



Gloria B. Nelson Public Service Building | 688 Route 15 Mangilao, Guam 96913 P.O. Box 3010 Hagatña, Guam 96932 Tel. No. (671) 300-6846/48 Fax No. (671) 648-3290

PETITION

The General Manager of Guam Waterworks Authority (GWA) hereby petitions the Consolidated Commission on Utilities (CCU) to accept and adopt the recommendation of the 2022 Market Review and strategic pay scales by Alan Searle and Associates in accordance with Public Law 28-159, Chapter 5.200, item 3.0.3.

For more information, please visit GWA's website at www.guamwaterworks.org/careers/petition or you may contact the Human Resources Division at 300-3076-6.

MIGUEL C. BORDALLO, P.E. GENERAL MANAGER

Misorry



GUAM WATERWORKS AUTHORITY Gloria B. Nelson Public Service Building | 688 Route 15 Mangilao, Guam 96913

P.O. Box 3010 Hagåtña, Guam 96932 Tel. No. (671) 300-6846/48 Fax No. (671) 648-3290

Request:

Petition by the GWA General Manager to the Consolidated Commission on Utilities Board to accept and adopt the recommendation of the 2022 Market Review and strategic pay scales by Alan Searle and Associates in accordance with Public Law 28-159, Chapter 5.200, section 3.0.3

Authority:

Public Law 28-159, Section 5 Compensation; 3.0 Administration; (b)(1) Petition; (b)(2) Posting of Petition

Background:

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 Exhibits A-C). 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.

Consideration and Recommendation(s):

GWA is requesting approval for its strategic pay plan to adjust salaries over the next six years up to the 50th market percentile.

Prepared by:		Concurred by:		
Sant/	2/1/2024	Chrishy Bl	2/1/2024	
Zina Pangelinan-Charfauros (Sign & Date) Personnel Services Administrator		Christopher M. Budasi (Sign & Date) Assistant General Manager - Administration & Support		
	Approved: 🗹	Disapproved:		
	Mround	2/1/2024		
	Miguel C. Bordallo, F General Manager	P.E. (Sign & Date)		



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Issues for Decision

Resolution No. 07- FY2024

Relative to the Adoption of the 2022 Market Update and Strategic Pay Scale for the Guam Waterworks Authority

What is the project's objective and is it necessary and urgent?

GWA has experienced an average turnover rate of 11.9% during the last three fiscal years. Separations not due to adverse action or retirement were primarily due to employees seeking higher pay with other organizations. During that period, 28% went to work for the federal government or federal contractor, 12% relocated off-island, 12% transferred to another government of Guam agency and 6% obtained employment in the private sector.

Guam Waterworks Authority						
Employee Seperation Data - FY2021 to FY2024						
					Grand	Total
	FY21	FY22	FY23	FY24	Total	Percentage
Fed, Fed Contractor	3	9	19	5	36	27.9%
Retirement	9	9	5		23	17.8%
Relocation off-island	1	1	11	3	16	12.4%
Government of Guam	1	5	9	1	16	12.4%
Adverse Action	10	4	2		16	12.4%
Unknown	5	3	2	1	11	8.5%
Private Sector		1	7		8	6.2%
Deceased	1	2			3	2.3%
Grand Total	30	34	55	10	129	100.0%

FY24 data is for the first four months of the fiscal year.

There's a noticeable upward trend in employees separating in FY23 for employment with the Federal Government or its contractors. Transfers to other Government of Guam agencies and off-island relocations also increased significantly in FY23.

On April 1, 2023, the Government of Guam implemented an across the board 22% increase to its General Pay Plan. The primary reason was "to have a more competitive compensation structure to enable recruitment and retention of the best candidates and employees."

In March 2023, Alan Searle and Associates completed a market review study based on U.S. 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

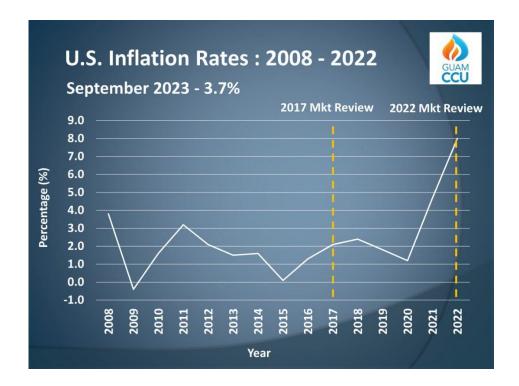


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salary levels established in 2017 have regressed on average from the 20th market percentile to the 5th market percentile compared to U.S. water utilities.

Study Conclusions

- 1) Market reviews lack of regular market reviews contributed to GWA falling behind prevailing market wages.
- 2) Inflation in the United States the current rate of U.S. inflation is the highest in 40 years and is exceeding salary growth.



- 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 more than 3% annually.
- 4) Methodology previous GWA salary migrations (2008, 2017 and 2020) were implemented at the range minimum salary which is five percent lower than the range maximum.



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5) Competitive Recruitment – recruitment for selected positions is becoming increasingly competitive, especially in technical positions such as engineers, information technology, SCADA technicians and water and wastewater operators.



- 6) Rewarding qualifications GWA is vulnerable to the dynamics of a changing workforce that require certified technical and professional qualifications, especially in technical positions such as engineers, information technology, SCADA technicians and water and wastewater operators.
- 7) Target market percentile 96.4% of GWA employees are paid below the market midpoint or 50th market percentile.

Study Recommendations

The study recommends regular market reviews and subsequent salary migrations until GWA employees reach the prevailing water utility market wage midpoint of 50%. The recommended methodology for salary migrations is to use range maximums which will move salaries closer to the midpoint than if range minimums are used. In addition, for hard to fill positions other tools such as above step recruitment and awarding higher pay for professional certifications should be considered for attracting and retaining personnel.

Proposed Strategic Pay Plan

GWA's strategic pay plan is designed to improve the Authority's competitiveness, both locally in Guam and within the broader water utility industry. This initiative aims to not only elevate employee satisfaction but also foster performance excellence, drive higher



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productivity, and cultivate a deeper sense of loyalty and commitment to GWA's objectives and overall success.

GWA is requesting approval for its strategic pay plan to adjust salaries using the range maximum over the next six years up to the 50th market percentile to incentivize and retain top-performing employees and reduce turnover rates. The recommended implementation schedule for GWA annual structural pay adjustments is:

FY2024 – 20th Market Percentile (MP)

FY2025 – 30th MP

FY2026 - 35th MP

 $FY2027 - 40^{th} MP$

FY2028 - 45th MP

 $FY2029 - 50^{th} MP$

Where is the location?

NA

How much will it cost?

Estimated cost for salary and benefits:

Fiscal Year	Market %	Salary	Benefits	Total Sal & Ben
FY24	20th MP	\$2,380,947	\$735,236	\$3,116,183 ¹
FY25	30th MP	\$1,429,556	\$441,447	\$1,871,003
FY26	35th MP	\$610,087	\$188,395	\$798,482
FY27	40th MP	\$498,222	\$153,851	\$757,203
FY28	45th MP	\$578,548	\$178,656	\$757,203
FY29	50th MP	\$16,947	\$5,233	\$22,180
Total		\$5,514,306	\$1,702,818	\$7,403,437

When will it be completed?

Structural adjustments will be processed beginning FY2024 through FY2029, subject to the availability of funds.

What is the funding source?

Structural pay adjustments will be revenue funded.

The RFP/BID responses (if applicable):

NA

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¹ Implementation planned for July 2024. Total estimated cost for 3 months is \$779,046.

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



What are the critical components?





What are the critical components?

- A. Internal Equity
- B. External Equity



What are the critical components?

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



What are the critical components?

A. Internal Equity 80%B. External Equity 20%

Gov. Guam



What are the critical components?

A. Internal Equity 20%

B. External Equity 80%

B. External Equity

A.S & Assoc



What are the critical components?

A. Internal Equity

20%

Regression Analysis

B. External Equity

80%

C. Pay Schedule / Implementation Ranges

STRUCTURED & TRANSPARENT

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)

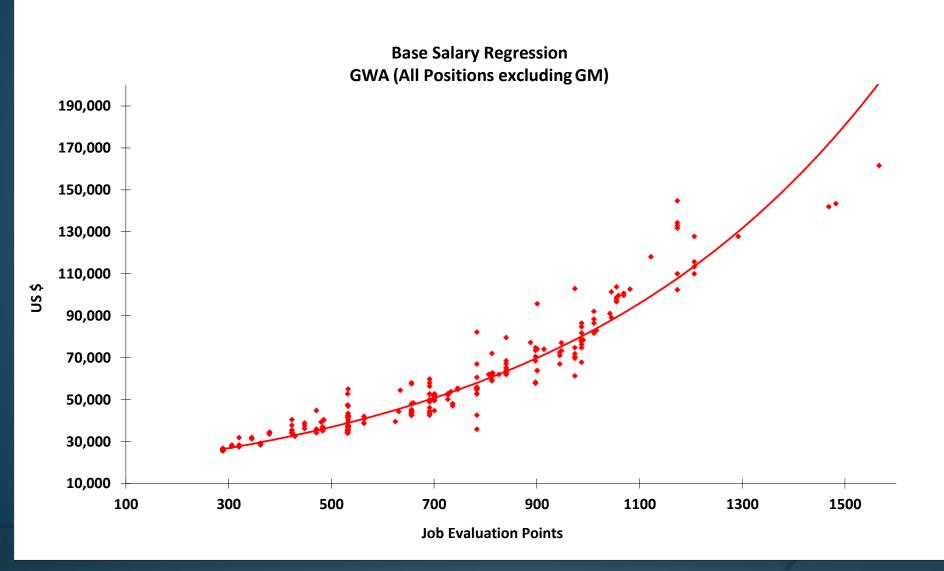
Regression Analysis - Internal





REGRESSION ANALYSIS - GWA





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

GUAM CCU

Regression Analysis - Int. + Ext.



REGRESSION ANALYSIS

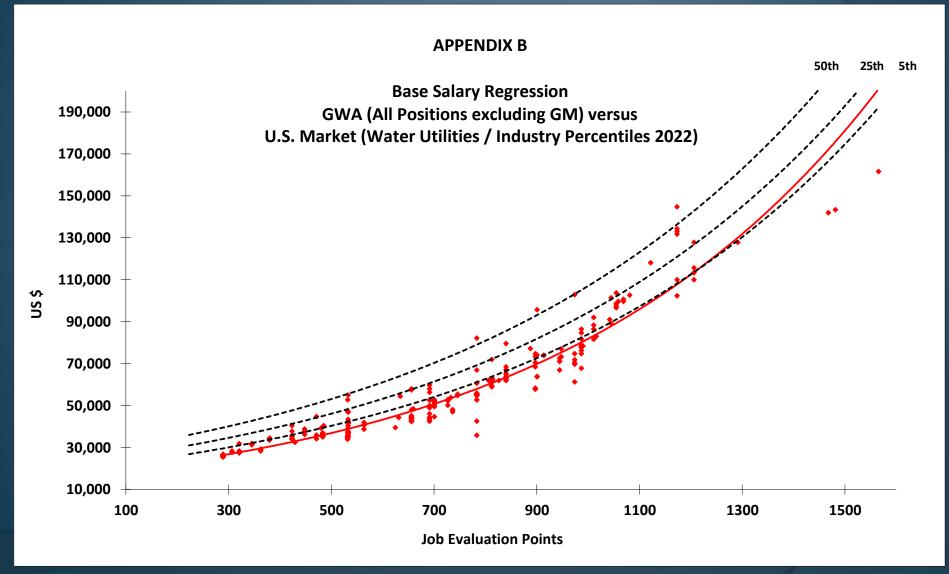


Appendix B: Page 11 (Handout)

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

REGRESSION ANALYSIS - GWA







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





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

Appendix A: Pages 1 - 10 (Handout)



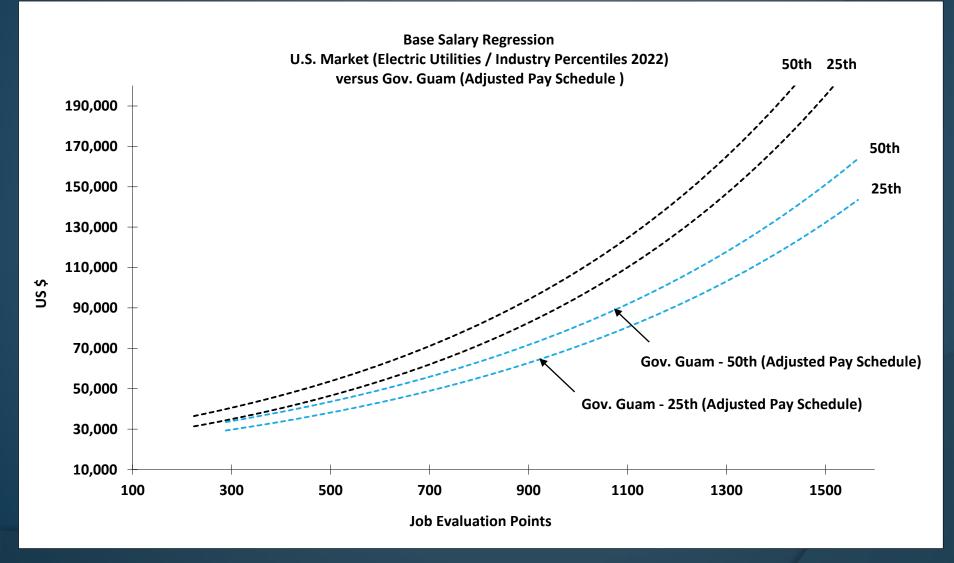
The Basic Premise:

"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

Percentage (%)

U.S. Inflation Rates : 2008 - 2022



September 2023 - 3.7%







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.



Grade I (15th Market Percentile)

	6				7	
D	А	В	С	D	А	В
44,483	44,927	45,377	45,830	46,289	46,752	47,219



Grade I (15th Market Percentile)

	6				7	
D	А	В	С	D	А	В
44,483	44,927	45,377	45,830	46,289	46,752	47,219





Range Minimum

Range Maximum



Grade I (15th Market Percentile)

	6				7	
D	A	В	С	D	А	В
44,483	44,927	45,377	45,830	46,289	46,752	47,219

Comparator Value (Costings Historically)



Grade I (15th Market Percentile)

	6				7	
D	A	В	С	D	А	В
44,483	44,927	45,377	45,830	46,289	46,752	47,219



True 15th Market Percentile Value





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	А	В	С	D	А	В
46,289	46,752	47,219	47,691	48,168	48,650	49,136





Range Minimum

True Market

Percentile Value

Range Maximum





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

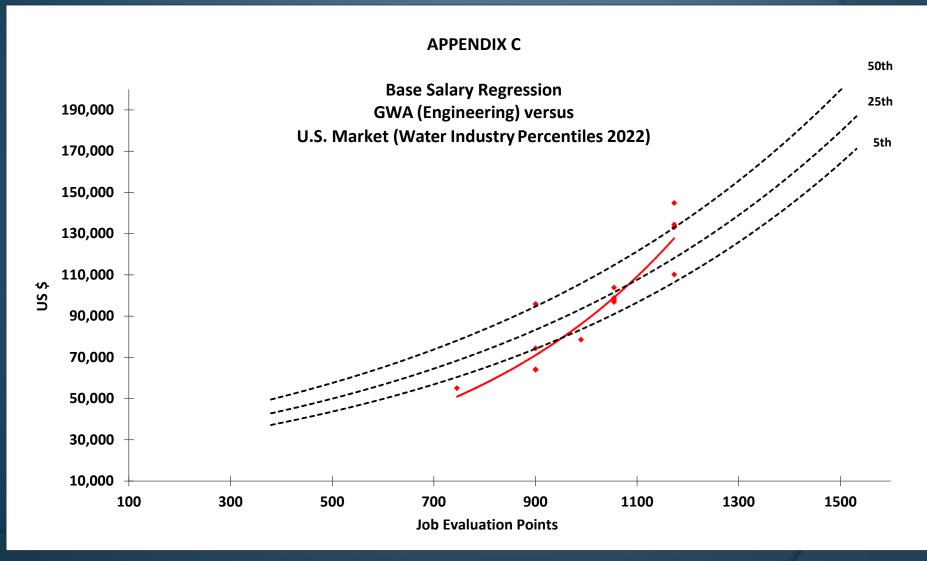


2. Migrating selected positional groups

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







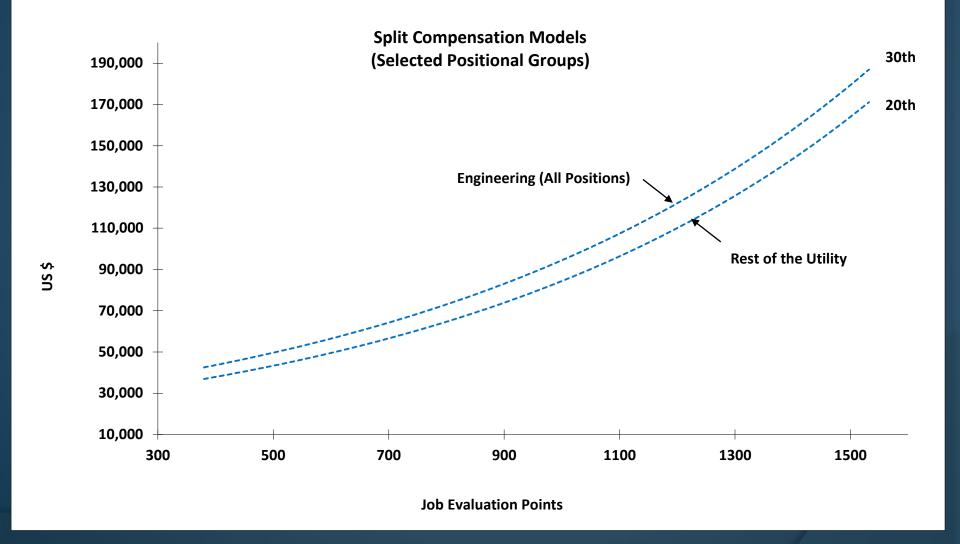
Action:

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 <u>vulnerable to the</u>
<u>dynamics of a changing workforce</u>
i.e. older / retiring staff perhaps unwilling
to learn / acquire new skills etc



Example:

The first challenge is to identify the <u>key</u> <u>qualifications</u> of all <u>CTP positions</u>

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

e.g. Engineer Supervisor



	3				4	
D	А	В	С	D	А	В
118,330	119,513	120,709	121,916	123,135	124,366	125,610





Range Min

Range Min

		5				6
С	D	А	В	С	D	А
126,866	128,135	129,416	130,710	132,017	133,337	134,671



PE Qualification





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):

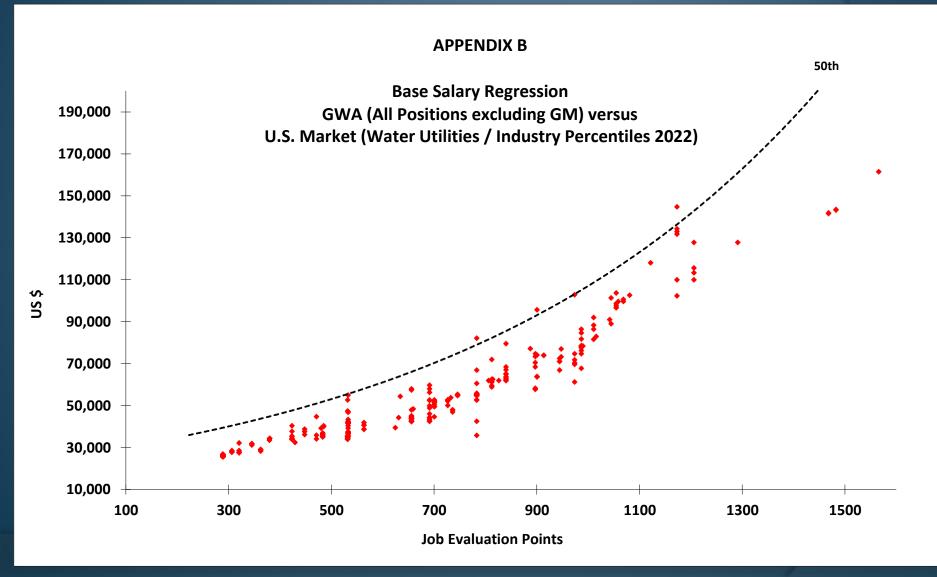


For employees < 50th increments would continue to added to base salary

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

REGRESSION ANALYSIS - GWA





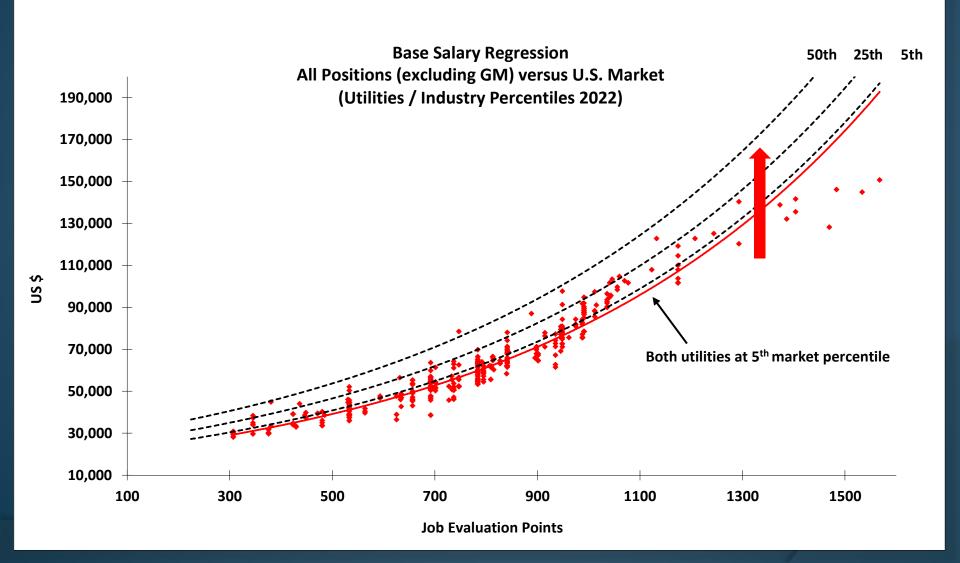
GPA / GWA - COST RESULTS





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 (<u>in the handout</u>) 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	\$ 3,133,205	
Option 2	F/Y24	2,946,431	25 th
	F/Y25	179,417	30 th
	TOTAL	\$ 3,125,848	

PAY GRADE	Step 1				Step 2				Step 3				Step 4				Step 5			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D	А	В	С	D
Α	26,000	26,260	26,523	26,788	27,056	27,326	27,600	27,876	28,154	28,436	28,720	29,007	29,297	29,590	29,886	30,185	30,487	30,792	31,100	31,411
В	29,900	30,199	30,501	30,806	31,114	31,425	31,739	32,057	32,377	32,701	33,028	33,358	33,692	34,029	34,369	34,713	35,060	35,411	35,765	36,122
С	30,199	30,501	30,806	31,114	31,425	31,739	32,057	32,377	32,701	33,028	33,358	33,692	34,029	34,369	34,713	35,060	35,411	35,765	36,122	36,484
D	34,125	34,466	34,811	35,159	35,510	35,866	36,224	36,586	36,952	37,322	37,695	38,072	38,453	38,837	39,226	39,618	40,014	40,414	40,818	41,227
E	36,172	36,534	36,899	37,268	37,641	38,018	38,398	38,782	39,169	39,561	39,957	40,356	40,760	41,168	41,579	41,995	42,415	42,839	43,267	43,700
F	36,896	37,265	37,637	38,014	38,394	38,778	39,166	39,557	39,953	40,352	40,756	41,163	41,575	41,991	42,411	42,835	43,263	43,696	44,133	44,574
G	40,216	40,619	41,025	41,435	41,849	42,268	42,691	43,117	43,549	43,984	44,424	44,868	45,317	45,770	46,228	46,690	47,157	47,628	48,105	48,586
н	46,249	46,711	47,178	47,650	48,127	48,608	49,094	49,585	50,081	50,582	51,088	51,598	52,114	52,636	53,162	53,694	54,230	54,773	55,321	55,874
1	50,874	51,383	51,896	52,415	52,939	53,469	54,004	54,544	55,089	55,640	56,196	56,758	57,326	57,899	58,478	59,063	59,654	60,250	60,853	61,461
J	55,961	56,521	57,086	57,657	58,233	58,816	59,404	59,998	60,598	61,204	61,816	62,434	63,058	63,689	64,326	64,969	65,619	66,275	66,938	67,607
К	66,034	66,695	67,361	68,035	68,715	69,403	70,097	70,798	71,506	72,221	72,943	73,672	74,409	75,153	75,905	76,664	77,430	78,205	78,987	79,776
L	71,317	72,030	72,750	73,478	74,213	74,955	75,704	76,461	77,226	77,998	78,778	79,566	80,362	81,165	81,977	82,797	83,625	84,461	85,306	86,159
М	80,588	81,394	82,208	83,030	83,860	84,699	85,546	86,401	87,265	88,138	89,019	89,910	90,809	91,717	92,634	93,560	94,496	95,441	96,395	97,359
N	88,647	89,533	90,429	91,333	92,246	93,169	94,100	95,041	95,992	96,952	97,921	98,901	99,890	100,888	101,897	102,916	103,945	104,985	106,035	107,095
О	94,852	95,801	96,759	97,726	98,704	99,691	100,688	101,694	102,711	103,738	104,776	105,824	106,882	107,951	109,030	110,120	111,222	112,334	113,457	114,592
P	105,286	106,339	107,402	108,476	109,561	110,657	111,763	112,881	114,010	115,150	116,301	117,464	118,639	119,825	121,023	122,234	123,456	124,691	125,938	127,197
Q	115,815	116,973	118,142	119,324	120,517	121,722	122,939	124,169	125,411	126,665	127,931	129,211	130,503	131,808	133,126	134,457	135,802	137,160	138,531	139,917

PAY GRADE	Step 1				Step 2				Step 3				Step 4				Step 5			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D
R	125,080	126,330	127,594	128,870	130,158	131,460	132,775	134,102	135,443	136,798	138,166	139,547	140,943	142,352	143,776	145,214	146,666	148,132	149,614	151,110
S	136,337	137,700	139,077	140,468	141,873	143,291	144,724	146,172	147,633	149,110	150,601	152,107	153,628	155,164	156,716	158,283	159,866	161,464	163,079	164,710
Т	148,607	150,093	151,594	153,110	154,641	156,188	157,750	159,327	160,920	162,530	164,155	165,796	167,454	169,129	170,820	172,528	174,254	175,996	177,756	179,534
U	169,412	171,106	172,817	174,546	176,291	178,054	179,834	181,633	183,449	185,284	187,136	189,008	190,898	192,807	194,735	196,682	198,649	200,636	202,642	204,668
V	194,824	196,772	198,740	200,727	202,735	204,762	206,810	208,878	210,967	213,076	215,207	217,359	219,533	221,728	223,945	226,185	228,446	230,731	233,038	235,369
w	214,306	216,449	218,614	220,800	223,008	225,238	227,491	229,766	232,063	234,384	236,728	239,095	241,486	243,901	246,340	248,803	251,291	253,804	256,342	258,906
х	235,737	238,094	240,475	242,880	245,309	247,762	250,240	252,742	255,269	257,822	260,400	263,004	265,634	268,291	270,974	273,683	276,420	279,184	281,976	284,796
Υ	259,311	261,904	264,523	267,168	269,840	272,538	275,264	278,016	280,796	283,604	286,440	289,305	292,198	295,120	298,071	301,052	304,062	307,103	310,174	313,276
Z	285,242	288,094	290,975	293,885	296,824	299,792	302,790	305,818	308,876	311,965	315,084	318,235	321,418	324,632	327,878	331,157	334,469	337,813	341,191	344,603

PAY GRADE	Step 6				Step 7				Step 8				Step 9				Step 10			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D
А	31,725	32,042	32,363	32,686	33,013	33,343	33,677	34,013	34,354	34,697	35,044	35,395	35,748	36,106	36,467	36,832	37,200	37,572	37,948	38,327
В	36,484	36,849	37,217	37,589	37,965	38,345	38,728	39,115	39,507	39,902	40,301	40,704	41,111	41,522	41,937	42,356	42,780	43,208	43,640	44,076
С	36,849	37,217	37,589	37,965	38,345	38,728	39,115	39,507	39,902	40,301	40,704	41,111	41,522	41,937	42,356	42,780	43,208	43,640	44,076	44,517
D	41,639	42,055	42,476	42,901	43,330	43,763	44,200	44,642	45,089	45,540	45,995	46,455	46,920	47,389	47,863	48,341	48,825	49,313	49,806	50,304
E	44,137	44,579	45,024	45,475	45,929	46,389	46,852	47,321	47,794	48,272	48,755	49,242	49,735	50,232	50,735	51,242	51,754	52,272	52,795	53,322
F	45,020	45,470	45,925	46,384	46,848	47,316	47,790	48,267	48,750	49,238	49,730	50,227	50,730	51,237	51,749	52,267	52,789	53,317	53,850	54,389
G	49,072	49,562	50,058	50,559	51,064	51,575	52,091	52,611	53,138	53,669	54,206	54,748	55,295	55,848	56,407	56,971	57,540	58,116	58,697	59,284
н	56,432	56,997	57,567	58,142	58,724	59,311	59,904	60,503	61,108	61,719	62,337	62,960	63,589	64,225	64,868	65,516	66,171	66,833	67,502	68,177
ı	62,076	62,696	63,323	63,957	64,596	65,242	65,895	66,554	67,219	67,891	68,570	69,256	69,948	70,648	71,354	72,068	72,789	73,517	74,252	74,994
J	68,283	68,966	69,656	70,352	71,056	71,766	72,484	73,209	73,941	74,680	75,427	76,181	76,943	77,713	78,490	79,275	80,067	80,868	81,677	82,494
К	80,574	81,380	82,194	83,016	83,846	84,684	85,531	86,386	87,250	88,123	89,004	89,894	90,793	91,701	92,618	93,544	94,480	95,424	96,379	97,342
L	87,020	87,890	88,769	89,657	90,554	91,459	92,374	93,297	94,230	95,173	96,124	97,086	98,057	99,037	100,027	101,028	102,038	103,058	104,089	105,130
М	98,333	99,316	100,309	101,312	102,326	103,349	104,382	105,426	106,480	107,545	108,621	109,707	110,804	111,912	113,031	114,161	115,303	116,456	117,621	118,797
N	108,166	109,248	110,340	111,444	112,558	113,684	114,820	115,969	117,128	118,300	119,483	120,677	121,884	123,103	124,334	125,577	126,833	128,102	129,383	130,676
О	115,738	116,895	118,064	119,245	120,437	121,641	122,858	124,086	125,327	126,581	127,846	129,125	130,416	131,720	133,038	134,368	135,712	137,069	138,439	139,824
Р	128,469	129,754	131,051	132,362	133,685	135,022	136,372	137,736	139,113	140,505	141,910	143,329	144,762	146,210	147,672	149,148	150,640	152,146	153,668	155,204
Q	141,316	142,729	144,156	145,598	147,054	148,524	150,010	151,510	153,025	154,555	156,101	157,662	159,238	160,831	162,439	164,063	165,704	167,361	169,034	170,725

PAY GRADE	Step 6				Step 7				Step 8				Step 9				Step 10			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D
R	152,621	154,147	155,689	157,246	158,818	160,406	162,010	163,630	165,267	166,919	168,589	170,274	171,977	173,697	175,434	177,188	178,960	180,750	182,557	184,383
S	166,357	168,020	169,701	171,398	173,112	174,843	176,591	178,357	180,141	181,942	183,762	185,599	187,455	189,330	191,223	193,135	195,067	197,017	198,987	200,977
Т	181,329	183,142	184,974	186,823	188,692	190,579	192,484	194,409	196,353	198,317	200,300	202,303	204,326	206,369	208,433	210,517	212,623	214,749	216,896	219,065
U	206,715	208,782	210,870	212,979	215,109	217,260	219,432	221,627	223,843	226,081	228,342	230,625	232,932	235,261	237,614	239,990	242,390	244,814	247,262	249,734
V	237,722	240,100	242,501	244,926	247,375	249,849	252,347	254,871	257,419	259,993	262,593	265,219	267,871	270,550	273,256	275,988	278,748	281,536	284,351	287,194
w	261,495	264,110	266,751	269,418	272,112	274,833	277,582	280,358	283,161	285,993	288,853	291,741	294,659	297,605	300,581	303,587	306,623	309,689	312,786	315,914
х	287,644	290,520	293,426	296,360	299,324	302,317	305,340	308,393	311,477	314,592	317,738	320,915	324,124	327,366	330,639	333,946	337,285	340,658	344,065	347,505
Υ	316,408	319,573	322,768	325,996	329,256	332,548	335,874	339,233	342,625	346,051	349,512	353,007	356,537	360,102	363,703	367,340	371,014	374,724	378,471	382,256
Z	348,049	351,530	355,045	358,596	362,181	365,803	369,461	373,156	376,888	380,656	384,463	388,308	392,191	396,113	400,074	404,074	408,115	412,196	416,318	420,481

PAY GRADE	Step 11				Step 12				Step 13				Step 14				Step 15			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D
Α	38,710	39,098	39,489	39,883	40,282	40,685	41,092	41,503	41,918	42,337	42,760	43,188	43,620	44,056	44,497	44,942	45,391	45,845	46,303	46,766
В	44,517	44,962	45,412	45,866	46,325	46,788	47,256	47,728	48,206	48,688	49,174	49,666	50,163	50,665	51,171	51,683	52,200	52,722	53,249	53,781
С	44,962	45,412	45,866	46,325	46,788	47,256	47,728	48,206	48,688	49,174	49,666	50,163	50,665	51,171	51,683	52,200	52,722	53,249	53,781	54,319
D	50,807	51,315	51,829	52,347	52,870	53,399	53,933	54,472	55,017	55,567	56,123	56,684	57,251	57,823	58,402	58,986	59,576	60,171	60,773	61,381
E	53,856	54,394	54,938	55,488	56,042	56,603	57,169	57,741	58,318	58,901	59,490	60,085	60,686	61,293	61,906	62,525	63,150	63,782	64,419	65,064
F	54,933	55,482	56,037	56,597	57,163	57,735	58,312	58,895	59,484	60,079	60,680	61,287	61,900	62,519	63,144	63,775	64,413	65,057	65,708	66,365
G	59,877	60,476	61,080	61,691	62,308	62,931	63,560	64,196	64,838	65,486	66,141	66,803	67,471	68,145	68,827	69,515	70,210	70,912	71,621	72,338
н	68,858	69,547	70,242	70,945	71,654	72,371	73,094	73,825	74,564	75,309	76,062	76,823	77,591	78,367	79,151	79,942	80,742	81,549	82,365	83,188
ı	75,744	76,502	77,267	78,039	78,820	79,608	80,404	81,208	82,020	82,840	83,669	84,505	85,350	86,204	87,066	87,937	88,816	89,704	90,601	91,507
J	83,319	84,152	84,993	85,843	86,702	87,569	88,444	89,329	90,222	91,124	92,036	92,956	93,885	94,824	95,773	96,730	97,698	98,675	99,661	100,658
К	98,316	99,299	100,292	101,295	102,308	103,331	104,364	105,408	106,462	107,527	108,602	109,688	110,785	111,893	113,012	114,142	115,283	116,436	117,600	118,776
L	106,181	107,243	108,315	109,399	110,493	111,597	112,713	113,841	114,979	116,129	117,290	118,463	119,648	120,844	122,053	123,273	124,506	125,751	127,008	128,278
М	119,985	121,185	122,396	123,620	124,857	126,105	127,366	128,640	129,926	131,226	132,538	133,863	135,202	136,554	137,919	139,299	140,692	142,098	143,519	144,955
N	131,983	133,303	134,636	135,982	137,342	138,716	140,103	141,504	142,919	144,348	145,792	147,249	148,722	150,209	151,711	153,228	154,761	156,308	157,871	159,450
О	141,222	142,634	144,061	145,501	146,956	148,426	149,910	151,409	152,923	154,452	155,997	157,557	159,132	160,724	162,331	163,954	165,594	167,250	168,922	170,612
Р	156,756	158,324	159,907	161,506	163,121	164,753	166,400	168,064	169,745	171,442	173,157	174,888	176,637	178,403	180,187	181,989	183,809	185,647	187,504	189,379
Q	172,432	174,156	175,898	177,657	179,434	181,228	183,040	184,871	186,719	188,586	190,472	192,377	194,301	196,244	198,206	200,188	202,190	204,212	206,254	208,317

PAY GRADE	Step 11				Step 12				Step 13				Step 14				Step 15			
	Α	В	С	D	Α	В	С	D	А	В	С	D	А	В	С	D	А	В	С	D
R	186,227	188,089	189,970	191,869	193,788	195,726	197,683	199,660	201,657	203,673	205,710	207,767	209,845	211,943	214,063	216,203	218,365	220,549	222,755	224,982
S	202,987	205,017	207,067	209,138	211,229	213,341	215,475	217,630	219,806	222,004	224,224	226,466	228,731	231,018	233,328	235,662	238,018	240,398	242,802	245,230
Т	221,256	223,468	225,703	227,960	230,240	232,542	234,868	237,216	239,588	241,984	244,404	246,848	249,317	251,810	254,328	256,871	259,440	262,034	264,655	267,301
U	252,232	254,754	257,302	259,875	262,473	265,098	267,749	270,427	273,131	275,862	278,621	281,407	284,221	287,063	289,934	292,833	295,761	298,719	301,706	304,723
V	290,066	292,967	295,897	298,856	301,844	304,863	307,911	310,990	314,100	317,241	320,414	323,618	326,854	330,123	333,424	336,758	340,126	343,527	346,962	350,432
w	319,073	322,264	325,486	328,741	332,029	335,349	338,703	342,090	345,510	348,966	352,455	355,980	359,540	363,135	366,766	370,434	374,138	377,880	381,658	385,475
х	350,980	354,490	358,035	361,615	365,232	368,884	372,573	376,298	380,061	383,862	387,701	391,578	395,493	399,448	403,443	407,477	411,552	415,668	419,824	424,023
Υ	386,078	389,939	393,839	397,777	401,755	405,772	409,830	413,928	418,068	422,248	426,471	430,735	435,043	439,393	443,787	448,225	452,707	457,234	461,807	466,425
Z	424,686	428,933	433,222	437,555	441,930	446,350	450,813	455,321	459,874	464,473	469,118	473,809	478,547	483,333	488,166	493,048	497,978	502,958	507,987	513,067

PAY GRADE	Step 16				Step 17				Step 18				Step 19				Step 20			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	А	В	С	D	Α	В	С	D
Α	47,234	47,706	48,184	48,665	49,152	49,644	50,140	50,641	51,148	51,659	52,176	52,698	53,225	53,757	54,294	54,837	55,386	55,940	56,499	57,064
В	54,319	54,862	55,411	55,965	56,525	57,090	57,661	58,238	58,820	59,408	60,002	60,602	61,208	61,820	62,439	63,063	63,694	64,331	64,974	65,624
С	54,862	55,411	55,965	56,525	57,090	57,661	58,238	58,820	59,408	60,002	60,602	61,208	61,820	62,439	63,063	63,694	64,331	64,974	65,624	66,280
D	61,995	62,614	63,241	63,873	64,512	65,157	65,808	66,467	67,131	67,803	68,481	69,165	69,857	70,556	71,261	71,974	72,693	73,420	74,155	74,896
E	65,714	66,371	67,035	67,705	68,382	69,066	69,757	70,455	71,159	71,871	72,589	73,315	74,048	74,789	75,537	76,292	77,055	77,826	78,604	79,390
F	67,028	67,699	68,376	69,060	69,750	70,448	71,152	71,864	72,582	73,308	74,041	74,782	75,529	76,285	77,048	77,818	78,596	79,382	80,176	80,978
G	73,061	73,792	74,530	75,275	76,028	76,788	77,556	78,331	79,115	79,906	80,705	81,512	82,327	83,150	83,982	84,822	85,670	86,527	87,392	88,266
н	84,020	84,860	85,709	86,566	87,432	88,306	89,189	90,081	90,982	91,892	92,811	93,739	94,676	95,623	96,579	97,545	98,520	99,506	100,501	101,506
I	92,422	93,346	94,280	95,223	96,175	97,137	98,108	99,089	100,080	101,081	102,092	103,113	104,144	105,185	106,237	107,299	108,372	109,456	110,551	111,656
J	101,664	102,681	103,708	104,745	105,792	106,850	107,919	108,998	110,088	111,189	112,301	113,424	114,558	115,704	116,861	118,029	119,210	120,402	121,606	122,822
К	119,964	121,164	122,375	123,599	124,835	126,083	127,344	128,618	129,904	131,203	132,515	133,840	135,179	136,530	137,896	139,275	140,667	142,074	143,495	144,930
L	129,561	130,857	132,165	133,487	134,822	136,170	137,532	138,907	140,296	141,699	143,116	144,547	145,993	147,453	148,927	150,417	151,921	153,440	154,974	156,524
М	146,404	147,868	149,347	150,840	152,349	153,872	155,411	156,965	158,535	160,120	161,721	163,338	164,972	166,622	168,288	169,971	171,670	173,387	175,121	176,872
N	161,045	162,655	164,282	165,924	167,584	169,259	170,952	172,662	174,388	176,132	177,893	179,672	181,469	183,284	185,117	186,968	188,837	190,726	192,633	194,559
o	172,318	174,041	175,781	177,539	179,314	181,108	182,919	184,748	186,595	188,461	190,346	192,249	194,172	196,114	198,075	200,055	202,056	204,077	206,117	208,179
Р	191,273	193,185	195,117	197,068	199,039	201,029	203,040	205,070	207,121	209,192	211,284	213,397	215,531	217,686	219,863	222,062	224,282	226,525	228,790	231,078
Q	210,400	212,504	214,629	216,775	218,943	221,132	223,344	225,577	227,833	230,111	232,412	234,736	237,084	239,455	241,849	244,268	246,710	249,178	251,669	254,186

PAY GRADE	Step 16				Step 17				Step 18				Step 19				Step 20			
	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D	Α	В	С	D
R	227,232	229,504	231,799	234,117	236,458	238,823	241,211	243,623	246,060	248,520	251,005	253,515	256,051	258,611	261,197	263,809	266,447	269,112	271,803	274,521
S	247,683	250,160	252,661	255,188	257,740	260,317	262,920	265,549	268,205	270,887	273,596	276,332	279,095	281,886	284,705	287,552	290,428	293,332	296,265	299,228
Т	269,974	272,674	275,401	278,155	280,936	283,746	286,583	289,449	292,343	295,267	298,219	301,202	304,214	307,256	310,328	313,432	316,566	319,732	322,929	326,158
U	307,771	310,848	313,957	317,096	320,267	323,470	326,705	329,972	333,271	336,604	339,970	343,370	346,804	350,272	353,774	357,312	360,885	364,494	368,139	371,820
v	353,936	357,476	361,050	364,661	368,307	371,990	375,710	379,467	383,262	387,095	390,966	394,875	398,824	402,812	406,841	410,909	415,018	419,168	423,360	427,593
w	389,330	393,223	397,155	401,127	405,138	409,190	413,281	417,414	421,588	425,804	430,062	434,363	438,707	443,094	447,525	452,000	456,520	461,085	465,696	470,353
х	428,263	432,545	436,871	441,240	445,652	450,108	454,610	459,156	463,747	468,385	473,069	477,799	482,577	487,403	492,277	497,200	502,172	507,193	512,265	517,388
Υ	471,089	475,800	480,558	485,364	490,217	495,119	500,071	505,071	510,122	515,223	520,375	525,579	530,835	536,143	541,505	546,920	552,389	557,913	563,492	569,127
Z	518,198	523,380	528,614	533,900	539,239	544,631	550,078	555,578	561,134	566,745	572,413	578,137	583,918	589,758	595,655	601,612	607,628	613,704	619,841	626,040