



division of  
**Human Resource  
Management**

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Executive Appropriations  
Committee

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November 14, 2023

# 2023: Where We Are: Total Comp

	Recommendations
Base Salary	<ul style="list-style-type: none"><li>- Gallagher found that the state's base salaries are competitive with the market, with the state's average annual salary falling ~10.0% below combined market (i.e. custom and published surveys combined.)</li><li>- The state to review jobs misaligned by a variance greater than +/-15% with the market to ensure appropriate recruitment and retention strategy.</li><li>- Ensure salary structure and base salary adjustment such as cost of living, range progression, and/or general salary increases are in accordance with the market trends.</li></ul>
Benefits (includes: Health & Retirement)	Given the highly competitive nature of benefit value in comparison to the market, no immediate recommendations.
Leave	No specific recommendations due to current highly competitive nature of paid leave when compared to the market.



# 2023: Where We Are: Total Comp

	Percentage Difference – Actual Salary vs. Market	
Data Source	Market 50 <sup>th</sup> Percentile	
Custom Survey (68 of 75 benchmark jobs)	90%	Competitive
Published Survey (204 / 288 benchmark jobs)	90%	Competitive

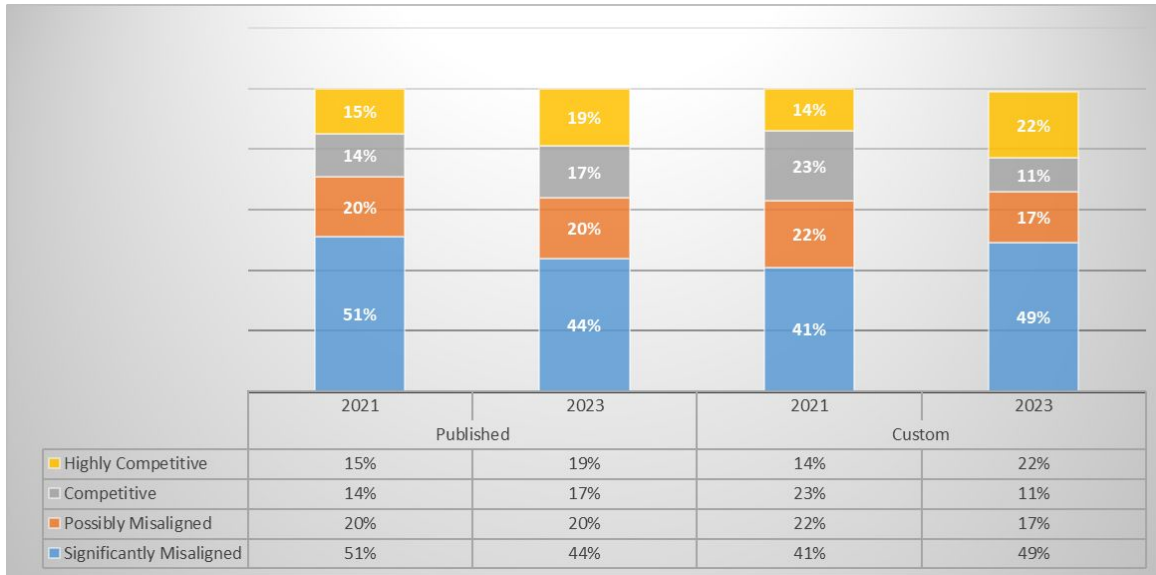
	Percentage Difference – Total Compensation vs. Market	
Data Source	Market 50 <sup>th</sup> Percentile	
Aggregate Market (State Tier 1)	97%*	Highly Competitive
Aggregate Market (State Tier 2)	94%*	Competitive



# 2023: Where We Are: Salary

2023 Gallagher survey

- State's average annual salary ~10% below market
- 2021 survey this number was ~13.75%



# 2023: Salary Analysis

- **Gallagher 2023 Survey Results**

- Base salary results show the State's average annual salary falling 10% below market

For 2023, a higher percentage of jobs are highly competitive with the market median base pay in both the published and custom surveys.

- **Other surveys utilized**

- NCASG, TechNet, ERI, WMG and custom



# 2023: Salary Analysis One Liner

Considering all the external market surveys we participated in, we are able to identify a match (or slot) for 73% of all jobs, or 80% of all employees...

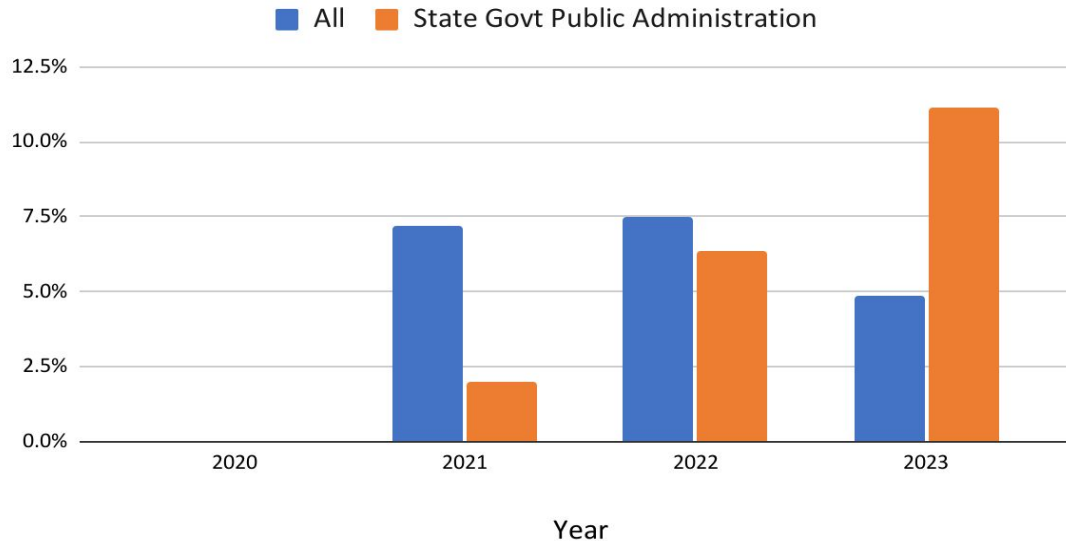
Our average distance from market for salary is 4.27%



# 2023: Salary Analysis

Wage Growth - All Wages vs. State Government Wages

All wages vs State Govt Public Administration



# 2023 GS: What We Did (Salary)

State employee salary

- \$50 M for 5% COLA
- \$38 M for targeted increases
- \$20 M for Pay for Performance

Salary compensation equivalent to a ~12% COLA





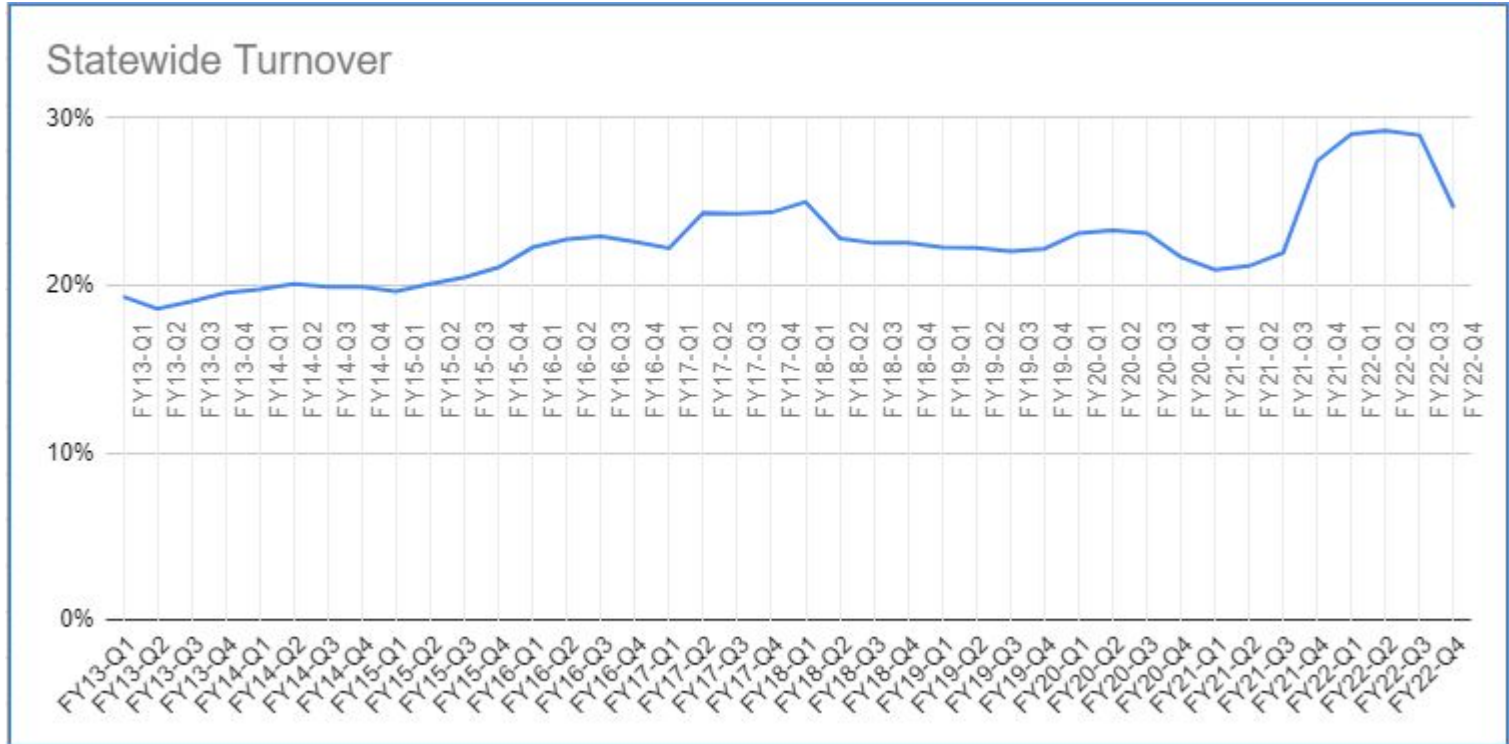
# 2023: Did It Help? (Salary)

Yes

- Gallagher 2021 to 2023 comparison: 149 jobs had gains to the market, 89 declined in market position
- Including all data sources, jobs average distance from market is -4.27% (was -11% in 2021)
- Some jobs that received multiple years of targeted funding have increased retention



# Did It Help? Great Resignation



# Where We Need To Focus?

Job Title	Market Annual Median	Utah Annual Median	Utah Distance from Market	Emp Count
Environmental Health Scientist IV	\$117,361.77	\$69,576.00	-40.72%	1
Court Training Coordinator	\$99,983.92	\$59,373.60	-40.62%	18
Chemist/Microbiologist III	\$127,301.00	\$75,795.20	-40.46%	13
Senior Assistant Caseworker	\$61,343.00	\$37,024.00	-39.64%	104
Compliance Agent II	\$70,034.00	\$43,430.40	-37.99%	155
Student Life Coordinator	\$68,961.28	\$43,139.20	-37.44%	1
Chief Security & Enforcement Officer - USH	\$91,470.30	\$57,595.20	-37.03%	1
Administrative Legal Secretary	\$65,442.00	\$41,360.80	-36.80%	6
Environmental Health Scientist III	\$105,691.00	\$67,329.60	-36.30%	8
Lead Developmentalist	\$70,110.63	\$44,844.80	-36.04%	43
Electronics Maintenance/Repair Specialist	\$89,990.00	\$57,803.20	-35.77%	1
Youth Development Associate	\$57,393.50	\$36,961.60	-35.60%	32
Chemist/Microbiologist IV	\$147,746.00	\$95,513.60	-35.35%	11
Occupational Therapy Assistant	\$67,376.00	\$43,659.20	-35.20%	3
Food Service Supervisor II	\$67,463.00	\$44,387.20	-34.21%	12
Graphics Arts Supervisor	\$93,841.00	\$63,336.00	-32.51%	3
Chief Emergency Manager	\$123,784.97	\$83,595.20	-32.47%	1
Criminal Information Tech I	\$56,719.08	\$38,334.40	-32.41%	30
Lead Claims Technician	\$56,443.69	\$38,386.40	-31.99%	10
Morgue Operations Manager	\$105,411.53	\$71,801.60	-31.88%	1
Assistant Caseworker	\$47,872.00	\$32,697.60	-31.70%	30
General Maintenance Worker II	\$50,935.00	\$35,089.60	-31.11%	35
Compliance Agent I	\$59,487.00	\$41,080.00	-30.94%	59
Wildlife Technician II	\$52,260.92	\$36,150.40	-30.83%	42
Utility & Railroad Coordinator	\$82,082.00	\$57,356.00	-30.12%	2
Wildlife Technician I	\$46,879.30	\$32,760.00	-30.12%	109
Student Life Technician	\$54,594.35	\$38,355.20	-29.75%	6
Aircraft Pilot	\$101,158.35	\$71,167.20	-29.65%	12
Conservation Planner III	\$72,975.01	\$51,355.20	-29.63%	10



# Where We Need To Focus?

Job Title	Market Annual Median	Utah Annual Median	Utah Distance from Market	Emp Count
Criminal Information Tech II	\$61,011.26	\$43,118.40	-29.33%	73
Youth Development Specialist	\$63,979.00	\$45,302.40	-29.19%	249
Compliance Agent III	\$73,404.00	\$52,031.20	-29.12%	104
Executive Secretary	\$60,157.00	\$42,660.80	-29.08%	65
JJS Technician II	\$47,819.29	\$33,924.80	-29.06%	104
Senior Business Analyst, Career Service Exe	\$88,142.50	\$62,660.00	-28.91%	2
Engineering Mgr IV, UDOT	\$222,688.00	\$159,848.00	-28.22%	3
Financial Institutions Examiner III	\$120,732.00	\$86,704.80	-28.18%	12
Child Welfare Training Coordinator	\$112,014.76	\$80,766.40	-27.90%	1
Manager - Admin, UDOT	\$190,351.94	\$137,696.00	-27.66%	12
Security Officer	\$38,439.00	\$27,955.20	-27.27%	1
Region Director, UDOT	\$222,688.00	\$162,052.80	-27.23%	4
Bookmobile Librarian I	\$59,627.00	\$43,430.40	-27.16%	5
Research Analyst	\$62,979.19	\$46,176.00	-26.68%	12
Engineer Manager III - Admin, UDOT	\$190,351.94	\$139,568.00	-26.68%	16
Journey Auto Worker	\$58,851.40	\$43,180.80	-26.63%	3
Caseworker Specialist II	\$74,225.05	\$54,704.00	-26.30%	65
Safety And Health Supervisor	\$99,894.59	\$73,704.80	-26.22%	4
Fire Fighter III, National Guard	\$64,515.35	\$47,902.40	-25.75%	4
Investigator III, POST Special Function Office	\$86,462.99	\$64,272.00	-25.67%	2
Wildlife Veterinarian	\$126,156.96	\$93,849.60	-25.61%	1
Safety and Health Officer	\$70,241.67	\$52,270.40	-25.58%	27
Motor Carrier Specialist III	\$56,914.18	\$42,390.40	-25.52%	17
Accounting Technician IV	\$61,021.36	\$45,572.80	-25.32%	4
Computer Support Supervisor	\$91,636.00	\$68,577.60	-25.16%	3
Claims Technician	\$50,556.00	\$37,856.00	-25.12%	14
Warehouse Manager	\$74,231.00	\$55,619.20	-25.07%	12
Technical Support Spec I	\$65,083.42	\$48,776.00	-25.06%	16
Motor Carrier Specialist IV	\$63,391.47	\$47,507.20	-25.06%	44
				1646



# FY25: What We Need To Do (Salary)

## Salary

- COLA (Labor Market Adjustment)
- Targeted Funding
- Pay for Performance -> as required by HB 104

## How to allocate/spend the Targeted Funding?

- DHRM Recommends a minimum, focus on jobs greater than 35% below market



# Benefit Market Comparison Summary

## Medical Insurance

### Medical Premium Comparisons

#### Traditional Family Plan (most populated)

- Premium Share  
State 92%  
Employee 7%

#### HDHP

- State is on par with market average deductible

## Paid Leave

### Market Comparisons

#### Annual Days

State 19.0

Market 18.2

#### Sick Days

State 13

Market 12

#### Holiday's

12 state and market

## Retirement

### Internal/External Comparisons

Tier 1- 13.75%

Tier 2 - 10%

Market Avg - 13%



# Benefits - Millennials vs Gen Z's

In early October we were asked the following question by Sarah Flanagan and Andrea Valenti Arthur:

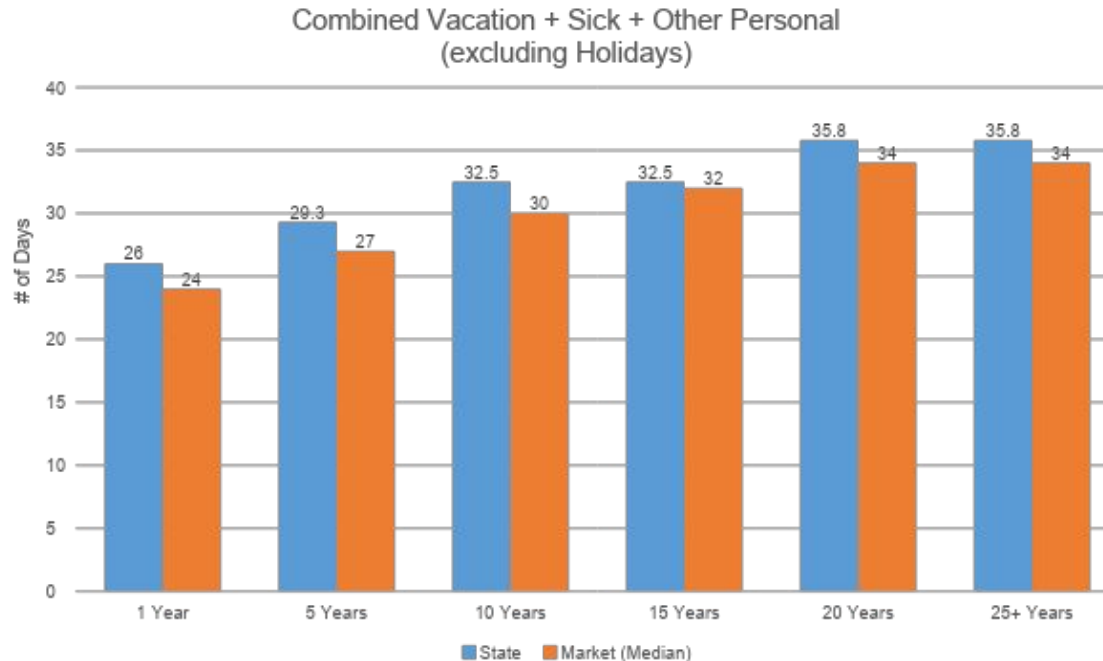
*What are the generational differences in benefit preferences – (What attracts Gen Z compared to Millennials?)*

- ▶ Healthcare and mental wellness are a top priority for both groups
- ▶ Both Millennials and Gen Z's rank salary as most influential when making job decisions
- ▶ However, 60% and 65% would take 10% less salary for better benefits
- ▶ Both would consider looking for a new job if asked to go to an on-site work place full-time
- ▶ We found one vast divide: the importance of work-life balance. 49% (Millennials) vs 62% (Gen Z's).
- ▶ Both groups say they have caregiving responsibilities for both children and parents or older relatives while juggling a full-time job



# Benefits: Combined Leave

**State leads the market when compared to all PTO programs**





# Benefits - Where We Are Now

## Retirement

- 401(k) \$26 Match (new) Auto Enrollment
  - 7/1/2023 implemented the new auto enrollment plan for newly hired eligible employees into the \$26 401(k) match program
    - *Employees may opt out at any time, but most did not*
  - Participation increased from ~ 70% to ~90%
    - The state is ready for [Secure Act 2.0](#)
- Tier 1 vs Tier 2 and market comparisons (Gallagher Study 2023)
  - The retirement benefit for Tier 2 continues to lag not only against the state's Tier 1 plan, but also lags the local market

Employer Retirement Contribution (DB + DC)	State	Market Avg.
<b>Employer Retirement Contribution</b>	Tier 1: 13.75% + \$26/period Tier 2: 10.00% + \$26/period	13%



# Benefit Recommendations

## Retirement

- Continue building on the \$26 401(k) match auto enrollment participation
- Pick-up .88% for Tier 2 Hybrid employees retirement
  - .70 to reach the 10% minimum requirement
  - .18 to keep employees whole with FY23 benefit
- Pursue a Tier 2 true-up with Tier 1

## Medical

- Fund the employer portion of the medical (7.2%) and dental (.9%) insurance increase, and continue the current cost sharing percentage



# Questions?

