



Market Study and Pay Structure Findings and
Recommendations

Presented: October 23, 2024

AGENDA

Project Objectives

Market Study

Pay Structure Recommendations

Structure Placement Guidelines

Structure Maintenance
Recommendations

Project Objectives

- Perform a market salary analysis
- Provide a salary structure
 - Allow the Board flexibility in setting salaries to recognize knowledge, skills, and experience.
- Share general guidance for salary placement in the structure.
- Make recommendations on future market analysis.

Positions covered

- Executive Director
- Deputy Director
- Senior Research and Policy Manager



Market Study

Market comparability based upon:

- Duties of the position
- NOT capability of the person
- NOT personal performance

Market Study - Sources

ERI - Economic Research Institute

- Aggregate survey source

CompAnalyst

- Aggregate survey source

NASRA Research & Education Foundation Salary Survey

- Independent, non-profit foundation that compiles market data from public retirements systems across the United States

State of Washington

- State salary listings for similar jobs



Market Study

Effective Data of Market Data: August of 2024

- Any data not effective as of 2024 aged 3% annually

Source Data

- Olympia, WA – when available
- Government Industry

Recommended Pay Structure

	MIN	MID	MAX	RANGE WIDTH
Executive Director	\$145,907	\$190,287	\$248,165	70%
Deputy Director	\$116,726	\$152,229	\$198,532	70%
Senior Research and Policy Manager	\$106,538	\$138,943	\$181,204	70%

Current Pay vs. Rec'd Structure

	CURRENT PAY	MIN	MID	MAX
Executive Director	\$178,620	\$145,907	\$190,287	\$248,165
Deputy Director	\$142,512	\$116,726	\$152,229	\$198,532
Senior Research and Policy Manager (1)	\$138,504	\$106,538	\$138,943	\$181,204
Senior Research and Policy Manager (2)	\$144,420	\$106,538	\$138,943	\$181,204

Structure Placement

Minimum ↓	Midpoint ↓	Maximum ↓
Entry	Target	Highly Qualified
Typically reserved for underfill positions or employees with an in-training plan	Fully qualified new employees or fully proficient current employees	Highly experienced, tenured, and or credentialed employees beyond the required qualifications

Structure Placement – Internal Equity

Employees performing the same or similar work should be paid the same unless there is a justifiable pay difference according to Equal Pay and Opportunities Act:

• Education, training, or experience	• Regional differences
• Seniority	• Differences in local minimum wages
• Merit/work performance	• Job related factors consistent with business need

* It is best practice to maintain (not reduce) salaries when transitioning employees to a new pay structure.

Structure Maintenance

Pay Structures Require Maintenance to Remain Competitive

Annually

- Increase pay structures by average market movement

Every 2 Years

- Compare jobs to the market
- Use consistent approach

Questions?

Market Study and Structure
findings & recommendations
report for



SUBMITTED BY

trüpp

October 2024

Table of Contents

Project Overview	3
Market Study	3
MARKET SOURCE DETAIL	3
Pay Structure Recommendations	4
Appendixes (attached separately)	6

Project Overview

Per the contract between the Law Enforcement Officers' and Fire Fighters' Plan 2 Retirement Board (LEOFF) and Trüpp HR (dba Trüpp) 2024-02, the goal of this project was for Trüpp to provide market data and recommendations to create a LEOFF pay structure.

Specifically, objectives include:

- Provide market comparability analysis for the following agency positions:
 - Executive Director
 - Deputy Director
 - Senior Research and Policy Manager
- Perform the following structure-related objectives for the Executive Director, Deputy Director and the Senior Research and Policy Manager positions.
 - Create a salary structure with ranges/bands that will allow the Board flexibility in setting salaries to recognize special knowledge, skills and experience.
 - Share general guidance for salary placement in the structure.
 - Make recommendations on future market analysis to include frequency and market data, sufficiency of data from databases or targeted survey work.

Structure recommendations guided by the following enabling legislation SSB 6197:

Shall employ a deputy director and research and policy analysts who shall be exempt from civil service under chapter 41.06 RCW. Compensation levels for the deputy director and research and policy analysts employed by the board shall be established and fixed by the board in consultation with the director of the office of financial management. When setting salaries for these positions, the board must consider comparable public sector positions using market-driven data. Once compensation levels are determined, the board shall provide notice to the chairs of the fiscal committees of the house of representatives and the senate of proposed changes to the compensation levels for the positions.

While the language is specific regarding comparable public sector positions, it does not prohibit inclusion and consideration of comparable private sector positions.

Market Study

Trüpp reviewed market data for the LEOFF positions in scope of this study. According to best practice, positions were compared to the market based upon the duties of the role and not based upon the personal capability or performance of any of the individuals in the role.

Market data was collected from two aggregate market sources, ERI and CompAnalyst; one industry survey purchased by LEOFF (NASRA), and the State of Washington's employee salary online database.

MARKET SOURCE DETAIL

Market sources used for the study included the following:

Economic Research Institute (ERI). Data is collected from thousands of survey sources and modeled to reflect real-time market data trends. ERI gathers data from 3 types of sources: surveys they conduct

LEOFF
Market and Structure Recommendations

themselves, surveys they purchase from other organizations, and reports from publicly traded organization, such as proxies and 10- Ks.

- Data collected were effective as of August 1, 2024

CompAnalyst/ Salary.com. Data is from their own HR-sourced data. Additionally, Salary.com identifies and purchases the most current compensation surveys covering the targeted jobs. All of the surveys are published by reputable compensation data firms and Salary.com. Crowd-sourced or employee reported data is not used.

- Data collected were effective as of August 1, 2024

2022 NASRA Research & Education Foundation Salary Survey. The NASRA Research and Education Foundation (NREF) is an independent, non-profit foundation that compiled market data from public retirements systems across the United States.

- Data collected were effective as of October 1, 2022, and aged two years by an annual rate of 3%.

State of Washington Pay Data. Data compiled from State Employee salary listings on <https://fiscal.wa.gov/Staffing/Salaries>.

- Care was taken to ensure that partial year salaries were not used in calculations. Job titles used for comparisons were selected in collaboration with LEOFF. Trüpp validated job content with online job postings when possible.
- Data collected were effective as of 2023 and were aged 3% for 2024.

Please see appendix A for the market data for each position.

Pay Structure Recommendations

Recommended Pay Structure

	MIN	MID	MAX	RANGE WIDTH
EXECUTIVE DIRECTOR	145,907	190,287	248,165	70%
DEPUTY DIRECTOR	116,726	152,229	198,532	70%
SENIOR RESEARCH AND POLICY MANAGER	106,538	138,943	181,204	70%

Rationale for Pay Ranges

- Executive Director: Midpoint tied to the average market median from the NASRA and ERI survey sources.
- Deputy Director: Midpoint determined according to the market average separation between an Executive Director/CEO and a Deputy Director/COO (Executive Director 25% above Deputy Director)
- Senior Research and Policy Manager: Midpoint tied to the market median for Government/Public Sector Market.

Current Pay vs. New Structure

	CURRENT PAY	MIN	MID	MAX
EXECUTIVE DIRECTOR	178,620	145,907	190,287	248,165
DEPUTY DIRECTOR	142,512	116,726	152,229	198,532
SENIOR RESEARCH AND POLICY MANAGER (1)	138,504	106,538	138,943	181,204
SENIOR RESEARCH AND POLICY MANAGER (2)	144,420	106,538	138,943	181,204

Employee Structure Placement Guidelines

Minimum ↓	Midpoint ↓	Maximum ↓
Entry	Target	Highly Qualified
Typically reserved for underfill positions or employees with an in-training plan	Fully qualified new employees or fully proficient current employees	Highly experienced, tenured, and or credentialed employees beyond the required qualifications

Place employees into the new pay range with the following conditions:

- Maintain internal equity. Ensure that employees performing the same or similar work are paid the same unless there is a justifiable pay difference according to Equal Pay and Opportunities Act. Justifiable differences in pay include:
 - o Differences in education, training, or experience
 - o Seniority
 - o Merit/work performance
 - o Regional differences in compensation
 - o Differences in local minimum wages
 - o Job related factors consistent with business need
- Best practice is to not reduce salaries when moving employees to a new pay structure

Structure Maintenance

It is best practice to compare an organization's jobs to the market at least every two years. Significant labor market or regulatory changes may necessitate reviewing certain jobs more frequently.

Between market studies, it is important to increase pay structures (minimum, midpoint, and maximum) annually in line with average market increases. This could include alignment with General Wage Increases but best practice is to ensure that this aligns with the market. Typical market increases for pay structures have historically been approximately 3% per year.

Appendixes (attached separately)

Appendix A: Market Data with detail per job

Compensation Market Pricing Report

Organization: LEOFF
 Job Title: Executive Director
 Report Date: August 2024

Base Pay		
25th Percentile	50th Percentile	75th Percentile
Weighted Average:		
	\$190,287	

Survey Source	Source Job Title	Source Scope	Base			Weight
			25th Percentile	50th Percentile	75th Percentile	
ERI	Executive Director CEO	Olympia, Washington Government Support Services Employees: 10	\$91,431	\$123,754	\$165,049	25%
2022 NASRA Salary Survey*	Executive Director - CEO	Actuarial Accrued Liabilities between 0.807 - \$24.2 Billion	-	\$212,464	-	75%

Survey	Source Job Title	Source Job Description
ERI	Executive Director CEO	Plans, develops, establishes, and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives and corporation charter. Responsible for the profitability of the entire organization. Holds position of the top executive and principal organization leader in the organization. This position is distinguished from others in that it is the top ranking executive and, in most cases, is the highest paid executive in the organization. Confers with organization officials to plan business objectives, to develop organizational policies to coordinate functions and operations between divisions and departments, and to establish responsibilities and procedures for attaining objectives. Reviews activity reports and financial statements to determine progress and status in attaining objectives and revises objectives and plans in accordance with current conditions. Directs and coordinates formulation of financial programs to provide funding for new or continuing operations to maximize returns on investments, and to increase productivity. Plans and develops industrial, labor, and public relations policies designed to improve company's image and relations with customers, employees, stockholders, and public. Evaluates performance of executives for compliance with established policies and objectives of firm and contributions in attaining objectives. May preside over Board of Directors. May serve as chairman of committees, such as management, executive, engineering, and sales.

Additional Notes

* Data from NASRA Salary survey is not available for P25 or P75

Source Information

Economic Research Institute (or ERI for short) Data is collected from thousands of survey sources over the years and modeled to reflect real-time market data trends. ERI gathers data from 3 types of sources: surveys they conduct themselves, surveys they purchase from other organizations, and reports from publicly traded organization, such as proxies and 10-Ks.

Compensation Market Pricing Report

Organization: LEOFF
 Job Title: Deputy Director
 Report Date: August 2024

Government/Public Sector Weighted Average:	Base Pay		
	25th Percentile	50th Percentile	75th Percentile
		\$143,130	

Survey Source	Source Job Title	Source Scope	Base			Weight
			25th Percentile	50th Percentile	75th Percentile	
ERI	Operations Director	Olympia, Washington Government Support Services Employees: 10	\$90,673	\$102,370	\$117,839	25%
CompAnalyst	Public Policy Manager	Olympia, WA Public Administration All FTEs	\$120,300	\$141,700	\$163,300	25%
2022 NASRA Salary Survey*	Assistant Director - COO	Actuarial Accrued Liabilities between 2.7 - \$23.3 Billion	-	\$164,225	-	50%

Survey	Source Job Title	Source Job Description
ERI	Operations Director	<p>Directs, develops, implements, publicizes, and administers operations strategies and objectives to ensure the achievement of organization's goals and objectives. Directs the operations function in conjunction with business growth, introduction of new operational systems, meeting organizational financial objectives, and meeting organizational goals in relation to safety, quality, and timely delivery of products or services.</p> <p>Assists with development of organization's policies, practices, and attainment of operating goals, while maintaining some management responsibility. Assesses and assists in upgrading the management talent base within operations to achieve growth and meet market needs.</p> <p>Coordinates needed support to operations areas through intradepartmental interface for smooth workflow and cost-efficient product or service. Manages and assists in coordinating efforts between support departments within the organization. Contributes to the overall short- and long-range planning process and in the establishment and assessment of the organization's annual operating budget. Plans, prepares, controls, monitors, and forecasts organization's direct and/or indirect budgets. Directs the capital expenditure and asset redeployment activities. Ensures attainment of efficient and economical performance in relation to profit and year-end goals. Participates in the investigation and implementation of new services, manufacturing processes, and product or systems technologies to meet the organization's objectives.</p> <p>Establishes, implements, revises, and maintains policies and procedures related to operations. Oversees compliance of established policies.</p>
CompAnalyst	Public Policy Manager	<p>Implements strategic plans and oversees engagement objectives to develop and maintain productive relations with all levels of government authorities that will support and enhance the businesses' goals. Manages teams that build relationships and liaise with government entities (federal, state, provincial, or local) that regulate or influence business activities. Performs ongoing monitoring and analysis of proposed legislation, emerging issues, and trends to determine the potential impact on the organization. Collaborates with industry groups and organizations with complementary objectives to achieve objectives. Creates communication vehicles and delivers messaging to inform and support business leaders. Requires a bachelor's degree in public policy, public administration, business or equivalent. Typically reports to a director.</p> <p>M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.</p>

Additional Notes
 * Data from NASRA Salary survey is not available for P25 or P75

Source Information
Economic Research Institute (or ERI for short) Data is collected from thousands of survey sources over the years and modeled to reflect real-time market data trends. ERI gathers data from 3 types of sources: surveys they conduct themselves, surveys they purchase from other organizations, and reports from publicly traded organization, such as proxies and 10- Ks.
CompAnalyst/ Salary.com uses their own HR-sourced data. Additionally, Salary.com identifies and purchases the most current compensation surveys covering the targeted jobs. All of the surveys are published by reputable compensation data firms and Salary.com. Crowd-sourced or employee reported data is not used.

Compensation Market Pricing Report

Organization: LEOFF
 Job Title: Senior Research and Policy Manager
 Report Date: August 2024

Base Pay		
25th Percentile	50th Percentile	75th Percentile
Government/Public Sector Average:	\$123,928	\$138,943
	\$158,727	

Survey Source	Source Job Title	Source Scope	Base			Weight
			25th Percentile	50th Percentile	75th Percentile	
State of Washington**	(see notes)	(see notes)	\$128,956	\$140,286	\$159,753	50%
CompAnalyst	Public Policy Analyst III	Olympia,WA Public Administration All FTEs	\$118,900	\$137,600	\$157,700	50%

Survey	Source Job Title	Source Job Description
State of Washington	Similar State Positions	Sr Fiscal Analyst, Sr Fiscal Analyst, Budget Advisor, Senior Budget Advisor, Senior Counsel, Senior Policy Analyst, and Associate Policy Analyst from the following agencies: House of Representatives, Senate, Actuary, Financial Management. Data based upon 2023 salaries increased by 3% for 2024 rates.
CompAnalyst	Public Policy Analyst III	Supports the implementation of strategic plans and engagement objectives to develop and maintain productive relations with all levels of government authorities to achieve business goals. Liaises with government entities (federal, state, provincial, or local) that regulate or influence business activities. Collaborates with industry groups and organizations with complementary objectives to achieve objectives. Monitors and analyses proposed legislation, emerging issues, and trends and prepare reports and informational documents to inform and support business leaders. Requires a bachelor's degree in public policy, public administration, business or equivalent. Typically reports to a manager. P04-Specialist : Work is highly independent. May assume a team lead role for the work group. A specialist on complex technical and business matters. Typically requires 7+ years of related experience.

Additional Notes

Source Information

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Salary Setting Responsibility Next Steps

October 23, 2024

Statutory Reminder

Board must consider comparable positions using market-driven data

Compensation levels shall be established and fixed by the board in *consultation* with the Director of the Office of Financial Management

Board shall provide notice to chairs of the fiscal committees of *proposed* changes to compensation levels

Next Steps

- **Possible executive session to present recent performance reviews for relevant staff - November**
- **Consultation with Director of OFM**
- **Follow up at November meeting with option for process and salary ranges**
- **Possible action in December**



Thank You

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