

State of Washington Marine Employees' Commission

2008 Salary Survey Report

FINAL DRAFT

**Conducted by Milliman for the
Washington State Department of Personnel**

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EXECUTIVE SUMMARY

Executive Summary

The 2008 Marine Employee's Commission (MEC) Survey included a total of 15 participants excluding the Washington State Ferry System (WSFS). Four provided data to Ferry System positions, four contributed data to the shipyard benchmarks and seven contributed data to the Administration – Office Terminal benchmarks.

The lack of timely participation by the BC Ferries and Golden Gate Ferry Corporations has had significant impact on the formatting and analysis of data. The data from these employers was acquired through contracts only and while accurate on wages does not provide headcount to enable weighted average comparisons. Health and Welfare benefit levels are also not provided. It was for these reasons that a separate comparator chart Exhibit IV Addendum was added for analysis. This exhibit takes the weighted averages of the Black Ball and Alaska Marine Highway system and adds in the rates only data from the BC Ferry Corporation and the Golden Gate Ferry Corporation. We consider, however, the data from that exhibit to be relevant to the determination of the WSFS's competitive position for ferry system workers.

Key findings from this survey are provided below:

- A comparison of data from both the 2006 and 2008 surveys shows that the WSFS has lost ground competitively in all three benchmark groups. The overall percentage lag of 5.0% Exhibit IV Addendum is determined on a simple pay rate basis. Exhibits I – V show various pay and benefit comparisons including adding in COLD values to the Alaska Marine Highway System data. Generally, when benefit values are added, the WSFS's competitive position improves. When the COLD data is added, it pretty much cancels out the benefit value gains.
- The positions that are most closely associated with the actual operation of the ferry boats, benchmarks 1 through 12 consistently lag or show reductions in their lead position across all wage and benefit comparison exhibits. Clearly the WSFS is less competitive for these positions and those that are primarily terminal work, benchmarks 13 through 18.
- Shipyards benchmarks have lost 10 percentage points to the competitive market and trail also in the hourly benefits rate. This reversal can be partially attributed to the implementation of past due wage agreements as well as the addition of Vancouver Shipyards, who did not participate in the 2006 survey, but has traditionally participated. Shipyards have been experiencing significant difficulty in the hiring and retention of skilled trades. They are considering tying their base pay to a percentage of the building and construction trades rates. Their primary competition, cities, counties and ports are all agreeing to this approach in contract negotiations. These issues will only get more difficult as the supply for skilled trades continues to tighten.

Executive Summary (continued)

Exhibit X shows a comparison of weighted average shipyard rates to the maintenance trade rate composite derived from local public sector employer contracts. The difference in the noted lag percentages, 10.0% to 23.0% is significant and attributable to decisions made by other public sector employers to align or index rates to a certain percentage of the Building and Construction (B&C) industry rates. Supply and demand is driving this decision. From a total compensation standpoint (wages, benefits and workplace environment) the WSFS does not need to pay B&C rates, but should close the gap. A simple average of the two comparative rate summaries shows an overall lag of 14.4% which is most reflective of the skilled trades' labor market environment.

- The health care subsidy provided by the Provincial and Canadian governments and British Columbia employers continues to increase. The US dollar equivalent of a typical Canadian employer health care plan is \$1178/month up 14.9% since 2006 and nearly 61% greater in cost than the State of Washington's plan.
- Benchmarks for the Administration – Office and Terminal group continue to show double-digit lags with or without the addition of benefits costs. Weighted average lags from 2.0% to 41.0%, averaging -20.8%.
- The cost-of-living for the Greater Seattle area during the period April 2007 – January 2008 is 3.4% and the Employment Cost Index is up 2.9% over the same period. However, the Economic Research Institute (ERI) projects that the July 2007 to July 2008 cost-of-living change for the Seattle/Greater Seattle area will likely approach 5.0%, influenced by the rising costs of oil, gas and commodities.

INTRODUCTION

Introduction

Background

Chapter 47.64 Revised Code of Washington (RCW) was enacted by the Washington State Legislature in 1983. RCW 47.64.220 provided for a biennial salary survey of comparable maritime employers. Surveys were conducted by the Washington State Marine Employees' Commission (MEC), as required, in 1983, 1985, 1987, and 1989.

In 1987, Section 14 of House Bill 6076 directed the MEC to secure advisory information and to make recommendations concerning changes in the salary survey provisions of RCW 47.64. A contract for such a study was concluded between Carey Associates, Inc, of San Mateo, California and MEC in 1988, and a report was submitted on July 25, 1988.

The "Carey Report" compiled and analyzed pay and benefit data from various ferry and shipyard organizations, and provided guidelines for future conduct and use of surveys. It specifically recommended that surveys not be used to define or limit pay and benefits. The report did recommend that surveys be used as a background for collective bargaining between employee representatives and management.

Finally, House Bill 1520 in 1989 provided for the expansion of the survey from Washington State employers to public and private sector employers in states along the west coast of the United States, including Alaska, and British Columbia, Canada.

In March 1991, the MEC presented the first expanded geographical salary survey report to Governor Booth Gardner, the Washington State Ferry System (WSFS) and ferry employee organizations for their use in the collective bargaining process. This is the ninth wage and benefit report published by MEC since the 1989 geographical expansion.

In November 2006, a project team consisting of MEC survey stakeholders was created to review the content and process of the survey and make recommendations for improvements. Recommendations were brought before the MEC Commissioners (commission) at their May 2007 monthly meeting. Highlights of those recommendations accepted by the commission include:

- Focus on surveying large Puget Sound and Canadian shipyards (dropping smaller shipyards in the Puget Sound, Columbia River and California locations)
- Reduce the number of benchmarks from the Administration Office-Terminal survey group due to lack of adequate data. Index these jobs to the most appropriate benchmarks.

Background (continued)

- Adding a section and exhibit to the survey on “maintenance trade” rates for the shipyard classifications.
- Utilizing a 3rd party to collect and format survey results and produce needed reports.

The MEC has again contracted with the Washington State Department of Personnel (DOP) to conduct and publish the 2008 Salary Survey Report. DOP is being supported in the data gathering and report formatting by Milliman, Inc, a management consulting firm located in Seattle.

Participants

The MEC depends upon the voluntary efforts of ferry and marine operations, shipyards and other employers. We would like to thank those organizations that regularly participate. This participation increases the validity of the survey. Each participant will receive a copy of the 2008 MEC Salary Survey Report.

Four major ferry systems, four local/regional shipyards and seven other local public sector and marine support sector employers provided data for this survey.

IMPORTANT NOTICE

Two ferry system employers* are not included in the salary data presented in Exhibits I – V, pages 21-25. Their data was submitted too late to include in the body of this report. Additionally, their data provided no headcount which prevented a complete look at weighted average comparisons. These two employers did not provide benefits or pay premiums data as well.

It was decided that this data would be placed in the report appendix and only include a base pay rate comparison. A special thanks is extended to the labor organizations which supported our efforts in obtaining this important base salary data from both the ferry systems and local shipyards.

* British Columbia Ferry Corp., and Golden Gate Ferry Corporation

SURVEY PROCESS / REVIEW

Survey Process / Review

Prior to each Salary Survey, the Marine Employees' Commission requests input from labor organizations and WSFS management on updates to existing survey benchmarks including new benchmarks approved for surveying. Benchmark descriptions are then reviewed and adjustments are made, if necessary, to more accurately reflect the work. The latest job descriptions for survey benchmarks are included in **Appendix Section D**.

Participants for the 2008 survey were chosen from those who participated in the 2004 and/or 2006 surveys. Additional criteria included location or proximity to the WSFS labor market and the relevance and importance of collecting their salaries, pay practices and benefits data in order to support the collective bargaining process. As in previous salary survey reports, the DOP, for purposes of collecting data on ferry and terminal classifications, considered the comparability of the WSFS positions to survey participants. The Department of Personnel used the tonnage figures of 3,925 and horsepower of 16,000 of the vessels operated by the WSFS system compared to those vessels operated by public sector employers as indicated by the sponsors of HB 1520. Deep-sea maritime employment, in the Alaska Marine Highway System (AMHS) was excluded because payment of wages and benefits were deemed to be based on different criteria than in employment closer to home ports. The AMHS employs both types of work.

All prospective survey participants were contacted by telephone and/or email to identify and solicit the attention of appropriate persons within the operations to whom questionnaires were to be mailed. Survey questionnaires including instructions, job descriptions, wages, premium pay and benefits questions (**see Appendix C - Survey Questionnaires**) were emailed to participants by Milliman. Employers were instructed to compare job descriptions with jobs in their organizations and report on only those comparable.

Data compiled and submitted by the WSFS includes pay rates, employer health and welfare contributions, and other premium pay and benefits established in the fiscal year 2007/2009 labor agreements between ferry system employee organizations and the WSFS.

Please Note:

The premium pay and benefits data identified in this report is comprehensive and accurate. However, due to the sheer volume of highly specific premium and benefits data, and their applications to the specialized work in the Ferry System, not all salary and benefits data provided by an employer may be represented in this survey report.

TERMS / DEFINITIONS

Terms / Definitions

Base Rate

Average base pay rate per hour or per month for a job classification. Also see **Exchange Rate** below.

Benefits Data

Benefits which accrue to employees in addition to wages, including health, vision and dental care; life insurance, vacation, sick leave, provision of travel passes where applicable, etc. Health and welfare benefits data are reported for employee, spouse and two children.

Compensatory Time

The allowance of time off at the rate of one and a half time in lieu of paid overtime.

Consumer Price Index (CPI)

Measures the price changes in a predetermined (by DOL) "market basket" of goods and services. It is largely influenced by changes in the cost of homes/rentals and transportation. Data is gathered and reported by the US Bureau of Labor Statistics.

Cost of Living Differential (COLD)

COLD payments are a geographical differential reflecting the calculated difference in the cost of living between Seattle and Anchorage/Juneau Alaska (averaged). The cost of living calculation is taken from Bureau of Labor Statistics data and is applied to the base hourly rate of specific positions with the Alaska Marine Highway System.

Employment Cost Index (ECI)

Measures the changes, on a rolling twelve month cycle, in wages/salaries, benefits and a combination of these categories. Data is gathered and reported by the US Bureau of Labor Statistics.

Exchange Rate

Canadian pay rates adjusted to U.S. dollar equivalent at \$1 United States = \$1.025 Canadian, exchange rate published for September 1, 2007 by the Federal Reserve Bank of New York as reported in the September 3, 2007 Wall Street Journal.

Ferry and Terminal Employees

Ferry personnel are employees onboard vessels, including deck and engine room personnel, both licensed and unlicensed. Terminal personnel include terminal agents, ticket sellers, ticket takers, terminal attendants/watchmen, information clerks, and shoregang.

Terms / Definitions (continued)

Maintenance Trades Rates

A schedule of pay rates, typically expressed as a percentage of the Building and Construction Trade rates, used by cities, counties and ports involved in maintaining and repairing buildings, facilities, production systems, e.g., electrical, water, etc. These rates apply to those trades involved in performing this work.

Office Employees

Office and other administrative personnel including custodial positions.

Premium Pay Data

Extra pay earned by a worker in a specific classification. Includes extra pay for overtime; work on Saturday, Sunday or a holiday; handling of dirty or hazardous materials, etc.

Range

Lowest to highest base salary rate reported by an employer for a specific job classification. This data is reported in U.S. dollars, but is not otherwise adjusted.

Shift Differential

Additional pay per hour worked on either swing (4:00 p.m. – 12:00 a.m.) or graveyard (12:00 a.m. – 8:00 a.m.) shifts. Actual scheduled hours worked on either shift may vary due to employer's specific work schedule policy.

Shipyards

Shipyards trades, include shipwrights/carpenters, machinists, electricians, welders, pipefitters, sheet metal workers, truck drivers, warehouse workers, etc.

Weighted Benefit

Total hourly or monthly benefits, divided by the number of employees in one job classification.

Weighted Rate Plus Benefits

Weighted wage rates reported (adjusted for wage area differential), plus hourly rates for health, dental and vision care. **Does not include** sick leave, LTD, paid vacation time, OASDI tax, thrift savings plans, annuities or Social Security or other retirement plans. British Columbia health care benefits are not included in the data tables but are discussed in **Appendix Section A - Canadian Health Care Information/Analysis and Assessment**. Data does not include wages and benefits reported by WSFS. For purposes of comparison, WSFS wages and benefits are reported separately. Also see **WSFS Rate Plus Benefits** below.

Terms / Definitions (continued)

Weighted Rate

Total wages, divided by the number of employees reported as of September 1, 2007.

WSFS Rate Plus Benefits

Straight-time rates paid by WSFS as of September 1, 2007 plus health and welfare benefits, including the contribution made by the WSFS per employee for medical, dental and vision insurance. **Does not include** sick leave, LTD, paid vacation time, OASDI tax, thrift savings plans, annuities or Social Security or other retirement plans. Benefits data are reported for employee, spouse and two children.

SURVEY ANALYSIS / DATA PRESENTATION

Survey Analysis / Data Presentation

The 2008 MEC Salary Survey results are reported in three categories: Ferry System, Shipyards, and Administration – Office and Terminal employees.

Participation in the 2008 survey included four Ferry Systems, four Shipyards and seven other local public sector and marine support employers which provided data on Office and Terminal employees. Survey participants are identified in **Appendix Section A - Exhibit C Survey Participants by Category**.

Information and data collected for each category, and formatted into **Exhibits I through Exhibit XIII** includes base salary, pay ranges (derived from the lowest reported minimums and the highest reported maximums), pay practices and basic provisions of employer benefit plans.

Retirement benefits for WSFS employees are determined by the Washington State Legislature by statute and are outside the scope of collective bargaining. The 2008 MEC Salary Survey "Premium Pay and Other Benefits" questionnaire sent to ferry system participants did ask employers to include data regarding their contribution to retirement and other benefit plans. Ferry and shipyard operators, maritime employers and other participants report a wide range of retirement and other benefit plans. This information is useful in reviewing an employee's total compensation plan. Retirement plan data, however, is not reflected in the comparisons of premium pay and benefits between the major Ferry Systems, Shipyards and Administration – Office and Terminal employees and the WSFS.

Ferry Systems

Four ferry systems, Alaska Marine Highway System, British Columbia Ferry Corporation, Black Ball Transport and Golden Gate Ferry Corporation provided data to this survey. As noted in the introduction (Important Note) data from British Columbia Ferry Corporation and Golden Gate Ferry Corporation was received too late to include in the body of this report. Other issues with the data included no headcount numbers and benefits data. However, the amount and significance of this data required that we document the results. Consequently, a chart, Exhibit IV Addendum has been developed to provide base rate comparisons between the WSFS and other participating ferry systems. Analysis, where appropriate, will include data provided from this exhibit.

Data was gathered on 16 benchmarks. Fifteen were matched by at least two participant ferry systems.

Exhibit I 2008 Base Salary Comparison (Excludes Benefits and Includes COLD, Where Applicable) shows the WSFS slightly leading the local/regional ferry system market by 1.0%, an improvement over the 2006 survey results which showed a market lag of 8.5%. Nine of the 16 benchmarks, primarily the pilot and engineering positions, lagged the market by an average of 10.6%. In 2006 the lag was 16.0% for these same positions.

Survey Analysis / Data Presentation – Ferry Systems (continued)

A portion of this improvement can be attributed to the slightly higher growth of the WSFS's salaries over other ferry system participants. However, the largest difference can be directly attributed to a "recalibration" of the Cost of Living Differential (COLD) as to what goes in the rate. Past surveys, as it turns out, have included watch pay and other premiums that do not belong in the COLD rate calculation. More detailed discussions from the individual who develops the COLD salary rate differential for the state of Alaska indicates that past rates, in some cases, have included other pay premiums (i.e., non-watch pay)

The COLD amount for the Pilots and Engineers is typically adjusted at the time of the general wage adjustment. The COLD amount for benchmarks seven and nine through twelve is included in the base rate and is not separately negotiated. The IBU which represents employees in these benchmark positions expresses the COLD through the difference between resident and non resident rates. See **Exhibit II** for more details on the COLD and how it is used.

The actual rates, while considerably lower, do generally reflect the cost-of-living differences between Anchorage, Alaska and Seattle, Washington. When the benefits and COLD rates are added, the WSFS's overall lag to the market becomes much smaller: -0.5% (**Exhibit III**). When both benefits and COLD rate percentages are not considered, the WSFS's competitive position experiences a significant turn-around, going from a small lag to a recognizable lead position of 7.3% (**Exhibit IV**). Clearly, the state is competitive on a weighted hourly salary basis but loses ground when benefits and the COLD rates are factored in. The most representative picture of the states' overall market position, however, is identified in **Exhibit V** which reports benefit levels but not COLD rates. The WSFS, in this case, leads the overall market by 5.1%, similar to that identified in 2006.

Addition of British Columbia Ferry Corporation and Golden Gate Ferry Corporation Data

The addition of base salary rates from the British Columbia Ferry Corporation and Golden Gate Ferry Corporation has recognizable impact on the competitive position of the WSFS for most of the ferry system group benchmarks. On an overall basis, using data from Exhibits IV and IV Addendum, the competitive market position changes from a lead of 7.3% to a lag of 5.0%. This is a straight forward comparison of pay rates without benefits or the COLD values being factored in. An overall lag of 5.0% is not consequential; however, the average lead of the three positions above market clearly affects this percentage. The lag of the fourteen positions behind the market average 11.4%.

Shipyards

All major shipyards in the WSFS's relevant market area participated. While many smaller and more specialized shipyards struggled during the last several years, the

Survey Analysis / Data Presentation – Shipyards (continued)

book of business has been generally strong for the major shipyard employers participating in this survey. This is a contributing factor, along with a severe shortage of skilled labor, for the significant increases in shipyard employer pay and benefits since the last MEC survey in 2006.

Exhibit IX 2008 Salary Data Presentation and Comparison – Shipyards

identifies the rates and market comparisons of four local/regional area shipyards to the WSFS for eight positions. On an overall basis (salary rates only) the WSFS lags the market by 10.0%. This represents a significant loss to WSFS's market position which showed a slight lead of .2% in 2006. The lag increases to 15.8% when benefits are added into the rate. Leadman and Foreman pay of Shipyard employers lead that provided by the WSFS by 4.8% and 12.8% respectively. Clearly local/regional area shipyard employers are addressing the supply-side issues associated with hiring and retaining qualified tradesmen. The addition of Vancouver B.C. shipyard, not a participant in 2006, but historically a participant, also had some impact on the weighted average hourly rates across all trades benchmarks.

Exhibit X 2008 Salary Data Presentation and Comparison (Maintenance Trades Rates)

was added this year to provide a broader view of the relevant market for skilled trades. These composite rates were taken from current pay rate schedules of the Ports of Seattle and Tacoma, Pierce and King County, City of Seattle and the Seattle School District. Most of their labor agreements specified a percentage tie-in relationship (ranged from 80 – 88%) to the building and construction (B&C) trades rates. A simple average of these rates was taken to derive a non-weighted composite rate, which is approximately 85% of the B&C rates. WSFS shipyard trade salaries lag these composite rates by 23.0% on an overall basis. A simple average of composite rates shows the WSFS with an overall lag of 14.4%.

Administration – Office and Terminal

Exhibit XII - Administration – Office and Terminal Data Presentation (Includes Benefits) shows the WSFS trailing the local public sector market by an average of 20.9%. This lag increases to 24.2% when both salaries and benefits are compared. Seven local employers, including one Shipyard (Gunderson) provided data to this survey category. The WSFS lagged the market in all but one benchmark category. The overall lag was 13.1% in 2006, 8.1% when considering benefits. Clearly, competitive position to market has worsened for the WSFS in this major grouping. It's not clear what has happened to cause this drop since state classified employee salaries have risen strongly since the 2006 MEC Survey. Only four of the 15 benchmarks had more than three employer matches. A review of the benchmarks used and the surveying methodology should be explored before the 2010 survey, to determine how a better survey participant match-up can be achieved.

Canadian Health Care

Canada, like the United States, continues to experience significant cost increases in most areas of its health care system, which is socialized. Health care in British Columbia costs more than in any other Province in Canada and has a cost trend

Survey Analysis / Data Presentation – Canadian Health Care (continued)

factor that continues to exceed 20.0%. The Canadian government (Federal/Provincial) and Canadian employers, however, continue to bear the brunt of these cost increases. While Canadian employers are paying more for employee health care, the percentage of their subsidized cost has been dropping slightly since 2004 due to the federal government's picking up an increased portion of the health care bill. This remains a trend for 2008. Employees are essentially paying little or nothing in the way of premiums or co-pays for their various levels of health care coverage. Provincial and federal government individual tax rates, however, continue to increase, in part, to offset this extraordinary health care subsidization. The Canadian government is currently considering the development of totally private-payer plans. This could materially affect Canada's socialized medicine approach over time if approved.

***2008 FERRY SYSTEM DATA -
SALARY DATA PRESENTATION***

**2008 Base Salary Comparison (Excludes Benefits and Includes COLD Where Applicable)
Ferry System - Auto Carrying**

Exhibit I

<i>Benchmark Number</i>	<i>Benchmark Title</i>	<i>Participating Employers</i>	<i>Number of Employees</i>	<i>Salary Range Minimum</i>	<i>Salary Range Maximum</i>	<i>Weighted Hourly Base Pay</i>	<i>WSFS Hourly Base Pay</i>	<i>% Difference</i>
1	Master/Pilot	2	27	41.43	56.88	51.72	44.95*	-15.1%
2	First Mate/Pilot	2	21	33.30	46.05	43.36	35.92*	-20.7%
3	Second Mate	2	71	28.00	37.19	36.49	32.86*	-11.0%
4	Staff Chief Engineer	1	4	40.08	53.83	46.44	44.47	-4.4%
5	Chief Engineer	2	29	39.13	51.13	46.26	44.47	-4.0%
6	Assistant Engineer	2	76	27.20	43.48	39.65	34.15	-16.1%
7	Oiler	2	39	20.46	25.02	23.23	22.77	-2.0%
9	Wiper	2	13	20.41	24.12	21.27	19.75	-7.7%
10	Able Seaman/Bos'n	2	15	20.46	26.44	24.55	24.68	0.5%
11	Able Seaman (AB)	2	85	20.69	24.43	22.43	23.45	4.4%
12	Ordinary Seaman (OS)	2	43	19.60	22.73	20.87	21.16	1.4%
13	Terminal Agent	1	12	20.52	28.64	25.27	35.51	28.8%
14	Ticket Seller (Auto)	2	8	12.02	15.45	14.46	23.36	38.1%
16	Ticket Taker	2	63	16.13	22.24	18.21	20.95	13.1%
17	Terminal Attendant/Watchman	1	4	22.55	23.48	22.97	20.06	-14.5%
18	Information Agent	1	5	14.30	22.55	14.30	19.35	26.1%
<i>Total % Above or Below (-) Market</i>								1.0%

See Exhibit II for Cost of Living Differential (COLD) data paid by the Alaska Marine Highway System.

Note:-The WSFS benefit amount is \$4.21 per hour.

*Approximately 3% of the Washington State Ferry System (WSFS) rate reflects the vacation buyout agreement between the LRO and the Intl Boatman's Union (IBU). Please consider this in the context of the labor market to WSFS rate comparisons.

ALASKA COST OF LIVING DIFFERENTIAL (COLD)
 (Alaska Marine Highway System Only)

THE COLD APPLIES TO THE FOLLOWING BENCHMARKS

BENCHMARK	2006 Cold Per Hour	2008 Cold Per Hour	% Difference
1) Master/Pilot (Master)	14.14	7.91	-78.8
2) 1st Mate/Pilot (Chief Mate)	9.79	6.58	-48.8
3) 2 nd Mate (Second Mate)	5.28	5.76	8.3
4) Staff Chief Engineer	14.49	7.75	-1.9
5) Chief Engineer (1st Asst. Engineer)	6.07	7.16	15.2
6) Assistant Engineer (2nd Asst. Engineer)	5.75	6.17	6.8

Source: MASTER MATES PILOT (MM&P) AND MEBA Master Labor Agreements

Note: Based on 84 Hour Per Month Work Schedule (2 Weeks on 2 Weeks Off)

THE COLD (DIFFERENCE BETWEEN RESIDENT AND NON-RESIDENT RATES) APPLIES TO BENCHMARKS 7 THROUGH 12

BENCHMARK	Resident Wage Rate Per Hour	Non Resident Wage Rate Per Hour	\$ Amount/hr Difference	% Difference
7) Oiler	22.69	18.52	4.17	22.5
9) Wiper	20.63	16.84	3.57	22.5
10) Able Seaman - Bos'n	23.88	19.50	4.13	22.5
11) Able Seaman - (AB)	21.85	17.83	3.79	22.5
12) Ordinary Seaman - (OS)	20.47	16.70	3.56	22.6

Source: IBU SOUTHEAST SALARY SCHEDULE - ALASKA

2008 Salary Data Presentation and Comparison (Includes Benefits and Includes COLD Where Applicable)
 Ferry System - Auto Carrying

Exhibit III

Benchmark Number	Benchmark Title	Participating Employers	Number of Employees	Salary Range Minimum	Salary Range Maximum	Weighted Hourly Base Pay	Weighted Hourly Benefit	Survey Weighted - Base Pay & Benefits	WSFS Rate + Benefits \$4.21	% Difference	
1	Master/Pilot	2	27	41.43	56.88	51.72	4.59	56.30	49.16*	-14.5%	
2	First Mate/Pilot	2	21	33.30	46.05	43.36	4.60	47.96	40.13*	-19.5%	
3	Second Mate	2	71	28.00	37.19	36.49	4.56	41.04	37.07*	-10.7%	
4	Staff Chief Engineer	1	4	40.08	53.83	46.44	4.54	50.98	48.68	-4.7%	
5	Chief Engineer	2	29	39.13	51.13	46.26	4.58	50.85	48.68	-4.5%	
6	Assistant Engineer	2	76	27.20	43.48	39.65	4.56	44.20	38.36	-15.2%	
7	Oiler	2	39	20.46	25.02	23.23	4.61	27.84	26.98	-3.2%	
9	Wiper	2	13	20.41	24.12	21.27	4.64	25.91	23.96	-8.1%	
10	Able Seaman/Bos'n	2	15	20.46	26.44	24.55	4.63	29.17	28.89	-1.0%	
11	Able Seaman (AB)	2	85	20.69	24.43	22.43	4.60	27.03	27.66	2.3%	
12	Ordinary Seaman (OS)	2	43	19.60	22.73	20.87	4.60	25.47	25.37	-0.4%	
13	Terminal Agent	1	12	20.52	28.64	25.27	4.54	29.81	39.72	24.9%	
14	Ticket Seller (Auto)	2	8	12.02	15.45	14.46	4.70	19.16	27.57	30.5%	
16	Ticket Taker	2	63	16.13	22.24	18.21	4.56	22.77	25.16	9.5%	
17	Terminal Attendant/Watchman	1	4	22.55	23.48	22.97	4.54	27.51	24.27	-13.3%	
18	Information Agent	1	5	14.30	22.55	14.30	4.54	18.84	23.56	20.0%	
			<i>Total % Above or Below (-) Market</i>					<i>-0.5%</i>			

See Exhibit II for Cost of Living Differential (COLD) data paid by the Alaska Marine Highway System.

Note:-The WSFS benefit amount is \$4.21 per hour.

*Approximately 3% of the Washington State Ferry System (WSFS) rate reflects the vacation buyout agreement between the LRO and the Intl Boatman's Union (IBU). Please consider this in the context of the labor market to WSFS rate comparisons.

2008 Base Salary Comparison (Excludes Benefits and Excludes COLD Where Applicable)
 Ferry System - Auto Carrying

Exhibit IV

Benchmark Number	Benchmark Title	Participating Employers	Number of Employees	Salary Range Minimum	Salary Range Maximum	Weighted Hourly Base Pay	WSFS Hourly Base Pay	% Difference	
1	Master/Pilot	2	27	41.43	56.88	44.39	44.95*	1.2%	
2	First Mate/Pilot	2	21	33.30	46.05	37.40	35.92*	-4.1%	
3	Second Mate	2	71	28.00	37.19	30.89	32.86*	6.0%	
4	Staff Chief Engineer	1	4	40.08	53.83	38.69	44.47	13.0%	
5	Chief Engineer	2	29	39.13	51.13	39.60	44.47	11.0%	
6	Assistant Engineer	2	76	27.20	43.48	33.64	34.15	1.5%	
7	Oiler	2	39	20.46	25.02	23.23	22.77	-2.0%	
9	Wiper	2	13	20.41	24.12	21.27	19.75	-7.7%	
10	Able Seaman/Bos'n	2	15	20.46	26.44	24.55	24.68	0.5%	
11	Able Seaman (AB)	2	85	20.69	24.43	22.43	23.45	4.4%	
12	Ordinary Seaman (OS)	2	43	19.60	22.73	20.87	21.16	1.4%	
13	Terminal Agent	1	12	20.52	28.64	25.27	35.51	28.8%	
14	Ticket Seller (Auto)	2	8	12.02	15.45	14.46	23.36	38.1%	
16	Ticket Taker	2	63	16.13	22.24	18.21	20.95	13.1%	
17	Terminal Attendant/Watchman	1	4	22.55	23.48	22.97	20.06	-14.5%	
18	Information Agent	1	5	14.30	22.55	14.30	19.35	26.1%	
							<i>Total % Above or Below (-) Market</i>		7.3%

See Exhibit II for Cost of Living Differential (COLD) data paid by the Alaska Marine Highway System.

Note:-The WSFS benefit amount is \$4.21 per hour.

*Approximately 3% of the Washington State Ferry System (WSFS) rate reflects the vacation buyout agreement between the LRO and the Intl Boatman's Union (IBU). Please consider this in the context of the labor market to WSFS rate comparisons.

2008 Salary Data Presentation and Comparison (Includes Benefits and Excludes COLD

Exhibit V

Where Applicable)

Ferry System - Auto Carrying

Benchmark Number	Benchmark Title	Participating Employers	Number of Employees	Salary Range Minimum	Salary Range Maximum	Survey Weighted - Base Pay & Benefits	WSFS Rate + Benefits \$4.21	% Difference
1	Master/Pilot	2	27	41.43	56.88	48.98	49.16*	0.4%
2	First Mate/Pilot	2	21	33.30	46.05	42.01	40.13*	-4.7%
3	Second Mate	2	71	28.00	37.19	35.45	37.07*	4.4%
4	Staff Chief Engineer	1	4	40.08	53.83	43.23	48.68	11.2%
5	Chief Engineer	2	29	39.13	51.13	44.18	48.68	9.2%
6	Assistant Engineer	2	76	27.20	43.48	38.20	38.36	0.4%
7	Oiler	2	39	20.46	25.02	27.84	26.98	-3.2%
9	Wiper	2	13	20.41	24.12	25.91	23.96	-8.1%
10	Able Seaman/Bos'n	2	15	20.46	26.44	29.17	28.89	-1.0%
11	Able Seaman (AB)	2	85	20.69	24.43	27.03	27.66	2.3%
12	Ordinary Seaman (OS)	2	43	19.60	22.73	25.47	25.37	-0.4%
13	Terminal Agent	1	12	20.52	28.64	29.81	39.72	24.9%
14	Ticket Seller (Auto)	2	8	12.02	15.45	19.16	27.57	30.5%
16	Ticket Taker	2	63	16.13	22.24	22.77	25.16	9.5%
17	Terminal Attendant/Watchman	1	4	22.55	23.48	27.51	24.27	-13.3%
18	Information Agent	1	5	14.30	22.55	18.84	23.56	20.0%
<i>Total % Above or Below (-) Market</i>								5.1%

See Exhibit II for Cost of Living Differential (COLD) data paid by the Alaska Marine Highway System.

Note:-The WSFS benefit amount is \$4.21 per hour.

*Approximately 3% of the Washington State Ferry System (WSFS) rate reflects the vacation buyout agreement between the LRO and the Intl Boatman's Union (IBU). Please consider this in the context of the labor market to WSFS rate comparisons.

***2008 FERRY SYSTEM DATA -
PREMIUM PAY AND BENEFITS DATA***

MASTERS, MATES & PILOTS			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MM&P
Premium Pay: Overtime	Paid @ 200%	166% of base pay	Paid @ 200%
Holidays: No. ____/Year @ Rate	11 paid holidays @200% of base rate Christmas & New Year @ 250%	12 holidays per year @ \$166% of base pay	12 holidays Immediate payment of additional 2 days pay
Overtime Paid on Holidays:	200% Paid in 1/2 hour increments	166% of base pay paid in hourly increments	300% Paid in hourly increments
Penalty Pay: Dirty/Obnoxious ____% Base Rate Whole Shift/Actual Hours Worked	+\$8/hour Calculated in 1/2 hour increments		N/A
Penalty Pay: Hazardous Materials/Situations ____% Base Rate Entire Shift/Actual Hours	+\$8/hour Paid in 1/2 hour increments		200% or 300% if EE on overtime at a minimum of ½ hour increments
Paid Time Off (PTO)	N/A	180 hours after 0-2 years 202.56 hours after 2-5 years 225.12 hours after 5-10 years 270 hours after 10+ years	N/A
Vacation	15 days after 1-2 years 16 days after 3 years 17 days after 4 years 18 days after 5 years 19 days after 6 years 20 days after 7 years 22 days after 8 years 23 days after 9 years 24 days after 10 years 25 days after 11 years 33 days after 22 years 34 days after 23-24 years 36 days after 25-30 years 40 days after 31+ years Max = 320 hours per year	10.5 days after 1 year 21 days after 2 years 31.5 days after 3 years 42 days after 4 years 52.5 days after 5+ years Ees hired before 4/85: 63 days after 7-10 years 73.5 days after 10+ years	6 days after 6 mos 7 days after 7 mos 8 days after 8 mos 9 days after 9 mos 10 days after 10 mos 11 days after 11 mos 12 days after 12 mos 13 days after 2 years 15 days after 3 years 17 days after 4 years 20 days after 5 years 21 days after 15 years 22 days after 16 years 23 days after 20 years 24 days after 21+ years Max Annual accrual = 192 hours
Sick Leave	6 days @ 100% salary	360 hours/year (45 days/yr)	96 hours/year (1day/month)
Health & Welfare: ER Contribution/Month	Province provides See Canadian Health Care (Technical Notes)	\$879.78 GGU \$851.00 SU \$854.00 LTC	\$733/month (\$4.21 Hour)

Note: Black Ball Transport Benefits not shown as employer wishes data to remain confidential

ER = Employer EE = Employee

MASTERS, MATES & PILOTS			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MM&P
Retirement, Pension, etc.: ER Contribution	<u>Employer Sponsored</u> 9%/year up to \$38,300 105%/year above that amt <u>Federally Sponsored</u> 4.3% of pensionable earnings up to \$1,496/year	Provide life insurance in the amount of \$2,000 per EE 22.65% of gross pay for DB Plans 5% of gross pay for DC Plan	All state employees-PERS 2 6.13% Life Insurance: ER pays basic to \$25K at \$4.30/month
Work Clothes:	Work clothes provided and cleaned by company.	Uniforms required, but not provided by ER Allowance of \$738.72/year ER pays for cleaning	Uniform required ER pays allowance for the purchase, maintenance and cleaning of \$700/year
Travel: Compensation for ER Directed Travel	Paid at regular hourly rate Mileage = \$0.65¢/mile \$42/day for meals	<u>Meals and lodging</u> \$65/day lodging \$41/day meals	Paid @ straight time rates Mileage = \$0.485¢/mile
Meals discount:	50% while working	Meals free while working	50% while working
Training/Education:	ER reimburses training/education courses at 100%, depending on program Paid at straight time rate ER pays cost of medical exams necessary for licensure	Rate of reimbursement is based upon prior written approval and agreement EE is paid as the rate of 4 hours of pay at straight time for Security 101 and 201, Hazmat Entry, and Hazmat Advanced	ER reimburses EE 100% (full tuition) No minimum term requirement Straight time hourly wage rate; payment for wages lost while attending school, (employee will not be docked pay if the training session ends before the employee's normal working schedule would end).
Medical Exams/Licensure:	N/A	N/A	Exam is free of charge if EE uses the WSF provider, else required to pay all expenses

Note: Black Ball Transport Benefits not shown as employer wishes data to remain confidential

ER = Employer EE = Employee

MASTERS, MATES & PILOTS			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MM&P
Passes:	ER provides 24 single trips/year to regular employee + dependents after 6 months' services; after 1,827 hours to casual EEs	ER provides to employee + dependents (to age 19) on space available basis Deck Officers with 2 years seniority may get passes for free transportation and vehicle on space available basis EE must work consecutively for 2 years	ER provides to EE, spouse and dependents after 6 months of continuous employment
Other Premium:	Certificate allowance-officers: \$100/month Spray painting-all employees engaged in act: \$2.25/hour Isolation allowance for specified work locations: \$6.25/point/month Pager premium: 1 hour straight time/4 hours standby Shift premiums: \$0.80/hour - 2 nd shift \$1.25/hour - 3 rd shift Shift differential, 12-hour vessels, 14 on/14 off: 29% in addition to base pay 4 on/4 off: 24% in addition to base pay Shift differential, 10-hour vessels: 5% in addition to base pay	Case allowance for subsistence/quarters: \$65/day lodging \$35/day meals Every year after 8 years EE receives a bonus of one weeks pay	10.05 Navigation Equipment Allowance Each newly promoted Deck Officer, when the Deck Officer has established seniority, shall be reimbursed, on a one-time-only basis, the sum of \$250 for navigational equipment, for the purchase of binoculars, dividers, parallel rules, and triangles; and the ER shall issue annually to each Deck Officer tide and current tables. In addition, each Deck Officer shall be reimbursed \$150 for navigational equipment in their fifth year in service as a Deck Officer and every five years thereafter. XIII. MAINTENANCE AND CURE 13.01 Daily Maintenance Rate When any member of the crew of a vessel is entitled to daily maintenance, it shall be at the rate of \$40.00/day. In addition and separate from the above daily maintenance rate, for up to 90 days, WSF shall pay a wage supplement of \$60/day which shall cease upon the 90th day. In the event of a Jones Act judgment the supplemental amount paid by WSF shall be credited to mitigate any Jones Act judgment against WSF. 13.02 Hospital Transportation Transportation to and from the hospital shall be furnished by the ER if the Deck Officer becomes ill or injured while on duty; provided, however, except in emergencies, that application for such transportation must be approved in advance.

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ER = Employer EE = Employee

MASTERS, MATES & PILOTS			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MM&P
Other Benefits:	N/A	N/A	<p>13.03 Withholding Of Benefits Neither wages nor maintenance and cure shall be withheld from any Deck Officer merely because the Deck Officer has filed a claim or instituted suit for damages, or because the Deck Officer has taken steps toward that end, regardless of the ER's arrangements with any insurance company.</p> <p>13.04 Reimbursement For Property Loss Upon providing the ER with an itemization, including replacement costs, each Deck Officer shall be reimbursed, at replacement cost, for the loss of all personal effects, equipment or instruments resulting from shipwreck, sinking, stranding, burning, or collision of the vessel, in an amount not to exceed \$1,000.</p> <p>16.02 Employment Of 2 Years Or More The ER shall, upon application, issue to any Deck Officer continuously employed for at least 2 years, an additional annual vehicle pass authorizing free vehicle passage for the Deck Officer's spouse, on all vessels of the ER.</p> <p>20.27 Staff Master The Staff Master classification scope of responsibility is delineated in a Staff Master Addendum E as part of the Agreement between the parties. The Staff Master shall be paid a premium of seven and 2 tenths percent (7.2%) above the Straight Time Master Rate.</p>

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ENGINE ROOM					
BENEFIT	B.C. FERRY CORP. (from 06/01/06)		ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MEBA Lic.&UnLic. (Includes Oilers/Wipers)	
Premium Pay: Overtime	Paid @ 200% of base rate		Paid @ 150%	<u>Licensed and Unlicensed</u>	
Holidays: No. ____/Year @ Rate	11 paid holidays @200% of base rate Christmas & New Year @ 250%		11 paid holidays @150% of base rate Plus 12 hrs. of straight time (250%)	<u>Licensed and Unlicensed</u> 12 paid holidays @200% of base rate	
Overtime Paid on Holidays:	200% of base rate Paid in ½ hour increments		150% Paid in hourly increments	<u>Licensed and Unlicensed</u> 300% of base rate Paid in hourly increments	
Penalty Pay: Dirty/Obnoxious ____% Base Rate Whole Shift/Actual Hours Worked	+\$8/hour Calculated in ½ hour increments		+\$6.04/hour actual hours worked with dirty material	<u>Licensed</u> 200% or 300% if EE on overtime - paid for actual dirty hours worked in ½ hour increments (heavy repair work = 4 hour min, 1 hour min for other work) <u>Unlicensed</u> 200% or 300% if EE on overtime - paid for actual dirty hours worked in ½ hour increments (there are approx 20 different penalty pays with min hours ranging from ½ hour to 2 hours)	
Penalty Pay: Hazardous Materials/Situations ____% Base Rate Entire Shift/Actual Hours	+\$8/hour Calculated in ½ hour increments			<u>Licensed</u> 200% or 300% if EE on overtime - paid for actual dirty hours worked in ½ hour increments (½ hour min) <u>Unlicensed</u> 200% or 300% if EE on overtime - paid for actual dirty hours worked in ½ hour increments (there are approx 20 different penalty pays with min hours ranging from ½ hour to 2 hours)	
Paid Time Off (PTO)	N/A			N/A	
Vacation	120 hours after 1-2 years 128 hours after 3 years 136 hours after 4 years 144 hours after 5 years 152 hours after 6 years 160 hours after 7 years 176 hours after 8 years 184 hours after 9 years 192 hours after 10 years 200 hours after 11 years	208 hours after 12 years 216 hours after 13-14 years 224 hours after 15-18 years 232 hours after 19 years 248 hours after 20 years 256 hours after 21 years 264 hours after 22 years 272 hours after 23-24 years 288 hours after 25-30 years 320 hours after 31+ years Max = 320 hours per year	188 hours after 1 year 250 hours after 2 years 318 hours after 3 years 390 hours after 4 years 468 hours after 5 years 551 hours after 7 years 638 hours after 10+ years	<u>Licensed</u> 52 hours after 6 months 59 hours after 7 months 67 hours after 8 months 74 hours after 9 months 81 hours after 10 months 89 hours after 11 months 96 hours after 12 months 104 hours after 2 years 120 hours after 3 years 136 hours after 4 years 160 hours after 5 years 168 hours after 15 years 176 hours after 16+ years Maximum annual accrual = 176 hours	<u>Unlicensed</u> 48 hours after 6 months 56 hours after 7 months 64 hours after 8 months 72 hours after 9 months 80 hours after 10 months 88 hours after 11 months 96 hours after 12 months 104 hours after 2 years 120 hours after 3 years 136 hours after 4 years 160 hours after 5 years 168 hours after 15 years 176 hours after 16+ years Maximum annual accrual = 176 hours

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ENGINE ROOM			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MEBA Lic.&UnLic. (Includes Oilers/Wipers)
Sick Leave	48 hours @ 100% salary	112.5 hours/year	<u>Licensed and Unlicensed</u> 1 day (8 hours) for each completed month of service commencing with the EE's date of employment Total = 96 hours/year (1day/month)
Health & Welfare: ER Contribution/Month	Province provides See Canadian Health Care (Technical Notes)	\$763/month	<u>Licensed and Unlicensed</u> \$733/month (\$4.21 Hour)
Retirement, Pension, etc.: ER Contribution	Employer Sponsored 9%/year up to \$38,300 105%/year above that amt <u>Federally Sponsored</u> 4.3% of pensionable earnings up to \$1,496/year	Pension \$6.50/day x 240 days/year for FTE Money Purchase Plan \$13.50/day x 280 days/year	<u>Licensed and Unlicensed</u> All state employees-PERS 2 ER rate is 6.13% on gross earnings Life Insurance: ER pays basic to \$25K at \$4.30/month
Work Clothes:	Work clothes provided and cleaned by company.	Work clothes not provided but offer \$600/year cleaning allowance	<u>Licensed</u> Uniforms required and provided by ER. Washers & dryers provided on boats for EEs use. No cleaning allowance. <u>Unlicensed</u> Uniforms required and provided by ER. Washers & dryers provided on boats for EEs use. Cleaning allowance for dry cleaning.
Travel: Compensation for ER Directed Travel	Paid at regular hourly rate Mileage = \$0.65¢/mile \$42/day for meals	Paid to regularly assigned port @ straight time rate, actual hours Min: 4 hours Max: 12 hours in 24 Berths if available free of charge \$0.35¢/mile or airfare, whichever is less \$112.00 per diem	<u>Licensed and Unlicensed</u> ER-directed travel time and expenses compensated at straight time rate of pay, \$0.485¢/mile EEs compensated at straight time rate of pay, \$0.485¢/mile if assigned to other than their regular or home/relieving terminal
Meals discount:	50% while working	All meals provided free while working.	<u>Licensed and Unlicensed</u> 50% while working

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ENGINE ROOM			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MEBA Lic.&UnLic. (Includes Oilers/Wipers)
Training/Education:	<p>ER reimburses 100% of tuition to pre-approved training or education program</p> <p>Depending on program, paid at straight time wage rate</p> <p>ER reimburses cost of medical exam necessary for licensure</p>	<p>ER contributes \$0.345¢/day per EE to MEBA Training Plan</p> <p>ER contributes \$0.626¢/day per EE to joint Employment Comm.</p> <p>Pre-approved training reimbursed 100% by ER</p>	<p><u>Licensed</u> ER pays all of such Engineer Officer's tuition costs and wages up to 106 hours of classroom time per calendar year in each instance upon successful completion The ER pays the straight time rate of pay No minimum term of employment required</p> <p><u>Unlicensed</u> ER reimburses qualified EE for tuition at an approved school Straight time hourly wage rate and payment for wages lost while attending school, not to exceed 30 days pay at EE's prevailing straight time 3 years of continuous service required</p>
Medical Exams/Licensure:	N/A	N/A	<u>Licensed and Unlicensed</u> Exam is free of charge if EE uses the WSF provider, else required to pay all expenses
Passes:	ER provides 24 single trips/year to regular employee + dependents after 6 months' services; after 1,827 hours to casual EEs	ER provides to employee + dependents (to age 19) on space available basis after 6 months' employment	ER provides to employee after 6 months continuous employment
Other Premium:	<p>Certificate allowance-officers: \$100/month</p> <p>Spray painting-all employees engaged in act: \$2.25/hour</p> <p>Isolation allowance for specified work locations: \$6.25/point/month</p> <p>Pager premium: 1 hour straight time/4 hours standby</p> <p>Shift premiums: \$0.80¢/hour - 2nd shift \$1.25/hour - 3rd shift</p> <p>Shift differential, 12-hour vessels, 14 on/14 off: 29% in addition to base pay</p> <p>4 on/4 off: 24% in addition to base pay</p> <p>Shift differential, 10-hour vessels: 5% in addition to base pay</p>	N/A	<p><u>Licensed</u> Section 25 - Maintenance and Cure (a) When an Engineer Officer of a vessel is entitled to daily maintenance it shall be at the rate of thirty dollars (\$30) per day. The ER recognizes the contractual right of the Union to intercede in case of dispute (b) Crew personnel will be reimbursed for the loss of personal effects, equipment or instruments resulting from ship-wreck, stranding, sinking, burning, or collision of the vessel or from the theft or unprovoked assault that occurs on the ER's vessel during the course of their work, in an amount not to exceed \$400.</p>

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ER = Employer EE = Employee

ENGINE ROOM			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA MARINE HIGHWAY SYSTEM	WASHINGTON STATE FERRY SYSTEM - MEBA Lic.&UnLic. (Includes Oilers/Wipers)
Other Premium: continued			<p><u>Unlicensed</u> Rule 27 - Maintenance and Cure 27.01 (a) When any member of the crew of a vessel is entitled to daily maintenance, it shall be paid at the rate of \$30.00 per day. (b) Transportation to or from a hospital shall be furnished by the ER if the EE becomes ill or is injured on duty. (c) The ER agrees to notify the Union of all injuries to EEs when such injuries occurred while on duty. (d) The ER recognizes the right of the Union to intercede on questions which may arise under the application of this Rule. 27.02 Wages and maintenance and cure shall not be withheld merely because an EE claimant has also filed a claim for damages or has filed suit therefore, or has taken steps toward that end, regardless of the ER's arrangements with any insurance company. 27.03 Crew personnel will be reimbursed for the loss of personal effects, equipment, or instruments resulting from shipwreck, stranding, sinking, burning or collision of the vessel in an amount not to exceed \$400. Where a claim is based upon theft, the ER may require evidence that the loss was not due to the employee's neglect. The EE must provide the ER with an itemized list including replacement value.</p>
Other Benefits:	N/A	N/A	N/A

Note: Black Ball Transport Benefits not shown as employer wishes data to remain confidential

ER = Employer EE = Employee

DECK/TERMINAL			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA FERRY	WASHINGTON STATE FERRY SYSTEM - IBU
Premium Pay: Overtime	Paid @ 200% of base rate	<u>Deck and Terminal</u> Paid @ 150%	Paid @ 200%
Holidays: No. ____/Year @ Rate	11 paid holidays @200% of base rate Christmas & New Year @ 250%	<u>Deck</u> 12 paid holidays @150% of base rate Plus 12 hrs. of straight time (250%) <u>Terminal</u> 11 paid holidays/year @150% of base rate	12 holidays @200% of base rate
Overtime Paid on Holidays:	200% of base rate Paid in 1/2 hour increments	<u>Deck and Terminal</u> 150% of base rate Paid in hourly increments	300% Paid in hourly increments
Penalty Pay: Dirty/Obnoxious ____% Base Rate Whole Shift/Actual Hours Worked	+\$8/hour Calculated in 1/2 hour increments	N/A	200% or 300% if EE on overtime - paid for actual dirty hours worked in ½ hour increments (½ hour min)
Penalty Pay: Hazardous Materials/Situations ____% Base Rate Entire Shift/Actual Hours	+\$8/hour Paid in 1/2 hour increments	<u>Deck</u> N/A <u>Terminal</u> 7.5% base pay in 4 hour increments	200% or 300% if EE on overtime - paid for actual dirty hours worked in ½ hour increments (sewage = 2 hour min, Excrement = ½ hour min)
Paid Time Off (PTO)	N/A	N/A	N/A

Note: Black Ball Transport Benefits not shown as employer wishes data to remain confidential

ER = Employer EE = Employee

DECK/TERMINAL			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA FERRY	WASHINGTON STATE FERRY SYSTEM - IBU
Vacation	120 hours after 1-2 years 128 hours after 3 years 136 hours after 4 years 144 hours after 5 years 152 hours after 6 years 160 hours after 7 years 176 hours after 8 years 184 hours after 9 years 192 hours after 10 years 200 hours after 11 years 208 hours after 12 years 216 hours after 13-14 years 224 hours after 15-18 years 232 hours after 19 years 248 hours after 20 years 256 hours after 21 years 264 hours after 22 years 272 hours after 23-24 years 288 hours after 25-30 years 320 hours after 31+ years Max = 320 hours per year	<u>Deck</u> 84 hours after 1-2 year 168 hours after 2-3 years 252 hours after 3-4 years 336 hours after 4-5 years 420 hours after 5+ years <u>Terminal</u> May choose either Personal Leave or Annual Leave option: (1) <u>Personal Leave</u> 7.5 hours after 0-2 years of service 8.44 hours after 2-5 years of service 9.38 hours after 5-10 years of service 11.25 hours after 10+ years of service (2) <u>Annual Leave</u> 4.69 hours after 0-2 years of service 6.56 hours after 2-5 years of service 7.50 hours after 5-10 years of service	48 hours after 6 mos 56 hours after 7 mos 64 hours after 8 mos 72 hours after 9 mos 80 hours after 10 mos 88 hours after 11 mos 96 hours after 12 mos 104 hours after 2 years 120 hours after 3 years 136 hours after 4 years 160 hours after 5 years 168 hours after 7 years 176 hours after 9 years 184 hours after 11 years 192 hours after 13 years 200 hours after 14 years 208 hours after 16 years 224 hours after 18 years 232 hours after 20 years 240 hours after 22 years 248 hours after 24 years 256 hours after 26 years 264 hours after 28 years 272 hours after 30 years Maximum annual accrual = 272 hours
Sick Leave	48 hours @ 100% salary	<u>Deck</u> 360 hours/year <u>Terminal</u> 112.56 hours/year	96 hours/year (1day/month)
Health & Welfare: ER Contribution/Month	Province provides Universal Health Care See Canadian Health Care (Technical Notes)	<u>Deck</u> \$1,575/month <u>Terminal</u> \$515/month	\$733/month (\$4.21 Hour)
Retirement, Pension, etc.: ER Contribution	<u>Employer Sponsored</u> 9%/year up to \$38,300 105%/year above that amt <u>Federally Sponsored</u> 4.3% of pensionable earnings up to \$1,496/year	<u>Deck and Terminal</u> 14.22% of gross pay	All state employees-PERS 2 6.13% Life Insurance: ER pays basic to \$25K at \$4.30/month

Note: Black Ball Transport Benefits not shown as employer wishes data to remain confidential

ER = Employer EE = Employee

DECK/TERMINAL			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA FERRY	WASHINGTON STATE FERRY SYSTEM - IBU
Work Clothes:	Work clothes provided and cleaned by company.	<u>Deck</u> Work clothes not provided \$300/year clothing allowance no cleaning <u>Terminal</u> N/A	Uniform required and supplied by ER ER pays for the cleaning
Travel: Compensation for ER Directed Travel	Paid at regular hourly rate Mileage = \$0.65¢/mile	<u>Deck</u> Paid at straight time rates Min: 4 hours Max: 24 hours \$112 per diem \$0.325¢/mile <u>Terminal</u> \$0.345¢/mile \$42 meals/day lodging @ 100%	Paid @ straight time rates Mileage = \$0.485¢/mile
Meals discount:	50% while working	<u>Deck</u> All meals provided free while working <u>Terminal</u> N/A	50% while working, only applies to first \$30 in retail price meal purchases/employee/day
Training/Education:	ER reimburses pre-approved training/education courses Depending on program, paid at straight time rate ER reimburses cost of medical exams necessary for licensure	<u>Deck and Terminal</u> ER reimburses 100% of pre-approved programs	100% reimbursement to secure original license EE must be employed for 3 continuous years ER pays wages for time EE attends not to exceed 30 days
Passes:	ER provides 24 single trips/year to regular employee + dependents after 6 months' services; after 1,827 hours to casual EEs	<u>Deck</u> ER provides to employee + dependents after EE accumulates 6 months seniority <u>Terminal</u> N/A	ER provides to EE, spouse and dependents after 6 months of continuous employment

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ER = Employer EE = Employee

DECK/TERMINAL			
BENEFIT	B.C. FERRY CORP. (from 06/01/06)	ALASKA FERRY	WASHINGTON STATE FERRY SYSTEM - IBU
Other Premium:	Spray painting: \$2.25/hour Isolation allowance for specified work locations: \$6.25/point/month Pager premium: 1 hour straight time/4 hours standby Shift premiums: \$0.80¢/hour - 2 nd shift \$1.25/hour - 3 rd shift Shift differential, 12-hour vessels, 14 on/14 off: 29% in addition to base pay 4 on/4 off: 27% in addition to base pay Shift differential, 10 hour vessels: 5% in addition to base pay	N/A	<p>RULE 25 - MAINTENANCE AND CURE 25.01 A. When any member of the crew of a vessel is entitled to daily maintenance, it shall be paid at the rate of \$35/day. In addition to and separate from the \$35 daily maintenance rate, the ER shall pay a wage supplement of \$30/day. In the event of a Jones Act judgment, the supplemental amount paid by WSF shall be applied to offset any Jones Act judgment against WSF.</p> <p>B. Transportation to or from a medical facility shall be furnished by the ER if the employee becomes ill or is injured on duty.</p> <p>C. The ER agrees to notify the Union of all injuries to employees when such injuries occurred while on duty.</p> <p>D. The ER recognizes the right of the Union to intercede on questions which may arise under the application of this rule.</p>
Other Benefits:	N/A	<p><u>Deck</u> Each year, following 8 years of service, EEs get a bonus of one week's pay</p> <p><u>Terminal</u> N/A</p>	<p>25.02 Wages and maintenance and cure shall not be withheld merely because an employee claimant has also filed a claim for damages or has filed suit therefore, or has taken steps toward that end, regardless of the ER's arrangements with any insurance company.</p> <p>25.03 Crew personnel will be reimbursed for the loss of personal effects, equipment, or instruments resulting from shipwreck, stranding, sinking, burning or collision of the vessel in an amount not to exceed \$400. Each EE must provide the ER with an itemized list including replacement value.</p>

Note: Black Ball Transport Benefits not shown as employer wishes data to remain confidential

ER = Employer EE = Employee

***2008 SHIPYARDS DATA -
SALARY DATA PRESENTATION***

2008 Salary Data Presentation and Comparison (Includes Benefits)
Shipyards

Exhibit IX

Benchmark Number	Benchmark Title	Area	Participating Employers	Number of Employees	Salary Range Minimum	Salary Range Maximum	Weighted Hourly Base Pay	Weighted Hourly Benefit*	Survey Weighted - Base Pay & Benefits*	Leadman Base Pay	Foreman Base Pay	Helper Base Pay		
101	Shipwright/Carpenter	Puget Sound	4	177	24.60	28.78	28.26	5.26	34.73	30.13	32.95	19.08		
101	Shipwright/Carpenter	WSFS	1	16	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
101	Shipwright/Carpenter	% Difference			4.0%	-12.3%	-10.3%		-16.4%	-11.9%	-20.2%	0.7%		
102	Shipyards Machinist	Puget Sound	4	195	24.60	28.78	28.01	5.26	34.50	29.93	32.93	19.59		
102	Shipyards Machinist	WSFS	1	15	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
102	Shipyards Machinist	% Difference			4.0%	-12.3%	-9.3%		-15.6%	-11.2%	-20.1%	-1.9%		
103	Shipyards Electrician	Puget Sound	4	333	24.60	28.78	27.42	5.27	34.69	29.72	34.00	18.70		
103	Shipyards Electrician	WSFS	1	20	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
103	Shipyards Electrician	% Difference			4.0%	-12.3%	-7.0%		-16.3%	-10.5%	-24.0%	2.7%		
104	Shipyards Boilermaker/Welder	Puget Sound	4	557	24.60	28.86	28.86	5.30	34.97	30.72	32.97	21.00		
104	Shipyards Boilermaker/Welder	WSFS	1	11	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
104	Shipyards Boilermaker/Welder	% Difference			4.0%	-12.3%	-12.6%		-17.2%	-14.2%	-20.3%	-9.2%		
105	Shipyards Pipefitter	Puget Sound	4	320	24.60	28.78	27.60	5.29	34.84	26.36	30.25	17.64		
105	Shipyards Pipefitter	WSFS	1	18	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
105	Shipyards Pipefitter	% Difference			4.0%	-12.3%	-7.7%		-16.7%	2.1%	-10.3%	8.2%		
106	Shipyards Sheet Metal Worker	Puget Sound	3	142	24.60	28.78	27.55	5.25	34.44	29.70	33.50	20.39		
106	Shipyards Sheet Metal Worker	WSFS	1	8	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
106	Shipyards Sheet Metal Worker	% Difference			4.0%	-12.3%	-7.5%		-15.4%	-10.4%	-22.2%	-6.1%		
107	Shipyards Truckdriver	Puget Sound	4	24	21.62	28.94	28.94	5.26	34.21	26.58	27.16	19.02		
107	Shipyards Truckdriver	WSFS	1	2	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
107	Shipyards Truckdriver	% Difference			15.6%	1.6%	-12.9%		-14.6%	1.2%	1.0%	1.0%		
108	Shipyards Warehouse Worker	Puget Sound	4	27	19.15	28.85	28.85	5.29	34.07	22.44	23.61	14.48		
108	Shipyards Warehouse Worker	WSFS	1	7	25.63	25.63	25.63	4.21	29.84	26.91	27.42	19.22		
108	Shipyards Warehouse Worker	% Difference			25.3%	12.9%	-12.6%		-14.2%	16.6%	13.9%	24.7%		
<i>Total % Above or Below (-) Market</i>									-10.0%		-15.8%	-4.8%	-12.8%	2.5%

*Note: "Weighted Hourly Benefit" and "Survey Weighted - Base Pay & Benefits": not all employers were able to give health and welfare information.

2008 Salary Data Presentation and Comparison (Maintenance Trades Rates)
Shipyards

Exhibit X

Benchmark Number	Benchmark Title	Area	Weighted Hourly Base Pay	% Difference Puget Sound Area	% Difference Maintenance Trades Rate*
101	Shipwright/Carpenter	WSFS	\$25.63	-10.3%	-24.3%
		Puget Sound Shipyards	\$28.26		
		Maintenance Trade Rate	\$31.87		
102	Shipyards Machinist	WSFS	\$25.63	-9.3%	-15.0%
		Puget Sound Shipyards	\$28.01		
		Maintenance Trade Rate	\$29.48		
103	Shipyards Electrician	WSFS	\$25.63	-7.0%	-39.1%
		Puget Sound Shipyards	\$27.42		
		Maintenance Trade Rate	\$35.64		
104	Shipyards Boilermaker/Welder	WSFS	\$25.63	-12.6%	-34.7%
		Puget Sound Shipyards	\$28.86		
		Maintenance Trade Rate	\$34.53		
105	Shipyards Pipefitter	WSFS	\$25.63	-7.7%	-39.7%
		Puget Sound Shipyards	\$27.60		
		Maintenance Trade Rate	\$35.81		
106	Shipyards Sheet Metal Worker	WSFS	\$25.63	-7.5%	-26.6%
		Puget Sound Shipyards	\$27.55		
		Maintenance Trade Rate	\$32.46		
107	Shipyards Truck Driver	WSFS	\$25.63	-12.9%	-10.2%
		Puget Sound Shipyards	\$28.94		
		Maintenance Trade Rate	\$28.25		
108	Shipyards Warehouse Worker	WSFS	\$25.63	-12.6%	5.3%
		Puget Sound Shipyards	\$28.85		
		Maintenance Trade Rate	\$24.28		
<i>Total % Above or Below (-) Market</i>				-10.0%	-23.0%

*Please note: The "Maintenance Trades Rate" numbers are rates only, and not weighted averages.

***2008 SHIPYARDS DATA -
PREMIUM PAY AND BENEFITS DATA***

2008 SHIPYARDS				
BENEFIT	CANADA	PUGET SOUND	WASHINGTON STATE FERRY SYSTEM - Metal Trades & IBU Shoregang	
Premium Pay: Overtime	Paid @ 200%	2 ERs: 150% 1 ER: no answer	200% of base pay	
Premium Pay - Work Assignments on Saturday	Paid @ 200%	3 ERs: 150%	200% of base pay	
Premium Pay - Work Assignments on Sunday	Paid @ 200%	3 ERs: 1 @ 150% 2 @ 200%	200% of base pay	
Holidays: No.____/Year @ Rate	12	3 ERs: 9, 10 and 15 holidays per year Average = 11	<u>Metal Trades</u> 13, one is a personal holiday	<u>IBU Shoregang</u> 12
Overtime Paid on Holidays:	200% of base pay paid in hourly increments	2 ERs: 1 @ 200% paid in hourly increments 1 @ 150% paid in hourly increments 1 ER: no answer	300% of base pay paid in hourly increments	
Work Assignments on Paid Holidays	Paid @ 200%	3 ERs: 1 @ 100% paid in hourly increments 2 @ 200% paid in hourly increments	200% of base pay	
Penalty Pay: Dirty/Obnoxious ____% Base Rate Whole Shift/Actual Hours Worked	125% of base pay Paid for actual hours with dirty material	3 ERs: 2 @ 200% paid in hourly increments 1 @ no rate All paid for actual hours with dirty material	<u>Metal Trades</u> 200% of base pay Paid for actual hours with dirty material	<u>IBU Shoregang</u> 200%-300% (if on OT) of base pay Paid for actual hours with dirty material in ½ hour increments

2008 SHIPYARDS				
BENEFIT	CANADA	PUGET SOUND	WASHINGTON STATE FERRY SYSTEM - Metal Trades & IBU Shoregang	
Penalty Pay: Hazardous Materials/Situations ____% Base Rate Entire Shift/Actual Hours	125% of base pay Paid for actual hours of hazard	3 ERs: 1 @ 200% paid in hourly increments 2 @ 150% paid in hourly increments 2 paid for actual hours 1 paid for entire shift	<u>Metal Trades</u> 200% of base pay Paid for actual hours with hazardous material	<u>IBU Shoregang</u> 200%-300% (if on OT) of base pay Paid for actual hours with hazardous material in ½ hour increments (sewage = 2 hour min, Excrement = ½ min)
Paid Time Off (PTO)	N/A	N/A	N/A	N/A

2008 SHIPYARDS				
BENEFIT	CANADA	PUGET SOUND	WASHINGTON STATE FERRY SYSTEM - Metal Trades & IBU Shoregang	
Vacation	2 years = 15 days 8 years = 20 days 15 years = 25 days 20 years = 30 days	1 ER: Pay a % of time worked 1 year = 2% - 3% up to 20 years 8.0% 25 year 8.5% 2 ERs Varies 1 - 3 years 40 - 104 hours 5 years 120 - 156 hours 10 years 120 - hours 15 year 156 hours	<u>Metal Trades</u> 6 - 12 days after 1040 - 2080 hours 13 days after 2 years 15 days after 3 years 17 days after 4 years 20 days after 5 years 21 days after 7 years 22 days after 10 years 23 days after 16 years 24 days after 22 years Max Annual accrual = 192 hours	<u>IBU Shoregang</u> 6 days after 6 months 7 days after 7 months 8 days after 8 months 9 days after 9 months 10 days after 10 months 11 days after 11 months 12 days after 12 months 13 days after 2 years 15 days after 3 years 17 days after 4 years 20 days after 5 years 21 days after 7 years 22 days after 9 years 23 days after 11 years 24 days after 13 years 25 days after 14 years 26 days after 16 years 28 days after 18 years 29 days after 20 years 30 days after 22 years 31 days after 24 years 32 days after 26 years 33 days after 28 years 34 days after 30 years Max Annual accrual = 272 hours
Sick Leave	N/A	1 ER: Max Sick Leave = 104 hours	96 hours; 1 day (8 hours) for each continuous month of service where the EE works 15 or more calendar days that month	
Health & Welfare: ER Contribution/Month	See Canadian Health Care (Technical Notes)	N/A	\$733/month (\$4.21 Hour)	

2008 SHIPYARDS			
BENEFIT	CANADA	PUGET SOUND	WASHINGTON STATE FERRY SYSTEM - Metal Trades & IBU Shoregang
Retirement, Pension, etc.: ER Contribution	N/A	N/A	All state employees-PERS 2 ER contributes 6.13% of gross earnings Life Insurance: ER pays basic to \$25K at \$4.30/month
Tools: Spec. Equip at ___rate	N/A	N/A	Work and/or safety apparel is provided by company <u>IBU Shoregang</u> : clothing allowance will be mutually agreed upon by both parties on an as needed basis
Travel: Compensation for ER Directed Travel	Travel Time: 7.75 hours max/day Mileage: \$0.46¢/kilometer Meals & Lodging: 10% above basic yard rate	3 ERs: Regular contract rate Pay 100% of base rate for travel Various Mileage: \$0.485¢/mile Mileage: \$0.325¢/mile Meals & Lodging: federally allowed Meals & Lodging: locality per diem	EE is compensated as follows: Travel Time: straight time rate of pay Mileage: \$0.485¢/mile for use of personal vehicle <u>Metal Trades</u> : Meals & Lodging: room and board (when required) shall be paid by WSF <u>IBU Shoregang</u> : NA
Travel Reimbursed for Assigned Work	Meals & Lodging: 16% above basic yard rate	2 ERs: Travel Time is Reimb 1 ER @ various rates 1 ER @ 108% Mileage: \$0.325¢/mile Meals & Lodging: locality per diem	EE is compensated as follows: Travel Time: straight time rate of pay Mileage: \$0.485¢/mile for use of personal vehicle <u>Metal Trades</u> : Meals & Lodging: room and board (when required) shall be paid by WSF <u>IBU Shoregang</u> : NA

2008 SHIPYARDS			
BENEFIT	CANADA	PUGET SOUND	WASHINGTON STATE FERRY SYSTEM - Metal Trades & IBU Shoregang
Meals discount:	N/A	N/A	50% while working <u>IBU - Shoregang</u> : applies to the first \$30 in retail price meal purchases/EE/day
Training/Education:	ER reimburses training/education courses at 100%, for pre-approved program Minimum term of employment is 60 days ER pays wages for the time the EE attends at straight time	3 ERs: All reimburse EEs for pre-approved edu 1 ER: to be made whole 1 ER: depends on training 1 ER: 100% reimbursed 3 ERs: No min employment term required 2 Ers: wages paid 1 ER: CBA 1 ER: 100% if EE attends during reg work hours	ER reimburses EE 100% (full tuition & required books) <u>Metal Trades</u> : No minimum term requirement <u>IBU Shoregang</u> : not less than 3 continuous years of service <u>Metal Trades</u> : Straight time hourly wage rate; if class extends beyond 8 hours the EE will be paid at the overtime rate of pay of 200% for the extended time <u>IBU Shoregang</u> : payment for wages lost while attending school (for min of EEs scheduled shift), not to exceed 30 days pay at the EEs prevailing straight-time wage
Shift Differential: Swing Shift/Graveyard:	Swing - \$2.50 Graveyard - \$3.80	3 ERs: 1 @ Swing - 7.5% 1 @ Swing - \$0.45¢/hour 1 @ Swing - \$0.75¢/hour 1 @ Graveyard - 10.0% 1 @ Graveyard - \$0.50¢/hour 1 @ Graveyard - \$0.75¢/hour	Swing: Pay for a full second shift period shall be a sum equivalent to 8 times the regular hourly rates + 10% Graveyard: Pay for a full third shift period shall be a sum equivalent to 8 times the regular hourly rates + 15%

2008 SHIPYARDS			
BENEFIT	CANADA	PUGET SOUND	WASHINGTON STATE FERRY SYSTEM - Metal Trades & IBU Shoregang
Travel Passes:	N/A	N/A	<p><u>Metal Trades:</u> ER provides to EE, spouse and dependents No minimum term required</p> <p><u>IBU Shoregang:</u> ER provides to EE, spouse and dependents Min term is after 6 months of continuous service</p>
Other Premium or Benefit Paid:	N/A	High work - 100 feet - 25%, Dirty work - 4%, Cold Work - Less 32 degrees - 4%, Hot work - More 100 degrees - 4%, Extreme Height - more than 100 feet - 50%, Fibrous Glass work - 6%, Welding/cutting in confined space - 6%, Toxic chemical exposure - High exposure 8% - Low exposure 4%, Asbestos work - 8%, Paid per hour of exposure.	<p><u>Metal Trades:</u> Asbestos Premium - Article XXIII</p> <p>Safety, Sanitation, Ventilation & Physical Examination - Article XIX</p> <p>Tools - Article XXVI</p> <p>Straight Time Hourly Wage Rates - Shipyards EEs received \$0.65¢/hour premium Teamster drivers with hazardous material endorsements receive \$0.20¢/hour premium Qualified Machinists drivers receive a 2% premium for certain tasks</p> <p><u>IBU Shoregang:</u> Maintenance and Cure - Rule 25</p>

***2008 ADMINISTRATION - OFFICE & TERMINIAL DATA
- SALARY DATA PRESENTATION***

2008 Salary Data Presentation and Comparison (Includes Benefits)
Administration - Office and Terminal

Exhibit XII

Benchmark Number	Benchmark Title	Area	Participating Employers	Number of Employees	Salary Range Minimum	Salary Range Maximum	Weighted Monthly Base Pay	Weighted Monthly Benefit	Survey Weighted - Base Pay & Benefits*
201	Accountant	Survey	6	52	4495	5733	5145	1043	6189
		WSFS		4	3390	4899	4014	733	4747
		% Difference			-32.6%	-17.0%	-28.2%	-42.3%	-30.4%
205	Buyer 3	Survey	6	17	4243	5884	5211	917	6128
		WSFS		4	3083	4448	3822	733	4555
		% Difference			-37.6%	-32.3%	-36.3%	-25.1%	-34.5%
206	Contracts Coordinator 1	Survey	2	2	3201	4388	3803	1100	4903
		WSFS		1	2940	4240	3882	733	4615
		% Difference			-8.9%	-3.5%	2.0%	-50.1%	-6.2%
207	Contracts Coordinator 2	Survey	1	4	4340	6510	4993	1027	6020
		WSFS		2	3231	4666	4666	733	5399
		% Difference			-34.3%	-39.5%	-7.0%	-40.1%	-11.5%
208	Crew Dispatch Coordinator	Survey	0	0	(No Data Reported)				
		WSFS		3	4500	4666	3390	733	4899
		% Difference							
212	Inventory Agent	Survey	0	0	(No Data Reported)				
		WSFS		1	3231	4666	3730	733	4663
		% Difference							
213	Mail/Stock Clerk	Survey	3	12	2376	3178	3047	1054	4101
		WSFS		1	2218	3186	2436	733	3168
		% Difference			-7.1%	0.2%	-25.1%	-43.8%	-29.4%
218	Payroll Assistant 3/Claims	Survey	2	10	3632	4619	5014	1059	6073
		WSFS		1	3231	4666	3555	733	4288
		% Difference			-12.4%	1.0%	-41.0%	-44.5%	-41.6%
221	Personnel Assistant 2	Survey	3	172	3389	4208	3525	990	4515
		WSFS		0	(No Data Reported)				
		% Difference							
225	Secretary	Survey	5	72	2928	3875	4035	1024	5059
		WSFS		2	2672	3853	3608	733	4343
		% Difference			-9.6%	-0.6%	-11.8%	-39.7%	-16.5%
227	Staff Aide	Survey	4	81	3703	4847	4414	1047	5461
		WSFS		8	2940	4240	3625	733	4353
		% Difference			-25.9%	-14.3%	-21.8%	-42.8%	-25.4%
229	Custodian (Janitor)	Survey	3	121	2369	3120	2864	1034	3898
		WSFS		7	2145	2525	2441	733	3174
		% Difference			-10.5%	-23.6%	-17.3%	-41.0%	-22.8%
231	Safety Systems Specialist	Survey	1	1	2947	3640	3467	978	4445
		WSFS		1	2672	3853	3231	733	3964
		% Difference			-10.3%	5.5%	-7.3%	-33.5%	-12.1%
232	Consultant Coordinator	Survey	1	1	3987	5027	5027	978	6005
		WSFS		1	2940	4240	3715	733	4448
		% Difference			-35.6%	-18.6%	-35.3%	-33.5%	-35.0%
233	Operation Watch Supervisor	Survey	2	27	5015	5863	5758	1068	6846
		WSFS		7			4743	733	5476
		% Difference					-21.4%	-45.7%	-25.0%
Total % Above or Below (-) Market							-20.9%	-24.2%	

***2008 ADMINISTRATION - OFFICE & TERMINIAL DATA
- PREMIUM PAY AND BENEFITS DATA***

ADMINISTRATION SURVEY			
BENEFIT	PUBLIC/PRIVATE EMPLOYERS		WASHINGTON STATE FERRY SYSTEM - OPEIU / SEIU
Premium Pay: Overtime	4 ERs: 150% of base pay		Paid @ 150%
Premium Pay - Work Assignments on Saturday	1 ER: 150% of base pay		<u>OPEIU:</u> 150% <u>SEIU:</u> 100% (unless over 40 hours/week)
Premium Pay - Work Assignments on Sunday	1 ER: 150% of base pay		<u>OPEIU:</u> 200% <u>SEIU:</u> 100% (unless over 40 hours/week)
Holidays: No. ____/Year @ Rate	2 ERs: 10 days/year 2 ERs: 12 days/year		12 holidays <u>OPEIU:</u> 2 are personal
Overtime Paid on Holidays:	2 ERs: 150% 1 ER: by hourly increments 1 ER: Sat & Sun no premium unless OT 1 ER: 250% actual time worked		250% Paid in hourly increments
Paid Time Off (PTO)	3 ERs have PTO plans for nonexempt EEs: (averages reported) 14 days for 0 years 19 days for 4 years 21 days for 7 years 24 days for 19 years 28 days for 27 years ER comments: Employee may accrue up to 960 hours of PTO. Maximum annual accrual 40 hours at the end of the year. PTO for represented employees varies by contract. We have separate sick leave and vacation.		N/A

ADMINISTRATION SURVEY																																																							
BENEFIT	PUBLIC/PRIVATE EMPLOYERS		WASHINGTON STATE FERRY SYSTEM - OPEIU / SEIU																																																				
Vacation	3 ERs have Vacation plans for nonexempt EEs: (averages reported) <table border="1"> <thead> <tr> <th>Years</th> <th>Range</th> <th>Most Typical</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>10 - 15</td> <td>12</td> </tr> <tr> <td>5</td> <td>15 - 20</td> <td>15</td> </tr> <tr> <td>10</td> <td>15 - 20</td> <td>20</td> </tr> <tr> <td>15</td> <td>20</td> <td>20</td> </tr> <tr> <td>20</td> <td>20 - 26</td> <td>25</td> </tr> </tbody> </table> Average Maximum number of hours accrued = 320		Years	Range	Most Typical	1	10 - 15	12	5	15 - 20	15	10	15 - 20	20	15	20	20	20	20 - 26	25	<table border="1"> <thead> <tr> <th>OPEIU:</th> <th>SEIU:</th> </tr> </thead> <tbody> <tr> <td>6 days after 6 mos</td> <td>6 days after 6 mos</td> </tr> <tr> <td>7 days after 7 mos</td> <td>7 days after 7 mos</td> </tr> <tr> <td>8 days after 8 mos</td> <td>8 days after 8 mos</td> </tr> <tr> <td>9 days after 9 mos</td> <td>9 days after 9 mos</td> </tr> <tr> <td>10 days after 10 mos</td> <td>10 days after 10 mos</td> </tr> <tr> <td>11 days after 11 mos</td> <td>11 days after 11 mos</td> </tr> <tr> <td>12 days after 12 mos</td> <td>12 days after 12 mos</td> </tr> <tr> <td>13 days after 2 years</td> <td>13 days after 2 years</td> </tr> <tr> <td>15 days after 3 years</td> <td>15 days after 3 years</td> </tr> <tr> <td>17 days after 4 years</td> <td>17 days after 4 years</td> </tr> <tr> <td>20 days after 5 years</td> <td>20 days after 5 years</td> </tr> <tr> <td>21 days after 15 years</td> <td>21 days after 15 years</td> </tr> <tr> <td>22 days after 16 years</td> <td>22 days after 16 years</td> </tr> <tr> <td>23 days after 17 years</td> <td>Max annual accrual: 176 hours</td> </tr> <tr> <td>24 days after 18 years</td> <td></td> </tr> <tr> <td>Max annual accrual: 192 hours</td> <td></td> </tr> </tbody> </table>	OPEIU:	SEIU:	6 days after 6 mos	6 days after 6 mos	7 days after 7 mos	7 days after 7 mos	8 days after 8 mos	8 days after 8 mos	9 days after 9 mos	9 days after 9 mos	10 days after 10 mos	10 days after 10 mos	11 days after 11 mos	11 days after 11 mos	12 days after 12 mos	12 days after 12 mos	13 days after 2 years	13 days after 2 years	15 days after 3 years	15 days after 3 years	17 days after 4 years	17 days after 4 years	20 days after 5 years	20 days after 5 years	21 days after 15 years	21 days after 15 years	22 days after 16 years	22 days after 16 years	23 days after 17 years	Max annual accrual: 176 hours	24 days after 18 years		Max annual accrual: 192 hours	
Years	Range	Most Typical																																																					
1	10 - 15	12																																																					
5	15 - 20	15																																																					
10	15 - 20	20																																																					
15	20	20																																																					
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17 days after 4 years	17 days after 4 years																																																						
20 days after 5 years	20 days after 5 years																																																						
21 days after 15 years	21 days after 15 years																																																						
22 days after 16 years	22 days after 16 years																																																						
23 days after 17 years	Max annual accrual: 176 hours																																																						
24 days after 18 years																																																							
Max annual accrual: 192 hours																																																							
Sick Leave	Average Maximum number of hours accrued = 71		96 hours; 1 day (8 hours) for each continuous month of service where the EE works 15 or more calendar days that month																																																				

ADMINISTRATION SURVEY		
BENEFIT	PUBLIC/PRIVATE EMPLOYERS	WASHINGTON STATE FERRY SYSTEM - OPEIU / SEIU
Health & Welfare: ER Contribution/Month	<p>6 ERs reported <u>Medical Ins</u> Average Medical Insurance ER contribution: EE only: \$525 EE+Family: \$1,122</p> <p>5 ERs reported <u>Dental Ins</u> Average Dental Insurance ER contribution: EE only: \$73 EE+Family: \$128</p> <p>2 ERs reported Vision Care Ins Average Vision Care Insurance ER contribution: EE only: \$11 EE+Family: \$20</p> <p>2 ERs pay 60% for LTC 1 ER pays 100% for LTC Average ER contribution = \$46</p> <p>5 ERs Life Insurance contribution 2 ERs contribute 100% 3 ERs avg contribution = \$1,660/month</p>	<p>\$733/month (\$4.21 Hour)</p> <p>Life Insurance: ER pays basic to \$25K at \$4.30/month</p>
Retirement, Pension, etc.: ER Contribution	<p>6 ER have retirement benefit plans ER contributes 7% (average) of gross earnings/month</p>	<p>All state employees-PERS 2 6.13%</p>
Work Clothes:	<p>Uniforms required, but not provided by ER</p> <p>Allowance of \$738.72/year</p> <p>ER pays for cleaning</p>	<p><u>OPEIU</u>: N/A</p> <p><u>SEIU</u>: Work and/or safety apparel is provided by company</p>

ADMINISTRATION SURVEY			
BENEFIT	PUBLIC/PRIVATE EMPLOYERS		WASHINGTON STATE FERRY SYSTEM - OPEIU / SEIU
Travel: Compensation for ER Directed Travel			<p><u>OPEIU:</u> Travel Time: straight time rate of pay Mileage: \$0.485¢/mile for use of personal vehicle Meals & Lodging: at management's discretion, room and board (when required) shall be paid by WSF</p> <p><u>SEIU:</u> EEs required by WSF to use own vehicle for travel are reimbursed per Chapter 10 travel rules</p>
Travel Reimbursed for Assigned Work		<p><u>Meals and lodging</u> \$65/day lodging \$41/day meals</p>	<p><u>OPEIU:</u> N/A <u>SEIU:</u> N/A</p>
Training/Education:		<p>3 ERs reimburse 100% of expenses</p> <p>ER comments: 100% if training is required/requested by management. 50% - 75% of tuition for elective degree program courses.</p> <p>1 ER had min requirement of 6 months employment. 1 ER said 1 year of employment for 50% tuition reimbursement, 4 years for 75% tuition reimbursement. No minimum term required for required training.</p>	<p><u>OPEIU:</u> ER reimburses EE 100% (full tuition)</p> <p>6 months of service minimum term requirement</p> <p>Straight time hourly rate</p> <p><u>SEIU:</u> N/A</p>
Passes:		N/A	ER provides to EE, spouse and dependents after 6 months of continuous employment

ADMINISTRATION SURVEY		
BENEFIT	PUBLIC/PRIVATE EMPLOYERS	WASHINGTON STATE FERRY SYSTEM - OPEIU / SEIU
Other Premium or Benefit Paid:	N/A	<p><u>OPEIU:</u> Severance Pay - qualified EE receives 1 month's pay for each year of service</p> <p><u>SEIU:</u> Wages - qualified EEs receive \$0.20¢/hour in addition to regular wage for shift work between the hours of midnight and 7 a.m. for entire shift</p>

PLANNED FOR WAGE/BENEFITS ADJUSTMENTS

Planned for Wage/Benefits Adjustments

The following information is provided to assist those involved in the collective bargaining process to identify wage and or benefits adjustments that other survey participants have either implemented or plan to implement since the survey's effective date of September 1, 2007. Additional information on wages or benefits is also included where the information was received too late to factor into the body of this report. It is not intended to fully represent all wage adjustment types by survey participants except what they have identified to us through this survey process. Narrative is included, in some cases, to clarify these adjustments.

Wages

Black Ball Transport

- Black Ball wages will increase each April and October by 1% or by the cost of living, whichever is greater. The increase for April 2008 was 1.8%.

BC Ferries Corporation

- +3.0% 4/1/08
- +3.0% 4/1/09
- +3.9% 4/1/10

Foss Maritime

- Effective November 1, 2008, a Deckhand/Engineer earns a straight time rate of \$25.03/hr. Additionally, all personnel receive a supplement of \$39.50/day, based on a 12 hour day, which equals \$3.29/hr, for a total effective hourly rate of \$28.32.
- A Deckhand earns a straight time hourly rate of \$23.55, along with the same hourly supplement of \$3.29/hr, for a total effective hourly rate of \$26.84.

Benefits

Black Ball Transport

- Black Ball currently contributes \$876/month per employee to maintain the current level of health benefits. In November 2008, a new contribution rate will apply, and the employer will continue to absorb the entire cost (maintenance of benefits provision).

Golden Gate Ferry Corporation

- Employer monthly contribution to IBU's Medical Plan under Kaiser (Calif.) is \$1,116/month. The employer also pays \$50 per month toward the employee's reserve account.

Foss Maritime

- Foss currently contributes \$876/month per employee to maintain the current level of health benefits. In November 2008, a new contribution rate will apply, and the employer will continue to absorb the entire cost.

APPENDIX

APPENDIX

Section A

Exhibit A - Weighted Average Calculation Example

*Exhibit B - Canadian Health Care Information /
Analysis and Assessment*

Exhibit C - Survey Participants by Category

Section B

*Exhibit A - Addendum to Exhibit IV - Includes British Columbia
Ferry Corp. and Golden Gate Ferry Corporation Rates
Provided by Inlandboatmen's Union of the Pacific to Milliman
on May 19, 2008.*

Section C - Survey Questionnaires

Section D - Benchmark Titles and Job Description Summaries

TECHNICAL NOTES AND INFORMATION

Section A

Exhibit A - Weighted Average Calculation Example

Exhibit B - Canadian Health Care Information / Analysis and Assessment

Exhibit C - Survey Participants by Category

Wage And Benefits Weighted Average Calculation Example

"2. First Mate/Pilot"

Number of Employees/ Ferry Operation	Employer	Hourly Wage Reported	+ Cost of Living Differential (if applicable)	Total
46	X	19.99	0.00	919.54
2	Y	33.01	0.00	66.02
18	Z	24.87	8.81*	606.24
Total -- 66 employees				1591.80/66 TOTAL= \$24.12/hour

RANGE.....\$19.99 - 33.01/hour
WEIGHTED ADJUSTED RATE.....\$24.12/hour
**WEIGHTED HOURLY BENEFIT.....\$2.61/hour (Total hourly
benefits reported/number of employees.)**
WEIGHTED RATE + WEIGHTED BENEFIT.....\$24.12 + 2.61 = 26.73/hour

*COST OF LIVING DIFFERENTIAL (COLD)

Canadian Health Care – Information, Analysis and Assessment

Provincial Medical Plan

Available and “free” to employees, retirees, their family and all other Canadian citizens through the Federal Canadian Health Care Plan.

- **Coverage**

- Physicians/Surgeons Bills 100% (Prescription drugs not covered)
- Paramedical covers (e.g. Chiropractor, Naturopathic)
- Hospital Stay 100% with shared occupancy
- Basic vision/hearing checkup
- Specific annual dollar limits by coverage type and medical service cost limits and formularies

- **Government Subsidized Costs (if employee were to pay)**

- Single - \$70.00/mo.
- Couple - \$113.00/mo.
- Family –\$231.00/mo.
- Cost Trend + 13%/yr.

- **Open Access**

- **Managed Utilization (PPO like)**

- **No deductibles or co-pays**

Extended Health Plan

(Not available to retirees unless provided by employer)

Subsidized premiums paid by employer are not taxable income to employee.

- **Coverage**

- Prescription drugs – Generic only under specified by physician
- Hospital stay - single room
- Vision - glasses, contacts
- Hearing appliances
- Mental, drug and alcohol abuse
- Limits are reduced and formularies are more flexible

Canadian Health Care Information Analysis and Assessment – (Continued)

Extended Health Plan (*continued*)

- Home Nursing Care
- Extended care

- **Open Access**
- **Managed utilization management (PPO like)**
- **No deductible, co-pay decided by ER policy**
- **Restrictions such as rationing and or denial of care determined by ER.**
- **Employer/Government Subsidized Costs (includes basic plan)**
 - Single - \$89.00/mo
 - Couple - \$130.00/mo
 - Family - \$257.00/mo
 - Cost Trend –17%/yr.
 - 85% of Canadian BC employers provide this coverage with 70% paying the entire premium.
 - 62% of Canadian BC employers provide subsidized extended care coverage to retirees.

Dental Plan

- **Coverage**
 - 100% Preventative
 - 100% Surgery
 - 100% minor restorative
 - 80% major restorative
 - 60% Orthodontics
- **Open Access**
- **No deductibles or co-pays**
- **Annual limits by coverage type with specific formularies as well**
- **Employer/Government Subsidized Costs – stand alone plan**
 - Single - \$65.00
 - Couple - \$88.00
 - Family - \$103.00
 - Trend - 5.5 %/yr.
 - 78% of employers provide this coverage; 62% pay the entire premium
 - 75% of employers provide subsidized dental care coverage to retirees

Canadian Health Care Information Analysis and Assessment – (Continued)

Top Hat or Private Plans

- Highest level of coverage; fills specific coverage and utilization holes of other employee coverage
- Covers Health Care (Medical, Dental Vision)
- 38% of Canadians have some level of private plan coverage
- 15% of Canadian BC employers offer fully/partially paid private plan coverage, mostly to senior management and executives.
- Cost usually ranges from 25¢-57¢/hr. depending on coverage level and age

Other Information

Canadian Health Care Provincial Medical Plan

- Operates primarily like an HMO with no co-pays; differs in that there is open access. Also, has no dental, prescription drugs, or mental/drug/alcohol recovery coverage in basic plan.
- Comprehensive plans cover the areas not covered under basic plan and is primarily employer paid.
- Utilization is managed through specific procedures/formularies and rationing or denial of high cost services in specific circumstances.
- Vancouver, BC has the highest medical cost and cost increase trends of any large urban center in Canada. British Columbia has the third highest per capita health care cost in Canada.
- Canadians are taxed much more heavily than U.S. citizens partially to account for Universal Health Care coverage. British Columbia also has a provincial income tax equal to 51% of the Federal Rate.
- Subsidized premiums paid by employer are not taxable income to employee.
- The average Vancouver BC employer's cost for family coverage is \$3.33/hr. for all coverage levels.
- Coverage and costing data provided by 1) Western Compensation and Benefits Association – Vancouver BC; 2) Frank Russell Company, Tacoma, WA; 3) Health Care Authority, Olympia, WA; 4) Milliman Inc, Seattle WA.

Estimated Cost (\$/hr.) of Family Coverage

<u>Coverage Type</u>	<u>Vancouver & BC Region*</u>	<u>Seattle/Greater Seattle Region – Equivalent Cost</u>
Basic Provincial Medical Plan	1.33	3.55
Extended Health Care	1.33	2.19
Dental Plan	.67	1.03
Total Estimated Cost/hr.	3.33 (\$579/mo)	6.77 (\$1178/mo)

***Note: Does not include Top Hat/Private Plans cost**

Canadian Health Care Information Analysis and Assessment – (Continued)

Assessment Basis

- Similar actuarial coverage and valuation.
- Large employer within similarly sized metropolitan region.
- Much higher employee access due to no out-of-pocket expenses and paperwork.
- Utilization restrictions similar to Canadian plans.
- Each plan priced in its own currency.
- Does not include “private coverage” options such as “Top Hat” plans.
- Significantly “Higher Canadian tax rates (Federal and Province) and Federal funding priorities result in much higher levels of subsidization resulting in much lower health care costs and services to the employer and employee.” (*ERI Canadian Perspective*)
- The highly subsidized Canadian Government and partially paid for (by employer) Canadian Health Care Plan is estimated to cost \$6.77/hour or \$1178.00/month when the equivalent plan is costed in US dollars. The Canadian Government pays \$5.44/hr or \$1132.00/ mo. towards employee healthcare.

Note:

The cost assessment comparison is well researched and reflects current cost trends but is a “best estimate” of the cost/hour differences between the Canadian Health Care system (Vancouver BC area) and a plan of comparable coverage in the Seattle area. There are a number of factors, some of which are not considered, due to the lack of precise technical data available for analysis, and others which are strictly situational, that could influence overall costs of either plan. This information should be used in that context.

SURVEY PARTICIPANTS (by category)...

Exhibit C

Ferry & Terminal	Shipyard Trades	Administration - Office/Terminal
Alaska Marine Highway System	Department of the Navy	City of Tacoma
Black Ball Transport*	Foss Shipyard	Gunderson LLC
British Columbia Ferry Corporation**	Todd Pacific Shipyards Corporation	King County
Golden Gate Ferry Corporation**	Vancouver Shipyards	Pierce County
Washington State Ferries	Washington State Ferries	Port of Seattle
		Sound Transit
		Totem Ocean
		Washington State Ferries

* Benefit information to remain confidential per Black Ball Transport.

** Received rate data form from Inlandboatmen's Union of the Pacific on May 19, 2008. This additional information is included in the appendix, Section B.

Note: British Columbia Ferry Corp. - benefits from June 1, 2006.

ADDITIONAL RATE INFORMATION

Section B

Exhibit A - Addendum to Exhibit IV - Includes British Columbia Ferry Corp. and Golden Gate Ferry Corporation Rates Provided by Inlandboatmen's Union of the Pacific to Milliman on May 19, 2008.

**2008 Base Salary Comparison (Excludes Benefits and Excludes COLD Where Applicable)
Ferry System - Auto Carrying**

**Exhibit IV
Addendum**

<i>Benchmark Number</i>	<i>Benchmark Title</i>	<i>Participating Employers</i>	<i>Number of Employees</i>	<i>Salary Range Minimum</i>	<i>Salary Range Maximum</i>	<i>Simple Mean* Hourly Base Pay</i>	<i>WSFS Hourly Base Pay</i>	<i>% Difference</i>
1	Master/Pilot	3	27	41.43	56.88	49.00	44.95	-9.0%
2	First Mate/Pilot	3	21	33.30	46.05	41.39	35.92	-15.2%
3	Second Mate	3	71	28.00	37.19	36.14	32.86	-10.0%
4	Staff Chief Engineer	2	4	40.08	53.83	43.75	44.47	1.6%
5	Chief Engineer	3	29	39.13	51.13	45.19	44.47	-1.6%
6	Assistant Engineer	3	76	27.20	43.48	40.84	34.15	-19.6%
7	Oiler	2	39	20.46	25.02	25.35	22.77	-11.3%
9	Wiper	2	13	20.41	24.12	22.70	19.75	-14.9%
10	Able Seaman/Bos'n	3	15	20.46	26.44	26.42	24.68	-7.1%
11	Able Seaman (AB)	3	85	20.69	24.43	26.35	23.45	-12.4%
12	Ordinary Seaman (OS)	4	43	19.60	22.73	24.15	21.16	-14.1%
13	Terminal Agent	1	12	20.52	28.64	25.27	35.51	28.8%
14	Ticket Seller (Auto)	3	8	12.02	15.45	18.15	23.36	22.3%
16	Ticket Taker	3	63	16.13	22.24	22.91	20.95	-9.4%
17	Terminal Attendant/Watchman	2	4	22.55	23.48	22.43	20.06	-11.8%
18	Information Agent	2	5	14.30	22.55	18.64	19.35	3.7%
<i>Total % Above or Below (-) Market</i>								-5.0%

Note: Approximately 3% of the Washington State Ferry System (WSFS) rate reflects the vacation buyout agreement between the LRO and the Intl Boatman's Union (IBU). Please consider this in the context of the labor market to WSFS rate comparisons.

The WSFS benefit amount is \$4.21 per hour.

*Simple Mean gives equal weight to the employer's data submission regardless of the number of employees.

SURVEY QUESTIONNAIRES

Section C

**2008 Marine Employees' Commission
On behalf of the Washington State
Department of Personnel**

**2008
FERRY AND TERMINAL OPERATIONS PAY
&
PREMIUM PAY AND BENEFITS
QUESTIONNAIRES**

Please return by November 15, 2007 to:

*Connie Russell, Survey Manager
Milliman
1301 Fifth Avenue, Suite 3800
Seattle, WA 98101-2605*

Phone: 206-504-5034

Fax: 206-342-8995

E-Mail: connie.russell@milliman.com

**2008 FERRY AND TERMINAL OPERATIONS PAY
PAY AND BENEFITS SURVEY**

INSTRUCTIONS

This survey is being conducted on behalf of the Washington State Department of Personnel (DOP) for the Washington State Marine Employees' Commission (MEC). Questions cover Ferry and Terminal Operations jobs in the Washington State Ferry System. This survey consists of two parts, the first is the Pay Survey and the second is the Premium Pay and Benefits Survey.

Please be as accurate as possible. If necessary, use your best estimate. We would rather have an informed estimate than no information on an item.

PAY QUESTIONNAIRE

Please compare the brief survey job level summary to the jobs in your organization. To ensure a good match, please read the separate benchmark descriptions. Your job title might differ, but if the job duties closely match, please report on that job. If you do not have a job that closely matches, skip that survey job and go to the next title.

Please report survey data as of October 1, 2007:

- Question 1: Number of Employees in Classification
How many regular (full-time, year-round) workers do you normally employ in this job classification?
- Question 2a: Average Base Pay Rate Per Hour – (excluding COLD for jobs 1 - 6)
What is the average base pay rate for regular workers in this job classification? (Alaska Ferries – please remove COLD from pay rate.)
- Question 2b: Average Base Pay Rate Per Hour – (including COLD for jobs 1 - 6)
What is the average base pay rate for regular workers in this job classification? (Alaska Ferries – include the COLD in pay rate.)
- Question 2c: Average Non-Watchman Pay – (for jobs 1 - 2)
What is the average base pay rate for Non-Watchman workers in this job classification?
- Question 2d: Average Base Pay Rate Per Hour
What is the average base pay rate for regular workers in this job classification?
- Question 2e: Average Base Pay Rate Per Hour – (resident rate for jobs 7 - 12)
What is the average base pay rate for regular workers in this job classification?
- Question 2f: Average Base Pay Rate Per Hour – (non-resident rate for jobs 7 - 12)
What is the average base pay rate for regular workers in this job classification?
- Question 3: (3a and 3b) Base Pay Rate Range Minimum and Maximum Per Hour
If you use a pay range, what is the minimum rate? What is the maximum? If you pay all workers in this job classification the same base rate, skip this question.
- Question 4: Average Hours Worked Per Week
Among the regular workers in this job classification, what is the average number of working hours per week during the year? Include actual overtime hours worked.
- Question 5: Effective Date of Current Pay Rates
When did these pay rates become effective?
- Question 6: Normal Working Schedule
What is the regular work schedule for that job classification, i.e., shifts, watches or some other schedule?

INSTRUCTIONS (*continued next page*)

**2008 FERRY AND TERMINAL OPERATIONS PAY
PAY AND BENEFITS SURVEY**

PREMIUM PAY AND BENEFITS

Please make as many copies of the Premium Pay and Benefits Questionnaire as needed to report benefits by job benchmark. **Please show the benchmark number of the jobs covered by the benefit package you report on the individual questionnaire.**

Please return your completed questionnaires to Milliman no later than November 15, 2007. If you have any questions about this survey, please call Connie Russell, Survey Manager, at (206) 504-5534 in Seattle, Washington. We suggest that you keep a copy of the completed questionnaire in case we need to call you for clarification and to let you compare your replies to the averages in the final report.

You will receive a complimentary copy of the survey report, scheduled for publication in March 2008.

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Ferry and Terminal Operations

Question Number: **1** **2d** **2e** **2f** **3a** **3b** **4** **5** **6** **Comments?**

Benchmark # /Job Title	No. of Employees in Classification	Average Base Pay Rate Per Hour	Average Base Pay Rate Per Hour (<u>resident rate</u>)	Average Base Pay Rate Per Hour (<u>non-resident rate</u>)	Base Pay Rate Range <u>Minimum</u> Per Hour	Base Pay Rate Range <u>Maximum</u> Per Hour	Average Hours Worked Per Week	Effective Date of Current Pay Rates	Normal Working Schedule	
17. Terminal Attendant/Watchman										
18. Information Agent										

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Ferry and Terminal Operations

3. **Paid Vacation (if not part of PTO Program)**

Indicate the number of **vacation** days accrued to a full-time employee annually: (Employer provides X days of paid vacation after X years of service): Attach contract provision or policy if more convenient.

Represented

Nonrepresented

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

Maximum annual accrual _____ hours

4. **Sick Leave:**

Number of paid sick leave hours per year ____

5. **Medical Insurance (Health & Welfare) - Employer contribution:**

For employee only \$____ per month

For employee with spouse and two children \$____ per month

6. **Dental Insurance - Employer contribution:**

For employee only \$____ per month

For employee with spouse and two children \$____ per month

7. **Vision Care Insurance - Employer contribution:**

For employee only \$____ per month

For employee with spouse and two children \$____ per month

8. **Long Term Disability Insurance:**

Employer contributes ____% of gross pay OR \$ ____ per month

9. **Life Insurance:**

Employer contributes ____% of gross pay OR \$ ____ per month

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Ferry and Terminal Operations

10. **Retirement Benefits (including pension, profit sharing, 401(k), IRA, other qualified plans):**
Employer contributes ____% of gross pay OR \$ ____ per month

11. **Uniforms:** Does the employer require that employees wear uniforms?
 No Yes

If yes, are the uniforms provided by the employer?
 No Yes

If not provided, is there a uniform allowance paid?
 No Yes

Are uniforms cleaned by employer?
 No Yes

Does the employer pay a cleaning allowance?
 No Yes

12. **Meals:** Does the employer discount meals for employees?
 No Yes. The meal discount is _____

13. **Training/Education:** Does the employer reimburse employees who take part in pre-approved job or trade-related training, educational or apprenticeship programs?
 No Yes. The rate of reimbursement is _____

Does the employer require a minimum term of employment before making such programs available?
 No Yes. The minimum term required is _____

Does the employer pay wages for time the employee attends such programs?
 No Yes. The employee is paid at the rate of _____

14. **Medical Exams/Licensure:** Does the employer reimburse the cost of medical examinations necessary for licensure?
 No yes. Reimbursement is at the rate of _____

15. **Travel:** Are employer-directed travel time and expenses compensated?
 No Yes

If so, at what rate?

Travel Time _____

Mileage _____

Meals & Lodging _____

Are employees reimbursed for travel time and expenses if assigned to other than their regular or home/relieving terminal?

No Yes

If so, at what rate?

Travel Time _____

Mileage _____

Meals & Lodging _____

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Ferry and Terminal Operations

16. **Passes:** Does the employer provide travel passes for employees?

No

Yes

For employee's: Spouse

Dependents

Is there a minimum term of employment which must be worked to earn a pass?

No

Yes. The minimum term is _____

17. Are there **any other premium pay and/or benefits** paid?

Please describe here:

Thank you!

**2008 Marine Employees' Commission
On behalf of the Washington State
Department of Personnel**

**2008
SHIPYARD TRADES PAY
&
PREMIUM PAY AND BENEFITS
QUESTIONNAIRES**

Please return by November 15, 2007 to:

*Connie Russell, Survey Manager
Milliman
1301 Fifth Avenue, Suite 3800
Seattle, WA 98101-2605*

Phone: 206-504-5034

Fax: 206-342-8995

E-Mail: connie.russell@milliman.com

2008 Marine Employees' Commission Salary Survey Shipyards Trades

INSTRUCTIONS

This survey is being conducted on behalf of the Washington State Department of Personnel (DOP) for the Washington State Marine Employees' Commission (MEC). Questions cover shipyard trades jobs in the Washington State Ferry System. This survey consists of two parts, the first is the Pay Survey and the second is the Premium Pay and Benefits Survey.

Please be as accurate as possible. If necessary, use your best estimate. We would rather have an informed estimate than no information on an item.

PAY QUESTIONNAIRE

Please compare the brief survey job level summary to the jobs in your organization. To ensure a good match, please read the separate benchmark descriptions. Your job title might differ, but if the job duties closely match, please report on that job. If you do not have a job that closely matches, skip that survey job and go to the next title.

Please report survey data as of October 1, 2007:

- Question 1: Number of Employees in Classification
How many regular (full-time, year-round) workers do you normally employ in this job classification?
- Question 2: Average Base Pay Rate Per Hour
What is the average base pay rate for regular workers in this job classification?
- Question 3a Base Pay Rate Range Minimum and Maximum Per Hour
& 3b: If you use a pay range, what is the minimum rate? What is the maximum? If you pay all workers in this job classification the same base rate, skip this question.
- Question 4: Average Hours Worked Per Week
Among the regular workers in this job classification, what is the average number of working hours per week during the year? Include actual overtime hours worked.
- Question 5: Effective Date of Current Pay Rates
When did these pay rates become effective?
Leadman, Foreman and Helper - Please indicate the base pay rate.

PREMIUM PAY AND BENEFITS

Please make as many copies of the Premium Pay and Benefits Questionnaire as needed to report benefits by job benchmark. **Please show the benchmark number of the jobs covered by the benefit package you report on the individual questionnaire.**

Please return your completed questionnaires to Milliman no later than November 15, 2007. If you have any questions about this survey, please call Connie Russell, Survey Manager, at (206) 504-5534 in Seattle, Washington. We suggest that you keep a copy of the completed questionnaire in case we need to call you for clarification and to let you compare your replies to the averages in the final report.

You will receive a complimentary copy of the survey report, scheduled for publication in March 2008.

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Shipyard Trades

Questions 1 - 16 apply to benchmarks: Please enter all benchmark numbers in the box that apply to this data.

--

1. **Premium Pay:** What premium pay is earned by workers in the benchmark jobs for the following work?
 - a. Overtime work performed immediately preceding or following a regular shift: ____% of base pay.
 - b. Work assignments on Saturday: ____% of base pay.
 - c. Work assignments on Sunday: ____% of base pay.
 - d. Work assignments on paid holidays: ____% of base pay.
 - e. Number of paid holidays per year: _____
 - f. Overtime worked on paid holidays: ____% of base pay.
 - o is paid in hourly increments.
 - o is paid in some other increments. *Please describe below.*
 - g. Swing shift differential: _____
Graveyard shift differential: _____
Other premium or shift differential: _____
 - h. Work assignments involving dirty or obnoxious materials: ____% of base pay.
Paid for entire shift? ____No ____Yes
Paid for actual hours with dirty materials? ____No ____Yes
 - i. Work assignments involving hazardous materials or situations: ____% of base pay.
Paid for entire shift? ____No ____Yes
Paid for actual hours of hazard? ____No ____Yes

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Shipyard Trades

2. **Paid Time Off (PTO)**

Do you offer a PTO program, with sick leave, vacation time, etc. combined (excluding holidays)?
Indicate the number of PTO days accrued to a full-time employee annually: (Company provides X days of paid vacation after X years of service): Attach contract provision or policy if more convenient.

Represented

Nonrepresented

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

Maximum annual accrual _____ hours

3. **Paid Vacation (if not part of PTO Program)**

Indicate the number of **vacation** days accrued to a full-time employee annually: (Company provides X days of paid vacation after X years of service): Attach contract provision or policy if more convenient.

Represented

Nonrepresented

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

Maximum annual accrual _____ hours

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Shipyard Trades

4. **Sick Leave:**
Number of paid sick leave hours per year ____
5. **Medical Insurance (Health & Welfare) - Employer contribution:**
For employee only \$____ per month
For employee with spouse and two children \$____ per month
6. **Dental Insurance - Employer contribution:**
For employee only \$____ per month
For employee with spouse and two children \$____ per month
7. **Vision Care Insurance - Employer contribution:**
For employee only \$____ per month
For employee with spouse and two children \$____ per month
8. **Long Term Disability Insurance:**
Employer contributes ____% of gross pay OR \$ ____ per month
9. **Life Insurance:**
Employer contributes ____% of gross pay OR \$ ____ per month
10. **Retirement Benefits (including pension, profit sharing, 401(k), IRA, other qualified plans):**
Employer contributes ____% of gross pay OR \$ ____ per month
11. **Work Clothes:** Does the employer require that certain uniform apparel be worn by employees?
o No
o Yes. Work and/or safety apparel is provided by company.
o Yes. Work and/or safety apparel allowance of ____ per _____ is paid.
- Does the company pay a cleaning allowance?
o No o Yes. The allowance is ____ per _____
12. **Meals:** Does the company discount meals for employees?
o No o Yes. Meals are discounted at the rate of _____%.
13. **Training/Education:** Does the employer reimburse employees who take part in pre-approved job or trade-related training, educational or apprenticeship programs?
o No o Yes. The rate of reimbursement is _____
- Does the employer require a minimum term of employment before making such programs available?
o No o Yes. The minimum term required is _____
- Does the employer pay wages for time the employee attends such programs?
o No o Yes. The employee is paid at the rate of _____

PREMIUM PAY AND BENEFITS QUESTIONNAIRE
Shipyard Trades

14. **Travel:** Are employer-directed travel time and expenses compensated?

- No Yes

If so, at what rate?

Travel Time _____

Mileage _____

Meals & Lodging _____

Are employees reimbursed for travel time and expenses if assigned to other than their regular duty station?

- No Yes

If so, at what rate?

Travel Time _____

Mileage _____

Meals & Lodging _____

15. **Passes:** Does the employer provide travel passes for employees?

- No
 Yes

For employee's: Spouse Dependents

Is there a minimum term of employment which must be worked to earn a pass?

- No Yes. The minimum term is _____

16. Are there **any other premium pay and/or benefits** paid?

Please describe here:

Thank you!

**2008 Marine Employees' Commission
On behalf of the Washington State
Department of Personnel**

**2008
ADMINISTRATION PAY
&
PREMIUM PAY AND BENEFITS
QUESTIONNAIRE**

Please return by November 15, 2007 to:

*Connie Russell, Survey Manager
Milliman*

*1301 Fifth Avenue, Suite 3800
Seattle, WA 98101-2605*

Phone: 206-504-5034

Fax: 206-342-8995

E-Mail: connie.russell@milliman.com

2008 Marine Employees' Commission Salary Survey Administration

INSTRUCTIONS

This survey is being conducted on behalf of the Washington State Department of Personnel (DOP) for the Washington State Marine Employees' Commission (MEC). Questions cover clerical and custodial jobs in the Washington State Ferry System. This survey consists of two parts, the first is the Pay Survey and the second is the Premium Pay and Benefits Survey.

Please be as accurate as possible. If necessary, use your best estimate. We would rather have an informed estimate than no information on an item.

PAY QUESTIONNAIRE

Please compare the benchmarks job descriptions to the jobs in your organization. Your job title might differ, but if the job duties closely match, please report on that job. If you do not have a job that closely matches, skip that survey job and go to the next title. In this class of employees, MEC is interested in data from the Puget Sound area, e.g., (King, Pierce, and Snohomish Counties). **Please report data which cover only those office/custodial jobs within your organization that are in the Puget Sound region.**

Please report survey data as of October 1, 2007:

- Question 1: Number of Employees in Classification
How many regular (full-time, year-round) workers do you normally employ in this job classification?
- Question 2: Average Base Pay Rate Per Hour
What is the average base pay rate for regular workers in this job classification?
- Question 3: Base Pay Rate Range Minimum and Maximum Per Month
If you use a pay range, what is the minimum rate? What is the maximum? If you pay all workers in this job classification the same base rate, skip this question.
- Question 4: Average Hours Worked Per Week
Among the regular workers in this job classification, what is the average number of working hours per week during the year? Include actual overtime hours worked.
- Question 5: Effective Date of Current Pay Rates
When did these pay rates become effective?

PREMIUM PAY AND BENEFITS

Please make as many copies of the Premium Pay and Benefits Questionnaire as needed to report benefits by job benchmark. **Please show the benchmark number of the jobs covered by the benefit package you report on the individual questionnaire.**

Please return your completed questionnaires to Milliman no later than November 15, 2007. If you have any questions about this survey, please call Connie Russell, Survey Manager, at (206) 504-5534 in Seattle, Washington. We suggest that you keep a copy of the completed questionnaire in case we need to call you for clarification and to let you compare your replies to the averages in the final report.

You will receive a complimentary copy of the survey report, scheduled for publication in March 2008.

PREMIUM PAY AND BENEFITS QUESTIONNAIRE

Administration Salary Survey

Question Number:	1	2	3	4	5
Benchmark Number /Job Title	Number of Employees in Classification	Average Base Pay Rate Per Month	Base Pay Rate Range Minimum & Maximum Per Month	Average Hours Worked Per Week	Effective Date of Current Pay Rates
201. Accountant					
205. Buyer 3					
206. Contracts Coordinator 1					
207. Contracts Coordinator 2					
208. Crew Dispatch Coordinator					
212. Inventory Agent					
213. Mail/Stock Clerk					
218. Payroll Assistant 3/Claims					
221. Personnel Assistant 2					
225. Secretary					
227. Staff Aide					
229. Custodian (Janitor)					
231. Safety Systems Specialist					
232. Consultant Coordinator					
233. Operation Watch Supervisor					

PREMIUM PAY AND BENEFITS QUESTIONNAIRE

Administration Salary Survey

Questions 1 - 15 apply to benchmarks: Please enter all benchmark numbers in the box that apply to this data.

--

1. **Premium Pay:** What premium pay is earned by workers in the benchmarks for the following work?
 - a. Overtime work performed immediately preceding or following a regular shift: ____% of base pay.
 - b. Work assignments on Saturday: ____% of base pay.
 - c. Work assignments on Sunday: ____% of base pay.
 - d. Work assignments on paid holidays: ____% of base pay.
 - e. Number of paid holidays per year: _____
 - f. Overtime worked on paid holidays: ____% of base pay.
 - o is paid in hourly increments.
 - o is paid in some other increments. *Please describe below.*

2. **Paid Time Off (PTO)**
Do you offer a PTO program, with sick leave, vacation time, etc. combined (excluding holidays)?
Indicate the number of PTO days accrued to a full-time employee annually: (Company provides X days of paid vacation after X years of service): Attach contract provision or policy if more convenient.

Represented

Nonrepresented

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

____ days after ____ years

Maximum annual accrual _____ hours

PREMIUM PAY AND BENEFITS QUESTIONNAIRE

Administration Salary Survey

3. **Paid Vacation (if not part of PTO Program)**

Indicate the number of **vacation** days accrued to a full-time employee annually: (Company provides X days of paid vacation after X years of service): Attach contract provision or policy if more convenient.

Represented

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

Maximum annual accrual _____ hours

Nonrepresented

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

___ days after ___ years

4. **Sick Leave:**

Number of paid sick leave hours per year _____

5. **Medical Insurance (Health & Welfare) - Employer contribution:**

For employee only \$____ per month

For employee with spouse and two children \$____ per month

6. **Dental Insurance - Employer contribution:**

For employee only \$____ per month

For employee with spouse and two children \$____ per month

7. **Vision Care Insurance - Employer contribution:**

For employee only \$____ per month

For employee with spouse and two children \$____ per month

8. **Long Term Disability Insurance:**

Employer contributes _____% of gross pay OR \$ ____ per month

9. **Life Insurance:**

Employer contributes _____% of gross pay OR \$ ____ per month

PREMIUM PAY AND BENEFITS QUESTIONNAIRE

Administration Salary Survey

10. **Retirement Benefits (including pension, profit sharing, 401(k), IRA, other qualified plans):**
Employer contributes ____% of gross pay OR \$ ____ per month

11. **Work Clothes:** Does the employer require that certain uniform apparel be work by employees?
 No Yes

If yes, is the work apparel provided?

No Yes

12. **Training/Education:** Does the employer reimburse employees who take part in pre-approved job or trade-related training, educational or apprenticeship programs?

No Yes. The rate of reimbursement is _____

Does the employer require a minimum term of employment before making such programs available?

No Yes. The minimum term required is _____

Does the employer pay wages for time the employee attends such programs?

No Yes. The employee is paid at the rate of _____

13. **Travel:** Are employer-directed travel time and expenses compensated?

No Yes

If so, at what rate?

Travel Time _____

Mileage _____

Meals & Lodging _____

Are employees reimbursed for travel time and expenses if assigned to other than their regular or home/relieving terminal?

No Yes

If so, at what rate?

Travel Time _____

Mileage _____

Meals & Lodging _____

14. **Passes:** Does the employer provide travel passes for employees?

No

Yes

For employee's: Spouse Dependents

Is there a minimum term of employment which must be worked to earn a pass?

No Yes. The minimum term is _____

PREMIUM PAY AND BENEFITS QUESTIONNAIRE

Administration Salary Survey

15. Are there **any other premium pay and/or benefits** paid?

Please describe here:

Thank You!

BENCHMARK TITLES AND JOB DESCRIPTION SUMMARIES

Section D

**2008 Marine Employees' Commission
On behalf of the Washington State
Department of Personnel**

**2008
FERRY AND TERMINAL OPERATIONS SURVEY**

JOB DESCRIPTIONS

BENCHMARK JOB DESCRIPTIONS
Ferry and Terminal Operations

Ferry and Terminal Operations – Benchmark List

<u>Benchmark Number</u>	<u>Benchmark Title</u>
1	Master/Pilot
2	First Mate/Pilot
3	Second Mate
4	Staff Chief Engineer
5	Chief Engineer
6	Assistant Engineer
7	Oiler
9	Wiper
10	Able Seaman/Bos'n
11	Able Seaman (AB)
12	Ordinary Seaman (OS)
13	Terminal Agent
14	Ticket Seller (Auto)
16	Ticket Taker
17	Terminal Attendant/Watchman
18	Information Agent

BENCHMARK JOB DESCRIPTIONS

Ferry and Terminal Operations

1. MASTER/PILOT - Exercises full command of a vessel of any gross tons and has authority over all persons on board. Also serves as licensed pilot.

Typical Duties:

- Navigates vessel; in command of all landings, safely adheres to published schedule.
- Maintains discipline on board. Supervises all vessel personnel
- Inspects the entire vessel at least once during each shift or designates the first officer to do so. Trains crew in normal and emergency operations.
- Prepares and submits timely reports of vessel damage to USCG and management.
- Maintains vessel's records, logs and inventories.

Minimum Qualifications:

USCG license as Master of Steam or Motor Vessels of any gross tons, with endorsement as first class pilot on all routes operated, plus radar observer endorsement and FCC marine radio operator permit. Must hold valid STCW certificate on designated runs.

2. FIRST MATE/PILOT - Serves as Chief Officer, second in command of vessel of any gross tons.

Typical Duties:

- Directs other officers and all members of the deck crew on all matters pertaining to the safe operation and maintenance of the vessel.
- Implements orders of the Master; oversees all work and maintenance in deck department; assumes charge of car deck during loading and unloading operations.
- Stands as watch officer in charge on bridge during normal operations.
- Creates and posts watch assignments. Conducts fire and boat drills; takes charge at scene in emergencies.
- Maintains records of stores and equipment in the deck department; approves requisitions.

Minimum Qualifications:

USCG license as Mate of Steam and Motor Vessels of any gross tons, with endorsement as First Class Pilot on all routes operated, on vessels of any gross tons, plus radar observer endorsement and FCC marine operator permit. Must hold valid STCW certificate on designated runs.

3. SECOND MATE - Deck officer next in rank below First Mate of a vessel of any gross tons.

Typical Duties:

- Directs other officers and all members of the deck crew on all matters pertaining to the safe operation and maintenance of the vessel.
- Under orders of Master or Chief Officer, oversees all work and maintenance in deck department; assumes charge of car deck during loading and unloading operations.
- Stands as watch officer in charge on bridge during normal operations.
- Creates and posts watch assignments. Conducts fire and boat drills; takes charge at scene in emergencies.
- Maintains records of stores and equipment in the deck department; approves requisitions.

BENCHMARK JOB DESCRIPTIONS

Ferry and Terminal Operations

3. SECOND MATE (continued)

Minimum Qualifications:

USCG license as Mate of Steam or Motor Vessels of any gross tons, with endorsement as First Class Pilot on all routes operated, on vessels of any gross tons, plus radar observer endorsement and FCC marine radio operator permit. Must hold valid STCW certificate on designated runs.

4. STAFF CHIEF ENGINEER - Supervises and ensures the efficient operation and maintenance of all propulsion and electrical systems of the vessel. Supervises and coordinates the activities of all engine room employees assigned to the vessel.

Typical Duties:

- Ensures that the vessel's mechanical and electrical machinery is properly maintained and serviced, including all watertight doors, valves, piping, wiring within engine room, as well as shaft alleys, steering compartments, storerooms, workshops, compartments, and areas below the floor plates, voids and uptakes. Makes frequent inspections of mechanical and electrical systems; orders necessary repairs and adjustments. Records fuel consumption.
- Assigns licensed and unlicensed engine room employees to duty stations. Maintains strict discipline of engine room crew. Approves pay orders. Evaluates performance of engine room personnel on watch.
- Orders stores, equipment and supplies for engineering operations.
- Serves as Chief Engineer during one watch.
- Knows and enforces applicable USCG rules and regulations. Maintains active safety program.
- Staff Chief Engineers are appointed by, and directly responsible to, the Port Engineer.

Minimum Qualifications:

Valid USCG license as Chief Engineer Limited Near Coastal of Motor Vessels of the necessary horsepower rating to cover the assigned vessel horsepower. Must hold valid STCW certificate on designated runs.

5. CHIEF ENGINEER - Under general direction of vessel's Staff Chief Engineer, is in full charge of Engine Department of a ferry of any class carrying vehicles and passengers during a watch (shift).

Typical Duties:

- Ensures that the vessel's mechanical and electrical machinery is properly maintained and serviced, including all watertight doors, valves, piping, wiring within engine room, as well as shaft alleys, steering compartments, storerooms, workshops, compartments and areas below the floor plates, voids and uptakes. Makes frequent inspections of mechanical and electrical systems; orders necessary repairs and adjustments. Records fuel consumption.
- Assigns licensed and unlicensed engine room employees to duty stations. Maintains strict discipline of engine room crew. Approves pay orders. Evaluates performance of engine room personnel on watch.
- Knows and enforces applicable USCG rules and regulations. Maintains active safety program.

Minimum Qualifications:

USCG license as Chief Engineer Limited Near Coastal of Motor Vessels of the necessary horsepower rating to cover the assigned vessel horsepower. Must hold valid STCW certificate on designated runs.

BENCHMARK JOB DESCRIPTIONS

Ferry and Terminal Operations

6. ASSISTANT ENGINEER - Officer in engine room ranking directly below Chief Engineer of a ferry carrying vehicles and passengers during a watch.

Typical Duties:

- Responsible for running, operation and maintenance of propulsion and electrical systems aboard the vessel. General maintenance duties may extend throughout entire vessel.
- Routinely inspects and maintains all equipment; reports malfunctions and makes adjustments or repairs as directed by Chief Engineer's instructions. May direct and review work of unlicensed employees on duty.
- Performs duties assigned by Staff Chief Engineer or Chief Engineer, depending on level of competence.

Minimum Qualifications:

A valid USCG license as First, Second or Third Assistant Engineer of Motor Vessels or Assistant Engineer - Limited of Motor vessels (Inspected), of the necessary horsepower rating to cover the vessel's assigned horsepower.

7. OILER - Serves as the highest rated of the unlicensed members of the engine department crew of a ferry of any class carrying vehicles and passengers.

Typical Duties:

- Under supervision of the licensed engineering officer(s) on watch, performs inspection, maintenance and repair duties throughout the vessel. Regularly checks all lubrication points, water levels and bilges; inspects water pressure and flow to all systems. Monitors temperature readings and inspects drive motors and generators for sparking; checks fuel and lubrication oil purifiers; inspects steering engines and safety barricades for such things as loose fittings, worn hoses, oil and grease levels, services as required and reports needed adjustments and special conditions to the licensed engineer in charge; keeps log of inspection and readings. Assists licensed engineering officer(s) in emergencies such as fire or abandon ship. Ensures proper lighting in all the engineering spaces, shaft alleys, repair, control and steering compartments; assists in fueling operations. Cleans and paints machinery and spaces; assists in fuel transfers, pumping bilges, etc. May serve as a mechanical or electrical aide for other repairs and maintenance.

Minimum Qualifications:

A valid USCG certificate as qualified member of the engine department in the rating of oiler.

9. WIPER - Serves as the entry level of the unlicensed engine department crew of a ferry of any class carrying vehicles and passengers.

Typical Duties:

- Under supervision of the licensed engineering officer(s) assists in and learns inspection, maintenance and repair duties throughout the engine department of the vessel. Cleans and paints machinery and spaces as assigned; assists in fuel transfers, pumping bilges, etc. Takes routine readings of quality, level, pressure and temperature indicators as assigned. Learns emergency practices and the care and handling of tools and special equipment. May perform those duties normally assigned to an oiler under supervision and for training purposes.

Minimum Qualification: A valid USCG certificate as Wiper.

BENCHMARK JOB DESCRIPTIONS

Ferry and Terminal Operations

10. ABLE SEAMAN/BOS'N - Highest rated unlicensed deck employee. May act as Bos'n or Quartermaster.

Typical Duties:

- Performs tasks necessary to keep vessel clean, safe and in good order, such as washing outside windows, scrubbing assigned areas, repairing ropes and running gear. Maintains rescue boats. Climbs mast as needed. If designated as Bos'n by the Master, leads, directs and works with deck crew on these tasks.
- Stands wheelhouse watch as helmsman.
- Directs loading and unloading of vehicles.
- Responds as emergency team member during vessel emergencies.
- Resolves or refers passenger problems to the mate.

Minimum Qualifications:

USCG certificate as Able Seaman - Limited. Bos'n must hold a valid STCW on designated runs.

11. ABLE SEAMAN (AB) - Highest rated unlicensed deck employee.

Typical Duties:

- Performs tasks necessary to keep vessel clean, safe, and in good order, such as washing outside window, scrubbing assigned areas, repairing rope and running gear. Maintains rescue boats. Climbs mast as needed.
- Stands wheelhouse watch as helmsman.
- Directs loading and unloading of vehicles.
- Responds as emergency team member during vessel emergencies.
- Resolves or refers passenger problems to the mate.

Minimum Qualifications:

USCG certificate as Able Seaman - Limited. Must hold valid STCW certificate on designated runs.

12. ORDINARY SEAMAN (OS) - During a shift maintains passenger cabin area, assists passengers with vessel egress, assists with vehicle loading, stands a gangplank watch, assists in line handling, stands as lookout, acts as watchman, fills a position on vessel muster list.

Typical Duties:

- Cleans and supplies restrooms; cleans staterooms, day rooms, storage areas, gear lockers, and passenger cabin. Empties trash, washes windows, strips and waxes decks, shampoos carpets. Stocks schedule and rate pamphlets, resolves or refers passenger problems to mate.
- Assists in directing auto traffic.
- Stands wheelhouse watches for training.
- Patrols vessel.
- Performs AB duties for training.

Minimum Qualifications:

USCG certificate as Ordinary Seaman. Life Boatman's endorsement. Must hold valid STCW certificate on designated runs.

BENCHMARK JOB DESCRIPTIONS

Ferry and Terminal Operations

13. TERMINAL AGENT - Responsible for overall operation of assigned terminal

Typical Duties:

- Directs terminal operations.
- Assures safety standards are met regarding scheduling of fueling and disposal of septic systems and hazardous wastes. Facilitates terminal repair/improvement projects. Prepares emergency response plans.
- Trains, manages and evaluates terminal personnel. Ensures proper staffing for operation and traffic needs. Resolves employee relations problems.
- Communicates with passengers, vessel crews and staff concerning terminal operations.
- Oversees preparation of accounting, payroll and audit reports, as well as work orders, stores requisitions, deposits and personnel forms.
- Interacts with federal, state and local authorities. Maintains a working knowledge of applicable laws, ordinances, regulations.

Minimum Qualifications:

- BA/BS degree or professional certification, or formal post-secondary technical training.
- Minimum of two to five years in areas of customer service, transportation, public administration, marine industry and management required.

14. TICKET SELLER (AUTO) - Sells vehicle and/or pedestrian tickets or collects fares in accordance with published rate schedule comprised of a variety of fares; assists users and answers questions regarding ferry system operations.

Typical Duties:

- Collects money in accordance with published rate schedule, makes change and issues ticket for ferry users, including pedestrian and/or a variety of vehicles.
- Prepares daily report; complies with security procedures regarding funds, revenues and ticket stock.
- Inventories ticket stock.
- Answers users' questions in person or by phone.

Minimum Qualifications:

One years' experience as Ticket Taker.

16. TICKET TAKER - Collects tickets and visually verifies that proper ticket has been sold; assists with traffic control and terminal equipment operation and janitorial and/or light maintenance duties.

Typical Duties:

- Collects, cancels and verifies that proper vehicle and/or pedestrian ticket has been issued. Assists in directing vehicles to proper loading lanes and to ferry boarding aprons. Operates terminal lights, barriers and ramps.
- Performs cleaning and simple maintenance tasks at terminal.
- Checks lines, transfer span height and general security of tied-up vessel.

Minimum Qualifications:

High School diploma or equivalent.

BENCHMARK JOB DESCRIPTIONS

Ferry and Terminal Operations

17. TERMINAL ATTENDANT/WATCHMAN - Assists in janitorial and light maintenance duties, traffic control, terminal equipment operation and/or serves as watchman during vessel tie-up.

Typical Duties:

- Assists in directing vehicles to proper loading lanes and to ferry boarding aprons. Operates terminal lights, barriers and ramps.
- Performs cleaning and simple maintenance tasks at terminal.
- Checks lines, transfer span height and general security of tied-up vessel.

Minimum Qualifications:

High School diploma or equivalent.

18. INFORMATION AGENT - Maintains direct communication with users in person and on the telephone.

Typical Duties:

- Answers user requests for information in person and on telephone.
- Checks telephone answering equipment.
- Performs seasonal reservation duties.
- Performs simple clerical tasks.
- May perform light cleaning tasks.

Minimum Qualifications:

High School diploma or equivalent and one year of experience in public contact.

**2008 Marine Employees' Commission
On behalf of the Washington State
Department of Personnel**

**2008
SHIPYARD TRADES SURVEY**

JOB DESCRIPTIONS

**2008 Marine Employees' Commission Salary Survey
Shipyard Trades**

Benchmark List

<u>Benchmark</u>	<u>Benchmark Title</u>
101	Shipwright/Carpenter
102	Shipyard Machinist
103	Shipyard Electrician
104	Shipyard Boilermaker/Welder
105	Shipyard Pipefitter
106	Shipyard Sheet Metal Worker
107	Shipyard Truck Driver
108	Shipyard Warehouse Worker

2008 Marine Employees' Commission Salary Survey Shipyard Trades

Job Levels and Benchmark Job Descriptors

Survey Job Level Summary

Foreperson In the Washington State Ferry System (WSF), performs skilled trades work and supervises lead worker(s) and crews of journey-level trades workers.

Distinguishing Characteristics: This class is intended to accommodate the foreman level in all of the trades employed in the WSF Shipyard. Incumbents serve as a working second-level supervisor of all lead and journey-level workers in the particular trade for which qualified.

Minimum Qualifications: Journey-level status in the particular trade for which qualified, and three years of journey-level experience in a ship building or repair facility.

Leadperson In the Washington State Ferry System (WSF), performs skilled trades work and supervises a crew of journey-level trades workers.

Distinguishing Characteristics: This class is intended to accommodate the lead worker level in all of the trades employed by the WSF Shipyard. Incumbents serve as a working first-line supervisor in the shop, on-site or in the field, of a crew of journey-level workers in the particular trade for which qualified.

Minimum Qualifications: Journey-level status in the particular trade for which qualified, and two years of journey-level experience in a ship building or repair facility.

Shipyard Helper In the Washington State Ferry System, performs unskilled and semi-skilled work assisting journeymen.

Benchmark Job Descriptors

101. **Shipwright/Carpenter** - In the Washington State Ferry System, performs skilled shipwright/carpentry work.

Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.

Minimum Qualifications: Journey level status as a Shipwright/Carpenter or completion of a recognized apprenticeship as a Shipwright or Carpenter.

102. **Shipyard Machinist** - In the Washington State Ferry System, performs skilled machinist work.

Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.

Minimum Qualifications: Journey level status as a Machinist or completion of a recognized apprenticeship as a Machinist.

2008 Marine Employees' Commission Salary Survey

Shipyard Trades

103. **Shipyard Electrician** - In the Washington State Ferry System, performs skilled electrical work.
- Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.
- Minimum Qualifications: Journey level status as an Electrician, or completion of a recognized apprenticeship as an Electrician.
104. **Shipyard Boilermaker/Welder** - In the Washington State Ferry System (WSF), performs skilled heli-arc, electric arc or gas welding and burning work.
- Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.
- Minimum Qualifications: Journey level status as a Boilermaker/Welder or completion of a recognized apprenticeship as a Boilermaker or Welder.
105. **Shipyard Pipefitter** - In the Washington State Ferry System (WSF), performs maintenance work on both vessels and shore facilities, often out of the shipyard without supervising personnel present.
- Distinguishing Characteristics: WSF pipefitters are all trained beyond the normal realm of their trade in such things as CPR/First Aid, forklift operations and rigging. Many are also state certified asbestos workers and/or state certified back flow device testers. They are certified to service portable fire extinguishers and are also trained hydraulics, pumps, thermostatic control valves, pneumatic controls and plastic welding.
- Minimum Qualifications: Journey level status as a pipefitter or plumber or completion of a recognized apprenticeship as a pipefitter or plumber plus all or some of the training listed above in "distinguishing characteristics."
106. **Shipyard Sheet Metal Worker** - In the Washington State Ferry System, performs skilled sheet metal work.
- Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.
- Minimum Qualifications: Journey level status as a Sheet Metal Worker, or completion of a recognized apprenticeship as a Sheet Metal Worker.
107. **Shipyard Truck Driver** - In the Washington State Ferry System, operates light to medium duty trucks under 28,000 GVW to transport a variety of material, supplies and equipment.
- Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.
- Minimum Qualifications: Journey level status as a Truck Driver and a valid Washington State driver's license with a record free from serious or frequent traffic violations.

2008 Marine Employees' Commission Salary Survey

Shipyard Trades

108. **Shipyard Warehouse Worker** - In the Washington State Ferry System, performs skilled warehousing and storekeeping work.

Distinguishing Characteristics: This is the journey level of the series. Incumbents are fully qualified to act independently in all aspects of the work but do not perform lead or foreman duties.

Minimum Qualifications: Journey level status as a Warehouse Worker or two years of experience in warehousing, stockkeeping, receiving or shipping parts, supplies or equipment in a warehouse operation, marine parts store, retail store of commissary, or closely related work and a valid Washington State driver's license.

**2008 Marine Employees' Commission
On behalf of the Washington State
Department of Personnel**

**2008
ADMINISTRATION SURVEY**

JOB DESCRIPTIONS

**2008 Marine Employees' Commission
Administration Salary Survey
Benchmark List with Indexed Jobs**

<u>Benchmark #</u>	<u>Benchmark Title</u>	<u>Indexed Job Title</u>
201	Accountant	Accounting Assistant 2 Accounting Assistant 3
205	Buyer 3	Buyer 2 Purchasing Assistant Administration Services Purchasing Agent
206	Contract Coordinator 1	
207	Contract Coordinator 2	
208	Crew Dispatch Coordinator	Crew Dispatch
212	Inventory Agent	Maintenance Material Coordinator
213	Mail/Stock Clerk	
218	Payroll Assistant 3/Claims	Payroll Assistant 1 Payroll Assistant 2 Payroll Coordinator
221	Personnel Assistant 2	Personnel Assistant 1
225	Secretary	Office Assistant 1 Receptionist Word Processing Specialist
227	Staff Aide	
229	Custodian (Janitor)	Custodial Supervisor
231	Safety Systems Specialist	
232	Consultant Coordinator	
233	Operation Watch Supervisor	

BENCHMARK JOB DESCRIPTIONS

Administration Survey

BENCHMARK JOB DESCRIPTIONS

201. **Accountant**

Performs professional accounting, budget and/or financial review functions. Establishes and maintains accounting records. Assists in interpreting accounts and records for management and auditors. May direct lower level employees involved in fiscal matters. The position calls for an intermediate level professional accountant with a bachelor's degree with major study in accounting. Two years of experience in general professional accounting.

205. **Buyer 3**

As senior buyer, performs specialized and more complex purchasing assignments requiring independent judgement. Has delegated authority to take independent action to purchase goods and services to a specified dollar amount. Monitors contract compliance and performance. Assists Buyers 1 and 2 in development of contract terms for bids. Maintains supplier relations through frequent business contacts. Reviews emergency requirements and adjusts work priorities accordingly. Recommends changes in purchasing policies and procedures. Requires a bachelor's degree involving major study in business administration or related business education or two years work experience as a Buyer 2 and demonstrated proficiency in complex purchasing assignments.

206. **Contracts Coordinator 1**

Provides clerical and direct support in areas of invitation for bids and request for proposal processing, including work processing and other general office support. This position provides entry-level support in contract administration. Requires secretarial or clerical experience in a high-volume office setting, and one years' experience coordinating and administering a variety of contracts or projects.

207. **Contracts Coordinator 2**

Administers all necessary pre-contract processes and documents for vessel and terminal public works contracts. Acts as lead position for public works contracts, as well as handling mid-level administrative tasks. Requires a Bachelor's degree in business administration, public administration or closely allied field, as well as two years' experience in coordinating or administering contracts, contract property management, contract cost or price analysis, or contract compliance administration.

208. **Crew Dispatch Coordinator**

Arranges for the staffing of all vessels by dispatching appropriate licensed and unlicensed Deck and Engine employees to each vessel in compliance with U.S. Coast Guard and contractual requirements. Maintains radio communication with the fleet units to coordinate changes in crew as required. Audits fleet time sheets. The position requires high school graduation or equivalency and one year of experience as crew dispatcher. Clear communicating abilities via radio or telephone are most important.

BENCHMARK JOB DESCRIPTIONS

Administration Survey

212. **Inventory Agent**

Oversees the maintenance and operation of parts and consumable inventory system. Monitors the accuracy of the stock/inventory data base and timely acquisition of parts and equipment for inventory and vessel maintenance activity. Assists in development of policy, budgets and procedure. This is an advanced level position requiring two years of college level work in business administration and six years of experience in inventory system operations. Vessel construction, maintenance or engineering experience may substitute for required experience.

213. **Mail/Stock Clerk**

Provides inter-office mail service, including U.S. and express service, and maintains a convenience supply storeroom. Performs entry-level clerical duties. This position requires one year of clerical experience.

218. **Payroll Assistant 3/Claims**

Facilitates all phases of employee work injury claims as well as performing manual or automated payroll-related processes. Requires knowledge of laws governing compensation of employees and claims administration in addition to theory and practice of bookkeeping, payroll concepts and practices. Senior level position requiring one year of experience as a Payroll Assistant 2 and one year experience processing and administering insurance or medical claims.

221. **Personnel Assistant 2**

Senior level position provides personnel information, management analysis, planning and procedures to employees, administration, and the public. Enters, maintains and updates employee personnel and benefits records on computer. Requires eighteen months of experience as entry-level personnel assistant.

225. **Secretary**

Relieves professional or administrative supervisors of clerical-level communication activities and initiates clerical support functions to facilitate current work of the department(s) involved. Reads and routes incoming mail. Maintains correspondence files and records. May supervise clerical personnel. Receives and screens callers. This is a fully competent working level secretary to the head of an organizational unit in management. Three years of experience as a secretary is considered appropriate background. Keyboarding skill of 60 wpm and personal computer application knowledge. College and/or business school may be substituted for experience.

BENCHMARK JOB DESCRIPTIONS

Administration Survey

227. **Staff Aide**

Provides administrative assistance and office management support in addition to secretarial functions for senior management. Assigns and directs work of department clerical employees. Researches operational procedures and develops recommendations. Assembles and summarizes information and data for use by senior management. Advanced level position with independent judgement. Typically requires business or secretarial training and five years of increasingly responsible office experience. Keyboarding skill of 60 wpm and knowledge of personal computer applications.

229. **Custodian (Janitor)**

Performs a variety of custodial work: waxing, wet mopping, washing floors; washing venetian blinds and light fixtures; spot washing walls, ceilings, and other work which requires the use of ladders and equipment. Requires knowledge of cleaning methods, safety practices, equipment and supplies used in general housekeeping work. May be required to pass medical examination to determine ability to lift heavy objects.

231. **Safety Systems Specialist**

Performs primary administrative assistant duties, support to safety, security, environmental protection programs, support clerical functions, such as mail handling, filing, telephone reception, purchasing and correspondence. Coordinates the tracking of employee fit test medical clearances; hearing conservation program; Employee Safety and Health Committee by recording and preparing monthly meeting minutes; hazard communication programs. Conducts data entry of incident reports and patron claims into database; performs routine data manipulation/reporting; maintain confidential files. Assists the Attorney General Office and the Risk Management office in information gathering.

This is a first level para-professional administrative assistant and technician, requiring communication skills and three years of office work with at least six months experience in a computer-based safety office or related environment.

232. **Consultant Coordinator**

Review, coordinate, organize, update and file all relevant agreement documentation; independently reviews order packets; coordinates with program management office accounting regarding work order issues. Send and receive invoices from managers and prepare invoice for final approval by the Consultant Liaison Engineer. Coordinate with accounting staff to ensure prompt payments. Prepare routine correspondence for approvals, performance evaluations, etc. Maintain and update spreadsheets and graphics.

This is the first level of professional consultation administration work. Requires a High School diploma or GED equivalency and two-years experience in coordinating or administering a variety of agreements or projects. Knowledge of state and federal laws and regulations.

BENCHMARK JOB DESCRIPTIONS

Administration Survey

233. **Operation Watch Supervisor** - Responsible for directing around the clock activities of personnel engaged in emergency management, communications, traffic management, dispatch and customer relations.

Typical Duties:

Serves as main point-of-contact for internal communications between the Operations Center and all field operations (vessels and terminals), as well as repair facility and warehouse. Maintain, update and disseminate all recorded information. Develops and distributes summary of watch activities for Operations Center Daily briefing report. Manages day-to-day operational emergencies/irregularities within general direction and guidelines from Operations Director or managers. Assist in hiring and training new Watch Supervisors. Schedules shifts and initiates, dispatches, or contracts with public agency and/or private resources to remedy or mitigate the impacts of operational irregularities, emergencies, or disruptions. Provides guidance to fleet vessels, terminals, regarding Safety Management System policies and procedures. Provides documented confirmation of federally mandated vessel inspections. Disseminates federal, state, or agency controlled documents, publications or charts to vessels.

Must be available to work any shift. Five years of experience in marine operations working with passenger transportation systems, or A Bachelor's degree and one year of supervisory experience in a marine transportation system. Additional qualifying experience in marine operations or passenger transportation systems may be substituted, year for year, for the education.