigned patients. Answers call lights to determine patients' needs. Takes and records vital signs and provides personal hygiene care. Lifts, positions, transports, and escorts patients. Assists patients with walking and other body movements. Feeds patients who require assistance. Implements individual patient treatment plans as outlined by nursing supervisor and healthcare team. Records patient care. Reports changes in physical or mental status to healthcare team. Maintains a safe and sanitary patient environment.	Requires certification as a Nursing Assistant.
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.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
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 1 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.	Intermediate level position, typically requiring a high school diploma or equivalent and 6 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 requiring a master's degree and 1 year of relevant work experience.
611	Health Education Specialist	Plans, organizes, and coordinates health education programs for individuals, groups and the community to facilitate health maintenance and health promotion. Identifies health education needs and internal and external resources. Develops program materials and makes presentations regarding program activities. Develops and manages health education budget, monitors program costs, and evaluates effectiveness.	Intermediate level position, typically requiring a bachelor's degree and 2 years 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.	Management level position, typically requiring a bachelor's degree and 3-5 years of relevant work experience.
615	Psychosocial Rehabilitation Specialist	Provides professional psychosocial rehabilitation, case management, and living skills training services for individuals and families. Performs a variety of screening and intake activities to determine client's current state. Determines client eligibility for services and ensures client access to services. Develops service/treatment plans and supports the client and family in achieving rehabilitation goals. Teaches independent living skills and advises on best methods for maintaining appropriate behavior. Manages at-risk behavior and performs crisis intervention, including after hours on-call services. Develops community support. Develops training programs and trains paraprofessionals in implementing programs and treatment plans. May supervise paraprofessional staff.	Intermediate level position, typically requiring a bachelor's degree and 2-3 years of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
617	Social Services Director (Behavioral Health)	Directs social services program by establishing goals and objectives and operating budget. Ensures standards of care are consistent with professional social work ethics and licensure requirements. Monitors and advocates patient's rights issues and serves as a liaison with community resources and related veterans organizations. Develops curriculum for university social services interns and oversees and monitors progress. Performs psychosocial evaluations for admission screening and treatment plan development. Communicates with patients, relatives, and guardians regarding patients' needs. Provides group and individual counseling to implement treatment plans. Assists in establishing admission priority. Serves as member of Patient Review Committee to evaluate residents' continuing care requirements and recommends and arranges alternate placements assuring proper community support services.	Director level position, typically requiring a bachelor's degree, licensure as a Clinical Social Worker, and 8 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. Typically reports to a Correctional Corporal.	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	Provides 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. Typically requires and a high school diploma or equivalent.
703	Social Worker - Bachelor's	Provides 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.	Intermediate level position, typically requiring a bachelor's degree in social work, licensure to practice as a Clinical Social Worker and 1-2 years of relevant work experience.
704	Rehabilitation Technician	Provides individual and group rehabilitative therapeutic services for delinquent youth. Implements treatment strategies developed by treatment team. Conducts drug and alcohol and social skills training. Implements established intervention methods and facilitates problem-solving sessions with youth. Supervises youth to ensure compliance with institutional policies and procedures, daily activity schedules, protection of individual rights, and maintenance of living unit security. Oversees free time and recreational activities to encourage positive group interaction. Plans and leads special recreational and educational activities. Provides orientation to youth about policies, procedures, and expectations. Reports accidents, changes in health, or other emergencies to nursing staff or security. Monitors personal hygiene of youth and assigns and supervises housekeeping duties to maintain sanitary living conditions. Performs routine cleaning duties. Transports youth to other facilities, outside appointments, work or community service activities. Charts treatment progress by recording observations of group and individual behavior.	Requires completion of appropriate Law Enforcement training. In addition, typically requires a high school diploma and 1-2 years of relevant work experience.

Survey Job Code	Survey Job Title	Survey Job Description	Survey Job Qualifications
705	Correctional Lieutenant	Supervises 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. Typically reports to a Correctional Manager.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires 1 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	Senior 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 1 year of relevant work experience as a sworn peace officer.
708	Police Officer	Enforces 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.

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710	Correctional Corporal	Acts as a lead over officers who maintain order and direct the conduct of inmates in a correctional institution. Assists in unit operations to ensure security procedures and related documentation requirements are adhered to. Assists in scheduling and assigning work on a shift. Assists in staff training and provides feedback on performance evaluations. May participate in specialized treatment programs to habilitate inmates such as substance abuse treatment and cognitive behavioral and social learning programs. Typically reports to a Correctional Sergeant.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires 3 years of relevant work experience or post high school education.
711	Correctional Sergeant	First line supervisor over officers who maintain order and direct the conduct of inmates in a correctional institution. Typically schedules and assigns work on a shift, provides staff training, and evaluates officer performance. Typically reports to a Correctional Lieutenant.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires 4 years of relevant work experience or post high school education.
715	Deputy Fire Marshal	Responsible for fire prevention activities including inspection, enforcement, planning, coordinating, and education for assigned geographic region. Inspects for compliance with laws regarding fire hazards, dangerous materials and fire prevention plans and equipment. Consults with architects, engineers, and contractors in review of construction plans and technical documents. May provide testimony in court or to the legislature.	Requires certification as a Fire Investigator. Typically reports to Chief Deputy Fire Marshal.
716	Chief Deputy Fire Marshal	Responsible for fire prevention activities including inspection, enforcement, planning, coordinating, and education covering a large geographic region. Supervises deputies and assists in inspection for compliance with laws regarding fire hazards, dangerous materials and fire prevention plans and equipment. Consults with local fire authorities, architects, engineers, and contractors in review of construction plans and technical documents. May provide testimony in court or to the legislature.	Requires certification as a Fire Investigator. Typically 1st in command.
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.	Intermediate level position, typically requiring a bachelor's degree and 4 years of relevant work experience or a master's degree and 2 years of relevant work experience or a Doctorate of Philosophy.
804	Chemist, Senior	Performs advanced professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively.	Senior level position, typically requiring a bachelor's degree and 6 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.	Senior level position, typically requiring a bachelor's degree and 6 years of relevant work experience.

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808	Engineer (Technical)	Journey-level professional engineering 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.	Intermediate level position, typically requiring a bachelor's degree, licensure as a Professional Engineer and 4 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.	Intermediate level position, typically requiring a bachelor's degree, licensure as a Professional Engineer and 3-4 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.	Management level position, typically requiring a bachelor's degree and 5 or more years of relevant work experience, including previous management experience.



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