



WAGE | EQUITY | STUDY

Wage Equity for Non-Profit Human Services Workers:

A study of work and pay in
Seattle and King County

WAGE | EQUITY | STUDY

WAGE | EQUITY | STUDY

Wage Equity for Non-Profit Human Services Workers:

A study of work and pay in Seattle and King County

FEBRUARY 2023

Table of contents

Executive summary	5
Introduction	8
About this study	8
Box 1. About the Seattle/King County Wage Equity in Human Services Study	9
Human Services Work	10
Box 2. Key terms and concepts	11
Understanding wage inequity	13
Comparable worth theory	13
How wages are set.....	13
Box 3. Comparable worth/wage equity in other contexts.....	17
Market analysis.....	17
Median earnings are lower in human services than in other industries.....	18
Multivariate analyses show wage gaps controlling for worker characteristics..	20
Leaving human services jobs increases pay.....	21
All three market data analyses show wage gaps.....	23
Job evaluation analysis	23
About the job evaluation instrument.....	23
Participants.....	24
Box 4: How the job evaluation instrument works	25
Data and analysis.....	26
Job evaluation study findings	26
Additional observations	29
Summary.....	30
Limitations	31
Comparisons.....	32
Conclusion and Recommendations.....	33
Steps for implementing the recommendations	36
References	38
Information about appendices	39
Appendix 1. Study personnel.....	40
Appendix 2. Overview of the historical and policy context.....	42
Appendix 3. The relative earnings of human services workers:	
A market analysis.....	55
Appendix 4. Human services workers: A job evaluation study.....	126

About this study

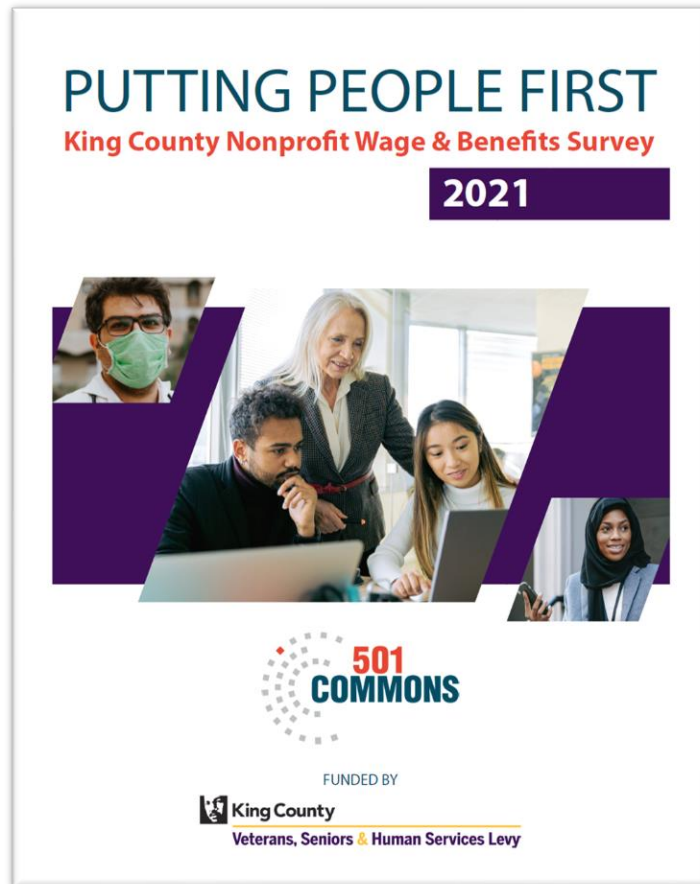
- Funding: City of Seattle Human Services Department
- UW-led team of national and international scholars
 - Advised by a Steering Committee convened by the Seattle Human Services Coalition
 - Interpretations and conclusions are ours alone

Conclusion: Achieving wage equity for workers at non-profit human services organizations requires substantially increasing wage rates.

- Market data show pay gaps of 30% or more
- Detailed job analysis confirms substantial devaluation

Recommendations include an immediate real 7% pay increase and substantial longer-term increases by 2030.

Building on knowledge that non-profit human services workers are paid less than other workers in our region.



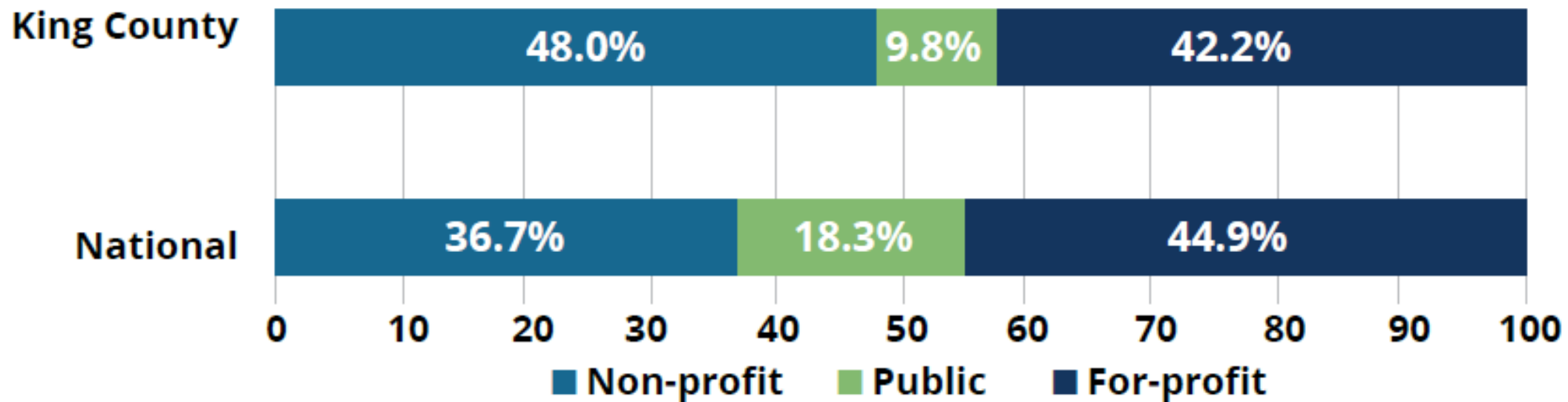
WAGE | EQUITY | STUDY

Building on knowledge that non-profit human services workers are paid less than other workers in our region.

- Study goals:
 1. Estimate the wage gap
 2. Examine **comparable worth**
 - Comparable worth = “equal pay for equivalent work”
- Methods: policy review plus original data analysis
 - Market analysis
 - Job evaluation analysis

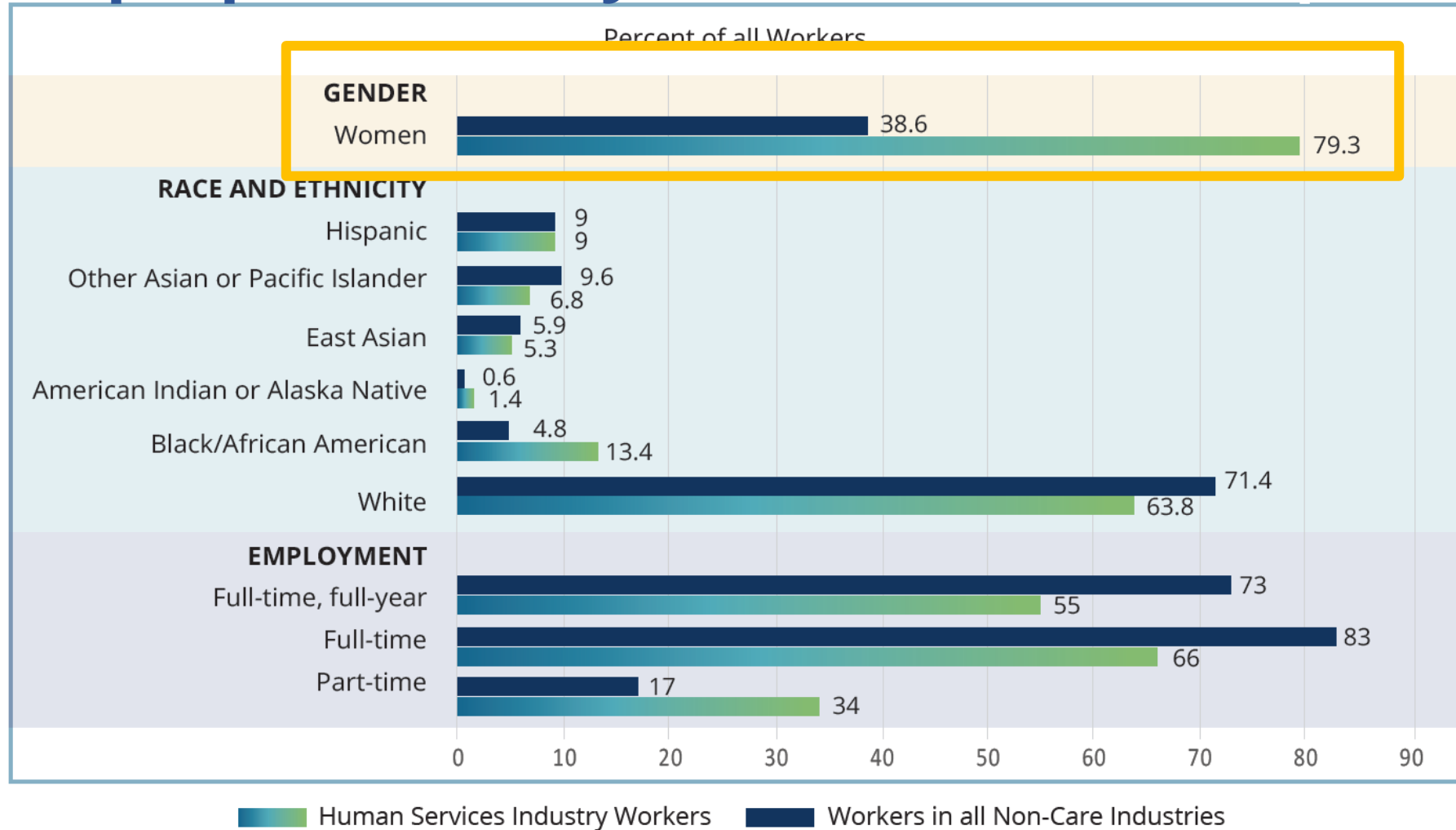
Human services workers

- Disproportionately in the non-profit sector



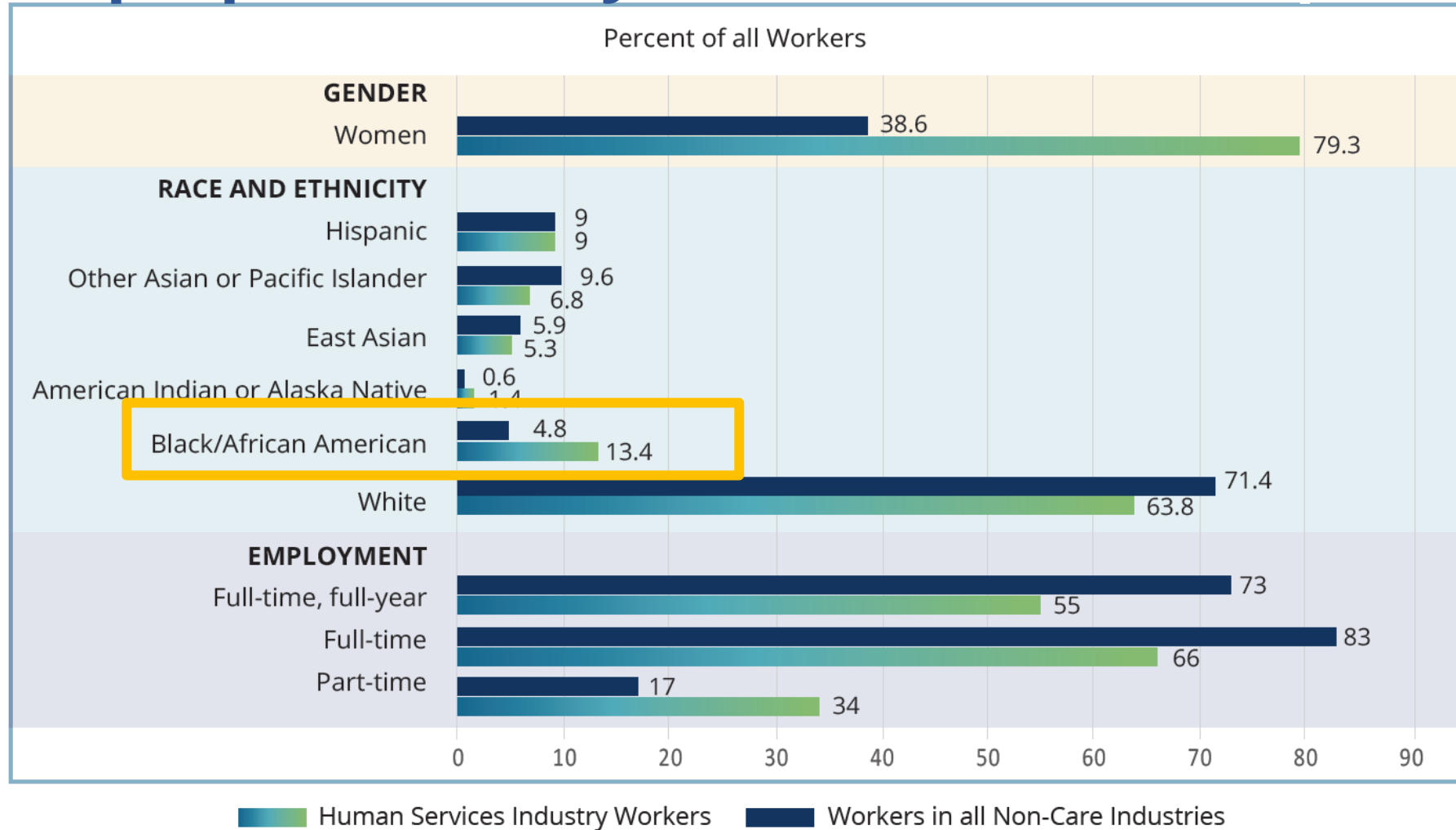
Analysis of 2005-2019 American Community Survey. All workers. Figure 1 in main report and Appendix 3, Table 1.

King County human services workforce is disproportionately female



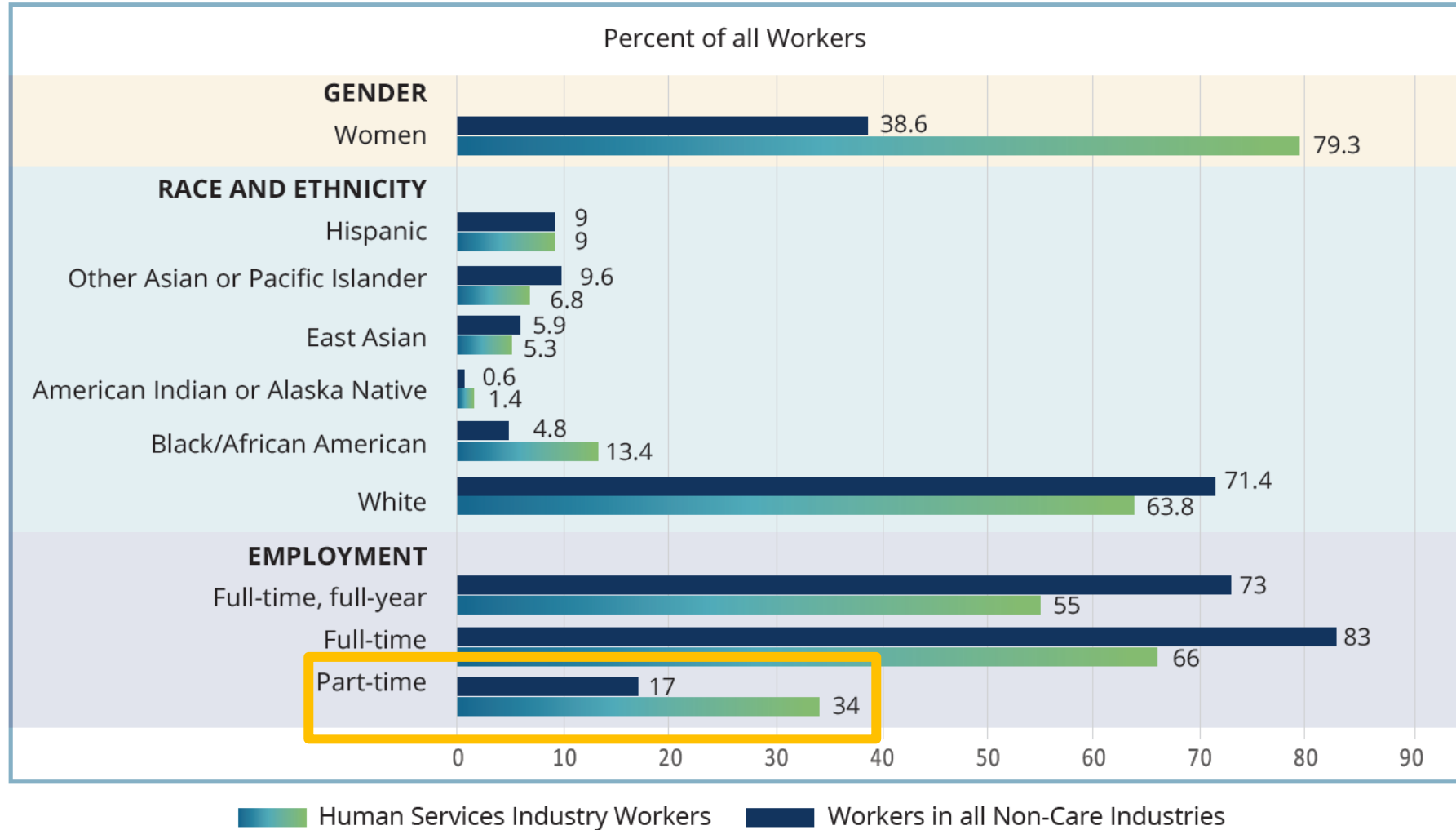
Analysis of 2005-2019 American Community Survey. All King County workers. Figure 2 in main report and Appendix 3, Table 1.

King County human services workforce is disproportionately female, Black



Analysis of 2005-2019 American Community Survey. All King County workers. Figure 2 in main report and Appendix 3, Table 1.

King County human services workforce is disproportionately female, Black, and part-time



Analysis of 2005-2019 American Community Survey. All King County workers. Figure 2 in main report and Appendix 3, Table 1.

Sexism

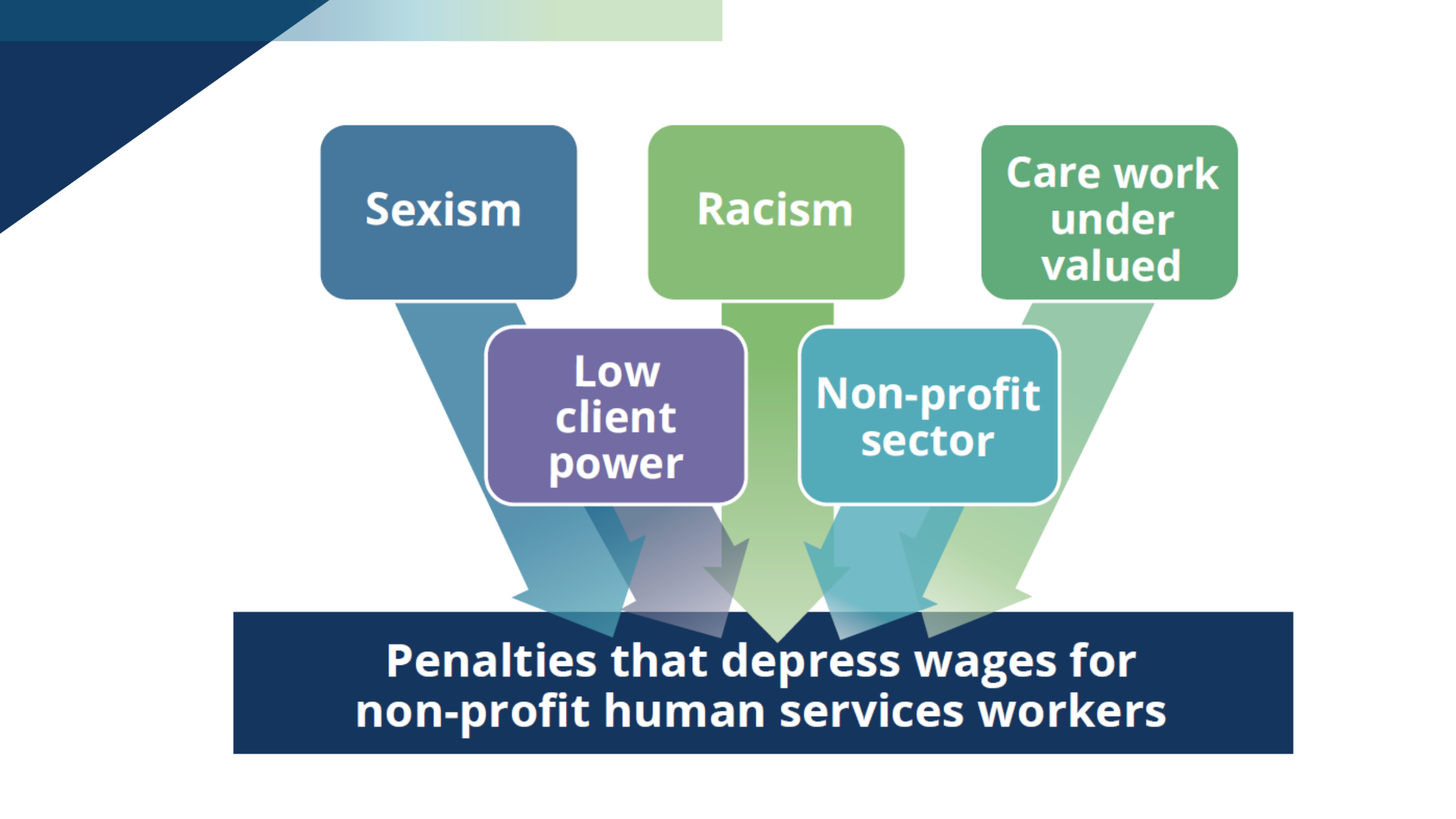
Racism

**Care work
under
valued**

**Low
client
power**

**Non-profit
sector**

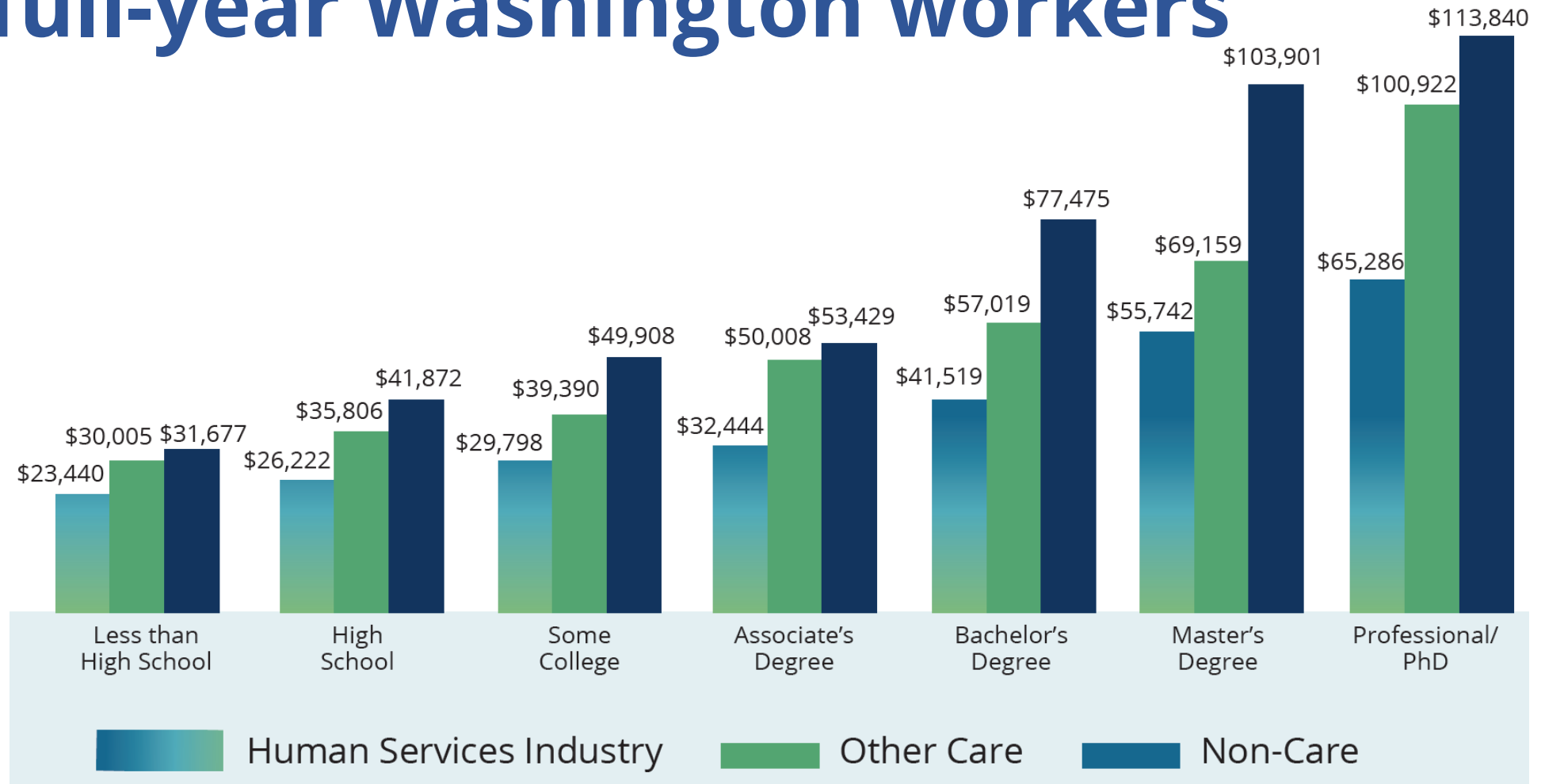
**Penalties that depress wages for
non-profit human services workers**



Market analysis

- What are human services workers in King County paid relative to workers in other care and non-care industries?
- Two data sources
 - American Community Survey (Census Bureau)
 - Washington State Employment Security Department

Median annual earnings for full-time, full-year Washington workers



Amounts shown in 2019 dollars. Un-adjusted medians. ACS workers ages 18-64. See Figure 5 and Appendix 3, Figure 2.

Industry and sector wage penalties, Washington state

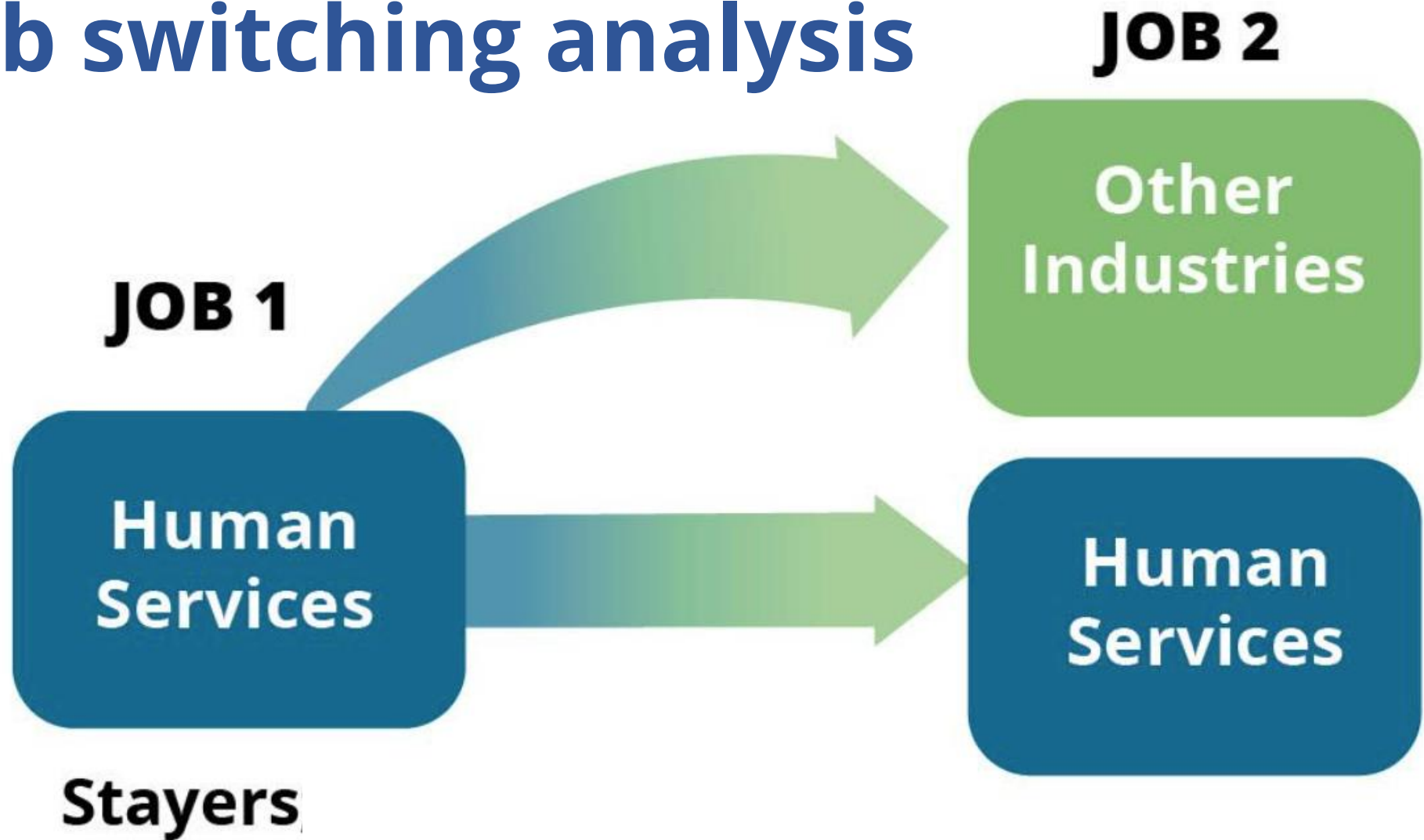
Relative to workers in non-care industries...



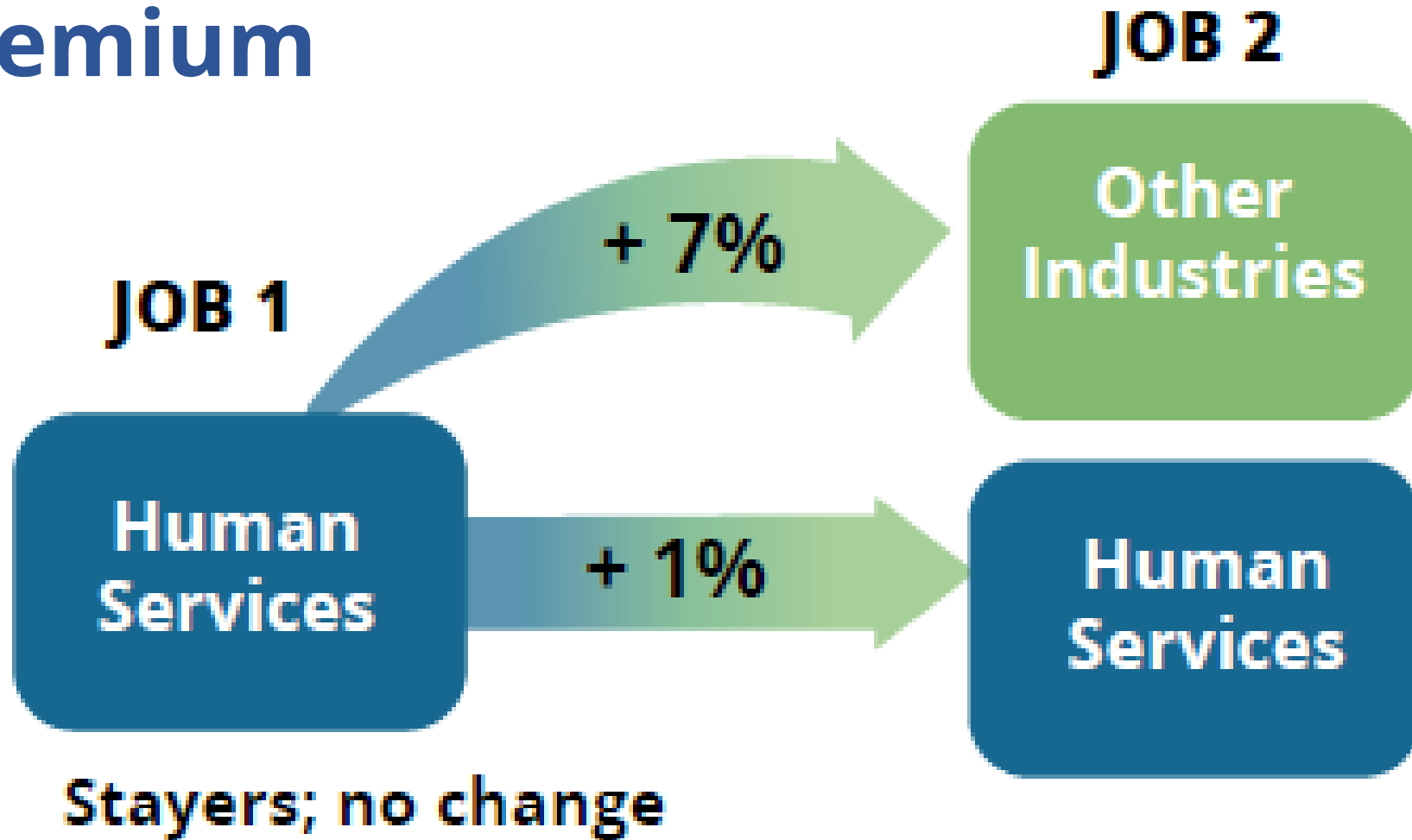
Multivariate analysis of American Community Survey data for full-time, full-year workers ages 18-64. Analysis controls for worker characteristics and time trends. Source: Appendix 3, Exhibit H.

WAGE | EQUITY | STUDY

Job switching analysis



Seattle workers who leave human services see a 7% *hourly* wage increase premium



Source: Analysis of 2010-2017 Washington State Employment Security Department records, See Figure 7 and Appendix 3, Table M2 for details.

WAGE | EQUITY | STUDY

Workers who leave human services

- Are paid an earnings premium of 7% more per hour a year later (raw increase is 14%)
- Total quarterly earnings premium of 31% a year later

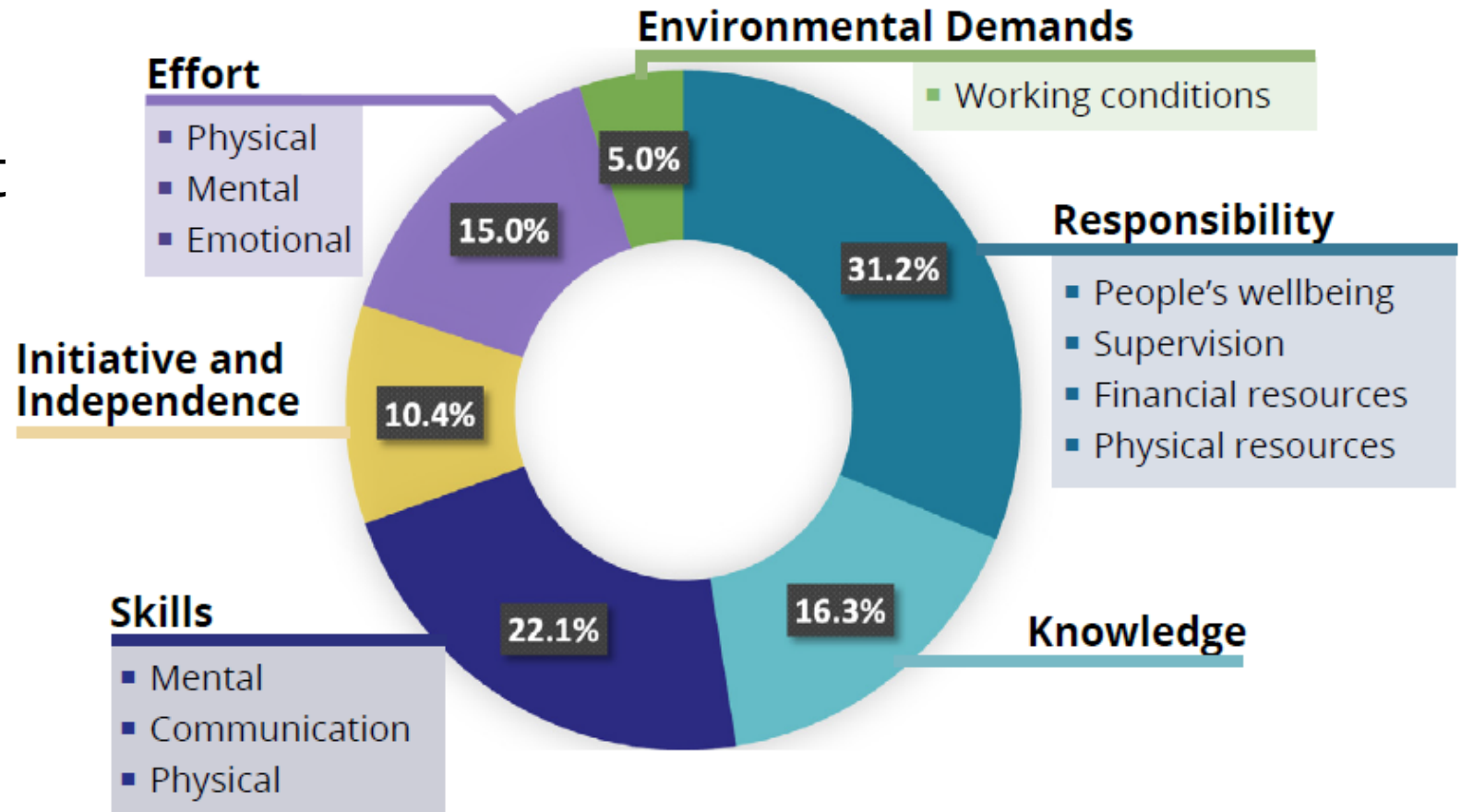
Source: Appendix 3, Table 5 and Exhibit M.2.

Job evaluation analysis

- Compare different jobs based on characteristics
- In-depth examination of specific jobs

Job evaluation analysis

- Compare different jobs based on characteristics
- In-depth examination of specific jobs



Sample and methods

- Human services workers from 4 job types: childcare workers, case managers, intake specialists, and directors
- Comparator job-holders from a range of other jobs
- All from King County, including Seattle
- Survey + interview, N=22, October – December 2022

Findings: King county non-profit human services workers are paid less for jobs that are as or more demanding than other jobs

Table 2. Job evaluation (JE) scores and median King County salaries, non-profit human services jobs

JE score	Job title	Area median salary
404	Teaching Assistant	\$39,177
430	School Age Enrichment Worker	\$45,752
447	Youth Advocate	\$43,663
460	Office Assistant/Intake Coordinator	\$41,600
505	Early Learning Director/Site Coordinator	\$66,048
522	Case Manager	\$60,099
528	Program Manager	\$66,048
581	Manager – Housing Services	\$58,033
601	Coalition Director Programs and Membership	\$66,048
669	Children's Advocate	\$55,059
684	HR Director, Housing Organization	\$140,442
716	Director – Housing Services	\$78,162

Table 3. Job evaluation (JE) scores and median area salaries, comparator jobs

JE score	Job title	Area median salary
367	Office Manager	\$62,710
370	Public Sector Administrator/Project Manager	\$76,860
427	Journey Electrician	\$79,020
449	Dispatcher/Office Manager	\$55,070
492	Business Representative	\$130,750
512	Facilities Manager/Administrator	\$81,465
577	Private School Equity Director	\$133,243
593	Attorney	\$129,147
599	Compliance Director	\$132,230
710	Construction Project Manager	\$104,458

Findings: King county non-profit human services workers are paid less for jobs that are as or more demanding than other jobs

Table 2. Job evaluation (JE) scores and median King County salaries, non-profit human services jobs

JE score	Job title	Area median salary
404	Teaching Assistant	\$39,177
430	5th Grade Teacher (1st-5th years)	\$45,752
447	Youth Advocate	\$43,663
460	Office Assistant/Intake Coordinator	\$41,600
505	Early Learning Director/Site Coordinator	\$66,048
522	Case Manager	\$60,099
528	Program Manager	\$66,048
581	Manager – Housing Services	\$58,033
601	Coalition Director Programs and Membership	\$66,048
669	Children's Advocate	\$55,059
684	Director – Housing Services	\$78,162
716	Director – Housing Services	\$78,162

Table 3. Job evaluation (JE) scores and median area salaries, comparator jobs

JE score	Job title	Area median salary
367	Office Manager	\$62,710
370	Public Health Educator	\$76,860
427	Journey Electrician	\$79,020
449	Dispatcher/Office Manager	\$55,070
492	Business Representative	\$130,750
512	Facilities Manager/Administrator	\$81,465
577	Private School Equity Director	\$133,243
593	Attorney	\$129,147
599	Compliance Specialist	\$122,200
710	Construction Project Manager	\$104,458

Figure 9. Teaching Assistant Job Comparison

Comparing job evaluation factor scores and pay for a non-profit human services job and a similarly-scored job not in human services



TEACHING ASSISTANT NON-PROFIT SECTOR

Median Pay **\$39,177/year**

Job Evaluation Score **404**

ADMINISTRATOR/PROJECT MANAGER PUBLIC SECTOR

Median Pay **\$76,860/year**

Job Evaluation Score **370**



FACTOR		SCORE	
Knowledge	80	60	
Skills			
Mental	39	39	
Interpersonal Communication	52	52	
Physical	26	26	
Demands			
Physical	20	10	
Mental	30	20	
Emotional	20	10	
Responsibility			
For People	39	26	
For Supervision	13	26	
For Financial Resources	13	26	
For Physical Resources	13	26	
Working Conditions	20	10	
Initiative/Independence	39	39	
TOTAL		404	370

Source: Job evaluation scores from study analysis (see text and Appendix 4 for details). Human services salary data from 2021 King County Nonprofit Wage and Benefit Report (501 Commons, 2021). Comparison salary data from Bureau of Labor Standards (2022) for Seattle-Bellevue-Tacoma metro area.

Figure 10. Director of Housing Services Job Comparison

Comparing job evaluation factor scores and pay for a non-profit human services job and a similarly-scored job not in human services

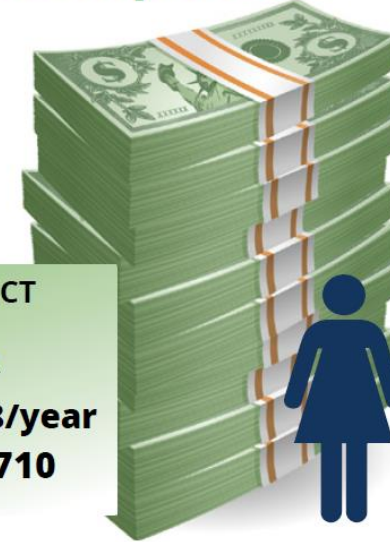


DIRECTOR OF HOUSING SERVICES NON-PROFIT SECTOR

Median Pay **\$78,162/year**
Job Evaluation Score **716**

CONSTRUCTION PROJECT MANAGER FOR-PROFIT SECTOR

Median Pay **\$104,458/year**
Job Evaluation Score **710**



FACTOR		SCORE	
Knowledge	121	142	
Skills			
Mental	65	78	
Interpersonal Communication	65	65	
Physical	26	39	
Demands			
Physical	20	20	
Mental	40	40	
Emotional	40	20	
Responsibility			
For People	65	52	
For Supervision	65	39	
For Financial Resources	52	65	
For Physical Resources	39	52	
Working Conditions	40	20	
Initiative/Independence	78	78	
TOTAL		716	710

Source: Job evaluation scores from study analysis (see text and Appendix 4 for details). Human services salary data from 2021 King County Nonprofit Wage and Benefit Report (501 Commons, 2021). Comparison salary data from Bureau of Labor Standards (2022) for Seattle-Bellevue-Tacoma metro area.

Short-term recommendations

1. Raise real wage rates by a minimum of 7% for non-profit human services workers in the near term.
2. Adjust for inflation separately.
3. Maintain or improve benefits and job characteristics.
4. Consider wages in racial and gender equity work.

Longer-term recommendations

5. Substantially increase wages for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries.
6. Create a salary grade system.
7. Use public contracts to further wage equity.

The math...

- Closing a 30% gap
 - \$70,000 to \$100,000 requires a 43% raise
- Closing a 37% gap
 - 63,000 to \$100,000 requires a 59% raise

Longer-term recommendations

5. Substantially increase wages for non-profit human services workers to align with those of workers doing comparable work in other sectors and industries.
6. Create a salary grade system.
7. Use public contracts to further wage equity.

Thank you

For more information, see
<https://socialwork.uw.edu/wageequitystudy>



WAGE | EQUITY | STUDY

Thank you

For more information, see
<https://socialwork.uw.edu/wageequitystudy>

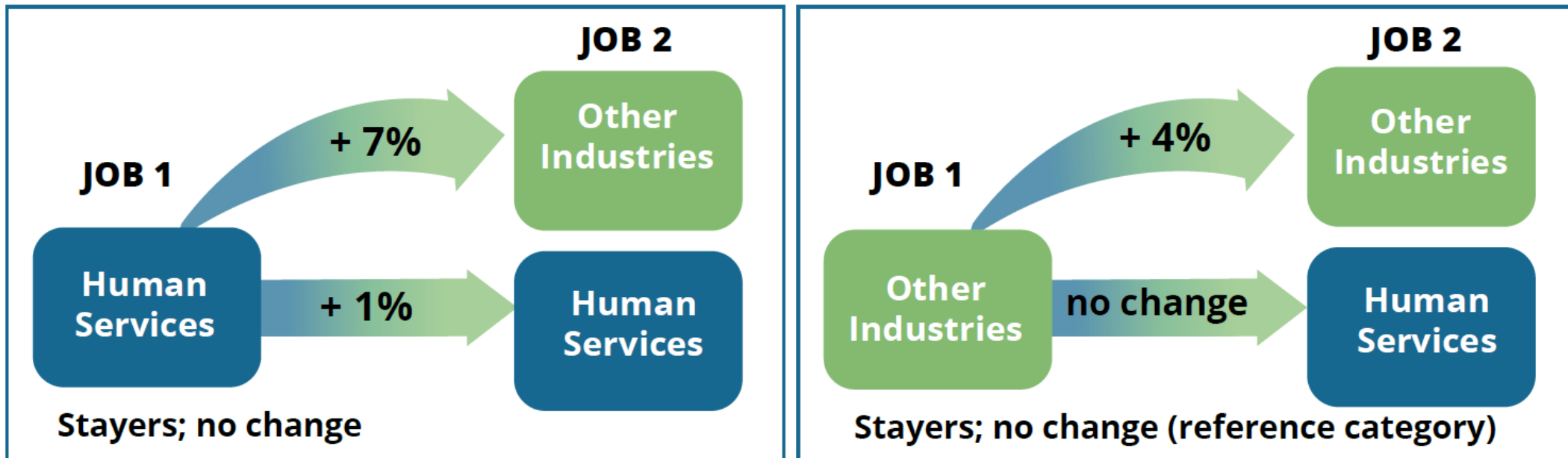
WAGE | EQUITY | STUDY



Additional information

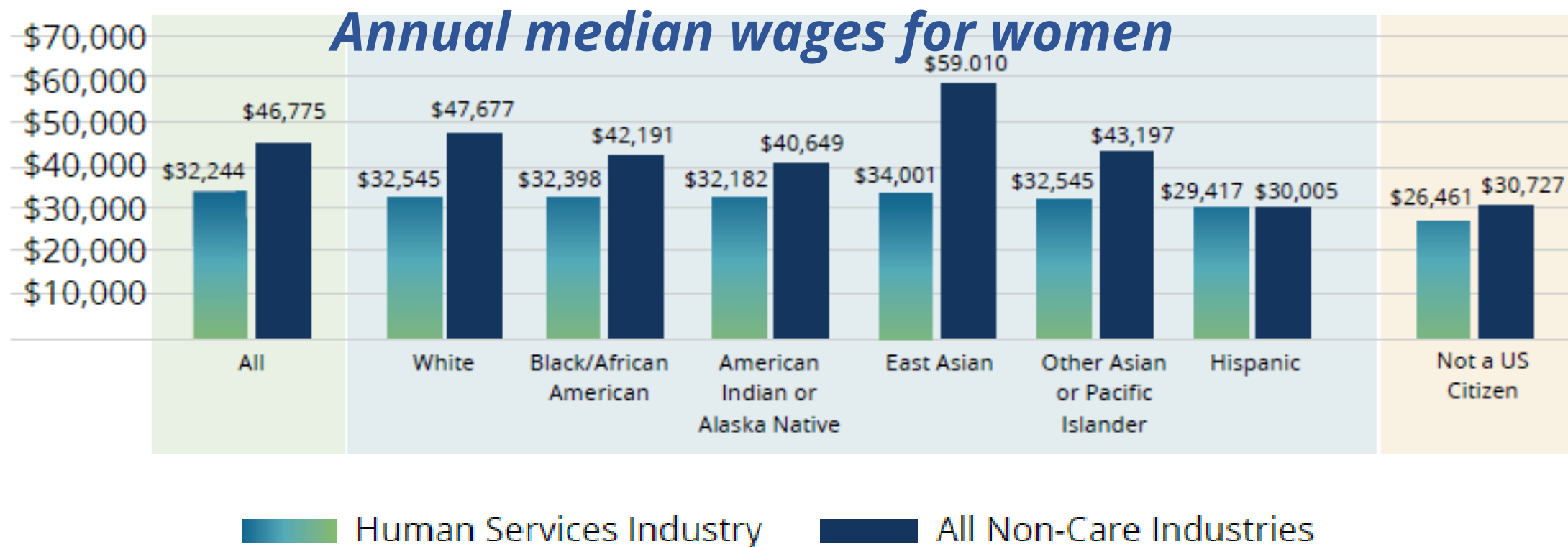
Switching analysis details

Figure 7. Hourly wage rate change premium for Seattle job stayers and switchers, within and across industries (from multivariate analysis)



Source: Analysis of 2010-2017 Washington State Employment Security Department earnings records. See Appendix 3, Exhibit M2 for details.

Human services wages are lower than wages in other industries



**Table 2. Job evaluation (JE) scores and median King County salaries,
non-profit human services jobs**

JE score	Job title	Area median salary
404	Teaching Assistant	\$39,177
430	School Age Enrichment Worker	\$45,752
447	Youth Advocate	\$43,663
460	Office Assistant/Intake Coordinator	\$41,600
505	Early Learning Director/Site Coordinator	\$66,048
522	Case Manager	\$60,099
528	Program Manager	\$66,048
581	Manager – Housing Services	\$58,033
601	Coalition Director Programs and Membership	\$66,048
669	Children’s Advocate	\$55,059
684	HR Director Housing	\$140,442
716	Director – Housing Services	\$78,162

Source: Job evaluation scores from study analysis (see text and Appendix 4 for details). Salary data from 2021 King County Nonprofit Wage and Benefit Report (501 Commons, 2021).

Table 3. Job evaluation (JE) scores and median area salaries, comparator jobs

JE score	Job title	Area median salary
367	Office Manager	\$62,710
370	Public Sector Administrator/Project Manager	\$76,860
427	Journey Electrician	\$79,020
449	Dispatcher/Office Manager	\$55,070
492	Business Representative	\$130,750
512	Facilities Manager/Administrator	\$81,465
577	Private School Equity Director	\$133,243
593	Attorney	\$129,147
599	Compliance Director	\$132,230
710	Construction Project Manager	\$104,458

*Source: Job evaluation scores from study analysis (see text and Appendix 4 for details). Salary data from U.S. Bureau of Labor Statistics data reported via the O*Net system (National Center for O*NET Development, n.d.).*