



GWA RESOLUTION NO. 07-FY2024

RELATIVE TO THE ADOPTION OF 2022 MARKET UPDATE AND STRATEGIC PAY SCALE FOR THE GUAM WATERWORKS AUTHORITY.

WHEREAS, under 12 G.C.A. § 14105, the Consolidated Commission on Utilities (“CCU”) has plenary authority over financial, contractual, and personnel policy matters relative to the Guam Waterworks Authority (“GWA”); and

WHEREAS the Guam Waterworks Authority (“GWA”) is a Guam Public Corporation established and existing under the laws of Guam; and

WHEREAS CCU Resolution 2006-04 and Public Law 28-159 approved the personnel rules and regulations governing the selection, compensation, promotion, performance evaluation, disciplinary action, and terms and conditions of employment for certified, technical, and professional personnel; and

WHEREAS, Public Law 28-159 added a new Chapter 5.200 to GWA’s Personnel Rules and Regulations, item 3.0.3, authorizes the CCU to approve, disapprove, or amend, the unified pay scale at any regularly scheduled meeting; and

WHEREAS, in March 2023, Alan Searle and Associates completed a market review study based on U.S. Mainland water utility salaries in 2022 that compared the existing GWA 2017 CTP strategic pay scale for all positions (See Exhibit A, Appendix A). The update concluded that the salary levels established in 2017 have regressed on average from the 20th market percentile to the 5th market percentile compared to U.S. Mainland water utilities.

WHEREAS, GWA has experienced an average turnover rate of 11.9% during the last three fiscal years, primarily due to employees seeking higher pay with other organizations.

1 However, the current fiscal year's turnover rate is anticipated to be significantly higher, projected
2 to reach 18.33%.

3
4 **WHEREAS** there is a noticeable upward trend in GWA employees separating in FY23
5 for employment with the federal government or its contractors. Transfers to other government of
6 Guam agencies and off-island relocations also increased significantly in FY23.

7
8 **WHEREAS** the consistent turnover of employees negatively impacts GWA operations,
9 leading to increased costs and the loss of valuable institutional knowledge regarding GWA's
10 systems, processes, and infrastructure.

11
12 **WHEREAS** GWA is requesting approval for its strategic pay plan to implement structural
13 salary adjustments to incentivize and retain top-performing employees and reduce turnover rates.
14 GWA will migrate to the 25th market percentile (MP) in FY2024 and thereafter up to the 50th MP
15 by FY2029.

16
17 **WHEREAS** the implementation of GWA's strategic pay plan aims to enhance the
18 Authority's competitiveness within the water utility industry and elevate employee satisfaction
19 levels, thereby fostering performance excellence, increased productivity, and a stronger sense of
20 loyalty and commitment to GWA's goals and success.

21
22 **NOW BE IT THEREFORE RESOLVED**, the Consolidated Commission on Utilities
23 does hereby approve the following:

- 24 1. The recitals set forth above hereby constitute the findings of the CCU.
- 25 2. To accept the recommendations of the 2022 market review update conducted
26 by Alan Searle and Associates, including implementation of a new and adjusted
27 strategic pay scale for all Certified, Technical, and Professional (CTP)
28 positions. (See Exhibit A, Appendix A).
- 29 3. The GWA General Manager shall implement structural pay adjustments using
30 the 2022 pay scale to the 25th market percentile no later than June 2024 and to
31 the 50th market percentile by FY2029 subject to availability of funds.

1 **RESOLVED**, that the Chairman certified, and the Board Secretary attests to the adoption
2 of this Resolution.

3
4 **DULY AND REGULARLY ADOPTED**, this 28th day of May 2024.

5
6 Certified by:

Attested by:

7
8 



9 **JOSEPH T. DUENAS**

PEDRO ROY MARTINEZ

10 Chairperson

Secretary

11
12
13 **SECRETARY’S CERTIFICATE**

14 I, Pedro Roy Martinez, Board Secretary of the Consolidated Commission on
15 Utilities as evidenced by my signature above do hereby certify as follows:

16 The foregoing is a full, true and accurate copy of the resolution duly adopted at a
17 regular meeting by the members of the Guam Consolidated Commission on Utilities, duly
18 and legally held at a place properly noticed and advertised at which meeting a quorum was
19 present and the members who were present voted as follows:

20		
21	AYES:	<u> 5 </u>
22	NAYS:	<u> 0 </u>
23	ABSENT:	<u> 0 </u>
24	ABSTAIN:	<u> 0 </u>



25 ///

26
27
28 ///

29
30
31 ///

CB EXHIBIT 1

CONSOLIDATED COMMISSION ON UTILITIES



Presentation to CCU - 24th October, 2023





ALAN SEARLE & ASSOCIATES

GPA - Guam Power Authority

GWA - Guam Waterworks Authority

GIAA - Guam International Airport Authority

PAG - Port Authority of Guam *

GCC - Guam Community College

UOG - University of Guam

GVB - Guam Visitors Bureau



COMPENSATION MODEL

What are the critical components ?





COMPENSATION MODEL

What are the critical components ?

- A. Internal Equity
- B. External Equity



COMPENSATION MODEL

What are the critical components ?

- A. Internal Equity - *internally equitable*
- B. External Equity - *externally competitive*



COMPENSATION MODEL

What are the critical components ?

A. Internal Equity	80%	} Gov. Guam
B. External Equity	20%	



COMPENSATION MODEL

What are the critical components ?

A. Internal Equity	20%	} A.S & Assoc
B. External Equity	80%	



COMPENSATION MODEL

What are the critical components ?

- A. Internal Equity 20%
 - B. External Equity 80%
 - C. Pay Schedule / Implementation Ranges
- Regression Analysis
-
- A diagram consisting of two curved arrows pointing from the 20% and 80% values towards the text "Regression Analysis". The top arrow points from the 20% value to the text, and the bottom arrow points from the 80% value to the text.

STRUCTURED & TRANSPARENT



COMPENSATION MODEL

A. Internal Equity





JOB EVALUATION

Criteria - 12 Factors

1	Education	7	Work Environment
2	Experience	8	Physical Demands
3	Complexity	9	Discretionary Decisions
4	Scope of Work	10	Contacts
5	Problem Solving	11	Authority Exercised
6	Supervision Received	12	Supervisory Responsibility



JOB EVALUATION

Results

GPA - 260 positions

- Range 225 to 1854 points (Av. 758)

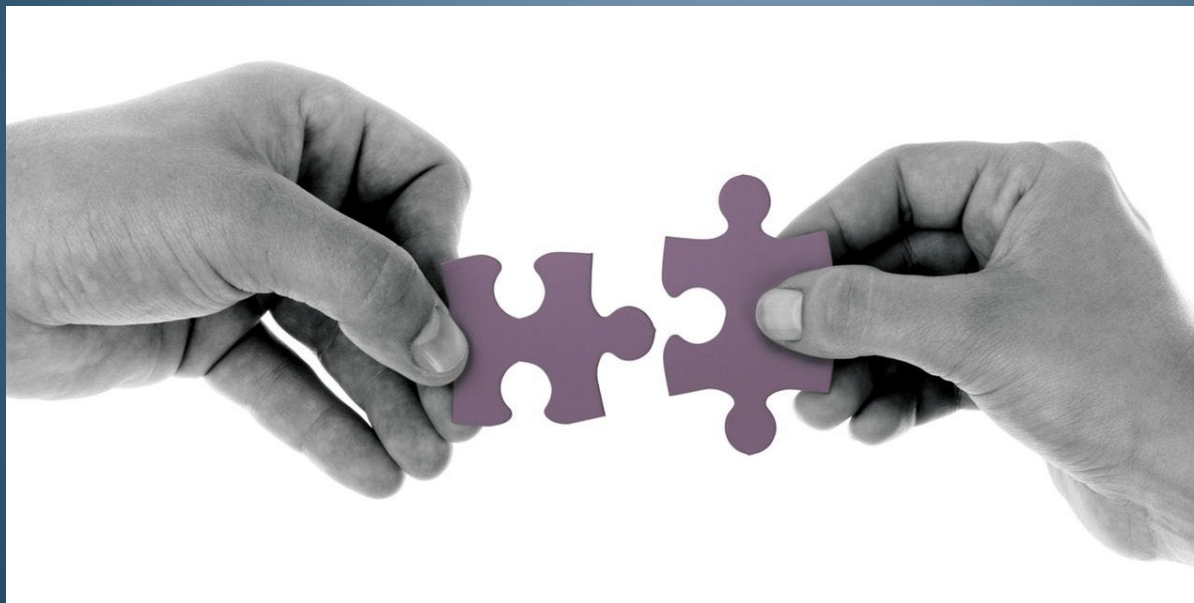
GWA - 216 positions

- Range 223 to 1854 points (Av. 768)



COMPENSATION MODEL

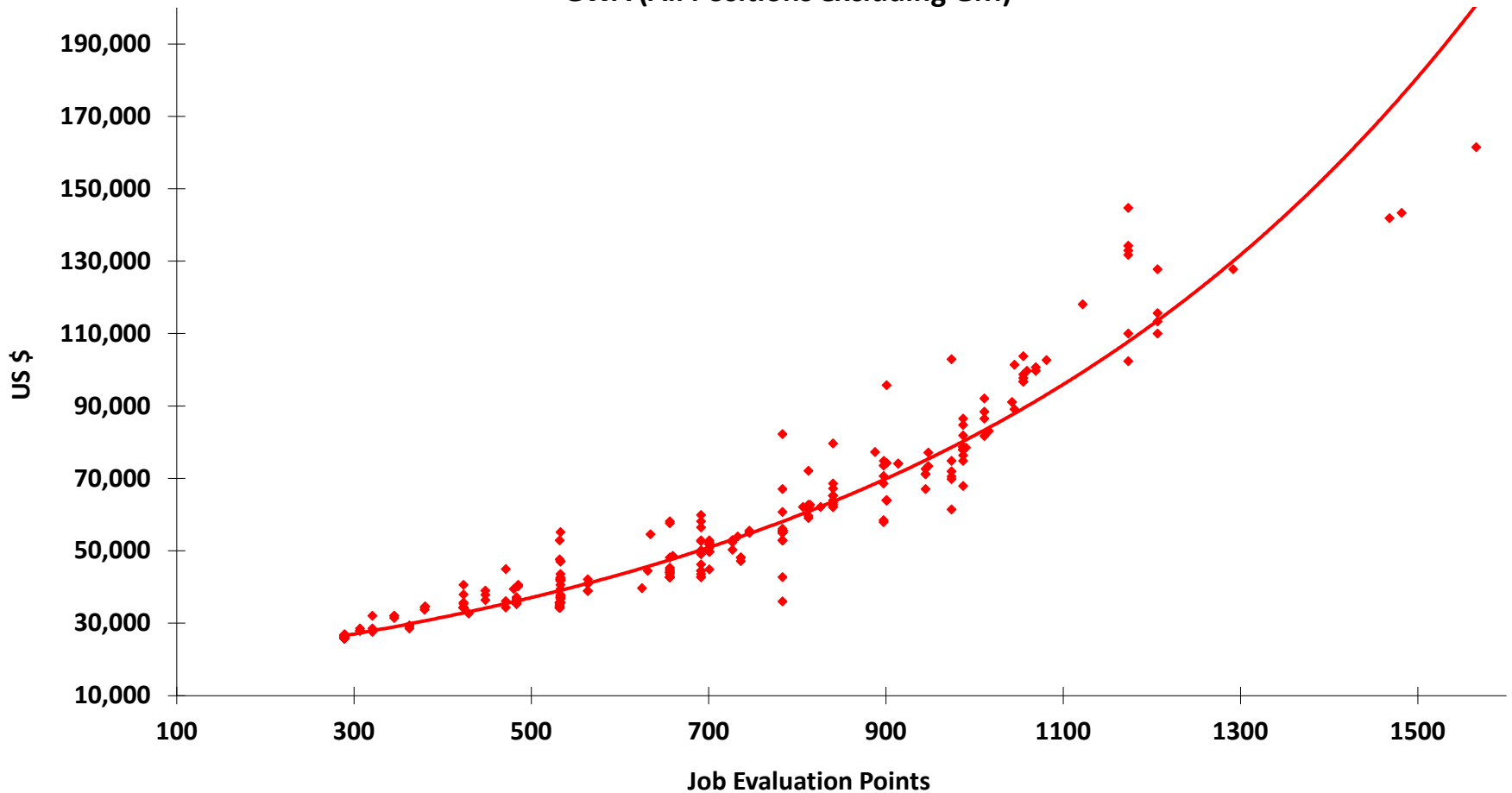
Regression Analysis - Internal





REGRESSION ANALYSIS - GWA

**Base Salary Regression
GWA (All Positions excluding GM)**





COMPENSATION MODEL

B. External Equity





MARKET DATA SOURCES

U.S. Mainland

1. American Public Power Association
2. American Water Works Association
3. U.S. Bureau of Labor Statistics
4. U.S. Department of Labor



MARKET DATA SOURCES

U.S. Mainland

5. U.S. Federal Government
6. Web Based Compensation Data
7. U.S. Utility Recruitment Companies
8. U.S. Utility Company Websites



MARKET DATA - Results

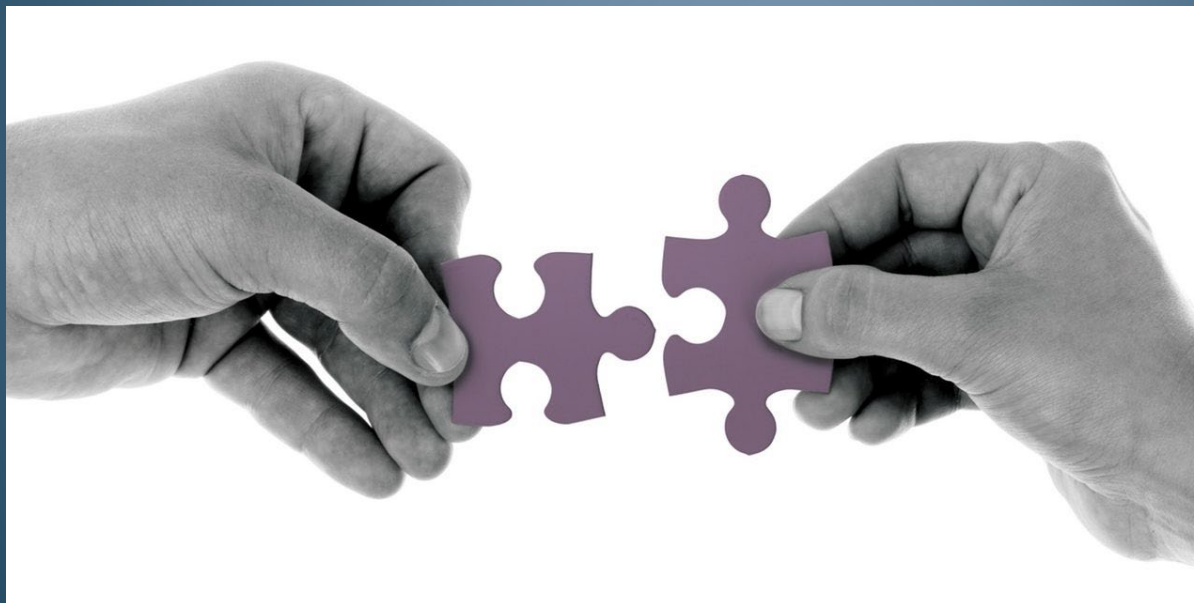
Appendix A : Pages 1 - 10 (Handout)

- Market Percentiles (5th - 95th)
- GPA - 260 positions
- GWA - 216 positions
- Data Includes Unclassified Positions



COMPENSATION MODEL

Regression Analysis - Int. + Ext.





REGRESSION ANALYSIS

Appendix B : Page 11 (Handout)

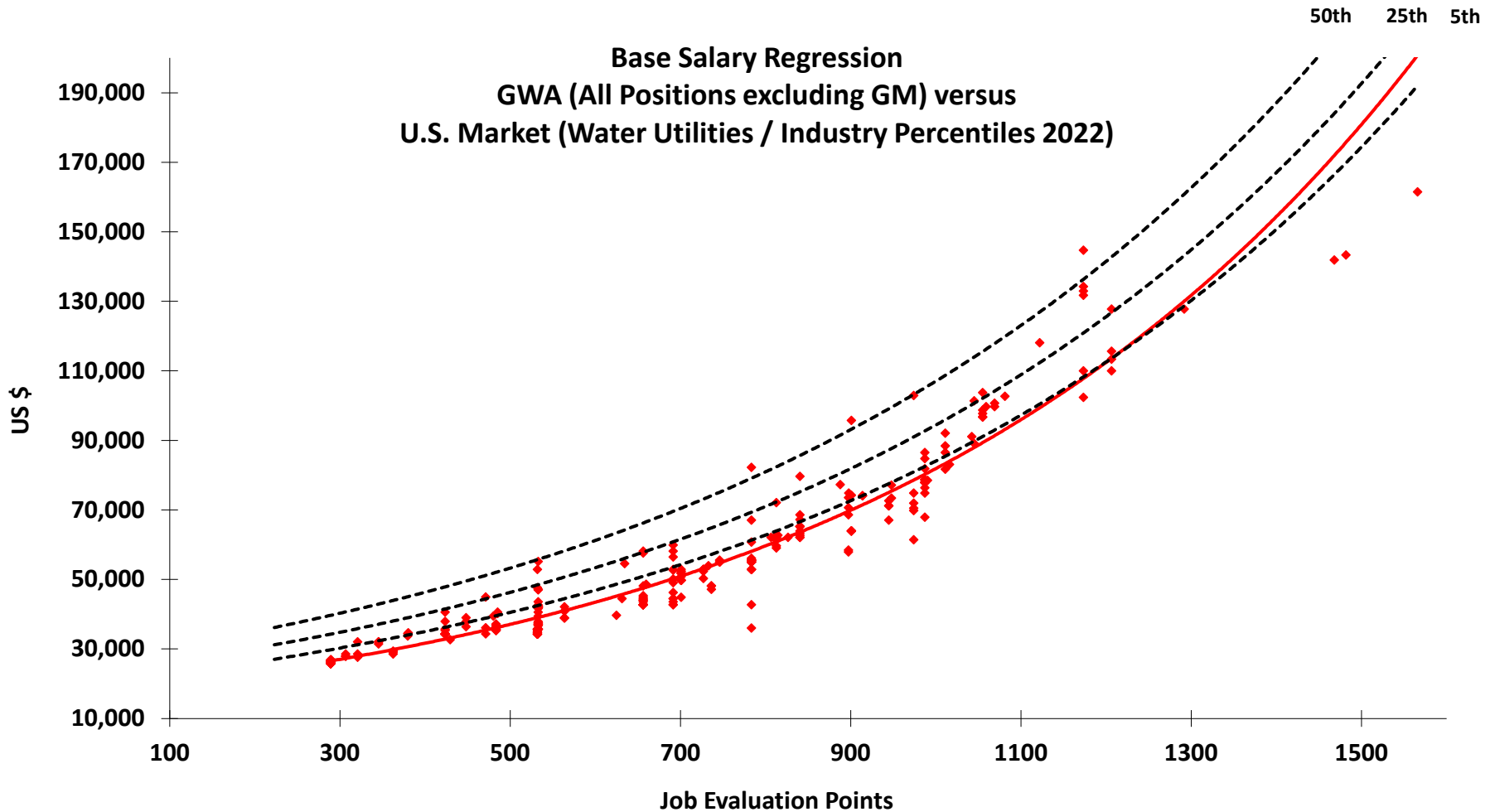
- All positions (excluding GM's)
- Both utilities approximate the 5th market percentile (2022 market data)
- Exponential regression line (average)



REGRESSION ANALYSIS - GWA

APPENDIX B

Base Salary Regression
GWA (All Positions excluding GM) versus
U.S. Market (Water Utilities / Industry Percentiles 2022)





**Before examining the cost
results the following are
seven factors impacting
GPA & GWA's
current market position
(5th market percentile / 2022)**



1. MARKET REVIEWS

I cannot over emphasize the importance of conducting regular market reviews in order to confirm and monitor market Position

Appendix A : Pages 1 - 10 (Handout)



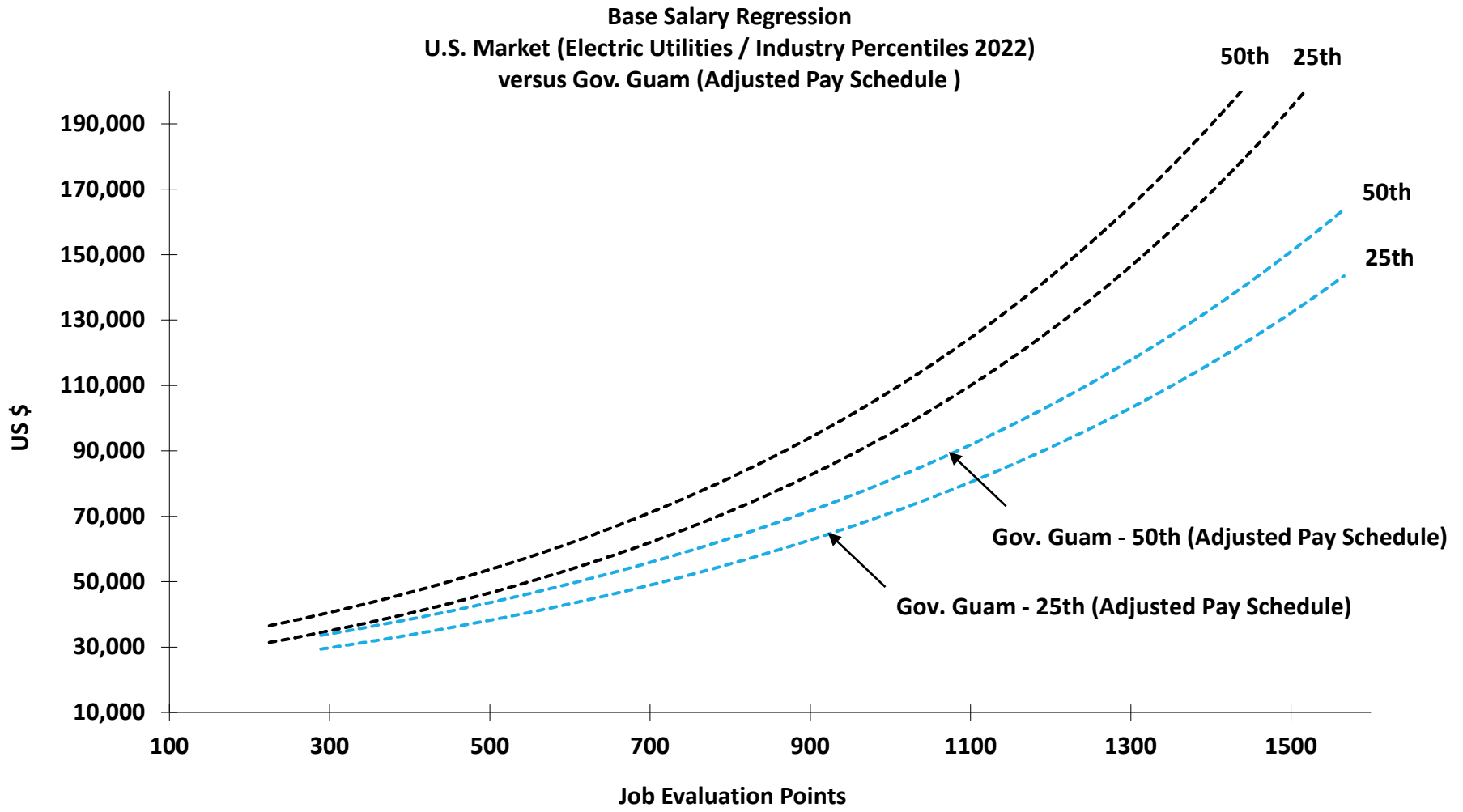
The Basic Premise :

“you cannot make strategic decisions on pay unless you know your true market position”

c.f. Gov. Guam - 22% increase



REG. - Utilities v's Gov. Guam





2. U.S. INFLATION

The current rate of inflation in the U.S. (the highest in 40 years) is exceeding salary growth



U.S. Inflation Rates : 2008 - 2022

September 2023 - 3.7%





3. INDUSTRY SALARY TRENDS

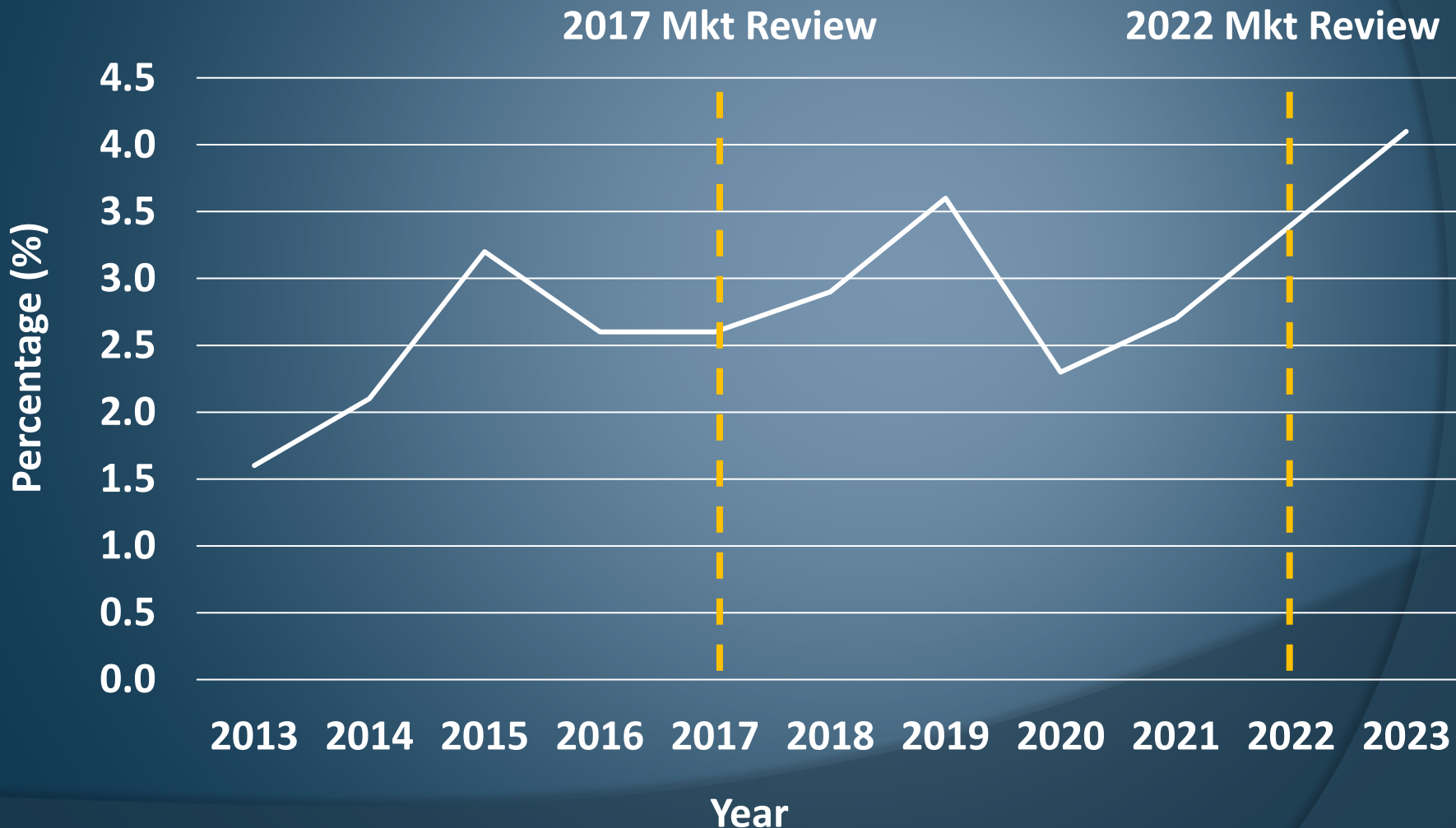
National salary growth within the U.S. is approximately 3% annually (average)

Salary growth within the utilities industry is currently trending in excess of 3% annually



BLS - Change in Total Compensation

Utilities : 2013 - 2023





4. METHODOLOGY

(Imp. Range Comparator)

For each cost option an implementation range is generated for every position.

In comparing salaries we have historically used the range minimum value as the comparator.



e.g. Line Electrician II

Grade I (15th Market Percentile)

	6				7	
D	A	B	C	D	A	B
44,483	44,927	45,377	45,830	46,289	46,752	47,219



e.g. Line Electrician II

Grade I (15th Market Percentile)

	6				7	
D	A	B	C	D	A	B
44,483	44,927	45,377	45,830	46,289	46,752	47,219



Range Minimum



Range Maximum



e.g. Line Electrician II

Grade I (15th Market Percentile)

	6				7	
D	A	B	C	D	A	B
44,483	44,927	45,377	45,830	46,289	46,752	47,219

Comparator Value (Costings Historically)



e.g. Line Electrician II

Grade I (15th Market Percentile)

	6				7	
D	A	B	C	D	A	B
44,483	44,927	45,377	45,830	46,289	46,752	47,219



True 15th Market
Percentile Value



Recent History :

Market review conducted in 2017

2017 - migrated to ~~15th~~ (10th) mkt percentile

2020 - migrated to ~~20th~~ (15th) mkt percentile



Current Costing / Moving Forward



	7				8	
D	A	B	C	D	A	B
46,289	46,752	47,219	47,691	48,168	48,650	49,136



Range Minimum

True Market

Percentile Value



Range Maximum



5. COMPETITIVE RECRUITMENT

Recruitment (for selected positions) is becoming increasingly competitive e.g. Engineering, IT, Scada, technical position etc



NAVFAC - Guam

Base Salary (hires from U.S. mainland)

12.62 % - COLA (tax free)

15.95% - Locality Pay (taxable)

12.38% - Non Foreign Post Diff. (taxable)

"Show me the Money"



How do we counter this ?

One option is migrating to a higher market percentile (which is what this review is about) but there are also other options worth exploring :



How do we counter this ?

One option is migrating to a higher market percentile (which is what this review is about) but there are also other options worth exploring :

1. Above Step Recruitment
2. Migrating selected positional groups



1. Above Step Recruitment

We may need to re-examine the wording of this policy, but the tool nonetheless, is there to be used by each General Manager re : hard to fill positions

Note : Use Appendix B to explore options



2. Migrating selected positional groups

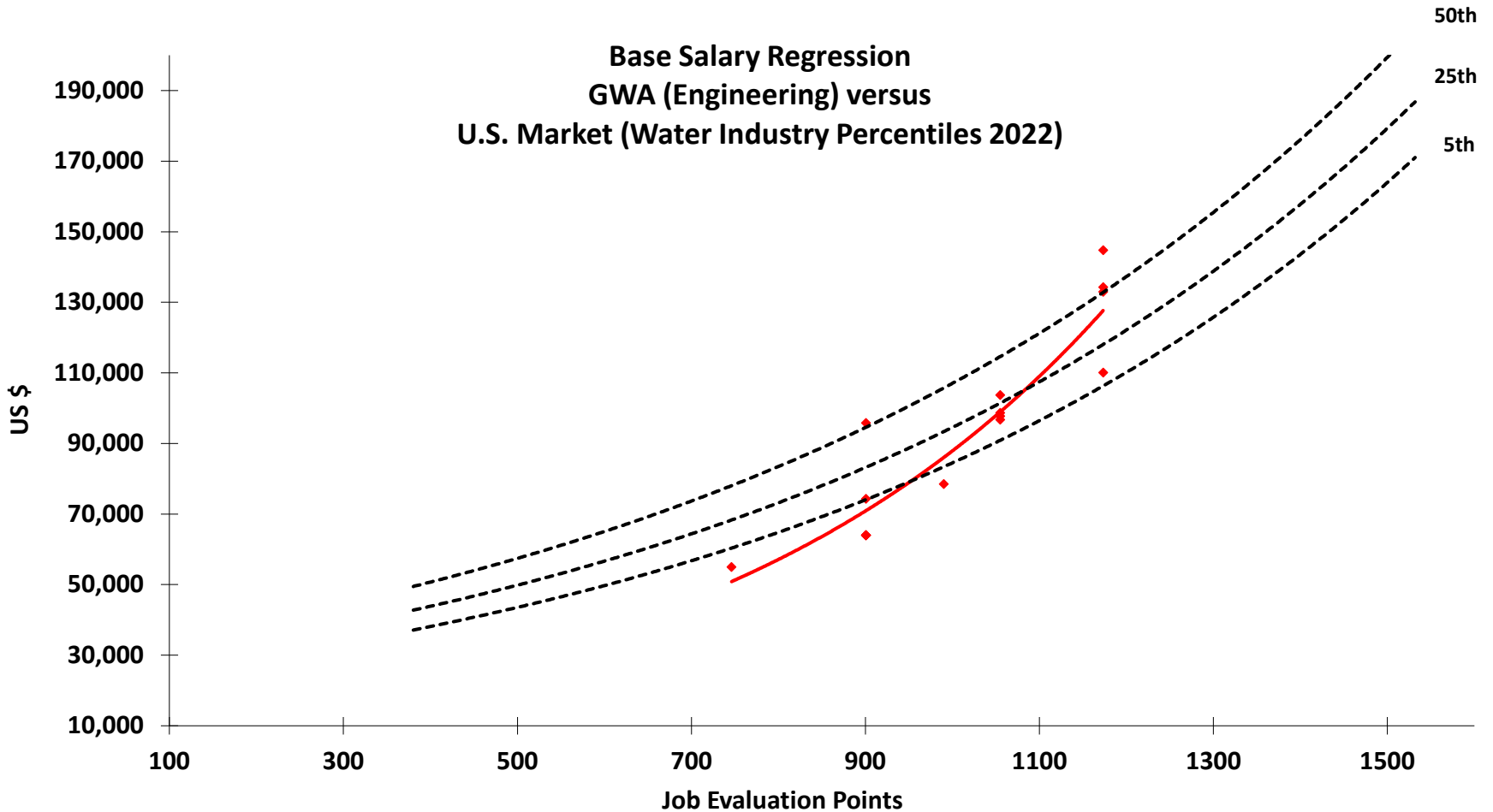
Where a selected positional group is under pressure re : attraction & retention the option is there for that group to be positioned at a higher market percentile



REGRESSION - GWA Engineering

APPENDIX C

**Base Salary Regression
GWA (Engineering) versus
U.S. Market (Water Industry Percentiles 2022)**





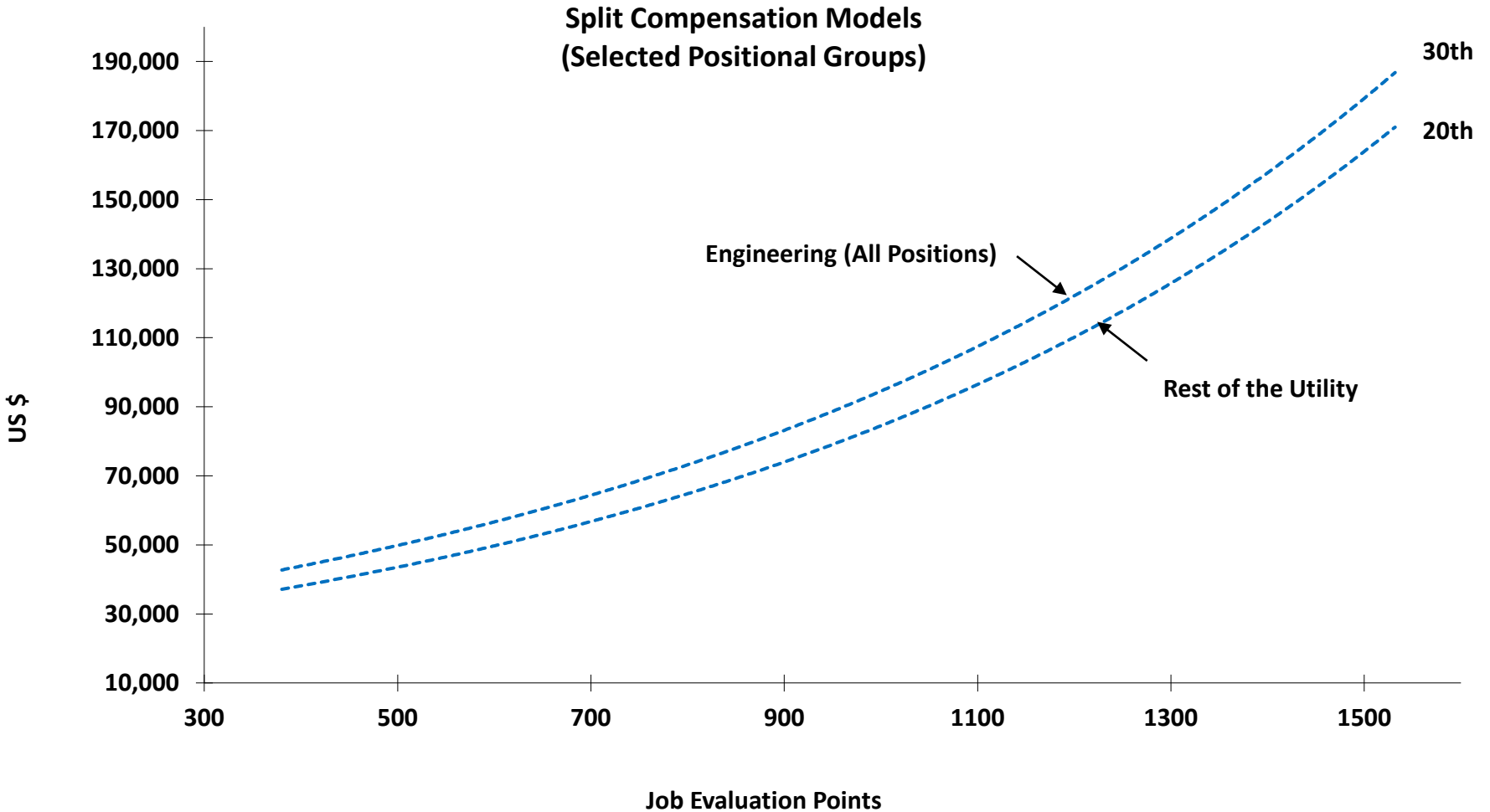
Action :

As an option we could migrate e.g. Engineering (and/or any other vulnerable positional group) to a higher market percentile

Note : Use Appendix B to explore options



Split Compensation Models





6. REWARDING QUALIFICATIONS

Recognition and reward for certified, technical and professional qualifications

Both GPA / GWA are vulnerable to the dynamics of a changing workforce

i.e. older / retiring staff perhaps unwilling to learn / acquire new skills etc



Example :

The first challenge is to identify the key qualifications of all CTP positions

Once completed the CTP position could have both a range minimum value plus a differential sub-step value in recognition of the qualification



e.g. Engineer Supervisor

	3				4	
D	A	B	C	D	A	B
118,330	119,513	120,709	121,916	123,135	124,366	125,610



Range Min



Range Min

		5				6
C	D	A	B	C	D	A
126,866	128,135	129,416	130,710	132,017	133,337	134,671



PE Qualification



7. TARGET MARKET PERCENTILE

It makes sense that the base salary target (for all positions) should be the 50th market percentile c.f. U.S. Utilities Market

Note : the 50th market percentile represents the market average



Strategy (Prevailing Market) :

For employees < 50th increments would continue to added to base salary

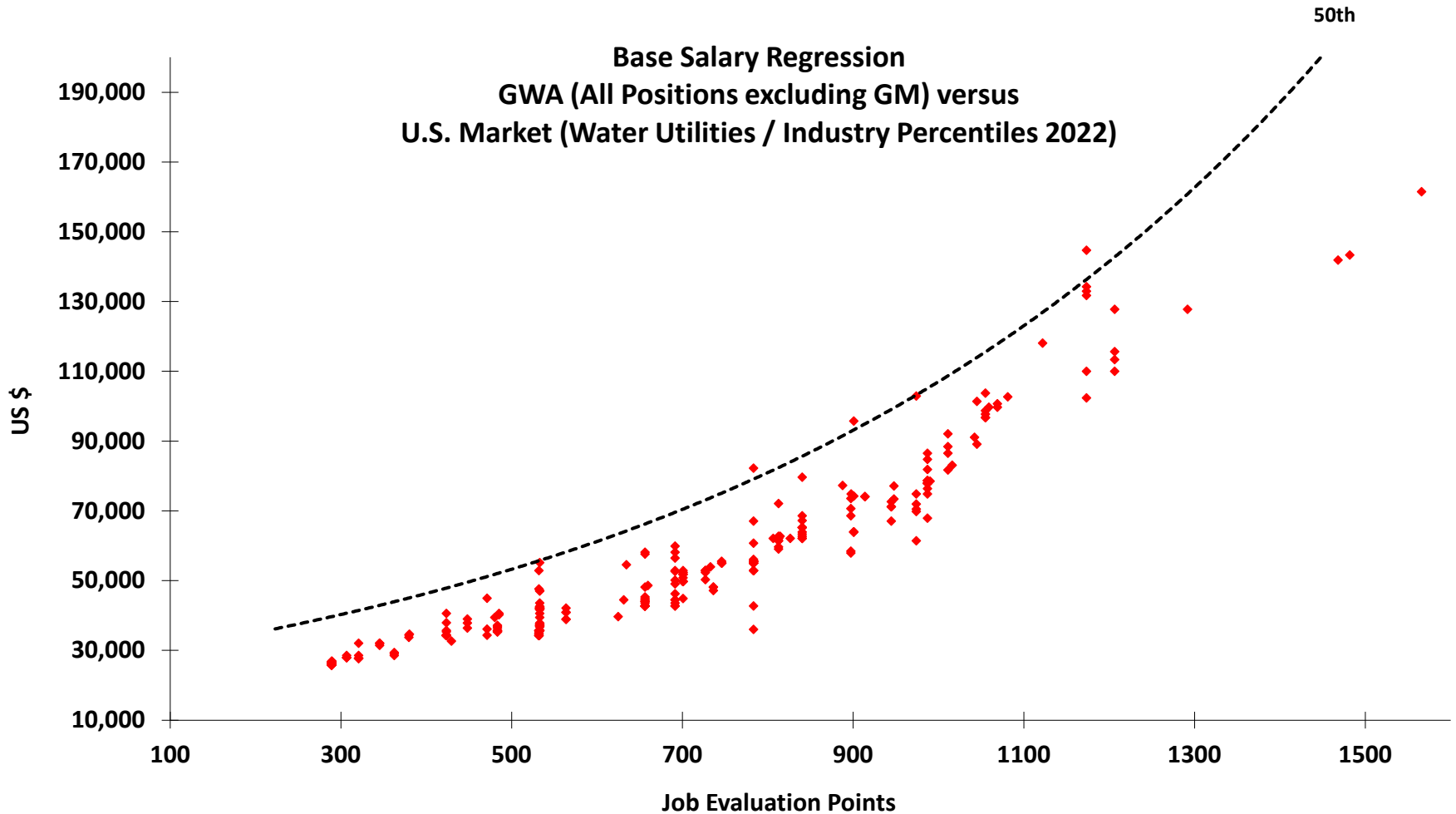
For employees > 50th increments could be paid out as a lump sum payment as opposed to the amount being added to base salary
(Note : until market catches up)



REGRESSION ANALYSIS - GWA

APPENDIX B

**Base Salary Regression
GWA (All Positions excluding GM) versus
U.S. Market (Water Utilities / Industry Percentiles 2022)**



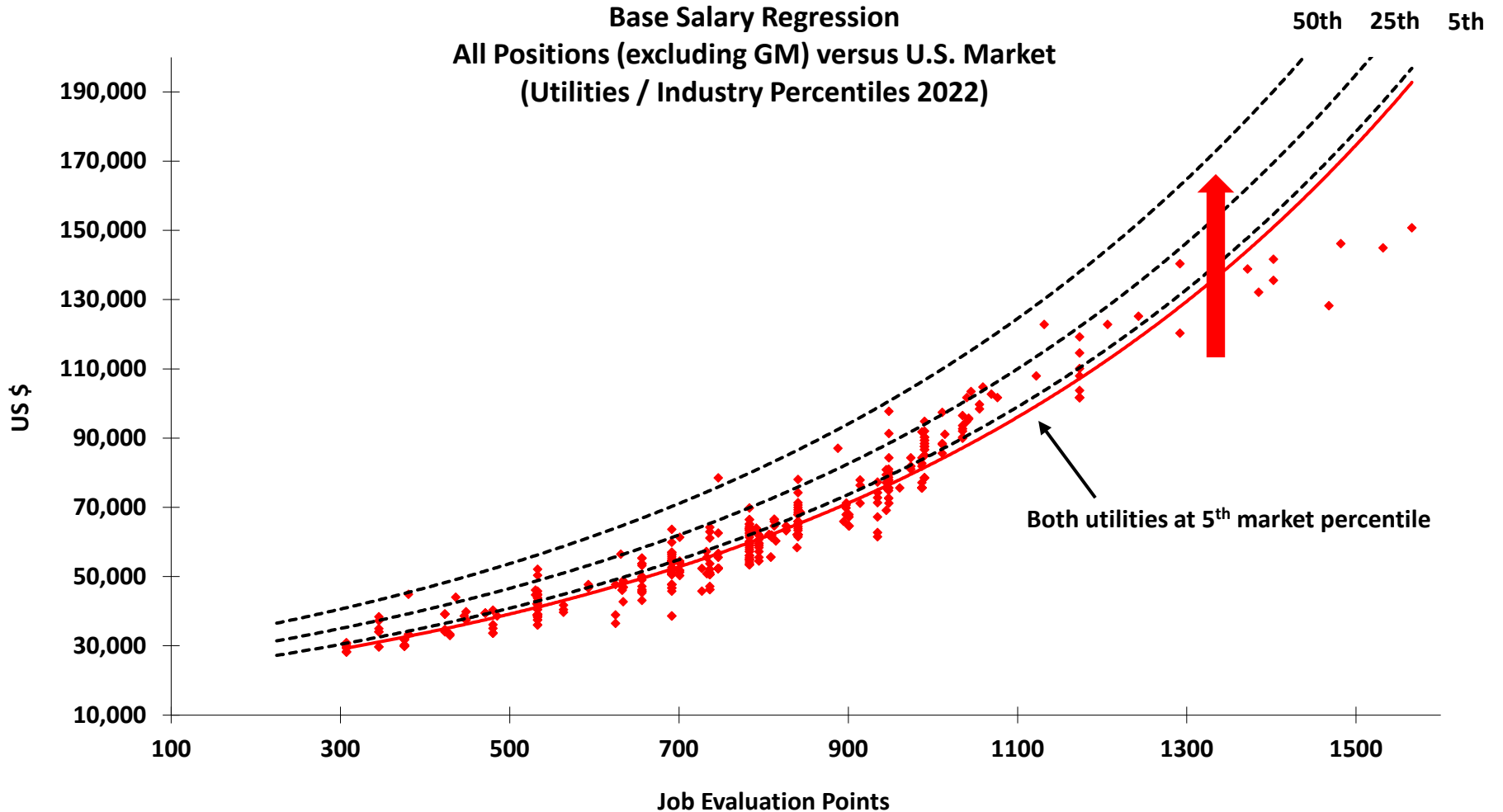


GPA / GWA - COST RESULTS





STRUCTURAL ADJUSTMENT





GPA / GWA - COST RESULTS

- We examined five (5) cost options : migrating both utilities to the : 10th, 15th, 20th, 25th & 30th market percentiles
- Results based on 2022 market data
- We understand both utilities are on a two (2) year budget cycle with \$2m per annum being set aside for structural adjustments in base salary



GPA / GWA - COST RESULTS

- Each cost result (in the handout) is based on migrating the utility from the current staffing pattern
- Additional cost results are presented in the following slides but are contingent on PFP being paid annually



GWA Cost Results - Two Options





GWA - Cost Summary

Option 1	F/Y24	2,353,776	20 th
	F/Y25	779,429	30 th
	TOTAL	\$ 3,133,205	
Option 2	F/Y24	2,946,431	25 th
	F/Y25	179,417	30 th
	TOTAL	\$ 3,125,848	



GWA Implementation - Option 1

F/Y24 - Migrate to 20th after F/Y23 PFP is paid (Sep 2024)

	No Emp.	% Emp.	Cost (\$)
Current Emp. < 20th	325	88.6	2,335,970
Current Emp. > 20th	42	11.4	17,806
	367	100.0	2,353,776

F/Y25 - Migrate to 30th after F/Y24 PFP is paid (Sep 2025)

	No Emp.	% Emp.	Cost (\$)
Current Emp. < 30th	336	91.6	779,429
Current Emp. > 30th	31	8.4	N/A
	367	100.0	779,429



GWA Implementation - Option 2

F/Y24 - Migrate to 25th after F/Y23 PFP is paid (Sep 2024)

	No Emp.	% Emp.	Cost (\$)
Current Emp. < 25th	336	91.6	2,932,368
Current Emp. > 25th	31	8.4	14,063
	367	100.0	2,946,431

F/Y25 - Migrate to 30th after F/Y24 PFP is paid (Sep 2025)

	No Emp.	% Emp.	Cost (\$)
Current Emp. < 30th	301	82.0	179,417
Current Emp. > 30th	66	18.0	N/A
	367	100.0	179,417



GWA - Cost Summary

Option 1

F/Y24	2,353,776	20 th
F/Y25	779,429	30 th
TOTAL	<u>\$ 3,133,205</u>	

Option 2

F/Y24	2,946,431	25 th
F/Y25	179,417	30 th
TOTAL	<u>\$ 3,125,848</u>	

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 1				Step 2				Step 3				Step 4				Step 5			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	27,000	27,270	27,543	27,818	28,096	28,377	28,661	28,948	29,237	29,530	29,825	30,123	30,424	30,729	31,036	31,346	31,660	31,976	32,296	32,619
B	30,780	31,088	31,399	31,713	32,030	32,350	32,674	33,000	33,330	33,664	34,000	34,340	34,684	35,031	35,381	35,735	36,092	36,453	36,817	37,186
C	31,088	31,399	31,713	32,030	32,350	32,674	33,000	33,330	33,664	34,000	34,340	34,684	35,031	35,381	35,735	36,092	36,453	36,817	37,186	37,557
D	35,129	35,481	35,835	36,194	36,556	36,921	37,290	37,663	38,040	38,420	38,805	39,193	39,584	39,980	40,380	40,784	41,192	41,604	42,020	42,440
E	37,237	37,609	37,985	38,365	38,749	39,136	39,528	39,923	40,322	40,726	41,133	41,544	41,960	42,379	42,803	43,231	43,663	44,100	44,541	44,986
F	37,982	38,362	38,745	39,133	39,524	39,919	40,318	40,722	41,129	41,540	41,955	42,375	42,799	43,227	43,659	44,096	44,537	44,982	45,432	45,886
G	41,400	41,814	42,232	42,655	43,081	43,512	43,947	44,386	44,830	45,279	45,731	46,189	46,651	47,117	47,588	48,064	48,545	49,030	49,521	50,016
H	47,610	48,086	48,567	49,053	49,543	50,039	50,539	51,044	51,555	52,070	52,591	53,117	53,648	54,185	54,727	55,274	55,827	56,385	56,949	57,518
I	52,371	52,895	53,424	53,958	54,498	55,043	55,593	56,149	56,710	57,277	57,850	58,429	59,013	59,603	60,199	60,801	61,409	62,023	62,644	63,270
J	57,608	58,184	58,766	59,354	59,947	60,547	61,152	61,764	62,381	63,005	63,635	64,272	64,914	65,563	66,219	66,881	67,550	68,226	68,908	69,597
K	67,978	68,657	69,344	70,037	70,738	71,445	72,160	72,881	73,610	74,346	75,090	75,841	76,599	77,365	78,139	78,920	79,709	80,506	81,311	82,124
L	73,416	74,150	74,892	75,640	76,397	77,161	77,932	78,712	79,499	80,294	81,097	81,908	82,727	83,554	84,390	85,234	86,086	86,947	87,816	88,694
M	82,960	83,790	84,627	85,474	86,328	87,192	88,064	88,944	89,834	90,732	91,639	92,556	93,481	94,416	95,360	96,314	97,277	98,250	99,232	100,225
N	91,256	92,168	93,090	94,021	94,961	95,911	96,870	97,839	98,817	99,805	100,803	101,811	102,829	103,858	104,896	105,945	107,005	108,075	109,156	110,247
O	97,644	98,620	99,606	100,603	101,609	102,625	103,651	104,687	105,734	106,792	107,860	108,938	110,028	111,128	112,239	113,361	114,495	115,640	116,796	117,964
P	108,385	109,469	110,563	111,669	112,786	113,913	115,053	116,203	117,365	118,539	119,724	120,921	122,131	123,352	124,585	125,831	127,090	128,360	129,644	130,940
Q	119,223	120,415	121,620	122,836	124,064	125,305	126,558	127,823	129,102	130,393	131,697	133,013	134,344	135,687	137,044	138,414	139,798	141,196	142,608	144,035
R	127,569	128,844	130,133	131,434	132,749	134,076	135,417	136,771	138,139	139,520	140,915	142,324	143,748	145,185	146,637	148,103	149,584	151,080	152,591	154,117
S	140,326	141,729	143,146	144,578	146,023	147,484	148,958	150,448	151,953	153,472	155,007	156,557	158,122	159,704	161,301	162,914	164,543	166,188	167,850	169,529

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 1				Step 2				Step 3				Step 4				Step 5			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
T	151,552	153,067	154,598	156,144	157,705	159,282	160,875	162,484	164,109	165,750	167,407	169,081	170,772	172,480	174,205	175,947	177,706	179,483	181,278	183,091
U	174,284	176,027	177,788	179,565	181,361	183,175	185,006	186,856	188,725	190,612	192,518	194,444	196,388	198,352	200,335	202,339	204,362	206,406	208,470	210,555
V	200,427	202,431	204,456	206,500	208,565	210,651	212,757	214,885	217,034	219,204	221,396	223,610	225,846	228,105	230,386	232,690	235,017	237,367	239,740	242,138
W	220,470	222,674	224,901	227,150	229,422	231,716	234,033	236,373	238,737	241,125	243,536	245,971	248,431	250,915	253,424	255,959	258,518	261,103	263,714	266,352
X	242,517	244,942	247,391	249,865	252,364	254,888	257,436	260,011	262,611	265,237	267,889	270,568	273,274	276,007	278,767	281,554	284,370	287,214	290,086	292,987
Y	266,768	269,436	272,130	274,852	277,600	280,376	283,180	286,012	288,872	291,761	294,678	297,625	300,601	303,607	306,643	309,710	312,807	315,935	319,094	322,285
Z	293,445	296,380	299,344	302,337	305,360	308,414	311,498	314,613	317,759	320,937	324,146	327,388	330,662	333,968	337,308	340,681	344,088	347,529	351,004	354,514

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 6				Step 7				Step 8				Step 9				Step 10			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	32,945	33,275	33,607	33,943	34,283	34,626	34,972	35,322	35,675	36,032	36,392	36,756	37,123	37,495	37,870	38,248	38,631	39,017	39,407	39,801
B	37,557	37,933	38,312	38,695	39,082	39,473	39,868	40,267	40,669	41,076	41,487	41,902	42,321	42,744	43,171	43,603	44,039	44,479	44,924	45,373
C	37,933	38,312	38,695	39,082	39,473	39,868	40,267	40,669	41,076	41,487	41,902	42,321	42,744	43,171	43,603	44,039	44,479	44,924	45,373	45,827
D	42,864	43,293	43,726	44,163	44,605	45,051	45,501	45,956	46,416	46,880	47,349	47,822	48,301	48,784	49,271	49,764	50,262	50,764	51,272	51,785
E	45,436	45,891	46,349	46,813	47,281	47,754	48,231	48,714	49,201	49,693	50,190	50,692	51,199	51,711	52,228	52,750	53,277	53,810	54,348	54,892
F	46,345	46,808	47,276	47,749	48,227	48,709	49,196	49,688	50,185	50,687	51,194	51,706	52,223	52,745	53,272	53,805	54,343	54,886	55,435	55,990
G	50,516	51,021	51,531	52,047	52,567	53,093	53,624	54,160	54,702	55,249	55,801	56,359	56,923	57,492	58,067	58,647	59,234	59,826	60,425	61,029
H	58,093	58,674	59,261	59,854	60,452	61,057	61,667	62,284	62,907	63,536	64,171	64,813	65,461	66,116	66,777	67,445	68,119	68,800	69,488	70,183
I	63,903	64,542	65,187	65,839	66,497	67,162	67,834	68,512	69,197	69,889	70,588	71,294	72,007	72,727	73,454	74,189	74,931	75,680	76,437	77,201
J	70,293	70,996	71,706	72,423	73,147	73,879	74,617	75,364	76,117	76,878	77,647	78,424	79,208	80,000	80,800	81,608	82,424	83,248	84,081	84,922
K	82,946	83,775	84,613	85,459	86,314	87,177	88,048	88,929	89,818	90,716	91,624	92,540	93,465	94,400	95,344	96,297	97,260	98,233	99,215	100,207
L	89,581	90,477	91,382	92,296	93,219	94,151	95,092	96,043	97,004	97,974	98,953	99,943	100,942	101,952	102,971	104,001	105,041	106,092	107,152	108,224
M	101,227	102,239	103,262	104,294	105,337	106,390	107,454	108,529	109,614	110,710	111,817	112,936	114,065	115,206	116,358	117,521	118,696	119,883	121,082	122,293
N	111,350	112,463	113,588	114,724	115,871	117,030	118,200	119,382	120,576	121,781	122,999	124,229	125,471	126,726	127,993	129,273	130,566	131,872	133,191	134,522
O	119,144	120,335	121,539	122,754	123,982	125,222	126,474	127,739	129,016	130,306	131,609	132,925	134,254	135,597	136,953	138,323	139,706	141,103	142,514	143,939
P	132,250	133,572	134,908	136,257	137,620	138,996	140,386	141,790	143,208	144,640	146,086	147,547	149,022	150,513	152,018	153,538	155,073	156,624	158,190	159,772
Q	145,475	146,930	148,399	149,883	151,382	152,896	154,425	155,969	157,528	159,104	160,695	162,302	163,925	165,564	167,220	168,892	170,581	172,287	174,009	175,749
R	155,658	157,215	158,787	160,375	161,978	163,598	165,234	166,887	168,555	170,241	171,943	173,663	175,399	177,153	178,925	180,714	182,521	184,347	186,190	188,052
S	171,224	172,936	174,666	176,412	178,176	179,958	181,758	183,575	185,411	187,265	189,138	191,029	192,939	194,869	196,817	198,786	200,774	202,781	204,809	206,857

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 6				Step 7				Step 8				Step 9				Step 10			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
T	184,922	186,771	188,639	190,525	192,430	194,355	196,298	198,261	200,244	202,246	204,269	206,311	208,375	210,458	212,563	214,689	216,835	219,004	221,194	223,406
U	212,660	214,787	216,935	219,104	221,295	223,508	225,743	228,000	230,280	232,583	234,909	237,258	239,631	242,027	244,447	246,892	249,361	251,854	254,373	256,917
V	244,559	247,005	249,475	251,970	254,489	257,034	259,604	262,200	264,822	267,471	270,145	272,847	275,575	278,331	281,114	283,926	286,765	289,632	292,529	295,454
W	269,015	271,705	274,422	277,166	279,938	282,738	285,565	288,421	291,305	294,218	297,160	300,132	303,133	306,164	309,226	312,318	315,441	318,596	321,782	324,999
X	295,917	298,876	301,864	304,883	307,932	311,011	314,121	317,263	320,435	323,640	326,876	330,145	333,446	336,781	340,148	343,550	346,985	350,455	353,960	357,499
Y	325,508	328,763	332,051	335,371	338,725	342,112	345,534	348,989	352,479	356,004	359,564	363,159	366,791	370,459	374,163	377,905	381,684	385,501	389,356	393,249
Z	358,059	361,640	365,256	368,909	372,598	376,324	380,087	383,888	387,727	391,604	395,520	399,475	403,470	407,505	411,580	415,695	419,852	424,051	428,291	432,574

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 11				Step 12				Step 13				Step 14				Step 15			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	40,199	40,601	41,007	41,417	41,832	42,250	42,672	43,099	43,530	43,965	44,405	44,849	45,298	45,751	46,208	46,670	47,137	47,608	48,084	48,565
B	45,827	46,285	46,748	47,216	47,688	48,165	48,647	49,133	49,624	50,121	50,622	51,128	51,639	52,156	52,677	53,204	53,736	54,273	54,816	55,364
C	46,285	46,748	47,216	47,688	48,165	48,647	49,133	49,624	50,121	50,622	51,128	51,639	52,156	52,677	53,204	53,736	54,273	54,816	55,364	55,918
D	52,303	52,826	53,354	53,887	54,426	54,971	55,520	56,075	56,636	57,203	57,775	58,352	58,936	59,525	60,121	60,722	61,329	61,942	62,562	63,187
E	55,441	55,995	56,555	57,121	57,692	58,269	58,851	59,440	60,034	60,635	61,241	61,854	62,472	63,097	63,728	64,365	65,009	65,659	66,315	66,978
F	56,550	57,115	57,686	58,263	58,846	59,434	60,029	60,629	61,235	61,847	62,466	63,091	63,721	64,359	65,002	65,652	66,309	66,972	67,642	68,318
G	61,639	62,255	62,878	63,507	64,142	64,783	65,431	66,085	66,746	67,414	68,088	68,769	69,456	70,151	70,852	71,561	72,277	72,999	73,729	74,467
H	70,885	71,594	72,310	73,033	73,763	74,501	75,246	75,998	76,758	77,526	78,301	79,084	79,875	80,674	81,480	82,295	83,118	83,949	84,789	85,637
I	77,973	78,753	79,541	80,336	81,139	81,951	82,770	83,598	84,434	85,278	86,131	86,992	87,862	88,741	89,628	90,525	91,430	92,344	93,268	94,200
J	85,771	86,628	87,495	88,370	89,253	90,146	91,047	91,958	92,877	93,806	94,744	95,692	96,649	97,615	98,591	99,577	100,573	101,579	102,594	103,620
K	101,209	102,222	103,244	104,276	105,319	106,372	107,436	108,510	109,595	110,691	111,798	112,916	114,045	115,186	116,338	117,501	118,676	119,863	121,061	122,272
L	109,306	110,399	111,503	112,618	113,744	114,882	116,031	117,191	118,363	119,547	120,742	121,949	123,169	124,401	125,645	126,901	128,170	129,452	130,746	132,054
M	123,516	124,751	125,999	127,259	128,531	129,817	131,115	132,426	133,750	135,088	136,439	137,803	139,181	140,573	141,978	143,398	144,832	146,281	147,743	149,221
N	135,868	137,226	138,599	139,985	141,384	142,798	144,226	145,668	147,125	148,596	150,082	151,583	153,099	154,630	156,176	157,738	159,315	160,909	162,518	164,143
O	145,378	146,832	148,300	149,783	151,281	152,794	154,322	155,865	157,424	158,998	160,588	162,194	163,816	165,454	167,109	168,780	170,468	172,172	173,894	175,633
P	161,370	162,984	164,614	166,260	167,922	169,601	171,297	173,010	174,741	176,488	178,253	180,035	181,836	183,654	185,491	187,346	189,219	191,111	193,022	194,953
Q	177,507	179,282	181,075	182,886	184,714	186,562	188,427	190,312	192,215	194,137	196,078	198,039	200,019	202,020	204,040	206,080	208,141	210,222	212,325	214,448
R	189,932	191,832	193,750	195,688	197,645	199,621	201,617	203,633	205,670	207,726	209,804	211,902	214,021	216,161	218,322	220,506	222,711	224,938	227,187	229,459
S	208,926	211,015	213,125	215,256	217,409	219,583	221,779	223,997	226,237	228,499	230,784	233,092	235,423	237,777	240,155	242,556	244,982	247,432	249,906	252,405

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 11				Step 12				Step 13				Step 14				Step 15			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
T	225,640	227,896	230,175	232,477	234,802	237,150	239,521	241,916	244,336	246,779	249,247	251,739	254,257	256,799	259,367	261,961	264,580	267,226	269,898	272,597
U	259,486	262,081	264,701	267,348	270,022	272,722	275,449	278,204	280,986	283,796	286,634	289,500	292,395	295,319	298,272	301,255	304,267	307,310	310,383	313,487
V	298,409	301,393	304,407	307,451	310,525	313,630	316,767	319,934	323,134	326,365	329,629	332,925	336,254	339,617	343,013	346,443	349,908	353,407	356,941	360,510
W	328,249	331,532	334,847	338,196	341,578	344,994	348,443	351,928	355,447	359,002	362,592	366,218	369,880	373,579	377,314	381,087	384,898	388,747	392,635	396,561
X	361,074	364,685	368,332	372,015	375,735	379,493	383,288	387,121	390,992	394,902	398,851	402,839	406,868	410,936	415,046	419,196	423,388	427,622	431,898	436,217
Y	397,182	401,154	405,165	409,217	413,309	417,442	421,617	425,833	430,091	434,392	438,736	443,123	447,554	452,030	456,550	461,116	465,727	470,384	475,088	479,839
Z	436,900	441,269	445,682	450,139	454,640	459,186	463,778	468,416	473,100	477,831	482,609	487,436	492,310	497,233	502,205	507,227	512,300	517,423	522,597	527,823

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 16				Step 17				Step 18				Step 19				Step 20			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	49,051	49,541	50,037	50,537	51,042	51,553	52,068	52,589	53,115	53,646	54,183	54,724	55,272	55,824	56,383	56,946	57,516	58,091	58,672	59,259
B	55,918	56,477	57,042	57,612	58,188	58,770	59,358	59,952	60,551	61,157	61,768	62,386	63,010	63,640	64,276	64,919	65,568	66,224	66,886	67,555
C	56,477	57,042	57,612	58,188	58,770	59,358	59,952	60,551	61,157	61,768	62,386	63,010	63,640	64,276	64,919	65,568	66,224	66,886	67,555	68,230
D	63,819	64,457	65,102	65,753	66,410	67,075	67,745	68,423	69,107	69,798	70,496	71,201	71,913	72,632	73,358	74,092	74,833	75,581	76,337	77,100
E	67,648	68,325	69,008	69,698	70,395	71,099	71,810	72,528	73,253	73,986	74,726	75,473	76,228	76,990	77,760	78,538	79,323	80,116	80,917	81,726
F	69,001	69,691	70,388	71,092	71,803	72,521	73,246	73,979	74,718	75,466	76,220	76,982	77,752	78,530	79,315	80,108	80,909	81,718	82,536	83,361
G	75,211	75,963	76,723	77,490	78,265	79,048	79,838	80,637	81,443	82,258	83,080	83,911	84,750	85,598	86,454	87,318	88,191	89,073	89,964	90,864
H	86,493	87,358	88,232	89,114	90,005	90,905	91,814	92,732	93,660	94,596	95,542	96,498	97,463	98,437	99,422	100,416	101,420	102,434	103,458	104,493
I	95,142	96,094	97,055	98,025	99,006	99,996	100,996	102,005	103,026	104,056	105,096	106,147	107,209	108,281	109,364	110,457	111,562	112,678	113,804	114,942
J	104,657	105,703	106,760	107,828	108,906	109,995	111,095	112,206	113,328	114,461	115,606	116,762	117,930	119,109	120,300	121,503	122,718	123,945	125,185	126,437
K	123,495	124,730	125,977	127,237	128,509	129,794	131,092	132,403	133,727	135,064	136,415	137,779	139,157	140,549	141,954	143,374	144,807	146,255	147,718	149,195
L	133,374	134,708	136,055	137,416	138,790	140,178	141,580	142,995	144,425	145,870	147,328	148,802	150,290	151,792	153,310	154,843	156,392	157,956	159,535	161,131
M	150,713	152,220	153,742	155,280	156,833	158,401	159,985	161,585	163,201	164,833	166,481	168,146	169,827	171,525	173,241	174,973	176,723	178,490	180,275	182,078
N	165,784	167,442	169,117	170,808	172,516	174,241	175,983	177,743	179,521	181,316	183,129	184,960	186,810	188,678	190,565	192,470	194,395	196,339	198,303	200,286
O	177,389	179,163	180,955	182,764	184,592	186,438	188,302	190,185	192,087	194,008	195,948	197,908	199,887	201,886	203,904	205,943	208,003	210,083	212,184	214,306
P	196,902	198,871	200,860	202,868	204,897	206,946	209,016	211,106	213,217	215,349	217,502	219,677	221,874	224,093	226,334	228,597	230,883	233,192	235,524	237,879
Q	216,592	218,758	220,946	223,155	225,387	227,641	229,917	232,216	234,538	236,884	239,253	241,645	244,062	246,502	248,967	251,457	253,971	256,511	259,076	261,667
R	231,754	234,071	236,412	238,776	241,164	243,575	246,011	248,471	250,956	253,466	256,000	258,560	261,146	263,757	266,395	269,059	271,749	274,467	277,212	279,984
S	254,929	257,478	260,053	262,654	265,280	267,933	270,612	273,318	276,052	278,812	281,600	284,416	287,260	290,133	293,034	295,965	298,924	301,914	304,933	307,982

**25th Market Percentile
2022 Market Data**

PAY GRADE	Step 16				Step 17				Step 18				Step 19				Step 20			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
T	275,323	278,077	280,857	283,666	286,503	289,368	292,261	295,184	298,136	301,117	304,128	307,170	310,241	313,344	316,477	319,642	322,838	326,067	329,327	332,621
U	316,622	319,788	322,986	326,216	329,478	332,773	336,101	339,462	342,856	346,285	349,748	353,245	356,778	360,345	363,949	367,588	371,264	374,977	378,727	382,514
V	364,115	367,756	371,434	375,148	378,900	382,689	386,516	390,381	394,285	398,227	402,210	406,232	410,294	414,397	418,541	422,726	426,954	431,223	435,536	439,891
W	400,527	404,532	408,577	412,663	416,790	420,958	425,167	429,419	433,713	438,050	442,431	446,855	451,324	455,837	460,395	464,999	469,649	474,346	479,089	483,880
X	440,579	444,985	449,435	453,929	458,469	463,053	467,684	472,361	477,084	481,855	486,674	491,541	496,456	501,420	506,435	511,499	516,614	521,780	526,998	532,268
Y	484,637	489,484	494,379	499,322	504,316	509,359	514,452	519,597	524,793	530,041	535,341	540,695	546,102	551,563	557,078	562,649	568,275	573,958	579,698	585,495
Z	533,101	538,432	543,816	549,255	554,747	560,295	565,898	571,557	577,272	583,045	588,875	594,764	600,712	606,719	612,786	618,914	625,103	631,354	637,668	644,044

APPENDIX A

25th Market Percentile
2022 Market Data

	Step 1				Step 2				Step 3				Step 4				Step 5			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	27,000	27,270	27,543	27,818	28,096	28,377	28,661	28,948	29,237	29,530	29,825	30,123	30,424	30,729	31,036	31,346	31,660	31,976	32,296	32,619
B	30,780	31,088	31,399	31,713	32,030	32,350	32,674	33,000	33,330	33,664	34,000	34,340	34,684	35,031	35,381	35,735	36,092	36,453	36,817	37,186
C	31,088	31,399	31,713	32,030	32,350	32,674	33,000	33,330	33,664	34,000	34,340	34,684	35,031	35,381	35,735	36,092	36,453	36,817	37,186	37,557
D	35,129	35,481	35,835	36,194	36,556	36,921	37,290	37,663	38,040	38,420	38,805	39,193	39,584	39,980	40,380	40,784	41,192	41,604	42,020	42,440
E	37,237	37,609	37,985	38,365	38,749	39,136	39,528	39,923	40,322	40,726	41,133	41,544	41,960	42,379	42,803	43,231	43,663	44,100	44,541	44,986
F	37,982	38,362	38,745	39,133	39,524	39,919	40,318	40,722	41,129	41,540	41,955	42,375	42,799	43,227	43,659	44,096	44,537	44,982	45,432	45,886
G	41,400	41,814	42,232	42,655	43,081	43,512	43,947	44,386	44,830	45,279	45,731	46,189	46,651	47,117	47,588	48,064	48,545	49,030	49,521	50,016
H	47,610	48,086	48,567	49,053	49,543	50,039	50,539	51,044	51,555	52,070	52,591	53,117	53,648	54,185	54,727	55,274	55,827	56,385	56,949	57,518
I	52,371	52,895	53,424	53,958	54,498	55,043	55,593	56,149	56,710	57,277	57,850	58,429	59,013	59,603	60,199	60,801	61,409	62,023	62,644	63,270
J	57,608	58,184	58,766	59,354	59,947	60,547	61,152	61,764	62,381	63,005	63,635	64,272	64,914	65,563	66,219	66,881	67,550	68,226	68,908	69,597
K	67,978	68,657	69,344	70,037	70,738	71,445	72,160	72,881	73,610	74,346	75,090	75,841	76,599	77,365	78,139	78,920	79,709	80,506	81,311	82,124
L	73,416	74,150	74,892	75,640	76,397	77,161	77,932	78,712	79,499	80,294	81,097	81,908	82,727	83,554	84,390	85,234	86,086	86,947	87,816	88,694
M	82,960	83,790	84,627	85,474	86,328	87,192	88,064	88,944	89,834	90,732	91,639	92,556	93,481	94,416	95,360	96,314	97,277	98,250	99,232	100,225
N	91,256	92,168	93,090	94,021	94,961	95,911	96,870	97,839	98,817	99,805	100,803	101,811	102,829	103,858	104,896	105,945	107,005	108,075	109,156	110,247
O	97,644	98,620	99,606	100,603	101,609	102,625	103,651	104,687	105,734	106,792	107,860	108,938	110,028	111,128	112,239	113,361	114,495	115,640	116,796	117,964
P	108,385	109,469	110,563	111,669	112,786	113,913	115,053	116,203	117,365	118,539	119,724	120,921	122,131	123,352	124,585	125,831	127,090	128,360	129,644	130,940
Q	119,223	120,415	121,620	122,836	124,064	125,305	126,558	127,823	129,102	130,393	131,697	133,013	134,344	135,687	137,044	138,414	139,798	141,196	142,608	144,035

**25th Market Percentile
2022 Market Data**

	Step 1				Step 2				Step 3				Step 4				Step 5			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
R	127,569	128,844	130,133	131,434	132,749	134,076	135,417	136,771	138,139	139,520	140,915	142,324	143,748	145,185	146,637	148,103	149,584	151,080	152,591	154,117
S	140,326	141,729	143,146	144,578	146,023	147,484	148,958	150,448	151,953	153,472	155,007	156,557	158,122	159,704	161,301	162,914	164,543	166,188	167,850	169,529
T	151,552	153,067	154,598	156,144	157,705	159,282	160,875	162,484	164,109	165,750	167,407	169,081	170,772	172,480	174,205	175,947	177,706	179,483	181,278	183,091
U	174,284	176,027	177,788	179,565	181,361	183,175	185,006	186,856	188,725	190,612	192,518	194,444	196,388	198,352	200,335	202,339	204,362	206,406	208,470	210,555
V	200,427	202,431	204,456	206,500	208,565	210,651	212,757	214,885	217,034	219,204	221,396	223,610	225,846	228,105	230,386	232,690	235,017	237,367	239,740	242,138
W	220,470	222,674	224,901	227,150	229,422	231,716	234,033	236,373	238,737	241,125	243,536	245,971	248,431	250,915	253,424	255,959	258,518	261,103	263,714	266,352
X	242,517	244,942	247,391	249,865	252,364	254,888	257,436	260,011	262,611	265,237	267,889	270,568	273,274	276,007	278,767	281,554	284,370	287,214	290,086	292,987
Y	266,768	269,436	272,130	274,852	277,600	280,376	283,180	286,012	288,872	291,761	294,678	297,625	300,601	303,607	306,643	309,710	312,807	315,935	319,094	322,285
Z	293,445	296,380	299,344	302,337	305,360	308,414	311,498	314,613	317,759	320,937	324,146	327,388	330,662	333,968	337,308	340,681	344,088	347,529	351,004	354,514

25th Market Percentile
2022 Market Data

	Step 6				Step 7				Step 8				Step 9				Step 10			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	32,945	33,275	33,607	33,943	34,283	34,626	34,972	35,322	35,675	36,032	36,392	36,756	37,123	37,495	37,870	38,248	38,631	39,017	39,407	39,801
B	37,557	37,933	38,312	38,695	39,082	39,473	39,868	40,267	40,669	41,076	41,487	41,902	42,321	42,744	43,171	43,603	44,039	44,479	44,924	45,373
C	37,933	38,312	38,695	39,082	39,473	39,868	40,267	40,669	41,076	41,487	41,902	42,321	42,744	43,171	43,603	44,039	44,479	44,924	45,373	45,827
D	42,864	43,293	43,726	44,163	44,605	45,051	45,501	45,956	46,416	46,880	47,349	47,822	48,301	48,784	49,271	49,764	50,262	50,764	51,272	51,785
E	45,436	45,891	46,349	46,813	47,281	47,754	48,231	48,714	49,201	49,693	50,190	50,692	51,199	51,711	52,228	52,750	53,277	53,810	54,348	54,892
F	46,345	46,808	47,276	47,749	48,227	48,709	49,196	49,688	50,185	50,687	51,194	51,706	52,223	52,745	53,272	53,805	54,343	54,886	55,435	55,990
G	50,516	51,021	51,531	52,047	52,567	53,093	53,624	54,160	54,702	55,249	55,801	56,359	56,923	57,492	58,067	58,647	59,234	59,826	60,425	61,029
H	58,093	58,674	59,261	59,854	60,452	61,057	61,667	62,284	62,907	63,536	64,171	64,813	65,461	66,116	66,777	67,445	68,119	68,800	69,488	70,183
I	63,903	64,542	65,187	65,839	66,497	67,162	67,834	68,512	69,197	69,889	70,588	71,294	72,007	72,727	73,454	74,189	74,931	75,680	76,437	77,201
J	70,293	70,996	71,706	72,423	73,147	73,879	74,617	75,364	76,117	76,878	77,647	78,424	79,208	80,000	80,800	81,608	82,424	83,248	84,081	84,922
K	82,946	83,775	84,613	85,459	86,314	87,177	88,048	88,929	89,818	90,716	91,624	92,540	93,465	94,400	95,344	96,297	97,260	98,233	99,215	100,207
L	89,581	90,477	91,382	92,296	93,219	94,151	95,092	96,043	97,004	97,974	98,953	99,943	100,942	101,952	102,971	104,001	105,041	106,092	107,152	108,224
M	101,227	102,239	103,262	104,294	105,337	106,390	107,454	108,529	109,614	110,710	111,817	112,936	114,065	115,206	116,358	117,521	118,696	119,883	121,082	122,293
N	111,350	112,463	113,588	114,724	115,871	117,030	118,200	119,382	120,576	121,781	122,999	124,229	125,471	126,726	127,993	129,273	130,566	131,872	133,191	134,522
O	119,144	120,335	121,539	122,754	123,982	125,222	126,474	127,739	129,016	130,306	131,609	132,925	134,254	135,597	136,953	138,323	139,706	141,103	142,514	143,939
P	132,250	133,572	134,908	136,257	137,620	138,996	140,386	141,790	143,208	144,640	146,086	147,547	149,022	150,513	152,018	153,538	155,073	156,624	158,190	159,772
Q	145,475	146,930	148,399	149,883	151,382	152,896	154,425	155,969	157,528	159,104	160,695	162,302	163,925	165,564	167,220	168,892	170,581	172,287	174,009	175,749

**25th Market Percentile
2022 Market Data**

	Step 6				Step 7				Step 8				Step 9				Step 10			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
R	155,658	157,215	158,787	160,375	161,978	163,598	165,234	166,887	168,555	170,241	171,943	173,663	175,399	177,153	178,925	180,714	182,521	184,347	186,190	188,052
S	171,224	172,936	174,666	176,412	178,176	179,958	181,758	183,575	185,411	187,265	189,138	191,029	192,939	194,869	196,817	198,786	200,774	202,781	204,809	206,857
T	184,922	186,771	188,639	190,525	192,430	194,355	196,298	198,261	200,244	202,246	204,269	206,311	208,375	210,458	212,563	214,689	216,835	219,004	221,194	223,406
U	212,660	214,787	216,935	219,104	221,295	223,508	225,743	228,000	230,280	232,583	234,909	237,258	239,631	242,027	244,447	246,892	249,361	251,854	254,373	256,917
V	244,559	247,005	249,475	251,970	254,489	257,034	259,604	262,200	264,822	267,471	270,145	272,847	275,575	278,331	281,114	283,926	286,765	289,632	292,529	295,454
W	269,015	271,705	274,422	277,166	279,938	282,738	285,565	288,421	291,305	294,218	297,160	300,132	303,133	306,164	309,226	312,318	315,441	318,596	321,782	324,999
X	295,917	298,876	301,864	304,883	307,932	311,011	314,121	317,263	320,435	323,640	326,876	330,145	333,446	336,781	340,148	343,550	346,985	350,455	353,960	357,499
Y	325,508	328,763	332,051	335,371	338,725	342,112	345,534	348,989	352,479	356,004	359,564	363,159	366,791	370,459	374,163	377,905	381,684	385,501	389,356	393,249
Z	358,059	361,640	365,256	368,909	372,598	376,324	380,087	383,888	387,727	391,604	395,520	399,475	403,470	407,505	411,580	415,695	419,852	424,051	428,291	432,574

25th Market Percentile
2022 Market Data

	Step 11				Step 12				Step 13				Step 14				Step 15			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	40,199	40,601	41,007	41,417	41,832	42,250	42,672	43,099	43,530	43,965	44,405	44,849	45,298	45,751	46,208	46,670	47,137	47,608	48,084	48,565
B	45,827	46,285	46,748	47,216	47,688	48,165	48,647	49,133	49,624	50,121	50,622	51,128	51,639	52,156	52,677	53,204	53,736	54,273	54,816	55,364
C	46,285	46,748	47,216	47,688	48,165	48,647	49,133	49,624	50,121	50,622	51,128	51,639	52,156	52,677	53,204	53,736	54,273	54,816	55,364	55,918
D	52,303	52,826	53,354	53,887	54,426	54,971	55,520	56,075	56,636	57,203	57,775	58,352	58,936	59,525	60,121	60,722	61,329	61,942	62,562	63,187
E	55,441	55,995	56,555	57,121	57,692	58,269	58,851	59,440	60,034	60,635	61,241	61,854	62,472	63,097	63,728	64,365	65,009	65,659	66,315	66,978
F	56,550	57,115	57,686	58,263	58,846	59,434	60,029	60,629	61,235	61,847	62,466	63,091	63,721	64,359	65,002	65,652	66,309	66,972	67,642	68,318
G	61,639	62,255	62,878	63,507	64,142	64,783	65,431	66,085	66,746	67,414	68,088	68,769	69,456	70,151	70,852	71,561	72,277	72,999	73,729	74,467
H	70,885	71,594	72,310	73,033	73,763	74,501	75,246	75,998	76,758	77,526	78,301	79,084	79,875	80,674	81,480	82,295	83,118	83,949	84,789	85,637
I	77,973	78,753	79,541	80,336	81,139	81,951	82,770	83,598	84,434	85,278	86,131	86,992	87,862	88,741	89,628	90,525	91,430	92,344	93,268	94,200
J	85,771	86,628	87,495	88,370	89,253	90,146	91,047	91,958	92,877	93,806	94,744	95,692	96,649	97,615	98,591	99,577	100,573	101,579	102,594	103,620
K	101,209	102,222	103,244	104,276	105,319	106,372	107,436	108,510	109,595	110,691	111,798	112,916	114,045	115,186	116,338	117,501	118,676	119,863	121,061	122,272
L	109,306	110,399	111,503	112,618	113,744	114,882	116,031	117,191	118,363	119,547	120,742	121,949	123,169	124,401	125,645	126,901	128,170	129,452	130,746	132,054
M	123,516	124,751	125,999	127,259	128,531	129,817	131,115	132,426	133,750	135,088	136,439	137,803	139,181	140,573	141,978	143,398	144,832	146,281	147,743	149,221
N	135,868	137,226	138,599	139,985	141,384	142,798	144,226	145,668	147,125	148,596	150,082	151,583	153,099	154,630	156,176	157,738	159,315	160,909	162,518	164,143
O	145,378	146,832	148,300	149,783	151,281	152,794	154,322	155,865	157,424	158,998	160,588	162,194	163,816	165,454	167,109	168,780	170,468	172,172	173,894	175,633
P	161,370	162,984	164,614	166,260	167,922	169,601	171,297	173,010	174,741	176,488	178,253	180,035	181,836	183,654	185,491	187,346	189,219	191,111	193,022	194,953
Q	177,507	179,282	181,075	182,886	184,714	186,562	188,427	190,312	192,215	194,137	196,078	198,039	200,019	202,020	204,040	206,080	208,141	210,222	212,325	214,448

**25th Market Percentile
2022 Market Data**

	Step 11				Step 12				Step 13				Step 14				Step 15			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
R	189,932	191,832	193,750	195,688	197,645	199,621	201,617	203,633	205,670	207,726	209,804	211,902	214,021	216,161	218,322	220,506	222,711	224,938	227,187	229,459
S	208,926	211,015	213,125	215,256	217,409	219,583	221,779	223,997	226,237	228,499	230,784	233,092	235,423	237,777	240,155	242,556	244,982	247,432	249,906	252,405
T	225,640	227,896	230,175	232,477	234,802	237,150	239,521	241,916	244,336	246,779	249,247	251,739	254,257	256,799	259,367	261,961	264,580	267,226	269,898	272,597
U	259,486	262,081	264,701	267,348	270,022	272,722	275,449	278,204	280,986	283,796	286,634	289,500	292,395	295,319	298,272	301,255	304,267	307,310	310,383	313,487
V	298,409	301,393	304,407	307,451	310,525	313,630	316,767	319,934	323,134	326,365	329,629	332,925	336,254	339,617	343,013	346,443	349,908	353,407	356,941	360,510
W	328,249	331,532	334,847	338,196	341,578	344,994	348,443	351,928	355,447	359,002	362,592	366,218	369,880	373,579	377,314	381,087	384,898	388,747	392,635	396,561
X	361,074	364,685	368,332	372,015	375,735	379,493	383,288	387,121	390,992	394,902	398,851	402,839	406,868	410,936	415,046	419,196	423,388	427,622	431,898	436,217
Y	397,182	401,154	405,165	409,217	413,309	417,442	421,617	425,833	430,091	434,392	438,736	443,123	447,554	452,030	456,550	461,116	465,727	470,384	475,088	479,839
Z	436,900	441,269	445,682	450,139	454,640	459,186	463,778	468,416	473,100	477,831	482,609	487,436	492,310	497,233	502,205	507,227	512,300	517,423	522,597	527,823

25th Market Percentile
2022 Market Data

	Step 16				Step 17				Step 18				Step 19				Step 20			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	49,051	49,541	50,037	50,537	51,042	51,553	52,068	52,589	53,115	53,646	54,183	54,724	55,272	55,824	56,383	56,946	57,516	58,091	58,672	59,259
B	55,918	56,477	57,042	57,612	58,188	58,770	59,358	59,952	60,551	61,157	61,768	62,386	63,010	63,640	64,276	64,919	65,568	66,224	66,886	67,555
C	56,477	57,042	57,612	58,188	58,770	59,358	59,952	60,551	61,157	61,768	62,386	63,010	63,640	64,276	64,919	65,568	66,224	66,886	67,555	68,230
D	63,819	64,457	65,102	65,753	66,410	67,075	67,745	68,423	69,107	69,798	70,496	71,201	71,913	72,632	73,358	74,092	74,833	75,581	76,337	77,100
E	67,648	68,325	69,008	69,698	70,395	71,099	71,810	72,528	73,253	73,986	74,726	75,473	76,228	76,990	77,760	78,538	79,323	80,116	80,917	81,726
F	69,001	69,691	70,388	71,092	71,803	72,521	73,246	73,979	74,718	75,466	76,220	76,982	77,752	78,530	79,315	80,108	80,909	81,718	82,536	83,361
G	75,211	75,963	76,723	77,490	78,265	79,048	79,838	80,637	81,443	82,258	83,080	83,911	84,750	85,598	86,454	87,318	88,191	89,073	89,964	90,864
H	86,493	87,358	88,232	89,114	90,005	90,905	91,814	92,732	93,660	94,596	95,542	96,498	97,463	98,437	99,422	100,416	101,420	102,434	103,458	104,493
I	95,142	96,094	97,055	98,025	99,006	99,996	100,996	102,005	103,026	104,056	105,096	106,147	107,209	108,281	109,364	110,457	111,562	112,678	113,804	114,942
J	104,657	105,703	106,760	107,828	108,906	109,995	111,095	112,206	113,328	114,461	115,606	116,762	117,930	119,109	120,300	121,503	122,718	123,945	125,185	126,437
K	123,495	124,730	125,977	127,237	128,509	129,794	131,092	132,403	133,727	135,064	136,415	137,779	139,157	140,549	141,954	143,374	144,807	146,255	147,718	149,195
L	133,374	134,708	136,055	137,416	138,790	140,178	141,580	142,995	144,425	145,870	147,328	148,802	150,290	151,792	153,310	154,843	156,392	157,956	159,535	161,131
M	150,713	152,220	153,742	155,280	156,833	158,401	159,985	161,585	163,201	164,833	166,481	168,146	169,827	171,525	173,241	174,973	176,723	178,490	180,275	182,078
N	165,784	167,442	169,117	170,808	172,516	174,241	175,983	177,743	179,521	181,316	183,129	184,960	186,810	188,678	190,565	192,470	194,395	196,339	198,303	200,286
O	177,389	179,163	180,955	182,764	184,592	186,438	188,302	190,185	192,087	194,008	195,948	197,908	199,887	201,886	203,904	205,943	208,003	210,083	212,184	214,306
P	196,902	198,871	200,860	202,868	204,897	206,946	209,016	211,106	213,217	215,349	217,502	219,677	221,874	224,093	226,334	228,597	230,883	233,192	235,524	237,879
Q	216,592	218,758	220,946	223,155	225,387	227,641	229,917	232,216	234,538	236,884	239,253	241,645	244,062	246,502	248,967	251,457	253,971	256,511	259,076	261,667

**25th Market Percentile
2022 Market Data**

	Step 16				Step 17				Step 18				Step 19				Step 20			
GRADE	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
R	231,754	234,071	236,412	238,776	241,164	243,575	246,011	248,471	250,956	253,466	256,000	258,560	261,146	263,757	266,395	269,059	271,749	274,467	277,212	279,984
S	254,929	257,478	260,053	262,654	265,280	267,933	270,612	273,318	276,052	278,812	281,600	284,416	287,260	290,133	293,034	295,965	298,924	301,914	304,933	307,982
T	275,323	278,077	280,857	283,666	286,503	289,368	292,261	295,184	298,136	301,117	304,128	307,170	310,241	313,344	316,477	319,642	322,838	326,067	329,327	332,621
U	316,622	319,788	322,986	326,216	329,478	332,773	336,101	339,462	342,856	346,285	349,748	353,245	356,778	360,345	363,949	367,588	371,264	374,977	378,727	382,514
V	364,115	367,756	371,434	375,148	378,900	382,689	386,516	390,381	394,285	398,227	402,210	406,232	410,294	414,397	418,541	422,726	426,954	431,223	435,536	439,891
W	400,527	404,532	408,577	412,663	416,790	420,958	425,167	429,419	433,713	438,050	442,431	446,855	451,324	455,837	460,395	464,999	469,649	474,346	479,089	483,880
X	440,579	444,985	449,435	453,929	458,469	463,053	467,684	472,361	477,084	481,855	486,674	491,541	496,456	501,420	506,435	511,499	516,614	521,780	526,998	532,268
Y	484,637	489,484	494,379	499,322	504,316	509,359	514,452	519,597	524,793	530,041	535,341	540,695	546,102	551,563	557,078	562,649	568,275	573,958	579,698	585,495
Z	533,101	538,432	543,816	549,255	554,747	560,295	565,898	571,557	577,272	583,045	588,875	594,764	600,712	606,719	612,786	618,914	625,103	631,354	637,668	644,044