

# **Responsive Management™**



## **2012 FISHERIES PROFESSIONALS SALARY SURVEY**

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**Conducted for the American Fisheries Society**

**by Responsive Management**

**2013**

# **2012 FISHERIES PROFESSIONALS SALARY SURVEY**

**2013**

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## TABLE OF CONTENTS

Introduction and Methodology .....	1
Questionnaire Design .....	1
Survey Administration.....	2
Survey Sample.....	3
Data Analysis.....	4
Information About the Presentation of Results in the Report .....	4
Published Salary Schedules .....	7
Published Salary Ranges for Public Agencies.....	7
Published Salary Ranges for Private Industry .....	12
Unadjusted Average Salaries Among Current Employees .....	16
Unadjusted Average Salaries Among Current Employees for Public Agencies .....	16
Unadjusted Average Salaries Among Current Employees for Private Industry .....	22
Adjusted Average Salaries Among Current Employees for State Fish and Wildlife Agencies ....	25
Staffing for Public Agencies and Private Industry .....	28
Years of Experience Among Public Agencies and Private Industry .....	29
Bonuses and Raises .....	31
Factors Related to Salary Incentives and/or Bonuses.....	31
Factors Related to Raises.....	31
Conclusions.....	36
Notes Regarding Survey Responses .....	38
State Fish and Wildlife Agencies .....	38
Government (Federal, State, Local, or Combination) Agencies .....	48
Tribal Governments/Organizations .....	49
Canadian Provinces .....	49
Appendix A: Salary Table 2011-SEA.....	51
Appendix B: Salary Table 2012-POR.....	52
Appendix C: Salary Table 2012-RUS.....	53
Appendix D: AFS Fisheries Biologist Salary Survey (Public).....	54
Appendix E: AFS Fisheries Biologist Salary Survey (Private) .....	67
About Responsive Management .....	80

# TABLE OF CONTENTS

## FIGURES AND TABLES

Figure 1. Percentage of Public Agencies Providing Raises Since January 1, 2011.....	33
Figure 2. Percentage of Private Industries Providing Raises Since January 1, 2011.....	34
Table 1. Survey of Public Agencies: Response Results .....	4
Table 2. Published Salary Ranges for Public Agencies .....	8
Table 3. Average Minimum, Maximum, and Midpoint Salaries for Published Salary Ranges for Public Agencies .....	11
Table 4. Published Salary Ranges for Private Industry .....	13
Table 5. Average Minimum, Maximum, and Midpoint Salaries for Published Salary Ranges for Private Industry .....	15
Table 6. Unadjusted Average Salary Among Current Employees for Public Agencies (Individual Agencies by State).....	17
Table 7. Unadjusted Average Salary Among Current Employees for Public Agencies (Overall Averages by Agency Type) .....	19
Table 8. State Fish and Wildlife Agencies in Which the Average Salary for Current Employees Is Greater Than the Average Midpoint for the Published Salary Range for State Fish and Wildlife Agencies (Inland and Marine).....	20
Table 9. Unadjusted Average Salary Among Current Employees for Private Industry (Individual Organizations by State) .....	23
Table 10. Unadjusted Average Salary Among Current Employees for Private Industry (Overall Averages by Organization Type).....	24
Table 11. COLI-Adjusted Average Salaries and Rank of State Fish and Wildlife Agencies (Ranked by Level 2).....	26
Table 12. Staffing Among Current Employees for Public Agencies.....	28
Table 13. Staffing Among Current Employees for Private Industry .....	28
Table 14. Years of Experience Among Current Employees for Public Agencies .....	30
Table 15. Years of Experience Among Current Employees for Private Industry .....	30
Table 16. Percentage of Public Agencies That Offer Salary Incentives and/or Bonuses for Fisheries Employees Based on the Following Factors .....	32
Table 17. Percentage of Private Industries That Offer Salary Incentives and/or Bonuses for Fisheries Employees Based on the Following Factors .....	32
Table 18. Percentage of Public Agencies That Have Given Raises Since January 1, 2011, Based on the Following Factors (Among Public Agencies That Have Given Raises) .....	35
Table 19. Percentage of Private Industries That Offer Salary Incentives and/or Bonuses for Fisheries Employees Based on the Following Factors .....	35

## INTRODUCTION AND METHODOLOGY

The 2012 *Fisheries Professionals Salary Survey* was conducted for the American Fisheries Society (AFS) to provide a snapshot of current salaries and benefits information for fisheries biologist professionals in federal and state government, tribes, and Canadian provinces (hereinafter referred to as “public agencies”), as well as in private industry. This survey has been conducted since 1977 to determine the salaries and benefits of fisheries biologist professionals. Most recently, the survey was conducted in 1998, and the results of the 1998 survey were published in *Fisheries* (24[9]: 6-14). The findings of the eighth salary survey, conducted in 2012, provide a timely and much needed update to the previous report. The results will help to determine salary ranges for fisheries biologist professionals and will be used to evaluate, plan, and implement salary adjustments. Specific aspects of the research methodology are discussed below.

## QUESTIONNAIRE DESIGN

The study entailed two separate web-based surveys: (1) a survey of public agencies, including state fish and wildlife agencies, federal agencies, tribal governments/organizations, and Canadian provinces, and (2) a survey of private industry, including non-profit organizations, private sector environmental consulting firms, animal aquaculture/fish hatcheries, and power and/or utilities companies. The survey questionnaires were developed cooperatively by Responsive Management and the AFS using the previous survey conducted in 1998 as a template for the survey design. The surveys replicated the 1998 survey and included additional questions related to Cost of Living Increases (COLI) and salary raises. Responsive Management worked collaboratively with the AFS to finalize the surveys.

The survey of public agencies asked about both published salary ranges and the salary range of current employees (exclusive of benefits) at five professional levels, characterized by specific education requirements and duties.

- **Level 1** includes entry level fisheries biologists and/or fisheries biologist I employees. Level 1 is a professional fisheries biologist or marine science position holding, at minimum, a bachelor’s degree. Duties and responsibilities may include assisting a more senior employee and performing assigned duties.
- **Level 2** includes field level fisheries biologists or fisheries biologist II employees. Level 2 is a professional fisheries biologist or marine science position holding, at minimum, a bachelor’s degree *with* previous experience. Duties and responsibilities may include fish culture management, working independently, designing and/or conducting basic research projects or programs, and limited supervisory duties.
- **Level 3** includes supervisory fisheries biologists, district/region/area/team supervisors, or field supervisors, but may also include specialists or experts in a particular area of fisheries or marine science research or management. Level 3 is often a team leader or supervisor position but also includes specialists. Specifically, Level 3 employees typically supervise field biologists and technicians within their work group only. Duties and responsibilities may include fishery status reports, preparing management and project

plans, coordinating with other agencies or organizations when necessary for field work, and providing technical advice or assistance to communities and private landowners.

- **Level 4** includes assistant chiefs or program administrators in fisheries. Level 4 directs and manages the activities of fisheries personnel, often through lower level supervisors. Duties and responsibilities are primarily managerial and administrative. Typically reports to Level 5 (i.e., chief, director, or administrator of fisheries).
- **Level 5** is a chief, director, or administrator of fisheries. Level 5 is the senior management position for the agency's or organization's fisheries program or division. Duties and responsibilities are all managerial and administrative.

Once finalized, the survey of public agencies served as the template for the survey of private industry. The survey of private industry is a supplement to the survey of public agencies and has not been conducted for the AFS in the past; this is the first time the AFS sponsored a salary survey of private industry.

Differences between the survey of public agencies and the survey of private industry were minimal. Changes were made to the descriptions provided for each level/position about which the survey asked to accommodate differences between fisheries professionals and positions in the public and private sector. For the most part, the descriptions were similar to those provided to public agencies but were revised to provide more generic terms and characteristics. With the exception of minimal changes to the "Level" descriptions, the questionnaire of private industries was the same in order to allow for salary comparisons between public agencies and private industries. The final surveys were approved by the AFS for distribution.

## SURVEY ADMINISTRATION

For this study, web-based surveys were selected as the preferred sampling medium because they allowed public agencies and private industry representatives to complete the surveys at the time most suitable for them. Also, all respondents had access to email (for the delivery of the survey site web address and for reminders) and to the Internet for the survey site. Web-based surveys are an excellent survey method to use when the sample consists of *known* respondents with web access, as would be found in an internal survey of an agency or organization in which all potential respondents were known and had guaranteed Internet access through their workplace.

Responsive Management used a multiple contact strategy to conduct the web-based surveys. Responsive Management sent an initial email invitation to respondents to inform them of the survey and to encourage their participation. The invitation included information about the survey and an Internet link to the survey site. Respondents were encouraged to complete the survey by a specific date. Shortly after distributing the initial survey, a trained, professional interviewer contacted each respondent to confirm that he or she received the survey and to encourage completion. The interviewer also monitored and maintained a log of contacts, which was updated with new information to ensure that the appropriate individuals were being contacted to complete the survey.



After a 2-week period, Responsive Management sent a second email to thank those who completed the survey and to serve as a reminder to non-respondents. The second email was personalized and was sent to an updated database to further ensure that the email message was delivered to representatives most likely to have the information required to complete the survey. Again, recipients were provided an invitation with specific information about the survey and an Internet link to the survey site. Additionally, a specific deadline was provided for survey completion, and the reminder highlighted the timeliness and importance of responding before the deadline. In the week following the second email, a professional interviewer again contacted each respondent who received a survey, confirmed receipt, and encouraged survey completion.

Finally, a third wave of emails was sent to non-respondents as a final reminder to complete the survey, followed by a personal telephone call by a professional interviewer. Throughout the project, survey responses and contacts with respondents were recorded in a database to ensure that all survey recipients received several notifications and personal telephone calls to encourage survey completion. The surveys were conducted June-September 2012. Responsive Management obtained 140 completed surveys.

After developing a draft of the results, Responsive Management sent several tables and the notes to all fish and wildlife directors for final approval of the salary data. Final changes to the draft report were submitted by a deadline of January 11, 2013. All revisions submitted by state fish and wildlife directors have been included in this final report.

## **SURVEY SAMPLE**

The sample of state fish and wildlife agencies was obtained by AFS and included 70 state fish and wildlife agencies, including inland and marine fisheries departments. Responsive Management received responses from nearly all of the state fish and wildlife agencies; only the Puerto Rico Department of Natural and Environmental Resources did not send data because its Department is incompatible with the organization structure provided in the survey, and the staff did not feel it was possible to adequately respond to the survey and provide results comparable to other jurisdictions.

Several coastal states indicated that their salary range for inland and marine divisions were the same but did not provide specific information on current employee salary ranges and employee numbers. Louisiana recently went through a reorganization process in which its inland and marine divisions were combined. For this reason, Louisiana provided one response representative of both divisions. The overall response rate for state fish and wildlife agencies was 99%. Survey response results are tabulated below.

**Table 1. Survey of Public Agencies: Response Results.**

<b>TOTAL RESPONSE</b>	<b>SURVEYS SENT</b>	<b>SURVEYS COMPLETED</b>
State Fish and Wildlife Agencies	69*	68
Government (Federal, State, Local, or Combination) Agencies	13	8
Tribal Governments/Organizations	40	8
Canadian Provinces	14	4
<b>Totals</b>	<b>136</b>	<b>88</b>

\* *Note.* Both inland and marine divisions were included for Louisiana in the initial sample provided by AFS. After learning of the recent reorganization in which the inland and marine divisions were combined, one of the records for Louisiana was deleted from the initial database.

Responsive Management developed the database of U.S. government agencies, tribal governments/organizations, and Canadian Provinces based on previous salary surveys.

For the survey of private industry, Responsive Management began with a sample provided by the AFS of approximately 85 private industries. Knowing the difficulty in getting private industries to complete the salary survey, Responsive Management supplemented the original database with its own research on private industries employing fisheries biologists. This resulted in a sample database that included more than 985 industries nationwide. Responsive Management contacted 985 private industries and obtained 52 completed surveys of private industries that employ fisheries professionals.

## **DATA ANALYSIS**

Respondent data was accepted at face value unless discrepancies in response required revision. All costs were rounded to the nearest whole-dollar amount. The analysis of data was performed using Statistical Package for the Social Sciences (SPSS) as well as proprietary software developed by Responsive Management. Some questions asked respondents to provide a number (e.g., salary, number of employees); these data are shown in tables. As in previous surveys, the American Chamber of Commerce Researchers Association cost-of-living increases (COLI) were used to adjust state salaries for purchasing discrepancies; COLI-adjusted averages are presented later in the report.

## **INFORMATION ABOUT THE PRESENTATION OF RESULTS IN THE REPORT**

A review of the findings in this report requires some important considerations. Most importantly, the five-level classifications, as identified by AFS, were not easily matched among some agencies and organizations. For several agencies, one or more of the five-level classifications, as identified by AFS, were not applicable. These are denoted by “NA” or “Not Applicable” in the tables to follow. In other cases, a position was authorized but vacant at the time of the survey. As in the previous survey report, a salary average followed by a “0” in the staff column signifies that a salary grade was authorized but vacant at the time of the survey. When no data were available because a response was not provided, an “ND” notation was used to indicate that no data were available; no assumptions were made as to whether or not the position was applicable when data were not provided.

Additionally, salary ranges, midpoints, and averages should be interpreted with caution because of underlying uncertainties and differences in position requirements that did not match easily with the five-level categorization described in the survey. For example, several agencies mentioned that entry-level personnel were required to have a master's degree, while the description for the survey required only a bachelor's degree. It is safe to assume that those with a master's degree would likely receive higher compensation based on their education level. Similarly, several agencies indicated that Level 1 positions included two or three salary ranges, in which case the agency often used the minimum salary of the lowest range and the maximum salary of the highest range, thereby resulting in broad salary ranges and further reducing comparability with other states.

The survey required agencies and organizations to make informed decisions about which positions should be allocated to specific levels for the survey. However, agencies and organizations differed on their methods of classification. For this reason, supporting comments and additional information regarding each entry have been included in the section of this report titled "Notes Regarding Survey Responses." Many agencies provided no supplementary information regarding how they determined classification.

In this report, a midpoint is provided for the published salary ranges for each level. However, for the salary assessment of current employees, public agencies and private industry were asked to report an average salary among current employees at each level. The average salary is the sum of all salaries at each level divided by the number of employees at each level. The midpoint for the unpublished salaries of current employees is not reported as was the case in previous reports. For the purposes of providing comparisons among agencies and organizations, it was determined that the unpublished average salary among all current employees at each level would provide a more accurate assessment of average salaries and wages than reporting the unpublished midpoint salary. The average salary among current employees was also used to determine the COLI-adjusted average salary.

Agencies were asked to report the number of current staff above the 80<sup>th</sup> salary percentile. Many agencies reported having trouble with calculations related to determining the number of staff above the 80<sup>th</sup> salary percentile. With no standard formula provided to the agencies, differences in interpretation and methods of calculation could skew results. After review of the draft report, it was determined that the problems agencies had with reporting staff above the 80<sup>th</sup> salary percentile might result in misleading information and/or mistakes in interpreting the results. As a result, this information was ultimately excluded from the final report and deemed unnecessary by several state fish and wildlife agencies. Based on these difficulties, two recommendations should be considered for future surveys: (1) the survey should be clear as to whether the 80<sup>th</sup> percentile is referring to the published salary range or to the current employee salary range, and (2) the survey should provide a formula to assist agencies and organizations with calculations related to this question.

There are several challenges to consider when interpreting the results of this survey, especially for private industry. First, the sample population was developed based on the AFS mailing list as well as additional research to identify eligible industries and organizations. In future surveys, the AFS may want to consider developing a comprehensive database for survey distribution.

Additionally, the AFS may consider taking proactive measures to obtain additional responses by advertising the survey on its website or sending a letter to private industries and organizations to encourage their participation. Despite efforts to encourage survey completion, the sample for private industry is small. For this reason, the results may not be representative of the population. To encourage survey completion, private industries were ensured confidentiality and anonymity. Private industries that completed the survey were also told that they would receive a free copy of the report upon release. Additional incentives should be considered to encourage a better response rate among private industries in the future.

## **PUBLISHED SALARY SCHEDULES**

### **PUBLISHED SALARY RANGES FOR PUBLIC AGENCIES**

Table 2 displays the published agency salary ranges and midpoints, unadjusted for costs of living, for each reporting public agency/organization. Results are listed alphabetically by agency within each of the five agency groups: State Inland Fisheries, State Marine Fisheries, Government (Federal, State, Local, or Combination), Tribal Governments/Organizations, and Canadian Provinces. Tribal governments and organizations requested anonymity and have been listed by state.

Table 3 shows the average minimum, maximum, and midpoint for each of the five agency groups.

- Among state fish and wildlife agencies (inland and marine), the average midpoint for published agency salary ranges is \$47,151 for Level 1 employees; \$54,967 for Level 2 employees; \$62,705 for Level 3 employees; \$71,184 for Level 4 employees; and \$85,062 for Level 5 employees.
  - The average minimum for published agency salary ranges is \$36,484 for Level 1 employees; \$42,871 for Level 2 employees; \$49,110 for Level 3 employees; \$55,164 for Level 4 employees; and \$66,291 for Level 5 employees.
  - The average maximum for published agency salary ranges is \$57,640 for Level 1 employees; \$66,948 for Level 2 employees; \$76,266 for Level 3 employees; \$87,142 for Level 4 employees; and \$103,270 for Level 5 employees.
- Among government (federal, state, local, or combination) agencies, the average salary midpoint for lower level positions is comparable to the average midpoint for state fish and wildlife agencies. In general, however, government has substantially higher average midpoints for Level 3, Level 4, and Level 5 positions than do state fish and wildlife agencies.
- Among tribal governments/organizations, the average salary midpoint for lower level positions (i.e., Level 1, Level 2, and Level 3) are lower than the average midpoint for state fish and wildlife salaries; however, the average midpoint for upper level positions (i.e., Level 4 and Level 5) are higher than the average midpoint for upper level state fish and wildlife salaries.

**Table 2. Published Salary Ranges for Public Agencies.**

State, Territory, Province, or Organization	Level 1			Level 2			Level 3			Level 4			Level 5		
	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)
Alabama	32,287	53,995	43,141	39,290	62,530	50,910	47,758	72,686	60,222	55,327	84,276	69,802	59,518	90,725	75,122
Alaska	41,436	63,828	52,632	47,604	73,920	60,762	54,828	96,624	75,726	74,688	126,384	100,536	98,556	146,712	122,634
Arizona	27,111	46,376	36,744	31,110	62,692	46,901	39,983	73,779	56,881	46,932	80,149	63,541	50,890	87,133	69,012
Arkansas	35,554	65,222	50,388	39,199	70,108	54,654	43,217	75,312	59,265	50,029	83,742	66,886	57,914	92,958	75,436
California	36,924	68,532	52,728	65,340	78,900	72,120	65,400	78,936	72,168	75,300	90,900	83,100	82,884	95,448	89,166
Colorado	49,044	70,776	59,910	59,628	86,016	72,822	69,048	99,564	84,306	72,492	109,764	91,128	79,944	127,296	103,620
Connecticut	52,776	74,355	63,566	60,764	85,324	73,044	66,917	93,599	80,258	NA			99,599	127,707	113,653
Delaware	33,638	57,773	45,706	44,094	66,140	55,117	50,485	86,698	68,592	54,017	81,025	67,521	66,175	99,263	82,719
District of Columbia	45,345	58,386	51,866	54,633	70,437	62,535	67,600	86,482	77,041	76,996	107,794	92,395	88,545	123,963	106,254
Florida	27,926	45,463	36,695	30,989	62,397	46,693	36,468	93,770	65,119	43,507	96,284	69,896	45,173	114,636	79,905
Georgia	43,063	75,523	59,293	47,280	82,962	65,121	52,172	98,138	75,155	57,289	100,124	78,707	62,923	110,011	86,467
Hawaii	42,000	67,500	54,750	45,500	67,500	56,500	51,000	82,000	66,500	63,000	92,000	77,500	73,000	108,000	90,500
Idaho	38,958	71,635	55,297	44,034	80,995	62,515	48,651	89,502	69,077	52,749	102,410	77,580	63,492	123,250	93,371
Illinois	45,624	61,320	53,472	51,120	72,048	61,584	56,940	80,940	68,940	59,808	99,432	79,620	Non-union; range unknown		
Indiana	30,082	51,714	40,898	33,800	58,162	45,981	37,492	65,312	51,402	40,950	72,462	56,706	40,950	137,514	89,232
Iowa	NA			45,000	69,000	57,000	53,000	82,000	67,500	61,000	94,000	77,500	75,000	108,000	91,500
Kansas	NA			41,870	56,118	48,994	46,092	61,838	53,965	50,918	68,182	59,550	53,414	71,593	62,504
Kentucky	29,129	No max salary		35,246	No max salary		46,907	No max salary		51,600	No max salary		56,757	No max salary	
Louisiana	29,869	59,488	44,679	31,970	72,862	52,416	41,912	89,253	65,583	51,334	102,170	76,752	54,933	133,931	94,432
Maine	35,859	48,526	42,193	39,458	56,930	48,194	43,514	63,502	53,508	48,110	65,894	57,002	54,122	74,298	64,210
Maryland	34,113	53,944	44,029	38,594	61,427	50,011	46,563	74,725	60,644	56,496	96,808	76,652	64,349	103,328	83,839
Massachusetts	43,338	58,318	50,828	47,836	64,168	56,002	52,836	70,986	61,911	57,383	77,594	67,489	77,007	88,223	82,615
Michigan	37,232	62,754	49,993	46,800	68,224	57,512	53,102	78,145	65,624	67,007	96,383	81,695	89,012	118,470	103,741
Minnesota	35,433	51,386	43,410	36,665	79,198	57,932	43,618	81,369	62,494	58,360	93,814	76,087	67,693	108,367	88,030
Mississippi	27,780	48,616	38,198	30,713	53,747	42,230	33,938	59,392	46,665	37,486	65,600	51,543	41,324	72,318	56,821
Missouri	31,176	55,980	43,578	35,724	62,952	49,338	45,132	79,680	62,406	45,132	102,972	74,052	82,872	82,872	82,872
Montana	NA			44,477	44,477	44,477	52,104	52,104	52,104	67,895	67,895	67,895	85,426	85,426	85,426
Nebraska	29,219	42,319	35,769	35,335	61,243	48,289	44,491	76,124	60,308	55,275	78,966	67,121	63,874	91,249	77,562
Nevada	35,997	60,405	48,201	44,411	66,001	55,206	48,462	72,223	60,343	50,571	75,627	63,099	ND		ID
New Hampshire	37,850	50,915	44,383	41,087	55,497	48,292	48,770	66,008	57,389	NA			53,138	72,852	62,995
New Jersey	42,357	59,735	51,046	50,684	71,822	61,253	58,087	82,565	70,326	NA			71,878	100,638	86,258
New Mexico	25,272	44,949	35,111	27,664	49,171	38,418	30,534	54,309	42,422	48,963	87,048	68,006	55,931	99,242	77,587
New York	51,268	65,190	58,229	66,375	83,954	75,165	73,768	92,974	83,371	NA			82,363	104,080	93,222
North Carolina	34,474	54,460	44,467	37,125	62,372	49,749	40,125	74,719	57,422	49,238	81,872	65,555	53,887	89,780	71,834
North Dakota	41,561	69,268	55,415	45,423	75,705	60,564	49,749	82,915	66,332	NA			64,349	107,249	85,799

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 2. Published Salary Ranges for Public Agencies (Continued).**

State, Territory, Province, or Organization	Level 1			Level 2			Level 3			Level 4			Level 5		
	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)
<b>State Inland Fisheries (continued)</b>															
Ohio	NA			41,350	54,662	48,006	47,923	62,670	55,297	52,832	68,973	60,903	63,814	83,658	73,736
Oklahoma	32,607	No maximum salary		ND	ND	ND	NA			63,359	73,180	68,270	73,776	84,597	79,187
Oregon	34,296	49,800	42,048	39,408	57,444	48,426	49,200	69,072	59,136	56,880	83,904	70,392	79,956	117,756	98,856
Pennsylvania	38,866	59,071	48,969	44,362	67,443	55,903	47,746	72,528	60,137	54,514	82,837	68,676	NA		
Rhode Island	42,006	48,047	45,027	44,747	51,590	48,169	49,775	55,750	52,763	55,495	62,446	58,971	59,745	72,527	66,136
South Carolina	28,401	46,033	37,217	34,560	56,015	45,288	38,880	68,160	53,520	44,826	82,930	63,878	76,644	118,876	97,760
South Dakota	29,806	44,699	37,253	36,462	54,683	45,573	40,735	61,103	50,919	45,542	68,313	56,928	50,914	76,372	63,643
Tennessee	37,164	57,708	47,436	42,408	65,844	54,126	46,308	71,904	59,106	46,308	71,904	59,106	55,212	85,752	70,482
Texas	31,729	55,258	43,494	40,816	74,769	57,793	53,502	85,603	69,553	67,308	111,176	89,242	89,682	147,976	118,829
Utah	31,658	50,190	40,924	35,256	55,931	45,594	43,805	69,493	56,649	54,974	88,733	71,854	54,434	86,320	70,377
Vermont	30,992	47,965	39,478	36,296	59,696	47,996	38,334	71,094	54,714	42,869	71,094	56,982	45,448	97,198	71,323
Virginia	38,480	64,347	51,414	42,048	84,062	63,055	45,948	84,062	65,005	50,208	84,062	67,135	53,510	109,818	81,664
Virgin Islands	27,386	85,926	56,656	33,177	89,005	61,091	48,230	82,750	65,490	54,858	82,750	68,804	80,000	90,000	85,000
Washington	30,996	40,260	35,628	37,404	49,056	43,230	42,264	55,524	48,894	44,448	58,320	51,384	50,000	105,000	77,500
West Virginia	29,400	54,396	41,898	31,164	57,660	44,412	33,036	61,128	47,082	NA			44,244	81,852	63,048
Wisconsin	35,156	58,490	46,823	45,814	105,373	75,594	46,188	105,373	75,781	53,587	123,250	88,419	59,178	138,834	99,006
Wyoming	42,768	60,372	51,570	46,332	77,400	61,866	60,012	84,720	72,366	66,132	111,492	88,812	84,588	119,412	102,000
<b>State Marine Fisheries</b>															
Alabama	32,287	53,995	43,141	39,290	62,530	50,910	47,758	72,686	60,222	55,327	84,276	69,802	59,518	90,725	75,122
California	36,924	68,532	52,728	65,340	78,900	72,120	65,400	78,936	72,168	75,300	90,900	83,100	82,884	95,448	89,166
Connecticut	52,776	74,355	63,566	60,764	85,324	73,044	66,917	93,599	80,258	NA			99,599	127,707	113,653
Florida	30,988	45,000	37,994	36,607	50,000	43,304	40,948	60,000	50,474	45,000	90,000	67,500	40,000	150,000	95,000
Georgia	39,038	75,523	57,281	43,063	75,523	59,293	47,280	82,962	65,121	52,173	91,138	71,656	62,923	110,012	86,468
Maine	35,859	48,526	42,193	39,458	56,930	48,194	43,514	63,502	53,508	48,110	65,894	57,002	54,122	74,298	64,210
Massachusetts	43,339	58,035	50,687	47,836	64,168	56,002	52,384	70,987	61,686	57,384	94,800	76,092	60,000	125,000	92,500
Mississippi	28,949	50,662	39,806	31,105	54,434	42,770	32,587	57,028	44,808	39,236	68,663	53,950	45,583	79,770	62,677
New Hampshire	37,850	50,915	44,383	41,087	55,497	48,292	48,770	66,008	57,389	NA			53,138	72,852	62,995
New Jersey	45,500	64,700	55,100	52,400	74,300	63,350	60,100	85,400	72,750	65,800	93,800	79,800	83,000	124,400	103,700
New York	51,268	65,190	58,229	66,375	83,954	75,165	73,768	92,974	83,371	NA			82,363	104,080	93,222
North Carolina	34,065	53,814	43,940	38,174	61,632	49,903	41,173	67,369	54,271	46,635	80,901	63,768	53,248	117,406	85,327
Rhode Island	40,734	46,232	43,483	44,747	51,590	48,169	55,860	63,170	59,515	70,000	83,000	76,500	85,000	90,000	87,500
South Carolina	28,401	46,033	37,217	34,560	56,015	45,288	38,880	68,160	53,520	44,826	82,930	63,878	ND	95,000	ND
Texas	31,729	55,258	43,494	40,816	74,769	57,793	53,502	85,603	69,553	67,380	111,176	89,278	89,682	147,976	118,829
Virginia	31,352	64,347	47,850	34,272	64,347	49,310	40,959	84,062	62,511	53,510	109,818	81,664	53,510	109,818	81,664

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 2. Published Salary Ranges for Public Agencies (Continued).**

State, Territory, Province, or Organization	Level 1			Level 2			Level 3			Level 4			Level 5		
	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)
<b>Government (Federal, State, Local, or Combination)</b>															
Columbia River Estuary Study Task Force	NA			42,000	47,000	44,500	ND	ND	ND	NA			NA		
Gulf of Mexico Fishery Management Council (Florida)	35,000	40,000	37,500	45,000	60,000	52,500	60,000	120,000	90,000	110,000	145,000	127,500	125,000	155,000	140,000
International Pacific Halibut Commission (Washington)	37,000	72,000	54,500	55,000	65,822	60,411	61,255	113,496	87,376	121,357	155,500	138,429	NA		
North Pacific Fishery Management Council (Alaska)	40,000	50,000	45,000	50,000	80,000	65,000	75,000	130,000	102,500	120,000	150,000	135,000	NA		
Pacific Fishery Management Council (Oregon)	NA			NA			86,260	112,136	99,198	NA			NA		
Susquehanna River Basin Commission	41,160	61,740	51,450	49,803	74,705	62,254	60,261	90,394	75,328	NA			NA		
US Geological Survey (Georgia)	30,000	50,000	40,000	47,500	68,809	58,155	68,809	77,983	73,396	113,735	147,857	130,796	ND	ND	ND
USDA Forest Service (New Mexico)	31,315	40,706	36,011	47,448	61,678	54,563	68,809	89,450	79,130	96,690	125,695	111,193	113,735	147,857	130,796
<b>Tribal Governments/Organizations</b>															
California Tribal Govt./Org.	NA			46,000	66,000	56,000	55,700	86,800	71,250	66,800	122,000	94,400	79,400	122,000	100,700
Idaho Tribal Govt./Org.	39,728	65,728	52,728	44,657	73,798	59,228	47,361	98,800	73,081	67,204	133,104	100,154	75,504	124,800	100,152
Oregon Tribal Govt./Org.	30,000	50,000	40,000	35,000	60,000	47,500	55,000	70,000	62,500	60,000	90,000	75,000	65,000	95,000	80,000
WA Washington Tribal Govt./Org.	40,400	61,100	50,750	47,000	70,400	58,700	47,000	70,400	58,700	62,100	94,200	78,150	88,000	145,000	116,500
WA Washington Tribal Govt./Org.	33,652	45,080	39,366	37,094	49,691	43,393	38,939	52,188	45,564	49,692	66,608	58,150	63,435	85,010	74,223
WA Washington Tribal Govt./Org.	ND	ND	ND	ND	ND	ND	ND	ND	ND	59,966	100,485	80,226	ND	ND	ND
Wisconsin Tribal Govt./Org.	28,000	30,000	29,000	32,000	40,000	36,000	40,000	45,000	42,500	NA			NA		

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.



**Table 2. Published Salary Ranges for Public Agencies (Continued).**

State, Territory, Province, or Organization	Level 1			Level 2			Level 3			Level 4			Level 5		
	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)
<b>Canadian Provinces</b>															
Nunavut	85,000	105,000	95,000	ND	ND	ND	ND	ND	ND	95,000	115,000	105,000	105,000	120,000	112,500
Prince Edward Island	48,750	60,918	54,834	51,324	64,155	57,740	51,324	64,155	57,740	57,233	79,326	68,280	71,420	89,277	80,349
Saskatchewan	52,840	66,218	59,529	63,939	88,140	76,040	84,992	96,951	90,972	81,888	106,428	94,158	99,084	128,796	113,940
Yukon	65,602	75,692	70,647	76,820	88,809	82,815	86,248	99,840	93,044	NA			NA		

Note. Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 3. Average Minimum, Maximum, and Midpoint Salaries for Published Salary Ranges for Public Agencies.**

State, Territory, Province, or Organization Category	Level 1			Level 2			Level 3			Level 4			Level 5		
	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)
State Fish and Wildlife Agencies (Inland)	36,131	57,664	47,009	42,283	67,373	54,898	48,638	76,822	62,747	55,087	86,821	70,993	66,082	102,001	84,310
State Fish and Wildlife Agencies (Marine)	37,566	57,570	47,568	44,743	65,620	55,181	50,613	74,528	62,570	55,437	88,254	71,845	66,971	107,156	87,469
State Fish and Wildlife Agencies (Inland and Marine)	36,484	57,640	47,151	42,871	66,948	54,967	49,110	76,266	62,705	55,164	87,142	71,184	66,291	103,270	85,062
Government (Federal, State, Local, or Combination)	35,746	52,408	44,077	48,107	65,431	56,769	68,628	104,780	86,704	112,356	144,810	128,583	119,368	151,429	135,398
Tribal Governments / Organizations	34,356	50,382	42,369	40,292	59,982	50,137	47,333	70,531	58,932	60,960	101,066	81,013	74,268	114,362	94,315
All U.S. State and Federal Government Agencies / Organizations	36,286	56,725	46,579	43,136	66,284	54,760	50,684	78,357	64,545	59,746	92,532	76,198	68,348	105,378	87,161
Canadian Provinces	63,048	76,957	70,003	64,028	80,368	72,198	74,188	86,982	80,585	78,040	100,251	89,146	91,835	112,691	102,263

Note. Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

## **PUBLISHED SALARY RANGES FOR PRIVATE INDUSTRY**

Table 4 displays the published salary ranges and midpoints, unadjusted for costs of living, for private industry. Private industries requested anonymity in providing their responses and have been listed by state. Private industries were grouped into five categories: non-profit organization, private sector environmental consulting firm, animal aquaculture/fish hatchery, power and/or utilities company, and other, where categorization was not easily determined.

Table 5 shows the average minimum, maximum, and midpoint for published salaries for private industry, as well as a breakdown for non-profit organizations and private sector environmental consulting firms. The average minimum, maximum, and midpoint for published salaries for animal aquaculture/fish hatcheries, power and/or utility companies, and other organizations have not been provided separately in Table 5 because the sample size was too low; however, these midpoints were used to calculate the average midpoint among all reporting private industries.

- Among private industry, the average salary midpoint for published salary ranges is \$42,395 for Level 1 employees, \$58,006 for Level 2 employees, \$67,826 for Level 3 employees, \$81,902 for Level 4 employees, and \$100,238 for Level 5 employees.
  - The average minimum for published salary ranges is \$37,619 for Level 1 employees, \$57,366 for Level 2 employees, \$55,588 for Level 3 employees, \$69,432 for Level 4 employees, and \$82,452 for Level 5 employees.
  - The average maximum for published salary ranges is \$47,171 for Level 1 employees, \$58,645 for Level 2 employees, \$79,449 for Level 3 employees, \$94,373 for Level 4 employees, and \$118,024 for Level 5 employees.
- In general, the published salary ranges for private industry for lower level employees are comparable to those in the public sector; however, the average salary midpoint for private industry is substantially higher than the average midpoint among the public sector for upper level employees (i.e., Levels 4 and Level 5).

**Table 4. Published Salary Ranges for Private Industry.**

Resident State of Organization	Level 1			Level 2			Level 3			Level 4			Level 5		
	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)
Non-Profit Organizations															
Alabama	NA			50,000	65,000	57,500	60,000	100,000	80,000	NA			NA		
Alaska	NA			NA			55,000	85,000	70,000	NA			NA		
Alaska	28,000	33,000	30,500	30,000	38,000	34,000	36,000	42,000	39,000	40,000	52,000	46,000	58,000	70,000	64,000
Alaska	50,000	60,000	55,000	55,000	65,000	60,000	60,000	72,500	66,250	NA			NA		
Alaska	NA			NA			NA			60,000	90,000	75,000	NA		
Alaska	NA			39,516	65,709	52,613	45,668	70,453	58,061	52,493	80,983	66,738	57,880	89,293	73,587
California	31,200	41,600	36,400	62,400	83,200	72,800	NA			NA			NA		
Idaho	28,000	35,000	31,500	35,000	48,000	41,500	48,000	74,000	61,000	NA			NA		
Massachusetts	25,210	39,520	32,365	32,480	52,370	42,425	39,110	87,530	63,320	NA			NA		
Pennsylvania	41,160	61,740	51,450	49,803	74,705	62,254	60,261	90,394	75,328	NA			NA		
Utah	24,960	32,240	28,600	31,200	36,400	33,800	33,280	41,600	37,440	39,520	47,840	43,680	40,000	65,000	52,500
Washington	30,000	42,000	36,000	35,000	50,000	42,500	40,000	65,000	52,500	60,000	95,000	77,500	NA		
Washington	32,400	75,600	54,000	NA			65,400	80,400	72,900	NA			NA		
West Virginia	26,000	40,000	33,000	26,000	60,000	43,000	40,000	65,000	52,500	80,000	160,000	120,000	NA		
British Columbia	36,950	50,025	43,488	44,540	60,250	52,395	55,845	75,555	65,700	66,300	89,700	78,000	66,300	89,700	78,000
Ontario	32,489	60,164	46,327	39,167	87,038	63,103	50,959	113,242	82,101	NA			NA		
Private Sector Environmental Consulting Firms															
Alabama	NA			NA			35,000	50,000	42,500	NA			NA		
Alaska	48,190	121,520	84,855	15,750	63,875	39,813	18,090	73,365	45,728	NA			NA		
Alaska	32,000	32,000	32,000	64,152	64,152	64,152	NA			NA			NA		
California	24,960	27,580	26,270	35,214	62,400	48,807	63,918	107,682	85,800	NA			NA		
California	30,000	40,000	35,000	35,000	45,000	40,000	50,000	60,000	55,000	65,000	75,000	70,000	90,000	125,000	107,500
Colorado	26,000	37,000	31,500	32,000	45,000	38,500	34,000	55,000	44,500	37,000	55,000	46,000	NA		
Colorado	29,120	33,280	31,200	35,360	41,600	38,480	43,680	52,000	47,840	NA			NA		
Florida	35,000	45,000	40,000	40,000	50,000	45,000	50,000	60,000	55,000	60,000	70,000	65,000	NA		
Idaho	35,000	45,000	40,000	45,000	50,000	47,500	65,000	85,000	75,000	100,000	125,000	112,500	NA		
Idaho	33,000	40,000	36,500	45,000	65,000	55,000	65,000	85,000	75,000	NA			NA		
Missouri	31,200	40,000	35,600	35,000	45,000	40,000	40,000	50,000	45,000	NA			NA		
Montana	NA			40,000	50,000	45,000	NA			NA			NA		
New York	29,000	29,000	29,000	NA			ND	53,000	ND	NA			NA		
New York	25,000	30,000	27,500	30,000	40,000	35,000	40,000	65,000	52,500	80,000	125,000	102,500	125,000	125,000	125,000
Oregon	29,476	53,960	41,718	54,553	70,479	62,516	73,120	81,992	77,556	83,131	99,440	91,286	100,397	150,356	125,377
Tennessee	30,000	40,000	35,000	40,000	65,000	52,500	70,000	120,000	95,000	NA			NA		
Washington	33,000	40,000	36,500	40,000	65,000	52,500	70,000	120,000	95,000	NA			NA		
Alberta	57,720	77,064	67,392	671,672	90,584	381,128	70,886	106,340	88,613	NA			NA		
Alberta	41,600	45,000	43,300	48,800	52,000	50,400	56,160	68,640	62,400	80,000	110,000	95,000	120,000	200,000	160,000
British Columbia	56,700	82,400	69,550	77,300	108,200	92,750	103,000	133,900	118,450	123,600	154,500	139,050	NA		

Note. Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 4. Published Salary Ranges for Private Industry (Continued).**

Resident State of Organization	Level 1			Level 2			Level 3			Level 4			Level 5		
	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)	Min. Salary (\$)	Max. Salary (\$)	Mid-point Salary (\$)
Private Sector Environmental Consulting Firms (continued)															
British Columbia	NA			NA			60,000	80,000	70,000	NA			NA		
British Columbia	42,000	45,600	43,800	3,800	5,000	4,400	60,000	84,000		NA			NA		
British Columbia	48,000	50,000	49,000	50,000	60,000	55,000	60,000	70,000		65,000	70,000	80,000	75,000	NA	
Manitoba	NA			NA			80,000	100,000	90,000	NA			NA		
Animal Aquaculture/Fish Hatcheries															
Massachusetts	25,000	45,000	35,000	NA			80,000	80,000	80,000	100,000	100,000	100,000	NA		
Minnesota	24,500	28,000	26,250	32,000	50,000	41,000	50,000	68,000	59,000	68,000	68,000	68,000	NA		
New Hampshire	22,000	30,000	26,000	27,000	35,000	31,000	45,000	60,000	52,500	50,000	70,000	60,000	NA		
Power and/or Utilities Companies															
Washington	NA			NA			59,000	88,000	73,500	NA			NA		
Washington	50,024	77,043	63,534	56,202	86,549	71,376	66,914	107,723	87,319	70,949	114,234	92,592	84,490	147,867	116,179
Washington	46,560	69,840	58,200	54,000	81,000	67,500	65,999	110,001	88,000	72,074	120,126	96,100	NA		
Other															
California	40,000	45,000	42,500	42,000	52,000	47,000	46,000	58,450	52,225	NA			NA		
Oregon	70,000	90,000	80,000	NA			NA			NA			NA		

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 5. Average Minimum, Maximum, and Midpoint Salaries for Published Salary Ranges for Private Industry.**

Entity Category	Level 1			Level 2			Level 3			Level 4			Level 5		
	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)	Avg. Min. Salary (\$)	Avg. Max. Salary (\$)	Avg. Mid-point Salary (\$)
All Private Industry	37,619	47,171	42,395	57,366	58,645	58,006	55,588	79,449	67,826	69,432	94,373	81,902	82,452	118,024	100,238
Nonprofit Organization	32,197	47,574	39,886	40,777	60,436	50,607	49,252	75,905	62,578	56,902	87,932	72,417	55,545	78,498	67,022
Private Sector Environmental Consulting Firm	40,014	44,337	42,175	71,930	56,915	64,422	58,539	80,910	70,358	77,637	99,327	88,482	108,849	150,089	129,469
All U.S Government Agencies / Organizations (from Table 2)	36,442	56,980	46,786	43,301	66,550	54,976	50,890	78,687	64,813	59,869	92,790	76,389	68,635	105,828	87,538

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

## UNADJUSTED AVERAGE SALARIES AMONG CURRENT EMPLOYEES

### UNADJUSTED AVERAGE SALARIES AMONG CURRENT EMPLOYEES FOR PUBLIC AGENCIES

Table 6 displays the average salaries, unadjusted for costs of living, among current employees for each reporting public agency/organization. The average salary is the sum of all salaries at each level divided by the number of employees at each level. Results are listed alphabetically by agency within each of the five agency groups: State Inland Fisheries, State Marine Fisheries, Government (Federal, State, Local, or Combination), Tribal Governments/Organizations, and Canadian Provinces. Tribal governments and organizations requested anonymity and have been listed by state.

Table 7 shows the unadjusted average salary for current employees and number of staff overall by agency type and groupings.

- Among state fish and wildlife agencies (inland and marine), the average salary for current employees is \$43,561 for Level 1 employees, \$52,153 for Level 2 employees, \$63,428 for Level 3 employees, \$70,316 for Level 4 employees, and \$86,177 for Level 5 employees.
- With the exception of Level 1, the current average salary for all 5 levels among government employees is substantially higher than that of state fish and wildlife employees (inland and marine).
- Among tribal governments/organizations, the average salary for upper level positions (Levels 4 and 5) is notably higher than the average salary for state fish and wildlife employees.

Table 8 shows the state fish and wildlife agencies in which the unadjusted average salary for current employees is greater than the average salary midpoint for published salary ranges at each of the five classification levels (see Table 3 for midpoint for published salary ranges).

- For 72% of reporting fish and wildlife agencies, the average salary for current employees for Level 1 is less than the average midpoint for published salary ranges; on the other hand, for 28% of fish and wildlife agencies, the average salary is more than the average midpoint.
- For 70% of reporting fish and wildlife agencies, the average salary for current employees for Level 2 is less than the average midpoint for published salary ranges; for 30% of fish and wildlife agencies, the average salary is more than the average midpoint.
- On the other end of the spectrum, for 45% of reporting fish and wildlife agencies, the average salary for current employees for Level 5 is less than the average midpoint for published salary ranges; for 55% of fish and wildlife agencies, the average salary is more than the average midpoint at Level 5.

**Table 6. Unadjusted Average Salary Among Current Employees for Public Agencies (Individual Agencies by State).**

State, Territory, Province, or Organization	Level 1		Level 2		Level 3		Level 4		Level 5	
	Average Salary (\$)	Number of Staff	Average Salary (\$)	Number of Staff	Average Salary (\$)	Number of Staff	Average Salary (\$)	Number of Staff	Average Salary (\$)	Number of Staff
<b>State Inland Fisheries</b>										
Alabama	NA		46,036	12	67,216	13	84,276	2	90,725	1
Alaska	48,336	68	62,684	103	78,117	116	102,354	19	119,832	2
Arizona	30,631	4	42,915	16	56,598	17	61,297	4	77,091	1
Arkansas	40,460	12	45,000	24	52,919	15	67,634	4	80,452	1
California	56,760	125	74,952	75	78,936	25	86,352	12	87,024	1
Colorado	56,664	29	65,520	2	88,008	5	85,236	2	105,216	1
Connecticut	66,781	5	82,613	10	93,599	4	NA		114,172	1
Delaware	40,356	2	51,272	3	56,046	5	72,721	2	79,341	1
District of Columbia	45,345	2	56,389	3	67,600	1	76,996	1	88,545	1
Florida	30,659	14	37,072	60	50,381	73	70,303	15	84,172	8
Georgia	44,079	10	51,627	11	59,593	8	66,517	2	77,848	1
Hawaii	54,750	0	54,500	12	75,000	2	74,000	2	90,500	0
Idaho	47,382	34	58,864	19	68,057	9	74,380	5	83,304	1
Illinois	48,768	5	67,836	21	80,508	14	79,116	13	93,168	1
Indiana	36,043	11	45,288	11	52,901	4	66,747	3	85,878	1
Iowa	NA		66,000	30	78,500	5	82,000	2	92,000	1
Kansas	NA		45,808	26	49,683	8	53,721	4	61,838	1
Kentucky	ND	0	41,799	13	53,094	16	70,875	3	74,542	1
Louisiana	44,679	0	44,727	57	62,180	45	65,009	5	88,380	6
Maryland	42,271	13	51,419	17	65,475	13	77,715	10	92,914	1
Massachusetts	56,742	8	62,038	11	70,986	5	77,594	1	82,456	1
Michigan	62,754	9	64,000	20	78,145	13	89,731	6	103,473	1
Minnesota	46,834	64	54,789	92	66,962	44	85,608	7	97,196	3
Mississippi	27,780	1	31,463	4	34,734	2	43,977	5	45,185	3
Missouri	33,702	2	43,835	43	57,432	8	58,599	7	82,872	1
Montana	NA		46,459	35	53,888	10	67,895	11	85,426	1
Nebraska	33,355	16	43,572	23	57,221	22	69,111	4	88,593	1
Nevada	40,663	4	52,717	10	63,606	3	65,207	3	ND	0
New Hampshire	46,206	4	53,680	5	58,159	2	NA		72,582	1
New Jersey	51,046	0	61,253	0	82,565	4	NA		77,632	1
New Mexico	35,144	2	42,668	1	46,852	11	63,939	1	76,488	1
New York	62,215	30	80,540	13	92,974	3	NA		98,791	1
North Carolina	40,013	11	48,414	26	72,216	7	63,839	3	86,536	1
North Dakota	53,490	3	65,304	9	70,098	2	NA	0	89,736	1
Ohio	NA		52,594	25	65,376	7	73,600	2	69,555	1
Oklahoma	38,346	20	54,600	10	NA		66,480	1	66,712	1
Oregon	40,416	38	49,812	142	62,964	56	77,604	28	117,756	1
Pennsylvania	47,374	11	54,142	19	58,211	17	66,426	4	ND	
Rhode Island	45,027	0	48,169	0	63,488	14	78,443	2	81,951	1
South Carolina	29,160	7	38,201	14	45,636	26	54,708	16	92,720	6
South Dakota	35,693	4	43,534	13	47,590	3	52,011	2	58,981	1
Tennessee	50,988	17	58,980	14	71,712	4	71,904	1	85,752	1
Texas	40,894	12	53,421	33	64,561	30	85,306	12	107,637	1
Utah	40,924	0	40,248	24	54,850	7	67,226	8	88,733	1
Vermont	32,406	2	39,749	11	51,709	11	59,738	21	70,200	13
Virginia	48,545	4	54,308	10	64,296	4	72,891	4	94,653	2
Virgin Islands	27,386	1	40,137	1	65,490	0	68,804	0	85,000	1
Washington	30,996	4	48,000	200	50,000	50	55,000	20	70,000	12
West Virginia	32,028	5	47,916	1	50,105	7	NA		60,759	2
Wisconsin	46,823	0	50,708	47	61,158	35	75,660	9	91,782	1
Wyoming	45,768	14	56,067	38	67,295	26	84,871	7	109,493	1

**Table 6. Unadjusted Average Salary Among Current Employees for Public Agencies (Individual Agencies by State) (Continued).**

State, Territory, Province, or Org.	Level 1		Level 2		Level 3		Level 4		Level 5	
	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff
<b>State Marine Fisheries</b>										
Alabama	ND	1	40,000	5	ND	0	58,000	2	ND	1
Connecticut	66,781	2	82,613	7	93,599	1	NA		114,172	1
Florida	31,068	3	37,537	8	49,695	4	56,218	3	73,640	5
Georgia	42,438	2	46,844	4	54,489	3	59,442	1	73,884	2
Maine	44,614	12	48,715	11	49,773	6	40,233	2	78,945	1
Massachusetts	47,791	6	57,705	24	70,617	7	79,734	10	97,300	3
Mississippi	28,949	3	31,277	11	44,808	0	40,279	17	51,939	7
New Hampshire	44,395	5	48,819	2	57,935	1	NA		66,000	1
New Jersey	52,000	4	63,350	0	82,500	4	93,800	1	100,800	2
New York	62,215	9	80,540	6	92,974	2	NA		ND	1
North Carolina	38,293	11	43,380	21	53,044	6	64,499	9	95,341	2
Rhode Island	43,483	0	48,169	0	62,000	2	79,000	2	87,000	1
South Carolina	28,971	32	35,319	22	44,878	19	57,875	5	92,720	6
Texas	46,261	10	55,800	44	64,840	19	86,809	8	107,637	1
Virginia	36,185	5	48,360	3	53,566	5	78,710	1	98,000	1
<b>Government (Federal, State, Local, or Combination)</b>										
Columbia R. Estuary Study Task Force	NA		44,625	4	59,500	2	NA		NA	
Gulf of Mexico Fishery Management Council (Florida)	NA		47,000	1	90,000	6	145,000	1	147,000	1
International Pacific Halibut Commission (Washington)	52,000	8	64,124	1	100,000	9	153,719	1	NA	
North Pacific Fishery Management Council (Alaska)	48,000	2	72,000	4	115,000	6	140,000	2	NA	
Pacific Fishery Management Council (Oregon)	NA		NA		109,261	7	NA		NA	
Susquehanna River Basin Commission	44,212	2	55,406	2	63,621	1	NA		NA	
USGS (Georgia)	32,500	2	68,809	1	68,809	1	130,796	0	ND	0
USDA Forest Service (New Mexico)	32,359	25	50,611	114	80,276	129	106,358	1	ND	4
<b>Tribal Governments</b>										
California Tribal Govt./Org.	NA		55,737	3	73,202	2	111,010	1	115,690	1
Idaho Tribal Govt./Org.	50,747	5	62,331	4	78,865	10	111,072	1	103,500	2
Oregon Tribal Govt./Org.	40,000	4	45,000	2	65,000	1	65,000	1	75,000	1
Washington Tribal Govt./Org. 1	38,220	ND	44,500	3	51,335	1	NA		NA	
Washington Tribal Govt./Org. 2	50,336	3	58,006	4	47,008	1	70,906	3	110,000	1
Washington Tribal Govt./Org. 3	43,017	1	44,937	3	53,302	4	54,538	1	84,215	1
Washington Tribal Govt./Org. 4	51,147	10	68,016	19	74,984	33	78,998	4	86,392	2
Wisconsin Tribal Govt./Org.	29,000	0	37,250	2	41,000	1	NA		NA	
<b>Canadian Provinces</b>										
Nunavut	95,000	1	ND	0	ND	0	ND	2	120,000	1
Prince Edward Island	53,606	0	64,155	1	57,472	2	69,830	2	89,277	2
Saskatchewan	66,218	3	ND	4	91,742	2	ND	1	ND	1
Yukon	75,692	1	82,000	1	99,840	1	NA		NA	

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.



**Table 7. Unadjusted Average Salary Among Current Employees for Public Agencies (Overall Averages by Agency Type).**

State, Territory, Province, or Organization Category	Level 1		Level 2		Level 3		Level 4		Level 5	
	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff
State Fish and Wildlife Agencies (Inland)	43,482	12	52,424	28	63,694	16	71,409	6	85,828	2
State Fish and Wildlife Agencies (Marine)	43,817	7	51,229	11	62,480	5	66,217	4	87,491	2
State Fish and Wildlife Agencies (Inland and Marine)	43,561	11	52,153	24	63,428	14	70,316	5	86,177	2
Government (Federal, State, Local, or Combination)	41,814	8	57,511	18	85,808	20	135,175	1	147,000	2
Tribal Governments/ Organizations	43,210	4	51,972	5	60,587	7	81,921	2	95,800	1
All U.S. Government Agencies / Organizations	43,718	11	52,709	21	65,426	14	76,286	5	87,895	2
Canadian Provinces	72,629	1	73,078	2	83,018	1	ID	2	104,639	1

*Note.* Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 8. State Fish and Wildlife Agencies in Which the Average Salary for Current Employees Is Greater Than the Average Midpoint of the Published Salary Range for State Fish and Wildlife Agencies (Inland and Marine).**

State, Territory, or Province	Level 1	Level 2	Level 3	Level 4	Level 5
<b>State Inland Fisheries</b>					
Alabama	NA		√	√	√
Alaska	√	√	√	√	√
Arizona					
Arkansas					
California	√	√	√	√	√
Colorado	√	√	√	√	√
Connecticut	√	√	√	NA	√
Delaware				√	
District of Columbia		√	√	√	√
Florida					√
Georgia					
Hawaii	√		√	√	√
Idaho	√	√	√	√	
Illinois	√	√	√	√	√
Indiana					√
Iowa	NA	√	√	√	√
Kansas	NA				
Kentucky	ND				
Louisiana					√
Maryland			√	√	√
Massachusetts	√	√	√	√	
Michigan	√	√	√	√	√
Minnesota			√	√	√
Mississippi					
Missouri					
Montana	NA				√
Nebraska					√
Nevada			√		ND
New Hampshire				NA	
New Jersey	√	√	√	NA	
New Mexico					
New York	√	√	√	NA	√
North Carolina			√		√
North Dakota	√	√	√	NA	√
Ohio	NA		√	√	
Oklahoma			NA		
Oregon			√	√	√
Pennsylvania	√				NA
Rhode Island			√	√	

**Table 8. State Fish and Wildlife Agencies in Which the Average Salary for Current Employees Is Greater Than the Average Midpoint of the Published Salary Range for State Fish and Wildlife Agencies (Inland and Marine). (Continued).**

State, Territory, or Province	Level 1	Level 2	Level 3	Level 4	Level 5
<b>State Inland Fisheries (Continued)</b>					
South Carolina					√
South Dakota					
Tennessee	√	√	√	√	√
Texas			√	√	√
Utah					√
Vermont					
Virginia	√		√	√	√
Virgin Islands			√		
Washington					
West Virginia				NA	
Wisconsin				√	√
Wyoming		√	√	√	√
<b>State Marine Fisheries</b>					
Alabama	ND		ND		ND
Connecticut	√	√	√	NA	√
Florida					
Georgia					
Maine					
Massachusetts	√	√	√	√	√
Mississippi					
New Hampshire				NA	
New Jersey	√	√	√	√	√
New York	√	√	√	NA	ND
North Carolina					√
Rhode Island				√	√
South Carolina					√
Texas		√	√	√	√
Virginia				√	√
<b>Published Average Salary Midpoint for State Fish and Wildlife Agencies (Inland and Marine) (see Table 3)</b>	<b>\$47,151</b>	<b>\$54,967</b>	<b>\$62,705</b>	<b>\$71,184</b>	<b>\$85,062</b>
<b>Percent of State Fish and Wildlife Agencies (Inland and Marine) Exceeding Published Average Salary Midpoint</b>	<b>28%</b>	<b>30%</b>	<b>47%</b>	<b>47%</b>	<b>55%</b>

## **UNADJUSTED AVERAGE SALARIES AMONG CURRENT EMPLOYEES FOR PRIVATE INDUSTRY**

Table 9 displays the average salary, unadjusted for costs of living, among current employees for each reporting private industry. Private industries requested anonymity in providing their responses and have been listed by state. Private industries were grouped into five categories: non-profit organization, private sector environmental consulting firm, animal aquaculture/fish hatchery, power and/or utilities companies, and other, where categorization was not easily determined.

Table 10 shows the average salary and number of staff overall by agency type and groupings. The averages for current salaries for animal aquaculture/fish hatcheries, power and/or utility companies, and other organizations have not been provided separately in Table 10 because the sample size was too low; however, these averages were used to calculate the overall average among all reporting private industries.

- Among private industry, the average salary for published agency salary ranges is \$41,588 for Level 1 employees, \$50,646 for Level 2 employees, \$68,258 for Level 3 employees, \$84,993 for Level 4 employees, and \$99,673 for Level 5 employees.
  - Compared to state fish and wildlife agencies, the average salary among current employees in the private industry is slightly lower for lower level employees but substantially higher for upper level employees.
  - The data suggest a disparity between non-profit organizations and other sectors; the average salary for non-profit organizations is substantially lower than the overall average for private industry and is also substantially lower when compared to private sector environmental consulting firms and government agencies and organizations.

**Table 9. Unadjusted Average Salary Among Current Employees for Private Industry (Individual Organizations by State).**

Resident State of Organization	Level 1		Level 2		Level 3		Level 4		Level 5	
	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff	Average Salary (\$)	No. of Staff
<b>Nonprofit Organizations</b>										
Alabama	NA		55,000	2	87,000	1	NA		NA	
Alaska	32,500	6	41,712	1	47,316	1	49,368	4	60,408	2
Alaska	57,500	1	NA		68,500	1	NA		NA	
Alaska	NA		NA		33,600	1	85,000	1	NA	
Alaska	NA		47,734	3	64,421	2	63,240	1	82,460	1
California	35,360	1	72,800	1	NA		NA		NA	
Idaho	NA		41,000	1	60,000	1	NA		NA	
Massachusetts	32,000	4	40,069	14	62,306	10	NA		NA	
Pennsylvania	44,212	2	55,405	2	63,621	1	NA		NA	
Utah	43,420	2	31,200	2	37,440	2	NA		62,000	1
Washington	40,000	1	43,000	1	49,000	2	90,000	1	NA	
Washington	58,800	211	NA		72,900	2	NA		NA	
West Virginia	32,000	1	57,700	1	64,900	1	131,500	3	NA	
British Columbia	46,700	4	52,000	2	64,000	3	78,000	1	78,000	1
Ontario	NA		NA		61,800	1	NA		NA	
<b>Private Sector Environmental Consulting Firms</b>										
Alabama	NA		NA		40,000	1	NA		NA	
Alaska	34,000	115	45,000	115	55,000	115	NA		NA	
Alaska	32,000	1	64,152	1	NA		NA		NA	
California	27,310	3	45,007	5	83,568	11	NA		NA	
Colorado	34,000	5	37,000	3	45,000	1	55,000	1	NA	
Colorado	33,280	1	37,440	1	46,800	2	NA		NA	
Florida	39,745	6	42,280	2	54,400	2	60,415	1	NA	
Idaho	NA		NA		75,000	1	112,000	1	NA	
Idaho	38,000	2	58,000	3	75,000	2	NA		NA	
Minnesota	30,000	1	NA		50,000	1	NA		NA	
Missouri	31,200	1	41,600	1	47,840	1	NA		NA	
Montana	40,000	1	NA		65,000	3	NA		NA	
New York	29,000	1	NA		ND	1	NA		NA	
New York	NA		34,000	1	51,000	4	120,000	5	125,000	2
Oregon	NA		NA		90,000	4	NA		NA	
Oregon	44,464	7	62,881	8	76,460	3	94,004	3	127,626	2
Tennessee	NA		50,000	2	90,000	2	NA		NA	
Washington	33,000	1	50,000	1	90,000	2	NA		NA	
Alberta	64,397	6	72,134	6	96,512	5	NA		NA	
Alberta	43,500	2	50,000	2	65,000	2	85,000	1	130,000	2
British Columbia	71,125	5	91,250	4	116,500	1	NA		NA	
British Columbia	NA		NA		80,000	2	NA		NA	
British Columbia	42,000	1	4,500	2	ND	1	NA		NA	
British Columbia	NA		NA		NA		ND	1	NA	
Manitoba	NA		NA		90,000	1	NA		NA	
<b>Animal Aquaculture/Fish Hatcheries</b>										
Massachusetts	28,600	11	NA		80,000	1	100,000	1	NA	
Minnesota	32,000	3	44,000	2	65,000	1	68,000	1	NA	
New Hampshire	27,000	3	35,000	1	49,000	2	54,000	1	NA	
<b>Power and/or Utilities Companies</b>										
Washington	NA		NA		73,000	1	NA		NA	
Washington	64,022	1	70,283	2	88,180	5	98,058	3	131,893	1
Washington	NA		83,221	3	99,570	2	NA		NA	
Washington	51,278	1	69,954	1	92,206	1	101,302	1	NA	
<b>Other</b>										
California	NA		46,000	1	ND	1	NA		NA	
Oregon	80,000	5	NA		NA		NA		NA	

Note. Salaries are given in U.S. dollars for U.S. agencies and in Canadian dollars for Canadian agencies. Abbreviations: NA, not applicable; ND, no data available or reported. Nonresponding agencies are omitted.

**Table 10. Unadjusted Average Salary Among Current Employees for Private Industry (Overall Averages by Organization Type).**

Industry Category	Level 1		Level 2		Level 3		Level 4		Level 5	
	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff	Average Salary (\$)	Avg. No. of Staff
All Private Industry	41,588	12.6	50,646	6.0	68,258	4.7	84,993	1.7	99,673	1.5
Nonprofit Organization	42,249	23.3	48,875	2.7	59,772	2.1	82,851	1.8	70,717	1.3
Private Sector Environmental Consulting Firm	39,237	9.4	49,078	9.8	70,623	7.3	87,737	1.9	127,542	2.0
All U.S. Government Agencies / Organizations (Table 7)	43,931	11	52,895	21	65,683	14	76,656	5	88,377	2

## **ADJUSTED AVERAGE SALARIES AMONG CURRENT EMPLOYEES FOR STATE FISH AND WILDLIFE AGENCIES**

Table 11 displays the average salary for state fish and wildlife agencies, adjusted based on the American Chamber of Commerce Researchers Association COLI. The table ranks state fish and wildlife agencies by Level 2 (by far the most populous level). Private industry average salaries could not be adjusted because several organizations were nationwide and/or had companies in several states. Additionally, West Virginia and Wyoming were excluded from the table because a COLI was unavailable for these two states.

- The top five states for Level 2 adjusted average salaries for inland fisheries are Iowa, Illinois, Michigan, North Dakota, and Tennessee.
- The top five states for Level 2 adjusted average salaries for marine fisheries are Connecticut, Texas, New York, Virginia, and Georgia.

**Table 11. COLI-Adjusted Average Salaries and Rank of State Fish and Wildlife Agencies (Ranked by Level 2).**

State, Territory, or Province	COLI	Level 1		Level 2		Level 3		Level 4		Level 5	
		Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank
State Inland Fisheries											
Iowa	1.140	NA		75,234	1	89,483	2	93,472	4	104,872	4
Illinois	1.101	53,681	6	74,670	2	88,618	3	87,086	7	102,553	8
Michigan	1.121	70,317	1	71,713	3	87,563	4	100,545	1	115,943	2
North Dakota	1.064	56,940	4	69,515	4	74,619	9	NA		95,523	18
Tennessee	1.169	59,624	2	68,970	5	83,859	5	84,083	9	100,277	12
Colorado	1.048	59,394	3	68,677	6	92,249	1	89,343	5	110,286	3
Idaho	1.152	54,590	5	67,818	7	78,410	7	85,695	8	95,976	17
Connecticut	0.794	53,003	8	65,568	8	74,287	11	NA		90,616	22
Oklahoma	1.163	44,589	20	63,489	9	NA		77,303	17	77,573	32
New York	0.778	48,405	13	62,663	10	72,337	13	NA		76,863	33
Texas	1.153	47,166	14	61,615	11	74,463	10	98,390	2	124,147	1
California	0.816	46,344	17	61,198	12	64,451	23	70,506	28	71,054	35
Virginia	1.102	53,486	7	59,835	13	70,840	15	80,309	14	104,286	5
Ohio	1.130	NA		59,419	14	73,860	12	83,151	10	78,581	30
Nevada	1.119	45,501	19	58,989	15	71,173	14	72,965	22		45
Georgia	1.132	49,884	10	58,427	16	67,442	18	75,278	20	88,101	25
Minnesota	1.040	48,718	12	56,993	17	69,655	16	89,051	6	101,105	11
Pennsylvania	1.044	49,450	11	56,515	18	60,762	29	69,337	30	NA	
Wisconsin	1.084	50,745	9	54,955	19	66,280	19	81,997	12	99,469	13
North Carolina	1.111	44,443	21	53,774	20	80,211	6	70,907	27	96,117	16
Kansas	1.149	NA		52,627	21	57,079	33	61,718	36	71,043	36
Alabama	1.135	NA		52,245	22	76,282	8	95,643	3	102,962	6
Indiana	1.150	41,435	22	52,063	23	60,815	28	76,733	19	98,726	14
Arkansas	1.156	46,753	15	51,999	24	61,150	27	78,153	16	92,965	21
Massachusetts	0.815	46,250	18	50,567	25	57,861	32	63,247	34	67,210	38
Delaware	0.980	39,543	24	50,240	26	54,918	36	71,257	26	77,743	31
Missouri	1.136	38,281	26	49,790	27	65,234	22	66,560	32	94,130	19
Nebraska	1.142	38,100	29	49,770	28	65,361	21	78,942	15	101,196	10
Alaska	0.785	37,955	30	49,221	29	61,339	26	80,370	13	94,095	20
Louisiana	1.099	NA		49,171	30	68,358	17	71,468	24	97,161	15
Washington	1.020	31,603	36	48,940	31	50,979	41	56,077	38	71,371	34
Montana	1.052	NA		48,897	32	56,716	34	71,458	25	89,909	23
Kentucky	1.163	ND		48,593	33	61,724	25	82,395	11	86,658	26
New Hampshire	0.889	41,075	23	47,719	34	51,700	39	NA		64,521	39
South Dakota	1.072	38,273	27	46,681	35	51,030	40	55,771	39	63,245	41
Oregon	0.932	37,686	31	46,447	36	58,710	30	72,361	23	NA	
New Mexico	1.085	38,135	28	46,299	37	50,839	42	69,380	29	82,997	27
Utah	1.142	46,740	16	45,969	38	62,646	24	76,781	18	101,345	9
Arizona	1.023	31,325	37	43,887	39	57,880	31	62,686	35	78,837	29
Maryland	0.851	35,960	32	43,742	40	55,699	35	66,112	33	79,042	28
South Carolina	1.108	32,324	35	42,346	41	50,587	43	60,643	37	102,780	7
Rhode Island	0.856	38,563	25	41,254	42	54,373	37	67,181	31	70,186	37
District of Columbia	0.724	32,839	33	40,836	43	48,955	44	55,760	40	64,124	40
Florida	1.066	32,696	34	39,535	44	53,728	38	74,973	21	89,763	24
Mississippi	1.126	31,288	38	35,436	45	39,120	47	49,530	42	50,890	44
Vermont	0.869	28,147	39	34,525	46	44,913	46	51,887	41	60,974	43
Hawaii	0.617	NA		33,621	47	46,267	45	45,650	43	NA	
New Jersey	0.800	NA		NA		66,027	20	NA		62,082	42



**Table 11. COLI-Adjusted Average Salaries and Rank of State Fish and Wildlife Agencies (Ranked by Level 2) (Continued).**

State, Territory, or Province	COLI	Level 1		Level 2		Level 3		Level 4		Level 5	
		Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank	Adjusted Average Salary (\$)	Rank
State Marine Fisheries											
Connecticut	0.794	53,003	3	65,568	1	74,287	2	NA		90,616	5
Texas	1.153	53,357	2	64,359	2	74,785	1	100,124	1	124,147	1
New York	0.778	48,405	4	62,663	3	72,337	3	NA		NA	
Virginia	1.102	39,868	9	53,282	4	59,018	6	NA		107,974	2
Georgia	1.132	48,027	5	53,014	5	61,666	5	67,271	5	83,615	6
North Carolina	1.111	42,533	6	48,183	6	58,917	7	71,640	3	105,897	3
Massachusetts	0.815	38,955	11	47,035	7	57,560	8	64,991	7	79,309	9
Maine	0.951	42,410	7	46,309	8	47,315	13	38,246	11	75,046	11
Alabama	1.135	57,879	1	45,395	9	NA		65,823	6	82,490	7
New Hampshire	0.889	39,465	10	43,397	10	51,501	11	NA		58,670	13
Florida	1.066	33,132	12	40,030	11	52,996	10	59,952	9	78,532	10
South Carolina	1.108	32,114	14	39,151	12	49,747	12	64,154	8	102,780	4
Mississippi	1.126	32,604	13	35,226	13	36,702	14	45,365	10	58,497	14
New Jersey	0.800	41,584	8	NA		65,975	4	75,012	2	80,610	8
Rhode Island	0.856	NA		NA		53,099	9	67,658	4	74,510	12

## STAFFING FOR PUBLIC AGENCIES AND PRIVATE INDUSTRY

- The number of staff among public agencies varies widely, with nearly half of all staff (42%) at Level 2 (Table 12).
- As shown in Table 13, slightly less than half of all private industry fisheries employees (48%) are in Level 1.

**Table 12. Staffing Among Current Employees for Public Agencies.**

State, Territory, Province, or Organization Category	Total Number of Agencies Reporting	Total Number of Staff Reported	Percentage of Staff by Employment Level for Public Agencies				
			Level 1 (%)	Level 2 (%)	Level 3 (%)	Level 4 (%)	Level 5 (%)
State Inland Fisheries	52	3267	19	43	25	9	3
State Marine Fisheries	16	448	23	38	18	14	8
Government (Federal, State, Local, or Combination)	8	337	12	38	48	1	1
Tribal Governments	8	135	17	30	39	8	6
Canadian Provinces	4	25	20	24	20	20	16
<b>Total</b>	<b>88</b>	<b>4212</b>	<b>19</b>	<b>42</b>	<b>27</b>	<b>9</b>	<b>3</b>

**Table 13. Staffing Among Current Employees for Private Industry.**

Entity Category	Total Number of Entities Reporting	Total Number of Staff Reported	Percentage of Staff by Employment Level for Private Industry				
			Level 1 (%)	Level 2 (%)	Level 3 (%)	Level 4 (%)	Level 5 (%)
Nonprofit organization	17	309	75	10	10	4	2
Private sector environmental consulting firm	26	503	32	31	33	3	1
Animal aquaculture/fish hatchery	3	27	63	11	15	11	0
Power and/or utilities company	4	22	9	27	41	18	5
Other	2	7	71	14	14	0	0
<b>Total</b>	<b>52</b>	<b>868</b>	<b>48</b>	<b>23</b>	<b>24</b>	<b>4</b>	<b>1</b>

## **YEARS OF EXPERIENCE AMONG PUBLIC AGENCIES AND PRIVATE INDUSTRY**

- Staff longevity is valued for state fish and wildlife agencies; the mean is more than 10 years of experience for Level 2 and above, with those at Level 4 and 5 offering 20 years of experience or more (Table 14).
- As shown in Table 15, the data suggest that the mean number of years of experience is much lower for the private sector.

**Table 14. Years of Experience Among Current Employees for Public Agencies.**

Entity Category	Level 1			Level 2			Level 3			Level 4			Level 5		
	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)
State Inland Fisheries	1-25	9.00	8	0-37	13.63	14	5-38	18.83	19.5	5-39	19.88	20	1-43	21.98	22
State Marine Fisheries	1-34	8.33	6	0-24	10.13	10	6-35	19.21	18.5	3-33	18.62	20	1-33	20.69	20.5
Government (Federal, State, Local, or Combination)	1-15	5.00	2	1-5	2.20	1	1-25	11.33	7.5	14-18	15.50	15	3-16	9.50	9.5
Tribal Governments	1-12	4.50	4	5-15	8.75	8	0-25	9.63	10	6-28	15.50	14	10-30	17.33	13.5
Canadian Provinces	3-10	6.50	6.5	2-11	6.50	6.5	4-5	4.50	4.5	0-9	4.50	4.5	12-14	13.00	13
<b>Total</b>	<b>1-34</b>	<b>8.24</b>	<b>7</b>	<b>0-37</b>	<b>11.62</b>	<b>11</b>	<b>0-38</b>	<b>16.91</b>	<b>18</b>	<b>0-39</b>	<b>18.79</b>	<b>19</b>	<b>1-43</b>	<b>20.76</b>	<b>21</b>

**Table 15. Years of Experience Among Current Employees for Private Industry.**

Entity Category	Level 1			Level 2			Level 3			Level 4			Level 5		
	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)	Range (number of years)	Mean (number of years)	Median (number of years)
Nonprofit organization	1-4	2.60	2.5	3-15	7.09	6	2-24	10.21	8	1-13	8.00	8.5	5-22	11.25	9
Private sector environmental consulting firm	1-8	2.53	2	2-15	5.19	4.50	2-27	7.90	7	1-35	13.57	10	5-38	19.33	15
Animal aquaculture/fish hatchery	2-4	3.00	3	5	5.00	5	5-20	11.00	8	1-5	2.33	1	ND	ND	ND
Power and/or utilities company	4-5	4.50	4.5	3-17	8.00	4	11-21	15.25	14.5	4-10	7.00	7	13	13.00	13
Other	15	15.00	15	9	9.00	9	10	10.00	10	ND	ND	ND	ND	ND	ND
<b>Total</b>	<b>1-15</b>	<b>3.09</b>	<b>3</b>	<b>2-17</b>	<b>6.18</b>	<b>5</b>	<b>2-27</b>	<b>9.60</b>	<b>10</b>	<b>1-35</b>	<b>9.11</b>	<b>8</b>	<b>5-38</b>	<b>14.50</b>	<b>11.5</b>

## **BONUSES AND RAISES**

### **FACTORS RELATED TO SALARY INCENTIVES AND/OR BONUSES**

- As shown in Table 16, the majority of public agencies (65%) offer salary incentives and/or bonuses based on cost of living. Slightly less than half of all public agencies (48%) offer salary incentives and/or bonuses based on length of service.
- In private industry, nearly half of all organizations (48%) offer salary incentives and/or bonuses based on cost of living. Roughly a third offer salary incentives and/or bonuses based on continuing education (35%), length of service (31%), and other factors (31%) (Table 17). Among private industries that listed other reasons for offering salary incentives and/or bonuses, the top reason was performance or merit-based pay incentives.

### **FACTORS RELATED TO RAISES**

- As shown in Figure 1, slightly less than half of all public agencies (48%) have given employees a raise since January 1, 2011.
  - Table 18 shows that the majority of public agencies (68%) have given raises based on merit since January 1, 2011; a majority (61%) have given raises based on career ladder, as well.
- As shown in Figure 2, the majority of private industries (62%) have given employees a raise since January 1, 2011.
  - Table 19 shows that the vast majority of private industries reward employees based on merit; 88% of private industries have given employees a raise based on merit since January 1, 2011. A majority (81%) have given employees a raise based on career ladder since January 1, 2011.

**Table 16. Percentage of Public Agencies That Offer Salary Incentives and/or Bonuses for Fisheries Employees Based on the Following Factors.**

Percent of Departments That Base Salary Incentives and/or Bonuses on Each of the Following						
	Length of Service	Continuing Education	AFS Certification	Certification Other Than AFS Certification	Other	Cost of Living
State Inland Fisheries	48	17	6	0	10	56
State Marine Fisheries	50	31	0	0	6	81
Government (Federal, State, Local, or Combination)	67	17	17	17	67	83
Tribal Governments	25	0	0	13	13	100
Canadian Provinces	50	25	0	0	25	25
<b>Total</b>	<b>48</b>	<b>19</b>	<b>5</b>	<b>2</b>	<b>14</b>	<b>65</b>

**Table 17. Percentage of Private Industries That Offer Salary Incentives and/or Bonuses for Fisheries Employees Based on the Following Factors.**

Percent of Industries That Base Salary Incentives and/or Bonuses on Each of the Following						
	Length of Service	Continuing Education	AFS Certification	Certification Other Than AFS Certification	Other	Cost of Living
Non-profit organization	41	24	12	12	35	47
Private sector environmental consulting firm	35	42	19	23	31	46
Animal aquaculture/fish hatchery	0	67	0	33	0	67
Power and/or utilities company	0	25	25	25	0	50
Other	0	0	0	0	100	50
<b>Total</b>	<b>31</b>	<b>35</b>	<b>15</b>	<b>19</b>	<b>31</b>	<b>48</b>

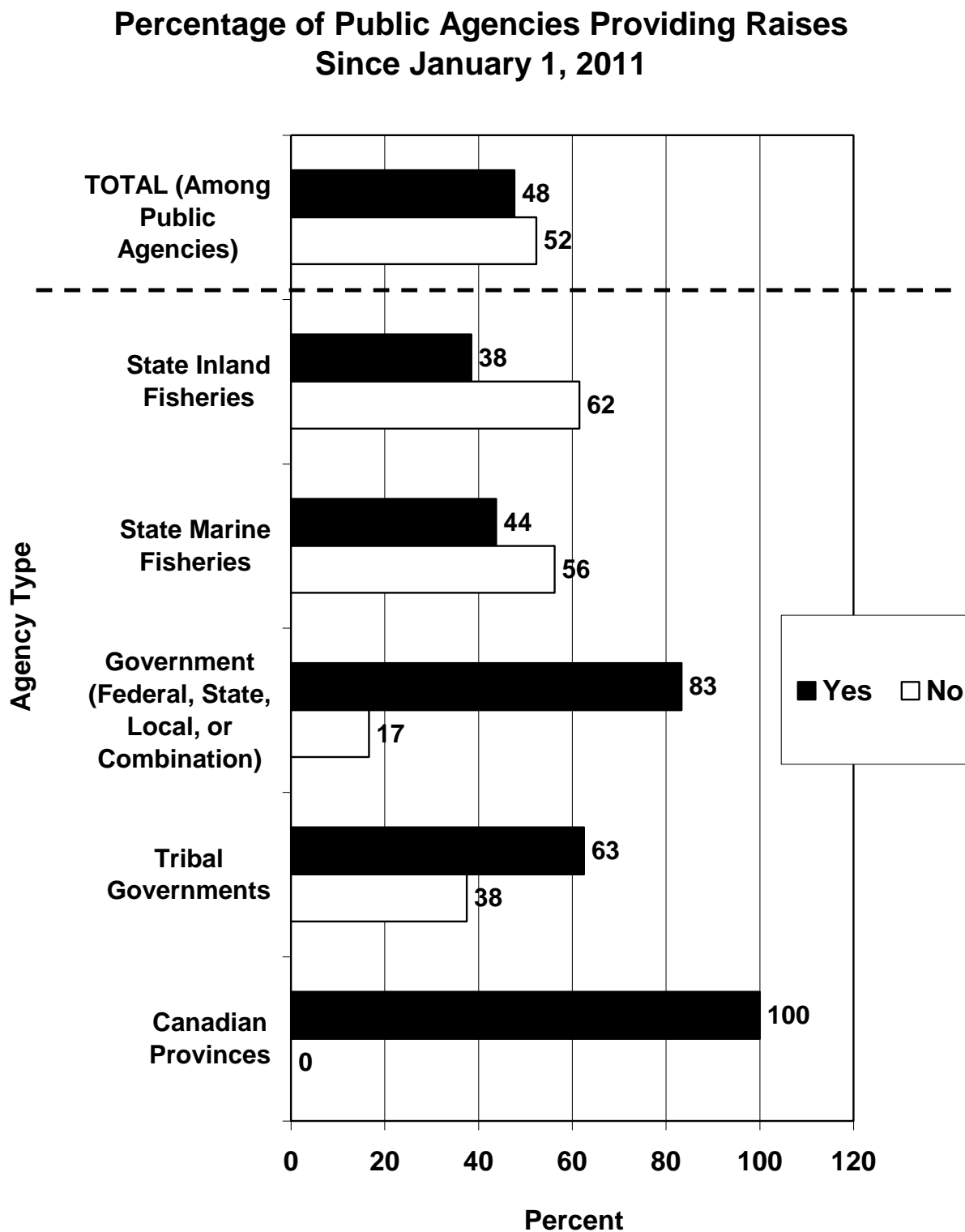
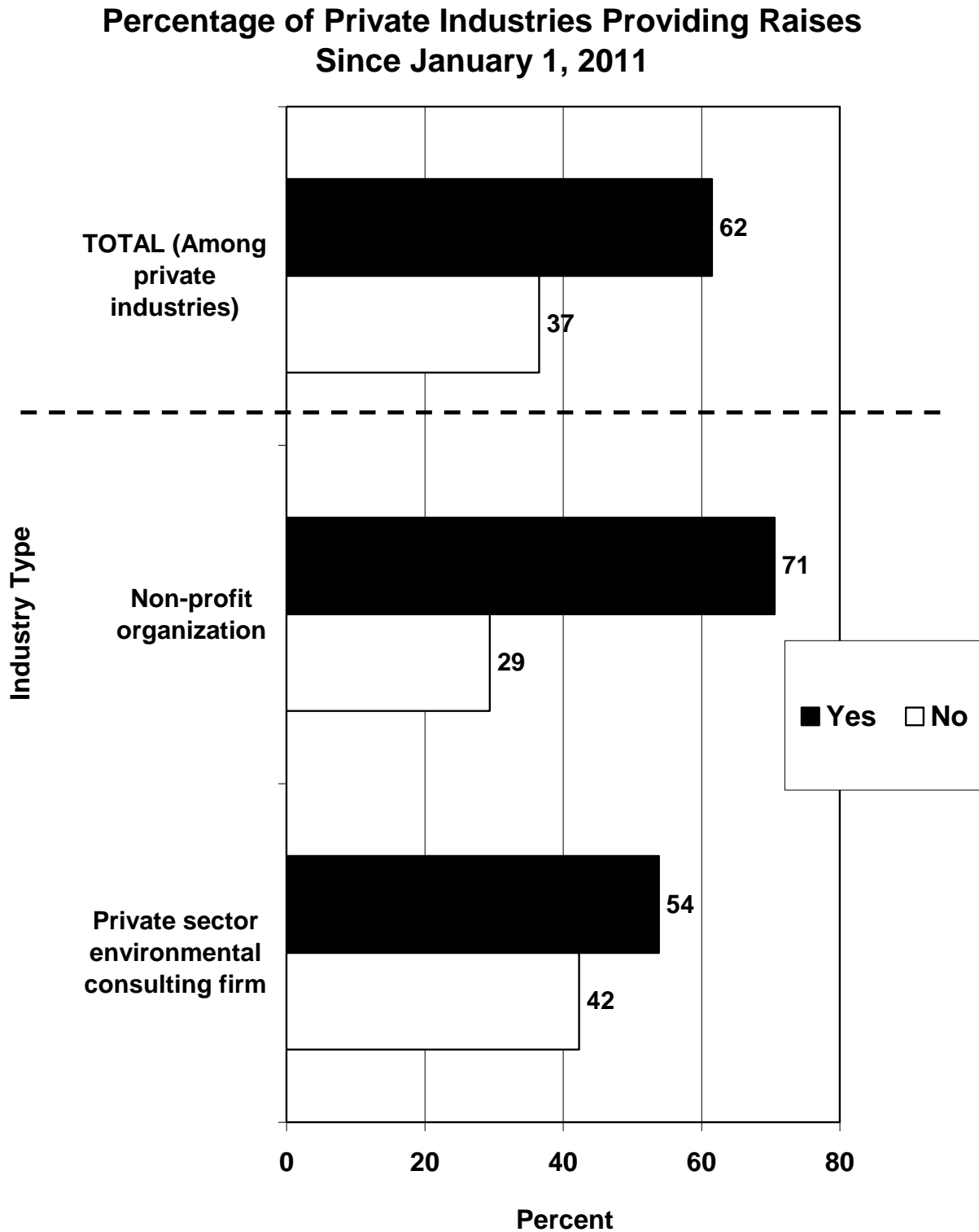
**Figure 1. Percentage of Public Agencies Providing Raises Since January 1, 2011.**

Figure 2. Percentage of Private Industries Providing Raises Since January 1, 2011.





**Table 18. Percentage of Public Agencies That Have Given Raises Since January 1, 2011, Based on the Following Factors (Among Public Agencies That Have Given Raises).**

<b>Entity Category</b>	<b>Merit</b>	<b>Market Survey</b>	<b>Career Ladder</b>
State Inland Fisheries	55	30	50
State Marine Fisheries	57	14	71
Government (Federal, State, Local, or Combination)	100	40	100
Tribal Governments	100	40	60
Canadian Provinces	75	50	50
<b>Total</b>	<b>68</b>	<b>32</b>	<b>61</b>

**Table 19. Percentage of Private Industries That Offer Salary Incentives and/or Bonuses for Fisheries Employees Based on the Following Factors.**

<b>Entity Category</b>	<b>Merit</b>	<b>Market Survey</b>	<b>Career Ladder</b>
Non-profit organization	83	67	75
Private sector environmental consulting firm	93	57	93
Animal aquaculture/fish hatchery	100	100	100
Power and/or utilities company	100	100	50
Other	50	0	50
<b>Total</b>	<b>88</b>	<b>63</b>	<b>81</b>

## CONCLUSIONS

- **There are some inherent challenges with the five-level employee classification system.** The five-level employee classification system requires subjective decision-making on the part of the agencies and organizations. As a result, salary ranges, midpoints, and averages should be interpreted with caution because of underlying uncertainties and differences in position requirements that did not match the five-level structure described in the survey.
- **Agencies and organizations experienced difficulty in determining the number of staff above the 80<sup>th</sup> salary percentile.** Several agencies reported having trouble with calculations related to determining the number of staff above the 80<sup>th</sup> salary percentile. Based on these difficulties, two recommendations should be considered for future surveys: (1) the survey should be clear as to whether the 80<sup>th</sup> percentile is referring to the published salary range or to the current employee salary range, and (2) the survey should provide a formula to assist agencies and organizations with calculations related to this question. Because of problems in interpretation, this information has not been included in the final report.
- **The AFS may want to refine its approach to surveying private industry.** To increase representativeness among the sample, the AFS may want to consider developing a comprehensive database for survey distribution among private industry. Additionally, the AFS may consider taking proactive measures to obtain additional responses by advertising the survey on its website or sending a letter to private industries and organizations to encourage their participation. The private industry sample for this survey is small because of representatives' hesitancy to provide detailed salary-specific information. In the future, proactive notification and additional incentives should be considered to encourage a better response to the survey.
- **In general, the average salary midpoints for published salary ranges for lower level employees among public agencies in the U.S. are comparable.** In the United States, the average salary midpoints for published salary ranges among Level 1 and Level 2 employees are relatively comparable. However, Level 3, Level 4, and Level 5 average salary midpoints for published salary ranges are significantly higher for government (federal, state, local, or combination) than for state fish and wildlife agencies and tribal governments/organizations.
- **In general, the average salary midpoints for published salary ranges for lower level employees among public agencies and private industry are comparable.** The published salary ranges for private industry for lower level employees are comparable to those in the public sector; however, the average salary midpoints for published salary ranges among private industry are substantially higher than the average salary midpoints among the public sector for upper level employees (i.e., Level 4 and Level 5).
- **In general, the average salaries for current employees in the lower levels (Level 1 and Level 2) at fish and wildlife agencies are lower than the average salary midpoints for published salary ranges.** For 72% of reporting fish and wildlife

agencies, the average salary for current employees for Level 1 is less than the average midpoint for published salary ranges; on the other hand, for 28% of fish and wildlife agencies, the average salary is more than the average midpoint. For 70% of reporting fish and wildlife agencies, the average salary for current employees for Level 2 is less than the average midpoint for published salary ranges; on the other hand, for 30% of fish and wildlife agencies, the average salary is more than the average midpoint.

- **Conversely, the average salary midpoint for current employees in the uppermost level (Level 5) at fish and wildlife agencies is higher than the average published salary midpoint.** For 55% of reporting fish and wildlife agencies, the average salary for current employees for Level 5 is more than the average midpoint for published salary ranges.
- **The data suggest a disparity between non-profit organizations and other sectors.** The average salary for non-profit organizations is substantially lower than the overall average for private industry and is also substantially lower when compared to private sector environmental consulting firms and government agencies and organizations.
- **Lower level positions are the most populous among both public agencies and private industry.** Nearly half of all staff (42%) in public agencies are in Level 2, while slightly less than half of all private industry fisheries employees (48%) are in Level 1.
- **Staff longevity is greater for public agencies than for private industry.** Regarding years of experience, the total mean among all public agencies is more than 10 years of experience for Level 2 and above, with those at Level 4 and 5 offering 20 years of experience or more. The total mean number of years of experience is much lower for the private sector.
- **Public agencies are more likely to offer salary incentives and/or bonuses based on cost of living and length of service than are private industries.** The majority of public agencies (65%) offer salary incentives and/or bonuses based on cost of living. Slightly less than half of all public agencies (48%) offer salary incentives and/or bonuses based on length of service. In private industry, nearly half of all organizations (48%) offer salary incentives and/or bonuses based on cost of living. Roughly a third offer salary incentives and/or bonuses based on continuing education (35%), length of service (31%), and other factors (31%) (Table 17). Among private industries that listed other reasons for offering salary incentives and/or bonuses, the top reason was performance or merit-based pay incentives.
- **Private industries are more likely than public agencies to have given merit-based raises and career ladder raises since January 1, 2011.** A large majority of private industries (88%) have given employees a raise based on merit since January 1, 2011; 68% of public agencies have given raises based on merit. Similarly, most private industries (81%) have given employees a raise based on career ladder since January 1, 2011, while 61% of public agencies have given raises based on career ladder.

## NOTES REGARDING SURVEY RESPONSES

### STATE FISH AND WILDLIFE AGENCIES

#### Alabama

Alabama provided separate surveys for its inland and marine divisions. Although the Alabama Department of Conservation and Natural Resources, Wildlife and Freshwater Fisheries Division, has a published listing for Biologist I, the entry level position in the Division is Biologist II. For this reason, Level 1 data are included in the summary of published salary data, but they are excluded from the summary of salary data for current employees. The Department does not have any employees working under the Biologist I title. The Marine Resources Division provided published salary ranges but requested anonymity on salary responses pertaining to levels in which there was only one employee.

#### Alaska

For the published salary ranges, the Alaska Department of Fish and Game provided the base salary for the Anchorage area for salary range calculations in the state. The salaries do not reflect regional differences; various areas of Alaska differ in the salary schedule. The maximum salary published is based off of O step; however, salary increases of 3.75% occur every 2 years until separation based off of acceptable performance. All minimum and maximum salaries are based off of base schedules, but salary schedules increase from the base schedule depending on the location of the position. For current employee salaries, the average salary and number of positions is based on *all* positions not just base.

#### Arizona

The Arizona Game and Fish Department provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Wildlife Technician position. For Level 2, the Department provided salary information for its Wildlife Specialist 1 and Wildlife Specialist 2 positions. For Level 3, the Department provided salary information for its Wildlife Specialist 3 position and Wildlife Specialist Regional Supervisor. For Level 4, the Department provided salary information for its Wildlife Specialist Statewide Supervisor. For Level 5, the Department provided salary information for its Fisheries Branch Chief.

#### Arkansas

The Arkansas Game and Fish Commission provided salary data with no further comment on interpretation.

#### California

The California Department of Fish and Game provided salary range data for both the inland and marine divisions; salary schedules for the two divisions are the same. The marine division did not provide salary information for current employees. Monthly salaries have been multiplied by a factor of 12. Applicable to both the inland and marine division, California has three tiers of entry level positions. Range A employees advance to Range B after 1 year of acceptable performance. Range B is the intermediate entry level, and Range B employees can usually advance to Range C after 3 years of acceptable performance. The minimum salary level provided is for entry level Range A employees, and the maximum is the top salary for Range C

employees, meaning there is a \$31,608 span between the minimum and maximum salary for Level 1 employees. The Department was unable to provide the specific number of permanent *fisheries* biologists in the Department because all biologists at Level 1 have the same classification of Environmental Scientist whether their specialty is fisheries, wildlife, botany, or other natural science classification; the number of current fisheries biologists is somewhat misleading and should be interpreted with caution.

### **Colorado**

Colorado Parks and Wildlife provided salary data with no further comment on interpretation. Monthly salaries have been multiplied by a factor of 12.

### **Connecticut**

The Connecticut Department of Energy and Environmental Protection provided salary range data for both the inland and marine divisions; salary schedules for the two divisions are the same. The salary information for both inland and marine divisions were combined. The number of employees were provided for both divisions. Level 4 was not applicable to the Department.

### **Delaware**

The Delaware Division of Fish and Wildlife provided salary data with no further comment on interpretation.

### **District of Columbia**

The District of Columbia Fisheries and Wildlife Division provided salary data with no further comment on interpretation.

### **Florida**

The Florida Fish and Wildlife Conservation Commission provided separate surveys for its inland and marine divisions. The inland division provided the following specifications for interpreting salary information: For Level 1, the inland division provided salary information for its Biological Scientist I position. For Level 2, the inland division provided salary information for its Wildlife Biological Scientist II and Wildlife Environment Specialist II positions. For Level 3, the inland division provided salary information for its Research Scientist, Associate Research Scientist, Wildlife Biological Scientist IV, Wildlife Environmental Specialist III, Environmental Specialist III, and Wildlife Biological Scientist III positions. For Level 4, the inland division provided salary information for its Environmental Administrator, Biological Administrator I, Biological Administrator II, and Biological Administrator III positions. For Level 5, the inland division provided salary information for its Freshwater Fisheries Management Section Leader and Director of Freshwater Fisheries Management positions.

The marine division provided the following specifications for interpreting salary information: For Level 1, the marine division provided salary information for its Fish and Wildlife Environmental Specialist I position. For Level 2, the marine division provided salary information for its Fish and wildlife Environmental Specialist II and Fish and Wildlife Biological Scientist II positions. For Level 3, the marine division provided salary information for its Fishery Management Analyst, Fish and Wildlife Biological Scientist IV, Fish and Wildlife Environmental Specialist III positions. For Level 4, the marine division provided salary

information for its Ecological Administrator I, Environmental Administrator II, and Biological Administrator I positions. For Level 5, the marine division provided salary information for its Marine Fisheries Management Section Leader, Deputy Director of Marine Fisheries Management, and Director of Marine Fisheries Management positions.

### **Georgia**

The Georgia Department of Natural Resources provided separate surveys for its inland and marine divisions. The Department noted that it has two levels for Fisheries Biologists. For Level 1, the Department provided salary information for its Fisheries Biologist I position. For Level II, the Department provided salary information for its Fisheries Biologist II position. Both positions require a minimum of a master of science degree in fisheries management or related field, and a Fisheries Biologist II also requires 2 years experience as a Fisheries Biologist I.

### **Hawaii**

The Hawaii Department of Land and Natural Resources provided the following specifications for interpreting salary information: The Department indicated that it has only one entry-level fisheries biologist position and that it is currently vacant. Similarly, the Department's Fisheries Administrator (Level 5) position is currently vacant.

### **Idaho**

The Idaho Department of Fish and Game provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its regional Fishery Biologist, Senior Research Biologist, and Pathologist positions. For Level 2, the Department provided salary information for its Staff Biologist, Regional Fishery Manager, Principal Research Biologist, and Fish Health Manager positions. For Level 3, the Department provided salary information for its Program Coordinator position. For Level 4, the Department provided salary information for its Statewide Program Manager position. For Level 5, the Department provided salary information for its Division Administrator position.

### **Illinois**

The Illinois Department of Natural Resources provided the following specifications for interpreting salary information: For Level 1, four of the five employees have been with the Department for only 1 year. This is a union position, and staff reaches the top of the salary range after 10 years of service. Level 2 and Level 3 are also union positions in which employees reach the top of the scale after 10 years. Level 4 positions are in a different union than Levels 1, 2, and 3. Level 5 is a non-union position, and the salary range is unknown. The Department could not hire staff for 12 years prior to 2011.

### **Indiana**

The Indiana Division of Fish and Wildlife provided salary data with no further comment on interpretation.

### **Iowa**

The Iowa Department of Natural Resources, Fisheries Bureau, provided the following specifications for interpreting salary information: The Department only has one classification for Biologists in Iowa (Level 2). For Level 3, the Department provided salary information for its

provided salary information for its District Fisheries Supervisor position. For Level 4, the Department provided salary information for its Section Supervisor position. For Level 5, the Department provided salary information for its Chief of Fisheries position.

### **Kansas**

The Kansas Department of Wildlife, Parks, and Tourism provided the following specifications for interpreting salary information: The Department does not have any positions that fall under Level 1.

### **Kentucky**

The Kentucky Department of Fish and Wildlife Resources provided the following specifications for interpreting salary information: The Department has no maximum salaries at any level.

### **Louisiana**

The Louisiana Department of Wildlife and Fisheries recently reorganized its structure, and the marine and inland divisions were combined. The salary data included is applicable for all fisheries biologists.

### **Maine**

The Maine Department of Marine Resources provided salary range data for both the inland and marine divisions; salary schedules for the two divisions are the same. The inland division did not provide salary information for current employees. The Department provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Biologist I and Marine Scientist I positions. For Level 2, the Department provided salary information for its Biologist II and Marine Scientist II positions. For Level 3, the Department provided salary information for its Biologist III and Marine Scientist III positions. For Level 4, the Department provided salary information for its Marine Scientist IV position. For Level 5, the Department provided salary information for its Public Service Executive I position. The Department also noted that this information is based on actual gross pay for fiscal year 2012 but that compensation may be affected by hire/promotion date, overtime, longevity pay, stipends, and special pay for items such as clothing, etc. The inland division indicated that salary range information was the same for both divisions but did not provide salary information for its current employees.

### **Maryland**

The Maryland Department of Natural Resources, Fisheries Service, provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Natural Resource Biologist I position. For Level 2, the Department provided salary information for its Natural Resource Biologist II position. For Level 3, the Department provided salary information for its Natural Resource Biologist V position; note that Natural Resource Biologist III and IV positions were not easily classified by this survey and were not reported. For Level 4, the Department provided salary information for its Program Manager III and IV positions. For Level 5, the Department provided salary information for its Senior Program Manager I position. This position is the Director of Fisheries, including freshwater, estuarine, marine, aquaculture, and marketing.

**Massachusetts**

The Massachusetts Department of Fish and Game provided separate surveys for its inland and marine divisions. The inland division provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Aquatic Biologist I and Fish Culturist I positions, its entry-level positions. All employees in these positions have been with the Department for at least 8 years and fall above the 80% threshold. The Department also noted that Level 5 is a manager position, while all others are union positions.

**Michigan**

The Michigan Department of Natural Resources, Fisheries Division, provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its entry-level biologist position. The entry level can include individuals who have up to 2 years post-bachelor's experience before hire. Typically, the Department hires biologists at the first year level regardless of their experience to allow for growth and development of job duties and responsibilities. For Level 2, the Department provided salary information for its senior level biologists. These employees have to apply for senior level status and then go through a review process to be deemed eligible. All of these biologist positions require a minimum of 3 years professional experience.

**Minnesota**

The Minnesota Department of Natural Resources provided the following specifications for interpreting salary information: For Levels 2-5, employees have different salary ranges. The Department has provided the minimum salary for the lowest level and the maximum salary for the highest level. The agency salary cap is \$51.90/hour.

**Mississippi**

The Mississippi Department of Wildlife, Fisheries and Parks provided separate surveys for its inland and marine divisions. The Department provided the following specifications for interpreting salary information: For Level 1, new hires often have less than 1 year or right at 1 year of service.

**Missouri**

The Missouri Department of Conservation provided the following specifications for interpreting salary information: For Level 4, the salary information encompasses three salary ranges covering the kinds of administrative duties identified in the description. For Level 5, there is no salary range identified for this position; the salary provided is for the current employee.

**Montana**

Montana Fish, Wildlife & Parks provided the following specifications for interpreting salary information: Montana requires a master's degree for all biologist positions and therefore does not have a level 1 biologist. Level 2 biologists supervise various levels of fisheries technicians to accomplish work tasks. There is one pay level for each level of biologist (2-5), regardless of experience. The variation that currently exists is the result of long-term employees who have worked for the State through a variety of pay plans and now exceed the base salary established



for the position. For Level 3, salary information is provided for statewide, specialist biology positions. Level 4 includes the regional fish managers and statewide program managers.

### **Nebraska**

The Nebraska Game and Parks Commission provided salary data with no further comment on interpretation.

### **Nevada**

The Nevada Department of Wildlife provided the following specifications for interpreting salary information: For Level 1, the Department has four levels in the Biologist series. The Biologist I is the entry level to the series and receives training to perform assigned duties. Biologist II classification continues to receive training in the performance of duties. These two classifications have been combined under Level 1. For Level 5, the Department provided salary information for its Division Administrator for Fisheries. This is an unclassified position, and a person can be hired up to the maximum established salary; there is no minimum salary. This position is currently vacant.

### **New Hampshire**

The New Hampshire Fish and Game Department provided separate surveys for its inland and marine divisions. The Department provided the following specifications for interpreting salary information: Level 4 is not applicable; there are no employees at this level.

### **New Jersey**

The New Jersey Division of Fish and Wildlife provided separate surveys for its marine and inland divisions. The Department provided the following specifications for interpreting salary information: Level 4 is not applicable to the inland division; there are no employees at this level. The two Supervising Biologist titles (Level 4) in freshwater were lost through consolidation of vacant titles by the Department. Also for the inland division, there are no increments or cost-of-living increases for a Level 5 position; this also applies to marine Level 5 staff. It has a set salary that requires an act of the Governor for an increase in pay. Currently, the pay level for Level 5 is lower than that of Level 3 and 4.

### **New Mexico**

The New Mexico Department of Game and Fish provided salary data with no further comment on interpretation.

### **New York**

The New York Department of Environmental Conservation, Division of Fish, Wildlife and Marine Services, provided separate surveys for its inland and marine divisions. The Department provided the following specifications for interpreting salary information: For Level 4, there is no such position in the agency.

### **North Carolina**

The North Carolina Wildlife Resources Commission and the North Carolina Division of Marine Resources provided separate surveys for their inland and marine divisions. The Commission

provided the following specifications for interpreting salary information: For Level 4, there is no such position in the agency.

### **North Dakota**

The North Dakota Game and Fish Department provided the following specifications for interpreting salary information: For Level 4, there is no such position in the agency.

### **Ohio**

The Ohio Division of Wildlife provided the following specifications for interpreting salary information: For Level 1, there is no such position in the Division; the Division does not use this level of biologist. Current employees receive a longevity pay supplement, which is calculated at the following rate: Effective the pay period the employee completes five years of total state service, employees will receive an automatic salary adjustment equivalent to .5% times the number of years of service times the first step of the pay rate of the employee's classification up to a total of 20 years. So for example, a level 2 employee with five years of service will earn \$1,033.75 a year in supplemental pay.

### **Oklahoma**

The Oklahoma Department of Wildlife Conservation provided the following specifications for interpreting salary information: For Level 3, there is no such position in the Department; therefore, positions that match the description provided were included among employees on Level 2. For Level 4, employees in this position will reach the maximum in 3 years. For Level 5, the Chief has exceeded the maximum due to COLAs received over a 5-year period.

### **Oregon**

The Oregon Department of Fish and Wildlife provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Natural Resource Specialist 1 position. For Level 2, the Department provided salary information for its Natural Resource Specialist 2 position. For Level 3, the Department provided salary information for Supervising Fish and/or Wildlife Biologist and also the non-supervisory Natural Resource Specialist 3 positions, which requires the same duties at the same level, with the exception of supervisory duties. For Level 4, the Department provided salary information for Principal Executive Manager D. For Level 5, the Department provided salary information for the Principal Executive Manager G. Monthly salaries have been multiplied by a factor of 12

### **Pennsylvania**

The Pennsylvania Fish and Boat Commission provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Fisheries Biologist 1 position. For Level 2, the Department provided salary information for its Fisheries Biologist 2 position. For Level 3, the Department provided salary information for Fisheries Biologist 3 position. For Level 4, the Department provided salary information for its Fisheries Biologist 4 position. Level 5 was listed as not applicable.

### **Rhode Island**

The Rhode Island Division of Fish and Wildlife provided separate surveys for its inland and marine divisions. The Division provided the following specifications for interpreting salary

information: For Level 1, the Division provided salary information for Fisheries Biologists. Rhode Island has Level 1 positions, but the positions are currently vacant. For Level 2, the Division provided salary information for Senior Biologists. Again, these positions are currently vacant. For Level 3, the Division provided salary information for Principal Biologists. For Level 4, the Division provided salary information for Supervising Biologists. For Level 5, the Division provided salary information for the Deputy Chief of Fisheries position.

### **South Carolina**

The South Carolina Department of Natural Resources provided separate surveys for its inland and marine divisions. The Department provided the following specifications for interpreting salary information: For Level 1, the marine division believes its salaries are low and is moving toward finding ways to increase the entry-level salary and establish career paths for staff retention. For Level 2, the Department's minimum requirements are a master's degree in biology, chemistry, or a related field and 2 years of experience relevant to the job. Again, the marine division believes these salaries are low. For Level 3, the Department also has a Biologist IV position that may serve as a field position or a chief position. The minimum requirements for a Biologist III position is a Ph.D. or master's in biology, chemistry or a related field and 1 years of related experience or a bachelor's and 4 years of related experience. The division believes these salaries are low. For Level 4, both the inland and marine fisheries divisions provided additional information. The inland division provided salary information for its Biologist IV position within the Wildlife and Freshwater Division, which has minimum qualifications of a master's in biology, chemistry, or wildlife management and 4 years of related experience or a bachelor's degree and 6 years of related experience; these are senior Biologists but not necessarily Section Chiefs. Similarly, the marine division provided salary information for its Biologist IV position, which has a minimum qualifications of a master's in biology, chemistry, or related field; 2 years of related experience or a bachelor's and 5 years of related experience; and 1 year of experience managing a statewide or major research program. For Level 5, both the inland and marine fisheries divisions provided additional information. Both indicated that the data provided are for the Deputy Director level. The salary information provided by both divisions does not include the chiefs over various biologists nor does it include the scientists, who are classified in an administrative classification. For the marine division, the average salary, years of experience, and number of employees are inclusive of all Deputy Directors at the Department.

### **South Dakota**

The South Dakota Department of Game, Fish, and Parks provided salary data with no further comment on interpretation.

### **Tennessee**

The Tennessee Wildlife Resources Agency provided salary data with no further comment on interpretation. Monthly salaries have been multiplied by a factor of 12.

### **Texas**

The Texas Parks and Wildlife Department provided separate surveys for its inland and marine divisions. The inland fisheries division provided the following specifications for interpreting

salary information: For Level 1, entry-level biologists almost always have a master's degree, although the description provided requires only a bachelor's.

### **Utah**

The Utah Division of Wildlife Resources provided the following specifications for interpreting salary information: It is important to note that the survey questions do not indicate whether an estimate of benefits should be included in the salary information. For Level 1, the minimum salary is \$15.22/hour or \$31,657.60/annually plus benefits of 37.5% (avg.); the maximum salary is \$24.13/hour or \$50,190.40/annually plus benefits of 37.5% (avg.). For Level 2, the minimum salary is \$16.95/hour or \$35,256.00/annually plus benefits of 37.5% (avg.); the maximum salary is \$26.89/hour or \$55,931.20/annually plus benefits of 37.5% (avg.). For Level 3, the minimum salary is \$21.06/hour or \$43,804.80/annually plus benefits of 37.5% (avg.); the maximum salary is \$33.41/hour or \$69,492.80/annually plus benefits of 37.5% (avg.). For Level 4, the minimum salary is \$22.24/hour or \$54,974.00/annually plus benefits of 37.5% (avg.); the maximum salary is \$37.25/hour or \$88,733.00/annually plus benefits of 37.5% (avg.). For Level 5, the minimum salary is \$26.17/hour or \$54,434.00/annually plus benefits of 37.5% (avg.); the maximum salary is \$41.51/hour or \$86,320.00/annually plus benefits of 37.5% (avg.). The salary information provided by the Utah Division of Wildlife Resources includes annual benefits.

### **Vermont**

The Vermont Fish and Wildlife Department provided salary data with no further comment on interpretation. Hourly rates were provided. These rates were multiplied by a factor of 40 for the number of hours worked in a week. The result was multiplied by a factor of 52 for the number of weeks in a year. This was done to maintain reporting consistency among all agencies.

### **Virginia**

The Virginia Department of Game and Inland Fisheries and the Virginia Marine Resources Commission provided separate surveys for their inland and marine divisions. The Virginia Department of Game and Inland Fisheries provided the following specifications for interpreting salary information: The Department has a career track advancement program. All scientists are hired at entry level (Scientist I) and advance through a career track when greater technical competencies and organizational effectiveness are achieved. They are eligible to advance after the first 2 years of employment. For Level 2, the Department provided salary information for its Scientist II positions (career track advancement is still applicable to this group). For Level 3, the Department provided salary information for its Regional Aquatic Manager positions. For Level 3, the Department provided salary information for its Assistant Bureau Director positions, which have both aquatic and terrestrial regional oversight responsibilities. For Level 5, the Department provided salary information for its Director position, which oversees two regions with both aquatic and terrestrial oversight.

### **Virgin Islands**

The Virgin Islands Department of Planning and Natural Resources provided salary data with no further comment on interpretation.

### **Washington**

The Washington Department of Fish and Wildlife provided salary data with no further comment on interpretation.

### **West Virginia**

The West Virginia Division of Natural Resources provided the following specifications for interpreting salary information: For Level 4, the Division does not have a classification or position as defined by Level 4. For Level 5, there are two administrators at the same classification, one coldwater fish management administrator and one warmwater fish management administrator.

### **Wisconsin**

The Wisconsin Department of Natural Resources, Bureau of Fisheries Management, provided the following specifications for interpreting salary information: For Level 1, the Department provided salary information for its Fisheries Biologist positions (normally the level at which field fisheries biologists are hired in the Department). An hourly salary was converted into an annual salary based on 2,080 hours/year. Fisheries Biologists typically progress to Fisheries Biologists Senior in 3 years; therefore, the upper levels of the published salary are rarely used. Currently, there are no staff in Level 1. For Level 2, the Department provided salary information for its Fisheries Biologist Senior position, which is the highest level for nonsupervisory district biologists. Annual salaries are based on 2,080 hours; length of service is not readily available. For Level 3, the Department provided salary information for its Fisheries Biologist Advanced and Natural Resources Staff Specialist positions, which are the highest level for nonsupervisory statewide biologists; Natural Resources Region Team Supervisors who supervise one of the Department's 13 fisheries field units; and Natural Resources Operations Supervisors who supervise one of the Department's hatchery or field operations work units. Annual salaries are based on 2,080 hours; length of service is not readily available. Note that the Operations Supervisors are generally at the lower end of the actual pay range, the advanced/staff specialist are in the middle, and the Team Supervisors are at the upper end. For Level 4, the Department provided salary information for its Natural Resources Region Program Manager position, which is the regional fisheries supervisor, and the Natural Resources Program Manager position, which is a statewide section chief or a hatchery group leader. Again, annual salaries are based on 2,080 hours; length of service is not readily available. For Level 5, the Department provided salary information for its Natural Resources Manager position, which is the Director of the Bureau of Fisheries Management. The completed survey also indicated that the responses from the Department do not include any estimate of benefits (leave, health insurance, retirement, etc.). From recent experiences with hiring, the Department believes that this is an important issue for applicants. Further, because benefits now vary widely among states, thereby greatly influenced the actual value of employment, it may be something AFS wants to consider for the next survey.

### **Wyoming**

The Wyoming Game and Fish Department provided the following specifications for interpreting salary information: These values are for salary and do not include benefits. The reported salaries also do not include "longevity" which is \$40/month for each 5 years of service. As a result, the numbers are slightly lower for employees with more years of service.

**GOVERNMENT (FEDERAL, STATE, LOCAL, OR COMBINATION) AGENCIES****Columbia River Estuary Study Taskforce**

The Columbia River Estuary Study Taskforce provided salary data with no further comment on interpretation.

**Gulf of Mexico Fishery Management Council (Florida)**

The Gulf of Mexico Fishery Management Council provided salary data with no further comment on interpretation.

**International Pacific Halibut Commission (Washington)**

The International Pacific Halibut Commission provided salary data with no further comment on interpretation. However, as a Commission operating under the auspices of the National Oceanic and Atmospheric Administration (NOAA), the Commission likely follows a similar GS payment schedule. For Level 3, the Commission provided salary information for federal employees at the GS-11 through GS-13 pay scale for the locality pay area of Seattle-Tacoma-Olympia, Washington, as provided in Appendix A. For Level 4, the Commission provided salary information for federal employees at the GS-15 pay scale for the locality pay area of Seattle-Tacoma-Olympia, Washington. The Commission did not provide data for Level 5 employees.

**North Pacific Fishery Management Council (Alaska)**

The North Pacific Fishery Management Council provided the following specifications for interpreting salary information: The salaries provided are generally based on the federal GS payment scale, with the addition of 25% Alaska COLA/locality. For Level 1, the Council only occasionally employs Level 1 employees because the small size of the organization and high-level of responsibilities means that the Council typically hires at higher levels. For Level 4, the Council has provided salary information that includes the Director and Deputy Director; as a result, Level 5 is not applicable.

**Pacific Fishery Management Council (Oregon)**

The Pacific Fishery Management Council provided salary data with no further comment on interpretation. However, as a Commission operating under the auspices of the National Oceanic and Atmospheric Administration (NOAA), the Commission likely follows a similar GS payment schedule. It appears that the Council only has positions at Level 3. The salary range provided appears to be based on the federal GS payment scale incorporating a locality payment of 20.35% for the locality pay area of Portland-Vancouver-Beaverton, Oregon-Washington, as provided in Appendix B.

**Susquehanna River Basin Commission (Pennsylvania)**

The Susquehanna River Basin Commission provided the following specifications for interpreting salary information: For Level 1, the Commission provided salary information on its Aquatic Biologist I positions. These employees do not specialize exclusively in fish. For Level 2, the Commission provided salary information on its Aquatic Biologist II positions. For Level 3, the Commission provided salary information for its Supervisory positions.

**US Geological Survey (Georgia)**

The U.S. Geological Survey provided the following specifications for interpreting salary

information: These employees are federal scientists stationed at a large, land-grant institution. This report is for people under direct supervision at this institution and does not reflect what other U.S. Geological Survey employees are paid. For Level 2, non-university employees are paid based on GS-12 scale, which is the entry-level position for those with a Ph.D. For Level 3, the U.S. Geological Survey provided salary ranges for those paid at GS-12 level, meaning these employees have a Ph.D. For Level 4, the U.S. Geological Survey provided salary ranges for those paid at GS-14 level. No data were provided for Level 5. The payment schedule is similar GS Payment Schedule incorporating a locality payment of 14.16% for the locality pay area of rest of the U.S., as provided in Appendix C.

### **USDA Forest Service (New Mexico)**

The USDA Forest Service provided salary data with no further comment on interpretation. Additional research finds that USDA Forest Service employees are paid on the GS pay plan; rates vary based on locality. Qualifications are evaluated against requirements for positions through education, work experience, or a combination of both. The USDA Forest Service used the GS Payment Schedule incorporating a locality payment of 14.16% for the locality pay area of rest of U.S., as provided in Appendix C. For Level 1, the USDA Forest Service provided salary ranges for entry-level college graduates with no other creditable experience, usually hired at the GS-5 grade level, though academic credentials may allow hiring at the GS-7 level. For Level 2, the USDA Forest Service provided salary ranges for those paid at GS-9 level. For Level 3, the USDA Forest Service provided salary ranges for those paid at GS-12 level, meaning these employees have a Ph.D. For Level 4, the USDA Forest Service provided salary ranges for those paid at GS-14 level. For Level 5, the USDA Forest Service provided salary ranges for those paid at GS-15 level.

## **TRIBAL GOVERNMENTS/ORGANIZATIONS**

Many of the tribal governments/organizations were hesitant to submit salary data without a confidentiality agreement. Responsive Management assured the anonymity of survey responses. For this reason, tribal governments/organizations have been identified only by the state in which they reside. All of the tribal governments/organizations provided salary data with no further comment on interpretation.

## **CANADIAN PROVINCES**

### **Nunavut**

The Nunavut Department of Environment provided the following specifications for interpreting salary information: For Level 1, the Department has only one biologist on staff; the other staff members are generalists. For Level 4, the Department is recruiting two manager positions, but these positions are currently vacant.

### **Prince Edward Island**

Salary information is provided in Canadian dollars. Prince Edward Island Department of Fisheries Aquaculture and Rural Development provided the following specifications for interpreting salary information: For Level 1, the Department has one position at this level, and it is currently vacant.

**Saskatchewan**

Salary information is provided in Canadian dollars. The Saskatchewan Ministry of Environment, Fish & Wildlife Branch, provided the following specifications for interpreting salary information: For Level 2, the Department provided salary information for senior level biologist positions that do not report directly to the out-of-scope manager. These positions have two classification levels within the SK public service. These staff members all have approximately 25 years of service. For Level 3, the Department provided salary information for biologists who report directly to the unit manager. Again, this level has two classification levels. One staff member has about 15 years of service, while the other has approximately 30 years. The Department requested anonymity on salary responses pertaining to levels in which there was only one employee (Levels 4 and 5).

**Yukon**

The Yukon Government provided salary data with no further comment on interpretation.



## APPENDIX A: SALARY TABLE 2011-SEA

SALARY TABLE 2011-SEA  
 INCORPORATING A LOCALITY PAYMENT OF 21.81%  
 FOR THE LOCALITY PAY AREA OF SEATTLE-TACOMA-OLYMPIA, WA  
 (See <http://www.opm.gov/oca/11tables/locdef.asp> for definitions of locality pay areas.)  
 RATES FROZEN AT 2010 LEVELS

EFFECTIVE JANUARY 2011

*Annual Rates by Grade and Step*

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 21,686	\$ 22,411	\$ 23,132	\$ 23,849	\$ 24,570	\$ 24,994	\$ 25,707	\$ 26,425	\$ 26,453	\$ 27,126
2	24,383	24,963	25,769	26,453	26,751	27,538	28,324	29,111	29,898	30,685
3	26,603	27,490	28,377	29,264	30,150	31,037	31,924	32,811	33,698	34,584
4	29,865	30,861	31,856	32,851	33,846	34,841	35,837	36,832	37,827	38,822
5	33,414	34,527	35,640	36,754	37,867	38,980	40,094	41,207	42,320	43,434
6	37,246	38,487	39,728	40,970	42,211	43,452	44,693	45,935	47,176	48,417
7	41,390	42,770	44,150	45,530	46,910	48,290	49,670	51,051	52,431	53,811
8	45,838	47,366	48,893	50,421	51,948	53,476	55,003	56,531	58,058	59,586
9	50,628	52,315	54,002	55,689	57,376	59,063	60,750	62,437	64,124	65,812
10	55,754	57,612	59,471	61,330	63,189	65,048	66,907	68,765	70,624	72,483
11	61,255	63,296	65,338	67,379	69,421	71,462	73,504	75,545	77,587	79,628
12	73,420	75,867	78,314	80,761	83,208	85,656	88,103	90,550	92,997	95,444
13	87,306	90,216	93,126	96,036	98,946	101,856	104,766	107,676	110,586	113,496
14	103,169	106,608	110,047	113,486	116,924	120,363	123,802	127,240	130,679	134,118
15	121,357	125,402	129,447	133,493	137,538	141,583	145,629	149,674	153,719	155,500 *

\* Rate limited to the rate for level IV of the Executive Schedule (5 U.S.C. 5304 (g)(1)).

## APPENDIX B: SALARY TABLE 2012-POR

SALARY TABLE 2012-POR  
INCORPORATING A LOCALITY PAYMENT OF 20.35%  
FOR THE LOCALITY PAY AREA OF PORTLAND-VANCOUVER-BEAVERTON, OR-WA  
(See <http://www.opm.gov/oca/12tables/locdef.asp> for definitions of locality pay areas.)  
RATES FROZEN AT 2010 LEVELS

EFFECTIVE JANUARY 2012

*Annual Rates by Grade and Step*

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 21,426	\$ 22,142	\$ 22,854	\$ 23,563	\$ 24,276	\$ 24,695	\$ 25,399	\$ 26,109	\$ 26,136	\$ 26,801
2	24,090	24,663	25,460	26,136	26,430	27,208	27,985	28,762	29,540	30,317
3	26,284	27,161	28,037	28,913	29,789	30,665	31,541	32,417	33,294	34,170
4	29,507	30,491	31,474	32,457	33,440	34,424	35,407	36,390	37,373	38,357
5	33,013	34,113	35,213	36,313	37,413	38,513	39,613	40,713	41,813	42,913
6	36,799	38,026	39,252	40,479	41,705	42,931	44,158	45,384	46,610	47,837
7	40,894	42,257	43,621	44,984	46,348	47,712	49,075	50,439	51,802	53,166
8	45,289	46,798	48,307	49,816	51,326	52,835	54,344	55,853	57,362	58,872
9	50,021	51,688	53,355	55,022	56,688	58,355	60,022	61,689	63,356	65,023
10	55,085	56,922	58,758	60,595	62,432	64,268	66,105	67,941	69,778	71,614
11	60,520	62,537	64,555	66,572	68,589	70,606	72,623	74,640	76,657	78,674
12	72,540	74,958	77,375	79,793	82,211	84,629	87,047	89,465	91,882	94,300
13	86,260	89,135	92,010	94,885	97,760	100,635	103,511	106,386	109,261	112,136
14	101,933	105,330	108,728	112,125	115,523	118,920	122,318	125,715	129,113	132,510
15	119,902	123,899	127,896	131,893	135,890	139,886	143,883	147,880	151,877	155,500 *

\* Rate limited to the rate for level IV of the Executive Schedule (5 U.S.C. 5304 (g)(1)).

## APPENDIX C: SALARY TABLE 2012-RUS

SALARY TABLE 2012-RUS  
INCORPORATING A LOCALITY PAYMENT OF 14.16%  
FOR THE LOCALITY PAY AREA OF REST OF U.S.  
(See <http://www.opm.gov/oca/l2tables/locdef.asp> for definitions of locality pay areas.)  
RATES FROZEN AT 2010 LEVELS

EFFECTIVE JANUARY 2012

*Annual Rates by Grade and Step*

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 20,324	\$ 21,003	\$ 21,679	\$ 22,351	\$ 23,027	\$ 23,424	\$ 24,092	\$ 24,766	\$ 24,792	\$ 25,422
2	22,851	23,395	24,151	24,792	25,071	25,808	26,546	27,283	28,021	28,758
3	24,933	25,764	26,595	27,426	28,257	29,088	29,919	30,750	31,581	32,412
4	27,990	28,922	29,855	30,788	31,720	32,653	33,586	34,519	35,451	36,384
5	31,315	32,359	33,402	34,445	35,489	36,532	37,576	38,619	39,663	40,706
6	34,907	36,070	37,233	38,397	39,560	40,723	41,886	43,050	44,213	45,376
7	38,790	40,084	41,377	42,671	43,964	45,258	46,551	47,844	49,138	50,431
8	42,960	44,391	45,823	47,254	48,686	50,117	51,549	52,981	54,412	55,844
9	47,448	49,029	50,611	52,192	53,773	55,354	56,935	58,516	60,097	61,678
10	52,252	53,994	55,736	57,478	59,221	60,963	62,705	64,447	66,189	67,931
11	57,408	59,321	61,234	63,148	65,061	66,974	68,888	70,801	72,714	74,628
12	68,809	71,102	73,396	75,689	77,983	80,276	82,570	84,863	87,157	89,450
13	81,823	84,550	87,278	90,005	92,732	95,459	98,187	100,914	103,641	106,369
14	96,690	99,913	103,136	106,358	109,581	112,804	116,027	119,249	122,472	125,695
15	113,735	117,527	121,318	125,109	128,900	132,692	136,483	140,274	144,065	147,857

## APPENDIX D: AFS FISHERIES BIOLOGIST SALARY SURVEY (PUBLIC)

### AFS Fisheries Biologist Salary Survey

#### Introduction

The American Fisheries Society (AFS) has conducted periodic salary surveys of U.S. and Canadian fisheries agencies and organizations since 1977. The survey is conducted to obtain a "snapshot" of current salaries and benefits for fisheries professionals and is used to evaluate, plan, and help implement salary adjustments. We would greatly appreciate your participation in the current survey to determine fisheries professionals' salaries and benefits.

Please note that all questions preceded by an asterisk (\*) require a response.

**\*Agency or Organization Name**

**\*Agency or Organization Address**

Address Line 1

Address Line 2

City

**\*State, Territory, or Province**

**\*Zip Code (enter 5-digit ZIP code; for example, 00544 or 94305)**

## AFS Fisheries Biologist Salary Survey

### Contact Information

We would like your name and contact information should we need to contact you directly with any questions regarding survey responses. This information will be used *only* if we have questions about this survey. Your information will be kept strictly confidential and will *not* be published, shared, or sold.

#### \*Your Name

First Name

Last Name

#### \*Phone Number (please enter your 10-digit phone number, area code first)

#### \*Email Address

## AFS Fisheries Biologist Salary Survey

### Level 1 - Entry-Level Fisheries Biologist / Fisheries Biologist I

Level 1 includes entry-level fisheries biologists and/or fisheries biologist I employees. Level 1 is a professional fisheries biologist or marine science position holding, at minimum, a bachelor's degree. Duties and responsibilities may include assisting a more senior employee and performing assigned duties.

Note: Include research fisheries biologists and hatchery fisheries biologists in your reporting *only* if their salary schedule and education requirement (i.e., bachelor's degree) are similar to the above description; otherwise, please do *not* include technicians.

#### Level 1 Fisheries Published / Agency Salary Schedule

Minimum \$

Maximum \$

#### \*Level 1 Fisheries Salaries Among Current Employees

Minimum \$

Maximum \$

Average \$

#### \*Level 1 Fisheries Employees

Current Number of Permanent Level 1 Employees

Average Length of Service (in years) for Current Permanent Level 1 Employees

Current Number of Level 1 Employees Whose Salary Exceeds 80% of the Salary Range of Current Level 1 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 1 fisheries employee differs from the description provided at the top of the page.**

**AFS Fisheries Biologist Salary Survey****Level 2 - Field-Level Fisheries Biologist / Fisheries Biologist II**

Level 2 includes field-level fisheries biologists or fisheries biologist II employees. Level 2 is a professional fisheries biologist or marine science position holding, at minimum, a bachelor's degree with previous experience. Duties and responsibilities may include fish culture management, working independently, designing and/or conducting basic research projects or programs, and limited supervisory duties.

Note: Please do *not* include technicians.

**Level 2 Fisheries Published / Agency Salary Schedule**

Minimum \$

Maximum \$

**\*Level 2 Fisheries Salaries Among Current Employees**

Minimum \$

Maximum \$

Average \$

**\*Level 2 Fisheries Employees**

Current Number of Permanent Level 2 Employees

Average Length of Service (in years) for Current Permanent Level 2 Employees

Current Number of Level 2 Employees

Whose Salary Exceeds 80% of the Salary Range of Current Level 2 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 2 fisheries employee differs from the description provided at the top of the page.**

## AFS Fisheries Biologist Salary Survey

### Level 3 - Supervisory Fisheries Biologist / District Supervisor / Field Sup...

Level 3 includes supervisory fisheries biologists, district/region/area/team supervisors, or field supervisors, but may also include specialists or experts in a particular area of fisheries or marine science research or management.

Level 3 is often a team leader or supervisor position but also includes specialists. Specifically, Level 3 employees typically supervise field biologists and technicians within their work group only. Duties and responsibilities may include fishery status reports, preparing management and project plans, coordinating with other agencies or organizations when necessary for field work, and providing technical advice or assistance to communities and private landowners. Specialists will conduct and/or supervise projects and plans related to their expertise. Although they often work independently and supervise other biologists, Level 3 employees typically report to Level 4 (i.e., assistant fisheries chief or administrator).

Note: Please do *not* include technicians.

#### Level 3 Fisheries Published / Agency Salary Schedule

Minimum \$

Maximum \$

#### \*Level 3 Fisheries Salaries Among Current Employees

Minimum \$

Maximum \$

Average \$

#### \*Level 3 Fisheries Employees

Current Number of Permanent Level 3 Employees

Average Length of Service (in years) for Current Permanent Level 3 Employees

Current Number of Level 3 Employees

Whose Salary Exceeds 80% of the Salary

Range of Current Level 3 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 3 fisheries employee differs from the description provided at the top of the page.**



**AFS Fisheries Biologist Salary Survey****Level 4 - Assistant Chief / Program Administrator**

Level 4 includes assistant chiefs or program administrators in fisheries. Level 4 directs and manages the activities of fisheries personnel, often through lower-level supervisors. Duties and responsibilities are primarily managerial and administrative. Typically reports to Level 5 (i.e., chief, director, or administrator of fisheries).

**Level 4 Fisheries Published / Agency Salary Schedule**Minimum \$ Maximum \$ **\*Level 4 Fisheries Salaries Among Current Employees**Minimum \$ Maximum \$ Average \$ **\*Level 4 Fisheries Employees**Current Number of Permanent Level 4  
Employees Average Length of Service (in years) for  
Current Permanent Level 4 Employees Current Number of Level 4 Employees  
Whose Salary Exceeds 80% of the Salary  
Range of Current Level 4 Employees 

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 4 fisheries employee differs from the description provided at the top of the page.**

## AFS Fisheries Biologist Salary Survey

### Level 5 - Chief / Director / Administrator of Fisheries

Level 5 is a chief, director, or administrator of fisheries. Level 5 is the senior management position for the agency's or organization's fisheries program or division. Duties and responsibilities are all managerial and administrative.

#### Level 5 Fisheries Published / Agency Salary Schedule

Minimum \$

Maximum \$

#### \*Level 5 Fisheries Salaries Among Current Employees

Minimum \$

Maximum \$

Average \$

#### \*Level 5 Fisheries Employees

Current Number of Permanent Level 5 Employees

Average Length of Service (in years) for Current Permanent Level 5 Employees

Current Number of Level 5 Employees

Whose Salary Exceeds 80% of the Salary

Range of Current Level 5 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 5 fisheries employee differs from the description provided at the top of the page.**

## AFS Fisheries Biologist Salary Survey

### Salary Incentives and Bonuses

**\* Please indicate if salary incentives and/or bonuses are offered for fisheries employees (at any level) for each of the following:**

	Yes	No	Don't know
Length of service or longevity pay (based on number of years of service <i>only</i> )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuing education efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AFS certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certification other than AFS certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please explain below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please describe or explain any incentives or bonuses for which you answered "yes" above.**

Length of service or longevity pay	<input type="text"/>
Continuing education efforts	<input type="text"/>
AFS certification	<input type="text"/>
Certification other than AFS certification	<input type="text"/>
Other incentives / bonuses	<input type="text"/>

**AFS Fisheries Biologist Salary Survey****Raises**

**\*Have raises been given in your agency or organization since January 1, 2011?**

**Please do NOT include Cost of Living Adjustments (COLAs).**

- ☐ Yes
- ☐ No
- ☐ Don't know

## AFS Fisheries Biologist Salary Survey

### Raises

**\*Please rate how important each of the following were as a basis for raises given to fisheries employees since January 1, 2011, on a scale of 0 to 10, where 0 is not at all important and 10 is extremely important:**

	Not at all important 0	1	2	3	4	5	6	7	8	9	Extremely important 10	Don't know
Merit or performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career ladder (typically a raise or promotion based on a combination of factors, such as number of years of service, demonstrated increases in job performance and/or responsibilities, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please explain below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please describe or explain how raises are determined for each type below that is applicable to your agency or organization.**

Merit or performance	<input type="text"/>
Market survey	<input type="text"/>
Career ladder	<input type="text"/>
Other type of raise	<input type="text"/>

## AFS Fisheries Biologist Salary Survey

### Raises

**Please indicate the average percent (%) pay raises below for MERIT OR PERFORMANCE, MARKET SURVEY, and any other type of raise in your agency or organization since January 1, 2011, for each fisheries employee level listed.**

#### **\* Merit or Performance**

Level 1 Fisheries Employees	<input type="text"/>
Level 2 Fisheries Employees	<input type="text"/>
Level 3 Fisheries Employees	<input type="text"/>

#### **\* Market Survey**

Level 1 Fisheries Employees	<input type="text"/>
Level 2 Fisheries Employees	<input type="text"/>
Level 3 Fisheries Employees	<input type="text"/>

#### **Other Type of Raise**

Level 1 Fisheries Employees	<input type="text"/>
Level 2 Fisheries Employees	<input type="text"/>
Level 3 Fisheries Employees	<input type="text"/>

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses about raises.**

**AFS Fisheries Biologist Salary Survey****Cost of Living Adjustments**

**\*Has your agency or organization ever made Cost of Living Adjustments (COLAs) for employee salaries?**

**(CHECK ONLY ONE ANSWER)**

- ☐ Yes
- ☐ No
- ☐ Don't know

**AFS Fisheries Biologist Salary Survey****Cost of Living Adjustments**

**\*What year was your agency's most recent Cost of Living Adjustment (COLA)?**

**\*How often does your agency make Cost of Living Adjustments (COLAs)?**

**(CHOOSE ONLY ONE ANSWER)**

- ☐ Yearly / annually
- ☐ Every 2 years
- ☐ Every 3 years
- ☐ Every 4 years
- ☐ Every 5 years
- ☐ Other (please specify other interval or explain COLA schedule)

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses about COLAs.**

**AFS Fisheries Biologist Salary Survey****Additional Comments**

**Please use the comment box below to provide any additional notes that might be helpful to the AFS in interpreting your survey responses.**

**AFS Fisheries Biologist Salary Survey****Thank You**

Thank you for your participation.  
Please hit the "Submit" button below to submit your final answers.



## APPENDIX E: AFS FISHERIES BIOLOGIST SALARY SURVEY (PRIVATE)

### Introduction

This survey is being conducted on behalf of the American Fisheries Society (AFS). The AFS is the oldest and largest professional society for fisheries scientists in the world. Its mission is to improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals.

Since 1977, the AFS has conducted periodic salary surveys of U.S. and Canadian fisheries agencies and organizations. The survey is conducted to obtain a "snapshot" of current salaries and benefits for fisheries professionals and is used to evaluate, plan, and help implement salary adjustments.

We would greatly appreciate your participation in the current survey to determine fisheries professionals' salaries and benefits.

#### Confidentiality Agreement

This study is being conducted by Responsive Management, a private research firm specializing in public opinion on natural resource issues. The AFS and Responsive Management understand that businesses participating in this survey may provide confidential information regarding salary and benefits; proprietary business information; and/or other confidential information regarding employment.

In accordance with the ethical guidelines established by the Council of American Survey Research Organizations (CASRO), the AFS and Responsive Management ensures complete confidentiality and anonymity of responses and comments to survey respondents. Responses are not associated with a name or identifiable information (i.e., company name) when data is analyzed or reported. Any identifying information used to ensure accuracy of data collection is excluded from the data analysis. The survey of private fisheries industries will be used merely for comparison with salary and benefit ranges among government entities to identify compensation standards and evaluate salary requirements for the public sector.

#### \*Do you have fisheries scientists or biologists on staff in your business or organization?

- ☐ Yes
- ☐ No
- ☐ Don't know

Please note that all questions preceded by an asterisk (\*) require a response.

## Company Information

This information is only being requested in case the researchers need to contact you for further explanation. In accordance with CASRO standards, all responses to these questions will remain anonymous and the results of the questions that follow will not be linked to your business or organization during data analysis.

**\*Business or Organization Name**

**\*Business or Organization Address**

Address Line 1

Address Line 2

City

**\*State, Territory, or Province**

**\*Zip Code (enter 5-digit ZIP code; for example, 00544 or 94305)**

**\*Please choose the option that best describes the type of business or organization:**

- ☐ Non-profit agency or organization
- ☐ Private sector environmental consulting firm
- ☐ Animal aquaculture/fish hatchery
- ☐ Power and/or utilities company

Other (please specify)

**\*Number of fisheries professionals employed by business or organization:**

### Contact Information

We would like your name and contact information should we need to contact you directly with any questions regarding survey responses. This information will be used *only* if we have questions about this survey. Your information will be kept strictly confidential and will *not* be published, shared, or sold.

**\*Your Name**

First Name

Last Name

**\*Phone Number (please enter your 10-digit phone number, area code first)**

**\*Email Address**

## Level 1 - Entry-Level Fisheries Scientist or Biologist

Level 1 includes entry-level fisheries scientists or biologists. Level 1 is a professional fisheries biologist or marine science position holding, at minimum, a bachelor's degree. Duties and responsibilities may include assisting a more senior employee and performing assigned duties.

*When entering salary data, please use whole, positive integers, excluding commas and decimals. For example, if the salary is 20,000.00, please enter 20000. Including commas or decimals in the response will result in an error message.*

Note: Include research fisheries biologists and hatchery fisheries biologists in your reporting *only* if their salary schedule and education requirement (i.e., bachelor's degree) are similar to the above description; otherwise, please do *not* include technicians.

### Level 1 Fisheries Salary Structure

Minimum \$

Maximum \$

### \*Level 1 Fisheries Salaries Among Current Employees

Minimum \$

Maximum \$

Average \$

### \*Level 1 Fisheries Employees

Current Number of Permanent Level 1 Employees

Average Length of Service (in years) for Current Permanent Level 1 Employees

Current Number of Level 1 Employees Whose Salary Exceeds 80% of the Salary

Range of Current Level 1 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 1 fisheries employee differs from the description provided at the top of the page.**

**Level 2 - Field-Level Fisheries Scientist or Biologist**

Level 2 includes field-level fisheries scientists or biologists. Level 2 is a professional fisheries biologist or marine science position holding, at minimum, a bachelor's degree *with* previous experience in the field. Duties and responsibilities may include fish culture management, working independently, designing and/or conducting basic research projects or programs, and limited supervisory duties.

*When entering salary data, please use whole, positive integers, excluding commas and decimals. For example, if the salary is 20,000.00, please enter 20000. Including commas or decimals in the response will result in an error message.*

Note: Please do *not* include technicians.

**Level 2 Fisheries Salary Structure**

Minimum \$

Maximum \$

**\*Level 2 Fisheries Salaries Among Current Employees**

Minimum \$

Maximum \$

Average \$

**\*Level 2 Fisheries Employees**

Current Number of Permanent Level 2 Employees

Average Length of Service (in years) for Current Permanent Level 2 Employees

Current Number of Level 2 Employees

Whose Salary Exceeds 80% of the Salary

Range of Current Level 2 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 2 fisheries employee differs from the description provided at the top of the page.**

### Level 3 - Supervisory Fisheries Scientist or Biologist / Field Supervisor

Level 3 includes supervisory fisheries biologists or field supervisors, but may also include specialists or experts in a particular area of fisheries or marine science research or management.

Level 3 is often a team leader or supervisor position but also includes specialists. Specifically, Level 3 employees typically supervise field biologists and technicians within their work group only. Duties and responsibilities may include fishery status reports, preparing management and project plans, coordinating with other agencies or organizations when necessary for field work, and providing technical advice or assistance to communities and private landowners. Specialists will conduct and/or supervise projects and plans related to their expertise. Although they often work independently and supervise other biologists, Level 3 employees typically report to Level 4 (i.e., assistant fisheries administrator).

*When entering salary data, please use whole, positive integers, excluding commas and decimals. For example, if the salary is 20,000.00, please enter 20000. Including commas or decimals in the response will result in an error message.*

Note: Please do *not* include technicians.

#### Level 3 Fisheries Salary Structure

Minimum \$

Maximum \$

#### Level 3 Fisheries Salaries Among Current Employees

Minimum \$

Maximum \$

Average \$

#### \*Level 3 Fisheries Employees

Current Number of Permanent Level 3 Employees

Average Length of Service (in years) for Current Permanent Level 3 Employees

Current Number of Level 3 Employees Whose Salary Exceeds 80% of the Salary Range of Current Level 3 Employees

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses above or if your definition of a Level 3 fisheries employee differs from the description provided at the top of the page.**

**Additional Levels**

**\*Does your business have additional levels for fisheries employees?**

- ☐ Yes
- ☐ No
- ☐ Don't know

If the respondent indicated that they did have additional levels, they were asked about Level 4 employees. Respondents were asked the same question for Level 5 employees and received additional questions regarding Level 5 employees when applicable.

## Salary Incentives and Bonuses

**\* Please indicate if salary incentives and/or bonuses are offered for fisheries employees (at any level) for each of the following:**

	Yes	No	Don't know
Length of service or longevity pay (based on number of years of service <i>only</i> )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuing education efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AFS certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certification other than AFS certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please explain below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please describe or explain any incentives or bonuses for which you answered "yes" above.**

Length of service or longevity pay	<input type="text"/>
Continuing education efforts	<input type="text"/>
AFS certification	<input type="text"/>
Certification other than AFS certification	<input type="text"/>
Other incentives / bonuses	<input type="text"/>



**Raises**

**\*Have raises been given in your business or organization since January 1, 2011?**

**Please do NOT include Cost of Living Adjustments (COLAs).**

- ☐ Yes
- ☐ No
- ☐ Don't know

## Raises

**\* Please rate how important each of the following were as a basis for raises given to fisheries employees since January 1, 2011, on a scale of 0 to 10, where 0 is not at all important and 10 is extremely important:**

	Not at all important	0	1	2	3	4	5	6	7	8	9	Extremely important	10	Don't know
Merit or performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career ladder (typically a raise or promotion based on a combination of factors, such as number of years of service, demonstrated increases in job performance and/or responsibilities, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please explain below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please describe or explain how raises are determined for each type below that is applicable to your business or organization.**

Merit or performance	<input type="text"/>
Market survey	<input type="text"/>
Career ladder	<input type="text"/>
Other type of raise	<input type="text"/>

**Cost of Living Adjustments**

**\*Has your business or organization ever made Cost of Living Adjustments (COLAs) for employee salaries?**

**(CHECK ONLY ONE ANSWER)**

- ☐ Yes
- ☐ No
- ☐ Don't know

### Cost of Living Adjustments

**\*What year was your business or organization's most recent Cost of Living Adjustment (COLA)?**

**\*How often does your business or organization make Cost of Living Adjustments (COLAs)?**

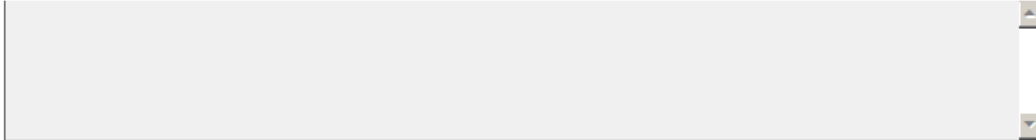
**(CHOOSE ONLY ONE ANSWER)**

- ☐ Yearly / annually
- ☐ Every 2 years
- ☐ Every 3 years
- ☐ Every 4 years
- ☐ Every 5 years
- ☐ Other (please specify other interval or explain COLA schedule)

**Please use the comment box below to provide any notes that might be helpful to the AFS in interpreting your responses about COLAs.**

**Additional Comments**

**Please use the comment box below to provide any additional notes that might be helpful to the AFS in interpreting your survey responses.**

**Thank You**

Thank you for your participation.  
Please hit the "Submit" button below to submit your final answers.

## ABOUT RESPONSIVE MANAGEMENT

Responsive Management is an internationally recognized public opinion and attitude survey research firm specializing in natural resource and outdoor recreation issues. Our mission is to help natural resource and outdoor recreation agencies and organizations better understand and work with their constituents, customers, and the public.

Utilizing our in-house, full-service telephone, mail, and web-based survey center with 50 professional interviewers, we have conducted more than 1,000 telephone surveys, mail surveys, personal interviews, and focus groups, as well as numerous marketing and communication plans, needs assessments, and program evaluations.

Clients include the federal natural resource and land management agencies, most state fish and wildlife agencies, state departments of natural resources, environmental protection agencies, state park agencies, tourism boards, most of the major conservation and sportsmen's organizations, and numerous private businesses. Responsive Management also collects attitude and opinion data for many of the nation's top universities.

Specializing in research on public attitudes toward natural resource and outdoor recreation issues, Responsive Management has completed a wide range of projects during the past 22 years, including dozens of studies of hunters, anglers, wildlife viewers, boaters, park visitors, historic site visitors, hikers, birdwatchers, campers, and rock climbers. Responsive Management has conducted studies on endangered species; waterfowl and wetlands; and the reintroduction of large predators such as wolves, grizzly bears, and the Florida panther.

Responsive Management has assisted with research on numerous natural resource ballot initiatives and referenda and has helped agencies and organizations find alternative funding and increase their membership and donations. Additionally, Responsive Management has conducted major organizational and programmatic needs assessments to assist natural resource agencies and organizations in developing more effective programs based on a solid foundation of fact.

Responsive Management has conducted research on public attitudes toward natural resources and outdoor recreation in almost every state in the United States, as well as in Canada, Australia, the United Kingdom, France, Germany, and Japan. Responsive Management has also conducted focus groups and personal interviews with residents of the African countries of Algeria, Cameroon, Mauritius, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe.

Responsive Management routinely conducts surveys in Spanish and has conducted surveys in Chinese, Korean, Japanese and Vietnamese and has completed numerous studies with specific target audiences, including Hispanics, African-Americans, Asians, women, children, senior citizens, urban, suburban and rural residents, large landowners, and farmers.

Responsive Management's research has been upheld in U.S. District Courts; used in peer-reviewed journals; and presented at major natural resource, fish and wildlife, and outdoor recreation conferences across the world. Company research has been featured in most of the nation's major media, including CNN, *The New York Times*, *The Wall Street Journal*, and on the front pages of *USA Today* and *The Washington Post*. Responsive Management's research has also been highlighted in *Newsweek* magazine.

Visit the Responsive Management website at:  
**[www.responsivemanagement.com](http://www.responsivemanagement.com)**