



# 2021 Total Compensation Study

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# Executive Summary

The State of Utah (State) contracted with Gallagher Benefit Services, Inc. (Gallagher) to conduct a study to compare the State's total compensation (base pay and benefits) with the labor market. Gallagher gathered information utilizing a custom survey and published salary survey sources.

	Percentage Difference – Actual Salary vs. Market	
Data Source	Market 50 <sup>th</sup> Percentile	
Custom Survey (64 of 75 benchmark jobs <sup>^</sup> )	-12.6%	Possibly Misaligned
Published Survey (248 of 303 benchmark jobs <sup>^^</sup> )	-14.9%	Possibly Misaligned

<sup>^</sup> Data was collected for 67 jobs, but comparisons include 64 jobs due to vacancies at the State for three positions.

<sup>^^</sup> Data was collected for 249 jobs, but comparisons include 248 jobs due to vacancies at the State for one position.

	Percentage Difference – Total Compensation vs. Market	
Data Source	Market 50 <sup>th</sup> Percentile	
Aggregate Market (State Tier 1)	-9.5%*	Possibly Misaligned
Aggregate Market (State Tier 2)	-11.8%*	Possibly Misaligned

Total Compensation = base salary + health insurance contribution\*\* + dental + vision + retirement

\*Aggregate result of all salary comparison points included in the study.



# Executive Summary

	Recommendations
<b>Total Compensation</b>	The State is possibly misaligned with the market from a Total Compensation perspective when using the average salary in the State compared with the median salary in the market and using the median benefit cost as a comparison point.
<b>Base Salary</b>	<p>Gallagher found that there is a possible misalignment with the market on base salaries with the State's average annual salary falling 14.4% below combined market (i.e. custom and published surveys combined).</p> <p>The State to review jobs misaligned by a variance greater than +/- 15% with the market to ensure appropriate recruitment and retention strategy.</p> <p>Ensure base salary adjustments such as cost of living, range progression, and/or general salary increases are in accordance with the market trends.</p>
<b>Benefits (includes: Health &amp; Retirement)</b>	The value of the State's benefit package is competitive with the market's average offer. However, the relatively low average base salary rate leads to a possibly misaligned position in terms of dollar value of retirement package for Tier-2 group. The State may want to consider rebalancing the total compensation package to ensure a more balanced approach that places base salary in a more competitive position while maintaining a competitive position with respect to the value of benefits.
<b>Leave</b>	For paid leave, based on average tenure, the State is overall highly competitive with the market. Gallagher does not recommend any changes to the current leave policies.



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# Study Background



# Study Background

**Gallagher was engaged to perform a review of the State's base pay, benefits, and total compensation program and make recommendations regarding:**

- Market competitiveness of the current employee population's base pay;
- Market competitiveness of the value of select benefits; and,
- Market competitiveness of the total compensation package offered by the State.

**The following items were provided by the State to facilitate the study:**

- Current job summaries;
- Current salary and pay range data;
- Current benefits data; and,
- Current employee census.



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# Study Background

## **Market study objectives were identified as follows:**

- Offer total compensation (both base salary and benefits) to attract, motivate, and retain talented and qualified employees.
- Maintain a competitive position from a total compensation perspective with other comparable government entities and/or private employers within the selected geographic areas with similar job categories.



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# Survey Processes



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# Survey Process - Custom

**Gallagher created a custom salary survey to gather salary and benefit information from identified comparator organizations. When choosing these organizations, the following questions were considered:**

- To which organizations is the State losing employees?
- From which organizations does the State recruit employees?
- Geographic proximity
- Population size
- Industry (public or private)
- Type of organization (i.e., State governments, Private sector organizations and Not For Profit Organizations)



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## Survey Methodology - Custom

**Gallagher developed a survey questionnaire to collect base salary and benefits data in a fashion that was standard and easy to quantify and analyze.**

**The participant organizations were selected based on several factors including, geographic proximity, similar scope of services provided, or approximate population size.**

**Two hundred and eleven (211) organizations were asked to participate.**

- Sixty four (64) organizations responded, a 30% response rate
- The organizations that responded are listed on the next slide
- A listing of all organizations invited to participate are detailed in Appendix A



# Survey Process – Targeted Comparators

**A total of 64 organizations responded to the survey including (1 of 2):**

Participants	
AMERICA FIRST CREDIT UNION, UT	IVINS, UT
ASSOCIATED FOOD STORES, INC., UT	JORDAN SCHOOL DISTRICT, UT
BOX ELDER COUNTY, UT	JORDAN VALLEY WATER, UT
CACHE COUNTY, UT	LEHI, UT
CARBON COUNTY, UT	METROPOLITAN WATER DISTRICT OF SALT LAKE & SANDY, UT
CENTRAL DAVIS COUNTY SEWER, UT	MIDVALE, UT
CITY OF SOUTH SALT LAKE, UT	NORTH DAVIS SEWER, UT
CITY OF ST. GEORGE, UT	NORTH LOGAN, UT
CLEARFIELD, UT	OREM CITY, UT
DAGGETT COUNTY, UT	PARK CITY FIRE DEPT., UT
DAVIS COUNTY, UT	PRICE, UT
DIXIE STATE UNIVERSITY, UT	RB&G ENGINEERING, INC., UT
DRAPER, UT	RIVERDALE, UT
FARMINGTON CITY, UT	ROY WATER CONSERVANCY DISTRICT, UT
HERRIMAN, UT	SALT LAKE COMMUNITY COLLEGE, UT
IRON COUNTY, UT	SANDY CITY, UT



# Survey Process – Targeted Comparators

## Organizations that responded to the survey cont. (2 of 2):

Participants	
SNYDERVILLE BASIN SPECIAL RECREATION DISTRICT, UT	UINTAH HIGHLANDS IMPROVEMENT DISTRICT, UT
SOUTH DAVIS SEWER DISTRICT, UT	UNIFIED FIRE AUTHORITY, UT
SOUTHERN UTAH UNIVERSITY, UT	UNIVERSITY OF UTAH
STATE OF COLORADO, CO	UTAH COUNTY GOVERNMENT, UT
STATE OF IDAHO, ID	UTAH RETIREMENT SYSTEMS, UT
STATE OF MONTANA, MT	VALLEY EMERGENCY COMMUNICATION CENTER (VECC), UT
STATE OF NEVADA, NV	VERNAL, UT
STATE OF NEW MEXICO, NM	WASATCH INTEGRATED WASTE, UT
STATE OF NORTH DAKOTA, ND	WASATCH SCHOOL DISTRICT, UT
STATE OF OKLAHOMA, OK	WASHINGTON TERRACE, UT
STATE OF OREGON, OR	WEBER AREA DISPATCH 911, UT
STATE OF WASHINGTON, WA	WEBER BASIN WATER, UT
STATE OF WYOMING, WY	WEBER FIRE DISTRICT, UT
SUMMIT COUNTY, UT	WEBER STATE UNIVERSITY, UT
SYRACUSE, UT	WEST POINT CITY, UT
TOOELE COUNTY, UT	WEST VALLEY, UT



# Survey Process - Benchmark Jobs

**Benchmark jobs were identified utilizing the following criteria:**

**Representative of at least 50%  
of the employee population**

**Representative of all levels  
(entry through management)  
within the State**

**Common in  
the  
marketplace**

**High incumbent  
count**

**Representative  
of all functional  
areas within the  
State**

**Difficult to  
recruit and/or  
where high  
turnover exists**



# Survey Process – Benchmark Jobs

## Custom Survey

- 75 benchmark positions were identified for the custom survey
  - Data was obtained for 67 positions (89% of the positions surveyed)
  - A listing of jobs surveyed can be found in Appendix B

## Published Surveys

- 303 benchmark positions were identified to obtain data from published salary survey sources.
  - Data was obtained for 249 positions (82% of positions surveyed)
  - A listing of jobs surveyed can be found in Appendix C
  - Published survey sources, along with respective data cuts utilized, can be found in Appendix C

***There was no overlap between benchmark positions in the custom survey and published survey.***



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# Survey Process – Benchmark Job Matching

- Gallagher requires that benchmark jobs be matched to the market by at least 80% of the duties as outlined in the benchmark summaries
- Gallagher compiled and validated the data collected from participants in the custom survey as well as from published survey sources
  - The survey was distributed by email and follow up contacts made to potential survey participants by email and telephone to encourage participation
  - Gallagher staff reviewed published surveys to identify appropriate matches for the State's benchmark positions
- It is important to note that not all participants in the custom survey answered every question and may have provided multiple responses to the same question.



# Survey Process – Geographic Differentials

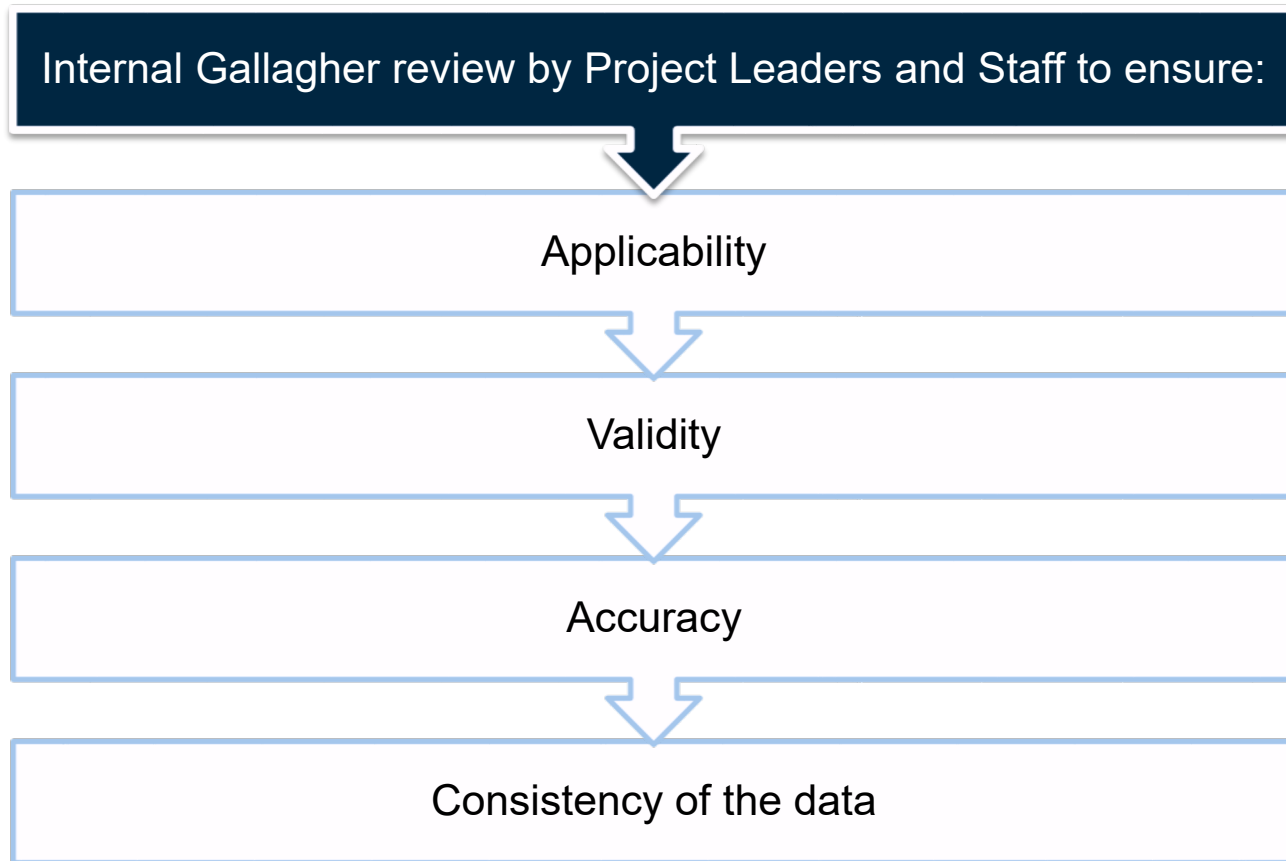
- Applying geographic differentials is a sound compensation practice to normalize data obtained from various locations. This results in more precise figures for use in analyzing and setting pay.
- Just as data are trended forward to be more effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas.
- Gallagher used geographic differential data, obtained from Economic Research Institute, to normalize salary data to the equivalent cost of labor in the Salt Lake City UT market.
- The geographic adjustment factors used in this study are shown in Appendix D.



# Survey Process – Data Review

- All data was aged to 8/1/2021 to coincide with completion of the study.
- Custom survey data was combined with published survey data.
- Several reviews of the data were performed by Gallagher to identify any extreme data and to ensure validity and reliability of the data.
- Gallagher gathered actual pay for all benchmark positions in the custom survey and through published survey sources and then used the median (50<sup>th</sup> percentile) to determine the market rate for each position.
- Once the survey analysis and report were completed, an internal quality control process was conducted.

# Survey Process - Quality Assurance





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# Base Pay: Findings and Analysis



# Findings and Analysis - Custom

## Data Analysis

- Custom Survey: Per Department of Labor standards, a minimum of 5 job matches are required in order to analyze and draw conclusions for a benchmark position.
- Published Survey: If data was available from at least one published survey source, the information was utilized to compare against the State's actual salary for the respective position.

## Market Comparison

- For each position, the percentage difference has been calculated between the State's and market's salary figures.
- If the figure is:
  - Positive (+) : Figure indicates that the State pays above the market
  - Negative (-) : Figure indicates that the State pays below the market



# Findings and Analysis

## Definitions for Level of Competitiveness

- The following guidelines are used when determining the competitive nature of current actual compensation:

Highly Competitive	Competitive	Possibly Misaligned	Significantly Misaligned
+/- 5%	+/- 5 to 10%	+/- 10 to 15%	> +/- 15%

## Market Data – Important Additional Considerations:

- Additional factors influencing actual salaries must be considered, including:
  - Performance
  - Turnover
  - Longevity
- Some benchmark jobs that appear misaligned with the market may not necessarily reflect true misalignment when additional relevant factors are assessed



# Findings and Analysis

## Market Comparison

- The following findings were determined when Gallagher compared the actual salaries of benchmark positions to the median of actual salaries in the market, from an aggregate perspective:

	Percentage Difference – Actual Salary vs. Market	
Data Source	Market 50 <sup>th</sup> Percentile	
Custom Survey (64 of 75 benchmark jobs <sup>^</sup> )	-12.6%	Possibly Misaligned
Published Survey (248 of 303 benchmark jobs <sup>^^</sup> )	-14.9%	Possibly Misaligned

<sup>^</sup> Data was collected for 67 jobs, but comparisons include 64 jobs due to vacancies at the State for three positions.

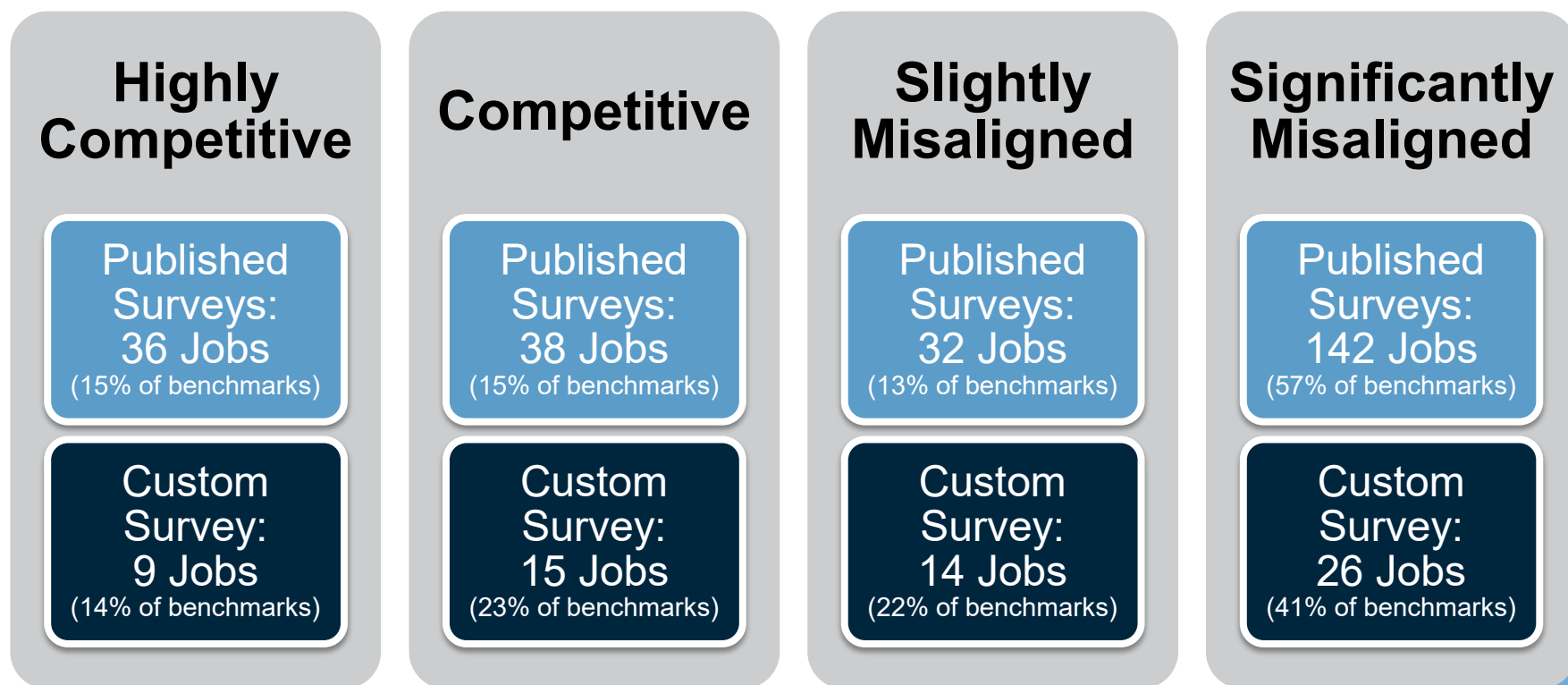
<sup>^^</sup> Data was collected for 249 jobs, but comparisons include 248 jobs due to vacancies at the State for one position.

- Based on the results above, actual pay at the State is considered possibly misaligned with the market.
- Details for the market rates for all benchmark positions are included in Appendixes E and F.



# Findings and Analysis

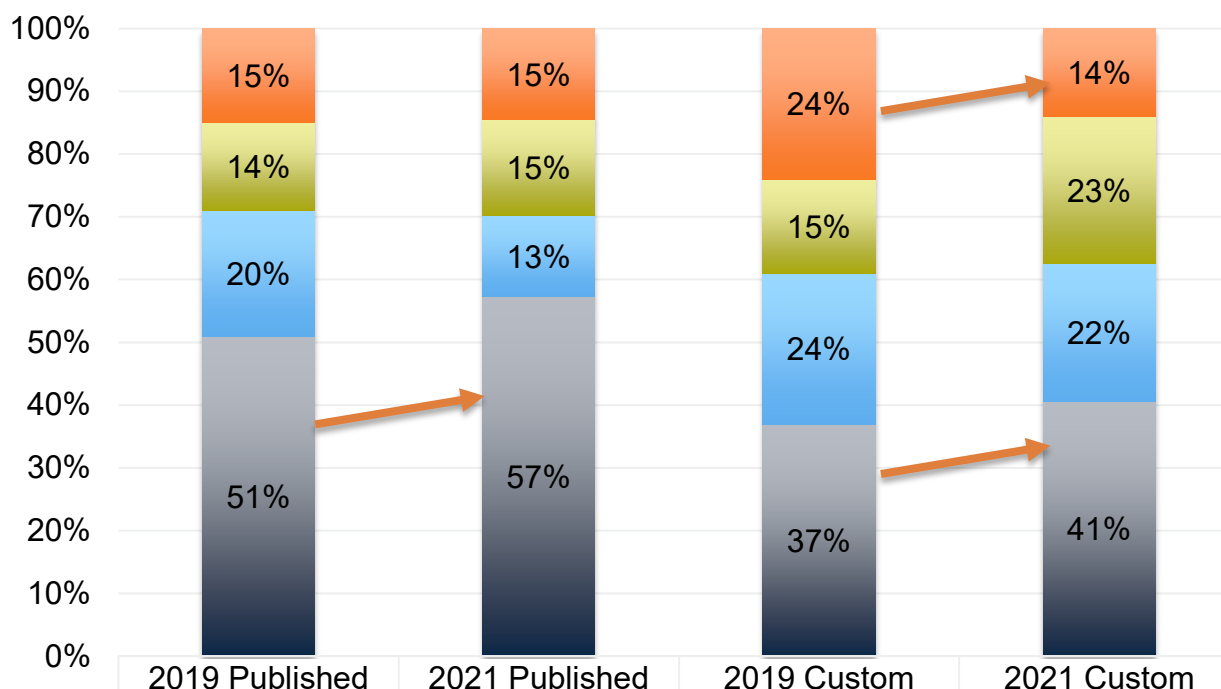
The chart below summarizes the number of benchmark jobs, by source, that fell into each of the respective level of competitiveness categories:





# Findings and Analysis – 2021 vs. 2019

- For 2021, a higher percentage of jobs are significantly misaligned with the market median base pay in both the published and custom surveys.
- For the custom survey, there was a decrease in the percentage of positions that were highly competitive (24% down to 14%).



Highly Competitive	15%	15%	24%	14%
Competitive	14%	15%	15%	23%
Slightly Misaligned	20%	13%	24%	22%
Significantly Misaligned	51%	57%	37%	41%



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# Benefits: Findings and Analysis

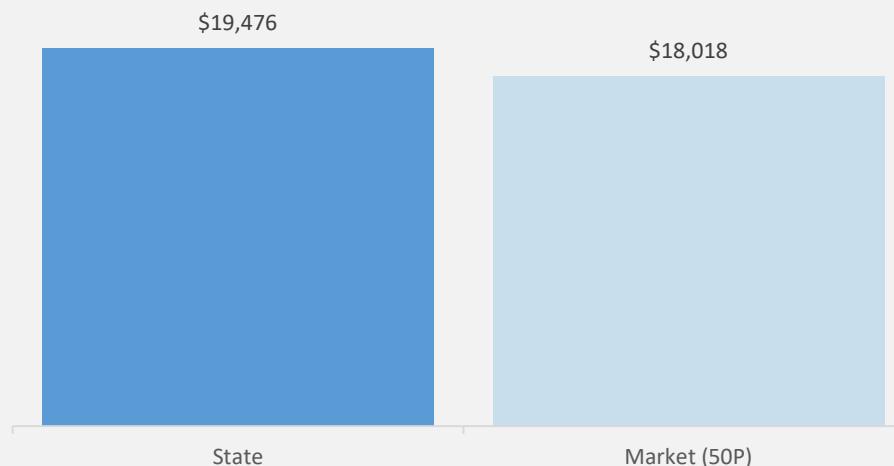
## Health Benefits- Annual Employer Contribution (\$) to Premium

### Market Competitiveness

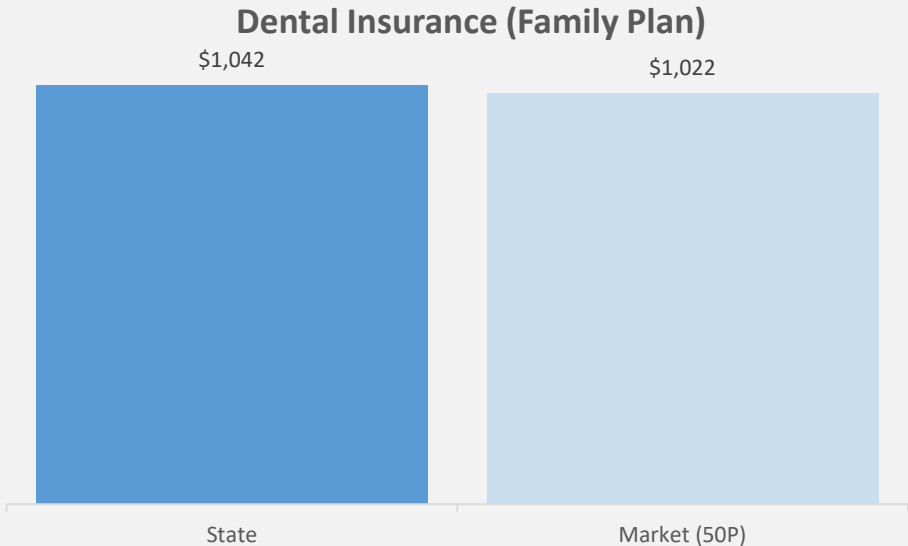
#### Medical Insurance

- The State's contribution to annual Medical family plan is above average of the surveyed market by 8.1%.
- Medical insurance premiums comprise the largest portion of benefit costs.

#### Medical Insurance (Family Plan)



## Health Benefits- Annual Employer Contribution (\$) to Premium

	Market Competitiveness						
<b>Dental Insurance</b>	<ul style="list-style-type: none"> <li>State contribution to annual Dental family plan is above average of the surveyed market by 2.0%.</li> </ul> <p><b>Dental Insurance (Family Plan)</b></p>  <table border="1"> <thead> <tr> <th>Category</th> <th>Contribution (\$)</th> </tr> </thead> <tbody> <tr> <td>State</td> <td>\$1,042</td> </tr> <tr> <td>Market (50P)</td> <td>\$1,022</td> </tr> </tbody> </table>	Category	Contribution (\$)	State	\$1,042	Market (50P)	\$1,022
Category	Contribution (\$)						
State	\$1,042						
Market (50P)	\$1,022						
<b>Vision Insurance</b>	<ul style="list-style-type: none"> <li>State contributes \$0 dollars annually to Vision family plan, which is aligned with the market.</li> </ul>						

## Retirement Benefits- Annual Employer Contribution (\$) to Premium

	Market Competitiveness								
Employer Retirement Contributions (Defined Benefit + Defined Contribution)	<ul style="list-style-type: none"><li>State retirement contribution is calculated based on an Employee Retirement Benefit of 13.75% of base salary plus a 401k employer match of \$26/pay period for Tier 1 employees and 10.0% of base salary plus a 401k employer match of \$26/pay period for Tier 2 employees.</li><li>State retirement contributions for Tier 1 are highly competitive with the Utah market average and slightly trail the market for Tier 2 employees.</li></ul>								
	<table><tr><th>Employer Retirement Contribution (DB + DC)</th><th>State</th><th>Market Avg.</th></tr><tr><td>Employer Retirement Contribution</td><td>Tier 1: 13.75% + \$26/period Tier 2: 10.00% + \$26/period</td><td>13.6%</td></tr></table>			Employer Retirement Contribution (DB + DC)	State	Market Avg.	Employer Retirement Contribution	Tier 1: 13.75% + \$26/period Tier 2: 10.00% + \$26/period	13.6%
	Employer Retirement Contribution (DB + DC)	State	Market Avg.						
Employer Retirement Contribution	Tier 1: 13.75% + \$26/period Tier 2: 10.00% + \$26/period	13.6%							



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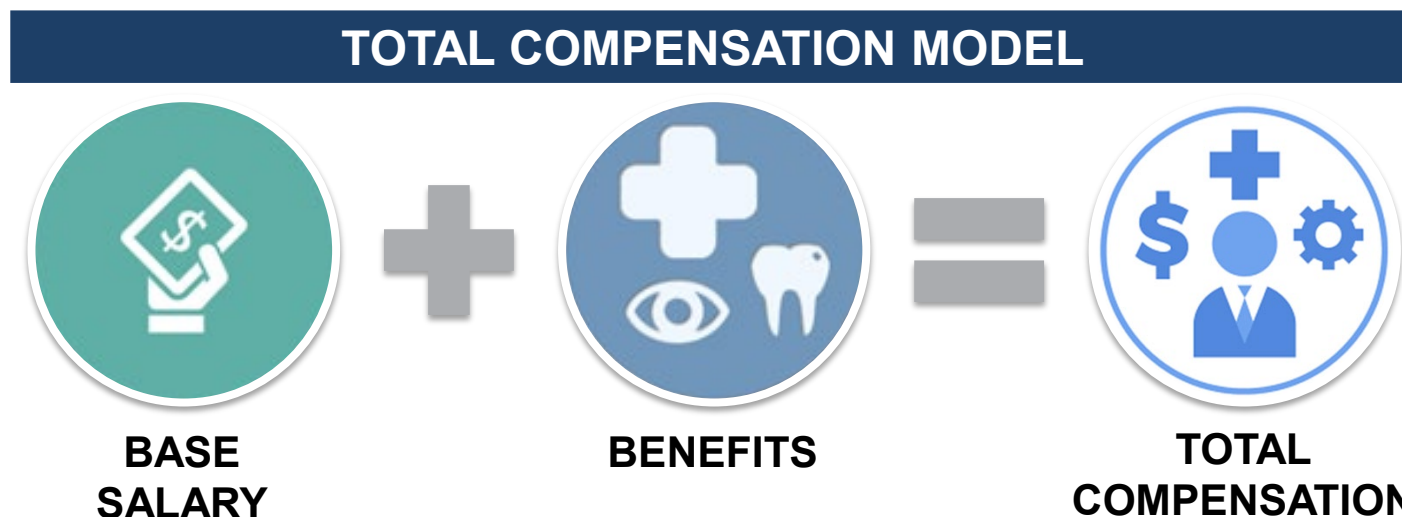
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# Total Compensation: Findings and Analysis



# Findings and Analysis – Total Compensation

**The State and Gallagher agreed upon the elements included in the assessment of total compensation as follows:**



Elements of the benefits package are:

- Medical
- Dental and Vision
- Retirement (Tier-1 and Tier-2)

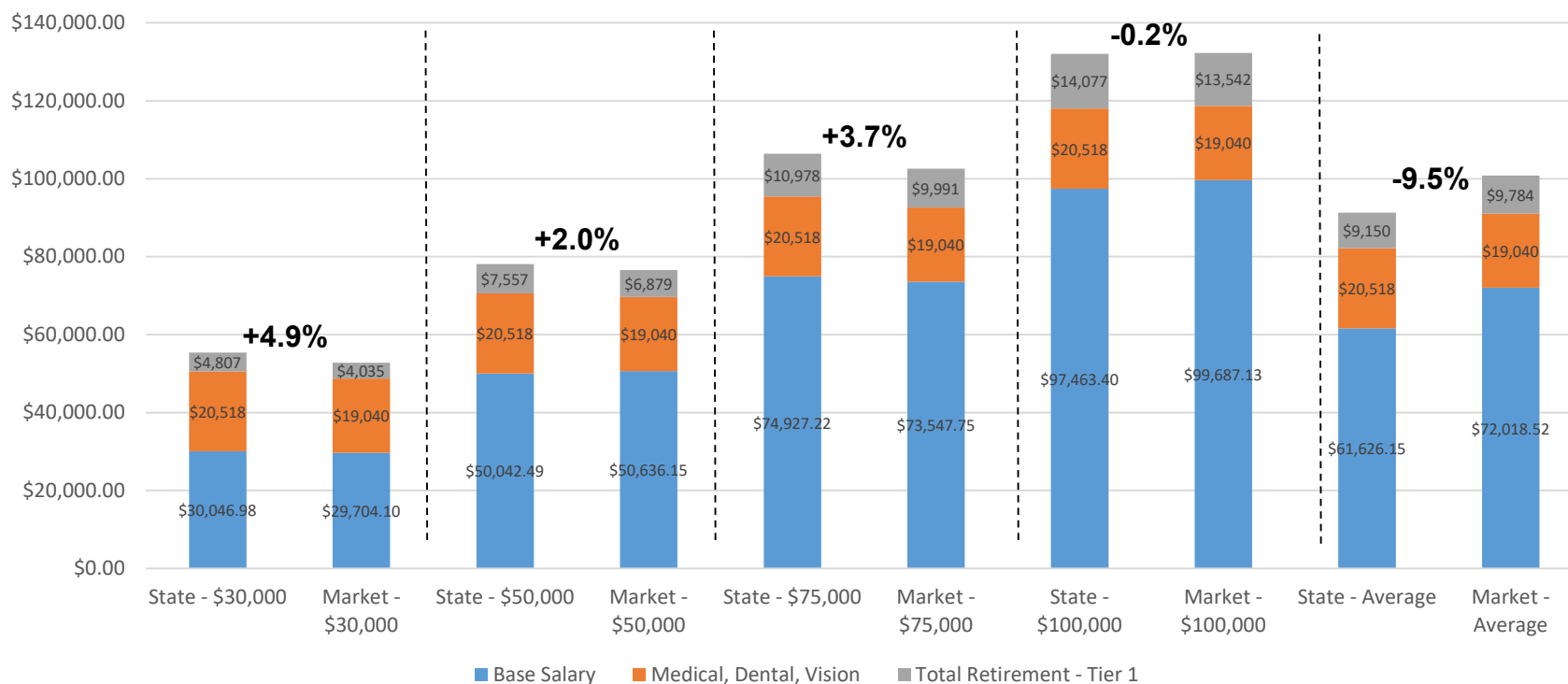
**Leave** was excluded from Total Compensation to avoid double counting since it is already counted in the base pay figure. Hence, Gallagher quantified the leave benefit separately, but did not assign it a monetary value for inclusion in Total Compensation.



# Findings and Analysis – Total Compensation Tier 1

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## Total Compensation: State of Utah vs. Market Median



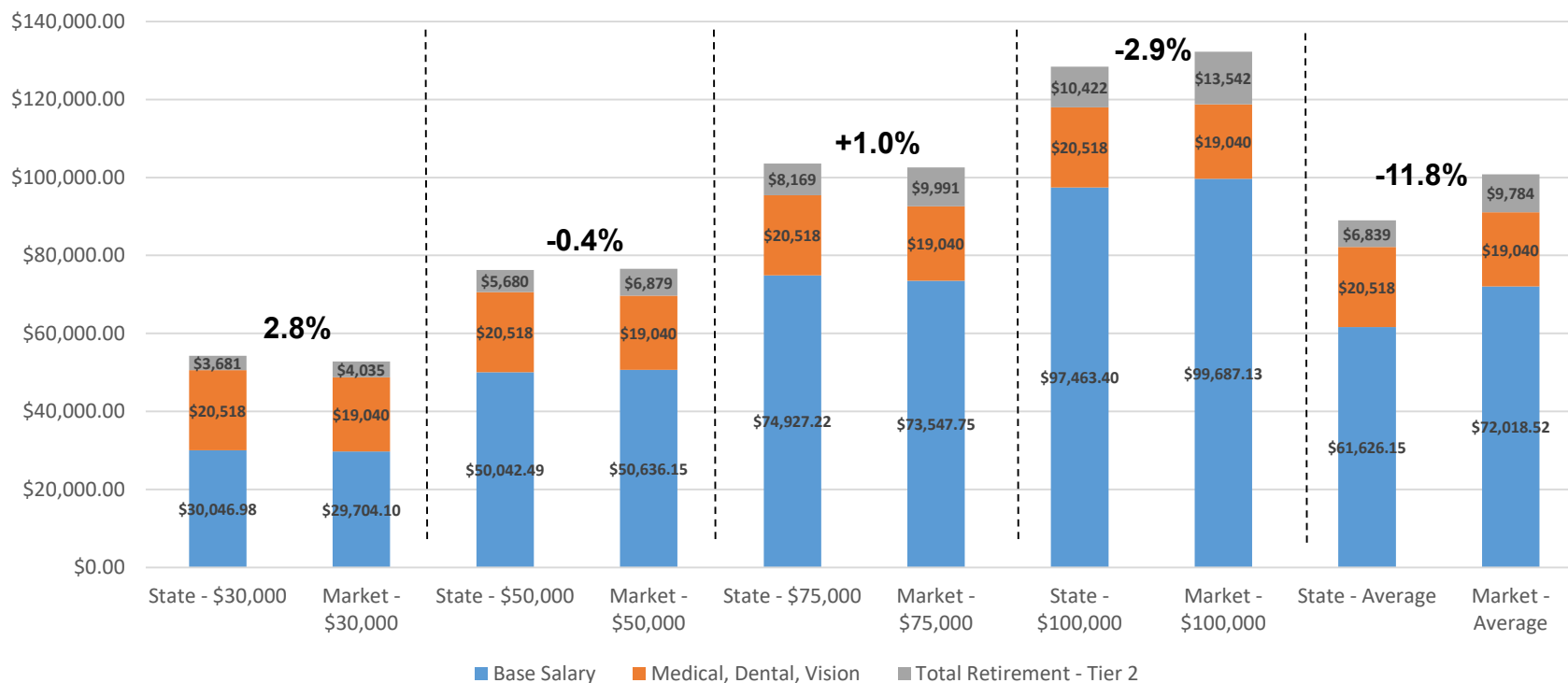
Note: Using market data from surveys that approximate what the market pays at the respective salary levels (i.e., ~\$30K, \$50K, \$75K, and \$100K), not necessarily by specific position, Gallagher determined the corresponding rate of pay at the State to prepare the total compensation comparisons of the State against the market.



# Findings and Analysis – Total Compensation Tier 2

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## Total Compensation: State of Utah vs. Market Median



Note: Using market data from surveys that approximate what the market pays at the respective salary levels (i.e., ~\$30K, \$50K, \$75K, and \$100K), not necessarily by specific position, Gallagher determined the corresponding rate of pay at the State to prepare the total compensation comparisons of the State against the market.

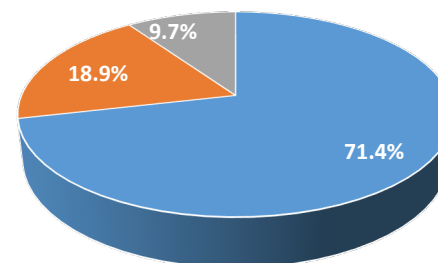


# Findings and Analysis – Total Compensation

## Compensation Composition

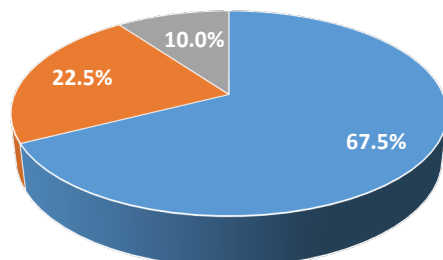
- Base pay in the market comprises a larger proportion of total compensation (71.4%) than at the State (67.5% - 69.3%).

Market



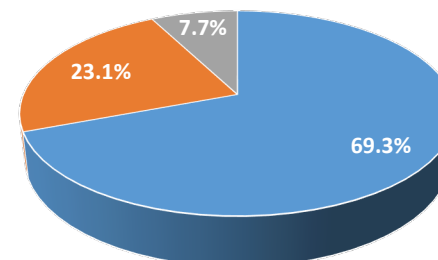
■ Base Salary ■ Employer Health Contribution ■ Employer Retirement Contribution

State – Average - Tier 1



■ Base Salary ■ Employer Health Contribution ■ Employer Retirement Contribution - Tier 1

State – Average Tier 2



■ Base Salary ■ Employer Health Contribution ■ Employer Retirement Contribution - Tier 2



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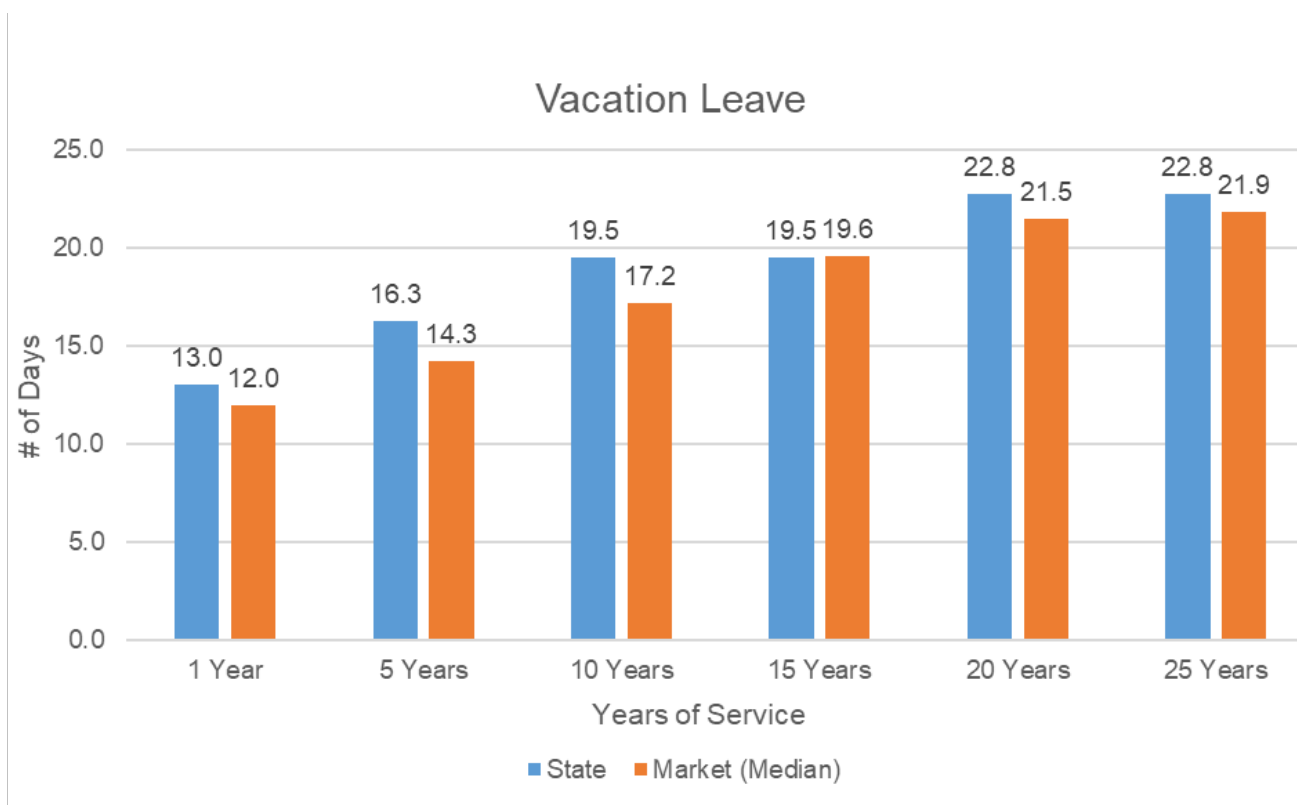
# Paid Leave: Findings and Analysis



# Findings and Analysis – Leave

## Paid Vacation (Annual Leave) Days Comparison

- The State is highly competitive with the market with vacation leave.

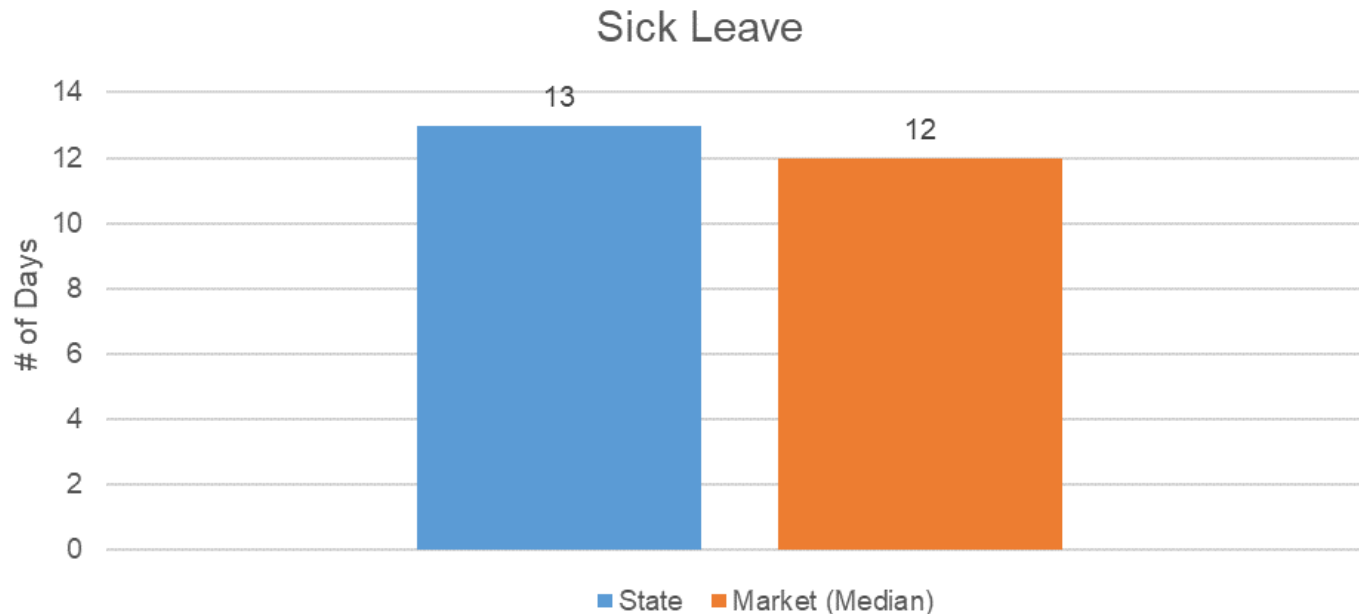




# Findings and Analysis – Leave

## Sick Leave Days Comparison

- The State leads the market with one additional sick day per year.

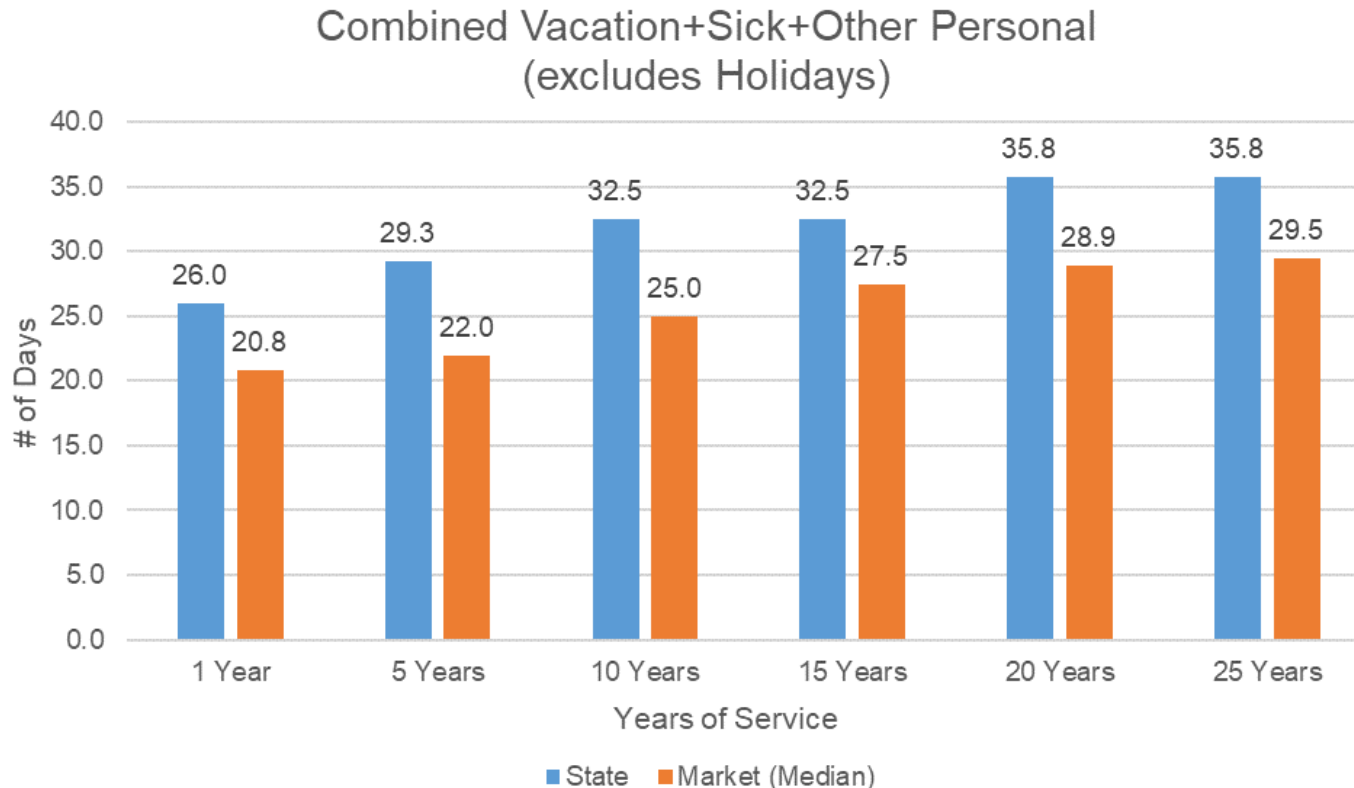




# Findings and Analysis – Leave

## All PTO Days Comparison (excludes Holidays)

- The State leads the market significantly when compared to all PTO programs.



# Findings and Analysis – Leave

## Holiday Leave Days Comparison

- The State is aligned with the market with regard to holidays provided.





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# Recommendations



# Recommendations Based on Findings

## Base Pay

Review positions that are greater than 15% different from the market to determine if any actions by the State are warranted

## Benefits

Given the highly competitive nature of benefit value in comparison to the market, no immediate recommendations

## Paid Leave

No specific recommendations due to current highly competitive nature of paid leave when compared to the market



# Recommendations Based on Findings

## Administrative

- Apply actual salary and salary structure adjustments on an annual basis that align with predicted market adjustments (i.e., use of *WorldatWork* Salary Budget Survey, CPI, or other applicable mechanism)
- According to *WorldatWork*, for 2020 the median salary increase in Utah is 2.9% and is expected to be 3.0% for 2021, Gallagher would recommend the State provide salary increases aligned with the market
- According to *WorldatWork*, for 2020 the median salary structure adjustment in Utah is 1.9% and is expected to be 2.0% for 2021
- Conduct thorough market assessment every 2 to 3 years to ensure the State is maintaining desired level of competitiveness with the market



# Recommendations Based on Findings

## Total Compensation

- Consider rebalancing the total compensation value composition to ensure competitiveness from a base pay perspective while maintaining a competitive position with respect to benefits value.
- Tuition reimbursement, training & development, and remote work/flexible work schedule are the most popular additional benefit offerings among the surveyed market.

# Questions



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# Appendix A:

## Organizations Invited to Participate in the Custom Survey

# Custom Survey Methodology

**A total of 211 organizations were invited to participate in the survey including (1 of 5):**

Organization		
ALPINE SCHOOL DISTRICT	CALDWELL RICHARDS SORENSON	COLVIN ENGINEERING ASSOCIATES
AMERICA FIRST CREDIT UNION	CANYONS SCHOOL DISTRICT	COMMUNITY HEALTH CENTERS INC
AMERICAN FORK, UT	CARBON COUNTY	COTTONWOOD HEIGHTS, UT
ASSOCIATED FOOD STORES INC.	CARBON COUNTY SCHOOL DISTRICT	COTTONWOOD IMPROVEMENT DISTRICT, UT
AVENUE CONSULTANTS	CEDAR CITY, UT	DAGGETT COUNTY, UT
BEAR RIVER HEAD START	CENTERVILLE, UT	DAVIS COUNTY, UT
BLUFFDALE	CENTRAL DAVIS COUNTY SEWER, UT	DAVIS SCHOOL DISTRICT
BOUNTIFUL CITY	CENTRAL UTAH VETRINARY DIAG LAB	DIXIE STATE UNIVERSITY
BOX ELDER COUNTY	CENTRAL UTAH WATER, UT	DRAPER, UT
BOX ELDER SCHOOL DISTRICT	CENTRAL VALLEY WATER, UT	DUCHESNE
BRIAN HEAD TOWN	CENTRAL WEBER SEWER	EAGLE MOUNTAIN, UT
BRIGHAM CITY, UT	CITY OF ST. GEORGE	EARTHFAX ENGINEERING, INC.
CA GROUP	CIVCO ENGINEERING	EDUCATORS MUTUAL INS ASSN OF UTAH
CACHE COUNTY	CLEARFIELD, UT	EMERY COUNTY, UT
CACHE COUNTY SCHOOL DISTRICT	CLINTON, UT	ENSIGN ENGINEERING AND LAND SURVEYING

# Custom Survey Methodology

## Organizations invited cont. (2 of 5):

Organization		
EQUITABLE LIFE & CASUALTY INSURANCE	INTERMOUNTAIN HEALTHCARE	MAPLETON, UT
ESI ENGINEERING	IRON COUNTY SCHOOL DISTRICT	MELLOR ENGINEERING, INC.
FARMINGTON CITY	IRON COUNTY, UT	MERIDIAN ENGINEERING
FOOTHILL FAMILY CLINIC	IVINS, UT	METROPOLITAN WATER, SALT LAKE & SANDY, UT
GARDNER ENGINEERING	JONES AND ASSOCIATES	MICHAEL BAKER JR
GRAND COUNTY, UT	JORDAN SCHOOL DISTRICT	MIDVALE, UT
GRANITE SCHOOL DISTRICT	JORDAN VALLEY WATER, UT	MILLARD COUNTY
HEBER CITY, UT	JUAB COUNTY, UT	MILLARD SCHOOL DISTRICT
HEBER LIGHT & POWER CO., UT	KATHRYN ALLEN MD	MORGAN CITY, UT
HERRIMAN, UT	KAYSVILLE, UT	MORGAN COUNTY, UT
HILL AIR FORCE BASE	LAVERKIN, UT	MORRISON-MAIERLE
HOLLADAY, UT	LAYTON CITY CORPORATION	MOUNTAIN STAR HEALTH SYSTEM
HURRICANE, UT	LEHI, UT	MOUNTAINLAND ASSOCIATION OF GOVERNMENTS, UT
INTERMOUNTAIN CLAIMS	LOGAN CITY SCHOOL DISTRICT	MT. OLYMPUS IMPROVEMENT DISTRICT, UT
INTERMOUNTAIN DONOR SERVICES	LOGAN, UT	MURRAY CITY CORP.

# Custom Survey Methodology

## Organizations invited cont. (3 of 5):

Organization		
MURRAY CITY SCHOOL DISTRICT	PARK CITY SCHOOL DISTRICT	PUBLIC EMPLOYEES HEALTH PLAN (PEHP)
NEBO	PARK CITY, UT	RADIANT RESEARCH, INC
NEPHI, UT	PARSONS BRINCKERHOFF	RB&G ENGINEERING
NORTH DAVIS COUNTY SEWER, UT	PAYSON, UT	RICH SCHOOL DISTRICT
NORTH DAVIS FIRE DISTRICT, UT	PEPPERIDGE FARM - CAMPBELL SOUP COMPANY	RIVERDALE, UT
NORTH LOGAN, UT	PERKINS ENGINEERING	RIVERTON, UT
NORTH OGDEN, UT	PLEASANT GROVE, UT	ROOSEVELT, UT
NORTH SALT LAKE, UT	PLEASANT VIEW, UT	ROY WATER CONSERVANCY DISTRICT
NORTH SANPETE SCHOOL DISTRICT	PRESTIGE FINANCIAL SERVICES	ROY, UT
NORTH VIEW FIRE DISTRICT, UT	PRICE, UT	SALT LAKE CITY CORPORATION
OGDEN CITY SCHOOL DISTRICT	PRIME HOLDINGS INSURANCE SERVICES,	SALT LAKE CITY SCHOOL DISTRICT
OGDEN CLINIC PROFESSIONAL CORPORATI	PROVO CITY	SALT LAKE COMMUNITY COLLEGE
OGDEN, UT	PROVO RIVER WATER USERS ASSOCIATION, UT	SALT LAKE COUNTY
OREM CITY	PROVO SCHOOL DISTRICT	SALT LAKE REGIONAL MEDICAL CENTER
PARK CITY FIRE DEPT., UT	PSOMAS	SANDY CITY

# Custom Survey Methodology

## Organizations invited cont. (4 of 5):

Organization		
SANTA CLARA, UT	SOUTHERN UTAH UNIVERSITY	STATE OF SOUTH DAKOTA
SANTAQUIN, UT	SPANISH FORK, UT	STATE OF WASHINGTON
SARATOGA SPRINGS, UT	SPRINGDALE, UT	STATE OF WYOMING
SEVIER COUNTY, UT	SPRINGVILLE, UT	SUMMIT COUNTY, UT
SMITHFIELD, UT	STATE OF ARIZONA	SYRACUSE, UT
SNYDERVILLE BASIN SPECIAL RECREATION DISTRICT, UT	STATE OF COLORADO	TAYLORSVILLE, UT
SNYDERVILLE BASIN WATER RECLAMATION, UT	STATE OF IDAHO	TAYLORSVILLE-BENNION SPECIALIST DISTRICT, UT
SOUTH DAVIS METRO FIRE AGENCY, UT	STATE OF KANSAS	TIMPANOGOS SPECIAL DISTRICT, UT
SOUTH DAVIS SEWER DISTRICT, UT	STATE OF MONTANA	TOOELE COUNTY, UT
SOUTH JORDAN CITY	STATE OF NEBRASKA	TOOELE SCHOOL DISTRICT
SOUTH OGDEN	STATE OF NEVADA	TOOELE, UT
SOUTH SALT LAKE, UT	STATE OF NEW MEXICO	TREMONT, UT
SOUTH SANPETE SCHOOL DISTRICT	STATE OF NORTH DAKOTA	U S FOREST SERVICES
SOUTH VALLEY WATER RECLAMATION, UT	STATE OF OKLAHOMA	UINTAH COUNTY, UT
SOUTH WEBER CITY, UT	STATE OF OREGON	UINTAH HIGHLANDS IMPROVEMENT DISTRICT, UT

# Custom Survey Methodology

## Organizations invited cont. (5 of 5):

Organization		
UNIFIED FIRE AUTHORITY, UT	VERNAL, UT	WEBER COUNTY, UT
UNIFIED POLICE DEPARTMENT	WASATCH COUNTY, UT	WEBER FIRE DISTRICT
UNIVERSITY OF UTAH	WASATCH INTEGRATED WASTE, UT	WEBER SCHOOL DISTRICT
URS CORPORATION	WASATCH SCHOOL DISTRICT	WEBER STATE UNIVERSITY
US BUREAU OF RECLAMATION	WASHINGTON CITY, UT	WESCOR INC
UTAH ASSOCIATION OF COUNTIES	WASHINGTON COUNTY, UT	WEST BOUNTIFUL, UT
UTAH COUNTY GOVERNMENT	WASHINGTON TERRACE, UT	WEST JORDAN, UT
UTAH RETIREMENT SYSTEMS	WAYNE SCHOOL DISTRICT	WEST POINT CITY, UT
UTAH STATE UNIVERSITY	WEBER AREA DISPATCH 911	WEST VALLEY, UT
UTAH VALLEY UNIVERSITY	WEBER BASIN WATER, UT	WOODS CROSS, UT
VALLEY EMERGENCY COMMUNICATION CENTER (VECC)		



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# Appendix B:

## Custom Survey Benchmark Jobs



# Survey Process - Benchmark Jobs

**A total of 75 jobs were included in the custom survey (1 of 3):**

Benchmark Position	
Activities Technician	Compliance Specialist II, Agriculture
Administrative Law Judge - Non Juris Doctorate	Consumer Advocate
Aircraft Mechanic	Correctional Adult Probation/Parole Officer, POST
Archivist II	Correctional Adult Probation/Parole Supervisor
Assistant Caseworker	Correctional Officer, POST
Assistant Manager, Mail Services	Correctional Sergeant, POST
Auditor IV	Criminal Information Specialist
Caseworker I	Criminal Information Tech II
Caseworker II	Developmental Instruction Aide II
Chief Medical Examiner	Director Quality And Process Improvement
Chief Security & Enforcement Officer	Director, Agency Administrative Services
Claims Technician	Director, Division of Legal Services
Compliance Agent I	Director, Tax Revenue/Distribution
Compliance Agent III	Director, Water Rights/State Engineer
Compliance Specialist I, Agriculture	Division Director

*Positions in the red font had less than 5 data points; therefore, insufficient data for analysis purposes*



# Survey Process - Benchmark Jobs

## Custom survey benchmarks cont. (2 of 3):

Benchmark Position	
Driver License Examiner	Journey Painter
Elevator/Boiler Inspector	Lead Heavy Equipment Operator
Emergency Prep Planner II	Lead Maintenance/Construction Specialist
Evidence Technician, Public Safety	Library Program Manager
Health Program Administrator	Lieutenant
Health Program Specialist II	Media Production Specialist
Health Program Specialist III	Medical Administrator
Inspector II	Officer
Inspector II, Agriculture	Park Ranger II
Insurance Analyst	Program Manager, DHS
Investigator II	Program Specialist I
Investigator IV	Program Support Specialist
JJS Counselor	Public Information Officer I
JJS Technician II	Records Manager/Archivist III
Journey Boiler Operator	Rehab Supervisor/Program Specialist

*Positions in the red font had less than 5 data points; therefore, insufficient data for analysis purposes*



# Survey Process - Benchmark Jobs

## Custom survey benchmarks cont. (3 of 3):

Benchmark Position
Rehabilitation Counselor I
Research Analyst
Right Of Way Agent II
Senior Assistant Caseworker
Senior Research Analyst
Sensory Impairment Specialist I
Social Service Worker
Tax Appraisal Specialist II
Tax/Motor Vehicle Technician II
Transportation Technician II
Transportation Technician III
Warehouse Worker III
Weights And Measures Inspector II
Workforce Services Specialist I
Workforce Services Specialist II



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# Appendix C:

## Published Survey Information and Benchmark Jobs



# Data Sources

## **Published Survey Sources:**

- Gallagher used published surveys for comparable data matches:
  - Willis Towers Watson Survey Suite
  - CompData Survey Suite
  - Mercer Survey Suite
  - Economic Research Institute (ERI)
  - Employers Council Benchmark
  - Gallagher Survey Suite



# Data Cuts & Adjustments

## Published Survey Market Data Cuts:

- Geographic Location – Local (Salt Lake City)>State>Regional >National
- Data collected for both public and private sector markets
  - Industry Data Cuts: For-Profit and Not-for-Profit/Government
    - NFP is at higher priority than Gov. cut.
  - Gallagher used All-Industries cut if either FP or NFP/Government cut was not available.
- When there was a conflict between Geographic cut and Industry cut, Geographic cut was prioritized.
  - For example: Salt Lake City/All Industries was at higher priority than State of Utah/FP-NFP.
- Organization size cut was utilized whenever available and not conflicting with Geographic or Industry cut:
  - Operation Budget: Reference appropriate data-cut ranges based on State Fiscal Year 2021 operating budget of approximately \$20+ Billion
  - Employee FTEs: 20,000+ full-time employees.



# Compensation Survey – Published Survey Design

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**A total of 303 jobs were included in the published survey (1 of 5):**

Benchmark		
Accounting Technician I	Captain, Public Safety	Computer Support Specialist I
Accounting Technician II	Caseworker III	Computer Support Specialist II
Accounting Technician III	Caseworker Specialist I	Computer Support Specialist III
Administrative Assistant	Caseworker Specialist II	Computer Support Supervisor
Administrative Legal Secretary	Certified Dispatcher	Conservation Officer II
Administrative Secretary	Chemist/Microbiologist I	Contract Technician
Administrative Services Manager	Chemist/Microbiologist II	Contract/Grant Analyst I
Aircraft Pilot	Chemist/Microbiologist III	Contract/Grant Analyst II
Architect	Chemist/Microbiologist IV	Correctional Administrator II, POST
Assistant Division Director, DWS	Child Care Licensing Specialist	Correctional Captain, POST
Assistant Liquor Store Manager	Child Nutrition Specialist	Correctional Case Manager
Audiologist/Speech Pathologist I	Claim Service Representative	Correctional Control Point Operator
Audit Manager	Claims Examiner I	CorrI Adult Probation/Parole Associate, POST
Auditor I	Claims Examiner II	Custodial Supervisor
Auditor II	Claims Examiner III	Custodian I
Auditor III	Clinical Director	Custodian II
Brand Inspector II	Collection/Compliance Supervisor	Dental Assistant
Building/Grounds Supervisor II	Commercial Driver License Examiner	Dentist
Business Analyst	Compliance Agent II	Deputy Director - UDOT
Business Analyst Software Administrator	Compliance Specialist III, Agriculture	DHS Administrator III
Business Analyst Supervisor	Computer Operations Technical Supervisor	Dietician II

**Positions in the red font did not have published survey data available**

# Compensation Survey – Published Survey Design



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## Published survey benchmarks cont. (2 of 5):

Benchmark		
Dir, Division Of Adult Probation & Parole - DOC	Engineer I	Environmental Scientist II
Director, Division Of Child And Family Services	Engineer II	Environmental Scientist III
Director, Division Of Parks And Recreation	Engineer III	Epidemiologist I
Director, Division Of Wildlife Resources	Engineer IV	Epidemiologist II
Director, Internal Audit	Engineering Manager I	Executive Assistant, Career Service Exempt
Director, Public Affairs	Engineering Manager II	Executive Secretary
Division Director - DWS	Engineering Manager III	Facilities Coordinator II
Division Director, Department of Administrative Services	Engineering Mgr IV, UDOT	Facilities Coordinator III
Division Director, Insurance Department	Engineering Technician I	Facilities Manager
Driver License Examining Technician	Engineering Technician II	Finance Director
Driver License Supervisor	Engineering Technician III	Financial Analyst I
Electronic Technical Specialist I	Engineering Technician IV	Financial Analyst II
Electronic Technical Specialist II	Environmental Engineer I	Financial Analyst III
Electronic Technical Specialist III	Environmental Engineer II	Financial Institutions Examiner III
Electronics Maintenance/Repair Specialist	Environmental Engineer III	Financial Manager I
Electronics Supervisor	Environmental Health Scientist I	Financial Manager II
Emergency Management Specialist	Environmental Health Scientist II	Fire Fighter II, National Guard
Emergency Medical Technician	Environmental Health Scientist III	Fire Safety Specialist II
Emergency Prep Planner III	Environmental Manager	Fire Technician II
Employment Specialist	Environmental Program Manager I	Fire Technician III

**Positions in the red font did not have published survey data available**



# Compensation Survey – Published Survey Design

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## Published survey benchmarks cont. (3 of 5):

Benchmark		
Fleet Manager	Health Program Manager II	Inspector I, Agriculture
Food Service Manager	Health Program Spec III	Inspector III, Agriculture
Food Service Supervisor I	Health Program Specialist I	Insurance Compliance Specialist
Food Service Worker I	Housekeeping/Laundry Manager	Investigator I, Non POST
Food Service Worker II	Human Resource Director	Investigator II, Non POST
Food Service Worker III	Human Resource Director, Field	IT Analyst I
Forensic Scientist II	Human Resources Analyst I	IT Analyst II
Forensic Scientist Manager	Human Resources Analyst II	IT Analyst III
Forester II	Human Resources Specialist, Field	IT Architect
General Maintenance Worker II	Human Resources Technician II	IT Master Engineer
General Services Technician II	Industrial Hygienist	JJS Case Manager
Geologist	Information Analyst Supervisor	JJS Program Administrator II
GIS Analyst	Information Security Analyst II	JJS Supervisor
Graphics Arts Specialist I	Information Specialist II	JJS Technician I
Graphics Arts Specialist II	Information Technology Director I	Journey Auto Worker
Graphics Arts Supervisor	Information Technology Manager I	Journey Carpenter
Groundskeeper I	Information Technology Manager II	Journey Diesel Mechanic
Groundskeeper II	Information Technology Project Manager	Journey Electrician
Health Program Coordinator	Information Technology Senior Project Manager	Journey Heating & Air Conditioning Specialist
Health Program Manager I	Infrastructure Supervisor	Journey Heavy Equipment Operator

**Positions in the red font did not have published survey data available**



# Compensation Survey – Published Survey Design

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## Published survey benchmarks cont. (4 of 5):

Benchmark		
Journey Maintenance/Construction Specialist	Licensing Specialist	Pharmacist
Journey Plumber	Liquor Retail Store Manager	Pharmacy Technician
Journey Welder	Marketing Specialist	Physical Therapist
Laboratory Technician I	Medical Doctor	Physical Therapy Supervisor
Laboratory Technician II	Medical X-Ray Lab Specialist	Physical Therapy Technician
Laboratory Technician III	Motor Carrier Specialist III (82276)	Physician Assistant
Land Surveyor	Motor Carrier Specialist III (82278)	Probation Officer III
Language Support Specialist, NG	Motor Vehicle Supervisor II	Processing Services Technician II
Lead Developmentalist	Museum/Historical Collections Curator	Program Administrator I
Lead Park Ranger Aide	Nurse Practitioner/Clinical Nurse Specialist	Program Administrator II
Legal Assistant (Paralegal) I	Nursing Director	Program Specialist II
Legal Assistant (Paralegal) II	Occupational Therapist	Psychiatric/Developmental Technician
Legal Secretary	Occupational Therapy Assistant	Psychiatrist
Legal/Enforcement Counsel II	Office Specialist I	Psychologist
Legal/Enforcement Counsel III	Office Specialist II	Public Information Officer II
Librarian I	Office Technician I	Purchasing Agent I
Librarian II	Office Technician II	Purchasing Agent II
Library Technician II	Park Manager II, POST	Purchasing Agent III
Licensed Clinical Therapist	Park Ranger Aide	Purchasing Coordinator
Licensed Practical Nurse	Park Ranger II, POST	Purchasing Manager

**Positions in the red font did not have published survey data available**



# Compensation Survey – Published Survey Design

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## Published survey benchmarks cont. (5 of 5):

Benchmark		
Purchasing Technician I	Senior Psychiatric Technician	Trainer II
Purchasing Technician II	Senior Registered Nurse	Trainer III
Quality Control Data Analyst, DWS	Sergeant	Training Manager I
Recreational Therapist II	Social Worker	Transportation Technician I
Registered Nurse	State Chemist	Utility Analyst
Rehabilitation Counselor II	State Risk Program Administrator	Veterinarian
Rehabilitation Specialist	Statewide Employment Labor Relations Director	Warehouse Manager
Research Consultant I	Support Services Coord I	Warehouse Specialist
Research Consultant II	Support Services Coord III	Warehouse Worker I
Research Consultant III	Tax Compliance Manager	Warehouse Worker II
Retail Sales Clerk I	Tax/Motor Vehicle Technician I	Web Content Editor I
Retail Sales Clerk II	Technical Support Spec II	Web Content Editor II
Roadway Operations Manager I	Technical Support Specialist III	Wildlife Biologist I
Safety And Health Manager	Technical Writer	Wildlife Biologist II
Safety And Health Officer	Telecommunications Specialist I	Wildlife Biologist III
Security Officer	Telecommunications Specialist II	Wildlife Coordinator
Senior Business Analyst	Telecommunications Specialist III	Wildlife Program Manager
Senior Geologist	Therapist Supervisor	Wildlife Technician I
Senior GIS Analyst	Therapy Technician, OT	Wildlife Technician II
Senior Industrial Hygienist	Trainer I	Workforce Services Supervisor

**Positions in the red font did not have published survey data available**



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# Appendix D: Geographic Differentials



# Geographic Differentials

Comparison Location	Geographic Differential	Comparison Location	Geographic Differential
Salt Lake City, Utah	100%	Salem, Oregon	97%
Brigham City, Utah	104%	Sandy, Utah	102%
Cedar City, Utah	109%	South Salt Lake, Utah	103%
Clearfield, Utah	104%	St. George, Utah	108%
Cottonwood Heights, Utah	103%	Syracuse, Utah	104%
Draper, Utah	102%	Taylorsville, Utah	102%
Farmington, Utah	104%	Tooele, Utah	103%
Heber City, Utah	103%	Utah - State Average	104%
Herriman, Utah	103%	Vernal, Utah	102%
Kaysville, Utah	104%	West Jordan, Utah	102%
Layton, Utah	104%	West Valley City, Utah	102%
Lehi, Utah	106%	Denver, Colorado	88%
Logan, Utah	109%	Boise, Idaho	106%
Midvale, Utah	103%	Helena, Montana	108%
North Logan, Utah	108%	Carson City, Nevada	97%
Ogden, Utah	103%	Santa Fe, New Mexico	100%
Orem, Utah	106%	Bismarck, North Dakota	99%
Park City, Utah	102%	Oklahoma City, Oklahoma	108%
Price, Utah	103%	Olympia, Washington	93%
Provo, Utah	105%	Cheyenne, Wyoming	104%

## Application of Differentials

Brigham City, UT has a **lower** cost of **labor** than Salt Lake City; therefore, Bingham's data was adjusted **upward** by 4% to normalize the rates of pay in Brigham City to the cost of labor in Salt Lake City.

Salem, OR has a **higher** cost of **labor** than Salt Lake City; therefore, Salem's data was adjusted **downward** by 3% to normalize the rates of pay in Salem to the cost of labor in Salt Lake City.



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# Appendix E:

## Custom Survey Benchmark Data Results



# Findings and Analysis – Custom Survey (1/3)

Benchmark Position	City Average Salary	Market Median	Comparison
Activities Technician	\$43,347.20	\$41,872.47	3.52%
Administrative Law Judge - Non Juris Doctorate	\$63,293.01	\$109,618.30	-42.26%
Aircraft Mechanic	\$65,762.67	\$59,696.66	10.16%
Archivist II	\$47,405.97	\$49,990.46	-5.17%
Assistant Caseworker	\$27,707.14	\$38,735.65	-28.47%
Assistant Manager, Mail Services	\$53,934.40	\$49,993.41	7.88%
Auditor IV	\$68,214.76	\$78,197.49	-12.77%
Caseworker I	\$39,914.10	\$50,790.75	-21.41%
Caseworker II	\$42,771.00	\$52,314.47	-18.24%
Chief Medical Examiner	\$291,387.20	N/A	N/A
Chief Security & Enforcement Officer	\$50,460.80	\$53,214.00	-5.17%
Claims Technician	\$31,493.09	\$41,508.87	-24.13%
Compliance Agent I	\$36,200.84	\$45,196.09	-19.90%
Compliance Agent III	\$47,886.95	\$54,459.89	-12.07%
Compliance Specialist I, Agriculture	\$38,055.68	N/A	N/A
Compliance Specialist II, Agriculture	\$45,768.91	N/A	N/A
Consumer Advocate	\$43,596.80	N/A	N/A
Correctional Adult Probation/Parole Officer, POST	\$58,823.23	\$52,265.47	12.55%
Correctional Adult Probation/Parole Supervisor	\$73,359.84	\$67,378.27	8.88%
Correctional Officer, POST	\$47,508.38	\$50,168.31	-5.30%
Correctional Sergeant, POST	\$59,649.92	\$66,578.12	-10.41%
Criminal Information Specialist	\$47,316.53	\$52,491.09	-9.86%
Criminal Information Tech II	\$33,978.70	N/A	N/A
Developmental Instruction Aide II	\$30,922.67	N/A	N/A
Director Quality And Process Improvement	\$100,561.07	\$101,126.00	-0.56%



# Findings and Analysis – Custom Survey (2/3)

Benchmark Position	City Average Salary	Market Median	Comparison
Director, Agency Administrative Services	\$105,144.00	\$127,348.13	-17.44%
Director, Division of Legal Services	N/A	\$164,689.17	N/A
Director, Tax Revenue/Distribution	\$90,937.60	\$117,676.04	-22.72%
Director, Water Rights/State Engineer	\$137,113.60	\$130,062.99	5.42%
Division Director	\$111,575.36	\$123,811.87	-9.88%
Driver License Examiner	\$31,796.98	\$44,711.61	-28.88%
Elevator/Boiler Inspector	\$60,872.36	\$61,346.39	-0.77%
Emergency Prep Planner II	\$54,589.60	\$61,749.91	-11.60%
Evidence Technician, Public Safety	\$41,020.20	\$44,310.42	-7.43%
Health Program Administrator	\$95,316.00	N/A	N/A
Health Program Specialist II	\$45,095.61	\$57,906.46	-22.12%
Health Program Specialist III	\$56,186.07	\$66,936.67	-16.06%
Inspector II	\$57,428.80	\$67,418.62	-14.82%
Inspector II, Agriculture	\$35,766.76	\$44,856.76	-20.26%
Insurance Analyst	\$56,841.78	\$63,183.24	-10.04%
Investigator II	\$73,396.27	\$63,504.03	15.58%
Investigator IV	\$81,147.73	\$74,176.06	9.40%
JJS Counselor	N/A	\$59,075.80	N/A
JJS Technician II	\$28,796.38	N/A	N/A
Journey Boiler Operator	\$51,882.13	\$49,819.57	4.14%
Journey Painter	\$35,297.60	\$43,839.14	-19.48%
Lead Heavy Equipment Operator	\$46,876.27	\$55,590.00	-15.68%
Lead Maintenance/Construction Specialist	\$45,174.32	\$66,215.19	-31.78%
Library Program Manager	\$92,046.93	\$107,878.15	-14.68%
Lieutenant	\$87,833.03	\$96,485.33	-8.97%



# Findings and Analysis – Custom Survey (3/3)

Benchmark Position	City Average Salary	Market Median	Comparison
Media Production Specialist	\$58,534.67	\$56,351.86	3.87%
Medical Administrator	\$268,555.73	\$375,651.00	-28.51%
Officer	\$58,401.56	\$62,503.56	-6.56%
Park Ranger II	\$46,589.92	\$45,300.54	2.85%
Program Manager, DHS	\$57,175.46	\$75,749.93	-24.52%
Program Specialist I	\$47,496.17	\$55,780.53	-14.85%
Program Support Specialist	\$51,857.00	\$54,342.64	-4.57%
Public Information Officer I	\$63,597.16	\$63,049.10	0.87%
Records Manager/Archivist III	\$52,170.56	\$67,980.87	-23.26%
Rehab Supervisor/Program Specialist	\$59,471.66	\$68,449.65	-13.12%
Rehabilitation Counselor I	\$41,299.09	\$53,728.25	-23.13%
Research Analyst	\$40,586.74	\$57,803.83	-29.79%
Right Of Way Agent II	N/A	\$63,984.76	N/A
Senior Assistant Caseworker	\$33,429.52	\$36,328.00	-7.98%
Senior Research Analyst	\$54,562.70	\$66,793.77	-18.31%
Sensory Impairment Specialist I	\$37,795.14	\$46,233.38	-18.25%
Social Service Worker	\$44,196.82	\$57,121.82	-22.63%
Tax Appraisal Specialist II	\$62,836.80	\$56,072.62	12.06%
Tax/Motor Vehicle Technician II	\$33,635.57	\$48,689.07	-30.92%
Transportation Technician II	\$41,178.25	\$44,497.47	-7.46%
Transportation Technician III	\$48,656.73	\$53,425.58	-8.93%
Warehouse Worker III	\$38,459.20	\$44,901.10	-14.35%
Weights And Measures Inspector II	\$45,768.32	\$43,851.00	4.37%
Workforce Services Specialist I	\$36,386.93	\$44,926.27	-19.01%
Workforce Services Specialist II	\$43,377.77	\$49,154.77	-11.75%



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# Appendix F:

## Published Survey Benchmark Data Results

# Findings and Analysis – Published Survey (1/10)



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Benchmark Position	City Average Salary	Market Median	Comparison
Accounting Technician I	\$28,028.00	\$38,948.92	-28.04%
Accounting Technician II	\$34,563.82	\$45,530.96	-24.09%
Accounting Technician III	\$37,193.09	\$46,046.51	-19.23%
Audit Manager	\$78,777.40	\$83,894.85	-6.10%
Auditor I	\$46,552.29	\$55,436.77	-16.03%
Auditor II	\$55,562.68	\$68,941.15	-19.41%
Auditor III	\$58,745.51	\$73,971.00	-20.58%
Director, Internal Audit	\$90,537.20	\$105,499.43	-14.18%
Finance Director	\$122,542.16	\$120,732.73	1.50%
Financial Analyst I	\$44,579.14	\$63,968.61	-30.31%
Financial Analyst II	\$49,304.38	\$73,305.86	-32.74%
Financial Analyst III	\$56,812.08	\$89,618.66	-36.61%
Financial Institutions Examiner III	\$84,676.80	\$72,301.00	17.12%
Financial Manager I	\$70,462.03	\$100,320.10	-29.76%
Financial Manager II	\$83,603.66	\$111,164.30	-24.79%
Aircraft Pilot	\$71,245.20	\$91,726.20	-22.33%
Architect	\$69,551.04	\$84,542.22	-17.73%
Administrative Assistant	\$46,692.75	\$44,043.22	6.02%
Administrative Legal Secretary	\$45,739.20	\$56,666.72	-19.28%
Administrative Secretary	\$40,611.18	\$56,179.78	-27.71%
Administrative Services Manager	\$69,930.55	\$74,488.64	-6.12%
Business Analyst	\$47,370.58	\$68,839.26	-31.19%
Business Analyst Software Administrator	\$86,230.30	\$81,572.14	5.71%
Division Director, Department of Administrative Services	\$128,968.91	\$138,949.00	-7.18%
Executive Assistant, Career Service Exempt	\$61,486.75	\$68,846.19	-10.69%
Executive Secretary	\$37,712.97	\$54,394.27	-30.67%
General Services Technician II	\$27,804.65	\$35,031.44	-20.63%
Language Support Specialist, NG	\$42,091.44	N/A	N/A
Licensing Specialist	\$50,467.93	\$41,377.00	21.97%

# Findings and Analysis – Published Survey (2/10)



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Benchmark Position	City Average Salary	Market Median	Comparison
Museum/Historical Collections Curator	\$49,832.64	\$63,801.29	-21.89%
Office Specialist I	\$33,489.16	\$37,565.20	-10.85%
Office Specialist II	\$35,912.63	\$43,581.35	-17.60%
Office Technician I	\$28,013.44	\$31,815.11	-11.95%
Office Technician II	\$31,606.21	\$33,314.85	-5.13%
Processing Services Technician II	\$27,843.06	\$31,283.00	-11.00%
Program Administrator I	\$62,493.09	\$63,776.46	-2.01%
Program Administrator II	\$70,577.74	\$81,902.87	-13.83%
Program Specialist II	\$52,412.60	\$62,947.97	-16.74%
Quality Control Data Analyst, DWS	\$50,562.61	\$56,508.15	-10.52%
Research Consultant I	\$55,423.83	\$73,553.75	-24.65%
Research Consultant II	\$67,476.59	\$86,199.62	-21.72%
Research Consultant III	\$82,482.40	\$106,405.99	-22.48%
Senior Business Analyst	\$60,772.77	\$101,276.47	-39.99%
Support Services Coord I	\$42,088.80	\$42,643.06	-1.30%
Support Services Coord III	\$59,378.80	\$58,269.25	1.90%
Claim Service Representative	\$57,231.20	\$61,332.21	-6.69%
Claims Examiner I	\$35,934.08	\$37,764.42	-4.85%
Claims Examiner II	\$43,011.80	\$52,513.21	-18.09%
Claims Examiner III	\$59,029.71	\$59,537.11	-0.85%
Engineer I	\$54,846.40	\$66,839.46	-17.94%
Engineer II	\$65,942.54	\$81,866.91	-19.45%
Engineer III	\$75,095.08	\$91,986.52	-18.36%
Engineer IV	\$90,115.55	\$97,165.41	-7.26%
Engineering Manager I	\$89,103.54	\$96,268.62	-7.44%
Engineering Manager II	\$104,392.96	\$114,753.27	-9.03%
Engineering Manager III	\$111,009.60	\$132,799.61	-16.41%
Engineering Mgr IV, UDOT	\$147,139.20	\$160,904.18	-8.55%

# Findings and Analysis – Published Survey (3/10)



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Benchmark Position	City Average Salary	Market Median	Comparison
Engineering Technician I	\$37,310.00	\$49,232.10	-24.22%
Engineering Technician II	\$40,955.20	\$56,975.47	-28.12%
Engineering Technician III	\$50,017.07	\$60,227.86	-16.95%
Engineering Technician IV	\$57,049.91	\$72,070.91	-20.84%
Environmental Engineer I	\$54,459.60	\$71,697.63	-24.04%
Environmental Engineer II	\$59,453.33	\$86,063.09	-30.92%
Chemist/Microbiologist I	\$43,638.40	\$62,222.25	-29.87%
Chemist/Microbiologist II	\$53,335.88	\$72,567.62	-26.50%
Chemist/Microbiologist III	\$66,901.47	\$96,001.13	-30.31%
Chemist/Microbiologist IV	\$76,094.72	\$120,396.97	-36.80%
Environmental Engineer III	\$78,919.82	\$102,636.13	-23.11%
Environmental Health Scientist I	\$41,856.53	\$55,569.59	-24.68%
Environmental Health Scientist II	\$51,448.80	\$64,801.19	-20.61%
Environmental Health Scientist III	\$55,813.33	\$88,887.12	-37.21%
Environmental Manager	\$84,571.31	\$95,659.74	-11.59%
Environmental Program Manager I	\$88,564.51	\$108,138.44	-18.10%
Environmental Scientist II	\$59,776.36	\$69,221.04	-13.64%
Environmental Scientist III	\$73,345.18	\$101,741.86	-27.91%
Epidemiologist I	\$54,309.47	\$68,037.74	-20.18%
Epidemiologist II	\$62,436.02	\$87,097.50	-28.31%
Forensic Scientist II	\$60,465.60	\$62,030.25	-2.52%
Forensic Scientist Manager	\$77,871.42	N/A	N/A
Laboratory Technician I	\$25,800.91	\$39,844.92	-35.25%
Laboratory Technician II	\$32,386.69	\$45,872.26	-29.40%
Laboratory Technician III	\$39,712.87	\$55,383.60	-28.29%
State Chemist	\$101,774.40	N/A	N/A
Wildlife Biologist I	\$44,045.27	\$58,563.66	-24.79%
Wildlife Biologist II	\$52,516.69	\$70,364.00	-25.36%
Wildlife Biologist III	\$62,778.75	\$85,334.00	-26.43%
Wildlife Technician I	\$26,248.47	N/A	N/A
Wildlife Technician II	\$30,987.57	N/A	N/A

# Findings and Analysis – Published Survey (4/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Building/Grounds Supervisor II	\$55,146.96	\$67,481.28	-18.28%
Custodial Supervisor	\$31,622.93	\$40,488.91	-21.90%
Custodian I	\$22,790.47	\$28,889.36	-21.11%
Custodian II	\$27,962.63	\$31,491.64	-11.21%
Electronics Maintenance/Repair Specialist	\$53,185.60	\$64,678.89	-17.77%
Facilities Coordinator II	\$56,733.30	\$55,733.15	1.79%
Facilities Coordinator III	\$62,203.56	\$64,055.11	-2.89%
Facilities Manager	\$74,244.30	\$79,499.92	-6.61%
Fleet Manager	\$64,500.80	\$82,267.57	-21.60%
General Maintenance Worker II	\$30,108.55	\$45,126.30	-33.28%
Groundskeeper I	\$25,084.12	\$27,090.82	-7.41%
Groundskeeper II	\$32,774.23	\$33,122.53	-1.05%
Housekeeping/Laundry Manager	\$36,857.60	\$43,976.46	-16.19%
Journey Auto Worker	\$45,371.73	\$50,214.59	-9.64%
Journey Carpenter	\$45,034.08	\$49,608.14	-9.22%
Journey Diesel Mechanic	\$45,727.81	\$52,954.75	-13.65%
Journey Electrician	\$59,485.03	\$59,316.47	0.28%
Journey Heating & Air Conditioning Specialist	\$54,569.84	\$57,108.75	-4.45%
Journey Heavy Equipment Operator	\$41,656.33	\$44,948.48	-7.32%
Journey Maintenance/Construction Specialist	\$41,346.69	\$51,817.09	-20.21%
Journey Plumber	\$49,848.36	\$58,123.95	-14.24%
Journey Welder	\$48,484.80	\$52,265.68	-7.23%
Transportation Technician I	\$35,394.61	\$42,167.00	-16.06%
Warehouse Manager	\$44,295.68	\$67,367.40	-34.25%
Warehouse Specialist	\$40,257.95	\$54,318.83	-25.89%
Warehouse Worker I	\$29,170.84	\$35,484.73	-17.79%
Warehouse Worker II	\$31,553.24	\$39,616.86	-20.35%
Food Service Manager	\$58,156.80	\$63,754.87	-8.78%
Food Service Supervisor I	\$36,524.80	\$48,721.90	-25.03%
Food Service Worker I	\$23,463.30	\$27,652.64	-15.15%
Food Service Worker II	\$27,338.00	\$30,968.22	-11.72%
Food Service Worker III	\$32,630.00	\$34,324.73	-4.94%

# Findings and Analysis – Published Survey (5/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Audiologist/Speech Pathologist I	\$69,721.60	\$87,181.49	-20.03%
Child Care Licensing Specialist	\$45,065.28	\$41,377.00	8.91%
Child Nutrition Specialist	\$55,888.11	N/A	N/A
Clinical Director	\$300,802.67	\$357,856.48	-15.94%
Dental Assistant	\$42,042.00	\$42,017.30	0.06%
Dentist	\$117,069.33	\$169,988.94	-31.13%
DHS Administrator III	\$83,922.63	\$114,069.81	-26.43%
Dietician II	\$53,731.60	\$62,908.05	-14.59%
Director, Division Of Child And Family Services	\$125,673.60	\$130,097.44	-3.40%
Licensed Clinical Therapist	\$59,660.75	\$64,247.64	-7.14%
Licensed Practical Nurse	\$42,219.54	\$48,294.78	-12.58%
Medical Doctor	\$210,276.44	\$232,930.30	-9.73%
Medical X-Ray Lab Specialist	\$55,931.20	\$53,902.75	3.76%
Nurse Practitioner/Clinical Nurse Specialist	\$97,082.70	\$110,374.76	-12.04%
Nursing Director	\$92,924.00	\$122,201.11	-23.96%
Occupational Therapist	\$74,030.17	\$87,180.80	-15.08%
Occupational Therapy Assistant	\$44,983.47	\$59,500.66	-24.40%
Pharmacist	\$109,678.40	\$139,763.62	-21.53%
Pharmacy Technician	\$36,677.33	\$42,476.21	-13.65%
Physical Therapist	\$82,083.73	\$90,730.95	-9.53%
Physical Therapy Supervisor	\$92,019.20	\$107,091.46	-14.07%
Physical Therapy Technician	\$37,648.00	\$33,053.55	13.90%
Physician Assistant	\$90,820.36	\$116,443.31	-22.00%
Psychiatric/Developmental Technician	\$29,008.81	\$35,446.83	-18.16%
Psychiatrist	\$252,116.80	\$246,957.01	2.09%
Psychologist	\$95,752.80	\$101,654.92	-5.81%
Recreational Therapist II	\$40,658.80	\$52,034.09	-21.86%
Registered Nurse	\$60,357.39	\$72,441.95	-16.68%
Rehabilitation Counselor II	\$54,866.13	\$57,993.50	-5.39%
Rehabilitation Specialist	\$68,933.28	\$55,039.50	25.24%

# Findings and Analysis – Published Survey (6/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Senior Psychiatric Technician	\$33,006.20	\$43,243.21	-23.67%
Senior Registered Nurse	\$66,466.74	\$87,139.65	-23.72%
Therapist Supervisor	\$68,027.09	N/A	N/A
Therapy Technician, OT	\$31,366.40	N/A	N/A
Veterinarian	\$102,065.60	\$108,184.38	-5.66%
Employment Specialist	\$30,742.40	\$33,783.00	-9.00%
Human Resource Director	\$104,719.68	\$131,666.41	-20.47%
Human Resource Director, Field	\$94,050.04	\$119,185.10	-21.09%
Human Resources Analyst I	\$44,439.20	\$57,439.33	-22.63%
Human Resources Analyst II	\$54,852.28	\$69,618.37	-21.21%
Human Resources Specialist, Field	\$64,969.84	\$67,733.33	-4.08%
Human Resources Technician II	\$34,322.31	\$43,486.59	-21.07%
Statewide Employment Labor Relations Director	\$126,235.20	\$151,891.09	-16.89%
Trainer I	\$41,761.03	\$54,816.11	-23.82%
Trainer II	\$56,257.34	\$62,183.11	-9.53%
Trainer III	\$56,719.52	\$81,044.62	-30.01%
Training Manager I	\$66,430.74	\$83,379.68	-20.33%
Business Analyst Supervisor	\$80,374.17	\$98,788.52	-18.64%
Computer Operations Technical Supervisor	\$92,809.60	\$93,348.24	-0.58%
Computer Support Specialist I	N/A	\$46,224.47	N/A
Computer Support Specialist II	\$36,499.84	\$49,536.34	-26.32%
Computer Support Specialist III	\$38,906.40	\$62,538.01	-37.79%
Computer Support Supervisor	\$56,354.13	\$84,091.73	-32.98%
Electronic Technical Specialist I	\$50,902.80	\$51,847.74	-1.82%
Electronic Technical Specialist II	\$56,992.00	\$59,805.39	-4.70%
Electronic Technical Specialist III	\$65,662.13	\$68,378.92	-3.97%
Electronics Supervisor	\$68,633.07	\$71,319.24	-3.77%
GIS Analyst	\$44,791.31	\$57,757.47	-22.45%
Information Analyst Supervisor	\$98,914.40	\$112,113.96	-11.77%
Information Security Analyst II	\$76,194.56	\$82,644.90	-7.80%

# Findings and Analysis – Published Survey (7/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Information Technology Director I	\$115,096.80	\$132,084.43	-12.86%
Information Technology Manager I	\$94,904.58	\$109,313.27	-13.18%
Information Technology Manager II	\$109,793.96	\$130,338.59	-15.76%
Information Technology Project Manager	\$74,759.36	\$93,306.73	-19.88%
Information Technology Senior Project Manager	\$92,164.80	\$108,671.18	-15.19%
Infrastructure Supervisor	\$83,779.80	\$101,017.46	-17.06%
IT Analyst I	\$60,996.55	\$71,663.17	-14.88%
IT Analyst II	\$77,687.14	\$81,319.40	-4.47%
IT Analyst III	\$92,496.20	\$112,288.71	-17.63%
IT Architect	\$106,435.49	\$114,973.71	-7.43%
IT Master Engineer	\$111,873.30	\$128,532.35	-12.96%
Senior GIS Analyst	\$57,285.51	\$72,319.51	-20.79%
Technical Support Spec II	\$65,139.63	\$68,688.44	-5.17%
Technical Support Specialist III	\$77,477.19	\$80,708.48	-4.00%
Telecommunications Specialist I	\$49,691.20	\$54,905.43	-9.50%
Telecommunications Specialist II	\$65,944.56	\$64,485.43	2.26%
Telecommunications Specialist III	\$76,695.27	\$80,444.41	-4.66%
Brand Inspector II	N/A	N/A	N/A
Collection/Compliance Supervisor	\$52,968.59	\$66,398.52	-20.23%
Compliance Agent II	\$41,751.87	N/A	N/A
Compliance Specialist III, Agriculture	\$48,210.93	N/A	N/A
Division Director, Insurance Department	\$106,586.13	N/A	N/A
Inspector I, Agriculture	\$32,297.34	N/A	N/A
Inspector III, Agriculture	\$41,225.60	N/A	N/A
Insurance Compliance Specialist	\$44,927.39	\$58,918.72	-23.75%
State Risk Program Administrator	\$97,557.20	\$88,475.10	10.27%
Tax Compliance Manager	\$63,009.14	\$92,469.46	-31.86%
Legal Assistant (Paralegal) I	\$44,938.40	\$68,639.76	-34.53%
Legal Assistant (Paralegal) II	\$51,466.13	\$72,695.86	-29.20%
Legal Secretary	\$38,886.40	\$40,270.42	-3.44%
Legal/Enforcement Counsel II	\$88,358.40	N/A	N/A
Legal/Enforcement Counsel III	\$84,624.80	N/A	N/A

# Findings and Analysis – Published Survey (8/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Librarian I	\$48,890.40	\$50,218.36	-2.64%
Librarian II	\$50,523.20	\$59,054.50	-14.45%
Library Technician II	\$33,220.80	\$45,981.77	-27.75%
Director, Public Affairs	\$75,982.40	\$97,346.35	-21.95%
Graphics Arts Specialist I	\$35,443.20	\$54,214.31	-34.62%
Graphics Arts Specialist II	\$48,672.00	\$68,054.38	-28.48%
Graphics Arts Supervisor	\$56,638.40	\$85,186.23	-33.51%
Information Specialist II	\$46,371.87	\$59,744.00	-22.38%
Marketing Specialist	\$56,844.09	\$57,819.00	-1.69%
Public Information Officer II	\$84,645.60	\$68,400.91	23.75%
Technical Writer	\$61,539.64	\$72,782.34	-15.45%
Web Content Editor I	\$55,697.78	\$63,298.51	-12.01%
Web Content Editor II	\$74,658.13	\$91,341.69	-18.26%
Conservation Officer II	\$53,867.38	\$52,452.00	2.70%
Director, Division Of Parks And Recreation	\$129,563.20	\$97,341.73	33.10%
Director, Division Of Wildlife Resources	N/A	N/A	N/A
Forester II	\$50,467.73	\$69,917.00	-27.82%
Geologist	\$57,298.06	\$83,101.00	-31.05%
Lead Park Ranger Aide	\$29,599.25	N/A	N/A
Park Manager II, POST	\$65,096.20	N/A	N/A
Park Ranger Aide	\$25,154.36	N/A	N/A
Park Ranger II, POST	\$47,707.64	\$43,320.00	10.13%
Senior Geologist	\$77,055.24	\$101,236.00	-23.89%
Wildlife Coordinator	\$70,096.87	N/A	N/A
Wildlife Program Manager	\$70,740.80	N/A	N/A
Captain, Public Safety	\$98,660.80	\$97,732.28	0.95%
Certified Dispatcher	\$44,168.17	\$48,558.48	-9.04%
Correctional Administrator II, POST	\$93,232.88	N/A	N/A
Correctional Captain, POST	\$91,192.40	N/A	N/A
Correctional Control Point Operator	\$38,693.02	N/A	N/A
Corrl Adult Probation/Parole Associate, POST	\$56,796.94	N/A	N/A

# Findings and Analysis – Published Survey (9/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Dir, Division Of Adult Probation & Parole - DOC	\$127,483.20	N/A	N/A
Emergency Management Specialist	\$38,367.33	\$60,059.70	-36.12%
Emergency Medical Technician	\$40,578.09	\$34,555.46	17.43%
Emergency Prep Planner III	\$53,361.98	N/A	N/A
Fire Fighter II, National Guard	\$34,028.80	N/A	N/A
Fire Safety Specialist II	\$58,980.48	N/A	N/A
Fire Technician II	\$37,580.40	N/A	N/A
Fire Technician III	\$44,748.29	N/A	N/A
Health Program Coordinator	\$62,127.74	\$59,512.00	4.40%
Health Program Manager I	\$66,851.20	\$63,244.09	5.70%
Health Program Manager II	\$79,805.57	\$77,174.15	3.41%
Health Program Spec III	\$56,186.07	\$41,418.00	35.66%
Health Program Specialist I	\$37,300.86	\$46,198.00	-19.26%
Industrial Hygienist	\$62,590.67	\$67,116.85	-6.74%
Investigator I, Non POST	\$43,842.62	\$54,468.00	-19.51%
Investigator II, Non POST	\$51,057.69	\$61,375.00	-16.81%
Probation Officer III	N/A	N/A	N/A
Safety And Health Manager	\$88,545.60	\$100,255.59	-11.68%
Safety And Health Officer	\$52,966.65	\$67,684.68	-21.74%
Security Officer	\$25,729.60	\$37,299.28	-31.02%
Senior Industrial Hygienist	\$78,208.00	\$82,334.18	-5.01%
Sergeant	\$77,511.62	\$78,862.14	-1.71%
Contract Technician	\$29,702.40	\$38,075.18	-21.99%
Contract/Grant Analyst I	\$52,391.04	\$55,764.89	-6.05%
Contract/Grant Analyst II	\$63,031.69	\$68,816.14	-8.41%
Purchasing Agent I	\$44,529.13	\$59,455.46	-25.11%
Purchasing Agent II	\$60,300.50	\$72,632.57	-16.98%
Purchasing Agent III	\$63,891.36	\$80,296.66	-20.43%
Purchasing Coordinator	\$72,349.33	\$91,765.23	-21.16%
Purchasing Manager	\$77,029.96	\$97,207.39	-20.76%
Purchasing Technician I	\$32,760.00	\$43,632.47	-24.92%
Purchasing Technician II	\$38,963.60	\$51,247.75	-23.97%

# Findings and Analysis – Published Survey (10/10)



Insurance | Risk Management | Consulting

Benchmark Position	City Average Salary	Market Median	Comparison
Assistant Liquor Store Manager	\$35,319.00	N/A	N/A
Liquor Retail Store Manager	\$46,166.10	\$60,687.00	-23.93%
Retail Sales Clerk I	\$25,220.99	\$22,508.98	12.05%
Retail Sales Clerk II	\$28,652.88	\$33,790.54	-15.20%
Assistant Division Director, DWS	\$97,330.13	N/A	N/A
Caseworker III	\$51,372.67	N/A	N/A
Caseworker Specialist I	\$51,750.23	N/A	N/A
Caseworker Specialist II	\$52,570.40	N/A	N/A
Correctional Case Manager	\$61,817.60	N/A	N/A
Division Director - DWS	\$112,960.64	N/A	N/A
JJS Case Manager	\$47,927.16	N/A	N/A
JJS Program Administrator II	\$72,756.42	N/A	N/A
JJS Supervisor	\$55,380.74	N/A	N/A
JJS Technician I	\$25,083.79	N/A	N/A
Lead Developmentalist	\$35,203.24	N/A	N/A
Social Worker	\$52,642.61	\$51,665.10	1.89%
Workforce Services Supervisor	\$52,612.60	N/A	N/A
Commercial Driver License Examiner	\$35,357.92	N/A	N/A
Deputy Director - UDOT	\$159,536.00	N/A	N/A
Driver License Examining Technician	\$28,315.73	N/A	N/A
Driver License Supervisor	\$47,316.72	N/A	N/A
Land Surveyor	\$62,504.00	\$56,678.79	10.28%
Motor Carrier Specialist III (82276)	N/A	N/A	N/A
Motor Carrier Specialist III (82278)	\$39,844.35	N/A	N/A
Motor Vehicle Supervisor II	\$40,914.90	N/A	N/A
Roadway Operations Manager I	\$58,414.05	N/A	N/A
Tax/Motor Vehicle Technician I	\$30,374.33	\$28,442.00	6.79%
Utility Analyst	\$71,345.89	\$64,008.13	11.46%

# Thank You

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