

**April 16, 2026**

## **Administrative Committee Meeting**

2100 Evergreen Park Dr SW, Olympia, WA 98502

The link to view the meeting virtually can be found at [www.sib.wa.gov/meetings.html](http://www.sib.wa.gov/meetings.html)

- 1. Call to Order/Roll Call (8:00 am)**
- 2. Adoption of Minutes (8:00-8:05)**
  - A. **Recommended Action:** That the Administrative Committee approve the February 19, 2026, Meeting Minutes.  
02.19.2026 Administrative Committee Minutes\_DRAFT for approval.pdf
- 3. Biennial Compensation Review (8:05-8:35)**
  - A. Biennial Investment Officer Salary Survey and Salary Band
- 4. Other Items (8:35-8:40)**
- 5. Adjourn (8:40 am)**

**WASHINGTON STATE INVESTMENT BOARD  
Administrative Committee Meeting Minutes  
April 16, 2026**

The Administrative Committee met in an open public session at the office of the Washington State Investment Board (WSIB) at 2100 Evergreen Park Drive SW, Olympia, Washington, and via Microsoft Teams video conferencing available to participants and members of the public at <https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1;meeting> Meeting ID: 211 318 364 323 46. Passcode: Ca3L5Gs9. Dial in +1 564-999-2000, phone conference ID:275 828 638#

Members Present: Yona Makowski, Chair  
Sara Ketelsen  
Joel Sacks  
Tracy Stanley

Members absent: Liz Lewis

Other Board Members Present: David Nierenberg

Also Present: Allyson Tucker, Chief Executive Officer  
Chris Hanak, Chief Investment Officer  
Curt Gavigan, Chief Operating Officer  
Bobby Humes, Human Resource Director  
Jessica Carter, Confidential Secretary  
  
Stacia Sowerby, Attorney General's Office  
Maureen Reilly, McLagan  
Ashley McGuire, McLagan

**CALL TO ORDER**

Chair Makowski called the meeting to order at 8:00 a.m. and took roll call. All Committee members listed as present were able to participate fully in the meeting while in attendance.

**ADOPTION OF MINUTES**

**Chair Makowski moved to approve the February 19, 2026, meeting minutes. Sara Ketelsen seconded, and the motion carried unanimously.**

**BIENNIAL INVESTMENT OFFICER SALARY SURVEY BAND RECOMMENDATION**

Presenters: Bobby Humes, Human Resources Director  
Curt Gavigan, Chief Operating Officer  
Maureen Reilly, Associate Partner, McLagan  
Ashley McGuire, CCP, SHRM-SCP, Senior Consultant, McLagan

Bobby Humes introduced himself and the McLagan team, who presented the Biennial Investment Officer Compensation Benchmarking analysis. The presentation covered Washington State Investment Board's (WSIB) salary positioning relative to peer public pension funds of similar size, methodology, salary ranges versus competitive market averages, and the comparator group composition.

Discussion followed on peer fund compensation structures, including the distinction between base salary and incentive pay, consistency of incentives year over year, and compensation philosophies across ten comparator funds. The Committee explored median pay, pay structure, and multi-year approaches to benchmarking total compensation.

Further discussion addressed plan structure comparability across peer funds, noting that role and years of experience are factored into peer comparisons. The Committee also noted that the Joint Legislative Audit and Review Commission (JLARC) reviews this work as an additional layer of oversight.

Mr. Humes outlined the statutory framework under RCW 43.33A.100. He reviewed JLARC's role, noting that JLARC provided questions to Curt Gavigan that resulted in one adjustment to the proposal and no further concerns. Mr. Humes presented current and proposed investment officer salary ranges and their application to the Biennial budget request.

Discussion covered the legislative history of JLARC's oversight role, the impact of proposed increases on the biennial budget, and timing considerations. Allyson Tucker noted that compensation data is lagged and explained the process for making compensation requests. The Committee discussed flexibility within the budget for merit and general wage increases, with the Board's approval required for increases for staff at the top of a salary band. Curt Gavigan provided background on the variability of percentage increases across salary bands from biennium to biennium.

**Chair Makowski moved that the Administrative Committee recommend the Board adopt the proposed salary ranges for Investment Officers, provide notice to the director of the Office of Financial Management (OFM) and the chairs of the House of Representatives and Senate fiscal committees, and provide an effective date for the new salary ranges of 60 days after notice is given to OFM and the fiscal committee chairs. Sara Ketelsen seconded, and the motion carried unanimously.**

#### **ADJOURNMENT**

There was no further business to come before the Administrative Committee, and the meeting adjourned at 8:23 a.m.

# INVESTMENT OFFICER COMPENSATION PLAN

**APRIL 16, 2026**


**Bobby Humes**

**Director of Human Resources**



## RELEVANT WSIB COMPENSATION STATUTE (RCW 43.33A.100)

**“Compensation levels for the executive director, a confidential secretary, and all investment officers, including the deputy director for investment management, employed by the investment board shall be established by the state investment board.”**



**“The compensation levels and incentive compensation for investment officers shall be limited to the average of total compensation provided by state or other public funds of similar size, based upon a biennial survey conducted by the investment board, with review and comment by the joint legislative audit and review committee.”**

**“The investment board shall provide notice to the director of financial management, and the chairs of the house of representatives and senate fiscal committees of proposed changes to the compensation levels for the positions. The notice shall be provided not less than sixty days prior to the effective date of the proposed changes.”**

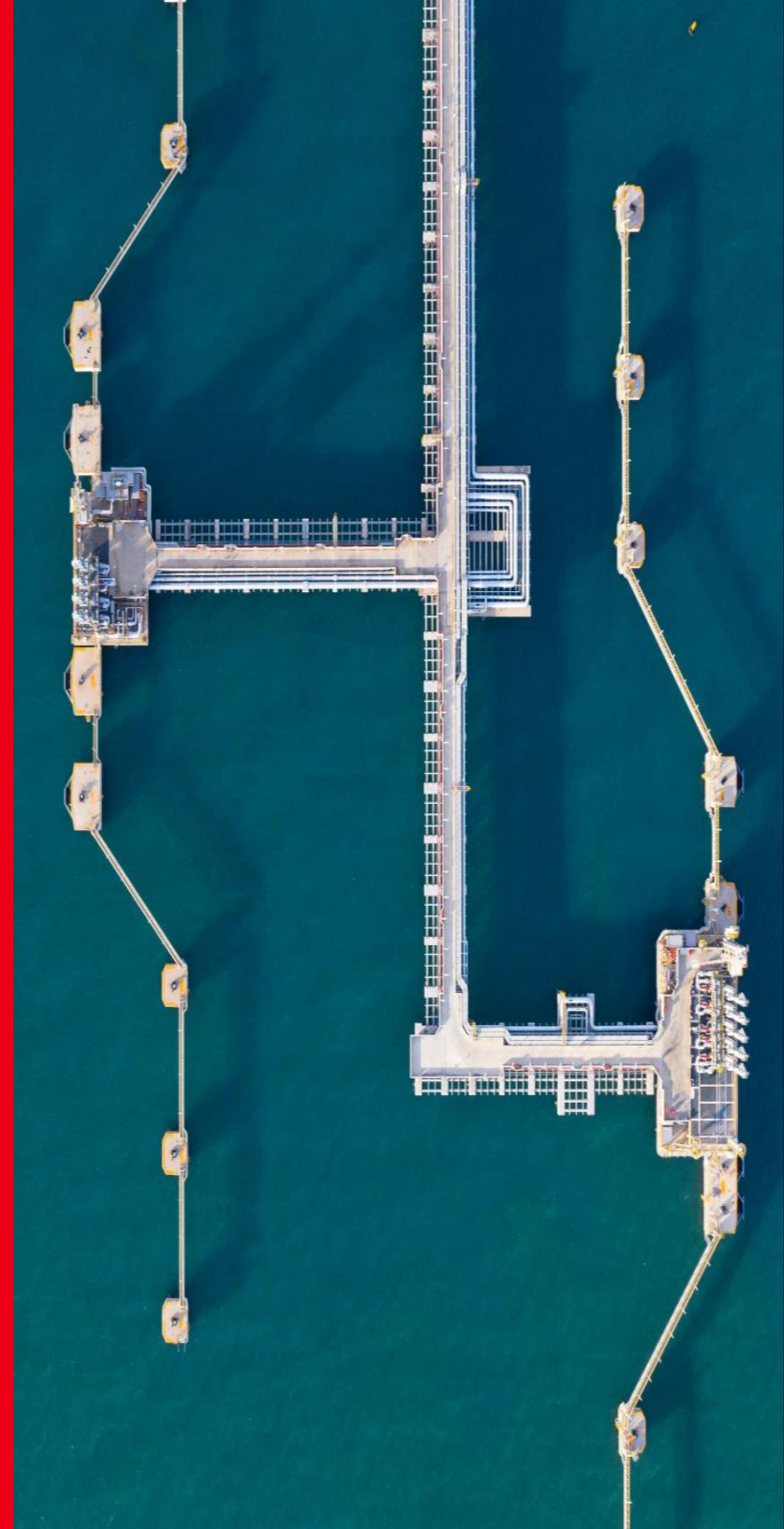
# CURRENT AND PROPOSED INVESTMENT OFFICER SALARY RANGES

	Current Ranges		Proposed Ranges		% of Increase
	Beginning of Range	Top of Range	Beginning of Range	Top of Range	
Chief Investment Officer	\$432,000	\$720,996	\$485,000	\$807,996	12%
Senior Investment Officer	\$231,000	\$384,996	\$265,000	\$441,996	15%
Assistant Senior Investment Officer	\$174,000	\$289,998	\$197,000	\$327,998	13%
Investment Officer	\$132,000	\$219,000	\$138,000	\$230,000	5%
Assistant Investment Officer	\$84,000	\$141,000	\$88,000	\$147,000	4%

**AON**

**Competitive Pay Analysis –  
Washington State Investment Board  
2026**

**MCLAGAN**



# Overview

- Similar to previous years, the Washington State Investment Board (WSIB) asked McLagan to complete a competitive pay assessment of WSIB's investment professionals. McLagan reviewed how WSIB's pay compares to the average of other public pension funds of similar size.
- As with the last analysis, McLagan's approach to completing this analysis involved:
  1. Confirming the roles and responsibilities of WSIB's positions.
  2. Validating and, as appropriate, modifying survey position matches identified by WSIB's HR staff.
  3. Assembling pay data from McLagan's *2025 Public Funds Compensation Survey*.
  4. Assessing how WSIB's compensation levels compare to the total compensation offered at other public funds of similar size (i.e., funds with roughly AUM ½ to 2X WSIB). This analysis compares each WSIB employee to the equivalent position at peer funds.

# Methodology

## Who are WSIB's peers?

- WSIB's peer group includes other similarly sized US public pension funds (i.e., funds with AUM ½ to 2x WSIB's AUM) that participate in McLagan's annual compensation survey. Peers included have a median AUM of \$146.5B. See appendix for a full listing of peer funds and how the peers have changed since the last analysis.
- This approach has been used for many years consistent with RCW 43.33A.100 (see below).

## How are WSIB's salaries determined?

- McLagan partners with WSIB's HR staff to match each WSIB position with an appropriate survey benchmark equivalent at peer funds based on the roles, responsibilities, and typical experience of each position.
- WSIB salaries (actual salaries and salary ranges) are compared to the total compensation levels within peer funds, using the best aligned survey benchmark.
- The maximum salary for each WSIB range is set at or below the market average, consistent with RCW 43.33A.100. Individual salaries are established within the range (e.g., at or below maximum) based on each person's relative experience and contributions.

### Washington State Statute (RCW 43.33A.100)

*"The compensation levels and incentive compensation for investment officers **shall be limited to the average of total compensation provided by state or other public funds of similar size**, based upon a biennial survey conducted by the investment board, with review and comment by the joint legislative audit and review committee."*

# WSIB's Salary Spend Falls Below Market Average Levels for Investment Staff

## Investment Staff

- Across 50 employees, WSIB spends an aggregate \$13.1M on salary. If each WSIB employee were to be paid at the market average total compensation for their respective job, WSIB would need to spend ~\$15.4M.
- Note that the below chart represents WSIB's actual salaries, which represents a range of employees paid below, at, and above the midpoint for their respective range.

	# of Incs	WSIB Average Salary	Market Average T. Comp	% Δ Required to Reach Market
<b>Total Compensation</b>				
Chief Investment Officer	1	\$721	\$808	12%
Senior Investment Officer	6	380	442	16%
Assistant Senior Investment Officer	26	277	328	18%
Investment Officer	16	197	230	17%
Assistant Investment Officer	1	115	147	28%
<b>Total</b>	<b>50</b>	<b>\$13,160</b>	<b>\$15,427</b>	<b>17%</b>

Note:

- Market average includes base salary and actual earned incentive compensation, which is offered by a number of peer funds.
- While there are 16 Investment Officers employed at WSIB, only 15 were included in this analysis. One Investment Officer was excluded from the overall analysis and summary findings due to insufficient market data.

# WSIB's Salary Range vs. Competitive Market Average

- To remain competitive with other large public funds, McLagan proposes the following changes to WSIB's investment salary structure:

	WSIB Current Salary	WSIB Current Salary Range			Market Average T. Comp	Proposed Salary Range			% Change in Max
		Min	Mid	Max		Min	Mid	Max	
Chief Investment Officer	\$721	\$432	\$576	\$721	<b>\$808</b>	\$485	\$646	\$808	12%
Senior Investment Officer	380	231	308	385	<b>442</b>	265	354	442	15%
Assistant Senior Investment Officer	277	174	232	290	<b>328</b>	197	262	328	13%
Investment Officer	197	132	175	219	<b>230</b>	138	184	230	5%
Assistant Investment Officer	115	84	112	141	<b>147</b>	88	118	147	4%

# Appendix

## WSIB's Comparator Group

Pay Comparator Group				
	2024 AUM	Prior Peer	2025 Peer	Notes
California Public Employees' Retirement System	\$527.7			outside of AUM range
California State Teachers' Retirement System	349.7	✓	✓	
New York State Common Retirement Fund*	273.1	✓	✓	
Teachers Retirement System of Texas	224.0	✓	✓	
Florida State Board of Administration	218.9	✓	✓	
State of Wisconsin Investment Board	162.0	✓	✓	
Minnesota State Board of Investment	149.7		✓	Recent participant
New York State Teachers' Retirement System	146.5	✓	✓	
Oregon Public Employees' Retirement Fund	141.1	✓	✓	
Ohio Public Employees Retirement System	119.4	✓	✓	
Virginia Retirement Systems	116.9	✓	✓	
Tennessee Consolidated Retirement System	112.6		✓	within AUM range
Michigan State Retirement System	110.1		✓	within AUM range
Massachusetts PRIM	109.7		✓	within AUM range
State Teachers' Retirement System of Ohio	96.3	✓		falls outside AUM range
	High Quartile	\$222.7	\$218.9	
	<b>Median</b>	<b>154.3</b>	<b>146.5</b>	
	Low Quartile	124.8	116.9	
<b>Washington State Investment Board**</b>	<b>\$222.5</b>			

\* estimated AUM - did not participate in 2025 survey; including prior participating compensation data in analysis

\*\*current AUM as of Oct. 2025