

Statewide Salary Study Report

State of Alaska

April 9, 2025



Dear Commissioner Paula Vrana:

In accordance with the scope of work in RFP 2024-0200-0142/02-111-24, Segal is privileged to submit our report to the Division of Personnel (DOP) for the Alaska Statewide Salary Study for the State's Executive Branch. This report provides a comparative analysis of salary and benefits market data collected from private and public organizations. The State engaged Segal based on its need for a comprehensive salary and compensation study for Executive Branch jobs in the Classified and Partially Exempt service. The purpose of the study was to gather accurate and up-to-date data on salary and compensation practices across various industries and job roles amongst public and private sector employers to compare these structures with the State's.

The State's classification and pay plans are based on statutory requirements outlined in AS 39.25.150, which require the Director of Personnel to develop personnel rules that must provide for:

(1) the preparation, maintenance, and revision, by the director of personnel, subject to approval of the commissioner of administration and the personnel board, of a position classification plan for all positions in the classified and partially exempt services; the position classification plan must include:

(A) a grouping together of all positions into classes on the basis of duties and responsibilities.

(B) an appropriate title, a description of the duties and responsibilities, training and experience qualifications, and other necessary specifications for each class of positions.

(2) the preparation, maintenance, revision, and administration by the director of personnel of a pay plan for all positions in the classified and partially exempt services; the pay plan:

(A) shall be based upon the position classification plan.

(B) must provide for fair and reasonable compensation for services rendered and reflect the principle of like pay for like work.

(C) may be amended, approved, or disapproved by the legislature in regular or special session; after the pay plan is in effect, a salary or wage payment may not be made to a state employee covered by the plan unless the payment is in accordance with this chapter and the rules adopted under this chapter or unless the payment is in accordance with a valid agreement entered into in accordance with AS 23.40.

The information in this report summarizes Segal's work to collect, review, analyze and provide high level recommendations regarding the state's compensation structures.

About this Report

The State of Alaska (State) Statewide Salary Study (study) Report includes findings prepared by Segal. The purpose of the report is to analyze the competitiveness of the State's pay plans and compensation against the market data from private and public organizations.

This study began in 2024 by soliciting salary data from peer jurisdictions in both the public and private sector. After the initial data gathering, Segal conducted additional outreach to non-responsive organizations, added peer organizations and updated the State of Alaska compensation information. The overall goal was to expand and update the data for a comprehensive comparison with the labor market as of January 1, 2025.

The particular response rates by data source varies, but the overall volume and quality of compensation data collected through this effort exceeds industry standards necessary for performing analysis and drawing conclusions.

Segal compared the State to both the overall combined market 50th and 65th percentile target points in this report and refer to them individually or the "identified market competitive points."

How to Use this Report

This report provides a statewide overview of competitiveness of the State salary structures through the comparison of 404 benchmark jobs which represent approximately 7,310 employees. The data in this report is aggregated to represent the State's compensation programs in comparison to the market.

This report outlines the methodology used to collect and analyze the market data and provide findings regarding competitiveness. The State's market comparison is provided as a composite across all benchmark jobs, occupational groups, job families, bargaining units, and individual benchmark jobs to the market 50th and 65th percentiles. The 50th percentile is often referred to as the 'market median', which represents the middle point of a data set. Whereas the 65th would be considered a market leading point for market comparison purposes.

We trended all compensation data collected from custom survey participants and published survey sources in 2024. Health benefit data for Alaska and the Federal government is for the current period reviewed in this report, while the health benefit data for other peer organizations has been aged. The data and analysis presented in this report allows the State to review individual benchmarks and related job groupings against the identified market competitive points. In addition to the pay range comparison, Segal has collected market data and trends related to:

- Base Pay Range Information
- Health insurance cost share
- Paid time off (effective January 1, 2024)

This report does not define appropriate compensation for employees nor address changes to the current salary structures. Instead, the report is intended to provide State leaders data and related insights to make decisions related to compensation for State positions and ensure any updates reflect the appropriate balance to:

- Compensate State employees fairly
- Compete for skilled employees in the job market
- Effectively manage and forecast government operations costs

To navigate the report, in the table of contents and the following list of exhibits, readers can jump to specific sections by clicking on the respective name. The following report describes the methodology used to determine the scope, methods to perform the analysis, and then the study findings.

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Executive Summary

The 2025 Statewide Salary Study (study or report) shows how the State’s compensation structures for jobs in the Executive Branch compare to comparable peer organizations and the broader labor market. It is important to note that the last comprehensive statewide compensation survey was conducted 16 years ago, in 2009. The State embarked on this important endeavor so an assessment of current competitiveness can be evaluated. Segal partnered with the Department of Administration, Division of Personnel (DOP) to define the study methodology and key study elements (**Exhibit 1**).

Exhibit 1

Key Study Elements

Data Sources (Defined labor market)	Survey Elements	Benchmark Jobs
Custom survey (AK & Lower 48)	Base pay ranges	404 Benchmark jobs
State governments	Paid time off (vacation, sick, holiday, personal)	Represents thousands of state employees
Private sector data	Health insurance cost	Representative sample reflecting employee populations across occupational groups, job families, and bargaining units
Federal government		
Segal Public Sector Compensation Database		

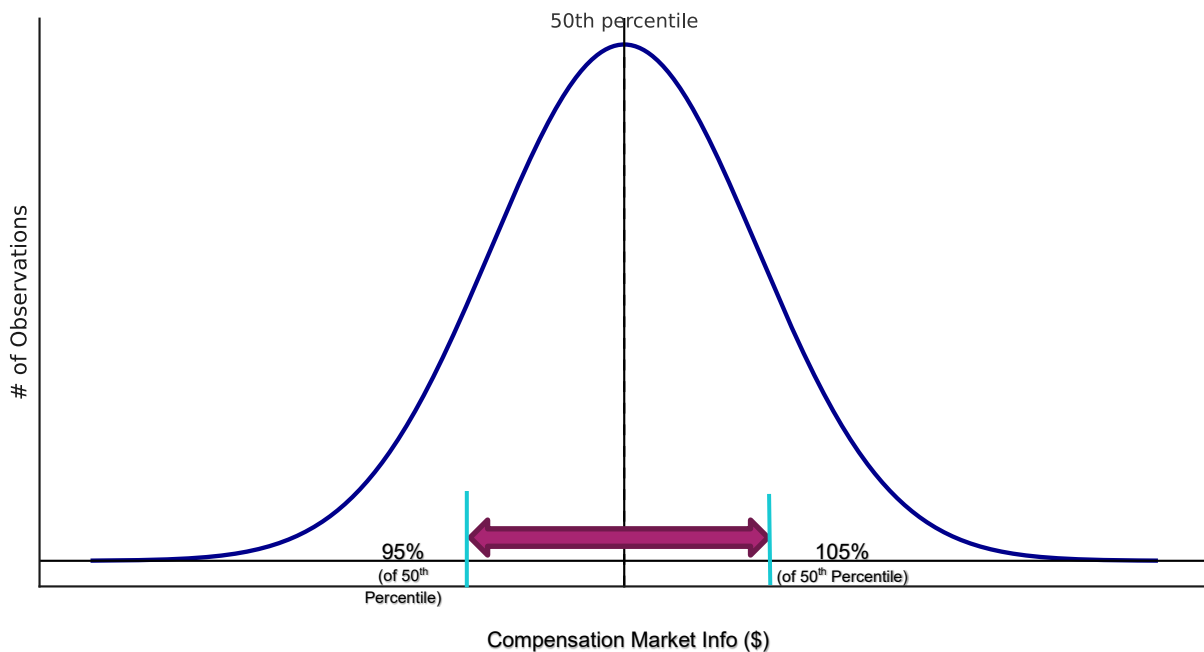
While the vast majority of the State’s employees are located in Juneau and Anchorage, the comparable peers and labor market represent a broader geographic area. Due to Alaska’s location and limited comparable organizations, the labor market needs to include the local organizations within the State as well as comparable organizations in the lower 48. The analysis and findings of the report show the comparative relationship of base pay ranges, health benefit costs with in-state public employers, in-state private employers and state and public sector governments from the lower 48.

The study includes data from multiple survey sources, including 42 peer organizations through the custom survey process, 38 recent public sector compensation surveys conducted by Segal across the United States (including Alaska) represented via the Segal Public Sector Compensation Database, and nationwide private sector organizations through published survey sources. All market salary and benefits data are adjusted using cost-of-labor adjustment factors, as described in the methodology section. Additionally, all market salary data collected through the custom survey and published survey sources in 2024 was aged using an annual trend factor, as described in the methodology section. We were able to identify quality job matches for 384 of the 404 benchmark jobs identified by DOP for the study (95% of benchmark jobs). The remaining benchmark jobs had fewer than five (5) peer matches in the custom survey or published survey job matches and are excluded from overall competitiveness calculations in

order meet the Department of Labor’s Safe Harbor Guidelines that define data sufficiency reporting requirements.

Overall, the collected market data represents all departments and a majority of the State’s employee population.

Segal defines a market competitiveness corridor as shown below, which is used to describe the State’s relationship to the established competitive point. For example, a comparison to the identified competitive market point at 100%, means the State is paying equal to that amount. Segal has historically used this competitiveness corridor definition across all public sector compensation projects for the past 25 years. Additionally, these comparative guidelines follow *WorldatWork*, a compensation professional organization, best practices for interpreting market competitiveness. The graphic below depicts the distribution of the market data with a normal distribution around the 50th percentile, and the spread of competitive corridor between the 95% to 105% of the identified competitive market point (50th percentile on graphic). A similar graphic can be done for the market competitive corridor around the 65th percentile of the market. For reference, the 65th percentile of the market distribution below would be shifted slightly to the right, as it would be higher than the 50th percentile.



- Figures shown in **red text** are less than **95%** of the market 50th or 65th percentile and are considered **Below Market**
- Figures shown in **black text** are between **95%** and **105%** of the market 50th or 65th percentile and are considered **At Market** or **Market Competitive** (equivalent to +/- 5% variance from the market 50th percentile)
- Figures shown in **blue text** are greater than **105%** of the market 50th or 65th percentile and are considered **Above Market**

The comparisons of the pay ranges in the Executive Summary represents the overall combined 50th and 65th percentile of all market data sources (**Exhibit 2**).

Exhibit 2

Alaska as a Percentage of the Overall Combined Market 50th and 65th Percentile

	Alaska as Percentage of Market 50 th Percentile*			Alaska as a Percentage of Market 65 th Percentile*		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Public Sector Custom Survey	104%	98%	102%	96%	92%	95%
Published data sources (private sector)	91%	95%	106%	89%	92%	103%
Overall Combined	97%	96%	103%	92%	91%	98%

*Segal Public Sector Compensation Database at 50th and 65th percentile is not available.

Note: Overall combined market 50th and 65th percentile excludes 20 benchmark job titles that did not meet the data sufficiency requirement.

Below are the key findings and highlights for each of the study areas: base pay ranges, paid time off, and health insurance (**Exhibit 3**).

Exhibit 3

Key Findings

	Market 50 th Percentile	Market 65 th Percentile
Base Pay Ranges	<p>Across all benchmarks and market sectors:</p> <ul style="list-style-type: none"> • <i>Public Sector (Custom Survey)</i> - Minimum, Midpoint, Maximum – At Market • <i>Published Data Sources (Private Sector)</i> - Minimum – Below Market, Midpoint – At Market, Maximum – Above Market • Overall Combined Market - Minimum, Midpoint, Maximum – At Market 	<p>Across all benchmarks and market sectors:</p> <ul style="list-style-type: none"> • <i>Public Sector (Custom Survey)</i> - Minimum & Maximum – At Market, Midpoint – Below Market • <i>Published Data Sources (Private Sector)</i> - Minimum & Midpoint – Below Market, Maximum – At Market <p>Overall Combined Market - Minimum & Midpoint – Below Market, Maximum – At Market</p>
Paid Time Off*	<p>1 Year of Service - Below Market across all bargaining units</p> <p>10+ Years of Service - At Market and Above Market for most bargaining units</p>	
Health insurance cost share	<p>Public Sector – At Market</p> <p>Private Sector – Above Market</p>	

*Includes vacation, sick, holiday, and personal leave

Summary of base pay comparisons

- Compared to public sector compensation data (custom survey), the State’s current pay range minimum, midpoint, and maximum are **At Market** at the 50th percentile of the market. However, while the State’s current pay range minimum and maximum remain **At Market**, the midpoint falls **Below Market** when compared to the 65th percentile of the market.
- Compared to private sector compensation data (published survey sources), the State is **At Market** for the minimum, midpoint, and maximum at the 50th percentile of the market. However, the State’s current range minimum, midpoint, and maximum across all benchmark jobs falls **Below Market** at the 65th percentile of the market.
- Compared to all compensation data (public and private sectors), at the 50th percentile across all benchmark jobs, the minimum, midpoint, and maximum of the State’s current pay ranges are **At Market**. However, at the 65th percentile across all benchmark jobs, the minimum and midpoint of the State’s current pay ranges is **Below Market**, and the State’s current pay range maximum is **At Market**.

Benchmark job and employee breakdown

When compared to the overall combined market 50th percentile, 72% of employees are in benchmark jobs **At or Above Market** based on the current pay range minimum, 66% of employees are in benchmark jobs **At or Above Market** based on the midpoint, and 81% of employees are in benchmark jobs **At or Above Market** based on the maximum (**Exhibit 4**). Among highly populated benchmark jobs (over 100 employees), approximately 31% of employees are **At or Above Market** when compared to the current pay range midpoint.

In contrast, when compared to the overall combined market 65th percentile, 57% of employees in benchmark jobs are **At or Above Market** based on the current pay range minimum. At the current pay range midpoint, 41% of employees are in benchmark jobs **At or Above Market**. At the current pay range maximum, 69% of the employees are in benchmarks **At or Above Market** (**Exhibit 5**). Among the highly populated benchmark jobs (over 100 employees), 17% of employees are **At or Above Market** when compared to the current pay range midpoint.

Exhibit 4

Benchmark Job and Employee Percentage Breakdown at the Overall Combined Market 50th Percentile

Competitiveness	Minimum		Midpoint		Maximum	
	Jobs	Percent of Employees	Jobs	Percent of Employees	Jobs	Percent of Employees
Above Market	25%	33%	20%	28%	41%	55%
At Market	28%	39%	32%	38%	31%	26%
Below Market	43%	26%	42%	32%	23%	18%
Insufficient Data	5%	2%	5%	2%	5%	2%

Percentages may not add up to 100% due to rounding.

Exhibit 5

Benchmark Job and Employee Percentage Breakdown at the Overall Combined Market 65th Percentile

Competitiveness	Minimum		Midpoint		Maximum	
	Jobs	Percent of Employees	Jobs	Percent of Employees	Jobs	Percent of Employees
Above Market	14%	14%	13%	11%	28%	32%
At Market	26%	43%	24%	30%	32%	37%
Below Market	55%	42%	59%	57%	35%	30%
Insufficient Data	5%	2%	5%	2%	5%	2%

Percentages may not add up to 100% due to rounding.

Occupational group comparison

The State's benchmark jobs represent all twelve (12) of the State's defined occupational groups. We found that four (4) of the occupational groups are consistently **Below Market** at the midpoint in comparison to the overall combined market 50th and 65th percentiles. These occupational groups include Executives and Senior Administrators (PA); Education, Information, Libraries, and Museums (PE); Biological Sciences (PH); and Physical Sciences and Engineering (PK). The occupational groups Legal, Judicial, and Related (PI); Police, Fire Fighters, and Corrections (PJ); and Craftwork and Labor (PL) are consistently **At** or **Above Market** at the current pay range midpoint when compared to the overall combined market 50th and 65th percentiles.

Bargaining unit breakdown

The State's benchmark jobs represent ten (10) of the State's bargaining units. We found that Partially Exempt (XE) benchmark jobs are consistently **Below Market** at pay range midpoint in comparison to the overall combined market 50th and 65th percentiles. However, classified bargaining units are **At Market** in comparison to the overall combined market 50th percentile and **Below Market** at the overall combined market 65th percentile at pay range midpoint.

Five (5) bargaining units CEA Confidential Employees (KK), LTC Labor, Trades & Crafts (LL), Public Safety Officers (AA), Airport Police & Fire Officers (AP), and Correctional Officers (GC) are consistently **At** or **Above Market** at pay range midpoint in comparison to the overall combined market 50th and 65th percentiles.

Healthcare benefits

Alaska has annual employer healthcare costs that are **At Market** when compared to other public sector employers and are **Above Market** compared to the private employers (**Exhibit 6**).

Exhibit 6

Annual Employer Healthcare Cost Comparison

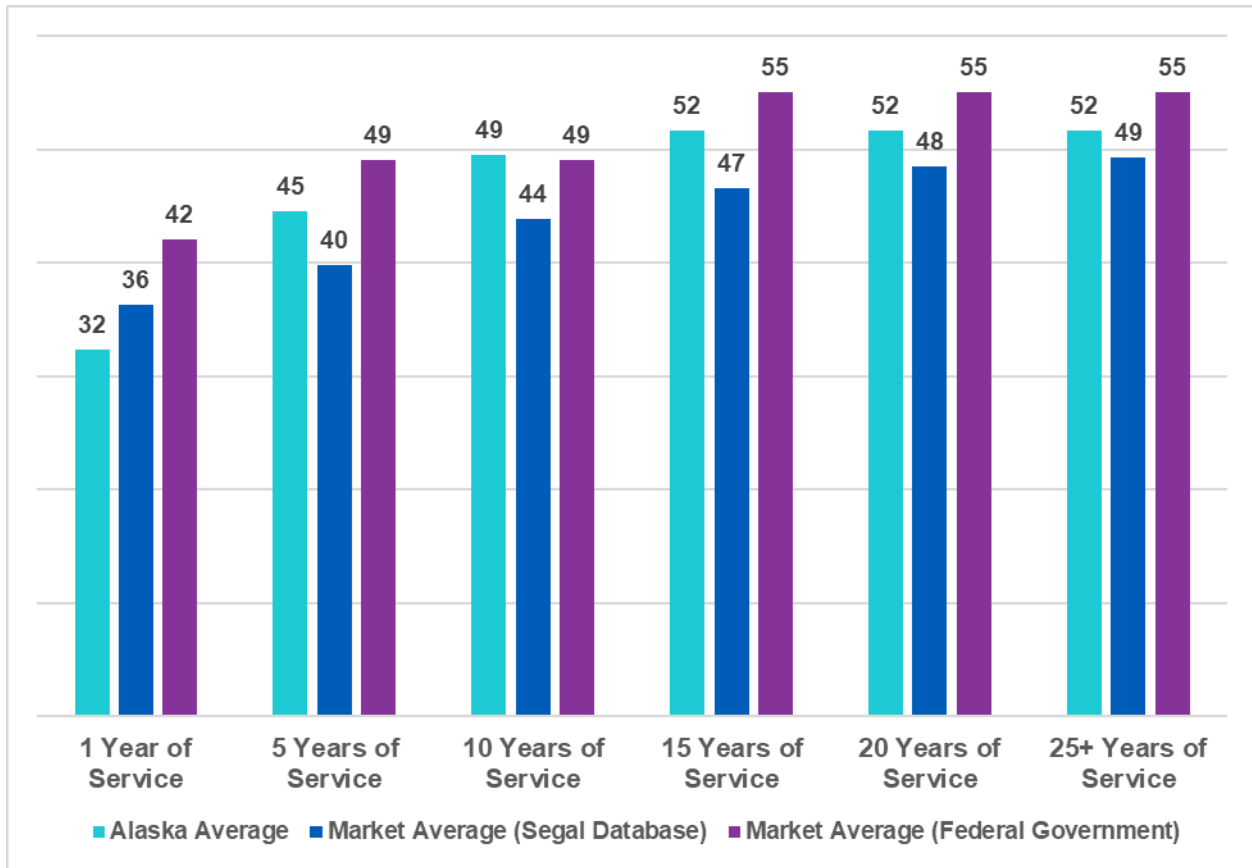
	<u>Annual Employer Healthcare Cost</u>
State of Alaska	\$22,217
Public Sector	\$22,140
Private Sector	\$19,259

Paid time off comparison

When comparing total paid leave days to the market average (**Exhibit 7**), the State is **Below Market** at earlier years of service, but **At Market** after five (5) years of service.

Exhibit 7

Average Alaska Total Paid Leave Compared to the Market



Methodology and Data Sources

Data sources

Custom survey participants

Segal and the State identified sixty-seven (67) public sector and private sector entities to participate in the custom market survey to collect salary information. Segal's market data collection reflects forty-two (42) organizations surveyed in 2024-2025. These organizations represent the other states, municipal governments (local and out-of-state), federal government, healthcare organizations, universities, local school districts, native corporations, engineering firms, airports, and ferry systems, including:

- Thirty (30) public sector entities located within Alaska and broader United States
- Federal government
- Fourteen (14) state governments
- Twenty-three (23) private sector entities located within Alaska

The goal of identifying peer organizations is to ensure representation of the variety of job functions performed at the State. This list represents the labor market in which the State competes for labor. Segal considers various factors, such as organization size, geographic location, and industry to develop the custom survey participant list (**Exhibit 8**).

Exhibit 8

Survey Participation Summary

Custom Survey Peers	Surveyed	Completed Surveys Received	Data Mined	Total Responses	Response Rate
Public sector	30	11	12	23	77%
Federal government	1	0	1	1	100%
State governments	14	11	3	14	100%
Private sector (see note)	23	4	0	4	17%
Total	68	26	16	42	62%

In total, we obtained data for 42 entities through survey responses (**Exhibit 9, Exhibit 10, Exhibit 11**) from 2024 to 2025, or datamined by Segal. Segal's analysis incorporates all relevant market data received from peer organizations, and no data source was omitted if it contained appropriate compensation information valuable to the benchmarking analysis. For any complex statewide compensation survey data collection from a variety of sources is necessary. The particular response rates by data source varies, but the overall volume and quality of compensation data collected through this effort exceeds industry standards necessary for performing analysis and drawing conclusions. Private sector organizations typically do not

respond to custom survey due to anti-trust concerns or other data privacy restrictions. However, Segal included specific private sector employers in the custom survey process in an attempt to broaden the compensation data set. The low response rate of private sector employers to custom survey is not unexpected and why Segal bolsters the analysis with the published survey sources.

Exhibit 9

Public Sector Survey Participants (including the Federal Government)

Participant name	Data collection method	Participant name	Data collection method
Ada County, ID ¹	Data mined	Laramie County, WY ¹	Data mined
Anchorage Police Department ¹	Completed survey	Los Angeles County, CA	Data mined
Anchorage School District ¹	Completed survey	Matanuska-Susitna Borough ¹	Data mined
Bob Hope Airport	No response	Mat-Su School District	Completed survey
Buffalo Niagara International Airport	No response	Minnehaha County, SD	Completed survey
Cass County, ND	Completed survey	Multnomah County, OR	Completed survey
City & Borough of Juneau	Completed survey	Municipality of Anchorage	Data mined
City of Fairbanks	Data mined	Oklahoma County, OK ¹	No response
City-County of Denver, CO	Data mined	Reno-Tahoe Airport Authority ¹	Completed survey
Clark County, NV	Data mined	Salt Lake County, UT ¹	Completed survey
Eppley Airfield	No response	San Juan County, NM ¹	Data mined
Fairbanks School District	Completed survey	Theodore Francis Green State Airport	No response
Federal Government	Data mined	Tucson Airport	No response
Golden Gate Transportation District	Data mined	University of Alaska ¹	No response
Juneau School District	Data mined	Yellowstone County, MT ¹	Data mined
King County, WA	Completed survey		

¹ Public sector participants in January 2025.

State Government Survey Participants

State	Data collection method	State	Data collection method
California	Completed survey	Oklahoma	Data mined
Colorado	Completed survey	Oregon	Completed survey
Idaho	Data mined	South Dakota	Completed survey
Montana	Completed survey	Texas	Completed survey
New Mexico ¹	Completed survey	Utah ¹	Completed survey
Nevada	Completed survey	Washington	Completed survey
North Dakota	Completed survey	Wyoming	Data mined

¹ Public sector participants in January 2025.

Private Sector Survey Participants

Participant name	Data collection method	Participant name	Data collection method
Alaska Communications	No response	General Communications Inc.	No response
Alaska Electric Light & Power (subsidiary of Avista Corporation)	No response	Golden Valley Electric Association	No response
Central Council Tlingit & Haida	No response	Anchorage Municipal Light & Power (merged with Chugach)	No response
Grand Portage-Isle Royale Ferry Service	No response	HDR inc.	No response
Alaska Pacific University	No response	HKM Engineering	No response
Arctic Slope Regional Corporation	No response	Lake Express	No response
Banner Health-Fairbanks Memorial	No response	Matanuska Electric	Completed survey
Bartlett Hospital	No response	USKH	No response
Dow!	No response	Providence Healthcare	Completed survey
Doyon, Limited	Completed survey	NANA Regional Corporation	No response
Fairbanks Native Association	Completed survey	Sealaska	No response
Goldbelt, Inc.	No response		

Segal public sector compensation database

The Segal Public Sector Compensation Database represents recent Segal compensation studies conducted across the United States over the past two (2) years. It was used to supplement information for public sector. This survey source includes salary base pay range data from public sector organizations such as municipalities and counties representing 400+ organizations and 14,000 participant job match titles. Approximately, 338 out of 404 benchmark jobs were matched to approximately 15,000 lines of job matches from public sector organization. The Segal Public Sector Compensation Database data is effective as of January 1, 2025 (see Aging Factor Approach in the Methodology Section), and all data is geographically adjusted using a cost of labor factor to the State of Alaska.

Published survey sources

To represent the private sector market, Segal utilized four (4) published private sector data sources (**Exhibit 12**). Published survey salary data representing private sector was collected for all 404 benchmark job titles, where applicable. The following criteria was used to identify and approve survey sources:

- Surveys are conducted by a reputable salary survey firm
- Survey data is not self-reported
- Surveys are conducted on a continual basis instead of a one-time event
- Surveys are less than two years old, unless where necessary to assess a critical job class

The published survey information is effective as of January 1, 2025 (see Aging Factor Approach in the Methodology Section). The published survey information reflects actual base salaries at the 25th, 50th, and 75th percentiles and those values are used as proxies for published survey pay range minimum, midpoint, and maximums. Segal commonly utilizes this approach, to proxy pay ranges. By using the same reported percentiles across all of the published survey sources, we ensure consistency in how each data source is treated in the analysis.

Published Survey Sources (Representing the Private Sector)

Source	Description
CompAnalyst (Salary.com)	CompAnalyst Market Data, a subscription database maintained by Salary.com, includes pay data from hundreds of professionally conducted employer-provided surveys. For this analysis, we used All Industries, Anchorage, AK base salaries at the 25th, 50th and 75th percentiles.
Economic Research Institute (ERI)	ERI's Salary Assessor and Executive Assessor databases aggregate pay data from hundreds of published data sources for thousands of job titles. The data is updated quarterly and provides salary information for nearly any geographic area in the U.S. For this analysis, we used All Industries, Anchorage, AK base salaries at the 25th, 50th and 75th percentiles.
PayFactors	PayFactors' Survey of Surveys is a compensation database that compiles pay data from published data sources and HR departments. PayFactors updates their data constantly and provides salary information for most geographic areas in the U.S. For this analysis, we used All Industries, Anchorage, AK base salaries at the 25th, 50th and 75th percentiles.
Milliman Alaska Compensation Survey	Milliman publishes annual surveys gathering data on compensation and benefit trends in specific regions or industries. The Milliman Alaska Compensation Survey published in 2024 for nonexempt, professional and management positions compiled from major employers within Anchorage, Fairbanks, Southeast, & Northern/Western Alaska. For this analysis, we used private sector and Anchorage, AK base salaries at the 25th, 50th and 75th percentiles.

Benchmark job titles

Overall benchmark selection process

The State of Alaska has approximately 1,083 individual classified and partially exempt job classifications representing a total of 15,608 total permanent positions.

DOP conducted an analysis and identified a core group of 404 classified and partially exempt benchmark job classes that represent the 7,310 State employees. They were chosen using the following best practice guidelines for benchmark selection:

- Representation of all occupational groups and levels throughout the organization
- Highly populated jobs
- Jobs found in most public sector organizations and private sector (as applicable)
- Jobs with recruitment or retention issues

The overall result is a comprehensive set of benchmark jobs reflecting the occupational groups and levels that exist within the State's classified and partially exempt classification plan. The benchmark jobs represent approximately 37% of the State's classified and partially exempt classes. Refer to the **Appendix** for the complete list of the 404 benchmark jobs.

Custom survey benchmark selection criteria

Market salary data for 404 benchmark job classes was gathered from a combination of sources to optimize data collection, including custom survey and published surveys that represent the private sector.

Based on Segal's experience, custom surveys with over 200 benchmark jobs have reduced participation. A custom survey was designed and administered to 65 organizations to collect salary data for a subset of 152 out of 404 benchmark job titles. Segal and DOP reviewed and finalized the list of jobs benchmarks to include in the survey that were selected on multiple criteria such as jobs unique to public sector, reflective of the workforce composition, departments and pay levels, hard-to-fill jobs, and jobs with higher turnover. The 152 custom peer survey benchmark jobs represent 38% of the total number of benchmark positions.

Survey document

Segal and the State developed a salary survey document, which was populated either by the peer organization or based on information available on peers' websites (i.e. Segal datamined peer website using published job descriptions and salary schedules to make appropriate job matches to benchmark job titles). This survey document includes questions related to pay practices and base pay ranges for salary range minimum and maximum.

Data adjustments

Cost-of-labor adjustments

In discussions with the State, it was determined all salary data would be adjusted to Anchorage, AK as the base location using the cost of labor differentials reported by Economic Research Institute (ERI) for each peer location and published survey scope location.

A positive adjustment means that the cost-of labor in a comparator location is lower. For example, the cost of labor in Colorado is lower than Anchorage, AK, therefore requiring an adjustment of 109% to bring into comparability with the cost of labor experienced by Anchorage, AK. The cost-of-labor adjustments applied are shown in alphabetical order by comparator (**Exhibit 13**). The cost-of-labor adjustments provided in the table below are different from the State's current geographic differentials.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. In other words, while the cost of housing (or other goods and services) in the local geographic area may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that – for adjusting salaries in a market study such as this one – the cost-of-labor differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

Cost-of-Labor Adjustments by Peer Organizations

Peer Organization	Location	Cost-of-Labor Differential
Ada County, ID	Ada County, ID	123%
Anchorage Police Department	Anchorage, AK	100%
Anchorage School District	Anchorage, AK	100%
Cass County, ND	Cass County, ND	120%
City & Borough of Juneau	Juneau, AK	103%
City of Fairbanks	Fairbanks, AK	102%
City-County of Denver, CO	City-County of Denver, CO	101%
Clark County, NV	Clark County, NV	109%
Doyon, Limited	Fairbanks, AK	102%
Fairbanks Native Association	Fairbanks, AK	102%
Fairbanks School District	Fairbanks, AK	102%
Federal Government	Alaska State	100%
Goldbelt, Inc.	Juneau, AK	103%
Golden Gate Transportation District	San Rafael, CA	87%
Juneau School District	Juneau, AK	103%
King County, WA	King County, WA	95%
Laramie County, WY	Laramie County, WY	120%
Los Angeles County, CA	Los Angeles County, CA	98%
Matanuska Electric	Palmer, AK	99%
Matanuska-Susitna Borough	Palmer, AK	99%
Mat-Su School District	Palmer, AK	99%
Minnehaha County, SD	Minnehaha County, SD	124%
Multnomah County, OR	Multnomah County, OR	106%
Municipality of Anchorage	Anchorage, AK	100%
Providence Healthcare	Anchorage, AK	100%
Reno-Tahoe Airport Authority	Reno, NV	110%
Salt Lake County, UT	Salt Lake County, UT	114%
San Juan County, NM	San Juan County, NM	115%
State of California	California State	98%
State of Colorado	Colorado State	109%
State of Idaho	Idaho State	124%
State of Montana	Montana State	121%
State of Nevada	Nevada State	110%
State of New Mexico	New Mexico State	120%

Peer Organization	Location	Cost-of-Labor Differential
State of North Dakota	North Dakota State	115%
State of Oklahoma	Oklahoma State	126%
State of Oregon	Oregon State	112%
State of South Dakota	South Dakota State	128%
State of Texas	Texas State	114%
State of Utah	Utah State	120%
State of Washington	Washington State	103%
State of Wyoming	Wyoming State	115%
Yellowstone County, MT	Yellowstone County, MT	116%

Workweek adjustments

Since workweek sometimes vary across peer employers, we adjusted the base pay ranges for the FLSA non-exempt positions (where applicable) to be consistent with the State’s work week definition 37.5 or 40-hour work schedule. Pay rates for exempt (salaried) positions have not been adjusted for workweek differences since it is common for employees in those positions to work beyond the standard workweek hours.

Aging factors

Our aging factor recommendation considers three (3) attributes:

- National and Alaska labor markets
- All industries, including Public Administration, Oil & Gas, and Utilities
- Blend of actual salary and salary structure increases

Multiple survey sources were referenced such as *Worldatwork* Salary Budget Survey, Bureau of Labor Employment Cost Index, National Compensation Association of State Government (NCASG), and Milliman Compensation Survey. This resulted in the derivation of a 2024 aging factor of 4.0% to represent a combination of the above factors and market trends. All salary data collected as of January 1, 2024, the custom survey, Segal Public Sector Compensation Database, and published survey sources representing private sector have been aged by this recommended percentage. Peer salary data collected in this 2025 phase of the project have not been aged. Therefore, all data will have an effective date of January 1, 2025.

Job matching

Job matching was determined based on overall comparability to State’s benchmark job summary contained in the survey document. It is important to keep in mind that 100% job matches are rare. Differences in size and organizational structure may result in dissimilarities among positions. In certain cases, Segal removed a matching title because the job is broader or narrower in terms of scope and complexity. Segal strives to identify positions that meet the “75% rule” meaning the work is predominantly the same and the required qualifications are very similar. As part of our quality control efforts, we reviewed data carefully and reached out to

peers to validate matching titles that seemed to be outliers or inappropriate. Where available, we requested and reviewed job descriptions provided by peers as part of our validation process.

Data sufficiency

Segal uses the Department of Labor’s Safe Harbor Guidelines to define data sufficient reporting requirements. Benchmark jobs that have fewer than five (5) peer matches from the custom survey and no published survey job matches are excluded from overall competitiveness calculations.

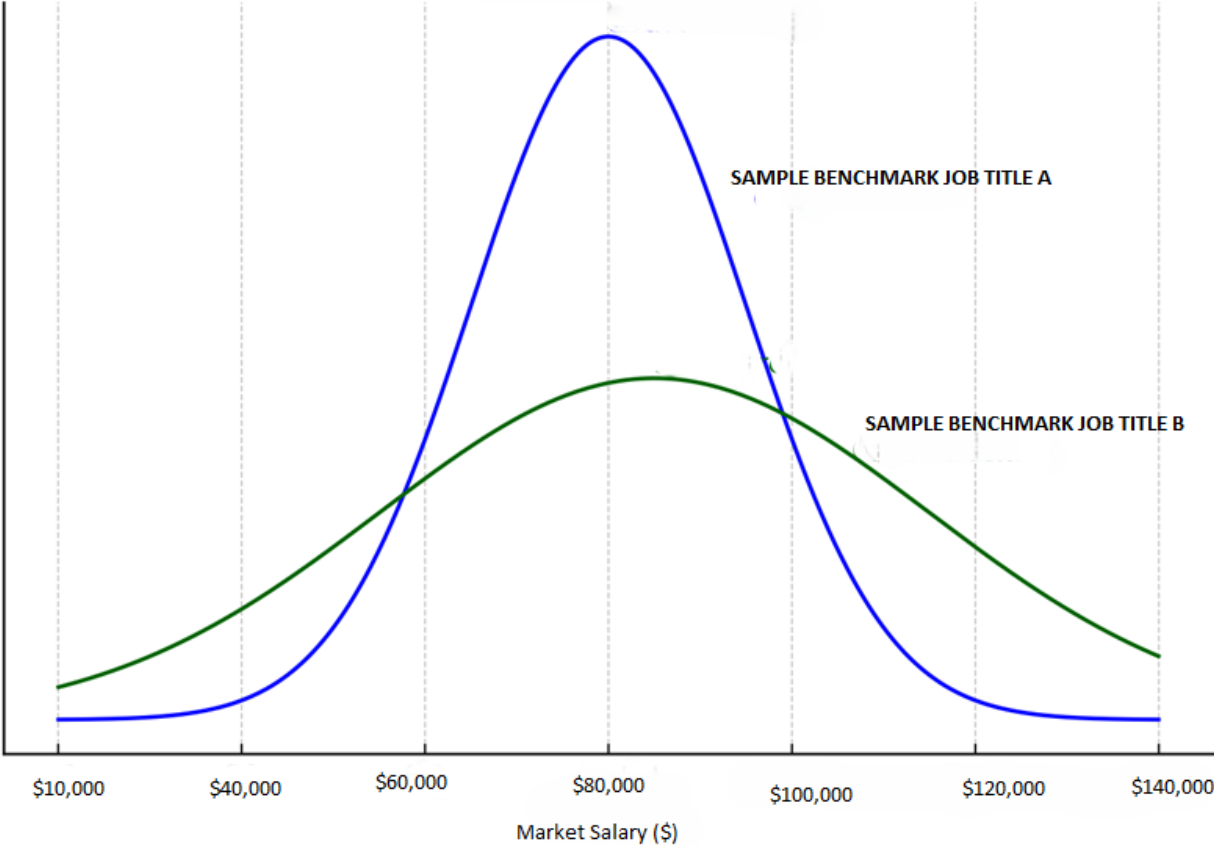
Overall, 384 out of 404 benchmark job titles met the data sufficiency requirement utilizing the custom survey, Segal Public Sector Compensation Database, and published survey sources. Insufficient market information was available for the following twenty (20) benchmark job titles:

1. Demographer
2. State Demographer
3. Measurement Standards Supervisor
4. Ferry Terminal Agent 1
5. Marine Pilot Coordinator
6. Vessel Scheduling Coordinator
7. Port Captain
8. Subsistence Resource Specialist 2
9. PFD Specialist 1
10. PFD Manager
11. Fish Culturist 1
12. Wildland Forestry Technician 2
13. Fire Management Officer
14. Wildland Fire Support Services 1
15. Administrative Law Judge 1
16. Workers' Compensation Hearing Officer 2
17. Airport Police & Fire Officer 4
18. Vessel Construction Manager 1
19. Vessel Technician
20. Boat Officer 3

Definition of Percentile

A percentile indicates how a value compares to other values in a set of market data. A value at the 50th percentile means that half of the dataset is above and half is below, commonly referred to as the ‘median’ or ‘middle point’ of the market. Similarly, a value reported at the 65th percentile means that it is higher than 65% of the market data points, and lower than the remaining 35% of the market data. Percentiles are calculated by arranging the data in ascending order and identifying the value below which a specified percentage of the data points fall. For example, in a given set of data points, the 65th percentile does not mathematically equate to being exactly 15% above the 50th percentile. The distribution of the data impacts how closely or widely individual data points are spread which can affect the 50th and 65th percentile calculations, as illustrated in the sample chart below (**Exhibit 14**).

Comparison of Different Distributions



50th and 65th percentile calculations

Market data are segmented, for each benchmark job, into sections, displayed on the detailed sheets for each benchmark job by:

1. Custom Survey Peer Organizations
2. Segal Public Sector Compensation Database
3. Published Survey Sources (representing private sector)
4. Combined Sources (Custom Survey, Segal Public Sector Compensation Database, and Published Data)

To provide an overall view comparing the State's pay ranges to the combined market in which the State competes, Segal calculated the 50th and 65th percentile of the pay range minimum, midpoint, and maximum, also known as an "Overall Combined" Market 50th percentile and Market 65th percentile. The "Overall Combined" Market 50th percentile includes all individual market datapoints. For example, if we have ten (10) individual compensation datapoints across Custom Survey, Segal Public Sector Comp Database, and Published Survey sources, the market 50th percentile represents the midpoint of that dataset (50% of the data points are below it, and 50% of the data points are above it). Additional comparisons were also done at the 65th percentile of the range, with 65% of the data range below the point and 35% above it.

For each of the sections –custom survey organizations, the Segal Public Sector Compensation Database, and published data sources– Segal provided market 50th and 65th percentile minimum, midpoint, and maximum rates and compared to Alaska's state pay ranges. The midpoint of the custom survey pay ranges were calculated by averaging the minimum and maximum of each pay range. During discussions with the State, it was determined that the State's range minimum, midpoint, and maximum will represent the followings steps:

1. The Alaska state range minimum represents Step A, except for bargaining unit TA the state pay range minimum represents Lane 1, Step 1.
2. The Alaska state pay range midpoint represents Step F, except for the following bargaining units: Step E for bargaining unit SS, Step J for bargaining unit LL, and Lane 1, Step 3 for bargaining unit TA.
3. The Alaska state pay range maximum represents Step O, except for bargaining unit TA, where the state pay range maximum represents Lane 4, Step 1.

Definition of market competitiveness

Segal defines a market competitiveness corridor as shown below, which is used to describe the State's relationship to the market.

- Figures shown in **red** text are less than **95%** of the market 50th or 65th percentile and are considered ***Below Market***
- Figures shown in **black** text are between **95% and 105%** of the market 50th or 65th percentile and are considered ***At Market*** or ***Market Competitive***
- Figures shown in **blue** text are greater than **105%** of the market 50th or 65th percentile and are considered ***Above Market***

Health benefits

Peer group selection and data sources

Health benefits data from thirteen (13) states was collected (**Exhibit 15, Exhibit 16**). The Federal Employees Health Benefits Plan was also included in this data.

Exhibit 15

State and Federal Public Sector Participants

State	Data Collection Method	State/Entity	Data Collection Method
California	Data mined	Oklahoma	Data mined
Colorado	Data mined	Oregon	Data mined
Idaho	Data mined	South Dakota	Data mined
Michigan	Data mined	Texas	Data mined
Montana	Data mined	Washington	Data mined
Nevada	Data mined	Wyoming	Data mined
North Dakota	Data mined	Federal Employees Health Benefits Program	Data mined

Local governments and political subdivisions (PoliSubs) within Alaska were also included. The health benefits data in this study includes the following entities:

Exhibit 16

Other Public Sector Participants

Entity	Data Collection Method	Entity	Data Collection Method
University of Alaska	Data mined	City of Fairbanks	Data mined
City and Borough of Juneau	Data mined	Matanuska-Susitna School District	Data mined

For private sector employers, the available survey data was selected to align with AlaskaCare. For example, costs for PPO plans were used for the Standard and Economy plans and Consumer Directed Health Plan data was utilized for the Consumer Choice Plan. Costs were available for Single and Family coverage tiers and were used directly.

The published survey data provided data by region and data for the West was selected and adjusted for geography in a manner similar to that used for the public sector peer data. One survey provided data specific to the Alaska market and therefore no adjustment was necessary.

To represent the private sector, Segal utilized five (5) published private sector data sources (**Exhibit 17**). The following criteria was used to identify and approve survey sources:

- Surveys are conducted by a reputable firm
- Surveys are conducted on a continual basis instead of a one-time event
- Surveys two years old or less

Exhibit 17

Published Survey Sources

Source	Description
Agency for Healthcare Research and Quality (AHRQ)	The AHRQ sponsors the creation of the Medical Expenditure Panel Survey Insurance Component (MEPS-IC) which is an annual survey that contains information on private employers and State and local governments. The MEPS-IC provides estimates at the national and State level of insurance sponsored by employers, including plans offered, expenses, employee eligibility, and number of participants.
Economic Research Institute (ERI)	ERI sponsors an annual Benefits Benchmarking Survey. Employers from different sectors in the US, including public, private, nonprofit, and government, to were asked to participate.
Kaiser Family Foundation (KFF)	The KFF sponsors an annual Employer Health Benefits Survey. This survey looks at how employer-sponsored health plans change over time, including costs, employee payments, and benefit designs.
Mercer	Mercer complies an annual survey that is designed to be collect health insurance information this is representative of all employers with greater than 50 employees.

Aging factors

Health benefit data for Alaska and the Federal government is for the current period reviewed in this report. Health benefit data for other peers has been aged based on industry trend factors assuming employee contributions increase 5% and total medical/Rx costs, which include both employee and employer portions, increase 7.25% based on Segal’s Health Plan Cost Trend Survey. Data has been aged to be effective as of January 1, 2025, similar to the compensation data.

Healthcare benefits

Benefit value methodology

Health benefits values are based on medical and pharmacy benefits. Total costs, for both peers and the State, were utilized, net of any employee premium contribution. In instances where employee premiums vary, the premiums for groupings that most closely align with the structure of AlaskaCare were utilized. The end result is a single value that represents one year of employer provided health benefits provided to each employee. The benefit value does not vary by job or salary. For the public sector entities, Segal utilized data for each peer’s plan option that most closely aligns with the plans currently provided by AlaskaCare:

- Standard plan
- Consumer Choice plan
- Economy plan

The AlaskaCare program utilizes a two-tier premium structure, with premiums set separately for Single (employee-only) and Family (employee plus one, or more, dependents) coverages. Costs and premium data for each peer were also collected using this same structure. For peers with more than two coverage tiers, Segal averaged dependent coverage tiers (employee plus child, employee plus spouse, etc.) into a composite family tier to align with that of AlaskaCare.

Current AlaskaCare enrollments by plan and coverage tier option were then used to calculate a composite weighted average for each peer.

Healthcare geographic adjustment

Healthcare costs in Alaska are significantly higher than elsewhere in the country. Therefore, Segal applied a healthcare geographic adjustment factor to each of the peers in order to align the value of each peer’s benefits with the anticipated costs if those benefits were provided in Alaska. Segal referenced multiple data sources, including the healthcare geographic adjustment factors developed for our own proprietary benefits valuation model, to develop the appropriate factors (**Exhibit 18**).

Exhibit 18

Healthcare Geographic Adjustment Factors by State or Entity

State/Entity	Adjustment Factor	State/Entity	Adjustment Factor
California	1.518	Oklahoma	1.652
Colorado	1.636	Oregon	1.213
Idaho	1.230	South Dakota	1.174
Michigan	1.445	Texas	1.685
Montana	1.042	Washington	1.337
Nevada	1.761	Wyoming	1.179
North Dakota	1.072	Federal Employees Health Benefits Program	1.560

Paid time off

Segal conducts many compensation surveys across the United States each year. We have invested the resources and technical staff to develop a database that compiles and aggregates all the public sector compensation data associated with our many client projects. The Segal Public Sector Compensation Database includes nearly 21,000+ data points from 400+ public sector municipalities across the United States. The public sector organizations span everything from local government (city, county, state) to public schools, transportation authorities, utilities, and other quasi-governmental entities.

Additionally, based on the Segal collected compensation survey information from the majority of our clients, Segal maintains a database of paid leave information. This covers paid leave that includes, vacation, sick leave, holidays, and personal leave days. Segal's paid leave database aggregates paid leave data from 200+ public sector municipalities across the United States. This data is included in the State of Alaska Segal study as a comparative analysis of Alaska's various paid leave offerings.

Study Findings: Base Pay

Overall competitiveness

Overall, across all benchmark job titles, the State’s pay range minimum, midpoint, and maximum are **At Market** “competitive range” (95%-105% of market) when compared to the overall combined market 50th percentile. However, at the overall combined market 65th percentile, the State’s pay range minimum and midpoint are **Below Market** “competitive range” (95% - 105% of market), while the State’s pay range maximum remains **At Market** “competitive range” (95% - 105% of market). The variance from market is summarized below (**Exhibit 19**).

Base pay is defined as the published (or formalized) salary structure pay grade range minimum, midpoint, and maximum. It is considered the direct compensation component of salary, exclusive of any other pay related items such as overtime, supplements, differentials, and pay supplements etc.

Exhibit 19

Alaska Overall Base Pay as Percentage of the Overall Combined Market

	Alaska as Percentage of Market 50 th Percentile*			Alaska as a Percentage of Market 65 th Percentile*		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Public Sector Custom Survey	104%	98%	102%	96%	92%	95%
Published data sources (private sector)	91%	95%	106%	89%	92%	103%
Overall Combined	97%	96%	103%	92%	91%	98%

*Segal Public Sector Compensation Database at 50th and 65th percentile is not available.

Note: Overall combined market 50th and 65th percentile excludes 20 benchmark job titles that did not meet the data sufficiency requirement.

Market competitiveness varies across individual benchmark jobs, job families, occupational group, exemption status, and Equal Employment Opportunity (EEO) category. On a benchmark-by-benchmark title basis, Segal found that:

- 20 benchmarks did not have enough job matches to meet data sufficiency requirement (benchmark jobs that have fewer than five (5) peer matches from the custom survey and no published survey job matches are excluded), leaving 384 benchmark jobs with sufficient data.
- 82 out of 384 benchmark jobs are **Above Market** (50th percentile of overall combined market) at the pay range midpoint. Additionally, 51 out of 384 benchmark jobs are **Above Market** (65th percentile of overall combined market) at the pay range midpoint.
- 131 out of 384 benchmark jobs are **At Market** (50th percentile of overall combined market) at the pay range midpoint. Additionally, 96 out of 384 benchmark jobs are **At Market** (65th percentile of overall combined market) at the pay range midpoint.

- 171 out of 384 benchmark jobs are **Below Market** (50th percentile of overall combined market) at the pay range midpoint. Additionally, 237 out of 384 benchmark jobs are **Below Market** (65th percentile of overall combined market) at the pay range midpoint.

Competitiveness by occupational group

When reviewing the overall combined market analysis by occupational group, Segal found some variance in market competitiveness. Approximately, 67% of occupational groups (8 out of 12) are considered **At Market** with the overall combined market 50th percentile at pay range midpoint (**Exhibit 20**). However, only 25% of occupational groups (3 out of 12) remain **At Market** with the overall combined market 65th percentile at pay range midpoint (**Exhibit 21**).

At the pay range midpoint, one-third of the State occupational groups (4 out of 12) are considered **Below Market** when compared to the overall combined market 50th percentile (**Exhibit 20**) and three-fourth of the State occupational groups (9 out of 12) are considered **Below Market** when compared the overall combined market 65th percentile (**Exhibit 21**).

Exhibit 20

Overall Market Competitiveness by Occupational Group (Alaska as a Percentage of Overall Combined Market 50th Percentile)

Occupational Groups	Count of Benchmark Jobs	Minimum	Midpoint	Maximum
At Market Competitive Range (95% to 105% of market)				
Government Management and Infrastructure (PD)	47	96%	95%	101%
Police, Fire Fighters, and Corrections (PJ)	22	103%	100%	108%
Administrative and Office Support (PB)	60	95%	95%	101%
Social, Benefit, and Employment Services (PF)	45	95%	95%	102%
Craftwork and Labor (PL)	24	103%	100%	107%
Legal, Judicial, and Related (PI)	27	100%	99%	105%
Business Development and Regulation (PC)	51	99%	97%	104%
Medical, Public Health and Related (PG)	26	95%	97%	107%
Below Market Competitive Range (below 95% of market)				
Executives and Senior Administrators (PA)	2	98%	93%	95%
Education, Information, Libraries, and Museums (PE)	39	95%	94%	101%
Physical Sciences and Engineering (PK)	23	94%	94%	102%
Biological Sciences (PH)	18	89%	89%	98%

Overall Market Competitiveness by Occupational Group
(Alaska as a Percentage of Overall Combined Market 65th Percentile)

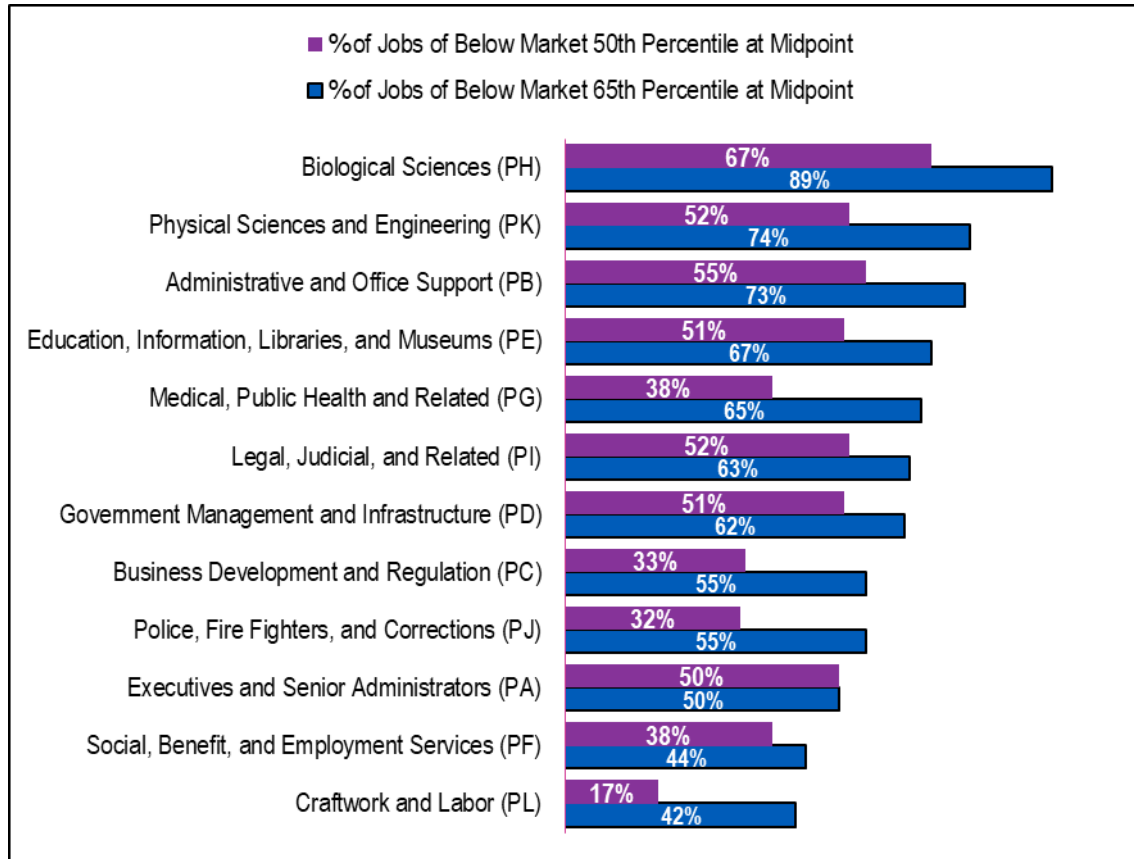
Occupational Groups	Count of Benchmark Jobs	Minimum	Midpoint	Maximum
At Market Competitive Range (95% to 105% of market)				
Craftwork and Labor (PL)	24	98%	96%	101%
Police, Fire Fighters, and Corrections (PJ)	22	98%	96%	103%
Legal, Judicial, and Related (PI)	27	96%	95%	101%
Below Market Competitive Range (below 95% of market)				
Business Development and Regulation (PC)	51	95%	93%	100%
Medical, Public Health and Related (PG)	26	91%	93%	102%
Government Management and Infrastructure (PD)	47	92%	91%	96%
Social, Benefit, and Employment Services (PF)	45	92%	91%	98%
Education, Information, Libraries, and Museums (PE)	39	92%	90%	97%
Physical Sciences and Engineering (PK)	23	90%	90%	98%
Administrative and Office Support (PB)	60	89%	89%	95%
Executives and Senior Administrators (PA)	2	88%	89%	90%
Biological Sciences (PH)	18	85%	86%	93%

Occupational group and benchmark job breakdown

There is variation of market competitiveness of benchmark jobs when compared with the market 50th and 65th percentiles within an occupational group. **Exhibit 22** displays this analysis.

Exhibit 22

Percentage of Jobs Below Market 50th and 65th Percentile at Pay Range Midpoint by Occupational Group



Competitiveness by bargaining unit (or status)

There are variances in market competitiveness by bargaining status among classified and partially exempt benchmark jobs. Overall, at the overall combined market 50th percentile and 65th percentile, the pay range midpoint for partially exempt (XE) benchmark jobs is **Below Market** at 92% and 88% respectively. The classified benchmark jobs are **At Market** at 96% and **Below Market** 92% of the overall combined market 50th and 65th percentile respectively (**Exhibit 23**).

Exhibit 23

Alaska Overall Base Pay as Percentage of the Market 50th and 65th Percentile by Bargaining Status

Bargaining Unit Code	Alaska as a Percentage of Market 50 th Percentile			Alaska as a Percentage of Market 65 th Percentile		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Partially Exempt Jobs (XE)	91%	92%	97%	86%	88%	91%
Classified Jobs*	97%	96%	103%	93%	92%	99%

*Includes bargaining unit codes GZ, GP, SS, KK, LL, TA, AA, AP, and GC

Bargaining status and benchmark job breakdown

There is variation of market competitiveness of benchmark jobs within a bargaining unit. Within the classified jobs, the following market “competitive” trends were observed by the pay range midpoint (**Exhibit 24**):

- Bargaining unit code GP is **Below Market** competitive range at both the overall combined market target points. Additionally, bargaining unit codes SS, TA, and GZ are **Below Market** at the overall combined market 65th percentile.
- Bargaining unit codes LL and KK are **At Market** competitive range at both the overall combined market target points. Additionally, bargaining unit codes GZ, SS, and TA are **At Market** competitive range at the overall combined market 50th percentile, while bargaining unit codes AA and GC are **At Market** competitive range specifically at the overall combined market 65th percentile.
- Bargaining unit code AP is **Above Market** competitive range at both the overall combined market 50th and 65th percentiles. While bargaining unit codes AA and GC are **Above Market** competitive range at the overall combined market 50th percentile.

Alaska Overall Base Pay as Percentage of Market 50th and 65th for Classified Jobs by Bargaining Status

Bargaining Unit Code	Alaska as a Percentage of Market 50 th Percentile			Alaska as a Percentage of Market 65 th Percentile		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
GP	93%	94%	104%	89%	90%	99%
TA	95%	96%	92%	95%	92%	89%
GZ	101%	96%	102%	95%	93%	94%
SS	101%	97%	101%	96%	92%	97%
LL	104%	100%	106%	101%	97%	102%
KK	100%	101%	105%	94%	96%	100%
AA	108%	106%	114%	101%	101%	108%
GC	107%	109%	120%	102%	103%	112%
AP	132%	127%	133%	114%	116%	125%

Competitiveness by status Fair Labor Standards Act

The State determines Fair Labor Standards Act (FLSA) status pursuant to 29 CFR part 541. FLSA exempt jobs are not eligible for overtime compensation; FLSA non-exempt jobs are eligible for overtime compensation. FLSA exempt and non-exempt benchmark jobs are **At Market** at the pay range midpoint of the overall combined market 50th percentile. While both exempt and non-exempt benchmark jobs are **Below Market** at the pay range midpoint of the overall combined market 65th percentile (**Exhibit 25**).

Alaska Overall Base Pay as Percentage of the Market 50th and 65th Percentile by FLSA Status

FLSA Status	Alaska as a Percentage of Market 50 th Percentile			Alaska as a Percentage of Market 65 th Percentile		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Exempt	96%	95%	102%	92%	91%	97%
Non-Exempt	98%	97%	106%	93%	93%	101%

FLSA exempt and non-exempt benchmark jobs have a majority of jobs (i.e., over 50% of jobs within FLSA designation) **At** or **Above Market** pay range midpoint at the overall combined market 50th percentile. In contrast, majority of FLSA exempt and non-exempt benchmark jobs are **Below Market** pay range midpoint at the overall combined market 65th percentile of pay range.

Competitiveness by Equal Employment Opportunity categories

The State is required to report labor data to the federal government under the Equal Employment Opportunity (EEO) Act. EEO job categories are defined to by the US Equal Employment Opportunity Commission and assigned to State job classes by DOP. Seventy-eight percent (78%) of State jobs by Equal Employment Opportunity (EEO) categories are **At Market** for pay range midpoint of the overall combined market 50th percentile while thirty-three percent (33%) of EEO categories are **At Market** for pay range midpoint of the overall combined market 65th. These EEO categories include:

- Professionals, Paraprofessionals, Technicians, Service/Maintenance, Protective Service Workers – Sworn, Protective Service Workers - Non Sworn, and Skilled Craft Workers are competitive at overall combined market 50th percentile
- Protective Service Workers - Sworn Service/Maintenance, and Skilled Craft Workers are competitive at overall combined market 65th percentile

Similarly, 22% of the State jobs by EEO categories are **Below Market** at the pay range midpoint of the overall combined market 50th percentile and 67% are **Below Market** at the pay range midpoint of the overall combined market 65th percentile. The categories Officials and Administrators and Administrative Support are both **Below Market** at the pay range midpoint for the overall combined market 50th and 65th percentiles (**Exhibit 26**).

Exhibit 26

Alaska Overall Base Pay as Percentage of the Market 50th and 65th Percentile by EEO Category

EEO Category	Alaska as a Percentage of Market 50 th Percentile			Alaska as a Percentage of Market 65 th Percentile		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
EEO4-Officials & Administrators	98%	93%	97%	90%	89%	91%
EEO4-Administrative Support	93%	93%	100%	88%	87%	93%
EEO4-Professionals	96%	95%	102%	92%	91%	98%
EEO4-Paraprofessionals	96%	98%	108%	92%	93%	102%
EEO4-Technicians	94%	95%	104%	92%	92%	100%
EEO4-Protective Service Workers-Non Sworn	102%	99%	106%	97%	94%	98%
EEO4-Service/Maintenance	103%	101%	108%	98%	97%	102%
EEO4-Protective Service Workers - Sworn	104%	103%	112%	99%	99%	107%
EEO4-Skilled Craft Workers	104%	101%	108%	100%	97%	103%

Paid time off

On average, the State paid leave days (includes vacation, sick, holiday, personal) for one (1) year of service is **Below Market** across majority of bargaining units, except Alaska Correctional Officers Unit (ACOA). The State at 15 years of service is **At** or **Above Market** for most bargaining units. A few of the bargaining units are consistently **Below Market** for all years of service. These include (AVTEC) and Teachers Association of Mt. Edgecumbe (TEAME). On average, the Federal Government provides more paid leave days compared to the State bargaining units. Key findings are displayed in **Exhibit 27** and **Exhibit 28**.

Exhibit 27

Total Paid Leave Days at One Year of Service

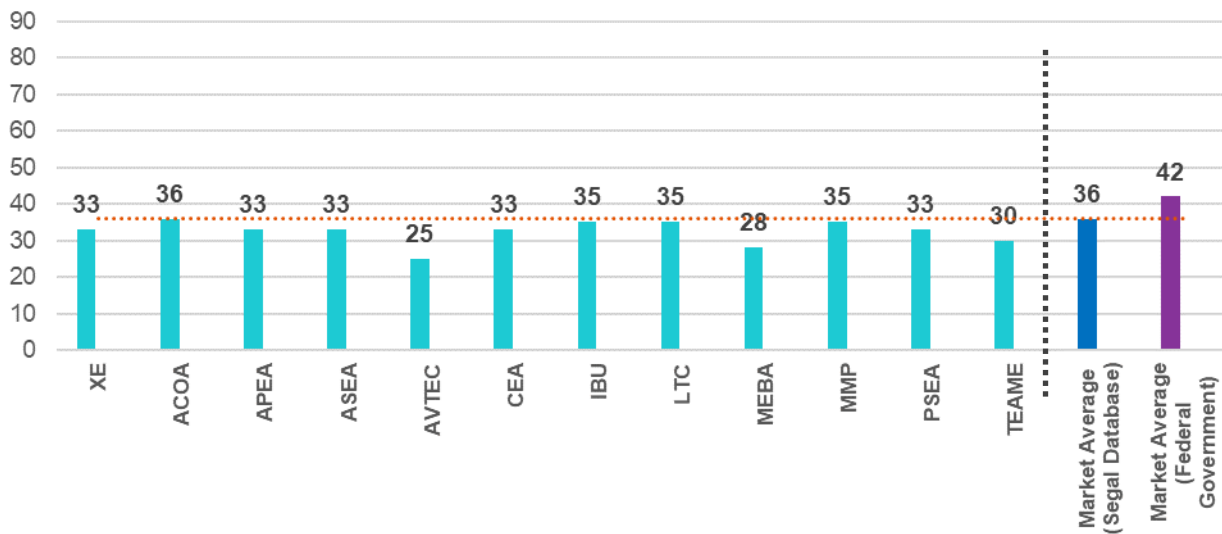
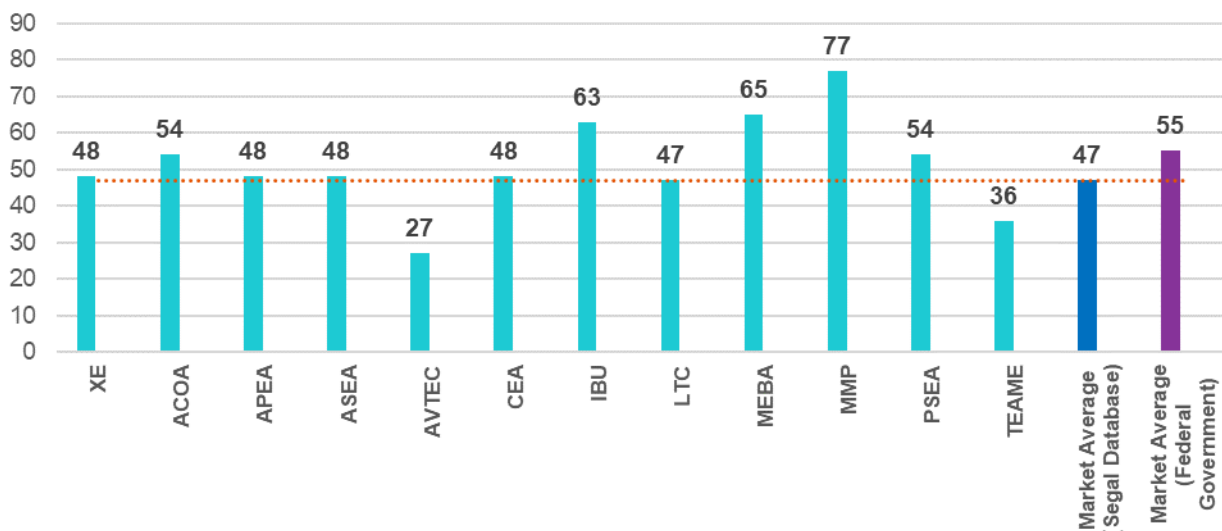


Exhibit 28

Total Paid Leave Days at 15 Years of Service



Healthcare benefits

Overall, the State healthcare benefits are **At** or **Above Market** when compared to healthcare benefits provided by peer groups (**Exhibit 29**).

Exhibit 29

Total Healthcare Benefit Value for State, Custom Survey Group, and Private Employer Survey Data

	<u>Annual Health Benefits</u>
State of Alaska	\$22,217
Public Sector	\$22,140
Private Sector	\$19,259

Study Recommendations

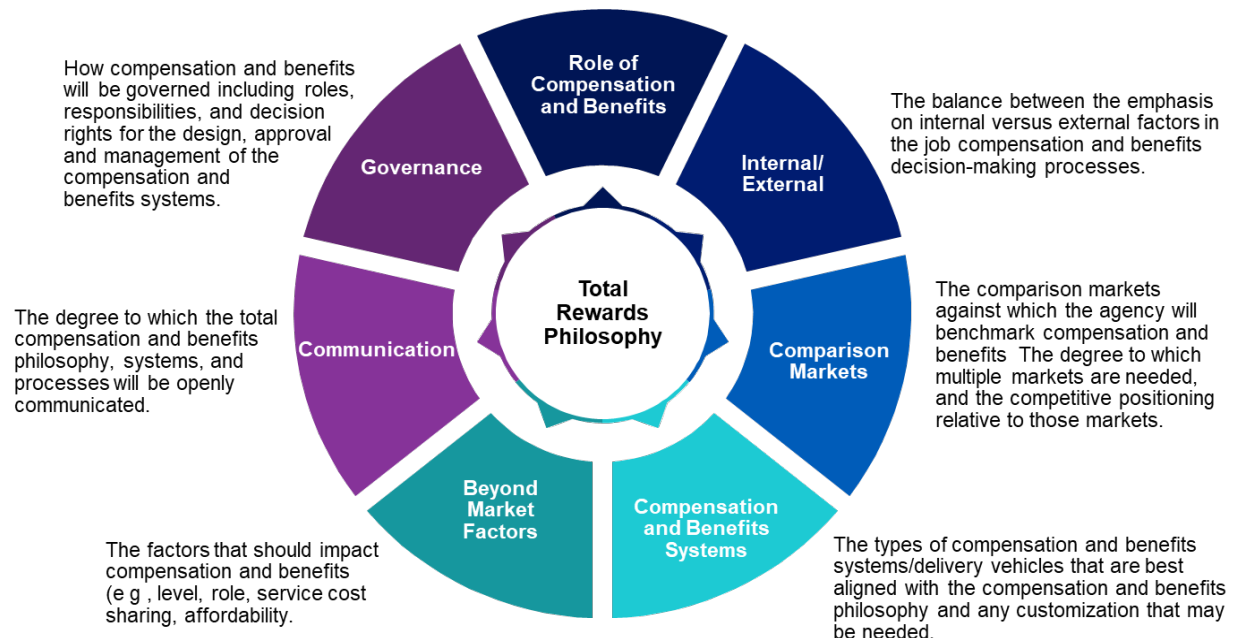
Compensation Strategy

The State does not have a formal compensation strategy or philosophy statement. While the State has done comparisons with the 50th, 60th, and 65th percentiles in the past, and this report includes similar comparisons with the market, it is not a formal strategy. Segal recommends the development of a comprehensive total rewards philosophy statement (**Exhibit 30**), which could include the recommended topics below:

Exhibit 30

Total Rewards Philosophy

The role of compensation and benefits in supporting and aligning with the agency's Strategic Plan and Employee Value Proposition.



Each of the sections represented in the graphic above can be customized to the various job families, bargaining units, or occupational groups as necessary, but are tied together through the common strategic objectives. With multiple bargaining units and other employee groups, a single compensation strategy may not be practical regarding certain aspects (i.e. comparison markets). The recommended approach is to develop the guiding concepts and direction to formulate strategies that align with a common approach.

Salary Structures

The State currently has 250 plus unique salary ranges, across 12 bargaining units, with salary schedules that encompass a vast spread of occupations. A large portion of the State's employees are represented by collective bargaining agreements and the State and union

engage in bargaining to related to salary schedules. However, when compared to industry standards, concerns of the current structures are as follows:

- No defined salary range maximums
- Inconsistent number of ranges, range differentials (percent differences between ranges) and steps across the salary structures
- No defined midpoint (which requires the State to define each time it collects new compensation information for benchmarking)
- Salary schedules based on bargaining unit can mean a single salary schedule may be used to administer pay for classes representing multiple occupational groups and types of work.
- Inability to adjust salary schedules based on market conditions or demands for specific occupational groupings.

Recommendations

Develop salary structures based on occupational groupings with common framework aspects of:

- Established minimums and maximums of the range
- Market competitive pay range minimums and maximums
- Methodologically consistent calculation of midpoints of the salary ranges
- Determining a common competitive point within salary range upon which pay grade changes should be considered (i.e. midpoints are commonly utilized to adjust salary grade minimums and maximum)
- Salary range spreads (difference between minimum to maximum of range)
- Midpoint differentials (percent differences)
- Market competitive years to maximum (pay progression)
- Consistent number of steps and step intervals

Inconsistencies within pay ranges and salary structures in these areas have the potential to result in pay compression issues between line staff and supervisors, as well as between employees in the same or similar positions based on tenure with the State. Additionally, the current salary structure designs lack agility to adjust to labor market conditions and are administratively burdensome.

Salary Structure Administration

Since most of the State workforce is covered by collective bargaining agreements, the administration of pay by movement through pay ranges, promotions, etc. are addressed through bargaining. If the State develops the occupational groupings for salary structures described above, the administration of the pay schedules will be streamlined and more agile, as there will be a direct market connection to the body of work and the compensation structure. We recommend the State consider the following recommendations related to broader and systemic administration:

- Analyze market data for groupings based on occupational based salary structures.
- Analyze industry best practices for premium or other incentive pays based on occupation.

- Ensure salary structures and assigned pay ranges reflect a sufficient difference for supervisory responsibilities

Salary Structure Maintenance

Most of the salary structure ongoing maintenance, increases, adjustments, etc., is addressed through collective bargaining. We recommend the following to comprehensively review the competitiveness of the salary structures and collect valid and representative market data.

- Conduct a market study at least every three years using best practice market study methodology
- Ensure the job summaries used for matching to comparable jobs are based on current job duties and responsibilities (and not just job title alone)
- Define labor markets for each occupational group in which the State competes
- Select jobs as benchmarks that are a representative sample of the State employee populations, and considering jobs where the State is having difficulty recruiting and/or retaining employees

Classification Structure

The scope of the study did not include review of the classification structure, job families, and job class descriptions, but through our comparisons to the markets for individual job classes, occupational groups and salary grades, we have the following high-level recommendations:

- Consider the implementation of an internal job evaluation methodology to establish and maintain internal equity across all areas of the State while streamlining and reducing the number of job classes included in the State's classification outline.
- Review the current job classes to ensure accuracy and understandable differences between job titles and levels; streamline and update definitions and groupings as appropriate.
- Establish a rotating schedule for review, maintenance, and update to job class definitions and levels to keep the classification plan current and relevant.

Glossary of Acronyms

Segal has referenced the following Alaska bargaining unit codes and acronyms to present market trends for benchmark jobs represented within bargaining units.

Alaska Bargaining Acronyms and Unit Codes

Bargaining Unit	Acronyms	Unit Code
Correctional Officers Unit	ACOA	GC
Supervisory	APEA	SU or SS
General Government	ASEA	GGU/GZ, GG or GP
Alaska Vocational Technical Teacher Association	AVTEC	TA
Confidential Employees	CEA	KK
Labor, Trades & Crafts	LTC	LL
Airport Police & Fire Officers	PSEA	AP
Public Safety Officers	PSEA	AA
Teachers' Education Assoc of Mt. Edgecumbe	TEAME	TM
Inlandboatmen's Union	IBU*	II
National Marine Engineers' Beneficial Association	MEBA*	BB
Masters, Mates & Pilots	MMP	CC

*MEBA and IBU were not part of the benchmark comparison analysis but were included in the benefits and paid leave analysis.

Segal has referenced the following Alaska occupational group acronyms to present market trends for benchmark jobs represented within occupational groups.

Alaska Occupational Group Acronyms

Occupational Group	Acronyms
Executives and Senior Administrators	PA
Administrative and Office Support	PB
Business Development and Regulation	PC
Government Management and Infrastructure	PD
Education, Information, Libraries, and Museums	PE
Social, Benefit, and Employment Services	PF
Medical, Public Health and Related	PG
Biological Sciences	PH
Legal, Judicial, and Related	PI
Police, Fire Fighters, and Corrections	PJ
Physical Sciences and Engineering	PK
Craftwork and Labor	PL

Appendix

Overall Base Pay Competitiveness by Benchmark Job Title and Job Family

- Figures shown in **red** text are less than **95%** of the market 50th or 65th percentile and are considered **Below Market**
- Figures shown in **black** text are between **95% and 105%** of the market 50th or 65th percentile and are considered **At Market** or **Market Competitive**
- Figures shown in **blue** text are greater than **105%** of the market 50th or 65th percentile and are considered **Above Market**

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PA01 - Executives and Senior Administrators Job Family							
Division Director - PX	28	91%	86%	90%	80%	83%	84%
Division Operations Manager	22	106%	102%	101%	99%	96%	98%
PA01 - Executives and Senior Administrators Average		98%	93%	95%	88%	89%	90%
PB01 - General Administration Job Family							
Office Assistant 1	43	89%	88%	96%	81%	82%	92%
Secretary	4	81%	83%	88%	76%	81%	88%
Executive Secretary 3	5	82%	85%	91%	81%	84%	90%
Administrative Assistant 2	44	110%	108%	120%	105%	104%	109%
Administrative Officer 1	30	105%	106%	113%	103%	97%	104%
Administrative Operations Manager 1	30	131%	117%	118%	118%	106%	110%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PB01 - General Administration Average		101%	99%	105%	95%	94%	100%
PB02 - Accounting and Fiscal Job Family							
Accounting Clerk	35	99%	94%	103%	91%	92%	93%
Accounting Technician 2	36	103%	106%	115%	92%	93%	102%
Accountant 2	6	82%	86%	98%	81%	85%	97%
Accountant 4	39	113%	99%	104%	103%	96%	100%
Payroll Manager	30	108%	102%	104%	96%	96%	96%
Payroll Specialist 1	4	95%	97%	102%	88%	91%	98%
Budget Analyst 2	5	90%	92%	109%	87%	89%	101%
Budget Analyst 4	6	89%	89%	95%	83%	85%	94%
PB02 - Accounting and Fiscal Average		97%	95%	103%	90%	91%	98%
PB03 - Personnel and Employee Relations Job Family							
Human Resource Technician 2	42	103%	102%	106%	96%	95%	99%
Payroll Services Supervisor	29	96%	95%	96%	90%	90%	91%
Human Resource Consultant 1	33	89%	91%	92%	87%	84%	86%
Human Resource Consultant 5	31	96%	92%	95%	90%	87%	91%
Labor Relations Analyst 2	5	102%	107%	115%	100%	107%	112%
Labor Relations Manager	22	95%	92%	93%	89%	85%	87%
Retirement and Benefits Technician 2	34	94%	91%	96%	87%	84%	93%
Retirement and Benefits Specialist 1	4	88%	92%	103%	87%	88%	96%
Alaska Marine Highway System Dispatcher	6	101%	113%	129%	101%	110%	121%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PB03 - Personnel and Employee Relations Average		96%	96%	101%	91%	91%	95%
PB04 - Information Technology Job Family							
GIS Analyst 2	6	92%	94%	104%	89%	92%	99%
PB04 - Information Technology Average		92%	94%	104%	89%	92%	99%
PB05 - Statistics and Research Analysis Job Family							
Statistical Technician 2	4	79%	83%	94%	78%	81%	93%
Research Analyst 1	5	79%	81%	91%	76%	80%	90%
Research Analyst 2	5	82%	86%	95%	80%	85%	94%
Research Analyst 3	25	93%	89%	95%	84%	82%	90%
Research Analyst 4	5	79%	82%	89%	72%	73%	81%
Chief, Health Analytics and Vital Records	8	89%	91%	95%	80%	78%	83%
Demographer	1	N/A	N/A	N/A	N/A	N/A	N/A
State Demographer	1	N/A	N/A	N/A	N/A	N/A	N/A
PB05 - Statistics and Research Analysis Average		84%	85%	93%	78%	79%	87%
PB06 - Supply Job Family							
Stock and Parts Services 2	28	107%	103%	110%	103%	97%	98%
Supply Technician 1	6	88%	91%	101%	85%	89%	98%
Contracting Officer 2	26	105%	100%	104%	92%	89%	100%
Contracting Officer 4	6	96%	94%	97%	88%	85%	89%
Procurement Specialist 2	35	97%	97%	104%	95%	87%	101%
Procurement Specialist 5	5	102%	99%	103%	100%	95%	98%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PB06 - Supply Average		99%	97%	103%	94%	90%	96%
PB07 - Office of Information Technology Job Family							
State Chief Information Officer	31	76%	79%	85%	71%	73%	76%
Deputy Chief Information Officer	22	83%	83%	86%	79%	78%	80%
Chief Technology Officer 3	30	91%	85%	88%	83%	83%	81%
Staff Manager, OIT	14	98%	93%	97%	87%	91%	92%
Department Technology Officer 2	5	97%	89%	91%	80%	80%	87%
P3 Manager	5	96%	100%	109%	77%	80%	90%
Application Developer 3	6	87%	92%	102%	81%	88%	96%
IT Business Analyst 2	5	93%	93%	106%	89%	91%	103%
IT Client Support Specialist 2	6	94%	98%	108%	89%	92%	99%
Database Administrator 2	5	91%	96%	106%	90%	95%	106%
IT Support Technician 1	6	89%	92%	100%	84%	82%	88%
IT Project Manager 2	27	109%	100%	106%	106%	98%	99%
IT Manager 1	27	99%	92%	93%	94%	84%	84%
Network and Telecommunications Specialist 2	6	95%	95%	107%	90%	90%	103%
IT Policy and Planning Analyst 1	15	130%	122%	118%	126%	109%	107%
IT Architecture Specialist 1	6	87%	89%	98%	84%	86%	96%
IT Security Specialist 1	6	100%	103%	119%	92%	93%	107%
IT Quality Assurance Analyst 2	5	89%	97%	111%	87%	89%	99%
IT Vendor Manager 2	4	90%	95%	101%	90%	93%	99%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
IT Systems Administrator 2	5	100%	104%	113%	95%	99%	111%
PB07 - Office of Information Technology Average		94%	94%	100%	87%	88%	93%
PB99 - Administrative classes not otherwise described Job Family							
Project Assistant	17	116%	112%	124%	105%	106%	117%
Program Coordinator 1	30	107%	100%	109%	97%	93%	99%
Program Manager	27	106%	97%	104%	99%	95%	94%
Business Services Project Manager 1	16	102%	103%	111%	95%	95%	101%
PB99 - Administrative classes not otherwise described Average		107%	102%	111%	98%	96%	101%
PC01 - Business Finance Job Family							
Grants Administrator 2	28	92%	88%	93%	86%	83%	90%
Grants Administration Manager	24	110%	99%	98%	102%	91%	95%
Loan Closer/Processor 2	4	94%	94%	109%	92%	93%	106%
Loan/Collection Officer 1	6	115%	122%	141%	112%	114%	128%
Loan/Collection Manager	15	103%	100%	105%	96%	96%	100%
School Finance Specialist 2	4	87%	84%	94%	86%	80%	90%
School Finance Manager	9	100%	91%	91%	96%	90%	90%
PC01 - Business Finance Average		100%	96%	101%	95%	91%	97%
PC02 - Business Regulation and Compliance Job Family							
Licensing Examiner 2	11	120%	114%	118%	109%	97%	107%
Insurance Licensing Examiner 2	2	96%	100%	112%	95%	98%	108%
Records and Licensing Supervisor	18	92%	81%	82%	86%	77%	75%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Financial Registration Examiner	1	113%	102%	104%	113%	102%	104%
Insurance Specialist 2	16	102%	100%	109%	97%	95%	101%
Insurance Financial Examiner 2	2	93%	98%	112%	92%	98%	111%
Utility Financial Analyst 2	5	84%	86%	95%	79%	84%	93%
Utility Financial Analyst 4	5	92%	97%	107%	88%	91%	100%
Utility Tariff Analyst 2	2	81%	80%	86%	78%	76%	81%
Community Care Licensing Specialist 1	11	104%	104%	116%	97%	98%	109%
Community Care Licensing Specialist 3	1	100%	96%	101%	100%	96%	101%
Financial Examiner 2	3	91%	100%	103%	89%	95%	101%
Financial Examiner 4	2	108%	102%	105%	105%	101%	104%
PC02 - Business Regulation and Compliance Average		96%	96%	103%	93%	92%	99%
PC03 - Safety Inspection Job Family							
Commercial Vehicle Compliance Inspector 2	1	87%	87%	95%	87%	87%	95%
Commercial Vehicle Compliance Inspector 5	1	91%	88%	93%	91%	88%	93%
Radiological Health Physicist 1	2	75%	80%	92%	72%	78%	90%
Industrial Hygienist	3	80%	81%	93%	79%	80%	90%
Occupational Safety & Compliance Officer	5	100%	96%	102%	97%	93%	99%
Safety Officer	6	85%	87%	92%	83%	80%	90%
Occupational Health and Safety Analyst	5	105%	102%	109%	101%	99%	106%
Occupational Safety & Health Manager	26	108%	96%	99%	97%	85%	92%
Safety Inspection & Compliance, Electrical Inspector	5	111%	104%	111%	109%	103%	107%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Safety Inspection & Compliance, Elevator Inspector	4	113%	111%	119%	110%	105%	112%
Safety Inspection & Compliance, Plumbing Inspector	4	109%	103%	107%	108%	102%	104%
Boiler and Pressure Vessel Inspector 1	3	104%	105%	116%	102%	104%	115%
Boiler and Pressure Vessel Inspector 2	3	108%	107%	115%	108%	106%	114%
Mechanical Inspection Manager	17	111%	101%	102%	95%	94%	93%
Weights and Measures Inspector 2	2	89%	92%	105%	89%	92%	104%
Measurement Standards Supervisor	0	N/A	N/A	N/A	N/A	N/A	N/A
Chief, Weights, Measures, and Permits	5	112%	96%	99%	106%	95%	97%
State Metrologist 2	2	75%	80%	91%	74%	80%	91%
PC03 - Safety Inspection Average		97%	95%	102%	94%	92%	99%
PC04 - Environmental Health Job Family							
Environmental Health Technician	3	101%	105%	115%	96%	98%	107%
Environmental Health Officer 2	3	89%	88%	95%	86%	86%	94%
Environmental Health Officer 4	22	105%	94%	94%	99%	89%	87%
PC04 - Environmental Health Average		98%	95%	99%	94%	90%	94%
PC05 - Revenue Audit Job Family							
Tax Technician 3	28	95%	96%	105%	90%	85%	88%
Tax Technician 4	4	68%	69%	75%	54%	56%	61%
Tax Auditor 3	4	93%	96%	105%	89%	95%	101%
Revenue Audit Supervisor 2	25	137%	128%	128%	131%	118%	120%
Revenue Appeals Officer 2	12	136%	133%	138%	129%	126%	135%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Revenue Appeals Supervisor	11	137%	122%	118%	132%	116%	113%
Oil and Gas Revenue Auditor 3	3	87%	96%	104%	86%	93%	102%
Oil and Gas Revenue Specialist	2	89%	95%	108%	89%	94%	106%
Corporate Income Tax Auditor 3	4	93%	95%	107%	86%	93%	104%
Audit and Review Analyst 2	24	120%	114%	123%	117%	112%	119%
Audit and Review Analyst 4	5	96%	98%	107%	95%	97%	105%
PC05 - Revenue Audit Average		103%	103%	111%	98%	98%	105%
PD01 - Government Management and Operations Job Family							
Local Government Specialist 3	4	101%	92%	91%	98%	90%	90%
Regulations Specialist 2	2	91%	94%	104%	91%	93%	102%
PD01 - Government Management and Operations Average		96%	93%	97%	95%	91%	95%
PD02 - Economic Research Job Family							
Economist 2	4	61%	64%	73%	56%	56%	65%
Petroleum Economist 2	5	71%	73%	84%	71%	72%	82%
PD02 - Economic Research Average		66%	68%	79%	63%	64%	74%
PD03 - Development and Infrastructure Planning Job Family							
Planner 2	5	87%	89%	99%	86%	87%	98%
Transportation Planner 1	21	109%	104%	113%	103%	99%	109%
Transportation Planner 2	4	107%	104%	112%	99%	94%	101%
PD03 - Development and Infrastructure Planning Average		102%	99%	109%	97%	93%	103%
PD04 - Emergency Planning and Response Job Family							

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Emergency Management Specialist 2	5	80%	83%	93%	65%	67%	75%
Emergency Program Manager 1	32	89%	90%	90%	86%	82%	84%
Emergency Services Dispatcher 1	28	113%	115%	123%	105%	101%	106%
Emergency Dispatch Supervisor	24	106%	103%	104%	99%	94%	96%
Wildland Fire Dispatcher 3	5	103%	115%	140%	102%	109%	126%
State Logistics Center Coordinator	5	67%	70%	77%	64%	65%	70%
PD04 - Emergency Planning and Response Average		90%	93%	99%	83%	83%	89%
PD05 - Airport Administration Job Family							
Airport Manager - Anchorage International Airport	3	92%	98%	100%	91%	96%	99%
Airport Manager - Fairbanks International Airport	3	98%	103%	111%	98%	99%	104%
International Airports Controller	3	83%	84%	93%	80%	82%	89%
Airport Operations Officer	2	85%	88%	98%	84%	86%	95%
Airport Operations Specialist	2	109%	111%	121%	106%	105%	113%
Airport Operations Superintendent	1	92%	85%	86%	92%	85%	86%
Regional Safety and Airport Security Officer	2	90%	89%	94%	88%	88%	92%
PD05 - Airport Administration Average		92%	93%	99%	90%	91%	96%
PD06 - Ferry System Administration Job Family							
Ferry Terminal Agent 1	0	N/A	N/A	N/A	N/A	N/A	N/A
Ferry Terminal Manager 1	1	84%	88%	97%	84%	88%	97%
AMHS Dispatch Manager	2	107%	112%	121%	105%	111%	120%
Reservation Call Center Supervisor	6	91%	91%	96%	82%	84%	90%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Marine Traffic Manager	2	119%	111%	114%	118%	110%	113%
Marine Pilot Coordinator	0	N/A	N/A	N/A	N/A	N/A	N/A
Vessel Scheduling Coordinator	0	N/A	N/A	N/A	N/A	N/A	N/A
Passenger Services Inspector	1	113%	109%	116%	113%	109%	116%
AMHS Passenger Services Manager	1	100%	105%	112%	100%	105%	112%
Port Captain	2	N/A	N/A	N/A	N/A	N/A	N/A
Port Engineer	5	99%	90%	95%	89%	87%	92%
AMHS Safety Management Coordinator	1	124%	109%	109%	124%	109%	109%
Marine Engineering Assistant Manager	3	104%	95%	102%	98%	94%	100%
Marine Transportation Services Manager	3	104%	109%	116%	104%	108%	112%
PD06 - Ferry System Administration Average		104%	102%	107%	101%	100%	105%
PD07- Maintenance Administration Job Family							
Equipment Fleet District Manager	22	105%	96%	97%	97%	92%	93%
State Equipment Fleet Manager	19	105%	102%	101%	98%	98%	98%
Manager, Airfield Maintenance	1	104%	102%	108%	104%	102%	108%
Maintenance and Operations Specialist	1	90%	89%	97%	90%	89%	97%
Maintenance and Operations Superintendent	24	102%	92%	93%	90%	84%	86%
Maintenance and Operations Manager	20	106%	98%	100%	100%	92%	95%
PD07- Maintenance Administration Average		102%	97%	99%	96%	93%	96%
PD08 - Real Estate Appraisal Job Family							
Right-of-Way Assistant	1	96%	97%	107%	96%	97%	107%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Right-of-Way Agent 2	22	87%	84%	90%	79%	78%	84%
Right-of-Way Agent 5	4	92%	88%	92%	88%	87%	92%
Right-of-Way Review Appraiser 1	4	111%	101%	103%	109%	95%	93%
Appraiser 2	5	83%	86%	95%	80%	83%	92%
State Assessor	2	93%	90%	96%	92%	89%	96%
PD08 - Real Estate Appraisal Average		93%	91%	96%	90%	88%	93%
PD09 - Property Management Job Family							
Building Management Specialist	17	95%	92%	99%	88%	89%	96%
Facilities Manager 1	31	92%	91%	101%	84%	86%	94%
Airport Leasing Specialist 2	3	95%	107%	125%	78%	85%	99%
Airport Leasing Program Manager	4	100%	102%	110%	99%	99%	106%
State Leasing & Facilities Manager	10	123%	119%	126%	112%	111%	106%
PD09 - Property Management Average		102%	102%	112%	93%	95%	101%
PE01 - Education Programs Job Family							
Education Administrator 1	5	115%	107%	117%	109%	105%	113%
Education Administrator 2	3	96%	100%	109%	95%	98%	106%
Education Program Assistant	14	90%	88%	94%	86%	84%	91%
Education Associate 2	2	91%	94%	105%	91%	94%	105%
Education Specialist 1	2	92%	93%	101%	90%	91%	100%
Education Coordinator (Corrections)	9	88%	79%	79%	80%	73%	72%
PE01 - Education Programs Average		96%	94%	101%	92%	91%	98%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PE02 - Teaching and Instruction Job Family							
AVTEC Instructor	4	95%	96%	92%	95%	92%	89%
Vocational Instructor	4	95%	101%	114%	92%	101%	114%
Training Specialist 1	5	97%	101%	113%	94%	98%	111%
Training Specialist 3	5	98%	97%	101%	95%	95%	101%
AK Military Youth Academy (AMYA) Instructor	4	90%	88%	98%	88%	86%	96%
AK Military Youth Academy (AMYA) Chief Examiner	2	80%	76%	79%	79%	74%	77%
AK Military Youth Academy (AMYA) Coordinator	2	92%	93%	102%	91%	93%	102%
AK Military Youth Academy (AMYA) Supervisor 2	2	99%	97%	102%	97%	95%	101%
AK Military Youth Academy (AMYA) Manager	2	108%	107%	113%	105%	104%	111%
PE02 - Teaching and Instruction Average		96%	95%	102%	93%	93%	100%
PE03 - Student Services Job Family							
Recreation Assistant	15	106%	97%	100%	95%	94%	97%
Dormitory Attendant	1	94%	97%	100%	94%	97%	100%
AK Military Youth Academy (AMYA) Team Leader	1	84%	82%	89%	84%	82%	89%
AK Military Youth Academy (AMYA) Platoon Leader	1	90%	87%	90%	90%	87%	90%
Aquatic Facility Manager	2	118%	111%	114%	110%	104%	108%
Lifeguard 2	4	109%	111%	129%	102%	103%	122%
PE03 - Student Services Average		99%	96%	102%	96%	94%	100%
PE04 - Library and Archives Job Family							
Library Assistant 2	5	88%	90%	101%	74%	76%	85%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Librarian 1	29	95%	90%	96%	87%	85%	93%
Librarian 4	4	103%	102%	105%	103%	96%	102%
Records Analyst 2	21	121%	112%	116%	110%	105%	114%
Archivist 2	3	85%	85%	96%	83%	84%	95%
State Archivist	2	93%	94%	102%	88%	89%	96%
PE04 - Library and Archives Average		97%	96%	103%	91%	90%	97%
PE05 - Anthropological Research and Education Job Family							
Museum Curator 2	4	82%	87%	97%	79%	81%	91%
Museum Conservator	1	88%	95%	109%	88%	95%	109%
Chief Curator	13	112%	106%	111%	102%	90%	94%
Archaeologist 1	4	85%	90%	103%	81%	88%	101%
Historian 1	2	85%	91%	103%	84%	89%	101%
Chief, Office of History and Archaeology	7	87%	83%	87%	87%	75%	87%
Subsistence Resource Specialist 2	1	N/A	N/A	N/A	N/A	N/A	N/A
Subsistence Program Manager	6	113%	108%	112%	112%	99%	98%
PE05 - Anthropological Research and Education Average		94%	94%	103%	91%	88%	96%
PE06 - Arts, Photography, and Information Job Family							
Visual Information Specialist	5	89%	91%	102%	88%	88%	96%
Publications Technician 2	3	80%	77%	82%	74%	73%	79%
Publications Specialist 2	24	94%	99%	110%	90%	94%	101%
Information Officer 2	4	82%	85%	96%	80%	84%	93%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Department Communications Manager	31	100%	96%	99%	94%	90%	91%
PE06 - Arts, Photography, and Information Average		90%	90%	98%	86%	86%	92%
PF01 - Public Programs Job Family							
Child Support Enforcement Specialist 1	19	113%	107%	117%	102%	104%	114%
Child Support Enforcement Specialist 3	2	109%	111%	121%	107%	110%	121%
Eligibility Technician 2	26	104%	103%	111%	102%	98%	107%
Eligibility Technician 4	3	102%	100%	106%	100%	99%	105%
Eligibility Quality Control Technician 1	1	96%	104%	121%	96%	104%	121%
Eligibility Quality Control Technician 2	1	101%	102%	111%	101%	102%	111%
Eligibility Office Manager 1	21	107%	110%	113%	99%	92%	89%
Eligibility Office Manager 2	3	106%	112%	124%	100%	103%	112%
Medicaid Program Associate	2	105%	110%	123%	103%	110%	121%
Medicaid Program Specialist 2	1	79%	82%	92%	79%	82%	92%
Medicaid Program Specialist 5	1	98%	97%	103%	98%	97%	103%
PFD Technician 2	2	92%	96%	109%	91%	96%	107%
PFD Specialist 1	0	N/A	N/A	N/A	N/A	N/A	N/A
PFD Manager	0	N/A	N/A	N/A	N/A	N/A	N/A
Public Assistance Analyst 2	1	88%	88%	96%	88%	88%	96%
Public Assistance Field Services Manager 2	11	120%	106%	109%	101%	97%	104%
Public Assistance Programs Officer	1	112%	106%	110%	112%	106%	110%
Workers' Compensation Technician	3	74%	73%	83%	73%	72%	81%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Workers' Compensation Officer 2	5	101%	105%	116%	98%	105%	116%
Social Services Program Coordinator	14	94%	89%	103%	90%	88%	94%
Social Services Program Officer	2	99%	98%	105%	96%	97%	104%
Social Services Program Administrator	3	118%	125%	136%	112%	115%	123%
Disability Adjudicator Associate 2	3	113%	121%	145%	110%	118%	139%
Disability Adjudicator 2	2	115%	117%	130%	111%	114%	126%
Chief, Disability Determination Services	5	94%	85%	77%	93%	82%	77%
Chief, Public Assistance Field Operations	5	77%	75%	77%	74%	72%	76%
PF01 - Public Programs Average		100%	99%	107%	97%	96%	103%
PF02 - Social Work Job Family							
Protective Services Specialist 2	23	98%	98%	103%	93%	89%	99%
Protective Services Specialist 4	4	114%	116%	131%	112%	115%	129%
Protective Services Manager 1	17	103%	94%	98%	98%	90%	94%
Social Services Associate	23	95%	91%	99%	90%	89%	94%
PF02 - Social Work Average		104%	100%	107%	99%	96%	103%
PF03 - Special Social Service Job Family							
Civil Rights Programs and Compliance Specialist 1	17	86%	83%	91%	80%	76%	81%
Civil Rights Programs and Compliance Specialist 2	4	77%	77%	83%	73%	73%	78%
Civil Rights Programs and Compliance Specialist 3	4	78%	79%	86%	77%	78%	84%
Human Rights Field Representative 3	3	75%	78%	84%	75%	77%	84%
Human Rights Field Representative 4	2	64%	67%	73%	62%	66%	71%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Senior Services Technician	2	88%	86%	93%	87%	83%	88%
Public Guardian 2	8	99%	95%	104%	94%	95%	98%
Public Guardian 4	1	113%	113%	121%	113%	113%	121%
PF03 - Special Social Service Average		83%	84%	90%	81%	81%	87%
PF04 - Vocational Rehabilitation Job Family							
Vocational Rehabilitation Assistant 2	3	99%	104%	117%	96%	101%	113%
Vocational Rehabilitation Counselor 2	4	94%	100%	113%	89%	92%	103%
Vocational Rehabilitation Manager	4	79%	80%	88%	73%	75%	84%
Chief, Vocational Rehabilitation Services	9	86%	86%	84%	81%	78%	82%
PF04 - Vocational Rehabilitation Average		87%	89%	95%	82%	83%	91%
PF05 - Labor and Employment Services Job Family							
Employment Security Analyst 2	1	102%	96%	99%	102%	96%	99%
Employment Services Technician 2	2	100%	101%	110%	98%	97%	104%
Unemployment Insurance Technician 1	14	112%	109%	112%	107%	100%	105%
Employment Services Manager 1	14	79%	79%	84%	74%	66%	73%
Field Auditor 1	3	102%	104%	119%	100%	101%	112%
PF05 - Labor and Employment Services Average		97%	96%	103%	94%	89%	96%
PG01 - Health Administration Job Family							
Health Program Manager 2	22	83%	79%	84%	78%	74%	79%
Public Health Specialist 2	2	87%	84%	90%	87%	82%	86%
Public Health Informaticist 2	2	82%	83%	90%	79%	81%	89%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Medical Information and Services Assistant	4	93%	94%	104%	86%	94%	100%
Dietitian 2	5	103%	108%	124%	101%	105%	118%
PG01 - Health Administration Average		89%	88%	96%	86%	85%	92%
PG02 - Nursing, Assistive Job Family							
Assisted Living Aide	11	97%	97%	98%	94%	89%	93%
Certified Nurse Aide 1	19	107%	99%	113%	99%	97%	106%
Psychiatric Nursing Assistant 3	12	102%	102%	113%	98%	94%	103%
PG02 - Nursing, Assistive Average		102%	100%	108%	97%	93%	101%
PG03 - Nursing, Professional Job Family							
Licensed Practical Nurse	5	108%	109%	121%	106%	106%	121%
Nurse 2	32	117%	112%	121%	109%	107%	113%
Psychiatric Nurse 2	19	114%	119%	123%	100%	102%	113%
Corrections Nurse 1	20	113%	115%	128%	104%	107%	121%
Public Health Nurse 2	4	95%	102%	117%	92%	99%	115%
Nurse Consultant 1	4	90%	95%	108%	86%	86%	97%
PG03 - Nursing, Professional Average		105%	107%	119%	98%	100%	112%
PG04 - Medical, Professional Job Family							
Physician Assistant/Advanced Practice Registered Nurse 1	5	82%	91%	100%	81%	89%	99%
PG04 - Medical, Professional Average		82%	91%	100%	81%	89%	99%
PG05 - Mental and Behavioral Health Services Job Family							
Mental Health Clinician 2	24	102%	97%	103%	95%	92%	97%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PG05 - Mental and Behavioral Health Services Average		102%	97%	103%	95%	92%	97%
PG06 - Special Health Services Job Family							
Disease Intervention Specialist 1	2	75%	80%	92%	75%	80%	92%
Epidemiology Specialist 2	23	98%	93%	99%	90%	90%	95%
Dental Assistant	20	110%	111%	120%	102%	108%	113%
Dental Hygienist	4	97%	106%	120%	97%	106%	118%
Pharmacy Technician 1	22	100%	99%	108%	98%	95%	102%
Occupational Therapist 1	5	81%	88%	103%	79%	86%	103%
Recreation Therapist 2	5	97%	100%	114%	90%	93%	103%
PG06 - Special Health Services Average		92%	95%	107%	88%	92%	103%
PG07 - Health Laboratory and Related Job Family							
Laboratory Technician	26	101%	99%	104%	95%	94%	98%
Microbiologist 2	5	82%	85%	96%	80%	85%	96%
Public Health Microbiologist 1	5	104%	96%	102%	94%	93%	102%
PG07 - Health Laboratory and Related Average		95%	93%	100%	89%	90%	99%
PH01 - Fish and Wildlife Job Family							
Fish and Wildlife Technician 3	14	95%	85%	88%	89%	83%	87%
Fishery Biologist 2	14	94%	89%	92%	91%	85%	85%
Habitat Biologist 2	5	82%	85%	96%	82%	83%	91%
Wildlife Biologist 2	5	82%	86%	99%	82%	86%	97%
Biometrician 2	2	67%	68%	79%	65%	66%	76%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Fish Culturist 1	1	N/A	N/A	N/A	N/A	N/A	N/A
Fisheries Geneticist 1	2	77%	84%	93%	74%	81%	91%
Fisheries Scientist 1	2	88%	90%	99%	87%	89%	99%
PH01 - Fish and Wildlife Average		82%	83%	92%	80%	81%	89%
PH02 - Agriculture Job Family							
Agronomist 1	4	93%	97%	109%	88%	96%	109%
PH02 - Agriculture Average		93%	97%	109%	88%	96%	109%
PH03 - Natural Resources and Forestry Job Family							
Natural Resource Technician 2	2	95%	95%	104%	94%	94%	104%
Natural Resource Specialist 2	10	97%	99%	103%	88%	92%	102%
Natural Resource Manager 1	1	82%	83%	90%	82%	83%	90%
Wildland Fire and Resource Technician 3	8	80%	79%	89%	73%	73%	84%
Wildland Forestry Technician 2	1	N/A	N/A	N/A	N/A	N/A	N/A
Forester 2	3	88%	91%	102%	85%	86%	94%
Fire Management Officer	1	N/A	N/A	N/A	N/A	N/A	N/A
Wildland Fire Support Services 1	1	N/A	N/A	N/A	N/A	N/A	N/A
PH03 - Natural Resources and Forestry Average		88%	89%	97%	84%	85%	94%
PH04 - Parks Job Family							
Park Specialist	12	104%	100%	111%	93%	91%	96%
Park Ranger 1	16	110%	104%	114%	99%	94%	98%
Park Ranger 2	3	103%	102%	109%	100%	99%	106%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Park Superintendent	20	100%	95%	98%	96%	91%	91%
Museum Protection & Visitor Services Assistant	3	86%	87%	98%	85%	87%	98%
PH04 - Parks Average		101%	98%	105%	95%	93%	97%
PI01 - Legal Support and Related Job Family							
Criminal Justice Technician 1	5	89%	84%	85%	87%	82%	85%
Criminal Justice Planner	1	94%	86%	88%	94%	86%	88%
Law Office Manager	21	101%	97%	100%	95%	89%	89%
Public Safety Technician 2	2	109%	104%	110%	107%	99%	104%
Law Office Assistant 2	28	92%	92%	101%	89%	89%	97%
Paralegal 2	26	93%	93%	99%	88%	89%	94%
Paralegal Specialist 1	9	108%	112%	120%	107%	103%	106%
PI01 - Legal Support and Related Average		98%	95%	99%	95%	91%	94%
PI02 - Attorneys Job Family							
Attorney 4	31	96%	94%	95%	89%	86%	91%
PI02 - Attorneys Average		96%	94%	95%	89%	86%	91%
PI03 - Judges and Adjudicators Job Family							
Administrative Law Judge 1	1	N/A	N/A	N/A	N/A	N/A	N/A
Hearing Examiner 1	2	109%	112%	120%	99%	102%	109%
Hearing Officer	2	97%	99%	105%	92%	94%	100%
Workers' Compensation Hearing Officer 2	1	N/A	N/A	N/A	N/A	N/A	N/A
Chief of Workers' Compensation Adjudication	8	95%	104%	112%	89%	93%	101%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PI03 - Judges and Adjudicators Average		100%	105%	113%	93%	97%	104%
PI04 - Evidence Investigation Job Family							
Forensic Science Laboratory Administrator 1	1	128%	115%	116%	128%	115%	116%
Forensic Scientist 3 - Chemistry	1	120%	122%	134%	120%	122%	134%
Fingerprint Technician 2	3	102%	102%	114%	101%	99%	108%
Investigator 2	25	89%	86%	94%	85%	82%	88%
Special Investigator 1	1	99%	101%	111%	99%	101%	111%
Forensic Scientist 3 - Physical	2	109%	114%	127%	104%	110%	124%
Forensic Scientist 3 - DNA	2	109%	114%	127%	104%	110%	124%
Forensic Technician 2	2	91%	93%	102%	88%	92%	102%
Medicolegal Investigator 2	1	89%	91%	101%	89%	91%	101%
Criminal Intelligence Analyst 2	10	97%	93%	94%	92%	91%	90%
PI04 - Evidence Investigation Average		104%	104%	113%	102%	102%	110%
PI05 - Legal Document Processing Job Family							
Recorder Supervisor	9	95%	93%	98%	92%	88%	94%
Recorder Manager	13	86%	83%	85%	83%	82%	81%
Motor Vehicle Customer Service Representative 1	20	98%	95%	99%	95%	91%	97%
Motor Vehicle Office Manager 1	18	100%	91%	92%	93%	89%	89%
DMV Program Manager	1	119%	107%	107%	119%	107%	107%
Recorder 1	2	83%	84%	94%	79%	81%	92%
PI05 - Legal Document Processing Average		97%	92%	96%	94%	90%	93%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PJ01 - Law Enforcement Job Family							
State Trooper	25	121%	114%	122%	114%	109%	114%
Sergeant, Department of Public Safety	29	113%	109%	119%	105%	103%	111%
Lieutenant - Department of Public Safety	3	119%	117%	136%	116%	115%	131%
Court Services Officer	8	113%	109%	115%	99%	100%	107%
PJ01 - Law Enforcement Average		117%	113%	124%	109%	107%	116%
PJ02 - Fire Fighting and Inspection Job Family							
Airport Police & Fire Officer 2	5	132%	127%	133%	114%	116%	125%
Airport Police & Fire Officer 4	1	N/A	N/A	N/A	N/A	N/A	N/A
Fire Training Specialist	2	87%	90%	100%	86%	89%	99%
Deputy Fire Marshal 3	3	96%	91%	94%	92%	89%	93%
Building Plans Examiner 1	1	102%	100%	107%	102%	100%	107%
Deputy Fire Marshal 2	2	90%	93%	102%	89%	92%	101%
PJ02 - Fire Fighting and Inspection Average		100%	99%	106%	96%	96%	104%
PJ03 - Corrections Job Family							
Correctional Officer 2	25	103%	104%	111%	96%	93%	100%
Correctional Officer 4	2	111%	115%	129%	109%	112%	125%
Correctional Supervisor	25	103%	98%	102%	93%	88%	90%
Correctional Superintendent 1	19	91%	80%	82%	79%	76%	76%
Juvenile Justice Counselor 2	16	101%	96%	102%	95%	93%	94%
Juvenile Justice Unit Supervisor	16	111%	101%	103%	102%	92%	87%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Juvenile Justice Superintendent 1	1	105%	105%	113%	105%	105%	113%
PJ03 - Corrections Average		103%	99%	105%	96%	93%	96%
PJ04 - Probation and Parole Job Family							
Adult Probation Officer 2A	2	97%	100%	114%	96%	99%	110%
Adult Probation Officer 2B	19	101%	93%	102%	92%	91%	100%
Pretrial Services Officer 2	9	106%	107%	117%	100%	92%	102%
Pretrial, Probation and Parole Administrator 1	1	81%	80%	85%	81%	80%	85%
Juvenile Probation Officer 2	13	88%	87%	94%	87%	82%	90%
Juvenile Probation Officer 3	2	105%	105%	116%	104%	104%	113%
PJ04 - Probation and Parole Average		95%	94%	102%	92%	90%	98%
PK01 - Physical Science Specialists Job Family							
Hydrologist 2	4	86%	91%	103%	84%	87%	97%
Chemist 3	5	78%	81%	90%	71%	74%	83%
Geologist 2	14	88%	87%	89%	82%	81%	89%
Geological Scientist 1	4	78%	78%	91%	72%	71%	85%
Engineering Geologist 2	4	92%	95%	101%	84%	89%	95%
PK01 - Physical Science Specialists Average		84%	86%	94%	78%	79%	89%
PK02 - Environmental Science Specialists Job Family							
Environmental Program Technician	4	88%	90%	100%	87%	88%	96%
Environmental Program Specialist 3	25	94%	84%	92%	83%	78%	86%
Environmental Program Manager 2	21	88%	82%	83%	85%	80%	79%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Environmental Impact Analyst 2	3	103%	96%	99%	92%	87%	94%
Environmental Impact Analysis Manager 1	17	99%	94%	99%	93%	91%	95%
PK02 - Environmental Science Specialists Average		94%	88%	93%	88%	84%	89%
PK03 - Engineering, Unlicensed Job Family							
Engineering Associate	31	113%	110%	119%	106%	104%	113%
Engineering Associate 1, DEC	5	96%	102%	116%	95%	100%	113%
Communications Engineering Associate 2	4	92%	95%	109%	91%	91%	100%
PK03 - Engineering, Unlicensed Average		99%	102%	114%	97%	98%	108%
PK04 -Engineering, Licensed Job Family							
Engineer/Architect 1	4	96%	99%	109%	95%	94%	102%
Engineer/Architect 3	30	118%	109%	111%	111%	105%	104%
Engineer 1, DEC	5	91%	95%	108%	88%	95%	105%
Village Safe Water Engineer 1	5	94%	94%	103%	89%	91%	100%
Communications Engineer 1	5	86%	91%	103%	85%	90%	103%
Technical Engineer 1 / Architect 1	4	96%	99%	110%	89%	96%	109%
PK04 -Engineering, Licensed Average		96%	98%	107%	93%	95%	104%
PK06 - Vessel Construction Job Family							
Vessel Construction Manager 1	0	N/A	N/A	N/A	N/A	N/A	N/A
PK06 - Vessel Construction Average		N/A	N/A	N/A	N/A	N/A	N/A
PK07 - Land Surveying Job Family							
Land Surveyor 1	4	98%	104%	118%	96%	99%	111%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Land Survey Manager 1	20	116%	103%	105%	106%	100%	100%
Survey, Journey	3	90%	90%	92%	89%	89%	92%
PK07 - Land Surveying Average		103%	100%	106%	98%	97%	102%
PK08 - Cartography and Drafting Job Family							
Drafting Technician 3	5	92%	95%	105%	91%	95%	104%
PK08 - Cartography and Drafting Average		92%	95%	105%	91%	95%	104%
PL01 - Food and Custodial Services Job Family							
Food Service, Journey	27	117%	111%	116%	110%	107%	105%
Food Service, Foreman	4	120%	112%	114%	119%	111%	113%
Food Service Supervisor	24	115%	107%	117%	108%	103%	106%
Environmental Services, Journey 2	28	100%	99%	105%	95%	95%	98%
Environmental Services, Foreman	4	103%	99%	100%	97%	94%	95%
PL01 - Food and Custodial Services Average		111%	106%	110%	106%	102%	104%
PL02 - Aircraft, Automobile, or Vessel Maintenance Job Family							
Mechanic, Automotive, Journey	35	102%	93%	99%	95%	89%	90%
Mechanic, Aircraft, Journey	5	79%	78%	86%	78%	78%	86%
Vessel Technician	0	N/A	N/A	N/A	N/A	N/A	N/A
PL02 - Aircraft, Automobile, or Vessel Maintenance Average		89%	85%	92%	85%	83%	88%
PL03 - Equipment Operation Job Family							
Equipment Operator, Journey 2	32	110%	107%	111%	102%	102%	105%
Rural Airport Foreman	2	111%	110%	118%	111%	109%	115%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
International Airport Foreman	2	112%	111%	120%	112%	111%	118%
PL03 - Equipment Operation Average		111%	110%	117%	108%	107%	113%
PL04 - Building and Facility Maintenance Job Family							
Maintenance Generalist, Journey	35	107%	100%	106%	98%	96%	100%
Maintenance Specialist, Bldg/Facility/Const, Journey 2/Lead	31	109%	108%	111%	102%	97%	103%
Maintenance Specialist, Electronics, Journey 2/Lead	5	98%	95%	106%	94%	95%	104%
Maintenance Specialist, Electrician, Journey 2/Lead	28	105%	99%	105%	100%	94%	95%
Maintenance Specialist, Electrical Utility, Journey 2/Lead	5	98%	95%	102%	92%	91%	99%
Maintenance Specialist, Plumbing, Journey 2/Lead	6	104%	101%	107%	101%	98%	106%
PL04 - Building and Facility Maintenance Average		103%	100%	106%	98%	95%	101%
PL05 - Instrument Technicians Job Family							
Survey Instrument Technician 2	4	104%	99%	110%	101%	97%	109%
PL05 - Instrument Technicians Average		104%	99%	110%	101%	97%	109%
PL06 - Construction Support Job Family							
Engineering Technician, Journey	24	94%	90%	93%	91%	81%	89%
Materials Laboratory Technician, Journey	4	100%	96%	102%	99%	91%	93%
Driller, Journey	2	112%	109%	115%	109%	107%	114%
PL06 - Construction Support Average		102%	98%	103%	99%	92%	98%
PL07 - Vessel and Aircraft Operation Job Family							
Boat Officer 3	0	N/A	N/A	N/A	N/A	N/A	N/A
Aircraft Pilot 1	5	92%	95%	106%	84%	85%	96%

Job Family & Benchmark Title	Count of Matches	Alaska Base Pay as a % of Overall Market 50th Percentile			Alaska Base Pay as a % of Overall Market 65th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
PL07 - Vessel and Aircraft Operation Average		92%	95%	106%	84%	85%	96%
PL08 - Office Equipment Operation Job Family							
Microfilm/Imaging Operator 1	3	98%	103%	123%	96%	98%	111%
Mail Services Courier	5	96%	102%	114%	94%	99%	111%
Mail Services Manager	13	92%	92%	99%	89%	87%	89%
PL08 - Office Equipment Operation Average		95%	98%	110%	92%	93%	101%