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MEMORANDUM

TO: Governor of Guam

FROM: Director of Administration

SUBJECT: **Competitive Wage Act (CWA) Update**
RE: General Pay Plan (GPP) and other related Updates

Buenas yan Hafa Adai! Public Law 30-196 (as amended by P.L. 32-068) established the Government of Guam Competitive Wage Act (CWA). In its original implementation, the CWA established five (5) compensation plans within the Government of Guam which are listed as follows:

- **General Pay Plan (GPP)**
- **Nurse Pay Plan (NPP)**
- **Education Pay Plan (EDU)**
- **Attorney Pay Plan (ATTY)**
- **Executive Pay Plan (EXEC)**

The CWA has not been updated since its implementation in 2014. In all the previous adjustments to the GPP, the recommendations were always short of aligning the pay structure to market as there were substantial costs associated to those adjustments which could not be funded. This meant that future adjustments had a bigger difference to be addressed and the gap increased. The lack of incremental increases to the pay plan creates a compensation structure that requires larger corrections as the years progress. The Department of Administration (DOA) was then tasked to begin updating all compensation plans under the CWA which is also consistent with Title 4 GCA, Chapter 6, §§ 6301 and 6302 and Chapter 4, §4101. The Law Enforcement Officer (LEO) pay plan was also due for reassessment and updating. The first of the updates were approved on June 18, 2021 for the Nurse Pay Plan (NPP). The second update that was undertaken was for the LEO pay plan. This pay plan was originally a stand-alone pay plan; but along with updated compensation schedules and related differentials, the LEO was incorporated into the CWA as an official plan covered by the CWA by virtue of Executive Order 2022-01. The most recently updated pay plan was the EDU plan which was approved on May 11, 2022 for implementation on the pay period ending May 23, 2022 for all covered positions and personnel. The updating of the General Pay Plan is necessary to have a more competitive compensation structure to enable recruitment and retention of the best candidates and employees. Previously updating of pay plans included in the CWA typically take 24 – 36 months to accomplish. In taking different approaches to updating individual pay plans consecutively; time to update has been rationalized and most of the plans (including this

recommendation for the GPP) occurred over the course of the last 18 months. This is unprecedented in regards to updating compensation structures administered by the DOA and recognizes the urgency of the review.

GENERAL PAY PLAN (GPP)

While completing the EDU pay plan study and recommendations, and subsequent implementation, the DOA initiated the study of the General Pay Plan (GPP) to provide recommendations for this pay plan and all the positions covered under this plan.

The GPP consists of all positions that are not included in the NPP, LEO, EDU, ATTY, and EXEC pay plans within the Government of Guam. This plan is the most comprehensive as it includes the widest varieties of positions in the government across different industries and professions. This pay plan has a majority of the positions in the classified service (and unclassified service).

Positions covered by the GPP range from general administrative professional positions, environmental positions, financial positions, various trade positions (i.e., carpenters, mechanics, labor positions, and other positions related to specific trades), federal program management positions, analysts, medical-related positions, engineering positions, agricultural positions, cultural-related positions, those related to employment services, revenue and taxation positions, positions related to land recording and administration, capital improvement and infrastructure enhancement, and various other positions that provide both direct / indirect services to the public and service other departments and agencies within the government. Many of these positions are directly involved with direct service to the island's citizens through the mandates of departments they are associated with. An example of this has recently been seen in all activities surrounding the response and recovery through the COVID-19 Pandemic. A key department in the response to the pandemic was the Department of Public Health and Social Services (DPHSS). Many of the core responsibilities for the response were mandated to the DPHSS; however, without the support and assistance from many other departments and agencies in the capacities that they could contribute, response and recovery would not have occurred as quickly as it did.

The GPP covers the largest number of positions which means that it is also the pay plan that covers the most employees throughout the government. A majority of those positions are within the different line departments and agencies; but also in the single largest agency, the Guam Department of Education (GDOE), and many at the Guam Memorial Hospital Authority (GMHA).

COMPENSATION REVIEW PROCESS:

When dealing with the overall compensation of the Competitive Wage Act (CWA), the Department of Administration is guided by the following mandated Compensation Policy:

Title 4 GCA, Chapter 6, §6301 states:

“§6301. Compensation Policy.

(a) Employee compensation shall be based on internal equity and external competitiveness

To the extent practical, compensation will be targeted at the U.S. National Average levels compared to the appropriate labor markets and account taken of the relevant economic factors.

(b) Internal equity should be reviewed annually and external competitiveness at last every three (3) years.

(c) Compensation structures and administrative policies should also recognize and reward individual employees commensurate with performance.

(d) All aspects of compensation (base salaries, benefits, pay differentials, and other factors) will be considered as a total reward and incentive package for employees and shall be consistent and uniformly administered through the government.

(e) A program of ongoing communications and training shall be a critical component of compensation administration."

The Department of Administration personnel reviewed compensation utilizing the above statutory policy as the guideline for review of information and data, and as the basis for recommendations.

Currently, the Government of Guam has established a core Classification Plan which is maintained by the Department of Administration. This plan consists of over 847 classes of positions representing twelve occupational categories. This is listed in the table below:

TABLE 1: GOVGUAM CLASSIFICATION PLAN – The Department of Administration maintains a position classification list with over 847 classes representing twelve occupational categories as indicated below:

OCCUPATIONAL CATEGORIES
I. Clerical & Related
II. Collection, Real Estate, Supply & Miscellaneous Administrative
III. Administrative, Accounting & Related Professional and Technical
IV. Professional & Para-Professional Social Services, Education and Related
V. Business Regulation, Public Safety and Related
VI. Arts & Miscellaneous Technical
VII. Professional & Technical Environmental Health, Engineering and Related
VIII. Professional & Technical Biological, Physical Science and Related
IX. Nursing, Medical, Dentistry & Related Technical
X. Custodial, Labor, Maintenance & Related
XI. Trades, Plant Operations & Related
XII. Administrative, Managerial & Related Trades

There are positions within some of the categories listed above that will include those that are covered by the NPP, LEO, and EDU pay plans. However, a vast majority of positions are covered under the GPP. This will include positions at various autonomous agencies and departments. It is worth

mentioning that all positions in the government must be filed with the DOA to be maintained and assigned a classification code within the respective categories. This process is mostly followed by autonomous agencies as required by statute for Board established positions. In some cases, positions have been created in various autonomous agencies that mirror or have substantially similar duties and responsibilities as shared positions in the line agencies (i.e. Customer Service Representative). In these instances, shared or duplicate positions in autonomous agencies perform highly similar duties and many times perform the same duties as line agency counterparts. Over time it has become necessary to re-assess established categories to ascertain whether there is need for a rationalization of these categories despite conflicting statutes relative to position classification and authority granted to governing boards over respective classifications.

This is an ongoing process and changes will be made as the assessments are made including the participation of those relevant agencies and departments for which these categories are maintained. The utilization of “cross-over” positions such as Program Coordinators and Management Analysts have also created a need to assess whether the necessity for specificity of positions or broadening of their scope of work and duties is what is needed. Major changes to the classification system and the correlating categories and series are not contemplated as part of these recommendations.

In an effort to streamline the review process and utilizing common practices in compensation analysis, benchmark positions were identified which encompassed a cross-section of positions from the various categories above. 203 positions were identified as benchmark positions covering the 12 different categories in the Classification Plan. Out of the 203 benchmarks, most of the positions came from four (4) predominant or major categories that cover the vast majority of positions in the Classification Plan. The majority of benchmark positions were from Categories I, II, III, and IV. The breakdown of benchmark positions is as follows:

TABLE 2: BENCHMARK LIST OF POSITIONS – A diverse list of DOA positions grouped by occupational category were selected as a basis for market mean wage comparison.

OCCUPATIONAL CATEGORY - (203 Total Position Classes)	LIST OF POSITIONS
I. Clerical & Related (29)	Administrative Secretary II; Auxiliary Worker; Cashier I-II; Chief Payroll Officer; Clerk I-III; Clerk Typist I-III; Computer Operations Supervisor; Computer Operator I-III; Data Control Clerk I-II; Legal Secretary III; Medical Records Clerk; Messenger Clerk; Payroll Clerk I-II; Payroll Supervisor; Secretary Typist I-II; Statistical Technician II; Treasury Cashier; Ward Clerk; Word Processing Secretary II.
II. Collection, Real Estate, Supply & Miscellaneous Administrative (21)	Administrative Aide; Administrative Assistant; Buyer I-II; Buyer Supervisor II; Customer Service Representative; Customer Service Supervisor; Deputy Civil Registrar; Driver's License Examiner II; Inventory Management Officer; Land Abstractor III; Land Agent II; Land Management Administrator; Property Control Officer; Property Tax Technician I; Storekeeper I-II; Supply Clerk; Vehicle Registration Officer II; Vital Statistics Technician; Warehouse Supervisor II.

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<p>III. Administrative, Accounting & Related Professional and Technical (41)</p>	<p>Accountant I-III; Accounting Technician I-III; Accounting Technician Supervisor; Administrative Officer; Administrative Services Officer; Auditor I-III; Budget Analyst; Chief Economist; Chief of Administration; Computer Systems Analyst I-II; Controller; General Accounting Supervisor; Income Tax Service Specialist I; Management Analyst I-IV; Personnel Management Analyst III; Personnel Services Administrator (DOA); Personnel Specialist I-IV; Program Coordinator I-IV; Public Information Officer; Revenue Agent I-IV; Statistician I-II; Tax Accounting Technician II; Tax Technician I; Weights and Measures Inspector II.</p>
<p>IV. Professional & Para-Professional Social Services, Education and Related (26)</p>	<p>Chemical Dependency Treatment Specialist I; Chief Human Services Administrator; Claims Processing and Utilization Review Officer; Claims Specialist III; Community Program Aide I-II; Eligibility Specialist I; Employment Development Worker II; Employment Program Administrator; Library Technician Supervisor; Lifeguard; Museum Assistant; Psychiatric Social Service Administrator; Psychiatric Social Worker II; Public Welfare Investigator II; Quality Control Reviewer II; Recreation Leader I; School Aide I-III; Social Service Supervisor I-II; Social Worker I-III; Worker's Compensation Examiner II; Youth Development Administrator.</p>
<p>V. Business Regulation, Public Safety and Related (9)</p>	<p>Board Investigator; Contractor's License Investigator; 911 Emergency Medical Dispatcher; Law Enforcement Dispatcher; Motor Carrier Safety Inspector II; Safety Administrator; Safety Inspector I-III; Safety Officer.</p>
<p>VI. Arts & Miscellaneous Technical (4)</p>	<p>Broadcast Technician; Camera Operator; Graphic Artist Technician III; Television Program Coordinator.</p>
<p>VII. Professional & Technical Environmental Health, Engineering and Related (16)</p>	<p>Building Inspector II; Cartographic Supervisor; Chief of Cadastre; Chief Planner; Construction Inspector II-III; Engineer I-III; Engineer Supervisor; Engineering Technician II; Environmental Health Specialist III; Environmental Inspector I; Planner II-IV.</p>
<p>VIII. Professional & Technical Biological, Physical Science and Related (17)</p>	<p>Agricultural Management Specialist III; Agriculturist III; Biologist II; Cardiovascular Technician; Chemist I; Chief Aquatics and Wildlife Resources; Criminalist I; Environmental Monitoring Services Administrator; Historic Preservation Specialist I; Laboratory Technician II; Latent Fingerprint Examiner I; Medical Laboratory Technician III; Microbiologist III; Patient Courier; Pharmacy Technician; State Archaeologist; X-ray Technician II.</p>
<p>IX. Nursing, Medical, Dentistry & Related Technical (9)</p>	<p>Audiometerist; Cardiac Monitoring Technician; Clinical Dietician II; Communicable Disease Control Coordinator III; Health Educator III; Nurse Aide II; Nutrition Assistant II; Public Health Nutrition Specialist; Quality Improvement Coordinator.</p>

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X. Custodial, Labor, Maintenance & Related (14)	Automotive Service Worker I; Building Custodian; Cook I-II; Equipment Operator I-III; Equipment Operator Leader II; Highway Maintenance Supervisor; Maintenance Custodian; Maintenance Leader; Maintenance Worker; Sanitation Worker; School Bus Driver.
XI. Trades, Plant Operations & Related (14)	Automotive Mechanic II; Carpenter I-II; Electrician I-II; Electrician Supervisor; Electronics Technician I; Heavy Equipment Mechanic II; Maintenance Specialist; Plumber II; Refrigeration Mechanic I-II; Trades Helper; Welder I.
XII. Administrative, Managerial & Related Trades (3)	Building Maintenance Superintendent; Highway Maintenance Superintendent; School Bus Operations Superintendent.

Additionally, as noted above, positions covered by the NPP, EDU, LEO, ATTY, and EXEC pay plans were not included in the benchmark positions.

Internal Equity:

Guided by the governing Compensation Policy for the government, DOA reviewed salaries in terms of Internal Equity. Internal equity is generally understood to be the pay equity between employees with similar positions that perform similar functions, have similar skill sets and qualifications as others. This is the same methodology utilized when incorporating positions into the Government of Guam Classification Plan listed above. The similarity of duties and qualifications are part of the criteria used to place positions in the most appropriate categories and classifications. DOA analyzed positions not just in the line agencies and departments; but also, in autonomous and semi-autonomous agencies in regards to compensation. Currently, within the government, there exists a pay disparity for positions with substantially similar duties and functions based on which agency you are employed with (line or autonomous). Classified employees of autonomous agencies enjoy the same benefits (retirement and medical insurance) and protections afforded by the Civil Service Commission as line agency employees. This disparity, currently growing, needs to be addressed as part of the Internal Equity analysis and subsequent recommendations. The inequity in pay causes an unintended additional tier of competition between government agencies that contributes to the loss of critical personnel from line to autonomous agencies. In an effort to focus on the inequity, the analysis focused on those autonomous agencies with the most competitive salaries relative to those in the CWA. Comparison of approximately 84 positions were made mainly from the 4 Major categories (positions in other categories were specific to the industry which these agencies / departments operate in). The difference in salaries and coverage of employees is displayed in the table below:

TABLE 3: INTERNAL EQUITY MEAN WAGE ANALYSIS BY OCCUPATIONAL CATEGORY – DOA data compiled using the Benchmark Position List with incumbent salaries and compared to shared/comparable positions gathered from incumbent salaries of the Guam Power Authority (GPA), the Guam Waterworks Authority (GWA), and the Port Authority of Guam (PAG).

OCCUPATIONAL CATEGORY (84 Total Position Classes)	DOA DATA (Total No. of Employees – 817)		AUTONOMOUS AGENCY DATA (GPA, GWA, PAG) (Total No. of Employees – 586)		PAY ADJUSTMENT PERCENT DIFFERENTIAL
	NO. EMP.	AVG. SALARY	NO. EMP.	AVG. SALARY	
I. Clerical & Related (9)	78	\$36,308	30	\$45,996	-25%
II. Collection, Real Estate, Supply & Miscellaneous Administrative (12)	201	\$34,986	105	\$47,201	-35%
III. Administrative, Accounting & Related Professional and Technical (25)	348	\$53,978	127	\$70,902	-31%
IV. Professional & Para- Professional Social Services, Education and Related (0)	0	0	0	0	0
V. Business Regulation, Public Safety and Related (3)	3	\$42,911	12	\$61,814	-40%
VI. Arts & Miscellaneous Technical (0)	0	0	0	0	0
VII. Professional & Technical Environmental Health, Engineering and Related (13)	57	\$54,111	80	\$72,429	-32%
VIII. Professional & Technical Biological, Physical Science and Related (3)	13	\$48,513	5	\$70,874	-40%
IX. Nursing, Medical, Dentistry & Related Technical (0)	0	0	0	0	0
X. Custodial, Labor, Maintenance & Related (7)	58	\$36,764	80	\$43,443	-17%
XI. Trades, Plant Operations & Related (11)	57	\$36,845	144	\$46,310	-24%
XII. Administrative, Managerial & Related Trades (1)	2	\$44,742	3	\$89,479	-100%
Percent Difference:					-31%

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The analysis covered approximately 817 employees in the combined workforce administered by DOA. This analysis also covered a combined total of 586 employees for GWA, GPA, and the PAG. When breaking down the comparison based on the 12 categories of the Government of Guam Classification

Plan; the aggregate average from all covered categories showed that on average, the GPP would have to be adjusted by 31% to be competitive with the three (3) autonomous agencies included in this analysis.

External Competitiveness:

Another aspect that must be considered is External Competitiveness. This is generally understood as the competitiveness of the salaries under the CWA to external markets. According to §6301 section (b), DOA is mandated to take external markets into consideration as stated, *“To the extent practical, compensation will be targeted at the U.S. National Average levels compared to the appropriate labor markets and account taken of the relevant economic factors.”*

The full list of 203 benchmarks was utilized for this analysis. This incorporated the broadest number of positions that covered approximately 2,559 employees covered under the administration of DOA. When combining employees under GPP for GMHA and GDOE; this gives an approximate total of 4,271 employees. This is a substantial number of employees from the line agencies, GMHA, and GDOE who employ the most personnel within the government. The salaries collected for these benchmark positions (and the employees who occupy these positions) were from updated staffing information received from both GMHA and GDOE; and taking into account current salary information from DOA. In an effort to take into account the most relevant data from a broad cast of jobs, it was determined that the May 2021 data provided by the US Department of Labor, Bureau of Labor Statistics (BLS) would be the most appropriate to use that is available.

After collecting relevant data and cross-referencing it to information collected for those positions covered under the CWA, GPP, the analysis showed the following:

TABLE 4: EXTERNAL EQUITY MEAN WAGE ANALYSIS BY OCCUPATIONAL CATEGORY – DOA data compiled using the Benchmark Position List and incumbent salaries is compared to external market data published by the U.S. Department of Labor, Bureau of Labor Statistics (BLS), May 2021.

OCCUPATIONAL CATEGORY (203 Total Position Classes)	NO. OF EMPLOYEES (Total = 2559)	AVERAGE PER ANNUM SALARY	MAY 2021 NATIONAL MEAN WAGE BY CATEGORY	PAY ADJUSTMENT PERCENT DIFFERENTIAL
I. Clerical & Related (29)	330	\$32,245	\$43,430	-35%
II. Collection, Real Estate, Supply & Miscellaneous Administrative (21)	223	\$37,964	\$43,430	-14%
III. Administrative, Accounting & Related Professional and Technical (41)	452	\$50,610	\$82,610	-63%

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IV. Professional & Para-Professional Social Services, Education and Related (26)	1023	\$46,920	\$53,960	-15%	
V. Business Regulation, Public Safety and Related (9)	29	\$41,297	\$78,740	-91%	
VI. Arts & Miscellaneous Technical (4)	5	\$27,264	\$58,682	-115%	
VII. Professional & Technical Environmental Health, Engineering and Related (16)	61	\$54,173	\$91,740	-69%	
VIII. Professional & Technical Biological, Physical Science and Related (17)	100	\$44,604	\$80,730	-81%	
IX. Nursing, Medical, Dentistry & Related Technical (9)	44	\$51,466	\$51,867	-1%	
X. Custodial, Labor, Maintenance & Related (14)	217	\$33,449	\$33,750	-1%	
XI. Trades, Plant Operations & Related (14)	71	\$36,016	\$44,920	-25%	
XII. Administrative, Managerial & Related Trades (3)	4	\$55,677	\$72,810	-31%	
				Percent Difference:	-45%
				Weighted Percentage	-30%
				Adjusted to correct for pay distortion of premium pay for higher cost, higher taxed coastal states	-22%

The information provided by the BLS was then grouped relative to the respective categories of positions within the Government of Guam Classification Plan. When breaking down the comparison based on the 12 categories, the aggregate average from all covered categories showed that on average, the GPP would have to be adjusted by 45% to be competitive with the relative external markets. It is noted that this estimate will include many of the coastal states and cities within the US mainland which generally pay substantially higher than mid-land and central states and territories. This will be taken into consideration and proper adjustments made when providing recommendations. The information provided above shows that generally, the GPP requires a substantial adjustment relative to external markets. Much of this could be associated to the (lower) adjustments to the GPP over the last decade. Historically, the GPP, for various reasons, received lower adjustments (relative to market) than other pay plans.

The GPP is comprised of the broadest number of positions and categories; therefore, as a whole, the GPP will have the most diverse and dynamic pay attributes than the other plans. However, that may also contribute to this plan being the most susceptible to having categories that market may pay higher premiums for than others. This, in some cases, the result may be inflation of percentages for positions where market pays a smaller premium for should a general increase to the GPP structure be implemented. Recommendations made in this report will look to address this with similar approaches to updates of other pay plans to strategically address more specific pay issues.

CLASSIFICATION REVIEW PROCESS:

One of the challenges facing the Government of Guam is the numerous amounts of outdated job specifications. Currently, a majority of the active job specifications in use today are in need of updating or in some cases abolition as they are obsolete. In some specific cases, this may lead to misclassification of employees, or, employees performing duties that may not be reflected in their job description but should be based on the evolution of the position. Many of the job descriptions for generally shared positions within the government may still be suitable for use today. Issues lie with many job descriptions that may be department-specific or utilized for specialty positions. Updates in statutory requirements and other industry-specific credentials, education, and experience need to be reflected in the job specifications. The main procedure for updating job specifications requires very specific input from departments and agencies to ensure that the job specification is truly reflective of the duties Nature of Work, Duties and Responsibilities, Knowledge, Abilities and Skills, Minimum Education Requirement, and any Necessary Special Qualifications. Many agencies and departments have experienced a mass exodus of many employees who have historical and institutional information for many positions within the government; therefore, making the process of information gathering more difficult. There is also a lack of administrative staff within agencies and departments who are experienced and trained at the proper levels to proficiently provide the information necessary to satisfy the process of updating job specifications.

In addition to the departure of many experienced job knowledge experts and administrative personnel, there are new statutory requirements surrounding the amendment of positions which has lengthened the timeframe it takes for changes to take place. Six (6) months must transpire before amendments to positions take effect. This adds to the sometimes-lengthy process of properly documenting changes to job specifications. This statute has proven cumbersome for many departments who only require minor changes to job specifications in an effort to bring them into compliance with respective department requirements and other requirements of the job.

The DOA also lacks staffing and resources to effectively handle this seemingly insurmountable task in an expeditious manner. In order to conduct the study at a more expeditious pace, more staffing will be needed to support this and other functions in the DOA-HR division. For this reason, and others stated

above, the chosen approach for the Classification Review process is to conduct the review over the span of the next 24 – 36 months with current staffing and resources. This time will be used to rectify specific issues, but to also provide more time for those agencies and departments to prepare the necessary documentation and to ensure that the documentation reflects actual duties, responsibilities, education requirements, and other aspects of the job on a Position Description Questionnaire (PDQ). The PDQ is the official source documentation for officially recording everything about a position within the Government of Guam. It is from this document that an updated job specification will be prepared. It is established that updating of the GPP can occur while the classification review process is being conducted. The GPP requires more time and effort which is in contrast to other position – specific pay plans like the NPP, EDU, ATTY, and LEO. These pay plans deal with a smaller set of positions (sometimes a singular series) and the documentation and information gathering process is more expeditious. With the GPP, PDQ's will have to be collected for over 200 different positions that are actively being utilized within all agencies and departments covered under the GPP. The timing of the positions

However, there will be some agencies and departments that provide specific critical services and functions for the Government of Guam that may need to be prioritized. Many of these agencies and departments perform specific functions related to federal grants and the execution of programs related

to those grants and performance of those specific functions within the government. For these agencies, priority will be given and based on the timing of receiving feedback, the proper changes can be made.

GENERAL OBSERVATIONS AND CONSIDERATIONS:

Existing Authorized Differentials:

Throughout the government there exist differentials and other specialty pay (i.e. certification pay, night differential, hazardous pay, environmental pay, etc.) that are being administered for specific positions. These differentials were authorized by a specific statute or established by the Director of Administration. It is observed that at this time, all differentials should remain in place in an order to assess if the continuance of these differentials is necessary for the specific issues which they were established for. Administration of these differentials is based on the implementation of specific statutes which may require different options to address, if necessary. Recommendations can be made at such time that any recommended updates to the GPP have been fully implemented and assessments to the impact the updates have had on the necessity or consolidation of differentials currently being administered.

Autonomous Agency / Department Pay:

It has become apparent in the more recent years that the ability for autonomous agencies and departments to make adjustments to their compensation structures while the GPP has remained stagnant has had an impact on Internal Equity and created a situation where line and other autonomous agencies and departments lose employees to those autonomous agencies and departments that have very competitive salaries. Adjustment of compensation schedules within those agencies and departments has created a new factor to the local labor market in regards to competition for critical manpower resources. This made it necessary for DOA to assess the impact of these higher salaries on the ability for line and semi-autonomous agencies and departments to recruit for critical positions. Previous to these increases, competition in local labor markets were mainly between those positions located in federal agencies and departments, the military, and the private sector.

The disparity between line / semi-autonomous and autonomous agency / department pay has caused disruption in some operations due to the loss of critical personnel to more competitive autonomous agencies. Currently, options are limited when trying to address the pay disparity while still allowing autonomous agencies to stay competitive within their respective industries and for those positions that are specific to those agencies.

It is noted that the authority to adjust compensation was afforded to agency-specific governing boards by the Guam Legislature. To help address the growing disparity, it may be necessary to utilize the same avenue of authorization in the form of legislation. One of the main reasons of justification for authorizing autonomous agencies to adjust compensation was to remain competitive and not be tied to the pay plan which is funded by the General Fund previous shackled by low liquidity. Lack of movement of the Unified Pay Plan (UPP) (previous to the CWA) prompted autonomous agencies / departments to request authorization from the Guam Legislature to adjust compensation for those positions that are inherently specific to their respective departments. This is the main reason for recommending a mechanism for adjustments to the pay for employees of autonomous agencies to align them with those performing but who are paid under the GPP within the line agencies and departments, yet receiving less than the compensation awarded to equivalent positions in primary government. This pay gap can still be seen today as autonomous agencies / departments petition their boards to authorize them to further adjust compensation schedules. These adjustments continue to exacerbate the already inequitable compensation of autonomous agency positions frustrating the internal equity which this pay plan promotes.

As stated above, the pay disparity occurs when like positions such as administrative, clerical, customer service, accounting, human resources, and other such positions receive compensation at levels substantially higher than the CWA. Positions such as Line Electrician, Sewer Plant Operator, and Plant Instrument Technician, Stevedore, Marine Traffic Controller, and Tariff Supervisor are specific to industries from the various autonomous agencies. These positions, due to their specific nature, are appropriate when considering premium pay based on relevant market demand. However, generally shared positions that are administrative or are substantially similar to other shared positions should not experience such a dramatic difference in pay. Exploring options to possibly help any approved increase to the GPP "catch up" to salaries in the autonomous agencies has become priority, in an effort to help alleviate pressure for line agencies and departments experienced from losing critical personnel.

Military Build-Up and Federal Agencies:

At the onset of the military build-up, many agencies and departments were already losing personnel for various reasons. The military build-up has posed an exceptional challenge (anticipated) to entice employees to stay within the Government of Guam; however, with uncompetitive salaries, it limits the ability for line departments to help address the mass exodus from the government. Salaries and differentials offered for many positions within the different federal agencies widens the gap even further. With the build-up of the Marine Base Camp Blaz, many departments are losing employees to the federal agencies involved in the project. With the general outlook of the build-up lasting for at least the next two (2) to three (3) years, the strategy behind the update of the pay scale must be sound.

RECOMMENDATIONS

- I. It is recommended that the pay structure for the General Pay Plan (GPP) be adjusted by 22% to help bring the pay structure and associated salaries closer to alignment with market data, and to help address the Internal Equity disparity that currently exists with autonomous agencies within the government. It is

- recommended that all employees be slotted in a “step-to-step” fashion consistent with updates to all other plans within the CWA.
- II. It is recommended that DOA establish and maintain a Market Premium Pay (MPP) policy which is intended to strategically target specific issues related to compensation for those positions which market demands higher pay than the GPP structure can accommodate.
 - a. This policy will be established by the Director of Administration and maintained by the DOA Personnel Services Division. This policy is to be used in conjunction with the Recruitment Above-step policy currently in place which will help recognize those positions that require or employees that have attained those necessary professional qualifications and credentials.
 - b. DOA will establish criteria for inclusion in the MPP and make amendments to the list of authorized positions as is deemed necessary and as approved by the Director of Administration.
 - c. Establishment of the MPP is, in part, to help avoid unintentional inflation of pay associated with positions within the GPP.
 - III. It is recommended that the suspension of the administration of the Merit Bonus program be lifted. It is noted that the Merit Bonus program is a legacy program and payment of past bonuses that were previously suspended be paid out.
 - a. In conjunction with the lifting of the suspension of the Merit Bonus program, an updated policy for administration of the bonuses will be established by the Director of Administration.
 - b. It is recommended that this new Merit Bonus program be made effective on October 1, 2022 to allow for proper dissemination of information and training on how to utilize the new program, and to make any necessary adjustments to the current Work Planning and Performance Evaluation system (WPPE). This updated program will be used for all prospective merit bonuses.
 - c. It is recommended that all merit bonuses owed to employees prior to the implementation of the new Merit Bonus program be paid any due bonuses up until September 30, 2022.
 - IV. It is recommended that all differentials and specialty pay that is currently being utilized, remain in place until such time that the implementation of the updated GPP pay structure be completed and at least 24 months elapse and the overall impact of the update can be properly assessed. Once that time period elapses; adjustments can be made to any differential pay where appropriate. Official recommendations will be made to all relevant approval authorities at the expiration of the 24-month period.
 - V. It is recommended that the stand-alone pay scales for Physicians, Dentists, Pharmacists, and other statutory medical professionals be updated accordingly

to ensure that although these positions have specific pay scales; and are a part of the GPP, that these positions be accounted for.

- VI. It is recommended that DOA grant the request from the Public Auditor in his memorandum dated May 18, 2022 which will grant the following:
 - a. Updated pay grades for the Accountability Auditor series
 - b. That the OPA positions be added to the MPP policy once established
 - c. Pay for the Accountability Auditor series be reviewed every three (3) years to make any necessary adjustments.

- VII. It is recommended that the positions of the Department of Administration (DOA) be prioritized and that new positions be instituted to capture the professional-level functions and duties that are necessary for the effective and efficient operation of financial, HR and procurement services within the government.

- VIII. It is recommended that discussions begin on possible solutions to properly align pay between the line and semi-autonomous department / agency and competitive autonomous agency pay to decrease the disparity of pay between like and / or shared positions. Discussions on a possible pause on adjustments to compensation for an agreed upon timeframe to allow increases made under the CWA to have 12-24 months of experience prior to future adjustments to pay plans under the CWA; and those not administered by DOA. These discussions should include all stakeholders and appropriate officials that can directly impact or assist any initiative to help close the gap and lessen pay disparities between the most competitive autonomous agencies and departments around the government.

- IX. It is recommended that the following be approved and made effective on or after September 11, 2022:
 - a. 22% adjustment to the GPP pay structure
 - b. Establishment and approval of the MPP policy
 - c. Annual pay adjustments to the GPP pay structure at a range of 2% to 4% beginning Fiscal Year 2024.
 - d. Adjustments to statutory stand-alone pay scales for GPP positions

Estimated annual costs associated to the recommended pay adjustments are as follows:

- I. Department of Administration (DOA): \$20.6MM
- II. Guam Memorial Hospital Authority (GMHA): \$7.8MM
- III. Guam Department of Education (GDOE): \$13.4MM

Note: With the exception of the estimated costs for DOA, figures do not include any specialty pay (i.e. Overtime, Night Differential, etc...) for the respective departments. All costs associated to the recommendations herein must be factored into subsequent fiscal year department budgets.

IMPLEMENTATION:

Competitive Wage Act Update
Re: General Pay Plan (GPP) and
Other related Updates
Page 15 of 15


Once approved, DOA will issue formal guidance on the proper slotting of employees and any other administrative actions that are necessary to successfully implement any approved recommendations. DOA will work closely with all impacted autonomous agencies and will coordinate information with the Judiciary of Guam as required by statute.


Edward M Birn
Date:2023-01-30
T15:34:01+10:00

EDWARD M. BIRN

APPROVED & CONCURRED

DISAPPROVE


LOURDES A. LEON GUERRERO
Governor of Guam

1/31/2023
(Date)

GOVERNMENT OF GUAM - GENERAL PAY PLAN - 2023

Pay Grade	X-01	X-02	X-03	X-04	X-05	X-06	X-07	X-08	X-09	X-10	X-11	X-12	X-13	X-14	X-15	X-16	X-17	X-18
Per Annum	\$117,335	\$121,780	\$126,386	\$131,184	\$136,155	\$141,314	\$146,668	\$151,321	\$156,123	\$161,077	\$166,187	\$171,460	\$176,900	\$182,514	\$188,304	\$194,278	\$200,443	\$206,803
2080 hours	\$56.41	\$58.55	\$60.77	\$63.07	\$65.46	\$67.94	\$70.51	\$72.75	\$75.06	\$77.44	\$79.90	\$82.43	\$85.05	\$87.75	\$90.53	\$93.40	\$96.37	\$99.42
Pay Grade	W-01	W-02	W-03	W-04	W-05	W-06	W-07	W-08	W-09	W-10	W-11	W-12	W-13	W-14	W-15	W-16	W-17	W-18
Per Annum	\$111,747	\$115,982	\$120,376	\$124,938	\$129,671	\$134,584	\$139,684	\$144,116	\$148,689	\$153,406	\$158,273	\$163,295	\$168,476	\$173,822	\$179,337	\$185,027	\$190,897	\$196,955
2080 hours	\$53.72	\$55.76	\$57.87	\$60.07	\$62.34	\$64.70	\$67.16	\$69.29	\$71.48	\$73.75	\$76.09	\$78.51	\$81.00	\$83.57	\$86.22	\$88.96	\$91.78	\$94.69
Pay Grade	V-01	V-02	V-03	V-04	V-05	V-06	V-07	V-08	V-09	V-10	V-11	V-12	V-13	V-14	V-15	V-16	V-17	V-18
Per Annum	\$105,921	\$109,935	\$114,100	\$118,424	\$122,911	\$127,568	\$132,402	\$136,602	\$140,937	\$145,408	\$150,022	\$154,781	\$159,693	\$164,760	\$169,988	\$175,380	\$180,945	\$186,686
2080 hours	\$50.92	\$52.85	\$54.86	\$56.93	\$59.09	\$61.33	\$63.65	\$65.67	\$67.76	\$69.91	\$72.13	\$74.41	\$76.78	\$79.21	\$81.72	\$84.32	\$86.99	\$89.75
Pay Grade	U-01	U-02	U-03	U-04	U-05	U-06	U-07	U-08	U-09	U-10	U-11	U-12	U-13	U-14	U-15	U-16	U-17	U-18
Per Annum	\$99,457	\$103,226	\$107,136	\$111,196	\$115,409	\$119,782	\$124,321	\$128,266	\$132,336	\$136,535	\$140,866	\$145,336	\$149,948	\$154,705	\$159,614	\$164,678	\$169,902	\$175,293
2080 hours	\$47.82	\$49.63	\$51.51	\$53.46	\$55.48	\$57.59	\$59.77	\$61.67	\$63.62	\$65.64	\$67.72	\$69.87	\$72.09	\$74.38	\$76.74	\$79.17	\$81.68	\$84.28
Pay Grade	T-01	T-02	T-03	T-04	T-05	T-06	T-07	T-08	T-09	T-10	T-11	T-12	T-13	T-14	T-15	T-16	T-17	T-18
Per Annum	\$92,950	\$96,472	\$100,127	\$103,922	\$107,859	\$111,946	\$116,188	\$119,875	\$123,677	\$127,602	\$131,650	\$135,827	\$140,136	\$144,583	\$149,171	\$153,903	\$158,787	\$163,824
2080 hours	\$44.69	\$46.38	\$48.14	\$49.96	\$51.86	\$53.82	\$55.86	\$57.63	\$59.46	\$61.35	\$63.29	\$65.30	\$67.37	\$69.51	\$71.72	\$73.99	\$76.34	\$78.76
Pay Grade	S-01	S-02	S-03	S-04	S-05	S-06	S-07	S-08	S-09	S-10	S-11	S-12	S-13	S-14	S-15	S-16	S-17	S-18
Per Annum	\$86,466	\$89,741	\$93,141	\$96,671	\$100,335	\$104,136	\$108,082	\$111,511	\$115,049	\$118,700	\$122,466	\$126,352	\$130,360	\$134,496	\$138,764	\$143,167	\$147,709	\$152,395
2080 hours	\$41.57	\$43.14	\$44.78	\$46.48	\$48.24	\$50.07	\$51.96	\$53.61	\$55.31	\$57.07	\$58.88	\$60.75	\$62.67	\$64.66	\$66.71	\$68.83	\$71.01	\$73.27
Pay Grade	R-01	R-02	R-03	R-04	R-05	R-06	R-07	R-08	R-09	R-10	R-11	R-12	R-13	R-14	R-15	R-16	R-17	R-18
Per Annum	\$80,061	\$83,095	\$86,243	\$89,511	\$92,903	\$96,423	\$100,076	\$103,252	\$106,528	\$109,907	\$113,395	\$116,993	\$120,704	\$124,534	\$128,485	\$132,563	\$136,768	\$141,108
2080 hours	\$38.49	\$39.95	\$41.46	\$43.03	\$44.66	\$46.36	\$48.11	\$49.64	\$51.22	\$52.84	\$54.52	\$56.25	\$58.03	\$59.87	\$61.77	\$63.73	\$65.75	\$67.84
Pay Grade	Q-01	Q-02	Q-03	Q-04	Q-05	Q-06	Q-07	Q-08	Q-09	Q-10	Q-11	Q-12	Q-13	Q-14	Q-15	Q-16	Q-17	Q-18
Per Annum	\$73,788	\$76,583	\$79,486	\$82,497	\$85,623	\$88,867	\$92,235	\$95,162	\$98,182	\$101,296	\$104,510	\$107,826	\$111,247	\$114,777	\$118,419	\$122,175	\$126,053	\$130,052
2080 hours	\$35.48	\$36.82	\$38.21	\$39.66	\$41.17	\$42.72	\$44.34	\$45.75	\$47.20	\$48.70	\$50.25	\$51.84	\$53.48	\$55.18	\$56.93	\$58.74	\$60.60	\$62.52
Pay Grade	P-01	P-02	P-03	P-04	P-05	P-06	P-07	P-08	P-09	P-10	P-11	P-12	P-13	P-14	P-15	P-16	P-17	P-18
Per Annum	\$67,696	\$70,260	\$72,924	\$75,686	\$78,554	\$81,531	\$84,620	\$87,305	\$90,075	\$92,933	\$95,882	\$98,923	\$102,062	\$105,300	\$108,642	\$112,088	\$115,645	\$119,315
2080 hours	\$32.55	\$33.78	\$35.06	\$36.39	\$37.77	\$39.20	\$40.68	\$41.97	\$43.31	\$44.68	\$46.10	\$47.56	\$49.07	\$50.63	\$52.23	\$53.89	\$55.60	\$57.36
Pay Grade	O-01	O-02	O-03	O-04	O-05	O-06	O-07	O-08	O-09	O-10	O-11	O-12	O-13	O-14	O-15	O-16	O-17	O-18
Per Annum	\$60,875	\$63,180	\$65,575	\$68,059	\$70,638	\$73,315	\$76,093	\$78,508	\$80,999	\$83,568	\$86,219	\$88,956	\$91,778	\$94,690	\$97,695	\$100,794	\$103,992	\$107,291
2080 hours	\$29.27	\$30.38	\$31.53	\$32.72	\$33.96	\$35.25	\$36.58	\$37.74	\$38.94	\$40.18	\$41.45	\$42.77	\$44.12	\$45.52	\$46.97	\$48.46	\$50.00	\$51.58
Pay Grade	N-01	N-02	N-03	N-04	N-05	N-06	N-07	N-08	N-09	N-10	N-11	N-12	N-13	N-14	N-15	N-16	N-17	N-18
Per Annum	\$54,918	\$56,999	\$59,159	\$61,401	\$63,728	\$66,142	\$68,648	\$70,825	\$73,072	\$75,392	\$77,783	\$80,251	\$82,797	\$85,425	\$88,135	\$90,931	\$93,816	\$96,793
2080 hours	\$26.40	\$27.40	\$28.44	\$29.52	\$30.64	\$31.80	\$33.00	\$34.05	\$35.13	\$36.25	\$37.40	\$38.58	\$39.81	\$41.07	\$42.37	\$43.72	\$45.10	\$46.54
Pay Grade	M-01	M-02	M-03	M-04	M-05	M-06	M-07	M-08	M-09	M-10	M-11	M-12	M-13	M-14	M-15	M-16	M-17	M-18
Per Annum	\$49,731	\$51,615	\$53,571	\$55,501	\$57,708	\$59,895	\$62,163	\$64,136	\$66,171	\$68,269	\$70,436	\$72,671	\$74,977	\$77,356	\$79,809	\$82,342	\$84,954	\$87,650
2080 hours	\$23.91	\$24.82	\$25.76	\$26.73	\$27.74	\$28.80	\$29.89	\$30.83	\$31.81	\$32.82	\$33.86	\$34.84	\$35.05	\$37.19	\$38.37	\$39.59	\$40.84	\$42.14
Pay Grade	L-01	L-02	L-03	L-04	L-05	L-06	L-07	L-08	L-09	L-10	L-11	L-12	L-13	L-14	L-15	L-16	L-17	L-18

Per Annum	\$45,262	\$46,978	\$48,758	\$50,605	\$52,523	\$54,512	\$56,578	\$58,733	\$60,225	\$62,136	\$64,108	\$66,142	\$68,240	\$70,406	\$72,639	\$74,944	\$77,322	\$79,775
2080 hours	\$21.76	\$22.59	\$23.44	\$24.33	\$25.25	\$26.21	\$27.20	\$28.06	\$28.95	\$29.87	\$30.82	\$31.80	\$32.81	\$33.85	\$34.92	\$36.03	\$37.17	\$38.35
Pay Grade	K-01	K-02	K-03	K-04	K-05	K-06	K-07	K-08	K-09	K-10	K-11	K-12	K-13	K-14	K-15	K-16	K-17	K-18
Per Annum	\$41,372	\$42,940	\$44,567	\$46,256	\$48,008	\$49,827	\$51,715	\$53,356	\$55,049	\$56,795	\$58,597	\$60,456	\$62,374	\$64,354	\$66,395	\$68,502	\$70,675	\$72,918
2080 hours	\$19.89	\$20.84	\$21.43	\$22.24	\$23.08	\$23.96	\$24.86	\$25.65	\$26.47	\$27.31	\$28.17	\$29.07	\$29.99	\$30.94	\$31.92	\$32.93	\$33.96	\$35.06
Pay Grade	J-01	J-02	J-03	J-04	J-05	J-06	J-07	J-08	J-09	J-10	J-11	J-12	J-13	J-14	J-15	J-16	J-17	J-18
Per Annum	\$37,913	\$39,349	\$40,841	\$42,388	\$43,985	\$45,661	\$47,391	\$48,894	\$50,446	\$52,047	\$53,699	\$55,402	\$57,160	\$58,973	\$60,844	\$62,776	\$64,767	\$66,821
2080 hours	\$18.23	\$19.82	\$19.64	\$20.38	\$21.15	\$21.95	\$22.78	\$23.51	\$24.25	\$25.02	\$25.82	\$26.64	\$27.48	\$28.35	\$29.25	\$30.18	\$31.14	\$32.13
Pay Grade	I-01	I-02	I-03	I-04	I-05	I-06	I-07	I-08	I-09	I-10	I-11	I-12	I-13	I-14	I-15	I-16	I-17	I-18
Per Annum	\$34,886	\$36,209	\$37,590	\$39,004	\$40,483	\$42,016	\$43,608	\$44,992	\$46,419	\$47,891	\$49,412	\$50,979	\$52,597	\$54,266	\$55,987	\$57,764	\$59,596	\$61,487
2080 hours	\$16.77	\$17.41	\$18.07	\$18.75	\$19.46	\$20.20	\$20.97	\$21.63	\$22.32	\$23.02	\$23.76	\$24.51	\$25.29	\$26.09	\$26.92	\$27.77	\$28.65	\$29.56
Pay Grade	H-01	H-02	H-03	H-04	H-05	H-06	H-07	H-08	H-09	H-10	H-11	H-12	H-13	H-14	H-15	H-16	H-17	H-18
Per Annum	\$32,355	\$33,581	\$34,853	\$36,173	\$37,545	\$38,967	\$40,443	\$41,727	\$43,050	\$44,417	\$45,826	\$47,279	\$48,780	\$50,328	\$51,924	\$53,572	\$55,271	\$57,026
2080 hours	\$15.56	\$16.14	\$16.76	\$17.39	\$18.05	\$18.73	\$19.44	\$20.06	\$20.70	\$21.35	\$22.03	\$22.73	\$23.45	\$24.20	\$24.96	\$25.76	\$26.57	\$27.42
Pay Grade	G-01	G-02	G-03	G-04	G-05	G-06	G-07	G-08	G-09	G-10	G-11	G-12	G-13	G-14	G-15	G-16	G-17	G-18
Per Annum	\$30,169	\$31,313	\$32,498	\$33,731	\$35,008	\$36,335	\$37,712	\$38,909	\$40,143	\$41,417	\$42,731	\$44,086	\$45,486	\$46,928	\$48,417	\$49,953	\$51,538	\$53,174
2080 hours	\$14.50	\$15.05	\$15.62	\$16.22	\$16.83	\$17.47	\$18.13	\$18.71	\$19.30	\$19.91	\$20.54	\$21.20	\$21.87	\$22.56	\$23.28	\$24.02	\$24.78	\$25.56
Pay Grade	F-01	F-02	F-03	F-04	F-05	F-06	F-07	F-08	F-09	F-10	F-11	F-12	F-13	F-14	F-15	F-16	F-17	F-18
Per Annum	\$28,269	\$29,340	\$30,452	\$31,606	\$32,804	\$34,047	\$35,336	\$36,458	\$37,614	\$38,807	\$40,040	\$41,310	\$42,620	\$43,973	\$45,367	\$46,807	\$48,292	\$49,824
2080 hours	\$13.59	\$14.11	\$14.64	\$15.20	\$15.77	\$16.37	\$16.99	\$17.53	\$18.08	\$18.66	\$19.25	\$19.86	\$20.49	\$21.14	\$21.81	\$22.50	\$23.22	\$23.95
Pay Grade	E-01	E-02	E-03	E-04	E-05	E-06	E-07	E-08	E-09	E-10	E-11	E-12	E-13	E-14	E-15	E-16	E-17	E-18
Per Annum	\$25,736	\$26,712	\$27,724	\$28,774	\$29,865	\$30,996	\$32,170	\$33,192	\$34,244	\$35,330	\$36,451	\$37,608	\$38,801	\$40,032	\$41,303	\$42,614	\$43,965	\$45,360
2080 hours	\$12.37	\$12.84	\$13.33	\$13.83	\$14.36	\$14.90	\$15.47	\$15.96	\$16.46	\$16.99	\$17.52	\$18.08	\$18.65	\$19.25	\$19.86	\$20.49	\$21.14	\$21.81
Pay Grade	D-01	D-02	D-03	D-04	D-05	D-06	D-07	D-08	D-09	D-10	D-11	D-12	D-13	D-14	D-15	D-16	D-17	D-18
Per Annum	\$23,229	\$24,109	\$25,022	\$25,970	\$26,955	\$27,976	\$29,036	\$29,957	\$30,908	\$31,889	\$32,900	\$33,944	\$35,022	\$36,133	\$37,279	\$38,462	\$39,682	\$40,941
2080 hours	\$11.17	\$11.59	\$12.03	\$12.49	\$12.96	\$13.45	\$13.96	\$14.40	\$14.86	\$15.33	\$15.82	\$16.32	\$16.84	\$17.37	\$17.92	\$18.49	\$19.08	\$19.68
Pay Grade	C-01	C-02	C-03	C-04	C-05	C-06	C-07	C-08	C-09	C-10	C-11	C-12	C-13	C-14	C-15	C-16	C-17	C-18
Per Annum	\$21,678	\$22,499	\$23,352	\$24,236	\$25,155	\$26,108	\$27,098	\$27,958	\$28,845	\$29,760	\$30,704	\$31,678	\$32,683	\$33,720	\$34,790	\$35,894	\$37,032	\$38,208
2080 hours	\$10.42	\$10.82	\$11.23	\$11.65	\$12.09	\$12.55	\$13.03	\$13.44	\$13.87	\$14.31	\$14.76	\$15.23	\$15.71	\$16.21	\$16.73	\$17.26	\$17.80	\$18.37
Pay Grade	B-01	B-02	B-03	B-04	B-05	B-06	B-07	B-08	B-09	B-10	B-11	B-12	B-13	B-14	B-15	B-16	B-17	B-18
Per Annum	\$20,366	\$21,137	\$21,939	\$22,770	\$23,632	\$24,528	\$25,458	\$26,266	\$27,099	\$27,959	\$28,846	\$29,761	\$30,705	\$31,680	\$32,685	\$33,722	\$34,792	\$35,895
2080 hours	\$9.79	\$10.16	\$10.55	\$10.95	\$11.36	\$11.79	\$12.24	\$12.63	\$13.03	\$13.44	\$13.87	\$14.31	\$14.76	\$15.23	\$15.71	\$16.21	\$16.73	\$17.26
Pay Grade	A-01	A-02	A-03	A-04	A-05	A-06	A-07	A-08	A-09	A-10	A-11	A-12	A-13	A-14	A-15	A-16	A-17	A-18
Per Annum	\$19,240	\$20,149	\$20,912	\$21,704	\$22,526	\$23,380	\$23,966	\$24,726	\$25,510	\$26,320	\$27,155	\$28,016	\$28,906	\$29,823	\$30,769	\$31,746	\$32,752	\$33,792
2080 hours	\$9.25	\$9.69	\$10.05	\$10.43	\$10.83	\$11.24	\$11.52	\$11.89	\$12.26	\$12.65	\$13.06	\$13.47	\$13.90	\$14.34	\$14.79	\$15.26	\$15.75	\$16.25