

Staff Survey

Spring 2003



ASTRON
SOLUTIONS

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Introduction

Astron Solutions is pleased to present the results of the *Spring 2003 Staff Survey*, co-sponsored by the Greater New Orleans Society for Healthcare Human Resources Administration (GNOSHHRA), ShareCor, the Louisiana Hospital Association (LHA), and the Metropolitan Hospital Council of New Orleans (MHCNO). This is the second year that Astron has conducted this survey. The survey results represent salary and differential data reported by 78 organizations encompassing 53,526 incumbents in 153 positions. All compensation data are effective as of March 1, 2003.

We would like to express our thanks to all of the organizations that participated in the survey. In addition, we would like to express our thanks to GNOSHHRA, ShareCor, the LHA, and the MHCNO for sponsoring the study. If you have any questions or suggestions for enhancements to the survey, please contact Jennifer Loftus at (800) 520-3889.

Survey Participants

The list of participating organizations is presented in Section II. An analysis of participant demographics also can be found in Section II.

Region Codes

The survey participant list includes a letter code for each organization. This code refers to the organization's geographic region, as follows:

Region A – Greater New Orleans

Region B – Greater Baton Rouge & North Shore

Region C – Greater Lafayette / Lake Charles

Region D – North Louisiana

Region E – Eastern Bayou Country

Region F – Greater Alexandria

Survey Methodology

Astron consultants and GNOSHHRA leadership jointly designed the survey questionnaire package, focusing on the collection of base salary and differential compensation information. The questionnaire was distributed to all invited participants. Survey jobs were matched by participants on the basis of job responsibilities, organizational level, and scope information provided in survey job descriptions.

Completed survey questionnaires then were reviewed by Astron consultants for completeness and quality. Astron followed up as needed with participants to verify and clarify ambiguous responses and data anomalies. Astron then conducted statistical analyses regarding participants' pay practices, which are the foundation of this report.

Historical Trend Analysis Summary

Compensation, by its very nature, is volatile. Incumbents receive salary increases, promotions are awarded, and new hires replace retirees.

2000's hot fields are no longer "hot." Take, for instance, the double-digit, twice-yearly base pay increases awarded to Registered Nurses and Information Technology professionals just a few years ago. Trend analysis of data from the *Spring 2002* and *Spring 2003 Staff Surveys* suggest that other areas have moved into compensation's spotlight.

A review of the 2002 and 2003 survey data reveals twenty-one hospital-based positions whose actual average base pay increased at least ten percent in a year's time. These positions and their one-year base pay percentage increases are as follows:

Cardiac Cath Tech	20.0%
Dosimetrist	18.2%
EKG Tech / Cardiology Tech	16.5%
Physical Therapy Assistant	15.5%
Nuclear Med Tech (Reg)	14.8%
Clerk Typist	14.3%
Rehab Tech	14.2%
MRI Tech	12.9%
Computer Operator	12.8%
CT Tech	12.8%
Social Worker (BS)	12.5%
Mammography Tech	12.2%
Food Service Supervisor	12.0%
Data Entry Clerk	11.2%
Reimbursement Specialist	11.1%
Maintenance Mechanic 1	11.0%
EEG Tech	10.9%
X-Ray Supervisor	10.4%
Lab Assistant	10.2%
Chaplain	10.0%
DRG Coder	10.0%

Another seventeen hospital-based positions' actual average base pay increased at least seven percent in a year's time. These positions and their one-year base pay percentage increases are as follows:

Cardiovascular Tech (Echo Tech)	9.9%
Ultrasound Tech (Vascular)	9.7%
Nurse Technician	9.5%
Printer	9.1%
Computer Systems Analyst	8.9%
RN, Pool	8.7%
Medical Lab Tech (MLT)	8.5%
Radiation Therapy Tech	8.5%
Central Supply Supervisor	8.2%
X-Ray Tech	8.2%
Diet Clerk	8.1%
Maintenance Mechanic 2	8.1%
Electrician	7.9%
Resp Tech – CRTT	7.5%
Systems Manager	7.3%
Pharmacist	7.2%
LPN	7.0%

Radiology and Cardiology positions are 2003's hot compensation fields.

The base pay increases for the positions in these two lists far outstrip the average projected merit budget awards of 3.5% prevalent in compensation literature.

What can we do to ensure competitive compensation without endlessly increasing fixed salary costs?

One option to explore is incentive pay. Self-funded incentive programs enable employees to increase their total cash compensation by achieving department-specific goals designed to meet organizational needs. The cost of employee awards is built into the goals. Goal achievement creates a win-win situation for all involved.

Another option is competency / complexity matrices, an updated version of the career ladder. These matrices provide promotional paths for employees in fields where varying levels of expertise and job complexity are attainable. With forward movement on the path comes increased compensation opportunity. The organization only advances employees who achieve specific goals in their work performance and professional development. The organization only compensates the skills it needs. These matrices provide an edge when recruiting new, entry-level employees, by demonstrating the organization's commitment to employee development and advancement. Again, a win-win situation for both parties ensues.

Medical Office Positions

Medical office positions, in contrast to their hospital counterparts, saw steady or declining actual average base pay levels. The only exception to this observation is the X-Ray Tech position. Its one-year change in actual average base pay levels was 11.7%, higher than that found for the same position in a hospital setting (8.2%). This movement further highlights radiology's supremacy as 2003's "hot" compensation area.

The other medical office positions and their one-year base pay percentage changes are as follows:

Office Clerk	4.6%
RN	4.5%
Medical Assistant	3.7%
LPN	1.2%
Transcriptionist	-0.1%
Medical Office Assistant	-0.6%
Physician – Primary Care	-0.9%
Office Manager	-8.9%
Patient Accounts Representative	-16.5%

Survey participant mix or turnover levels may partially explain these percentage changes. Still, it is clear that medical office employee recruitment and retention efforts have not relied on compensation to the same degree as have hospital-based positions during the past year.

Per Diem Positions

In the per diem survey positions, radiology continues to lead the group with the largest one-year percentage changes in actual average base pay rates. Ten per diem positions' actual average base pay increased at least seven percent in a year's time. These positions, their one-year base pay percentage increases, and the one-year base pay percentage increases of their regular staff position counterparts, are as follows:

<u>Position</u>	<u>Per Diem Staff Change</u>	<u>Regular Staff Position Change</u>
Mammography Tech	30.7%	12.2%
Med Tech (ASCP)	18.5%	4.8%
Nuclear Med Tech (Reg)	13.7%	14.8%
CRNA	13.4%	4.2%
X-Ray Tech	11.0%	8.2%
MRI Tech	10.2%	12.9%
Pharmacist	8.9%	7.2%
Resp Tech – CRTT	8.3%	7.5%
Physical Therapist	7.9%	0.6%
Ultrasound Tech	7.0%	3.6%

These base pay increases show dependence on per diem employees to be a less cost-effective staffing strategy than in the past.

Projections

It is difficult to say what the rest of 2003 will bring. It is unlikely that the 2004 survey results will show dramatic slowdowns in compensation increases, despite the current national economic situation and the state of healthcare financing.

Compensation is not a panacea. Awarding more dollars to incumbents who are dissatisfied with their work hours, work environment, or supervisor will do little to stem inevitable turnover. These employees may remain in their positions for a few more months. Using salary increases for this short-term return, however, only feeds the cycle of upward spiraling salary rates, particularly exacerbating the position of those organizations whose financial situations render them unable to pay "market" rates.

Those organizations that listen and respond to employee needs – needs that go beyond compensation – will fare the best in recruiting and retaining valuable contributors.

Survey Participants

- Abbeville General (Abbeville) (C)
- Abram Kaplan Memorial Hospital (Kaplan) (C)
- Advance Care Hospital (Marrero) (A)
- American Legion Hospital (Crowley) (C)
- Avoyelles Hospital (Marksville) (F)
- Beauregard Memorial Hospital (DeRidder) (C)
- Byrd Regional Hospital (Leesville) (F)
- Children's Hospital (New Orleans) (A)
- CHRISTUS Schumpert Health System (Shreveport) (D)
- CHRISTUS St. Patrick Hospital (Lake Charles) (C)
- CHRISTUS St. Frances Cabrini Hospital (Alexandria) (F)
- Dauterive Hospital (New Iberia) (C)
- Doctors Hospital (Opelousas) (C)
- Doctors Hospital of Jefferson (Metairie) (A)
- Dubuis Hospital of Alexandria (Alexandria) (F)
- Dubuis Hospital of Lake Charles (Lake Charles) (C)
- Dubuis Hospital of Shreveport (Shreveport) (D)
- East Jefferson General Hospital (Metairie) (A)
- Glenwood Regional Medical Center (West Monroe) (D)
- Huey P. Long Medical Center (Pineville) (F)
- Iberia Medical Center (New Iberia) (C)
- Kenner Regional Hospital (Kenner) (A)
- Kindred Hospital New Orleans (New Orleans) (A)
- Lafayette General Medical Center (Lafayette) (C)
- Lakeland Medical Center (New Orleans) (A)
- Lakeside Hospital (Metairie) (A)
- Lakeview Regional Medical Center (Covington) (B)
- Lane Memorial Hospital (Zachary) (B)
- LaSalle General Hospital (Jena) (F)
- Leonard J. Chabert Medical Center (Houma) (E)
- LifeCare Hospital of New Orleans (New Orleans) (A)
- Louisiana Heart Hospital (Lacombe) (B)
- LSU Health Sciences Center (Shreveport) (D)
- LSU Lallie Kemp Medical Center (Independence) (B)
- LSUHSC / Earl K. Long Medical Center (Baton Rouge) (B)
- LSUHSC Bogalusa Medical Center (Bogalusa) (B)
- LSUHSC/HCSD/ University Medical Center (Lafayette) (C)
- LSUHSC/HCSD/E. A. Conway Medical Center (Monroe) (D)
- Mary Bird Perkins Cancer Center (Baton Rouge) (B)
- Meadowcrest Hospital (Gretna) (A)
- Medical Center of Louisiana (New Orleans) (A)
- Memorial Medical Center (New Orleans) (A)
- Morehouse General Hospital (Bastrop) (D)
- Natchitoches Parish Hospital (Natchitoches) (F)
- North Monroe Medical Center (Monroe) (D)
- North Oaks Health System (Hammond) (B)
- Northshore Regional Medical Center (Slidell) (B)
- Oakdale Community Hospital (Oakdale) (F)
- Ochsner Clinic Foundation (New Orleans) (A)
- Opelousas General Hospital (Opelousas) (C)
- Our Lady of Lourdes RMC (Lafayette) (C)
- Our Lady of the Lake Regional Medical Center (Baton Rouge) (B)

Survey Participants (2)

Pendleton Memorial Methodist Hospital (New Orleans) (A)
Pointe Coupee General Hospital (New Roads) (B)
Rapides Regional Medical Center (Alexandria) (F)
River Parishes Hospital (LaPlace) (A)
River West Medical Center (Plaquemine) (B)
Slidell Memorial Hospital (Slidell) (B)
Southwest Medical Center (Lafayette) (C)
St. Anne General Hospital (Raceland) (E)
St. Charles General Hospital (New Orleans) (A)
St. Charles Parish Hospital (Luling) (A)
St. Claude Medical Center Hospital (New Orleans) (A)
St. Francis Specialty Hospital (Monroe) (D)
St. James Parish Hospital (Lutcher) (B)
St. Tammany Parish Hospital (Covington) (B)
Terrebonne General Medical Center (Houma) (E)
The Blood Center (New Orleans) (A)
Thibodaux Regional Medical Center (Thibodaux) (E)
Touro Infirmary (New Orleans) (A)
Tulane University Hospital & Clinic (New Orleans) (A)
VA Medical Center (New Orleans) (A)
VA Medical Center Alexandria (Alexandria) (F)
Ville Platte Medical Center (Ville Platte) (C)
West Calcasieu Cameron Hospital (Sulphur) (C)
West Jefferson Medical Center (Marrero) (A)
Willis-Knighton Health System (Shreveport) (D)
Woman's Hospital (Baton Rouge) (B)

Participant Demographics

Regional Breakdown

78 participants provided data on their organizations' location, as displayed below.

<u>Region</u>	<u>Number of Participants</u>	<u>% of All Participants</u>
Region A – Greater New Orleans	23	29.5%
Region B - Greater Baton Rouge / North Shore	16	20.5%
Region C – Greater Lafayette / Lake Charles	16	20.5%
Region D – North Louisiana	9	11.5%
Region E – Eastern Bayou Country	4	5.2%
Region F – Greater Alexandria	10	12.8%

Participant Distribution by Ownership

77 participants provided data on their organizations' ownership status, as shown below:

<u>For Profit</u>	<u>Not for Profit</u>	<u>Government Owned</u>
24	42	11
31.2%	54.5%	14.3%

Participant Distribution by Operating Budget

65 participants provided data on their organizations' operating budget, as shown below:

<u><=\$10 M</u>	<u>\$10.001 - \$50M</u>	<u>\$50.001 - \$100M</u>	<u>>\$100M</u>
7	25	11	22
10.8%	38.5%	16.9%	33.8%

Low Operating Budget: \$1,411,000
 Average Operating Budget: \$127,328,160
 Median Operating Budget: \$53,000,000
 High Operating Budget: \$1,200,000,000

Total Full-Time Employees

76 participants provided data on their organizations' full-time employee base, as displayed below.

<u>Number of Full-Time Employees</u>	<u>Number of Participants</u>	<u>% of All Participants</u>
Under 101	5	6.6%
101 – 500	35	46.1%
501 – 1,000	15	19.7%
1,001 or more	21	27.6%

Total Part-Time Employees

75 participants provided data on their organizations' part-time employee base, as displayed below.

<u>Number of Part-Time Employees</u>	<u>Number of Participants</u>	<u>% of All Participants</u>
Under 101	56	74.7%
101 – 200	11	14.7%
201 – 300	8	10.6%
301 or more	0	0.0%

Total Per Diem Employees

75 participants provided data on their organizations' per diem employee base, as displayed below.

<u>Number of Per Diem Employees</u>	<u>Number of Participants</u>	<u>% of All Participants</u>
Under 101	39	52.0%
101 – 200	16	21.3%
201 – 300	7	9.3%
301 or more	13	17.4%

Bed Size

75 participants provided data on their organizations' total licensed beds, as displayed below.

<u>Number of Beds</u>	<u>Number of Participants</u>	<u>% of All Participants</u>
Under 101	21	28.0%
101 – 200	26	34.7%
201 – 300	11	14.7%
301 or more	17	22.6%

Survey Definitions

All compensation figures have been rounded to the nearest cent. The following statistical measures are included in the data analysis:

Degree of Match	The percent of organizations reporting that their jobs' responsibilities are equal to, more than, or less than the survey job's responsibilities.
Number of Organizations	The number of organizations reporting a match for the survey position.
Number of Employees	The number of individual employees matched to the survey position reported by all organizations.
25th Percentile	The rate within the sample that is higher than 25% of all the rates reported (also known as the first quartile).
Median	The rate within the sample that is the middle value of all the rates reported (also known as the 50 th percentile).
Average	The sum of all the rates reported divided by the number of organizations reporting data (also known as the mean).
75th Percentile	The rate within the sample that is higher than 75% of all the rates reported (also known as the third quartile).
Average Hourly Rate	The actual average hourly base pay rate as of March 1, 2003.
Hourly Range Minimum	The salary range minimum reported for the position by organizations with a formal pay structure for the job.
Maximum Hire Rate	The maximum hourly rate reported at which organizations will hire a new employee.
Hourly Range Maximum	The salary range maximum reported for the position by organizations with a formal pay structure for the job.
Evening Differential	Additional compensation paid to full- and part-time employees working the evening shift.
Night Differential	Additional compensation paid to full- and part-time employees working the night shift.
Weekend Differential	Additional compensation paid to full- and part-time employees working the weekend shift.
Specialty Differential	Additional compensation paid to full- and part-time employees working in a specialty.

Survey Definitions (2)

Weekday On-Call Pay	The additional rate of pay provided to employees who are on-call during the week.
Weekend On-Call Pay	The additional rate of pay provided to employees who are on-call during the weekend.
Exempt	The percent of organizations reporting that the position is classified as exempt from overtime payments under the Fair Labor Standards Act (FLSA).
Non-exempt	The percent of organizations reporting that the position is classified as non-exempt from overtime payments under the Fair Labor Standards Act (FLSA).

Data Reporting Methodology

Compensation information is presented for each individual job for all incumbents in six (6) separate tables. The first table provides an overall statistical analysis for all organizations reporting matches for the job. The second table presents data by operating budget. The third table breaks down the composite data by region. The fourth table presents data by ownership type. The fifth table displays data by number of full-time employees. The sixth table highlights data by bed size.

To ensure the confidentiality of all data and compliance with Department of Justice guidelines, a minimum number of responses is required in order for statistics for data to be provided. **Five organizations must report data for a variable in order for percentile data to be provided.** ***** is displayed when there are insufficient response data for a position. It is possible that no data are presented in a given category even though the number of employees is greater than five. This occurs when the incumbents reported represent fewer than five participating organizations. It may also be possible for data to be displayed when it appears as if there are not enough employees (5) in the job. This occurs when at least five organizations report data but one or more organizations do not report any employees currently in the position.

Salary range data are provided for each position. In most cases, the number of reporting organizations will be different than those reporting wage data. This occurs because not all organizations have formal salary ranges. Also, some organizations only have a range minimum, midpoint, or maximum.



Using Survey Data in Your Analyses

When comparing survey results to your current compensation levels, be sure to take note of the following:

- Base matches on job content rather than job title.
- Consider reporting relationships and years of experience when matching jobs to survey positions.
- Select positions and appropriate statistics wisely. In general, the mean (average) pay is a slightly higher figure than median (50th percentile). Median pay is the “middle” rate and is selected for use by many compensation professionals since it is less easily influenced by extremes. However, some organizations have a “market leader” compensation philosophy and instead use the 75th percentile.
- Age the data accordingly by increasing the survey data by a factor to bring it to the present. Alternatively, consider comparisons based on your own salaries and ranges being effective at the “as of” date of the survey – March 1, 2003.
- Remember that where the number of participants in a given cut of data is low, use the statistics with caution. Smaller data sets are more easily influenced by extremes.

Aging Survey Data

Salaries in the market, as well as your own organization, are constantly moving due to merit and promotional increases, newly hired employees, and termination of employees. In order to determine how your organization's rates of pay compare to the market, it is necessary to look at both sets of data at a specific point in time. This "snapshot" approach is accomplished by aging the survey data to the point in time of the market review.

Survey data can be aged to the current date to compare it to your organization's current rates of pay. In addition, survey data can be aged to a point of time in the future to estimate pay levels for the coming year.

The first step in aging data is determining the point in time to be used. Once this is determined, the next step is to determine the percent to use in approximating competitive wage movement during the period of time in question. The information contained in Section 7 of this report provides information on participants' current and projected merit increase budgets.

To perform the aging calculation, first take the hourly wage movement figure. Next, determine the number of months between the effective date of the survey data and the point in time to which you wish to age the survey data. Multiply these two numbers together to determine the appropriate aging factor. Multiply this aging factor by the survey data to produce aged data.

Sample Aging Problem

Step 1: Determine the point in time to be used.

The data in this survey have an effective date of March 1, 2003. I need to know what the projected rate would be on September 1, 2003.

Step 2: Determine the wage movement percent.

My research shows that wages are moving, on average, 4% per year.

Step 3: Determine the aging factor.

Between March 1 and September 1 is 6 months.

$4\% \text{ movement} * (6 \text{ months} / 12 \text{ months in a year}) = 2.0\%$

Step 4: Apply the aging factor.

If the survey reports that the 50th percentile for a given job on March 1, 2003 is \$15.00, the projected rate on September 1, 2003 is \$15.30. Use \$15.30 to compare to your organization's rate of pay on September 1, 2003.

Survey Positions

- HA1 - Accountant (Page V.1)
- HA2 - Accounts Payable Clerk (Page V.4)
- HA3 - Administrative Secretary (Page V.7)
- HA4 - Admissions Clerk (Page V.10)
- HA5 - Admissions Supervisor (Page V.13)
- HA6 - Anesthesia Technician (Page V.16)
- HB1 - Benefits Specialist (Page V.19)
- HB2 - Biomed Tech (Page V.22)
- HB3 - Budget Analyst (Page V.25)
- HB4 - Buyer (Page V.28)
- HC1 - Cardiac Cath Tech (Page V.31)
- HC2 - Cardiac Monitor Tech (Page V.34)
- HC3 - Cardiovascular Tech (Echo Tech) (Page V.37)
- HC4 - Carpenter (Page V.40)
- HC5 - Cashier (Business Office) (Page V.43)
- HC6 - Central Supply Supervisor (Page V.46)
- HC7 - Chaplain (Page V.49)
- HC8 - Chauffeur Driver (Page V.52)
- HC9 - Clerk Typist (Page V.55)
- HC10 - Collector (Page V.58)
- HC11 - Computer Network Administrator (Hardware) (Page V.61)
- HC12 - Computer Network Administrator (Software) (Page V.64)
- HC13 - Computer Operator (Page V.67)
- HC14 - Computer Systems Analyst (Page V.70)

Survey Positions (2)

- HC15 - Cook (Page V.73)
- HC16 - COTA (Page V.76)
- HC17 - CRNA (Page V.79)
- HC18 - CT Tech (Page V.82)
- HC19 - Cytotech (Page V.85)
- HD1 - Data Entry Clerk (Page V.88)
- HD2 - Diet Clerk (Page V.91)
- HD3 - Dietetic Tech (Page V.94)
- HD4 - Dietitian, ADA (Page V.97)
- HD5 - Dosimetrist (Page V.100)
- HD6 - DRG Coder (Page V.103)
- HE1 - Educator (RN) (Page V.106)
- HE2 - EEG Tech (Page V.109)
- HE3 - EKG Tech / Cardiology Tech (Page V.112)
- HE4 - Electrician (Page V.115)
- HE5 - Employment Specialist / Recruiter (Page V.118)
- HE6 - Endo Tech (Page V.121)
- HE7 - Executive Secretary (Page V.124)
- HE8 - Exercise Physiologist (Page V.127)
- HF1 - Floor Finisher (Page V.130)
- HF2 - Food Service Supervisor (Page V.133)
- HF3 - Food Service Worker (Page V.136)
- HH1 - Histotech (Page V.139)
- HH2 - Housekeeper (Page V.142)

Survey Positions (3)

- HH3 - Housekeeping Supervisor (Page V.145)
- HH4 - HR Assistant / Tech (Page V.148)
- HH5 - HR Generalist (Page V.151)
- HH6 - HVAC Mechanic (Page V.154)
- HI1 - Insurance Clerk (Page V.157)
- HL1 - Lab Assistant (Page V.160)
- HL2 - Laundry Worker (Page V.163)
- HL3 - LPN (Page V.166)
- HM1 - Maintenance Mechanic 1 (Page V.169)
- HM2 - Maintenance Mechanic 2 (Page V.172)
- HM3 - Mammography Tech (Page V.175)
- HM4 - Med Tech (ASCP) (Page V.178)
- HM5 - Med Tech Supervisor (Page V.181)
- HM6 - Medical Lab Tech (MLT) (Page V.184)
- HM7 - Medical Records Clerk (Page V.187)
- HM8 - Medical Records Tech (ART) (Page V.190)
- HM9 - MRI Tech (Page V.193)
- HN1 - Nuclear Med Tech (Reg) (Page V.196)
- HN2 - Nurse Practitioner (Page V.199)
- HN3 - Nurse Technician (Page V.202)
- HN4 - Nursing Assistant (Page V.205)
- HO1 - Occupational Therapist (Page V.208)
- HO2 - OR Tech (Certified) (Page V.211)
- HP1 - Painter (Page V.214)

Survey Positions (4)

- HP2 - Paramedic (Page V.217)
- HP3 - Patient Accounts Rep / Billing Clerk (Page V.220)
- HP4 - Patient Care Tech (Page V.223)
- HP5 - Patient Escort / Transporter (Page V.226)
- HP6 - Patient Representative / Guest Relations (Page V.229)
- HP7 - Payroll Clerk (Page V.232)
- HP8 - PBX Operator (Page V.235)
- HP9 - PC Maintenance Technician (Page V.238)
- HP10 - Perfusionist (Page V.241)
- HP11 - Pharmacist (Page V.244)
- HP12 - Pharmacist - Clinical (Pharm D) (Page V.247)
- HP13 - Pharmacy Clerk (Page V.250)
- HP14 - Pharmacy Tech (licensed) (Page V.253)
- HP15 - Phlebotomist (Page V.256)
- HP16 - Physical Therapist (RPT) (Page V.259)
- HP17 - Physical Therapy Assistant (Page V.262)
- HP18 - Physical Therapy Assistant (Licensed) (Page V.265)
- HP19 - Physician Assistant (PA) (Page V.268)
- HP20 - Plumber (Page V.271)
- HP21 - Printer (Page V.274)
- HP22 - Psychiatric Tech (Page V.277)
- HQ1 - QA RN (Page V.280)
- HR1 - Radiation Therapy Tech (Page V.283)
- HR2 - Receptionist (Page V.286)

Survey Positions (5)

- HR3 - Recreation Therapist (Page V.289)
- HR4 - Registered Respiratory Therapist (RRT) (Page V.292)
- HR5 - Rehab Tech (Page V.295)
- HR6 - Reimbursement Specialist (Page V.298)
- HR7 - Resp Tech - CRTT (Page V.301)
- HR8 - RN Head Nurse (Unit Manager) (Page V.304)
- HR9 - RN, Case Manager (Page V.307)
- HR10 - RN, Pool (Page V.310)
- HR11 - RN, Staff (Page V.313)
- HS1 - Secretary (Page V.316)
- HS2 - Secretary, Department Head (Page V.319)
- HS3 - Security Guard (Page V.322)
- HS4 - Social Worker (BS) (Page V.325)
- HS5 - Social Worker (MSW) (Page V.328)
- HS6 - Speech Therapist (Page V.331)
- HS7 - Stat Engineer - 2nd Class (Page V.334)
- HS8 - Sterile Processing Tech (Page V.337)
- HS9 - Storeroom Clerk (Page V.340)
- HS10 - Systems Manager (Page V.343)
- HT1 - Training Specialist (Non-RN) (Page V.346)
- HT2 - Transcriptionist (Medical) (Page V.349)
- HT3 - Tumor Registrar (Page V.352)
- HU1 - Ultrasound Tech (Page V.355)
- HU2 - Ultrasound Tech (Vascular) (Page V.358)

Survey Positions (6)

HU3 - Unit Clerk (Page V.361)

HU4 - Utilization Review Nurse (Page V.364)

HX1 - X-Ray Supervisor (Page V.367)

HX2 - X-Ray Tech (Page V.370)

Medical Office Positions

MO1 - LPN (Page V.373)

MO2 - Medical Assistant (Page V.376)

MO3 - Medical Office Assistant (Page V.379)

MO4 - Office Clerk (Page V.382)

MO5 - Office Manager (Page V.385)

MO6 - Patient Accounts Representative (Page V.388)

MO7 - Physician - Primary Care (Page V.391)

MO8 - RN (Page V.394)

MO9 - Transcriptionist (Page V.397)

MO10 - X-Ray Tech (Page V.400)

Per Diem Positions

PD1 - CRNA (Page V.403)

PD2 - LPN (Page V.406)

PD3 - Mammography Tech (Page V.409)

PD4 - Med Tech (ASCP) (Page V.412)

PD5 - Medical Lab Tech (MLT) (Page V.415)

Survey Positions (7)

PD6 - MRI Tech (Page V.418)

PD7 - Nuclear Med Tech (Reg) (Page V.421)

PD8 - Nursing Assistant (Page V.424)

PD9 - Occupational Therapist (Page V.427)

PD10 - OR Tech (Certified) (Page V.430)

PD11 - Pharmacist (Page V.433)

PD12 - Phlebotomist (Page V.436)

PD13 - Physical Therapist (RPT) (Page V.439)

PD14 - Registered Respiratory Therapist (RRT) (Page V.442)

PD15 - Resp Tech - CRTT (Page V.445)

PD16 - RN, Critical Care (Page V.448)

PD17 - RN, Pool (Page V.451)

PD18 - Ultrasound Tech (Page V.454)

PD19 - X-Ray Tech (Page V.457)

HA1 - Accountant

Job Duties:

Records, analyzes, interprets, and reports hospital financial statistical information. Assists in all transactions affecting general ledger. May assist in budget preparation.

Degree of Match		FLSA Status	
More:	1.6%	Exempt:	66.7%
Equal:	79.4%	Non-exempt:	33.3%
Less:	11.1%		
Blank:	7.9%		

All Organizations

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
Number of Organizations	61	61	58	61	3	3	2	1	6	4
Number of Employees	107	109	106	109	7	7	4	2	11	8
25th Percentile	\$15.47	\$12.47	\$15.24	\$19.17	*****	*****	*****	*****	\$2.00	*****
Median (50th Percentile)	\$17.46	\$13.72	\$16.94	\$21.32	*****	*****	*****	*****	\$2.00	*****
Average	\$18.61	\$14.30	\$18.30	\$22.12	*****	*****	*****	*****	\$2.05	*****
75th Percentile	\$21.42	\$15.04	\$19.64	\$23.28	*****	*****	*****	*****	\$2.00	*****

Operating Budget

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
<= \$10 Million										
Number of Organizations	3	3	3	3	0	0	0	0	0	0
Number of Employees	3	3	3	3	0	0	0	0	0	0
25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
\$10.001 - \$50 Million										
Number of Organizations	20	18	17	18	1	1	1	0	0	0
Number of Employees	23	21	20	21	3	3	3	0	0	0
25th Percentile	\$15.37	\$12.80	\$14.40	\$18.97	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$16.86	\$13.65	\$16.28	\$20.63	*****	*****	*****	*****	*****	*****
Average	\$19.45	\$14.80	\$17.92	\$21.67	*****	*****	*****	*****	*****	*****
75th Percentile	\$23.13	\$14.84	\$18.38	\$22.88	*****	*****	*****	*****	*****	*****
\$50.001-\$100 Million										
Number of Organizations	8	10	9	10	0	0	0	0	0	0
Number of Employees	10	14	14	14	0	0	0	0	0	0
25th Percentile	\$14.90	\$11.54	\$13.15	\$19.29	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$17.43	\$13.98	\$14.07	\$22.13	*****	*****	*****	*****	*****	*****
Average	\$17.48	\$13.33	\$16.51	\$21.52	*****	*****	*****	*****	*****	*****
75th Percentile	\$21.14	\$14.76	\$18.01	\$23.09	*****	*****	*****	*****	*****	*****
> \$100 Million										
Number of Organizations	20	20	19	20	2	2	1	0	2	1
Number of Employees	57	57	55	57	4	4	1	0	6	5
25th Percentile	\$15.78	\$12.26	\$15.90	\$19.59	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$17.81	\$13.27	\$17.13	\$21.35	*****	*****	*****	*****	*****	*****
Average	\$18.16	\$13.83	\$18.35	\$22.05	*****	*****	*****	*****	*****	*****
75th Percentile	\$20.44	\$14.47	\$21.20	\$23.44	*****	*****	*****	*****	*****	*****

Region		Data as of March 1, 2003									
		Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
Region A	Number of Organizations	21	21	20	21	1	1	1	1	6	4
	Number of Employees	47	47	45	47	1	1	1	2	11	8
	25th Percentile	\$15.87	\$13.50	\$16.57	\$19.98	*****	*****	*****	*****	\$2.00	*****
	Median (50th Percentile)	\$18.08	\$14.00	\$17.38	\$21.32	*****	*****	*****	*****	\$2.00	*****
	Average	\$18.49	\$14.94	\$19.38	\$22.72	*****	*****	*****	*****	\$2.05	*****
75th Percentile	\$19.86	\$15.42	\$21.88	\$23.56	*****	*****	*****	*****	\$2.00	*****	
Region B	Number of Organizations	9	10	10	10	0	0	0	0	0	0
	Number of Employees	16	20	20	20	0	0	0	0	0	0
	25th Percentile	\$15.60	\$12.69	\$13.24	\$20.22	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$17.46	\$13.32	\$16.70	\$21.76	*****	*****	*****	*****	*****	*****
	Average	\$19.50	\$14.96	\$18.14	\$22.73	*****	*****	*****	*****	*****	*****
75th Percentile	\$20.92	\$14.95	\$19.10	\$22.86	*****	*****	*****	*****	*****	*****	
Region C	Number of Organizations	13	13	11	13	1	1	1	0	0	0
	Number of Employees	15	14	13	14	3	3	3	0	0	0
	25th Percentile	\$13.99	\$12.18	\$15.42	\$18.76	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$16.56	\$12.79	\$16.06	\$19.00	*****	*****	*****	*****	*****	*****
	Average	\$17.20	\$13.52	\$17.10	\$20.38	*****	*****	*****	*****	*****	*****
75th Percentile	\$18.68	\$13.72	\$16.50	\$20.58	*****	*****	*****	*****	*****	*****	
Region D	Number of Organizations	6	6	6	6	0	0	0	0	0	0
	Number of Employees	13	13	13	13	0	0	0	0	0	0
	25th Percentile	\$15.87	\$11.21	\$13.12	\$21.47	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$19.19	\$13.34	\$18.53	\$22.15	*****	*****	*****	*****	*****	*****
	Average	\$18.82	\$13.44	\$16.81	\$22.32	*****	*****	*****	*****	*****	*****
75th Percentile	\$21.97	\$15.63	\$20.11	\$23.97	*****	*****	*****	*****	*****	*****	
Region E	Number of Organizations	4	3	3	3	0	0	0	0	0	0
	Number of Employees	5	4	4	4	0	0	0	0	0	0
	25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	
Region F	Number of Organizations	8	8	8	8	1	1	0	0	0	0
	Number of Employees	11	11	11	11	3	3	0	0	0	0
	25th Percentile	\$15.43	\$12.74	\$15.55	\$19.78	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$21.83	\$14.16	\$17.99	\$22.90	*****	*****	*****	*****	*****	*****
	Average	\$19.58	\$14.05	\$19.50	\$22.87	*****	*****	*****	*****	*****	*****
75th Percentile	\$22.37	\$14.53	\$22.04	\$24.76	*****	*****	*****	*****	*****	*****	

Ownership		Data as of March 1, 2003									
		Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
For Profit	Number of Organizations	19	20	19	20	1	1	0	1	5	4
	Number of Employees	28	28	28	28	3	3	0	2	10	8
	25th Percentile	\$14.99	\$13.15	\$16.63	\$19.20	*****	*****	*****	*****	\$2.00	*****
	Median (50th Percentile)	\$18.97	\$14.17	\$18.01	\$22.14	*****	*****	*****	*****	\$2.00	*****
	Average	\$18.77	\$14.82	\$19.16	\$22.78	*****	*****	*****	*****	\$2.00	*****
75th Percentile	\$21.17	\$15.33	\$19.82	\$23.54	*****	*****	*****	*****	\$2.00	*****	
Not For Profit	Number of Organizations	31	31	29	31	1	1	1	0	0	0
	Number of Employees	57	60	57	60	3	3	3	0	0	0
	25th Percentile	\$15.49	\$12.55	\$15.22	\$19.21	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$16.51	\$13.48	\$16.58	\$20.88	*****	*****	*****	*****	*****	*****
	Average	\$17.53	\$13.79	\$17.35	\$21.16	*****	*****	*****	*****	*****	*****
75th Percentile	\$18.09	\$14.23	\$18.70	\$22.15	*****	*****	*****	*****	*****	*****	
Government Owned	Number of Organizations	10	9	9	9	1	1	1	0	1	0
	Number of Employees	21	20	20	20	1	1	1	0	1	0
	25th Percentile	\$17.84	\$11.49	\$14.07	\$20.06	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$20.47	\$14.07	\$17.13	\$23.28	*****	*****	*****	*****	*****	*****
	Average	\$21.33	\$15.28	\$20.27	\$24.62	*****	*****	*****	*****	*****	*****
75th Percentile	\$22.64	\$15.40	\$29.35	\$29.35	*****	*****	*****	*****	*****	*****	

Full-Time Employees

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 100 FTEs	1	1	1	1	0	0	0	0	0	0
Number of Organizations	1	1	1	1	0	0	0	0	0	0
Number of Employees	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
101-500 FTEs	27	26	25	26	1	1	1	0	3	3
Number of Organizations	31	29	29	29	3	3	3	0	3	3
Number of Employees	\$14.99	\$12.62	\$14.24	\$18.97	*****	*****	*****	*****	*****	*****
25th Percentile	\$16.24	\$13.54	\$16.88	\$21.22	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$18.66	\$14.80	\$18.47	\$22.45	*****	*****	*****	*****	*****	*****
Average	\$21.01	\$15.24	\$19.24	\$23.45	*****	*****	*****	*****	*****	*****
75th Percentile										
501-1,000 FTEs	13	14	14	14	0	0	0	1	1	0
Number of Organizations	18	22	22	22	0	0	0	2	2	0
Number of Employees	\$15.67	\$12.26	\$14.07	\$19.39	*****	*****	*****	*****	*****	*****
25th Percentile	\$17.41	\$13.81	\$16.30	\$21.18	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$18.11	\$14.20	\$18.64	\$22.50	*****	*****	*****	*****	*****	*****
Average	\$21.29	\$15.00	\$24.17	\$27.57	*****	*****	*****	*****	*****	*****
75th Percentile										
> 1,000 FTEs	18	18	16	18	2	2	1	0	2	1
Number of Organizations	55	55	52	55	4	4	1	0	6	5
Number of Employees	\$15.99	\$12.42	\$16.57	\$19.88	*****	*****	*****	*****	*****	*****
25th Percentile	\$18.92	\$13.80	\$17.63	\$21.35	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$19.09	\$13.55	\$18.04	\$21.57	*****	*****	*****	*****	*****	*****
Average	\$21.95	\$14.29	\$20.43	\$22.78	*****	*****	*****	*****	*****	*****
75th Percentile										

Bed Size

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 101 Beds	13	11	11	11	0	0	0	0	0	0
Number of Organizations	14	12	12	12	0	0	0	0	0	0
Number of Employees	\$15.92	\$13.15	\$15.28	\$19.00	*****	*****	*****	*****	*****	*****
25th Percentile	\$17.46	\$13.99	\$16.82	\$21.76	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$19.92	\$15.20	\$18.83	\$22.29	*****	*****	*****	*****	*****	*****
Average	\$22.95	\$15.18	\$19.23	\$23.28	*****	*****	*****	*****	*****	*****
75th Percentile										
101-200 Beds	20	22	21	22	1	1	1	0	2	2
Number of Organizations	24	28	28	28	3	3	3	0	2	2
Number of Employees	\$13.80	\$11.28	\$14.07	\$18.79	*****	*****	*****	*****	*****	*****
25th Percentile	\$15.30	\$13.33	\$16.71	\$20.25	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$17.41	\$14.25	\$17.68	\$22.10	*****	*****	*****	*****	*****	*****
Average	\$20.01	\$15.03	\$18.88	\$23.21	*****	*****	*****	*****	*****	*****
75th Percentile										
201-300 Beds	9	9	7	9	1	1	1	1	3	1
Number of Organizations	17	17	14	17	1	1	1	2	4	1
Number of Employees	\$17.15	\$12.54	\$15.76	\$20.06	*****	*****	*****	*****	*****	*****
25th Percentile	\$17.56	\$13.60	\$19.04	\$21.37	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$19.03	\$14.30	\$20.72	\$23.38	*****	*****	*****	*****	*****	*****
Average	\$22.17	\$15.31	\$26.76	\$29.00	*****	*****	*****	*****	*****	*****
75th Percentile										
> 300 Beds	16	16	16	16	1	1	0	0	1	1
Number of Organizations	49	49	49	49	3	3	0	0	5	5
Number of Employees	\$15.81	\$12.61	\$16.57	\$20.51	*****	*****	*****	*****	*****	*****
25th Percentile	\$17.66	\$14.21	\$17.63	\$21.58	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$18.16	\$13.86	\$18.11	\$21.75	*****	*****	*****	*****	*****	*****
Average	\$20.44	\$14.58	\$20.43	\$22.99	*****	*****	*****	*****	*****	*****
75th Percentile										

HA2 - Accounts Payable Clerk

Job Duties:

Keeps systematic set of hospital accounts payable records. Posts charges to individual ledger accounts.

Degree of Match	
More:	1.5%
Equal:	83.1%
Less:	7.7%
Blank:	7.7%

FLSA Status	
Exempt:	0.0%
Non-exempt:	100.0%

All Organizations

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
Number of Organizations	63	62	58	62	13	13	6	1	8	6
Number of Employees	157	175	171	175	47	47	20	4	28	22
25th Percentile	\$9.85	\$7.59	\$9.38	\$11.61	\$0.44	\$0.60	\$0.31	*****	\$1.55	\$1.44
Median (50th Percentile)	\$10.52	\$8.44	\$10.27	\$12.51	\$0.50	\$0.75	\$0.75	*****	\$2.00	\$2.00
Average	\$11.24	\$8.64	\$10.86	\$13.06	\$0.65	\$0.89	\$1.34	*****	\$1.74	\$1.71
75th Percentile	\$12.57	\$9.37	\$11.94	\$14.69	\$0.71	\$1.00	\$1.75	*****	\$2.00	\$2.00

Operating Budget

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
<= \$10 Million										
Number of Organizations	4	4	3	4	1	1	0	0	0	0
Number of Employees	4	4	3	4	1	1	0	0	0	0
25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
\$10.001 - \$50 Million										
Number of Organizations	23	21	20	21	1	1	1	0	0	0
Number of Employees	34	32	30	32	2	2	2	0	0	0
25th Percentile	\$9.56	\$7.50	\$9.36	\$10.95	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$10.93	\$7.98	\$9.92	\$11.97	*****	*****	*****	*****	*****	*****
Average	\$11.36	\$8.48	\$10.41	\$12.77	*****	*****	*****	*****	*****	*****
75th Percentile	\$12.91	\$9.38	\$11.99	\$14.88	*****	*****	*****	*****	*****	*****
\$50.001-\$100 Million										
Number of Organizations	8	10	9	10	1	1	1	0	1	1
Number of Employees	28	50	50	50	1	1	1	0	1	1
25th Percentile	\$9.86	\$7.74	\$9.10	\$12.22	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$10.12	\$8.65	\$9.38	\$12.90	*****	*****	*****	*****	*****	*****
Average	\$11.56	\$8.78	\$10.96	\$13.61	*****	*****	*****	*****	*****	*****
75th Percentile	\$14.19	\$9.24	\$10.59	\$15.52	*****	*****	*****	*****	*****	*****
> \$100 Million										
Number of Organizations	20	20	19	20	9	9	3	0	5	4
Number of Employees	73	73	72	73	39	39	13	0	22	20
25th Percentile	\$10.21	\$7.86	\$9.69	\$11.91	\$0.50	\$0.66	*****	*****	\$1.66	*****
Median (50th Percentile)	\$10.80	\$8.36	\$10.45	\$12.64	\$0.60	\$0.90	*****	*****	\$2.00	*****
Average	\$11.27	\$8.76	\$11.15	\$13.25	\$0.77	\$1.03	*****	*****	\$1.78	*****
75th Percentile	\$11.92	\$8.95	\$12.19	\$14.00	\$0.90	\$1.42	*****	*****	\$2.00	*****

Region		<i>Data as of March 1, 2003</i>									
		Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
Region A	Number of Organizations	20	18	17	18	7	7	4	1	6	4
	Number of Employees	53	50	49	50	33	33	17	4	26	20
	25th Percentile	\$9.97	\$8.51	\$10.00	\$12.18	\$0.47	\$0.71	*****	*****	\$1.74	*****
	Median (50th Percentile)	\$11.10	\$8.98	\$11.29	\$12.75	\$0.50	\$1.00	*****	*****	\$2.00	*****
	Average	\$11.92	\$9.42	\$11.84	\$13.63	\$0.77	\$1.12	*****	*****	\$1.82	*****
	75th Percentile	\$13.44	\$10.04	\$12.83	\$15.01	\$0.98	\$1.54	*****	*****	\$2.00	*****
Region B	Number of Organizations	14	15	14	15	1	1	1	0	1	1
	Number of Employees	26	48	47	48	1	1	1	0	1	1
	25th Percentile	\$10.33	\$7.83	\$9.38	\$12.33	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$11.71	\$9.04	\$9.98	\$14.03	*****	*****	*****	*****	*****	*****
	Average	\$12.03	\$8.84	\$10.73	\$13.71	*****	*****	*****	*****	*****	*****
	75th Percentile	\$13.07	\$9.38	\$11.79	\$15.52	*****	*****	*****	*****	*****	*****
Region C	Number of Organizations	12	13	11	13	3	3	1	0	1	1
	Number of Employees	19	19	17	19	7	7	2	0	1	1
	25th Percentile	\$9.47	\$7.20	\$8.85	\$10.50	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$9.78	\$7.49	\$9.30	\$10.95	*****	*****	*****	*****	*****	*****
	Average	\$9.70	\$7.45	\$9.54	\$11.20	*****	*****	*****	*****	*****	*****
	75th Percentile	\$10.17	\$7.65	\$10.09	\$11.60	*****	*****	*****	*****	*****	*****
Region D	Number of Organizations	6	6	6	6	1	1	0	0	0	0
	Number of Employees	23	23	23	23	3	3	0	0	0	0
	25th Percentile	\$9.63	\$7.31	\$8.77	\$10.88	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$10.20	\$7.85	\$9.78	\$12.29	*****	*****	*****	*****	*****	*****
	Average	\$10.36	\$8.02	\$10.32	\$12.91	*****	*****	*****	*****	*****	*****
	75th Percentile	\$10.30	\$8.30	\$11.98	\$14.97	*****	*****	*****	*****	*****	*****
Region E	Number of Organizations	4	3	3	3	0	0	0	0	0	0
	Number of Employees	7	6	6	6	0	0	0	0	0	0
	25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Region F	Number of Organizations	7	7	7	7	1	1	0	0	0	0
	Number of Employees	29	29	29	29	3	3	0	0	0	0
	25th Percentile	\$8.47	\$7.74	\$9.83	\$11.91	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$10.81	\$8.38	\$10.27	\$12.15	*****	*****	*****	*****	*****	*****
	Average	\$10.78	\$8.99	\$11.58	\$13.61	*****	*****	*****	*****	*****	*****
	75th Percentile	\$12.51	\$9.61	\$11.93	\$14.76	*****	*****	*****	*****	*****	*****

Ownership		<i>Data as of March 1, 2003</i>									
		Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
For Profit	Number of Organizations	20	19	18	19	5	5	3	1	5	4
	Number of Employees	34	31	31	31	14	14	10	4	13	9
	25th Percentile	\$10.00	\$7.54	\$10.00	\$11.39	\$0.50	\$0.75	*****	*****	\$2.00	*****
	Median (50th Percentile)	\$10.79	\$8.38	\$10.30	\$12.13	\$0.50	\$0.75	*****	*****	\$2.00	*****
	Average	\$11.21	\$8.51	\$10.80	\$12.66	\$0.69	\$0.95	*****	*****	\$1.80	*****
	75th Percentile	\$12.80	\$9.42	\$11.84	\$13.78	\$0.90	\$0.90	*****	*****	\$2.00	*****
Not For Profit	Number of Organizations	34	35	32	35	7	7	2	0	2	2
	Number of Employees	93	115	111	115	31	31	8	0	13	13
	25th Percentile	\$9.59	\$7.50	\$9.36	\$11.40	\$0.40	\$0.50	*****	*****	*****	*****
	Median (50th Percentile)	\$10.24	\$8.34	\$10.08	\$12.52	\$0.50	\$0.66	*****	*****	*****	*****
	Average	\$10.77	\$8.44	\$10.40	\$12.87	\$0.48	\$0.74	*****	*****	*****	*****
	75th Percentile	\$11.72	\$9.03	\$11.40	\$14.01	\$0.55	\$0.93	*****	*****	*****	*****
Government Owned	Number of Organizations	9	8	8	8	1	1	1	0	1	0
	Number of Employees	30	29	29	29	2	2	2	0	2	0
	25th Percentile	\$11.54	\$8.12	\$9.82	\$12.33	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$13.25	\$9.19	\$11.48	\$15.20	*****	*****	*****	*****	*****	*****
	Average	\$13.10	\$9.79	\$12.83	\$14.84	*****	*****	*****	*****	*****	*****
	75th Percentile	\$14.66	\$10.62	\$15.69	\$16.92	*****	*****	*****	*****	*****	*****

Full-Time Employees

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 100 FTEs										
Number of Organizations	1	1	0	1	0	0	0	0	0	0
Number of Employees	1	1	0	1	0	0	0	0	0	0
25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
101-500 FTEs										
Number of Organizations	31	29	28	29	3	3	2	0	2	2
Number of Employees	39	35	35	35	4	4	3	0	2	2
25th Percentile	\$9.49	\$7.50	\$9.38	\$10.95	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$10.14	\$8.10	\$10.00	\$12.16	*****	*****	*****	*****	*****	*****
Average	\$11.05	\$8.48	\$10.56	\$12.86	*****	*****	*****	*****	*****	*****
75th Percentile	\$12.88	\$9.38	\$11.91	\$15.04	*****	*****	*****	*****	*****	*****
501-1,000 FTEs										
Number of Organizations	12	13	13	13	3	3	1	1	2	1
Number of Employees	46	68	68	68	8	8	4	4	5	1
25th Percentile	\$9.87	\$7.60	\$9.14	\$11.40	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$10.25	\$8.00	\$9.85	\$12.50	*****	*****	*****	*****	*****	*****
Average	\$10.62	\$8.37	\$10.34	\$12.87	*****	*****	*****	*****	*****	*****
75th Percentile	\$11.06	\$8.68	\$10.46	\$12.66	*****	*****	*****	*****	*****	*****
> 1,000 FTEs										
Number of Organizations	19	19	17	19	7	7	3	0	4	3
Number of Employees	71	71	68	71	35	35	13	0	21	19
25th Percentile	\$10.26	\$8.34	\$10.36	\$12.17	\$0.50	\$0.76	*****	*****	*****	*****
Median (50th Percentile)	\$11.87	\$8.70	\$11.71	\$13.28	\$0.60	\$0.90	*****	*****	*****	*****
Average	\$11.98	\$9.17	\$11.89	\$13.65	\$0.84	\$1.05	*****	*****	*****	*****
75th Percentile	\$12.90	\$10.01	\$12.71	\$14.35	\$1.08	\$1.33	*****	*****	*****	*****

Bed Size

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 101 Beds										
Number of Organizations	14	13	12	13	0	0	0	0	0	0
Number of Employees	19	18	17	18	0	0	0	0	0	0
25th Percentile	\$9.49	\$7.50	\$9.38	\$11.01	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$11.09	\$9.01	\$10.00	\$12.19	*****	*****	*****	*****	*****	*****
Average	\$11.48	\$8.68	\$10.69	\$13.00	*****	*****	*****	*****	*****	*****
75th Percentile	\$13.07	\$9.47	\$11.85	\$15.36	*****	*****	*****	*****	*****	*****
101-200 Beds										
Number of Organizations	21	22	21	22	3	3	2	0	2	2
Number of Employees	33	54	54	54	4	4	3	0	2	2
25th Percentile	\$9.53	\$7.38	\$9.32	\$10.91	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$10.14	\$7.98	\$9.79	\$12.13	*****	*****	*****	*****	*****	*****
Average	\$10.73	\$8.30	\$10.42	\$12.71	*****	*****	*****	*****	*****	*****
75th Percentile	\$11.54	\$8.94	\$10.60	\$13.78	*****	*****	*****	*****	*****	*****
201-300 Beds										
Number of Organizations	10	10	8	10	3	3	2	1	2	0
Number of Employees	41	41	38	41	9	9	6	4	6	0
25th Percentile	\$10.25	\$8.05	\$9.79	\$12.05	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$10.76	\$8.34	\$10.62	\$12.95	*****	*****	*****	*****	*****	*****
Average	\$11.32	\$8.91	\$11.38	\$13.36	*****	*****	*****	*****	*****	*****
75th Percentile	\$12.02	\$8.83	\$12.15	\$13.83	*****	*****	*****	*****	*****	*****
> 300 Beds										
Number of Organizations	15	15	15	15	7	7	2	0	4	4
Number of Employees	60	60	60	60	34	34	11	0	20	20
25th Percentile	\$9.92	\$8.19	\$10.27	\$12.17	\$0.50	\$0.85	*****	*****	*****	*****
Median (50th Percentile)	\$10.26	\$8.70	\$10.59	\$12.62	\$0.60	\$0.90	*****	*****	*****	*****
Average	\$11.05	\$8.93	\$11.37	\$13.45	\$0.74	\$1.03	*****	*****	*****	*****
75th Percentile	\$11.58	\$9.54	\$12.31	\$14.68	\$0.90	\$1.00	*****	*****	*****	*****

HA3 - Administrative Secretary

Job Duties:

Performs varied clerical and administrative duties for administrative staff other than executive director. Transcribes, coordinates schedules, takes minutes. May be responsible for drafting replies to correspondence.

Degree of Match		FLSA Status	
More:	1.7%	Exempt:	16.9%
Equal:	84.7%	Non-exempt:	83.1%
Less:	6.8%		
Blank:	6.8%		

All Organizations

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
Number of Organizations	56	55	51	55	10	10	3	0	7	6
Number of Employees	407	414	403	414	137	137	35	0	120	102
25th Percentile	\$10.97	\$8.20	\$10.05	\$13.44	\$0.46	\$0.54	*****	*****	\$1.44	\$1.44
Median (50th Percentile)	\$13.29	\$10.00	\$12.40	\$15.47	\$0.80	\$1.08	*****	*****	\$2.00	\$2.00
Average	\$12.92	\$9.92	\$12.39	\$15.16	\$0.83	\$1.07	*****	*****	\$1.70	\$1.71
75th Percentile	\$14.45	\$11.25	\$14.41	\$17.30	\$1.23	\$1.59	*****	*****	\$2.00	\$2.00

Operating Budget

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
<= \$10 Million										
Number of Organizations	3	3	2	3	0	0	0	0	0	0
Number of Employees	8	8	6	8	0	0	0	0	0	0
25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
\$10.001 - \$50 Million										
Number of Organizations	15	14	13	14	0	0	0	0	0	0
Number of Employees	36	35	33	35	0	0	0	0	0	0
25th Percentile	\$10.02	\$8.28	\$9.38	\$11.95	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$12.59	\$8.89	\$10.50	\$14.03	*****	*****	*****	*****	*****	*****
Average	\$12.06	\$9.11	\$10.75	\$14.15	*****	*****	*****	*****	*****	*****
75th Percentile	\$13.52	\$9.98	\$12.40	\$16.48	*****	*****	*****	*****	*****	*****
\$50.001-\$100 Million										
Number of Organizations	9	10	9	10	1	1	1	0	1	1
Number of Employees	54	63	63	63	10	10	10	0	10	10
25th Percentile	\$11.87	\$8.20	\$8.20	\$13.55	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$13.71	\$9.39	\$11.14	\$14.20	*****	*****	*****	*****	*****	*****
Average	\$13.07	\$9.60	\$11.50	\$14.87	*****	*****	*****	*****	*****	*****
75th Percentile	\$14.35	\$10.56	\$12.61	\$15.68	*****	*****	*****	*****	*****	*****
> \$100 Million										
Number of Organizations	21	21	20	21	8	8	2	0	4	3
Number of Employees	275	275	268	275	122	122	25	0	103	85
25th Percentile	\$11.64	\$8.89	\$12.10	\$13.56	\$0.49	\$0.62	*****	*****	*****	*****
Median (50th Percentile)	\$13.52	\$11.00	\$13.43	\$16.25	\$0.83	\$1.43	*****	*****	*****	*****
Average	\$13.82	\$10.50	\$13.42	\$15.94	\$0.90	\$1.21	*****	*****	*****	*****
75th Percentile	\$16.05	\$12.00	\$15.25	\$17.93	\$1.36	\$1.64	*****	*****	*****	*****



Region											
<i>Data as of March 1, 2003</i>		Average	Hourly	Maximum	Hourly	Evening	Night	Weekend	Specialty	Weekday	Weekend
		Hourly Rate	Range	Hire Rate	Range	Differential	Differential	Differential	Differential	On-Call	On-Call
			Minimum		Maximum						
Region A	Number of Organizations	18	16	15	16	6	6	2	0	6	5
	Number of Employees	197	195	188	195	112	112	25	0	110	92
	25th Percentile	\$11.75	\$9.53	\$11.91	\$13.75	\$0.30	\$0.43	*****	*****	\$1.72	\$2.00
	Median (50th Percentile)	\$13.42	\$10.48	\$13.00	\$15.94	\$0.62	\$1.08	*****	*****	\$2.00	\$2.00
	Average	\$13.06	\$10.23	\$13.02	\$15.34	\$0.70	\$1.01	*****	*****	\$1.81	\$1.85
	75th Percentile	\$14.61	\$11.24	\$13.87	\$17.03	\$0.84	\$1.59	*****	*****	\$2.00	\$2.00
Region B	Number of Organizations	13	13	12	13	1	1	1	0	1	1
	Number of Employees	62	71	69	71	10	10	10	0	10	10
	25th Percentile	\$11.23	\$9.38	\$10.70	\$14.52	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$13.58	\$10.08	\$12.65	\$15.47	*****	*****	*****	*****	*****	*****
	Average	\$13.37	\$10.05	\$12.22	\$15.71	*****	*****	*****	*****	*****	*****
	75th Percentile	\$14.42	\$10.85	\$13.88	\$16.97	*****	*****	*****	*****	*****	*****
Region C	Number of Organizations	8	9	7	9	1	1	0	0	0	0
	Number of Employees	37	37	35	37	11	11	0	0	0	0
	25th Percentile	\$10.38	\$8.50	\$9.35	\$13.30	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$11.16	\$8.89	\$11.11	\$13.55	*****	*****	*****	*****	*****	*****
	Average	\$11.77	\$9.71	\$11.75	\$14.50	*****	*****	*****	*****	*****	*****
	75th Percentile	\$13.45	\$11.47	\$14.12	\$16.71	*****	*****	*****	*****	*****	*****
Region D	Number of Organizations	7	7	7	7	1	1	0	0	0	0
	Number of Employees	68	68	68	68	2	2	0	0	0	0
	25th Percentile	\$11.05	\$8.16	\$9.15	\$12.85	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$12.53	\$8.20	\$11.66	\$13.55	*****	*****	*****	*****	*****	*****
	Average	\$13.42	\$9.27	\$11.62	\$14.56	*****	*****	*****	*****	*****	*****
	75th Percentile	\$14.76	\$10.13	\$13.71	\$15.83	*****	*****	*****	*****	*****	*****
Region E	Number of Organizations	3	3	3	3	0	0	0	0	0	0
	Number of Employees	14	14	14	14	0	0	0	0	0	0
	25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Region F	Number of Organizations	7	7	7	7	1	1	0	0	0	0
	Number of Employees	29	29	29	29	2	2	0	0	0	0
	25th Percentile	\$9.80	\$7.75	\$10.48	\$11.92	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$12.59	\$8.77	\$11.85	\$14.50	*****	*****	*****	*****	*****	*****
	Average	\$12.31	\$9.65	\$12.88	\$14.95	*****	*****	*****	*****	*****	*****
	75th Percentile	\$14.37	\$11.52	\$15.34	\$17.65	*****	*****	*****	*****	*****	*****

Ownership											
<i>Data as of March 1, 2003</i>		Average	Hourly	Maximum	Hourly	Evening	Night	Weekend	Specialty	Weekday	Weekend
		Hourly Rate	Range	Hire Rate	Range	Differential	Differential	Differential	Differential	On-Call	On-Call
			Minimum		Maximum						
For Profit	Number of Organizations	16	14	13	14	3	3	1	0	4	4
	Number of Employees	55	52	52	52	17	17	10	0	31	31
	25th Percentile	\$11.17	\$9.07	\$11.14	\$13.18	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$13.31	\$10.49	\$13.02	\$15.87	*****	*****	*****	*****	*****	*****
	Average	\$12.88	\$10.16	\$12.64	\$15.26	*****	*****	*****	*****	*****	*****
	75th Percentile	\$14.48	\$11.11	\$14.10	\$17.23	*****	*****	*****	*****	*****	*****
Not For Profit	Number of Organizations	32	33	30	33	6	6	1	0	2	2
	Number of Employees	216	226	215	226	102	102	7	0	71	71
	25th Percentile	\$10.67	\$8.20	\$9.89	\$13.30	\$0.46	\$0.54	*****	*****	*****	*****
	Median (50th Percentile)	\$13.29	\$10.00	\$12.37	\$15.00	\$0.65	\$1.08	*****	*****	*****	*****
	Average	\$12.91	\$9.85	\$12.25	\$15.08	\$0.71	\$1.12	*****	*****	*****	*****
	75th Percentile	\$14.48	\$11.41	\$14.74	\$17.20	\$0.84	\$1.65	*****	*****	*****	*****
Government Owned	Number of Organizations	8	8	8	8	1	1	1	0	1	0
	Number of Employees	136	136	136	136	18	18	18	0	18	0
	25th Percentile	\$11.66	\$8.20	\$8.20	\$13.55	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$12.68	\$9.26	\$12.42	\$14.35	*****	*****	*****	*****	*****	*****
	Average	\$13.06	\$9.80	\$12.51	\$15.32	*****	*****	*****	*****	*****	*****
	75th Percentile	\$14.27	\$10.64	\$14.14	\$16.08	*****	*****	*****	*****	*****	*****



Full-Time Employees

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 100 FTEs	Number of Organizations: 1	1	0	1	0	0	0	0	0	0
	Number of Employees: 2	2	0	2	0	0	0	0	0	0
	25th Percentile: *****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Median (50th Percentile): *****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Average: *****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	75th Percentile: *****	*****	*****	*****	*****	*****	*****	*****	*****	*****
101-500 FTEs	Number of Organizations: 22	20	19	20	2	2	1	0	3	3
	Number of Employees: 57	54	54	54	15	15	10	0	17	17
	25th Percentile: \$9.93	\$8.17	\$9.76	\$12.13	*****	*****	*****	*****	*****	*****
	Median (50th Percentile): \$12.28	\$9.28	\$11.66	\$14.50	*****	*****	*****	*****	*****	*****
	Average: \$11.77	\$9.29	\$11.44	\$14.23	*****	*****	*****	*****	*****	*****
	75th Percentile: \$13.43	\$10.46	\$13.02	\$15.94	*****	*****	*****	*****	*****	*****
501-1,000 FTEs	Number of Organizations: 11	12	12	12	1	1	0	0	0	0
	Number of Employees: 64	74	74	74	11	11	0	0	0	0
	25th Percentile: \$11.38	\$8.20	\$8.20	\$13.55	*****	*****	*****	*****	*****	*****
	Median (50th Percentile): \$13.48	\$10.01	\$11.74	\$14.65	*****	*****	*****	*****	*****	*****
	Average: \$13.39	\$9.99	\$11.88	\$15.39	*****	*****	*****	*****	*****	*****
	75th Percentile: \$14.41	\$11.15	\$14.36	\$17.38	*****	*****	*****	*****	*****	*****
> 1,000 FTEs	Number of Organizations: 21	21	19	21	7	7	2	0	4	3
	Number of Employees: 283	283	274	283	111	111	25	0	103	85
	25th Percentile: \$11.66	\$8.75	\$12.34	\$14.06	\$0.46	\$0.54	*****	*****	*****	*****
	Median (50th Percentile): \$14.22	\$11.32	\$14.70	\$16.90	\$0.93	\$1.01	*****	*****	*****	*****
	Average: \$13.90	\$10.66	\$13.95	\$16.24	\$0.93	\$1.08	*****	*****	*****	*****
	75th Percentile: \$15.94	\$12.08	\$15.79	\$18.86	\$1.39	\$1.56	*****	*****	*****	*****

Bed Size

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 101 Beds	Number of Organizations: 13	12	11	12	0	0	0	0	0	0
	Number of Employees: 29	28	26	28	0	0	0	0	0	0
	25th Percentile: \$9.28	\$7.99	\$9.47	\$11.85	*****	*****	*****	*****	*****	*****
	Median (50th Percentile): \$10.19	\$8.75	\$10.89	\$12.25	*****	*****	*****	*****	*****	*****
	Average: \$11.02	\$8.76	\$10.66	\$13.28	*****	*****	*****	*****	*****	*****
	75th Percentile: \$13.32	\$10.00	\$11.99	\$15.00	*****	*****	*****	*****	*****	*****
101-200 Beds	Number of Organizations: 15	16	15	16	2	2	1	0	2	2
	Number of Employees: 52	61	61	61	15	15	10	0	15	15
	25th Percentile: \$11.33	\$8.20	\$9.69	\$13.34	*****	*****	*****	*****	*****	*****
	Median (50th Percentile): \$12.53	\$9.28	\$11.40	\$14.50	*****	*****	*****	*****	*****	*****
	Average: \$12.39	\$9.49	\$11.71	\$14.79	*****	*****	*****	*****	*****	*****
	75th Percentile: \$13.87	\$10.57	\$13.25	\$15.88	*****	*****	*****	*****	*****	*****
201-300 Beds	Number of Organizations: 10	10	8	10	2	2	1	0	2	1
	Number of Employees: 63	63	54	63	20	20	18	0	20	2
	25th Percentile: \$13.73	\$10.48	\$12.75	\$15.67	*****	*****	*****	*****	*****	*****
	Median (50th Percentile): \$15.00	\$11.43	\$14.36	\$16.95	*****	*****	*****	*****	*****	*****
	Average: \$14.62	\$11.06	\$14.26	\$16.70	*****	*****	*****	*****	*****	*****
	75th Percentile: \$16.07	\$11.91	\$16.02	\$17.99	*****	*****	*****	*****	*****	*****
> 300 Beds	Number of Organizations: 16	16	16	16	6	6	1	0	3	3
	Number of Employees: 260	260	260	260	102	102	7	0	85	85
	25th Percentile: \$11.94	\$10.04	\$12.60	\$14.70	\$0.44	\$0.66	*****	*****	*****	*****
	Median (50th Percentile): \$13.57	\$10.97	\$14.13	\$16.83	\$0.85	\$1.35	*****	*****	*****	*****
	Average: \$13.65	\$10.65	\$13.51	\$16.18	\$0.86	\$1.21	*****	*****	*****	*****
	75th Percentile: \$14.63	\$12.06	\$15.21	\$18.15	\$1.35	\$1.70	*****	*****	*****	*****

HA4 - Admissions Clerk

Job Duties:

Receives and admits patients requiring hospitalization. May compile pertinent patient information such as number of admissions and discharges, number of vacancies, and number of assigned beds.

Degree of Match		FLSA Status	
More:	1.6%	Exempt:	0.0%
Equal:	81.0%	Non-exempt:	100.0%
Less:	6.3%		
Blank:	11.1%		

All Organizations

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
Number of Organizations	58	63	57	62	41	39	15	2	11	9
Number of Employees	1,016	1,076	1,028	1,068	763	750	327	40	198	169
25th Percentile	\$8.25	\$7.11	\$8.18	\$10.54	\$0.45	\$0.50	\$0.45	*****	\$1.83	\$2.00
Median (50th Percentile)	\$9.12	\$7.43	\$9.70	\$11.67	\$0.50	\$0.75	\$0.50	*****	\$2.00	\$2.00
Average	\$9.41	\$7.77	\$9.77	\$11.81	\$0.59	\$0.85	\$0.90	*****	\$1.85	\$1.85
75th Percentile	\$9.91	\$8.00	\$10.45	\$12.66	\$0.55	\$0.85	\$0.95	*****	\$2.00	\$2.00

Operating Budget

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
<= \$10 Million										
Number of Organizations	2	2	1	2	1	1	0	0	0	0
Number of Employees	9	9	8	9	8	8	0	0	0	0
25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
\$10.001 - \$50 Million										
Number of Organizations	20	22	19	21	13	12	4	0	1	1
Number of Employees	245	257	228	249	162	154	43	0	7	7
25th Percentile	\$7.61	\$6.80	\$7.66	\$10.00	\$0.25	\$0.47	*****	*****	*****	*****
Median (50th Percentile)	\$8.39	\$7.11	\$8.96	\$10.52	\$0.50	\$0.68	*****	*****	*****	*****
Average	\$8.60	\$7.22	\$8.95	\$11.06	\$0.42	\$0.63	*****	*****	*****	*****
75th Percentile	\$9.48	\$7.24	\$9.87	\$12.66	\$0.50	\$0.75	*****	*****	*****	*****
\$50.001-\$100 Million										
Number of Organizations	7	9	8	9	4	4	1	0	0	0
Number of Employees	99	147	147	147	61	61	20	0	0	0
25th Percentile	\$9.15	\$7.16	\$7.66	\$11.37	*****	*****	*****	*****	*****	*****
Median (50th Percentile)	\$9.89	\$7.30	\$9.41	\$11.83	*****	*****	*****	*****	*****	*****
Average	\$10.26	\$7.99	\$9.83	\$12.17	*****	*****	*****	*****	*****	*****
75th Percentile	\$10.37	\$7.89	\$10.32	\$12.66	*****	*****	*****	*****	*****	*****
> \$100 Million										
Number of Organizations	20	21	20	21	16	16	7	1	6	5
Number of Employees	551	551	533	551	426	426	235	27	162	146
25th Percentile	\$8.89	\$7.46	\$9.01	\$11.15	\$0.44	\$0.50	\$0.50	*****	\$1.75	\$2.00
Median (50th Percentile)	\$9.48	\$7.89	\$9.99	\$12.03	\$0.50	\$0.73	\$0.70	*****	\$2.00	\$2.00
Average	\$9.84	\$8.18	\$10.31	\$12.35	\$0.75	\$1.04	\$1.34	*****	\$1.89	\$1.93
75th Percentile	\$10.34	\$8.54	\$10.97	\$12.66	\$0.85	\$1.48	\$1.50	*****	\$2.00	\$2.00

Region											
<i>Data as of March 1, 2003</i>		Average	Hourly	Maximum	Hourly	Evening	Night	Weekend	Specialty	Weekday	Weekend
		Hourly Rate	Range	Hire Rate	Range	Differential	Differential	Differential	Differential	On-Call	On-Call
			Minimum		Maximum						
Region A	Number of Organizations	15	16	14	16	14	14	9	1	7	5
	Number of Employees	350	356	332	356	349	349	259	13	133	104
	25th Percentile	\$9.19	\$8.00	\$10.00	\$12.00	\$0.50	\$0.71	\$0.50	*****	\$2.00	\$2.00
	Median (50th Percentile)	\$9.63	\$8.01	\$10.02	\$12.02	\$0.50	\$0.80	\$0.90	*****	\$2.00	\$2.00
	Average	\$10.57	\$8.63	\$11.32	\$12.72	\$0.62	\$0.96	\$1.24	*****	\$1.95	\$2.00
75th Percentile	\$10.16	\$8.69	\$12.00	\$12.75	\$0.55	\$1.32	\$1.00	*****	\$2.00	\$2.00	
Region B	Number of Organizations	12	13	12	13	5	5	2	0	2	2
	Number of Employees	184	232	231	232	124	124	20	0	58	58
	25th Percentile	\$8.95	\$7.25	\$8.89	\$11.25	\$0.45	\$0.55	*****	*****	*****	*****
	Median (50th Percentile)	\$9.30	\$7.66	\$9.75	\$11.70	\$0.45	\$0.60	*****	*****	*****	*****
	Average	\$9.54	\$7.72	\$9.46	\$11.90	\$0.77	\$1.05	*****	*****	*****	*****
75th Percentile	\$10.07	\$7.89	\$10.31	\$12.66	\$0.55	\$0.90	*****	*****	*****	*****	
Region C	Number of Organizations	11	13	11	13	9	9	2	0	2	2
	Number of Employees	145	145	128	145	99	99	20	0	7	7
	25th Percentile	\$7.54	\$6.56	\$7.75	\$9.84	\$0.35	\$0.50	*****	*****	*****	*****
	Median (50th Percentile)	\$8.10	\$6.90	\$8.86	\$10.18	\$0.55	\$0.75	*****	*****	*****	*****
	Average	\$8.39	\$7.11	\$8.93	\$10.69	\$0.58	\$0.84	*****	*****	*****	*****
75th Percentile	\$9.49	\$7.25	\$9.18	\$11.01	\$0.65	\$1.00	*****	*****	*****	*****	
Region D	Number of Organizations	7	8	7	8	3	3	0	1	0	0
	Number of Employees	172	178	172	178	56	56	0	27	0	0
	25th Percentile	\$8.21	\$7.00	\$8.09	\$10.44	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	\$8.95	\$7.23	\$9.35	\$11.96	*****	*****	*****	*****	*****	*****
	Average	\$9.13	\$7.46	\$9.47	\$11.92	*****	*****	*****	*****	*****	*****
75th Percentile	\$10.17	\$7.64	\$10.63	\$12.88	*****	*****	*****	*****	*****	*****	
Region E	Number of Organizations	4	4	4	3	4	3	2	0	0	0
	Number of Employees	69	69	69	61	69	61	28	0	0	0
	25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Average	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	
Region F	Number of Organizations	9	9	9	9	6	5	0	0	0	0
	Number of Employees	96	96	96	96	66	61	0	0	0	0
	25th Percentile	\$7.70	\$6.74	\$8.06	\$10.31	\$0.39	\$0.50	*****	*****	*****	*****
	Median (50th Percentile)	\$8.21	\$7.25	\$8.71	\$10.88	\$0.50	\$0.65	*****	*****	*****	*****
	Average	\$8.81	\$7.61	\$9.53	\$11.41	\$0.51	\$0.61	*****	*****	*****	*****
75th Percentile	\$8.61	\$7.26	\$10.23	\$11.28	\$0.61	\$0.75	*****	*****	*****	*****	

Ownership											
<i>Data as of March 1, 2003</i>		Average	Hourly	Maximum	Hourly	Evening	Night	Weekend	Specialty	Weekday	Weekend
		Hourly Rate	Range	Hire Rate	Range	Differential	Differential	Differential	Differential	On-Call	On-Call
			Minimum		Maximum						
For Profit	Number of Organizations	13	15	13	15	10	10	5	1	7	6
	Number of Employees	171	177	171	177	156	156	97	13	124	111
	25th Percentile	\$8.54	\$7.13	\$9.53	\$10.71	\$0.50	\$0.56	\$0.80	*****	\$2.00	\$2.00
	Median (50th Percentile)	\$9.47	\$7.78	\$10.00	\$11.70	\$0.55	\$0.73	\$0.90	*****	\$2.00	\$2.00
	Average	\$9.73	\$7.77	\$10.00	\$11.58	\$0.61	\$0.86	\$1.02	*****	\$1.86	\$1.83
75th Percentile	\$9.88	\$8.00	\$10.00	\$12.00	\$0.63	\$0.95	\$1.00	*****	\$2.00	\$2.00	
Not For Profit	Number of Organizations	33	36	32	36	23	23	6	1	2	2
	Number of Employees	626	680	638	680	468	468	170	27	24	24
	25th Percentile	\$8.10	\$7.14	\$8.27	\$10.44	\$0.38	\$0.50	\$0.31	*****	*****	*****
	Median (50th Percentile)	\$8.87	\$7.38	\$9.52	\$11.36	\$0.50	\$0.75	\$0.50	*****	*****	*****
	Average	\$9.01	\$7.67	\$9.63	\$11.71	\$0.58	\$0.84	\$0.52	*****	*****	*****
75th Percentile	\$9.89	\$8.17	\$10.61	\$12.66	\$0.55	\$0.85	\$0.65	*****	*****	*****	
Government Owned	Number of Organizations	11	11	11	10	7	6	4	0	2	1
	Number of Employees	214	214	214	206	134	126	60	0	50	34
	25th Percentile	\$8.89	\$7.16	\$7.67	\$11.14	\$0.48	\$0.64	*****	*****	*****	*****
	Median (50th Percentile)	\$9.31	\$7.17	\$9.47	\$11.74	\$0.50	\$0.75	*****	*****	*****	*****
	Average	\$10.34	\$8.21	\$10.13	\$12.64	\$0.63	\$0.84	*****	*****	*****	*****
75th Percentile	\$10.86	\$7.83	\$9.84	\$12.66	\$0.53	\$0.75	*****	*****	*****	*****	

Full-Time Employees

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 100 FTEs	Number of Organizations	2	2	1	2	0	0	0	0	0
	Number of Employees	2	2	1	2	0	0	0	0	0
	25th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Median (50th Percentile)	*****	*****	*****	*****	*****	*****	*****	*****	*****
	Average	*****	*****	*****	*****	*****	*****	*****	*****	*****
75th Percentile	*****	*****	*****	*****	*****	*****	*****	*****	*****	
101-500 FTEs	Number of Organizations	23	26	23	25	17	16	6	0	4
	Number of Employees	236	248	236	240	174	166	59	0	23
	25th Percentile	\$7.66	\$6.71	\$7.80	\$10.01	\$0.50	\$0.53	\$0.29	*****	*****
	Median (50th Percentile)	\$8.52	\$7.16	\$9.48	\$10.89	\$0.50	\$0.75	\$0.45	*****	*****
	Average	\$8.85	\$7.35	\$9.26	\$11.25	\$0.49	\$0.65	\$0.50	*****	*****
75th Percentile	\$9.37	\$7.85	\$10.01	\$12.00	\$0.55	\$0.75	\$0.73	*****	*****	
501-1,000 FTEs	Number of Organizations	11	13	13	13	6	6	2	1	3
	Number of Employees	199	247	247	247	102	102	33	13	47
	25th Percentile	\$9.13	\$7.25	\$8.05	\$11.28	\$0.49	\$0.58	*****	*****	*****
	Median (50th Percentile)	\$9.50	\$7.66	\$9.21	\$12.00	\$0.51	\$0.72	*****	*****	*****
	Average	\$9.88	\$8.02	\$9.63	\$12.22	\$0.53	\$0.89	*****	*****	*****
75th Percentile	\$9.96	\$8.00	\$10.15	\$12.66	\$0.59	\$1.21	*****	*****	*****	
> 1,000 FTEs	Number of Organizations	20	20	18	20	17	17	7	1	4
	Number of Employees	569	569	534	569	482	482	235	27	128
	25th Percentile	\$8.69	\$7.26	\$9.00	\$11.04	\$0.39	\$0.55	\$0.50	*****	*****
	Median (50th Percentile)	\$9.39	\$7.95	\$10.03	\$12.03	\$0.50	\$0.80	\$0.60	*****	*****
	Average	\$9.75	\$8.10	\$10.31	\$12.23	\$0.73	\$1.08	\$1.19	*****	*****
75th Percentile	\$10.34	\$8.32	\$11.09	\$12.64	\$0.91	\$1.50	\$1.25	*****	*****	

Bed Size

Data as of March 1, 2003

	Average Hourly Rate	Hourly Range Minimum	Maximum Hire Rate	Hourly Range Maximum	Evening Differential	Night Differential	Weekend Differential	Specialty Differential	Weekday On-Call	Weekend On-Call
< 101 Beds	Number of Organizations	15	16	14	15	8	7	3	0	0
	Number of Employees	132	138	131	130	72	64	21	0	0
	25th Percentile	\$7.84	\$6.74	\$7.90	\$10.40	\$0.44	\$0.50	*****	*****	*****
	Median (50th Percentile)	\$8.67	\$7.17	\$9.61	\$10.72	\$0.50	\$0.60	*****	*****	*****
	Average	\$8.72	\$7.26	\$9.36	\$11.20	\$0.46	\$0.60	*****	*****	*****
75th Percentile	\$9.38	\$7.37	\$10.23	\$11.94	\$0.51	\$0.71	*****	*****	*****	
101-200 Beds	Number of Organizations	15	18	16	18	10	10	3	0	3
	Number of Employees	206	260	254	260	132	132	48	0	13
	25th Percentile	\$7.78	\$7.04	\$7.66	\$10.23	\$0.50	\$0.53	*****	*****	*****
	Median (50th Percentile)	\$8.54	\$7.21	\$9.07	\$11.54	\$0.50	\$0.75	*****	*****	*****
	Average	\$9.20	\$7.50	\$9.21	\$11.49	\$0.49	\$0.65	*****	*****	*****
75th Percentile	\$9.49	\$7.83	\$10.00	\$12.00	\$0.55	\$0.79	*****	*****	*****	
201-300 Beds	Number of Organizations	11	11	9	11	9	9	3	1	5
	Number of Employees	209	209	174	209	178	178	39	13	97
	25th Percentile	\$9.04	\$7.36	\$8.86	\$11.01	\$0.45	\$0.50	*****	*****	\$1.67
	Median (50th Percentile)	\$9.57	\$7.76	\$10.00	\$11.64	\$0.50	\$0.80	*****	*****	\$2.00
	Average	\$10.58	\$8.49	\$11.20	\$12.47	\$0.80	\$1.11	*****	*****	\$1.86
75th Percentile	\$10.38	\$8.35	\$11.52	\$12.88	\$0.80	\$1.50	*****	*****	\$2.00	
> 300 Beds	Number of Organizations	15	16	16	16	13	13	6	1	3
	Number of Employees	463	463	463	463	376	376	219	27	88
	25th Percentile	\$9.17	\$7.75	\$9.47	\$11.82	\$0.49	\$0.69	\$0.50	*****	*****
	Median (50th Percentile)	\$9.60	\$8.12	\$10.15	\$12.48	\$0.50	\$0.79	\$0.60	*****	*****
	Average	\$9.70	\$8.21	\$10.22	\$12.40	\$0.64	\$0.98	\$0.87	*****	*****
75th Percentile	\$10.34	\$8.69	\$10.88	\$12.68	\$0.67	\$1.11	\$0.93	*****	*****	

Historical Trend Analysis

Hospital-Based Positions

	Survey Year	Actual Average Base Pay	Formal Salary Range Minimum	Maximum Hire Rate	Formal Salary Range Maximum
Accountant	2002	\$17.91	\$13.76	\$17.17	\$20.98
Accountant	2003	\$18.61	\$14.30	\$18.30	\$22.12
Percentage Difference		3.9%	3.9%	6.6%	5.4%
Accounts Payable Clerk	2002	\$10.75	\$8.15	\$10.35	\$12.35
Accounts Payable Clerk	2003	\$11.24	\$8.64	\$10.86	\$13.06
Percentage Difference		4.6%	6.0%	4.9%	5.8%
Administrative Secretary	2002	\$12.66	\$9.83	\$12.08	\$14.78
Administrative Secretary	2003	\$12.92	\$9.92	\$12.39	\$15.16
Percentage Difference		2.1%	0.9%	2.5%	2.6%
Admissions Clerk	2002	\$8.86	\$7.39	\$9.24	\$11.15
Admissions Clerk	2003	\$9.41	\$7.77	\$9.77	\$11.81
Percentage Difference		6.2%	5.1%	5.7%	5.9%
Admissions Supervisor	2002	\$14.82	\$11.46	\$14.42	\$17.50
Admissions Supervisor	2003	\$15.57	\$12.12	\$15.27	\$18.79
Percentage Difference		5.1%	5.8%	5.9%	7.4%
Anesthesia Technician	2002	\$9.38	\$7.16	\$9.03	\$10.66
Anesthesia Technician	2003	\$10.02	\$7.37	\$9.58	\$11.02
Percentage Difference		6.7%	2.9%	6.1%	3.3%
Application Manager (Clinical)	2002	\$26.66	\$19.60	\$25.75	\$30.30
Percentage Difference		<i>Position deleted for 2003</i>			
Benefits Specialist	2002	\$16.07	\$12.56	\$15.82	\$19.13
Benefits Specialist	2003	\$17.11	\$12.73	\$16.17	\$19.69
Percentage Difference		6.5%	1.4%	2.2%	3.0%
Biomed Tech	2002	\$15.83	\$11.91	\$15.31	\$18.22
Biomed Tech	2003	\$16.46	\$12.74	\$15.87	\$19.86
Percentage Difference		4.0%	7.0%	3.6%	9.0%
Budget Analyst	2002	\$20.29	\$15.37	\$19.33	\$23.72
Budget Analyst	2003	\$21.69	\$17.23	\$21.97	\$25.84
Percentage Difference		6.9%	12.1%	13.6%	8.9%
Buyer	2002	\$11.47	\$9.16	\$11.59	\$14.13
Buyer	2003	\$12.16	\$9.37	\$11.89	\$14.74
Percentage Difference		6.0%	2.2%	2.6%	4.3%



Compensation Practices

Work Hours

76 participants provided data on their organizations' practices regarding work hours, as displayed below.

	<u>Low</u>	<u>Median</u>	<u>Average</u>	<u>High</u>	<u>Number Reporting</u>
Min hours to be classified full-time	28	32	34	40	76
Max hours to be classified full-time	37.5	40	40	40	72
Min hours to be classified part-time	0	20	17	38	74
Max hours to be classified part-time	0	31	32	40	74

Compensation Budgets

73 participants provided data on their organizations' 2002 and 2003 compensation budgets, as displayed below.

	<u>Low</u>	<u>Median</u>	<u>Average</u>	<u>High</u>	<u>Number Reporting</u>
Actual 2002 general salary budget increase	0.0%	3.0%	3.5%	11.0%	71
Projected 2003 general salary budget increase	0.0%	3.0%	3.3%	8.8%	71
Actual 2002 pay range adjustment budget	0.0%	2.0%	1.7%	7.0%	65
Projected 2003 pay range adjustment budget	0.0%	2.0%	1.6%	10.0%	66

Compensation Practices (2)

Turnover Rates

74 participants provided data on their organizations' turnover rates, as described below.

	<u>Low</u>	<u>Median</u>	<u>Average</u>	<u>High</u>	<u>Number Reporting</u>
2002 total hospital turnover rate	0.0%	20.6%	22.0%	40.4%	74
2002 RN turnover rate	0.0%	18.7%	19.2%	43.1%	67

Credits

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