



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

About this study

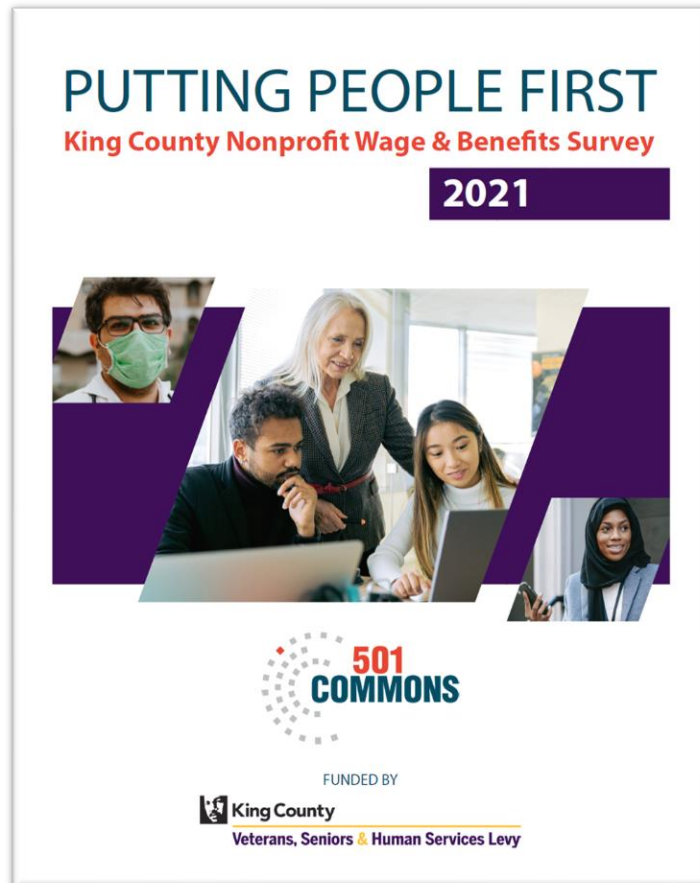
- Funding: City of Seattle Human Services Department
- UW-led team of national and international scholars
 - Advised by a Steering Committee convened by the Seattle Human Services Coalition
 - Interpretations and conclusions are ours alone

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”
- Study methods: rigorous analysis of available and new data
 - Market analysis
 - Job evaluation analysis

Human services workers

Human services workers

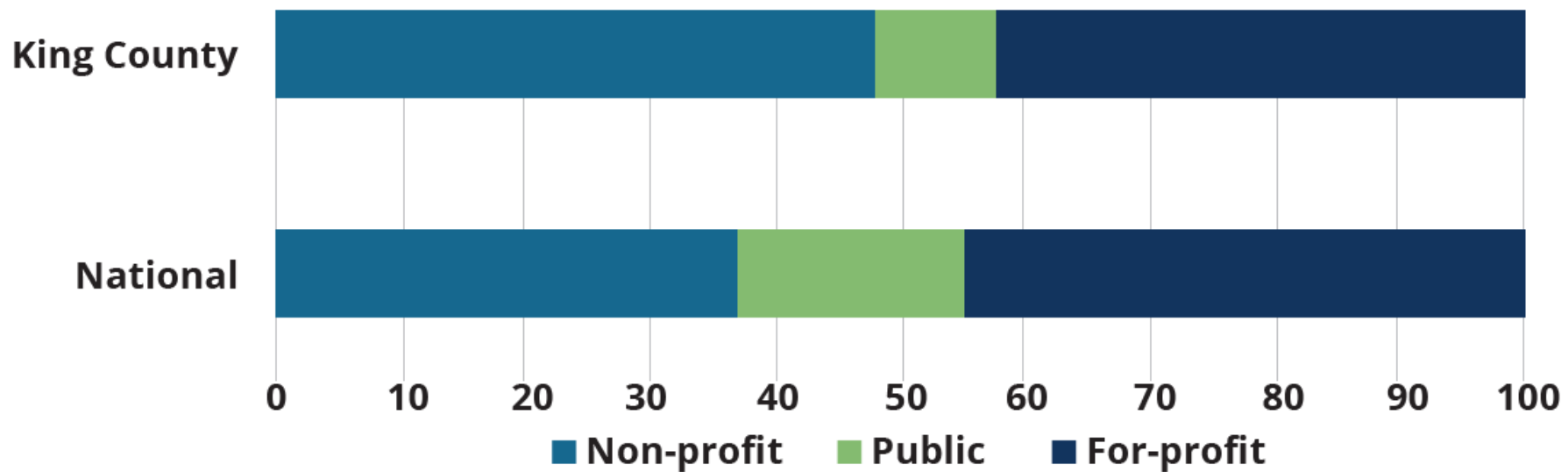
- Perform caring labor

Human services workers

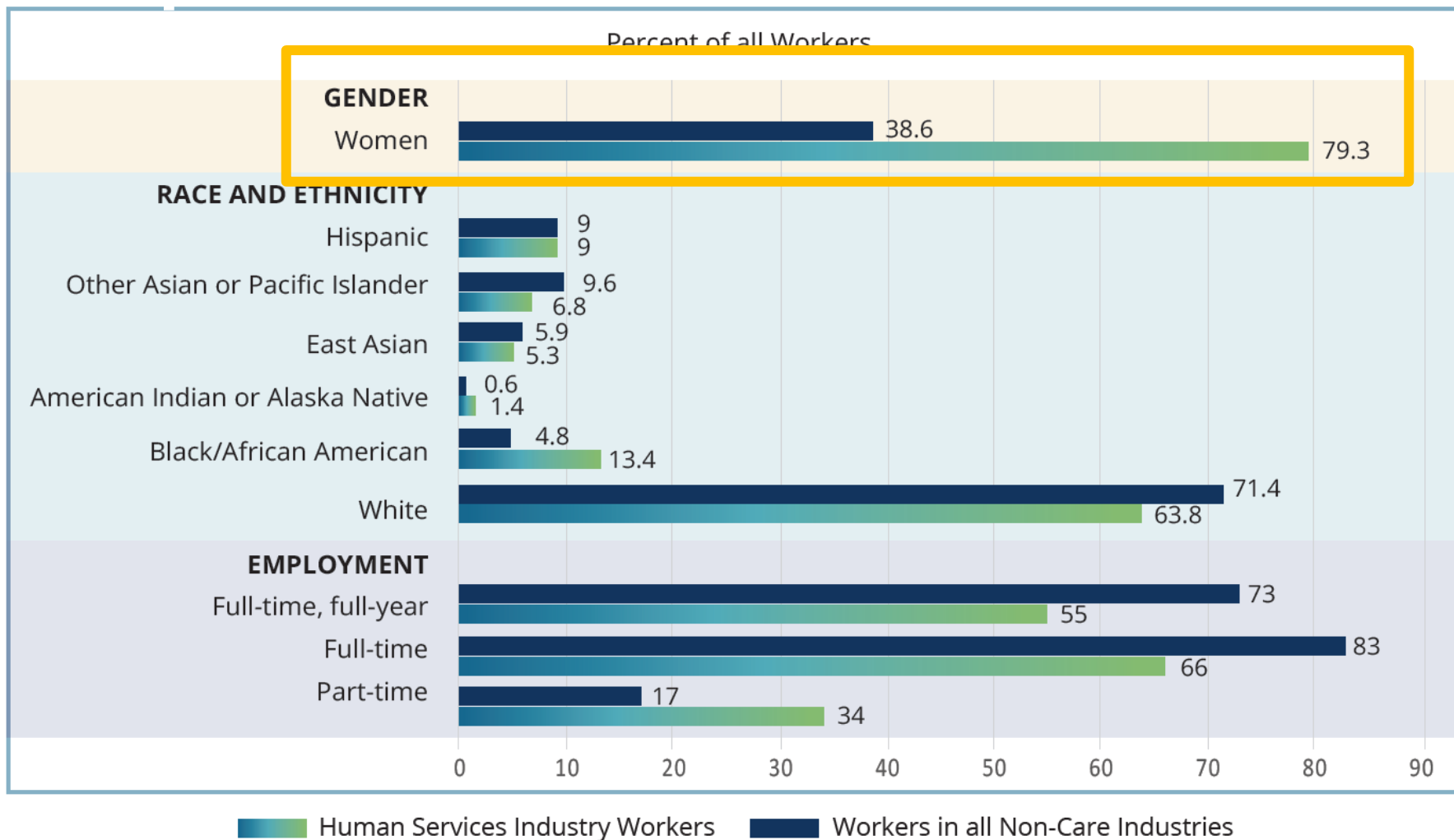
- Perform caring labor
- Disproportionately in the non-profit sector

Human services workers

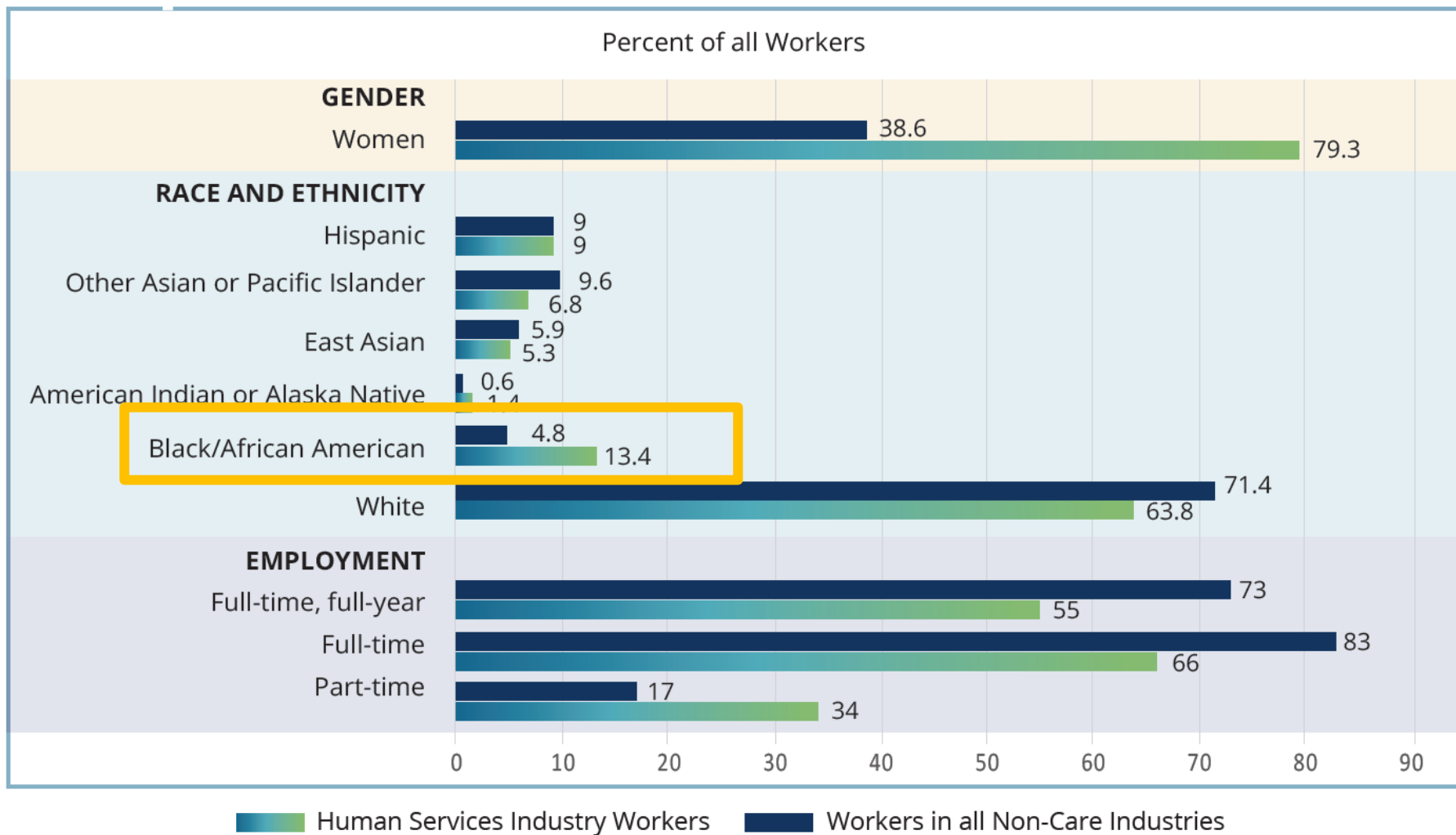
- Perform caring labor
- Disproportionately in the non-profit sector



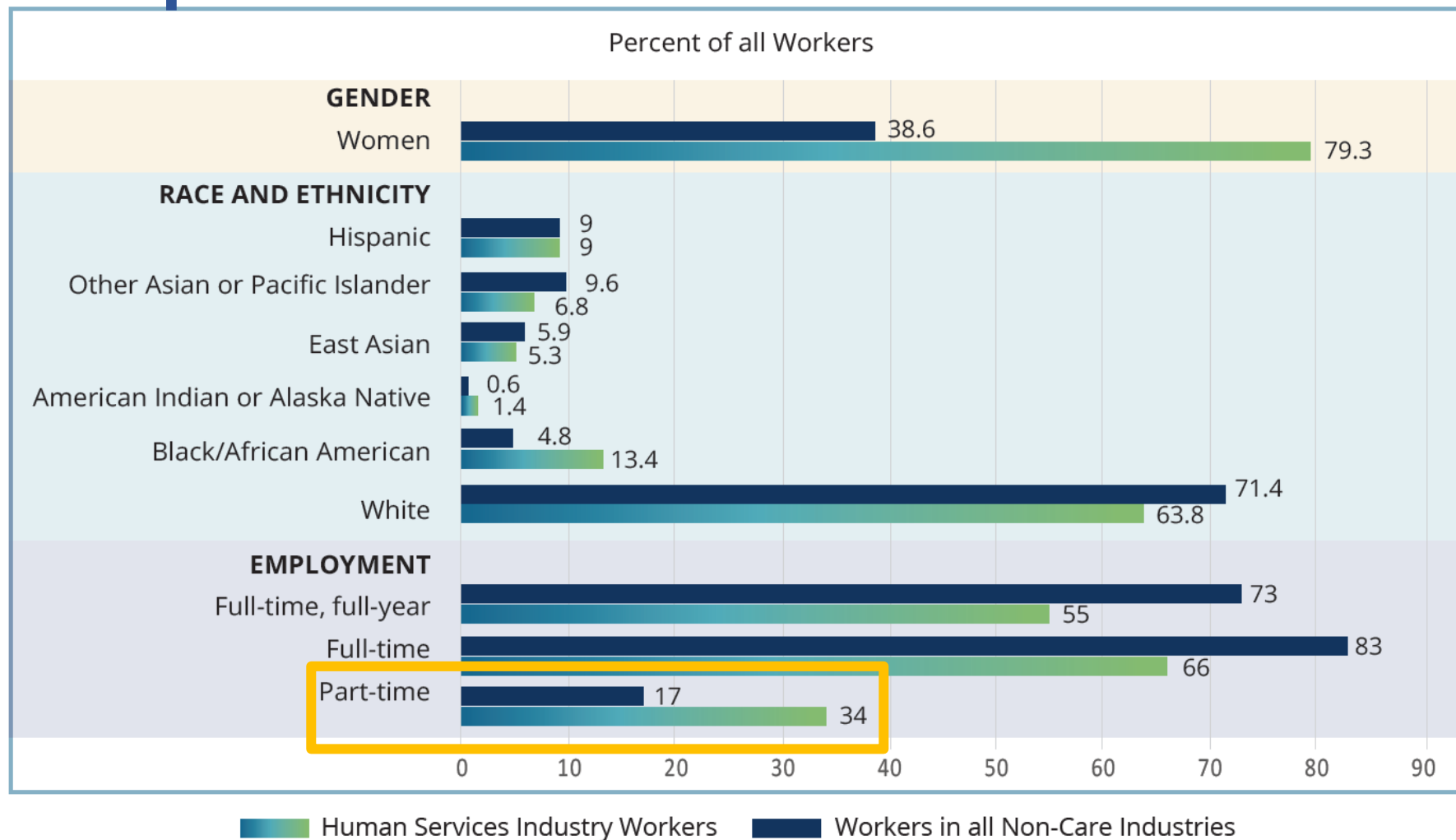
Workforce is disproportionately female



Workforce is disproportionately female, Black,



Workforce is disproportionately female, Black, and part-time



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

WAGE | EQUITY | STUDY



Understanding wage structures

Sexism

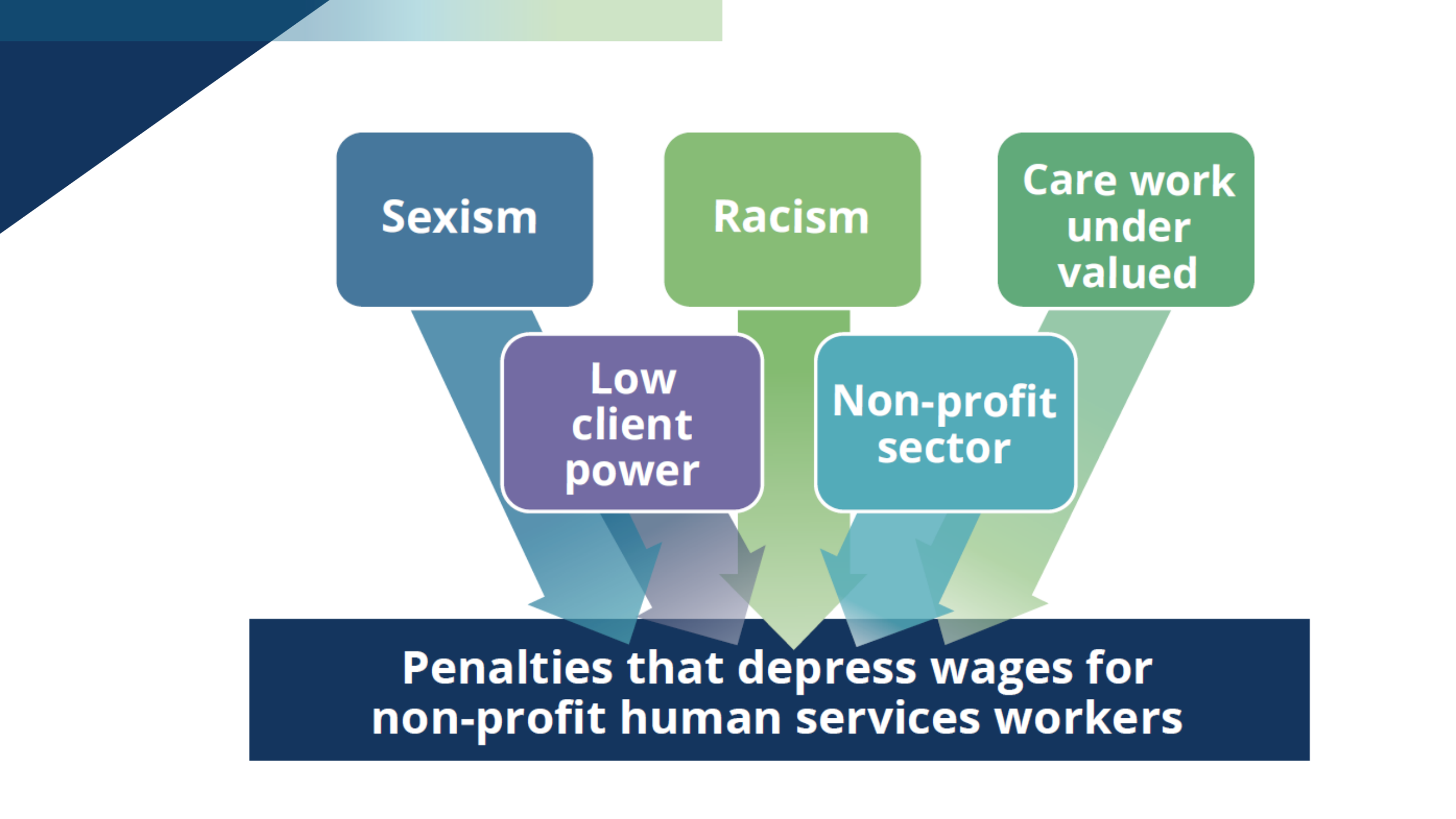
Racism

**Care work
under
valued**

**Low
client
power**

**Non-profit
sector**

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





The Computer Girls

BY LOIS MANDEL

Twenty years ago, a girl could be a secretary, a school teacher . . . maybe a librarian, a social worker or a nurse. If she was really ambitious, she could go into the professions and compete with men . . . usually working harder and longer to earn less pay for the same job. Now have come the big, dazzling com-

puter can solve a problem, and then instruct the machine to do it." "It's just like planning a dinner," explains Dr. Grace Hopper, now a staff scientist in systems programming for Univac. (She helped develop the first electronic digital computer, the Eniac, in 1946.) "You have to plan ahead and



WAGE | EQUITY | STUDY

Sexism

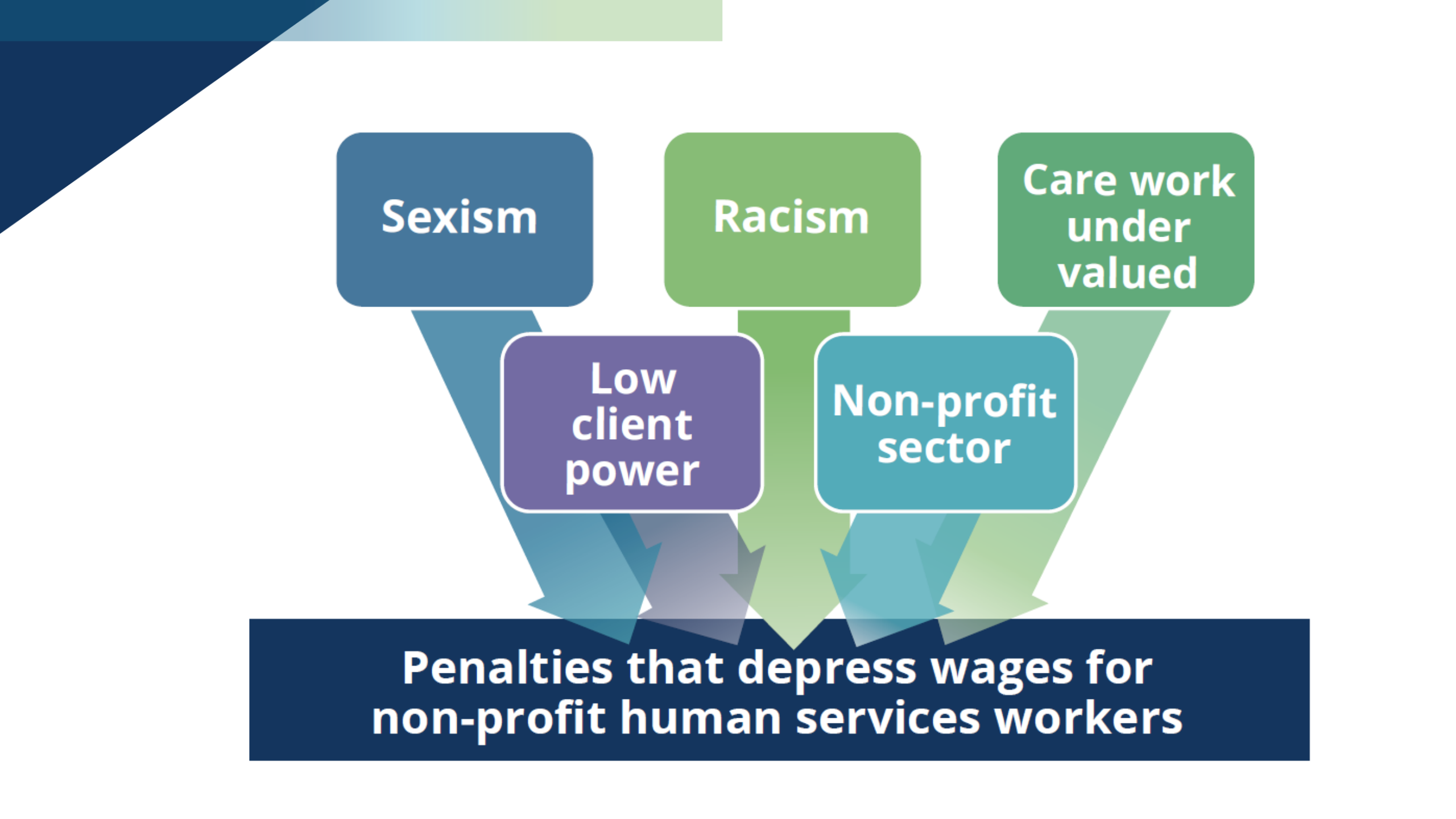
Racism

**Care work
under
valued**

**Low
client
power**

**Non-profit
sector**

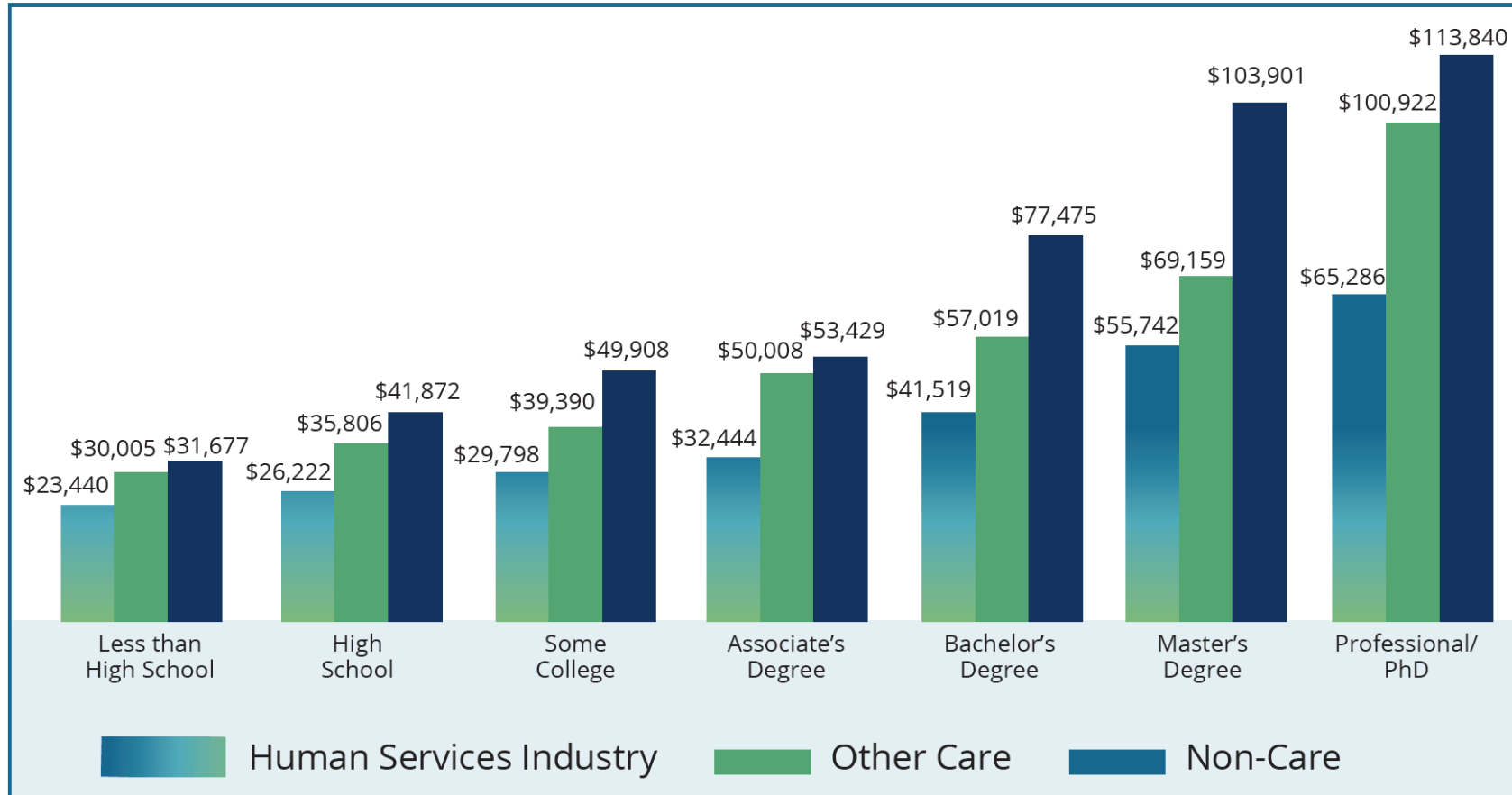
**Penalties that depress wages for
non-profit human services workers**



Market analysis

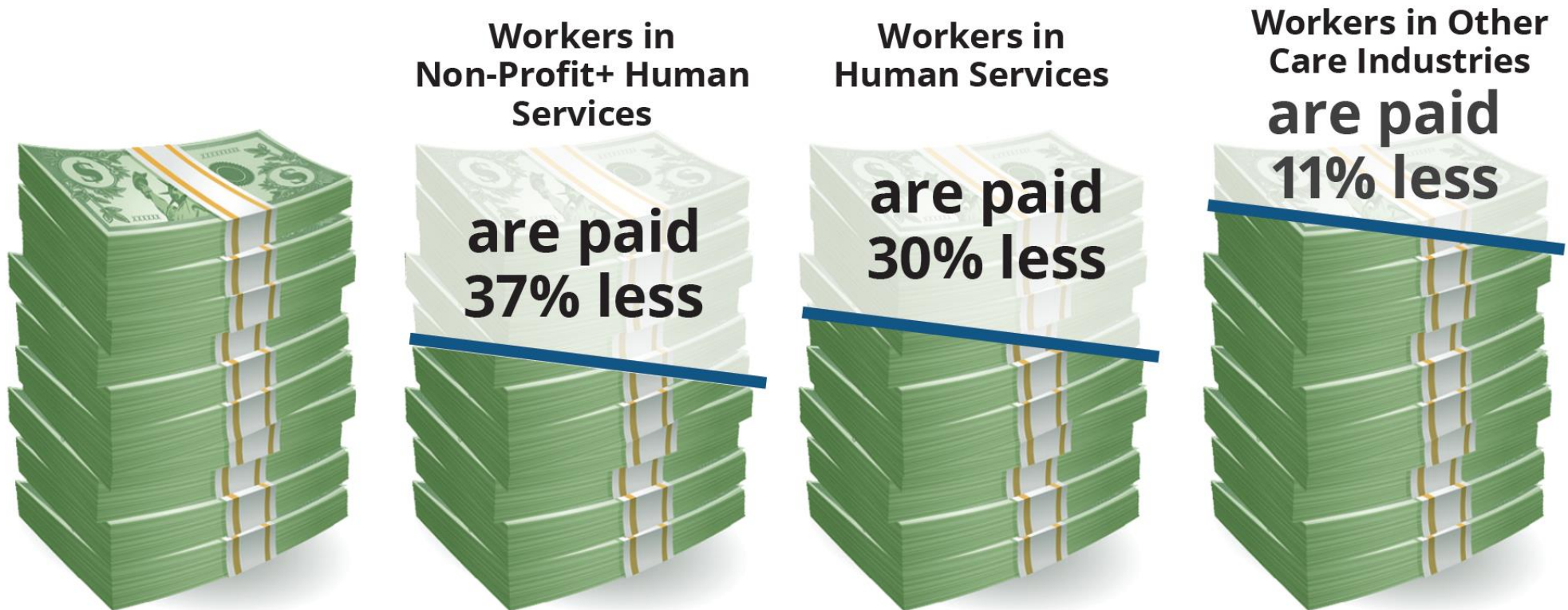
- What are human services workers in King County paid relative to workers in other care and non-care industries?
- Two data sources
 - American Community Survey (Census Bureau)
 - Washington State Employment Security Department

Figure 5. Median annual earnings by industry and education, Washington workers (in 2019 dollars)



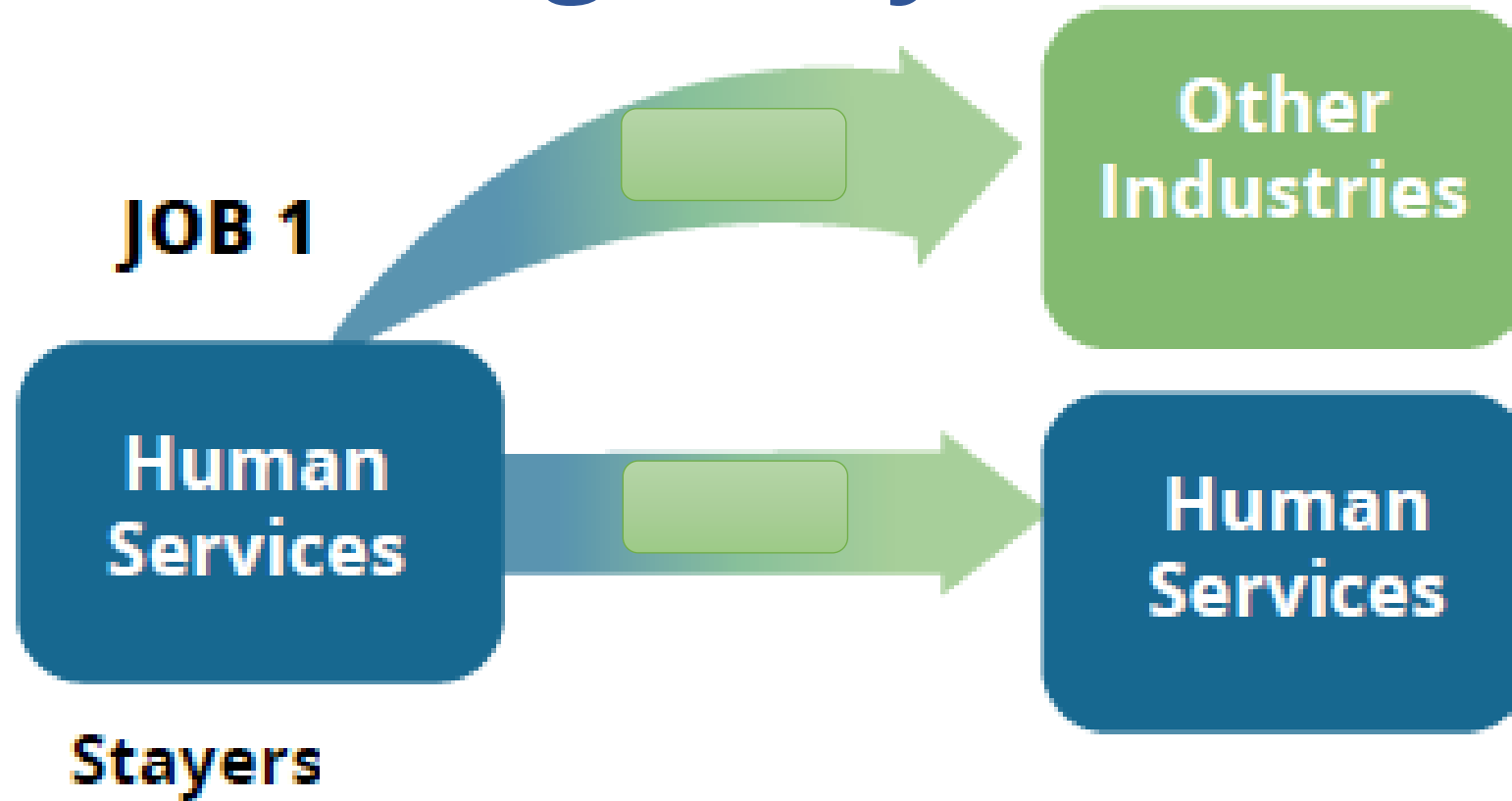
Source: Analysis of American Community Survey data, 2005-2019. All full-time, full-year wage and salary workers between the ages of 18 and 64. See Appendix 3, Table 4.

Figure 6. Wage penalties by industry and sector, Washington state
Relative to workers in non-care industries...

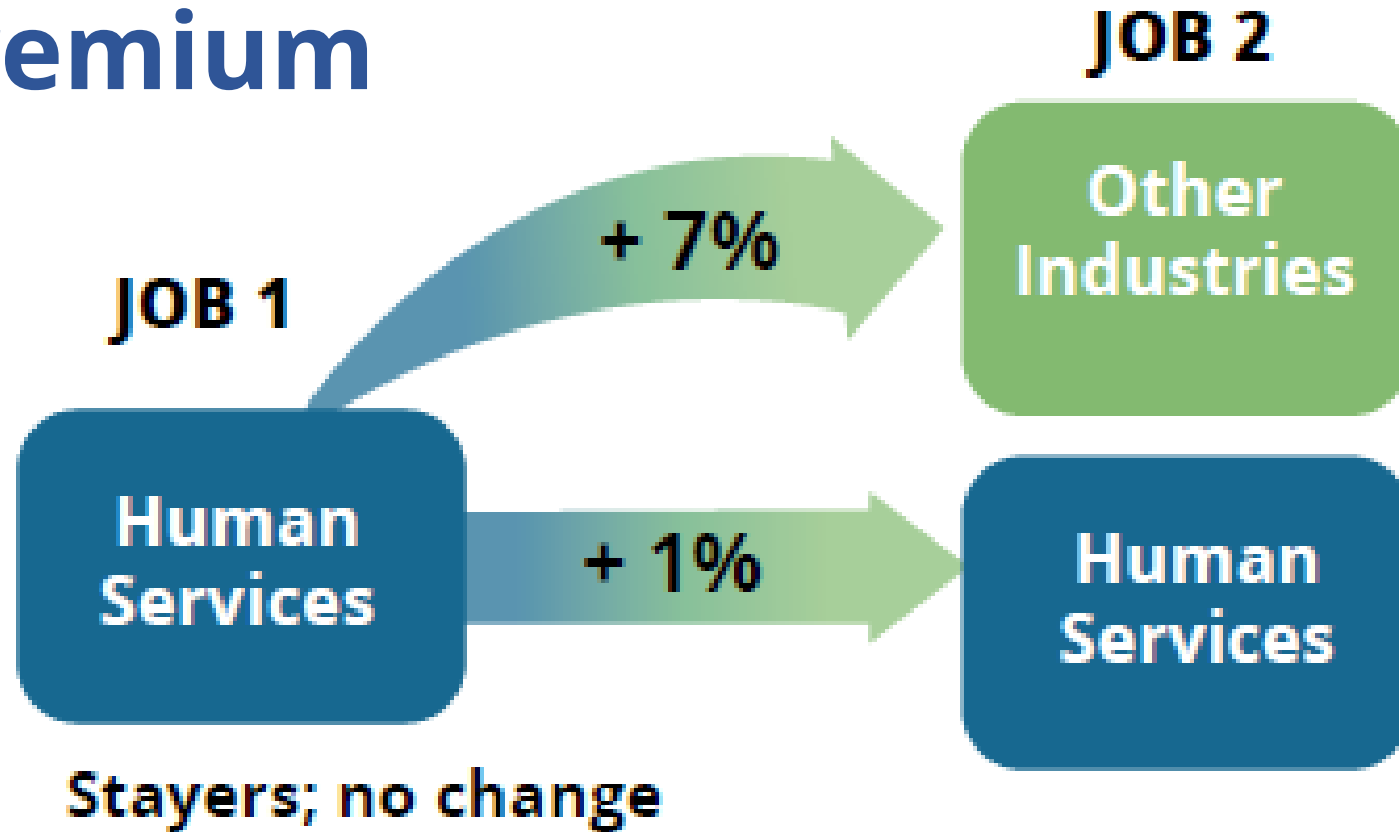


Source: Multivariate analysis of American Community Survey data, 2005-2019. Analysis controls for individual worker characteristics and time trends

Job switching analysis **JOB 2**



Workers who leave human services see a 7% hourly wage premium



Source: Analysis of 2010-2017 Washington State Employment Security Department earnings records. See Appendix 3, Table 5 for details.

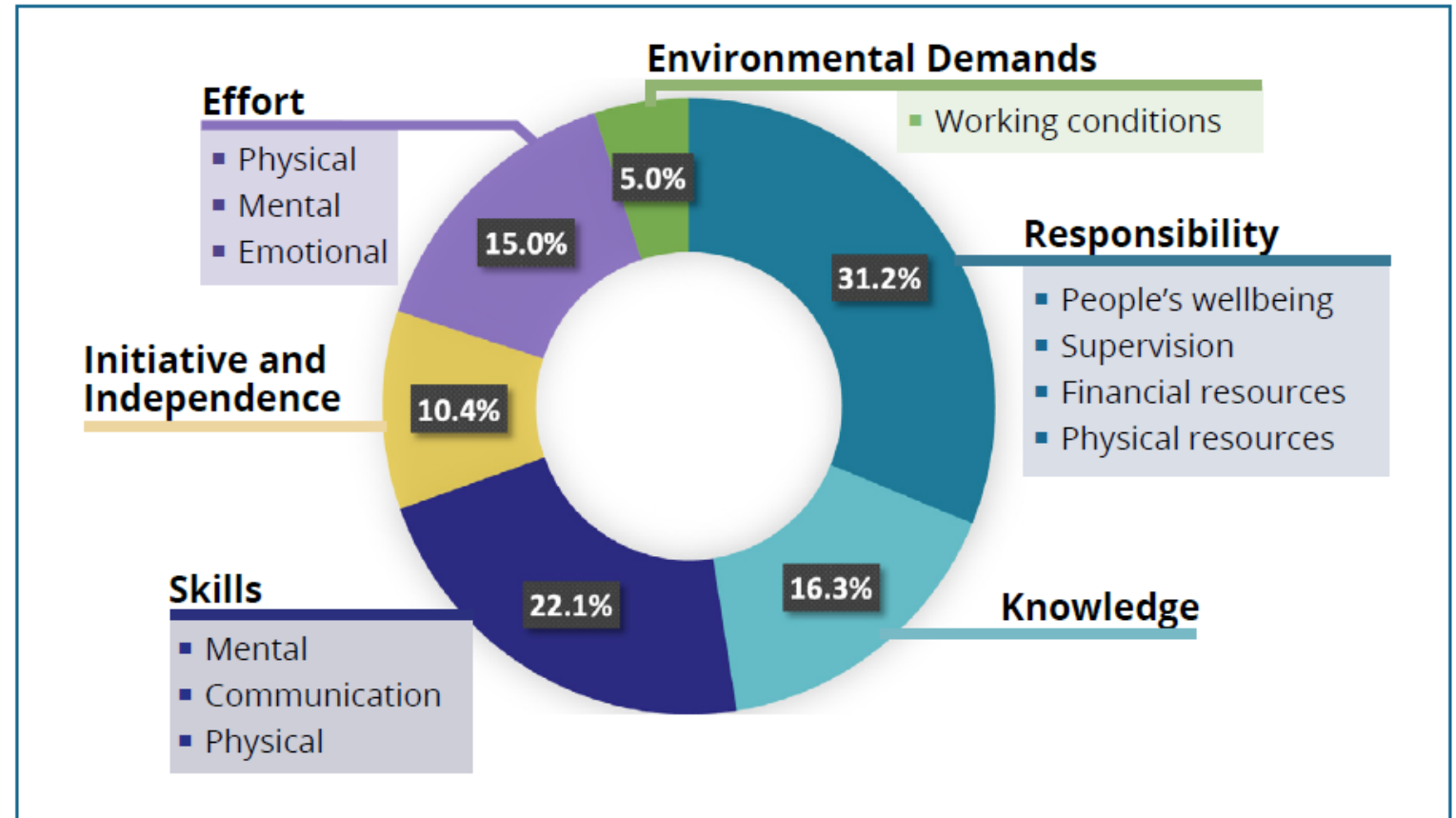
Job evaluation analysis

- 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

Figure 8. Job evaluation factors



Source: NJCS job evaluation instrument, see text for details

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
- Survey + interview, N=22, October – December 2022

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

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.).

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.).

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

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

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.

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



WAGE | EQUITY | STUDY

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



WAGE | EQUITY | STUDY

Outline

Human services industry and workers

Wage penalties

Two original studies

- Market analysis

- Job evaluation analysis

Recommendations

Understanding wage structures

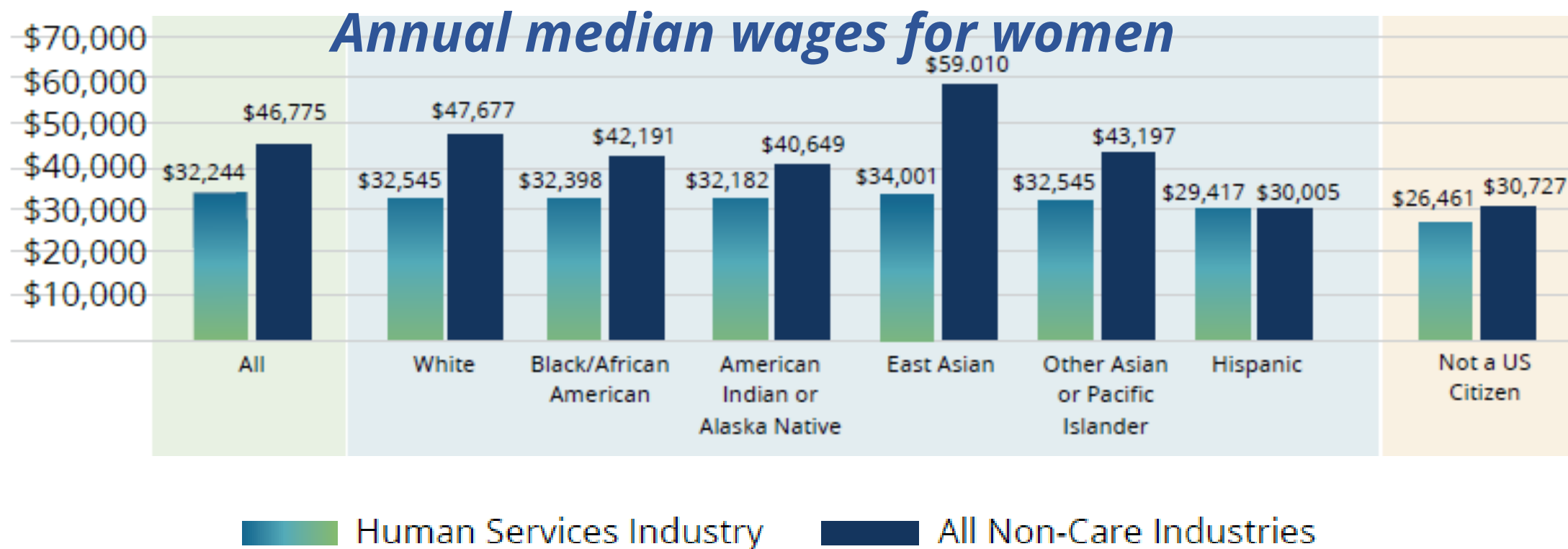


WAGE | EQUITY | STUDY

Human services wages are lower than wages in other industries



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.).*