

United States General Accounting Office

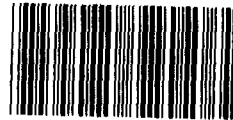
GAO

Fact Sheet for the Chairman,
Committee on Governmental Affairs,
U.S. Senate, and the Chairman,
Committee on Post Office and Civil
Service, House of Representatives

April 1991

FEDERAL PAY

Private Sector Salary Differences by Locality



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General Government Division

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April 29, 1991

The Honorable John Glenn
Chairman, Committee on
Governmental Affairs
United States Senate

The Honorable William L. Clay
Chairman, Committee on Post Office
and Civil Service
House of Representatives

The Federal Employees Pay Comparability Act (FEPCA) of 1990 (Public Law 101-509, Nov. 5, 1990) adopted the concept of "locality pay" for federal white-collar employees paid under the General Schedule (GS) pay system.¹ Unlike the previous statutory requirement that GS salary rates apply nationwide, FEPCA specifies that GS rates will vary depending on prevailing nonfederal salary levels in each locality, or pay area, where federal employees work.² As required by the act, locality-specific salary adjustments will be made in each pay area where overall federal salary rates are more than 5 percent behind nonfederal rates for the same level of work. FEPCA specifies that salary adjustments by locality will begin in 1994 and envisions that GS employees in all pay areas will be no more than 5 percent behind their nonfederal counterparts by the year 2003.

Under FEPCA, the Bureau of Labor Statistics (BLS) is responsible for gathering nonfederal pay data that the President's Pay Agent will use to determine the size of the federal/nonfederal pay disparities by pay area. BLS already gathers some locality pay data in other survey programs; however, these data are far more limited than FEPCA requires.³ BLS officials told us that pay data necessary to implement FEPCA (covering all

¹These locality-specific salary adjustments are in addition to annual pay adjustments all white-collar employees will receive under FEPCA. Beginning in 1992, the annual pay adjustments will be based on changes in the private sector wage and salary Employment Cost Index, which is a measure of private sector pay increases during a 1-year period.

²The pay areas within which federal and nonfederal pay will be compared will be determined by the President's Pay Agent (the Secretary of Labor and the Directors of the Office of Management and Budget and the Office of Personnel Management), with advice from a Federal Salary Council to be established by the president under FEPCA. The boundaries of the pay areas will be determined on the basis of "appropriate factors," which may include local labor market patterns, commuting patterns, and practices of other employers.

³These data are collected primarily for clerical and technical occupations in a limited number of metropolitan statistical areas (MSA). Moreover, the existing surveys are limited to private companies, whereas FEPCA requires that state and local government pay data be collected as well.

white-collar occupations, localities, and nonfederal organizations) will not be available until 1995.

In May 1990, we issued a fact sheet showing the private sector/federal pay comparisons that could be made by metropolitan statistical area (MSA) as of 1987 and 1988 using available BLS data.⁴ This fact sheet provides private sector/federal pay comparisons in 22 MSAs as of January 1, 1989, for a wider range of white-collar occupations.⁵ The private sector salary data used in these comparisons included data we purchased from a contractor to supplement pay information available from existing BLS locality surveys.

Although the data were limited in relation to the numerous salary comparisons that must be made to implement FEPCA, they provide an advance indication of how private sector and federal salary rates compare by locality, particularly in many of the localities with the largest number of federal white-collar employees.

Results in Brief

Overall, the private sector paid more than the federal government in each of the 22 MSAs in this review. However, the size of the average private sector pay advantage varied by MSA, ranging from 6 percent in San Antonio to 39 percent in San Francisco. In 9 of the 22 MSAs, average federal pay trailed average private sector pay by more than 25 percent. In only 3 of the 22 MSAs was the average private sector pay advantage less than 15 percent. The data also showed that there were substantial differences in federal/private sector pay competitiveness within MSAs across salary grades and across jobs within the grades.

Objective, Scope, and Methodology

To determine the size of the federal/private sector pay differences by locality, we obtained data from the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) on average salary rates for all full-time permanent GS or GS-equivalent employees in particular occupations and grade levels within 22 MSAs as of December 31, 1988.⁶

⁴Federal Pay: Comparisons With the Private Sector by Job and Locality (GAO/GGD-90-81FS, May 15, 1990).

⁵Some of the localities in this fact sheet are technically primary metropolitan statistical areas (PMSA), not MSAs. (See the Federal Register, Volume 55, Number 62, Mar. 30, 1990, pp. 12154-12156 for the distinction between MSAs and PMSAs.) To avoid confusion, PMSAs will be referred to as MSAs in this fact sheet.

⁶At the time of our request to OPM, December 31, 1988, was the latest date for which pay data by grade level and MSA were available for a full calendar year.

Pay data were gathered for 22 of the 29 "benchmark," or representative, occupations used by BLS in its 1988 National Survey of Professional, Administrative, Technical, and Clerical Pay.⁷ However, federal and/or private sector pay data were not available for the remaining seven occupations.

The 22 MSAs in this review were all of the MSAs in the continental United States with at least 10,000 full-time permanent GS or GS-equivalent employees as of December 31, 1988, for which sufficient private sector pay data were available.⁸ The December 31, 1988, federal pay data were adjusted upward by 4.1 percent to reflect the pay increase federal workers received the next day. Thus, in effect, the federal/private sector pay comparisons were as of January 1, 1989.

We provided the federal pay rates to the Hay Group, a management consulting firm, which compared them to private sector pay rates for the same occupations and grade levels in the 22 MSAs during the same time period.⁹ Hay used pay rates available from BLS for clerical and technical occupations and used rates drawn largely from data provided by Hay's clients for professional and administrative occupations. Hay compared federal and private sector pay rates for each occupation at each grade level in each MSA. These job-specific differences were then combined across all grade levels and occupations to show the overall federal/private sector pay comparisons in each MSA. A more complete statement of the methodology used in making the salary comparisons is provided in appendix I.

This study had several limitations, which are also more fully described in appendix I. For example, the pay comparisons in this fact sheet were between the federal government and the private sector, not between the

⁷This survey was used before FEPCA to determine national average private sector pay rates as part of the GS pay adjustment process. "Benchmark" occupations are used in pay surveys to represent the full range of occupations for which data were gathered. See appendix II for a listing of the benchmark occupations that were used in this analysis.

⁸We excluded MSAs outside the continental U.S. because they are not covered by FEPCA's locality pay provisions. Although 27 MSAs in the continental U.S. had more than 10,000 GS or GS-equivalent employees as of December 1988, private sector pay data were not available for professional and administrative positions in five of those MSAs: Huntsville, Ala.; Norfolk-Virginia Beach-Newport News, Va.; Oklahoma City, Okla.; Sacramento, Calif.; and Salt Lake City-Ogden, Utah.

⁹We contracted with Hay to obtain MSA-specific private sector pay data and to do the statistical analysis. Hay subcontracted the statistical analysis to Syllogistics, Inc., a Springfield, Va. management consulting firm. Hay matched the federal and private sector occupations and job levels using the crosswalk in the 1988 Annual Report of the President's Pay Agent. That crosswalk shows federal and private sector job equivalencies at particular grade levels. See appendixes I and II for a description of the matching process used in this report.

federal and nonfederal sectors as will be done under FEPCA. Federal/nonfederal pay comparisons were not possible for our analysis because locality-specific state and local government salary data for the selected jobs were not available. Also, our pay comparisons were by MSA; the pay areas to be used in implementing FEPCA have not yet been determined and may vary from the MSAs used in this report.

Also, because the private sector pay data for professional and administrative employees were drawn largely from Hay clients and not through BLS sampling techniques, the data may not have reflected a statistically representative sample of rates paid by all private sector employers for the specified jobs in the 22 MSAs. Similarly, the comparisons did not reflect any changes in federal and private sector salaries that may have occurred since January 1989.¹⁰ Also, federal and private sector pay was compared for only certain benchmark occupations and job levels within each of the MSAs. Use of other occupations and job levels could yield different results. Nevertheless, the data present a view of private sector pay that we believe to be reasonably accurate and that was not publicly available before.

Average Private Sector Pay Advantage Varied Across the MSAs

Federal/private sector pay comparisons by MSA, occupation, and grade level as of January 1, 1989, are shown in appendix III. Table 1 shows the average federal/private sector salaries and salary differences across the benchmark occupations for which data were available within each of the 22 MSAs in the study. Figure 1 illustrates the variation in salary differences across the 22 MSAs.

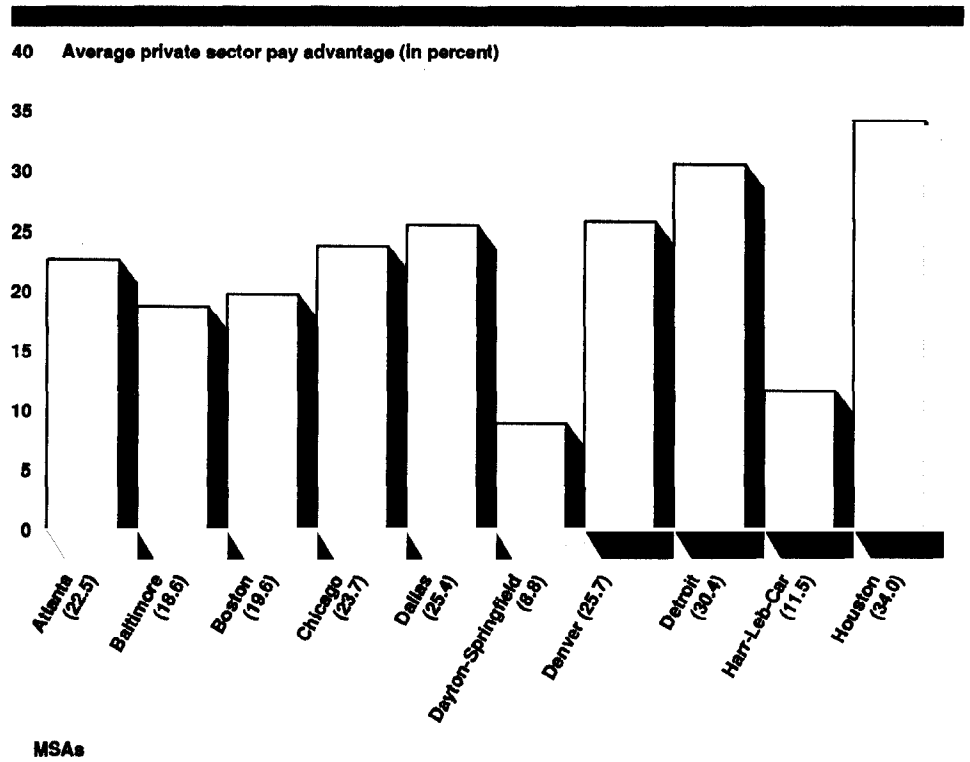
¹⁰In all likelihood, the private sector salary advantages in the 22 MSAs have become larger since January 1989. According to the President's Pay Agent, the overall federal/private sector pay differential in 1989 ranged from 20.04 percent at GS-1 to 36.69 percent at GS-15. By 1990 the differential had risen to 22.32 percent at GS-1 and 39.55 percent at GS-15.

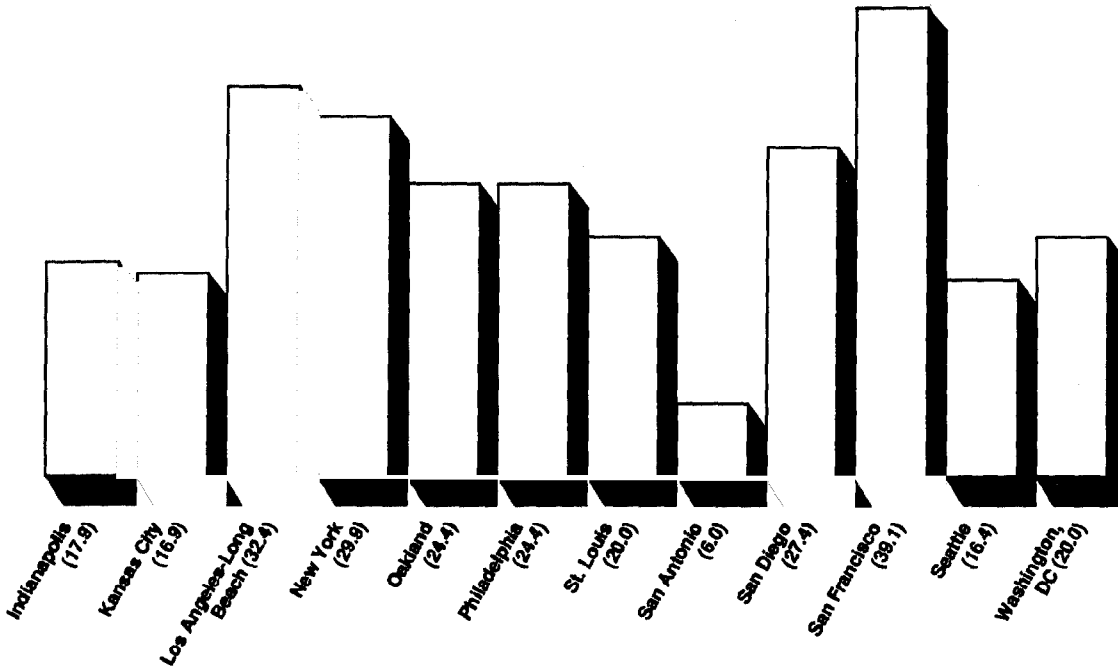
Table 1: Average Private Sector Pay Advantage in 22 MSAs as of January 1, 1989

MSA	Average annual salary ^a		Average private sector pay advantage	
	Federal	Private	Dollar	Percent
Atlanta, Ga.	28,575	35,008	6,433	22.5
Baltimore, Md.	31,350	37,183	5,833	18.6
Boston, Mass.	31,704	37,921	6,217	19.6
Chicago, Ill.	29,848	36,929	7,081	23.7
Dallas, Texas	28,836	36,172	7,337	25.4
Dayton-Springfield, Ohio	34,491	37,540	3,049	8.8
Denver, Colo.	31,541	39,632	8,091	25.7
Detroit, Mich.	29,543	38,521	8,979	30.4
Harrisburg-Lebanon-Carlisle, Pa.	25,609	28,560	2,950	11.5
Houston, Texas	39,468	52,884	13,416	34.0
Indianapolis, Ind.	29,189	34,406	5,216	17.9
Kansas City, Mo.-Kan.	26,447	30,909	4,462	16.9
Los Angeles-Long Beach, Calif.	27,734	36,716	8,982	32.4
New York, N.Y.	27,805	36,115	8,310	29.9
Oakland, Calif.	27,303	35,545	8,242	30.2
Philadelphia, Pa.	28,153	35,008	6,856	24.4
St. Louis, Mo.-Ill.	28,034	33,648	5,614	20.0
San Antonio, Texas	21,740	23,049	1,309	6.0
San Diego, Calif.	26,643	33,942	7,299	27.4
San Francisco, Calif.	26,080	36,269	10,189	39.1
Seattle, Wash.	27,744	32,296	4,552	16.4
Washington, D.C.	33,903	40,668	6,765	20.0

^aThe federal and private sector salaries are averages for employees in the benchmark occupations for which data were available, not for all employees in those MSAs. Because the mix of benchmark jobs for which data were available differed slightly across the MSAs and because different weights were applied in each MSA (because of differences in federal employment), the MSAs can be compared to each other only in terms of their average percent pay advantage. See appendix I for a discussion of how these salaries and differentials were calculated.

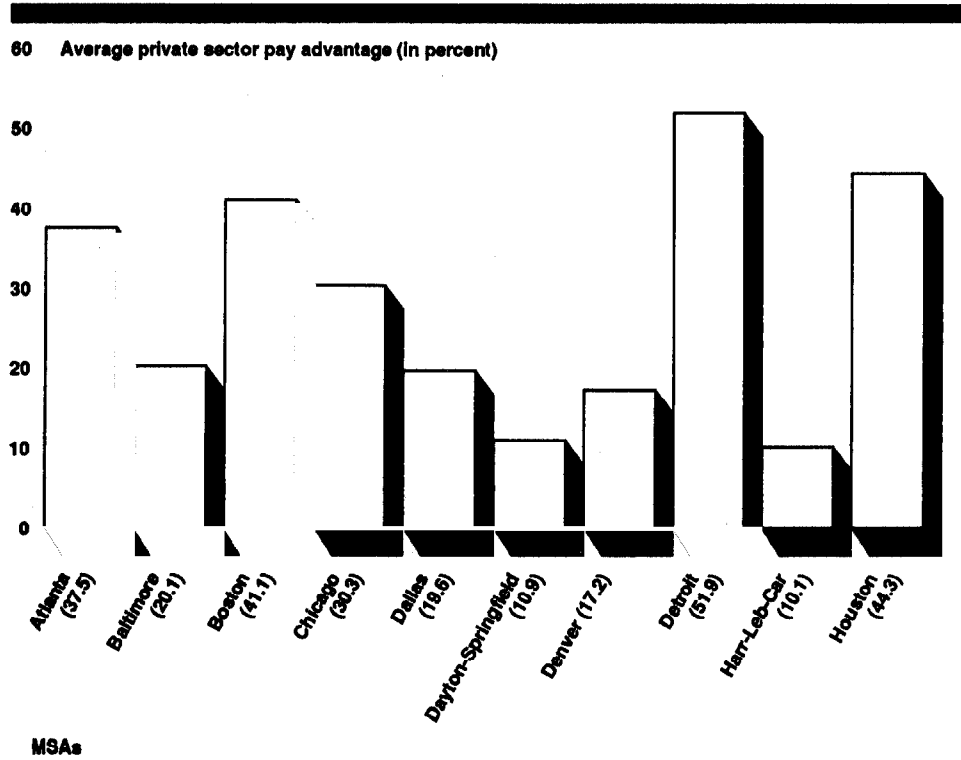
Figure 1: Average Private Sector Pay Advantage Varied Across MSAs

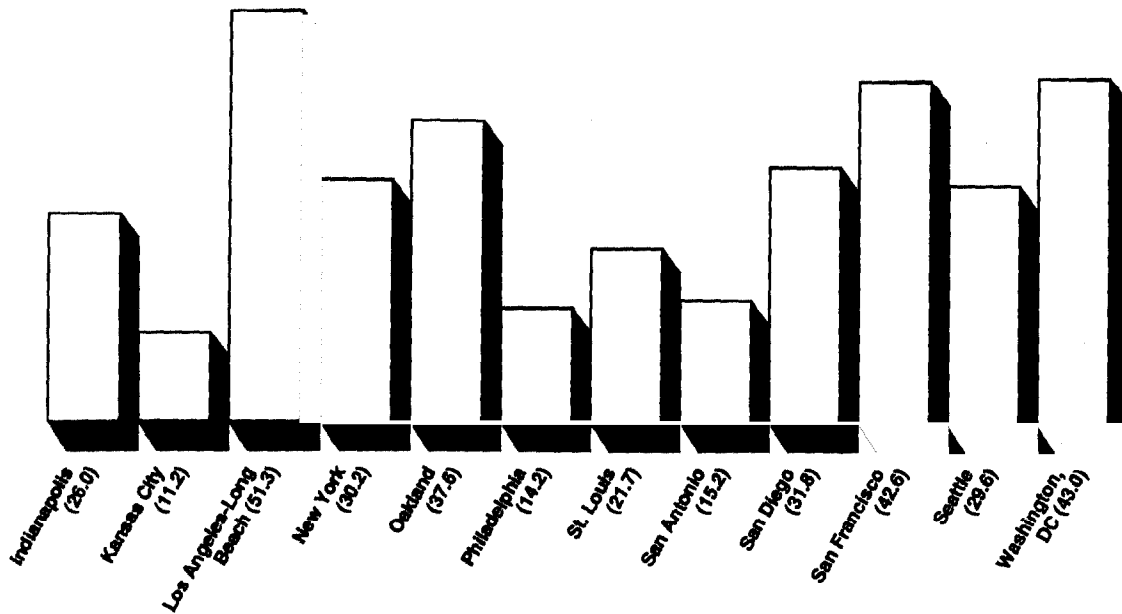




Note: Average private sector pay advantages are as of January 1, 1989.
Source: GAO analysis of Hay, BLS, and OPM data.

Figure 2: Average Private Sector Pay Advantage Varied Across MSAs Within a Job (GS-7 Secretary)





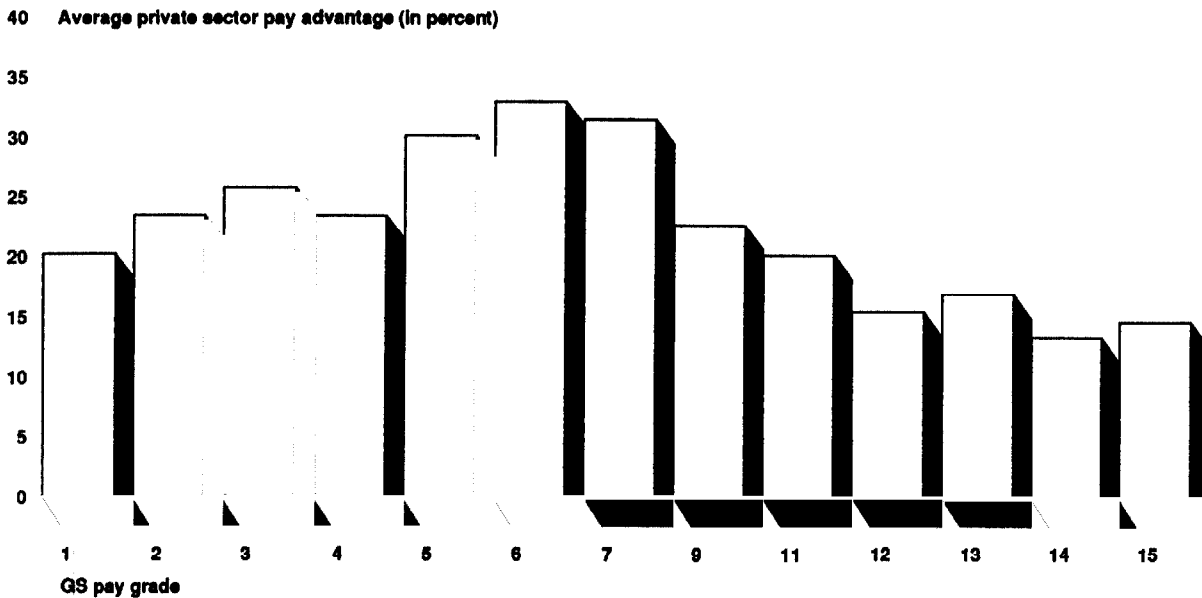
Note: Average private sector pay advantages are as of January 1, 1989.
Source: GAO analysis of Hay, BLS, and OPM data.

There also were differences in private sector pay advantages among the MSAs when comparing the same occupations and job levels across all MSAs. For example, the private sector pay advantage for secretaries at the GS-7 pay grade ranged from over 50 percent in the Detroit and Los Angeles-Long Beach MSAs to about 10 percent in the Harrisburg-Lebanon-Carlisle, Pa. MSA. (See fig. 2.)

Private Sector Pay Advantage Varied Within MSAs Across Grades and Jobs

Just as there were differences across the MSAs in the degree of overall federal/private sector pay competitiveness, there were also differences by pay grade within each MSA. In the Boston MSA, for example, the average private sector pay advantage across all grades was 19.6 percent, but the advantage ranged from under 15 percent at GS-14 and GS-15 to over 30 percent at GS-5, GS-6, and GS-7. (See fig. 3.)

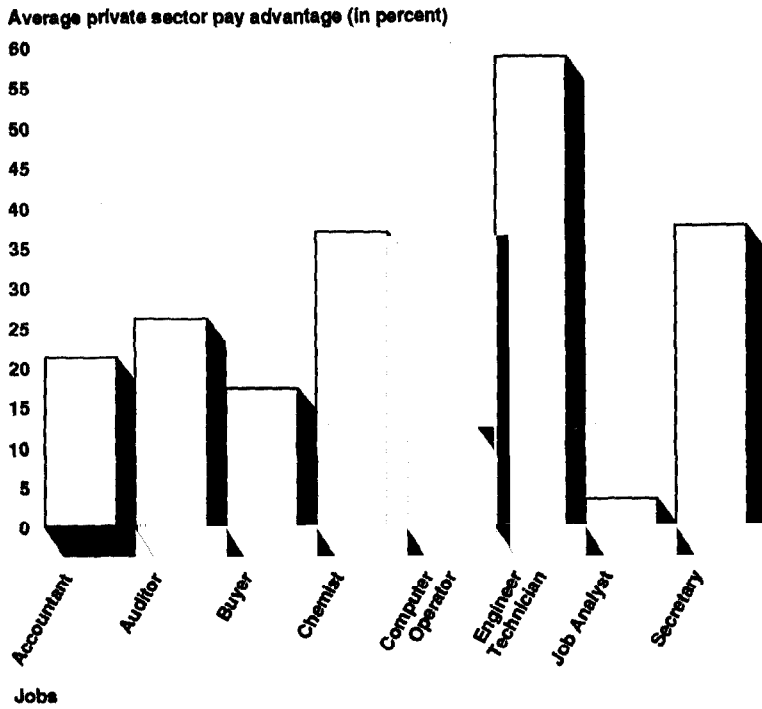
Figure 3: Average Private Sector Pay Advantage Varied Across Pay Grades Within an MSA (Boston)



Note: Average private sector pay advantages are as of January 1, 1989.
 Source: GAO analysis of Hay, BLS, and OPM data.

There were also substantial differences in the degree of pay competitiveness across jobs within the same grade and MSA. (See app. III.) For example, in the Atlanta MSA, the average private sector pay advantage across all jobs at the GS-7 level was 32.8 percent. However, the pay advantage by job within the grade varied from 3.2 percent for the job analyst occupation to 58.6 percent for the engineering technician occupation. (See fig. 4.)

Figure 4: Average Private Sector Pay Advantage Varied Across Jobs Within an MSA and Grade (Atlanta, GS-7)



Note: Average private sector pay advantages are as of January 1, 1989.
Source: GAO analysis of Hay, BLS, and OPM data.

Copies of this fact sheet are being sent to other parties interested in federal pay matters and will be made available to others on request.

The major contributors to this fact sheet are listed in appendix IV. Please contact me on (202) 275-6204 if you have any questions.

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Future Issues

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Abbreviations

BLS	Bureau of Labor Statistics
CPDF	Central Personnel Data File
FEPCA	Federal Employees Pay Comparability Act
MSA	metropolitan statistical area
OPM	Office of Personnel Management
PMSA	primary metropolitan statistical area

Objective, Scope, and Methodology

The objective of this study was to obtain information on white-collar employee pay differences between the federal government and the private sector by geographic locality. To accomplish this objective, we compared federal and private sector pay rates for particular occupations and job levels within particular MSAs as of January 1, 1989.¹

Private Sector Pay Data

We obtained private sector pay data by MSA for a range of white-collar occupations—professional, administrative, technical, and clerical. MSA-specific private sector pay data currently collected by BLS are primarily for clerical and technical occupations.² Therefore, we contracted with the Hay Group to obtain private sector pay data for professional and administrative jobs that could supplement the BLS clerical and technical pay data.

Selection of Occupations

In selecting the occupations for our analysis, we initially targeted the 29 occupations BLS used in its 1988 nationwide survey of private sector pay rates. This survey was done as part of the white-collar pay setting process that was in effect before FEPCA.³ These occupations served as “benchmarks,” or representatives, for over 400 white-collar occupations found in the federal government. MSA-specific private sector and/or federal pay data were not available for six of the benchmark occupations (messenger, nursing assistant, personnel clerk/assistant, photographer, public accountant, and stenographer) and certain job or grade levels within available occupations. Data for one of the benchmark occupations (chief accountant) was partially covered by another benchmark occupation (accountant).⁴ Overall, Hay was able to provide locality-specific private sector pay data for at least 1 job level in at least 1 MSA for 22 of the 29 benchmark occupations and 81 of 119 job levels used in the BLS nationwide survey.

The BLS private sector pay data for clerical and technical jobs were collected at various times during 1988 but were standardized by Hay to

¹We initially wanted to compare federal and nonfederal (private sector and state and local government) pay rates as will be done under FEPCA. However, MSA-specific state and local government pay data for the particular occupations in our analysis were not available.

²BLS collects these data through its Area Wage Survey and Service Contract Act programs. These data are generally considered to be the best locality- and job-specific salary data available.

³For a discussion of the white-collar pay setting process, see *GAO/GGD-90-81FS*, pp. 4-6.

⁴In this study we considered accountant and chief accountant to be one occupation. See note “b” in appendix II for a discussion of these occupations.

December 31 of that year on the basis of its knowledge of pay changes during the year. Similarly, the Hay private sector pay data for professional and administrative jobs were collected as of May 1, 1988, and adjusted to December 31, 1988.

Appendix II shows the occupations and job levels for which both federal and private sector pay data were available and the job matches between federal and private sector jobs. Occupations and job levels are listed by both BLS's private sector job level designations and the GS-equivalent occupation, series, and grade level. For example, a GS-7 accountant, job series 510, is the GS-equivalent of a level II accountant in the private sector.

GS occupational and grade equivalencies to the private sector jobs were generally determined by the crosswalk used by the President's Pay Agent in the federal pay setting process. As part of this matching process, the Hay and BLS private sector jobs used in this study were evaluated using the Hay Guide Chart-Profile Method of job evaluation to determine their worth or value.⁵ These values were matched to federal grade-level point values to ensure that similar jobs were being compared.

Selection of Localities

The localities initially selected for this analysis were the 27 MSAs in the continental United States that had at least 10,000 full-time permanent GS or GS-equivalent federal employees as of December 31, 1988. However, Hay was not able to provide enough private sector pay data for professional and administrative jobs in five of these MSAs to permit meaningful analysis (Huntsville, Ala.; Norfolk-Virginia Beach-Newport News, Va.; Oklahoma City; Sacramento, Calif.; and Salt Lake City). Table I.1 shows the 22 MSAs for which sufficient data were available. Over 650,000 of the nearly 1.5 million full-time permanent GS or GS-equivalent employees were in these 22 MSAs as of December 31, 1988.

⁵The Hay Guide Chart-Profile Method provides specific techniques for evaluating positions on the basis of a set of factors believed common to all jobs. Using job descriptions and other information, numerical values are assigned to each of the factors and the worth of the job is reflected by the number of points assigned to it. For more information, see Description of Selected Nonfederal Job Evaluation Systems (GAO/GGD-85-57, July 31, 1985), pp. 4-5.

Table I.1: List of MSAs Included in This Review

Atlanta, Ga.	Kansas City, Mo.-Kan.
Baltimore, Md.	Los Angeles-Long Beach, Calif.
Boston, Mass.	New York, N.Y.
Chicago, Ill.	Oakland, Calif.
Dallas, Texas	Philadelphia, Pa.
Dayton-Springfield, Ohio	St. Louis, Mo.-Ill.
Denver, Colo.	San Antonio, Texas
Detroit, Mich.	San Diego, Calif.
Harrisburg-Lebanon-Carlisle, Pa.	San Francisco, Calif.
Houston, Texas	Seattle, Wash.
Indianapolis, Ind.	Washington, D.C.

Hay provided preliminary private sector salary information for the selected professional and administrative jobs in the selected MSAs, which we compared to similar data from another source to determine its overall reliability.⁶ In general, the Hay data were comparable to the other source. However, the Hay data for the San Antonio MSA were not generally comparable to the other source.⁷ Therefore, Hay obtained other data for the selected occupations and job levels in San Antonio from another organization (Associated Employers Incorporated). These data were generally more comparable to the other source. Hay then incorporated the data into its database by matching job functions and by using the Hay Guide-Chart Profile Method of job evaluation to ensure job value equivalency.

Federal Pay Data

Federal pay data were obtained from OPM's CPDF. The data showed average salary rates for all full-time permanent GS or GS-equivalent employees in the benchmark occupations in the 22 MSAs as of December 31, 1988. The data were aggregated by OPM to the level of occupation, grade, and MSA. (For example, OPM provided data on the average pay of all GS-9 accountants in Atlanta.)

Two modifications to the federal data were made before the pay comparisons and calculations were done. Some of the federal employees in the selected MSAs and occupations were on special salary rates as of

⁶The comparison was with data used by the Wyatt Company in a study of the federal pay system for OPM.

⁷Hay officials said this was due largely to the unrepresentative nature of the firms providing salary information to Hay in San Antonio and to the types of jobs for which data were collected.

December 31, 1988, but we wanted to make the comparisons using regular GS rates.⁸ Therefore, we identified each occupation, grade level, and MSA with employees on special rates and, where applicable, substituted the step 4 rate for each grade in place of the average special salary rate. (Step 4 was assumed to represent the average GS rate the employees would have received if special rates had not been paid.) For example, because GS-7 accountants in the Washington, D.C. MSA were receiving special rates as of December 31, 1988, we substituted the GS-7 step 4 salary rate for their actual average pay.

Also, because GS employees received a 4.1-percent pay increase on January 1, 1989—the day after the effective date of the OPM salary data—we increased the December 31, 1988, federal pay rates for each job in each MSA by 4.1 percent. No such modification to the private sector rates was needed because all private employers did not increase their employees' pay on January 1, 1989. Thus, in effect, the federal/private sector pay comparisons were as of January 1, 1989.

Pay Comparisons

Hay calculated the dollar and percentage differentials between federal and private sector pay rates for each job in each MSA.⁹ (See app. III.) The differentials were then aggregated by MSA for all jobs and grade levels. (See table 1.)

To calculate the average federal/private sector pay differentials within particular MSAs, Hay weighted the federal and private sector data by the number of federal employees in each occupation and grade level in each MSA. Thus, if one quarter of the federal employees in the benchmark occupations in Atlanta were GS-12 engineers, the federal and private sector pay rates in the engineering occupation at that grade level would have received one quarter of the weight when calculating the average federal and private sector pay for the MSA as a whole—even though “GS-12 engineer” was only one of 68 job levels compared in Atlanta.

Limitations

The pay comparisons that will be done by the President's Pay Agent as part of the FEPCA pay adjustment process will be between the federal

⁸Special rates are higher than regular GS rates and can be authorized by OPM for particular occupations in particular locations to counteract recruitment or retention problems. For information on the special rates program, see *Federal Pay: Special Rates: Effect on Recruitment and Retention for Selected Clerical Occupations*, (GAO/GGD-90-118, Sept. 24, 1990).

⁹Hay subcontracted the statistical analysis to Sylllogistics, Inc., a Springfield, Va. management consulting firm.

government and the nonfederal sector, which consists of private companies and state and local governments. Because of the lack of MSA- and occupation-specific state and local government pay data for the benchmark occupations, the pay comparisons in this fact sheet are solely between the federal and private sectors. Different results could be obtained when federal/nonfederal comparisons are made.

The pay areas to be used in implementing FEPCA have not been determined by the President's Pay Agent. The pay comparisons in this fact sheet are for MSAs, which may not correspond to the pay areas ultimately used to implement FEPCA. Use of pay areas other than MSAs could yield different results.

The private sector data for the clerical and technical occupations collected by BLS are, we believe, accurate representations of average private sector pay rates in the MSAs for those jobs. BLS survey methods are designed to provide an accurate representation of average private sector rates paid for particular jobs in an area. However, the professional and administrative private sector pay data were drawn largely from information submitted to Hay by its clients and other firms, not from a scientifically drawn sample of firms in the MSAs. Although the Hay data were not, therefore, statistically representative of average private sector rates in the selected occupations and MSAs, we found the Hay data to be consistent with other data and believe they are a general representation of private sector pay rates being paid by firms in the selected MSAs at the time the data were collected.

The federal and private sector pay data are for only 22 of the over 300 MSAs in the country. Although the 22 MSAs included over 650,000 of the nearly 1.5 million full-time permanent GS or GS-equivalent employees as of December 31, 1988, the results of this study cannot be applied to MSAs not covered by the study.

The federal and private sector pay data are for 22 of the 29 benchmark occupations used in federal pay setting in 1988. Use of different occupations or job levels as benchmarks could yield different results when overall pay disparities are calculated. Also, because weighted benchmark occupations were used to calculate the average federal and private sector salaries, neither the federal nor private sector pay averages correspond to pay averages for all occupations in the MSAs.

The most narrow pay comparisons in this fact sheet are at the level of an occupation at a particular grade within an MSA. The comparisons do

not control for other sources of pay differences, such as the average time employees are in a job level. Thus, for example, if federal secretaries at grade 7 in an MSA average more time in that job level than private sector secretaries, the federal/private sector pay difference could be lower than it would be if the two groups had equivalent time in the job level.

Because of privacy considerations, BLS does not report the names of the companies providing their private sector pay data. Hay provided us with a list of the companies that provided salary information for their database in each of the MSAs for the benchmark occupations but did not disclose how many employees were in those occupations and locations.

Our work was done between June 1989 and February 1991 in accordance with generally accepted government auditing standards.

We discussed our findings with officials from BLS and OPM. They generally agreed with those findings but suggested certain technical changes that were incorporated where appropriate into this fact sheet.

Private Sector and Federal Equivalents of Jobs Covered in the Hay and BLS Data

Private sector		Federal	
Occupation	Level ^a	Occupation (series)	GS grade ^a
Accountant ^b	II	Accountant (510)	7
	III		9
	IV		11
	V		12
	VI		13
	VI		13
	VII		14
Accounting Clerk	II	Accounting Technician (525) ^c	3
	III		4
	IV		5
Attorney	I	Attorney (905)	9
	II		11
	III		12
	IV		13
	V		14
	VI		15
Auditor	II	Auditor (511)	7
	III		9
	IV		11
Buyer	II	Contractor (1102) ^d	7
	III		9
	IV		11
Chemist	II	Chemist (1320)	7
	III		9
	IV		11
	V		12
	VI		13
	VII		14
Computer Operator	II	Computer Operator (332)	5
	III		6
	IV		7
Drafter	II	Engineering Drafter (818)	3
	III		4
	IV		5

(continued)

**Appendix II
Private Sector and Federal Equivalents of
Jobs Covered in the Hay and BLS Data**

Private sector		Federal	
Occupation	Level ^a	Occupation (series)	GS grade ^a
Engineer ^e	V	Engineer (All professional occupations in the 800 job group)	12
	VI		13
	VII		14
	VIII		15
Engineer Technician	I	Engineer Technician (802) ^c	3
	II		4
	III		5
	IV		7
File Clerk	I	Mail and File Clerk (305)	1
	II		2
General Clerk	I	Misc Clerk and Assistant (303)	1
	II		2
	III		3
	IV		4
Job Analyst	II	Position Classifier (221)	7
	III		9
	IV		11
Key Entry Operator	I	Data Transcriber (356)	2
	II		3
Licensed Practical Nurse	I	Practical/Vocational Nurse (620)	3
	II		4
	III		5
Personnel Director	I	Personnel Manager (201)	11
	II		12
	III		13
	IV		14
Programmer ^f	II	Computer Specialist (334)	7
	III		9
	IV		11
	V		12
Purchasing Assistant	I	Procurement Clerk and Assistant (1106)	3
	II		4
	III		5
	IV		6
Registered Nurse	I	Nurse (610)	7
	II		9

(continued)

**Appendix II
Private Sector and Federal Equivalents of
Jobs Covered in the Hay and BLS Data**

Private sector		Federal	
Occupation	Level ^a	Occupation (series)	GS grade ^a
Secretary	I	Secretary (318)	4
	II		5
	III		6
	IV		7
Systems Analyst ^f	I	Computer Specialist (334)	9
	II		11
	III		12
	IV		13
	V		14
	VI		15
Typist	I	Clerk Typist (322)	2
	II		3

^aPrivate sector and/or federal data were not available for certain job levels in the benchmark occupations. These levels and grades were accountant I (GS-5), accounting clerk I (GS-2), auditor I (GS-5), buyer I (GS-5), chemist I (GS-5), computer operator I (GS-4), computer operator V (GS-8), drafter I (GS-2), drafter V (GS-7), engineering technician V (GS-9), programmer I (GS-5), registered nurse III (GS-11), registered nurse IV (GS-12), and secretary V (GS-8).

^bThe President's Pay Agent crosswalk indicates the federal equivalent of both the "accountant" and "chief accountant" occupations in the private sector as the GS-510 occupation ("accountant"). According to the crosswalk, "accountant" runs from GS-5 through GS-13; "chief accountant" runs from GS-11 through GS-14. In this study, Hay matched the private sector "accountant" data to federal data for the GS-510 series at the GS-7 through GS-13 grade levels. At the GS-14 grade level ("accountant VII" in this listing), the private sector "accountant" data were matched to federal data for the "internal revenue agent" (GS-512) occupation.

^cAlthough the crosswalk indicates other federal occupational series are also equivalent to these private sector occupations, Hay used only the primary occupational series listed in the crosswalk.

^dThe crosswalk indicates that both the federal "contractor" (occupational series 1102, an administrative occupation) and "purchaser" (occupational series 1105, a clerical occupation) occupations are equivalent to the private sector "buyer" occupation. In this study Hay used the contractor occupation as the buyer equivalent because it contained over four times as many federal incumbents as the purchaser occupation.

^eThe crosswalk does not provide equivalencies for the engineer occupation below level V (GS-12).

^fAccording to the crosswalk, the "programmer" and "systems analyst" occupations in the private sector are the same as the federal "computer specialist" occupation (series GS-334). Computer programmers range from GS-5 through GS-12; systems analysts range from GS-9 through GS-15. Federal employees in occupational series GS-334 at grades 9 through 12 were allocated by OPM as either programmers or analysts based on an OPM statistical formula that assumes that 75 percent of federal employees in the computer specialist occupation at the GS-9 grade level are programmers and 25 percent are systems analysts. At the GS-11 grade level the assumption in the crosswalk is that 50 percent are programmers and 50 percent are systems analysts. At the GS-12 grade level the assumption is that 25 percent are programmers and 75 percent are systems analysts.

Average Salary Differences for Benchmark Occupations by Metropolitan Statistical Area, Occupation, and Pay Grade as of January 1, 1989

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Atlanta, Ga.	Accountant	7	20,306	24,600	4,294	21.2
Atlanta, Ga.	Accountant	9	24,642	31,100	6,458	26.2
Atlanta, Ga.	Accountant	11	32,356	38,100	5,744	17.8
Atlanta, Ga.	Accountant	12	39,765	44,600	4,835	12.2
Atlanta, Ga.	Accountant	13	48,600	57,100	8,500	17.5
Atlanta, Ga.	Accountant	14	57,007	66,300	9,293	16.3
Atlanta, Ga.	Accounting Tech	4	16,131	20,546	4,415	27.4
Atlanta, Ga.	Accounting Tech	5	17,839	25,061	7,222	40.5
Atlanta, Ga.	Attorney	9	23,978	30,200	6,222	26.0
Atlanta, Ga.	Attorney	11	29,307	36,600	7,293	24.9
Atlanta, Ga.	Attorney	12	36,848	42,700	5,852	15.9
Atlanta, Ga.	Attorney	13	44,973	54,100	9,127	20.3
Atlanta, Ga.	Attorney	14	55,300	62,600	7,300	13.2
Atlanta, Ga.	Attorney	15	67,218	76,500	9,282	13.8
Atlanta, Ga.	Auditor	7	19,513	24,600	5,087	26.1
Atlanta, Ga.	Auditor	9	24,234	31,100	6,866	28.3
Atlanta, Ga.	Auditor	11	31,430	38,100	6,670	21.2
Atlanta, Ga.	Chemist	7	20,468	28,000	7,532	36.8
Atlanta, Ga.	Chemist	9	25,075	34,400	9,325	37.2
Atlanta, Ga.	Chemist	11	33,788	41,300	7,512	22.2
Atlanta, Ga.	Chemist	12	39,401	47,800	8,399	21.3
Atlanta, Ga.	Chemist	13	48,064	60,100	12,036	25.0
Atlanta, Ga.	Chemist	14	55,724	69,200	13,476	24.2
Atlanta, Ga.	Clerk Typist	2	11,484	13,998	2,514	21.9
Atlanta, Ga.	Clerk Typist	3	13,234	16,893	3,659	27.7
Atlanta, Ga.	Computer Operator	5	16,889	20,581	3,692	21.9
Atlanta, Ga.	Computer Operator	6	19,023	22,559	3,536	18.6
Atlanta, Ga.	Computer Operator	7	22,268	24,944	2,676	12.0
Atlanta, Ga.	Contractor	7	22,002	25,800	3,798	17.3
Atlanta, Ga.	Contractor	9	25,620	30,900	5,280	20.6
Atlanta, Ga.	Contractor	11	30,921	36,500	5,579	18.0
Atlanta, Ga.	Data Transcriber	2	12,461	16,006	3,545	28.5
Atlanta, Ga.	Data Transcriber	3	13,785	19,057	5,272	38.2
Atlanta, Ga.	Drafter	5	19,410	27,167	7,757	40.0
Atlanta, Ga.	Engineer	12	38,038	45,700	7,662	20.1
Atlanta, Ga.	Engineer	13	48,536	57,800	9,264	19.1
Atlanta, Ga.	Engineer	14	57,340	66,800	9,460	16.5
Atlanta, Ga.	Engineer	15	68,228	81,400	13,172	19.3

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Atlanta, Ga.	Engineer Tech	5	17,312	30,486	13,174	76.1
Atlanta, Ga.	Engineer Tech	7	19,988	31,703	11,715	58.6
Atlanta, Ga.	Mail/File Clerk	1	12,778	13,409	631	4.9
Atlanta, Ga.	Mail/File Clerk	2	11,665	14,940	3,275	28.1
Atlanta, Ga.	Misc Clerk/Asst	2	11,545	14,940	3,395	29.4
Atlanta, Ga.	Misc Clerk/Asst	3	12,924	16,602	3,678	28.5
Atlanta, Ga.	Misc Clerk/Asst	4	15,172	18,597	3,425	22.6
Atlanta, Ga.	Personnel Manager	11	32,644	37,300	4,656	14.3
Atlanta, Ga.	Personnel Manager	12	39,950	43,900	3,950	9.9
Atlanta, Ga.	Personnel Manager	13	47,750	56,500	8,750	18.3
Atlanta, Ga.	Personnel Manager	14	58,355	65,800	7,445	12.8
Atlanta, Ga.	Position Classifier	7	22,958	23,700	742	3.2
Atlanta, Ga.	Position Classifier	9	28,618	30,200	1,582	5.5
Atlanta, Ga.	Position Classifier	11	32,299	37,300	5,001	15.5
Atlanta, Ga.	Pract/Voc Nurse	3	12,532	17,071	4,539	36.2
Atlanta, Ga.	Pract/Voc Nurse	4	14,067	17,551	3,484	24.8
Atlanta, Ga.	Pract/Voc Nurse	5	17,602	18,000	398	2.3
Atlanta, Ga.	Procurement Clerk	4	15,924	18,597	2,673	16.8
Atlanta, Ga.	Procurement Clerk	5	17,906	20,925	3,019	16.9
Atlanta, Ga.	Procurement Clerk	6	19,802	23,751	3,949	19.9
Atlanta, Ga.	Secretary	4	15,236	20,032	4,796	31.5
Atlanta, Ga.	Secretary	5	17,812	23,285	5,473	30.7
Atlanta, Ga.	Secretary	6	20,457	27,236	6,779	33.1
Atlanta, Ga.	Secretary	7	23,281	32,000	8,719	37.5
Atlanta, Ga.	Systems Analyst	9	24,939	31,900	6,961	27.9
Atlanta, Ga.	Systems Analyst	11	31,539	38,600	7,061	22.4
Atlanta, Ga.	Systems Analyst	12	38,678	45,000	6,322	16.4
Atlanta, Ga.	Systems Analyst	13	47,424	57,000	9,576	20.2
Atlanta, Ga.	Systems Analyst	14	55,772	66,000	10,228	18.3
Atlanta, Ga.	Systems Analyst	15	68,151	80,500	12,349	18.1
Baltimore, Md.	Accountant	7	20,387	27,100	6,713	32.9
Baltimore, Md.	Accountant	9	25,188	32,200	7,012	27.8
Baltimore, Md.	Accountant	11	31,154	37,700	6,546	21.0
Baltimore, Md.	Accountant	12	38,600	42,800	4,200	10.9
Baltimore, Md.	Accountant	13	46,227	52,600	6,373	13.8
Baltimore, Md.	Accountant	14	55,646	59,900	4,254	7.7
Baltimore, Md.	Accounting Tech	4	15,711	19,138	3,427	21.8
Baltimore, Md.	Accounting Tech	5	18,046	23,493	5,447	30.2
Baltimore, Md.	Attorney	11	30,070	41,400	11,330	37.7

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Baltimore, Md.	Attorney	12	37,569	45,300	7,731	20.6
Baltimore, Md.	Attorney	13	45,247	52,800	7,553	16.7
Baltimore, Md.	Attorney	14	55,572	58,400	2,828	5.1
Baltimore, Md.	Attorney	15	67,920	67,400	(520)	-0.8
Baltimore, Md.	Auditor	7	20,143	27,100	6,957	34.5
Baltimore, Md.	Auditor	9	24,229	32,200	7,971	32.9
Baltimore, Md.	Auditor	11	30,463	37,700	7,237	23.8
Baltimore, Md.	Chemist	9	25,481	34,300	8,819	34.6
Baltimore, Md.	Chemist	11	31,960	40,000	8,040	25.2
Baltimore, Md.	Chemist	12	40,149	45,300	5,151	12.8
Baltimore, Md.	Chemist	13	47,666	55,300	7,634	16.0
Baltimore, Md.	Chemist	14	57,665	62,800	5,135	8.9
Baltimore, Md.	Clerk Typist	2	11,586	14,067	2,481	21.4
Baltimore, Md.	Clerk Typist	3	13,196	17,498	4,302	32.6
Baltimore, Md.	Computer Operator	5	18,533	18,923	390	2.1
Baltimore, Md.	Computer Operator	6	20,582	20,765	183	0.9
Baltimore, Md.	Computer Operator	7	22,568	22,987	419	1.9
Baltimore, Md.	Data Transcriber	2	11,484	14,806	3,322	28.9
Baltimore, Md.	Data Transcriber	3	13,113	16,046	2,933	22.4
Baltimore, Md.	Drafter	4	14,301	18,824	4,523	31.6
Baltimore, Md.	Drafter	5	18,361	27,606	9,245	50.4
Baltimore, Md.	Engineer	12	38,038	48,600	10,562	27.8
Baltimore, Md.	Engineer	13	47,977	59,100	11,123	23.2
Baltimore, Md.	Engineer	14	57,004	66,900	9,896	17.4
Baltimore, Md.	Engineer	15	67,777	79,600	11,823	17.4
Baltimore, Md.	Engineer Tech	3	16,721	22,494	5,773	34.5
Baltimore, Md.	Engineer Tech	4	17,589	23,822	6,233	35.4
Baltimore, Md.	Engineer Tech	5	17,474	25,371	7,897	45.2
Baltimore, Md.	Engineer Tech	7	21,973	29,520	7,547	34.3
Baltimore, Md.	Mail/File Clerk	2	12,655	14,842	2,187	17.3
Baltimore, Md.	Misc Clerk/Asst	2	13,473	13,842	369	2.7
Baltimore, Md.	Misc Clerk/Asst	3	14,311	15,486	1,175	8.2
Baltimore, Md.	Misc Clerk/Asst	4	16,447	17,459	1,012	6.2
Baltimore, Md.	Nurse	9	29,431	31,800	2,369	8.1
Baltimore, Md.	Personnel Manager	11	32,306	35,100	2,794	8.7
Baltimore, Md.	Personnel Manager	12	39,550	40,400	850	2.2
Baltimore, Md.	Personnel Manager	13	49,579	50,700	1,121	2.3
Baltimore, Md.	Personnel Manager	14	56,664	58,300	1,636	2.9
Baltimore, Md.	Position Classifier	7	22,742	24,000	1,258	5.5

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Baltimore, Md.	Position Classifier	9	24,906	29,300	4,394	17.6
Baltimore, Md.	Position Classifier	11	33,101	35,100	1,999	6.0
Baltimore, Md.	Procurement Clerk	3	12,670	15,486	2,816	22.2
Baltimore, Md.	Procurement Clerk	4	15,293	17,459	2,166	14.2
Baltimore, Md.	Procurement Clerk	5	17,984	19,760	1,776	9.9
Baltimore, Md.	Procurement Clerk	6	19,669	22,555	2,886	14.7
Baltimore, Md.	Programmer	7	21,248	24,600	3,352	15.8
Baltimore, Md.	Programmer	9	25,769	30,100	4,331	16.8
Baltimore, Md.	Programmer	11	31,007	36,100	5,093	16.4
Baltimore, Md.	Programmer	12	39,975	41,700	1,725	4.3
Baltimore, Md.	Secretary	4	15,724	21,104	5,380	34.2
Baltimore, Md.	Secretary	5	18,155	22,878	4,723	26.0
Baltimore, Md.	Secretary	6	20,605	25,032	4,427	21.5
Baltimore, Md.	Secretary	7	23,005	27,629	4,624	20.1
Baltimore, Md.	Systems Analyst	9	26,402	34,600	8,198	31.1
Baltimore, Md.	Systems Analyst	11	31,110	40,700	9,590	30.8
Baltimore, Md.	Systems Analyst	12	40,370	46,500	6,130	15.2
Baltimore, Md.	Systems Analyst	13	49,236	57,400	8,164	16.6
Baltimore, Md.	Systems Analyst	14	58,080	65,500	7,420	12.8
Baltimore, Md.	Systems Analyst	15	68,981	78,700	9,719	14.1
Boston, Mass.	Accountant	7	21,443	24,300	2,857	13.3
Boston, Mass.	Accountant	9	26,231	30,200	3,969	15.1
Boston, Mass.	Accountant	11	31,705	36,600	4,895	15.4
Boston, Mass.	Accountant	12	40,003	42,600	2,597	6.5
Boston, Mass.	Accountant	13	48,661	54,100	5,439	11.2
Boston, Mass.	Accountant	14	60,690	62,500	1,810	3.0
Boston, Mass.	Accounting Tech	4	15,474	19,813	4,339	28.0
Boston, Mass.	Accounting Tech	5	17,313	23,487	6,174	35.7
Boston, Mass.	Attorney	11	29,552	37,200	7,648	25.9
Boston, Mass.	Attorney	12	38,253	42,900	4,647	12.2
Boston, Mass.	Attorney	13	46,417	53,900	7,483	16.1
Boston, Mass.	Attorney	14	56,258	62,000	5,742	10.2
Boston, Mass.	Attorney	15	68,504	75,300	6,796	9.9
Boston, Mass.	Auditor	7	21,443	24,300	2,857	13.3
Boston, Mass.	Auditor	9	26,231	30,200	3,969	15.1
Boston, Mass.	Auditor	11	30,711	36,600	5,889	19.2
Boston, Mass.	Chemist	9	25,777	36,500	10,723	41.6
Boston, Mass.	Chemist	11	32,900	42,600	9,700	29.5
Boston, Mass.	Chemist	12	40,582	48,300	7,718	19.0

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Boston, Mass.	Chemist	13	49,481	59,300	9,819	19.8
Boston, Mass.	Chemist	14	57,100	67,300	10,200	17.9
Boston, Mass.	Clerk Typist	2	12,461	15,553	3,092	24.8
Boston, Mass.	Clerk Typist	3	13,785	17,314	3,529	25.6
Boston, Mass.	Computer Operator	5	17,313	18,789	1,476	8.5
Boston, Mass.	Computer Operator	6	19,297	21,122	1,825	9.5
Boston, Mass.	Computer Operator	7	21,443	23,937	2,494	11.6
Boston, Mass.	Contractor	7	21,443	27,800	6,357	29.7
Boston, Mass.	Contractor	9	24,642	33,200	8,558	34.7
Boston, Mass.	Contractor	11	30,543	39,200	8,657	28.3
Boston, Mass.	Data Transcriber	2	12,461	16,743	4,282	34.4
Boston, Mass.	Data Transcriber	3	13,785	18,118	4,333	31.4
Boston, Mass.	Drafter	4	16,762	22,392	5,630	33.6
Boston, Mass.	Drafter	5	17,626	28,561	10,935	62.0
Boston, Mass.	Engineer	12	38,038	44,800	6,762	17.8
Boston, Mass.	Engineer	13	48,403	56,900	8,497	17.6
Boston, Mass.	Engineer	14	57,534	65,900	8,366	14.5
Boston, Mass.	Engineer	15	68,881	80,500	11,619	16.9
Boston, Mass.	Engineer Tech	5	17,564	23,432	5,868	33.4
Boston, Mass.	Engineer Tech	7	22,662	27,491	4,829	21.3
Boston, Mass.	Mail/File Clerk	2	12,461	15,044	2,583	20.7
Boston, Mass.	Misc Clerk/Asst	1	11,496	13,812	2,316	20.2
Boston, Mass.	Misc Clerk/Asst	2	12,461	15,044	2,583	20.7
Boston, Mass.	Misc Clerk/Asst	3	13,785	16,493	2,708	19.6
Boston, Mass.	Misc Clerk/Asst	4	15,474	18,232	2,758	17.8
Boston, Mass.	Personnel Manager	11	32,465	36,000	3,535	10.9
Boston, Mass.	Personnel Manager	12	39,522	41,900	2,378	6.0
Boston, Mass.	Personnel Manager	13	50,393	53,300	2,907	5.8
Boston, Mass.	Personnel Manager	14	56,883	61,700	4,817	8.5
Boston, Mass.	Position Classifier	9	25,914	29,600	3,686	14.2
Boston, Mass.	Position Classifier	11	32,059	36,000	3,941	12.3
Boston, Mass.	Procurement Clerk	4	16,712	18,232	1,520	9.1
Boston, Mass.	Procurement Clerk	5	18,918	20,262	1,344	7.1
Boston, Mass.	Procurement Clerk	6	21,881	22,726	845	3.9
Boston, Mass.	Programmer	7	20,329	28,200	7,871	38.7
Boston, Mass.	Programmer	9	25,367	33,000	7,633	30.1
Boston, Mass.	Programmer	11	31,197	38,200	7,003	22.5
Boston, Mass.	Programmer	12	38,357	43,000	4,643	12.1
Boston, Mass.	Secretary	4	15,474	20,023	4,549	29.4

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Boston, Mass.	Secretary	5	17,313	22,827	5,514	31.9
Boston, Mass.	Secretary	6	19,297	26,424	7,127	36.9
Boston, Mass.	Secretary	7	21,443	30,259	8,816	41.1
Boston, Mass.	Systems Analyst	9	25,105	31,100	5,995	23.9
Boston, Mass.	Systems Analyst	11	30,810	37,700	6,890	22.4
Boston, Mass.	Systems Analyst	12	38,631	44,000	5,369	13.9
Boston, Mass.	Systems Analyst	13	47,105	55,800	8,695	18.5
Boston, Mass.	Systems Analyst	14	57,125	64,600	7,475	13.1
Boston, Mass.	Systems Analyst	15	69,478	78,900	9,422	13.6
Chicago, Ill.	Accountant	7	20,497	27,300	6,803	33.2
Chicago, Ill.	Accountant	9	25,559	33,200	7,641	29.9
Chicago, Ill.	Accountant	11	31,983	39,600	7,617	23.8
Chicago, Ill.	Accountant	12	39,597	45,600	6,003	15.2
Chicago, Ill.	Accountant	13	47,715	57,100	9,385	19.7
Chicago, Ill.	Accountant	14	57,543	65,500	7,957	13.8
Chicago, Ill.	Accounting Tech	4	16,187	19,757	3,570	22.1
Chicago, Ill.	Accounting Tech	5	17,979	23,356	5,377	29.9
Chicago, Ill.	Attorney	11	29,148	45,000	15,852	54.4
Chicago, Ill.	Attorney	12	36,782	51,100	14,318	38.9
Chicago, Ill.	Attorney	13	45,227	62,700	17,473	38.6
Chicago, Ill.	Attorney	14	54,751	71,300	16,549	30.2
Chicago, Ill.	Attorney	15	65,887	85,300	19,413	29.5
Chicago, Ill.	Auditor	7	19,897	27,300	7,403	37.2
Chicago, Ill.	Auditor	9	24,535	33,200	8,665	35.3
Chicago, Ill.	Auditor	11	29,766	39,600	9,834	33.0
Chicago, Ill.	Chemist	7	22,370	30,100	7,730	34.6
Chicago, Ill.	Chemist	9	27,027	36,000	8,973	33.2
Chicago, Ill.	Chemist	11	32,793	42,300	9,507	29.0
Chicago, Ill.	Chemist	12	39,557	48,300	8,743	22.1
Chicago, Ill.	Chemist	13	48,536	59,600	11,064	22.8
Chicago, Ill.	Chemist	14	57,046	68,000	10,954	19.2
Chicago, Ill.	Clerk Typist	2	12,461	14,546	2,085	16.7
Chicago, Ill.	Clerk Typist	3	13,785	17,417	3,632	26.4
Chicago, Ill.	Computer Operator	5	16,962	19,415	2,453	14.5
Chicago, Ill.	Computer Operator	6	19,213	21,581	2,368	12.3
Chicago, Ill.	Computer Operator	7	22,593	24,194	1,601	7.1
Chicago, Ill.	Contractor	7	21,220	25,700	4,480	21.1
Chicago, Ill.	Contractor	9	25,081	31,500	6,419	25.6
Chicago, Ill.	Contractor	11	31,129	37,800	6,671	21.4

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Chicago, Ill.	Data Transcriber	3	13,785	17,391	3,606	26.2
Chicago, Ill.	Engineer	12	38,038	46,400	8,362	22.0
Chicago, Ill.	Engineer	13	48,684	56,400	7,716	15.9
Chicago, Ill.	Engineer	14	57,401	63,800	6,399	11.2
Chicago, Ill.	Engineer	15	67,384	75,800	8,416	12.5
Chicago, Ill.	Engineer Tech	4	14,067	18,836	4,769	33.9
Chicago, Ill.	Engineer Tech	5	16,918	20,951	4,033	23.8
Chicago, Ill.	Engineer Tech	7	20,857	26,619	5,762	27.6
Chicago, Ill.	Mail/File Clerk	2	11,914	14,961	3,047	25.6
Chicago, Ill.	Misc Clerk/Asst	2	11,887	14,961	3,074	25.9
Chicago, Ill.	Misc Clerk/Asst	3	14,078	16,520	2,442	17.3
Chicago, Ill.	Misc Clerk/Asst	4	16,651	18,391	1,740	10.5
Chicago, Ill.	Nurse	9	30,332	28,600	(1,732)	-5.7
Chicago, Ill.	Personnel Manager	11	32,379	40,100	7,721	23.8
Chicago, Ill.	Personnel Manager	12	37,915	46,500	8,585	22.6
Chicago, Ill.	Personnel Manager	13	48,011	58,700	10,689	22.3
Chicago, Ill.	Personnel Manager	14	55,864	67,800	11,936	21.4
Chicago, Ill.	Position Classifier	7	19,494	27,000	7,506	38.5
Chicago, Ill.	Position Classifier	9	25,437	33,300	7,863	30.9
Chicago, Ill.	Position Classifier	11	33,083	40,100	7,017	21.2
Chicago, Ill.	Pract/Voc Nurse	3	12,532	16,982	4,450	35.5
Chicago, Ill.	Pract/Voc Nurse	4	15,238	19,003	3,765	24.7
Chicago, Ill.	Pract/Voc Nurse	5	17,643	21,300	3,657	20.7
Chicago, Ill.	Procurement Clerk	3	16,289	16,520	231	1.4
Chicago, Ill.	Procurement Clerk	4	16,320	18,391	2,071	12.7
Chicago, Ill.	Procurement Clerk	5	19,198	20,574	1,376	7.2
Chicago, Ill.	Procurement Clerk	6	20,522	23,225	2,703	13.2
Chicago, Ill.	Programmer	7	20,566	31,900	11,334	55.1
Chicago, Ill.	Programmer	9	25,523	37,000	11,477	45.0
Chicago, Ill.	Programmer	11	31,828	42,600	10,772	33.9
Chicago, Ill.	Programmer	12	39,061	47,900	8,839	22.6
Chicago, Ill.	Secretary	4	15,474	19,890	4,416	28.5
Chicago, Ill.	Secretary	5	17,313	22,363	5,050	29.2
Chicago, Ill.	Secretary	6	20,540	25,581	5,041	24.5
Chicago, Ill.	Secretary	7	22,944	29,889	6,945	30.3
Chicago, Ill.	Systems Analyst	9	26,231	35,800	9,569	36.5
Chicago, Ill.	Systems Analyst	11	31,738	42,600	10,862	34.2
Chicago, Ill.	Systems Analyst	12	38,038	48,900	10,862	28.6
Chicago, Ill.	Systems Analyst	13	47,912	61,000	13,088	27.3

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Chicago, Ill.	Systems Analyst	14	57,382	69,900	12,518	21.8
Chicago, Ill.	Systems Analyst	15	63,577	84,400	20,823	32.8
Dallas, Texas	Accountant	7	20,403	29,600	9,197	45.1
Dallas, Texas	Accountant	9	24,343	35,400	11,057	45.4
Dallas, Texas	Accountant	11	33,989	41,800	7,811	23.0
Dallas, Texas	Accountant	12	38,119	47,700	9,581	25.1
Dallas, Texas	Accountant	13	47,852	59,000	11,148	23.3
Dallas, Texas	Accountant	14	61,653	67,400	5,747	9.3
Dallas, Texas	Accounting Tech	3	13,366	16,149	2,783	20.8
Dallas, Texas	Accounting Tech	4	15,293	18,386	3,093	20.2
Dallas, Texas	Accounting Tech	5	17,404	20,997	3,593	20.6
Dallas, Texas	Attorney	11	29,311	40,200	10,889	37.2
Dallas, Texas	Attorney	12	36,078	45,800	9,722	27.0
Dallas, Texas	Attorney	13	45,489	56,400	10,911	24.0
Dallas, Texas	Attorney	14	54,945	64,300	9,355	17.0
Dallas, Texas	Attorney	15	65,760	77,100	11,340	17.2
Dallas, Texas	Auditor	7	19,529	29,600	10,071	51.6
Dallas, Texas	Auditor	9	24,145	35,400	11,255	46.6
Dallas, Texas	Auditor	11	31,267	41,800	10,533	33.7
Dallas, Texas	Clerk Typist	2	12,461	12,995	534	4.3
Dallas, Texas	Clerk Typist	3	13,785	16,149	2,364	17.2
Dallas, Texas	Computer Operator	5	17,313	19,740	2,427	14.0
Dallas, Texas	Computer Operator	6	19,297	23,931	4,634	24.0
Dallas, Texas	Computer Operator	7	21,443	28,985	7,542	35.2
Dallas, Texas	Contractor	7	21,402	28,900	7,498	35.0
Dallas, Texas	Contractor	9	25,054	35,100	10,046	40.1
Dallas, Texas	Contractor	11	31,290	41,900	10,610	33.9
Dallas, Texas	Data Transcriber	3	13,785	16,149	2,364	17.2
Dallas, Texas	Engineer	12	38,038	51,300	13,262	34.9
Dallas, Texas	Engineer	13	48,637	62,100	13,463	27.7
Dallas, Texas	Engineer	14	58,279	70,000	11,721	20.1
Dallas, Texas	Engineer	15	67,823	83,000	15,177	22.4
Dallas, Texas	Engineer Tech	7	24,366	29,196	4,830	19.8
Dallas, Texas	Misc Clerk/Asst	2	12,970	14,284	1,314	10.1
Dallas, Texas	Misc Clerk/Asst	3	14,005	16,149	2,144	15.3
Dallas, Texas	Misc Clerk/Asst	4	15,394	18,386	2,992	19.4
Dallas, Texas	Personnel Manager	11	33,557	41,000	7,443	22.2
Dallas, Texas	Personnel Manager	12	39,045	46,700	7,655	19.6
Dallas, Texas	Personnel Manager	13	49,239	57,700	8,461	17.2

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Dallas, Texas	Personnel Manager	14	57,682	65,800	8,118	14.1
Dallas, Texas	Position Classifier	11	33,662	41,000	7,338	21.8
Dallas, Texas	Pract/Voc Nurse	4	14,067	16,943	2,876	20.4
Dallas, Texas	Pract/Voc Nurse	5	17,699	17,600	(99)	-0.6
Dallas, Texas	Procurement Clerk	3	13,366	16,149	2,783	20.8
Dallas, Texas	Procurement Clerk	4	15,544	18,386	2,842	18.3
Dallas, Texas	Procurement Clerk	5	17,921	20,997	3,076	17.2
Dallas, Texas	Procurement Clerk	6	20,271	24,167	3,896	19.2
Dallas, Texas	Programmer	7	21,088	29,100	8,012	38.0
Dallas, Texas	Programmer	9	24,994	35,200	10,206	40.8
Dallas, Texas	Programmer	11	29,975	41,800	11,825	39.5
Dallas, Texas	Programmer	12	39,553	48,000	8,447	21.4
Dallas, Texas	Secretary	4	15,474	20,411	4,937	31.9
Dallas, Texas	Secretary	5	17,313	22,299	4,986	28.8
Dallas, Texas	Secretary	6	20,471	24,590	4,119	20.1
Dallas, Texas	Secretary	7	22,872	27,353	4,481	19.6
Dallas, Texas	Systems Analyst	9	25,260	35,300	10,040	39.8
Dallas, Texas	Systems Analyst	11	32,267	42,600	10,333	32.0
Dallas, Texas	Systems Analyst	12	38,787	49,400	10,613	27.4
Dallas, Texas	Systems Analyst	13	47,132	62,500	15,368	32.6
Dallas, Texas	Systems Analyst	14	55,949	72,100	16,151	28.9
Dallas, Texas	Systems Analyst	15	59,063	87,800	28,737	48.7
Dayton-Sprfld, Ohio	Accountant	7	20,393	24,900	4,507	22.1
Dayton-Sprfld, Ohio	Accountant	9	24,642	30,400	5,758	23.4
Dayton-Sprfld, Ohio	Accountant	11	30,776	36,300	5,524	18.0
Dayton-Sprfld, Ohio	Accountant	12	38,679	41,800	3,121	8.1
Dayton-Sprfld, Ohio	Accountant	13	47,202	52,300	5,098	10.8
Dayton-Sprfld, Ohio	Accountant	14	56,550	60,200	3,650	6.5
Dayton-Sprfld, Ohio	Accounting Tech	3	12,910	14,503	1,593	12.3
Dayton-Sprfld, Ohio	Accounting Tech	4	17,164	16,246	(918)	-5.4
Dayton-Sprfld, Ohio	Accounting Tech	5	17,454	18,279	825	4.7
Dayton-Sprfld, Ohio	Attorney	11	29,525	36,100	6,575	22.3
Dayton-Sprfld, Ohio	Attorney	12	35,853	41,500	5,647	15.8
Dayton-Sprfld, Ohio	Attorney	13	44,684	51,800	7,116	15.9
Dayton-Sprfld, Ohio	Attorney	14	52,295	59,500	7,205	13.8
Dayton-Sprfld, Ohio	Attorney	15	66,848	71,900	5,052	7.6
Dayton-Sprfld, Ohio	Auditor	7	21,226	24,900	3,674	17.3
Dayton-Sprfld, Ohio	Auditor	9	23,934	30,400	6,466	27.0
Dayton-Sprfld, Ohio	Auditor	11	30,103	36,300	6,197	20.6

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Dayton-Sprfld, Ohio	Clerk Typist	2	11,555	16,095	4,540	39.3
Dayton-Sprfld, Ohio	Clerk Typist	3	12,973	18,936	5,963	46.0
Dayton-Sprfld, Ohio	Computer Operator	5	17,515	18,307	792	4.5
Dayton-Sprfld, Ohio	Computer Operator	6	19,912	20,106	194	1.0
Dayton-Sprfld, Ohio	Computer Operator	7	21,179	22,276	1,097	5.2
Dayton-Sprfld, Ohio	Data Transcriber	2	11,484	13,795	2,311	20.1
Dayton-Sprfld, Ohio	Data Transcriber	3	12,663	16,203	3,540	28.0
Dayton-Sprfld, Ohio	Drafter	5	16,131	25,940	9,809	60.8
Dayton-Sprfld, Ohio	Engineer	12	38,038	43,200	5,162	13.6
Dayton-Sprfld, Ohio	Engineer	13	48,505	53,300	4,795	9.9
Dayton-Sprfld, Ohio	Engineer	14	57,810	60,800	2,990	5.2
Dayton-Sprfld, Ohio	Engineer	15	68,181	72,900	4,719	6.9
Dayton-Sprfld, Ohio	Engineer Tech	4	14,267	16,897	2,630	18.4
Dayton-Sprfld, Ohio	Engineer Tech	5	16,263	21,908	5,645	34.7
Dayton-Sprfld, Ohio	Engineer Tech	7	20,062	27,992	7,930	39.5
Dayton-Sprfld, Ohio	Misc Clerk/Asst	1	10,213	11,817	1,604	15.7
Dayton-Sprfld, Ohio	Misc Clerk/Asst	3	16,267	14,503	(1,764)	-10.8
Dayton-Sprfld, Ohio	Misc Clerk/Asst	4	15,989	16,246	257	1.6
Dayton-Sprfld, Ohio	Nurse	7	20,143	27,200	7,057	35.0
Dayton-Sprfld, Ohio	Personnel Manager	11	30,956	36,500	5,544	17.9
Dayton-Sprfld, Ohio	Personnel Manager	12	38,927	42,100	3,173	8.2
Dayton-Sprfld, Ohio	Personnel Manager	13	47,631	52,600	4,969	10.4
Dayton-Sprfld, Ohio	Personnel Manager	14	54,873	60,400	5,527	10.1
Dayton-Sprfld, Ohio	Position Classifier	7	19,494	25,200	5,706	29.3
Dayton-Sprfld, Ohio	Position Classifier	9	24,244	30,600	6,356	26.2
Dayton-Sprfld, Ohio	Position Classifier	11	29,236	36,500	7,264	24.8
Dayton-Sprfld, Ohio	Pract/Voc Nurse	4	16,175	16,909	734	4.5
Dayton-Sprfld, Ohio	Pract/Voc Nurse	5	18,296	18,500	204	1.1
Dayton-Sprfld, Ohio	Programmer	7	19,960	26,300	6,340	31.8
Dayton-Sprfld, Ohio	Programmer	9	25,834	30,100	4,266	16.5
Dayton-Sprfld, Ohio	Programmer	11	32,043	34,200	2,157	6.7
Dayton-Sprfld, Ohio	Programmer	12	38,024	38,000	(24)	-0.1
Dayton-Sprfld, Ohio	Procurement Clerk	3	15,124	14,503	(621)	-4.1
Dayton-Sprfld, Ohio	Procurement Clerk	4	15,491	16,246	755	4.9
Dayton-Sprfld, Ohio	Procurement Clerk	5	18,037	18,279	242	1.3
Dayton-Sprfld, Ohio	Procurement Clerk	6	20,203	20,747	544	2.7
Dayton-Sprfld, Ohio	Secretary	4	15,085	16,311	1,226	8.1
Dayton-Sprfld, Ohio	Secretary	5	17,639	19,110	1,471	8.3
Dayton-Sprfld, Ohio	Secretary	6	20,255	20,064	(191)	-0.9

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Dayton-Sprfld, Ohio	Secretary	7	23,082	25,595	2,513	10.9
Dayton-Sprfld, Ohio	Systems Analyst	9	25,536	30,800	5,264	20.6
Dayton-Sprfld, Ohio	Systems Analyst	11	30,930	36,200	5,270	17.0
Dayton-Sprfld, Ohio	Systems Analyst	12	39,081	41,200	2,119	5.4
Dayton-Sprfld, Ohio	Systems Analyst	13	47,646	50,900	3,254	6.8
Dayton-Sprfld, Ohio	Systems Analyst	14	57,543	58,000	457	0.8
Dayton-Sprfld, Ohio	Systems Analyst	15	69,668	69,600	(68)	-0.1
Denver, Colo.	Accountant	7	21,268	24,400	3,132	14.7
Denver, Colo.	Accountant	9	24,468	32,100	7,632	31.2
Denver, Colo.	Accountant	11	30,961	40,600	9,639	31.1
Denver, Colo.	Accountant	12	39,026	48,400	9,374	24.0
Denver, Colo.	Accountant	13	47,507	63,500	15,993	33.7
Denver, Colo.	Accountant	14	56,731	74,600	17,869	31.5
Denver, Colo.	Accounting Tech	3	12,844	15,785	2,941	22.9
Denver, Colo.	Accounting Tech	4	15,559	18,775	3,216	20.7
Denver, Colo.	Accounting Tech	5	17,845	22,264	4,419	24.8
Denver, Colo.	Auditor	7	19,570	24,400	4,830	24.7
Denver, Colo.	Auditor	9	24,642	32,100	7,458	30.3
Denver, Colo.	Auditor	11	29,559	40,600	11,041	37.4
Denver, Colo.	Chemist	9	25,713	35,300	9,587	37.3
Denver, Colo.	Chemist	11	32,059	42,500	10,441	32.6
Denver, Colo.	Chemist	12	39,793	49,300	9,507	23.9
Denver, Colo.	Chemist	13	47,773	62,200	14,427	30.2
Denver, Colo.	Chemist	14	58,064	71,800	13,736	23.7
Denver, Colo.	Clerk Typist	2	11,635	13,180	1,545	13.3
Denver, Colo.	Clerk Typist	3	13,229	15,996	2,767	20.9
Denver, Colo.	Computer Operator	5	17,049	18,016	967	5.7
Denver, Colo.	Computer Operator	6	20,087	20,233	146	0.7
Denver, Colo.	Computer Operator	7	21,800	22,907	1,107	5.1
Denver, Colo.	Data Transcriber	3	14,132	17,625	3,493	24.7
Denver, Colo.	Drafter	4	15,785	21,051	5,266	33.4
Denver, Colo.	Drafter	5	17,705	25,497	7,792	44.0
Denver, Colo.	Engineer	12	38,038	49,000	10,962	28.8
Denver, Colo.	Engineer	13	49,290	61,900	12,610	25.6
Denver, Colo.	Engineer	14	58,331	71,500	13,169	22.6
Denver, Colo.	Engineer	15	68,447	87,100	18,653	27.3
Denver, Colo.	Engineer Tech	4	16,074	22,062	5,988	37.3
Denver, Colo.	Engineer Tech	5	18,361	24,016	5,655	30.8
Denver, Colo.	Engineer Tech	7	22,593	29,250	6,657	29.5

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Denver, Colo.	Mail/File Clerk	2	11,893	14,531	2,638	22.2
Denver, Colo.	Misc Clerk/Asst	2	13,650	14,531	881	6.5
Denver, Colo.	Misc Clerk/Asst	3	13,121	15,925	2,804	21.4
Denver, Colo.	Misc Clerk/Asst	4	15,547	17,599	2,052	13.2
Denver, Colo.	Nurse	9	26,231	26,900	669	2.6
Denver, Colo.	Personnel Manager	11	32,755	37,500	4,745	14.5
Denver, Colo.	Personnel Manager	12	39,153	46,400	7,247	18.5
Denver, Colo.	Personnel Manager	13	50,045	63,500	13,455	26.9
Denver, Colo.	Personnel Manager	14	58,836	76,100	17,264	29.3
Denver, Colo.	Position Classifier	11	33,758	37,500	3,742	11.1
Denver, Colo.	Pract/Voc Nurse	5	17,845	18,300	455	2.6
Denver, Colo.	Procurement Clerk	3	12,949	15,925	2,976	23.0
Denver, Colo.	Procurement Clerk	4	15,660	17,599	1,939	12.4
Denver, Colo.	Procurement Clerk	5	18,332	19,552	1,220	6.7
Denver, Colo.	Procurement Clerk	6	20,126	21,923	1,797	8.9
Denver, Colo.	Programmer	7	21,213	25,100	3,887	18.3
Denver, Colo.	Programmer	9	25,326	31,400	6,074	24.0
Denver, Colo.	Programmer	11	31,667	38,300	6,633	21.0
Denver, Colo.	Programmer	12	40,167	44,800	4,633	11.5
Denver, Colo.	Secretary	4	15,391	19,501	4,110	26.7
Denver, Colo.	Secretary	5	17,748	21,460	3,712	20.9
Denver, Colo.	Secretary	6	20,474	23,840	3,366	16.4
Denver, Colo.	Secretary	7	22,797	26,709	3,912	17.2
Denver, Colo.	Systems Analyst	9	24,889	33,300	8,411	33.8
Denver, Colo.	Systems Analyst	11	31,203	42,400	11,197	35.9
Denver, Colo.	Systems Analyst	12	39,212	50,800	11,588	29.6
Denver, Colo.	Systems Analyst	13	47,515	67,000	19,485	41.0
Denver, Colo.	Systems Analyst	14	57,047	79,000	21,953	38.5
Denver, Colo.	Systems Analyst	15	66,624	98,400	31,776	47.7
Detroit, Mich.	Accountant	7	19,575	22,800	3,225	16.5
Detroit, Mich.	Accountant	9	25,604	29,500	3,896	15.2
Detroit, Mich.	Accountant	11	31,913	36,700	4,787	15.0
Detroit, Mich.	Accountant	12	38,488	43,500	5,012	13.0
Detroit, Mich.	Accountant	14	52,722	66,100	13,378	25.4
Detroit, Mich.	Accounting Tech	3	14,201	15,410	1,209	8.5
Detroit, Mich.	Accounting Tech	4	15,439	22,328	6,889	44.6
Detroit, Mich.	Accounting Tech	5	17,990	30,398	12,408	69.0
Detroit, Mich.	Attorney	11	30,570	38,200	7,630	25.0
Detroit, Mich.	Attorney	12	38,037	43,800	5,763	15.2

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Detroit, Mich.	Attorney	13	47,328	54,300	6,972	14.7
Detroit, Mich.	Attorney	14	55,590	62,200	6,610	11.9
Detroit, Mich.	Attorney	15	67,409	74,900	7,491	11.1
Detroit, Mich.	Auditor	7	19,494	22,800	3,306	17.0
Detroit, Mich.	Auditor	9	24,004	29,500	5,496	22.9
Detroit, Mich.	Auditor	11	30,410	36,700	6,290	20.7
Detroit, Mich.	Clerk Typist	2	11,484	14,308	2,824	24.6
Detroit, Mich.	Clerk Typist	3	13,482	20,443	6,961	51.6
Detroit, Mich.	Computer Operator	5	17,090	24,233	7,143	41.8
Detroit, Mich.	Computer Operator	6	19,686	26,533	6,847	34.8
Detroit, Mich.	Computer Operator	7	21,510	29,307	7,797	36.3
Detroit, Mich.	Data Transcriber	3	13,644	19,988	6,344	46.5
Detroit, Mich.	Drafter	5	20,460	32,578	12,118	59.2
Detroit, Mich.	Engineer	12	38,038	49,900	11,862	31.2
Detroit, Mich.	Engineer	13	47,634	60,600	12,966	27.2
Detroit, Mich.	Engineer	14	56,336	68,500	12,164	21.6
Detroit, Mich.	Engineer	15	67,797	81,400	13,603	20.1
Detroit, Mich.	Engineer Tech	4	15,672	30,155	14,483	92.4
Detroit, Mich.	Engineer Tech	5	16,437	30,598	14,161	86.2
Detroit, Mich.	Engineer Tech	7	22,192	31,784	9,592	43.2
Detroit, Mich.	Mail/File Clerk	2	12,211	13,733	1,522	12.5
Detroit, Mich.	Misc Clerk/Asst	2	13,340	13,733	393	2.9
Detroit, Mich.	Misc Clerk/Asst	3	14,108	16,415	2,307	16.4
Detroit, Mich.	Misc Clerk/Asst	4	15,762	19,632	3,870	24.6
Detroit, Mich.	Nurse	9	29,206	30,700	1,494	5.1
Detroit, Mich.	Personnel Manager	11	32,780	38,900	6,120	18.7
Detroit, Mich.	Personnel Manager	12	38,549	45,800	7,251	18.8
Detroit, Mich.	Personnel Manager	13	49,286	59,000	9,714	19.7
Detroit, Mich.	Personnel Manager	14	57,205	68,800	11,595	20.3
Detroit, Mich.	Position Classifier	9	24,642	31,500	6,858	27.8
Detroit, Mich.	Position Classifier	11	31,257	38,900	7,643	24.5
Detroit, Mich.	Procurement Clerk	3	12,532	16,415	3,883	31.0
Detroit, Mich.	Procurement Clerk	4	15,645	19,632	3,987	25.5
Detroit, Mich.	Procurement Clerk	5	17,793	23,386	5,593	31.4
Detroit, Mich.	Procurement Clerk	6	19,924	27,944	8,020	40.3
Detroit, Mich.	Programmer	7	19,829	24,100	4,271	21.5
Detroit, Mich.	Programmer	9	24,492	32,300	7,808	31.9
Detroit, Mich.	Programmer	11	29,992	41,100	11,108	37.0
Detroit, Mich.	Programmer	12	38,113	49,300	11,187	29.4

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Detroit, Mich.	Secretary	4	15,016	22,105	7,089	47.2
Detroit, Mich.	Secretary	5	17,673	27,383	9,710	54.9
Detroit, Mich.	Secretary	6	20,409	26,418	6,009	29.4
Detroit, Mich.	Secretary	7	22,618	34,349	11,731	51.9
Detroit, Mich.	Systems Analyst	9	24,300	38,600	14,300	58.9
Detroit, Mich.	Systems Analyst	11	30,706	44,300	13,594	44.3
Detroit, Mich.	Systems Analyst	12	38,466	49,600	11,134	29.0
Detroit, Mich.	Systems Analyst	13	46,295	59,800	13,505	29.2
Detroit, Mich.	Systems Analyst	14	58,655	67,400	8,745	14.9
Detroit, Mich.	Systems Analyst	15	67,768	79,700	11,932	17.6
Harr-Leb-Car, Pa.	Accountant	7	20,013	28,300	8,287	41.4
Harr-Leb-Car, Pa.	Accountant	9	25,653	33,200	7,547	29.4
Harr-Leb-Car, Pa.	Accountant	11	32,276	38,500	6,224	19.3
Harr-Leb-Car, Pa.	Accountant	12	39,595	43,400	3,805	9.6
Harr-Leb-Car, Pa.	Accountant	13	46,815	52,900	6,085	13.0
Harr-Leb-Car, Pa.	Accounting Tech	3	13,030	15,409	2,379	18.3
Harr-Leb-Car, Pa.	Accounting Tech	4	15,098	17,437	2,339	15.5
Harr-Leb-Car, Pa.	Accounting Tech	5	17,648	19,803	2,155	12.2
Harr-Leb-Car, Pa.	Auditor	7	19,494	28,300	8,806	45.2
Harr-Leb-Car, Pa.	Auditor	9	24,343	33,200	8,857	36.4
Harr-Leb-Car, Pa.	Auditor	11	33,469	38,500	5,031	15.0
Harr-Leb-Car, Pa.	Clerk Typist	2	14,075	13,210	(865)	-6.2
Harr-Leb-Car, Pa.	Clerk Typist	3	13,667	15,409	1,742	12.7
Harr-Leb-Car, Pa.	Computer Operator	5	16,951	17,562	611	3.6
Harr-Leb-Car, Pa.	Computer Operator	6	19,425	19,728	303	1.6
Harr-Leb-Car, Pa.	Computer Operator	7	21,564	22,340	776	3.6
Harr-Leb-Car, Pa.	Data Transcriber	2	11,484	13,405	1,921	16.7
Harr-Leb-Car, Pa.	Data Transcriber	3	14,157	18,372	4,215	29.8
Harr-Leb-Car, Pa.	Drafter	3	16,289	17,710	1,421	8.7
Harr-Leb-Car, Pa.	Drafter	4	14,535	21,502	6,967	47.9
Harr-Leb-Car, Pa.	Drafter	5	16,787	25,926	9,139	54.4
Harr-Leb-Car, Pa.	Engineer Tech	5	19,770	20,133	363	1.8
Harr-Leb-Car, Pa.	Engineer Tech	7	22,904	36,795	13,891	60.7
Harr-Leb-Car, Pa.	Mail/File Clerk	2	14,458	13,719	(739)	-5.1
Harr-Leb-Car, Pa.	Misc Clerk/Asst	1	12,573	12,282	(291)	-2.3
Harr-Leb-Car, Pa.	Misc Clerk/Asst	2	11,973	13,719	1,746	14.6
Harr-Leb-Car, Pa.	Misc Clerk/Asst	3	13,575	15,409	1,834	13.5
Harr-Leb-Car, Pa.	Misc Clerk/Asst	4	16,153	17,437	1,284	8.0
Harr-Leb-Car, Pa.	Nurse	9	27,173	29,400	2,227	8.2

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Harr-Leb-Car, Pa.	Personnel Manager	11	31,631	37,200	5,569	17.6
Harr-Leb-Car, Pa.	Personnel Manager	12	40,918	42,400	1,482	3.6
Harr-Leb-Car, Pa.	Personnel Manager	13	52,143	52,300	157	0.3
Harr-Leb-Car, Pa.	Personnel Manager	14	56,694	59,600	2,906	5.1
Harr-Leb-Car, Pa.	Position Classifier	11	32,579	37,200	4,621	14.2
Harr-Leb-Car, Pa.	Procurement Clerk	3	13,653	15,409	1,756	12.9
Harr-Leb-Car, Pa.	Procurement Clerk	4	14,704	17,437	2,733	18.6
Harr-Leb-Car, Pa.	Procurement Clerk	5	16,986	19,803	2,817	16.6
Harr-Leb-Car, Pa.	Procurement Clerk	6	19,129	22,677	3,548	18.6
Harr-Leb-Car, Pa.	Programmer	7	20,478	26,200	5,722	28.0
Harr-Leb-Car, Pa.	Programmer	9	24,841	30,700	5,859	23.6
Harr-Leb-Car, Pa.	Programmer	11	31,771	35,600	3,829	12.1
Harr-Leb-Car, Pa.	Programmer	12	39,428	40,100	672	1.7
Harr-Leb-Car, Pa.	Secretary	4	15,743	19,613	3,870	24.6
Harr-Leb-Car, Pa.	Secretary	5	17,884	20,736	2,852	15.9
Harr-Leb-Car, Pa.	Secretary	6	20,555	23,556	3,001	14.6
Harr-Leb-Car, Pa.	Secretary	7	23,175	25,508	2,333	10.1
Harr-Leb-Car, Pa.	Systems Analyst	9	24,994	30,500	5,506	22.0
Harr-Leb-Car, Pa.	Systems Analyst	11	31,928	36,000	4,072	12.8
Harr-Leb-Car, Pa.	Systems Analyst	12	40,038	41,200	1,162	2.9
Harr-Leb-Car, Pa.	Systems Analyst	13	47,829	51,100	3,271	6.8
Harr-Leb-Car, Pa.	Systems Analyst	14	58,415	58,400	(15)	0.0
Harr-Leb-Car, Pa.	Systems Analyst	15	71,254	70,300	(954)	-1.3
Houston, Texas	Accountant	7	20,143	28,400	8,257	41.0
Houston, Texas	Accountant	9	26,232	34,900	8,668	33.0
Houston, Texas	Accountant	11	31,738	42,100	10,362	32.7
Houston, Texas	Accountant	12	39,574	48,700	9,126	23.1
Houston, Texas	Accountant	13	47,901	61,400	13,499	28.2
Houston, Texas	Accountant	14	54,890	70,800	15,910	29.0
Houston, Texas	Accounting Tech	4	16,201	21,350	5,149	31.8
Houston, Texas	Accounting Tech	5	17,601	26,188	8,587	48.8
Houston, Texas	Attorney	11	29,236	47,900	18,664	63.8
Houston, Texas	Attorney	12	35,238	54,400	19,162	54.4
Houston, Texas	Attorney	13	43,781	66,700	22,919	52.4
Houston, Texas	Attorney	14	53,620	75,900	22,280	41.6
Houston, Texas	Attorney	15	65,941	90,900	24,959	37.9
Houston, Texas	Auditor	7	19,494	28,400	8,906	45.7
Houston, Texas	Auditor	9	24,535	34,900	10,365	42.2
Houston, Texas	Auditor	11	30,043	42,100	12,057	40.1

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Houston, Texas	Chemist	9	29,215	40,500	11,285	38.6
Houston, Texas	Chemist	11	36,901	46,700	9,799	26.6
Houston, Texas	Chemist	12	39,574	52,500	12,926	32.7
Houston, Texas	Chemist	13	47,441	63,600	16,159	34.1
Houston, Texas	Clerk Typist	2	12,599	15,732	3,133	24.9
Houston, Texas	Clerk Typist	3	13,044	17,544	4,500	34.5
Houston, Texas	Computer Operator	5	16,263	20,007	3,744	23.0
Houston, Texas	Computer Operator	6	19,482	22,283	2,801	14.4
Houston, Texas	Computer Operator	7	21,009	25,029	4,020	19.1
Houston, Texas	Contractor	7	22,555	31,300	8,745	38.8
Houston, Texas	Contractor	9	25,790	37,600	11,810	45.8
Houston, Texas	Contractor	11	30,392	44,400	14,008	46.1
Houston, Texas	Data Transcriber	3	13,366	18,086	4,720	35.3
Houston, Texas	Drafter	5	18,361	29,452	11,091	60.4
Houston, Texas	Engineer	12	38,038	54,700	16,662	43.8
Houston, Texas	Engineer	13	49,551	66,400	16,849	34.0
Houston, Texas	Engineer	14	57,798	75,100	17,302	29.9
Houston, Texas	Engineer	15	68,699	89,300	20,601	30.0
Houston, Texas	Engineer Tech	7	21,659	31,230	9,571	44.2
Houston, Texas	Misc Clerk/Asst	3	13,724	17,402	3,678	26.8
Houston, Texas	Misc Clerk/Asst	4	15,561	19,255	3,694	23.7
Houston, Texas	Personnel Manager	11	32,700	43,600	10,900	33.3
Houston, Texas	Personnel Manager	12	37,378	50,200	12,822	34.3
Houston, Texas	Personnel Manager	13	47,620	62,800	15,180	31.9
Houston, Texas	Personnel Manager	14	60,360	72,200	11,840	19.6
Houston, Texas	Position Classifier	11	33,469	43,600	10,131	30.3
Houston, Texas	Pract/Voc Nurse	3	14,945	17,439	2,494	16.7
Houston, Texas	Pract/Voc Nurse	4	15,862	18,128	2,266	14.3
Houston, Texas	Pract/Voc Nurse	5	18,927	18,500	(427)	-2.3
Houston, Texas	Procurement Clerk	4	16,175	19,255	3,080	19.0
Houston, Texas	Procurement Clerk	5	17,626	21,416	3,790	21.5
Houston, Texas	Programmer	7	19,623	30,400	10,777	54.9
Houston, Texas	Programmer	9	25,138	37,600	12,462	49.6
Houston, Texas	Programmer	11	32,700	45,500	12,800	39.1
Houston, Texas	Programmer	12	39,574	52,900	13,326	33.7
Houston, Texas	Secretary	4	15,053	21,644	6,591	43.8
Houston, Texas	Secretary	5	17,596	24,052	6,456	36.7
Houston, Texas	Secretary	6	20,267	27,423	7,156	35.3
Houston, Texas	Secretary	7	22,474	32,426	9,952	44.3

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Houston, Texas	Systems Analyst	9	27,027	37,900	10,873	40.2
Houston, Texas	Systems Analyst	11	30,584	45,700	15,116	49.4
Houston, Texas	Systems Analyst	12	37,908	53,000	15,092	39.8
Houston, Texas	Systems Analyst	13	46,566	67,000	20,434	43.9
Houston, Texas	Systems Analyst	14	57,307	77,300	19,993	34.9
Indianapolis, Ind.	Accountant	7	21,348	24,400	3,052	14.3
Indianapolis, Ind.	Accountant	9	24,516	30,600	6,084	24.8
Indianapolis, Ind.	Accountant	11	30,241	37,300	7,059	23.3
Indianapolis, Ind.	Accountant	12	38,439	43,600	5,161	13.4
Indianapolis, Ind.	Accountant	13	46,134	55,600	9,466	20.5
Indianapolis, Ind.	Accountant	14	56,105	64,500	8,395	15.0
Indianapolis, Ind.	Accounting Tech	3	13,157	14,918	1,761	13.4
Indianapolis, Ind.	Accounting Tech	4	16,233	20,233	4,000	24.6
Indianapolis, Ind.	Accounting Tech	5	17,677	26,434	8,757	49.5
Indianapolis, Ind.	Auditor	7	19,494	24,400	4,906	25.2
Indianapolis, Ind.	Auditor	9	24,323	30,600	6,277	25.8
Indianapolis, Ind.	Auditor	11	30,269	37,300	7,031	23.2
Indianapolis, Ind.	Clerk Typist	2	12,669	12,314	(355)	-2.8
Indianapolis, Ind.	Clerk Typist	3	13,487	15,229	1,742	12.9
Indianapolis, Ind.	Computer Operator	5	17,115	18,204	1,089	6.4
Indianapolis, Ind.	Computer Operator	6	19,839	20,019	180	0.9
Indianapolis, Ind.	Computer Operator	7	23,293	22,207	(1,086)	-4.7
Indianapolis, Ind.	Data Transcriber	2	11,715	13,840	2,125	18.1
Indianapolis, Ind.	Data Transcriber	3	13,917	15,866	1,949	14.0
Indianapolis, Ind.	Drafter	4	14,535	21,865	7,330	50.4
Indianapolis, Ind.	Drafter	5	17,662	26,680	9,018	51.1
Indianapolis, Ind.	Engineer	12	38,038	45,700	7,662	20.1
Indianapolis, Ind.	Engineer	13	48,601	54,400	5,799	11.9
Indianapolis, Ind.	Engineer	14	56,388	60,900	4,512	8.0
Indianapolis, Ind.	Engineer	15	67,437	71,300	3,863	5.7
Indianapolis, Ind.	Engineer Tech	4	15,004	28,409	13,405	89.3
Indianapolis, Ind.	Engineer Tech	5	16,000	28,627	12,627	78.9
Indianapolis, Ind.	Engineer Tech	7	20,533	29,209	8,676	42.3
Indianapolis, Ind.	Mail/File Clerk	2	12,908	12,886	(22)	-0.2
Indianapolis, Ind.	Misc Clerk/Asst	2	14,225	12,886	(1,339)	-9.4
Indianapolis, Ind.	Misc Clerk/Asst	3	14,692	14,880	188	1.3
Indianapolis, Ind.	Misc Clerk/Asst	4	15,985	17,273	1,288	8.1
Indianapolis, Ind.	Nurse	9	26,911	30,300	3,389	12.6
Indianapolis, Ind.	Personnel Manager	11	32,459	39,900	7,441	22.9

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Indianapolis, Ind.	Personnel Manager	12	39,304	46,200	6,896	17.6
Indianapolis, Ind.	Personnel Manager	13	43,576	58,200	14,624	33.6
Indianapolis, Ind.	Personnel Manager	14	58,561	67,000	8,439	14.4
Indianapolis, Ind.	Position Classifier	11	32,219	39,900	7,681	23.8
Indianapolis, Ind.	Procurement Clerk	4	15,400	17,273	1,873	12.2
Indianapolis, Ind.	Procurement Clerk	5	18,692	20,065	1,373	7.3
Indianapolis, Ind.	Procurement Clerk	6	19,004	23,455	4,451	23.4
Indianapolis, Ind.	Secretary	4	15,925	17,707	1,782	11.2
Indianapolis, Ind.	Secretary	5	18,255	22,286	4,031	22.1
Indianapolis, Ind.	Secretary	6	20,566	24,864	4,298	20.9
Indianapolis, Ind.	Secretary	7	22,831	28,758	5,927	26.0
Indianapolis, Ind.	Systems Analyst	9	28,220	37,200	8,980	31.8
Indianapolis, Ind.	Systems Analyst	11	31,287	42,300	11,013	35.2
Indianapolis, Ind.	Systems Analyst	12	38,895	47,000	8,105	20.8
Indianapolis, Ind.	Systems Analyst	13	46,994	55,900	8,906	19.0
Indianapolis, Ind.	Systems Analyst	14	59,898	62,500	2,602	4.3
Indianapolis, Ind.	Systems Analyst	15	71,974	73,300	1,326	1.8
Kansas City, Mo.-Kan.	Accountant	7	20,143	29,800	9,657	47.9
Kansas City, Mo.-Kan.	Accountant	9	25,075	35,000	9,925	39.6
Kansas City, Mo.-Kan.	Accountant	11	33,060	40,700	7,640	23.1
Kansas City, Mo.-Kan.	Accountant	12	39,889	46,000	6,111	15.3
Kansas City, Mo.-Kan.	Accountant	13	46,841	56,200	9,359	20.0
Kansas City, Mo.-Kan.	Accountant	14	55,588	63,700	8,112	14.6
Kansas City, Mo.-Kan.	Accounting Tech	3	14,096	15,080	984	7.0
Kansas City, Mo.-Kan.	Accounting Tech	4	15,326	18,704	3,378	22.0
Kansas City, Mo.-Kan.	Accounting Tech	5	17,769	22,932	5,163	29.1
Kansas City, Mo.-Kan.	Attorney	11	29,525	35,700	6,175	20.9
Kansas City, Mo.-Kan.	Attorney	12	37,653	41,700	4,047	10.8
Kansas City, Mo.-Kan.	Attorney	13	45,462	53,000	7,538	16.6
Kansas City, Mo.-Kan.	Attorney	14	55,322	61,400	6,078	11.0
Kansas City, Mo.-Kan.	Attorney	15	66,762	75,000	8,238	12.3
Kansas City, Mo.-Kan.	Auditor	7	19,827	29,800	9,973	50.3
Kansas City, Mo.-Kan.	Auditor	9	24,182	35,000	10,818	44.7
Kansas City, Mo.-Kan.	Auditor	11	30,980	40,700	9,720	31.4
Kansas City, Mo.-Kan.	Contractor	7	21,996	29,800	7,804	35.5
Kansas City, Mo.-Kan.	Contractor	9	25,706	34,800	9,094	35.4
Kansas City, Mo.-Kan.	Contractor	11	31,635	40,100	8,465	26.8
Kansas City, Mo.-Kan.	Chemist	7	19,494	31,400	11,906	61.1
Kansas City, Mo.-Kan.	Chemist	9	24,642	37,100	12,458	50.6

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Kansas City, Mo.-Kan.	Chemist	11	34,624	43,300	8,676	25.1
Kansas City, Mo.-Kan.	Chemist	12	40,226	49,100	8,874	22.1
Kansas City, Mo.-Kan.	Chemist	13	49,612	60,200	10,588	21.3
Kansas City, Mo.-Kan.	Chemist	14	59,732	68,400	8,668	14.5
Kansas City, Mo.-Kan.	Clerk Typist	2	11,606	13,512	1,906	16.4
Kansas City, Mo.-Kan.	Clerk Typist	3	13,767	16,864	3,097	22.5
Kansas City, Mo.-Kan.	Computer Operator	5	17,435	16,672	(763)	-4.4
Kansas City, Mo.-Kan.	Computer Operator	6	18,966	19,570	604	3.2
Kansas City, Mo.-Kan.	Computer Operator	7	21,849	23,065	1,216	5.6
Kansas City, Mo.-Kan.	Data Transcriber	2	11,553	14,726	3,173	27.5
Kansas City, Mo.-Kan.	Data Transcriber	3	13,108	17,682	4,574	34.9
Kansas City, Mo.-Kan.	Drafter	4	14,535	20,910	6,375	43.9
Kansas City, Mo.-Kan.	Engineer	12	38,038	48,100	10,062	26.5
Kansas City, Mo.-Kan.	Engineer	13	49,619	56,100	6,481	13.1
Kansas City, Mo.-Kan.	Engineer	14	58,265	62,100	3,835	6.6
Kansas City, Mo.-Kan.	Engineer	15	67,963	71,800	3,837	5.7
Kansas City, Mo.-Kan.	Engineer Tech	4	16,097	24,169	8,072	50.2
Kansas City, Mo.-Kan.	Engineer Tech	7	22,481	30,547	8,066	35.9
Kansas City, Mo.-Kan.	Mail/File Clerk	2	11,681	13,259	1,578	13.5
Kansas City, Mo.-Kan.	Misc Clerk/Asst	1	12,778	12,047	(731)	-5.7
Kansas City, Mo.-Kan.	Misc Clerk/Asst	2	11,570	13,259	1,689	14.6
Kansas City, Mo.-Kan.	Misc Clerk/Asst	3	13,360	14,685	1,325	9.9
Kansas City, Mo.-Kan.	Misc Clerk/Asst	4	15,732	16,396	664	4.2
Kansas City, Mo.-Kan.	Personnel Manager	11	31,937	41,100	9,163	28.7
Kansas City, Mo.-Kan.	Personnel Manager	12	39,403	46,600	7,197	18.3
Kansas City, Mo.-Kan.	Personnel Manager	13	48,881	57,200	8,319	17.0
Kansas City, Mo.-Kan.	Personnel Manager	14	57,351	65,000	7,649	13.3
Kansas City, Mo.-Kan.	Position Classifier	7	22,092	29,700	7,608	34.4
Kansas City, Mo.-Kan.	Position Classifier	9	24,244	35,200	10,956	45.2
Kansas City, Mo.-Kan.	Position Classifier	11	32,059	41,100	9,041	28.2
Kansas City, Mo.-Kan.	Procurement Clerk	4	14,974	16,396	1,422	9.5
Kansas City, Mo.-Kan.	Procurement Clerk	5	18,052	18,392	340	1.9
Kansas City, Mo.-Kan.	Procurement Clerk	6	19,784	20,817	1,033	5.2
Kansas City, Mo.-Kan.	Programmer	7	21,019	26,400	5,381	25.6
Kansas City, Mo.-Kan.	Programmer	9	25,093	32,700	7,607	30.3
Kansas City, Mo.-Kan.	Programmer	11	31,504	39,500	7,996	25.4
Kansas City, Mo.-Kan.	Programmer	12	39,141	45,900	6,759	17.3
Kansas City, Mo.-Kan.	Secretary	4	15,974	18,975	3,001	18.8
Kansas City, Mo.-Kan.	Secretary	5	18,175	19,522	1,347	7.4

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Kansas City, Mo.-Kan.	Secretary	6	20,425	22,345	1,920	9.4
Kansas City, Mo.-Kan.	Secretary	7	23,159	25,749	2,590	11.2
Kansas City, Mo.-Kan.	Systems Analyst	9	25,062	33,400	8,338	33.3
Kansas City, Mo.-Kan.	Systems Analyst	11	31,051	39,600	8,549	27.5
Kansas City, Mo.-Kan.	Systems Analyst	12	39,114	45,400	6,286	16.1
Kansas City, Mo.-Kan.	Systems Analyst	13	46,920	56,400	9,480	20.2
Kansas City, Mo.-Kan.	Systems Analyst	14	55,551	64,600	9,049	16.3
Kansas City, Mo.-Kan.	Systems Analyst	15	66,631	77,900	11,269	16.9
Los Ang-Lg Bch, Calif.	Accountant	7	21,443	28,600	7,157	33.4
Los Ang-Lg Bch, Calif.	Accountant	9	26,231	34,200	7,969	30.4
Los Ang-Lg Bch, Calif.	Accountant	11	32,494	40,200	7,706	23.7
Los Ang-Lg Bch, Calif.	Accountant	12	39,189	45,800	6,611	16.9
Los Ang-Lg Bch, Calif.	Accountant	13	47,262	56,500	9,238	19.6
Los Ang-Lg Bch, Calif.	Accountant	14	58,546	64,500	5,954	10.2
Los Ang-Lg Bch, Calif.	Accounting Tech	4	16,494	21,642	5,148	31.2
Los Ang-Lg Bch, Calif.	Accounting Tech	5	18,060	24,784	6,724	37.2
Los Ang-Lg Bch, Calif.	Attorney	11	30,522	42,900	12,378	40.6
Los Ang-Lg Bch, Calif.	Attorney	12	36,707	50,200	13,493	36.8
Los Ang-Lg Bch, Calif.	Attorney	13	44,688	64,100	19,412	43.4
Los Ang-Lg Bch, Calif.	Attorney	14	54,977	74,500	19,523	35.5
Los Ang-Lg Bch, Calif.	Attorney	15	66,979	91,300	24,321	36.3
Los Ang-Lg Bch, Calif.	Auditor	7	21,443	28,600	7,157	33.4
Los Ang-Lg Bch, Calif.	Auditor	9	26,231	34,200	7,969	30.4
Los Ang-Lg Bch, Calif.	Auditor	11	30,493	40,200	9,707	31.8
Los Ang-Lg Bch, Calif.	Chemist	7	19,494	31,600	12,106	62.1
Los Ang-Lg Bch, Calif.	Chemist	9	30,080	36,800	6,720	22.3
Los Ang-Lg Bch, Calif.	Chemist	11	35,207	42,400	7,193	20.4
Los Ang-Lg Bch, Calif.	Chemist	12	40,887	47,600	6,713	16.4
Los Ang-Lg Bch, Calif.	Chemist	13	51,243	57,600	6,357	12.4
Los Ang-Lg Bch, Calif.	Chemist	14	61,513	65,000	3,487	5.7
Los Ang-Lg Bch, Calif.	Clerk Typist	2	12,461	18,524	6,063	48.7
Los Ang-Lg Bch, Calif.	Clerk Typist	3	13,785	18,498	4,713	34.2
Los Ang-Lg Bch, Calif.	Computer Operator	5	17,392	22,556	5,164	29.7
Los Ang-Lg Bch, Calif.	Computer Operator	6	19,686	23,667	3,981	20.2
Los Ang-Lg Bch, Calif.	Computer Operator	7	22,656	25,006	2,350	10.4
Los Ang-Lg Bch, Calif.	Contractor	7	21,255	24,800	3,545	16.7
Los Ang-Lg Bch, Calif.	Contractor	9	25,206	32,000	6,794	27.0
Los Ang-Lg Bch, Calif.	Contractor	11	30,402	39,700	9,298	30.6
Los Ang-Lg Bch, Calif.	Data Transcriber	2	12,461	15,863	3,402	27.3

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Los Ang-Lg Bch, Calif.	Data Transcriber	3	13,785	19,394	5,609	40.7
Los Ang-Lg Bch, Calif.	Drafter	4	14,067	23,985	9,918	70.5
Los Ang-Lg Bch, Calif.	Engineer	12	38,038	47,700	9,662	25.4
Los Ang-Lg Bch, Calif.	Engineer	13	48,274	58,100	9,826	20.4
Los Ang-Lg Bch, Calif.	Engineer	14	57,853	65,900	8,047	13.9
Los Ang-Lg Bch, Calif.	Engineer	15	68,966	78,500	9,534	13.8
Los Ang-Lg Bch, Calif.	Engineer Tech	4	16,253	24,532	8,279	50.9
Los Ang-Lg Bch, Calif.	Engineer Tech	5	18,087	26,600	8,513	47.1
Los Ang-Lg Bch, Calif.	Engineer Tech	7	22,367	32,141	9,774	43.7
Los Ang-Lg Bch, Calif.	Mail/File Clerk	2	12,676	20,843	8,167	64.4
Los Ang-Lg Bch, Calif.	Misc Clerk/Asst	3	14,426	18,332	3,906	27.1
Los Ang-Lg Bch, Calif.	Misc Clerk/Asst	4	16,961	20,137	3,176	18.7
Los Ang-Lg Bch, Calif.	Personnel Manager	11	31,152	42,400	11,248	36.1
Los Ang-Lg Bch, Calif.	Personnel Manager	12	38,445	48,800	10,355	26.9
Los Ang-Lg Bch, Calif.	Personnel Manager	13	47,301	61,200	13,899	29.4
Los Ang-Lg Bch, Calif.	Personnel Manager	14	58,119	70,300	12,181	21.0
Los Ang-Lg Bch, Calif.	Position Classifier	7	21,052	29,100	8,048	38.2
Los Ang-Lg Bch, Calif.	Position Classifier	9	27,118	35,500	8,382	30.9
Los Ang-Lg Bch, Calif.	Position Classifier	11	32,219	42,400	10,181	31.6
Los Ang-Lg Bch, Calif.	Procurement Clerk	3	15,927	18,332	2,405	15.1
Los Ang-Lg Bch, Calif.	Procurement Clerk	4	17,454	20,137	2,683	15.4
Los Ang-Lg Bch, Calif.	Procurement Clerk	5	19,455	22,243	2,788	14.3
Los Ang-Lg Bch, Calif.	Procurement Clerk	6	21,512	24,800	3,288	15.3
Los Ang-Lg Bch, Calif.	Programmer	7	21,118	37,400	16,282	77.1
Los Ang-Lg Bch, Calif.	Programmer	9	25,398	43,100	17,702	69.7
Los Ang-Lg Bch, Calif.	Programmer	11	31,417	49,300	17,883	56.9
Los Ang-Lg Bch, Calif.	Programmer	12	39,817	55,100	15,283	38.4
Los Ang-Lg Bch, Calif.	Secretary	4	15,474	23,794	8,320	53.8
Los Ang-Lg Bch, Calif.	Secretary	5	17,313	26,298	8,985	51.9
Los Ang-Lg Bch, Calif.	Secretary	6	19,297	28,485	9,188	47.6
Los Ang-Lg Bch, Calif.	Secretary	7	21,443	32,437	10,994	51.3
Los Ang-Lg Bch, Calif.	Systems Analyst	9	26,674	38,700	12,026	45.1
Los Ang-Lg Bch, Calif.	Systems Analyst	11	32,069	46,000	13,931	43.4
Los Ang-Lg Bch, Calif.	Systems Analyst	12	38,159	52,800	14,641	38.4
Los Ang-Lg Bch, Calif.	Systems Analyst	13	45,561	65,900	20,339	44.6
Los Ang-Lg Bch, Calif.	Systems Analyst	14	53,727	75,500	21,773	40.5
New York, N.Y.	Accountant	7	21,443	25,800	4,357	20.3
New York, N.Y.	Accountant	9	26,231	31,600	5,369	20.5
New York, N.Y.	Accountant	11	30,272	37,800	7,528	24.9

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
New York, N.Y.	Accountant	12	38,613	43,600	4,987	12.9
New York, N.Y.	Accountant	13	46,440	54,700	8,260	17.8
New York, N.Y.	Accountant	14	56,612	63,000	6,388	11.3
New York, N.Y.	Accounting Tech	4	16,600	21,290	4,690	28.3
New York, N.Y.	Accounting Tech	5	18,277	25,499	7,222	39.5
New York, N.Y.	Attorney	9	24,111	28,300	4,189	17.4
New York, N.Y.	Attorney	11	29,990	36,800	6,810	22.7
New York, N.Y.	Attorney	12	35,602	44,700	9,098	25.6
New York, N.Y.	Attorney	13	45,272	59,800	14,528	32.1
New York, N.Y.	Attorney	14	55,353	71,000	15,647	28.3
New York, N.Y.	Attorney	15	66,244	89,100	22,856	34.5
New York, N.Y.	Auditor	7	21,443	25,800	4,357	20.3
New York, N.Y.	Auditor	9	26,231	31,600	5,369	20.5
New York, N.Y.	Auditor	11	31,924	37,800	5,876	18.4
New York, N.Y.	Clerk Typist	2	12,461	15,010	2,549	20.5
New York, N.Y.	Clerk Typist	3	13,785	17,051	3,266	23.7
New York, N.Y.	Computer Operator	5	17,638	20,654	3,016	17.1
New York, N.Y.	Computer Operator	6	20,525	23,402	2,877	14.0
New York, N.Y.	Computer Operator	7	21,615	26,715	5,100	23.6
New York, N.Y.	Contractor	7	21,303	20,800	(503)	-2.4
New York, N.Y.	Contractor	9	25,967	29,500	3,533	13.6
New York, N.Y.	Contractor	11	30,663	38,900	8,237	26.9
New York, N.Y.	Data Transcriber	2	12,461	16,111	3,650	29.3
New York, N.Y.	Data Transcriber	3	13,785	17,937	4,152	30.1
New York, N.Y.	Drafter	5	17,836	29,081	11,245	63.0
New York, N.Y.	Engineer	12	38,038	52,100	14,062	37.0
New York, N.Y.	Engineer	13	48,001	64,800	16,799	35.0
New York, N.Y.	Engineer	14	56,545	74,300	17,755	31.4
New York, N.Y.	Engineer	15	66,737	89,700	22,963	34.4
New York, N.Y.	Engineer Tech	5	17,181	21,871	4,690	27.3
New York, N.Y.	Engineer Tech	7	21,507	29,614	8,107	37.7
New York, N.Y.	Mail/File Clerk	2	13,188	16,138	2,950	22.4
New York, N.Y.	Misc Clerk/Asst	1	10,957	13,836	2,879	26.3
New York, N.Y.	Misc Clerk/Asst	2	12,734	15,359	2,625	20.6
New York, N.Y.	Misc Clerk/Asst	3	13,785	17,151	3,366	24.4
New York, N.Y.	Misc Clerk/Asst	4	15,474	19,301	3,827	24.7
New York, N.Y.	Personnel Manager	11	32,625	39,700	7,075	21.7
New York, N.Y.	Personnel Manager	12	38,441	45,400	6,959	18.1
New York, N.Y.	Personnel Manager	13	46,748	56,300	9,552	20.4

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
New York, N.Y.	Personnel Manager	14	58,114	64,400	6,286	10.8
New York, N.Y.	Position Classifier	7	20,922	27,900	6,978	33.4
New York, N.Y.	Position Classifier	9	27,823	33,600	5,777	20.8
New York, N.Y.	Position Classifier	11	31,326	39,700	8,374	26.7
New York, N.Y.	Procurement Clerk	4	16,617	19,301	2,684	16.2
New York, N.Y.	Procurement Clerk	5	18,245	21,809	3,564	19.5
New York, N.Y.	Procurement Clerk	6	20,400	24,855	4,455	21.8
New York, N.Y.	Programmer	7	20,271	29,400	9,129	45.0
New York, N.Y.	Programmer	9	25,147	35,400	10,253	40.8
New York, N.Y.	Programmer	11	30,206	41,800	11,594	38.4
New York, N.Y.	Programmer	12	38,942	47,800	8,858	22.8
New York, N.Y.	Secretary	4	15,474	21,371	5,897	38.1
New York, N.Y.	Secretary	5	17,313	23,763	6,450	37.3
New York, N.Y.	Secretary	6	21,250	26,668	5,418	25.5
New York, N.Y.	Secretary	7	23,175	30,171	6,996	30.2
New York, N.Y.	Systems Analyst	9	26,497	34,400	7,903	29.8
New York, N.Y.	Systems Analyst	11	30,558	40,800	10,242	33.5
New York, N.Y.	Systems Analyst	12	38,371	46,800	8,429	22.0
New York, N.Y.	Systems Analyst	13	46,619	58,200	11,581	24.8
New York, N.Y.	Systems Analyst	14	58,299	66,600	8,301	14.2
Oakland, Calif.	Accountant	7	21,443	29,700	8,257	38.5
Oakland, Calif.	Accountant	9	26,231	35,600	9,369	35.7
Oakland, Calif.	Accountant	11	32,446	42,000	9,554	29.5
Oakland, Calif.	Accountant	12	38,850	48,000	9,150	23.6
Oakland, Calif.	Accountant	13	49,242	59,400	10,158	20.6
Oakland, Calif.	Accounting Tech	4	15,393	21,434	6,041	39.2
Oakland, Calif.	Accounting Tech	5	17,910	23,236	5,326	29.7
Oakland, Calif.	Auditor	7	21,443	29,700	8,257	38.5
Oakland, Calif.	Auditor	9	26,231	35,600	9,369	35.7
Oakland, Calif.	Auditor	11	31,545	42,000	10,455	33.1
Oakland, Calif.	Chemist	9	25,387	37,300	11,913	46.9
Oakland, Calif.	Chemist	11	33,971	43,500	9,529	28.1
Oakland, Calif.	Chemist	12	40,953	49,200	8,247	20.1
Oakland, Calif.	Chemist	13	50,347	60,200	9,853	19.6
Oakland, Calif.	Chemist	14	58,594	68,300	9,706	16.6
Oakland, Calif.	Clerk Typist	3	13,785	19,141	5,356	38.9
Oakland, Calif.	Computer Operator	5	17,813	21,841	4,028	22.6
Oakland, Calif.	Computer Operator	6	19,177	23,081	3,904	20.4
Oakland, Calif.	Computer Operator	7	22,902	24,578	1,676	7.3

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Oakland, Calif.	Data Transcriber	3	13,785	20,161	6,376	46.3
Oakland, Calif.	Engineer	12	38,038	50,700	12,662	33.3
Oakland, Calif.	Engineer	13	49,010	62,200	13,190	26.9
Oakland, Calif.	Engineer	14	56,737	70,700	13,963	24.6
Oakland, Calif.	Engineer	15	68,168	84,600	16,432	24.1
Oakland, Calif.	Engineer Tech	7	20,739	30,607	9,868	47.6
Oakland, Calif.	Mail/File Clerk	2	12,741	18,749	6,008	47.2
Oakland, Calif.	Misc Clerk/Asst	3	14,018	19,604	5,586	39.9
Oakland, Calif.	Misc Clerk/Asst	4	16,956	20,629	3,673	21.7
Oakland, Calif.	Nurse	7	21,443	31,200	9,757	45.5
Oakland, Calif.	Nurse	9	26,231	38,100	11,869	45.3
Oakland, Calif.	Personnel Manager	11	32,365	45,400	13,035	40.3
Oakland, Calif.	Personnel Manager	12	38,762	50,500	11,738	30.3
Oakland, Calif.	Personnel Manager	13	47,548	60,200	12,652	26.6
Oakland, Calif.	Personnel Manager	14	55,575	67,400	11,825	21.3
Oakland, Calif.	Position Classifier	11	34,624	45,400	10,776	31.1
Oakland, Calif.	Procurement Clerk	3	15,507	19,604	4,097	26.4
Oakland, Calif.	Procurement Clerk	4	17,230	20,629	3,399	19.7
Oakland, Calif.	Procurement Clerk	5	19,173	21,826	2,653	13.8
Oakland, Calif.	Procurement Clerk	6	20,037	23,280	3,243	16.2
Oakland, Calif.	Secretary	4	15,474	20,880	5,406	34.9
Oakland, Calif.	Secretary	5	17,313	23,943	6,630	38.3
Oakland, Calif.	Secretary	6	19,297	27,663	8,366	43.4
Oakland, Calif.	Secretary	7	23,359	32,148	8,789	37.6
Oakland, Calif.	Systems Analyst	9	24,939	33,200	8,261	33.1
Oakland, Calif.	Systems Analyst	11	32,434	40,700	8,266	25.5
Oakland, Calif.	Systems Analyst	12	39,108	47,800	8,692	22.2
Oakland, Calif.	Systems Analyst	13	48,735	61,200	12,465	25.6
Oakland, Calif.	Systems Analyst	14	55,997	71,100	15,103	27.0
Oakland, Calif.	Systems Analyst	15	66,516	87,300	20,784	31.3
Philadelphia, Pa.	Accountant	7	21,443	28,200	6,757	31.5
Philadelphia, Pa.	Accountant	9	26,231	33,500	7,269	27.7
Philadelphia, Pa.	Accountant	11	32,044	39,300	7,256	22.6
Philadelphia, Pa.	Accountant	12	39,550	44,700	5,150	13.0
Philadelphia, Pa.	Accountant	13	48,886	55,000	6,114	12.5
Philadelphia, Pa.	Accountant	14	59,112	62,700	3,588	6.1
Philadelphia, Pa.	Accounting Tech	3	14,340	17,356	3,016	21.0
Philadelphia, Pa.	Accounting Tech	4	15,352	19,850	4,498	29.3
Philadelphia, Pa.	Accounting Tech	5	17,635	22,760	5,125	29.1

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Philadelphia, Pa.	Attorney	11	29,198	38,900	9,702	33.2
Philadelphia, Pa.	Attorney	12	36,950	45,400	8,450	22.9
Philadelphia, Pa.	Attorney	13	45,136	57,900	12,764	28.3
Philadelphia, Pa.	Attorney	14	55,583	67,100	11,517	20.7
Philadelphia, Pa.	Attorney	15	67,000	82,100	15,100	22.5
Philadelphia, Pa.	Auditor	7	21,443	28,200	6,757	31.5
Philadelphia, Pa.	Auditor	9	26,231	33,500	7,269	27.7
Philadelphia, Pa.	Auditor	11	30,499	39,300	8,801	28.9
Philadelphia, Pa.	Chemist	7	19,586	30,500	10,914	55.7
Philadelphia, Pa.	Chemist	9	25,278	35,700	10,422	41.2
Philadelphia, Pa.	Chemist	11	33,916	41,200	7,284	21.5
Philadelphia, Pa.	Chemist	12	42,162	46,400	4,238	10.1
Philadelphia, Pa.	Chemist	13	48,706	56,300	7,594	15.6
Philadelphia, Pa.	Chemist	14	59,950	63,700	3,750	6.3
Philadelphia, Pa.	Clerk Typist	2	11,518	13,338	1,820	15.8
Philadelphia, Pa.	Clerk Typist	3	13,176	18,222	5,046	38.3
Philadelphia, Pa.	Computer Operator	5	17,894	18,079	185	1.0
Philadelphia, Pa.	Computer Operator	6	19,772	20,346	574	2.9
Philadelphia, Pa.	Computer Operator	7	22,677	23,080	403	1.8
Philadelphia, Pa.	Contractor	7	20,593	29,900	9,307	45.2
Philadelphia, Pa.	Contractor	9	25,524	35,500	9,976	39.1
Philadelphia, Pa.	Contractor	11	30,898	41,600	10,702	34.6
Philadelphia, Pa.	Data Transcriber	2	11,492	13,680	2,188	19.0
Philadelphia, Pa.	Data Transcriber	3	13,148	18,301	5,153	39.2
Philadelphia, Pa.	Drafter	4	15,004	18,719	3,715	24.8
Philadelphia, Pa.	Drafter	5	18,099	21,861	3,762	20.8
Philadelphia, Pa.	Engineer	12	38,038	48,700	10,662	28.0
Philadelphia, Pa.	Engineer	13	48,883	59,900	11,017	22.5
Philadelphia, Pa.	Engineer	14	57,924	68,200	10,276	17.7
Philadelphia, Pa.	Engineer	15	68,497	81,600	13,103	19.1
Philadelphia, Pa.	Engineer Tech	3	13,053	23,891	10,838	83.0
Philadelphia, Pa.	Engineer Tech	4	16,140	24,928	8,788	54.5
Philadelphia, Pa.	Engineer Tech	5	17,149	26,137	8,988	52.4
Philadelphia, Pa.	Engineer Tech	7	23,573	29,377	5,804	24.6
Philadelphia, Pa.	Mail/File Clerk	2	11,950	14,495	2,545	21.3
Philadelphia, Pa.	Misc Clerk/Asst	1	10,213	13,040	2,827	27.7
Philadelphia, Pa.	Misc Clerk/Asst	2	11,554	14,495	2,941	25.5
Philadelphia, Pa.	Misc Clerk/Asst	3	13,331	16,207	2,876	21.6
Philadelphia, Pa.	Misc Clerk/Asst	4	15,099	18,262	3,163	21.0

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Philadelphia, Pa.	Nurse	9	30,611	35,300	4,689	15.3
Philadelphia, Pa.	Personnel Manager	11	31,560	42,000	10,440	33.1
Philadelphia, Pa.	Personnel Manager	12	39,785	48,300	8,515	21.4
Philadelphia, Pa.	Personnel Manager	13	48,954	60,300	11,346	23.2
Philadelphia, Pa.	Personnel Manager	14	60,438	69,200	8,762	14.5
Philadelphia, Pa.	Position Classifier	7	22,092	29,100	7,008	31.7
Philadelphia, Pa.	Position Classifier	9	24,642	35,300	10,658	43.3
Philadelphia, Pa.	Position Classifier	11	31,488	42,000	10,512	33.4
Philadelphia, Pa.	Procurement Clerk	3	13,677	16,207	2,530	18.5
Philadelphia, Pa.	Procurement Clerk	4	15,461	18,262	2,801	18.1
Philadelphia, Pa.	Procurement Clerk	5	17,908	20,659	2,751	15.4
Philadelphia, Pa.	Procurement Clerk	6	19,733	23,569	3,836	19.4
Philadelphia, Pa.	Programmer	7	20,916	28,500	7,584	36.3
Philadelphia, Pa.	Programmer	9	25,362	34,300	8,938	35.2
Philadelphia, Pa.	Programmer	11	32,043	40,600	8,557	26.7
Philadelphia, Pa.	Programmer	12	39,089	46,400	7,311	18.7
Philadelphia, Pa.	Secretary	4	15,182	20,630	5,448	35.9
Philadelphia, Pa.	Secretary	5	17,833	22,157	4,324	24.2
Philadelphia, Pa.	Secretary	6	20,398	24,011	3,613	17.7
Philadelphia, Pa.	Secretary	7	22,980	26,246	3,266	14.2
Philadelphia, Pa.	Systems Analyst	9	26,411	35,700	9,289	35.2
Philadelphia, Pa.	Systems Analyst	11	32,540	42,200	9,660	29.7
Philadelphia, Pa.	Systems Analyst	12	39,331	48,300	8,969	22.8
Philadelphia, Pa.	Systems Analyst	13	47,575	59,900	12,325	25.9
Philadelphia, Pa.	Systems Analyst	14	56,396	68,500	12,104	21.5
Philadelphia, Pa.	Systems Analyst	15	70,487	82,400	11,913	16.9
St. Louis, Mo.-III.	Accountant	7	20,245	23,900	3,655	18.1
St. Louis, Mo.-III.	Accountant	9	24,941	30,900	5,959	23.9
St. Louis, Mo.-III.	Accountant	11	31,541	38,500	6,959	22.1
St. Louis, Mo.-III.	Accountant	12	38,901	45,600	6,699	17.2
St. Louis, Mo.-III.	Accountant	13	47,316	59,200	11,884	25.1
St. Louis, Mo.-III.	Accountant	14	56,917	69,200	12,283	21.6
St. Louis, Mo.-III.	Accounting Tech	3	13,784	15,726	1,942	14.1
St. Louis, Mo.-III.	Accounting Tech	4	15,420	19,574	4,154	26.9
St. Louis, Mo.-III.	Accounting Tech	5	17,344	24,064	6,720	38.7
St. Louis, Mo.-III.	Attorney	11	29,093	38,000	8,907	30.6
St. Louis, Mo.-III.	Attorney	12	38,089	46,200	8,111	21.3
St. Louis, Mo.-III.	Attorney	13	46,791	61,800	15,009	32.1
St. Louis, Mo.-III.	Attorney	14	54,794	73,300	18,506	33.8

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
St. Louis, Mo.-III.	Attorney	15	65,877	92,100	26,223	39.8
St. Louis, Mo.-III.	Auditor	7	20,143	23,900	3,757	18.7
St. Louis, Mo.-III.	Auditor	9	23,940	30,900	6,960	29.1
St. Louis, Mo.-III.	Auditor	11	30,838	38,500	7,662	24.9
St. Louis, Mo.-III.	Clerk Typist	2	11,621	13,410	1,789	15.4
St. Louis, Mo.-III.	Clerk Typist	3	13,621	16,124	2,503	18.4
St. Louis, Mo.-III.	Computer Operator	5	17,498	18,729	1,231	7.0
St. Louis, Mo.-III.	Computer Operator	6	19,343	21,397	2,054	10.6
St. Louis, Mo.-III.	Computer Operator	7	21,522	24,614	3,092	14.4
St. Louis, Mo.-III.	Data Transcriber	2	11,484	13,303	1,819	15.8
St. Louis, Mo.-III.	Data Transcriber	3	13,623	17,011	3,388	24.9
St. Louis, Mo.-III.	Engineer	12	38,038	48,300	10,262	27.0
St. Louis, Mo.-III.	Engineer	13	47,936	57,800	9,864	20.6
St. Louis, Mo.-III.	Engineer	14	55,263	64,800	9,537	17.3
St. Louis, Mo.-III.	Engineer	15	64,993	76,200	11,207	17.2
St. Louis, Mo.-III.	Engineer Tech	5	20,275	30,287	10,012	49.4
St. Louis, Mo.-III.	Engineer Tech	7	23,358	32,501	9,143	39.1
St. Louis, Mo.-III.	Mail/File Clerk	2	12,621	14,942	2,321	18.4
St. Louis, Mo.-III.	Misc Clerk/Asst	2	11,908	13,479	1,571	13.2
St. Louis, Mo.-III.	Misc Clerk/Asst	3	14,052	15,157	1,105	7.9
St. Louis, Mo.-III.	Misc Clerk/Asst	4	16,077	17,170	1,093	6.8
St. Louis, Mo.-III.	Nurse	9	28,855	29,000	145	0.5
St. Louis, Mo.-III.	Personnel Manager	11	31,681	38,700	7,019	22.2
St. Louis, Mo.-III.	Personnel Manager	12	40,838	45,800	4,962	12.2
St. Louis, Mo.-III.	Personnel Manager	13	49,184	59,300	10,116	20.6
St. Louis, Mo.-III.	Personnel Manager	14	58,194	69,300	11,106	19.1
St. Louis, Mo.-III.	Position Classifier	7	21,767	24,100	2,333	10.7
St. Louis, Mo.-III.	Position Classifier	9	27,027	31,100	4,073	15.1
St. Louis, Mo.-III.	Position Classifier	11	32,700	38,700	6,000	18.4
St. Louis, Mo.-III.	Procurement Clerk	4	15,973	17,170	1,197	7.5
St. Louis, Mo.-III.	Procurement Clerk	5	17,876	19,518	1,642	9.2
St. Louis, Mo.-III.	Procurement Clerk	6	19,414	22,370	2,956	15.2
St. Louis, Mo.-III.	Programmer	7	20,910	28,400	7,490	35.8
St. Louis, Mo.-III.	Programmer	9	25,134	33,900	8,766	34.9
St. Louis, Mo.-III.	Programmer	11	31,260	39,800	8,540	27.3
St. Louis, Mo.-III.	Programmer	12	39,824	45,300	5,476	13.8
St. Louis, Mo.-III.	Secretary	4	15,514	18,301	2,787	18.0
St. Louis, Mo.-III.	Secretary	5	17,858	20,827	2,969	16.6
St. Louis, Mo.-III.	Secretary	6	20,595	23,891	3,296	16.0

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
St. Louis, Mo.-III.	Secretary	7	23,513	28,621	5,108	21.7
St. Louis, Mo.-III.	Systems Analyst	9	25,377	33,300	7,923	31.2
St. Louis, Mo.-III.	Systems Analyst	11	31,737	40,100	8,363	26.4
St. Louis, Mo.-III.	Systems Analyst	12	39,966	46,500	6,534	16.4
St. Louis, Mo.-III.	Systems Analyst	13	48,695	58,700	10,005	20.6
St. Louis, Mo.-III.	Systems Analyst	14	58,126	67,700	9,574	16.5
St. Louis, Mo.-III.	Systems Analyst	15	70,084	82,400	12,316	17.6
San Antonio, Texas	Accountant	9	25,039	22,885	(2,154)	-8.6
San Antonio, Texas	Accountant	11	32,308	28,886	(4,322)	-10.6
San Antonio, Texas	Accountant	12	38,979	34,499	(4,480)	-11.5
San Antonio, Texas	Accountant	13	48,522	45,209	(3,313)	-6.8
San Antonio, Texas	Accounting Tech	3	13,664	14,312	648	4.7
San Antonio, Texas	Accounting Tech	4	15,370	16,808	1,438	9.4
San Antonio, Texas	Accounting Tech	5	17,796	19,720	1,924	10.8
San Antonio, Texas	Clerk Typist	3	13,280	14,123	843	6.4
San Antonio, Texas	Computer Operator	5	16,568	16,648	80	0.5
San Antonio, Texas	Computer Operator	6	19,937	18,406	(1,531)	-7.7
San Antonio, Texas	Computer Operator	7	21,628	20,525	(1,103)	-5.1
San Antonio, Texas	Data Transcriber	3	14,201	15,002	801	5.6
San Antonio, Texas	Drafter	5	17,049	24,773	7,724	45.3
San Antonio, Texas	Engineer	12	38,038	37,101	(937)	-2.5
San Antonio, Texas	Engineer	13	48,806	43,465	(5,341)	-10.9
San Antonio, Texas	Engineer Tech	5	20,962	30,694	9,732	46.4
San Antonio, Texas	Engineer Tech	7	23,571	31,454	7,883	33.4
San Antonio, Texas	Mail/File Clerk	2	13,094	12,671	(423)	-3.2
San Antonio, Texas	Misc Clerk/Asst	3	16,173	13,904	(2,269)	-14.0
San Antonio, Texas	Misc Clerk/Asst	4	16,594	15,383	(1,211)	-7.3
San Antonio, Texas	Procurement Clerk	3	12,949	13,904	955	7.4
San Antonio, Texas	Procurement Clerk	4	15,020	15,383	363	2.4
San Antonio, Texas	Procurement Clerk	5	17,540	17,108	(432)	-2.5
San Antonio, Texas	Procurement Clerk	6	20,011	19,203	(808)	-4.0
San Antonio, Texas	Secretary	4	15,635	18,467	2,832	18.1
San Antonio, Texas	Secretary	5	17,899	20,809	2,910	16.3
San Antonio, Texas	Secretary	6	20,677	23,653	2,976	14.4
San Antonio, Texas	Secretary	7	23,507	27,083	3,576	15.2
San Antonio, Texas	Systems Analyst	9	25,278	29,749	4,471	17.7
San Antonio, Texas	Systems Analyst	11	31,257	32,786	1,529	4.9
San Diego, Calif.	Accountant	7	20,468	28,700	8,232	40.2

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
San Diego, Calif.	Accountant	9	25,083	34,400	9,317	37.2
San Diego, Calif.	Accountant	11	30,114	40,600	10,486	34.8
San Diego, Calif.	Accountant	12	38,469	46,400	7,931	20.6
San Diego, Calif.	Accountant	13	45,748	57,400	11,652	25.5
San Diego, Calif.	Accounting Tech	3	12,688	16,353	3,665	28.9
San Diego, Calif.	Accounting Tech	4	15,184	18,172	2,988	19.7
San Diego, Calif.	Accounting Tech	5	17,617	20,410	2,793	15.9
San Diego, Calif.	Auditor	7	19,864	28,700	8,836	44.5
San Diego, Calif.	Auditor	9	24,127	34,400	10,273	42.6
San Diego, Calif.	Auditor	11	31,072	40,600	9,528	30.7
San Diego, Calif.	Clerk Typist	2	11,484	13,251	1,767	15.4
San Diego, Calif.	Clerk Typist	3	13,181	18,666	5,485	41.6
San Diego, Calif.	Computer Operator	5	17,009	21,795	4,786	28.1
San Diego, Calif.	Computer Operator	6	19,073	22,683	3,610	18.9
San Diego, Calif.	Computer Operator	7	22,025	23,754	1,729	7.9
San Diego, Calif.	Data Transcriber	3	14,034	18,448	4,414	31.5
San Diego, Calif.	Drafter	5	17,836	27,373	9,537	53.5
San Diego, Calif.	Engineer	12	38,038	49,100	11,062	29.1
San Diego, Calif.	Engineer	13	49,101	58,600	9,499	19.4
San Diego, Calif.	Engineer	14	58,087	65,700	7,613	13.1
San Diego, Calif.	Engineer	15	69,263	77,200	7,937	11.5
San Diego, Calif.	Engineer Tech	4	17,971	19,001	1,030	5.7
San Diego, Calif.	Engineer Tech	5	17,207	20,987	3,780	22.0
San Diego, Calif.	Engineer Tech	7	21,947	26,307	4,360	19.9
San Diego, Calif.	Mail/File Clerk	2	13,550	15,203	1,653	12.2
San Diego, Calif.	Misc Clerk/Asst	1	10,485	13,297	2,812	26.8
San Diego, Calif.	Misc Clerk/Asst	2	13,711	14,656	945	6.9
San Diego, Calif.	Misc Clerk/Asst	3	14,401	16,254	1,853	12.9
San Diego, Calif.	Misc Clerk/Asst	4	15,766	18,172	2,406	15.3
San Diego, Calif.	Nurse	9	26,231	37,200	10,969	41.8
San Diego, Calif.	Procurement Clerk	3	14,034	16,254	2,220	15.8
San Diego, Calif.	Procurement Clerk	4	15,442	18,172	2,730	17.7
San Diego, Calif.	Procurement Clerk	5	17,124	20,410	3,286	19.2
San Diego, Calif.	Procurement Clerk	6	19,235	23,128	3,893	20.2
San Diego, Calif.	Secretary	4	15,573	20,685	5,112	32.8
San Diego, Calif.	Secretary	5	17,783	23,278	5,495	30.9
San Diego, Calif.	Secretary	6	20,373	26,428	6,055	29.7
San Diego, Calif.	Secretary	7	22,934	30,226	7,292	31.8
San Diego, Calif.	Systems Analyst	9	24,569	35,300	10,731	43.7

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
San Diego, Calif.	Systems Analyst	11	31,697	41,700	10,003	31.6
San Diego, Calif.	Systems Analyst	12	39,002	47,800	8,798	22.6
San Diego, Calif.	Systems Analyst	13	47,740	59,300	11,560	24.2
San Diego, Calif.	Systems Analyst	14	58,300	67,900	9,600	16.5
San Diego, Calif.	Systems Analyst	15	67,459	81,800	14,341	21.3
San Francisco, Calif.	Accountant	7	21,443	30,500	9,057	42.2
San Francisco, Calif.	Accountant	9	26,231	36,300	10,069	38.4
San Francisco, Calif.	Accountant	11	32,267	42,600	10,333	32.0
San Francisco, Calif.	Accountant	12	39,438	48,400	8,962	22.7
San Francisco, Calif.	Accountant	13	47,972	59,600	11,628	24.2
San Francisco, Calif.	Accountant	14	56,528	67,900	11,372	20.1
San Francisco, Calif.	Accounting Tech	4	17,176	22,826	5,650	32.9
San Francisco, Calif.	Accounting Tech	5	18,228	24,964	6,736	37.0
San Francisco, Calif.	Auditor	9	26,231	36,300	10,069	38.4
San Francisco, Calif.	Auditor	11	31,713	42,600	10,887	34.3
San Francisco, Calif.	Clerk Typist	2	12,461	22,179	9,718	78.0
San Francisco, Calif.	Clerk Typist	3	13,785	27,670	13,885	100.7
San Francisco, Calif.	Computer Operator	5	17,942	26,750	8,808	49.1
San Francisco, Calif.	Computer Operator	6	20,076	27,874	7,798	38.8
San Francisco, Calif.	Computer Operator	7	23,636	31,684	8,048	34.1
San Francisco, Calif.	Data Transcriber	3	13,785	21,584	7,799	56.6
San Francisco, Calif.	Engineer	12	38,038	51,200	13,162	34.6
San Francisco, Calif.	Engineer	13	49,018	65,600	16,582	33.8
San Francisco, Calif.	Engineer	14	57,560	76,300	18,740	32.6
San Francisco, Calif.	Engineer	15	68,805	93,600	24,795	36.0
San Francisco, Calif.	Engineer Tech	7	23,878	31,684	7,806	32.7
San Francisco, Calif.	Misc Clerk/Asst	2	13,392	19,219	5,827	43.5
San Francisco, Calif.	Misc Clerk/Asst	3	14,052	20,335	6,283	44.7
San Francisco, Calif.	Misc Clerk/Asst	4	16,683	21,674	4,991	29.9
San Francisco, Calif.	Nurse	9	26,231	36,700	10,469	39.9
San Francisco, Calif.	Procurement Clerk	3	16,302	20,335	4,033	24.7
San Francisco, Calif.	Procurement Clerk	5	19,567	23,237	3,670	18.8
San Francisco, Calif.	Procurement Clerk	6	20,581	25,134	4,553	22.1
San Francisco, Calif.	Secretary	4	15,474	23,558	8,084	52.2
San Francisco, Calif.	Secretary	5	17,313	24,776	7,463	43.1
San Francisco, Calif.	Secretary	6	19,297	28,292	8,995	46.6
San Francisco, Calif.	Secretary	7	23,487	33,485	9,998	42.6
Seattle, Wash.	Accountant	7	21,009	32,800	11,791	56.1

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Seattle, Wash.	Accountant	9	24,642	37,500	12,858	52.2
Seattle, Wash.	Accountant	11	34,261	42,600	8,339	24.3
Seattle, Wash.	Accountant	12	41,238	47,300	6,062	14.7
Seattle, Wash.	Accountant	13	50,968	56,300	5,332	10.5
Seattle, Wash.	Accountant	14	58,983	63,000	4,017	6.8
Seattle, Wash.	Accounting Tech	3	12,740	17,158	4,418	34.7
Seattle, Wash.	Accounting Tech	4	15,326	19,450	4,124	26.9
Seattle, Wash.	Accounting Tech	5	17,483	22,123	4,640	26.5
Seattle, Wash.	Auditor	7	19,948	32,800	12,852	64.4
Seattle, Wash.	Auditor	9	24,000	37,500	13,500	56.3
Seattle, Wash.	Auditor	11	30,142	42,600	12,458	41.3
Seattle, Wash.	Clerk Typist	3	13,848	16,683	2,835	20.5
Seattle, Wash.	Computer Operator	5	17,574	20,958	3,384	19.3
Seattle, Wash.	Computer Operator	6	18,809	22,587	3,778	20.1
Seattle, Wash.	Computer Operator	7	22,011	24,552	2,541	11.5
Seattle, Wash.	Data Transcriber	2	11,484	14,348	2,864	24.9
Seattle, Wash.	Data Transcriber	3	13,018	21,876	8,858	68.1
Seattle, Wash.	Engineer	12	38,038	43,700	5,662	14.9
Seattle, Wash.	Engineer	13	48,552	51,700	3,148	6.5
Seattle, Wash.	Engineer	14	58,111	57,700	(411)	-0.7
Seattle, Wash.	Engineer	15	67,945	67,400	(545)	-0.8
Seattle, Wash.	Engineer Tech	3	15,245	16,931	1,686	11.1
Seattle, Wash.	Engineer Tech	5	17,312	21,599	4,287	24.8
Seattle, Wash.	Engineer Tech	7	22,321	28,332	6,011	26.9
Seattle, Wash.	Mail/File Clerk	2	12,227	15,678	3,451	28.2
Seattle, Wash.	Misc Clerk/Asst	2	11,757	15,678	3,921	33.4
Seattle, Wash.	Misc Clerk/Asst	3	13,903	16,984	3,081	22.2
Seattle, Wash.	Misc Clerk/Asst	4	15,690	18,551	2,861	18.2
Seattle, Wash.	Procurement Clerk	3	13,575	16,984	3,409	25.1
Seattle, Wash.	Procurement Clerk	4	16,526	18,551	2,025	12.3
Seattle, Wash.	Procurement Clerk	5	18,330	20,379	2,049	11.2
Seattle, Wash.	Procurement Clerk	6	20,283	22,600	2,317	11.4
Seattle, Wash.	Secretary	4	15,371	19,217	3,846	25.0
Seattle, Wash.	Secretary	5	18,080	22,115	4,035	22.3
Seattle, Wash.	Secretary	6	20,363	25,635	5,272	25.9
Seattle, Wash.	Secretary	7	23,054	29,878	6,824	29.6
Washington, D.C.	Accountant	7	21,443	23,200	1,757	8.2
Washington, D.C.	Accountant	9	26,231	29,200	2,969	11.3
Washington, D.C.	Accountant	11	30,794	35,600	4,806	15.6

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Washington, D.C.	Accountant	12	38,072	41,600	3,528	9.3
Washington, D.C.	Accountant	13	46,727	53,100	6,373	13.6
Washington, D.C.	Accountant	14	56,550	61,600	5,050	8.9
Washington, D.C.	Accounting Tech	3	15,718	16,287	569	3.6
Washington, D.C.	Accounting Tech	4	16,584	17,610	1,026	6.2
Washington, D.C.	Accounting Tech	5	18,488	19,152	664	3.6
Washington, D.C.	Auditor	7	21,443	23,200	1,757	8.2
Washington, D.C.	Auditor	9	26,231	29,200	2,969	11.3
Washington, D.C.	Auditor	11	30,204	35,600	5,396	17.9
Washington, D.C.	Clerk Typist	2	12,461	15,765	3,304	26.5
Washington, D.C.	Clerk Typist	3	13,785	17,618	3,833	27.8
Washington, D.C.	Computer Operator	5	17,646	19,265	1,619	9.2
Washington, D.C.	Computer Operator	6	19,327	21,409	2,082	10.8
Washington, D.C.	Computer Operator	7	22,267	23,994	1,727	7.8
Washington, D.C.	Data Transcriber	2	12,461	14,042	1,581	12.7
Washington, D.C.	Data Transcriber	3	13,785	18,039	4,254	30.9
Washington, D.C.	Drafter	3	12,949	16,422	3,473	26.8
Washington, D.C.	Drafter	5	18,221	21,139	2,918	16.0
Washington, D.C.	Engineer	12	38,038	46,800	8,762	23.0
Washington, D.C.	Engineer	13	47,896	56,300	8,404	17.6
Washington, D.C.	Engineer	14	57,462	63,300	5,838	10.2
Washington, D.C.	Engineer	15	68,785	74,800	6,015	8.7
Washington, D.C.	Engineer Tech	3	15,868	20,237	4,369	27.5
Washington, D.C.	Engineer Tech	4	15,946	21,900	5,954	37.3
Washington, D.C.	Engineer Tech	5	17,325	23,841	6,516	37.6
Washington, D.C.	Engineer Tech	7	21,340	29,039	7,699	36.1
Washington, D.C.	Mail/File Clerk	1	10,771	14,582	3,811	35.4
Washington, D.C.	Mail/File Clerk	2	11,720	15,186	3,466	29.6
Washington, D.C.	Misc Clerk/Asst	1	10,327	14,249	3,922	38.0
Washington, D.C.	Misc Clerk/Asst	2	12,263	15,186	2,923	23.8
Washington, D.C.	Misc Clerk/Asst	3	14,105	16,287	2,182	15.5
Washington, D.C.	Misc Clerk/Asst	4	16,435	17,610	1,175	7.2
Washington, D.C.	Nurse	7	21,443	23,700	2,257	10.5
Washington, D.C.	Nurse	9	26,231	29,200	2,969	11.3
Washington, D.C.	Personnel Manager	11	30,451	37,200	6,749	22.2
Washington, D.C.	Personnel Manager	12	38,793	43,600	4,807	12.4
Washington, D.C.	Personnel Manager	13	47,345	55,900	8,555	18.1
Washington, D.C.	Personnel Manager	14	56,776	65,000	8,224	14.5
Washington, D.C.	Position Classifier	7	21,118	23,900	2,782	13.2

(continued)

**Appendix III
Average Salary Differences for Benchmark
Occupations by Metropolitan Statistical Area,
Occupation, and Pay Grade as of
January 1, 1989**

MSA	Occupation	Pay grade	Average pay (dollars)		Private sector pay advantage	
			Federal	Private	Dollar	Percent
Washington, D.C.	Position Classifier	9	24,707	30,300	5,593	22.6
Washington, D.C.	Position Classifier	11	30,574	37,200	6,626	21.7
Washington, D.C.	Procurement Clerk	3	15,888	16,287	399	2.5
Washington, D.C.	Procurement Clerk	4	16,663	17,610	947	5.7
Washington, D.C.	Procurement Clerk	5	19,066	19,152	86	0.5
Washington, D.C.	Procurement Clerk	6	20,911	21,025	114	0.6
Washington, D.C.	Programmer	7	20,892	27,000	6,108	29.2
Washington, D.C.	Programmer	9	24,929	31,800	6,871	27.6
Washington, D.C.	Programmer	11	30,427	37,000	6,573	21.6
Washington, D.C.	Programmer	12	38,298	41,900	3,602	9.4
Washington, D.C.	Secretary	4	15,474	20,820	5,346	34.6
Washington, D.C.	Secretary	5	17,313	23,494	6,181	35.7
Washington, D.C.	Secretary	6	19,297	26,740	7,443	38.6
Washington, D.C.	Secretary	7	21,443	30,655	9,212	43.0
Washington, D.C.	Systems Analyst	9	25,090	34,200	9,110	36.3
Washington, D.C.	Systems Analyst	11	30,422	40,000	9,578	31.5
Washington, D.C.	Systems Analyst	12	38,248	45,500	7,252	19.0
Washington, D.C.	Systems Analyst	13	46,963	55,900	8,937	19.0
Washington, D.C.	Systems Analyst	14	56,616	63,600	6,984	12.3
Washington, D.C.	Systems Analyst	15	67,722	76,100	8,378	12.4

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