

MILLIMAN REPORT

University of Washington

Classified Staff Salary Study

Union Report

August 2022





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Non-Healthcare

GENERAL SURVEY INFORMATION – NON-HEALTHCARE

- The University of Washington (“University”) retained the services of Milliman, Inc., an independent, third-party consulting firm, to conduct a study of base salary for its non-healthcare positions.
- Forty-seven (47) benchmark jobs were included in the non-healthcare study.
- Benchmarks were identified in consultation with University of Washington Human Resource Compensation staff and based on benchmark matches used in previous years.
- Base salary data were collected from published surveys for forty-one (41) jobs, and via a custom higher education survey for six (6) jobs.
- Benchmarks were matched to the following Milliman compensation surveys:
 - Puget Sound Area Compensation Survey
 - Northwest Healthcare Compensation Survey
 - Northwest Utilities Salary & Wage Survey
 - Washington Public Employers Survey
- A selected group of Puget Sound employers was targeted from each survey (see pages 19-30). Data was collected from the select group of Puget Sound employers where possible. Where data was insufficient, the group was expanded to a larger scope of employers in the following orders of preference:
 - Puget Sound Area Compensation Survey: 1) Puget Sound area employers with >500 employees, 2) Puget Sound area employers with >200 employees, 3) All Puget Sound area employers
 - Northwest Healthcare Compensation Survey: 1) UW’s primary group of peers (“Peer Group”), 2) All Puget Sound area health care participants
 - Northwest Utilities Salary & Wage Survey: 1) Puget Sound area employers with >500 employees
 - Washington Public Employers Survey: 1) Puget Sound area employers with >500 employees, 2) Puget Sound area employers with >200 employees, 3) Washington employers with >500 employees, 4) Washington employers with >500 employees
- A custom higher education survey was developed by Milliman:
 - The survey included six (6) jobs: Animal Technician, Health Physicist, Industrial Hygienist, Psychometrist, Research Technologist, Veterinary Specialist.
 - The survey was emailed by Milliman to seventy-seven (77) higher education institutions.
 - Twenty-four (24) institutions responded to the survey.
- All UW salary data is effective as of July 1, 2022.
- All survey data in this report have been aged using an aging factor of 3.75%* and are effective as of: July 1, 2022.

*The 3.75% aging factor is based on the 2022 *non-exempt (%) average adjustments to actual salaries* from the 2022 Puget Sound Area Compensation Survey and 2022 Northwest Healthcare Compensation Survey.

UNIVERSITY OF WASHINGTON NON-HEALTHCARE BENCHMARK JOBS

The following forty-seven (47) benchmark jobs were included in the non-healthcare study:

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

DEFINITIONS

The graphs and tables throughout this report contain a summary of the compensation data collected during this study. The following terms are used:

TERMS	DEFINITIONS
Job Size	Value of the job based on market base salary level
Base Salary	Value of the job based on the University's base salary level
Survey Job Code(s)	The Milliman survey abbreviation and corresponding job code matched to the University job: PSA – Puget Sound Area Salary Survey HC – Northwest Health Care Salary Survey HEC – Higher Ed Custom Salary Survey WPE – Washington Public Employers Salary Survey UTL – Northwest Utilities Salary & Wage Survey
Survey Job Title(s)	The Milliman survey job title corresponding to the survey job code
UW Head Count	The number of University employees in the benchmark job
UW Avg Base Salary	The current average base salary of University employees in the benchmark job
UW/Mkt 50th	The ratio of University average salary compared to the market 50th percentile
# of Survey Orgs	Total number of participating organizations that matched to the benchmark job
# of Survey Incumbts	Total number of incumbents in this benchmark job as reported by participating organizations
Mkt Base 50 th	The market value at which 50% of organizations pay base salary below and 50% pay base salary above. This statistic is also known as the median or “middle” value of the market.

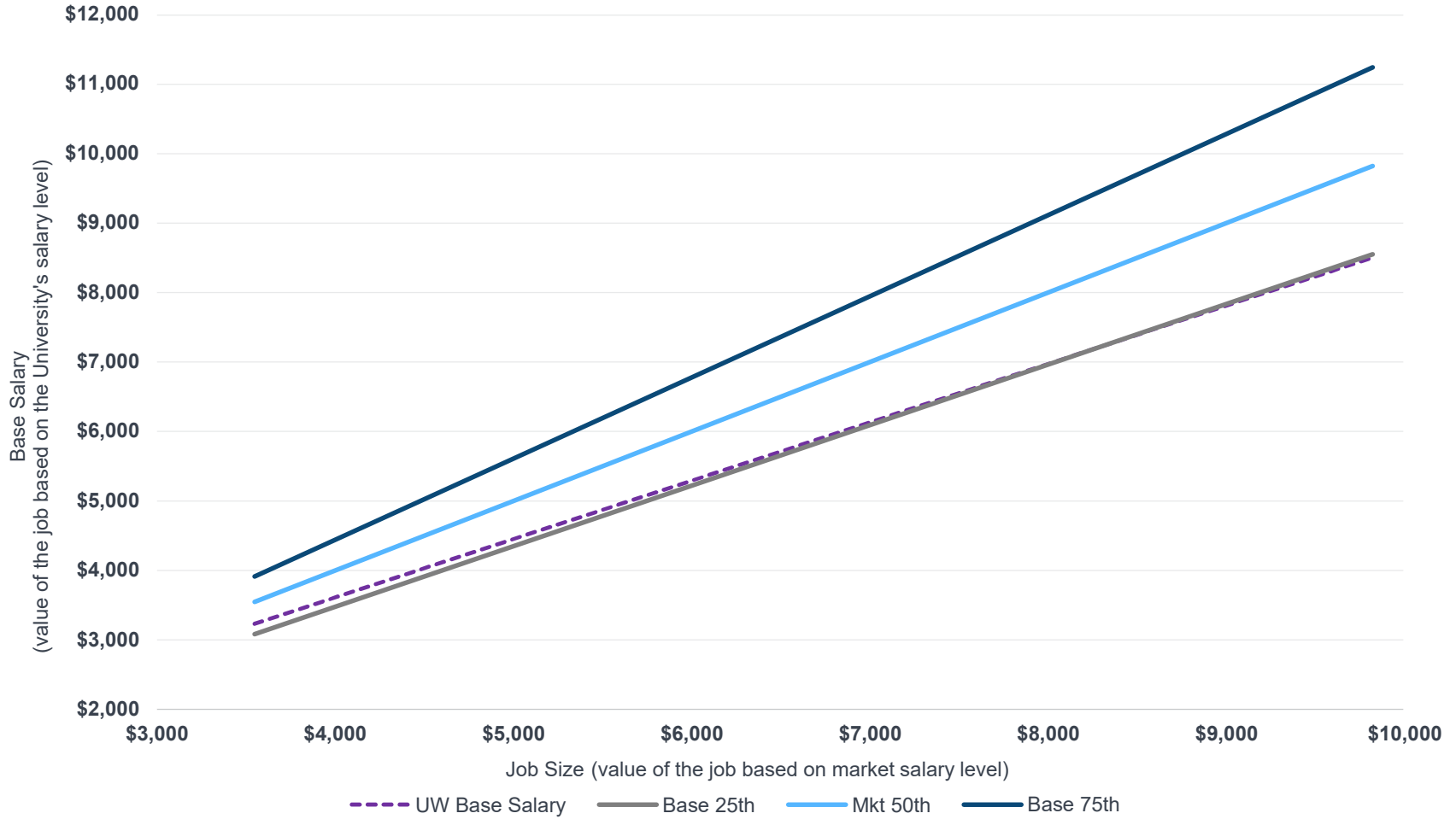
FINDINGS – NON-HEALTHCARE

- When comparing the University's average base salary to the market base 50th percentile, on average across all non-healthcare jobs, the University's base salary is approximately 11% below the market base 50th percentile.
- Base salary falls generally within a normal range around the market "trend" for many positions, however some positions fall below 80%.
 - The market line reflects the "trend" of pay as the job size (value of the job based on market salary level) increases.
 - The 80% and 120% lines around the market trend line indicate a normal range for pay, depending on experience, performance, etc. A normal range is usually established by considering an 80% to 120% range around the selected market data. This range allows for variations in compensation caused by market factors, experience and performance, job complexity and organizational values or strategies.
- Detailed summaries of the market data can be found on pages 8-9.

FINDINGS – NON-HEALTHCARE (CONTINUED)

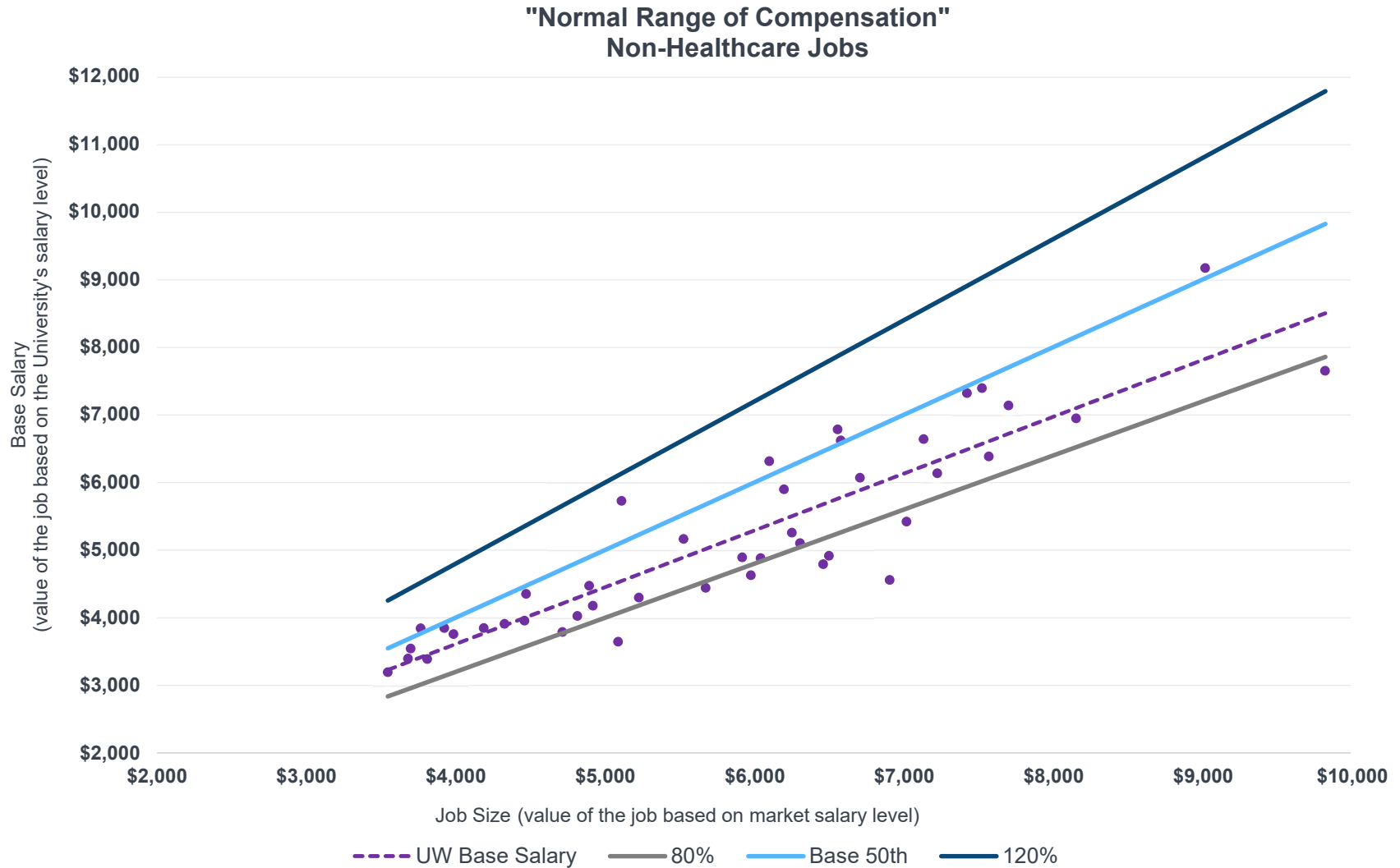
The chart below illustrates the University's competitive position compared to the market. The chart shows that the University (purple dashed line) pays close to the market base 25th (solid gray line) across most jobs in this study.

Base Salary Comparison - Non-Healthcare Jobs



FINDINGS – NON-HEALTHCARE (CONTINUED)

The chart below illustrates the University's pay practice compared to a "normal range" of compensation. In the public sector a "normal range" is usually established by considering an 80% to 120% range around the selected market data (e.g. market 50th percentile/median). This range allows for variations in compensation due to market factors, experience and performance, job complexity and organizational values or strategies.



NON-HEALTHCARE SUMMARY MARKET DATA

UNIVERSITY OF WASHINGTON JOB TITLE	SURVEY JOB CODE(S)	SURVEY JOB TITLE(S)	UW HEAD COUNT	UW AVG BASE SALARY	UW/MKT 50TH	# OF SURVEY ORGS	# OF SURVEY INCUMBS	MKT BASE 50TH
Accountant 2	PSA 2.02	Accountant	4	\$5,102	80.9%	40	273	\$6,309
Administrative Assistant 2	PSA 1.02	Administrative Assistant II	55	\$4,176	84.8%	22	619	\$4,922
Animal Technician 2	HEC 301	Animal Technician	23	\$3,842	102.0%	19	537	\$3,768
Buyer 2	HC 13.19; PSA 1.23	Buyer / Purchasing Agent; Buyer	10	\$4,891	82.6%	37	145	\$5,922
Carpenter	PSA 4.05	Carpenter	28	\$6,072	90.5%	13	91	\$6,711
Cashier 1	HC 10.01	Food Service Cashier	12	\$3,387	88.9%	5	61	\$3,811
Computer Operator 2	PSA 3.04	Computer Operator	0			2	4	Insufficient data
Computer Support Analyst 2	PSA 3.24a	Network Administrator	53	\$6,386	84.3%	21	36	\$7,575
Control Technician	WPE 10.03c	HVAC Engineer	35	\$7,324	98.6%	8	52	\$7,429
Cook	HC 10.04a; PSA 5.24	Cook; Cook	71	\$3,907	90.3%	18	331	\$4,329
Custodian	HC 9.08; PSA 4.10a	Housekeeper; Custodian	772	\$3,543	95.7%	29	1766	\$3,701
Drafting Technician 2	PSA 6.02*	Drafter / CAD Operator - Senior	2	\$5,423	77.2%	6	15	\$7,024
Editor-Publications 2	PSA 5.03	Editor - Internal Publications	0			7	13	\$6,738
Electrician	PSA 4.06	Electrician	37	\$7,396	98.2%	14	120	\$7,529
Electronics Technician 2	PSA 6.23*	Instrument / Electronics Technician	1	\$4,917	75.6%	7	33	\$6,503
Fiscal Technician 2	PSA 2.05	Accounting Clerk	3	\$3,645	71.6%	27	245	\$5,091
Food Service Worker	HC 10.02*; PSA 5.25	Food Service Worker / Food Service Worker	142	\$3,396	92.2%	24	765	\$3,684
Gardener 2	PSA 4.11	Gardener / Groundskeeper	29	\$4,025	83.5%	17	164	\$4,818
Generation / Power Plant Operator	UTL 4.70	Generation / Power Plant Operator	5	\$7,653	77.9%	4	20	\$9,828
Graphic Designer/Illustrator	PSA 5.08	Graphic Artist	7	\$4,881	80.7%	14	23	\$6,046
Health Physicist 2	HEC 302	Health Physicist	0			12	59	\$7,861
Heavy Equipment Operator	WPE 10.10*	Heavy / Construction Equipment Operator	2	\$6,787	103.4%	5	52	\$6,561
Human Resource Assistant Senior	PSA 7.02	Human Resources Assistant II	13	\$4,474	91.4%	22	84	\$4,896

*Indicates job where insufficient data was available for the preferable group of peers and the group was expanded to a broader scope of employers by order of preference.

NON-HEALTHCARE SUMMARY MARKET DATA (CONTINUED)

UNIVERSITY OF WASHINGTON JOB TITLE	SURVEY JOB CODE(S)	SURVEY JOB TITLE(S)	UW HEAD COUNT	UW AVG BASE SALARY	UW/MKT 50TH	# OF SURVEY ORGS	# OF SURVEY INCUMBS	MKT BASE 50TH
Industrial Hygienist 2	HEC 304	Industrial Hygienist	5	\$6,642	93.1%	15	78	\$7,138
Information Specialist 2	PSA 5.04	Writer - Publications	2	\$5,164	93.4%	8	12	\$5,530
Laboratory Technician 2	PSA 6.11	Lab Technician	45	\$3,955	88.6%	12	90	\$4,463
Legal Secretary 2	PSA 1.06	Legal Secretary	2	\$4,629	77.4%	9	62	\$5,980
Library Technician II	PSA 5.17	Library Assistant	2	\$3,845	97.9%	7	17	\$3,926
Mail Rater	PSA 1.14	Mail Clerk	2	\$3,757	94.2%	14	31	\$3,987
Maintenance Mechanic 1	PSA 4.03a	General Maintenance Mechanic	17	\$4,298	82.2%	17	184	\$5,230
Media Technician Senior	PSA 3.05	Multimedia Technician	1	\$4,558	66.0%	7	13	\$6,910
Messenger Driver	PSA 4.12a	Motor Messenger / Van Driver	21	\$3,193	90.0%	8	44	\$3,547
Motor Equipment Mechanic	PSA 4.02a	Auto Fleet Mechanic	3	\$6,622	100.6%	11	96	\$6,583
Painter	PSA 4.07	Painter	23	\$5,901	95.1%	14	89	\$6,203
Photographer 2	PSA 5.01	Photographer	1	\$4,793	74.1%	7	9	\$6,464
Plumber/Pipe/Steamfitter	PSA 4.08	Plumber	26	\$7,139	92.6%	10	47	\$7,707
Police Dispatcher	WPE 13.15a	Emergency Dispatcher	6	\$5,258	84.1%	4	43	\$6,255
Psychometrist 2	HEC 305	Psychometrist	7	\$5,728	112.0%	6	29	\$5,113
Recreation Coordinator 2	WPE 11.06*	Recreation Coordinator	1	\$6,137	84.9%	4	7	\$7,229
Registered Nurse 2 - Research	HC 2.08*	Research Registered Nurse	8	\$9,175	101.7%	6	11	\$9,024
Research Technologist 2	HEC 306	Research Technologist	15	\$4,353	97.3%	18	1658	\$4,474
Security Guard	PSA 4.01a	Security Guard (Unarmed)	7	\$3,845	91.7%	17	541	\$4,191
Systems Analyst/Programmer 2	PSA 3.15	Programmer / Analyst	5	\$6,950	85.2%	13	100	\$8,160
Truck Driver 2	PSA 4.13	Truck Driver	16	\$4,442	78.2%	8	106	\$5,677
Veterinary Specialist 3	HEC 303	Veterinary Specialist	0			15	74	\$4,569
Warehouse Worker 2	PSA 4.16	Material Handler / Warehouse	10	\$3,787	80.3%	15	209	\$4,718
Welder - Fabricator	PSA 4.09	Welder	1	\$6,316	103.5%	6	19	\$6,103

*Indicates job where insufficient data was available for the preferable group of peers and the group was expanded to a broader scope of employers by order of preference.

Healthcare

GENERAL SURVEY INFORMATION – HEALTHCARE

- The University of Washington (“University”) retained the services of Milliman, Inc., an independent, third-party consulting firm, to conduct a study of base salary for its healthcare positions.
- Sixty-two (62) benchmark jobs were included in the healthcare study.
- Benchmarks were identified in consultation with University of Washington Human Resource Compensation staff and based on benchmark matches used in previous years.
- Benchmarks were matched to Milliman’s Northwest Healthcare Compensation Survey.
 - The University’s primary peer group (“Peer Group”) was selected from the database. Data was collected from the Peer Group where possible. Where Peer Group data was insufficient, the group was expanded to a larger scope of employers in the following order of preference (see pages 22-26):
 - 1) UW’s primary group of peers (“Peer Group”)
 - 2) All Puget Sound area health care participants
 - 3) Washington healthcare participants with >500 employees
 - 4) Washington healthcare participants with >200 employees
 - 5) Northwest healthcare participants with >500 employees
 - 6) All Northwest healthcare participants
- All UW salary data is effective as of July 1, 2022.
- All survey data in this report have been aged using an aging factor of 3.75%* and are effective as of: July 1, 2022.

*The 3.75% aging factor is based on the 2022 *non-exempt (%) average adjustments to actual salaries* from the 2022 Puget Sound Area Compensation Survey and 2022 Northwest Healthcare Compensation Survey.

UNIVERSITY OF WASHINGTON HEALTHCARE BENCHMARK JOBS

The following sixty-two (62) benchmark jobs were included in the healthcare study:

UNIVERSITY OF WASHINGTON HEALTHCARE BENCHMARK JOBS		
Anesthesiology Technician 2	Imaging Technologist	Patient Care Coordinator
Biomedical Electronics Technician 2	Imaging Technologist-Angiography	Patient Services Specialist 2
Cardiac Monitor Technician	Imaging Technologist-Comp Tomo	Pharmacist 2
Cardiac Technologist	Imaging Technologist-Mag Res Imaging	Pharmacy Technician 1
Clinical Laboratory Technician 2	Imaging Technologist-Mammo	Phlebotomist
Coding Specialist 2	Laundry Operator 1	Physical Therapist 2
Cytology Technologist 2	Licensed Practical Nurse	Physical Therapy Assistant 1
Dental Assistant 2	Medical Assistant	Polysomnographic Technologist
Dental Hygienist	Medical Interpreter 1	Radiation Therapy Dosimetrist
Diagnostic Medical Sonographer	Medical Laboratory Scientist 1	Radiation Therapy Technologist
Dietary Unit Clerk	Medical Transcriptionist 2	Recreation Therapist 1
Dietitian 1	Mental Health Practitioner	Registered Nurse 2
Electrocardiograph Technician 1	Mental Health Specialist 2	Rehabilitation Counselor 2
Electroneurodiagnostic Technologist 2	Nuclear Med Technologist 1	Respiratory Care Practitioner
Financial Access Specialist 2	Occupational Therapist 1	Soc Worker 1 - Academic Medical Centers
Genetics Counselor 1	Physical Therapy Tech	Speech Pathologist/Audiologist Spec 1
Health Care Specialist	Occupational Therapy Assistant 2	Stockroom Attendant 2
Health Information Technician 1	Ophthalmic Technician 2	Supply Chain Technician 1
Histologic Technician 2	Optician Licensed - Dispensing	Surgical Technologist
Hospital Assistant	Orthopaedic Technician 1	Telephone Communications Operator-Hosp
Hospital Central Services Technician 1	Patient Account Representative 2	

DEFINITIONS

The graphs and tables throughout this report contain a summary of the compensation data collected during this study. The following terms are used:

TERMS	DEFINITIONS
Job Size	Value of the job based on market base salary level
Base Salary	Value of the job based on the University's base salary level
Survey Job Code(s)	The Milliman Northwest Health Care Salary Survey job codes(s) matched to the University job
Survey Job Title(s)	The Milliman survey job title corresponding to the survey job code
UW Head Count	The number of University employees in the benchmark job
UW Avg Base Salary	The current average base salary of University employees in the benchmark job
UW/Mkt 50th	The ratio of University average salary compared to the market 50th percentile
# of Survey Orgs*	Total number of participating organizations that matched to the benchmark job
# of Survey Incumbents*	Total number of incumbents in this benchmark job as reported by participating organizations
Mkt Base 50th*	The market value at which 50% of organizations pay base salary below and 50% pay base salary above. This statistic is also known as the median or "middle" value of the market.

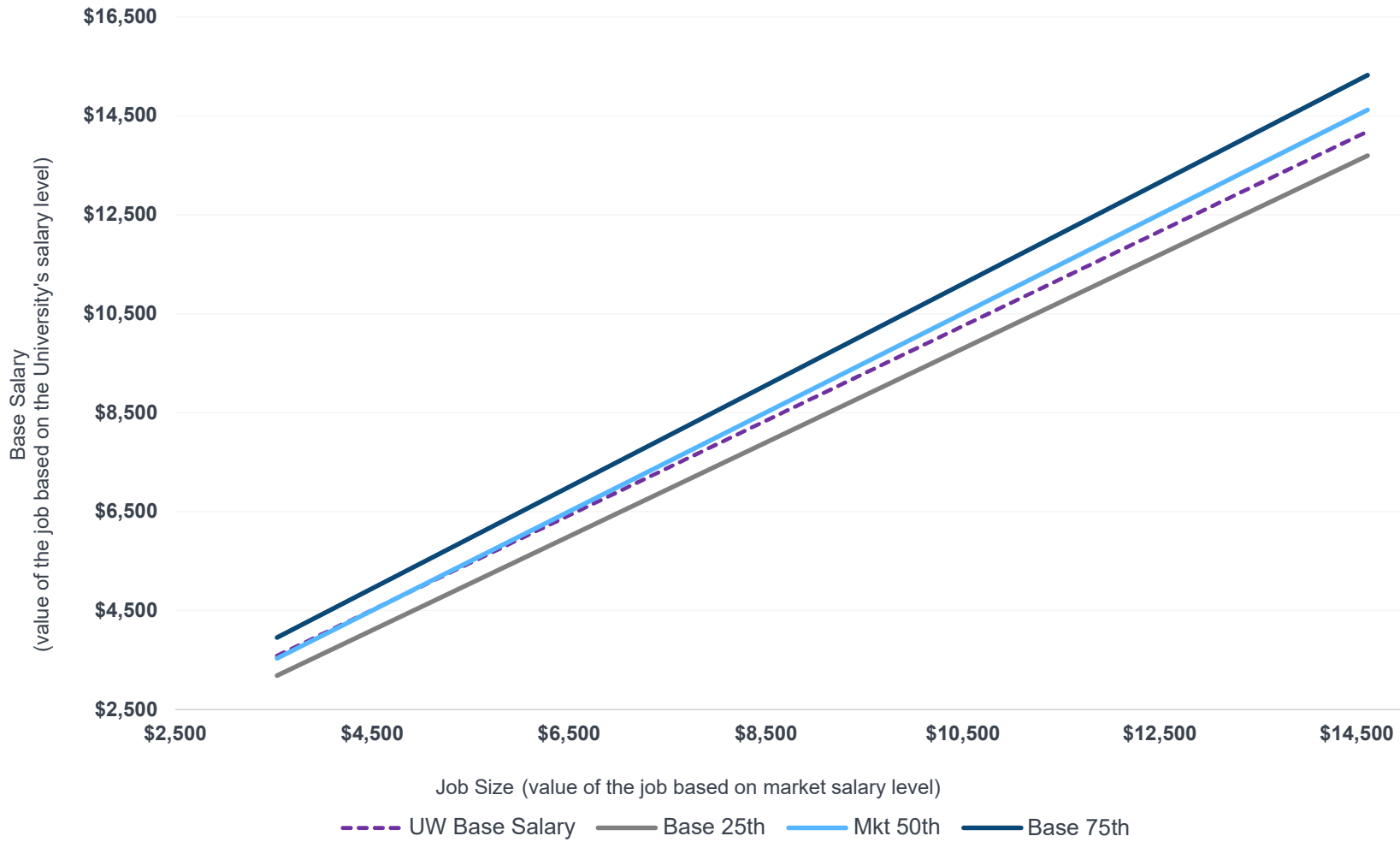
FINDINGS – HEALTHCARE

- When comparing the University's average base salary to the market base 50th percentile, on average across all healthcare jobs, the University's base salary is approximately 1% below the market base 50th percentile.
- Base salary falls generally within a normal range around the market "trend" for many positions, however some positions fall above 120%.
 - The market line reflects the "trend" of pay as the value of the job based on market salary level (job size) increases.
 - The 80% and 120% lines around the market trend line indicate a normal range for pay, depending on experience, performance, etc. A normal range is usually established by considering an 80% to 120% range around the selected market data. This range allows for variations in compensation caused by market factors, experience and performance, job complexity and organizational values or strategies.
- A summary of the market data can be found on pages 16-18.

FINDINGS – HEALTHCARE (CONTINUED)

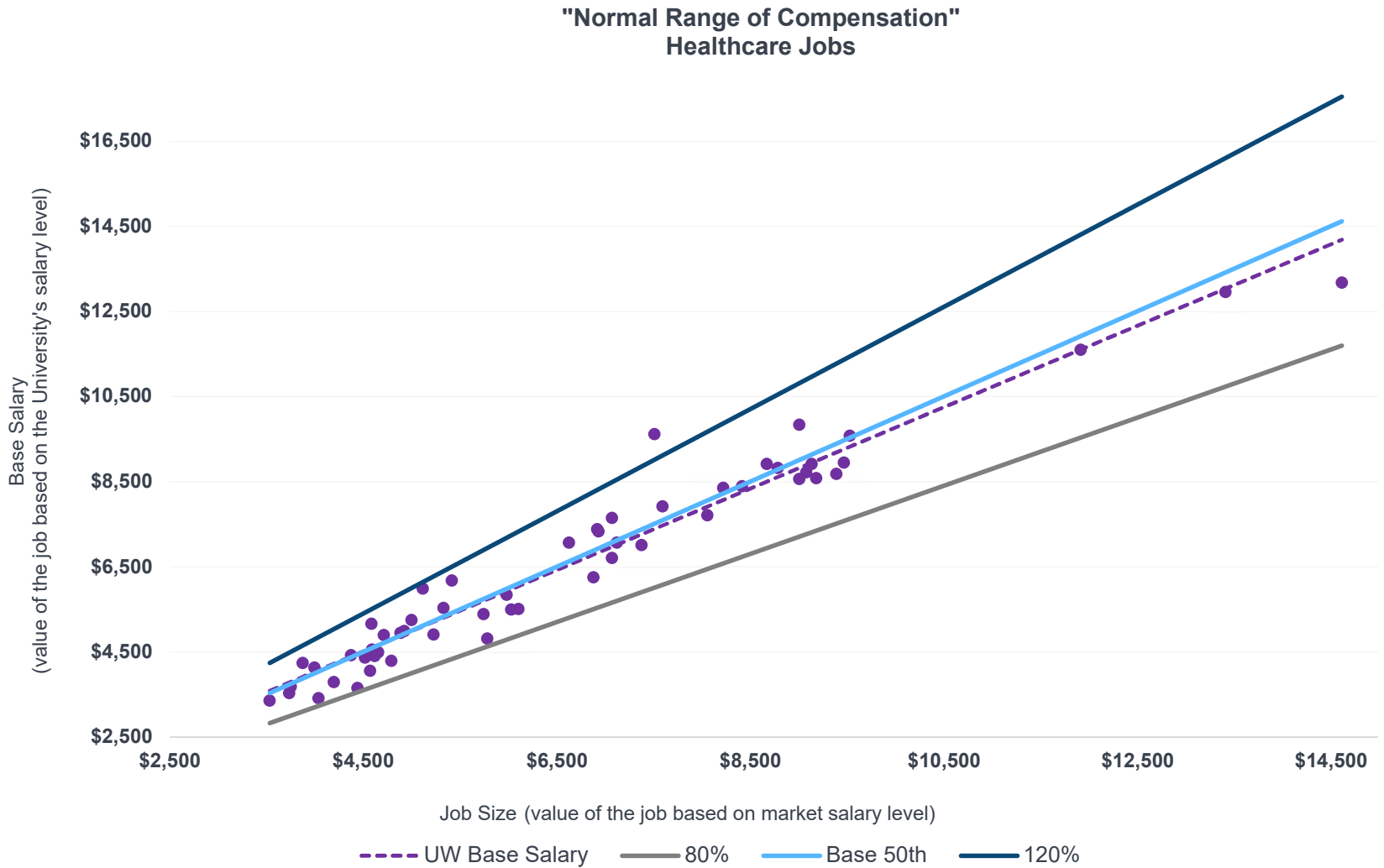
The chart below illustrates the University's competitive position compared to the market. The chart shows that the University (purple dashed line) pays close to the market base 50th percentile (solid light blue line) across most jobs in this study.

Base Salary Comparison - Healthcare Jobs



FINDINGS – HEALTHCARE (CONTINUED)

The chart below illustrates the University's pay practice compared to a "normal range" of compensation. In the public sector a "normal range" is usually established by considering an 80% to 120% range around the selected market data (e.g. market 50th percentile/median). This range allows for variations in compensation due to market factors, experience and performance, job complexity and organizational values or strategies.



HEALTHCARE SUMMARY MARKET DATA

UNIVERSITY OF WASHINGTON JOB TITLE	SURVEY JOB CODE(S)	SURVEY JOB TITLE(S)	UW HEAD COUNT	UW AVG BASE SALARY	UW/MKT 50TH	# OF SURVEY ORGS	# OF SURVEY INCUMBS	MKT BASE 50TH
Anesthesiology Technician 2	2.14	Anesthesia Technician	41	\$5,508	90.2%	8	91	\$6,107
Biomedical Electronics Technician 2	9.02*	Biomedical Technician	2	\$7,067	99.2%	8	43	\$7,125
Cardiac Monitor Technician	2.25	Telemetry / Monitor Technician	17	\$4,366	96.6%	7	109	\$4,521
Cardiac Technologist	1.09	Cardiovascular Technologist	2	\$8,686	92.4%	6	46	\$9,397
Clinical Laboratory Technician 2	6.06	Medical Lab Technician	94	\$4,816	83.2%	8	56	\$5,785
Coding Specialist 2	11.03	Registered Health Information Tech / Coder (RHIT)	95	\$5,386	93.7%	9	101	\$5,746
Cytology Technologist 2	6.07*	Cytotechnologist	2	\$9,621	128.0%	5	18	\$7,514
Dental Assistant 2	1.34a*	Dental Assistant	41	\$4,422	101.1%	7	162	\$4,376
Dental Hygienist	1.35*	Dental Hygienist	4	\$9,838	109.2%	6	28	\$9,013
Diagnostic Medical Sonographer	1.07	Ultrasonographer	13	\$8,722	96.0%	10	216	\$9,085
Dietary Unit Clerk	10.05	Dietetic Assistant	41	\$3,412	84.5%	7	85	\$4,039
Dietitian 1	10.07	Dietitian - (Registered)	10	\$7,067	106.6%	10	119	\$6,629
Electrocardiograph Technician 1	1.13	EKG / Cardio Technician	4	\$4,494	96.5%	8	41	\$4,656
Electroneurodiagnostic Technologist 2	1.06	EEG Technician	11	\$6,256	90.9%	7	19	\$6,882
Financial Access Specialist 2	12.03	Financial Counselor	104	\$4,948	101.2%	8	70	\$4,888
Genetics Counselor 1	1.27	Genetics Counselor	3	\$7,712	95.7%	7	31	\$8,061
Health Care Specialist	2.10a; 2.16a*	Nurse Practitioner - Primary Care; Physician Assistant – Primary Care	152	\$11,603	97.3%	15	359	\$11,923
Health Information Technician 1	11.02a	Health Information Management Technician	0			7	74	\$4,606
Histologic Technician 2	6.09b*	Histology Technologist	0			11	53	\$5,994
Hospital Assistant	2.04	Nursing Assistant, Certified (NAC)**	205	\$4,133	103.4%	9	1462	\$3,996
Hospital Central Services Technician 1	9.09a	Sterile Processing Technician (Non-Certified)	20	\$4,240	109.4%	6	36	\$3,874

*Indicates job where insufficient data was available for the primary Peer Group, and the group was expanded to a broader scope of employers by order of preference.

HEALTHCARE SUMMARY MARKET DATA (CONTINUED)

UNIVERSITY OF WASHINGTON JOB TITLE	SURVEY JOB CODE(S)	SURVEY JOB TITLE(S)	UW HEAD COUNT	UW AVG BASE SALARY	UW/MKT 50TH	# OF SURVEY ORGS	# OF SURVEY INCUMBS	MKT BASE 50TH
Imaging Technologist	1.03	Radiology Technologist (Registered)	92	\$7,332	105.7%	10	362	\$6,936
Imaging Technologist-Angiography	1.11*	Vascular / Angiography Tech - Special Procedures	34	\$8,919	97.6%	7	80	\$9,140
Imaging Technologist-Comp Tomo	1.01	Computed Tomography Technologist (CT Tech)	58	\$8,358	101.6%	10	167	\$8,227
Imaging Technologist-Mag Res Imaging	1.02	MRI Technologist	33	\$9,578	100.5%	10	118	\$9,535
Imaging Technologist-Mammo	1.04	Mammography Technologist	4	\$8,824	100.4%	9	115	\$8,789
Laundry Operator 1	9.07*	Laundry / Linen Worker	0			6	34	\$3,702
Licensed Practical Nurse	2.06a	LPN - Acute Care	7	\$5,498	91.2%	6	48	\$6,031
Medical Assistant	2.01a	Medical Assistant - Certified (CMA)	627	\$4,894	103.8%	10	1522	\$4,715
Medical Interpreter 1	13.14*	Medical Interpreter	23	\$5,162	112.6%	7	47	\$4,586
Medical Laboratory Scientist 1	6.05	Medical Technologist (ASCP)	191	\$7,010	95.0%	10	331	\$7,380
Medical Transcriptionist 2	11.01a*	Transcriptionist	4	\$4,404	95.3%	5	27	\$4,621
Mental Health Practitioner	5.05*	Mental Health Practitioner	42	\$6,711	94.9%	8	130	\$7,075
Mental Health Specialist 2	5.06	Mental Health Specialist	47	\$4,293	89.6%	5	36	\$4,793
Nuclear Med Technologist 1	1.05a	Nuclear Medicine Technologist	3	\$8,947	94.4%	8	39	\$9,475
Occupational Therapist 1	1.21	Occupational Therapist (Registered)	14	\$8,920	102.8%	9	195	\$8,676
Physical Therapy Tech	1.19	Occupational Therapy / Physical Therapy Aide	5	\$3,353	94.9%	8	23	\$3,534
Occupational Therapy Assistant 2	1.20	Occupational Therapy Assistant (Certified)	1	\$6,177	114.0%	6	18	\$5,418
Ophthalmic Technician 2	8.01b*	Ophthalmic Technician (Certified)	17	\$4,906	93.8%	6	134	\$5,229
Optician Licensed - Dispensing	8.02*	Licensed Optician	1	\$5,987	117.0%	6	61	\$5,117
Orthopaedic Technician 1	1.31*	Orthopedic (Cast) Technician	1	\$5,534	103.8%	5	27	\$5,333
Patient Account Representative 2	12.02a*	Billor	152	\$4,554	99.2%	14	139	\$4,593
Patient Care Coordinator	2.18	Surgery Scheduler	180	\$4,990	101.3%	8	386	\$4,925

*Indicates job where insufficient data was available for the primary Peer Group, and the group was expanded to a broader scope of employers by order of preference.

HEALTHCARE SUMMARY MARKET DATA (CONTINUED)

UNIVERSITY OF WASHINGTON JOB TITLE	SURVEY JOB CODE(S)	SURVEY JOB TITLE(S)	UW HEAD COUNT	UW AVG BASE SALARY	UW/MKT 50TH	# OF SURVEY ORGS	# OF SURVEY INCUMBS	MKT BASE 50TH
Patient Services Specialist 2	13.09	Medical Receptionist	626	\$4,059	88.8%	7	431	\$4,573
Pharmacist 2	7.05	Pharmacist	21	\$12,958	96.6%	9	554	\$13,421
Pharmacy Technician 1	7.02	Pharmacy Technician	126	\$5,247	104.9%	10	426	\$5,002
Phlebotomist	6.03	Phlebotomist	8	\$3,789	90.3%	7	188	\$4,198
Physical Therapist 2	1.23	Physical Therapist	33	\$8,584	93.4%	10	423	\$9,187
Physical Therapy Assistant 1	1.22	Physical Therapy Assistant	0			9	52	\$6,220
Polysomnographic Technologist	1.33	Polysomnographic Technologist (Registered)	1	\$7,921	104.3%	8	66	\$7,596
Radiation Therapy Dosimetrist	1.29	Dosimetrist	5	\$13,178	90.1%	8	29	\$14,625
Radiation Therapy Technologist	1.28	Radiation Therapist	0			8	96	\$9,845
Recreation Therapist 1	1.25	Recreation Therapist	0			5	20	\$6,695
Registered Nurse 2	2.07a	RN - Acute Care	3014	\$8,565	95.0%	8	7396	\$9,013
Rehabilitation Counselor 2	1.24*	Vocational Rehabilitation Counselor	0			5	23	\$5,637
Respiratory Care Practitioner	1.17	Respiratory Care Practitioner (Registered)	107	\$7,651	108.2%	10	366	\$7,074
Soc Worker 1 - Academic Medical Centers	5.02a	Social Worker - Master's	134	\$7,386	106.7%	9	201	\$6,922
Speech Pathologist/Audiologist Spec 1	1.18	Speech Language Pathologist	6	\$8,396	99.7%	9	136	\$8,420
Stockroom Attendant 2	9.10	Central Service Distribution Technician	27	\$3,650	82.2%	6	180	\$4,443
Supply Chain Technician 1	9.11*	Storekeeper	51	\$3,682	98.1%	12	75	\$3,754
Surgical Technologist	2.20	Operating Room Technician	66	\$5,843	97.6%	8	292	\$5,985
Telephone Communications Operator- Hosp	13.08*	Telephone Operator	15	\$3,535	94.6%	8	106	\$3,735

*Indicates job where insufficient data was available for the primary Peer Group, and the group was expanded to a broader scope of employers by order of preference.

Survey Participants

PUGET SOUND AREA COMPENSATION SURVEY – PARTICIPANTS

MILLIMAN PUGET SOUND AREA COMPENSATION SURVEY – PUGET SOUND AREA >500 EMPLOYEES			
AAA Washington	EvergreenHealth	PCC Community Markets	Seattle University
Aviation Technical Services, Inc.	Fred Hutch / Seattle Cancer Care Alliance	Pierce County	Snohomish County
Bloodworks Northwest	Gensco Inc.	Pioneer Human Services	Snohomish County PUD
CHS Virginia Mason Franciscan Health	HealthPoint	Port of Seattle	Sound Transit
City of Bellevue	Holland America Group	Premera Blue Cross	State of Washington
City of Issaquah	Janicki Industries, Inc.	Providence Health & Services	Symetra Financial
City of Kent	Kaiser Foundation Health Plan of Washington	Puget Sound Energy	The Seattle Times Company
City of Redmond	Moss Adams LLP	Radia Inc., PS	UniSea, Inc.
City of Seattle	MultiCare Health System	Recreational Equipment, Inc. (REI)	University of Puget Sound
City of Tacoma & Tacoma Public Utilities	Nintendo of America, Inc.	Seattle Children's	VA Puget Sound Health Care System
Community Health Center of Snohomish County	Northwest Kidney Centers	Seattle Housing Authority	Valley Medical Center
Community Health Plan of Washington	Overlake Medical Center & Clinics	Seattle Pacific University	Weyerhaeuser Company
Davis Wright Tremaine LLP	Pacific Lutheran University	Seattle Public Schools	Wireless Advocates

PUGET SOUND AREA COMPENSATION SURVEY – PARTICIPANTS (CONTINUED)

MILLIMAN PUGET SOUND AREA COMPENSATION SURVEY – PUGET SOUND AREA >200 EMPLOYEES			
AAA Washington	EvergreenHealth	Pierce County	Snohomish County PUD
Asian Counseling and Referral Service	Foster Garvey PC	Pierce County Library System	Sno-Isle Libraries
Aviation Technical Services, Inc.	Fred Hutch / Seattle Cancer Care Alliance	Pioneer Human Services	Sound Credit Union
Benaroya Research Institute	Gensco Inc.	Port of Seattle	Sound Family Medicine
Bloodworks Northwest	Green Diamond Resource Company	Port of Tacoma and The Northwest Seaport Alliance	Sound Transit
Burkhart Dental Supply	HealthPoint	Premera Blue Cross	Space Needle and Chihuly Garden and Glass
Casey Family Programs	Holland America Group	Providence Health & Services	State of Washington
CHS Virginia Mason Franciscan Health	Janicki Industries, Inc.	Puget Sound Energy	Symetra Financial
City of Bellevue	Kaiser Foundation Health Plan of Washington	Puyallup Tribal Health Authority (PTHA)	The Doctors Clinic
City of Bothell	Lakeside School	Radia Inc., PS	The Seattle Times Company
City of Issaquah	Moss Adams LLP	Recreational Equipment, Inc. (REI)	TRA Medical Imaging
City of Kent	MultiCare Health System	Red Dot Corporation	Unico Properties LLC
City of Redmond	Nintendo of America, Inc.	Salal Credit Union	UniSea, Inc.
City of Seattle	Northwest Kidney Centers	Seattle Children's	University of Puget Sound
City of Tacoma & Tacoma Public Utilities	Overlake Medical Center & Clinics	Seattle Housing Authority	VA Puget Sound Health Care System
Community Health Center of Snohomish County	Pacific Lutheran University	Seattle Pacific University	Valley Medical Center
Community Health Plan of Washington	Pacific Research Laboratories, Inc.	Seattle Public Schools	Vera Whole Health
Concrete Technology Corporation	PCC Community Markets	Seattle University	Weyerhaeuser Company
Davis Wright Tremaine LLP	Peninsula Community Health Services	Snohomish County	Wireless Advocates

PUGET SOUND AREA COMPENSATION SURVEY – PARTICIPANTS (CONTINUED)

MILLIMAN PUGET SOUND AREA COMPENSATION SURVEY – ALL PUGET SOUND AREA			
AAA Washington	Davis Wright Tremaine LLP	PCC Community Markets	Snohomish County
AHBL, Inc	EvergreenHealth	Peninsula Community Health Services	Snohomish County PUD
Algas-SDI	Foster Garvey PC	Pierce County	Sno-Isle Libraries
APA - The Engineered Wood Association	Fred Hutch / Seattle Cancer Care Alliance	Pierce County Library System	Sound Credit Union
Asian Counseling and Referral Service	Gensco Inc.	Pioneer Human Services	Sound Family Medicine
Aviation Technical Services, Inc.	Green Diamond Resource Company	Port of Bellingham	Sound Transit
AvtechTye	Healthcare Management Administrators, Inc.	Port of Everett	Space Needle and Chihuly Garden and Glass
Ballard Industrial	HealthPoint	Port of Seattle	State of Washington
Benaroya Research Institute	Holland America Group	Port of Tacoma and The Northwest Seaport Alliance	Symetra Financial
Bloodworks Northwest	Janicki Industries, Inc.	Premera Blue Cross	Tacoma Housing Authority
Burkhart Dental Supply	Kaas Tailored	Providence Health & Services	The Doctors Clinic
Casey Family Programs	Kaiser Foundation Health Plan of Washington	Puget Sound Energy	The Seattle Times Company
CHS Virginia Mason Franciscan Health	Laird Norton Wealth Management	Puget Sound Regional Council	TRA Medical Imaging
City of Bellevue	Lakeside School	Puyallup Tribal Health Authority (PTHA)	Unico Properties LLC
City of Bothell	Lynden Incorporated	Qualstar Credit Union	UniSea, Inc.
City of Gig Harbor	Moss Adams LLP	Radia Inc., PS	University of Puget Sound
City of Issaquah	MTorres America	Recreational Equipment, Inc. (REI)	VA Puget Sound Health Care System
City of Kent	MultiCare Health System	Red Dot Corporation	Valley Medical Center
City of Redmond	Nintendo of America, Inc.	Rena Ware International, Inc.	Vera Whole Health
City of Seattle	Northwest Kidney Centers	Salal Credit Union	Weyerhaeuser Company
City of Tacoma & Tacoma Public Utilities	Northwest Ministry Network	Seattle Children's	Wireless Advocates
Community Health Center of Snohomish County	Not Matching Org	Seattle Housing Authority	Wood Harbinger, Inc.
Community Health Plan of Washington	Overlake Medical Center & Clinics	Seattle Pacific University	Woodcreek Healthcare
Concrete Technology Corporation	Pacific Lutheran University	Seattle Public Schools	WSIPC
CTI BioPharma Corp.	Pacific Research Laboratories, Inc.	Seattle University	

NORTHWEST HEALTHCARE COMPENSATION SURVEY – PARTICIPANTS

MILLIMAN NORTHWEST HEALTHCARE COMPENSATION SURVEY – PEER GROUP			
EvergreenHealth	Overlake Hospital Medical Center	Seattle Children's	Valley Medical Center
Kaiser Foundation Health Plan of Washington	Providence Regional Medical Center Everett	Swedish Edmonds	Virginia Mason Medical Center
MultiCare Health System*	Seattle Cancer Care Alliance	Swedish First Hill	

MILLIMAN NORTHWEST HEALTHCARE COMPENSATION SURVEY – ALL PUGET SOUND AREA			
Asian Counseling and Referral Service	Northwest Kidney Centers	RAYUS Radiology - Seattle	Swedish Redmond
Bloodworks Northwest	Overlake Medical Center & Clinics	Seattle Cancer Care Alliance	The Doctors Clinic
CHI Franciscan Health	Peninsula Community Health Services	Seattle Children's	Therapeutic Associates Physical Therapy - Seattle
CHI Franciscan Medical Group	Pioneer Human Services - Puget Sound (excluding Seattle)	Sound Family Medicine	TRA Medical Imaging
Community Health Center of Snohomish County	Pioneer Human Services - Seattle	Swedish Ballard	VA Puget Sound Health Care System
Community Health Plan of Washington	Premera Blue Cross	Swedish Cherry Hill	Valley Medical Center
Creekside Sleep Medicine Center	Providence Regional Medical Center Everett	Swedish Edmonds	Vera Whole Health
EvergreenHealth	Puyallup Tribal Health Authority (PTHA)	Swedish First Hill	Virginia Mason Medical Center
HealthPoint	Radia Inc., PS	Swedish Issaquah	Woodcreek Healthcare
Kaiser Foundation Health Plan of Washington	RAYUS Radiology - Puget Sound Metro (excluding Seattle)	Swedish Mill Creek	

* Multicare Health System was unable to participate in Milliman's Northwest Healthcare Compensation Survey database during 2022 due to unforeseeable circumstances, but they plan to rejoin the database per their usual practice in the future.

NORTHWEST HEALTHCARE COMPENSATION SURVEY – PARTICIPANTS (CONTINUED)

MILLIMAN NORTHWEST HEALTHCARE COMPENSATION SURVEY – WASHINGTON >500 EMPLOYEES			
Bloodworks Northwest	Kittitas Valley Healthcare	Providence Holy Family Hospital	State of Washington
CHAS Health	Northwest Kidney Centers	Providence Regional Medical Center Everett	Swedish Ballard
CHI Franciscan Health	Olympic Medical Center	Providence Sacred Heart Medical Center	Swedish Cherry Hill
CHI Franciscan Medical Group	Overlake Medical Center & Clinics	Providence St. Mary Medical Center	Swedish Edmonds
Community Health Center of Snohomish County	PeaceHealth Medical Group Support Services	Providence St. Peter Hospital	Swedish First Hill
Community Health Plan of Washington	PeaceHealth Medical Group Washington	Pullman Regional Hospital	Swedish Issaquah
Confluence Health	PeaceHealth Southwest Medical Center	Radia Inc., PS	Therapeutic Associates Physical Therapy - Seattle
EvergreenHealth	PeaceHealth St. John Medical Center	RAYUS Radiology - Puget Sound Metro (excluding Seattle)	Tri-State Memorial Hospital
Grays Harbor Community Hospital	PeaceHealth St. Joseph Medical Center	RAYUS Radiology - Seattle	VA Puget Sound Health Care System
HealthPoint	PeaceHealth System Support Services	Samaritan Healthcare	Valley Medical Center
Inland Imaging Clinical Associates, LLC	Pioneer Human Services - Eastern Washington	Seattle Cancer Care Alliance	Vancouver Clinic
Island Health	Pioneer Human Services - Puget Sound (excluding Seattle)	Seattle Children's	Virginia Mason Medical Center
Jefferson Healthcare	Pioneer Human Services - Seattle	Skagit Regional Health	Walla Walla VA Medical Center
Kaiser Foundation Health Plan of Washington	Premera Blue Cross	Spokane VA Medical Center	Yakima Valley Memorial

NORTHWEST HEALTHCARE COMPENSATION SURVEY – PARTICIPANTS (CONTINUED)

MILLIMAN NORTHWEST HEALTHCARE COMPENSATION SURVEY – WASHINGTON >200 EMPLOYEES			
Arbor Health	Jefferson Healthcare	Premera Blue Cross	Spokane VA Medical Center
Asian Counseling and Referral Service	Kaiser Foundation Health Plan of Washington	Prosser Memorial Health	State of Washington
Bloodworks Northwest	Kalispel Tribe / Northern Quest Casino	Providence Holy Family Hospital	Summit Pacific Medical Center
Cancer Care Northwest	Kittitas Valley Healthcare	Providence Mount Carmel Hospital	Swedish Ballard
Cascade Medical	Klickitat Valley Health	Providence Regional Medical Center Everett	Swedish Cherry Hill
CHAS Health	Lake Chelan Health	Providence Sacred Heart Medical Center	Swedish Edmonds
CHI Franciscan Health	Moses Lake Community Health Center	Providence St. Joseph's Hospital	Swedish First Hill
CHI Franciscan Medical Group	Newport Hospital & Health Services	Providence St. Mary Medical Center	Swedish Issaquah
Columbia Basin Health Association (CBHA)	Northwest Kidney Centers	Providence St. Peter Hospital	The Doctors Clinic
Columbia Valley Community Health	Olympic Medical Center	Pullman Regional Hospital	Therapeutic Associates Physical Therapy - Seattle
Community Health Center of Snohomish County	Overlake Medical Center & Clinics	Puyallup Tribal Health Authority (PTHA)	TRA Medical Imaging
Community Health of Central Washington	PeaceHealth Medical Group Support Services	Radia Inc., PS	Tri-Cities Community Health
Community Health Plan of Washington	PeaceHealth Medical Group Washington	RAYUS Radiology - Puget Sound Metro (excluding Seattle)	Tri-State Memorial Hospital
Compass Oncology	PeaceHealth Southwest Medical Center	RAYUS Radiology - Seattle	Unity Care NW
Confluence Health	PeaceHealth St. John Medical Center	Rebound Orthopedics & Neurosurgery	VA Puget Sound Health Care System
Coulee Medical Center (CMC)	PeaceHealth St. Joseph Medical Center	Samaritan Healthcare	Valley Medical Center
EvergreenHealth	PeaceHealth System Support Services	Seattle Cancer Care Alliance	Vancouver Clinic
Family Care Network	PeaceHealth United General Medical Center	Seattle Children's	Vera Whole Health
Grays Harbor Community Hospital	Peninsula Community Health Services	Skagit Regional Health	Virginia Mason Medical Center
HealthPoint	Pioneer Human Services - Eastern Washington	Sound Family Medicine	Walla Walla VA Medical Center
Incyte Diagnostics	Pioneer Human Services - Puget Sound (excluding Seattle)	Spokane Eye Clinic	Yakima Neighborhood Health Services
Inland Imaging Clinical Associates, LLC	Pioneer Human Services - Seattle	Spokane Regional Health District	Yakima Valley Memorial
Island Health			

NORTHWEST HEALTHCARE COMPENSATION SURVEY – PARTICIPANTS (CONTINUED)

MILLIMAN NORTHWEST HEALTHCARE COMPENSATION SURVEY – NORTHWEST >500 EMPLOYEES			
Adventist Health Portland	Kaiser Foundation Health Plan of Washington	Premera Blue Cross	Southern Oregon Rehabilitation Center & Clinics
Adventist Health Tillamook	Kaiser Permanente Northwest	Providence Holy Family Hospital	Spokane VA Medical Center
Alaska VA Healthcare System	Kittitas Valley Healthcare	Providence Hood River Hospital	St. Charles Health System
Asante	Kootenai Health	Providence Medical Group	St. Joseph Regional Medical Center - Lewiston
Bay Area Hospital	Legacy Health	Providence Medical Group South	State of Idaho
Bloodworks Northwest	Manilaq Association	Providence Regional Medical Center Everett	State of Oregon
Boise VA Medical Center	Northwest Kidney Centers	Providence Sacred Heart Medical Center	State of Washington
CareOregon, Inc.	Northwest Permanente, P.C.	Providence St. Mary Medical Center	Swedish Ballard
CHAS Health	Olympic Medical Center	Providence St. Peter Hospital	Swedish Cherry Hill
CHI Franciscan Health	Oregon Health & Science University (OHSU)	Pullman Regional Hospital	Swedish Edmonds
CHI Franciscan Medical Group	Overlake Medical Center & Clinics	Radia Inc., PS	Swedish First Hill
CHI Mercy Medical Center - Roseburg	PacificSource Health Plans	RAYUS Radiology - Portland	Swedish Issaquah
Columbia Memorial Hospital	PeaceHealth Medical Group Oregon	RAYUS Radiology - Puget Sound Metro (excluding Seattle)	The Oregon Clinic
Community Health Center of Snohomish County	PeaceHealth Medical Group Support Services	RAYUS Radiology - Seattle	Therapeutic Associates Physical Therapy - Boise
Community Health Plan of Washington	PeaceHealth Medical Group Washington	Roseburg VA Health Care System	Therapeutic Associates Physical Therapy - Portland
Confluence Health	PeaceHealth Sacred Heart Medical Center at RiverBend	SAIF Corporation	Therapeutic Associates Physical Therapy - Seattle
EvergreenHealth	Peacehealth Sacred Heart Medical Center University District	Saint Alphonsus Regional Medical Center	Tri-State Memorial Hospital
EyeHealth Northwest	PeaceHealth Southwest Medical Center	Salem Health	VA Puget Sound Health Care System
Good Shepherd Health Care System	PeaceHealth St. John Medical Center	Samaritan Health Services	Valley Medical Center
Grays Harbor Community Hospital	PeaceHealth St. Joseph Medical Center	Samaritan Healthcare	Vancouver Clinic
Gritman Medical Center	PeaceHealth System Support Services	Seattle Cancer Care Alliance	Virginia Mason Medical Center
HealthPoint	Pioneer Human Services - Eastern Washington	Seattle Children's	Walla Walla VA Medical Center
Hillsboro Medical Center	Pioneer Human Services - Puget Sound (excluding Seattle)	Skagit Regional Health	Willamette Dental Group
Inland Imaging Clinical Associates, LLC	Pioneer Human Services - Seattle	Sky Lakes Medical Center	Women's Healthcare Associates, LLC
Island Health	Portland VA Medical Center	Southcentral Foundation	Yakima Valley Memorial
Jefferson Healthcare			

NORTHWEST HEALTHCARE COMPENSATION SURVEY – PARTICIPANTS (CONTINUED)

MILLIMAN NORTHWEST HEALTHCARE COMPENSATION SURVEY – ALL NORTHWEST				
Adams County Public Hospital District #2 / East Adams Rural Healthcare	Ferry County Health	Partners In Care	Providence St. Peter Hospital	Summit Pacific Medical Center
Adventist Health Portland	Good Shepherd Health Care System	Pathology Consultants, PC	Pullman Regional Hospital	Swedish Ballard
Adventist Health Tillamook	Grays Harbor Community Hospital	PeaceHealth Cottage Grove Community Medical Center	Puyallup Tribal Health Authority (PTHA)	Swedish Cherry Hill
Alaska Heart and Vascular Institute	Gritman Medical Center	PeaceHealth Home and Community Washington	Radia Inc., PS	Swedish Edmonds
Alaska VA Healthcare System	HealthPoint	PeaceHealth Medical Group Oregon	RAYUS Radiology - Portland	Swedish First Hill
Arbor Health	Heritage Health	PeaceHealth Medical Group Support Services	RAYUS Radiology - Puget Sound Metro (excluding Seattle)	Swedish Issaquah
Asante	Hillsboro Medical Center (formerly Tuality Healthcare)	PeaceHealth Medical Group Washington	RAYUS Radiology - Seattle	Swedish Mill Creek
Asian Counseling and Referral Service	Incyte Diagnostics	PeaceHealth Peace Harbor Medical Center	Rebound Orthopedics & Neurosurgery	Swedish Redmond
Bay Area Hospital	Inland Imaging Clinical Associates, LLC	PeaceHealth Peace Island Medical Center	Roseburg VA Health Care System	The Center (Oregon)
Bloodworks Northwest	Island Health	PeaceHealth Sacred Heart Medical Center at RiverBend	SAIF Corporation	The Doctors Clinic
Boise VA Medical Center	Jefferson Healthcare	PeaceHealth Sacred Heart Medical Center UniversitySaint Alphonus Regional Medical Center District		The Oregon Clinic
Cancer Care Northwest	Kaiser Foundation Health Plan of Washington	PeaceHealth Southwest Medical Center	Salem Health	The Portland Clinic
CareOregon, Inc.	Kaiser Permanente Northwest	PeaceHealth St. John Medical Center	Samaritan Health Services	Therapeutic Associates Physical Therapy - Boise
Cascade Health	Kalispel Tribe / Northern Quest Casino	PeaceHealth St. Joseph Medical Center	Samaritan Healthcare	Therapeutic Associates Physical Therapy - Portland
Cascade Medical	Kartini Clinic	PeaceHealth System Support Services	Seattle Cancer Care Alliance	Therapeutic Associates Physical Therapy - Seattle
Central Oregon Radiology Associates (CORA)	Kittitas Valley Healthcare	PeaceHealth United General Medical Center	Seattle Children's	Thurston Mason Behavioral Health Administrative Service Organization (TMBH-ASO)
CHAS Health	Klickitat Valley Health	Peninsula Community Health Services	Seldovia Village Tribe	TRA Medical Imaging
CHI Franciscan Health	Kootenai Health	Pioneer Human Services - Eastern Washington	Siskiyou Community Health Center	Tri-Cities Community Health
CHI Franciscan Medical Group	Lake Chelan Health	Pioneer Human Services - Puget Sound (excluding Seattle)	Skagit Regional Health	Tri-State Memorial Hospital
CHI Mercy Medical Center - Roseburg	Legacy Health	Pioneer Human Services - Seattle	Sky Lakes Medical Center	Unity Care NW
CHI St. Anthony Hospital - Pendleton	Maniilaq Association	Portland VA Medical Center	Skyline Hospital	VA Puget Sound Health Care System
Columbia Basin Health Association (CBHA)	Metropolitan Pediatrics, LLC	Premera Blue Cross	Slocum Center for Orthopedics & Sports Medicine	Valley Medical Center
Columbia Memorial Hospital	Mosaic Medical	Prosser Memorial Health	Sound Family Medicine	Vancouver Clinic
Columbia Valley Community Health	Moses Lake Community Health Center	Providence Ambulatory Services	Southcentral Foundation	Vera Whole Health
Community Health Center of Snohomish County	Neighborhood Health Center	Providence Holy Family Hospital	Southern Oregon Rehabilitation Center & Clinics	Virginia Mason Medical Center
Community Health of Central Washington	Newport Hospital & Health Services	Providence Hood River Hospital	Southwest Washington Surgery Center	Walla Walla VA Medical Center
Community Health Plan of Washington	Northwest Kidney Centers	Providence Medical Group	Spokane Eye Clinic	Weiser Memorial Hospital
Compass Oncology	Northwest Permanente, P.C.	Providence Medical Group South	Spokane Regional Health District	Willamette Dental Group
Confederated Tribes of Grand Ronde	Northwest Radiologists	Providence Mount Carmel Hospital	Spokane VA Medical Center	Willapa Harbor Hospital
Confluence Health	Ocean Beach Hospital & Medical Clinics	Providence Regional Medical Center Everett	St. Charles Health System	Women's Healthcare Associates, LLC
Coulee Medical Center (CMC)	Olympic Medical Center	Providence Sacred Heart Medical Center	St. Joseph Regional Medical Center - Lewiston	Woodcreek Healthcare
Creekside Sleep Medicine Center	One Community Health	Providence Seaside Hospital	State of Idaho	Yakima Neighborhood Health Services
EvergreenHealth	Oregon Health & Science University (OHSU)	Providence St. Joseph's Hospital	State of Oregon	Yakima Valley Memorial
EyeHealth Northwest	Overlake Medical Center & Clinics	Providence St. Mary Medical Center	State of Washington	Summit Pacific Medical Center
Family Care Network	PacificSource Health Plans			

NORTHWEST UTILITIES SALARY & WAGE SURVEY – PARTICIPANTS

**MILLIMAN NORTHWEST UTILITIES SALARY & WAGE SURVEY –
PUGET SOUND AREA >500 EMPLOYEES**

City of Seattle - Utilities

City of Tacoma & Tacoma Public Utilities

Puget Sound Energy

Snohomish County PUD

WASHINGTON PUBLIC EMPLOYERS SURVEY – PARTICIPANTS

MILLIMAN WASHINGTON PUBLIC EMPLOYERS SURVEY - PUGET SOUND AREA >500 EMPLOYEES

City of Bellevue	City of Tacoma & Tacoma Public Utilities	Seattle Housing Authority	Snohomish County PUD
City of Redmond	Pierce County	Seattle Public Schools	Sound Transit
City of Seattle	Port of Seattle	Snohomish County	

MILLIMAN WASHINGTON PUBLIC EMPLOYERS SURVEY - PUGET SOUND AREA >200 EMPLOYEES

City of Bellevue	Pierce County	Seattle Housing Authority	Snohomish County PUD
City of Redmond	Pierce County Library System	Seattle Public Schools	Sno-Isle Libraries
City of Seattle	Port of Seattle	Snohomish County	Sound Transit
City of Tacoma & Tacoma Public Utilities	Port of Tacoma and The Northwest Seaport Alliance		

MILLIMAN WASHINGTON PUBLIC EMPLOYERS SURVEY - WASHINGTON >500 EMPLOYEES

Chelan County PUD	City of Seattle	Port of Seattle	Snohomish County PUD
City of Bellevue	City of Tacoma & Tacoma Public Utilities	Seattle Housing Authority	Sound Transit
City of Bellingham	City of Vancouver	Seattle Public Schools	Spokane County
City of Redmond	Pierce County	Snohomish County	

MILLIMAN WASHINGTON PUBLIC EMPLOYERS SURVEY - WASHINGTON >200 EMPLOYEES

Ben Franklin Transit	City of Redmond	Pierce County Library System	Snohomish County
Chelan County PUD	City of Seattle	Port of Seattle	Snohomish County PUD
City of Bellevue	City of Tacoma & Tacoma Public Utilities	Port of Tacoma and The Northwest Seaport Alliance	Sno-Isle Libraries
City of Bellingham	City of Vancouver	San Juan County	Sound Transit
City of Bremerton	City of Walla Walla	Seattle Housing Authority	Spokane County
City of Camas	Pierce County	Seattle Public Schools	

HIGHER EDUCATION CUSTOM SURVEY – PARTICIPANTS/GEOGRAPHIC ADJUSTMENTS

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

*2022 Survey Participant

HIGHER EDUCATION CUSTOM SURVEY – PARTICIPANTS/GEOGRAPHIC ADJUSTMENTS (CONTINUED)

PARTICIPANT	LOCATION	GEOGRAPHIC ADJUSTMENT
University of California - San Francisco	San Francisco, CA	90%
Seattle Colleges District	Seattle, WA	100%
Seattle University	Seattle, WA	100%
University of Minnesota	Minneapolis, MN	110%
University of Pennsylvania	Philadelphia, PA	110%
Yale University	New Haven, CT	110%
Cornell University	Ithaca, NY	115%
Duke University	Durham, NC	115%
Georgia Institute of Technology	Atlanta, GA	115%
Syracuse University	Syracuse, NY	115%
University of Michigan	Ann Arbor, MI	115%
University of Rochester	Rochester, NY	115%
University of Texas at Austin	Austin, TX	115%
Iowa State University	Ames, IA	120%
The Pennsylvania State University	University Park, PA	120%
University of Alabama	Tuscaloosa, AL	120%
University of Arizona	Tucson, AZ	120%
University of Cincinnati	Cincinnati, OH	120%
University of Notre Dame	Notre Dame, IN	120%
University of Pittsburgh	Pittsburgh, PA	120%
Virginia Polytechnic Institute and State University	Blacksburg, VA	120%
Indiana University	Bloomington, IN	125%
Texas A&M University	College Station, TX	125%
University of Kansas	Lawrence, KS	125%

Note: Data reflecting pay practices in various locations was obtained from Economic Research Institute (ERI). The above differentials reflect summaries of typical pay practices in these locations when compared to Seattle, WA. Cost of labor differentials reflect the variations in salaries paid in different locations/markets for the same work. They are different from cost-of-living differentials which examine the costs of a basket of goods in different location.



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