

1. Introduction

Overview

The Pittsburgh Technology Council is pleased to present the 2010 – 2011 Southwestern Pennsylvania Annual Compensation and Benefits Study.

This report includes data for 69 companies that matched 10,103 employees located within the 13-county southwestern Pennsylvania region to 130+ unique jobs.

The survey is organized as follows:

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1. Introduction

About the Survey

The 2010 – 2011 Southwestern Pennsylvania Annual Compensation and Benefits Study identifies trends and practices related to cash compensation, benefit programs and other human resource policies of companies located within the following 13-counties of southwestern Pennsylvania:

 Allegheny	 Butler	 Indiana	 Westmoreland
 Armstrong	 Cambria	 Lawrence	
 Beaver	 Fayette	 Somerset	
 Bedford	 Greene	 Washington	

Compensation Consulting Consortium, LLC – “3C,” a compensation consulting firm, and its office located in Pittsburgh, Pa., again partnered with the Pittsburgh Technology Council to conduct this year’s survey. The Pittsburgh Human Resources Association (PHRA) again assisted in this year’s survey marketing and questionnaire distribution processes.

In July 2010, the Pittsburgh Technology Council, Pittsburgh Human Resources Association and 3C e-mailed and faxed survey questionnaires to approximately 500 companies regarding base salary and bonus/incentive practices applicable to 130+ key jobs, general pay administration policies, benefit program design features and other human resource policies applicable to the companies’ broad-based work force located within southwestern Pennsylvania.

For this year’s survey, 69 organizations responded and provided actual compensation practices for approximately 10,103 employees.

Careful attention has been paid to ensure the statistical validity of the results presented. Questionable data submitted have been reviewed, revised and/or omitted based on discussions with survey participants. Given the significant change in number and types of survey participants, we advise the users of this survey to exercise caution in conducting year-over-year comparison analyses.

Data are effective as of July 1, 2010.

1. Introduction

Confidentiality

This survey is designed to provide meaningful statistical analyses without compromising data supplied in confidence by participants. Accordingly, the analyses included within this report have been prepared according to 3C's standards for data presentation which include the following:

- ✚ A minimum of two organizations must be included for any type of data to be displayed.
- ✚ A minimum of three incumbents across at least two organizations must be included to display the 50th percentile and average practices for all compensation-related data.
- ✚ A minimum of five incumbents across at least two organizations must be included to display all percentiles (25th, 50th and 75th) for compensation-related data.

The analysis of compensation and related information is displayed for each of the survey positions where sufficient data were collected. Two hyphens are displayed when there are insufficient data.

Survey Definitions

A description of the methodology used in analyzing the participants' data and definitions for statistics and all compensation elements is included throughout the report and a general summary also is listed within the Methodology section. The descriptions of the surveyed jobs as well as an alphabetical listing of the surveyed jobs by job title also are included within the Methodology section.

Questions

Questions regarding any information included within this report can be directed to Dawn Cumpston or Jennifer Gligonic at 412. 816.1670 or via e-mail at dawn.cumpston@3Ccomp.com or jennifer.gligonic@3Ccomp.com.

2. Participation

The 69 participating employers are categorized by the following industry, employee size and annual revenue groupings.

Industries

The definitions of the seven industry groupings for which results are presented are noted below.

Manufacturing

Design and manufacturing of equipment, machinery and systems in which electronics are a primary component, including computer hardware. Manufacturing and research of primary and specialty metals, ceramics, plastics and synthetics; chemical research and manufacturing; and, environmental and earth sciences. All other manufacturing.

Software, Computer and Technology

Design and development of computer software and systems; networking and systems integration products; electronic media content; wireless, satellite, and land-based telecommunication products; and, engineered and science-based products. Software, computer and technology-related consulting services, including customization of products and services developed and owned by other organizations. Consulting related to design, installation and operation of computer software and systems; networking, systems integrations, and related services. Consulting related to operations and services of internet service providers; electronic media content providers; wireless, satellite, and land-based telecommunication products; and, engineered and science-based products.

Life-Sciences/Biotech/Medical Devices

Companies and organizations engaged in research, development, commercialization and/or manufacturing of biological, pharmaceutical, therapeutic or medical materials, equipment, devices, supplies or technologies.

Not-for-Profit

Organizations that qualify for exemption status from federal and state income taxation. Typically serve the public interest in areas such as charity, education, science, religion, advocacy or literacy. May receive contributions or funding from various sources such as the general public, corporations, private foundations, governmental agencies or other public charities. Also includes governmental agencies.

2. Participation

All Other Employers

Consulting, law, accounting, auditing, architecture, and design firms or other type of professional or business service organization. Includes organizations offering a primary product or service not described by any other category.

2. Participation

Survey Participants

The table below lists this year's survey participants within the major industry groupings. An asterisk "*" identifies organizations who also participated in the 2009 survey.

Manufacturing

Acutronic USA, Inc. *
Aerotech, Inc. *
Alcoa Inc.
AMETEK/Process & Analytical Instruments Division
Bucyrus America Inc.
CMR USA, LLC
FS-Elliott Co., LLC
GENCO
Koppers, Inc. *
LaBarge, Inc. *
Matric, Ltd. *
Mitsubishi Electric Power Products, Inc. *
NOVA Chemicals
PBM Valve Solutions *
Pressure Chemical Co. *
Sauereisen Inc.
Universal Electric Corporation *

All Other Employers

American Eagle Outfitters, Inc. *
Buchanan Ingersoll & Rooney PC
CONSOL Energy, Inc. *
Cowden Associates
Daedalus, Inc. *
Development Dimensions International, Inc.
Duquesne Light Holdings *
Education Management Corporation *
Federal Home Loan Bank of Pittsburgh
FedEx Ground
Giant Eagle, Inc.
Highmark *
MARC USA, Inc. *
MAYA Design, Inc. *
Multiscope, Inc.
Penn Line Service, Inc.
Reed Smith, LLP *
Software Engineering Institute
Technosystems Service Corporation *
The Duggan Rhodes Group

Not-for-Profit

Allegheny Conference for Community Development *
Carnegie Library of Pittsburgh *
Carnegie Mellon University *
Cranberry Township
Excela Health *
Innovation Works, Inc. *
Pennsylvania One Call System Inc
Port Authority of Allegheny County
The Heinz Endowments *
The Pittsburgh Technology Council *
VisitPittsburgh *

Life-Sciences/Biotech/Medical Devices

Alung Technologies, Inc. *
Circadiance LLC
Invivodata, Inc. *
McKesson Automation, Inc. *
Phillips Respironics *
Pittsburgh Life Sciences Greenhouse *
Precision Therapeutics, Inc. *

Software, Computer and Technology

Compunetix, Inc.
Confluence *
Emerson Process Management Power & Water Solutions, Inc.
Inmedius, Inc
Lucas Systems Inc. *
Management Science Associates, Inc. *
Matrix Operations Company, LLC DBA Matrix Solutions*
Newton Consulting *
Resilient Cognitive Solutions *
Rhiza Labs, LLC
SDLC Partners L.P. *
Simio LLC *
TeleTracking Technologies, Inc. *
True Commerce, Inc.

2. Participation

Participant Demographics

The tables below provide a profile of the survey's participants in terms of annual revenue and total number of full-time equivalent employees.

Industry	No. of Orgs.	% of Participants Organized by Annual Revenue (\$ Millions)			
		Less than \$7.5	\$7.5 to \$25	\$26 to \$150	More than \$150
Software, Computer & Technology	14	29%	43%	14%	14%
Manufacturing	17	18%	18%	29%	35%
Life-Sciences/Biotech/Medical Devices	7	42%	29%	0%	29%
Not-for-Profit	11	18%	27%	37%	18%
All Other Employers	20	25%	10%	5%	60%
All Combined	69	25%	23%	17%	35%

Industry	No. of Orgs.	% of Participants Organized by No. of Full-Time Equivalent Employees			
		Less than 50	50 – 150	151 – 500	More than 500
Software, Computer & Technology	14	43%	29%	14%	14%
Manufacturing	17	24%	18%	34%	24%
Life-Sciences/Biotech/Medical Devices	7	43%	14%	14%	29%
Not-for-Profit	11	36%	18%	18%	28%
All Other Employers	20	20%	15%	5%	60%
All Combined	69	30%	19%	18%	33%

Note: Number of full-time equivalent employees equals sum of full-time employees plus part-time employees converted to a full-time equivalent basis.

2. Participation

Participant Contact List

Permission was given by the following participants to be reported in the contact list. This does not represent a full participant listing. An asterisk "*" identifies members of the survey Advisory Board Committee.

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2. Participation

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2. Participation

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3. Compensation Data

Data Collection Overview

Jobs in the 2010 – 2011 Southwestern Pennsylvania Annual Compensation and Benefits Study are organized into the following job families:

- | | |
|------------------------------------|-------------------------------|
| ✚ Management & Administration | ✚ Information Systems |
| ✚ Accounting, Finance & Purchasing | ✚ Customer Services & Support |
| ✚ Engineering & Field Services | ✚ Marketing & Sales |
| ✚ Documentation & Publication | ✚ Manufacturing & Warehousing |
| ✚ Laboratory Science & Chemistry | |

There are two full pages of information for each job, breaking out compensation data by industry and employer size measured in terms of full-time equivalent (FTE) employees and annual organizational revenue.

Survey participants submitted compensation data for every full-time employee matched to a survey job. Average and median rates of pay and 25th and 75th percentiles were then calculated from the individual pay rates submitted. When matching survey jobs, survey participants were instructed to compare the duties and responsibilities of their organizations' jobs with the survey descriptors and ensure major responsibilities of their jobs were comparable to the survey jobs.

As part of the survey, data were combined to create several "All Level" jobs in cases where multiple levels for the same job exist. For example, incumbent pay data submitted by participants for Engineer I, II and III were combined into a new job called Engineer – All Levels. Combining the job-level pay practices provide the survey user with additional insights into the full range of market pay practices for a particular set of job skills and responsibilities.

The following pages identify the specific page number to use in locating compensation data for each surveyed job as well as the "All Level" jobs. A summary of the job descriptions is included in the Methodology section of this report.

3. Compensation Data

Page References to Individual Job Compensation

Job Number / Job Title	Page Number
Management and Administration	
101 RECEPTIONIST	10
106 ADMINISTRATIVE ASSISTANT	12
108 EXECUTIVE ASSISTANT/SR ADMINISTRATIVE ASSISTANT	14
112 GENERAL CLERK - INTERMEDIATE	16
117 BILLING CLERK	18
126 HUMAN RESOURCES MANAGER	20
129 HUMAN RESOURCES GENERALIST	22
130 EMPLOYEE TRAINING SPECIALIST	24
135 TECHNICAL RECRUITER	26
140 OFFICE MANAGER	28
152 CONTRACT ADMINISTRATOR	30
Accounting, Finance and Purchasing	
201 ACCOUNTING CLERK - ALL LEVELS	32
202 ACCOUNTING CLERK - INTERMEDIATE	34
203 ACCOUNTING CLERK – SENIOR	36
204 PAYROLL CLERK	38
231 ACCOUNTANT - ALL LEVELS	40
232 ACCOUNTANT	42
233 SENIOR ACCOUNTANT	44
245 ACCOUNTING MANAGER	46
246 FINANCIAL ANALYST	48
252 BUYER/PLANNER - ALL LEVELS	50
253 BUYER/PLANNER	52
254 SENIOR BUYER/PLANNER	54
255 PURCHASING MANAGER	56
Engineering and Field Services	
310 FIELD SERVICE TECHNICIAN - ALL LEVELS	58
311 FIELD SERVICE TECHNICIAN	60
312 SENIOR FIELD SERVICE TECHNICIAN	62
321 DRAFTER/DESIGNER (CAD) - ALL LEVELS	64
322 DRAFTER/DESIGNER (CAD)	66
323 DRAFTER/DESIGNER (CAD) SENIOR	68
330 ELECTRONICS TECHNICIAN - ALL LEVELS	70
331 ELECTRONICS TECHNICIAN I	72
332 ELECTRONICS TECHNICIAN II	74
333 ELECTRONICS TECHNICIAN III	76
340 SYSTEMS/ELECTRONICS ENGINEER - ALL LEVELS	78
341 SYSTEMS/ELECTRONICS ENGINEER I	80
343 SYSTEMS/ELECTRONICS ENGINEER II	82
345 SYSTEMS/ELECTRONICS ENGINEER III	84
350 MECHANICAL ENGINEER - ALL LEVELS	86
351 MECHANICAL ENGINEER I	88
353 MECHANICAL ENGINEER II	90
355 MECHANICAL ENGINEER III	92
381 ELECTRICAL ENGINEER - ALL LEVELS	94
382 ELECTRICAL ENGINEER I	96
383 ELECTRICAL ENGINEER II	98
384 ELECTRICAL ENGINEER III	100
388 INDUSTRIAL ENGINEER - ALL LEVELS	102
385 INDUSTRIAL ENGINEER I	104
386 INDUSTRIAL ENGINEER II	106
387 INDUSTRIAL ENGINEER III	108
380 ENGINEERING MANAGER	110

3. Compensation Data

Job Number / Job Title		Page Number
Documentation and Publication		
401	ENGINEERING DOCUMENTATION COORDINATOR	112
431	TECHNICAL WRITER	114
441	GRAPHIC ILLUSTRATOR/DESIGNER	116
Laboratory Science and Chemistry		
570	LABORATORY ASSISTANT	118
572	LABORATORY TECHNICIAN	120
577	RESEARCH ASSOCIATE	122
580	RESEARCH SCIENTIST - ALL LEVELS	124
581	RESEARCH SCIENTIST	126
589	SENIOR RESEARCH SCIENTIST	128
590	RESEARCH AND DEVELOPMENT MANAGER (Non-MD)	N/A **
592	CLINICAL RESEARCH ASSOCIATE	130
583	DOCUMENT CONTROL SPECIALIST	132
591	CLINICAL LAB MANAGER	134
594	MEDICAL RECORDS SPECIALIST	N/A **
595	MEDICAL RECORDS COORDINATOR	N/A **
596	QUALITY ASSURANCE/QUALITY CONTROL INSPECTOR	136
598	BIostatistician/STATISTICIAN	138
599	REGULATORY AFFAIRS SPECIALIST	N/A **
582	REGULATORY AFFAIRS MANAGER	N/A **
Information Technology		
651	ANALYST/PROGRAMMER - ALL LEVELS	140
652	ANALYST/PROGRAMMER I	142
653	ANALYST/PROGRAMMER II	144
654	ANALYST/PROGRAMMER III	146
601	SOFTWARE DEVELOPER - ALL LEVELS	148
602	SOFTWARE DEVELOPER I	150
603	SOFTWARE DEVELOPER II	152
605	SOFTWARE DEVELOPER III	154
607	SOFTWARE DEVELOPMENT MANAGER	156
608	SOFTWARE QUALITY ASSURANCE ANALYST	158
620	BUSINESS ANALYST - ALL LEVELS	160
621	BUSINESS ANALYST	162
622	SENIOR BUSINESS ANALYST	164
624	INTERNET APPLICATIONS DEVELOPER	166
609	PROJECT MANAGER - ALL LEVELS	168
610	PROJECT MANAGER	170
625	SENIOR PROJECT MANAGER	172
623	TECHNICAL CONSULTANT (BILLABLE) - ALL LEVELS	174
626	TECHNICAL CONSULTANT (BILLABLE)	176
627	SENIOR TECHNICAL CONSULTANT (BILLABLE)	178
628	INSTRUCTIONAL DESIGNER	180
629	INFORMATION SYSTEMS TRAINING SPECIALIST	182
630	DATA WAREHOUSE ARCHITECT	184
631	DATA WAREHOUSE ANALYST	186
632	DATA ANALYST	188
635	DATABASE REPORT WRITER	190
735	APPLICATIONS SYSTEMS ANALYST	192
736	SYSTEMS ADMINISTRATOR	194
733	INFORMATION SYSTEMS ENGINEER	196
738	IS/IT MANAGER	198
742	WEBSITE DEVELOPER	200
744	DATABASE ADMINISTRATOR	202
750	NETWORK ANALYST - ALL LEVELS	204
751	NETWORK ANALYST	206
752	SENIOR NETWORK ANALYST	208
755	NETWORK ENGINEER - ALL LEVELS	210
753	NETWORK ENGINEER	212
754	SENIOR NETWORK ENGINEER	214
760	PC SUPPORT SPECIALIST	216

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Job Number / Job Title		Page Number
Customer Services and Support		
810	CUSTOMER SERVICE REPRESENTATIVE - ALL LEVELS	218
811	CUSTOMER SERVICE REPRESENTATIVE	220
813	SENIOR CUSTOMER SERVICE REPRESENTATIVE	222
815	CUSTOMER SERVICE SUPERVISOR	224
817	CUSTOMER SERVICE MANAGER	226
825	PRODUCT SUPPORT SPECIALIST - ALL LEVELS	228
826	PRODUCT SUPPORT SPECIALIST I	230
827	PRODUCT SUPPORT SPECIALIST II	232
828	PRODUCT SUPPORT SPECIALIST III	234
840	PRODUCT SUPPORT MANAGER	236
Marketing and Sales		
843	SALES REPRESENTATIVE - ALL LEVELS	238
841	SALES REPRESENTATIVE	240
842	SENIOR SALES REPRESENTATIVE	242
846	INSIDE SALES REPRESENTATIVE/TELEMARKETER	244
847	ACCOUNT MANAGER	246
848	SALES SUPPORT ASSISTANT	248
850	WRITER-MARKETING/COMMUNICATIONS	250
860	PRODUCT MARKETING SPECIALIST	252
865	PRODUCT MANAGER	254
871	MARKETING MANAGER	256
Manufacturing and Warehousing		
901	FORKLIFT OPERATOR	258
905	STOCK CLERK	260
910	SHIPPING CLERK	262
915	SHIPPING/WAREHOUSE SUPERVISOR	264
916	SHIPPING/WAREHOUSE MANAGER	266
919	MACHINE OPERATOR	268
920	NUMERICAL CONTROL MACHINE OPERATOR	270
922	MACHINIST	272
921	SENIOR MACHINIST (JOURNEYMAN LEVEL)	274
926	ASSEMBLER - ALL LEVELS	276
927	ASSEMBLER	278
928	SENIOR ASSEMBLER	280
929	GENERAL MAINTENANCE WORKER	282
931	MAINTENANCE MECHANIC	284
935	MAINTENANCE AND FACILITIES SUPERVISOR	286
942	WELDER	288
945	SALES ESTIMATOR	N/A **
951	QUALITY ASSURANCE INSPECTOR	290
955	QUALITY ASSURANCE SUPERVISOR	292
956	QUALITY ASSURANCE ENGINEER	294
959	MANUFACTURING ENGINEER	296
960	PRODUCTION TEST TECHNICIAN - All Levels	298
961	PRODUCTION TEST TECHNICIAN	300
962	SENIOR PRODUCTION TEST TECHNICIAN	302
963	PRODUCTION PLANNER/SCHEDULER	304
964	SIX SIGMA SPECIALIST	N/A **
965	PRODUCTION SUPERVISOR	306
970	PRODUCTION MANAGER	308

** Insufficient Data

3. Compensation Data

The following definitions describe the survey data displayed on the individual job data sheets included within this section.

Definitions and Terms

Statistics

Percentiles show the dispersion of the market data above and below a measure of central tendency. They provide information about the data without listing all of the actual data points. To compute a percentile, the data are ranked from lowest to highest. The resulting percentile value is the actual or interpolated data point that a percent of the observations are less than. The percentiles used in this survey include:

- ✚ 25th Percentile (also known as the first quartile): The value below which lies 25% of the sample.
- ✚ 50th Percentile (also known as the median): The value below which lies 50% of the sample. The median is also the exact middle point of the data when the values are ranked from lowest to highest. It is less affected by extremely high or low values than the average.
- ✚ 75th Percentile (also known as the third quartile): The value below which lies 75% of the sample.
- ✚ Average: The value that represents the sum of all data reported divided by the number of data points.

Survey Elements

The following provides a brief definition of the terms and data displayed on the individual job compensation sheets.

- ✚ Descriptor: The survey job number and title, followed by the job descriptor. Participants referred to these descriptors in matching jobs. Participation instructions advised respondents to match the jobs of full-time employees whose major duties and responsibilities were compatible to the duties and responsibilities of the surveyed job, regardless of title.
- ✚ Job Match Comparability: Identifies the match comparability between the participating organization's position and the survey position.
- ✚ Employers Reporting: The number of survey participants that reported one or more active full-time employees in a particular job.

3. Compensation Data

- ✚ Employees Reported: The number of active full-time employees whose individual rates of pay were reported.
- ✚ Employers Reporting: The number of survey participants that reported one or more active full-time employees in a particular job.
- ✚ Employees Reported: The number of active full-time employees whose individual rates of pay were reported.
- ✚ Annual Base Pay: Base salary as of July 1, 2010, with statistics calculated using individual pay rates reported for each incumbent across all organizations.
- ✚ % Incentive Eligible: Identifies the average percent of individuals in the position eligible for a short-term incentive or bonus.
- ✚ Incentive Pay: Actual cash incentives paid for the most recently completed year. Statistics include only those individuals actually receiving a short-term incentive or bonus payment.
- ✚ Total Cash Compensation: Annual base pay plus incentive pay for all incumbents, including those not receiving or eligible for incentive pay.
- ✚ Most Recent New Hire: Pay data reflect base salary practices specific to employees hired within the past six months.

3. Compensation Data

The tables below and on the following pages identify the range of base pay and total cash compensation for each job across all organizations.

\$ in thousands

Job Code	Job Title	Employers Reported	Employees Reported	Annual Base Pay				Total Cash Compensation			
				25th %ile	50th %ile	75th %ile	Average	25th %ile	50th %ile	75th %ile	Average
101	RECEPTIONIST	34	50	\$26.6	\$29.5	\$35.0	\$31.5	\$27.1	\$30.6	\$37.0	\$32.1
106	ADMINISTRATIVE ASSISTANT	45	484	\$34.6	\$40.0	\$48.6	\$41.2	\$35.0	\$40.9	\$49.7	\$42.1
108	EXECUTIVE ASSISTANT/SR ADMINISTRATIVE ASSISTANT	37	233	\$45.0	\$51.0	\$61.5	\$55.0	\$45.9	\$53.9	\$63.5	\$56.7
112	GENERAL CLERK - INTERMEDIATE	17	255	\$23.9	\$27.0	\$30.5	\$29.8	\$24.1	\$27.6	\$31.3	\$30.6
117	BILLING CLERK	15	66	\$32.5	\$39.5	\$44.5	\$39.5	\$34.1	\$40.4	\$46.1	\$40.8
126	HUMAN RESOURCES MANAGER	37	62	\$70.0	\$85.0	\$102.7	\$90.5	\$70.0	\$90.4	\$115.9	\$98.7
129	HUMAN RESOURCES GENERALIST	32	54	\$46.0	\$54.1	\$65.0	\$56.0	\$46.5	\$55.0	\$67.2	\$58.0
130	EMPLOYEE TRAINING SPECIALIST	11	23	\$54.6	\$68.6	\$73.2	\$65.8	\$54.6	\$71.7	\$79.2	\$68.6
135	TECHNICAL RECRUITER	5	6	\$46.8	\$50.2	\$56.1	\$50.4	\$47.4	\$51.5	\$56.2	\$53.2
140	OFFICE MANAGER	23	194	\$35.1	\$37.5	\$42.5	\$39.9	\$35.1	\$37.5	\$42.6	\$40.3
152	CONTRACT ADMINISTRATOR	12	28	\$51.8	\$72.2	\$82.8	\$70.5	\$51.8	\$75.0	\$87.8	\$75.2
201	ACCOUNTING CLERK - ALL LEVELS	39	200	\$30.9	\$34.5	\$39.5	\$36.0	\$31.1	\$34.9	\$40.6	\$36.9
202	ACCOUNTING CLERK - INTERMEDIATE	32	138	\$29.9	\$33.6	\$37.0	\$34.4	\$30.9	\$34.5	\$38.4	\$35.4
203	ACCOUNTING CLERK - SENIOR	20	62	\$32.3	\$36.5	\$45.9	\$39.5	\$32.3	\$37.0	\$47.9	\$40.2
204	PAYROLL CLERK	25	57	\$32.5	\$35.3	\$39.9	\$37.5	\$33.7	\$36.1	\$39.9	\$38.4
231	ACCOUNTANT - ALL LEVELS	47	277	\$43.0	\$51.8	\$60.0	\$52.0	\$43.4	\$52.2	\$61.2	\$53.5
232	ACCOUNTANT	32	137	\$40.0	\$46.8	\$56.0	\$48.8	\$41.0	\$47.0	\$57.7	\$50.1
233	SENIOR ACCOUNTANT	32	140	\$47.5	\$54.3	\$62.1	\$55.1	\$49.1	\$56.8	\$64.4	\$56.8
245	ACCOUNTING MANAGER	35	72	\$68.2	\$87.6	\$99.9	\$87.8	\$69.9	\$89.7	\$114.0	\$95.9
246	FINANCIAL ANALYST	15	58	\$58.6	\$68.0	\$76.9	\$66.5	\$59.8	\$68.4	\$79.8	\$68.6
252	BUYER/PLANNER - ALL LEVELS	31	142	\$46.2	\$52.1	\$60.3	\$54.5	\$46.5	\$53.7	\$62.3	\$56.4
253	BUYER/PLANNER	27	89	\$42.7	\$47.7	\$52.9	\$48.5	\$43.0	\$49.2	\$55.3	\$50.4
254	SENIOR BUYER/PLANNER	17	53	\$55.8	\$59.9	\$68.7	\$64.7	\$55.8	\$61.0	\$70.6	\$66.4
255	PURCHASING MANAGER	23	33	\$72.9	\$92.3	\$106.0	\$90.6	\$75.5	\$99.4	\$121.2	\$98.8
310	FIELD SERVICE TECHNICIAN - ALL LEVELS	12	160	\$41.1	\$53.2	\$63.0	\$52.5	\$42.8	\$54.1	\$65.5	\$54.0
311	FIELD SERVICE TECHNICIAN	11	92	\$36.6	\$45.8	\$55.1	\$46.9	\$37.8	\$46.4	\$55.2	\$48.2
312	SENIOR FIELD SERVICE TECHNICIAN	10	68	\$51.2	\$62.3	\$66.6	\$60.1	\$51.2	\$64.1	\$66.6	\$61.8
321	DRAFTER/DESIGNER (CAD) - ALL LEVELS	21	126	\$47.4	\$55.2	\$62.0	\$55.3	\$48.5	\$57.4	\$63.0	\$56.8
322	DRAFTER/DESIGNER (CAD)	15	62	\$42.1	\$47.7	\$54.1	\$47.9	\$42.3	\$50.0	\$56.8	\$49.3
323	DRAFTER/DESIGNER (CAD) SENIOR	15	64	\$55.9	\$62.0	\$68.2	\$62.5	\$58.6	\$62.0	\$73.0	\$64.2
330	ELECTRONICS TECHNICIAN - ALL LEVELS	12	133	\$30.8	\$36.4	\$48.8	\$41.9	\$30.8	\$36.4	\$51.0	\$42.1
331	ELECTRONICS TECHNICIAN I	6	48	\$26.3	\$29.0	\$32.4	\$30.1	\$26.3	\$29.0	\$32.4	\$30.1
332	ELECTRONICS TECHNICIAN II	11	69	\$35.5	\$40.2	\$47.9	\$43.2	\$35.5	\$40.5	\$48.8	\$43.5
333	ELECTRONICS TECHNICIAN III	4	16	\$73.1	\$76.4	\$76.4	\$71.1	\$74.1	\$76.4	\$76.4	\$71.6
340	SYSTEMS/ELECTRONICS ENGINEER - ALL LEVELS	15	76	\$59.5	\$74.7	\$88.2	\$75.4	\$60.5	\$76.9	\$88.4	\$76.7
341	SYSTEMS/ELECTRONICS ENGINEER I	6	14	\$42.1	\$52.8	\$59.4	\$54.1	\$42.1	\$52.8	\$60.6	\$54.2
343	SYSTEMS/ELECTRONICS ENGINEER II	11	35	\$60.5	\$70.6	\$77.8	\$68.7	\$60.9	\$70.6	\$79.1	\$69.7
345	SYSTEMS/ELECTRONICS ENGINEER III	11	27	\$83.5	\$94.1	\$103.4	\$95.2	\$83.5	\$96.2	\$105.5	\$97.4
350	MECHANICAL ENGINEER - ALL LEVELS	13	102	\$61.2	\$71.6	\$86.6	\$74.2	\$61.9	\$73.4	\$88.7	\$76.1
351	MECHANICAL ENGINEER I	9	21	\$54.0	\$58.7	\$61.0	\$57.8	\$54.0	\$60.0	\$61.7	\$58.8
353	MECHANICAL ENGINEER II	7	36	\$59.6	\$65.0	\$71.1	\$66.5	\$60.4	\$66.2	\$74.3	\$68.1
355	MECHANICAL ENGINEER III	13	46	\$77.8	\$87.7	\$97.6	\$87.2	\$78.9	\$89.0	\$102.0	\$90.0
381	ELECTRICAL ENGINEER - ALL LEVELS	13	87	\$61.6	\$78.6	\$88.7	\$78.3	\$62.3	\$80.9	\$90.9	\$81.1
382	ELECTRICAL ENGINEER I	6	19	\$55.2	\$57.8	\$59.9	\$57.8	\$57.3	\$57.8	\$62.0	\$58.5
383	ELECTRICAL ENGINEER II	9	28	\$61.0	\$76.8	\$85.3	\$71.9	\$63.5	\$78.9	\$85.3	\$72.9
384	ELECTRICAL ENGINEER III	12	40	\$79.9	\$89.0	\$95.1	\$92.5	\$82.6	\$91.9	\$99.1	\$97.6
388	INDUSTRIAL ENGINEER - ALL LEVELS	9	29	\$55.6	\$62.1	\$74.8	\$67.1	\$55.6	\$66.7	\$75.6	\$69.1
385	INDUSTRIAL ENGINEER I	6	16	\$54.0	\$56.0	\$60.3	\$58.3	\$54.0	\$56.0	\$60.3	\$58.5
386	INDUSTRIAL ENGINEER II	4	10	\$63.6	\$70.6	\$78.4	\$70.9	\$67.1	\$72.2	\$81.9	\$73.6
387	INDUSTRIAL ENGINEER III	2	3	--	\$107.9	--	\$101.5	--	\$120.0	--	\$110.7
380	ENGINEERING MANAGER	14	33	\$106.1	\$117.5	\$123.7	\$113.9	\$108.4	\$124.3	\$141.0	\$124.6
401	ENGINEERING DOCUMENTATION COORDINATOR	3	17	\$32.8	\$37.5	\$39.2	\$36.7	\$32.8	\$38.6	\$40.4	\$37.4
431	TECHNICAL WRITER	11	35	\$46.6	\$52.7	\$62.0	\$52.6	\$46.6	\$52.7	\$62.9	\$53.2
441	GRAPHIC ILLUSTRATOR/DESIGNER	18	49	\$38.6	\$45.3	\$58.0	\$50.7	\$38.6	\$47.2	\$58.0	\$51.6

3. Compensation Data

\$ in thousands

Job Code	Job Title	Employers Reported	Employees Reported	Annual Base Pay				Total Cash Compensation			
				25th %ile	50th %ile	75th %ile	Average	25th %ile	50th %ile	75th %ile	Average
570	LABORATORY ASSISTANT	2	10	\$25.1	\$25.9	\$34.4	\$28.9	\$25.1	\$25.9	\$34.4	\$28.9
572	LABORATORY TECHNICIAN	7	86	\$34.0	\$35.4	\$44.1	\$40.2	\$35.2	\$38.2	\$45.6	\$41.9
577	RESEARCH ASSOCIATE	3	47	\$28.0	\$32.0	\$41.6	\$36.8	\$28.0	\$32.0	\$41.6	\$37.3
580	RESEARCH SCIENTIST - ALL LEVELS	10	44	\$76.0	\$88.3	\$98.4	\$88.9	\$79.1	\$91.4	\$109.1	\$94.0
581	RESEARCH SCIENTIST	9	23	\$71.0	\$79.2	\$83.7	\$75.6	\$71.0	\$83.3	\$85.6	\$79.1
589	SENIOR RESEARCH SCIENTIST	7	22	\$90.7	\$98.6	\$108.3	\$102.1	\$95.2	\$107.9	\$113.9	\$108.8
592	CLINICAL RESEARCH ASSOCIATE	2	16	\$60.0	\$65.6	\$71.3	\$64.0	\$64.3	\$71.0	\$80.5	\$69.5
583	DOCUMENT CONTROL SPECIALIST	4	4	--	\$40.2	--	\$42.7	--	\$40.2	--	\$42.7
591	CLINICAL LAB MANAGER	2	6	\$66.3	\$71.7	\$83.3	\$85.1	\$66.6	\$76.3	\$85.2	\$86.6
596	QUALITY ASSURANCE/QUALITY CONTROL INSPECTOR	8	16	\$41.4	\$47.7	\$54.2	\$50.8	\$42.6	\$50.7	\$54.2	\$52.1
598	BIOSTATISTICIAN/STATISTICIAN	2	3	--	\$90.3	--	\$83.3	--	\$98.9	--	\$87.7
651	ANALYST/PROGRAMMER - ALL LEVELS	20	701	\$66.3	\$73.1	\$79.7	\$72.6	\$70.1	\$78.3	\$85.7	\$77.4
652	ANALYST/PROGRAMMER I	10	78	\$49.1	\$55.1	\$67.7	\$58.8	\$51.9	\$57.1	\$69.4	\$60.7
653	ANALYST/PROGRAMMER II	16	245	\$62.9	\$66.7	\$71.8	\$67.4	\$65.9	\$71.1	\$74.8	\$71.3
654	ANALYST/PROGRAMMER III	9	378	\$74.0	\$78.7	\$82.1	\$78.8	\$79.6	\$84.4	\$88.4	\$84.8
601	SOFTWARE DEVELOPER - ALL LEVELS	25	571	\$62.4	\$77.0	\$89.0	\$77.7	\$62.5	\$78.0	\$92.0	\$79.0
602	SOFTWARE DEVELOPER I	11	115	\$48.0	\$52.5	\$61.5	\$55.5	\$48.1	\$52.8	\$61.5	\$55.7
603	SOFTWARE DEVELOPER II	20	194	\$61.4	\$67.2	\$75.6	\$68.6	\$62.0	\$68.3	\$78.0	\$69.6
605	SOFTWARE DEVELOPER III	23	262	\$82.5	\$90.4	\$100.3	\$94.2	\$85.0	\$92.5	\$102.6	\$96.2
607	SOFTWARE DEVELOPMENT MANAGER	13	90	\$97.1	\$112.6	\$129.6	\$113.4	\$97.1	\$113.8	\$130.3	\$114.8
608	SOFTWARE QUALITY ASSURANCE ANALYST	13	73	\$47.7	\$55.0	\$62.8	\$55.7	\$47.7	\$55.8	\$62.8	\$56.2
620	BUSINESS ANALYST - ALL LEVELS	13	64	\$55.7	\$71.0	\$79.5	\$71.2	\$56.7	\$72.0	\$79.5	\$72.4
621	BUSINESS ANALYST	10	40	\$49.5	\$62.0	\$74.6	\$65.3	\$51.7	\$64.4	\$75.1	\$66.4
622	SENIOR BUSINESS ANALYST	8	24	\$71.2	\$78.5	\$90.2	\$81.2	\$71.6	\$78.6	\$90.3	\$82.3
624	INTERNET APPLICATIONS DEVELOPER	3	7	\$50.3	\$60.0	\$80.0	\$65.9	\$50.3	\$60.0	\$80.0	\$65.9
609	PROJECT MANAGER - ALL LEVELS	31	225	\$74.5	\$84.1	\$95.7	\$86.3	\$77.8	\$88.7	\$104.3	\$92.0
610	PROJECT MANAGER	26	126	\$69.7	\$78.5	\$86.7	\$78.2	\$72.6	\$81.5	\$91.5	\$81.6
625	SENIOR PROJECT MANAGER	20	99	\$83.4	\$95.5	\$103.5	\$96.6	\$88.0	\$105.4	\$115.2	\$105.3
623	TECHNICAL CONSULTANT (BILLABLE) - ALL LEVELS	8	117	\$60.0	\$70.0	\$80.0	\$70.3	\$60.0	\$70.0	\$80.6	\$71.4
626	TECHNICAL CONSULTANT (BILLABLE)	6	102	\$57.3	\$64.1	\$74.5	\$65.7	\$57.5	\$66.5	\$75.5	\$66.5
627	SENIOR TECHNICAL CONSULTANT (BILLABLE)	5	15	\$85.0	\$100.0	\$112.7	\$102.1	\$91.5	\$100.9	\$112.9	\$104.9
628	INSTRUCTIONAL DESIGNER	6	6	\$52.4	\$62.1	\$68.2	\$60.7	\$52.4	\$62.1	\$68.2	\$61.0
629	INFORMATION SYSTEMS TRAINING SPECIALIST	7	16	\$56.0	\$64.3	\$77.0	\$66.3	\$56.0	\$64.3	\$77.0	\$67.1
630	DATA WAREHOUSE ARCHITECT	5	9	\$92.1	\$100.7	\$102.5	\$99.1	\$102.5	\$105.4	\$107.6	\$104.1
631	DATA WAREHOUSE ANALYST	4	40	\$47.7	\$51.6	\$59.2	\$53.4	\$47.7	\$51.6	\$59.2	\$53.5
632	DATA ANALYST	4	11	\$44.5	\$49.4	\$62.8	\$55.7	\$44.5	\$49.4	\$62.8	\$56.6
635	DATABASE REPORT WRITER - New Job 2010	4	63	\$37.3	\$40.2	\$43.3	\$41.4	\$37.3	\$40.2	\$43.3	\$41.4
735	APPLICATIONS SYSTEMS ANALYST	14	86	\$53.8	\$62.3	\$75.5	\$64.8	\$55.3	\$64.6	\$78.6	\$67.0
736	SYSTEMS ADMINISTRATOR	15	51	\$49.3	\$63.2	\$70.4	\$61.6	\$50.1	\$64.0	\$72.6	\$63.8
733	INFORMATION SYSTEMS ENGINEER	3	15	\$69.5	\$79.1	\$83.1	\$77.5	\$74.0	\$82.0	\$85.9	\$80.6
738	IS/IT MANAGER	33	179	\$93.5	\$107.8	\$114.8	\$105.3	\$98.8	\$121.6	\$132.8	\$118.9
742	WEBSITE DEVELOPER	16	41	\$52.4	\$62.0	\$69.4	\$63.2	\$57.1	\$62.9	\$70.0	\$65.1
744	DATABASE ADMINISTRATOR	18	52	\$67.9	\$79.9	\$93.8	\$81.2	\$68.3	\$83.0	\$95.2	\$84.1
750	NETWORK ANALYST - ALL LEVELS	24	73	\$53.9	\$63.7	\$74.2	\$64.8	\$55.6	\$63.8	\$80.0	\$66.5
751	NETWORK ANALYST	17	35	\$45.9	\$53.9	\$60.3	\$56.2	\$45.9	\$55.6	\$63.7	\$57.9
752	SENIOR NETWORK ANALYST	14	38	\$63.7	\$72.3	\$80.0	\$72.7	\$63.7	\$73.2	\$82.3	\$74.5
755	NETWORK ENGINEER - ALL LEVELS	16	41	\$73.2	\$83.4	\$98.3	\$84.4	\$76.3	\$86.3	\$102.2	\$89.0
753	NETWORK ENGINEER	9	15	\$66.7	\$73.7	\$88.3	\$76.1	\$72.1	\$76.3	\$88.3	\$79.2
754	SENIOR NETWORK ENGINEER	11	26	\$78.1	\$87.4	\$103.8	\$89.1	\$81.2	\$94.5	\$105.1	\$94.6
760	PC SUPPORT SPECIALIST	29	145	\$34.8	\$40.0	\$46.8	\$41.2	\$34.9	\$40.8	\$49.1	\$42.4

3. Compensation Data

\$ in thousands

Job Code	Job Title	Employers Reported	Employees Reported	Annual Base Pay				Total Cash Compensation			
				25th %ile	50th %ile	75th %ile	Average	25th %ile	50th %ile	75th %ile	Average
810	CUSTOMER SERVICE REPRESENTATIVE - ALL LEVELS	33	767	\$28.6	\$32.6	\$38.2	\$35.8	\$30.1	\$34.1	\$39.9	\$37.2
811	CUSTOMER SERVICE REPRESENTATIVE	28	671	\$28.3	\$31.8	\$36.4	\$34.9	\$29.9	\$33.3	\$38.3	\$36.3
813	SENIOR CUSTOMER SERVICE REPRESENTATIVE	21	96	\$34.9	\$39.5	\$45.4	\$42.0	\$36.2	\$41.3	\$47.0	\$43.5
815	CUSTOMER SERVICE SUPERVISOR	9	13	\$57.1	\$63.0	\$71.4	\$63.5	\$57.1	\$68.4	\$74.9	\$66.3
817	CUSTOMER SERVICE MANAGER	9	15	\$74.8	\$77.4	\$105.7	\$90.0	\$78.5	\$82.3	\$121.1	\$98.4
825	PRODUCT SUPPORT SPECIALIST - ALL LEVELS	12	212	\$40.0	\$48.1	\$55.6	\$49.8	\$40.1	\$49.7	\$56.8	\$50.6
826	PRODUCT SUPPORT SPECIALIST I	10	109	\$38.2	\$41.4	\$48.1	\$43.2	\$38.2	\$41.5	\$50.3	\$44.1
827	PRODUCT SUPPORT SPECIALIST II	10	66	\$45.3	\$53.4	\$60.0	\$53.6	\$45.3	\$53.9	\$63.1	\$54.3
828	PRODUCT SUPPORT SPECIALIST III	7	37	\$54.1	\$58.6	\$67.9	\$62.5	\$54.1	\$60.3	\$67.9	\$63.2
840	PRODUCT SUPPORT MANAGER	5	13	\$65.2	\$72.0	\$83.8	\$75.1	\$67.0	\$72.0	\$83.8	\$76.9
843	SALES REPRESENTATIVE - ALL LEVELS	27	417	\$51.3	\$58.8	\$69.1	\$62.1	\$62.6	\$72.5	\$82.4	\$74.0
841	SALES REPRESENTATIVE	19	315	\$51.0	\$55.0	\$64.0	\$58.4	\$60.0	\$69.7	\$78.6	\$70.4
842	SENIOR SALES REPRESENTATIVE	18	102	\$59.9	\$71.7	\$85.0	\$73.6	\$72.2	\$80.0	\$89.7	\$85.2
846	INSIDE SALES REPRESENTATIVE/TELEMARKETER	12	61	\$40.0	\$42.9	\$46.2	\$44.1	\$44.2	\$48.2	\$55.7	\$52.0
847	ACCOUNT MANAGER	11	42	\$76.7	\$88.8	\$108.2	\$89.7	\$77.1	\$88.8	\$121.0	\$97.7
848	SALES SUPPORT ASSISTANT	12	13	\$33.4	\$39.5	\$41.6	\$38.9	\$34.3	\$40.0	\$42.3	\$39.8
850	WRITER-MARKETING/COMMUNICATIONS	12	24	\$44.9	\$61.2	\$69.4	\$58.1	\$45.4	\$65.9	\$72.1	\$60.2
860	PRODUCT MARKETING SPECIALIST	12	84	\$46.4	\$54.5	\$67.0	\$56.9	\$47.0	\$54.6	\$67.2	\$57.4
865	PRODUCT MANAGER	15	66	\$84.1	\$98.4	\$121.3	\$100.7	\$87.8	\$107.7	\$129.9	\$111.9
871	MARKETING MANAGER	21	52	\$65.4	\$83.6	\$103.6	\$83.8	\$69.8	\$89.4	\$106.9	\$89.3
901	FORKLIFT OPERATOR	5	100	\$28.1	\$42.2	\$42.6	\$36.4	\$29.7	\$42.2	\$42.6	\$36.6
905	STOCK CLERK	18	292	\$21.3	\$25.2	\$31.8	\$26.9	\$21.3	\$25.4	\$32.5	\$27.2
910	SHIPPING CLERK	22	218	\$23.6	\$27.4	\$32.4	\$29.0	\$24.0	\$28.4	\$33.7	\$29.7
915	SHIPPING/WAREHOUSE SUPERVISOR	16	39	\$42.4	\$50.2	\$57.2	\$50.3	\$45.0	\$54.1	\$59.4	\$53.1
916	SHIPPING/WAREHOUSE MANAGER	10	17	\$64.2	\$75.6	\$95.9	\$77.4	\$65.0	\$79.8	\$114.2	\$85.1
919	MACHINE OPERATOR	10	74	\$28.1	\$33.0	\$40.2	\$34.2	\$28.2	\$33.5	\$41.6	\$34.5
920	NUMERICAL CONTROL MACHINE OPERATOR	4	31	\$31.5	\$35.0	\$39.4	\$35.3	\$31.5	\$35.0	\$39.4	\$35.3
922	MACHINIST	8	38	\$37.5	\$41.8	\$44.0	\$41.7	\$37.5	\$41.8	\$45.2	\$42.3
921	SENIOR MACHINIST (JOURNEYMAN LEVEL)	10	28	\$41.0	\$43.9	\$49.2	\$45.3	\$41.6	\$44.2	\$50.2	\$46.2
926	ASSEMBLER - ALL LEVELS	16	912	\$27.0	\$32.4	\$35.1	\$31.2	\$28.1	\$33.4	\$36.2	\$32.2
927	ASSEMBLER	16	444	\$22.4	\$27.4	\$31.3	\$27.2	\$22.4	\$29.0	\$32.6	\$28.0
928	SENIOR ASSEMBLER	13	468	\$32.4	\$35.1	\$35.1	\$35.0	\$33.4	\$36.1	\$36.2	\$36.1
929	GENERAL MAINTENANCE WORKER	17	42	\$31.5	\$35.8	\$42.3	\$37.2	\$31.5	\$37.3	\$43.5	\$37.8
931	MAINTENANCE MECHANIC	12	90	\$37.1	\$43.3	\$44.8	\$42.9	\$37.4	\$44.0	\$46.1	\$43.4
935	MAINTENANCE AND FACILITIES SUPERVISOR	15	28	\$50.3	\$61.4	\$77.2	\$61.9	\$50.3	\$62.5	\$78.0	\$64.1
942	WELDER	9	48	\$37.5	\$39.9	\$45.0	\$42.8	\$37.5	\$39.9	\$45.0	\$42.9
951	QUALITY ASSURANCE INSPECTOR	10	94	\$32.4	\$35.1	\$39.8	\$36.4	\$33.0	\$36.3	\$42.3	\$37.7
955	QUALITY ASSURANCE SUPERVISOR	9	13	\$52.4	\$56.9	\$68.9	\$62.3	\$57.3	\$60.5	\$73.1	\$66.1
956	QUALITY ASSURANCE ENGINEER	6	25	\$58.2	\$69.3	\$78.5	\$69.0	\$62.6	\$71.0	\$83.2	\$72.1
959	MANUFACTURING ENGINEER	9	24	\$61.5	\$68.6	\$79.9	\$70.1	\$62.0	\$69.3	\$81.9	\$72.0
960	PRODUCTION TEST TECHNICIAN - ALL LEVELS	6	49	\$30.6	\$37.4	\$43.4	\$37.7	\$31.3	\$39.0	\$44.8	\$38.7
961	PRODUCTION TEST TECHNICIAN	6	30	\$26.8	\$34.6	\$38.4	\$34.4	\$26.8	\$35.2	\$40.0	\$35.4
962	SENIOR PRODUCTION TEST TECHNICIAN	3	19	\$38.1	\$42.1	\$46.3	\$42.9	\$39.1	\$42.2	\$47.8	\$44.1
963	PRODUCTION PLANNER/SCHEDULER	5	14	\$46.9	\$49.2	\$52.3	\$49.1	\$46.9	\$49.2	\$52.3	\$49.1
965	PRODUCTION SUPERVISOR	14	53	\$52.8	\$59.9	\$69.0	\$61.7	\$54.0	\$63.9	\$69.2	\$65.1
970	PRODUCTION MANAGER	15	16	\$74.6	\$85.7	\$105.8	\$89.8	\$74.6	\$90.9	\$114.5	\$94.3

Job Code 101**RECEPTIONIST****Description**

Greets and screens visitors. Provides general information. Refers visitors to appropriate persons. Receives telephone calls; assists with placement of outgoing calls; sorts and distributes mail. May perform other administrative and clerical duties.

Job Match Comparability

0.0% Less Complex

92.0% Comparable

8.0% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	34	4	11	3	7	9
Employees Reported	50	5	11	5	9	20
25th Percentile (\$000's)	26.6	26.0	27.8	31.0	26.6	26.5
50th Percentile (\$000's)	29.5	27.0	29.4	34.2	29.1	30.4
75th Percentile (\$000's)	35.0	29.2	31.2	41.9	35.0	37.8
Average (\$000's)	31.5	27.7	30.5	33.4	31.3	32.6
Incentive Pay						
% Incentive Eligible	60%	40%	64%	80%	22%	75%
25th Percentile (\$000's)	1.1	--	2.0	--	--	0.8
50th Percentile (\$000's)	1.5	--	2.3	1.4	--	1.4
75th Percentile (\$000's)	2.2	--	3.0	--	--	1.9
Average (\$000's)	1.7	--	2.7	1.3	--	1.5
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	27.1	26.0	27.8	32.2	27.5	26.5
50th Percentile (\$000's)	30.6	27.9	29.4	35.6	29.1	31.3
75th Percentile (\$000's)	37.0	29.2	32.4	43.3	35.0	37.9
Average (\$000's)	32.1	28.3	31.5	34.2	31.6	33.1
Most Recent New Hire						
Employers Reported	4	0	1	1	1	1
Median (\$000's)	28.2	--	--	--	--	--
Average (\$000's)	26.8	--	--	--	--	--

Job Code 101**RECEPTIONIST****Description**

Greets and screens visitors. Provides general information. Refers visitors to appropriate persons. Receives telephone calls; assists with placement of outgoing calls; sorts and distributes mail. May perform other administrative and clerical duties.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	7	7	7	13	6	6	8	14
Employees Reported	7	7	7	29	6	6	8	30
25th Percentile (\$000's)	28.7	25.8	28.3	26.7	26.0	26.0	29.4	26.3
50th Percentile (\$000's)	35.0	26.6	29.2	31.0	27.0	28.5	31.4	29.3
75th Percentile (\$000's)	39.5	30.0	30.3	35.7	35.6	35.6	33.5	35.4
Average (\$000's)	33.1	28.0	29.2	32.5	29.7	30.3	31.5	32.0
Incentive Pay								
% Incentive Eligible	57%	43%	43%	69%	50%	50%	38%	70%
25th Percentile (\$000's)	--	--	--	0.9	--	--	--	1.0
50th Percentile (\$000's)	1.4	1.8	1.9	1.4	1.4	1.4	3.5	1.4
75th Percentile (\$000's)	--	--	--	2.2	--	--	--	2.1
Average (\$000's)	1.4	2.5	1.9	1.6	1.4	1.4	3.5	1.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	28.7	26.2	28.3	26.7	26.0	27.6	29.4	26.8
50th Percentile (\$000's)	35.0	27.5	29.2	31.4	27.0	29.0	32.5	31.2
75th Percentile (\$000's)	40.2	32.7	30.3	37.6	36.6	35.6	34.9	37.1
Average (\$000's)	33.3	29.1	29.7	33.2	29.9	30.7	32.4	32.8
Most Recent New Hire								
Employers Reported	2	0	1	1	1	0	2	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 106**ADMINISTRATIVE ASSISTANT****Description**

Composes letters and memos from notes and verbal instructions. Maintains schedules. Plans meetings. Records and prepares minutes of meetings and conferences. Proficient with MS Office. Normally requires 2 or more years related experience.

Job Match Comparability

0.6% Less Complex

83.7% Comparable

15.7% More Complex

83.7%	Comparable	Industry - Type of Employer					
15.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	45	8	10	2	9	16
	Employees Reported	484	15	63	24	68	314
	25th Percentile (\$000's)	34.6	31.2	36.8	35.0	34.0	35.0
	50th Percentile (\$000's)	40.0	32.6	44.8	41.1	35.8	41.0
	75th Percentile (\$000's)	48.6	34.8	49.5	46.0	41.6	49.4
	Average (\$000's)	41.2	32.9	43.6	41.9	37.5	41.9
Incentive Pay							
	% Incentive Eligible	56%	33%	86%	71%	4%	61%
	25th Percentile (\$000's)	1.4	1.0	2.0	1.3	--	1.3
	50th Percentile (\$000's)	2.0	1.1	2.6	1.4	2.2	1.8
	75th Percentile (\$000's)	2.8	1.8	3.2	1.6	--	2.8
	Average (\$000's)	2.2	1.7	2.7	1.5	1.9	2.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	35.0	31.4	38.8	35.9	34.1	35.4
	50th Percentile (\$000's)	40.9	32.8	46.6	42.7	35.9	41.4
	75th Percentile (\$000's)	49.7	35.1	52.7	47.1	41.6	50.1
	Average (\$000's)	42.1	33.4	45.7	42.9	37.5	42.7
Most Recent New Hire							
	Employers Reported	11	2	1	1	1	6
	Median (\$000's)	35.0	--	--	--	--	36.0
	Average (\$000's)	36.7	--	--	--	--	38.1

Job Code 106**ADMINISTRATIVE ASSISTANT****Description**

Composes letters and memos from notes and verbal instructions. Maintains schedules. Plans meetings. Records and prepares minutes of meetings and conferences. Proficient with MS Office. Normally requires 2 or more years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	7	9	7	22	6	8	8	23
Employees Reported	17	15	35	417	9	12	36	427
25th Percentile (\$000's)	36.0	26.5	27.1	35.0	27.0	26.7	26.9	35.2
50th Percentile (\$000's)	42.4	27.0	34.6	41.0	31.7	31.7	34.6	41.0
75th Percentile (\$000's)	48.9	34.7	38.4	49.3	35.4	36.0	41.9	49.2
Average (\$000's)	42.7	29.6	33.3	42.3	32.4	30.8	35.2	42.2
Incentive Pay								
% Incentive Eligible	29%	53%	40%	59%	44%	58%	31%	58%
25th Percentile (\$000's)	1.0	1.1	0.7	1.5	--	1.0	2.9	1.5
50th Percentile (\$000's)	2.4	2.2	0.9	2.0	3.9	1.1	5.0	2.0
75th Percentile (\$000's)	3.9	3.8	2.0	2.8	--	1.9	5.2	2.8
Average (\$000's)	2.4	2.6	1.3	2.2	2.9	1.5	3.7	2.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	37.1	26.5	27.1	35.5	27.0	27.4	26.9	35.7
50th Percentile (\$000's)	42.4	27.9	34.6	41.8	31.7	32.7	34.6	41.6
75th Percentile (\$000's)	48.9	35.8	39.4	50.3	39.2	36.1	42.7	50.2
Average (\$000's)	43.3	30.8	33.7	43.1	33.4	31.5	35.6	43.1
Most Recent New Hire								
Employers Reported	2	1	1	7	0	2	2	7
Median (\$000's)	--	--	--	35.5	--	--	--	35.5
Average (\$000's)	--	--	--	37.9	--	--	--	37.9

Job Code 108**EXECUTIVE ASSISTANT / SENIOR ADMINISTRATIVE ASSISTANT****Description**

Performs administrative duties for a senior executive, including the chief executive. Responsibilities require discretion, judgment, tact, and poise. Incumbent has considerable latitude and flexibility in carrying out assigned tasks. May supervise lower level administrative staff. Typically is classified as exempt.

Job Match Comparability

3.4% Less Complex
 76.8% Comparable
 19.7% More Complex

76.8%	Comparable	Industry - Type of Employer					
19.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	37	4	8	2	9	14
	Employees Reported	233	14	27	12	20	160
	25th Percentile (\$000's)	45.0	40.0	45.1	46.6	41.5	45.4
	50th Percentile (\$000's)	51.0	49.3	49.8	55.2	48.2	53.7
	75th Percentile (\$000's)	61.5	53.1	53.7	59.8	49.8	65.1
	Average (\$000's)	55.0	47.9	50.7	53.2	47.1	57.4
Incentive Pay							
	% Incentive Eligible	67%	36%	67%	92%	40%	71%
	25th Percentile (\$000's)	1.7	2.0	3.7	1.7	1.9	1.5
	50th Percentile (\$000's)	2.8	2.1	4.0	1.9	3.2	2.8
	75th Percentile (\$000's)	4.5	2.1	4.4	2.3	4.4	4.8
	Average (\$000's)	3.5	2.3	4.0	2.0	3.4	3.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	45.9	40.0	47.7	48.4	42.5	46.0
	50th Percentile (\$000's)	53.9	49.9	50.7	56.9	48.6	56.3
	75th Percentile (\$000's)	63.5	56.0	57.0	61.8	52.9	67.4
	Average (\$000's)	56.7	48.7	52.6	55.0	48.4	59.2
Most Recent New Hire							
	Employers Reported	4	1	0	0	1	2
	Median (\$000's)	68.0	--	--	--	--	--
	Average (\$000's)	68.2	--	--	--	--	--

Job Code 108**EXECUTIVE ASSISTANT / SENIOR ADMINISTRATIVE ASSISTANT****Description**

Performs administrative duties for a senior executive, including the chief executive. Responsibilities require discretion, judgment, tact, and poise. Incumbent has considerable latitude and flexibility in carrying out assigned tasks. May supervise lower level administrative staff. Typically is classified as exempt.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	5	8	19	5	6	5	21
Employees Reported	9	12	11	201	6	16	5	206
25th Percentile (\$000's)	41.0	48.7	49.3	45.0	41.8	48.0	48.3	45.0
50th Percentile (\$000's)	46.9	56.6	53.3	51.0	46.7	53.5	51.4	51.0
75th Percentile (\$000's)	48.6	61.5	61.2	62.2	54.6	57.8	53.3	63.0
Average (\$000's)	45.7	57.4	54.3	55.3	47.3	54.6	50.5	55.3
Incentive Pay								
% Incentive Eligible	78%	67%	64%	67%	67%	69%	40%	67%
25th Percentile (\$000's)	1.6	2.0	1.1	1.8	--	2.0	--	1.7
50th Percentile (\$000's)	2.6	2.1	2.6	2.8	2.1	2.5	--	2.8
75th Percentile (\$000's)	5.4	3.2	4.2	4.6	--	3.8	--	4.6
Average (\$000's)	3.4	2.6	2.7	3.7	2.3	3.2	--	3.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	42.0	51.8	49.3	45.5	42.9	50.4	48.3	45.5
50th Percentile (\$000's)	49.0	57.9	56.7	53.9	47.8	55.9	51.4	54.1
75th Percentile (\$000's)	53.0	62.1	61.5	64.3	57.6	58.6	55.1	64.4
Average (\$000's)	48.0	59.0	55.3	57.0	48.4	56.6	51.2	57.1
Most Recent New Hire								
Employers Reported	0	2	0	2	1	1	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 112**GENERAL CLERK - INTERMEDIATE****Description**

Performs a variety of clerical and administrative tasks. Typically requires typing skills sufficient to complete computer-based records and prepare reports, letters, and other materials in which terms are clear and formats follow a standard pattern. Routinely uses a PC to carry out assigned activities. Works under general direction. Requires high school graduation or the equivalent and 2 or more years related experience.

Job Match Comparability

4.3% Less Complex
 88.6% Comparable
 7.1% More Complex

88.6%	Comparable	Industry - Type of Employer					
7.1%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	17	2	5	1	2	7
	Employees Reported	255	8	13	1	130	103
	25th Percentile (\$000's)	23.9	24.9	27.4	--	22.8	28.1
	50th Percentile (\$000's)	27.0	27.6	28.7	--	24.3	31.2
	75th Percentile (\$000's)	30.5	31.7	29.5	--	26.9	39.3
	Average (\$000's)	29.8	29.0	28.2	--	25.0	35.9
Incentive Pay							
	% Incentive Eligible	40%	0%	62%	100%	0%	91%
	25th Percentile (\$000's)	1.4	--	2.1	--	--	1.4
	50th Percentile (\$000's)	1.8	--	2.2	--	--	1.7
	75th Percentile (\$000's)	2.2	--	2.3	--	--	2.0
	Average (\$000's)	2.2	--	2.1	--	--	2.3
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	24.1	24.9	27.5	--	22.8	29.3
	50th Percentile (\$000's)	27.6	27.6	29.5	--	24.3	33.2
	75th Percentile (\$000's)	31.3	31.7	31.5	--	26.9	42.1
	Average (\$000's)	30.6	29.0	29.3	--	25.0	37.8
Most Recent New Hire							
	Employers Reported	4	0	0	0	1	3
	Median (\$000's)	28.0	--	--	--	--	30.0
	Average (\$000's)	33.3	--	--	--	--	35.0

Job Code 112**GENERAL CLERK - INTERMEDIATE****Description**

Performs a variety of clerical and administrative tasks. Typically requires typing skills sufficient to complete computer-based records and prepare reports, letters, and other materials in which terms are clear and formats follow a standard pattern. Routinely uses a PC to carry out assigned activities. Works under general direction. Requires high school graduation or the equivalent and 2 or more years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	5	9	2	1	3	11
Employees Reported	2	7	61	185	8	1	58	188
25th Percentile (\$000's)	--	24.1	23.4	24.5	25.3	--	23.0	24.5
50th Percentile (\$000's)	--	25.4	25.0	28.5	28.5	--	24.9	28.4
75th Percentile (\$000's)	--	28.5	27.0	34.0	30.1	--	26.4	33.6
Average (\$000's)	--	25.9	25.3	31.3	27.8	--	25.2	31.3
Incentive Pay								
% Incentive Eligible	100%	0%	2%	54%	25%	0%	0%	54%
25th Percentile (\$000's)	--	--	--	1.5	--	--	--	1.5
50th Percentile (\$000's)	--	--	--	1.8	--	--	--	1.8
75th Percentile (\$000's)	--	--	--	2.2	--	--	--	2.2
Average (\$000's)	--	--	--	2.3	--	--	--	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	24.1	23.4	24.9	25.3	--	23.0	25.0
50th Percentile (\$000's)	--	25.4	25.0	29.1	28.5	--	24.9	29.1
75th Percentile (\$000's)	--	28.5	27.0	35.0	30.3	--	26.4	34.8
Average (\$000's)	--	25.9	25.3	32.5	28.0	--	25.2	32.4
Most Recent New Hire								
Employers Reported	0	0	0	4	0	0	0	4
Median (\$000's)	--	--	--	28.0	--	--	--	28.0
Average (\$000's)	--	--	--	33.3	--	--	--	33.3

Job Code 117**BILLING CLERK****Description**

Compiles data and prepares invoices including amounts due, items sold and/or services delivered and terms of credit. Posts payments and adjustments consistent with contracts and company policies. Balances payments posted daily with system reports. Updates departmental logs on payment trends. Responds to customer billing questions. Typically requires 2 years previous experience.

Job Match Comparability

0.0% Less Complex
 92.4% Comparable
 7.6% More Complex

92.4%	Comparable	Industry - Type of Employer					
7.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	15	1	4	2	2	6
	Employees Reported	66	2	7	27	2	28
	25th Percentile (\$000's)	32.5	--	30.1	35.6	--	32.8
	50th Percentile (\$000's)	39.5	--	31.3	39.9	--	39.5
	75th Percentile (\$000's)	44.5	--	36.5	46.2	--	44.7
	Average (\$000's)	39.5	--	33.4	41.4	--	39.3
Incentive Pay							
	% Incentive Eligible	85%	100%	71%	100%	0%	79%
	25th Percentile (\$000's)	1.3	--	--	1.5	--	1.0
	50th Percentile (\$000's)	1.7	--	--	2.1	--	1.3
	75th Percentile (\$000's)	2.6	--	--	2.9	--	1.9
	Average (\$000's)	1.9	--	--	2.2	--	1.5
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	34.1	--	30.1	37.2	--	34.2
	50th Percentile (\$000's)	40.4	--	31.3	41.5	--	39.5
	75th Percentile (\$000's)	46.1	--	36.5	48.8	--	45.2
	Average (\$000's)	40.8	--	33.4	43.6	--	40.3
Most Recent New Hire							
	Employers Reported	5	1	0	2	0	2
	Median (\$000's)	32.8	--	--	--	--	--
	Average (\$000's)	32.5	--	--	--	--	--

Job Code 117**BILLING CLERK****Description**

Compiles data and prepares invoices including amounts due, items sold and/or services delivered and terms of credit. Posts payments and adjustments consistent with contracts and company policies. Balances payments posted daily with system reports. Updates departmental logs on payment trends. Responds to customer billing questions. Typically requires 2 years previous experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	5	8	1	2	5	7
Employees Reported	1	1	13	51	1	6	6	53
25th Percentile (\$000's)	--	--	32.0	35.6	--	32.4	32.6	33.3
50th Percentile (\$000's)	--	--	32.8	39.6	--	34.1	37.1	39.5
75th Percentile (\$000's)	--	--	37.0	46.2	--	36.6	40.4	44.9
Average (\$000's)	--	--	34.3	41.2	--	34.4	37.0	40.6
Incentive Pay								
% Incentive Eligible	100%	0%	85%	86%	100%	83%	50%	89%
25th Percentile (\$000's)	--	--	2.5	1.2	--	2.5	--	1.3
50th Percentile (\$000's)	--	--	2.7	1.6	--	2.5	1.9	1.6
75th Percentile (\$000's)	--	--	3.3	2.5	--	3.5	--	2.5
Average (\$000's)	--	--	2.7	1.8	--	2.7	1.9	1.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	32.0	36.7	--	34.9	32.6	34.2
50th Percentile (\$000's)	--	--	34.7	41.1	--	36.1	37.6	40.5
75th Percentile (\$000's)	--	--	40.5	47.5	--	39.6	42.1	46.8
Average (\$000's)	--	--	35.6	42.6	--	36.7	37.6	41.9
Most Recent New Hire								
Employers Reported	0	1	2	2	0	2	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 126**HUMAN RESOURCES MANAGER****Description**

Manages and administers policies and programs covering several functional areas such as employment, personnel administration, wage and salary administration, training, safety, employee benefits, and labor relations. May supervise department staff. Typically requires a degree and 5 years HR experience. This position is not considered senior management.

Job Match Comparability

0.0% Less Complex

69.4% Comparable

30.6% More Complex

69.4%	Comparable	Industry - Type of Employer					
30.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	37	6	8	4	5	14
	Employees Reported	62	7	9	8	5	33
	25th Percentile (\$000's)	70.0	67.6	80.0	76.7	67.7	70.0
	50th Percentile (\$000's)	85.0	69.7	91.6	123.2	78.4	84.0
	75th Percentile (\$000's)	102.7	87.3	102.0	145.9	84.2	103.0
	Average (\$000's)	90.5	76.2	92.0	113.7	76.7	89.6
Incentive Pay							
	% Incentive Eligible	76%	86%	100%	100%	40%	67%
	25th Percentile (\$000's)	4.9	2.8	6.9	25.3	--	2.5
	50th Percentile (\$000's)	9.1	4.4	11.3	25.5	--	7.7
	75th Percentile (\$000's)	19.6	6.2	14.5	36.8	--	15.6
	Average (\$000's)	14.1	4.7	12.4	29.0	--	12.4
Total Cash Compensation							
Base Plus Incentive Pay							
	25th Percentile (\$000's)	70.0	69.1	85.5	85.0	67.7	70.0
	50th Percentile (\$000's)	90.4	74.8	91.6	148.7	78.4	86.3
	75th Percentile (\$000's)	115.9	92.6	114.9	176.4	96.7	116.3
	Average (\$000's)	98.7	78.9	100.3	135.5	80.4	96.4
Most Recent New Hire							
	Employers Reported	3	1	0	0	0	2
	Median (\$000's)	70.0	--	--	--	--	--
	Average (\$000's)	71.5	--	--	--	--	--

Job Code 126**HUMAN RESOURCES MANAGER****Description**

Manages and administers policies and programs covering several functional areas such as employment, personnel administration, wage and salary administration, training, safety, employee benefits, and labor relations. May supervise department staff. Typically requires a degree and 5 years HR experience. This position is not considered senior management.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	9	8	15	4	10	8	15
Employees Reported	5	10	8	39	4	11	8	39
25th Percentile (\$000's)	84.2	63.4	67.9	70.9	--	64.3	66.4	73.4
50th Percentile (\$000's)	88.5	77.0	81.7	90.0	86.8	84.2	74.0	94.8
75th Percentile (\$000's)	88.5	93.7	87.0	110.9	--	88.9	84.4	110.9
Average (\$000's)	78.6	76.9	80.2	97.7	75.5	76.6	76.4	98.9
Incentive Pay								
% Incentive Eligible	100%	80%	75%	72%	75%	91%	63%	74%
25th Percentile (\$000's)	7.0	3.0	11.2	4.4	--	4.0	19.2	4.4
50th Percentile (\$000's)	7.7	5.8	11.3	15.0	7.7	5.8	25.4	11.6
75th Percentile (\$000's)	9.1	9.6	11.5	25.3	--	10.3	31.6	25.3
Average (\$000's)	8.4	6.7	11.3	16.8	7.7	7.1	25.4	15.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	96.2	63.9	67.9	73.7	--	65.5	66.4	75.3
50th Percentile (\$000's)	96.2	79.9	82.0	94.8	90.6	89.1	74.0	94.8
75th Percentile (\$000's)	96.7	95.9	92.7	125.1	--	97.1	92.9	125.1
Average (\$000's)	85.3	80.3	83.1	108.4	79.3	81.2	82.8	109.0
Most Recent New Hire								
Employers Reported	0	1	0	2	0	1	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 129**HUMAN RESOURCES GENERALIST****Description**

Performs a variety of HR activities such as employment, compensation, EEO, training, and employee relations. In smaller organizations, incumbent may be the only human resource professional. Typically requires a degree and 3–5 years experience.

Job Match Comparability

0.0% Less Complex

87.0% Comparable

13.0% More Complex

87.0%	Comparable		Industry - Type of Employer				
13.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	32	6	10	1	3	12
	Employees Reported	54	6	11	5	3	29
	25th Percentile (\$000's)	46.0	42.8	49.5	--	--	45.0
	50th Percentile (\$000's)	54.1	47.1	51.4	--	53.5	53.3
	75th Percentile (\$000's)	65.0	53.7	65.6	--	--	62.0
	Average (\$000's)	56.0	47.9	57.9	--	49.2	54.2
Incentive Pay							
	% Incentive Eligible	61%	33%	73%	100%	0%	62%
	25th Percentile (\$000's)	2.8	--	2.3	--	--	1.7
	50th Percentile (\$000's)	3.8	--	3.4	--	--	3.7
	75th Percentile (\$000's)	5.7	--	3.5	--	--	5.7
	Average (\$000's)	4.2	--	3.2	--	--	4.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	46.5	42.8	50.3	--	--	45.0
	50th Percentile (\$000's)	55.0	47.1	51.4	--	53.5	55.0
	75th Percentile (\$000's)	67.2	53.7	67.3	--	--	65.0
	Average (\$000's)	58.0	48.6	59.6	--	49.2	56.0
Most Recent New Hire							
	Employers Reported	3	1	1	0	0	1
	Median (\$000's)	50.0	--	--	--	--	--
	Average (\$000's)	53.2	--	--	--	--	--

Job Code 129**HUMAN RESOURCES GENERALIST****Description**

Performs a variety of HR activities such as employment, compensation, EEO, training, and employee relations. In smaller organizations, incumbent may be the only human resource professional. Typically requires a degree and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	5	6	17	3	6	5	18
Employees Reported	4	5	6	39	3	6	5	40
25th Percentile (\$000's)	--	45.0	51.9	46.0	--	48.5	51.0	46.0
50th Percentile (\$000's)	49.8	48.0	56.0	55.0	39.7	52.6	53.5	55.0
75th Percentile (\$000's)	--	66.3	58.4	69.2	--	63.5	58.4	68.3
Average (\$000's)	48.1	53.1	53.4	57.6	42.3	55.2	52.3	57.7
Incentive Pay								
% Incentive Eligible	50%	20%	50%	69%	33%	33%	40%	70%
25th Percentile (\$000's)	--	--	--	3.4	--	--	--	2.9
50th Percentile (\$000's)	--	--	3.5	4.1	--	--	--	3.8
75th Percentile (\$000's)	--	--	--	5.7	--	--	--	5.6
Average (\$000's)	--	--	3.5	4.4	--	--	--	4.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	45.0	51.9	47.6	--	48.5	53.5	48.4
50th Percentile (\$000's)	50.3	48.0	56.4	55.7	39.7	52.6	58.7	55.3
75th Percentile (\$000's)	--	66.3	60.7	71.6	--	63.5	59.3	71.4
Average (\$000's)	48.3	53.1	54.5	60.1	42.6	55.2	54.6	60.0
Most Recent New Hire								
Employers Reported	2	0	0	1	1	1	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 130**EMPLOYEE TRAINING SPECIALIST****Description**

Organizes, administers and facilitates educational and training programs for the organization's employees. May develop in-house programs. Maintains records of all training activities including employee progress and effectiveness. May provide on-the-job training and orientation of new employees. Typically requires a bachelor's degree and 3 years of previous experience. This position is responsible for providing training not related to information systems. Incumbents responsible for providing information systems-related training should be reported under job 629.

Job Match Comparability

0.0% Less Complex
 78.3% Comparable
 21.7% More Complex

78.3%	Comparable		Industry - Type of Employer				
21.7%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	11	1	2	1	1	6
	Employees Reported	23	2	3	5	1	12
	25th Percentile (\$000's)	54.6	--	--	--	--	54.3
	50th Percentile (\$000's)	68.6	--	67.0	--	--	68.2
	75th Percentile (\$000's)	73.2	--	--	--	--	71.3
	Average (\$000's)	65.8	--	62.9	--	--	62.7
Incentive Pay							
	% Incentive Eligible	78%	0%	100%	100%	0%	83%
	25th Percentile (\$000's)	3.9	--	--	--	--	1.5
	50th Percentile (\$000's)	4.8	--	6.1	--	--	4.4
	75th Percentile (\$000's)	7.1	--	--	--	--	7.9
	Average (\$000's)	5.4	--	6.1	--	--	5.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	54.6	--	--	--	--	55.4
	50th Percentile (\$000's)	71.7	--	72.4	--	--	69.2
	75th Percentile (\$000's)	79.2	--	--	--	--	73.0
	Average (\$000's)	68.6	--	66.9	--	--	64.8
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 130**EMPLOYEE TRAINING SPECIALIST****Description**

Organizes, administers and facilitates educational and training programs for the organization's employees. May develop in-house programs. Maintains records of all training activities including employee progress and effectiveness. May provide on-the-job training and orientation of new employees. Typically requires a bachelor's degree and 3 years of previous experience. This position is responsible for providing training not related to information systems. Incumbents responsible for providing information systems-related training should be reported under job 629.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	10	0	0	3	8
Employees Reported	0	0	1	22	0	0	3	20
25th Percentile (\$000's)	--	--	--	55.1	--	--	--	55.4
50th Percentile (\$000's)	--	--	--	68.8	--	--	54.9	69.7
75th Percentile (\$000's)	--	--	--	73.4	--	--	--	73.8
Average (\$000's)	--	--	--	67.0	--	--	54.1	67.5
Incentive Pay								
% Incentive Eligible	--	--	100%	77%	--	--	67%	80%
25th Percentile (\$000's)	--	--	--	3.9	--	--	--	3.7
50th Percentile (\$000's)	--	--	--	4.8	--	--	--	4.4
75th Percentile (\$000's)	--	--	--	7.1	--	--	--	6.1
Average (\$000's)	--	--	--	5.4	--	--	--	4.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	55.1	--	--	--	55.4
50th Percentile (\$000's)	--	--	--	72.0	--	--	54.9	72.0
75th Percentile (\$000's)	--	--	--	79.2	--	--	--	79.3
Average (\$000's)	--	--	--	69.9	--	--	57.5	70.2
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 135**TECHNICAL RECRUITER****Description**

Responsible for the hiring of employees for technical positions within the organization. Interviews candidates against current open job requisitions. Determines the best avenue for methods of recruiting such as advertising, employment agencies, employee referrals, etc. Administers pre-employment tests, checks references and conducts exit interviews. Typically requires a Bachelor's degree and 2 years of prior experience.

Job Match Comparability

0.0% Less Complex

50.0% Comparable

50.0% More Complex

50.0%	Comparable	Industry - Type of Employer					
50.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	5	2	1	0	0	2
	Employees Reported	6	3	1	0	0	2
	25th Percentile (\$000's)	46.8	--	--	--	--	--
	50th Percentile (\$000's)	50.2	46.0	--	--	--	--
	75th Percentile (\$000's)	56.1	--	--	--	--	--
	Average (\$000's)	50.4	45.6	--	--	--	--
Incentive Pay							
	% Incentive Eligible	67%	33%	100%	--	--	100%
		--	--	--	--	--	--
	50th Percentile (\$000's)	2.5	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	5.7	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	47.4	--	--	--	--	--
	50th Percentile (\$000's)	51.5	46.0	--	--	--	--
	75th Percentile (\$000's)	56.2	--	--	--	--	--
	Average (\$000's)	53.2	49.9	--	--	--	--
Most Recent New Hire							
	Employers Reported	1	1	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 135**TECHNICAL RECRUITER****Description**

Responsible for the hiring of employees for technical positions within the organization. Interviews candidates against current open job requisitions. Determines the best avenue for methods of recruiting such as advertising, employment agencies, employee referrals, etc. Administers pre-employment tests, checks references and conducts exit interviews. Typically requires a Bachelor's degree and 2 years of prior experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	2	2	0	1	1	3
Employees Reported	0	1	3	2	0	1	2	3
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	51.4	--	--	--	--	51.4
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	51.7	--	--	--	--	55.2
Incentive Pay								
% Incentive Eligible	--	100%	33%	100%	--	100%	0%	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	2.0
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	2.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	51.4	--	--	--	--	51.6
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	51.7	--	--	--	--	56.5
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 140**OFFICE MANAGER****Description**

Manages administrative activities such as office services, telephone services, central files and facilities. Schedules and coordinates projects and special assignments. May purchase office supplies and equipment. May supervise clerical and administrative staff. Requires 5 years experience.

Job Match Comparability

84.0% Less Complex

9.3% Comparable

6.7% More Complex

9.3%	Comparable	Industry - Type of Employer					
6.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	23	6	4	2	2	9
	Employees Reported	194	6	5	2	162	19
	25th Percentile (\$000's)	35.1	42.4	43.6	--	34.0	42.2
	50th Percentile (\$000's)	37.5	49.5	46.5	--	37.3	55.0
	75th Percentile (\$000's)	42.5	62.8	47.3	--	40.3	60.3
	Average (\$000's)	39.9	54.8	50.5	--	37.2	54.5
Incentive Pay							
	% Incentive Eligible	10%	100%	40%	50%	0%	53%
	25th Percentile (\$000's)	1.5	1.8	--	--	--	0.7
	50th Percentile (\$000's)	4.0	4.0	--	--	--	2.7
	75th Percentile (\$000's)	8.5	7.0	--	--	--	4.6
	Average (\$000's)	5.5	4.5	--	--	--	5.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	35.1	43.9	46.5	--	34.0	42.2
	50th Percentile (\$000's)	37.5	52.4	47.3	--	37.3	55.0
	75th Percentile (\$000's)	42.6	69.1	52.2	--	40.3	60.5
	Average (\$000's)	40.3	58.6	54.2	--	37.2	56.1
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 140**OFFICE MANAGER****Description**

Manages administrative activities such as office services, telephone services, central files and facilities. Schedules and coordinates projects and special assignments. May purchase office supplies and equipment. May supervise clerical and administrative staff. Requires 5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	8	5	4	6	7	6	2	8
Employees Reported	8	12	5	169	14	6	3	171
25th Percentile (\$000's)	55.0	37.5	43.2	34.2	41.6	42.4	--	34.3
50th Percentile (\$000's)	65.7	42.9	43.6	37.3	54.5	50.5	43.2	37.3
75th Percentile (\$000's)	75.0	54.3	46.5	40.9	58.8	68.0	--	41.0
Average (\$000's)	66.6	45.0	47.3	38.1	52.6	56.2	44.0	38.3
Incentive Pay								
% Incentive Eligible	88%	25%	40%	4%	36%	83%	0%	5%
25th Percentile (\$000's)	4.7	--	--	0.5	4.0	1.7	--	0.5
50th Percentile (\$000's)	7.7	1.6	--	0.9	5.5	5.1	--	1.4
75th Percentile (\$000's)	9.6	--	--	2.2	10.1	8.9	--	4.8
Average (\$000's)	8.8	1.6	--	1.7	8.6	5.4	--	3.1
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	59.0	37.5	43.2	34.2	41.6	43.9	--	34.3
50th Percentile (\$000's)	69.2	43.9	46.5	37.3	54.5	51.4	43.2	37.3
75th Percentile (\$000's)	84.6	54.3	52.2	40.9	59.7	75.4	--	41.0
Average (\$000's)	73.2	45.3	49.0	38.1	55.0	59.8	44.0	38.4
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 152**Description****CONTRACT ADMINISTRATOR**

Negotiates and administers contracts from proposal to close-out. Reviews, coordinates, and controls all organization activities on assigned contracts including proposal development, customer negotiations, and overall contract administration. Serves as liaison with customers and clients. Communicates appropriate contract information to internal department heads. Monitors critical administrative tasks associated with major contracts.

Job Match Comparability

3.6% Less Complex

89.3% Comparable

7.1% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	12	2	4	0	3	3
Employees Reported	28	2	4	0	3	19
25th Percentile (\$000's)	51.8	--	--	--	--	55.7
50th Percentile (\$000's)	72.2	--	62.1	--	52.0	72.3
75th Percentile (\$000's)	82.8	--	--	--	--	83.2
Average (\$000's)	70.5	--	68.0	--	58.4	71.9
Incentive Pay						
% Incentive Eligible	64%	50%	50%	--	33%	74%
25th Percentile (\$000's)	4.5	--	--	--	--	4.6
50th Percentile (\$000's)	7.4	--	--	--	--	7.3
75th Percentile (\$000's)	9.8	--	--	--	--	8.2
Average (\$000's)	7.7	--	--	--	--	7.5
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	51.8	--	--	--	--	58.0
50th Percentile (\$000's)	75.0	--	63.3	--	52.0	78.9
75th Percentile (\$000's)	87.8	--	--	--	--	90.5
Average (\$000's)	75.2	--	72.3	--	61.7	77.4
Most Recent New Hire						
Employers Reported	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 152**CONTRACT ADMINISTRATOR****Description**

Negotiates and administers contracts from proposal to close-out. Reviews, coordinates, and controls all organization activities on assigned contracts including proposal development, customer negotiations, and overall contract administration. Serves as liaison with customers and clients. Communicates appropriate contract information to internal department heads. Monitors critical administrative tasks associated with major contracts.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	4	7	0	1	4	7
Employees Reported	1	0	4	23	0	1	4	23
25th Percentile (\$000's)	--	--	--	51.6	--	--	--	56.2
50th Percentile (\$000's)	--	--	62.1	72.3	--	--	52.1	72.3
75th Percentile (\$000's)	--	--	--	83.2	--	--	--	83.2
Average (\$000's)	--	--	64.1	71.3	--	--	59.1	72.2
Incentive Pay								
% Incentive Eligible	100%	--	50%	65%	--	100%	50%	65%
25th Percentile (\$000's)	--	--	--	4.6	--	--	--	4.5
50th Percentile (\$000's)	--	--	--	7.4	--	--	--	7.3
75th Percentile (\$000's)	--	--	--	10.6	--	--	--	9.5
Average (\$000's)	--	--	--	7.9	--	--	--	7.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	51.6	--	--	--	58.5
50th Percentile (\$000's)	--	--	63.3	76.1	--	--	52.1	76.1
75th Percentile (\$000's)	--	--	--	90.5	--	--	--	90.5
Average (\$000's)	--	--	64.7	76.5	--	--	59.1	77.5
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 201**ACCOUNTING CLERK - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 202 Accounting Clerk - Intermediate and 203 Accounting Clerk - Senior

Job Match Comparability

1.0% Less Complex

93.0% Comparable

6.0% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	39	4	13	2	6	14
Employees Reported	200	8	47	3	26	116
25th Percentile (\$000's)	30.9	32.4	30.0	--	31.8	29.8
50th Percentile (\$000's)	34.5	35.8	34.5	31.2	33.1	35.1
75th Percentile (\$000's)	39.5	40.6	45.3	--	34.8	39.1
Average (\$000's)	36.0	36.4	37.0	33.8	33.7	36.1
Incentive Pay						
% Incentive Eligible	58%	50%	49%	100%	0%	73%
25th Percentile (\$000's)	1.3	--	1.5	--	--	1.3
50th Percentile (\$000's)	2.2	2.4	2.5	--	--	1.8
75th Percentile (\$000's)	2.6	--	2.7	--	--	2.6
Average (\$000's)	2.3	2.4	2.4	--	--	2.3
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	31.1	34.2	31.2	--	31.8	31.1
50th Percentile (\$000's)	34.9	37.0	35.7	31.2	33.1	35.3
75th Percentile (\$000's)	40.6	41.6	45.3	--	34.8	41.0
Average (\$000's)	36.9	37.6	38.2	33.8	33.7	37.2
Most Recent New Hire						
Employers Reported	9	0	4	2	0	3
Median (\$000's)	34.0	--	38.3	--	--	36.0
Average (\$000's)	35.7	--	38.2	--	--	33.8

Job Code 201**ACCOUNTING CLERK - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 202 Accounting Clerk - Intermediate and 203 Accounting Clerk - Senior

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	8	11	19	3	6	9	21
Employees Reported	1	15	33	151	8	7	21	164
25th Percentile (\$000's)	--	34.3	28.5	31.2	32.1	35.4	29.1	30.5
50th Percentile (\$000's)	--	36.4	32.1	34.7	35.8	39.5	32.8	34.6
75th Percentile (\$000's)	--	39.8	36.0	39.5	39.5	40.4	35.5	39.3
Average (\$000's)	--	38.7	32.7	36.4	37.0	41.1	33.3	36.1
Incentive Pay								
% Incentive Eligible	100%	27%	33%	66%	13%	43%	43%	62%
25th Percentile (\$000's)	--	--	1.0	1.3	--	--	2.4	1.3
50th Percentile (\$000's)	--	3.1	1.0	2.2	--	1.4	2.9	2.1
75th Percentile (\$000's)	--	--	2.5	2.7	--	--	3.8	2.6
Average (\$000's)	--	3.1	1.7	2.4	--	1.4	3.3	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	34.3	28.5	31.5	32.1	35.4	29.1	31.1
50th Percentile (\$000's)	--	37.1	32.1	35.0	35.8	39.5	33.3	34.9
75th Percentile (\$000's)	--	40.6	37.4	41.6	39.5	41.1	36.7	40.9
Average (\$000's)	--	39.1	33.5	37.5	37.0	41.3	33.9	37.1
Most Recent New Hire								
Employers Reported	0	0	4	5	0	1	3	5
Median (\$000's)	--	--	29.1	36.5	--	--	29.0	36.5
Average (\$000's)	--	--	31.5	37.3	--	--	28.9	37.3

Job Code 202**ACCOUNTING CLERK - INTERMEDIATE****Description**

Performs clerical duties in support of accounting functions. Requires thorough knowledge of assigned responsibilities and proficiency with spreadsheet applications. Works relatively independent but may require supervision for non-routine procedures. Normally requires 2 years experience.

Job Match Comparability

1.4% Less Complex
93.5% Comparable
5.1% More Complex

93.5%	Comparable	Industry - Type of Employer					
5.1%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	32	3	9	2	5	13
	Employees Reported	138	6	33	3	12	84
	25th Percentile (\$000's)	29.9	31.4	28.5	--	31.6	29.8
	50th Percentile (\$000's)	33.6	33.5	33.2	31.2	32.3	34.4
	75th Percentile (\$000's)	37.0	36.6	36.2	--	34.9	37.1
	Average (\$000's)	34.4	34.0	34.3	33.8	33.5	34.6
Incentive Pay							
	% Incentive Eligible	58%	50%	48%	100%	0%	69%
	25th Percentile (\$000's)	1.3	--	1.0	--	--	1.3
	50th Percentile (\$000's)	2.1	2.4	2.4	--	--	1.8
	75th Percentile (\$000's)	2.5	--	2.6	--	--	2.4
	Average (\$000's)	2.2	2.1	2.2	--	--	2.2
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	30.9	32.0	28.9	--	31.6	31.1
	50th Percentile (\$000's)	34.5	36.0	34.5	31.2	32.3	34.7
	75th Percentile (\$000's)	38.4	37.2	38.4	--	34.9	39.2
	Average (\$000's)	35.4	35.0	35.7	33.8	33.5	35.7
Most Recent New Hire							
	Employers Reported	8	0	3	2	0	3
	Median (\$000's)	36.0	--	47.5	--	--	36.0
	Average (\$000's)	36.2	--	40.0	--	--	33.8

Job Code 202**ACCOUNTING CLERK - INTERMEDIATE****Description**

Performs clerical duties in support of accounting functions. Requires thorough knowledge of assigned responsibilities and proficiency with spreadsheet applications. Works relatively independent but may require supervision for non-routine procedures. Normally requires 2 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	5	9	17	3	4	7	18
Employees Reported	1	9	26	102	7	4	13	114
25th Percentile (\$000's)	--	32.2	26.7	31.1	32.0	--	28.5	29.9
50th Percentile (\$000's)	--	36.4	30.2	34.3	34.5	37.9	31.0	33.6
75th Percentile (\$000's)	--	39.4	34.9	37.2	38.2	--	34.2	37.0
Average (\$000's)	--	35.8	31.2	35.1	35.1	37.6	31.4	34.6
Incentive Pay								
% Incentive Eligible	100%	22%	27%	69%	14%	75%	31%	63%
25th Percentile (\$000's)	--	--	1.0	1.3	--	--	--	1.3
50th Percentile (\$000's)	--	--	1.0	2.2	--	1.4	2.4	2.0
75th Percentile (\$000's)	--	--	2.4	2.6	--	--	--	2.5
Average (\$000's)	--	--	1.6	2.3	--	1.4	2.4	2.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	32.2	28.2	31.4	32.0	--	28.5	30.9
50th Percentile (\$000's)	--	36.4	31.0	34.9	34.5	37.9	31.0	34.5
75th Percentile (\$000's)	--	39.4	36.4	39.6	38.2	--	35.2	39.0
Average (\$000's)	--	35.9	32.0	36.3	35.1	37.9	31.8	35.8
Most Recent New Hire								
Employers Reported	0	0	3	5	0	1	2	5
Median (\$000's)	--	--	29.0	36.5	--	--	--	36.5
Average (\$000's)	--	--	32.3	37.3	--	--	--	37.3

Job Code 203**ACCOUNTING CLERK - SENIOR****Description**

Performs complex accounting clerical duties. Assists with trial balances, analyzes financial documents, investigates questionable data, and prepares reports. Requires independent judgment when procedures are not well defined. May typically require 4-5 years accounting clerical experience.

Job Match Comparability

0.0% Less Complex
 91.9% Comparable
 8.1% More Complex

91.9%	Comparable	Industry - Type of Employer					
8.1%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	20	2	8	0	2	8
	Employees Reported	62	2	14	0	14	32
	25th Percentile (\$000's)	32.3	--	34.8	--	32.0	30.5
	50th Percentile (\$000's)	36.5	--	42.7	--	33.4	37.1
	75th Percentile (\$000's)	45.9	--	49.7	--	34.7	47.1
	Average (\$000's)	39.5	--	43.3	--	33.9	40.0
Incentive Pay							
	% Incentive Eligible	56%	50%	50%	--	0%	84%
	25th Percentile (\$000's)	1.7	--	3.3	--	--	1.3
	50th Percentile (\$000's)	2.8	--	4.4	--	--	2.5
	75th Percentile (\$000's)	3.9	--	4.6	--	--	3.2
	Average (\$000's)	3.0	--	3.8	--	--	2.7
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	32.3	--	34.9	--	32.0	30.8
	50th Percentile (\$000's)	37.0	--	42.7	--	33.4	37.1
	75th Percentile (\$000's)	47.9	--	49.7	--	34.7	50.7
	Average (\$000's)	40.2	--	44.1	--	33.9	40.9
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 203**ACCOUNTING CLERK - SENIOR****Description**

Performs complex accounting clerical duties. Assists with trial balances, analyzes financial documents, investigates questionable data, and prepares reports. Requires independent judgment when procedures are not well defined. May typically require 4-5 years accounting clerical experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	4	5	11	1	2	5	12
Employees Reported	0	6	7	49	1	3	8	50
25th Percentile (\$000's)	--	34.8	32.7	31.9	--	--	33.0	31.9
50th Percentile (\$000's)	--	38.2	36.0	36.9	--	40.9	35.0	37.0
75th Percentile (\$000's)	--	48.0	44.7	46.2	--	--	38.1	46.6
Average (\$000's)	--	43.0	38.5	39.2	--	45.9	36.3	39.4
Incentive Pay								
% Incentive Eligible	--	33%	57%	59%	0%	0%	63%	60%
25th Percentile (\$000's)	--	--	--	1.6	--	--	3.8	1.6
50th Percentile (\$000's)	--	--	3.4	2.5	--	--	4.1	2.5
75th Percentile (\$000's)	--	--	--	3.4	--	--	4.4	3.4
Average (\$000's)	--	--	3.4	2.8	--	--	4.1	2.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	35.9	32.7	31.9	--	--	33.0	31.9
50th Percentile (\$000's)	--	40.6	36.0	36.9	--	40.9	35.3	37.0
75th Percentile (\$000's)	--	48.0	46.4	46.3	--	--	41.3	47.9
Average (\$000's)	--	43.8	39.0	39.9	--	45.9	37.3	40.1
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 204**PAYROLL CLERK****Description**

Maintains payroll records and processes the payroll. Processes time records and adjusts records for changes in wage rates, benefits, or deductions. Checks listings against source documents and traces and corrects errors in listings. Assists in the preparation of summary payroll reports. May compute wages for non-computerized systems.

Job Match Comparability

0.0% Less Complex
 86.0% Comparable
 14.0% More Complex

86.0%	Comparable	Industry - Type of Employer					
14.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	25	2	7	0	6	10
	Employees Reported	57	2	9	0	6	40
	25th Percentile (\$000's)	32.5	--	34.0	--	33.9	31.7
	50th Percentile (\$000's)	35.3	--	36.0	--	36.5	35.1
	75th Percentile (\$000's)	39.9	--	39.9	--	41.4	38.1
	Average (\$000's)	37.5	--	39.0	--	37.9	36.6
Incentive Pay							
	% Incentive Eligible	63%	0%	78%	--	0%	73%
	25th Percentile (\$000's)	1.6	--	1.6	--	--	1.6
	50th Percentile (\$000's)	1.9	--	2.1	--	--	1.9
	75th Percentile (\$000's)	2.2	--	3.0	--	--	2.1
	Average (\$000's)	2.3	--	2.6	--	--	2.2
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	33.7	--	34.0	--	33.9	33.2
	50th Percentile (\$000's)	36.1	--	36.0	--	36.5	35.7
	75th Percentile (\$000's)	39.9	--	39.9	--	41.4	39.2
	Average (\$000's)	38.4	--	40.1	--	37.9	37.7
Most Recent New Hire							
	Employers Reported	3	0	1	0	0	2
	Median (\$000's)	31.2	--	--	--	--	--
	Average (\$000's)	33.8	--	--	--	--	--

Job Code 204**PAYROLL CLERK****Description**

Maintains payroll records and processes the payroll. Processes time records and adjusts records for changes in wage rates, benefits, or deductions. Checks listings against source documents and traces and corrects errors in listings. Assists in the preparation of summary payroll reports. May compute wages for non-computerized systems.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	0	5	18	1	1	6	17
Employees Reported	2	0	5	50	1	1	6	49
25th Percentile (\$000's)	--	--	34.3	31.9	--	--	33.0	32.1
50th Percentile (\$000's)	--	--	36.0	35.3	--	--	35.1	35.3
75th Percentile (\$000's)	--	--	38.6	40.5	--	--	37.9	39.9
Average (\$000's)	--	--	36.0	37.5	--	--	35.7	37.6
Incentive Pay								
% Incentive Eligible	50%	--	40%	66%	100%	0%	33%	67%
25th Percentile (\$000's)	--	--	--	1.6	--	--	--	1.7
50th Percentile (\$000's)	--	--	--	1.9	--	--	--	1.9
75th Percentile (\$000's)	--	--	--	2.2	--	--	--	2.2
Average (\$000's)	--	--	--	2.3	--	--	--	2.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	34.3	33.4	--	--	33.0	33.7
50th Percentile (\$000's)	--	--	36.0	36.3	--	--	35.1	36.4
75th Percentile (\$000's)	--	--	38.6	40.9	--	--	37.9	39.9
Average (\$000's)	--	--	36.0	38.6	--	--	35.9	38.7
Most Recent New Hire								
Employers Reported	0	0	1	2	0	0	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 231**ACCOUNTANT - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 232 Accountant and 233 Senior Accountant

Job Match Comparability

14.8% Less Complex

73.3% Comparable

11.9% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	47	8	13	4	7	15
Employees Reported	277	20	49	20	60	128
25th Percentile (\$000's)	43.0	41.7	48.5	52.5	40.8	43.0
50th Percentile (\$000's)	51.8	52.3	54.1	55.5	44.1	53.4
75th Percentile (\$000's)	60.0	64.2	62.0	64.9	49.0	60.7
Average (\$000's)	52.0	52.4	55.1	58.0	46.1	52.5
Incentive Pay						
% Incentive Eligible	47%	45%	69%	50%	5%	58%
25th Percentile (\$000's)	3.6	2.5	3.8	2.2	--	4.2
50th Percentile (\$000's)	4.5	5.2	4.3	3.2	6.3	4.7
75th Percentile (\$000's)	5.3	5.9	4.8	4.2	--	5.3
Average (\$000's)	4.7	4.2	4.9	3.5	6.7	4.7
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	43.4	41.7	51.9	52.5	41.3	43.0
50th Percentile (\$000's)	52.2	52.3	58.0	56.5	44.3	54.0
75th Percentile (\$000's)	61.2	69.5	65.4	66.0	49.0	62.2
Average (\$000's)	53.5	53.5	58.8	59.4	46.5	53.9
Most Recent New Hire						
Employers Reported	8	1	1	1	0	5
Median (\$000's)	59.9	--	--	--	--	60.0
Average (\$000's)	53.6	--	--	--	--	54.7

Job Code 231**ACCOUNTANT - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 232 Accountant and 233 Senior Accountant

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	7	9	9	22	2	13	9	23
Employees Reported	9	14	27	227	2	18	15	242
25th Percentile (\$000's)	51.2	47.5	50.2	42.8	--	49.2	46.7	43.0
50th Percentile (\$000's)	64.6	53.5	55.8	49.8	--	55.4	52.7	50.6
75th Percentile (\$000's)	66.9	57.0	61.5	58.9	--	63.5	56.0	59.8
Average (\$000's)	59.6	54.6	55.4	51.1	--	56.8	51.2	51.6
Incentive Pay								
% Incentive Eligible	44%	71%	52%	45%	100%	56%	73%	44%
25th Percentile (\$000's)	--	4.4	1.5	3.9	--	2.4	6.1	3.7
50th Percentile (\$000's)	4.4	6.4	2.5	4.5	--	3.6	6.7	4.4
75th Percentile (\$000's)	--	7.2	5.5	5.0	--	5.9	7.3	4.9
Average (\$000's)	4.1	5.9	5.2	4.5	--	4.6	6.9	4.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	51.2	52.4	51.4	42.9	--	50.9	49.3	43.0
50th Percentile (\$000's)	64.6	55.4	57.7	50.9	--	55.4	53.4	51.8
75th Percentile (\$000's)	72.1	60.7	64.6	60.5	--	67.2	59.3	60.7
Average (\$000's)	61.4	57.5	58.1	52.4	--	58.6	53.9	52.9
Most Recent New Hire								
Employers Reported	0	2	1	5	0	2	1	5
Median (\$000's)	--	--	--	60.0	--	--	--	60.0
Average (\$000's)	--	--	--	55.1	--	--	--	55.1

Job Code 232**ACCOUNTANT****Description**

Performs accounting functions such as maintaining general and subsidiary ledgers and preparing operating and financial statements. Examines financial statements for completeness, internal accuracy, and conformity with standard practice. Prepares trial balances, statements, exhibits, and reports. Normally requires a four year degree in accounting and 1–3 years experience.

Job Match Comparability

3.6% Less Complex

92.7% Comparable

3.6% More Complex

92.7%	Comparable	Industry - Type of Employer					
3.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	32	3	10	3	6	10
	Employees Reported	137	8	17	15	33	64
	25th Percentile (\$000's)	40.0	39.5	43.8	51.3	38.1	39.1
	50th Percentile (\$000's)	46.8	43.3	51.9	54.9	42.7	46.9
	75th Percentile (\$000's)	56.0	53.1	64.2	56.4	45.0	60.0
	Average (\$000's)	48.8	44.8	52.5	54.8	42.8	50.0
Incentive Pay							
	% Incentive Eligible	53%	50%	88%	47%	6%	69%
	25th Percentile (\$000's)	3.6	--	3.9	1.8	--	4.2
	50th Percentile (\$000's)	4.4	1.5	4.5	2.6	--	4.8
	75th Percentile (\$000's)	5.0	--	4.6	3.4	--	5.3
	Average (\$000's)	4.2	1.5	4.4	2.6	--	4.7
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	41.0	39.5	47.0	52.0	38.5	39.3
	50th Percentile (\$000's)	47.0	44.1	52.0	55.1	43.0	47.8
	75th Percentile (\$000's)	57.7	53.1	68.3	56.7	46.3	60.8
	Average (\$000's)	50.1	45.0	55.1	55.9	43.1	51.7
Most Recent New Hire							
	Employers Reported	5	1	1	0	0	3
	Median (\$000's)	50.0	--	--	--	--	56.9
	Average (\$000's)	50.2	--	--	--	--	52.0

Job Code 232**ACCOUNTANT****Description**

Performs accounting functions such as maintaining general and subsidiary ledgers and preparing operating and financial statements. Examines financial statements for completeness, internal accuracy, and conformity with standard practice. Prepares trial balances, statements, exhibits, and reports. Normally requires a four year degree in accounting and 1–3 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	6	5	17	0	8	6	18
Employees Reported	5	6	10	116	0	9	9	119
25th Percentile (\$000's)	48.5	39.5	43.6	39.6	--	42.7	42.5	39.8
50th Percentile (\$000's)	51.2	46.6	52.3	46.0	--	48.5	52.7	46.2
75th Percentile (\$000's)	53.4	51.3	54.3	56.5	--	52.0	54.4	56.4
Average (\$000's)	52.1	45.8	49.0	48.8	--	48.1	48.6	48.9
Incentive Pay								
% Incentive Eligible	40%	67%	90%	49%	--	56%	78%	50%
25th Percentile (\$000's)	--	--	1.1	3.7	--	2.1	7.4	3.7
50th Percentile (\$000's)	--	6.3	1.1	4.5	--	2.9	7.8	4.4
75th Percentile (\$000's)	--	--	1.1	4.9	--	4.3	8.3	4.9
Average (\$000's)	--	4.9	1.1	4.3	--	3.4	7.8	4.1
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	50.8	43.7	43.6	39.9	--	45.7	42.5	40.1
50th Percentile (\$000's)	51.2	48.8	52.3	46.7	--	50.8	53.4	46.8
75th Percentile (\$000's)	53.4	54.3	54.3	59.8	--	52.0	56.1	59.7
Average (\$000's)	53.2	48.3	49.1	50.2	--	49.6	50.3	50.1
Most Recent New Hire								
Employers Reported	0	1	1	3	0	1	1	3
Median (\$000's)	--	--	--	56.9	--	--	--	56.9
Average (\$000's)	--	--	--	52.0	--	--	--	52.0

Job Code 233**SENIOR ACCOUNTANT****Description**

Analyzes accounting systems to determine need for new accounts, revisions in accounts structure, and new types of ledgers, revisions in reporting systems, and new classifications and definitions. Determines accounting treatment of financial transactions. Recommends solutions to complex accounting problems. May provide work direction to lower-level accountants. Normally requires a four year degree in accounting and 4 or more years experience.

Job Match Comparability

25.7% Less Complex
 54.3% Comparable
 20.0% More Complex

54.3%	Comparable	Industry - Type of Employer					
20.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	32	7	7	3	4	11
	Employees Reported	140	12	32	5	27	64
	25th Percentile (\$000's)	47.5	48.0	51.8	65.0	43.7	49.5
	50th Percentile (\$000's)	54.3	58.4	54.4	65.1	47.4	55.5
	75th Percentile (\$000's)	62.1	68.4	59.8	73.5	54.2	62.2
	Average (\$000's)	55.1	57.5	56.5	67.6	50.2	55.0
Incentive Pay							
	% Incentive Eligible	41%	42%	59%	60%	4%	47%
	25th Percentile (\$000's)	3.9	4.5	3.1	--	--	4.0
	50th Percentile (\$000's)	4.6	5.6	4.2	6.3	--	4.5
	75th Percentile (\$000's)	5.4	5.9	4.9	--	--	5.3
	Average (\$000's)	5.1	4.9	5.0	6.3	--	4.6
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	49.1	48.0	54.0	65.1	43.7	49.5
	50th Percentile (\$000's)	56.8	61.4	58.6	65.6	47.4	55.8
	75th Percentile (\$000's)	64.4	72.1	62.1	74.3	54.2	63.9
	Average (\$000's)	56.8	59.2	60.7	70.1	50.6	56.0
Most Recent New Hire							
	Employers Reported	4	0	0	1	0	3
	Median (\$000's)	63.8	--	--	--	--	62.5
	Average (\$000's)	63.9	--	--	--	--	63.5

Job Code 233**SENIOR ACCOUNTANT****Description**

Analyzes accounting systems to determine need for new accounts, revisions in accounts structure, and new types of ledgers, revisions in reporting systems, and new classifications and definitions. Determines accounting treatment of financial transactions. Recommends solutions to complex accounting problems. May provide work direction to lower-level accountants. Normally requires a four year degree in accounting and 4 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	7	5	17	2	8	4	18
Employees Reported	4	8	17	111	2	9	6	123
25th Percentile (\$000's)	--	53.5	54.3	46.1	--	57.4	48.3	46.9
50th Percentile (\$000's)	68.5	56.6	59.7	52.8	--	60.0	52.9	54.0
75th Percentile (\$000's)	--	62.5	66.0	60.0	--	70.2	60.9	61.0
Average (\$000's)	69.0	61.1	59.2	53.5	--	65.6	55.1	54.1
Incentive Pay								
% Incentive Eligible	50%	75%	29%	41%	100%	56%	67%	38%
25th Percentile (\$000's)	--	5.4	1.5	4.1	--	4.0	--	3.3
50th Percentile (\$000's)	--	6.9	2.5	4.6	--	5.6	6.2	4.3
75th Percentile (\$000's)	--	8.1	5.6	5.0	--	8.0	--	4.9
Average (\$000's)	--	6.7	5.5	4.6	--	6.1	6.4	4.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	55.2	56.8	46.3	--	60.0	52.5	47.4
50th Percentile (\$000's)	72.1	60.5	61.7	54.2	--	67.7	57.2	55.2
75th Percentile (\$000's)	--	68.9	69.3	61.7	--	72.1	67.2	62.3
Average (\$000's)	71.6	64.4	63.4	54.7	--	67.6	59.4	55.7
Most Recent New Hire								
Employers Reported	0	1	0	3	0	1	0	3
Median (\$000's)	--	--	--	65.0	--	--	--	65.0
Average (\$000's)	--	--	--	65.2	--	--	--	65.2

Job Code 245**ACCOUNTING MANAGER****Description**

Manages a major accounting function directly or through subordinate supervisors. Typical responsibilities include maintaining general and subsidiary ledgers, preparing operating and financial statements, reconciling bank statements, fixed asset control and depreciation, and tax report preparation. Requires a degree in accounting and 6 or more years experience.

Job Match Comparability

0.0% Less Complex
80.6% Comparable
19.4% More Complex

80.6%	Comparable	Industry - Type of Employer					
19.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	35	7	8	1	5	14
	Employees Reported	72	8	17	7	6	34
	25th Percentile (\$000's)	68.2	60.7	71.0	--	58.6	68.9
	50th Percentile (\$000's)	87.6	71.8	91.2	--	66.9	87.6
	75th Percentile (\$000's)	99.9	85.0	99.2	--	72.0	99.0
	Average (\$000's)	87.8	73.5	89.6	--	65.5	86.9
Incentive Pay							
	% Incentive Eligible	65%	50%	82%	100%	17%	62%
	25th Percentile (\$000's)	2.4	--	8.6	--	--	1.4
	50th Percentile (\$000's)	8.9	8.1	19.2	--	--	2.5
	75th Percentile (\$000's)	22.7	--	24.4	--	--	8.4
	Average (\$000's)	13.9	7.3	16.9	--	--	8.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	69.9	61.7	83.5	--	58.6	69.1
	50th Percentile (\$000's)	89.7	75.6	109.8	--	66.9	89.0
	75th Percentile (\$000's)	114.0	91.1	116.5	--	72.0	105.8
	Average (\$000's)	95.9	76.2	102.6	--	65.9	91.1
Most Recent New Hire							
	Employers Reported	3	0	1	0	0	2
	Median (\$000's)	90.0	--	--	--	--	--
	Average (\$000's)	90.7	--	--	--	--	--

Job Code 245**ACCOUNTING MANAGER****Description**

Manages a major accounting function directly or through subordinate supervisors. Typical responsibilities include maintaining general and subsidiary ledgers, preparing operating and financial statements, reconciling bank statements, fixed asset control and depreciation, and tax report preparation. Requires a degree in accounting and 6 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	6	8	16	6	4	8	17
Employees Reported	5	7	12	48	6	4	10	52
25th Percentile (\$000's)	55.0	66.8	67.4	73.0	58.3	--	64.2	73.0
50th Percentile (\$000's)	68.0	68.3	81.9	89.7	70.2	73.7	69.5	90.3
75th Percentile (\$000's)	81.4	82.8	92.8	105.1	88.3	--	82.1	104.4
Average (\$000's)	69.8	74.5	79.8	93.6	72.5	74.9	74.1	93.2
Incentive Pay								
% Incentive Eligible	40%	57%	50%	73%	17%	75%	50%	73%
25th Percentile (\$000's)	--	--	7.3	2.3	--	--	8.5	2.3
50th Percentile (\$000's)	--	8.9	7.8	14.2	--	3.3	8.9	11.7
75th Percentile (\$000's)	--	--	8.1	24.5	--	--	16.7	23.2
Average (\$000's)	--	7.9	7.3	16.1	--	5.3	16.3	14.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	55.0	70.9	67.4	74.3	58.3	--	65.0	78.6
50th Percentile (\$000's)	68.0	76.7	86.8	96.4	70.2	76.4	76.8	95.7
75th Percentile (\$000's)	83.4	85.9	98.2	120.7	88.3	--	88.1	117.6
Average (\$000's)	70.2	79.0	82.9	104.3	72.5	78.9	80.6	102.9
Most Recent New Hire								
Employers Reported	0	0	1	2	0	0	0	3
Median (\$000's)	--	--	--	--	--	--	--	90.0
Average (\$000's)	--	--	--	--	--	--	--	90.7

Job Code 246**FINANCIAL ANALYST****Description**

Gathers financial-related information, assembles spreadsheets, write reports and present results to senior management. Uses spreadsheets and statistical software packages to analyze financial data, spot trends and develop forecasts. May be responsible for budget analysis and providing analyses to measure the financial risks associated with making a particular investment decision. Requires a degree in finance and accounting and 3 years of prior experience.

Job Match Comparability

1.7% Less Complex
62.1% Comparable
36.2% More Complex

62.1%	Comparable		Industry - Type of Employer				
36.2%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	15	2	3	1	3	6
	Employees Reported	58	6	9	13	6	24
	25th Percentile (\$000's)	58.6	65.3	75.2	--	58.3	53.2
	50th Percentile (\$000's)	68.0	74.4	80.0	--	59.7	59.4
	75th Percentile (\$000's)	76.9	82.0	80.0	--	61.4	69.5
	Average (\$000's)	66.5	73.9	75.3	--	60.5	60.0
Incentive Pay							
	% Incentive Eligible	69%	0%	100%	100%	0%	75%
	25th Percentile (\$000's)	3.3	--	5.4	--	--	1.6
	50th Percentile (\$000's)	4.6	--	5.7	--	--	4.0
	75th Percentile (\$000's)	5.6	--	6.5	--	--	5.5
	Average (\$000's)	4.4	--	5.9	--	--	3.7
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	59.8	65.3	81.4	--	58.3	54.8
	50th Percentile (\$000's)	68.4	74.4	85.3	--	59.7	63.0
	75th Percentile (\$000's)	79.8	82.0	86.3	--	61.4	72.5
	Average (\$000's)	68.6	73.9	81.1	--	60.5	61.5
Most Recent New Hire							
	Employers Reported	3	0	0	1	0	2
	Median (\$000's)	75.8	--	--	--	--	--
	Average (\$000's)	71.9	--	--	--	--	--

Job Code 246**FINANCIAL ANALYST****Description**

Gathers financial-related information, assembles spreadsheets, write reports and present results to senior management. Uses spreadsheets and statistical software packages to analyze financial data, spot trends and develop forecasts. May be responsible for budget analysis and providing analyses to measure the financial risks associated with making a particular investment decision. Requires a degree in finance and accounting and 3 years of prior experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	0	15	0	0	1	14
Employees Reported	0	0	0	58	0	0	1	57
25th Percentile (\$000's)	--	--	--	58.6	--	--	--	58.6
50th Percentile (\$000's)	--	--	--	68.0	--	--	--	69.1
75th Percentile (\$000's)	--	--	--	76.9	--	--	--	77.3
Average (\$000's)	--	--	--	66.5	--	--	--	66.6
Incentive Pay								
% Incentive Eligible	--	--	--	69%	--	--	0%	70%
25th Percentile (\$000's)	--	--	--	3.3	--	--	--	3.3
50th Percentile (\$000's)	--	--	--	4.6	--	--	--	4.6
75th Percentile (\$000's)	--	--	--	5.6	--	--	--	5.6
Average (\$000's)	--	--	--	4.4	--	--	--	4.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	59.8	--	--	--	59.7
50th Percentile (\$000's)	--	--	--	68.4	--	--	--	69.1
75th Percentile (\$000's)	--	--	--	79.8	--	--	--	80.0
Average (\$000's)	--	--	--	68.6	--	--	--	68.7
Most Recent New Hire								
Employers Reported	0	0	0	3	0	0	0	3
Median (\$000's)	--	--	--	75.8	--	--	--	75.8
Average (\$000's)	--	--	--	71.9	--	--	--	71.9

Job Code 252**BUYER/PLANNER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 253 Buyer/Planner and 254 Senior Buyer/Planner

Job Match Comparability

5.6% Less Complex
 91.5% Comparable
 2.8% More Complex

91.5%	Comparable	Industry - Type of Employer					
2.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	31	3	13	4	2	9
	Employees Reported	142	10	65	21	5	41
	25th Percentile (\$000's)	46.2	46.4	46.4	46.8	32.5	47.7
	50th Percentile (\$000's)	52.1	49.7	52.9	57.4	32.5	51.2
	75th Percentile (\$000's)	60.3	56.1	57.8	66.5	35.0	62.0
	Average (\$000's)	54.5	50.7	53.4	56.3	34.8	58.8
Incentive Pay							
	% Incentive Eligible	83%	70%	89%	76%	0%	90%
	25th Percentile (\$000's)	2.7	3.2	4.0	2.3	--	3.6
	50th Percentile (\$000's)	4.2	3.2	4.4	2.6	--	4.3
	75th Percentile (\$000's)	5.0	3.2	5.3	2.8	--	6.5
	Average (\$000's)	4.5	3.2	4.6	2.6	--	6.4
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	46.5	46.4	47.5	49.4	32.5	47.9
	50th Percentile (\$000's)	53.7	49.7	54.0	58.3	32.5	52.2
	75th Percentile (\$000's)	62.3	56.1	61.4	68.7	35.0	67.3
	Average (\$000's)	56.4	51.0	55.5	58.1	34.8	60.9
Most Recent New Hire							
	Employers Reported	8	1	2	2	0	3
	Median (\$000's)	46.2	--	--	--	--	47.5
	Average (\$000's)	48.3	--	--	--	--	54.9

Job Code 252**BUYER/PLANNER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 253 Buyer/Planner and 254 Senior Buyer/Planner

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	3	7	16	5	3	7	16
Employees Reported	6	5	37	94	5	4	31	102
25th Percentile (\$000's)	46.9	41.8	41.4	47.5	45.0	--	40.7	47.5
50th Percentile (\$000's)	53.7	46.6	49.9	54.9	49.8	46.3	49.5	54.9
75th Percentile (\$000's)	63.9	52.9	55.4	63.2	66.1	--	53.9	62.1
Average (\$000's)	55.1	50.7	48.7	57.0	53.8	48.3	48.4	56.7
Incentive Pay								
% Incentive Eligible	100%	60%	84%	83%	80%	75%	77%	85%
25th Percentile (\$000's)	2.7	--	3.3	2.6	--	--	6.1	2.6
50th Percentile (\$000's)	3.2	7.5	3.3	4.2	3.2	4.8	7.5	4.2
75th Percentile (\$000's)	4.0	--	3.3	4.9	--	--	8.8	4.9
Average (\$000's)	3.5	7.4	3.3	4.4	2.5	4.8	7.4	4.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	51.2	41.8	41.4	48.0	45.0	--	41.4	48.3
50th Percentile (\$000's)	54.9	46.6	49.9	55.8	50.8	49.4	49.5	55.6
75th Percentile (\$000's)	66.4	60.4	55.4	68.2	69.3	--	55.1	67.1
Average (\$000's)	57.4	55.2	48.8	59.4	55.3	50.7	49.1	58.9
Most Recent New Hire								
Employers Reported	1	0	2	5	1	0	2	5
Median (\$000's)	--	--	--	47.5	--	--	--	47.5
Average (\$000's)	--	--	--	52.1	--	--	--	52.1

Job Code 253**BUYER/PLANNER****Description**

Determines material needs, timing, and sourcing. Forecasts future demand for materials and products and plans purchases. Prepares and places orders for standard and nonstandard materials, products, and services based on demand forecast. Evaluates material shortages and determines appropriate inventory levels. Negotiates contracts within specified limits. Negotiates returns of defective materials. Identifies sources and vendors. Controls, monitors, and analyzes vendor quality. Typically requires a degree and 2–4 years experience.

Job Match Comparability

9.0% Less Complex
86.5% Comparable
4.5% More Complex

86.5%	Comparable	Industry - Type of Employer					
4.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	27	3	13	2	2	7
	Employees Reported	89	6	43	9	5	26
	25th Percentile (\$000's)	42.7	42.4	43.5	43.0	32.5	45.0
	50th Percentile (\$000's)	47.7	49.7	47.5	46.8	32.5	47.9
	75th Percentile (\$000's)	52.9	51.2	55.6	52.9	35.0	50.6
	Average (\$000's)	48.5	49.5	49.3	48.3	34.8	49.6
Incentive Pay							
	% Incentive Eligible	82%	83%	84%	100%	0%	88%
	25th Percentile (\$000's)	2.7	3.2	3.5	1.9	--	3.4
	50th Percentile (\$000's)	4.1	3.2	4.3	2.5	--	4.2
	75th Percentile (\$000's)	4.6	3.2	4.8	2.9	--	5.7
	Average (\$000's)	4.0	3.2	4.3	2.5	--	4.5
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	43.0	42.4	43.5	44.9	32.5	45.4
	50th Percentile (\$000's)	49.2	49.7	50.8	49.4	32.5	48.4
	75th Percentile (\$000's)	55.3	51.2	59.5	55.7	35.0	54.8
	Average (\$000's)	50.4	50.1	51.6	50.6	34.8	51.5
Most Recent New Hire							
	Employers Reported	6	1	2	1	0	2
	Median (\$000's)	46.2	--	--	--	--	--
	Average (\$000's)	44.6	--	--	--	--	--

Job Code 253**BUYER/PLANNER****Description**

Determines material needs, timing, and sourcing. Forecasts future demand for materials and products and plans purchases. Prepares and places orders for standard and nonstandard materials, products, and services based on demand forecast. Evaluates material shortages and determines appropriate inventory levels. Negotiates contracts within specified limits. Negotiates returns of defective materials. Identifies sources and vendors. Controls, monitors, and analyzes vendor quality. Typically requires a degree and 2–4 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	3	7	13	4	3	7	13
Employees Reported	4	5	22	58	4	3	23	59
25th Percentile (\$000's)	--	41.8	39.4	45.0	--	--	38.7	44.7
50th Percentile (\$000's)	58.0	46.6	43.1	48.0	58.0	46.0	44.1	48.0
75th Percentile (\$000's)	--	52.9	48.7	55.9	--	--	49.7	55.7
Average (\$000's)	57.0	50.7	43.1	49.8	56.0	45.2	45.0	49.5
Incentive Pay								
% Incentive Eligible	100%	60%	73%	86%	75%	67%	70%	88%
25th Percentile (\$000's)	--	--	3.3	2.5	--	--	6.1	2.5
50th Percentile (\$000's)	3.2	7.5	3.3	4.1	3.2	--	7.5	4.1
75th Percentile (\$000's)	--	--	3.3	4.4	--	--	8.8	4.4
Average (\$000's)	3.5	7.4	3.3	3.8	2.5	--	7.4	3.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	41.8	39.4	45.4	--	--	40.0	45.1
50th Percentile (\$000's)	60.8	46.6	43.5	49.9	60.1	46.6	44.1	49.9
75th Percentile (\$000's)	--	60.4	48.8	59.5	--	--	49.7	59.4
Average (\$000's)	60.5	55.2	43.3	52.1	57.8	48.5	45.9	51.8
Most Recent New Hire								
Employers Reported	0	0	2	4	0	0	2	4
Median (\$000's)	--	--	--	47.5	--	--	--	47.5
Average (\$000's)	--	--	--	47.3	--	--	--	47.3

Job Code 254**SENIOR BUYER/PLANNER****Description**

Determines material needs, timing, and sourcing. Prepares and places orders for nonstandard, complex and specialty materials, products, and services based on demand forecast. Evaluates material shortages and determines appropriate inventory levels. Also provides guidance and mentoring to lower level staff. Negotiates contracts within specified limits. Negotiates returns of defective materials. Identifies sources and vendors. Controls, monitors, and analyzes vendor quality. Typically requires a degree and 5 or more years experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	17	2	6	3	0	6
Employees Reported	53	4	22	12	0	15
25th Percentile (\$000's)	55.8	--	55.5	59.3	--	57.1
50th Percentile (\$000's)	59.9	52.4	57.5	64.3	--	78.0
75th Percentile (\$000's)	68.7	--	65.3	68.1	--	91.5
Average (\$000's)	64.7	52.5	61.3	62.4	--	74.7

Incentive Pay

% Incentive Eligible	85%	50%	100%	58%	--	93%
25th Percentile (\$000's)	2.7	--	5.0	2.6	--	11.0
50th Percentile (\$000's)	4.9	--	5.3	2.6	--	17.0
75th Percentile (\$000's)	5.4	--	5.6	2.7	--	23.1
Average (\$000's)	5.8	--	5.3	2.7	--	17.0

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	55.8	--	55.5	59.5	--	57.1
50th Percentile (\$000's)	61.0	52.4	59.3	65.9	--	80.6
75th Percentile (\$000's)	70.6	--	67.2	69.1	--	91.5
Average (\$000's)	66.4	52.5	63.2	63.7	--	77.0

Most Recent New Hire

Employers Reported	2	0	0	1	0	1
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 254**SENIOR BUYER/PLANNER****Description**

Determines material needs, timing, and sourcing. Prepares and places orders for nonstandard, complex and specialty materials, products, and services based on demand forecast. Evaluates material shortages and determines appropriate inventory levels. Also provides guidance and mentoring to lower level staff. Negotiates contracts within specified limits. Negotiates returns of defective materials. Identifies sources and vendors. Controls, monitors, and analyzes vendor quality. Typically requires a degree and 5 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	0	3	12	1	1	2	13
Employees Reported	2	0	15	36	1	1	8	43
25th Percentile (\$000's)	--	--	53.9	57.8	--	--	55.7	55.9
50th Percentile (\$000's)	--	--	56.3	66.0	--	--	57.6	61.8
75th Percentile (\$000's)	--	--	58.2	80.0	--	--	59.4	74.0
Average (\$000's)	--	--	57.0	68.6	--	--	58.3	66.5
Incentive Pay								
% Incentive Eligible	100%	--	100%	78%	100%	100%	100%	81%
25th Percentile (\$000's)	--	--	--	2.7	--	--	--	2.7
50th Percentile (\$000's)	--	--	--	4.9	--	--	--	4.9
75th Percentile (\$000's)	--	--	--	5.4	--	--	--	5.4
Average (\$000's)	--	--	--	5.8	--	--	--	5.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	53.9	59.7	--	--	55.7	56.2
50th Percentile (\$000's)	--	--	56.3	68.6	--	--	57.6	63.3
75th Percentile (\$000's)	--	--	58.2	83.3	--	--	59.4	77.7
Average (\$000's)	--	--	57.0	71.2	--	--	58.3	68.6
Most Recent New Hire								
Employers Reported	1	0	0	1	1	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 255**PURCHASING MANAGER****Description**

Manages forecasting and purchasing functions. Supervises purchasing and planning staff. Coordinates forecasts, procurement, and inventory requirements. Sets planning priorities. Determines and establishes procurement procedures. Maintains relationships with vendors and monitors performance. Meets with vendors to control backorders, improve or maintain on-time delivery, prevent or solve problems, and share forecasts. Reviews alternative suppliers. May manage inventories and records. Typically requires a degree and 5 or more years experience.

Job Match Comparability

6.1% Less Complex
 54.5% Comparable
 39.4% More Complex

		Industry - Type of Employer					
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
Employers Reported	23	2	12	3	1	5	
Employees Reported	33	2	14	8	1	8	
25th Percentile (\$000's)	72.9	--	69.9	84.2	--	99.0	
50th Percentile (\$000's)	92.3	--	79.1	105.4	--	101.6	
75th Percentile (\$000's)	106.0	--	99.5	114.7	--	107.1	
Average (\$000's)	90.6	--	84.7	98.0	--	99.9	
Incentive Pay							
% Incentive Eligible	79%	50%	71%	88%	0%	100%	
25th Percentile (\$000's)	9.6	--	6.3	13.6	--	13.3	
50th Percentile (\$000's)	14.6	--	7.0	15.1	--	15.6	
75th Percentile (\$000's)	16.7	--	11.6	16.7	--	17.5	
Average (\$000's)	14.2	--	12.6	14.1	--	16.0	
Total Cash Compensation Base Plus Incentive Pay							
25th Percentile (\$000's)	75.5	--	70.7	93.4	--	104.2	
50th Percentile (\$000's)	99.4	--	82.0	120.4	--	114.9	
75th Percentile (\$000's)	121.2	--	102.4	131.4	--	124.2	
Average (\$000's)	98.8	--	90.1	110.3	--	111.8	
Most Recent New Hire							
Employers Reported	0	0	0	0	0	0	
Median (\$000's)	--	--	--	--	--	--	
Average (\$000's)	--	--	--	--	--	--	

Job Code 255**PURCHASING MANAGER****Description**

Manages forecasting and purchasing functions. Supervises purchasing and planning staff. Coordinates forecasts, procurement, and inventory requirements. Sets planning priorities. Determines and establishes procurement procedures. Maintains relationships with vendors and monitors performance. Meets with vendors to control backorders, improve or maintain on-time delivery, prevent or solve problems, and share forecasts. Reviews alternative suppliers. May manage inventories and records. Typically requires a degree and 5 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	8	11	2	2	6	13
Employees Reported	2	2	9	20	2	2	6	23
25th Percentile (\$000's)	--	--	68.9	85.5	--	--	72.7	79.1
50th Percentile (\$000's)	--	--	77.3	103.3	--	--	88.4	101.4
75th Percentile (\$000's)	--	--	91.7	114.1	--	--	99.7	113.5
Average (\$000's)	--	--	77.9	100.2	--	--	86.3	96.9
Incentive Pay								
% Incentive Eligible	50%	50%	78%	85%	50%	50%	67%	87%
25th Percentile (\$000's)	--	--	4.7	12.3	--	--	--	12.2
50th Percentile (\$000's)	--	--	4.9	15.0	--	--	13.2	14.9
75th Percentile (\$000's)	--	--	5.0	17.0	--	--	--	16.8
Average (\$000's)	--	--	4.9	15.4	--	--	13.2	14.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	68.9	96.3	--	--	72.7	83.4
50th Percentile (\$000's)	--	--	77.3	118.0	--	--	88.4	113.4
75th Percentile (\$000's)	--	--	91.7	131.7	--	--	102.6	131.5
Average (\$000's)	--	--	79.0	112.5	--	--	88.5	107.9
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 310**FIELD SERVICE TECHNICIAN - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 311 Field Service Technician and 312 Senior Field Service Technician

Job Match Comparability

0.0% Less Complex

76.9% Comparable

23.1% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	12	3	4	2	0	3
Employees Reported	160	17	29	75	0	39
25th Percentile (\$000's)	41.1	43.3	44.7	36.4	--	55.1
50th Percentile (\$000's)	53.2	46.4	56.1	45.6	--	57.7
75th Percentile (\$000's)	63.0	54.1	63.3	57.8	--	66.6
Average (\$000's)	52.5	50.7	56.2	48.0	--	59.1

Incentive Pay

% Incentive Eligible	63%	0%	97%	91%	--	10%
25th Percentile (\$000's)	1.4	--	4.1	1.3	--	--
50th Percentile (\$000's)	1.9	--	4.7	1.7	--	--
75th Percentile (\$000's)	3.4	--	5.4	2.3	--	--
Average (\$000's)	2.6	--	5.1	1.8	--	--

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	42.8	43.3	50.0	37.7	--	55.1
50th Percentile (\$000's)	54.1	46.4	59.0	47.2	--	57.7
75th Percentile (\$000's)	65.5	54.1	68.0	58.9	--	66.6
Average (\$000's)	54.0	50.7	60.5	49.6	--	59.1

Most Recent New Hire

Employers Reported	3	1	1	0	0	1
Median (\$000's)	45.0	--	--	--	--	--
Average (\$000's)	44.5	--	--	--	--	--

Job Code 310**FIELD SERVICE TECHNICIAN - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 311 Field Service Technician and 312 Senior Field Service Technician

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	1	7	1	3	1	7
Employees Reported	10	3	9	138	2	11	9	138
25th Percentile (\$000's)	35.9	--	--	41.9	--	39.7	--	41.9
50th Percentile (\$000's)	41.2	45.0	--	54.2	--	41.5	--	54.2
75th Percentile (\$000's)	48.7	--	--	63.3	--	50.7	--	63.3
Average (\$000's)	49.8	47.5	--	53.0	--	50.8	--	53.0
Incentive Pay								
% Incentive Eligible	100%	67%	0%	64%	100%	91%	0%	64%
25th Percentile (\$000's)	5.2	--	--	1.4	--	5.2	--	1.4
50th Percentile (\$000's)	5.7	--	--	1.8	--	5.7	--	1.8
75th Percentile (\$000's)	8.2	--	--	2.8	--	8.2	--	2.8
Average (\$000's)	--	--	--	2.3	--	6.9	--	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	36.9	--	--	43.6	--	41.3	--	43.6
50th Percentile (\$000's)	45.0	45.0	--	55.1	--	45.0	--	55.1
75th Percentile (\$000's)	50.6	--	--	66.0	--	53.6	--	66.0
Average (\$000's)	54.0	47.5	--	54.5	--	54.6	--	54.5
Most Recent New Hire								
Employers Reported	1	0	1	1	0	1	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 311**FIELD SERVICE TECHNICIAN****Description**

Performs equipment and product service support at the customer's site. Using detailed organization guidelines performs preventive maintenance, routine repair, and calibration of the organization's products. Assists with client's on-site installations and emergency repairs. Refers more complex problems to higher level personnel such as a supervisor. Requires formal technical education beyond high school and 1–2 years experience.

Job Match Comparability

0.0% Less Complex
 89.1% Comparable
 10.9% More Complex

89.1%	Comparable		Industry - Type of Employer					
10.9%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	11	2	4	2	0	3	
	Employees Reported	92	9	24	39	0	20	
	25th Percentile (\$000's)	36.6	44.0	42.5	34.1	--	53.5	
	50th Percentile (\$000's)	45.8	46.0	54.2	36.7	--	55.1	
	75th Percentile (\$000's)	55.1	48.0	60.4	41.7	--	55.1	
	Average (\$000's)	46.9	49.0	52.3	39.8	--	53.0	
Incentive Pay								
	% Incentive Eligible	64%	0%	96%	85%	--	15%	
	25th Percentile (\$000's)	1.3	--	4.0	1.2	--	--	
	50th Percentile (\$000's)	1.5	--	4.5	1.3	--	--	
	75th Percentile (\$000's)	4.1	--	4.9	1.5	--	--	
	Average (\$000's)	2.4	--	4.3	1.3	--	--	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	37.8	44.0	46.4	35.0	--	53.5	
	50th Percentile (\$000's)	46.4	46.0	56.9	38.1	--	55.1	
	75th Percentile (\$000's)	55.2	48.0	65.0	43.3	--	55.1	
	Average (\$000's)	48.2	49.0	55.9	40.9	--	53.0	
Most Recent New Hire								
	Employers Reported	3	1	1	0	0	1	
	Median (\$000's)	45.0	--	--	--	--	--	
	Average (\$000's)	44.5	--	--	--	--	--	

Job Code 311**FIELD SERVICE TECHNICIAN****Description**

Performs equipment and product service support at the customer's site. Using detailed organization guidelines performs preventive maintenance, routine repair, and calibration of the organization's products. Assists with client's on-site installations and emergency repairs. Refers more complex problems to higher level personnel such as a supervisor. Requires formal technical education beyond high school and 1–2 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	1	6	1	3	1	6
Employees Reported	7	3	8	74	1	9	8	74
25th Percentile (\$000's)	35.0	--	--	36.0	--	38.4	--	36.0
50th Percentile (\$000's)	38.4	45.0	--	51.9	--	41.2	--	51.9
75th Percentile (\$000's)	41.2	--	--	55.1	--	44.7	--	55.1
Average (\$000's)	38.2	47.5	--	47.6	--	42.0	--	47.6
Incentive Pay								
% Incentive Eligible	100%	67%	0%	68%	100%	89%	0%	68%
25th Percentile (\$000's)	3.9	--	--	1.3	--	3.9	--	1.3
50th Percentile (\$000's)	5.3	--	--	1.5	--	5.3	--	1.5
75th Percentile (\$000's)	5.6	--	--	3.9	--	5.6	--	3.9
Average (\$000's)	4.2	--	--	2.3	--	4.2	--	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	35.2	--	--	37.3	--	41.2	--	37.3
50th Percentile (\$000's)	41.5	45.0	--	52.7	--	43.5	--	52.7
75th Percentile (\$000's)	45.0	--	--	55.8	--	46.5	--	55.8
Average (\$000's)	40.7	47.5	--	49.1	--	43.9	--	49.1
Most Recent New Hire								
Employers Reported	1	0	1	1	0	1	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 312**SENIOR FIELD SERVICE TECHNICIAN****Description**

Performs equipment and product service support at the customer's sites. Using established organization guidelines performs installation, preventive maintenance, routine repair, and calibration of organization's products and equipment. Serves as customer contact on technical and service related problems. May assist lower level technicians. Refers more complex problems to higher level personnel. Requires formal technical training beyond high school and 3 or more years field service technician experience.

Job Match Comparability

0.0% Less Complex

60.3% Comparable

39.7% More Complex

60.3%	Comparable		Industry - Type of Employer					
39.7%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	10	3	3	2	0	2	
	Employees Reported	68	8	5	36	0	19	
	25th Percentile (\$000's)	51.2	38.4	70.0	46.0	--	66.6	
	50th Percentile (\$000's)	62.3	51.6	71.4	56.6	--	66.6	
	75th Percentile (\$000's)	66.6	56.9	74.5	63.2	--	66.6	
	Average (\$000's)	60.1	52.6	75.3	56.8	--	65.5	
Incentive Pay								
	% Incentive Eligible	60%	0%	100%	97%	--	5%	
	25th Percentile (\$000's)	1.8	--	5.5	1.7	--	--	
	50th Percentile (\$000's)	2.3	--	7.3	2.3	--	--	
	75th Percentile (\$000's)	2.7	--	10.6	2.6	--	--	
	Average (\$000's)	2.9	--	8.9	2.2	--	--	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	51.2	38.4	76.8	47.7	--	66.6	
	50th Percentile (\$000's)	64.1	51.6	79.0	58.9	--	66.6	
	75th Percentile (\$000's)	66.6	56.9	80.1	65.9	--	66.6	
	Average (\$000's)	61.8	52.6	82.4	59.0	--	65.5	
Most Recent New Hire								
	Employers Reported	0	0	0	0	0	0	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 312**SENIOR FIELD SERVICE TECHNICIAN****Description**

Performs equipment and product service support at the customer's sites. Using established organization guidelines performs installation, preventive maintenance, routine repair, and calibration of organization's products and equipment. Serves as customer contact on technical and service related problems. May assist lower level technicians. Refers more complex problems to higher level personnel. Requires formal technical training beyond high school and 3 or more years field service technician experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	0	1	7	1	1	1	7
Employees Reported	3	0	1	64	1	2	1	64
25th Percentile (\$000's)	--	--	--	50.7	--	--	--	50.7
50th Percentile (\$000's)	70.0	--	--	61.5	--	--	--	61.5
75th Percentile (\$000's)	--	--	--	66.6	--	--	--	66.6
Average (\$000's)	76.8	--	--	59.2	--	--	--	59.2
Incentive Pay								
% Incentive Eligible	100%	--	0%	59%	100%	100%	0%	59%
25th Percentile (\$000's)	--	--	--	1.7	--	--	--	1.7
50th Percentile (\$000's)	12.3	--	--	2.3	--	--	--	2.3
75th Percentile (\$000's)	--	--	--	2.6	--	--	--	2.6
Average (\$000's)	--	--	--	2.4	--	--	--	2.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	51.1	--	--	--	51.1
50th Percentile (\$000's)	79.0	--	--	63.6	--	--	--	63.6
75th Percentile (\$000's)	--	--	--	66.6	--	--	--	66.6
Average (\$000's)	85.0	--	--	60.6	--	--	--	60.6
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 321**DRAFTER/DESIGNER (CAD) - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 322 Drafter/Designer (CAD) and 323 Drafter/Designer (CAD) - Senior

Job Match Comparability

0.8% Less Complex
 88.9% Comparable
 10.3% More Complex

88.9%	Comparable	Industry - Type of Employer					
10.3%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	21	3	10	2	1	5
	Employees Reported	126	5	78	4	1	38
	25th Percentile (\$000's)	47.4	42.8	47.5	--	--	45.0
	50th Percentile (\$000's)	55.2	57.4	54.1	65.1	--	57.5
	75th Percentile (\$000's)	62.0	63.4	58.7	--	--	62.3
	Average (\$000's)	55.3	53.5	54.1	64.4	--	57.0
Incentive Pay							
	% Incentive Eligible	63%	20%	78%	25%	0%	45%
	25th Percentile (\$000's)	3.6	--	3.6	--	--	3.4
	50th Percentile (\$000's)	4.0	--	4.0	--	--	4.1
	75th Percentile (\$000's)	4.8	--	4.8	--	--	4.7
	Average (\$000's)	4.2	--	4.4	--	--	3.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	48.5	42.8	48.6	--	--	45.8
	50th Percentile (\$000's)	57.4	57.4	56.6	65.1	--	59.3
	75th Percentile (\$000's)	63.0	63.4	62.1	--	--	64.2
	Average (\$000's)	56.8	53.5	56.1	64.4	--	58.0
Most Recent New Hire							
	Employers Reported	2	0	2	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 321**DRAFTER/DESIGNER (CAD) - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 322 Drafter/Designer (CAD) and 323 Drafter/Designer (CAD) - Senior

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	5	10	1	4	6	10
Employees Reported	7	3	41	75	1	8	20	97
25th Percentile (\$000's)	57.4	--	44.3	51.1	--	53.1	42.2	50.0
50th Percentile (\$000's)	65.6	49.6	51.6	56.2	--	60.3	48.4	56.2
75th Percentile (\$000's)	67.8	--	57.3	62.2	--	65.9	54.6	62.0
Average (\$000's)	60.0	52.0	52.0	56.8	--	57.2	48.5	56.4
Incentive Pay								
% Incentive Eligible	86%	33%	61%	64%	100%	63%	20%	72%
25th Percentile (\$000's)	6.3	--	--	3.5	--	6.3	--	3.5
50th Percentile (\$000's)	8.2	--	--	4.0	--	8.2	7.0	4.0
75th Percentile (\$000's)	8.9	--	--	4.4	--	8.9	--	4.4
Average (\$000's)	7.0	--	--	3.9	--	7.0	7.0	3.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	61.2	--	44.3	53.4	--	53.1	42.2	51.0
50th Percentile (\$000's)	68.6	56.6	51.6	58.9	--	64.2	48.4	58.2
75th Percentile (\$000's)	71.9	--	57.3	63.6	--	70.8	55.4	63.4
Average (\$000's)	64.0	54.3	52.0	58.9	--	60.7	48.8	58.0
Most Recent New Hire								
Employers Reported	0	0	1	1	0	0	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 322**DRAFTER/DESIGNER (CAD)****Description**

Prepares working plans and drafts detailed drawings manually and using computer aided design systems (CAD). Makes engineering computations and writes specifications. Prepares and creates geometric displays for complex detail assemblies working from layouts, sketches, drawings, and verbal instructions. Verifies completed work, checking dimensions, materials to be used, and quantities. May provide technical direction to lower level drafters. Requires technical training and 1–5 years experience. Not a trainee.

Job Match Comparability

1.6% Less Complex
 80.6% Comparable
 17.7% More Complex

80.6%	Comparable		Industry - Type of Employer				
17.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	15	2	8	0	1	4
	Employees Reported	62	2	44	0	1	15
	25th Percentile (\$000's)	42.1	--	43.9	--	--	41.3
	50th Percentile (\$000's)	47.7	--	50.0	--	--	42.9
	75th Percentile (\$000's)	54.1	--	54.3	--	--	49.5
	Average (\$000's)	47.9	--	48.8	--	--	46.0
Incentive Pay							
	% Incentive Eligible	77%	0%	86%	--	0%	67%
	25th Percentile (\$000's)	3.3	--	3.6	--	--	1.3
	50th Percentile (\$000's)	3.9	--	4.0	--	--	1.7
	75th Percentile (\$000's)	4.1	--	4.1	--	--	2.5
	Average (\$000's)	3.7	--	3.9	--	--	2.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	42.3	--	44.4	--	--	41.3
	50th Percentile (\$000's)	50.0	--	51.8	--	--	42.9
	75th Percentile (\$000's)	56.8	--	56.9	--	--	51.1
	Average (\$000's)	49.3	--	50.6	--	--	46.4
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 322**DRAFTER/DESIGNER (CAD)****Description**

Prepares working plans and drafts detailed drawings manually and using computer aided design systems (CAD). Makes engineering computations and writes specifications. Prepares and creates geometric displays for complex detail assemblies working from layouts, sketches, drawings, and verbal instructions. Verifies completed work, checking dimensions, materials to be used, and quantities. May provide technical direction to lower level drafters. Requires technical training and 1–5 years experience. Not a trainee.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	5	7	0	2	6	7
Employees Reported	1	2	24	35	0	2	9	51
25th Percentile (\$000's)	--	--	39.9	42.9	--	--	36.6	42.9
50th Percentile (\$000's)	--	--	47.1	49.0	--	--	39.4	50.0
75th Percentile (\$000's)	--	--	55.1	54.1	--	--	47.0	55.4
Average (\$000's)	--	--	46.8	49.1	--	--	41.3	49.4
Incentive Pay								
% Incentive Eligible	100%	50%	75%	80%	--	50%	33%	86%
25th Percentile (\$000's)	--	--	--	3.4	--	--	--	3.4
50th Percentile (\$000's)	--	--	--	3.9	--	--	7.0	3.9
75th Percentile (\$000's)	--	--	--	4.1	--	--	--	4.1
Average (\$000's)	--	--	--	3.6	--	--	7.0	3.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	39.9	43.4	--	--	36.6	43.4
50th Percentile (\$000's)	--	--	47.1	52.7	--	--	39.4	51.6
75th Percentile (\$000's)	--	--	55.1	58.1	--	--	47.0	57.2
Average (\$000's)	--	--	46.8	51.2	--	--	42.1	50.9
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 323**DRAFTER/DESIGNER (CAD) SENIOR****Description**

Works at the highest technical level. Assignments include engineering design, require proficiency with CAD systems, and considerable interface with engineers. Provides technical direction to lower level drafters. This is the senior non-supervisory position and normally requires 5 or more years experience.

Job Match Comparability

0.0% Less Complex
 96.9% Comparable
 3.1% More Complex

		Industry - Type of Employer				
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit All Other Employers
Annual Base Pay						
Employers Reported	15	3	7	2	0	3
Employees Reported	64	3	34	4	0	23
25th Percentile (\$000's)	55.9	--	54.4	--	--	56.6
50th Percentile (\$000's)	62.0	63.4	60.0	65.1	--	62.0
75th Percentile (\$000's)	68.2	--	67.7	--	--	72.4
Average (\$000's)	62.5	63.5	61.0	64.4	--	64.3
Incentive Pay						
% Incentive Eligible	50%	33%	68%	25%	--	30%
25th Percentile (\$000's)	4.0	--	3.3	--	--	4.1
50th Percentile (\$000's)	4.6	--	5.1	--	--	4.4
75th Percentile (\$000's)	5.3	--	5.5	--	--	5.0
Average (\$000's)	4.8	--	5.0	--	--	4.5
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	58.6	--	56.3	--	--	60.1
50th Percentile (\$000's)	62.0	63.4	62.0	65.1	--	62.0
75th Percentile (\$000's)	73.0	--	73.0	--	--	75.0
Average (\$000's)	64.2	63.5	63.2	64.4	--	65.6
Most Recent New Hire						
Employers Reported	1	0	1	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 323**DRAFTER/DESIGNER (CAD) SENIOR****Description**

Works at the highest technical level. Assignments include engineering design, require proficiency with CAD systems, and considerable interface with engineers. Provides technical direction to lower level drafters. This is the senior non-supervisory position and normally requires 5 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	1	4	7	1	3	3	8
Employees Reported	6	1	17	40	1	6	11	46
25th Percentile (\$000's)	60.4	--	51.6	56.7	--	59.5	48.4	57.2
50th Percentile (\$000's)	66.3	--	57.4	62.0	--	63.8	54.3	62.2
75th Percentile (\$000's)	68.2	--	66.8	68.2	--	66.6	58.0	70.1
Average (\$000's)	64.3	--	59.3	63.6	--	63.1	54.3	64.2
Incentive Pay								
% Incentive Eligible	83%	0%	41%	50%	100%	67%	9%	57%
25th Percentile (\$000's)	8.2	--	--	3.9	--	--	--	3.9
50th Percentile (\$000's)	8.6	--	--	4.3	--	8.6	--	4.3
75th Percentile (\$000's)	9.1	--	--	5.1	--	--	--	5.1
Average (\$000's)	8.6	--	--	4.2	--	8.6	--	4.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	67.0	--	51.6	59.3	--	63.0	48.4	59.7
50th Percentile (\$000's)	69.1	--	57.4	62.0	--	68.0	54.3	63.6
75th Percentile (\$000's)	73.1	--	66.8	73.4	--	73.1	58.0	73.5
Average (\$000's)	68.6	--	59.3	65.6	--	67.4	54.3	66.0
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 330**ELECTRONICS TECHNICIAN - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 331 Electronics Technician I, 332 Electronics Technician II and 333 Electronics Technician III

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

		Industry - Type of Employer				
	All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	12	1	7	2	1	1
Employees Reported	133	22	82	10	1	18
25th Percentile (\$000's)	30.8	--	28.6	40.8	--	--
50th Percentile (\$000's)	36.4	--	33.0	44.3	--	--
75th Percentile (\$000's)	48.8	--	39.0	48.4	--	--
Average (\$000's)	41.9	--	35.7	44.7	--	--
Incentive Pay						
% Incentive Eligible	51%	0%	71%	100%	0%	0%
25th Percentile (\$000's)	1.4	--	2.6	1.4	--	--
50th Percentile (\$000's)	1.6	--	2.6	1.5	--	--
75th Percentile (\$000's)	2.5	--	3.1	1.6	--	--
Average (\$000's)	2.0	--	2.8	1.5	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	30.8	--	28.6	42.4	--	--
50th Percentile (\$000's)	36.4	--	33.0	45.8	--	--
75th Percentile (\$000's)	51.0	--	39.0	49.7	--	--
Average (\$000's)	42.1	--	35.9	46.0	--	--
Most Recent New Hire						
Employers Reported	2	0	2	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 330**ELECTRONICS TECHNICIAN - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 331 Electronics Technician I, 332 Electronics Technician II and 333 Electronics Technician III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	5	5	1	1	5	5
Employees Reported	1	1	92	39	1	1	90	41
25th Percentile (\$000's)	--	--	28.8	50.5	--	--	28.8	48.6
50th Percentile (\$000's)	--	--	32.7	58.0	--	--	32.7	58.0
75th Percentile (\$000's)	--	--	36.9	76.4	--	--	36.5	76.4
Average (\$000's)	--	--	33.7	61.0	--	--	33.7	59.7
Incentive Pay								
% Incentive Eligible	100%	0%	58%	36%	100%	0%	56%	41%
25th Percentile (\$000's)	--	--	--	1.4	--	--	--	1.4
50th Percentile (\$000's)	--	--	--	1.6	--	--	--	1.6
75th Percentile (\$000's)	--	--	--	2.5	--	--	--	2.5
Average (\$000's)	--	--	--	2.0	--	--	--	2.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	28.8	51.9	--	--	28.8	50.3
50th Percentile (\$000's)	--	--	32.7	58.0	--	--	32.7	58.0
75th Percentile (\$000's)	--	--	36.9	76.4	--	--	36.5	76.4
Average (\$000's)	--	--	33.7	61.7	--	--	33.7	60.4
Most Recent New Hire								
Employers Reported	0	0	2	0	0	0	2	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 331**ELECTRONICS TECHNICIAN I****Description**

Inspects, modifies, tests, and repairs electronic circuits and components. Calibrates equipment and records data. Assists in development and fabrication of prototypes, subassemblies, components, parts, equipment, and systems. Requires 2 years formal technical training or associate degree. Entry level.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	6	1	3	0	1	1
	Employees Reported	48	4	42	0	1	1
	25th Percentile (\$000's)	26.3	--	25.2	--	--	--
	50th Percentile (\$000's)	29.0	--	28.7	--	--	--
	75th Percentile (\$000's)	32.4	--	30.8	--	--	--
	Average (\$000's)	30.1	--	28.8	--	--	--
Incentive Pay							
	% Incentive Eligible	81%	0%	93%	--	0%	0%
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	--	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	26.3	--	25.2	--	--	--
	50th Percentile (\$000's)	29.0	--	28.7	--	--	--
	75th Percentile (\$000's)	32.4	--	30.8	--	--	--
	Average (\$000's)	30.1	--	28.8	--	--	--
Most Recent New Hire							
	Employers Reported	2	0	2	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 331**ELECTRONICS TECHNICIAN I****Description**

Inspects, modifies, tests, and repairs electronic circuits and components. Calibrates equipment and records data. Assists in development and fabrication of prototypes, subassemblies, components, parts, equipment, and systems. Requires 2 years formal technical training or associate degree. Entry level.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	4	2	0	0	4	2
Employees Reported	0	0	46	2	0	0	46	2
25th Percentile (\$000's)	--	--	26.1	--	--	--	26.1	--
50th Percentile (\$000's)	--	--	28.8	--	--	--	28.8	--
75th Percentile (\$000's)	--	--	31.7	--	--	--	31.7	--
Average (\$000's)	--	--	29.1	--	--	--	29.5	--
Incentive Pay								
% Incentive Eligible	--	--	85%	0%	--	--	83%	50%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	26.1	--	--	--	26.1	--
50th Percentile (\$000's)	--	--	28.8	--	--	--	28.8	--
75th Percentile (\$000's)	--	--	31.7	--	--	--	31.7	--
Average (\$000's)	--	--	29.1	--	--	--	29.5	--
Most Recent New Hire								
Employers Reported	0	0	2	0	0	0	2	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 332**ELECTRONICS TECHNICIAN II****Description**

Lays out and builds developmental and production electronic equipment and systems. Analyzes and troubleshoots; conducts tests to establish operating data. Prepares schematics, mechanical drawings, and parts lists. Discusses layouts, procedures, and problems with engineers. Requires 2–5 years experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

		Industry - Type of Employer					
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
Employers Reported	11	1	7	2	0	1	
Employees Reported	69	17	39	8	0	5	
25th Percentile (\$000's)	35.5	--	34.0	39.3	--	--	
50th Percentile (\$000's)	40.2	--	39.1	43.7	--	--	
75th Percentile (\$000's)	47.9	--	50.0	45.7	--	--	
Average (\$000's)	43.2	--	42.3	43.1	--	--	
Incentive Pay							
% Incentive Eligible	38%	0%	46%	100%	--	0%	
25th Percentile (\$000's)	1.4	--	2.5	1.3	--	--	
50th Percentile (\$000's)	1.6	--	2.6	1.4	--	--	
75th Percentile (\$000's)	2.4	--	2.7	1.6	--	--	
Average (\$000's)	1.9	--	2.6	1.4	--	--	
Total Cash Compensation Base Plus Incentive Pay							
25th Percentile (\$000's)	35.5	--	34.0	40.8	--	--	
50th Percentile (\$000's)	40.5	--	39.1	45.1	--	--	
75th Percentile (\$000's)	48.8	--	51.4	46.7	--	--	
Average (\$000's)	43.5	--	42.5	44.3	--	--	
Most Recent New Hire							
Employers Reported	0	0	0	0	0	0	
Median (\$000's)	--	--	--	--	--	--	
Average (\$000's)	--	--	--	--	--	--	

Job Code 332**ELECTRONICS TECHNICIAN II****Description**

Lays out and builds developmental and production electronic equipment and systems. Analyzes and troubleshoots; conducts tests to establish operating data. Prepares schematics, mechanical drawings, and parts lists. Discusses layouts, procedures, and problems with engineers. Requires 2–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	5	4	1	1	4	5
Employees Reported	1	1	45	22	1	1	43	24
25th Percentile (\$000's)	--	--	32.9	45.3	--	--	32.9	43.7
50th Percentile (\$000's)	--	--	36.2	56.0	--	--	36.1	52.6
75th Percentile (\$000's)	--	--	40.6	58.0	--	--	40.5	58.0
Average (\$000's)	--	--	38.0	53.9	--	--	37.8	53.0
Incentive Pay								
% Incentive Eligible	100%	0%	31%	50%	100%	0%	28%	54%
25th Percentile (\$000's)	--	--	--	1.4	--	--	--	1.4
50th Percentile (\$000's)	--	--	--	1.6	--	--	--	1.6
75th Percentile (\$000's)	--	--	--	2.4	--	--	--	2.4
Average (\$000's)	--	--	--	1.9	--	--	--	1.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	32.9	47.0	--	--	32.9	45.1
50th Percentile (\$000's)	--	--	36.2	57.3	--	--	36.1	55.4
75th Percentile (\$000's)	--	--	40.6	58.0	--	--	40.5	58.0
Average (\$000's)	--	--	38.0	54.8	--	--	37.8	53.8
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 333**ELECTRONICS TECHNICIAN III****Description**

Carries out complex and unique assignments applying principles and theories of electronics, electrical circuitry, engineering mathematics, electronic and electrical testing, and physics. Develops new test procedures and defines standards. May oversee work of lower level technicians. Typically requires 5–7 years experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable		Industry - Type of Employer				
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	4	1	1	1	0	1
	Employees Reported	16	1	1	2	0	12
	25th Percentile (\$000's)	73.1	--	--	--	--	--
	50th Percentile (\$000's)	76.4	--	--	--	--	--
	75th Percentile (\$000's)	76.4	--	--	--	--	--
	Average (\$000's)	71.1	--	--	--	--	--
Incentive Pay							
	% Incentive Eligible	19%	0%	100%	100%	--	0%
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	1.7	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	2.3	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	74.1	--	--	--	--	--
	50th Percentile (\$000's)	76.4	--	--	--	--	--
	75th Percentile (\$000's)	76.4	--	--	--	--	--
	Average (\$000's)	71.6	--	--	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 333**ELECTRONICS TECHNICIAN III****Description**

Carries out complex and unique assignments applying principles and theories of electronics, electrical circuitry, engineering mathematics, electronic and electrical testing, and physics. Develops new test procedures and defines standards. May oversee work of lower level technicians. Typically requires 5–7 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	3	0	0	1	3
Employees Reported	0	0	1	15	0	0	1	15
25th Percentile (\$000's)	--	--	--	75.3	--	--	--	75.3
50th Percentile (\$000's)	--	--	--	76.4	--	--	--	76.4
75th Percentile (\$000's)	--	--	--	76.4	--	--	--	76.4
Average (\$000's)	--	--	--	72.5	--	--	--	72.5
Incentive Pay								
% Incentive Eligible	--	--	0%	20%	--	--	0%	20%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	1.7	--	--	--	1.7
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	2.3	--	--	--	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	75.3	--	--	--	75.3
50th Percentile (\$000's)	--	--	--	76.4	--	--	--	76.4
75th Percentile (\$000's)	--	--	--	76.4	--	--	--	76.4
Average (\$000's)	--	--	--	72.9	--	--	--	72.9
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 340**SYSTEMS/ELECTRONICS ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 341 Systems/Electronics Engineer I, 343 Systems/Electronics Engineer II and 345 Systems/Electronics Engineer III

Job Match Comparability

6.6% Less Complex

78.9% Comparable

14.5% More Complex

78.9%	Comparable		Industry - Type of Employer				
14.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	15	4	7	2	0	2
	Employees Reported	76	27	40	2	0	7
	25th Percentile (\$000's)	59.5	64.0	52.9	--	--	78.5
	50th Percentile (\$000's)	74.7	75.0	66.5	--	--	79.5
	75th Percentile (\$000's)	88.2	87.1	85.3	--	--	87.9
	Average (\$000's)	75.4	77.3	70.2	--	--	83.9
Incentive Pay							
	% Incentive Eligible	46%	41%	55%	100%	--	0%
	25th Percentile (\$000's)	3.9	3.7	7.6	--	--	--
	50th Percentile (\$000's)	6.6	5.9	11.3	--	--	--
	75th Percentile (\$000's)	10.0	6.9	13.0	--	--	--
	Average (\$000's)	7.1	5.4	9.3	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	60.5	64.9	52.9	--	--	78.5
	50th Percentile (\$000's)	76.9	77.2	66.5	--	--	79.5
	75th Percentile (\$000's)	88.4	89.1	85.3	--	--	87.9
	Average (\$000's)	76.7	78.9	71.2	--	--	83.9
Most Recent New Hire							
	Employers Reported	4	2	0	1	0	1
	Median (\$000's)	67.5	--	--	--	--	--
	Average (\$000's)	73.0	--	--	--	--	--

Job Code 340**SYSTEMS/ELECTRONICS ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 341 Systems/Electronics Engineer I, 343 Systems/Electronics Engineer II and 345 Systems/Electronics Engineer III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	1	6	4	3	3	4	5
Employees Reported	14	1	37	24	12	4	34	26
25th Percentile (\$000's)	70.3	--	52.4	73.7	67.3	--	50.1	73.1
50th Percentile (\$000's)	87.2	--	64.5	79.4	81.8	93.4	62.5	79.0
75th Percentile (\$000's)	101.1	--	78.7	90.4	100.4	--	77.9	88.3
Average (\$000's)	85.7	--	68.8	80.1	84.4	98.9	66.4	79.4
Incentive Pay								
% Incentive Eligible	86%	0%	54%	13%	83%	75%	50%	19%
25th Percentile (\$000's)	3.9	--	12.5	--	3.7	--	--	5.3
50th Percentile (\$000's)	6.4	--	12.5	10.0	5.9	13.3	--	10.0
75th Percentile (\$000's)	7.7	--	12.5	--	6.9	--	--	11.3
Average (\$000's)	6.3	--	12.5	7.7	5.4	13.3	--	7.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	77.0	--	52.4	73.7	72.8	--	50.1	73.1
50th Percentile (\$000's)	88.3	--	64.5	79.4	87.1	100.4	62.5	79.0
75th Percentile (\$000's)	104.4	--	78.7	90.8	103.3	--	77.9	88.7
Average (\$000's)	89.8	--	69.2	81.0	88.0	105.5	66.4	80.3
Most Recent New Hire								
Employers Reported	2	0	0	2	2	0	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 341**SYSTEMS/ELECTRONICS ENGINEER I****Description**

Assists more senior engineers with development and design work that may include logic design, circuit design, I/O design, instrumentation design, firmware development, model formulation, manufacturing and development cost projections, computer architecture analysis and design, network structure design, and analog or binary systems engineering. Projects may include fabrication, modification, and evaluation of components or circuitry for use in electronic equipment. Requires a degree in engineering or computer science and 2 years or less experience. Entry level.

Job Match Comparability

35.7% Less Complex
 50.0% Comparable
 14.3% More Complex

50.0%	Comparable		Industry - Type of Employer				
14.3%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	6	2	3	0	0	1
	Employees Reported	14	3	8	0	0	3
	25th Percentile (\$000's)	42.1	--	40.6	--	--	--
	50th Percentile (\$000's)	52.8	59.3	42.7	--	--	--
	75th Percentile (\$000's)	59.4	--	52.6	--	--	--
	Average (\$000's)	54.1	56.9	46.8	--	--	--
Incentive Pay							
	% Incentive Eligible	57%	67%	75%	--	--	0%
	25th Percentile (\$000's)	1.7	--	--	--	--	--
	50th Percentile (\$000's)	1.7	--	--	--	--	--
	75th Percentile (\$000's)	1.7	--	--	--	--	--
	Average (\$000's)	1.7	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	42.1	--	40.6	--	--	--
	50th Percentile (\$000's)	52.8	59.4	42.7	--	--	--
	75th Percentile (\$000's)	60.6	--	52.6	--	--	--
	Average (\$000's)	54.2	57.5	46.8	--	--	--
Most Recent New Hire							
	Employers Reported	2	1	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 341**SYSTEMS/ELECTRONICS ENGINEER I****Description**

Assists more senior engineers with development and design work that may include logic design, circuit design, I/O design, instrumentation design, firmware development, model formulation, manufacturing and development cost projections, computer architecture analysis and design, network structure design, and analog or binary systems engineering. Projects may include fabrication, modification, and evaluation of components or circuitry for use in electronic equipment. Requires a degree in engineering or computer science and 2 years or less experience. Entry level.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	3	2	1	0	2	3
Employees Reported	2	0	8	4	2	0	7	5
25th Percentile (\$000's)	--	--	40.6	--	--	--	40.2	59.4
50th Percentile (\$000's)	--	--	42.7	68.5	--	--	41.6	65.0
75th Percentile (\$000's)	--	--	52.6	--	--	--	48.1	77.7
Average (\$000's)	--	--	46.8	67.8	--	--	44.2	67.3
Incentive Pay								
% Incentive Eligible	100%	--	75%	0%	100%	--	71%	20%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	40.6	--	--	--	40.2	59.4
50th Percentile (\$000's)	--	--	42.7	68.5	--	--	41.6	65.0
75th Percentile (\$000's)	--	--	52.6	--	--	--	48.1	77.7
Average (\$000's)	--	--	46.8	67.8	--	--	44.2	67.3
Most Recent New Hire								
Employers Reported	1	0	0	1	1	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 343**SYSTEMS/ELECTRONICS ENGINEER II****Description**

Performs non-standard engineering development and design work that requires considerable engineering skill, creative ability, and independent judgment. May provide technical supervision to lower level engineers and technical staff. Requires a degree in engineering or computer science and 3–5 years related experience.

Job Match Comparability

0.0% Less Complex

82.9% Comparable

17.1% More Complex

82.9%	Comparable	Industry - Type of Employer					
17.1%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	11	4	6	0	0	1
	Employees Reported	35	12	21	0	0	2
	25th Percentile (\$000's)	60.5	65.1	55.7	--	--	--
	50th Percentile (\$000's)	70.6	72.5	64.7	--	--	--
	75th Percentile (\$000's)	77.8	76.9	77.3	--	--	--
	Average (\$000's)	68.7	71.7	65.8	--	--	--
Incentive Pay							
	% Incentive Eligible	49%	58%	48%	--	--	0%
	25th Percentile (\$000's)	6.4	6.4	--	--	--	--
	50th Percentile (\$000's)	6.6	6.6	--	--	--	--
	75th Percentile (\$000's)	7.7	7.7	--	--	--	--
	Average (\$000's)	6.4	6.4	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	60.9	65.7	55.7	--	--	--
	50th Percentile (\$000's)	70.6	76.2	64.7	--	--	--
	75th Percentile (\$000's)	79.1	80.3	77.3	--	--	--
	Average (\$000's)	69.7	74.3	65.8	--	--	--
Most Recent New Hire							
	Employers Reported	2	0	2	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 343**SYSTEMS/ELECTRONICS ENGINEER II****Description**

Performs non-standard engineering development and design work that requires considerable engineering skill, creative ability, and independent judgment. May provide technical supervision to lower level engineers and technical staff. Requires a degree in engineering or computer science and 3–5 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	1	5	3	1	2	4	4
Employees Reported	6	1	21	7	5	2	20	8
25th Percentile (\$000's)	70.3	--	55.7	69.7	--	--	55.2	71.2
50th Percentile (\$000's)	73.3	--	64.5	76.5	--	--	64.3	77.6
75th Percentile (\$000's)	82.3	--	77.3	80.4	--	--	72.6	79.9
Average (\$000's)	75.1	--	65.2	74.5	--	--	64.5	75.1
Incentive Pay								
% Incentive Eligible	100%	0%	52%	0%	100%	50%	50%	13%
25th Percentile (\$000's)	6.4	--	--	--	--	--	--	--
50th Percentile (\$000's)	6.6	--	--	--	--	--	--	--
75th Percentile (\$000's)	7.7	--	--	--	--	--	--	--
Average (\$000's)	6.4	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	77.0	--	55.7	69.7	--	--	55.2	71.2
50th Percentile (\$000's)	81.3	--	64.5	76.5	--	--	64.3	77.6
75th Percentile (\$000's)	84.4	--	77.3	80.4	--	--	72.6	79.9
Average (\$000's)	80.5	--	65.2	74.5	--	--	64.5	75.1
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 345**SYSTEMS/ELECTRONICS ENGINEER III****Description**

Performs engineering work in the research, development, and design of products and systems. Interacts at the highest levels with client engineers and customers. Work requires the highest degree of creative ability, engineering and programming skills, and independent judgment. Incumbent may coordinate and technically lead projects and subordinate engineers. Requires an advanced engineering, math, physics, computer science, or related degree and 6 or more years related experience. This is normally the senior nonsupervisory engineering level. May be titled Senior Principal Engineer.

Job Match Comparability

0.0% Less Complex
 88.9% Comparable
 11.1% More Complex

88.9%	Comparable		Industry - Type of Employer				
11.1%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	11	3	5	2	0	1
	Employees Reported	27	12	11	2	0	2
	25th Percentile (\$000's)	83.5	76.7	87.8	--	--	--
	50th Percentile (\$000's)	94.1	89.1	99.5	--	--	--
	75th Percentile (\$000's)	103.4	96.9	103.9	--	--	--
	Average (\$000's)	95.2	88.0	95.7	--	--	--
Incentive Pay							
	% Incentive Eligible	37%	17%	55%	100%	--	0%
	25th Percentile (\$000's)	4.6	--	7.6	--	--	--
	50th Percentile (\$000's)	10.0	--	11.3	--	--	--
	75th Percentile (\$000's)	12.6	--	13.0	--	--	--
	Average (\$000's)	8.4	--	9.3	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	83.5	76.7	88.1	--	--	--
	50th Percentile (\$000's)	96.2	89.1	100.8	--	--	--
	75th Percentile (\$000's)	105.5	97.4	110.9	--	--	--
	Average (\$000's)	97.4	88.8	99.1	--	--	--
Most Recent New Hire							
	Employers Reported	2	1	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 345**SYSTEMS/ELECTRONICS ENGINEER III****Description**

Performs engineering work in the research, development, and design of products and systems. Interacts at the highest levels with client engineers and customers. Work requires the highest degree of creative ability, engineering and programming skills, and independent judgment. Incumbent may coordinate and technically lead projects and subordinate engineers. Requires an advanced engineering, math, physics, computer science, or related degree and 6 or more years related experience. This is normally the senior nonsupervisory engineering level. May be titled Senior Principal Engineer.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	0	4	3	3	2	3	3
Employees Reported	6	0	8	13	5	2	7	13
25th Percentile (\$000's)	99.6	--	85.2	77.2	98.9	--	84.2	77.2
50th Percentile (\$000's)	103.4	--	100.2	89.4	105.0	--	99.5	89.4
75th Percentile (\$000's)	116.3	--	110.7	94.1	120.0	--	103.4	94.1
Average (\$000's)	106.3	--	100.4	86.8	107.2	--	94.2	86.8
Incentive Pay								
% Incentive Eligible	67%	--	38%	23%	60%	100%	29%	23%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	5.4	--	12.5	10.0	4.6	--	--	10.0
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	7.8	--	12.5	7.7	4.6	--	--	7.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	103.3	--	85.2	77.2	102.7	--	84.2	77.2
50th Percentile (\$000's)	110.4	--	100.2	90.0	105.0	--	99.5	90.0
75th Percentile (\$000's)	119.0	--	110.7	96.2	120.0	--	103.4	96.2
Average (\$000's)	110.2	--	102.0	88.6	109.1	--	94.2	88.6
Most Recent New Hire								
Employers Reported	1	0	0	1	1	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 350**MECHANICAL ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 351 Mechanical Engineer I, 353 Mechanical Engineer II and 355 Mechanical Engineer III

Job Match Comparability

0.0% Less Complex

81.4% Comparable

18.6% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	13	0	9	3	0	1
Employees Reported	102	0	50	49	0	3
25th Percentile (\$000's)	61.2	--	60.0	63.3	--	--
50th Percentile (\$000's)	71.6	--	69.3	71.8	--	--
75th Percentile (\$000's)	86.6	--	86.3	89.6	--	--
Average (\$000's)	74.2	--	73.4	75.0	--	--

Incentive Pay

% Incentive Eligible	60%	--	46%	78%	--	0%
25th Percentile (\$000's)	3.0	--	2.9	3.1	--	--
50th Percentile (\$000's)	3.7	--	5.1	3.6	--	--
75th Percentile (\$000's)	4.5	--	10.5	4.4	--	--
Average (\$000's)	4.4	--	6.3	3.7	--	--

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	61.9	--	60.0	64.4	--	--
50th Percentile (\$000's)	73.4	--	70.3	75.0	--	--
75th Percentile (\$000's)	88.7	--	86.6	89.6	--	--
Average (\$000's)	76.1	--	74.9	77.4	--	--

Most Recent New Hire

Employers Reported	4	0	2	2	0	0
Median (\$000's)	66.0	--	--	--	--	--
Average (\$000's)	64.7	--	--	--	--	--

Job Code 350**MECHANICAL ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 351 Mechanical Engineer I, 353 Mechanical Engineer II and 355 Mechanical Engineer III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	3	4	2	3	3	5
Employees Reported	7	6	33	56	5	5	27	65
25th Percentile (\$000's)	61.2	64.8	59.3	63.9	62.4	60.1	58.9	63.3
50th Percentile (\$000's)	66.1	75.0	64.2	77.8	66.1	77.0	64.8	75.0
75th Percentile (\$000's)	77.9	77.6	81.5	90.3	77.7	91.8	79.6	89.6
Average (\$000's)	69.1	73.6	70.1	77.3	64.8	77.7	70.0	76.4
Incentive Pay								
% Incentive Eligible	57%	50%	27%	80%	40%	40%	11%	83%
25th Percentile (\$000's)	--	--	--	2.9	--	--	--	2.9
50th Percentile (\$000's)	12.3	8.5	--	3.6	--	--	8.5	3.6
75th Percentile (\$000's)	--	--	--	4.5	--	--	--	4.5
Average (\$000's)	12.3	8.5	--	4.0	--	--	8.5	4.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	61.2	69.3	59.3	66.2	62.4	60.1	58.9	64.4
50th Percentile (\$000's)	66.1	75.0	64.2	80.8	66.1	77.0	68.0	78.0
75th Percentile (\$000's)	77.9	85.8	81.5	93.2	77.7	91.8	81.5	91.0
Average (\$000's)	70.9	76.4	70.1	80.3	64.8	80.1	70.6	78.9
Most Recent New Hire								
Employers Reported	1	1	1	1	1	0	2	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 351**MECHANICAL ENGINEER I****Description**

Performs standard design, layout, testing, and evaluation of mechanical and electromechanical devices and systems. Performs product development activities including layout and interpretation of specifications and documentation requirements. Entry level. Requires a degree in mechanical engineering and 2 years or less experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable		Industry - Type of Employer				
0.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	9	0	6	3	0	0
	Employees Reported	21	0	14	7	0	0
	25th Percentile (\$000's)	54.0	--	57.0	46.6	--	--
	50th Percentile (\$000's)	58.7	--	60.0	47.2	--	--
	75th Percentile (\$000's)	61.0	--	61.8	58.8	--	--
	Average (\$000's)	57.8	--	60.8	51.8	--	--
Incentive Pay							
	% Incentive Eligible	57%	--	64%	43%	--	--
	25th Percentile (\$000's)	4.4	--	5.5	--	--	--
	50th Percentile (\$000's)	5.5	--	6.0	2.7	--	--
	75th Percentile (\$000's)	6.3	--	6.6	--	--	--
	Average (\$000's)	5.2	--	6.1	2.7	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	54.0	--	58.2	46.6	--	--
	50th Percentile (\$000's)	60.0	--	60.0	47.2	--	--
	75th Percentile (\$000's)	61.7	--	62.2	60.2	--	--
	Average (\$000's)	58.8	--	62.1	52.1	--	--
Most Recent New Hire							
	Employers Reported	2	0	0	2	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 351**MECHANICAL ENGINEER I****Description**

Performs standard design, layout, testing, and evaluation of mechanical and electromechanical devices and systems. Performs product development activities including layout and interpretation of specifications and documentation requirements. Entry level. Requires a degree in mechanical engineering and 2 years or less experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	1	3	3	1	1	3	4
Employees Reported	3	1	10	7	1	2	6	12
25th Percentile (\$000's)	--	--	57.0	46.9	--	--	54.7	55.8
50th Percentile (\$000's)	54.5	--	59.3	58.7	--	--	57.4	59.5
75th Percentile (\$000's)	--	--	60.8	61.6	--	--	60.3	62.8
Average (\$000's)	51.5	--	58.8	58.5	--	--	57.5	59.6
Incentive Pay								
% Incentive Eligible	100%	100%	50%	43%	100%	100%	17%	67%
25th Percentile (\$000's)	--	--	--	--	--	--	--	3.3
50th Percentile (\$000's)	7.2	--	--	3.8	--	--	--	3.8
75th Percentile (\$000's)	--	--	--	--	--	--	--	4.4
Average (\$000's)	7.2	--	--	3.8	--	--	--	3.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	57.0	46.9	--	--	54.7	55.8
50th Percentile (\$000's)	60.0	--	59.3	59.0	--	--	57.4	60.0
75th Percentile (\$000's)	--	--	60.8	62.7	--	--	60.3	62.8
Average (\$000's)	53.9	--	58.8	59.6	--	--	58.5	60.2
Most Recent New Hire								
Employers Reported	1	0	0	1	1	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 353**MECHANICAL ENGINEER II****Description**

Performs nonstandard design, layout, testing, and evaluation of mechanical and electromechanical devices and systems. Assignments are complex and require initiative and judgment. Requires an engineering degree and 3–5 years experience.

Job Match Comparability

0.0% Less Complex
 86.1% Comparable
 13.9% More Complex

86.1%	Comparable		Industry - Type of Employer				
13.9%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	7	0	4	2	0	1
	Employees Reported	36	0	13	22	0	1
	25th Percentile (\$000's)	59.6	--	59.0	63.3	--	--
	50th Percentile (\$000's)	65.0	--	60.1	67.4	--	--
	75th Percentile (\$000's)	71.1	--	68.2	75.7	--	--
	Average (\$000's)	66.5	--	63.2	68.5	--	--
Incentive Pay							
	% Incentive Eligible	58%	--	23%	82%	--	0%
	25th Percentile (\$000's)	2.8	--	--	2.9	--	--
	50th Percentile (\$000's)	3.0	--	2.5	3.1	--	--
	75th Percentile (\$000's)	3.4	--	--	3.4	--	--
	Average (\$000's)	3.0	--	2.3	3.1	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	60.4	--	59.3	65.1	--	--
	50th Percentile (\$000's)	66.2	--	60.5	69.7	--	--
	75th Percentile (\$000's)	74.3	--	68.2	77.3	--	--
	Average (\$000's)	68.1	--	63.8	70.7	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 353**MECHANICAL ENGINEER II****Description**

Performs nonstandard design, layout, testing, and evaluation of mechanical and electromechanical devices and systems. Assignments are complex and require initiative and judgment. Requires an engineering degree and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	2	3	1	1	2	3
Employees Reported	1	1	9	25	1	1	9	25
25th Percentile (\$000's)	--	--	58.5	63.3	--	--	58.5	63.3
50th Percentile (\$000's)	--	--	59.4	67.7	--	--	59.4	67.7
75th Percentile (\$000's)	--	--	63.5	77.0	--	--	63.5	77.0
Average (\$000's)	--	--	61.5	68.6	--	--	61.5	68.6
Incentive Pay								
% Incentive Eligible	0%	0%	0%	84%	0%	0%	0%	84%
25th Percentile (\$000's)	--	--	--	2.8	--	--	--	2.8
50th Percentile (\$000's)	--	--	--	3.0	--	--	--	3.0
75th Percentile (\$000's)	--	--	--	3.4	--	--	--	3.4
Average (\$000's)	--	--	--	3.0	--	--	--	3.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	58.5	64.7	--	--	58.5	64.7
50th Percentile (\$000's)	--	--	59.4	70.0	--	--	59.4	70.0
75th Percentile (\$000's)	--	--	63.5	78.0	--	--	63.5	78.0
Average (\$000's)	--	--	61.5	70.9	--	--	61.5	70.9
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 355**MECHANICAL ENGINEER III****Description**

Performs design, layout, testing, and evaluation of highly complex mechanical and electromechanical devices or systems. Performs extensive product development activities, including layout, interpretation, and implementation of customer specifications. Participates in product and production planning. Provides technical direction to lower level engineers. Typically requires advanced engineering degree and 6 or more years experience.

Job Match Comparability

0.0% Less Complex

69.6% Comparable

30.4% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	13	0	9	3	0	1
Employees Reported	46	0	24	20	0	2
25th Percentile (\$000's)	77.8	--	76.5	84.8	--	--
50th Percentile (\$000's)	87.7	--	86.1	92.3	--	--
75th Percentile (\$000's)	97.6	--	95.5	98.4	--	--
Average (\$000's)	87.2	--	85.5	90.2	--	--
Incentive Pay						
% Incentive Eligible	63%	--	50%	85%	--	0%
25th Percentile (\$000's)	4.2	--	4.7	4.1	--	--
50th Percentile (\$000's)	4.5	--	10.3	4.4	--	--
75th Percentile (\$000's)	5.2	--	11.6	4.5	--	--
Average (\$000's)	5.5	--	8.2	4.4	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	78.9	--	76.5	88.3	--	--
50th Percentile (\$000's)	89.0	--	86.5	96.5	--	--
75th Percentile (\$000's)	102.0	--	100.4	104.0	--	--
Average (\$000's)	90.0	--	87.9	93.7	--	--
Most Recent New Hire						
Employers Reported	2	0	2	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 355**MECHANICAL ENGINEER III****Description**

Performs design, layout, testing, and evaluation of highly complex mechanical and electromechanical devices or systems. Performs extensive product development activities, including layout, interpretation, and implementation of customer specifications. Participates in product and production planning. Provides technical direction to lower level engineers. Typically requires advanced engineering degree and 6 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	3	4	2	3	3	5
Employees Reported	4	4	14	24	3	3	12	28
25th Percentile (\$000's)	--	--	74.0	86.4	--	--	73.5	84.9
50th Percentile (\$000's)	77.9	77.4	83.7	94.1	77.7	91.8	81.5	92.3
75th Percentile (\$000's)	--	--	88.4	98.4	--	--	87.2	98.4
Average (\$000's)	79.4	79.9	83.6	91.8	72.7	89.4	82.6	90.5
Incentive Pay								
% Incentive Eligible	50%	50%	29%	88%	33%	33%	17%	89%
25th Percentile (\$000's)	--	--	--	4.2	--	--	--	4.2
50th Percentile (\$000's)	--	--	--	4.4	--	--	--	4.4
75th Percentile (\$000's)	--	--	--	4.8	--	--	--	4.8
Average (\$000's)	--	--	--	4.9	--	--	--	4.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	74.0	89.0	--	--	73.5	87.1
50th Percentile (\$000's)	77.9	82.9	83.7	99.0	77.7	91.8	83.7	96.5
75th Percentile (\$000's)	--	--	88.4	104.3	--	--	88.8	104.1
Average (\$000's)	82.5	82.6	83.6	96.1	72.7	93.5	83.6	94.2
Most Recent New Hire								
Employers Reported	0	1	1	0	0	0	2	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 381**ELECTRICAL ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 382 Electrical Engineer I, 383 Electrical Engineer II and 384 Electrical Engineer III

Job Match Comparability

0.0% Less Complex

92.0% Comparable

8.0% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	13	1	8	2	0	2
Employees Reported	87	12	23	27	0	25
25th Percentile (\$000's)	61.6	--	59.3	72.4	--	62.0
50th Percentile (\$000's)	78.6	--	71.4	80.0	--	85.3
75th Percentile (\$000's)	88.7	--	86.5	88.7	--	93.0
Average (\$000's)	78.3	--	72.2	81.5	--	84.6
Incentive Pay						
% Incentive Eligible	55%	50%	70%	78%	--	20%
25th Percentile (\$000's)	3.4	--	3.5	3.4	--	17.2
50th Percentile (\$000's)	4.2	--	5.7	3.7	--	19.4
75th Percentile (\$000's)	8.6	--	9.2	4.3	--	26.8
Average (\$000's)	7.1	--	6.3	4.1	--	20.8
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	62.3	--	63.1	76.5	--	62.0
50th Percentile (\$000's)	80.9	--	80.5	82.4	--	85.3
75th Percentile (\$000's)	90.9	--	86.7	88.7	--	93.0
Average (\$000's)	81.1	--	75.0	84.6	--	88.8
Most Recent New Hire						
Employers Reported	3	1	1	1	0	0
Median (\$000's)	78.0	--	--	--	--	--
Average (\$000's)	75.8	--	--	--	--	--

Job Code 381**ELECTRICAL ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 382 Electrical Engineer I, 383 Electrical Engineer II and 384 Electrical Engineer III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	4	5	1	2	4	6
Employees Reported	7	3	21	56	1	7	18	61
25th Percentile (\$000's)	55.5	--	52.0	68.5	--	55.5	51.2	68.6
50th Percentile (\$000's)	64.0	93.0	68.6	80.4	--	71.3	62.9	80.7
75th Percentile (\$000's)	71.3	--	85.3	92.6	--	83.2	83.4	89.7
Average (\$000's)	66.8	83.9	69.5	82.7	--	72.1	67.2	82.5
Incentive Pay								
% Incentive Eligible	86%	67%	48%	54%	0%	86%	44%	56%
25th Percentile (\$000's)	6.0	--	--	3.4	--	6.0	8.4	3.4
50th Percentile (\$000's)	8.7	--	--	4.1	--	8.7	9.7	4.1
75th Percentile (\$000's)	9.8	--	--	5.1	--	9.8	10.9	5.1
Average (\$000's)	7.2	--	--	6.9	--	7.2	9.7	6.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	59.9	--	52.0	68.6	--	59.9	51.2	68.7
50th Percentile (\$000's)	64.0	101.4	68.6	83.3	--	81.1	64.1	83.7
75th Percentile (\$000's)	81.2	--	85.3	92.7	--	88.1	83.4	92.6
Average (\$000's)	70.9	90.4	69.5	86.3	--	76.2	68.2	85.8
Most Recent New Hire								
Employers Reported	0	0	2	1	0	0	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 382**ELECTRICAL ENGINEER I****Description**

Performs standard design, layout, testing, and evaluation of electrical apparatus, components, equipment and machinery. Performs product development activities including layout and interpretation of specifications and documentation requirements related to systems, machinery and equipment used for generation, transmission and distribution of energy. Entry level. Requires a degree in electrical engineering and 2 years or less experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	6	0	3	2	0	1
	Employees Reported	19	0	5	4	0	10
	25th Percentile (\$000's)	55.2	--	54.9	--	--	--
	50th Percentile (\$000's)	57.8	--	55.0	55.2	--	--
	75th Percentile (\$000's)	59.9	--	56.0	--	--	--
	Average (\$000's)	57.8	--	54.7	54.3	--	--
Incentive Pay							
	% Incentive Eligible	26%	--	60%	50%	--	0%
	25th Percentile (\$000's)	2.2	--	--	--	--	--
	50th Percentile (\$000's)	2.5	--	4.5	--	--	--
	75th Percentile (\$000's)	3.8	--	--	--	--	--
	Average (\$000's)	3.5	--	4.5	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	57.3	--	55.0	--	--	--
	50th Percentile (\$000's)	57.8	--	57.3	56.7	--	--
	75th Percentile (\$000's)	62.0	--	62.5	--	--	--
	Average (\$000's)	58.5	--	56.5	55.5	--	--
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 382**ELECTRICAL ENGINEER I****Description**

Performs standard design, layout, testing, and evaluation of electrical apparatus, components, equipment and machinery. Performs product development activities including layout and interpretation of specifications and documentation requirements related to systems, machinery and equipment used for generation, transmission and distribution of energy. Entry level. Requires a degree in electrical engineering and 2 years or less experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	2	3	0	1	1	4
Employees Reported	3	0	2	14	0	3	1	15
25th Percentile (\$000's)	--	--	--	56.1	--	--	--	56.5
50th Percentile (\$000's)	--	--	--	57.8	--	--	--	57.8
75th Percentile (\$000's)	--	--	--	60.9	--	--	--	62.0
Average (\$000's)	--	--	--	58.9	--	--	--	59.1
Incentive Pay								
% Incentive Eligible	100%	--	0%	14%	--	100%	0%	13%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	57.7	--	--	--	57.7
50th Percentile (\$000's)	--	--	--	57.8	--	--	--	57.8
75th Percentile (\$000's)	--	--	--	61.0	--	--	--	62.0
Average (\$000's)	--	--	--	59.2	--	--	--	59.5
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 383**ELECTRICAL ENGINEER II****Description**

Performs nonstandard design, layout, testing, and evaluation of electrical apparatus, components, equipment and machinery. Performs nonstandard product development activities including layout and interpretation of specifications and documentation requirements related to systems, machinery and equipment used for generation, transmission and distribution of energy. Assignments are complex and require initiative and judgment. Requires an engineering degree and 3–5 years experience.

Job Match Comparability

0.0% Less Complex
 96.4% Comparable
 3.6% More Complex

96.4%	Comparable	Industry - Type of Employer					
3.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	9	1	5	2	0	1
	Employees Reported	28	10	7	7	0	4
	25th Percentile (\$000's)	61.0	--	59.3	73.7	--	--
	50th Percentile (\$000's)	76.8	--	64.0	76.8	--	--
	75th Percentile (\$000's)	85.3	--	82.5	82.2	--	--
	Average (\$000's)	71.9	--	68.4	78.1	--	--
Incentive Pay							
	% Incentive Eligible	50%	40%	71%	71%	--	0%
	25th Percentile (\$000's)	3.2	--	4.1	3.4	--	--
	50th Percentile (\$000's)	3.5	--	5.1	3.5	--	--
	75th Percentile (\$000's)	3.9	--	6.2	3.6	--	--
	Average (\$000's)	4.0	--	5.1	3.6	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	63.5	--	64.1	77.6	--	--
	50th Percentile (\$000's)	78.9	--	64.5	80.3	--	--
	75th Percentile (\$000's)	85.3	--	82.5	84.0	--	--
	Average (\$000's)	72.9	--	69.9	80.6	--	--
Most Recent New Hire							
	Employers Reported	1	1	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 383**ELECTRICAL ENGINEER II****Description**

Performs nonstandard design, layout, testing, and evaluation of electrical apparatus, components, equipment and machinery. Performs nonstandard product development activities including layout and interpretation of specifications and documentation requirements related to systems, machinery and equipment used for generation, transmission and distribution of energy. Assignments are complex and require initiative and judgment. Requires an engineering degree and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	3	4	1	0	3	5
Employees Reported	1	1	14	12	1	0	12	15
25th Percentile (\$000's)	--	--	51.2	75.2	--	--	49.8	76.8
50th Percentile (\$000's)	--	--	65.4	79.8	--	--	58.8	80.9
75th Percentile (\$000's)	--	--	83.5	85.4	--	--	70.9	85.5
Average (\$000's)	--	--	67.5	78.9	--	--	62.5	79.9
Incentive Pay								
% Incentive Eligible	0%	100%	50%	50%	0%	--	42%	60%
25th Percentile (\$000's)	--	--	--	3.2	--	--	7.2	3.2
50th Percentile (\$000's)	--	--	--	3.4	--	--	7.2	3.4
75th Percentile (\$000's)	--	--	--	3.6	--	--	7.2	3.6
Average (\$000's)	--	--	--	3.5	--	--	7.2	3.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	51.2	78.8	--	--	49.8	80.2
50th Percentile (\$000's)	--	--	65.4	81.6	--	--	61.2	82.4
75th Percentile (\$000's)	--	--	83.5	85.4	--	--	70.9	85.5
Average (\$000's)	--	--	67.5	80.6	--	--	63.1	81.3
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 384**ELECTRICAL ENGINEER III****Description**

Performs design, layout, testing, and evaluation of highly complex electrical apparatus, components, equipment and machinery. Performs extensive product development activities, including layout, interpretation, and implementation of customer specifications related to systems, machinery and equipment used for generation, transition and distribution of energy. Participates in product and production planning. Provides technical direction to lower level engineers. Typically requires advanced engineering degree and 6 or more years experience.

Job Match Comparability

0.0% Less Complex
85.0% Comparable
15.0% More Complex

85.0%	Comparable		Industry - Type of Employer				
15.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	12	1	7	2	0	2
	Employees Reported	40	2	11	16	0	11
	25th Percentile (\$000's)	79.9	--	72.3	79.6	--	92.8
	50th Percentile (\$000's)	89.0	--	86.5	83.3	--	93.0
	75th Percentile (\$000's)	95.1	--	90.0	93.2	--	117.2
	Average (\$000's)	92.5	--	82.6	89.8	--	106.2
Incentive Pay							
	% Incentive Eligible	73%	100%	73%	88%	--	45%
	25th Percentile (\$000's)	4.0	--	4.2	3.7	--	17.2
	50th Percentile (\$000's)	4.5	--	7.0	4.1	--	19.4
	75th Percentile (\$000's)	10.5	--	9.9	4.8	--	26.8
	Average (\$000's)	8.6	--	7.2	4.5	--	20.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	82.6	--	81.2	81.5	--	92.8
	50th Percentile (\$000's)	91.9	--	87.0	87.6	--	93.0
	75th Percentile (\$000's)	99.1	--	93.1	97.7	--	135.5
	Average (\$000's)	97.6	--	86.6	93.5	--	115.7
Most Recent New Hire							
	Employers Reported	1	0	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 384**ELECTRICAL ENGINEER III****Description**

Performs design, layout, testing, and evaluation of highly complex electrical apparatus, components, equipment and machinery. Performs extensive product development activities, including layout, interpretation, and implementation of customer specifications related to systems, machinery and equipment used for generation, transition and distribution of energy. Participates in product and production planning. Provides technical direction to lower level engineers. Typically requires advanced engineering degree and 6 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	4	5	0	2	4	6
Employees Reported	3	2	5	30	0	4	5	31
25th Percentile (\$000's)	--	--	73.2	80.3	--	--	73.2	80.4
50th Percentile (\$000's)	--	--	85.3	91.2	--	83.2	85.3	89.7
75th Percentile (\$000's)	--	--	87.0	95.0	--	--	93.0	94.4
Average (\$000's)	--	--	81.5	95.3	--	84.8	82.7	95.0
Incentive Pay								
% Incentive Eligible	100%	50%	60%	73%	--	75%	60%	74%
25th Percentile (\$000's)	--	--	--	3.8	--	--	--	3.8
50th Percentile (\$000's)	--	--	--	4.2	--	9.9	12.2	4.2
75th Percentile (\$000's)	--	--	--	9.5	--	--	--	9.5
Average (\$000's)	--	--	--	8.3	--	9.9	12.2	8.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	73.2	83.9	--	--	73.2	84.0
50th Percentile (\$000's)	--	--	85.3	92.6	--	88.1	85.3	92.6
75th Percentile (\$000's)	--	--	87.0	99.6	--	--	98.2	99.4
Average (\$000's)	--	--	81.5	101.1	--	89.7	85.1	100.7
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 388**INDUSTRIAL ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 385 Industrial Engineer I, 386 Industrial Engineer II and 387 Industrial Engineer III

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	9	0	4	2	0	3
Employees Reported	29	0	10	8	0	11
25th Percentile (\$000's)	55.6	--	56.0	68.2	--	55.3
50th Percentile (\$000's)	62.1	--	68.0	74.4	--	56.0
75th Percentile (\$000's)	74.8	--	81.1	81.8	--	57.8
Average (\$000's)	67.1	--	72.1	73.3	--	58.0
Incentive Pay						
% Incentive Eligible	93%	--	100%	88%	--	91%
25th Percentile (\$000's)	3.3	--	6.0	2.7	--	4.5
50th Percentile (\$000's)	3.9	--	9.3	3.3	--	4.5
75th Percentile (\$000's)	5.6	--	12.4	3.5	--	4.5
Average (\$000's)	5.4	--	9.1	3.2	--	4.5
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	55.6	--	57.2	70.3	--	55.3
50th Percentile (\$000's)	66.7	--	68.0	76.3	--	56.0
75th Percentile (\$000's)	75.6	--	85.9	85.2	--	57.8
Average (\$000's)	69.1	--	75.7	75.7	--	58.4
Most Recent New Hire						
Employers Reported	4	0	1	1	0	2
Median (\$000's)	56.3	--	--	--	--	--
Average (\$000's)	57.7	--	--	--	--	--

Job Code 388**INDUSTRIAL ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 385 Industrial Engineer I, 386 Industrial Engineer II and 387 Industrial Engineer III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	2	6	1	0	1	7
Employees Reported	1	0	6	22	1	0	3	25
25th Percentile (\$000's)	--	--	52.3	56.1	--	--	--	56.0
50th Percentile (\$000's)	--	--	61.0	64.5	--	--	--	62.1
75th Percentile (\$000's)	--	--	68.0	78.6	--	--	--	75.6
Average (\$000's)	--	--	59.7	70.0	--	--	--	68.3
Incentive Pay								
% Incentive Eligible	100%	--	100%	91%	100%	--	100%	92%
25th Percentile (\$000's)	--	--	--	3.3	--	--	--	3.3
50th Percentile (\$000's)	--	--	--	3.8	--	--	--	3.8
75th Percentile (\$000's)	--	--	--	6.0	--	--	--	6.0
Average (\$000's)	--	--	--	5.5	--	--	--	5.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	52.3	56.1	--	--	--	56.0
50th Percentile (\$000's)	--	--	61.0	66.9	--	--	--	66.7
75th Percentile (\$000's)	--	--	68.0	81.9	--	--	--	78.2
Average (\$000's)	--	--	59.7	72.5	--	--	--	70.5
Most Recent New Hire								
Employers Reported	0	0	1	3	0	0	1	3
Median (\$000's)	--	--	--	56.5	--	--	--	56.5
Average (\$000's)	--	--	--	58.2	--	--	--	58.2

Job Code 385**INDUSTRIAL ENGINEER I****Description**

Studies and evaluates work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes planning activities for equipment layouts in production facilities and offices. May estimate costs for assigned projects. Entry level. Requires a degree in industrial engineering and 2 years or less experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable		Industry - Type of Employer				
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	6	0	2	1	0	3
	Employees Reported	16	0	4	1	0	11
	25th Percentile (\$000's)	54.0	--	--	--	--	55.3
	50th Percentile (\$000's)	56.0	--	52.9	--	--	56.0
	75th Percentile (\$000's)	60.3	--	--	--	--	57.8
	Average (\$000's)	58.3	--	55.1	--	--	58.0
Incentive Pay							
	% Incentive Eligible	88%	--	100%	0%	--	91%
	25th Percentile (\$000's)	4.5	--	--	--	--	4.5
	50th Percentile (\$000's)	4.5	--	--	--	--	4.5
	75th Percentile (\$000's)	4.5	--	--	--	--	4.5
	Average (\$000's)	4.5	--	--	--	--	4.5
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	54.0	--	--	--	--	55.3
	50th Percentile (\$000's)	56.0	--	52.9	--	--	56.0
	75th Percentile (\$000's)	60.3	--	--	--	--	57.8
	Average (\$000's)	58.5	--	55.1	--	--	58.4
Most Recent New Hire							
	Employers Reported	3	0	1	0	0	2
	Median (\$000's)	56.0	--	--	--	--	--
	Average (\$000's)	57.5	--	--	--	--	--

Job Code 385**INDUSTRIAL ENGINEER I****Description**

Studies and evaluates work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes planning activities for equipment layouts in production facilities and offices. May estimate costs for assigned projects. Entry level. Requires a degree in industrial engineering and 2 years or less experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	2	3	1	0	1	4
Employees Reported	1	0	4	11	1	0	1	14
25th Percentile (\$000's)	--	--	--	55.8	--	--	--	55.1
50th Percentile (\$000's)	--	--	52.9	56.5	--	--	--	56.3
75th Percentile (\$000's)	--	--	--	62.5	--	--	--	64.8
Average (\$000's)	--	--	55.1	60.5	--	--	--	59.4
Incentive Pay								
% Incentive Eligible	100%	--	100%	82%	100%	--	100%	86%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	55.8	--	--	--	55.1
50th Percentile (\$000's)	--	--	52.9	56.5	--	--	--	56.3
75th Percentile (\$000's)	--	--	--	62.5	--	--	--	64.8
Average (\$000's)	--	--	55.1	60.5	--	--	--	59.4
Most Recent New Hire								
Employers Reported	0	0	1	2	0	0	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 386**INDUSTRIAL ENGINEER II****Description**

Conducts moderately complex studies and evaluations of work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes moderately complex planning for equipment layouts in production facilities and offices. Estimates costs for assigned projects and evaluates cost factors. May provide direction and training to lower level professional employees. Assignments are moderately complex and require initiative and judgment. Requires an industrial engineering degree and 3–5 years experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	4	0	3	1	0	0
	Employees Reported	10	0	4	6	0	0
	25th Percentile (\$000's)	63.6	--	--	--	--	--
	50th Percentile (\$000's)	70.6	--	69.0	--	--	--
	75th Percentile (\$000's)	78.4	--	--	--	--	--
	Average (\$000's)	70.9	--	71.2	--	--	--
Incentive Pay							
	% Incentive Eligible	100%	--	100%	100%	--	--
	25th Percentile (\$000's)	3.3	--	--	--	--	--
	50th Percentile (\$000's)	3.6	--	5.6	--	--	--
	75th Percentile (\$000's)	4.3	--	--	--	--	--
	Average (\$000's)	3.9	--	5.6	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	67.1	--	--	--	--	--
	50th Percentile (\$000's)	72.2	--	69.0	--	--	--
	75th Percentile (\$000's)	81.9	--	--	--	--	--
	Average (\$000's)	73.6	--	74.0	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 386**INDUSTRIAL ENGINEER II****Description**

Conducts moderately complex studies and evaluations of work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes moderately complex planning for equipment layouts in production facilities and offices. Estimates costs for assigned projects and evaluates cost factors. May provide direction and training to lower level professional employees. Assignments are moderately complex and require initiative and judgment. Requires an industrial engineering degree and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	3	0	0	1	3
Employees Reported	0	0	2	8	0	0	2	8
25th Percentile (\$000's)	--	--	--	61.3	--	--	--	61.3
50th Percentile (\$000's)	--	--	--	73.0	--	--	--	73.0
75th Percentile (\$000's)	--	--	--	80.9	--	--	--	80.9
Average (\$000's)	--	--	--	71.3	--	--	--	71.3
Incentive Pay								
% Incentive Eligible	--	--	100%	100%	--	--	100%	100%
25th Percentile (\$000's)	--	--	--	3.3	--	--	--	3.3
50th Percentile (\$000's)	--	--	--	3.6	--	--	--	3.6
75th Percentile (\$000's)	--	--	--	4.3	--	--	--	4.3
Average (\$000's)	--	--	--	3.9	--	--	--	3.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	64.8	--	--	--	64.8
50th Percentile (\$000's)	--	--	--	76.3	--	--	--	76.3
75th Percentile (\$000's)	--	--	--	85.2	--	--	--	85.2
Average (\$000's)	--	--	--	74.8	--	--	--	74.8
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 387**INDUSTRIAL ENGINEER III****Description**

Conducts complex studies and evaluations of work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes complex planning for equipment layouts in production facilities and offices. Estimates costs for proposed projects and evaluates cost factors. Provides direction and training to lower level professional employees. Assigns work to drafters and technicians. Assignments are complex and require initiative and judgment. Requires an industrial engineering degree and 6 or more years experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	2	0	1	1	0	0
	Employees Reported	3	0	2	1	0	0
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	107.9	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	101.5	--	--	--	--	--
Incentive Pay							
	% Incentive Eligible	100%	--	100%	100%	--	--
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	12.2	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	9.3	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	120.0	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	110.7	--	--	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 387**INDUSTRIAL ENGINEER III****Description**

Conducts complex studies and evaluations of work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes complex planning for equipment layouts in production facilities and offices. Estimates costs for proposed projects and evaluates cost factors. Provides direction and training to lower level professional employees. Assigns work to drafters and technicians. Assignments are complex and require initiative and judgment. Requires an industrial engineering degree and 6 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	0	2	0	0	0	2
Employees Reported	0	0	0	3	0	0	0	3
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	107.9	--	--	--	107.9
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	101.5	--	--	--	101.5
Incentive Pay								
% Incentive Eligible	--	--	--	100%	--	--	--	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	12.2	--	--	--	12.2
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	9.3	--	--	--	9.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	120.0	--	--	--	120.0
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	110.7	--	--	--	110.7
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 380**ENGINEERING MANAGER****Description**

Manages the formulation of engineering strategies, policies and plans. Ensures engineering standards of quality, cost, safety, timeliness and performance. Contributes to research and development projects. Interprets plans, drawings and specifications to provide advice on engineering methods and procedures. Provides technical oversight and assistance to other departments as required. Manages personnel activities of the department, such as recruitment, hiring, performance evaluations, and salary adjustments. May oversee field testing of products and systems performed by field staff. Typically requires a Master's degree and 6-10 years of experience.

Job Match Comparability

0.0% Less Complex

57.6% Comparable

42.4% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	14	0	8	2	1	3
Employees Reported	33	0	12	16	1	4
25th Percentile (\$000's)	106.1	--	99.3	116.7	--	--
50th Percentile (\$000's)	117.5	--	113.0	122.5	--	105.7
75th Percentile (\$000's)	123.7	--	123.2	124.9	--	--
Average (\$000's)	113.9	--	112.1	120.1	--	102.6

Incentive Pay

% Incentive Eligible	88%	--	92%	100%	0%	50%
25th Percentile (\$000's)	10.4	--	7.2	13.4	--	--
50th Percentile (\$000's)	13.8	--	8.9	14.4	--	--
75th Percentile (\$000's)	16.0	--	13.9	16.4	--	--
Average (\$000's)	14.2	--	13.2	14.7	--	--

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	108.4	--	103.5	130.1	--	--
50th Percentile (\$000's)	124.3	--	114.7	136.9	--	108.4
75th Percentile (\$000's)	141.0	--	142.4	142.6	--	--
Average (\$000's)	124.6	--	120.9	134.8	--	106.1

Most Recent New Hire

Employers Reported	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 380**ENGINEERING MANAGER****Description**

Manages the formulation of engineering strategies, policies and plans. Ensures engineering standards of quality, cost, safety, timeliness and performance. Contributes to research and development projects. Interprets plans, drawings and specifications to provide advice on engineering methods and procedures. Provides technical oversight and assistance to other departments as required. Manages personnel activities of the department, such as recruitment, hiring, performance evaluations, and salary adjustments. May oversee field testing of products and systems performed by field staff. Typically requires a Master's degree and 6-10 years of experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	4	8	1	2	3	8
Employees Reported	2	1	4	26	2	2	3	26
25th Percentile (\$000's)	--	--	--	103.7	--	--	--	106.3
50th Percentile (\$000's)	--	--	114.7	118.8	--	--	100.2	118.8
75th Percentile (\$000's)	--	--	--	124.4	--	--	--	124.4
Average (\$000's)	--	--	118.4	113.8	--	--	99.6	115.0
Incentive Pay								
% Incentive Eligible	0%	0%	100%	96%	0%	50%	67%	100%
25th Percentile (\$000's)	--	--	--	10.3	--	--	--	10.3
50th Percentile (\$000's)	--	--	20.6	13.8	--	--	--	13.8
75th Percentile (\$000's)	--	--	--	15.2	--	--	--	15.2
Average (\$000's)	--	--	20.6	13.9	--	--	--	13.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	117.2	--	--	--	117.2
50th Percentile (\$000's)	--	--	114.7	134.4	--	--	100.2	134.4
75th Percentile (\$000's)	--	--	--	142.1	--	--	--	142.1
Average (\$000's)	--	--	123.5	126.7	--	--	99.6	127.9
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 401**ENGINEERING DOCUMENTATION COORDINATOR****Description**

Records engineering and product changes. Keeps logs and records of change notices. Maintains files of engineering drawings. Makes drawing and document copies. Requires high school education, additional vocational or on-the-job training, and 1 year experience.

Job Match Comparability

0.0% Less Complex

70.6% Comparable

29.4% More Complex

70.6%	Comparable	Industry - Type of Employer					
29.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	3	0	1	1	1	0
	Employees Reported	17	0	4	12	1	0
	25th Percentile (\$000's)	32.8	--	--	--	--	--
	50th Percentile (\$000's)	37.5	--	--	--	--	--
	75th Percentile (\$000's)	39.2	--	--	--	--	--
	Average (\$000's)	36.7	--	--	--	--	--
Incentive Pay							
	% Incentive Eligible	94%	--	100%	100%	0%	--
	25th Percentile (\$000's)	1.0	--	--	--	--	--
	50th Percentile (\$000's)	1.2	--	--	--	--	--
	75th Percentile (\$000's)	1.2	--	--	--	--	--
	Average (\$000's)	1.1	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	32.8	--	--	--	--	--
	50th Percentile (\$000's)	38.6	--	--	--	--	--
	75th Percentile (\$000's)	40.4	--	--	--	--	--
	Average (\$000's)	37.4	--	--	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 401**ENGINEERING DOCUMENTATION COORDINATOR****Description**

Records engineering and product changes. Keeps logs and records of change notices. Maintains files of engineering drawings. Makes drawing and document copies. Requires high school education, additional vocational or on-the-job training, and 1 year experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	2	1	0	0	2	1
Employees Reported	0	0	5	12	0	0	5	12
25th Percentile (\$000's)	--	--	27.7	--	--	--	27.7	--
50th Percentile (\$000's)	--	--	32.7	--	--	--	32.7	--
75th Percentile (\$000's)	--	--	32.8	--	--	--	32.8	--
Average (\$000's)	--	--	32.1	--	--	--	32.1	--
Incentive Pay								
% Incentive Eligible	--	--	80%	100%	--	--	80%	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	27.7	--	--	--	27.7	--
50th Percentile (\$000's)	--	--	32.7	--	--	--	32.7	--
75th Percentile (\$000's)	--	--	32.8	--	--	--	32.8	--
Average (\$000's)	--	--	32.1	--	--	--	32.1	--
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 431**TECHNICAL WRITER****Description**

Prepares standard operations and maintenance manuals and technical publications. Gathers technical information, writes and coordinates layout and organization. Researches engineering information such as drawings, design reports, equipment, and test specifications, and by interviewing engineers and technicians. Requires a degree and 1–2 years experience. Not a trainee.

Job Match Comparability

11.4% Less Complex

48.6% Comparable

40.0% More Complex

48.6%	Comparable	Industry - Type of Employer					
40.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	11	2	3	2	0	4
	Employees Reported	35	8	5	10	0	12
	25th Percentile (\$000's)	46.6	45.5	39.5	59.6	--	41.9
	50th Percentile (\$000's)	52.7	48.8	47.3	62.9	--	50.4
	75th Percentile (\$000's)	62.0	52.0	48.6	66.2	--	62.7
	Average (\$000's)	52.6	49.4	44.3	62.8	--	49.8
Incentive Pay							
	% Incentive Eligible	29%	38%	20%	50%	--	8%
	25th Percentile (\$000's)	3.1	--	--	3.0	--	--
	50th Percentile (\$000's)	3.3	--	--	3.3	--	--
	75th Percentile (\$000's)	3.7	--	--	3.3	--	--
	Average (\$000's)	3.3	--	--	3.2	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	46.6	45.5	39.5	62.0	--	41.9
	50th Percentile (\$000's)	52.7	48.8	47.3	64.0	--	50.4
	75th Percentile (\$000's)	62.9	52.0	48.6	66.4	--	63.1
	Average (\$000's)	53.2	49.4	44.3	64.4	--	50.1
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 431**TECHNICAL WRITER****Description**

Prepares standard operations and maintenance manuals and technical publications. Gathers technical information, writes and coordinates layout and organization. Researches engineering information such as drawings, design reports, equipment, and test specifications, and by interviewing engineers and technicians. Requires a degree and 1–2 years experience. Not a trainee.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	4	6	1	0	3	7
Employees Reported	0	2	8	25	2	0	7	26
25th Percentile (\$000's)	--	--	41.1	50.0	--	--	40.6	50.4
50th Percentile (\$000's)	--	--	45.8	58.0	--	--	44.2	58.0
75th Percentile (\$000's)	--	--	48.6	64.1	--	--	48.0	64.0
Average (\$000's)	--	--	44.5	57.2	--	--	43.0	57.1
Incentive Pay								
% Incentive Eligible	--	0%	50%	24%	0%	--	43%	27%
25th Percentile (\$000's)	--	--	--	3.1	--	--	--	3.1
50th Percentile (\$000's)	--	--	--	3.3	--	--	--	3.3
75th Percentile (\$000's)	--	--	--	3.7	--	--	--	3.7
Average (\$000's)	--	--	--	3.3	--	--	--	3.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	41.1	50.0	--	--	40.6	50.4
50th Percentile (\$000's)	--	--	45.8	58.7	--	--	44.2	58.4
75th Percentile (\$000's)	--	--	48.6	64.7	--	--	48.0	64.5
Average (\$000's)	--	--	44.5	58.0	--	--	43.0	57.9
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 441**GRAPHIC ILLUSTRATOR/DESIGNER****Description**

Produces finished artwork, ready for reproduction, by scanning drawings and redrawing using computer-based drawing and illustration programs. Creates drawings, designs, and illustrations by using icons in database or by drawing routine icons, for use in catalogs, manuals, sales flyers, or other printed materials. Performs drawing requirements of 1 and 2 point perspective. Creates illustration best suited for nature of assignment and produces desired visual effect to conform to printing method specified. Requires associate's degree in commercial art and 1–2 years experience in commercial art and/or technical illustration.

Job Match Comparability

2.0% Less Complex
63.3% Comparable
34.7% More Complex

		Industry - Type of Employer				
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit
Annual Base Pay						
Employers Reported	18	1	2	0	5	10
Employees Reported	49	3	4	0	9	33
25th Percentile (\$000's)	38.6	--	--	--	39.4	38.5
50th Percentile (\$000's)	45.3	--	38.8	--	52.4	45.0
75th Percentile (\$000's)	58.0	--	--	--	58.0	61.8
Average (\$000's)	50.7	--	40.1	--	51.1	51.5
Incentive Pay						
% Incentive Eligible	49%	0%	75%	--	22%	58%
25th Percentile (\$000's)	2.3	--	--	--	--	3.5
50th Percentile (\$000's)	4.3	--	--	--	--	5.0
75th Percentile (\$000's)	6.1	--	--	--	--	6.4
Average (\$000's)	4.5	--	--	--	--	5.1
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	38.6	--	--	--	39.4	38.5
50th Percentile (\$000's)	47.2	--	38.8	--	52.4	47.2
75th Percentile (\$000's)	58.0	--	--	--	58.0	61.8
Average (\$000's)	51.6	--	40.1	--	51.5	52.7
Most Recent New Hire						
Employers Reported	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 441**GRAPHIC ILLUSTRATOR/DESIGNER****Description**

Produces finished artwork, ready for reproduction, by scanning drawings and redrawing using computer-based drawing and illustration programs. Creates drawings, designs, and illustrations by using icons in database or by drawing routine icons, for use in catalogs, manuals, sales flyers, or other printed materials. Performs drawing requirements of 1 and 2 point perspective. Creates illustration best suited for nature of assignment and produces desired visual effect to conform to printing method specified. Requires associate's degree in commercial art and 1–2 years experience in commercial art and/or technical illustration.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	3	4	6	5	3	3	7
Employees Reported	14	11	6	18	16	9	3	21
25th Percentile (\$000's)	45.0	37.1	37.3	44.3	36.7	37.6	--	43.0
50th Percentile (\$000's)	63.1	38.5	38.8	50.0	53.4	38.6	39.0	50.0
75th Percentile (\$000's)	68.7	41.2	47.6	55.5	67.6	43.8	--	56.3
Average (\$000's)	62.2	38.3	46.4	50.7	57.4	41.4	42.7	50.6
Incentive Pay								
% Incentive Eligible	57%	45%	67%	39%	44%	67%	0%	52%
25th Percentile (\$000's)	2.6	--	--	2.1	3.8	1.0	--	2.5
50th Percentile (\$000's)	5.0	--	4.0	2.1	5.5	1.0	--	3.0
75th Percentile (\$000's)	6.4	--	--	2.1	6.5	1.0	--	3.5
Average (\$000's)	4.8	--	4.0	2.1	5.4	1.0	--	3.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	46.3	37.1	37.3	44.3	36.8	37.6	--	43.0
50th Percentile (\$000's)	63.1	38.5	38.8	50.0	56.1	38.6	39.0	50.0
75th Percentile (\$000's)	73.1	41.2	47.6	55.5	72.6	43.8	--	56.3
Average (\$000's)	64.9	38.3	47.0	50.8	59.8	41.5	42.7	50.9
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 570**LABORATORY ASSISTANT****Description**

Sets up laboratory and field equipment to assist research workers. Cleans, sterilizes and maintains laboratory equipment and work areas. Prepares samples for testing and analysis. Operates common laboratory equipment such as microscopes, spectrophotometers and auto analyzers. Weighs, analyzes and measures ingredients used in testing. Records and compiles test results. Prepares charts, graphs, spreadsheets and reports using a variety of software.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	2	0	1	0	1	0
Employees Reported	10	0	1	0	9	0
25th Percentile (\$000's)	25.1	--	--	--	--	--
50th Percentile (\$000's)	25.9	--	--	--	--	--
75th Percentile (\$000's)	34.4	--	--	--	--	--
Average (\$000's)	28.9	--	--	--	--	--
Incentive Pay						
% Incentive Eligible	0%	--	0%	--	0%	--
25th Percentile (\$000's)	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	25.1	--	--	--	--	--
50th Percentile (\$000's)	25.9	--	--	--	--	--
75th Percentile (\$000's)	34.4	--	--	--	--	--
Average (\$000's)	28.9	--	--	--	--	--
Most Recent New Hire						
Employers Reported	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 570**LABORATORY ASSISTANT****Description**

Sets up laboratory and field equipment to assist research workers. Cleans, sterilizes and maintains laboratory equipment and work areas. Prepares samples for testing and analysis. Operates common laboratory equipment such as microscopes, spectrophotometers and auto analyzers. Weighs, analyzes and measures ingredients used in testing. Records and compiles test results. Prepares charts, graphs, spreadsheets and reports using a variety of software.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	0	2	0	0	0	2
Employees Reported	0	0	0	10	0	0	0	10
25th Percentile (\$000's)	--	--	--	25.1	--	--	--	25.1
50th Percentile (\$000's)	--	--	--	25.9	--	--	--	25.9
75th Percentile (\$000's)	--	--	--	34.4	--	--	--	34.4
Average (\$000's)	--	--	--	28.9	--	--	--	28.9
Incentive Pay								
% Incentive Eligible	--	--	--	0%	--	--	--	0%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	25.1	--	--	--	25.1
50th Percentile (\$000's)	--	--	--	25.9	--	--	--	25.9
75th Percentile (\$000's)	--	--	--	34.4	--	--	--	34.4
Average (\$000's)	--	--	--	28.9	--	--	--	28.9
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 572**LABORATORY TECHNICIAN****Description**

Performs testing required to characterize product performance. Performs required documentation and ensures that all documentation fulfills Good Manufacturing Practice (GMP) requirements. Identifies and recommends improvements that may increase efficiency of workload or process and improve quality of products. Calibrates and maintains equipment and prepares reagents. Maintains an understanding of technological principles and clinical applications of the organization's products. Maintains skills necessary to interpret data. Requires a degree in a laboratory science or equivalent technical training and 3 years or less experience.

Job Match Comparability

0.0% Less Complex
 94.2% Comparable
 5.8% More Complex

94.2%	Comparable	Industry - Type of Employer					
5.8%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	7	0	4	1	1	1
	Employees Reported	86	0	20	59	1	6
	25th Percentile (\$000's)	34.0	--	43.6	--	--	--
	50th Percentile (\$000's)	35.4	--	52.0	--	--	--
	75th Percentile (\$000's)	44.1	--	57.3	--	--	--
	Average (\$000's)	40.2	--	50.6	--	--	--
Incentive Pay							
	% Incentive Eligible	73%	--	75%	81%	0%	0%
	25th Percentile (\$000's)	1.7	--	1.8	--	--	--
	50th Percentile (\$000's)	2.4	--	2.3	--	--	--
	75th Percentile (\$000's)	2.8	--	2.4	--	--	--
	Average (\$000's)	2.3	--	2.1	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	35.2	--	45.6	--	--	--
	50th Percentile (\$000's)	38.2	--	52.0	--	--	--
	75th Percentile (\$000's)	45.6	--	59.6	--	--	--
	Average (\$000's)	41.9	--	52.2	--	--	--
Most Recent New Hire							
	Employers Reported	2	0	0	1	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 572**LABORATORY TECHNICIAN****Description**

Performs testing required to characterize product performance. Performs required documentation and ensures that all documentation fulfills Good Manufacturing Practice (GMP) requirements. Identifies and recommends improvements that may increase efficiency of workload or process and improve quality of products. Calibrates and maintains equipment and prepares reagents. Maintains an understanding of technological principles and clinical applications of the organization's products. Maintains skills necessary to interpret data. Requires a degree in a laboratory science or equivalent technical training and 3 years or less experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	2	4	1	1	1	4
Employees Reported	2	0	60	24	2	59	1	24
25th Percentile (\$000's)	--	--	34.0	47.4	--	--	--	47.4
50th Percentile (\$000's)	--	--	34.0	54.5	--	--	--	54.5
75th Percentile (\$000's)	--	--	35.4	61.2	--	--	--	61.2
Average (\$000's)	--	--	34.6	53.5	--	--	--	53.5
Incentive Pay								
% Incentive Eligible	100%	--	80%	54%	100%	81%	0%	54%
25th Percentile (\$000's)	--	--	1.6	1.9	--	--	--	1.9
50th Percentile (\$000's)	--	--	2.6	2.3	--	--	--	2.3
75th Percentile (\$000's)	--	--	3.1	2.4	--	--	--	2.4
Average (\$000's)	--	--	2.3	2.3	--	--	--	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	34.4	50.3	--	--	--	50.3
50th Percentile (\$000's)	--	--	35.9	55.4	--	--	--	55.4
75th Percentile (\$000's)	--	--	38.4	61.2	--	--	--	61.2
Average (\$000's)	--	--	36.5	54.8	--	--	--	54.8
Most Recent New Hire								
Employers Reported	0	0	1	1	0	1	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 577**RESEARCH ASSOCIATE****Description**

Conducts laboratory or clinical experiments according to prescribed protocols. Assists in development of procedures and design of experiments. Verifies experimental results, evaluates complex data, and reports results internally. Evaluation of data may include statistical analyses. May be involved in product research and development and/or clinical trials. Typically requires a degree in chemistry, biology, biochemistry, or a related laboratory science and 1 or more years experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	3	0	0	1	1	1
	Employees Reported	47	0	0	7	38	2
	25th Percentile (\$000's)	28.0	--	--	--	--	--
	50th Percentile (\$000's)	32.0	--	--	--	--	--
	75th Percentile (\$000's)	41.6	--	--	--	--	--
	Average (\$000's)	36.8	--	--	--	--	--
Incentive Pay							
	% Incentive Eligible	15%	--	--	71%	0%	100%
	25th Percentile (\$000's)	2.1	--	--	--	--	--
	50th Percentile (\$000's)	3.9	--	--	--	--	--
	75th Percentile (\$000's)	4.1	--	--	--	--	--
	Average (\$000's)	3.5	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	28.0	--	--	--	--	--
	50th Percentile (\$000's)	32.0	--	--	--	--	--
	75th Percentile (\$000's)	41.6	--	--	--	--	--
	Average (\$000's)	37.3	--	--	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 577**RESEARCH ASSOCIATE****Description**

Conducts laboratory or clinical experiments according to prescribed protocols. Assists in development of procedures and design of experiments. Verifies experimental results, evaluates complex data, and reports results internally. Evaluation of data may include statistical analyses. May be involved in product research and development and/or clinical trials. Typically requires a degree in chemistry, biology, biochemistry, or a related laboratory science and 1 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	2	0	1	0	2
Employees Reported	0	0	7	40	0	7	0	40
25th Percentile (\$000's)	--	--	--	26.9	--	--	--	26.9
50th Percentile (\$000's)	--	--	--	31.7	--	--	--	31.7
75th Percentile (\$000's)	--	--	--	38.5	--	--	--	38.5
Average (\$000's)	--	--	--	35.0	--	--	--	35.0
Incentive Pay								
% Incentive Eligible	--	--	71%	5%	--	71%	--	5%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	26.9	--	--	--	26.9
50th Percentile (\$000's)	--	--	--	31.7	--	--	--	31.7
75th Percentile (\$000's)	--	--	--	38.5	--	--	--	38.5
Average (\$000's)	--	--	--	35.2	--	--	--	35.2
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 580**RESEARCH SCIENTIST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 581 Research Scientist and 589 Senior Research Scientist

Job Match Comparability

2.3% Less Complex
 90.9% Comparable
 6.8% More Complex

		Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	10	0	5	2	0	3
Employees Reported	44	0	28	12	0	4
25th Percentile (\$000's)	76.0	--	76.0	87.3	--	--
50th Percentile (\$000's)	88.3	--	84.9	99.0	--	77.0
75th Percentile (\$000's)	98.4	--	94.3	117.1	--	--
Average (\$000's)	88.9	--	82.6	102.9	--	91.0
Incentive Pay						
% Incentive Eligible	95%	--	100%	92%	--	75%
25th Percentile (\$000's)	2.9	--	3.0	4.0	--	--
50th Percentile (\$000's)	4.2	--	4.0	7.5	--	13.2
75th Percentile (\$000's)	10.9	--	10.6	10.8	--	--
Average (\$000's)	7.0	--	5.8	7.3	--	17.3
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	79.1	--	79.1	92.3	--	--
50th Percentile (\$000's)	91.4	--	88.2	104.5	--	85.0
75th Percentile (\$000's)	109.1	--	103.9	117.1	--	--
Average (\$000's)	94.0	--	88.0	104.7	--	104.0
Most Recent New Hire						
Employers Reported	2	0	2	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 580**RESEARCH SCIENTIST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 581 Research Scientist and 589 Senior Research Scientist

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	1	1	4	4	2	0	4
Employees Reported	8	8	4	24	8	12	0	24
25th Percentile (\$000's)	50.2	--	--	80.3	50.2	87.3	--	80.3
50th Percentile (\$000's)	56.0	--	--	89.1	56.0	99.0	--	89.1
75th Percentile (\$000's)	70.9	--	--	96.5	70.9	117.1	--	96.5
Average (\$000's)	60.8	--	--	91.3	60.8	102.9	--	91.3
Incentive Pay								
% Incentive Eligible	88%	100%	75%	100%	88%	92%	--	100%
25th Percentile (\$000's)	1.0	--	--	3.5	1.0	4.0	--	3.5
50th Percentile (\$000's)	1.0	--	--	4.3	1.0	7.5	--	4.3
75th Percentile (\$000's)	1.0	--	--	10.9	1.0	10.8	--	10.9
Average (\$000's)	1.4	--	--	8.2	1.4	7.3	--	8.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	50.2	--	--	84.1	50.2	92.3	--	84.1
50th Percentile (\$000's)	57.9	--	--	93.3	57.9	104.5	--	93.3
75th Percentile (\$000's)	71.2	--	--	109.1	71.2	117.1	--	109.1
Average (\$000's)	61.7	--	--	99.5	61.7	104.7	--	99.5
Most Recent New Hire								
Employers Reported	2	0	0	0	2	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 581**RESEARCH SCIENTIST****Description**

Leads research and completes projects in one or more research areas. Suggests research projects to management. Schedules projects and allots personnel, time, and equipment. Prepares internal research reports. May prepare manuscripts for publication and present findings at scientific meetings. Coaches and counsels lower level research staff. Generally requires a Masters degree, expertise in the areas researched, and 3 or more years experience.

Job Match Comparability

0.0% Less Complex
 87.0% Comparable
 13.0% More Complex

87.0%	Comparable	Industry - Type of Employer					
13.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	9	0	4	2	0	3
	Employees Reported	23	0	16	4	0	3
	25th Percentile (\$000's)	71.0	--	72.3	--	--	--
	50th Percentile (\$000's)	79.2	--	79.3	78.7	--	58.0
	75th Percentile (\$000's)	83.7	--	82.0	--	--	--
	Average (\$000's)	75.6	--	76.0	80.4	--	67.2
Incentive Pay							
	% Incentive Eligible	91%	--	100%	75%	--	67%
	25th Percentile (\$000's)	2.9	--	3.0	--	--	--
	50th Percentile (\$000's)	3.5	--	3.5	7.3	--	--
	75th Percentile (\$000's)	4.2	--	4.1	--	--	--
	Average (\$000's)	4.4	--	3.5	7.3	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	71.0	--	73.5	--	--	--
	50th Percentile (\$000's)	83.3	--	83.3	79.0	--	60.9
	75th Percentile (\$000's)	85.6	--	85.0	--	--	--
	Average (\$000's)	79.1	--	79.1	84.0	--	72.5
Most Recent New Hire							
	Employers Reported	2	0	2	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 581**RESEARCH SCIENTIST****Description**

Leads research and completes projects in one or more research areas. Suggests research projects to management. Schedules projects and allots personnel, time, and equipment. Prepares internal research reports. May prepare manuscripts for publication and present findings at scientific meetings. Coaches and counsels lower level research staff. Generally requires a Masters degree, expertise in the areas researched, and 3 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	1	1	3	4	2	0	3
Employees Reported	6	1	3	13	6	4	0	13
25th Percentile (\$000's)	51.8	--	--	79.2	51.8	--	--	79.2
50th Percentile (\$000's)	56.0	--	--	80.3	56.0	78.7	--	80.3
75th Percentile (\$000's)	67.0	--	--	86.3	67.0	--	--	86.3
Average (\$000's)	59.0	--	--	81.8	59.0	80.4	--	81.8
Incentive Pay								
% Incentive Eligible	83%	100%	67%	100%	83%	75%	--	100%
25th Percentile (\$000's)	1.0	--	--	3.3	1.0	--	--	3.3
50th Percentile (\$000's)	1.0	--	--	3.5	1.0	7.3	--	3.5
75th Percentile (\$000's)	1.9	--	--	4.3	1.9	--	--	4.3
Average (\$000's)	1.6	--	--	4.7	1.6	--	--	4.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	52.0	--	--	83.3	52.0	--	--	83.3
50th Percentile (\$000's)	57.9	--	--	84.2	57.9	79.0	--	84.2
75th Percentile (\$000's)	67.7	--	--	89.9	67.7	--	--	89.9
Average (\$000's)	59.9	--	--	86.5	59.9	84.0	--	86.5
Most Recent New Hire								
Employers Reported	2	0	0	0	2	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 589**SENIOR RESEARCH SCIENTIST****Description**

Directs independent research activities, including laboratory and field research, project development, technical support, and management and evaluation of subordinates. Coordinates design, development, and modification of research products and related activities. May develop research criteria and provide expert advice on new products, concepts, and projects. May have budget and financial responsibility for all related activities. Typically requires a Ph.D. and 5 or more years of scientific research experience in a recognized field or area of inquiry.

Job Match Comparability

4.5% Less Complex
 95.5% Comparable
 0.0% More Complex

95.5%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	7	0	4	2	0	1
	Employees Reported	22	0	13	8	0	1
	25th Percentile (\$000's)	90.7	--	88.7	101.0	--	--
	50th Percentile (\$000's)	98.6	--	94.9	112.1	--	--
	75th Percentile (\$000's)	108.3	--	98.8	128.6	--	--
	Average (\$000's)	102.1	--	90.1	114.1	--	--
Incentive Pay							
	% Incentive Eligible	100%	--	100%	100%	--	100%
	25th Percentile (\$000's)	3.4	--	2.7	7.5	--	--
	50th Percentile (\$000's)	10.7	--	10.7	7.5	--	--
	75th Percentile (\$000's)	11.3	--	11.0	7.5	--	--
	Average (\$000's)	9.7	--	7.9	7.5	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	95.2	--	90.4	101.2	--	--
	50th Percentile (\$000's)	107.9	--	105.4	112.1	--	--
	75th Percentile (\$000's)	113.9	--	112.6	128.6	--	--
	Average (\$000's)	108.8	--	98.0	115.1	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 589**SENIOR RESEARCH SCIENTIST****Description**

Directs independent research activities, including laboratory and field research, project development, technical support, and management and evaluation of subordinates. Coordinates design, development, and modification of research products and related activities. May develop research criteria and provide expert advice on new products, concepts, and projects. May have budget and financial responsibility for all related activities. Typically requires a Ph.D. and 5 or more years of scientific research experience in a recognized field or area of inquiry.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	1	4	1	2	0	4
Employees Reported	3	7	1	11	3	8	0	11
25th Percentile (\$000's)	--	--	--	93.8	--	101.0	--	93.8
50th Percentile (\$000's)	--	--	--	98.3	--	112.1	--	98.3
75th Percentile (\$000's)	--	--	--	102.0	--	128.6	--	102.0
Average (\$000's)	--	--	--	102.5	--	114.1	--	102.5
Incentive Pay								
% Incentive Eligible	100%	100%	100%	100%	100%	100%	--	100%
25th Percentile (\$000's)	--	--	--	10.6	--	7.5	--	10.6
50th Percentile (\$000's)	--	--	--	10.9	--	7.5	--	10.9
75th Percentile (\$000's)	--	--	--	12.5	--	7.5	--	12.5
Average (\$000's)	--	--	--	12.3	--	7.5	--	12.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	104.4	--	101.2	--	104.4
50th Percentile (\$000's)	--	--	--	109.2	--	112.1	--	109.2
75th Percentile (\$000's)	--	--	--	113.3	--	128.6	--	113.3
Average (\$000's)	--	--	--	114.8	--	115.1	--	114.8
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 592**CLINICAL RESEARCH ASSOCIATE****Description**

Prepares clinical study reports, protocols, regulatory documents and amendments. Monitors and tracks patient enrollment and study progress. Also collects, organizes, and analyzes project data and the accuracy and efficiency of data entry procedures and project deadlines. Assists with the distribution, collection, and tracking of medical reports and regulatory documents. Requires a degree and 2 years of clinical/scientific research, nursing or medical devices/pharmaceutical clinical trials.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	2	0	0	2	0	0
	Employees Reported	16	0	0	16	0	0
	25th Percentile (\$000's)	60.0	--	--	60.0	--	--
	50th Percentile (\$000's)	65.6	--	--	65.6	--	--
	75th Percentile (\$000's)	71.3	--	--	71.3	--	--
	Average (\$000's)	64.0	--	--	64.0	--	--
Incentive Pay							
	% Incentive Eligible	100%	--	--	100%	--	--
	25th Percentile (\$000's)	2.7	--	--	2.7	--	--
	50th Percentile (\$000's)	3.2	--	--	3.2	--	--
	75th Percentile (\$000's)	3.6	--	--	3.6	--	--
	Average (\$000's)	6.3	--	--	6.3	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	64.3	--	--	64.3	--	--
	50th Percentile (\$000's)	71.0	--	--	71.0	--	--
	75th Percentile (\$000's)	80.5	--	--	80.5	--	--
	Average (\$000's)	69.5	--	--	69.5	--	--
Most Recent New Hire							
	Employers Reported	2	0	0	2	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 592**CLINICAL RESEARCH ASSOCIATE****Description**

Prepares clinical study reports, protocols, regulatory documents and amendments. Monitors and tracks patient enrollment and study progress. Also collects, organizes, and analyzes project data and the accuracy and efficiency of data entry procedures and project deadlines. Assists with the distribution, collection, and tracking of medical reports and regulatory documents. Requires a degree and 2 years of clinical/scientific research, nursing or medical devices/pharmaceutical clinical trials.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	1	0	1	0	1
Employees Reported	0	0	7	9	0	7	0	9
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Incentive Pay								
% Incentive Eligible	--	--	100%	100%	--	100%	--	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Most Recent New Hire								
Employers Reported	0	0	1	1	0	1	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 583**DOCUMENT CONTROL SPECIALIST****Description**

Supports the document management needs of the company including all revision controlled documents, regulatory files, marketing literature, manuals, etc. Assures that all controlled documents are maintained and changed through established processes and with proper approvals. Manages the repository of all controlled documents. Typically requires an Associate's Degree and 5 years related experience.

Job Match Comparability

25.0% Less Complex

75.0% Comparable

0.0% More Complex

Annual Base Pay

Employers Reported

4

0

1

1

1

1

Employees Reported

4

0

1

1

1

1

25th Percentile (\$000's)

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50th Percentile (\$000's)

40.2

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75th Percentile (\$000's)

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Average (\$000's)

42.7

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Incentive Pay

% Incentive Eligible

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25th Percentile (\$000's)

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50th Percentile (\$000's)

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75th Percentile (\$000's)

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Average (\$000's)

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Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)

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50th Percentile (\$000's)

40.2

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75th Percentile (\$000's)

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Average (\$000's)

42.7

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Most Recent New Hire

Employers Reported

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Median (\$000's)

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Average (\$000's)

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Job Code 583**DOCUMENT CONTROL SPECIALIST****Description**

Supports the document management needs of the company including all revision controlled documents, regulatory files, marketing literature, manuals, etc. Assures that all controlled documents are maintained and changed through established processes and with proper approvals. Manages the repository of all controlled documents. Typically requires an Associate's Degree and 5 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	2	2	0	1	2	1
Employees Reported	0	0	2	2	0	1	2	1
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Incentive Pay								
% Incentive Eligible	--	--	0%	0%	--	0%	0%	0%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 591**CLINICAL LAB MANAGER****Description**

Directly or indirectly manages the financial and technical operations of a clinical laboratory department. Develops, implements and monitors policies and procedures for the clinical laboratory. Ensures the provision of the accurate and timely determination of test results. Maintains compliance with all governmental accreditation and regulatory agency requirements. Directs quality assurance, education and training programs for laboratory staff. Typically requires a Bachelor's Degree and 7 years experience in medical technology or related field.

Job Match Comparability

0.0% Less Complex
83.3% Comparable
16.7% More Complex

83.3%	Comparable		Industry - Type of Employer					
16.7%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	2	0	0	1	1	0	
	Employees Reported	6	0	0	4	2	0	
	25th Percentile (\$000's)	66.3	--	--	--	--	--	
	50th Percentile (\$000's)	71.7	--	--	--	--	--	
	75th Percentile (\$000's)	83.3	--	--	--	--	--	
	Average (\$000's)	85.1	--	--	--	--	--	
Incentive Pay								
	% Incentive Eligible	33%	--	--	50%	0%	--	
	25th Percentile (\$000's)	--	--	--	--	--	--	
	50th Percentile (\$000's)	--	--	--	--	--	--	
	75th Percentile (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	66.6	--	--	--	--	--	
	50th Percentile (\$000's)	76.3	--	--	--	--	--	
	75th Percentile (\$000's)	85.2	--	--	--	--	--	
	Average (\$000's)	86.6	--	--	--	--	--	
Most Recent New Hire								
	Employers Reported	1	0	0	1	0	0	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 591**CLINICAL LAB MANAGER****Description**

Directly or indirectly manages the financial and technical operations of a clinical laboratory department. Develops, implements and monitors policies and procedures for the clinical laboratory. Ensures the provision of the accurate and timely determination of test results. Maintains compliance with all governmental accreditation and regulatory agency requirements. Directs quality assurance, education and training programs for laboratory staff. Typically requires a Bachelor's Degree and 7 years experience in medical technology or related field.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	1	0	1	0	1
Employees Reported	0	0	4	2	0	4	0	2
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Incentive Pay								
% Incentive Eligible	--	--	50%	0%	--	50%	--	0%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Most Recent New Hire								
Employers Reported	0	0	1	0	0	1	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 596**QUALITY ASSURANCE/QUALITY CONTROL INSPECTOR****Description**

Assures the integrity of the company's products through verification and validation testing and inspection and control of material. Assists engineers in the verification of new product development designs to assure compliance with product requirements, safety standards, and risk management countermeasures. Also responsible for the inspection function in quality assurance, including incoming inspection, in process inspection, manages delivery holds; controls inventory locations for pre-released products and quarantined product, releasing products for distribution, addressing non-conforming materials from the inspection functions, and controlling quality records. Typically requires an Associates Degree with 3 years related experience.

Job Match Comparability

6.3% Less Complex

87.5% Comparable

6.3% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	8	1	5	2	0	0
Employees Reported	16	1	7	8	0	0
25th Percentile (\$000's)	41.4	--	48.9	38.8	--	--
50th Percentile (\$000's)	47.7	--	52.8	43.0	--	--
75th Percentile (\$000's)	54.2	--	58.9	47.3	--	--
Average (\$000's)	50.8	--	55.7	45.6	--	--
Incentive Pay						
% Incentive Eligible	63%	0%	71%	63%	--	--
25th Percentile (\$000's)	3.1	--	5.3	3.0	--	--
50th Percentile (\$000's)	4.4	--	5.3	3.8	--	--
75th Percentile (\$000's)	4.5	--	5.3	4.5	--	--
Average (\$000's)	4.0	--	5.3	3.7	--	--
Total Cash Compensation						
Base Plus Incentive Pay						
25th Percentile (\$000's)	42.6	--	48.9	41.2	--	--
50th Percentile (\$000's)	50.7	--	52.8	43.4	--	--
75th Percentile (\$000's)	54.2	--	58.9	51.7	--	--
Average (\$000's)	52.1	--	56.5	47.4	--	--
Most Recent New Hire						
Employers Reported	2	0	0	2	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 596**QUALITY ASSURANCE/QUALITY CONTROL INSPECTOR****Description**

Assures the integrity of the company's products through verification and validation testing and inspection and control of material. Assists engineers in the verification of new product development designs to assure compliance with product requirements, safety standards, and risk management countermeasures. Also responsible for the inspection function in quality assurance, including incoming inspection, in process inspection, manages delivery holds; controls inventory locations for pre-released products and quarantined product, releasing products for distribution, addressing non-conforming materials from the inspection functions, and controlling quality records. Typically requires an Associates Degree with 3 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	1	2	3	2	2	0	4
Employees Reported	2	1	10	3	2	8	0	6
25th Percentile (\$000's)	--	--	42.5	--	--	39.0	--	50.4
50th Percentile (\$000's)	--	--	47.3	58.1	--	43.0	--	52.8
75th Percentile (\$000's)	--	--	49.3	--	--	47.3	--	56.8
Average (\$000's)	--	--	48.2	65.2	--	46.0	--	57.7
Incentive Pay								
% Incentive Eligible	50%	0%	70%	67%	50%	50%	--	83%
25th Percentile (\$000's)	--	--	3.0	--	--	--	--	5.3
50th Percentile (\$000's)	--	--	3.8	--	--	3.8	--	5.3
75th Percentile (\$000's)	--	--	4.5	--	--	--	--	5.3
Average (\$000's)	--	--	--	--	--	--	--	5.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	43.1	--	--	41.2	--	50.4
50th Percentile (\$000's)	--	--	48.9	58.1	--	43.4	--	52.8
75th Percentile (\$000's)	--	--	51.7	--	--	51.7	--	56.8
Average (\$000's)	--	--	49.7	67.0	--	47.9	--	58.6
Most Recent New Hire								
Employers Reported	1	0	1	0	1	1	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 598**BIostatistician/Statistician****Description**

Performs statistical design, modeling, and analyses on research data, typically to support product development. Interacts and consults with physicians, scientists and engineers to ensure proper use of statistical methodology and interpretation of results. May respond to questions from regulatory authorities on statistical issues. Typically has an advanced degree with a focus in statistics, bioinformatics and/or machine learning techniques along with 4 - 5 years of related experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	2	0	0	1	1	0
	Employees Reported	3	0	0	2	1	0
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	90.3	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	83.3	--	--	--	--	--
Incentive Pay							
	% Incentive Eligible	67%	--	--	50%	100%	--
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	--	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--
Total Cash Compensation							
Base Plus Incentive Pay							
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	98.9	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	87.7	--	--	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 598**BIOSTATISTICIAN/STATISTICIAN****Description**

Performs statistical design, modeling, and analyses on research data, typically to support product development. Interacts and consults with physicians, scientists and engineers to ensure proper use of statistical methodology and interpretation of results. May respond to questions from regulatory authorities on statistical issues. Typically has an advanced degree with a focus in statistics, bioinformatics and/or machine learning techniques along with 4 - 5 years of related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	1	0	0	2	0	0
Employees Reported	0	1	2	0	0	3	0	0
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	90.3	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	83.3	--	--
Incentive Pay								
% Incentive Eligible	--	100%	50%	--	--	67%	--	--
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	98.9	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	87.7	--	--
Most Recent New Hire								
Employers Reported	0	0	1	0	0	1	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 651**ANALYST/PROGRAMMER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 652 Analyst/Programmer I; 653 Analyst/Programmer II, and 654 Analyst/Programmer III

Job Match Comparability

1.1% Less Complex

98.3% Comparable

0.6% More Complex

98.3%	Comparable		Industry - Type of Employer				
0.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	20	3	4	0	2	11
	Employees Reported	701	13	9	0	26	653
	25th Percentile (\$000's)	66.3	53.8	64.0	--	57.4	66.9
	50th Percentile (\$000's)	73.1	62.5	79.5	--	63.4	73.7
	75th Percentile (\$000's)	79.7	72.8	88.8	--	67.9	79.8
	Average (\$000's)	72.6	67.6	72.0	--	63.8	73.1
Incentive Pay							
	% Incentive Eligible	92%	85%	89%	--	4%	95%
	25th Percentile (\$000's)	4.8	2.0	6.1	--	--	4.8
	50th Percentile (\$000's)	6.0	2.2	6.9	--	--	6.0
	75th Percentile (\$000's)	7.0	2.5	11.8	--	--	7.0
	Average (\$000's)	5.8	4.1	8.6	--	--	5.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	70.1	55.7	64.0	--	58.9	71.1
	50th Percentile (\$000's)	78.3	64.7	85.5	--	63.9	78.8
	75th Percentile (\$000's)	85.7	75.3	95.5	--	67.9	85.7
	Average (\$000's)	77.4	71.0	77.7	--	64.2	78.1
Most Recent New Hire							
	Employers Reported	6	1	0	0	0	5
	Median (\$000's)	68.8	--	--	--	--	70.5
	Average (\$000's)	70.0	--	--	--	--	71.3

Job Code 651**ANALYST/PROGRAMMER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 652 Analyst/Programmer I; 653 Analyst/Programmer II, and 654 Analyst/Programmer III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	5	3	12	1	4	2	13
Employees Reported	0	14	4	683	1	13	3	684
25th Percentile (\$000's)	--	56.8	--	66.6	--	55.7	--	66.5
50th Percentile (\$000's)	--	62.5	51.8	73.4	--	62.5	40.1	73.4
75th Percentile (\$000's)	--	72.5	--	79.7	--	72.8	--	79.7
Average (\$000's)	--	67.2	51.9	72.8	--	67.7	48.0	72.8
Incentive Pay								
% Incentive Eligible	--	86%	75%	92%	0%	92%	67%	92%
25th Percentile (\$000's)	--	2.1	--	4.8	--	2.1	--	4.8
50th Percentile (\$000's)	--	2.3	2.3	6.1	--	2.3	--	6.1
75th Percentile (\$000's)	--	2.7	--	7.0	--	2.7	--	7.0
Average (\$000's)	--	4.5	2.3	5.8	--	4.5	--	5.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	61.0	--	70.5	--	64.1	--	70.5
50th Percentile (\$000's)	--	65.2	52.0	78.4	--	65.8	40.1	78.4
75th Percentile (\$000's)	--	75.1	--	85.7	--	75.3	--	85.7
Average (\$000's)	--	71.1	52.5	77.7	--	71.9	48.0	77.7
Most Recent New Hire								
Employers Reported	0	1	0	5	0	1	0	5
Median (\$000's)	--	--	--	70.5	--	--	--	70.5
Average (\$000's)	--	--	--	71.3	--	--	--	71.3

Job Code 652**ANALYST/PROGRAMMER I****Description**

Plans, develops, tests, and documents mainframe-resident and client/ server computer applications programs, generally working from source data provided by senior analyst/programmers. May review system capabilities and scheduling limitations to determine if requested application or modification is possible within existing system. Applies standard programming procedures, including graphical user interface (GUI) development, and a detailed knowledge of the application being programmed. Prepares program documentation and materials for users. Normally requires a relevant degree, proficiency in a language such as C, C++, Visual Basic, or JAVA, and 2–4 years programming experience.

Job Match Comparability

10.3% Less Complex

85.9% Comparable

3.8% More Complex

		Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations				
Annual Base Pay						
Employers Reported	10	1	2	0	1	6
Employees Reported	78	1	3	0	9	65
25th Percentile (\$000's)	49.1	--	--	--	--	49.0
50th Percentile (\$000's)	55.1	--	40.1	--	--	55.1
75th Percentile (\$000's)	67.7	--	--	--	--	68.2
Average (\$000's)	58.8	--	48.0	--	--	59.4
Incentive Pay						
% Incentive Eligible	72%	0%	67%	--	0%	83%
25th Percentile (\$000's)	2.2	--	--	--	--	2.2
50th Percentile (\$000's)	2.9	--	--	--	--	2.9
75th Percentile (\$000's)	3.6	--	--	--	--	3.6
Average (\$000's)	3.0	--	--	--	--	3.0
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	51.9	--	--	--	--	51.9
50th Percentile (\$000's)	57.1	--	40.1	--	--	57.4
75th Percentile (\$000's)	69.4	--	--	--	--	69.9
Average (\$000's)	60.7	--	48.0	--	--	61.6
Most Recent New Hire						
Employers Reported	2	0	0	0	0	2
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 652**ANALYST/PROGRAMMER I****Description**

Plans, develops, tests, and documents mainframe-resident and client/ server computer applications programs, generally working from source data provided by senior analyst/programmers. May review system capabilities and scheduling limitations to determine if requested application or modification is possible within existing system. Applies standard programming procedures, including graphical user interface (GUI) development, and a detailed knowledge of the application being programmed. Prepares program documentation and materials for users. Normally requires a relevant degree, proficiency in a language such as C, C++, Visual Basic, or JAVA, and 2–4 years programming experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	2	8	0	0	2	8
Employees Reported	0	0	3	75	0	0	3	75
25th Percentile (\$000's)	--	--	--	49.4	--	--	--	49.4
50th Percentile (\$000's)	--	--	40.1	55.1	--	--	40.1	55.1
75th Percentile (\$000's)	--	--	--	67.9	--	--	--	67.9
Average (\$000's)	--	--	48.0	59.3	--	--	48.0	59.3
Incentive Pay								
% Incentive Eligible	--	--	67%	72%	--	--	67%	72%
25th Percentile (\$000's)	--	--	--	2.2	--	--	--	2.2
50th Percentile (\$000's)	--	--	--	2.9	--	--	--	2.9
75th Percentile (\$000's)	--	--	--	3.6	--	--	--	3.6
Average (\$000's)	--	--	--	3.0	--	--	--	3.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	52.0	--	--	--	52.0
50th Percentile (\$000's)	--	--	40.1	57.3	--	--	40.1	57.3
75th Percentile (\$000's)	--	--	--	69.6	--	--	--	69.6
Average (\$000's)	--	--	48.0	61.2	--	--	48.0	61.2
Most Recent New Hire								
Employers Reported	0	0	0	2	0	0	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 653**ANALYST/PROGRAMMER II****Description**

Designs, prototypes, develop, and maintain complex business, accounting, and management information systems in both centralized and networked environments. Typically works on more complex assignments that require non-standard programming techniques and/or extensive knowledge of advanced development languages. Evaluates user requests for new or modified programs to determine feasibility, cost, and time requirements, and compatibility with existing systems and capabilities. Determines programming specifications. Provides assistance to lower level analyst/ programmers. Typically requires a degree in computer science, management information systems, or business, proficiency in two or more programming languages, and 5–7 years related experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	16	2	2	0	2	10
	Employees Reported	245	11	2	0	10	222
	25th Percentile (\$000's)	62.9	57.9	--	--	60.6	63.1
	50th Percentile (\$000's)	66.7	62.5	--	--	64.1	66.8
	75th Percentile (\$000's)	71.8	72.3	--	--	67.2	71.9
	Average (\$000's)	67.4	66.4	--	--	63.9	67.6
Incentive Pay							
	% Incentive Eligible	89%	91%	100%	--	10%	92%
	25th Percentile (\$000's)	4.4	2.0	--	--	--	4.4
	50th Percentile (\$000's)	4.9	2.2	--	--	--	4.9
	75th Percentile (\$000's)	5.2	2.5	--	--	--	5.2
	Average (\$000's)	4.8	2.3	--	--	--	4.9
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	65.9	59.9	--	--	63.3	66.7
	50th Percentile (\$000's)	71.1	64.7	--	--	64.8	71.4
	75th Percentile (\$000's)	74.8	74.8	--	--	67.4	75.1
	Average (\$000's)	71.3	68.5	--	--	64.9	71.7
Most Recent New Hire							
	Employers Reported	5	1	0	0	0	4
	Median (\$000's)	67.7	--	--	--	--	69.5
	Average (\$000's)	67.1	--	--	--	--	68.3

Job Code 653**ANALYST/PROGRAMMER II****Description**

Designs, prototypes, develop, and maintain complex business, accounting, and management information systems in both centralized and networked environments. Typically works on more complex assignments that require non-standard programming techniques and/or extensive knowledge of advanced development languages. Evaluates user requests for new or modified programs to determine feasibility, cost, and time requirements, and compatibility with existing systems and capabilities. Determines programming specifications. Provides assistance to lower level analyst/ programmers. Typically requires a degree in computer science, management information systems, or business, proficiency in two or more programming languages, and 5–7 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	4	1	11	1	3	0	12
Employees Reported	0	13	1	231	1	12	0	232
25th Percentile (\$000's)	--	55.7	--	63.1	--	55.3	--	63.1
50th Percentile (\$000's)	--	62.5	--	66.8	--	62.5	--	66.8
75th Percentile (\$000's)	--	71.8	--	71.9	--	72.0	--	71.8
Average (\$000's)	--	64.9	--	67.6	--	65.3	--	67.6
Incentive Pay								
% Incentive Eligible	--	85%	100%	89%	0%	92%	--	89%
25th Percentile (\$000's)	--	2.0	--	4.4	--	2.0	--	4.4
50th Percentile (\$000's)	--	2.2	--	4.9	--	2.2	--	4.9
75th Percentile (\$000's)	--	2.5	--	5.2	--	2.5	--	5.2
Average (\$000's)	--	3.0	--	4.9	--	3.0	--	4.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	60.0	--	66.6	--	62.0	--	66.5
50th Percentile (\$000's)	--	64.7	--	71.2	--	65.2	--	71.2
75th Percentile (\$000's)	--	74.3	--	74.9	--	74.5	--	74.8
Average (\$000's)	--	67.4	--	71.6	--	68.0	--	71.5
Most Recent New Hire								
Employers Reported	0	1	0	4	0	1	0	4
Median (\$000's)	--	--	--	69.5	--	--	--	69.5
Average (\$000's)	--	--	--	68.3	--	--	--	68.3

Job Code 654**ANALYST/PROGRAMMER III****Description**

Works with users to establish and validate requests for new programs; outlines steps required for program development, including diagrams and charts; determines feasibility, cost, and time requirements; and compatibility with existing systems and capabilities. Provides advanced technical guidance to and may oversee work of lower level analyst/programmers. Writes program documentation and user operations guidelines. Requires comprehensive knowledge of programming techniques and multiple programming languages of networked and centralized operating systems, and the capabilities of enterprise database products and development suites. Typically requires a related degree and 8+ years related experience.

Job Match Comparability

0.0% Less Complex

99.7% Comparable

0.3% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	9	1	2	0	1	5
Employees Reported	378	1	4	0	7	366
25th Percentile (\$000's)	74.0	--	--	--	--	74.1
50th Percentile (\$000's)	78.7	--	91.5	--	--	78.7
75th Percentile (\$000's)	82.1	--	--	--	--	82.0
Average (\$000's)	78.8	--	89.2	--	--	78.8

Incentive Pay

% Incentive Eligible	98%	100%	100%	--	0%	100%
25th Percentile (\$000's)	6.2	--	--	--	--	6.2
50th Percentile (\$000's)	6.8	--	10.0	--	--	6.8
75th Percentile (\$000's)	7.2	--	--	--	--	7.2
Average (\$000's)	6.8	--	9.9	--	--	6.8

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	79.6	--	--	--	--	79.8
50th Percentile (\$000's)	84.4	--	101.5	--	--	84.6
75th Percentile (\$000's)	88.4	--	--	--	--	88.3
Average (\$000's)	84.8	--	99.0	--	--	84.9

Most Recent New Hire

Employers Reported	2	0	0	0	0	2
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 654**ANALYST/PROGRAMMER III****Description**

Works with users to establish and validate requests for new programs; outlines steps required for program development, including diagrams and charts; determines feasibility, cost, and time requirements; and compatibility with existing systems and capabilities. Provides advanced technical guidance to and may oversee work of lower level analyst/programmers. Writes program documentation and user operations guidelines. Requires comprehensive knowledge of programming techniques and multiple programming languages of networked and centralized operating systems, and the capabilities of enterprise database products and development suites. Typically requires a related degree and 8+ years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	0	8	0	1	0	8
Employees Reported	0	1	0	377	0	1	0	377
25th Percentile (\$000's)	--	--	--	74.0	--	--	--	74.0
50th Percentile (\$000's)	--	--	--	78.7	--	--	--	78.7
75th Percentile (\$000's)	--	--	--	82.0	--	--	--	82.0
Average (\$000's)	--	--	--	78.7	--	--	--	78.7
Incentive Pay								
% Incentive Eligible	--	100%	--	98%	--	100%	--	98%
25th Percentile (\$000's)	--	--	--	6.2	--	--	--	6.2
50th Percentile (\$000's)	--	--	--	6.8	--	--	--	6.8
75th Percentile (\$000's)	--	--	--	7.2	--	--	--	7.2
Average (\$000's)	--	--	--	6.8	--	--	--	6.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	79.6	--	--	--	79.6
50th Percentile (\$000's)	--	--	--	84.4	--	--	--	84.4
75th Percentile (\$000's)	--	--	--	88.3	--	--	--	88.3
Average (\$000's)	--	--	--	84.7	--	--	--	84.7
Most Recent New Hire								
Employers Reported	0	0	0	2	0	0	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 601**SOFTWARE DEVELOPER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 602 Software Developer I, 603 Software Developer II and 605 Software Developer III

Job Match Comparability

2.8% Less Complex
 77.1% Comparable
 20.1% More Complex

77.1%	Comparable	Industry - Type of Employer					
20.1%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	25	11	3	4	1	6
	Employees Reported	571	216	14	186	1	154
	25th Percentile (\$000's)	62.4	64.4	56.5	55.1	--	75.3
	50th Percentile (\$000's)	77.0	77.3	61.8	65.0	--	86.5
	75th Percentile (\$000's)	89.0	86.5	80.9	82.3	--	101.8
	Average (\$000's)	77.7	75.4	70.5	70.1	--	90.9
Incentive Pay							
	% Incentive Eligible	35%	50%	21%	32%	0%	20%
	25th Percentile (\$000's)	3.1	3.0	--	3.4	--	6.0
	50th Percentile (\$000's)	4.6	3.5	12.2	4.2	--	8.0
	75th Percentile (\$000's)	6.8	5.9	--	4.8	--	8.8
	Average (\$000's)	5.5	5.5	12.2	4.2	--	7.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	62.5	65.0	57.3	55.1	--	78.0
	50th Percentile (\$000's)	78.0	78.0	63.6	65.4	--	89.0
	75th Percentile (\$000's)	92.0	88.3	80.9	82.6	--	102.2
	Average (\$000's)	79.0	76.7	72.2	71.0	--	92.4
Most Recent New Hire							
	Employers Reported	12	9	1	1	0	1
	Median (\$000's)	73.4	67.5	--	--	--	--
	Average (\$000's)	71.7	68.0	--	--	--	--

Job Code 601**SOFTWARE DEVELOPER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 602 Software Developer I, 603 Software Developer II and 605 Software Developer III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	7	6	4	8	6	8	3	8
Employees Reported	36	55	76	404	21	71	75	404
25th Percentile (\$000's)	62.6	64.8	60.9	62.3	69.0	64.0	60.9	62.3
50th Percentile (\$000's)	80.2	81.0	75.1	75.8	82.0	81.0	75.1	75.8
75th Percentile (\$000's)	90.9	87.8	85.2	90.0	89.0	89.0	85.1	90.0
Average (\$000's)	79.7	80.3	72.3	78.2	81.3	79.9	72.0	78.2
Incentive Pay								
% Incentive Eligible	47%	96%	71%	19%	62%	80%	72%	19%
25th Percentile (\$000's)	3.1	2.9	3.7	4.0	3.1	2.9	3.7	4.0
50th Percentile (\$000's)	5.0	3.2	5.6	4.9	4.0	3.2	5.6	4.9
75th Percentile (\$000's)	6.3	5.6	6.6	7.5	5.7	6.3	6.6	7.5
Average (\$000's)	5.6	5.6	5.1	5.6	4.3	6.0	5.1	5.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	64.9	70.8	60.9	62.4	71.8	64.9	60.9	62.4
50th Percentile (\$000's)	80.2	82.8	75.1	77.3	82.0	82.3	75.1	77.3
75th Percentile (\$000's)	90.9	93.2	86.6	93.1	89.6	92.5	85.9	93.1
Average (\$000's)	81.6	84.2	73.2	79.1	83.3	83.2	72.9	79.1
Most Recent New Hire								
Employers Reported	4	2	3	3	4	2	3	3
Median (\$000's)	74.8	--	57.1	80.0	74.8	--	57.1	80.0
Average (\$000's)	72.9	--	61.1	80.9	72.9	--	61.1	80.9

Job Code 602**SOFTWARE DEVELOPER I****Description**

Assists in the design and coding of software products. Conducts system tests. Identifies and debugs relatively simple problems and recommends fixes. Codes enhancements and supports features. Participates in writing product and user documentation. Requires extensive knowledge of one or more platforms and operating systems, and of programming languages such as Visual Basic, C, C++, JAVA, .Net, Websphere, J2EE, etc. Requires a degree in computer science, electrical/electronics engineering, math, physics, or an equivalent discipline, and 2–3 years software development experience. May be titled Software Engineer.

Job Match Comparability

12.2% Less Complex
 84.3% Comparable
 3.5% More Complex

84.3%	Comparable	Industry - Type of Employer					
3.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	11	5	1	3	0	2
	Employees Reported	115	54	3	38	0	20
	25th Percentile (\$000's)	48.0	48.0	--	45.5	--	59.2
	50th Percentile (\$000's)	52.5	55.3	--	49.6	--	70.3
	75th Percentile (\$000's)	61.5	63.2	--	50.7	--	72.0
	Average (\$000's)	55.5	56.0	--	48.7	--	66.9
Incentive Pay							
	% Incentive Eligible	17%	24%	0%	13%	--	5%
	25th Percentile (\$000's)	1.5	2.8	--	1.4	--	--
	50th Percentile (\$000's)	2.8	3.1	--	1.4	--	--
	75th Percentile (\$000's)	4.1	5.0	--	1.4	--	--
	Average (\$000's)	3.4	4.3	--	1.4	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	48.1	48.1	--	45.5	--	59.2
	50th Percentile (\$000's)	52.8	55.8	--	49.6	--	70.3
	75th Percentile (\$000's)	61.5	63.2	--	50.7	--	72.0
	Average (\$000's)	55.7	56.4	--	48.7	--	66.9
Most Recent New Hire							
	Employers Reported	5	3	1	1	0	0
	Median (\$000's)	52.3	50.0	--	--	--	--
	Average (\$000's)	51.1	50.4	--	--	--	--

Job Code 602**SOFTWARE DEVELOPER I****Description**

Assists in the design and coding of software products. Conducts system tests. Identifies and debugs relatively simple problems and recommends fixes. Codes enhancements and supports features. Participates in writing product and user documentation. Requires extensive knowledge of one or more platforms and operating systems, and of programming languages such as Visual Basic, C, C++, JAVA, .Net, Websphere, J2EE, etc. Requires a degree in computer science, electrical/electronics engineering, math, physics, or an equivalent discipline, and 2–3 years software development experience. May be titled Software Engineer.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	2	2	4	2	3	2	4
Employees Reported	8	9	17	81	2	15	17	81
25th Percentile (\$000's)	59.3	45.0	43.8	49.3	--	46.8	43.8	49.3
50th Percentile (\$000's)	61.0	47.5	48.0	51.6	--	60.0	48.0	51.6
75th Percentile (\$000's)	62.7	58.5	55.1	63.5	--	61.5	55.1	63.5
Average (\$000's)	62.6	50.3	50.2	56.4	--	56.2	50.2	56.4
Incentive Pay								
% Incentive Eligible	13%	100%	41%	2%	50%	60%	41%	2%
25th Percentile (\$000's)	--	2.8	--	--	--	2.8	--	--
50th Percentile (\$000's)	--	3.1	--	--	--	3.1	--	--
75th Percentile (\$000's)	--	5.0	--	--	--	5.0	--	--
Average (\$000's)	--	4.3	--	--	--	4.3	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	59.3	45.0	43.8	49.3	--	48.9	43.8	49.3
50th Percentile (\$000's)	61.0	50.3	48.0	52.5	--	60.0	48.0	52.5
75th Percentile (\$000's)	62.7	58.5	55.1	63.5	--	61.5	55.1	63.5
Average (\$000's)	62.7	52.7	50.2	56.4	--	57.6	50.2	56.4
Most Recent New Hire								
Employers Reported	1	1	2	1	1	1	2	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 603**SOFTWARE DEVELOPER II****Description**

Designs and codes software components, units, and modules that meet product specification and development schedules. Tests and debugs assigned components and units. Adheres to product build and release schedules and strategies. Acts as a technical resource for lower level developers. Requires comprehensive knowledge of one or more platforms and operating systems, and of languages such as Visual Basic, C, C++, JAVA, .Net, Websphere, J2EE, etc. Requires a degree in computer science, electrical engineering, math, or an equivalent field, and 4–6 years software development experience. May be titled Senior Software Engineer.

Job Match Comparability

0.0% Less Complex
 60.8% Comparable
 39.2% More Complex

60.8%	Comparable		Industry - Type of Employer				
39.2%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	20	9	2	3	0	6
	Employees Reported	194	71	6	91	0	26
	25th Percentile (\$000's)	61.4	67.2	58.3	57.2	--	69.8
	50th Percentile (\$000's)	67.2	74.0	60.9	63.0	--	75.1
	75th Percentile (\$000's)	75.6	79.4	62.2	68.2	--	79.1
	Average (\$000's)	68.6	73.7	60.4	63.8	--	73.3
Incentive Pay							
	% Incentive Eligible	35%	55%	33%	16%	--	42%
	25th Percentile (\$000's)	2.9	2.7	--	2.9	--	5.8
	50th Percentile (\$000's)	3.4	3.0	--	3.3	--	6.7
	75th Percentile (\$000's)	5.8	5.3	--	3.4	--	7.0
	Average (\$000's)	4.3	3.7	--	3.3	--	6.2
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	62.0	67.4	60.8	57.4	--	72.0
	50th Percentile (\$000's)	68.3	74.0	61.8	63.0	--	78.3
	75th Percentile (\$000's)	78.0	80.7	64.0	69.3	--	81.6
	Average (\$000's)	69.6	74.8	61.6	64.2	--	75.9
Most Recent New Hire							
	Employers Reported	2	1	1	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 603**SOFTWARE DEVELOPER II****Description**

Designs and codes software components, units, and modules that meet product specification and development schedules. Tests and debugs assigned components and units. Adheres to product build and release schedules and strategies. Acts as a technical resource for lower level developers. Requires comprehensive knowledge of one or more platforms and operating systems, and of languages such as Visual Basic, C, C++, JAVA, .Net, Websphere, J2EE, etc. Requires a degree in computer science, electrical engineering, math, or an equivalent field, and 4–6 years software development experience. May be titled Senior Software Engineer.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	4	3	8	3	6	3	8
Employees Reported	13	18	25	138	8	23	25	138
25th Percentile (\$000's)	62.7	67.9	63.0	60.0	68.6	64.0	63.0	60.0
50th Percentile (\$000's)	69.0	79.4	67.0	66.3	70.3	77.5	67.0	66.3
75th Percentile (\$000's)	85.0	85.4	75.2	74.0	86.0	85.2	75.2	74.0
Average (\$000's)	72.6	76.4	68.8	67.2	76.8	74.2	68.8	67.2
Incentive Pay								
% Incentive Eligible	77%	100%	68%	16%	100%	87%	68%	16%
25th Percentile (\$000's)	3.1	2.7	4.9	3.3	3.1	2.7	4.9	3.3
50th Percentile (\$000's)	3.3	3.0	5.5	4.2	3.1	3.0	5.5	4.2
75th Percentile (\$000's)	5.2	3.0	5.7	6.7	3.5	3.1	5.7	6.7
Average (\$000's)	3.9	3.5	5.1	4.9	3.2	3.7	5.1	4.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	65.9	70.3	63.0	60.0	70.5	65.5	63.0	60.0
50th Percentile (\$000's)	71.5	82.0	67.0	66.7	72.1	80.2	67.0	66.7
75th Percentile (\$000's)	85.0	88.4	76.9	74.9	86.1	87.8	76.9	74.9
Average (\$000's)	74.4	79.1	69.6	67.8	78.8	76.6	69.6	67.8
Most Recent New Hire								
Employers Reported	2	2	1	2	2	2	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 605**SOFTWARE DEVELOPER III****Description**

Oversees technical design, development, and implementation of large projects and/or major software products and systems. Assists in defining architecture requirements and establishing standards for design and development. Consults with management and customers regarding product feasibility and viability of product plans and designs. Serves as primary technical resource to development team. Provides product demonstrations and participates in trade shows, seminars, industry panels, and user group meetings. Interacts with customers regarding strategies, requirements, problem solving, and support. This is normally the senior non-management developer level. Requires comprehensive knowledge of one or more platforms and operating systems, and of programming languages such as Visual Basic, C and C++. Typically requires 8 or more years of software product development experience and expert knowledge of specific products, systems, and lines of business.

Job Match Comparability

0.8% Less Complex
85.9% Comparable
13.4% More Complex

85.9%	Comparable	Industry - Type of Employer					
13.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	23	10	3	4	1	5
	Employees Reported	262	91	5	57	1	108
	25th Percentile (\$000's)	82.5	81.0	84.1	83.1	--	84.9
	50th Percentile (\$000's)	90.4	87.4	87.0	93.3	--	95.0
	75th Percentile (\$000's)	100.3	92.7	91.6	100.8	--	110.0
	Average (\$000's)	94.2	88.1	91.5	94.4	--	99.6
Incentive Pay							
	% Incentive Eligible	44%	60%	20%	70%	0%	18%
	25th Percentile (\$000's)	4.1	3.2	--	4.1	--	8.0
	50th Percentile (\$000's)	5.4	5.5	--	4.4	--	8.6
	75th Percentile (\$000's)	8.2	7.0	--	5.0	--	9.0
	Average (\$000's)	6.4	6.9	--	4.5	--	8.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	85.0	82.0	84.1	84.2	--	87.4
	50th Percentile (\$000's)	92.5	88.8	87.0	97.3	--	96.1
	75th Percentile (\$000's)	102.6	94.5	91.6	105.3	--	110.6
	Average (\$000's)	96.2	90.3	94.9	96.9	--	101.0
Most Recent New Hire							
	Employers Reported	6	5	0	1	0	0
	Median (\$000's)	85.0	82.0	--	--	--	--
	Average (\$000's)	88.5	85.7	--	--	--	--

Job Code 605**SOFTWARE DEVELOPER III****Description**

Oversees technical design, development, and implementation of large projects and/or major software products and systems. Assists in defining architecture requirements and establishing standards for design and development. Consults with management and customers regarding product feasibility and viability of product plans and designs. Serves as primary technical resource to development team. Provides product demonstrations and participates in trade shows, seminars, industry panels, and user group meetings. Interacts with customers regarding strategies, requirements, problem solving, and support. This is normally the senior non-management developer level. Requires comprehensive knowledge of one or more platforms and operating systems, and of programming languages such as Visual Basic, C and C++. Typically requires 8 or more years of software product development experience and expert knowledge of specific products, systems, and lines of business.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	6	6	4	7	5	8	3	7
Employees Reported	15	28	34	185	11	33	33	185
25th Percentile (\$000's)	82.6	81.0	80.9	83.5	80.8	82.0	80.8	83.5
50th Percentile (\$000's)	92.0	86.9	86.3	92.5	83.2	89.0	85.3	92.5
75th Percentile (\$000's)	104.0	93.5	92.7	105.0	91.6	98.7	92.7	105.0
Average (\$000's)	95.0	92.4	85.8	96.0	89.2	94.7	85.7	96.0
Incentive Pay								
% Incentive Eligible	40%	93%	88%	29%	36%	85%	91%	29%
25th Percentile (\$000's)	5.5	3.2	3.7	4.2	--	3.2	3.7	4.2
50th Percentile (\$000's)	6.0	5.4	5.9	5.0	5.8	5.4	5.9	5.0
75th Percentile (\$000's)	9.7	8.5	6.8	8.3	--	8.9	6.8	8.3
Average (\$000's)	8.6	7.6	5.2	5.9	6.4	8.1	5.2	5.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	84.8	81.8	81.1	85.6	80.8	82.9	80.8	85.6
50th Percentile (\$000's)	92.0	92.3	87.8	94.3	87.5	92.5	87.4	94.3
75th Percentile (\$000's)	104.0	101.7	93.5	105.5	91.6	103.9	93.8	105.5
Average (\$000's)	97.9	97.6	87.2	97.5	91.6	99.6	87.1	97.5
Most Recent New Hire								
Employers Reported	1	2	1	2	1	2	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 607**SOFTWARE DEVELOPMENT MANAGER****Description**

Manages software design teams of moderate to large size and complexity. Evaluates progress and results of development efforts. Provide senior engineering leadership to hire and direct the software release and quality assurance teams. Responsible for hiring, firing, performance appraisals, and pay reviews of software developers. Ensures corporate software security utilizing software development methods and best practices to protect against possible programming errors and security breaches. Typically requires 10+ years technical experience in software development with 1-3 years of project leadership experience.

Job Match Comparability

16.7% Less Complex
70.0% Comparable
13.3% More Complex

		Industry - Type of Employer				
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	13	7	0	1	0	5
Employees Reported	90	32	0	8	0	50
25th Percentile (\$000's)	97.1	87.9	--	--	--	114.0
50th Percentile (\$000's)	112.6	96.7	--	--	--	127.6
75th Percentile (\$000's)	129.6	104.6	--	--	--	137.8
Average (\$000's)	113.4	97.7	--	--	--	126.5
Incentive Pay						
% Incentive Eligible	16%	22%	--	0%	--	14%
25th Percentile (\$000's)	5.3	3.4	--	--	--	13.0
50th Percentile (\$000's)	10.3	3.9	--	--	--	16.3
75th Percentile (\$000's)	16.4	4.7	--	--	--	17.2
Average (\$000's)	10.9	4.2	--	--	--	14.7
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	97.1	87.9	--	--	--	114.6
50th Percentile (\$000's)	113.8	96.7	--	--	--	128.0
75th Percentile (\$000's)	130.3	106.1	--	--	--	140.7
Average (\$000's)	114.8	98.3	--	--	--	128.5
Most Recent New Hire						
Employers Reported	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 607**SOFTWARE DEVELOPMENT MANAGER****Description**

Manages software design teams of moderate to large size and complexity. Evaluates progress and results of development efforts. Provide senior engineering leadership to hire and direct the software release and quality assurance teams. Responsible for hiring, firing, performance appraisals, and pay reviews of software developers. Ensures corporate software security utilizing software development methods and best practices to protect against possible programming errors and security breaches. Typically requires 10+ years technical experience in software development with 1-3 years of project leadership experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	1	2	5	4	2	1	6
Employees Reported	5	3	4	78	4	4	3	79
25th Percentile (\$000's)	105.0	--	--	96.3	--	--	--	96.3
50th Percentile (\$000's)	115.9	--	115.8	112.6	110.4	111.5	--	113.2
75th Percentile (\$000's)	125.0	--	--	130.3	--	--	--	130.8
Average (\$000's)	114.7	--	118.4	113.6	112.2	107.2	--	113.9
Incentive Pay								
% Incentive Eligible	40%	100%	100%	6%	25%	100%	100%	8%
25th Percentile (\$000's)	--	--	--	16.3	--	--	--	15.9
50th Percentile (\$000's)	--	--	15.8	16.4	--	3.9	--	16.4
75th Percentile (\$000's)	--	--	--	18.0	--	--	--	17.6
Average (\$000's)	--	--	15.8	15.4	--	4.2	--	15.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	115.3	--	--	96.3	--	--	--	96.3
50th Percentile (\$000's)	115.9	--	115.8	113.4	115.6	115.4	--	113.6
75th Percentile (\$000's)	130.0	--	--	131.0	--	--	--	131.4
Average (\$000's)	118.1	--	122.4	114.6	114.7	111.4	--	115.1
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 608**SOFTWARE QUALITY ASSURANCE ANALYST****Description**

Tests employer's software products to increase the quality of product and system delivered to the customer. Develops and implements testing procedures to simulate customer use. Ensures that product meets user requirements and performs to standards. May develop and implement testing procedures on customer premises, using installed systems. Typically requires a degree, detailed and comprehensive knowledge of employer's software products, and 1–3 years experience.

Job Match Comparability

13.7% Less Complex
 61.6% Comparable
 24.7% More Complex

61.6%	Comparable		Industry - Type of Employer				
24.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	13	7	0	1	1	4
	Employees Reported	73	56	0	6	1	10
	25th Percentile (\$000's)	47.7	47.8	--	--	--	52.5
	50th Percentile (\$000's)	55.0	54.0	--	--	--	64.0
	75th Percentile (\$000's)	62.8	60.0	--	--	--	70.0
	Average (\$000's)	55.7	54.6	--	--	--	60.2
Incentive Pay							
	% Incentive Eligible	36%	39%	--	0%	0%	40%
	25th Percentile (\$000's)	1.6	1.9	--	--	--	--
	50th Percentile (\$000's)	2.1	2.3	--	--	--	1.0
	75th Percentile (\$000's)	3.0	3.2	--	--	--	--
	Average (\$000's)	2.3	2.5	--	--	--	1.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	47.7	47.8	--	--	--	52.5
	50th Percentile (\$000's)	55.8	54.7	--	--	--	64.0
	75th Percentile (\$000's)	62.8	60.4	--	--	--	70.0
	Average (\$000's)	56.2	55.2	--	--	--	60.4
Most Recent New Hire							
	Employers Reported	6	3	0	0	0	3
	Median (\$000's)	56.5	46.5	--	--	--	64.0
	Average (\$000's)	56.0	49.0	--	--	--	63.0

Job Code 608**SOFTWARE QUALITY ASSURANCE ANALYST****Description**

Tests employer's software products to increase the quality of product and system delivered to the customer. Develops and implements testing procedures to simulate customer use. Ensures that product meets user requirements and performs to standards. May develop and implement testing procedures on customer premises, using installed systems. Typically requires a degree, detailed and comprehensive knowledge of employer's software products, and 1–3 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	4	2	6	2	3	2	6
Employees Reported	2	14	11	46	3	13	11	46
25th Percentile (\$000's)	--	48.0	48.3	46.8	--	48.0	48.3	46.8
50th Percentile (\$000's)	--	54.5	51.5	56.4	52.9	54.5	51.5	56.4
75th Percentile (\$000's)	--	59.6	55.0	65.8	--	60.0	55.0	65.8
Average (\$000's)	--	56.7	53.7	55.7	56.2	57.4	53.7	55.7
Incentive Pay								
% Incentive Eligible	0%	93%	82%	9%	0%	100%	82%	9%
25th Percentile (\$000's)	--	1.8	3.4	--	--	1.8	3.4	--
50th Percentile (\$000's)	--	2.0	3.5	1.0	--	2.0	3.5	1.0
75th Percentile (\$000's)	--	2.5	3.6	--	--	2.5	3.6	--
Average (\$000's)	--	2.2	3.5	1.0	--	2.2	3.5	1.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	48.4	51.6	46.8	--	49.7	51.6	46.8
50th Percentile (\$000's)	--	55.6	52.4	56.4	52.9	56.4	52.4	56.4
75th Percentile (\$000's)	--	62.5	55.0	65.8	--	62.6	55.0	65.8
Average (\$000's)	--	58.4	54.6	55.7	56.2	59.3	54.6	55.7
Most Recent New Hire								
Employers Reported	0	1	1	4	0	1	1	4
Median (\$000's)	--	--	--	60.0	--	--	--	60.0
Average (\$000's)	--	--	--	60.4	--	--	--	60.4

Job Code 620**BUSINESS ANALYST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 621 Business Analyst and 622 Senior Business Analyst

Job Match Comparability

9.4% Less Complex

67.2% Comparable

23.4% More Complex

67.2%	Comparable		Industry - Type of Employer				
23.4%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	13	5	1	2	0	5
	Employees Reported	64	25	7	10	0	22
	25th Percentile (\$000's)	55.7	46.0	--	55.3	--	62.0
	50th Percentile (\$000's)	71.0	64.0	--	70.7	--	77.2
	75th Percentile (\$000's)	79.5	74.8	--	76.7	--	89.6
	Average (\$000's)	71.2	66.1	--	67.4	--	76.7
Incentive Pay							
	% Incentive Eligible	39%	28%	100%	20%	--	41%
	25th Percentile (\$000's)	2.6	2.2	--	--	--	4.3
	50th Percentile (\$000's)	3.5	2.6	--	--	--	4.8
	75th Percentile (\$000's)	5.2	2.6	--	--	--	6.1
	Average (\$000's)	4.3	3.7	--	--	--	5.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	56.7	46.0	--	55.3	--	66.2
	50th Percentile (\$000's)	72.0	64.9	--	70.7	--	77.4
	75th Percentile (\$000's)	79.5	76.7	--	76.7	--	92.8
	Average (\$000's)	72.4	67.0	--	68.0	--	78.8
Most Recent New Hire							
	Employers Reported	5	2	1	0	0	1
	Median (\$000's)	75.7	--	--	--	--	--
	Average (\$000's)	95.6	--	--	--	--	--

Job Code 620**BUSINESS ANALYST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 621 Business Analyst and 622 Senior Business Analyst

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	2	2	6	2	3	0	8
Employees Reported	8	6	8	42	7	7	0	50
25th Percentile (\$000's)	61.1	60.1	71.4	53.5	60.1	60.3	--	55.0
50th Percentile (\$000's)	64.8	66.3	77.8	69.8	62.0	72.1	--	72.0
75th Percentile (\$000's)	102.4	74.1	92.8	79.3	83.7	75.4	--	79.7
Average (\$000's)	88.4	66.9	79.5	67.0	72.8	85.6	--	69.0
Incentive Pay								
% Incentive Eligible	88%	100%	100%	10%	86%	100%	--	24%
25th Percentile (\$000's)	3.9	2.2	4.3	--	3.9	2.2	--	2.8
50th Percentile (\$000's)	5.7	2.6	4.3	3.6	5.7	2.6	--	4.3
75th Percentile (\$000's)	7.0	2.6	4.3	--	7.0	2.6	--	4.3
Average (\$000's)	5.3	3.7	4.3	3.7	5.3	3.7	--	3.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	63.7	64.2	71.4	55.0	61.9	66.3	--	55.1
50th Percentile (\$000's)	71.5	72.6	77.8	69.8	68.1	74.6	--	72.0
75th Percentile (\$000's)	108.2	76.7	96.1	79.3	89.9	78.0	--	79.7
Average (\$000's)	92.4	70.6	80.1	67.4	77.3	88.7	--	69.4
Most Recent New Hire								
Employers Reported	1	1	1	2	0	2	0	3
Median (\$000's)	--	--	--	--	--	--	--	75.7
Average (\$000's)	--	--	--	--	--	--	--	79.9

Job Code 621**BUSINESS ANALYST****Description**

Analyzes client and customer business needs. Researches and proposes products, systems, and solutions as appropriate. Provides product development and implementation support. Assists teams in implementations at client and customer worksites. Performs or assists in customer and client training. Significant amount of time is spent on the road. Typically requires a degree in business systems, computer science, or engineering and 2 - 4 years experience.

Job Match Comparability

15.0% Less Complex
 55.0% Comparable
 30.0% More Complex

55.0%	Comparable	Industry - Type of Employer					
30.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	10	3	1	2	0	4
	Employees Reported	40	13	2	10	0	15
	25th Percentile (\$000's)	49.5	42.0	--	55.3	--	55.1
	50th Percentile (\$000's)	62.0	46.0	--	70.7	--	67.6
	75th Percentile (\$000's)	74.6	64.9	--	76.7	--	77.2
	Average (\$000's)	65.3	63.1	--	67.4	--	67.5
Incentive Pay							
	% Incentive Eligible	38%	31%	100%	20%	--	47%
	25th Percentile (\$000's)	2.6	--	--	--	--	3.9
	50th Percentile (\$000's)	3.2	2.5	--	--	--	4.3
	75th Percentile (\$000's)	4.4	--	--	--	--	5.5
	Average (\$000's)	3.8	2.4	--	--	--	4.6
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	51.7	42.0	--	55.3	--	56.5
	50th Percentile (\$000's)	64.4	46.0	--	70.7	--	70.0
	75th Percentile (\$000's)	75.1	64.9	--	76.7	--	77.4
	Average (\$000's)	66.4	63.7	--	68.0	--	69.6
Most Recent New Hire							
	Employers Reported	3	2	0	0	0	1
	Median (\$000's)	83.6	--	--	--	--	--
	Average (\$000's)	108.7	--	--	--	--	--

Job Code 621**BUSINESS ANALYST****Description**

Analyzes client and customer business needs. Researches and proposes products, systems, and solutions as appropriate. Provides product development and implementation support. Assists teams in implementations at client and customer worksites. Performs or assists in customer and client training. Significant amount of time is spent on the road. Typically requires a degree in business systems, computer science, or engineering and 2 - 4 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	1	2	5	1	2	0	7
Employees Reported	5	3	3	29	4	4	0	32
25th Percentile (\$000's)	62.0	--	--	46.0	--	--	--	46.0
50th Percentile (\$000's)	62.0	--	58.6	55.9	--	73.5	--	57.3
75th Percentile (\$000's)	67.6	--	--	74.5	--	--	--	74.8
Average (\$000's)	87.8	--	65.0	61.1	--	100.6	--	61.5
Incentive Pay								
% Incentive Eligible	100%	100%	100%	14%	100%	100%	--	22%
25th Percentile (\$000's)	3.1	--	--	--	--	--	--	2.8
50th Percentile (\$000's)	4.8	--	4.3	3.6	--	2.5	--	4.3
75th Percentile (\$000's)	6.4	--	--	--	--	--	--	4.3
Average (\$000's)	4.7	--	4.3	3.7	--	2.4	--	3.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	65.5	--	--	49.7	--	--	--	48.7
50th Percentile (\$000's)	68.1	--	58.6	57.8	--	76.0	--	58.2
75th Percentile (\$000's)	74.8	--	--	74.5	--	--	--	74.8
Average (\$000's)	91.6	--	66.4	61.6	--	102.4	--	62.1
Most Recent New Hire								
Employers Reported	1	1	0	1	0	2	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 622**SENIOR BUSINESS ANALYST****Description**

Builds relationships with clients and customers, including technical and financial buyers. Performs functional consultation for customers and clients. Prepares complex recommendations and proposals. Leads technical teams in implementations at client and customer work sites. Designs and presents customer-client orientation and training. Requires a thorough knowledge of employer's products and solutions. Majority of time is spent on the road. Typically requires a degree in business systems, computer science, or engineering and 5 or more years' experience.

Job Match Comparability

0.0% Less Complex

87.5% Comparable

12.5% More Complex

	All Organizations	Software, Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	8	4	1	0	0	3
Employees Reported	24	12	5	0	0	7
25th Percentile (\$000's)	71.2	60.4	--	--	--	85.8
50th Percentile (\$000's)	78.5	70.3	--	--	--	99.8
75th Percentile (\$000's)	90.2	77.2	--	--	--	107.0
Average (\$000's)	81.2	69.3	--	--	--	96.5
Incentive Pay						
% Incentive Eligible	42%	25%	100%	--	--	29%
25th Percentile (\$000's)	2.7	--	--	--	--	--
50th Percentile (\$000's)	5.2	2.7	--	--	--	--
75th Percentile (\$000's)	7.6	--	--	--	--	--
Average (\$000's)	5.5	4.9	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	71.6	64.3	--	--	--	85.8
50th Percentile (\$000's)	78.6	71.2	--	--	--	105.0
75th Percentile (\$000's)	90.3	78.6	--	--	--	107.0
Average (\$000's)	82.3	70.5	--	--	--	98.3
Most Recent New Hire						
Employers Reported	3	1	1	0	0	1
Median (\$000's)	75.7	--	--	--	--	--
Average (\$000's)	78.2	--	--	--	--	--

Job Code 622**SENIOR BUSINESS ANALYST****Description**

Builds relationships with clients and customers, including technical and financial buyers. Performs functional consultation for customers and clients. Prepares complex recommendations and proposals. Leads technical teams in implementations at client and customer work sites. Designs and presents customer-client orientation and training. Requires a thorough knowledge of employer's products and solutions. Majority of time is spent on the road. Typically requires a degree in business systems, computer science, or engineering and 5 or more years' experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	1	3	2	2	0	4
Employees Reported	3	3	5	13	3	3	0	18
25th Percentile (\$000's)	--	--	--	72.0	--	--	--	76.0
50th Percentile (\$000's)	99.8	60.5	--	79.1	99.8	60.5	--	78.8
75th Percentile (\$000's)	--	--	--	84.6	--	--	--	86.4
Average (\$000's)	89.4	65.5	--	80.1	89.4	65.5	--	82.4
Incentive Pay								
% Incentive Eligible	67%	100%	100%	0%	67%	100%	--	28%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	2.7	--	--	--	2.7	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	4.9	--	--	--	4.9	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	72.0	--	--	--	76.0
50th Percentile (\$000's)	105.0	70.5	--	79.1	105.0	70.5	--	78.8
75th Percentile (\$000's)	--	--	--	84.6	--	--	--	86.4
Average (\$000's)	93.6	70.4	--	80.1	93.6	70.4	--	82.4
Most Recent New Hire								
Employers Reported	0	0	1	2	0	0	0	3
Median (\$000's)	--	--	--	--	--	--	--	75.7
Average (\$000's)	--	--	--	--	--	--	--	78.2

Job Code 624**INTERNET APPLICATIONS DEVELOPER****Description**

Participates as a team member in developing external large scale network based applications (Internet/Intranet) for clients and customers. Applications are typically interactive, crash resistant and secure, and capable of handling hundreds to millions of simultaneous interactions. Specifies functionality and creates proto types. Implements middleware and supporting packages. Integrates systems. Creates documentation. May assist with site maintenance. Competencies typically include C/C++, Java, Visual Basic, CGI, HTML, Perl, and a working knowledge of client server architectures and relational database systems and applications. Normally requires a computer science or engineering degree and 2+ years web developer experience.

Job Match Comparability

28.6% Less Complex

71.4% Comparable

0.0% More Complex

25.6%	Less Complex		Industry - Type of Employer				
71.4%	Comparable						
0.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	3	1	0	0	0	2
	Employees Reported	7	1	0	0	0	6
	25th Percentile (\$000's)	50.3	--	--	--	--	49.2
	50th Percentile (\$000's)	60.0	--	--	--	--	61.3
	75th Percentile (\$000's)	80.0	--	--	--	--	85.0
	Average (\$000's)	65.9	--	--	--	--	66.8
Incentive Pay							
	% Incentive Eligible	0%	0%	--	--	--	0%
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	--	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	50.3	--	--	--	--	49.2
	50th Percentile (\$000's)	60.0	--	--	--	--	61.3
	75th Percentile (\$000's)	80.0	--	--	--	--	85.0
	Average (\$000's)	65.9	--	--	--	--	66.8
Most Recent New Hire							
	Employers Reported	1	0	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 624**INTERNET APPLICATIONS DEVELOPER****Description**

Participates as a team member in developing external large scale network based applications (Internet/Intranet) for clients and customers. Applications are typically interactive, crash resistant and secure, and capable of handling hundreds to millions of simultaneous interactions. Specifies functionality and creates proto types. Implements middleware and supporting packages. Integrates systems. Creates documentation. May assist with site maintenance. Competencies typically include C/C++, Java, Visual Basic, CGI, HTML, Perl, and a working knowledge of client server architectures and relational database systems and applications. Normally requires a computer science or engineering degree and 2+ years web developer experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	0	1	1	1	0	1
Employees Reported	1	5	0	1	1	5	0	1
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Incentive Pay								
% Incentive Eligible	0%	0%	--	0%	0%	0%	--	0%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Most Recent New Hire								
Employers Reported	0	1	0	0	0	1	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 609**PROJECT MANAGER - All Levels****Description**

The data for this position is a combination of the data reported by participants for 610 Project Manager and 625 Senior Project Manager

Job Match Comparability

1.8% Less Complex
 94.7% Comparable
 3.6% More Complex

94.7%	Comparable	Industry - Type of Employer					
3.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	31	6	6	1	3	15
	Employees Reported	225	33	98	18	5	71
	25th Percentile (\$000's)	74.5	68.0	79.7	--	84.9	75.1
	50th Percentile (\$000's)	84.1	82.0	86.6	--	110.0	86.7
	75th Percentile (\$000's)	95.7	91.0	94.5	--	110.0	101.6
	Average (\$000's)	86.3	83.8	86.3	--	101.8	90.3
Incentive Pay							
	% Incentive Eligible	74%	67%	96%	0%	60%	66%
	25th Percentile (\$000's)	6.0	2.7	6.7	--	--	3.2
	50th Percentile (\$000's)	7.5	3.4	7.8	--	6.6	6.9
	75th Percentile (\$000's)	14.1	6.5	14.6	--	--	22.8
	Average (\$000's)	9.8	7.6	9.9	--	7.7	11.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	77.8	68.8	85.1	--	84.9	77.2
	50th Percentile (\$000's)	88.7	82.9	95.1	--	116.5	88.0
	75th Percentile (\$000's)	104.3	94.2	106.0	--	116.6	103.7
	Average (\$000's)	92.0	87.9	95.4	--	106.4	93.6
Most Recent New Hire							
	Employers Reported	6	3	0	0	0	3
	Median (\$000's)	84.0	83.0	--	--	--	90.0
	Average (\$000's)	82.8	79.3	--	--	--	86.2

Job Code 609**PROJECT MANAGER - All Levels****Description**

The data for this position is a combination of the data reported by participants for 610 Project Manager and 625 Senior Project Manager

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	5	4	18	3	6	3	19
Employees Reported	9	21	22	173	6	24	8	187
25th Percentile (\$000's)	97.8	64.1	72.2	75.0	83.8	64.0	66.7	75.1
50th Percentile (\$000's)	110.0	79.2	83.3	84.2	103.1	81.1	73.0	84.7
75th Percentile (\$000's)	125.0	91.0	95.9	94.5	120.9	104.8	79.0	95.2
Average (\$000's)	106.3	81.4	83.6	86.2	106.9	84.4	72.7	86.5
Incentive Pay								
% Incentive Eligible	89%	76%	82%	72%	67%	83%	88%	72%
25th Percentile (\$000's)	6.6	2.5	4.5	6.6	--	2.7	5.9	6.3
50th Percentile (\$000's)	6.9	3.0	5.8	7.9	12.1	3.4	6.7	7.7
75th Percentile (\$000's)	11.0	4.2	7.2	14.8	--	6.8	7.4	14.6
Average (\$000's)	10.5	7.9	5.8	10.5	14.5	7.8	9.5	10.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	108.4	66.3	72.2	79.1	90.7	65.7	68.6	79.1
50th Percentile (\$000's)	116.6	80.7	85.0	90.3	115.6	82.5	78.7	90.0
75th Percentile (\$000's)	125.0	94.2	100.4	103.6	124.4	116.5	86.2	103.7
Average (\$000's)	114.4	86.7	86.8	92.1	114.1	90.3	78.7	92.1
Most Recent New Hire								
Employers Reported	1	2	1	2	1	2	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 610**PROJECT MANAGER****Description**

Manages a small account or portions of larger accounts, including planning, scheduling, budgeting, and staffing. Is responsible for keeping project on schedule and within budget. Manages client relationships for a team of consultants, developers, engineers, analysts, and other professionals assigned to project and client/customer work sites. Is responsible for client satisfaction. Manages project's technical aspects by instructing, directing, and checking the work of other team members. Networks with business partners, vendors, and independent consultants to stay current with industry and technology developments. May represent employer at trade shows and conferences. Typically requires a degree in business, computer science, or engineering—and 5-7 years related experience.

Job Match Comparability

3.2% Less Complex
 96.0% Comparable
 0.8% More Complex

96.0%	Comparable	Industry - Type of Employer					
0.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	26	4	6	1	2	13
	Employees Reported	126	12	58	10	2	44
	25th Percentile (\$000's)	69.7	62.2	73.9	--	--	73.2
	50th Percentile (\$000's)	78.5	64.7	83.7	--	--	77.9
	75th Percentile (\$000's)	86.7	71.7	87.9	--	--	86.7
	Average (\$000's)	78.2	68.3	82.3	--	--	78.4
Incentive Pay							
	% Incentive Eligible	71%	75%	93%	0%	0%	61%
	25th Percentile (\$000's)	5.8	2.2	6.3	--	--	2.5
	50th Percentile (\$000's)	7.0	2.4	7.2	--	--	4.2
	75th Percentile (\$000's)	7.8	3.2	7.8	--	--	10.0
	Average (\$000's)	6.7	3.0	7.1	--	--	7.5
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	72.6	64.4	79.6	--	--	73.7
	50th Percentile (\$000's)	81.5	67.3	88.4	--	--	79.9
	75th Percentile (\$000's)	91.5	73.5	95.6	--	--	88.5
	Average (\$000's)	81.6	70.1	88.4	--	--	79.6
Most Recent New Hire							
	Employers Reported	3	1	0	0	0	2
	Median (\$000's)	73.0	--	--	--	--	--
	Average (\$000's)	68.0	--	--	--	--	--

Job Code 610**PROJECT MANAGER****Description**

Manages a small account or portions of larger accounts, including planning, scheduling, budgeting, and staffing. Is responsible for keeping project on schedule and within budget. Manages client relationships for a team of consultants, developers, engineers, analysts, and other professionals assigned to project and client/customer work sites. Is responsible for client satisfaction. Manages project's technical aspects by instructing, directing, and checking the work of other team members. Networks with business partners, vendors, and independent consultants to stay current with industry and technology developments. May represent employer at trade shows and conferences. Typically requires a degree in business, computer science, or engineering—and 5-7 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	4	4	16	2	4	3	17
Employees Reported	2	12	15	97	2	12	4	108
25th Percentile (\$000's)	--	58.3	70.0	72.7	--	51.3	--	72.5
50th Percentile (\$000's)	--	64.2	84.2	79.9	--	64.0	70.8	80.0
75th Percentile (\$000's)	--	78.3	91.9	86.8	--	71.1	--	87.3
Average (\$000's)	--	66.3	83.6	79.2	--	63.8	72.3	80.0
Incentive Pay								
% Incentive Eligible	100%	58%	73%	72%	50%	67%	75%	72%
25th Percentile (\$000's)	--	2.2	4.1	6.3	--	2.2	--	6.0
50th Percentile (\$000's)	--	2.3	4.6	7.4	--	2.4	14.0	7.2
75th Percentile (\$000's)	--	3.0	5.7	7.9	--	3.2	--	7.8
Average (\$000's)	--	2.6	5.1	7.3	--	3.2	14.0	6.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	59.8	70.4	74.5	--	55.1	--	74.3
50th Percentile (\$000's)	--	66.4	84.2	83.2	--	65.2	76.8	83.3
75th Percentile (\$000's)	--	78.3	94.0	91.7	--	72.9	--	92.1
Average (\$000's)	--	67.6	85.6	82.9	--	65.7	79.3	83.4
Most Recent New Hire								
Employers Reported	0	1	1	1	0	1	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 625**SENIOR PROJECT MANAGER****Description**

Manages a major account or multiple smaller accounts, including planning, scheduling, budgeting, and staffing. Is responsible for keeping project on schedule and within budget. Manages client relationships for a team of consultants, developers, engineers, analysts, and other professionals assigned to project and client/customer work sites. Is responsible for client satisfaction. Manages project's technical aspects by instructing, directing, and checking the work of other team members. Networks with business partners, vendors, and independent consultants to stay current with industry and technology developments. May represent employer at trade shows and conferences. Typically requires a degree in business, computer science, or engineering—advanced degree or MBA preferred—and 7–10 years related experience.

Job Match Comparability

0.0% Less Complex
 92.9% Comparable
 7.1% More Complex

92.9%	Comparable	Industry - Type of Employer					
7.1%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	20	6	2	1	1	10
	Employees Reported	99	21	40	8	3	27
	25th Percentile (\$000's)	83.4	80.1	86.5	--	--	98.9
	50th Percentile (\$000's)	95.5	85.0	92.7	--	--	104.0
	75th Percentile (\$000's)	103.5	102.3	98.5	--	--	116.7
	Average (\$000's)	96.6	92.6	92.1	--	--	109.8
Incentive Pay							
	% Incentive Eligible	77%	62%	100%	0%	100%	74%
	25th Percentile (\$000's)	6.5	3.3	12.7	--	--	4.6
	50th Percentile (\$000's)	13.8	5.6	14.8	--	--	7.2
	75th Percentile (\$000's)	15.8	12.0	15.7	--	--	25.7
	Average (\$000's)	12.8	10.5	13.3	--	--	14.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	88.0	82.0	98.9	--	--	103.2
	50th Percentile (\$000's)	105.4	88.0	106.9	--	--	106.9
	75th Percentile (\$000's)	115.2	107.6	112.2	--	--	120.5
	Average (\$000's)	105.3	98.1	105.4	--	--	116.6
Most Recent New Hire							
	Employers Reported	5	3	0	0	0	2
	Median (\$000's)	86.5	84.0	--	--	--	--
	Average (\$000's)	92.6	82.1	--	--	--	--

Job Code 625**SENIOR PROJECT MANAGER****Description**

Manages a major account or multiple smaller accounts, including planning, scheduling, budgeting, and staffing. Is responsible for keeping project on schedule and within budget. Manages client relationships for a team of consultants, developers, engineers, analysts, and other professionals assigned to project and client/customer work sites. Is responsible for client satisfaction. Manages project's technical aspects by instructing, directing, and checking the work of other team members. Networks with business partners, vendors, and independent consultants to stay current with industry and technology developments. May represent employer at trade shows and conferences. Typically requires a degree in business, computer science, or engineering—advanced degree or MBA preferred—and 7–10 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	2	12	2	4	1	13
Employees Reported	7	9	7	76	4	12	4	79
25th Percentile (\$000's)	109.2	82.0	75.2	84.0	--	82.8	--	84.1
50th Percentile (\$000's)	110.0	101.8	82.3	93.8	116.7	105.5	--	94.5
75th Percentile (\$000's)	125.0	107.0	96.0	102.3	--	113.8	--	102.1
Average (\$000's)	119.2	101.6	83.8	95.1	122.3	105.0	--	95.3
Incentive Pay								
% Incentive Eligible	86%	100%	100%	71%	75%	100%	100%	72%
25th Percentile (\$000's)	6.5	2.9	5.9	10.5	--	3.3	--	7.4
50th Percentile (\$000's)	6.6	4.0	6.9	14.8	15.8	6.5	--	14.6
75th Percentile (\$000's)	10.0	18.2	7.3	15.9	--	13.4	--	15.8
Average (\$000's)	10.9	12.0	6.5	13.9	15.8	10.8	--	13.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	116.6	82.9	78.9	88.2	--	85.2	--	89.1
50th Percentile (\$000's)	122.8	107.6	89.0	105.2	123.9	116.6	--	105.2
75th Percentile (\$000's)	130.0	129.5	101.9	111.6	--	130.0	--	110.8
Average (\$000's)	127.0	112.2	89.3	103.9	130.2	114.9	--	103.9
Most Recent New Hire								
Employers Reported	1	1	1	2	1	1	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 623**TECHNICAL CONSULTANT (BILLABLE) - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 626 Technical Consultant (Billable) and 627 Senior Technical Consultant (Billable)

Job Match Comparability

5.1% Less Complex
 76.1% Comparable
 18.8% More Complex

76.1%	Comparable		Industry - Type of Employer				
18.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	8	4	2	0	0	2
	Employees Reported	117	99	3	0	0	15
	25th Percentile (\$000's)	60.0	60.0	--	--	--	48.3
	50th Percentile (\$000's)	70.0	70.7	81.7	--	--	59.5
	75th Percentile (\$000's)	80.0	80.0	--	--	--	64.1
	Average (\$000's)	70.3	71.8	80.7	--	--	58.7
Incentive Pay							
	% Incentive Eligible	100%	100%	100%	--	--	100%
	25th Percentile (\$000's)	1.0	0.6	--	--	--	2.5
	50th Percentile (\$000's)	2.5	1.5	5.0	--	--	2.8
	75th Percentile (\$000's)	2.9	2.5	--	--	--	3.7
	Average (\$000's)	2.6	2.2	5.2	--	--	3.0
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	60.0	60.0	--	--	--	49.7
	50th Percentile (\$000's)	70.0	70.9	86.7	--	--	62.3
	75th Percentile (\$000's)	80.6	80.3	--	--	--	68.6
	Average (\$000's)	71.4	72.5	85.9	--	--	61.3
Most Recent New Hire							
	Employers Reported	5	4	0	0	0	1
	Median (\$000's)	70.0	70.0	--	--	--	--
	Average (\$000's)	72.1	72.8	--	--	--	--

Job Code 623**TECHNICAL CONSULTANT (BILLABLE) - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 626 Technical Consultant (Billable) and 627 Senior Technical Consultant (Billable)

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	3	0	3	1	4	0	3
Employees Reported	12	97	0	8	10	99	0	8
25th Percentile (\$000's)	51.1	60.0	--	64.5	--	60.0	--	64.5
50th Percentile (\$000's)	58.8	70.7	--	77.8	--	70.7	--	77.8
75th Percentile (\$000's)	63.8	80.0	--	82.1	--	80.0	--	82.1
Average (\$000's)	62.3	71.2	--	71.3	--	71.8	--	71.3
Incentive Pay								
% Incentive Eligible	100%	100%	--	100%	100%	100%	--	100%
25th Percentile (\$000's)	2.5	0.6	--	2.5	--	0.6	--	2.5
50th Percentile (\$000's)	2.8	1.5	--	3.6	--	1.5	--	3.6
75th Percentile (\$000's)	3.9	2.5	--	4.9	--	2.5	--	4.9
Average (\$000's)	--	2.2	--	3.7	--	2.2	--	3.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	51.1	60.0	--	66.7	--	60.0	--	66.7
50th Percentile (\$000's)	61.5	70.9	--	82.0	--	70.9	--	82.0
75th Percentile (\$000's)	67.7	80.0	--	87.1	--	80.3	--	87.1
Average (\$000's)	64.4	71.9	--	75.0	--	72.5	--	75.0
Most Recent New Hire								
Employers Reported	2	3	0	0	1	4	0	0
Median (\$000's)	--	70.0	--	--	--	70.0	--	--
Average (\$000's)	--	70.9	--	--	--	72.8	--	--

Job Code 626**TECHNICAL CONSULTANT (BILLABLE)****Description**

Provides for-fee IT project-related or staff augmentation services related to implementation, enhancement, or integration of proprietary software products, new products or customization of existing products. Duties are performed at the customer's site and usually involve single products or single platforms. Requires a bachelor's degree and 2 or more years of experience in software development, technical support or consulting.

Job Match Comparability

5.9% Less Complex
 82.4% Comparable
 11.8% More Complex

82.4%	Comparable	Industry - Type of Employer					
11.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	6	3	1	0	0	2
	Employees Reported	102	87	1	0	0	14
	25th Percentile (\$000's)	57.3	60.0	--	--	--	46.6
	50th Percentile (\$000's)	64.1	67.0	--	--	--	58.8
	75th Percentile (\$000's)	74.5	75.2	--	--	--	63.8
	Average (\$000's)	65.7	67.0	--	--	--	56.6
Incentive Pay							
	% Incentive Eligible	100%	100%	100%	--	--	100%
	25th Percentile (\$000's)	1.0	0.9	--	--	--	2.5
	50th Percentile (\$000's)	2.5	1.5	--	--	--	2.6
	75th Percentile (\$000's)	2.8	2.5	--	--	--	3.1
	Average (\$000's)	2.2	1.6	--	--	--	2.9
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	57.5	60.0	--	--	--	48.8
	50th Percentile (\$000's)	66.5	67.3	--	--	--	61.5
	75th Percentile (\$000's)	75.5	75.7	--	--	--	68.3
	Average (\$000's)	66.5	67.5	--	--	--	59.1
Most Recent New Hire							
	Employers Reported	4	3	0	0	0	1
	Median (\$000's)	61.5	62.0	--	--	--	--
	Average (\$000's)	62.4	62.9	--	--	--	--

Job Code 626**TECHNICAL CONSULTANT (BILLABLE)****Description**

Provides for-fee IT project-related or staff augmentation services related to implementation, enhancement, or integration of proprietary software products, new products or customization of existing products. Duties are performed at the customer's site and usually involve single products or single platforms. Requires a bachelor's degree and 2 or more years of experience in software development, technical support or consulting.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	0	2	1	3	0	2
Employees Reported	11	86	0	5	10	87	0	5
25th Percentile (\$000's)	50.8	60.0	--	45.0	--	60.0	--	45.0
50th Percentile (\$000's)	58.1	67.0	--	71.0	--	67.0	--	71.0
75th Percentile (\$000's)	62.2	75.3	--	76.9	--	75.2	--	76.9
Average (\$000's)	54.8	67.2	--	63.3	--	67.0	--	63.3
Incentive Pay								
% Incentive Eligible	100%	100%	--	100%	100%	100%	--	100%
25th Percentile (\$000's)	2.5	0.9	--	2.5	--	0.9	--	2.5
50th Percentile (\$000's)	2.8	1.5	--	2.5	--	1.5	--	2.5
75th Percentile (\$000's)	3.9	2.5	--	2.8	--	2.5	--	2.8
Average (\$000's)	3.1	1.6	--	3.1	--	1.6	--	3.1
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	50.8	60.0	--	47.8	--	60.0	--	47.8
50th Percentile (\$000's)	60.6	67.4	--	73.0	--	67.3	--	73.0
75th Percentile (\$000's)	65.5	75.7	--	81.3	--	75.7	--	81.3
Average (\$000's)	57.1	67.7	--	66.4	--	67.5	--	66.4
Most Recent New Hire								
Employers Reported	2	2	0	0	1	3	0	0
Median (\$000's)	--	--	--	--	--	62.0	--	--
Average (\$000's)	--	--	--	--	--	62.9	--	--

Job Code 627**SENIOR TECHNICAL CONSULTANT (BILLABLE)****Description**

Provides for-fee IT project-related or staff augmentation services related to implementation, enhancement, integration or audits of complex proprietary software products, new products or customization of existing products. Duties are performed at the customer's site and usually involve multiple products or multiple platforms. Requires a bachelor's degree and 5 or more years of experience in software development, technical support or consulting.

Job Match Comparability

0.0% Less Complex
 33.3% Comparable
 66.7% More Complex

33.3%	Comparable	Industry - Type of Employer					
66.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	5	3	1	0	0	1
	Employees Reported	15	12	2	0	0	1
	25th Percentile (\$000's)	85.0	91.7	--	--	--	--
	50th Percentile (\$000's)	100.0	102.7	--	--	--	--
	75th Percentile (\$000's)	112.7	118.3	--	--	--	--
	Average (\$000's)	102.1	106.4	--	--	--	--
Incentive Pay							
	% Incentive Eligible	100%	100%	100%	--	--	100%
	25th Percentile (\$000's)	0.8	0.5	--	--	--	--
	50th Percentile (\$000's)	2.9	1.5	--	--	--	--
	75th Percentile (\$000's)	5.0	3.4	--	--	--	--
	Average (\$000's)	4.3	4.1	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	91.5	99.2	--	--	--	--
	50th Percentile (\$000's)	100.9	104.5	--	--	--	--
	75th Percentile (\$000's)	112.9	118.6	--	--	--	--
	Average (\$000's)	104.9	108.8	--	--	--	--
Most Recent New Hire							
	Employers Reported	3	3	0	0	0	0
	Median (\$000's)	127.0	127.0	--	--	--	--
	Average (\$000's)	118.5	118.5	--	--	--	--

Job Code 627**SENIOR TECHNICAL CONSULTANT (BILLABLE)****Description**

Provides for-fee IT project-related or staff augmentation services related to implementation, enhancement, integration or audits of complex proprietary software products, new products or customization of existing products. Duties are performed at the customer's site and usually involve multiple products or multiple platforms. Requires a bachelor's degree and 5 or more years of experience in software development, technical support or consulting.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	0	2	0	3	0	2
Employees Reported	1	11	0	3	0	12	0	3
25th Percentile (\$000's)	--	89.5	--	--	--	91.7	--	--
50th Percentile (\$000's)	--	100.4	--	83.5	--	102.7	--	83.5
75th Percentile (\$000's)	--	112.7	--	--	--	118.3	--	--
Average (\$000's)	--	102.9	--	84.5	--	106.4	--	84.5
Incentive Pay								
% Incentive Eligible	100%	100%	--	100%	--	100%	--	100%
25th Percentile (\$000's)	--	0.5	--	--	--	0.5	--	--
50th Percentile (\$000's)	--	1.5	--	4.9	--	1.5	--	4.9
75th Percentile (\$000's)	--	3.4	--	--	--	3.4	--	--
Average (\$000's)	--	4.1	--	4.7	--	4.1	--	4.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	98.0	--	--	--	99.2	--	--
50th Percentile (\$000's)	--	104.0	--	88.4	--	104.5	--	88.4
75th Percentile (\$000's)	--	112.9	--	--	--	118.6	--	--
Average (\$000's)	--	105.5	--	89.3	--	108.8	--	89.3
Most Recent New Hire								
Employers Reported	1	2	0	0	0	3	0	0
Median (\$000's)	--	--	--	--	--	127.0	--	--
Average (\$000's)	--	--	--	--	--	118.5	--	--

Job Code 628**INSTRUCTIONAL DESIGNER****Description**

Plans, develops and organizes information systems-related training program and materials specific to the customer's product, systems and/or needs. Analyzes the learning needs of the customer and makes recommendations for course content. Provides guidance to training personnel. Tracks training program progress by analyzing learner's satisfaction, job performance and proficiency testing. May also facilitate complex training courses. Typically requires a bachelor's degree and 5 or more years of prior curriculum design and development experience.

Job Match Comparability

16.7% Less Complex
 83.3% Comparable
 0.0% More Complex

83.3%	Comparable	Industry - Type of Employer					
0.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	6	1	1	0	1	3
	Employees Reported	6	1	1	0	1	3
	25th Percentile (\$000's)	52.4	--	--	--	--	--
	50th Percentile (\$000's)	62.1	--	--	--	--	67.9
	75th Percentile (\$000's)	68.2	--	--	--	--	--
	Average (\$000's)	60.7	--	--	--	--	59.6
Incentive Pay							
	% Incentive Eligible	67%	0%	100%	--	0%	100%
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	2.1	--	--	--	--	2.1
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	2.1	--	--	--	--	2.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	52.4	--	--	--	--	--
	50th Percentile (\$000's)	62.1	--	--	--	--	67.9
	75th Percentile (\$000's)	68.2	--	--	--	--	--
	Average (\$000's)	61.0	--	--	--	--	60.3
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 628**INSTRUCTIONAL DESIGNER****Description**

Plans, develops and organizes information systems-related training program and materials specific to the customer's product, systems and/or needs. Analyzes the learning needs of the customer and makes recommendations for course content. Provides guidance to training personnel. Tracks training program progress by analyzing learner's satisfaction, job performance and proficiency testing. May also facilitate complex training courses. Typically requires a bachelor's degree and 5 or more years of prior curriculum design and development experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	5	0	0	0	6
Employees Reported	0	0	1	5	0	0	0	6
25th Percentile (\$000's)	--	--	--	51.2	--	--	--	52.4
50th Percentile (\$000's)	--	--	--	56.3	--	--	--	62.1
75th Percentile (\$000's)	--	--	--	67.9	--	--	--	68.2
Average (\$000's)	--	--	--	57.2	--	--	--	60.7
Incentive Pay								
% Incentive Eligible	--	--	100%	60%	--	--	--	67%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	2.1	--	--	--	2.1
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	2.1	--	--	--	2.1
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	51.2	--	--	--	52.4
50th Percentile (\$000's)	--	--	--	56.3	--	--	--	62.1
75th Percentile (\$000's)	--	--	--	67.9	--	--	--	68.2
Average (\$000's)	--	--	--	57.7	--	--	--	61.0
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 629**INFORMATION SYSTEMS TRAINING SPECIALIST****Description**

Organizes, prepares and facilitates information systems-related educational and training programs for the customer's users and/or internal information system personnel. May design and develop in-house programs. Maintains records of all training activities and effectiveness evaluations. Typically requires a bachelor's degree and 3 years of previous experience. Individuals responsible for training that is not related to information systems should be reported under job code 130.

Job Match Comparability

6.3% Less Complex
 81.3% Comparable
 12.5% More Complex

		Industry - Type of Employer					
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
Employers Reported	7	4	1	1	0	1	
Employees Reported	16	4	1	9	0	2	
25th Percentile (\$000's)	56.0	--	--	--	--	--	
50th Percentile (\$000's)	64.3	76.6	--	--	--	--	
75th Percentile (\$000's)	77.0	--	--	--	--	--	
Average (\$000's)	66.3	75.6	--	--	--	--	
Incentive Pay							
% Incentive Eligible	13%	25%	100%	0%	--	0%	
25th Percentile (\$000's)	--	--	--	--	--	--	
50th Percentile (\$000's)	--	--	--	--	--	--	
75th Percentile (\$000's)	--	--	--	--	--	--	
Average (\$000's)	--	--	--	--	--	--	
Total Cash Compensation Base Plus Incentive Pay							
25th Percentile (\$000's)	56.0	--	--	--	--	--	
50th Percentile (\$000's)	64.3	76.6	--	--	--	--	
75th Percentile (\$000's)	77.0	--	--	--	--	--	
Average (\$000's)	67.1	77.7	--	--	--	--	
Most Recent New Hire							
Employers Reported	0	0	0	0	0	0	
Median (\$000's)	--	--	--	--	--	--	
Average (\$000's)	--	--	--	--	--	--	

Job Code 629**INFORMATION SYSTEMS TRAINING SPECIALIST****Description**

Organizes, prepares and facilitates information systems-related educational and training programs for the customer's users and/or internal information system personnel. May design and develop in-house programs. Maintains records of all training activities and effectiveness evaluations. Typically requires a bachelor's degree and 3 years of previous experience. Individuals responsible for training that is not related to information systems should be reported under job code 130.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	0	1	4	1	1	1	4
Employees Reported	2	0	1	13	1	1	1	13
25th Percentile (\$000's)	--	--	--	55.7	--	--	--	55.7
50th Percentile (\$000's)	--	--	--	62.3	--	--	--	62.3
75th Percentile (\$000's)	--	--	--	76.7	--	--	--	76.7
Average (\$000's)	--	--	--	64.3	--	--	--	64.3
Incentive Pay								
% Incentive Eligible	0%	--	100%	8%	0%	0%	100%	8%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	55.7	--	--	--	55.7
50th Percentile (\$000's)	--	--	--	62.7	--	--	--	62.7
75th Percentile (\$000's)	--	--	--	76.7	--	--	--	76.7
Average (\$000's)	--	--	--	64.7	--	--	--	64.7
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 630**DATA WAREHOUSE ARCHITECT****Description**

Responsible for overall architecture creation, design, development and implementation of Data Warehouse and Business Intelligence solutions for customers. Develops data warehousing requirements and design specifications, evaluates software and hardware platforms, and integrates systems. Defines, designs and builds dimensional databases. Designs, implements and tunes the ETL processes. Performs detailed data analysis and dimensional data modeling; also identifies and promotes best practices and patterns for data modeling. Provides direction and oversight for all activities related to data cleansing, data quality, and data consolidation using standard data modeling methodologies and processes. Assists in post-implementation continuous improvement efforts in enhancing performance and providing increased functionality. Requires bachelor's degree in business, computer science, engineering or related discipline and 7 or more years related experience.

Job Match Comparability

11.1% Less Complex
 77.8% Comparable
 11.1% More Complex

		Industry - Type of Employer				
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	5	1	0	0	0	4
Employees Reported	9	1	0	0	0	8
25th Percentile (\$000's)	92.1	--	--	--	--	91.5
50th Percentile (\$000's)	100.7	--	--	--	--	98.1
75th Percentile (\$000's)	102.5	--	--	--	--	103.1
Average (\$000's)	99.1	--	--	--	--	98.8
Incentive Pay						
% Incentive Eligible	56%	100%	--	--	--	50%
25th Percentile (\$000's)	7.3	--	--	--	--	--
50th Percentile (\$000's)	7.6	--	--	--	--	9.2
75th Percentile (\$000's)	10.9	--	--	--	--	--
Average (\$000's)	9.0	--	--	--	--	9.4
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	102.5	--	--	--	--	99.4
50th Percentile (\$000's)	105.4	--	--	--	--	105.2
75th Percentile (\$000's)	107.6	--	--	--	--	106.0
Average (\$000's)	104.1	--	--	--	--	103.6
Most Recent New Hire						
Employers Reported	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 630**DATA WAREHOUSE ARCHITECT****Description**

Responsible for overall architecture creation, design, development and implementation of Data Warehouse and Business Intelligence solutions for customers. Develops data warehousing requirements and design specifications, evaluates software and hardware platforms, and integrates systems. Defines, designs and builds dimensional databases. Designs, implements and tunes the ETL processes. Performs detailed data analysis and dimensional data modeling; also identifies and promotes best practices and patterns for data modeling. Provides direction and oversight for all activities related to data cleansing, data quality, and data consolidation using standard data modeling methodologies and processes. Assists in post-implementation continuous improvement efforts in enhancing performance and providing increased functionality. Requires bachelor's degree in business, computer science, engineering or related discipline and 7 or more years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	2	3	0	0	1	4
Employees Reported	0	0	2	7	0	0	1	8
25th Percentile (\$000's)	--	--	--	91.0	--	--	--	91.5
50th Percentile (\$000's)	--	--	--	94.6	--	--	--	98.1
75th Percentile (\$000's)	--	--	--	103.8	--	--	--	103.1
Average (\$000's)	--	--	--	98.5	--	--	--	98.8
Incentive Pay								
% Incentive Eligible	--	--	100%	43%	--	--	100%	50%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	10.9	--	--	--	9.2
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	10.6	--	--	--	9.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	96.3	--	--	--	99.4
50th Percentile (\$000's)	--	--	--	105.0	--	--	--	105.2
75th Percentile (\$000's)	--	--	--	105.4	--	--	--	106.0
Average (\$000's)	--	--	--	103.0	--	--	--	103.6
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 631**DATA WAREHOUSE ANALYST****Description**

Performs database analysis and design in solving complex problems. Defines architecture, including database structures and metadata, and develops and maintains best practices for data extraction, data loading, and data transformation into and out of a data warehouse or data mart. Develops metadata definitions from business rules and has an intimate familiarity with data modeling, CASE, and data design tools. Establishes the data management framework that improves the data quality and standards for both database structures and repository. Serves as a technical leader and consultant for the extraction, transformation, and load (ETL) between data sources, data warehouses, and data marts. Typically requires a bachelor's degree and two to four years of related experience including applications development.

Job Match Comparability

0.0% Less Complex

97.5% Comparable

2.5% More Complex

97.5%	Comparable	Industry - Type of Employer					
2.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	4	2	1	0	0	1
	Employees Reported	40	37	2	0	0	1
	25th Percentile (\$000's)	47.7	48.0	--	--	--	--
	50th Percentile (\$000's)	51.6	51.3	--	--	--	--
	75th Percentile (\$000's)	59.2	56.9	--	--	--	--
	Average (\$000's)	53.4	52.5	--	--	--	--
Incentive Pay							
	% Incentive Eligible	10%	3%	100%	--	--	100%
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	3.8	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	3.8	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	47.7	48.0	--	--	--	--
	50th Percentile (\$000's)	51.6	51.3	--	--	--	--
	75th Percentile (\$000's)	59.2	56.9	--	--	--	--
	Average (\$000's)	53.5	52.6	--	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 631**DATA WAREHOUSE ANALYST****Description**

Performs database analysis and design in solving complex problems. Defines architecture, including database structures and metadata, and develops and maintains best practices for data extraction, data loading, and data transformation into and out of a data warehouse or data mart. Develops metadata definitions from business rules and has an intimate familiarity with data modeling, CASE, and data design tools. Establishes the data management framework that improves the data quality and standards for both database structures and repository. Serves as a technical leader and consultant for the extraction, transformation, and load (ETL) between data sources, data warehouses, and data marts. Typically requires a bachelor's degree and two to four years of related experience including applications development.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	2	1	0	1	0	3
Employees Reported	0	1	3	36	0	1	0	39
25th Percentile (\$000's)	--	--	--	--	--	--	--	47.4
50th Percentile (\$000's)	--	--	65.3	--	--	--	--	51.3
75th Percentile (\$000's)	--	--	--	--	--	--	--	58.0
Average (\$000's)	--	--	65.7	--	--	--	--	52.5
Incentive Pay								
% Incentive Eligible	--	100%	100%	0%	--	100%	--	8%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	47.4
50th Percentile (\$000's)	--	--	65.3	--	--	--	--	51.3
75th Percentile (\$000's)	--	--	--	--	--	--	--	58.0
Average (\$000's)	--	--	65.7	--	--	--	--	52.5
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 632**DATA ANALYST****Description**

Maintains databases of a moderately complex nature. Participates in the evaluation and design of access databases. Responsibilities include the maintenance of data dictionaries and the integration of existing and proposed databases. Coordinates installation of revised or new systems. Typically requires a bachelor's degree and 2-3 previous years of related experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	4	0	0	1	1	2
	Employees Reported	11	0	0	1	8	2
	25th Percentile (\$000's)	44.5	--	--	--	--	--
	50th Percentile (\$000's)	49.4	--	--	--	--	--
	75th Percentile (\$000's)	62.8	--	--	--	--	--
	Average (\$000's)	55.7	--	--	--	--	--
Incentive Pay							
	% Incentive Eligible	27%	--	--	100%	0%	100%
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	9.3	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	9.3	--	--	--	--	--
Total Cash Compensation							
Base Plus Incentive Pay							
	25th Percentile (\$000's)	44.5	--	--	--	--	--
	50th Percentile (\$000's)	49.4	--	--	--	--	--
	75th Percentile (\$000's)	62.8	--	--	--	--	--
	Average (\$000's)	56.6	--	--	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 632**DATA ANALYST****Description**

Maintains databases of a moderately complex nature. Participates in the evaluation and design of access databases. Responsibilities include the maintenance of data dictionaries and the integration of existing and proposed databases. Coordinates installation of revised or new systems. Typically requires a bachelor's degree and 2-3 previous years of related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	3	0	1	0	3
Employees Reported	0	0	1	10	0	1	0	10
25th Percentile (\$000's)	--	--	--	44.3	--	--	--	44.3
50th Percentile (\$000's)	--	--	--	47.5	--	--	--	47.5
75th Percentile (\$000's)	--	--	--	58.4	--	--	--	58.4
Average (\$000's)	--	--	--	54.7	--	--	--	54.7
Incentive Pay								
% Incentive Eligible	--	--	100%	20%	--	100%	--	20%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	44.3	--	--	--	44.3
50th Percentile (\$000's)	--	--	--	47.5	--	--	--	47.5
75th Percentile (\$000's)	--	--	--	58.4	--	--	--	58.4
Average (\$000's)	--	--	--	54.7	--	--	--	54.7
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 635**DATABASE REPORT WRITER****Description**

Creates, documents , delivers and supports standard and ad-hoc reports from reporting databases based on the needs of end users. Work closely with end-users to gather requirements and ensure proper testing and validation data and data elements. Develops queries and reports using databases and associated tools. Perform data modeling. Requires a bachelor's degree and knowledge of SQL programming.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	4	1	1	0	2	0
Employees Reported	63	60	1	0	2	0
25th Percentile (\$000's)	37.3	--	--	--	--	--
50th Percentile (\$000's)	40.2	--	--	--	--	--
75th Percentile (\$000's)	43.3	--	--	--	--	--
Average (\$000's)	41.4	--	--	--	--	--
Incentive Pay						
% Incentive Eligible	0%	0%	0%	--	0%	--
25th Percentile (\$000's)	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	37.3	--	--	--	--	--
50th Percentile (\$000's)	40.2	--	--	--	--	--
75th Percentile (\$000's)	43.3	--	--	--	--	--
Average (\$000's)	41.4	--	--	--	--	--
Most Recent New Hire						
Employers Reported	1	1	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 635**DATABASE REPORT WRITER****Description**

Creates, documents , delivers and supports standard and ad-hoc reports from reporting databases based on the needs of end users. Work closely with end-users to gather requirements and ensure proper testing and validation data and data elements. Develops queries and reports using databases and associated tools. Perform data modeling. Requires a bachelor's degree and knowledge of SQL programming.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	3	0	0	2	2
Employees Reported	0	0	1	62	0	0	2	61
25th Percentile (\$000's)	--	--	--	37.2	--	--	--	37.1
50th Percentile (\$000's)	--	--	--	40.2	--	--	--	40.1
75th Percentile (\$000's)	--	--	--	42.7	--	--	--	42.7
Average (\$000's)	--	--	--	40.9	--	--	--	40.4
Incentive Pay								
% Incentive Eligible	--	--	0%	0%	--	--	0%	0%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	37.2	--	--	--	37.1
50th Percentile (\$000's)	--	--	--	40.2	--	--	--	40.1
75th Percentile (\$000's)	--	--	--	42.7	--	--	--	42.7
Average (\$000's)	--	--	--	40.9	--	--	--	40.4
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 735**APPLICATIONS SYSTEMS ANALYST****Description**

Evaluates user needs and requests for new or modified programs and/or systems to determine scope, feasibility, cost, time requirements and compatibility with existing systems and capabilities. Defines programming specifications. Typically requires a degree in computer science, management information systems, or business, and 3–5 years related experience.

Job Match Comparability

3.5% Less Complex

72.1% Comparable

24.4% More Complex

72.1%	Comparable		Industry - Type of Employer				
24.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	14	0	4	0	4	6
	Employees Reported	86	0	26	0	12	48
	25th Percentile (\$000's)	53.8	--	53.3	--	42.8	60.3
	50th Percentile (\$000's)	62.3	--	60.2	--	44.6	70.7
	75th Percentile (\$000's)	75.5	--	72.2	--	52.3	78.9
	Average (\$000's)	64.8	--	63.1	--	47.7	69.9
Incentive Pay							
	% Incentive Eligible	47%	--	96%	--	0%	31%
	25th Percentile (\$000's)	4.4	--	4.7	--	--	2.5
	50th Percentile (\$000's)	5.6	--	5.8	--	--	5.1
	75th Percentile (\$000's)	6.6	--	6.5	--	--	7.0
	Average (\$000's)	5.4	--	5.8	--	--	4.9
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	55.3	--	55.3	--	42.8	60.3
	50th Percentile (\$000's)	64.6	--	64.6	--	44.6	70.8
	75th Percentile (\$000's)	78.6	--	78.5	--	52.3	79.6
	Average (\$000's)	67.0	--	67.8	--	47.7	71.5
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 735**APPLICATIONS SYSTEMS ANALYST****Description**

Evaluates user needs and requests for new or modified programs and/or systems to determine scope, feasibility, cost, time requirements and compatibility with existing systems and capabilities. Defines programming specifications. Typically requires a degree in computer science, management information systems, or business, and 3–5 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	3	10	1	0	3	10
Employees Reported	0	1	6	79	1	0	3	82
25th Percentile (\$000's)	--	--	52.2	55.8	--	--	--	54.5
50th Percentile (\$000's)	--	--	53.9	65.0	--	--	56.6	63.5
75th Percentile (\$000's)	--	--	55.7	77.0	--	--	--	75.9
Average (\$000's)	--	--	53.5	65.8	--	--	53.9	65.3
Incentive Pay								
% Incentive Eligible	--	0%	67%	46%	0%	--	0%	49%
25th Percentile (\$000's)	--	--	--	4.4	--	--	--	4.4
50th Percentile (\$000's)	--	--	--	5.6	--	--	--	5.6
75th Percentile (\$000's)	--	--	--	6.6	--	--	--	6.6
Average (\$000's)	--	--	--	5.4	--	--	--	5.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	52.2	56.8	--	--	--	56.1
50th Percentile (\$000's)	--	--	53.9	67.9	--	--	56.6	67.2
75th Percentile (\$000's)	--	--	55.7	79.1	--	--	--	79.0
Average (\$000's)	--	--	53.5	68.3	--	--	53.9	67.7
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 736**SYSTEMS ADMINISTRATOR****Description**

Monitors systems configurations including software and hardware and recommends modifications as needed to ensure optimum performance and reliability. Administers servers including administration and setup of the workstations connected to a LAN or WAN. Schedules and performs software installations and upgrades to operating systems and layered software packages according to established policies and procedures. Also schedules and performs system backups and database archives. Ensures data integrity. Also may provide technical support to system users. Typically requires a degree in computer science and 3 or less years of related experience.

Job Match Comparability

0.0% Less Complex

76.5% Comparable

23.5% More Complex

Annual Base Pay

	All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	15	3	2	1	3	6
Employees Reported	51	16	3	1	3	28
25th Percentile (\$000's)	49.3	37.6	--	--	--	62.7
50th Percentile (\$000's)	63.2	41.0	70.0	--	65.0	69.6
75th Percentile (\$000's)	70.4	48.3	--	--	--	73.8
Average (\$000's)	61.6	43.5	78.9	--	61.7	70.0

Incentive Pay

% Incentive Eligible	47%	13%	100%	100%	33%	61%
25th Percentile (\$000's)	4.3	--	--	--	--	5.2
50th Percentile (\$000's)	6.2	--	15.1	--	--	6.6
75th Percentile (\$000's)	9.3	--	--	--	--	9.8
Average (\$000's)	6.8	--	15.1	--	--	7.1

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	50.1	37.6	--	--	--	63.2
50th Percentile (\$000's)	64.0	41.0	70.0	--	66.0	71.0
75th Percentile (\$000's)	72.6	48.3	--	--	--	75.1
Average (\$000's)	63.8	44.1	83.9	--	62.1	73.0

Most Recent New Hire

Employers Reported	1	0	0	1	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 736**SYSTEMS ADMINISTRATOR****Description**

Monitors systems configurations including software and hardware and recommends modifications as needed to ensure optimum performance and reliability. Administers servers including administration and setup of the workstations connected to a LAN or WAN. Schedules and performs software installations and upgrades to operating systems and layered software packages according to established policies and procedures. Also schedules and performs system backups and database archives. Ensures data integrity. Also may provide technical support to system users. Typically requires a degree in computer science and 3 or less years of related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	1	4	7	2	3	2	8
Employees Reported	3	1	5	42	2	3	2	44
25th Percentile (\$000's)	--	--	58.8	44.4	--	--	--	46.3
50th Percentile (\$000's)	55.5	--	62.5	65.0	--	62.5	--	65.0
75th Percentile (\$000's)	--	--	63.7	72.4	--	--	--	71.6
Average (\$000's)	58.7	--	61.3	62.1	--	58.7	--	62.2
Incentive Pay								
% Incentive Eligible	100%	0%	80%	40%	100%	67%	50%	43%
25th Percentile (\$000's)	--	--	--	6.0	--	--	--	6.0
50th Percentile (\$000's)	3.9	--	5.2	6.9	--	--	--	6.9
75th Percentile (\$000's)	--	--	--	11.2	--	--	--	11.2
Average (\$000's)	3.0	--	5.2	8.0	--	--	--	8.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	58.8	44.4	--	--	--	46.3
50th Percentile (\$000's)	59.5	--	68.3	65.5	--	66.0	--	65.5
75th Percentile (\$000's)	--	--	68.4	73.8	--	--	--	73.8
Average (\$000's)	61.7	--	63.4	64.4	--	61.0	--	64.4
Most Recent New Hire								
Employers Reported	0	0	1	0	0	1	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 733**INFORMATION SYSTEMS ENGINEER****Description**

Configures software and hardware to meet user requirements. Performs integration of diverse and dispersed systems. Makes enhancements to existing systems according to specifications. Troubleshoots problems of a non-routine nature. Analyzes systems performance, stability and design. Typically requires a degree in computer science and 3-5 years of related experience.

Job Match Comparability

0.0% Less Complex

80.0% Comparable

20.0% More Complex

80.0%	Comparable		Industry - Type of Employer					
20.0%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	3	0	0	0	0	3	
	Employees Reported	15	0	0	0	0	15	
	25th Percentile (\$000's)	69.5	--	--	--	--	69.5	
	50th Percentile (\$000's)	79.1	--	--	--	--	79.1	
	75th Percentile (\$000's)	83.1	--	--	--	--	83.1	
	Average (\$000's)	77.5	--	--	--	--	77.5	
Incentive Pay								
	% Incentive Eligible	100%	--	--	--	--	100%	
	25th Percentile (\$000's)	1.8	--	--	--	--	1.8	
	50th Percentile (\$000's)	3.2	--	--	--	--	3.2	
	75th Percentile (\$000's)	4.6	--	--	--	--	4.6	
	Average (\$000's)	3.6	--	--	--	--	3.6	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	74.0	--	--	--	--	74.0	
	50th Percentile (\$000's)	82.0	--	--	--	--	82.0	
	75th Percentile (\$000's)	85.9	--	--	--	--	85.9	
	Average (\$000's)	80.6	--	--	--	--	80.6	
Most Recent New Hire								
	Employers Reported	1	0	0	0	0	1	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 733**INFORMATION SYSTEMS ENGINEER****Description**

Configures software and hardware to meet user requirements. Performs integration of diverse and dispersed systems. Makes enhancements to existing systems according to specifications. Troubleshoots problems of a non-routine nature. Analyzes systems performance, stability and design. Typically requires a degree in computer science and 3-5 years of related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	1	2	0	0	0	3
Employees Reported	0	0	3	12	0	0	0	15
25th Percentile (\$000's)	--	--	--	64.2	--	--	--	69.5
50th Percentile (\$000's)	--	--	--	79.0	--	--	--	79.1
75th Percentile (\$000's)	--	--	--	81.2	--	--	--	83.1
Average (\$000's)	--	--	--	75.5	--	--	--	77.5
Incentive Pay								
% Incentive Eligible	--	--	100%	100%	--	--	--	100%
25th Percentile (\$000's)	--	--	--	1.4	--	--	--	1.8
50th Percentile (\$000's)	--	--	--	2.4	--	--	--	3.2
75th Percentile (\$000's)	--	--	--	5.2	--	--	--	4.6
Average (\$000's)	--	--	--	3.5	--	--	--	3.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	71.1	--	--	--	74.0
50th Percentile (\$000's)	--	--	--	79.4	--	--	--	82.0
75th Percentile (\$000's)	--	--	--	82.5	--	--	--	85.9
Average (\$000's)	--	--	--	78.4	--	--	--	80.6
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 738**IS/IT MANAGER****Description**

Manages the work of internally-focused systems analysts, computer programmers, support specialists, and other computer related workers. Plans, directs, or coordinates internal IT/IS activities such as installation and upgrading of hardware and software, development of computer networks, systems design and computer programming. Develops computer information resources, providing for data security and control, strategic computing, and disaster recovery. Reports to senior management on information systems plans, projects, and performance. Manages operational budget and expenditures. Requires a Bachelor's Degree in Computer Science and 5-7 years related experience.

Job Match Comparability

4.5% Less Complex

88.3% Comparable

7.3% More Complex

88.3%	Comparable		Industry - Type of Employer					
7.3%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	33	6	10	3	5	9	
	Employees Reported	179	10	36	4	7	122	
	25th Percentile (\$000's)	93.5	77.8	95.4	--	76.1	99.3	
	50th Percentile (\$000's)	107.8	81.4	106.1	92.8	79.9	109.2	
	75th Percentile (\$000's)	114.8	108.4	112.6	--	93.8	116.3	
	Average (\$000's)	105.3	92.6	102.8	92.9	84.2	108.7	
Incentive Pay								
	% Incentive Eligible	91%	60%	89%	50%	14%	99%	
	25th Percentile (\$000's)	10.5	8.4	24.5	--	--	8.9	
	50th Percentile (\$000's)	16.1	15.0	28.1	--	--	15.2	
	75th Percentile (\$000's)	18.0	20.6	31.1	--	--	16.7	
	Average (\$000's)	16.3	14.0	27.9	--	--	13.6	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	98.8	78.9	104.0	--	78.2	106.5	
	50th Percentile (\$000's)	121.6	83.3	132.0	94.1	85.4	122.7	
	75th Percentile (\$000's)	132.8	109.2	143.1	--	93.8	130.8	
	Average (\$000's)	118.9	98.2	124.5	95.4	86.0	121.7	
Most Recent New Hire								
	Employers Reported	1	0	1	0	0	0	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 738**IS/IT MANAGER****Description**

Manages the work of internally-focused systems analysts, computer programmers, support specialists, and other computer related workers. Plans, directs, or coordinates internal IT/IS activities such as installation and upgrading of hardware and software, development of computer networks, systems design and computer programming. Develops computer information resources, providing for data security and control, strategic computing, and disaster recovery. Reports to senior management on information systems plans, projects, and performance. Manages operational budget and expenditures. Requires a Bachelor's Degree in Computer Science and 5-7 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	8	9	14	3	7	10	13
Employees Reported	2	9	9	159	3	8	10	158
25th Percentile (\$000's)	--	78.5	76.6	96.5	--	77.0	76.8	96.6
50th Percentile (\$000's)	--	97.1	81.1	108.6	70.2	99.6	79.4	108.6
75th Percentile (\$000's)	--	104.5	99.4	115.7	--	111.4	83.3	115.7
Average (\$000's)	--	96.6	87.1	107.3	80.9	98.8	83.9	107.4
Incentive Pay								
% Incentive Eligible	100%	67%	67%	93%	67%	75%	60%	94%
25th Percentile (\$000's)	--	12.3	9.9	11.1	--	12.2	10.2	11.0
50th Percentile (\$000's)	--	16.5	9.9	16.2	--	16.5	10.4	16.2
75th Percentile (\$000's)	--	20.6	10.0	18.0	--	20.6	24.1	17.9
Average (\$000's)	--	16.5	9.9	16.5	--	16.3	19.4	16.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	85.4	76.6	104.9	--	83.7	77.4	104.9
50th Percentile (\$000's)	--	97.1	85.2	124.0	73.8	100.8	84.3	124.0
75th Percentile (\$000's)	--	104.5	99.4	133.5	--	121.9	96.9	133.6
Average (\$000's)	--	103.9	89.3	122.0	83.3	107.0	89.8	122.1
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 742**WEBSITE DEVELOPER****Description**

Designs and develops organization's website based on employer's Internet strategies and objectives. Customizes web based interactive features, builds database gateways, and implements electronic commerce services. Requires experience with HTML, CGI, and World Wide Web browsers, technical knowledge of servers and operating systems, a working knowledge of database query languages, development skills with one or more authoring tools, and the ability to develop programs/write scripts in one or more languages such as JAVA Script, Visual Basic Script, DreamWeaver, Apache, Tomcat, etc. Typically requires a related degree and 1–2 years related experience.

Job Match Comparability

2.4% Less Complex
 78.0% Comparable
 19.5% More Complex

78.0%	Comparable	Industry - Type of Employer					
19.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	16	2	3	1	5	5
	Employees Reported	41	3	3	1	5	29
	25th Percentile (\$000's)	52.4	--	--	--	50.9	54.0
	50th Percentile (\$000's)	62.0	57.1	62.9	--	60.8	63.0
	75th Percentile (\$000's)	69.4	--	--	--	60.9	70.0
	Average (\$000's)	63.2	55.2	69.8	--	59.0	63.8
Incentive Pay							
	% Incentive Eligible	61%	33%	67%	100%	40%	66%
	25th Percentile (\$000's)	4.7	--	--	--	--	5.0
	50th Percentile (\$000's)	5.5	--	--	--	--	5.5
	75th Percentile (\$000's)	7.2	--	--	--	--	6.8
	Average (\$000's)	6.2	--	--	--	--	6.4
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	57.1	--	--	--	58.1	59.2
	50th Percentile (\$000's)	62.9	57.1	62.9	--	60.8	65.0
	75th Percentile (\$000's)	70.0	--	--	--	60.9	70.0
	Average (\$000's)	65.1	56.7	74.2	--	60.5	65.6
Most Recent New Hire							
	Employers Reported	3	0	0	0	0	3
	Median (\$000's)	60.0	--	--	--	--	60.0
	Average (\$000's)	61.4	--	--	--	--	61.4

Job Code 742**WEBSITE DEVELOPER****Description**

Designs and develops organization's website based on employer's Internet strategies and objectives. Customizes web based interactive features, builds database gateways, and implements electronic commerce services. Requires experience with HTML, CGI, and World Wide Web browsers, technical knowledge of servers and operating systems, a working knowledge of database query languages, development skills with one or more authoring tools, and the ability to develop programs/write scripts in one or more languages such as JAVA Script, Visual Basic Script, DreamWeaver, Apache, Tomcat, etc. Typically requires a related degree and 1–2 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	3	10	0	3	4	9
Employees Reported	1	3	3	34	0	4	4	33
25th Percentile (\$000's)	--	--	--	51.9	--	--	--	51.2
50th Percentile (\$000's)	--	70.0	62.9	61.1	--	72.9	61.9	61.4
75th Percentile (\$000's)	--	--	--	68.9	--	--	--	69.0
Average (\$000's)	--	70.3	59.7	62.5	--	71.6	60.0	62.5
Incentive Pay								
% Incentive Eligible	100%	33%	67%	62%	--	50%	50%	64%
25th Percentile (\$000's)	--	--	--	4.8	--	--	--	4.8
50th Percentile (\$000's)	--	--	--	5.5	--	--	--	5.5
75th Percentile (\$000's)	--	--	--	7.2	--	--	--	7.2
Average (\$000's)	--	--	--	6.8	--	--	--	6.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	52.7	--	--	--	51.2
50th Percentile (\$000's)	--	70.0	62.9	62.6	--	73.1	61.9	62.7
75th Percentile (\$000's)	--	--	--	69.3	--	--	--	69.4
Average (\$000's)	--	72.7	61.3	64.5	--	73.6	61.2	64.6
Most Recent New Hire								
Employers Reported	0	1	0	2	0	1	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 744**DATABASE ADMINISTRATOR****Description**

Plans and coordinates administration of one or more large, centralized databases. Reviews database design and integration of host systems and makes recommendations for enhancements and improvements. Ensures accurate, appropriate, and effective use of data, including database structure, documentation, and operational guidelines. Performs audits to ensure accuracy and proper use of data in tables, applications, and supporting dictionaries. Serves as liaison between users and technical staff. Trains users and responds to requests for assistance. Monitors utilization and transaction activity. Prepares and/or reviews activity and performance reports. May establish and maintain security and integrity controls. Typically requires a degree and 3–5 years related experience.

Job Match Comparability

9.6% Less Complex
 51.9% Comparable
 38.5% More Complex

51.9%	Comparable		Industry - Type of Employer				
38.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	18	5	2	0	3	8
	Employees Reported	52	21	3	0	4	24
	25th Percentile (\$000's)	67.9	68.5	--	--	--	71.7
	50th Percentile (\$000's)	79.9	90.1	74.1	--	70.9	79.6
	75th Percentile (\$000's)	93.8	95.7	--	--	--	86.0
	Average (\$000's)	81.2	84.4	76.2	--	71.5	80.7
Incentive Pay							
	% Incentive Eligible	60%	33%	100%	--	0%	88%
	25th Percentile (\$000's)	3.0	3.5	--	--	--	2.6
	50th Percentile (\$000's)	5.1	3.7	14.7	--	--	5.3
	75th Percentile (\$000's)	7.2	5.1	--	--	--	7.3
	Average (\$000's)	6.4	4.5	14.7	--	--	6.5
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	68.3	68.5	--	--	--	74.2
	50th Percentile (\$000's)	83.0	90.8	74.1	--	70.9	81.2
	75th Percentile (\$000's)	95.2	97.0	--	--	--	87.4
	Average (\$000's)	84.1	85.5	81.1	--	71.5	85.3
Most Recent New Hire							
	Employers Reported	4	2	0	0	0	2
	Median (\$000's)	86.0	--	--	--	--	--
	Average (\$000's)	87.8	--	--	--	--	--

Job Code 744**DATABASE ADMINISTRATOR****Description**

Plans and coordinates administration of one or more large, centralized databases. Reviews database design and integration of host systems and makes recommendations for enhancements and improvements. Ensures accurate, appropriate, and effective use of data, including database structure, documentation, and operational guidelines. Performs audits to ensure accuracy and proper use of data in tables, applications, and supporting dictionaries. Serves as liaison between users and technical staff. Trains users and responds to requests for assistance. Monitors utilization and transaction activity. Prepares and/or reviews activity and performance reports. May establish and maintain security and integrity controls. Typically requires a degree and 3–5 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	4	11	0	3	2	13
Employees Reported	1	4	7	40	0	5	3	44
25th Percentile (\$000's)	--	--	69.5	65.9	--	87.7	--	65.9
50th Percentile (\$000's)	--	93.9	93.7	79.6	--	100.0	93.7	79.6
75th Percentile (\$000's)	--	--	95.4	87.0	--	105.0	--	90.5
Average (\$000's)	--	90.3	81.2	77.9	--	107.6	85.8	77.9
Incentive Pay								
% Incentive Eligible	100%	100%	86%	50%	--	100%	67%	55%
25th Percentile (\$000's)	--	--	6.6	2.6	--	3.3	--	2.7
50th Percentile (\$000's)	--	3.5	7.2	4.4	--	3.5	--	5.5
75th Percentile (\$000's)	--	--	7.2	9.8	--	3.6	--	8.2
Average (\$000's)	--	--	6.7	6.9	--	3.4	--	6.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	69.5	67.4	--	90.8	--	67.4
50th Percentile (\$000's)	--	97.1	98.8	80.0	--	103.5	98.8	80.0
75th Percentile (\$000's)	--	--	102.6	90.2	--	108.7	--	90.8
Average (\$000's)	--	92.9	85.1	80.7	--	109.6	89.8	80.8
Most Recent New Hire								
Employers Reported	1	1	0	2	0	2	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 750**NETWORK ANALYST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 751 Network Analyst and 752 Senior Network Analyst

Job Match Comparability

0.0% Less Complex

95.9% Comparable

4.1% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	24	4	5	0	5	10
Employees Reported	73	20	6	0	10	37
25th Percentile (\$000's)	53.9	53.8	57.5	--	52.1	61.4
50th Percentile (\$000's)	63.7	58.2	60.4	--	56.4	72.6
75th Percentile (\$000's)	74.2	65.6	73.9	--	60.8	80.9
Average (\$000's)	64.8	59.1	67.3	--	57.0	69.6
Incentive Pay						
% Incentive Eligible	37%	5%	67%	--	0%	59%
25th Percentile (\$000's)	2.7	--	--	--	--	2.5
50th Percentile (\$000's)	6.5	--	7.0	--	--	6.5
75th Percentile (\$000's)	7.1	--	--	--	--	7.1
Average (\$000's)	5.7	--	8.9	--	--	5.4
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	55.6	53.8	57.9	--	52.1	61.4
50th Percentile (\$000's)	63.8	58.2	62.6	--	56.4	77.9
75th Percentile (\$000's)	80.0	65.6	79.8	--	60.8	86.1
Average (\$000's)	66.5	59.2	71.7	--	57.0	72.2
Most Recent New Hire						
Employers Reported	2	0	0	0	0	2
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 750**NETWORK ANALYST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 751 Network Analyst and 752 Senior Network Analyst

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	4	4	16	2	2	5	15
Employees Reported	0	5	6	62	3	2	8	60
25th Percentile (\$000's)	--	45.0	43.1	56.5	--	--	49.3	56.6
50th Percentile (\$000's)	--	61.0	54.0	65.8	45.0	--	55.8	65.8
75th Percentile (\$000's)	--	63.8	56.5	75.0	--	--	57.9	75.7
Average (\$000's)	--	58.6	51.0	66.6	50.4	--	54.3	66.7
Incentive Pay								
% Incentive Eligible	--	20%	17%	40%	0%	50%	13%	42%
25th Percentile (\$000's)	--	--	--	3.9	--	--	--	3.9
50th Percentile (\$000's)	--	--	--	6.6	--	--	--	6.6
75th Percentile (\$000's)	--	--	--	7.2	--	--	--	7.2
Average (\$000's)	--	--	--	5.9	--	--	--	5.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	45.0	43.1	56.5	--	--	49.3	56.6
50th Percentile (\$000's)	--	63.3	54.0	65.8	45.0	--	55.8	65.8
75th Percentile (\$000's)	--	63.8	56.5	80.6	--	--	57.9	81.1
Average (\$000's)	--	59.1	51.0	68.6	50.4	--	54.3	68.8
Most Recent New Hire								
Employers Reported	0	0	0	2	0	0	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 751**NETWORK ANALYST****Description**

Provides technical support in the installation and maintenance of the Local Area Network (LAN). Assists in the evaluation of hardware and software, including peripheral, output, and telecommunications equipment. Installs network hardware and software, including network operating systems. Monitors data communications to ensure that network is available to all users. Ensures security procedures, provides and resets passwords, and backs up network. Troubleshoots and resolves routine problems. Generally responsible for maintaining a simple network of 25 or fewer nodes, or for a section of a larger network. Requires 1 or more years experience. May require a degree.

Job Match Comparability

0.0% Less Complex

94.3% Comparable

5.7% More Complex

Annual Base Pay

	All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	17	4	4	0	4	5
Employees Reported	35	10	4	0	7	14
25th Percentile (\$000's)	45.9	49.1	--	--	50.6	44.7
50th Percentile (\$000's)	53.9	53.6	58.2	--	55.6	50.0
75th Percentile (\$000's)	60.3	57.5	--	--	57.4	69.1
Average (\$000's)	56.2	52.9	58.6	--	55.5	58.3

Incentive Pay

% Incentive Eligible	37%	10%	75%	--	0%	64%
25th Percentile (\$000's)	4.5	--	--	--	--	5.6
50th Percentile (\$000's)	7.0	--	5.7	--	--	8.2
75th Percentile (\$000's)	8.2	--	--	--	--	8.7
Average (\$000's)	6.4	--	5.7	--	--	7.3

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	45.9	49.1	--	--	50.6	44.7
50th Percentile (\$000's)	55.6	53.6	60.4	--	55.6	52.4
75th Percentile (\$000's)	63.7	57.5	--	--	57.4	76.2
Average (\$000's)	57.9	53.1	61.5	--	55.5	61.5

Most Recent New Hire

Employers Reported	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 751**NETWORK ANALYST****Description**

Provides technical support in the installation and maintenance of the Local Area Network (LAN). Assists in the evaluation of hardware and software, including peripheral, output, and telecommunications equipment. Installs network hardware and software, including network operating systems. Monitors data communications to ensure that network is available to all users. Ensures security procedures, provides and resets passwords, and backs up network. Troubleshoots and resolves routine problems. Generally responsible for maintaining a simple network of 25 or fewer nodes, or for a section of a larger network. Requires 1 or more years experience. May require a degree.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	2	4	11	1	1	5	10
Employees Reported	0	3	5	27	2	1	6	26
25th Percentile (\$000's)	--	--	40.0	48.3	--	--	43.1	48.1
50th Percentile (\$000's)	--	45.0	52.4	56.7	--	--	54.0	55.3
75th Percentile (\$000's)	--	--	55.6	66.0	--	--	56.5	63.7
Average (\$000's)	--	49.5	49.0	58.3	--	--	52.9	57.8
Incentive Pay								
% Incentive Eligible	--	33%	20%	41%	0%	100%	17%	42%
25th Percentile (\$000's)	--	--	--	4.7	--	--	--	4.7
50th Percentile (\$000's)	--	--	--	7.6	--	--	--	7.6
75th Percentile (\$000's)	--	--	--	8.4	--	--	--	8.4
Average (\$000's)	--	--	--	6.9	--	--	--	6.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	40.0	48.3	--	--	43.1	48.1
50th Percentile (\$000's)	--	45.0	52.4	56.7	--	--	54.0	56.5
75th Percentile (\$000's)	--	--	55.6	68.0	--	--	56.5	64.8
Average (\$000's)	--	50.3	49.0	60.4	--	--	52.9	59.9
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 752**SENIOR NETWORK ANALYST****Description**

Designs, installs, maintains, and coordinates the use of the Local Area or Wide Area Network (LAN/WAN). Evaluates hardware and software, including peripheral, output, and telecommunications equipment. Enforces security procedures, installs network software, and manages network performance. Troubleshoots and resolves complex problems. Implements and coordinates network policies, procedures, and standards. Trains users. Generally responsible for maintaining moderately complex networks of 25 to 100 nodes. Typically requires a degree and 3–5 years experience. May require certification as a network analyst or engineer.

Job Match Comparability

0.0% Less Complex
 97.4% Comparable
 2.6% More Complex

97.4%	Comparable	Industry - Type of Employer					
2.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	14	2	2	0	3	7
	Employees Reported	38	10	2	0	3	23
	25th Percentile (\$000's)	63.7	61.1	--	--	--	72.3
	50th Percentile (\$000's)	72.3	65.8	--	--	61.7	75.1
	75th Percentile (\$000's)	80.0	69.9	--	--	--	83.7
	Average (\$000's)	72.7	65.3	--	--	60.5	76.4
Incentive Pay							
	% Incentive Eligible	37%	0%	50%	--	0%	57%
	25th Percentile (\$000's)	2.0	--	--	--	--	1.9
	50th Percentile (\$000's)	6.4	--	--	--	--	6.3
	75th Percentile (\$000's)	6.7	--	--	--	--	6.6
	Average (\$000's)	5.3	--	--	--	--	4.4
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	63.7	61.1	--	--	--	73.2
	50th Percentile (\$000's)	73.2	65.8	--	--	61.7	80.8
	75th Percentile (\$000's)	82.3	69.9	--	--	--	87.1
	Average (\$000's)	74.5	65.3	--	--	60.5	78.8
Most Recent New Hire							
	Employers Reported	1	0	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 752**SENIOR NETWORK ANALYST****Description**

Designs, installs, maintains, and coordinates the use of the Local Area or Wide Area Network (LAN/WAN). Evaluates hardware and software, including peripheral, output, and telecommunications equipment. Enforces security procedures, installs network software, and manages network performance. Troubleshoots and resolves complex problems. Implements and coordinates network policies, procedures, and standards. Trains users. Generally responsible for maintaining moderately complex networks of 25 to 100 nodes. Typically requires a degree and 3–5 years experience. May require certification as a network analyst or engineer.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	2	1	11	1	1	2	10
Employees Reported	0	2	1	35	1	1	2	34
25th Percentile (\$000's)	--	--	--	64.1	--	--	--	64.7
50th Percentile (\$000's)	--	--	--	72.4	--	--	--	72.5
75th Percentile (\$000's)	--	--	--	80.0	--	--	--	80.0
Average (\$000's)	--	--	--	73.0	--	--	--	73.5
Incentive Pay								
% Incentive Eligible	--	0%	0%	40%	0%	0%	0%	41%
25th Percentile (\$000's)	--	--	--	2.0	--	--	--	2.0
50th Percentile (\$000's)	--	--	--	6.4	--	--	--	6.4
75th Percentile (\$000's)	--	--	--	6.7	--	--	--	6.7
Average (\$000's)	--	--	--	5.3	--	--	--	5.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	64.1	--	--	--	64.7
50th Percentile (\$000's)	--	--	--	73.7	--	--	--	74.1
75th Percentile (\$000's)	--	--	--	84.0	--	--	--	84.7
Average (\$000's)	--	--	--	75.0	--	--	--	75.5
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 755**NETWORK ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 753 Network Engineer and 754 Senior Network Engineer

Job Match Comparability

2.4% Less Complex

92.7% Comparable

4.9% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	16	4	1	1	2	8
Employees Reported	41	7	3	1	3	27
25th Percentile (\$000's)	73.2	55.2	--	--	--	81.5
50th Percentile (\$000's)	83.4	73.7	--	--	75.0	90.2
75th Percentile (\$000's)	98.3	75.7	--	--	--	103.3
Average (\$000's)	84.4	66.0	--	--	73.2	89.8
Incentive Pay						
% Incentive Eligible	78%	86%	100%	100%	0%	81%
25th Percentile (\$000's)	2.7	2.2	--	--	--	3.2
50th Percentile (\$000's)	5.3	2.6	--	--	--	8.6
75th Percentile (\$000's)	10.9	2.7	--	--	--	12.4
Average (\$000's)	6.5	2.9	--	--	--	7.6
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	76.3	56.3	--	--	--	84.1
50th Percentile (\$000's)	86.3	76.3	--	--	75.0	95.1
75th Percentile (\$000's)	102.2	79.7	--	--	--	104.9
Average (\$000's)	89.0	68.0	--	--	73.2	95.4
Most Recent New Hire						
Employers Reported	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 755**NETWORK ENGINEER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 753 Network Engineer and 754 Senior Network Engineer

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	3	2	10	1	4	2	9
Employees Reported	1	6	2	32	1	7	2	31
25th Percentile (\$000's)	--	51.4	--	80.0	--	55.2	--	81.5
50th Percentile (\$000's)	--	62.1	--	89.3	--	71.4	--	90.2
75th Percentile (\$000's)	--	70.9	--	102.7	--	75.1	--	103.3
Average (\$000's)	--	61.2	--	89.5	--	65.5	--	90.3
Incentive Pay								
% Incentive Eligible	0%	83%	100%	78%	0%	86%	100%	77%
25th Percentile (\$000's)	--	2.0	--	3.2	--	2.2	--	3.2
50th Percentile (\$000's)	--	2.4	--	7.3	--	2.6	--	6.3
75th Percentile (\$000's)	--	2.6	--	12.1	--	2.7	--	12.2
Average (\$000's)	--	2.3	--	7.3	--	3.1	--	7.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	51.4	--	81.8	--	56.3	--	82.5
50th Percentile (\$000's)	--	63.1	--	94.5	--	76.3	--	95.1
75th Percentile (\$000's)	--	73.4	--	104.6	--	78.6	--	104.9
Average (\$000's)	--	62.7	--	94.8	--	67.7	--	95.4
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 753**NETWORK ENGINEER****Description**

Designs, installs, and maintains complex networks typically consisting of 100 or more nodes that link numerous computing platforms, operating systems, and topologies across widely dispersed geographic areas. Evaluates hardware and software suitable for large, complex networks. Designs, tests, and implements interface programs. Develops security procedures. Manages network performance. Troubleshoots and resolves complex problems to ensure no disruption of mission-critical applications. Designs and maintains fault-tolerant systems and manages system backups. May have supervisory responsibility for subordinate network analysts. May require extensive expertise across hardware and systems supplied by multiple vendors. Normally requires an engineering or related degree, certification as a network engineer, and 3–5 years experience.

Job Match Comparability

6.7% Less Complex

86.7% Comparable

6.7% More Complex

86.7%	Comparable	Industry - Type of Employer					
6.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	9	2	0	0	0	7
	Employees Reported	15	5	0	0	0	10
	25th Percentile (\$000's)	66.7	48.0	--	--	--	69.3
	50th Percentile (\$000's)	73.7	62.5	--	--	--	84.2
	75th Percentile (\$000's)	88.3	73.7	--	--	--	95.7
	Average (\$000's)	76.1	61.1	--	--	--	83.6
Incentive Pay							
	% Incentive Eligible	73%	100%	--	--	--	60%
	25th Percentile (\$000's)	2.2	2.0	--	--	--	3.2
	50th Percentile (\$000's)	2.7	2.4	--	--	--	7.3
	75th Percentile (\$000's)	7.3	2.6	--	--	--	9.9
	Average (\$000's)	5.2	2.3	--	--	--	7.5
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	72.1	48.0	--	--	--	76.0
	50th Percentile (\$000's)	76.3	64.7	--	--	--	84.2
	75th Percentile (\$000's)	88.3	76.3	--	--	--	95.7
	Average (\$000's)	79.2	62.9	--	--	--	87.4
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 753**NETWORK ENGINEER****Description**

Designs, installs, and maintains complex networks typically consisting of 100 or more nodes that link numerous computing platforms, operating systems, and topologies across widely dispersed geographic areas. Evaluates hardware and software suitable for large, complex networks. Designs, tests, and implements interface programs. Develops security procedures. Manages network performance. Troubleshoots and resolves complex problems to ensure no disruption of mission-critical applications. Designs and maintains fault-tolerant systems and manages system backups. May have supervisory responsibility for subordinate network analysts. May require extensive expertise across hardware and systems supplied by multiple vendors. Normally requires an engineering or related degree, certification as a network engineer, and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	2	0	7	0	2	1	6
Employees Reported	0	5	0	10	0	5	1	9
25th Percentile (\$000's)	--	48.0	--	69.3	--	48.0	--	73.2
50th Percentile (\$000's)	--	62.5	--	84.2	--	62.5	--	86.3
75th Percentile (\$000's)	--	73.7	--	95.7	--	73.7	--	97.5
Average (\$000's)	--	61.1	--	83.6	--	61.1	--	85.6
Incentive Pay								
% Incentive Eligible	--	100%	--	60%	--	100%	100%	56%
25th Percentile (\$000's)	--	2.0	--	3.2	--	2.0	--	2.7
50th Percentile (\$000's)	--	2.4	--	7.3	--	2.4	--	5.2
75th Percentile (\$000's)	--	2.6	--	9.9	--	2.6	--	9.3
Average (\$000's)	--	2.3	--	7.5	--	2.3	--	6.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	48.0	--	76.0	--	48.0	--	76.3
50th Percentile (\$000's)	--	64.7	--	84.2	--	64.7	--	86.3
75th Percentile (\$000's)	--	76.3	--	95.7	--	76.3	--	97.5
Average (\$000's)	--	62.9	--	87.4	--	62.9	--	88.6
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 754**SENIOR NETWORK ENGINEER****Description**

Designs more complex communications networks. Employs expert knowledge of data, voice, fax, and video transport facilities, protocols, operating systems, and standards and regulations for public and private data networks. Projects usage and required capacities based on analysis of existing and emerging products and services. Locates, evaluates, and specifies products, services, and vendors. Works with vendors to evaluate new products and resolve equipment design problems. Prepares reports as necessary to inform and advise senior technical staff and management. Requires a degree in engineering or computer science or equivalent experience and education. Typically requires 5-7 years network design and engineering experience.

Job Match Comparability

0.0% Less Complex
 96.2% Comparable
 3.8% More Complex

96.2%	Comparable	Industry - Type of Employer					
3.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	11	2	1	1	2	5
	Employees Reported	26	2	3	1	3	17
	25th Percentile (\$000's)	78.1	--	--	--	--	85.0
	50th Percentile (\$000's)	87.4	--	--	--	75.0	92.0
	75th Percentile (\$000's)	103.8	--	--	--	--	105.7
	Average (\$000's)	89.1	--	--	--	73.2	93.4
Incentive Pay							
	% Incentive Eligible	81%	50%	100%	100%	0%	94%
	25th Percentile (\$000's)	3.7	--	--	--	--	3.2
	50th Percentile (\$000's)	6.0	--	--	--	--	10.1
	75th Percentile (\$000's)	11.9	--	--	--	--	12.4
	Average (\$000's)	7.2	--	--	--	--	7.7
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	81.2	--	--	--	--	92.2
	50th Percentile (\$000's)	94.5	--	--	--	75.0	101.9
	75th Percentile (\$000's)	105.1	--	--	--	--	118.1
	Average (\$000's)	94.6	--	--	--	73.2	100.1
Most Recent New Hire							
	Employers Reported	1	0	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 754**SENIOR NETWORK ENGINEER****Description**

Designs more complex communications networks. Employs expert knowledge of data, voice, fax, and video transport facilities, protocols, operating systems, and standards and regulations for public and private data networks. Projects usage and required capacities based on analysis of existing and emerging products and services. Locates, evaluates, and specifies products, services, and vendors. Works with vendors to evaluate new products and resolve equipment design problems. Prepares reports as necessary to inform and advise senior technical staff and management. Requires a degree in engineering or computer science or equivalent experience and education. Typically requires 5-7 years network design and engineering experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	2	7	1	2	1	7
Employees Reported	1	1	2	22	1	2	1	22
25th Percentile (\$000's)	--	--	--	83.1	--	--	--	83.1
50th Percentile (\$000's)	--	--	--	91.4	--	--	--	91.4
75th Percentile (\$000's)	--	--	--	105.4	--	--	--	105.4
Average (\$000's)	--	--	--	92.2	--	--	--	92.2
Incentive Pay								
% Incentive Eligible	0%	0%	100%	86%	0%	50%	100%	86%
25th Percentile (\$000's)	--	--	--	3.3	--	--	--	3.3
50th Percentile (\$000's)	--	--	--	6.9	--	--	--	6.9
75th Percentile (\$000's)	--	--	--	12.2	--	--	--	12.2
Average (\$000's)	--	--	--	7.3	--	--	--	7.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	86.4	--	--	--	86.4
50th Percentile (\$000's)	--	--	--	99.3	--	--	--	99.3
75th Percentile (\$000's)	--	--	--	113.1	--	--	--	113.1
Average (\$000's)	--	--	--	98.2	--	--	--	98.2
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 760**PC SUPPORT SPECIALIST****Description**

Provides technical assistance and training to PC users. Staffs a helpdesk or information center. Responds to users' requests for assistance by phone and in person. Installs and modifies hardware and software. Diagnoses hardware, software, and operator problems and takes remedial actions or recommends procedural changes. May install and configure peripheral equipment such as monitors, keyboards, printers, and disk drives. May load and configure software such as operating systems and environments, and applications such as word processing, database, and spreadsheet programs. Requires comprehensive knowledge of the employer's PC equipment and software. Generally requires comprehensive knowledge of one or more operating systems and environments and 1–2 years experience. May require a degree.

Job Match Comparability

7.6% Less Complex
 84.8% Comparable
 7.6% More Complex

84.8%	Comparable	Industry - Type of Employer					
7.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	29	6	7	3	5	8
	Employees Reported	145	26	9	6	16	88
	25th Percentile (\$000's)	34.8	25.0	34.0	35.9	34.9	37.0
	50th Percentile (\$000's)	40.0	27.9	36.4	37.4	37.3	43.8
	75th Percentile (\$000's)	46.8	30.9	54.1	44.8	40.0	51.4
	Average (\$000's)	41.2	29.9	42.7	40.0	37.6	45.1
Incentive Pay							
	% Incentive Eligible	63%	15%	89%	100%	0%	83%
	25th Percentile (\$000's)	1.5	--	2.4	1.5	--	1.5
	50th Percentile (\$000's)	2.0	3.1	3.4	1.6	--	1.9
	75th Percentile (\$000's)	3.1	--	4.4	4.5	--	2.9
	Average (\$000's)	2.4	2.7	3.4	3.3	--	2.3
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	34.9	25.0	34.0	37.0	34.9	38.1
	50th Percentile (\$000's)	40.8	27.9	39.1	38.9	37.3	45.3
	75th Percentile (\$000's)	49.1	30.9	55.6	48.5	40.0	53.3
	Average (\$000's)	42.4	30.3	44.2	42.7	37.6	46.7
Most Recent New Hire							
	Employers Reported	10	0	2	0	2	6
	Median (\$000's)	35.0	--	--	--	--	37.6
	Average (\$000's)	37.2	--	--	--	--	38.7

Job Code 760**PC SUPPORT SPECIALIST****Description**

Provides technical assistance and training to PC users. Staffs a helpdesk or information center. Responds to users' requests for assistance by phone and in person. Installs and modifies hardware and software. Diagnoses hardware, software, and operator problems and takes remedial actions or recommends procedural changes. May install and configure peripheral equipment such as monitors, keyboards, printers, and disk drives. May load and configure software such as operating systems and environments, and applications such as word processing, database, and spreadsheet programs. Requires comprehensive knowledge of the employer's PC equipment and software. Generally requires comprehensive knowledge of one or more operating systems and environments and 1–2 years experience. May require a degree.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	5	8	16	0	6	7	16
Employees Reported	0	5	13	127	0	7	10	128
25th Percentile (\$000's)	--	36.0	30.0	34.9	--	40.2	30.9	34.8
50th Percentile (\$000's)	--	44.4	35.4	40.0	--	45.0	36.0	39.7
75th Percentile (\$000's)	--	45.0	42.7	47.9	--	46.8	42.5	47.9
Average (\$000's)	--	41.7	36.6	41.6	--	43.2	36.4	41.4
Incentive Pay								
% Incentive Eligible	--	80%	54%	63%	--	86%	30%	64%
25th Percentile (\$000's)	--	--	3.8	1.5	--	3.3	--	1.5
50th Percentile (\$000's)	--	2.5	4.5	1.9	--	4.2	3.1	1.9
75th Percentile (\$000's)	--	--	6.1	3.0	--	5.3	--	3.0
Average (\$000's)	--	2.5	5.1	2.3	--	4.3	3.1	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	36.0	30.0	34.9	--	40.5	30.9	34.9
50th Percentile (\$000's)	--	45.0	35.4	40.8	--	48.4	36.0	40.6
75th Percentile (\$000's)	--	48.4	42.7	49.6	--	51.6	42.5	49.4
Average (\$000's)	--	42.7	37.8	42.9	--	45.6	36.7	42.7
Most Recent New Hire								
Employers Reported	0	0	3	7	0	0	2	8
Median (\$000's)	--	--	35.4	34.9	--	--	--	34.9
Average (\$000's)	--	--	35.4	37.7	--	--	--	37.0

Job Code 810**CUSTOMER SERVICE REPRESENTATIVE - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 811 Customer Service Representative and 813 Senior Customer Service Representative

Job Match Comparability

0.4% Less Complex
 97.9% Comparable
 1.7% More Complex

97.9%	Comparable		Industry - Type of Employer				
1.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	33	4	12	4	6	7
	Employees Reported	767	35	35	73	45	579
	25th Percentile (\$000's)	28.6	29.0	32.5	32.5	28.5	28.2
	50th Percentile (\$000's)	32.6	33.8	47.5	35.3	33.3	31.6
	75th Percentile (\$000's)	38.2	41.8	55.5	40.5	36.3	36.8
	Average (\$000's)	35.8	37.4	45.7	37.5	33.8	35.1
Incentive Pay							
	% Incentive Eligible	79%	26%	63%	100%	9%	86%
	25th Percentile (\$000's)	1.6	1.5	1.9	1.3	--	1.7
	50th Percentile (\$000's)	1.8	1.7	2.5	1.5	2.1	1.8
	75th Percentile (\$000's)	2.1	1.9	3.0	1.9	--	2.1
	Average (\$000's)	1.8	1.8	2.8	1.7	1.8	1.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	30.1	29.0	34.5	33.8	28.5	29.9
	50th Percentile (\$000's)	34.1	33.8	47.5	36.7	33.3	33.5
	75th Percentile (\$000's)	39.9	43.3	57.5	42.2	36.3	38.9
	Average (\$000's)	37.2	37.9	47.3	39.0	34.0	36.6
Most Recent New Hire							
	Employers Reported	6	1	2	2	0	1
	Median (\$000's)	28.2	--	--	--	--	--
	Average (\$000's)	30.2	--	--	--	--	--

Job Code 810**CUSTOMER SERVICE REPRESENTATIVE - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 811 Customer Service Representative and 813 Senior Customer Service Representative

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	7	7	7	12	8	7	6	12
Employees Reported	11	61	27	668	52	30	13	672
25th Percentile (\$000's)	36.5	28.6	31.0	28.5	28.5	31.5	30.2	28.5
50th Percentile (\$000's)	38.6	34.3	33.0	32.4	33.5	39.1	35.1	32.4
75th Percentile (\$000's)	45.3	40.1	38.0	37.6	38.4	42.9	41.6	37.6
Average (\$000's)	39.9	36.6	35.3	35.7	34.6	40.6	36.8	35.7
Incentive Pay								
% Incentive Eligible	64%	30%	52%	85%	13%	93%	31%	85%
25th Percentile (\$000's)	0.9	1.6	2.0	1.6	0.9	1.9	--	1.6
50th Percentile (\$000's)	0.9	1.9	2.0	1.8	0.9	2.0	--	1.8
75th Percentile (\$000's)	1.0	2.1	3.7	2.1	1.0	2.9	--	2.1
Average (\$000's)	0.9	1.9	3.0	1.8	0.9	2.5	--	1.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	36.5	29.1	33.0	30.0	28.5	34.0	30.2	30.1
50th Percentile (\$000's)	38.6	34.3	35.0	34.0	33.5	41.3	35.1	34.0
75th Percentile (\$000's)	45.3	40.1	41.6	39.6	38.4	46.8	41.6	39.5
Average (\$000's)	40.1	37.0	36.9	37.2	34.7	42.4	36.8	37.2
Most Recent New Hire								
Employers Reported	0	0	3	3	0	1	2	3
Median (\$000's)	--	--	29.7	28.1	--	--	--	28.1
Average (\$000's)	--	--	28.5	30.6	--	--	--	30.6

Job Code 811**CUSTOMER SERVICE REPRESENTATIVE****Description**

Handles service inquiries and problems presented by external customers. Examines warranty claims, handles customer returns and exchanges. Follows established guidelines on servicing and repairs/returns. May provide product and pricing information. Promotes and maintains positive customer relations. Maintains logs, records, and files. Requires comprehensive working knowledge of employer's products and policies. Typically requires 1–3 years experience or an equivalent combination of education and experience.

Job Match Comparability

0.3% Less Complex
 99.3% Comparable
 0.4% More Complex

99.3%	Comparable		Industry - Type of Employer				
0.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	28	4	8	3	6	7
	Employees Reported	671	26	24	47	36	538
	25th Percentile (\$000's)	28.3	28.3	32.0	32.4	28.5	28.1
	50th Percentile (\$000's)	31.8	30.5	46.0	33.3	31.5	31.1
	75th Percentile (\$000's)	36.4	41.8	56.3	35.4	34.6	36.2
	Average (\$000's)	34.9	37.4	44.3	34.6	31.8	34.7
Incentive Pay							
	% Incentive Eligible	80%	35%	54%	100%	8%	87%
	25th Percentile (\$000's)	1.5	1.5	2.0	1.3	--	1.6
	50th Percentile (\$000's)	1.8	1.7	2.4	1.4	2.1	1.8
	75th Percentile (\$000's)	2.1	1.9	2.7	1.5	--	2.1
	Average (\$000's)	1.8	1.8	2.5	1.4	1.7	1.8
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	29.9	28.3	34.0	33.0	28.5	29.8
	50th Percentile (\$000's)	33.3	30.5	47.3	34.6	31.8	32.7
	75th Percentile (\$000's)	38.3	43.3	58.1	36.8	34.6	38.2
	Average (\$000's)	36.3	38.0	46.0	35.8	32.0	36.2
Most Recent New Hire							
	Employers Reported	5	1	1	2	0	1
	Median (\$000's)	28.1	--	--	--	--	--
	Average (\$000's)	28.7	--	--	--	--	--

Job Code 811**CUSTOMER SERVICE REPRESENTATIVE****Description**

Handles service inquiries and problems presented by external customers. Examines warranty claims, handles customer returns and exchanges. Follows established guidelines on servicing and repairs/returns. May provide product and pricing information. Promotes and maintains positive customer relations. Maintains logs, records, and files. Requires comprehensive working knowledge of employer's products and policies. Typically requires 1–3 years experience or an equivalent combination of education and experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	6	5	12	6	6	4	12
Employees Reported	5	48	16	602	36	21	7	607
25th Percentile (\$000's)	32.0	28.5	31.0	28.2	28.4	31.0	28.7	28.2
50th Percentile (\$000's)	37.9	33.1	31.6	31.7	30.3	40.4	33.3	31.8
75th Percentile (\$000's)	38.6	40.0	34.0	36.3	33.7	46.4	39.8	36.2
Average (\$000's)	35.2	35.4	33.2	35.0	31.1	41.8	34.2	34.9
Incentive Pay								
% Incentive Eligible	60%	31%	25%	86%	8%	90%	0%	85%
25th Percentile (\$000's)	--	1.5	--	1.5	--	1.6	--	1.5
50th Percentile (\$000's)	0.9	1.9	2.0	1.8	0.9	2.0	--	1.8
75th Percentile (\$000's)	--	2.2	--	2.1	--	2.0	--	2.1
Average (\$000's)	0.9	1.9	2.3	1.8	0.9	1.9	--	1.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	32.0	28.5	32.5	29.9	28.4	33.0	28.7	29.9
50th Percentile (\$000's)	37.9	33.4	33.1	33.2	30.3	41.2	33.3	33.3
75th Percentile (\$000's)	38.6	40.0	35.8	38.2	33.7	48.0	39.8	38.2
Average (\$000's)	35.4	35.8	34.5	36.4	31.2	43.2	34.2	36.4
Most Recent New Hire								
Employers Reported	0	0	2	3	0	1	1	3
Median (\$000's)	--	--	--	28.1	--	--	--	28.1
Average (\$000's)	--	--	--	29.1	--	--	--	29.1

Job Code 813**SENIOR CUSTOMER SERVICE REPRESENTATIVE****Description**

Performs nonroutine support activities in the customer service function. Responds to external customer inquiries requiring research to address status of order, repair, return, or field servicing. Promotes and maintains positive customer relations in stressful and potentially adversarial situations. Interacts with other departments to ensure timely delivery or service, or resolution of complaint. May provide direction to lower-level representatives in the successful delivery of complex support or service. Requires comprehensive working knowledge of employer's products and policies. Normally requires 3-5 years of experience.

Job Match Comparability

1.0% Less Complex
88.5% Comparable
10.4% More Complex

88.5%	Comparable	Industry - Type of Employer					
10.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	21	2	7	4	3	5
	Employees Reported	96	9	11	26	9	41
	25th Percentile (\$000's)	34.9	33.8	35.5	37.9	39.3	34.1
	50th Percentile (\$000's)	39.5	35.5	49.3	42.9	39.9	38.4
	75th Percentile (\$000's)	45.4	38.0	51.8	47.4	41.6	41.6
	Average (\$000's)	42.0	37.5	48.8	42.9	41.8	40.7
Incentive Pay							
	% Incentive Eligible	72%	0%	82%	100%	11%	80%
	25th Percentile (\$000's)	1.9	--	3.7	1.8	--	2.0
	50th Percentile (\$000's)	2.1	--	6.3	1.9	--	2.1
	75th Percentile (\$000's)	2.5	--	6.3	3.1	--	2.5
	Average (\$000's)	2.4	--	4.5	2.4	--	2.2
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	36.2	33.8	35.5	41.2	39.3	35.8
	50th Percentile (\$000's)	41.3	35.5	49.3	44.2	39.9	40.7
	75th Percentile (\$000's)	47.0	38.0	52.3	49.4	41.6	44.4
	Average (\$000's)	43.5	37.5	50.0	44.9	42.0	42.5
Most Recent New Hire							
	Employers Reported	3	0	1	2	0	0
	Median (\$000's)	36.3	--	--	--	--	--
	Average (\$000's)	35.8	--	--	--	--	--

Job Code 813**SENIOR CUSTOMER SERVICE REPRESENTATIVE****Description**

Performs nonroutine support activities in the customer service function. Responds to external customer inquiries requiring research to address status of order, repair, return, or field servicing. Promotes and maintains positive customer relations in stressful and potentially adversarial situations. Interacts with other departments to ensure timely delivery or service, or resolution of complaint. May provide direction to lower-level representatives in the successful delivery of complex support or service. Requires comprehensive working knowledge of employer's products and policies. Normally requires 3-5 years of experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	4	4	8	7	3	4	7
Employees Reported	6	13	11	66	16	9	6	65
25th Percentile (\$000's)	38.6	37.1	33.0	34.6	38.0	33.0	32.0	34.4
50th Percentile (\$000's)	45.3	39.7	37.8	39.5	40.0	37.8	38.4	39.5
75th Percentile (\$000's)	48.9	46.8	40.7	44.5	47.7	38.2	47.3	44.6
Average (\$000's)	43.8	41.1	38.3	42.6	42.6	37.7	39.9	42.7
Incentive Pay								
% Incentive Eligible	67%	23%	91%	79%	25%	100%	67%	80%
25th Percentile (\$000's)	--	--	3.3	1.9	--	3.1	--	1.9
50th Percentile (\$000's)	1.0	2.1	3.7	2.1	1.0	3.6	--	2.1
75th Percentile (\$000's)	--	--	4.7	2.4	--	4.4	--	2.4
Average (\$000's)	1.0	2.1	4.0	2.3	1.0	3.8	--	2.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	38.6	37.1	35.6	36.3	38.0	36.2	32.0	36.3
50th Percentile (\$000's)	45.3	39.7	41.4	41.6	40.0	41.4	38.4	41.5
75th Percentile (\$000's)	48.9	46.8	45.9	46.1	47.7	42.8	47.3	46.3
Average (\$000's)	44.0	41.3	40.5	44.4	42.6	40.7	39.9	44.4
Most Recent New Hire								
Employers Reported	0	0	2	1	0	1	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 815**CUSTOMER SERVICE SUPERVISOR****Description**

Supervises customer service representatives who are responsible for processing orders, corresponding with customers, and coordinating internally with units such as purchasing, production, engineering, or shipping. May supervise fulfillment. May oversee distribution of organization's products. May have responsibility for warehousing products and maintaining inventory. Normally requires education beyond high school and 4–6 years related experience.

Job Match Comparability

7.7% Less Complex
 92.3% Comparable
 0.0% More Complex

92.3%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	9	0	3	2	2	2
	Employees Reported	13	0	3	3	2	5
	25th Percentile (\$000's)	57.1	--	--	--	--	69.7
	50th Percentile (\$000's)	63.0	--	58.3	66.9	--	72.0
	75th Percentile (\$000's)	71.4	--	--	--	--	74.9
	Average (\$000's)	63.5	--	57.2	60.8	--	71.8
Incentive Pay							
	% Incentive Eligible	54%	--	67%	100%	0%	40%
	25th Percentile (\$000's)	5.1	--	--	--	--	--
	50th Percentile (\$000's)	5.3	--	--	5.0	--	--
	75th Percentile (\$000's)	7.2	--	--	--	--	--
	Average (\$000's)	6.0	--	--	4.8	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	57.1	--	--	--	--	72.0
	50th Percentile (\$000's)	68.4	--	62.5	71.9	--	74.9
	75th Percentile (\$000's)	74.9	--	--	--	--	77.5
	Average (\$000's)	66.3	--	59.9	65.6	--	74.5
Most Recent New Hire							
	Employers Reported	2	0	0	1	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 815**CUSTOMER SERVICE SUPERVISOR****Description**

Supervises customer service representatives who are responsible for processing orders, corresponding with customers, and coordinating internally with units such as purchasing, production, engineering, or shipping. May supervise fulfillment. May oversee distribution of organization's products. May have responsibility for warehousing products and maintaining inventory. Normally requires education beyond high school and 4–6 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	4	4	0	1	4	4
Employees Reported	0	1	4	8	0	1	4	8
25th Percentile (\$000's)	--	--	--	65.9	--	--	--	65.9
50th Percentile (\$000's)	--	--	54.0	70.5	--	--	56.4	70.5
75th Percentile (\$000's)	--	--	--	72.7	--	--	--	72.7
Average (\$000's)	--	--	53.6	69.1	--	--	55.5	70.0
Incentive Pay								
% Incentive Eligible	--	100%	50%	50%	--	100%	50%	50%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	5.3	--	--	--	5.3
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	5.9	--	--	--	5.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	71.0	--	--	--	71.0
50th Percentile (\$000's)	--	--	54.0	73.4	--	--	56.4	73.4
75th Percentile (\$000's)	--	--	--	76.9	--	--	--	76.9
Average (\$000's)	--	--	54.7	72.1	--	--	57.5	72.9
Most Recent New Hire								
Employers Reported	0	0	1	1	0	1	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 817**CUSTOMER SERVICE MANAGER****Description**

Manages the activities of the customer service staff. Ensures that the volume of work meets performance measures relating to customer satisfaction. Develops operating policies and procedures. Develops the business plan for the unit including budget development. Approves personnel activities concerning hiring, training and evaluation of staff performance. Typically requires 5-7 years of related experience.

Job Match Comparability

0.0% Less Complex

93.3% Comparable

6.7% More Complex

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	9	1	2	1	2	3
Employees Reported	15	1	2	5	2	5
25th Percentile (\$000's)	74.8	--	--	--	--	72.5
50th Percentile (\$000's)	77.4	--	--	--	--	84.8
75th Percentile (\$000's)	105.7	--	--	--	--	106.9
Average (\$000's)	90.0	--	--	--	--	87.5
Incentive Pay						
% Incentive Eligible	80%	100%	50%	100%	0%	100%
25th Percentile (\$000's)	5.7	--	--	--	--	4.7
50th Percentile (\$000's)	8.2	--	--	--	--	8.2
75th Percentile (\$000's)	15.4	--	--	--	--	15.4
Average (\$000's)	11.5	--	--	--	--	10.9
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	78.5	--	--	--	--	80.7
50th Percentile (\$000's)	82.3	--	--	--	--	88.3
75th Percentile (\$000's)	121.1	--	--	--	--	122.3
Average (\$000's)	98.4	--	--	--	--	98.4
Most Recent New Hire						
Employers Reported	1	1	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 817**CUSTOMER SERVICE MANAGER****Description**

Manages the activities of the customer service staff. Ensures that the volume of work meets performance measures relating to customer satisfaction. Develops operating policies and procedures. Develops the business plan for the unit including budget development. Approves personnel activities concerning hiring, training and evaluation of staff performance. Typically requires 5-7 years of related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	1	6	2	0	1	6
Employees Reported	1	1	1	12	2	0	1	12
25th Percentile (\$000's)	--	--	--	73.7	--	--	--	73.7
50th Percentile (\$000's)	--	--	--	80.6	--	--	--	80.6
75th Percentile (\$000's)	--	--	--	105.2	--	--	--	105.2
Average (\$000's)	--	--	--	88.9	--	--	--	88.9
Incentive Pay								
% Incentive Eligible	100%	0%	0%	92%	50%	--	0%	92%
25th Percentile (\$000's)	--	--	--	5.7	--	--	--	5.7
50th Percentile (\$000's)	--	--	--	8.2	--	--	--	8.2
75th Percentile (\$000's)	--	--	--	15.4	--	--	--	15.4
Average (\$000's)	--	--	--	11.5	--	--	--	11.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	80.4	--	--	--	80.4
50th Percentile (\$000's)	--	--	--	85.3	--	--	--	85.3
75th Percentile (\$000's)	--	--	--	120.5	--	--	--	120.5
Average (\$000's)	--	--	--	99.4	--	--	--	99.4
Most Recent New Hire								
Employers Reported	1	0	0	0	1	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 825**PRODUCT SUPPORT SPECIALIST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 826 Product Support Specialist I, 827 Product Support Specialist II and 828 Product Support Specialist III

Job Match Comparability

38.2% Less Complex

59.9% Comparable

1.9% More Complex

59.9%	Comparable		Industry - Type of Employer					
1.9%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	12	6	3	2	0	1	
	Employees Reported	212	74	9	125	0	4	
	25th Percentile (\$000's)	40.0	39.1	63.0	40.4	--	--	
	50th Percentile (\$000's)	48.1	47.2	65.0	47.4	--	--	
	75th Percentile (\$000's)	55.6	57.8	67.9	53.9	--	--	
	Average (\$000's)	49.8	50.6	63.7	47.9	--	--	
Incentive Pay								
	% Incentive Eligible	38%	49%	89%	26%	--	100%	
	25th Percentile (\$000's)	2.7	2.3	--	2.7	--	--	
	50th Percentile (\$000's)	3.0	3.6	--	2.9	--	--	
	75th Percentile (\$000's)	3.5	4.1	--	3.2	--	--	
	Average (\$000's)	3.0	3.4	--	2.8	--	--	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	40.1	40.0	63.0	40.4	--	--	
	50th Percentile (\$000's)	49.7	47.8	65.0	49.4	--	--	
	75th Percentile (\$000's)	56.8	59.9	67.9	54.7	--	--	
	Average (\$000's)	50.6	51.8	63.7	48.6	--	--	
Most Recent New Hire								
	Employers Reported	4	3	0	1	0	0	
	Median (\$000's)	42.0	41.0	--	--	--	--	
	Average (\$000's)	46.6	48.7	--	--	--	--	

Job Code 825**PRODUCT SUPPORT SPECIALIST - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 826 Product Support Specialist I, 827 Product Support Specialist II and 828 Product Support Specialist III

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	4	3	4	1	4	2	5
Employees Reported	3	22	23	164	3	22	16	171
25th Percentile (\$000's)	--	39.0	53.8	40.0	--	39.0	53.1	40.1
50th Percentile (\$000's)	--	42.0	60.0	47.4	--	42.0	54.8	47.4
75th Percentile (\$000's)	--	61.8	64.8	54.6	--	61.8	60.7	55.2
Average (\$000's)	--	49.9	60.9	48.3	--	49.9	57.9	49.1
Incentive Pay								
% Incentive Eligible	0%	95%	100%	22%	0%	95%	100%	25%
25th Percentile (\$000's)	--	2.0	3.7	2.7	--	2.0	3.7	2.7
50th Percentile (\$000's)	--	2.2	4.0	2.9	--	2.2	4.0	2.9
75th Percentile (\$000's)	--	2.9	4.2	3.2	--	2.9	4.2	3.2
Average (\$000's)	--	2.4	4.2	2.8	--	2.4	4.2	2.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	39.3	57.1	40.0	--	39.3	56.8	40.1
50th Percentile (\$000's)	--	42.8	63.0	47.7	--	42.8	58.8	49.3
75th Percentile (\$000's)	--	64.0	67.6	55.3	--	64.0	64.9	55.7
Average (\$000's)	--	51.2	63.5	48.8	--	51.2	61.6	49.6
Most Recent New Hire								
Employers Reported	0	1	1	2	0	1	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 826**PRODUCT SUPPORT SPECIALIST I****Description**

Provides routine post-implementation technical support onsite to customers and clients under the direction of more senior specialists or consultants. Provides technical analysis in problem situations, as well as product support and training to customers, including distributors. Services products that may include both hardware and software/systems. Assists with onsite installation and troubleshooting of products. Solves problems within established guidelines. Results are generally reviewed by senior technical specialists. Requires a degree and 1–2 years experience.

Job Match Comparability

50.5% Less Complex
 46.8% Comparable
 2.8% More Complex

46.8%	Comparable	Industry - Type of Employer					
2.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	10	5	2	2	0	1
	Employees Reported	109	30	2	76	0	1
	25th Percentile (\$000's)	38.2	36.1	--	39.0	--	--
	50th Percentile (\$000's)	41.4	39.6	--	41.5	--	--
	75th Percentile (\$000's)	48.1	53.1	--	47.4	--	--
	Average (\$000's)	43.2	44.0	--	42.8	--	--
Incentive Pay							
	% Incentive Eligible	42%	70%	100%	29%	--	100%
	25th Percentile (\$000's)	2.5	2.1	--	2.7	--	--
	50th Percentile (\$000's)	2.8	3.3	--	2.8	--	--
	75th Percentile (\$000's)	3.1	3.7	--	2.9	--	--
	Average (\$000's)	2.8	3.0	--	2.6	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	38.2	36.1	--	39.0	--	--
	50th Percentile (\$000's)	41.5	41.7	--	41.5	--	--
	75th Percentile (\$000's)	50.3	56.8	--	50.1	--	--
	Average (\$000's)	44.1	45.5	--	43.5	--	--
Most Recent New Hire							
	Employers Reported	4	3	0	1	0	0
	Median (\$000's)	42.3	39.0	--	--	--	--
	Average (\$000's)	42.5	42.5	--	--	--	--

Job Code 826**PRODUCT SUPPORT SPECIALIST I****Description**

Provides routine post-implementation technical support onsite to customers and clients under the direction of more senior specialists or consultants. Provides technical analysis in problem situations, as well as product support and training to customers, including distributors. Services products that may include both hardware and software/systems. Assists with onsite installation and troubleshooting of products. Solves problems within established guidelines. Results are generally reviewed by senior technical specialists. Requires a degree and 1–2 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	3	3	4	0	3	2	5
Employees Reported	0	12	11	86	0	12	10	87
25th Percentile (\$000's)	--	37.5	52.5	38.1	--	37.5	52.2	38.1
50th Percentile (\$000's)	--	39.6	53.6	40.9	--	39.6	53.3	41.1
75th Percentile (\$000's)	--	48.0	54.6	46.8	--	48.0	54.1	47.1
Average (\$000's)	--	43.3	52.0	42.1	--	43.3	51.7	42.2
Incentive Pay								
% Incentive Eligible	--	100%	100%	27%	--	100%	100%	28%
25th Percentile (\$000's)	--	1.7	3.7	2.7	--	1.7	3.7	2.7
50th Percentile (\$000's)	--	2.1	3.7	2.8	--	2.1	3.7	2.8
75th Percentile (\$000's)	--	2.2	3.9	2.9	--	2.2	3.9	2.9
Average (\$000's)	--	2.0	3.8	2.6	--	2.0	3.8	2.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	37.5	55.3	38.1	--	37.5	55.9	38.1
50th Percentile (\$000's)	--	41.7	56.8	40.9	--	41.7	57.1	41.1
75th Percentile (\$000's)	--	49.7	57.6	46.8	--	49.7	57.7	47.4
Average (\$000's)	--	44.5	54.7	42.6	--	44.5	54.7	42.8
Most Recent New Hire								
Employers Reported	0	1	1	2	0	1	1	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 827**PRODUCT SUPPORT SPECIALIST II****Description**

Provides post-implementation technical support to customers and clients under the direction of a manager and technical analysis in problem situations. Provides support and training on products. Assists with on-site installation and troubleshooting of products. Services products that may include both hardware and software/systems. Makes decisions and recommends solutions to problems within established guidelines. Results may be reviewed by senior consultants or technical specialists. Requires a degree, comprehensive knowledge of the employer's products, and 3–5 years experience.

Job Match Comparability

39.4% Less Complex
 60.6% Comparable
 0.0% More Complex

60.6%	Comparable		Industry - Type of Employer				
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	10	5	2	2	0	1
	Employees Reported	66	27	5	31	0	3
	25th Percentile (\$000's)	45.3	40.1	63.8	50.2	--	--
	50th Percentile (\$000's)	53.4	45.3	65.0	53.6	--	--
	75th Percentile (\$000's)	60.0	60.0	65.5	55.6	--	--
	Average (\$000's)	53.6	50.1	65.0	53.4	--	--
Incentive Pay							
	% Incentive Eligible	33%	37%	80%	16%	--	100%
	25th Percentile (\$000's)	2.9	3.5	--	3.0	--	--
	50th Percentile (\$000's)	3.3	4.2	--	3.2	--	--
	75th Percentile (\$000's)	4.2	4.8	--	3.3	--	--
	Average (\$000's)	3.6	4.2	--	3.2	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	45.3	40.1	63.8	50.2	--	--
	50th Percentile (\$000's)	53.9	45.3	65.0	53.9	--	--
	75th Percentile (\$000's)	63.1	64.2	65.5	56.0	--	--
	Average (\$000's)	54.3	51.3	65.0	53.9	--	--
Most Recent New Hire							
	Employers Reported	1	1	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 827**PRODUCT SUPPORT SPECIALIST II****Description**

Provides post-implementation technical support to customers and clients under the direction of a manager and technical analysis in problem situations. Provides support and training on products. Assists with on-site installation and troubleshooting of products. Services products that may include both hardware and software/systems. Makes decisions and recommends solutions to problems within established guidelines. Results may be reviewed by senior consultants or technical specialists. Requires a degree, comprehensive knowledge of the employer's products, and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	3	2	4	1	3	1	5
Employees Reported	3	5	10	48	3	5	6	52
25th Percentile (\$000's)	--	40.0	62.8	44.9	--	40.0	--	45.3
50th Percentile (\$000's)	--	62.4	64.2	51.4	--	62.4	--	52.9
75th Percentile (\$000's)	--	65.5	67.2	55.4	--	65.5	--	56.0
Average (\$000's)	--	55.1	66.9	51.2	--	55.1	--	52.3
Incentive Pay								
% Incentive Eligible	0%	80%	100%	17%	0%	80%	100%	23%
25th Percentile (\$000's)	--	--	4.2	2.9	--	--	--	2.9
50th Percentile (\$000's)	--	2.3	4.3	3.1	--	2.3	--	3.1
75th Percentile (\$000's)	--	--	5.5	3.3	--	--	--	3.3
Average (\$000's)	--	2.3	4.8	2.8	--	2.3	--	2.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	40.0	64.2	44.9	--	40.0	--	45.3
50th Percentile (\$000's)	--	64.6	66.1	52.1	--	64.6	--	53.4
75th Percentile (\$000's)	--	65.5	68.4	55.8	--	65.5	--	56.3
Average (\$000's)	--	56.0	69.8	51.6	--	56.0	--	52.6
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 828**PRODUCT SUPPORT SPECIALIST III****Description**

Provides post-implementation technical support to customers and clients under the direction of a manager and technical analysts in problem situations. Provides support and training on products to customers. Provides on-site troubleshooting of products. Is a technical expert on products that may include both hardware and software/systems. Normally requires a degree and 5 or more years experience.

Job Match Comparability

0.0% Less Complex
 97.3% Comparable
 2.7% More Complex

97.3%	Comparable		Industry - Type of Employer				
2.7%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	7	4	1	2	0	0
	Employees Reported	37	17	2	18	0	0
	25th Percentile (\$000's)	54.1	51.4	--	55.8	--	--
	50th Percentile (\$000's)	58.6	56.3	--	58.4	--	--
	75th Percentile (\$000's)	67.9	80.3	--	64.1	--	--
	Average (\$000's)	62.5	63.2	--	59.9	--	--
Incentive Pay							
	% Incentive Eligible	32%	29%	100%	28%	--	--
	25th Percentile (\$000's)	3.2	3.0	--	3.3	--	--
	50th Percentile (\$000's)	3.3	3.2	--	3.3	--	--
	75th Percentile (\$000's)	3.4	3.4	--	3.4	--	--
	Average (\$000's)	3.3	3.2	--	3.3	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	54.1	52.5	--	55.9	--	--
	50th Percentile (\$000's)	60.3	56.3	--	60.9	--	--
	75th Percentile (\$000's)	67.9	82.5	--	65.0	--	--
	Average (\$000's)	63.2	63.8	--	60.8	--	--
Most Recent New Hire							
	Employers Reported	1	1	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 828**PRODUCT SUPPORT SPECIALIST III****Description**

Provides post-implementation technical support to customers and clients under the direction of a manager and technical analysts in problem situations. Provides support and training on products to customers. Provides on-site troubleshooting of products. Is a technical expert on products that may include both hardware and software/systems. Normally requires a degree and 5 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	3	1	3	0	3	0	4
Employees Reported	0	5	2	30	0	5	0	32
25th Percentile (\$000's)	--	42.0	--	54.8	--	42.0	--	55.5
50th Percentile (\$000's)	--	50.4	--	58.4	--	50.4	--	59.0
75th Percentile (\$000's)	--	80.3	--	65.0	--	80.3	--	66.4
Average (\$000's)	--	60.5	--	61.7	--	60.5	--	62.8
Incentive Pay								
% Incentive Eligible	--	100%	100%	17%	--	100%	--	22%
25th Percentile (\$000's)	--	3.0	--	3.3	--	3.0	--	3.3
50th Percentile (\$000's)	--	3.2	--	3.3	--	3.2	--	3.3
75th Percentile (\$000's)	--	3.4	--	3.4	--	3.4	--	3.4
Average (\$000's)	--	3.2	--	3.3	--	3.2	--	3.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	42.0	--	54.9	--	42.0	--	55.5
50th Percentile (\$000's)	--	53.9	--	60.1	--	53.9	--	60.9
75th Percentile (\$000's)	--	83.1	--	65.0	--	83.1	--	66.4
Average (\$000's)	--	62.4	--	62.2	--	62.4	--	63.3
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 840**PRODUCT SUPPORT MANAGER****Description**

Manages technical support, including product support specialists and technical consultant staff. Resolves product/system technical problems. Monitors customer's business, training, and product support needs. Supports customer modification, enhancement, integration, and testing of installed products/systems. Supports related customer training. Typically requires a degree in business or a closely related field, detailed knowledge of employer's products/systems and of customers' information systems, and 5–7 years experience.

Job Match Comparability

0.0% Less Complex

84.6% Comparable

15.4% More Complex

84.6%	Comparable	Industry - Type of Employer					
15.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	5	3	1	1	0	0
	Employees Reported	13	11	1	1	0	0
	25th Percentile (\$000's)	65.2	64.0	--	--	--	--
	50th Percentile (\$000's)	72.0	67.1	--	--	--	--
	75th Percentile (\$000's)	83.8	75.3	--	--	--	--
	Average (\$000's)	75.1	70.4	--	--	--	--
Incentive Pay							
	% Incentive Eligible	23%	18%	0%	100%	--	--
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	11.2	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	11.2	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	67.0	66.1	--	--	--	--
	50th Percentile (\$000's)	72.0	67.1	--	--	--	--
	75th Percentile (\$000's)	83.8	75.3	--	--	--	--
	Average (\$000's)	76.9	71.0	--	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 840**PRODUCT SUPPORT MANAGER****Description**

Manages technical support, including product support specialists and technical consultant staff. Resolves product/system technical problems. Monitors customer's business, training, and product support needs. Supports customer modification, enhancement, integration, and testing of installed products/systems. Supports related customer training. Typically requires a degree in business or a closely related field, detailed knowledge of employer's products/systems and of customers' information systems, and 5–7 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	3	0	2	0	3	0	2
Employees Reported	0	3	0	10	0	3	0	10
25th Percentile (\$000's)	--	--	--	65.7	--	--	--	65.7
50th Percentile (\$000's)	--	85.0	--	69.6	--	85.0	--	69.6
75th Percentile (\$000's)	--	--	--	75.9	--	--	--	75.9
Average (\$000's)	--	80.5	--	73.5	--	80.5	--	73.5
Incentive Pay								
% Incentive Eligible	--	67%	--	10%	--	67%	--	10%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	65.7	--	--	--	65.7
50th Percentile (\$000's)	--	85.0	--	69.6	--	85.0	--	69.6
75th Percentile (\$000's)	--	--	--	75.9	--	--	--	75.9
Average (\$000's)	--	82.9	--	75.1	--	82.9	--	75.1
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 843**SALES REPRESENTATIVE - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 841 Sales Representative and 842 Senior Sales Representative

Job Match Comparability

0.5% Less Complex
 94.5% Comparable
 5.0% More Complex

94.5%	Comparable	Industry - Type of Employer					
5.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	27	5	9	2	5	6
	Employees Reported	417	25	35	306	23	28
	25th Percentile (\$000's)	51.3	70.0	62.7	51.0	53.8	38.8
	50th Percentile (\$000's)	58.8	75.0	74.3	56.2	62.4	49.4
	75th Percentile (\$000's)	69.1	80.0	84.1	65.0	72.9	83.6
	Average (\$000's)	62.1	75.0	75.8	59.9	62.5	57.3
Incentive Pay							
	% Incentive Eligible	91%	48%	97%	100%	57%	54%
	25th Percentile (\$000's)	7.3	2.5	2.5	9.3	1.0	12.5
	50th Percentile (\$000's)	13.3	2.6	4.0	14.5	6.2	21.4
	75th Percentile (\$000's)	20.2	2.9	10.3	20.3	10.3	65.4
	Average (\$000's)	15.5	7.4	11.6	15.4	6.4	44.2
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	62.6	70.0	65.2	62.9	55.3	38.8
	50th Percentile (\$000's)	72.5	75.1	76.5	72.4	66.5	75.5
	75th Percentile (\$000's)	82.4	82.8	87.1	80.0	73.7	88.0
	Average (\$000's)	74.0	77.1	83.4	73.3	66.2	73.1
Most Recent New Hire							
	Employers Reported	5	1	0	2	1	1
	Median (\$000's)	51.0	--	--	--	--	--
	Average (\$000's)	54.3	--	--	--	--	--

Job Code 843**SALES REPRESENTATIVE - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 841 Sales Representative and 842 Senior Sales Representative

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	9	7	4	7	9	7	5	6
Employees Reported	23	36	25	333	24	35	26	332
25th Percentile (\$000's)	55.7	40.0	65.6	51.0	35.0	52.7	66.2	51.0
50th Percentile (\$000's)	71.9	60.6	71.5	57.0	60.8	63.5	73.3	57.0
75th Percentile (\$000's)	84.7	75.5	80.0	66.3	74.9	78.6	80.5	66.3
Average (\$000's)	69.7	59.1	72.6	61.2	60.0	63.5	74.4	61.2
Incentive Pay								
% Incentive Eligible	74%	69%	52%	98%	46%	89%	50%	98%
25th Percentile (\$000's)	0.9	2.9	3.5	8.8	0.9	2.7	21.1	8.8
50th Percentile (\$000's)	3.1	10.0	4.6	14.1	1.0	6.9	21.8	14.1
75th Percentile (\$000's)	6.3	15.1	11.6	20.3	4.0	11.0	72.8	20.3
Average (\$000's)	4.1	21.2	8.5	15.6	2.3	12.2	55.3	15.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	58.5	49.7	66.1	62.9	35.8	57.3	66.2	63.2
50th Percentile (\$000's)	74.3	69.2	71.6	72.9	62.9	72.5	73.3	72.9
75th Percentile (\$000's)	86.7	82.9	80.0	82.2	74.9	87.7	83.0	82.2
Average (\$000's)	71.7	70.9	73.7	74.5	60.5	72.5	80.7	74.6
Most Recent New Hire								
Employers Reported	1	1	2	1	1	2	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 841**SALES REPRESENTATIVE****Description**

Sells and promotes employer's business-to-business products in face-to-face meetings with potential clients and customers. Contacts potential clients and customers via telephone and other appropriate media. Represents employer at trade shows and other promotional venues. Develops and maintains sufficient knowledge of employer's products to conduct effective demonstrations. Travels within a designated territory, or more widely to visit assigned prospects and customers. May participate in team sales efforts. Provides market feedback to employer about the needs of customers and clients and about its products and competitor products. May initiate processing of orders. Documents sales efforts and successes and prepares reports for sales management. May mentor and support sales associates. Typically requires a marketing or related degree and 2 or more years direct sales experience.

Job Match Comparability

0.6% Less Complex
 97.8% Comparable
 1.6% More Complex

97.8%	Comparable		Industry - Type of Employer				
1.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	19	3	6	2	5	3
	Employees Reported	315	3	14	262	19	17
	25th Percentile (\$000's)	51.0	--	59.6	51.0	53.0	30.0
	50th Percentile (\$000's)	55.0	53.0	67.7	55.0	58.6	40.0
	75th Percentile (\$000's)	64.0	--	80.5	64.6	63.6	45.0
	Average (\$000's)	58.4	55.5	70.6	59.1	57.5	39.8
Incentive Pay							
	% Incentive Eligible	96%	67%	93%	100%	58%	76%
	25th Percentile (\$000's)	7.1	--	2.5	8.4	0.9	14.8
	50th Percentile (\$000's)	13.0	--	6.2	13.3	6.2	21.4
	75th Percentile (\$000's)	19.8	--	9.3	19.9	10.0	54.2
	Average (\$000's)	14.7	--	16.3	14.3	6.2	38.2
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	60.0	--	62.8	61.9	53.2	30.0
	50th Percentile (\$000's)	69.7	54.9	73.6	71.0	63.1	45.0
	75th Percentile (\$000's)	78.6	--	86.3	78.7	70.3	71.0
	Average (\$000's)	70.4	56.1	85.7	71.2	61.0	57.8
Most Recent New Hire							
	Employers Reported	4	0	0	2	1	1
	Median (\$000's)	51.0	--	--	--	--	--
	Average (\$000's)	53.0	--	--	--	--	--

Job Code 841**SALES REPRESENTATIVE****Description**

Sells and promotes employer's business-to-business products in face-to-face meetings with potential clients and customers. Contacts potential clients and customers via telephone and other appropriate media. Represents employer at trade shows and other promotional venues. Develops and maintains sufficient knowledge of employer's products to conduct effective demonstrations. Travels within a designated territory, or more widely to visit assigned prospects and customers. May participate in team sales efforts. Provides market feedback to employer about the needs of customers and clients and about its products and competitor products. May initiate processing of orders. Documents sales efforts and successes and prepares reports for sales management. May mentor and support sales associates. Typically requires a marketing or related degree and 2 or more years direct sales experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	5	7	2	5	5	7	3	4
Employees Reported	10	29	4	272	14	25	5	271
25th Percentile (\$000's)	40.6	40.0	--	51.0	30.0	41.6	61.1	51.0
50th Percentile (\$000's)	53.4	54.0	63.1	55.0	44.5	54.4	80.7	55.0
75th Percentile (\$000's)	59.3	63.7	--	64.0	59.7	65.0	88.8	64.0
Average (\$000's)	51.7	54.9	66.0	58.9	45.2	56.2	76.3	59.0
Incentive Pay								
% Incentive Eligible	70%	66%	100%	100%	21%	92%	80%	100%
25th Percentile (\$000's)	0.8	9.1	--	8.2	--	4.9	--	8.2
50th Percentile (\$000's)	1.0	10.9	4.6	13.2	0.9	9.1	21.8	13.2
75th Percentile (\$000's)	6.3	21.5	--	19.9	--	11.0	--	19.9
Average (\$000's)	3.6	28.4	8.5	14.3	2.2	15.3	55.3	14.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	41.3	40.0	--	61.8	30.0	52.9	61.1	61.9
50th Percentile (\$000's)	55.0	63.1	72.4	70.8	45.0	66.5	102.4	70.8
75th Percentile (\$000's)	64.2	72.7	--	78.7	62.0	79.8	125.1	78.7
Average (\$000's)	54.2	68.6	72.4	71.1	45.7	67.2	109.5	71.2
Most Recent New Hire								
Employers Reported	1	1	1	1	1	2	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 842**SENIOR SALES REPRESENTATIVE****Description**

Sells and promotes employer's products in face-to-face meetings with potential clients and customers. Maintains extensive and detailed knowledge of employer's products and competing products. Develops sales presentations and tactics. Leads efforts of sales teams to demonstrate and sell complex business-to-business products and services. Develops product demonstrations and represents employer at trade shows and other promotional venues. Documents sales efforts and successes and prepares reports covering assigned products, territories, and sales targets. Guides and supports assigned sales representatives. Typically requires a degree and 5 or more years direct sales experience.

Job Match Comparability

0.0% Less Complex
 84.3% Comparable
 15.7% More Complex

		Industry - Type of Employer				
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit All Other Employers
Annual Base Pay						
Employers Reported	18	4	6	1	2	5
Employees Reported	102	22	21	44	4	11
25th Percentile (\$000's)	59.9	70.4	65.5	--	--	82.7
50th Percentile (\$000's)	71.7	75.1	76.5	--	89.0	87.6
75th Percentile (\$000's)	85.0	83.0	85.5	--	--	88.4
Average (\$000's)	73.6	77.7	79.2	--	86.6	84.3
Incentive Pay						
% Incentive Eligible	77%	45%	100%	100%	50%	18%
25th Percentile (\$000's)	11.9	2.5	2.5	--	--	--
50th Percentile (\$000's)	17.1	2.7	3.0	--	--	--
75th Percentile (\$000's)	22.6	2.9	9.6	--	--	--
Average (\$000's)	18.7	8.3	5.5	--	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	72.2	71.8	65.6	--	--	85.6
50th Percentile (\$000's)	80.0	76.4	76.5	--	90.4	87.6
75th Percentile (\$000's)	89.7	83.7	87.8	--	--	89.4
Average (\$000's)	85.2	79.9	81.9	--	90.5	96.7
Most Recent New Hire						
Employers Reported	1	1	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 842**SENIOR SALES REPRESENTATIVE****Description**

Sells and promotes employer's products in face-to-face meetings with potential clients and customers. Maintains extensive and detailed knowledge of employer's products and competing products. Develops sales presentations and tactics. Leads efforts of sales teams to demonstrate and sell complex business-to-business products and services. Develops product demonstrations and represents employer at trade shows and other promotional venues. Documents sales efforts and successes and prepares reports covering assigned products, territories, and sales targets. Guides and supports assigned sales representatives. Typically requires a degree and 5 or more years direct sales experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	6	3	3	6	5	4	3	6
Employees Reported	13	7	21	61	10	10	21	61
25th Percentile (\$000's)	74.3	72.5	66.5	56.8	72.5	75.5	66.5	56.8
50th Percentile (\$000's)	83.8	77.1	71.6	63.4	76.8	82.5	71.6	63.4
75th Percentile (\$000's)	90.0	80.0	80.0	87.6	82.9	89.5	80.0	87.6
Average (\$000's)	83.5	76.7	73.9	71.0	80.7	81.6	73.9	71.0
Incentive Pay								
% Incentive Eligible	77%	86%	43%	89%	80%	80%	43%	89%
25th Percentile (\$000's)	2.6	2.5	--	13.2	1.8	2.6	--	13.2
50th Percentile (\$000's)	3.6	2.7	--	19.2	2.5	2.9	--	19.2
75th Percentile (\$000's)	6.1	2.9	--	24.1	3.3	5.4	--	24.1
Average (\$000's)	5.1	4.3	--	21.2	2.5	5.2	--	21.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	74.3	75.0	66.5	75.2	72.5	78.9	66.5	75.2
50th Percentile (\$000's)	85.5	80.0	71.6	84.1	76.8	88.0	71.6	84.1
75th Percentile (\$000's)	91.1	85.4	80.0	95.2	84.1	90.8	80.0	95.2
Average (\$000's)	85.1	80.4	73.9	89.7	81.2	85.8	73.9	89.7
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 846**INSIDE SALES REPRESENTATIVE/TELEMARKETER****Description**

Makes routine telephone sales calls following established procedures and guidelines. Promotes, sells, or confirms sales of products and services. Refers non-routine requests or issues to senior telemarketer or supervisor. Uses computer based system to gather and provide information and track history. Requires a working knowledge of products and services. Normally requires high school graduation and 0–2 years related experience.

Job Match Comparability

0.0% Less Complex
 29.5% Comparable
 70.5% More Complex

29.5%	Comparable		Industry - Type of Employer				
70.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	12	5	4	1	1	1
	Employees Reported	61	11	13	26	2	9
	25th Percentile (\$000's)	40.0	42.0	37.1	--	--	--
	50th Percentile (\$000's)	42.9	45.0	41.0	--	--	--
	75th Percentile (\$000's)	46.2	47.6	46.1	--	--	--
	Average (\$000's)	44.1	46.3	45.9	--	--	--
Incentive Pay							
	% Incentive Eligible	80%	73%	46%	100%	0%	100%
	25th Percentile (\$000's)	4.5	57.7	3.8	--	--	--
	50th Percentile (\$000's)	5.3	57.7	4.6	--	--	--
	75th Percentile (\$000's)	7.7	57.7	5.3	--	--	--
	Average (\$000's)	11.0	57.7	4.5	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	44.2	42.0	41.0	--	--	--
	50th Percentile (\$000's)	48.2	45.0	44.2	--	--	--
	75th Percentile (\$000's)	55.7	47.6	49.1	--	--	--
	Average (\$000's)	52.0	51.6	48.7	--	--	--
Most Recent New Hire							
	Employers Reported	4	2	1	0	1	0
	Median (\$000's)	42.0	--	--	--	--	--
	Average (\$000's)	40.1	--	--	--	--	--

Job Code 846**INSIDE SALES REPRESENTATIVE/TELEMARKETER****Description**

Makes routine telephone sales calls following established procedures and guidelines. Promotes, sells, or confirms sales of products and services. Refers non-routine requests or issues to senior telemarketer or supervisor. Uses computer based system to gather and provide information and track history. Requires a working knowledge of products and services. Normally requires high school graduation and 0–2 years related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	5	2	3	3	3	2	4
Employees Reported	2	18	5	36	4	11	7	39
25th Percentile (\$000's)	--	38.4	36.0	40.8	--	42.0	37.6	40.4
50th Percentile (\$000's)	--	41.8	46.1	43.6	39.5	45.0	39.5	43.1
75th Percentile (\$000's)	--	45.0	47.0	46.3	--	53.5	44.3	46.2
Average (\$000's)	--	45.0	41.9	43.7	41.9	50.1	40.7	43.2
Incentive Pay								
% Incentive Eligible	50%	67%	0%	100%	25%	64%	71%	92%
25th Percentile (\$000's)	--	4.2	--	4.8	--	--	4.2	4.7
50th Percentile (\$000's)	--	5.3	--	5.5	--	--	5.3	5.4
75th Percentile (\$000's)	--	5.4	--	10.2	--	--	5.4	9.4
Average (\$000's)	--	4.9	--	12.5	--	--	--	11.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	40.5	41.0	47.5	--	42.0	42.2	47.0
50th Percentile (\$000's)	--	43.3	47.0	51.5	39.5	45.0	44.9	50.5
75th Percentile (\$000's)	--	45.0	48.2	56.8	--	53.5	47.2	56.5
Average (\$000's)	--	46.3	44.2	56.1	41.9	50.1	44.2	55.0
Most Recent New Hire								
Employers Reported	0	4	0	0	1	2	1	0
Median (\$000's)	--	42.0	--	--	--	--	--	--
Average (\$000's)	--	40.1	--	--	--	--	--	--

Job Code 847**ACCOUNT MANAGER****Description**

Prepares proposals, marketing plans, and forecast/report sales activity for assigned region or key accounts. Develops programs to achieve maximum sales volume consistent with sales forecasts/projections. Gathers detailed information about accounts, identifies decision-makers, understands strategic business challenges and priorities, and leads team in analyzing information and prioritizing opportunities critical to accounts. Functions as primary interface between company and account personnel; also resolves any complaints or concerns. Requires extensive knowledge of products and services. Normally requires 5 or more years of related experience.

Job Match Comparability

7.1% Less Complex

35.7% Comparable

57.1% More Complex

	All Organizations	Computer and Technology	Manufacturing	Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay						
Employers Reported	11	5	2	2	0	2
Employees Reported	42	19	4	13	0	6
25th Percentile (\$000's)	76.7	75.0	--	107.3	--	84.6
50th Percentile (\$000's)	88.8	81.4	76.8	108.5	--	91.7
75th Percentile (\$000's)	108.2	90.9	--	112.8	--	93.4
Average (\$000's)	89.7	83.5	75.7	103.4	--	89.0
Incentive Pay						
% Incentive Eligible	50%	32%	50%	100%	--	0%
25th Percentile (\$000's)	15.6	36.3	--	17.1	--	--
50th Percentile (\$000's)	21.9	57.5	--	21.9	--	--
75th Percentile (\$000's)	22.9	78.8	--	22.7	--	--
Average (\$000's)	26.0	57.5	--	20.3	--	--
Total Cash Compensation Base Plus Incentive Pay						
25th Percentile (\$000's)	77.1	75.0	--	121.3	--	84.6
50th Percentile (\$000's)	88.8	81.4	76.8	128.4	--	91.7
75th Percentile (\$000's)	121.0	90.9	--	136.4	--	93.4
Average (\$000's)	97.7	89.5	75.7	120.5	--	89.0
Most Recent New Hire						
Employers Reported	3	3	0	0	0	0
Median (\$000's)	115.0	115.0	--	--	--	--
Average (\$000's)	91.7	91.7	--	--	--	--

Job Code 847**ACCOUNT MANAGER****Description**

Prepares proposals, marketing plans, and forecast/report sales activity for assigned region or key accounts. Develops programs to achieve maximum sales volume consistent with sales forecasts/projections. Gathers detailed information about accounts, identifies decision-makers, understands strategic business challenges and priorities, and leads team in analyzing information and prioritizing opportunities critical to accounts. Functions as primary interface between company and account personnel; also resolves any complaints or concerns. Requires extensive knowledge of products and services. Normally requires 5 or more years of related experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	4	3	3	1	4	1	5
Employees Reported	1	8	8	25	1	8	4	29
25th Percentile (\$000's)	--	66.8	74.3	82.8	--	66.8	--	78.2
50th Percentile (\$000's)	--	93.1	76.8	93.4	--	93.1	--	92.6
75th Percentile (\$000's)	--	116.3	78.1	108.5	--	116.3	--	108.3
Average (\$000's)	--	87.5	76.5	95.8	--	87.5	--	93.0
Incentive Pay								
% Incentive Eligible	100%	75%	25%	48%	100%	75%	0%	48%
25th Percentile (\$000's)	--	36.3	--	17.1	--	36.3	--	17.1
50th Percentile (\$000's)	--	57.5	--	21.9	--	57.5	--	21.9
75th Percentile (\$000's)	--	78.8	--	22.7	--	78.8	--	22.7
Average (\$000's)	--	57.5	--	20.3	--	57.5	--	20.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	66.8	74.3	82.8	--	66.8	--	79.6
50th Percentile (\$000's)	--	100.6	76.8	93.4	--	100.6	--	92.6
75th Percentile (\$000's)	--	116.3	78.1	128.4	--	116.3	--	127.9
Average (\$000's)	--	101.9	76.5	104.7	--	101.9	--	100.7
Most Recent New Hire								
Employers Reported	0	3	0	0	0	3	0	0
Median (\$000's)	--	115.0	--	--	--	115.0	--	--
Average (\$000's)	--	91.7	--	--	--	91.7	--	--

Job Code 848**SALES SUPPORT ASSISTANT****Description**

Provides administrative support to sales representatives, account managers and the overall sales function by processing data, generating routine reports regarding sales results and sales force earnings, preparing presentations, coordinating mailings, and maintaining files and records. Updates and adds records to computer databases and coordinates communications with appropriate staff regarding status of leads and sales materials. May answer questions about the organization's products and/or services. May also assist in customer service or order processing functions.

Job Match Comparability

7.7% Less Complex

84.6% Comparable

7.7% More Complex

Annual Base Pay

Employers Reported

12

Employees Reported

13

25th Percentile (\$000's)

33.4

50th Percentile (\$000's)

39.5

75th Percentile (\$000's)

41.6

Average (\$000's)

38.9

Incentive Pay

% Incentive Eligible

54%

25th Percentile (\$000's)

2.2

50th Percentile (\$000's)

3.0

75th Percentile (\$000's)

3.8

Average (\$000's)

2.9

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)

34.3

50th Percentile (\$000's)

40.0

75th Percentile (\$000's)

42.3

Average (\$000's)

39.8

Most Recent New Hire

Employers Reported

3

Median (\$000's)

33.4

Average (\$000's)

34.9

Industry - Type of Employer**All
Organizations****Software,
Computer and
Technology****Manufacturing****Life-Sciences/
Biotech/
Medical Devices****Not-for-Profit****All Other
Employers**

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Job Code 848**SALES SUPPORT ASSISTANT****Description**

Provides administrative support to sales representatives, account managers and the overall sales function by processing data, generating routine reports regarding sales results and sales force earnings, preparing presentations, coordinating mailings, and maintaining files and records. Updates and adds records to computer databases and coordinates communications with appropriate staff regarding status of leads and sales materials. May answer questions about the organization's products and/or services. May also assist in customer service or order processing functions.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	4	2	2	4	4	2	2
Employees Reported	4	4	2	3	4	4	2	3
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	35.2	36.7	--	39.5	32.3	39.6	--	39.5
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	36.5	39.5	--	39.4	35.0	41.0	--	39.4
Incentive Pay								
% Incentive Eligible	50%	50%	0%	100%	50%	50%	0%	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	3.8	--	--	--	3.8
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	3.8	--	--	--	3.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	35.2	37.2	--	42.3	32.3	39.6	--	42.3
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	36.9	40.1	--	41.9	35.4	41.6	--	41.9
Most Recent New Hire								
Employers Reported	1	1	0	1	2	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 850**WRITER - MARKETING/COMMUNICATIONS****Description**

Composes non-technical articles, leaflets, pamphlets, brochures, and related materials designed to educate and inform customers, clients, and the public. Works with various departments to collect background information and to obtain copy approval. Works under general supervision. Requires a degree in communications, English, or related field, and 2–4 years experience writing in a business environment required. May be titled Marketing/Communications Specialist.

Job Match Comparability

0.0% Less Complex
 62.5% Comparable
 37.5% More Complex

62.5%	Comparable	Industry - Type of Employer					
37.5%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	12	3	0	3	3	3
	Employees Reported	24	3	0	9	4	8
	25th Percentile (\$000's)	44.9	--	--	66.8	--	41.4
	50th Percentile (\$000's)	61.2	40.0	--	69.4	52.6	49.4
	75th Percentile (\$000's)	69.4	--	--	74.9	--	60.6
	Average (\$000's)	58.1	53.0	--	69.4	51.6	50.4
Incentive Pay							
	% Incentive Eligible	58%	67%	--	78%	50%	38%
	25th Percentile (\$000's)	3.3	--	--	3.8	--	--
	50th Percentile (\$000's)	3.9	--	--	3.9	--	4.1
	75th Percentile (\$000's)	4.6	--	--	4.1	--	--
	Average (\$000's)	4.2	--	--	4.0	--	4.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	45.4	--	--	70.6	--	42.8
	50th Percentile (\$000's)	65.9	40.0	--	73.4	57.6	49.4
	75th Percentile (\$000's)	72.1	--	--	76.2	--	60.6
	Average (\$000's)	60.2	55.3	--	72.1	54.6	51.4
Most Recent New Hire							
	Employers Reported	1	0	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 850**WRITER - MARKETING/COMMUNICATIONS****Description**

Composes non-technical articles, leaflets, pamphlets, brochures, and related materials designed to educate and inform customers, clients, and the public. Works with various departments to collect background information and to obtain copy approval. Works under general supervision. Requires a degree in communications, English, or related field, and 2–4 years experience writing in a business environment required. May be titled Marketing/Communications Specialist.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	2	4	3	3	2	4
Employees Reported	4	5	2	13	5	4	2	13
25th Percentile (\$000's)	--	38.0	--	60.0	37.5	--	--	60.0
50th Percentile (\$000's)	47.9	38.5	--	66.8	38.0	52.6	--	66.8
75th Percentile (\$000's)	--	59.4	--	72.1	50.0	--	--	72.1
Average (\$000's)	49.3	47.1	--	64.6	44.0	53.2	--	64.6
Incentive Pay								
% Incentive Eligible	50%	40%	50%	69%	40%	50%	50%	69%
25th Percentile (\$000's)	--	--	--	3.8	--	--	--	3.8
50th Percentile (\$000's)	--	--	--	3.9	--	--	--	3.9
75th Percentile (\$000's)	--	--	--	4.1	--	--	--	4.1
Average (\$000's)	--	--	--	4.0	--	--	--	4.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	38.0	--	60.0	37.5	--	--	60.0
50th Percentile (\$000's)	47.9	39.8	--	70.6	38.0	57.6	--	70.6
75th Percentile (\$000's)	--	62.4	--	76.2	50.0	--	--	76.2
Average (\$000's)	49.6	49.5	--	67.1	44.3	56.2	--	67.1
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 860**PRODUCT MARKETING SPECIALIST****Description**

Plans, directs, and administers the marketing activity for a product or product line. Sets objectives, develops marketing strategy, and monitors the administration of marketing services including proposals, quotations, pricing, scheduling, and shipping of the product. Coordinates promotional activities, including advertising, literature, and trade show participation, to achieve marketing objectives. Requires a degree in business administration or marketing and 3–5 years relevant experience.

Job Match Comparability

4.8% Less Complex
 94.0% Comparable
 1.2% More Complex

94.0%	Comparable	Industry - Type of Employer					
1.2%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	12	3	3	0	1	5
	Employees Reported	84	3	3	0	1	77
	25th Percentile (\$000's)	46.4	--	--	--	--	46.6
	50th Percentile (\$000's)	54.5	75.0	48.0	--	--	54.1
	75th Percentile (\$000's)	67.0	--	--	--	--	64.7
	Average (\$000's)	56.9	66.0	50.6	--	--	56.7
Incentive Pay							
	% Incentive Eligible	24%	67%	100%	--	0%	19%
	25th Percentile (\$000's)	1.5	--	--	--	--	2.0
	50th Percentile (\$000's)	3.0	--	3.4	--	--	3.0
	75th Percentile (\$000's)	4.5	--	--	--	--	4.4
	Average (\$000's)	3.2	--	3.4	--	--	3.1
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	47.0	--	--	--	--	46.8
	50th Percentile (\$000's)	54.6	75.0	48.1	--	--	54.3
	75th Percentile (\$000's)	67.2	--	--	--	--	67.0
	Average (\$000's)	57.4	66.0	52.9	--	--	57.1
Most Recent New Hire							
	Employers Reported	2	1	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 860**PRODUCT MARKETING SPECIALIST****Description**

Plans, directs, and administers the marketing activity for a product or product line. Sets objectives, develops marketing strategy, and monitors the administration of marketing services including proposals, quotations, pricing, scheduling, and shipping of the product. Coordinates promotional activities, including advertising, literature, and trade show participation, to achieve marketing objectives. Requires a degree in business administration or marketing and 3–5 years relevant experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	3	2	6	2	1	2	7
Employees Reported	1	3	2	78	2	1	2	79
25th Percentile (\$000's)	--	--	--	46.7	--	--	--	46.7
50th Percentile (\$000's)	--	44.0	--	54.5	--	--	--	54.1
75th Percentile (\$000's)	--	--	--	66.4	--	--	--	65.8
Average (\$000's)	--	51.6	--	57.0	--	--	--	56.9
Incentive Pay								
% Incentive Eligible	100%	67%	100%	19%	50%	100%	100%	20%
25th Percentile (\$000's)	--	--	--	2.0	--	--	--	2.0
50th Percentile (\$000's)	--	--	--	3.0	--	--	--	3.0
75th Percentile (\$000's)	--	--	--	4.4	--	--	--	4.4
Average (\$000's)	--	--	--	3.1	--	--	--	3.1
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	46.9	--	--	--	46.9
50th Percentile (\$000's)	--	48.1	--	54.6	--	--	--	54.3
75th Percentile (\$000's)	--	--	--	67.1	--	--	--	67.1
Average (\$000's)	--	53.5	--	57.3	--	--	--	57.2
Most Recent New Hire								
Employers Reported	0	0	1	1	0	0	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 865**PRODUCT MANAGER****Description**

Manages a line of business. Develops a strategic concept and plan for the product or line of business. Directs the development of refinements to products or brands. In conjunction with department managers, manages product engineering, manufacturing, financial planning and control, business development, and technical sales support to ensure achievement of product development and/or marketing goals.

Job Match Comparability

12.1% Less Complex
 59.1% Comparable
 28.8% More Complex

59.1%	Comparable	Industry - Type of Employer					
28.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	15	5	6	1	1	2
	Employees Reported	66	7	21	28	4	6
	25th Percentile (\$000's)	84.1	67.3	88.0	--	--	94.5
	50th Percentile (\$000's)	98.4	88.2	122.5	--	--	95.5
	75th Percentile (\$000's)	121.3	90.0	125.0	--	--	97.4
	Average (\$000's)	100.7	81.4	114.2	--	--	94.8
Incentive Pay							
	% Incentive Eligible	91%	86%	81%	100%	100%	83%
	25th Percentile (\$000's)	7.4	5.1	17.0	--	--	8.4
	50th Percentile (\$000's)	16.1	7.1	20.0	--	--	9.9
	75th Percentile (\$000's)	21.5	7.8	28.7	--	--	9.9
	Average (\$000's)	16.4	6.2	24.7	--	--	8.9
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	87.8	70.8	88.6	--	--	95.2
	50th Percentile (\$000's)	107.7	90.0	131.4	--	--	99.4
	75th Percentile (\$000's)	129.9	94.9	144.0	--	--	104.1
	Average (\$000's)	111.9	84.1	128.3	--	--	99.2
Most Recent New Hire							
	Employers Reported	3	1	0	1	1	0
	Median (\$000's)	80.0	--	--	--	--	--
	Average (\$000's)	83.2	--	--	--	--	--

Job Code 865**PRODUCT MANAGER****Description**

Manages a line of business. Develops a strategic concept and plan for the product or line of business. Directs the development of refinements to products or brands. In conjunction with department managers, manages product engineering, manufacturing, financial planning and control, business development, and technical sales support to ensure achievement of product development and/or marketing goals.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	3	4	4	4	3	3	5
Employees Reported	7	4	10	45	7	4	5	50
25th Percentile (\$000's)	61.3	--	81.0	95.3	61.3	--	88.2	88.3
50th Percentile (\$000's)	86.2	73.5	87.6	107.7	86.2	73.5	125.0	105.1
75th Percentile (\$000's)	88.8	--	118.5	122.5	88.8	--	129.3	122.2
Average (\$000's)	78.5	74.0	97.0	107.4	78.5	74.0	109.9	105.0
Incentive Pay								
% Incentive Eligible	86%	75%	70%	98%	86%	75%	40%	98%
25th Percentile (\$000's)	1.0	--	7.4	11.6	1.0	--	--	11.6
50th Percentile (\$000's)	2.2	3.1	7.8	16.9	2.2	3.1	--	16.9
75th Percentile (\$000's)	2.4	--	8.2	22.4	2.4	--	--	22.4
Average (\$000's)	2.1	3.1	7.8	19.1	2.1	3.1	--	19.1
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	62.9	--	82.7	99.9	62.9	--	96.7	95.0
50th Percentile (\$000's)	88.6	73.5	91.8	122.8	88.6	73.5	125.0	116.6
75th Percentile (\$000's)	90.0	--	118.5	140.2	90.0	--	129.3	139.4
Average (\$000's)	80.0	74.8	98.6	123.1	80.0	74.8	113.0	119.2
Most Recent New Hire								
Employers Reported	1	1	0	1	1	1	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 871**MARKETING MANAGER****Description**

Responsible for managing the marketing and promotion of the organization's products and services. Manages, monitors and evaluates market research programs and expenditures. Allocates funds and determines project direction. Develops policies, programs, and objectives for all product and service marketing activities including E- Commerce for the organization. Typically requires a Bachelor's degree in marketing, business or related area and 5 or more years of experience.

Job Match Comparability

13.5% Less Complex
 59.6% Comparable
 26.9% More Complex

		Industry - Type of Employer					
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
Employers Reported	21	5	2	2	3	9	
Employees Reported	52	6	2	8	4	32	
25th Percentile (\$000's)	65.4	72.9	--	93.2	--	63.4	
50th Percentile (\$000's)	83.6	82.0	--	107.2	61.2	81.0	
75th Percentile (\$000's)	103.6	99.8	--	109.2	--	92.3	
Average (\$000's)	83.8	81.9	--	101.3	59.2	81.1	
Incentive Pay							
% Incentive Eligible	69%	67%	100%	100%	75%	59%	
25th Percentile (\$000's)	6.6	--	--	15.8	--	6.2	
50th Percentile (\$000's)	9.9	6.3	--	16.0	5.4	8.8	
75th Percentile (\$000's)	15.6	--	--	19.8	--	10.3	
Average (\$000's)	11.4	6.3	--	17.8	5.4	9.7	
Total Cash Compensation Base Plus Incentive Pay							
25th Percentile (\$000's)	69.8	75.6	--	103.3	--	66.3	
50th Percentile (\$000's)	89.4	87.6	--	124.3	64.9	83.3	
75th Percentile (\$000's)	106.9	101.0	--	130.1	--	98.5	
Average (\$000's)	89.3	84.0	--	116.9	62.0	85.0	
Most Recent New Hire							
Employers Reported	4	2	0	0	0	2	
Median (\$000's)	95.0	--	--	--	--	--	
Average (\$000's)	92.2	--	--	--	--	--	

Job Code 871**MARKETING MANAGER****Description**

Responsible for managing the marketing and promotion of the organization's products and services. Manages, monitors and evaluates market research programs and expenditures. Allocates funds and determines project direction. Develops policies, programs, and objectives for all product and service marketing activities including E- Commerce for the organization. Typically requires a Bachelor's degree in marketing, business or related area and 5 or more years of experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	6	2	9	4	5	4	8
Employees Reported	6	10	2	34	8	7	4	33
25th Percentile (\$000's)	47.1	61.5	--	72.7	53.0	53.9	--	75.0
50th Percentile (\$000's)	68.1	69.8	--	87.3	64.7	72.5	96.5	88.8
75th Percentile (\$000's)	74.0	108.7	--	105.1	78.9	92.0	--	106.8
Average (\$000's)	64.4	79.6	--	87.7	69.1	74.9	88.7	88.7
Incentive Pay								
% Incentive Eligible	67%	50%	100%	74%	25%	86%	75%	76%
25th Percentile (\$000's)	--	7.6	--	7.4	--	6.5	--	7.4
50th Percentile (\$000's)	7.2	7.8	--	10.3	--	7.6	4.8	10.3
75th Percentile (\$000's)	--	9.9	--	16.0	--	8.8	--	16.0
Average (\$000's)	7.2	9.1	--	12.6	--	7.7	4.8	12.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	49.8	61.8	--	76.1	53.0	57.6	--	79.3
50th Percentile (\$000's)	73.6	76.8	--	93.2	70.2	77.4	98.9	93.6
75th Percentile (\$000's)	76.5	108.7	--	109.5	78.9	95.2	--	109.8
Average (\$000's)	66.8	82.3	--	94.8	70.5	79.2	89.9	95.9
Most Recent New Hire								
Employers Reported	1	1	0	2	1	1	0	2
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 901**FORKLIFT OPERATOR****Description**

Responsible for operating a forklift in warehouses and factories for the purpose of moving, locating, relocating, stacking, and counting merchandise and parts. Loads and unloads delivery trucks. Accountable for the safe and efficient operation of the vehicle and may also be required to perform Order Filler and Checker duties in addition to his or her own. Maintains accurate records of materials moved. Requires the ability to lift up to 50 lbs frequently. Typically requires a high school education or equivalent and less than six months of experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	5	0	3	0	0	2
Employees Reported	100	0	17	0	0	83
25th Percentile (\$000's)	28.1	--	27.7	--	--	33.9
50th Percentile (\$000's)	42.2	--	28.2	--	--	42.2
75th Percentile (\$000's)	42.6	--	30.3	--	--	42.6
Average (\$000's)	36.4	--	29.5	--	--	37.8

Incentive Pay

% Incentive Eligible	40%	--	76%	--	--	33%
25th Percentile (\$000's)	0.4	--	0.4	--	--	0.4
50th Percentile (\$000's)	0.5	--	2.1	--	--	0.5
75th Percentile (\$000's)	0.5	--	2.3	--	--	0.5
Average (\$000's)	0.7	--	1.5	--	--	0.4

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	29.7	--	28.0	--	--	34.1
50th Percentile (\$000's)	42.2	--	30.3	--	--	42.2
75th Percentile (\$000's)	42.6	--	32.5	--	--	42.6
Average (\$000's)	36.6	--	30.4	--	--	37.9

Most Recent New Hire

Employers Reported	1	0	0	0	0	1
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 901**FORKLIFT OPERATOR****Description**

Responsible for operating a forklift in warehouses and factories for the purpose of moving, locating, relocating, stacking, and counting merchandise and parts. Loads and unloads delivery trucks. Accountable for the safe and efficient operation of the vehicle and may also be required to perform Order Filler and Checker duties in addition to his or her own. Maintains accurate records of materials moved. Requires the ability to lift up to 50 lbs frequently. Typically requires a high school education or equivalent and less than six months of experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	2	3	0	0	0	5
Employees Reported	0	0	11	89	0	0	0	100
25th Percentile (\$000's)	--	--	26.8	30.3	--	--	--	28.1
50th Percentile (\$000's)	--	--	28.0	42.2	--	--	--	42.2
75th Percentile (\$000's)	--	--	31.6	42.6	--	--	--	42.6
Average (\$000's)	--	--	29.4	37.3	--	--	--	36.4
Incentive Pay								
% Incentive Eligible	--	--	64%	37%	--	--	--	40%
25th Percentile (\$000's)	--	--	0.3	0.4	--	--	--	0.4
50th Percentile (\$000's)	--	--	0.3	0.5	--	--	--	0.5
75th Percentile (\$000's)	--	--	0.4	0.5	--	--	--	0.5
Average (\$000's)	--	--	0.3	0.8	--	--	--	0.7
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	26.9	32.5	--	--	--	29.7
50th Percentile (\$000's)	--	--	28.0	42.2	--	--	--	42.2
75th Percentile (\$000's)	--	--	31.6	42.6	--	--	--	42.6
Average (\$000's)	--	--	29.5	37.5	--	--	--	36.6
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 905**STOCK CLERK****Description**

Receives, unpacks, and issues materials and supplies in a stockroom or warehouse. Checks goods received against bills of lading, purchase orders, or other documents. Places materials and supplies on shelves, racks, or in specified floor locations. Sorts, counts, and checks raw materials, finished and semi finished parts. Fills orders from requisitions and maintains the necessary clerical records. Normally requires high school diploma or equivalent reading, writing, and math ability and 1 year experience.

Job Match Comparability

0.0% Less Complex
 89.0% Comparable
 11.0% More Complex

89.0%	Comparable	Industry - Type of Employer					
11.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	18	2	9	1	2	4
	Employees Reported	292	12	79	36	8	157
	25th Percentile (\$000's)	21.3	22.8	26.5	--	19.5	21.3
	50th Percentile (\$000's)	25.2	24.3	29.6	--	20.1	22.0
	75th Percentile (\$000's)	31.8	26.9	32.9	--	23.8	27.6
	Average (\$000's)	26.9	25.2	28.8	--	24.9	24.9
Incentive Pay							
	% Incentive Eligible	72%	0%	33%	100%	0%	94%
	25th Percentile (\$000's)	0.4	--	0.5	--	--	0.3
	50th Percentile (\$000's)	0.5	--	0.8	--	--	0.4
	75th Percentile (\$000's)	0.9	--	0.9	--	--	0.5
	Average (\$000's)	0.6	--	0.8	--	--	0.4
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	21.3	22.8	26.5	--	19.5	21.3
	50th Percentile (\$000's)	25.4	24.3	30.2	--	20.1	22.2
	75th Percentile (\$000's)	32.5	26.9	33.7	--	23.8	28.0
	Average (\$000's)	27.2	25.2	29.3	--	24.9	25.0
Most Recent New Hire							
	Employers Reported	4	0	3	0	0	1
	Median (\$000's)	21.3	--	18.7	--	--	--
	Average (\$000's)	20.8	--	19.8	--	--	--

Job Code 905**STOCK CLERK****Description**

Receives, unpacks, and issues materials and supplies in a stockroom or warehouse. Checks goods received against bills of lading, purchase orders, or other documents. Places materials and supplies on shelves, racks, or in specified floor locations. Sorts, counts, and checks raw materials, finished and semi finished parts. Fills orders from requisitions and maintains the necessary clerical records. Normally requires high school diploma or equivalent reading, writing, and math ability and 1 year experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	8	9	1	0	8	9
Employees Reported	1	0	90	201	1	0	45	246
25th Percentile (\$000's)	--	--	22.0	21.3	--	--	19.6	21.3
50th Percentile (\$000's)	--	--	28.0	22.0	--	--	21.7	27.9
75th Percentile (\$000's)	--	--	32.9	31.2	--	--	25.9	32.4
Average (\$000's)	--	--	27.4	26.7	--	--	23.5	27.5
Incentive Pay								
% Incentive Eligible	0%	--	26%	93%	0%	--	49%	76%
25th Percentile (\$000's)	--	--	0.5	0.4	--	--	0.8	0.4
50th Percentile (\$000's)	--	--	0.7	0.5	--	--	0.8	0.5
75th Percentile (\$000's)	--	--	0.8	1.0	--	--	0.8	0.9
Average (\$000's)	--	--	0.7	0.6	--	--	0.8	0.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	22.0	21.3	--	--	19.6	21.3
50th Percentile (\$000's)	--	--	28.4	22.5	--	--	21.7	28.2
75th Percentile (\$000's)	--	--	33.6	31.7	--	--	25.9	33.3
Average (\$000's)	--	--	27.7	27.0	--	--	23.5	27.9
Most Recent New Hire								
Employers Reported	0	0	3	1	0	0	3	1
Median (\$000's)	--	--	18.7	--	--	--	18.7	--
Average (\$000's)	--	--	19.8	--	--	--	19.8	--

Job Code 910**SHIPPING CLERK****Description**

Performs tasks associated with the shipment of materials, supplies, and equipment. Prepares records of goods shipped and bills of lading. Posts weights and shipping charges and maintains shipping record files. May operate forklift and prepare goods for final shipment. Typically requires high school diploma or equivalent reading, writing, and math ability and 1 year experience.

Job Match Comparability

0.0% Less Complex
 86.7% Comparable
 13.3% More Complex

86.7%	Comparable	Industry - Type of Employer					
13.3%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	22	3	10	3	1	5
	Employees Reported	218	7	42	95	1	73
	25th Percentile (\$000's)	23.6	22.9	26.6	25.4	--	22.9
	50th Percentile (\$000's)	27.4	23.6	31.1	30.0	--	23.6
	75th Percentile (\$000's)	32.4	34.8	34.3	32.4	--	24.5
	Average (\$000's)	29.0	29.2	30.9	29.2	--	27.5
Incentive Pay							
	% Incentive Eligible	86%	14%	90%	91%	0%	85%
	25th Percentile (\$000's)	0.5	--	2.2	1.0	--	0.3
	50th Percentile (\$000's)	1.1	--	2.4	1.2	--	0.4
	75th Percentile (\$000's)	1.3	--	3.1	1.3	--	0.5
	Average (\$000's)	1.1	--	2.5	1.1	--	0.4
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	24.0	22.9	27.6	26.5	--	22.9
	50th Percentile (\$000's)	28.4	23.6	31.9	31.2	--	24.0
	75th Percentile (\$000's)	33.7	34.8	35.5	33.7	--	24.9
	Average (\$000's)	29.7	29.7	31.8	30.1	--	27.7
Most Recent New Hire							
	Employers Reported	5	0	3	1	0	1
	Median (\$000's)	22.9	--	25.0	--	--	--
	Average (\$000's)	23.2	--	25.2	--	--	--

Job Code 910**SHIPPING CLERK****Description**

Performs tasks associated with the shipment of materials, supplies, and equipment. Prepares records of goods shipped and bills of lading. Posts weights and shipping charges and maintains shipping record files. May operate forklift and prepare goods for final shipment. Typically requires high school diploma or equivalent reading, writing, and math ability and 1 year experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	4	5	5	8	4	4	6	8
Employees Reported	5	14	27	172	5	5	20	188
25th Percentile (\$000's)	32.0	25.5	24.9	23.5	27.6	25.3	23.6	23.6
50th Percentile (\$000's)	32.9	27.4	27.9	27.4	32.9	32.0	25.9	27.4
75th Percentile (\$000's)	34.6	30.9	35.0	32.4	34.6	38.2	28.2	32.4
Average (\$000's)	30.8	29.1	29.8	28.9	29.9	32.4	27.6	29.1
Incentive Pay								
% Incentive Eligible	100%	71%	78%	88%	80%	40%	65%	89%
25th Percentile (\$000's)	1.0	2.3	3.3	0.4	--	--	2.4	0.4
50th Percentile (\$000's)	1.0	3.3	3.3	1.0	1.0	--	3.3	1.0
75th Percentile (\$000's)	1.0	3.5	3.3	1.2	--	--	3.4	1.2
Average (\$000's)	1.0	3.0	3.3	0.9	1.0	--	3.0	0.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	32.0	27.3	24.9	23.7	27.6	25.3	23.6	24.0
50th Percentile (\$000's)	33.9	29.4	27.9	28.2	33.9	32.0	26.9	28.4
75th Percentile (\$000's)	34.6	33.3	35.0	33.5	34.6	38.2	30.9	33.7
Average (\$000's)	31.2	30.6	29.9	29.5	30.3	32.4	28.9	29.7
Most Recent New Hire								
Employers Reported	1	0	2	2	0	1	1	3
Median (\$000's)	--	--	--	--	--	--	--	22.9
Average (\$000's)	--	--	--	--	--	--	--	23.0

Job Code 915**SHIPPING/WAREHOUSE SUPERVISOR****Description**

Supervises receiving and stocking equipment and supplies. Ensures that all items are logged, tagged, and properly stored. Supervises fulfillment of orders for equipment and supplies. Schedules activities of stock and shipping clerks. Trains employees who receive materials for storage and fulfill requisitions and orders. Prepares reports for management. Normally requires high school diploma with good mathematical and analytical skills and 3–5 years warehouse and/or distribution center experience.

Job Match Comparability

0.0% Less Complex
 97.4% Comparable
 2.6% More Complex

97.4%	Comparable		Industry - Type of Employer				
2.6%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	16	1	6	2	2	5
	Employees Reported	39	1	15	7	2	14
	25th Percentile (\$000's)	42.4	--	41.2	55.0	--	42.4
	50th Percentile (\$000's)	50.2	--	53.1	57.3	--	45.0
	75th Percentile (\$000's)	57.2	--	57.3	58.5	--	48.7
	Average (\$000's)	50.3	--	52.8	57.8	--	45.1
Incentive Pay							
	% Incentive Eligible	79%	100%	93%	86%	0%	71%
	25th Percentile (\$000's)	2.0	--	4.7	3.8	--	0.9
	50th Percentile (\$000's)	3.8	--	5.8	4.0	--	1.5
	75th Percentile (\$000's)	5.8	--	6.6	4.3	--	1.9
	Average (\$000's)	4.1	--	5.8	4.0	--	1.6
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	45.0	--	47.3	58.2	--	42.6
	50th Percentile (\$000's)	54.1	--	57.1	60.5	--	45.6
	75th Percentile (\$000's)	59.4	--	60.2	61.8	--	50.2
	Average (\$000's)	53.1	--	57.4	61.2	--	46.0
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 915**SHIPPING/WAREHOUSE SUPERVISOR****Description**

Supervises receiving and stocking equipment and supplies. Ensures that all items are logged, tagged, and properly stored. Supervises fulfillment of orders for equipment and supplies. Schedules activities of stock and shipping clerks. Trains employees who receive materials for storage and fulfill requisitions and orders. Prepares reports for management. Normally requires high school diploma with good mathematical and analytical skills and 3–5 years warehouse and/or distribution center experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	2	6	8	1	0	6	9
Employees Reported	0	3	13	23	1	0	7	31
25th Percentile (\$000's)	--	--	39.1	45.0	--	--	38.9	45.0
50th Percentile (\$000's)	--	42.4	51.4	52.9	--	--	42.6	51.4
75th Percentile (\$000's)	--	--	54.3	57.3	--	--	60.3	56.1
Average (\$000's)	--	41.2	51.8	50.7	--	--	48.9	50.9
Incentive Pay								
% Incentive Eligible	--	67%	85%	78%	0%	--	57%	87%
25th Percentile (\$000's)	--	--	5.6	1.5	--	--	--	1.9
50th Percentile (\$000's)	--	--	6.2	2.3	--	--	6.1	3.8
75th Percentile (\$000's)	--	--	7.2	3.8	--	--	--	5.2
Average (\$000's)	--	--	6.6	2.6	--	--	6.1	3.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	45.1	45.6	--	--	41.7	45.5
50th Percentile (\$000's)	--	44.3	54.6	55.1	--	--	49.0	54.6
75th Percentile (\$000's)	--	--	60.9	59.4	--	--	60.3	59.4
Average (\$000's)	--	45.3	55.9	52.5	--	--	50.7	54.0
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 916**SHIPPING/WAREHOUSE MANAGER****Description**

Directs, coordinates and plans the warehouse storage and distribution of products and materials. Schedules employees and drivers, arranges pick-ups and drop-offs, manages deliveries and schedules loading dock machine operators. Ensures all activities follow approved regulations related to personal safety and safety of inventory. Verifies shipping records and addresses concerns of shipping shortages or overages. Typically requires a Bachelor's degree and 3-5 years of warehouse and/or distribution center experience.

Job Match Comparability

0.0% Less Complex
 88.2% Comparable
 11.8% More Complex

88.2%	Comparable		Industry - Type of Employer					
11.8%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	10	0	5	1	1	3	
	Employees Reported	17	0	7	1	1	8	
	25th Percentile (\$000's)	64.2	--	74.4	--	--	61.1	
	50th Percentile (\$000's)	75.6	--	80.0	--	--	70.5	
	75th Percentile (\$000's)	95.9	--	101.9	--	--	78.4	
	Average (\$000's)	77.4	--	83.9	--	--	70.5	
Incentive Pay								
	% Incentive Eligible	82%	--	86%	100%	0%	88%	
	25th Percentile (\$000's)	4.4	--	12.8	--	--	4.0	
	50th Percentile (\$000's)	10.2	--	14.1	--	--	4.4	
	75th Percentile (\$000's)	14.6	--	21.3	--	--	5.6	
	Average (\$000's)	12.0	--	20.0	--	--	6.2	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	65.0	--	79.5	--	--	63.5	
	50th Percentile (\$000's)	79.8	--	80.0	--	--	74.6	
	75th Percentile (\$000's)	114.2	--	121.9	--	--	83.4	
	Average (\$000's)	85.1	--	95.3	--	--	75.2	
Most Recent New Hire								
	Employers Reported	0	0	0	0	0	0	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 916**SHIPPING/WAREHOUSE MANAGER****Description**

Directs, coordinates and plans the warehouse storage and distribution of products and materials. Schedules employees and drivers, arranges pick-ups and drop-offs, manages deliveries and schedules loading dock machine operators. Ensures all activities follow approved regulations related to personal safety and safety of inventory. Verifies shipping records and addresses concerns of shipping shortages or overages. Typically requires a Bachelor's degree and 3-5 years of warehouse and/or distribution center experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	4	5	0	1	3	6
Employees Reported	0	1	5	11	0	1	3	13
25th Percentile (\$000's)	--	--	69.6	66.8	--	--	--	69.6
50th Percentile (\$000's)	--	--	79.2	75.6	--	--	64.2	80.0
75th Percentile (\$000's)	--	--	80.0	103.3	--	--	--	99.4
Average (\$000's)	--	--	74.3	82.8	--	--	63.4	84.0
Incentive Pay								
% Incentive Eligible	--	100%	80%	82%	--	100%	33%	92%
25th Percentile (\$000's)	--	--	--	4.2	--	--	--	4.4
50th Percentile (\$000's)	--	--	26.0	6.0	--	--	--	10.2
75th Percentile (\$000's)	--	--	--	14.5	--	--	--	14.6
Average (\$000's)	--	--	26.0	8.9	--	--	--	12.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	79.2	69.1	--	--	--	75.8
50th Percentile (\$000's)	--	--	79.8	80.2	--	--	64.2	80.2
75th Percentile (\$000's)	--	--	80.0	117.8	--	--	--	121.5
Average (\$000's)	--	--	84.7	90.1	--	--	63.4	94.2
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 919**MACHINE OPERATOR****Description**

Operates machine tools such as milling machines and lathes, boring machines and presses, cutters, and grinders. Follows clearly detailed specifications and shop orders to perform relatively simple operations. May operate and monitor equipment working under numerical control. Requires training to read job orders and engineering specifications, and experience in setting up and operating specific machine tools. Typically requires 6 months to 1 year formal training or qualifying experience.

Job Match Comparability

0.0% Less Complex

90.5% Comparable

9.5% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	10	1	7	0	0	2
Employees Reported	74	6	43	0	0	25
25th Percentile (\$000's)	28.1	--	28.1	--	--	29.3
50th Percentile (\$000's)	33.0	--	33.8	--	--	31.8
75th Percentile (\$000's)	40.2	--	43.2	--	--	38.6
Average (\$000's)	34.2	--	35.2	--	--	34.1

Incentive Pay

% Incentive Eligible	53%	0%	42%	--	--	84%
25th Percentile (\$000's)	1.9	--	1.9	--	--	--
50th Percentile (\$000's)	2.8	--	2.8	--	--	--
75th Percentile (\$000's)	3.9	--	3.9	--	--	--
Average (\$000's)	3.2	--	3.2	--	--	--

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	28.2	--	28.5	--	--	29.3
50th Percentile (\$000's)	33.5	--	34.3	--	--	31.8
75th Percentile (\$000's)	41.6	--	43.7	--	--	38.6
Average (\$000's)	34.5	--	35.8	--	--	34.1

Most Recent New Hire

Employers Reported	1	0	1	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 919**MACHINE OPERATOR****Description**

Operates machine tools such as milling machines and lathes, boring machines and presses, cutters, and grinders. Follows clearly detailed specifications and shop orders to perform relatively simple operations. May operate and monitor equipment working under numerical control. Requires training to read job orders and engineering specifications, and experience in setting up and operating specific machine tools. Typically requires 6 months to 1 year formal training or qualifying experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	4	4	1	2	2	4	2
Employees Reported	6	47	17	4	10	37	21	6
25th Percentile (\$000's)	--	29.2	24.1	--	27.6	30.1	24.1	34.7
50th Percentile (\$000's)	--	36.0	26.6	--	31.9	38.6	27.0	37.9
75th Percentile (\$000's)	--	43.2	31.2	--	33.8	44.0	29.2	43.4
Average (\$000's)	--	36.0	28.0	--	30.6	37.9	27.8	39.4
Incentive Pay								
% Incentive Eligible	100%	57%	12%	100%	60%	57%	29%	100%
25th Percentile (\$000's)	--	3.8	--	--	--	--	3.8	1.7
50th Percentile (\$000's)	--	3.9	--	--	--	--	3.9	1.9
75th Percentile (\$000's)	--	4.6	--	--	--	--	4.6	2.1
Average (\$000's)	--	4.5	--	--	--	--	4.5	1.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	29.5	24.1	--	27.6	30.1	24.1	35.3
50th Percentile (\$000's)	--	36.0	26.6	--	31.9	38.6	27.0	38.7
75th Percentile (\$000's)	--	43.7	31.2	--	33.8	44.0	32.1	45.4
Average (\$000's)	--	36.4	28.0	--	30.6	37.9	28.6	40.7
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 920**NUMERICAL CONTROL MACHINE OPERATOR****Description**

Sets up and operates numerically controlled machines to cut, shape, and form metal, plastic, and composite work pieces. Reviews specifications to determine setup procedure and machining sequence. Selects and attaches fixtures, work pieces, and cutting tools. Loads control media. Changes work piece location and cutting tools as necessary during machining. Although machining processes require little or no deviation from routine procedures, may occasionally make adjustments to overcome faulty programming or machine malfunctions. Measures work piece for conformity to specifications. Normally requires 2–3 years experience. May be titled Numerical Control Machine Operator or Machinist.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable		Industry - Type of Employer				
0.0%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	4	0	4	0	0	0
	Employees Reported	31	0	31	0	0	0
	25th Percentile (\$000's)	31.5	--	31.5	--	--	--
	50th Percentile (\$000's)	35.0	--	35.0	--	--	--
	75th Percentile (\$000's)	39.4	--	39.4	--	--	--
	Average (\$000's)	35.3	--	35.3	--	--	--
Incentive Pay							
	% Incentive Eligible	26%	--	26%	--	--	--
	25th Percentile (\$000's)	--	--	--	--	--	--
	50th Percentile (\$000's)	--	--	--	--	--	--
	75th Percentile (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	31.5	--	31.5	--	--	--
	50th Percentile (\$000's)	35.0	--	35.0	--	--	--
	75th Percentile (\$000's)	39.4	--	39.4	--	--	--
	Average (\$000's)	35.3	--	35.3	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 920**NUMERICAL CONTROL MACHINE OPERATOR****Description**

Sets up and operates numerically controlled machines to cut, shape, and form metal, plastic, and composite work pieces. Reviews specifications to determine setup procedure and machining sequence. Selects and attaches fixtures, work pieces, and cutting tools. Loads control media. Changes work piece location and cutting tools as necessary during machining. Although machining processes require little or no deviation from routine procedures, may occasionally make adjustments to overcome faulty programming or machine malfunctions. Measures work piece for conformity to specifications. Normally requires 2–3 years experience. May be titled Numerical Control Machine Operator or Machinist.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	3	0	0	0	3	1
Employees Reported	0	1	30	0	0	0	24	7
25th Percentile (\$000's)	--	--	31.9	--	--	--	31.1	--
50th Percentile (\$000's)	--	--	35.0	--	--	--	33.6	--
75th Percentile (\$000's)	--	--	39.7	--	--	--	36.5	--
Average (\$000's)	--	--	35.7	--	--	--	34.3	--
Incentive Pay								
% Incentive Eligible	--	100%	23%	--	--	--	4%	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	31.9	--	--	--	31.1	--
50th Percentile (\$000's)	--	--	35.0	--	--	--	33.6	--
75th Percentile (\$000's)	--	--	39.7	--	--	--	36.5	--
Average (\$000's)	--	--	35.7	--	--	--	34.3	--
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 922**MACHINIST****Description**

Sets up and operates conventional, special-purpose, and numerical control machines and machining centers. Studies blueprints, specifications, sketches, and manuals to determine dimensions and tolerances, setup requirements, and sequence of operations. Conducts trial runs and verifies accuracy of machine settings and programmed control data. Confers with engineers, programmers, and production personnel to resolve machining and assembly problems. Requires expertise in setup and operation of all machine tools and 3–5 years qualifying experience.

Job Match Comparability

0.0% Less Complex
 42.1% Comparable
 57.9% More Complex

42.1%	Comparable		Industry - Type of Employer				
57.9%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	8	0	5	1	1	1
	Employees Reported	38	0	30	6	1	1
	25th Percentile (\$000's)	37.5	--	36.6	--	--	--
	50th Percentile (\$000's)	41.8	--	39.0	--	--	--
	75th Percentile (\$000's)	44.0	--	43.6	--	--	--
	Average (\$000's)	41.7	--	39.2	--	--	--
Incentive Pay							
	% Incentive Eligible	92%	--	97%	100%	0%	0%
	25th Percentile (\$000's)	1.7	--	2.1	--	--	--
	50th Percentile (\$000's)	1.9	--	2.2	--	--	--
	75th Percentile (\$000's)	2.1	--	2.8	--	--	--
	Average (\$000's)	2.1	--	2.7	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	37.5	--	37.5	--	--	--
	50th Percentile (\$000's)	41.8	--	39.3	--	--	--
	75th Percentile (\$000's)	45.2	--	43.6	--	--	--
	Average (\$000's)	42.3	--	39.5	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 922**MACHINIST****Description**

Sets up and operates conventional, special-purpose, and numerical control machines and machining centers. Studies blueprints, specifications, sketches, and manuals to determine dimensions and tolerances, setup requirements, and sequence of operations. Conducts trial runs and verifies accuracy of machine settings and programmed control data. Confers with engineers, programmers, and production personnel to resolve machining and assembly problems. Requires expertise in setup and operation of all machine tools and 3–5 years qualifying experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	1	3	4	0	0	4	4
Employees Reported	0	1	26	11	0	0	6	32
25th Percentile (\$000's)	--	--	36.6	46.4	--	--	29.9	37.5
50th Percentile (\$000's)	--	--	37.5	49.2	--	--	32.3	42.7
75th Percentile (\$000's)	--	--	43.2	54.4	--	--	33.1	44.3
Average (\$000's)	--	--	38.7	49.8	--	--	33.8	43.2
Incentive Pay								
% Incentive Eligible	--	100%	96%	82%	--	--	67%	97%
25th Percentile (\$000's)	--	--	--	1.7	--	--	--	1.7
50th Percentile (\$000's)	--	--	--	1.8	--	--	4.6	1.8
75th Percentile (\$000's)	--	--	--	2.0	--	--	--	2.0
Average (\$000's)	--	--	--	1.8	--	--	4.6	1.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	36.6	47.5	--	--	29.9	37.5
50th Percentile (\$000's)	--	--	37.5	51.4	--	--	32.3	42.9
75th Percentile (\$000's)	--	--	43.2	55.4	--	--	36.6	45.5
Average (\$000's)	--	--	38.7	51.3	--	--	34.5	43.7
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 921**SENIOR MACHINIST (JOURNEYMAN LEVEL)****Description**

Sets up and operates conventional, special-purpose, and numerical control machines and machining centers. Studies blueprints, specifications, sketches, and manuals to determine dimensions and tolerances, setup requirements, and sequence of operations. Conducts trial runs and verifies accuracy of machine settings and programmed control data. Confers with engineers, programmers, and production personnel to resolve machining and assembly problems. Requires expertise in setup and operation of all machine tools and 3–5 years qualifying experience. Requires journeyman papers.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

Annual Base Pay

	All Organizations	Industry - Type of Employer				
		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Employers Reported	10	0	8	1	0	1
Employees Reported	28	0	26	1	0	1
25th Percentile (\$000's)	41.0	--	40.7	--	--	--
50th Percentile (\$000's)	43.9	--	43.9	--	--	--
75th Percentile (\$000's)	49.2	--	48.3	--	--	--
Average (\$000's)	45.3	--	44.3	--	--	--

Incentive Pay

% Incentive Eligible	54%	--	54%	100%	--	0%
25th Percentile (\$000's)	2.4	--	2.6	--	--	--
50th Percentile (\$000's)	2.9	--	3.0	--	--	--
75th Percentile (\$000's)	4.1	--	4.6	--	--	--
Average (\$000's)	3.5	--	3.9	--	--	--

Total Cash Compensation**Base Plus Incentive Pay**

25th Percentile (\$000's)	41.6	--	41.3	--	--	--
50th Percentile (\$000's)	44.2	--	44.2	--	--	--
75th Percentile (\$000's)	50.2	--	50.0	--	--	--
Average (\$000's)	46.2	--	45.2	--	--	--

Most Recent New Hire

Employers Reported	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--

Job Code 921**SENIOR MACHINIST (JOURNEYMAN LEVEL)****Description**

Sets up and operates conventional, special-purpose, and numerical control machines and machining centers. Studies blueprints, specifications, sketches, and manuals to determine dimensions and tolerances, setup requirements, and sequence of operations. Conducts trial runs and verifies accuracy of machine settings and programmed control data. Confers with engineers, programmers, and production personnel to resolve machining and assembly problems. Requires expertise in setup and operation of all machine tools and 3–5 years qualifying experience. Requires journeyman papers.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	3	4	3	0	2	4	4
Employees Reported	0	4	18	6	0	2	19	7
25th Percentile (\$000's)	--	--	40.4	49.3	--	--	39.9	46.3
50th Percentile (\$000's)	--	44.2	42.8	50.3	--	--	42.8	50.1
75th Percentile (\$000's)	--	--	45.2	52.5	--	--	44.9	51.8
Average (\$000's)	--	44.4	42.9	53.2	--	--	42.6	51.8
Incentive Pay								
% Incentive Eligible	--	50%	44%	83%	--	0%	47%	86%
25th Percentile (\$000's)	--	--	--	2.4	--	--	5.7	2.4
50th Percentile (\$000's)	--	--	--	2.4	--	--	6.2	2.4
75th Percentile (\$000's)	--	--	--	2.9	--	--	6.7	2.9
Average (\$000's)	--	--	--	2.5	--	--	6.2	2.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	40.4	51.8	--	--	40.4	47.7
50th Percentile (\$000's)	--	47.8	42.8	53.1	--	--	42.8	52.9
75th Percentile (\$000's)	--	--	45.2	55.4	--	--	45.7	54.7
Average (\$000's)	--	47.5	42.9	55.2	--	--	43.2	53.5
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 926**ASSEMBLER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 927 Assembler and 928 Senior Assembler

Job Match Comparability

0.1% Less Complex

95.6% Comparable

4.3% More Complex

95.6%	Comparable		Industry - Type of Employer				
4.3%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	16	2	11	3	0	0
	Employees Reported	912	68	434	410	0	0
	25th Percentile (\$000's)	27.0	23.5	22.9	32.4	--	--
	50th Percentile (\$000's)	32.4	26.7	28.2	35.1	--	--
	75th Percentile (\$000's)	35.1	30.8	35.0	35.1	--	--
	Average (\$000's)	31.2	27.7	29.4	33.7	--	--
Incentive Pay							
	% Incentive Eligible	82%	0%	84%	92%	--	--
	25th Percentile (\$000's)	1.0	--	2.3	1.0	--	--
	50th Percentile (\$000's)	1.1	--	2.7	1.0	--	--
	75th Percentile (\$000's)	2.2	--	3.3	1.1	--	--
	Average (\$000's)	1.6	--	3.1	1.0	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	28.1	23.5	22.9	33.4	--	--
	50th Percentile (\$000's)	33.4	26.7	30.0	36.1	--	--
	75th Percentile (\$000's)	36.2	30.8	36.5	36.2	--	--
	Average (\$000's)	32.2	27.7	30.5	34.7	--	--
Most Recent New Hire							
	Employers Reported	6	0	5	1	0	0
	Median (\$000's)	16.6	--	16.6	--	--	--
	Average (\$000's)	20.8	--	20.4	--	--	--

Job Code 926**ASSEMBLER - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 927 Assembler and 928 Senior Assembler

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	6	4	2	3	6	5
Employees Reported	11	79	306	516	6	18	332	556
25th Percentile (\$000's)	26.6	25.8	20.8	32.4	26.3	31.8	21.1	32.4
50th Percentile (\$000's)	31.7	29.1	24.5	35.1	30.2	36.5	24.7	35.1
75th Percentile (\$000's)	34.1	35.0	32.6	35.1	33.3	39.9	29.1	35.1
Average (\$000's)	33.0	30.5	26.8	33.9	29.9	36.4	25.7	34.4
Incentive Pay								
% Incentive Eligible	64%	84%	61%	94%	33%	28%	64%	94%
25th Percentile (\$000's)	3.9	3.2	--	1.0	--	3.9	3.2	1.0
50th Percentile (\$000's)	5.6	4.0	--	1.1	--	5.6	4.0	1.1
75th Percentile (\$000's)	6.6	4.8	--	1.2	--	6.6	4.8	1.2
Average (\$000's)	5.1	4.0	--	1.4	--	5.1	4.0	1.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	26.6	28.0	20.8	33.3	26.3	32.5	21.1	33.3
50th Percentile (\$000's)	33.3	31.2	24.5	36.1	30.2	36.5	25.0	36.1
75th Percentile (\$000's)	34.4	37.2	32.6	36.2	33.3	40.3	30.2	36.2
Average (\$000's)	34.4	32.9	26.8	35.2	29.9	37.3	26.2	35.6
Most Recent New Hire								
Employers Reported	1	1	4	0	1	0	4	1
Median (\$000's)	--	--	16.6	--	--	--	16.6	--
Average (\$000's)	--	--	19.2	--	--	--	20.0	--

Job Code 927**ASSEMBLER****Description**

Performs assemblies of standardized products or sub-assemblies at bench or conveyor. Assembles, modifies, reworks, and repairs mechanical and electro-mechanical assemblies. Works from assembly drawings, operation sheets, engineering specifications, sketches, and running sheets of average complexity to perform operations on assemblies, banks, cabinets, chassis, and panels. Typically requires a high school diploma or the equivalent and less than 1 year experience. Vocational training is preferred.

Job Match Comparability

0.0% Less Complex
 92.6% Comparable
 7.4% More Complex

92.6%	Comparable	Industry - Type of Employer					
7.4%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	16	2	11	3	0	0
	Employees Reported	444	41	323	80	0	0
	25th Percentile (\$000's)	22.4	21.5	21.6	29.7	--	--
	50th Percentile (\$000's)	27.4	24.1	26.0	30.0	--	--
	75th Percentile (\$000's)	31.3	26.7	30.3	33.9	--	--
	Average (\$000's)	27.2	25.0	26.4	31.4	--	--
Incentive Pay							
	% Incentive Eligible	80%	0%	94%	61%	--	--
	25th Percentile (\$000's)	1.3	--	2.2	0.9	--	--
	50th Percentile (\$000's)	2.3	--	2.5	1.1	--	--
	75th Percentile (\$000's)	2.7	--	3.0	1.2	--	--
	Average (\$000's)	2.3	--	2.8	1.1	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	22.4	21.5	21.6	29.7	--	--
	50th Percentile (\$000's)	29.0	24.1	27.2	31.2	--	--
	75th Percentile (\$000's)	32.6	26.7	32.5	34.2	--	--
	Average (\$000's)	28.0	25.0	27.4	32.0	--	--
Most Recent New Hire							
	Employers Reported	6	0	5	1	0	0
	Median (\$000's)	16.6	--	16.6	--	--	--
	Average (\$000's)	20.5	--	20.2	--	--	--

Job Code 927**ASSEMBLER****Description**

Performs assemblies of standardized products or sub-assemblies at bench or conveyor. Assembles, modifies, reworks, and repairs mechanical and electro-mechanical assemblies. Works from assembly drawings, operation sheets, engineering specifications, sketches, and running sheets of average complexity to perform operations on assemblies, banks, cabinets, chassis, and panels. Typically requires a high school diploma or the equivalent and less than 1 year experience. Vocational training is preferred.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	6	4	2	3	6	5
Employees Reported	10	59	221	154	6	7	245	186
25th Percentile (\$000's)	26.3	25.0	18.7	29.3	26.3	28.1	19.8	29.7
50th Percentile (\$000's)	31.5	27.5	22.4	30.3	30.2	31.7	22.9	31.7
75th Percentile (\$000's)	33.3	29.6	25.7	34.2	33.3	33.9	25.7	35.0
Average (\$000's)	30.8	27.8	24.0	31.3	29.9	31.4	23.0	32.5
Incentive Pay								
% Incentive Eligible	60%	95%	76%	79%	33%	57%	79%	83%
25th Percentile (\$000's)	3.1	3.0	--	1.2	--	--	3.0	1.2
50th Percentile (\$000's)	3.9	3.5	--	2.1	--	3.9	3.5	2.1
75th Percentile (\$000's)	4.7	4.1	--	2.3	--	--	4.1	2.3
Average (\$000's)	3.9	3.6	--	1.8	--	3.9	3.6	1.8
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	26.3	27.0	18.7	30.3	26.3	28.1	19.8	30.9
50th Percentile (\$000's)	32.3	29.5	22.4	32.5	30.2	32.0	22.9	32.5
75th Percentile (\$000's)	33.7	32.6	25.7	35.4	33.3	34.9	26.7	36.4
Average (\$000's)	31.6	30.1	24.0	32.7	29.9	32.6	23.5	33.7
Most Recent New Hire								
Employers Reported	1	1	4	0	1	0	4	1
Median (\$000's)	--	--	16.6	--	--	--	16.6	--
Average (\$000's)	--	--	18.9	--	--	--	19.8	--

Job Code 928**SENIOR ASSEMBLER****Description**

Assembles, modifies, reworks, repairs and tests mechanical, electronic, and electromechanical assemblies. Works from interrelated wiring and assembly drawings, operation sheets, engineering specifications, sketches, and running sheets to perform complete wiring and assembly operations on chassis, panels, assemblies, banks, and cabinets. Performs delicate adjustments of interrelated parts (for example, spring tensions). Assembles to extremely close tolerances components and parts that may have unusual or nonstandard shapes. Requires high school diploma, vocational training preferred, and 3–5 years experience.

Job Match Comparability

0.2% Less Complex
 98.5% Comparable
 1.3% More Complex

98.5%	Comparable		Industry - Type of Employer				
1.3%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	13	2	10	1	0	0
	Employees Reported	468	27	111	330	0	0
	25th Percentile (\$000's)	32.4	28.9	32.8	--	--	--
	50th Percentile (\$000's)	35.1	31.2	39.2	--	--	--
	75th Percentile (\$000's)	35.1	33.6	43.5	--	--	--
	Average (\$000's)	35.0	31.8	37.9	--	--	--
Incentive Pay							
	% Incentive Eligible	84%	0%	55%	100%	--	--
	25th Percentile (\$000's)	1.0	--	3.0	--	--	--
	50th Percentile (\$000's)	1.0	--	3.3	--	--	--
	75th Percentile (\$000's)	1.1	--	3.3	--	--	--
	Average (\$000's)	1.4	--	3.9	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	33.4	28.9	32.8	--	--	--
	50th Percentile (\$000's)	36.1	31.2	42.9	--	--	--
	75th Percentile (\$000's)	36.2	33.6	46.7	--	--	--
	Average (\$000's)	36.1	31.8	39.4	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 928**SENIOR ASSEMBLER****Description**

Assembles, modifies, reworks, repairs and tests mechanical, electronic, and electromechanical assemblies. Works from interrelated wiring and assembly drawings, operation sheets, engineering specifications, sketches, and running sheets to perform complete wiring and assembly operations on chassis, panels, assemblies, banks, and cabinets. Performs delicate adjustments of interrelated parts (for example, spring tensions). Assembles to extremely close tolerances components and parts that may have unusual or nonstandard shapes. Requires high school diploma, vocational training preferred, and 3–5 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	3	6	3	0	3	6	4
Employees Reported	1	20	85	362	0	11	87	370
25th Percentile (\$000's)	--	36.0	28.4	32.4	--	36.0	28.4	32.4
50th Percentile (\$000's)	--	38.6	32.8	35.1	--	38.1	32.8	35.1
75th Percentile (\$000's)	--	40.6	35.0	35.1	--	42.8	35.0	35.1
Average (\$000's)	--	38.4	34.0	35.0	--	39.6	33.3	35.3
Incentive Pay								
% Incentive Eligible	100%	50%	22%	100%	--	9%	24%	100%
25th Percentile (\$000's)	--	5.4	--	1.0	--	--	5.4	1.0
50th Percentile (\$000's)	--	5.6	--	1.0	--	--	5.6	1.0
75th Percentile (\$000's)	--	6.4	--	1.1	--	--	6.4	1.1
Average (\$000's)	--	5.9	--	1.2	--	--	5.9	1.2
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	37.8	28.4	33.4	--	36.0	28.4	33.4
50th Percentile (\$000's)	--	41.3	32.8	36.1	--	38.1	32.8	36.1
75th Percentile (\$000's)	--	45.1	35.0	36.2	--	42.8	35.2	36.2
Average (\$000's)	--	41.1	34.0	36.2	--	40.3	33.9	36.5
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 929**GENERAL MAINTENANCE WORKER****Description**

Performs a wide variety of building maintenance and repair work involving carpentry, electrical, masonry, painting, plumbing, heating, ventilation, air-conditioning or other mechanical and maintenance skills. Incumbents are required to utilize functional skills in all of these areas. Requires Knowledge of basic construction, repair maintenance and procedures and ability to operate hand and power tools.

Job Match Comparability

2.4% Less Complex
 92.9% Comparable
 4.8% More Complex

92.9%	Comparable		Industry - Type of Employer				
4.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	17	1	7	1	3	5
	Employees Reported	42	1	13	6	5	17
	25th Percentile (\$000's)	31.5	--	27.5	--	31.7	31.0
	50th Percentile (\$000's)	35.8	--	35.8	--	33.3	33.8
	75th Percentile (\$000's)	42.3	--	39.7	--	40.9	37.5
	Average (\$000's)	37.2	--	34.2	--	37.4	36.5
Incentive Pay							
	% Incentive Eligible	43%	0%	62%	100%	0%	24%
	25th Percentile (\$000's)	1.4	--	2.1	--	--	--
	50th Percentile (\$000's)	1.9	--	2.6	--	--	1.9
	75th Percentile (\$000's)	2.6	--	2.7	--	--	--
	Average (\$000's)	1.9	--	2.2	--	--	1.9
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	31.5	--	28.1	--	31.7	31.0
	50th Percentile (\$000's)	37.3	--	37.8	--	33.3	33.8
	75th Percentile (\$000's)	43.5	--	40.2	--	40.9	37.5
	Average (\$000's)	37.8	--	35.2	--	37.4	36.7
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 929**GENERAL MAINTENANCE WORKER****Description**

Performs a wide variety of building maintenance and repair work involving carpentry, electrical, masonry, painting, plumbing, heating, ventilation, air-conditioning or other mechanical and maintenance skills. Incumbents are required to utilize functional skills in all of these areas. Requires Knowledge of basic construction, repair maintenance and procedures and ability to operate hand and power tools.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	3	5	9	1	2	4	10
Employees Reported	0	8	6	28	5	3	4	30
25th Percentile (\$000's)	--	32.7	30.0	31.7	--	--	--	32.0
50th Percentile (\$000's)	--	36.4	38.9	35.8	--	29.9	34.2	35.8
75th Percentile (\$000's)	--	45.3	40.7	41.5	--	--	--	41.1
Average (\$000's)	--	38.2	35.7	37.2	--	33.3	35.2	37.2
Incentive Pay								
% Incentive Eligible	--	0%	50%	54%	0%	0%	25%	57%
25th Percentile (\$000's)	--	--	--	1.5	--	--	--	1.4
50th Percentile (\$000's)	--	--	0.3	1.9	--	--	--	1.9
75th Percentile (\$000's)	--	--	--	2.6	--	--	--	2.6
Average (\$000's)	--	--	0.3	2.0	--	--	--	1.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	32.7	30.1	31.7	--	--	--	32.0
50th Percentile (\$000's)	--	36.4	39.0	36.8	--	29.9	34.2	37.4
75th Percentile (\$000's)	--	45.3	40.7	43.0	--	--	--	42.7
Average (\$000's)	--	38.2	35.7	38.2	--	33.3	35.2	38.1
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 931**MAINTENANCE MECHANIC****Description**

Maintains production equipment. Configures and calibrates equipment as necessary to support production needs. Troubleshoots common equipment failures and repairs equipment on the production floor. Assists in the construction of new production equipment, including mechanical assemblies and electrical circuits. Requires formal technical training beyond high school and 1–2 years experience, including proficiency on machine shop equipment.

Job Match Comparability

1.1% Less Complex
 91.1% Comparable
 7.8% More Complex

91.1%	Comparable	Industry - Type of Employer					
7.8%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	12	0	7	1	1	3
	Employees Reported	90	0	28	18	14	30
	25th Percentile (\$000's)	37.1	--	37.9	--	--	44.0
	50th Percentile (\$000's)	43.3	--	43.5	--	--	44.4
	75th Percentile (\$000's)	44.8	--	46.7	--	--	55.7
	Average (\$000's)	42.9	--	41.8	--	--	47.8
Incentive Pay							
	% Incentive Eligible	60%	--	93%	100%	0%	33%
	25th Percentile (\$000's)	1.1	--	1.5	--	--	--
	50th Percentile (\$000's)	1.4	--	2.0	--	--	--
	75th Percentile (\$000's)	1.8	--	2.2	--	--	--
	Average (\$000's)	1.5	--	1.9	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	37.4	--	37.9	--	--	44.0
	50th Percentile (\$000's)	44.0	--	45.0	--	--	44.4
	75th Percentile (\$000's)	46.1	--	49.3	--	--	55.7
	Average (\$000's)	43.4	--	42.6	--	--	47.8
Most Recent New Hire							
	Employers Reported	2	0	1	0	0	1
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 931**MAINTENANCE MECHANIC****Description**

Maintains production equipment. Configures and calibrates equipment as necessary to support production needs. Troubleshoots common equipment failures and repairs equipment on the production floor. Assists in the construction of new production equipment, including mechanical assemblies and electrical circuits. Requires formal technical training beyond high school and 1–2 years experience, including proficiency on machine shop equipment.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	4	7	1	0	3	8
Employees Reported	3	0	15	72	3	0	8	79
25th Percentile (\$000's)	--	--	30.0	39.5	--	--	24.2	39.5
50th Percentile (\$000's)	--	--	38.4	43.8	--	--	30.0	43.5
75th Percentile (\$000's)	--	--	40.2	44.8	--	--	33.3	44.8
Average (\$000's)	--	--	35.6	44.0	--	--	29.8	43.8
Incentive Pay								
% Incentive Eligible	100%	--	93%	51%	100%	--	88%	56%
25th Percentile (\$000's)	--	--	--	1.1	--	--	--	1.1
50th Percentile (\$000's)	--	--	--	1.4	--	--	--	1.4
75th Percentile (\$000's)	--	--	--	1.9	--	--	--	1.9
Average (\$000's)	--	--	--	1.5	--	--	--	1.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	30.0	39.5	--	--	24.2	39.5
50th Percentile (\$000's)	--	--	38.4	44.2	--	--	30.0	44.0
75th Percentile (\$000's)	--	--	40.2	46.2	--	--	33.3	46.1
Average (\$000's)	--	--	35.6	44.5	--	--	29.8	44.3
Most Recent New Hire								
Employers Reported	0	0	1	1	0	0	1	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 935**MAINTENANCE AND FACILITIES SUPERVISOR****Description**

Supervises maintenance of production equipment and facilities. Supervises construction and implementation of new and upgraded equipment. Manages production support including utilities, equipment spare parts and supplies, and janitorial services. Responsibilities typically include preventive maintenance programs for all equipment and facilities, including HVAC, lighting and fixtures, and building maintenance. Requires 2 years formal technical training or the equivalent, 5 years related hands-on experience, and 1–2 years supervisory experience.

Job Match Comparability

0.0% Less Complex
 89.3% Comparable
 10.7% More Complex

89.3%	Comparable		Industry - Type of Employer				
10.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	15	1	4	0	3	7
	Employees Reported	28	1	4	0	7	16
	25th Percentile (\$000's)	50.3	--	--	--	44.4	56.4
	50th Percentile (\$000's)	61.4	--	73.3	--	50.3	71.3
	75th Percentile (\$000's)	77.2	--	--	--	55.6	77.3
	Average (\$000's)	61.9	--	65.5	--	49.9	67.5
Incentive Pay							
	% Incentive Eligible	46%	0%	75%	--	0%	63%
	25th Percentile (\$000's)	3.7	--	--	--	--	4.3
	50th Percentile (\$000's)	5.3	--	4.2	--	--	6.4
	75th Percentile (\$000's)	6.6	--	--	--	--	7.0
	Average (\$000's)	5.2	--	3.4	--	--	5.7
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	50.3	--	--	--	44.4	58.0
	50th Percentile (\$000's)	62.5	--	73.8	--	50.3	76.4
	75th Percentile (\$000's)	78.0	--	--	--	55.6	81.7
	Average (\$000's)	64.1	--	68.1	--	49.9	70.7
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 935**MAINTENANCE AND FACILITIES SUPERVISOR****Description**

Supervises maintenance of production equipment and facilities. Supervises construction and implementation of new and upgraded equipment. Manages production support including utilities, equipment spare parts and supplies, and janitorial services. Responsibilities typically include preventive maintenance programs for all equipment and facilities, including HVAC, lighting and fixtures, and building maintenance. Requires 2 years formal technical training or the equivalent, 5 years related hands-on experience, and 1–2 years supervisory experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	4	8	2	0	4	9
Employees Reported	1	2	4	21	2	0	4	22
25th Percentile (\$000's)	--	--	--	50.3	--	--	--	50.3
50th Percentile (\$000's)	--	--	69.0	62.0	--	--	49.7	62.6
75th Percentile (\$000's)	--	--	--	77.3	--	--	--	77.3
Average (\$000's)	--	--	65.8	62.4	--	--	52.9	63.5
Incentive Pay								
% Incentive Eligible	100%	50%	25%	48%	50%	--	25%	50%
25th Percentile (\$000's)	--	--	--	4.2	--	--	--	4.2
50th Percentile (\$000's)	--	--	--	6.4	--	--	--	6.0
75th Percentile (\$000's)	--	--	--	7.0	--	--	--	6.9
Average (\$000's)	--	--	--	5.7	--	--	--	5.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	50.3	--	--	--	50.3
50th Percentile (\$000's)	--	--	69.0	63.0	--	--	50.4	63.0
75th Percentile (\$000's)	--	--	--	80.1	--	--	--	81.1
Average (\$000's)	--	--	66.9	64.9	--	--	54.2	66.1
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 942**WELDER****Description**

Welds metal parts or components together using brazing, gas, or arc welding equipment. Repairs broken or cracked parts, fills holes and increases size of metal parts using welding equipment. Reviews layouts, blueprints, work orders, or diagrams in preparation for welding or cutting metal components. May position pieces to be welded into jigs, holding fixtures, guides and steps using measuring instruments and hand tools. May inspect completed work for conformance to specifications. Requires 2-5 years of experience in position or specialization.

Job Match Comparability

0.0% Less Complex
 95.8% Comparable
 4.2% More Complex

95.8%	Comparable		Industry - Type of Employer				
4.2%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	9	0	7	0	1	1
	Employees Reported	48	0	42	0	1	5
	25th Percentile (\$000's)	37.5	--	37.5	--	--	--
	50th Percentile (\$000's)	39.9	--	38.8	--	--	--
	75th Percentile (\$000's)	45.0	--	42.9	--	--	--
	Average (\$000's)	42.8	--	40.3	--	--	--
Incentive Pay							
	% Incentive Eligible	79%	--	90%	--	0%	0%
	25th Percentile (\$000's)	3.1	--	3.1	--	--	--
	50th Percentile (\$000's)	4.2	--	4.2	--	--	--
	75th Percentile (\$000's)	5.3	--	5.3	--	--	--
	Average (\$000's)	4.2	--	4.2	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	37.5	--	37.5	--	--	--
	50th Percentile (\$000's)	39.9	--	38.8	--	--	--
	75th Percentile (\$000's)	45.0	--	42.9	--	--	--
	Average (\$000's)	42.9	--	40.5	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 942**WELDER****Description**

Welds metal parts or components together using brazing, gas, or arc welding equipment. Repairs broken or cracked parts, fills holes and increases size of metal parts using welding equipment. Reviews layouts, blueprints, work orders, or diagrams in preparation for welding or cutting metal components. May position pieces to be welded into jigs, holding fixtures, guides and steps using measuring instruments and hand tools. May inspect completed work for conformance to specifications. Requires 2-5 years of experience in position or specialization.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	3	2	4	0	2	3	4
Employees Reported	0	3	37	8	0	2	3	43
25th Percentile (\$000's)	--	--	37.5	52.2	--	--	--	37.5
50th Percentile (\$000's)	--	45.8	37.5	58.9	--	--	45.8	39.0
75th Percentile (\$000's)	--	--	40.2	62.8	--	--	--	43.9
Average (\$000's)	--	45.9	39.5	56.9	--	--	46.0	42.4
Incentive Pay								
% Incentive Eligible	--	33%	97%	13%	--	0%	33%	86%
25th Percentile (\$000's)	--	--	--	--	--	--	--	2.0
50th Percentile (\$000's)	--	--	--	--	--	--	--	2.0
75th Percentile (\$000's)	--	--	--	--	--	--	--	2.0
Average (\$000's)	--	--	--	--	--	--	--	2.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	37.5	52.2	--	--	--	37.5
50th Percentile (\$000's)	--	49.8	37.5	58.9	--	--	52.2	39.0
75th Percentile (\$000's)	--	--	40.2	62.8	--	--	--	43.9
Average (\$000's)	--	48.0	39.5	57.2	--	--	48.1	42.4
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 951**QUALITY ASSURANCE INSPECTOR****Description**

Inspects parts and products; performs less complex and/or repetitive testing to ensure fabrication conforms to established standards, parts lists, assembly drawings, wiring diagrams, and other associated documentation. May use basic tests or measurements and may write inspection reports listing discrepancies. Generally requires high school diploma, vocational training, and 1 year or less experience.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	10	2	6	1	0	1
	Employees Reported	94	12	33	39	0	10
	25th Percentile (\$000's)	32.4	28.7	38.0	--	--	--
	50th Percentile (\$000's)	35.1	32.0	42.1	--	--	--
	75th Percentile (\$000's)	39.8	33.8	44.0	--	--	--
	Average (\$000's)	36.4	32.9	40.8	--	--	--
Incentive Pay							
	% Incentive Eligible	83%	0%	88%	100%	--	100%
	25th Percentile (\$000's)	1.1	--	3.2	--	--	--
	50th Percentile (\$000's)	1.2	--	3.3	--	--	--
	75th Percentile (\$000's)	3.3	--	3.5	--	--	--
	Average (\$000's)	2.0	--	3.4	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	33.0	28.7	38.7	--	--	--
	50th Percentile (\$000's)	36.3	32.0	44.5	--	--	--
	75th Percentile (\$000's)	42.3	33.8	47.3	--	--	--
	Average (\$000's)	37.7	32.9	43.1	--	--	--
Most Recent New Hire							
	Employers Reported	1	0	1	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 951**QUALITY ASSURANCE INSPECTOR****Description**

Inspects parts and products; performs less complex and/or repetitive testing to ensure fabrication conforms to established standards, parts lists, assembly drawings, wiring diagrams, and other associated documentation. May use basic tests or measurements and may write inspection reports listing discrepancies. Generally requires high school diploma, vocational training, and 1 year or less experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	2	3	5	0	1	3	6
Employees Reported	0	5	18	71	0	4	17	73
25th Percentile (\$000's)	--	34.6	28.4	33.1	--	--	28.4	33.1
50th Percentile (\$000's)	--	38.0	32.0	35.2	--	--	31.4	35.3
75th Percentile (\$000's)	--	38.1	33.7	43.5	--	--	33.5	43.5
Average (\$000's)	--	37.7	31.4	37.5	--	--	30.5	37.6
Incentive Pay								
% Incentive Eligible	--	20%	39%	99%	--	0%	35%	99%
25th Percentile (\$000's)	--	--	--	1.1	--	--	4.9	1.1
50th Percentile (\$000's)	--	--	--	1.2	--	--	4.9	1.2
75th Percentile (\$000's)	--	--	--	3.2	--	--	4.9	3.2
Average (\$000's)	--	--	--	1.9	--	--	4.9	1.9
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	38.0	28.4	33.7	--	--	28.4	34.0
50th Percentile (\$000's)	--	38.1	32.0	36.4	--	--	31.4	36.5
75th Percentile (\$000's)	--	39.6	33.7	46.3	--	--	33.5	45.8
Average (\$000's)	--	38.7	31.4	39.2	--	--	30.8	39.2
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 955**QUALITY ASSURANCE SUPERVISOR****Description**

Supervises subordinates engaged in inspecting and testing parts and products to ensure adherence to established quality assurance standards, procedures, and controls. Provides assistance to management in scheduling and controlling inspection activities. Reviews inspection reports to resolve questions and provide recommendations for development and revisions of quality assurance standards and procedures. Requires 3–5 years experience. May be titled Quality Control Supervisor.

Job Match Comparability

0.0% Less Complex
 84.6% Comparable
 15.4% More Complex

84.6%	Comparable		Industry - Type of Employer				
15.4%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	9	0	6	2	0	1
	Employees Reported	13	0	7	3	0	3
	25th Percentile (\$000's)	52.4	--	59.7	--	--	--
	50th Percentile (\$000's)	56.9	--	66.0	56.9	--	--
	75th Percentile (\$000's)	68.9	--	77.8	--	--	--
	Average (\$000's)	62.3	--	68.4	57.9	--	--
Incentive Pay							
	% Incentive Eligible	92%	--	86%	100%	--	100%
	25th Percentile (\$000's)	4.3	--	4.7	--	--	--
	50th Percentile (\$000's)	4.9	--	6.4	3.9	--	--
	75th Percentile (\$000's)	5.0	--	8.7	--	--	--
	Average (\$000's)	5.6	--	6.9	3.9	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	57.3	--	62.2	--	--	--
	50th Percentile (\$000's)	60.5	--	69.9	60.5	--	--
	75th Percentile (\$000's)	73.1	--	83.1	--	--	--
	Average (\$000's)	66.1	--	72.3	60.5	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 955**QUALITY ASSURANCE SUPERVISOR****Description**

Supervises subordinates engaged in inspecting and testing parts and products to ensure adherence to established quality assurance standards, procedures, and controls. Provides assistance to management in scheduling and controlling inspection activities. Reviews inspection reports to resolve questions and provide recommendations for development and revisions of quality assurance standards and procedures. Requires 3–5 years experience. May be titled Quality Control Supervisor.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	2	2	1	4	2	1	1	5
Employees Reported	2	2	1	8	2	1	1	9
25th Percentile (\$000's)	--	--	--	52.5	--	--	--	52.5
50th Percentile (\$000's)	--	--	--	55.6	--	--	--	56.9
75th Percentile (\$000's)	--	--	--	66.0	--	--	--	66.0
Average (\$000's)	--	--	--	61.9	--	--	--	62.4
Incentive Pay								
% Incentive Eligible	100%	50%	100%	100%	100%	0%	100%	100%
25th Percentile (\$000's)	--	--	--	4.2	--	--	--	4.2
50th Percentile (\$000's)	--	--	--	4.9	--	--	--	4.9
75th Percentile (\$000's)	--	--	--	5.0	--	--	--	5.0
Average (\$000's)	--	--	--	5.0	--	--	--	5.0
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	57.4	--	--	--	57.4
50th Percentile (\$000's)	--	--	--	59.4	--	--	--	60.5
75th Percentile (\$000's)	--	--	--	70.7	--	--	--	69.9
Average (\$000's)	--	--	--	66.9	--	--	--	66.8
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 956**QUALITY ASSURANCE ENGINEER****Description**

Performs a variety of moderately complex tasks related to the inspection and testing of finished goods. Utilizes existing systems and participates in the development of new systems to identify project failure trends and to verify consistency of various design standards. Analyzes reports and returned products, and recommends corrective action for procedural, product, or process deficiencies. Works under general supervision. Normally requires a degree in a technical discipline and 1–2 years experience.

Job Match Comparability

0.0% Less Complex
 32.0% Comparable
 68.0% More Complex

32.0%	Comparable	Industry - Type of Employer					
68.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	6	0	5	1	0	0
	Employees Reported	25	0	12	13	0	0
	25th Percentile (\$000's)	58.2	--	56.8	--	--	--
	50th Percentile (\$000's)	69.3	--	66.8	--	--	--
	75th Percentile (\$000's)	78.5	--	69.8	--	--	--
	Average (\$000's)	69.0	--	64.1	--	--	--
Incentive Pay							
	% Incentive Eligible	96%	--	92%	100%	--	--
	25th Percentile (\$000's)	3.5	--	4.6	--	--	--
	50th Percentile (\$000's)	4.4	--	5.2	--	--	--
	75th Percentile (\$000's)	5.1	--	5.3	--	--	--
	Average (\$000's)	4.3	--	5.0	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	62.6	--	59.6	--	--	--
	50th Percentile (\$000's)	71.0	--	66.8	--	--	--
	75th Percentile (\$000's)	83.2	--	74.5	--	--	--
	Average (\$000's)	72.1	--	66.6	--	--	--
Most Recent New Hire							
	Employers Reported	3	0	2	1	0	0
	Median (\$000's)	57.0	--	--	--	--	--
	Average (\$000's)	61.9	--	--	--	--	--

Job Code 956**QUALITY ASSURANCE ENGINEER****Description**

Performs a variety of moderately complex tasks related to the inspection and testing of finished goods. Utilizes existing systems and participates in the development of new systems to identify project failure trends and to verify consistency of various design standards. Analyzes reports and returned products, and recommends corrective action for procedural, product, or process deficiencies. Works under general supervision. Normally requires a degree in a technical discipline and 1–2 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	4	2	0	0	3	3
Employees Reported	0	0	6	19	0	0	5	20
25th Percentile (\$000's)	--	--	54.6	64.3	--	--	53.8	64.4
50th Percentile (\$000's)	--	--	61.6	71.8	--	--	57.0	70.6
75th Percentile (\$000's)	--	--	67.2	79.4	--	--	67.5	79.1
Average (\$000's)	--	--	60.9	71.6	--	--	59.9	71.3
Incentive Pay								
% Incentive Eligible	--	--	83%	100%	--	--	80%	100%
25th Percentile (\$000's)	--	--	--	3.5	--	--	--	3.5
50th Percentile (\$000's)	--	--	--	4.4	--	--	--	4.4
75th Percentile (\$000's)	--	--	--	5.1	--	--	--	5.1
Average (\$000's)	--	--	--	4.3	--	--	--	4.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	54.6	67.6	--	--	53.8	67.1
50th Percentile (\$000's)	--	--	61.6	75.0	--	--	57.0	74.8
75th Percentile (\$000's)	--	--	67.2	84.4	--	--	67.5	84.4
Average (\$000's)	--	--	60.9	75.6	--	--	59.9	75.2
Most Recent New Hire								
Employers Reported	0	0	2	1	0	0	2	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 959**MANUFACTURING ENGINEER****Description**

Provides manufacturing advice and guidance to engineering and manufacturing departments regarding product fabrication. Provides timely and effective development of manufacturing standards and process specifications to assure achievement of manufacturing and cost objectives. Acquires information and prepares feasibility studies or justifies purchase or building of equipment required for new manufacturing methods. Provides expertise in areas such as setups, machine tool capabilities, machining methods, and tooling and fixturing. Normally requires a degree in manufacturing engineering or a related discipline and 2 years experience.

Job Match Comparability

4.2% Less Complex
 83.3% Comparable
 12.5% More Complex

83.3%	Comparable		Industry - Type of Employer				
12.5%	More Complex						
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
	Employers Reported	9	0	6	3	0	0
	Employees Reported	24	0	12	12	0	0
	25th Percentile (\$000's)	61.5	--	56.7	65.1	--	--
	50th Percentile (\$000's)	68.6	--	63.6	72.2	--	--
	75th Percentile (\$000's)	79.9	--	73.0	83.4	--	--
	Average (\$000's)	70.1	--	65.6	74.6	--	--
Incentive Pay							
	% Incentive Eligible	88%	--	92%	83%	--	--
	25th Percentile (\$000's)	2.8	--	3.8	2.8	--	--
	50th Percentile (\$000's)	3.4	--	4.7	2.9	--	--
	75th Percentile (\$000's)	4.2	--	4.9	3.8	--	--
	Average (\$000's)	3.5	--	4.1	3.3	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	62.0	--	56.7	67.9	--	--
	50th Percentile (\$000's)	69.3	--	65.8	74.7	--	--
	75th Percentile (\$000's)	81.9	--	75.6	85.4	--	--
	Average (\$000's)	72.0	--	67.0	77.0	--	--
Most Recent New Hire							
	Employers Reported	2	0	1	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 959**MANUFACTURING ENGINEER****Description**

Provides manufacturing advice and guidance to engineering and manufacturing departments regarding product fabrication. Provides timely and effective development of manufacturing standards and process specifications to assure achievement of manufacturing and cost objectives. Acquires information and prepares feasibility studies or justifies purchase or building of equipment required for new manufacturing methods. Provides expertise in areas such as setups, machine tool capabilities, machining methods, and tooling and fixturing. Normally requires a degree in manufacturing engineering or a related discipline and 2 years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	2	3	3	1	1	3	4
Employees Reported	1	2	7	14	1	1	7	15
25th Percentile (\$000's)	--	--	53.4	66.5	--	--	53.4	67.1
50th Percentile (\$000's)	--	--	57.2	73.5	--	--	57.2	75.0
75th Percentile (\$000's)	--	--	63.1	79.9	--	--	61.0	81.4
Average (\$000's)	--	--	61.8	74.1	--	--	57.9	75.3
Incentive Pay								
% Incentive Eligible	100%	50%	100%	86%	100%	0%	100%	87%
25th Percentile (\$000's)	--	--	--	2.8	--	--	4.5	2.8
50th Percentile (\$000's)	--	--	--	3.1	--	--	4.5	3.1
75th Percentile (\$000's)	--	--	--	4.2	--	--	4.5	4.2
Average (\$000's)	--	--	--	3.4	--	--	4.5	3.4
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	53.4	68.9	--	--	53.4	69.0
50th Percentile (\$000's)	--	--	57.2	76.1	--	--	57.2	78.4
75th Percentile (\$000's)	--	--	63.1	84.0	--	--	63.1	85.8
Average (\$000's)	--	--	61.8	77.1	--	--	58.6	78.0
Most Recent New Hire								
Employers Reported	1	0	1	0	1	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 960**PRODUCTION TEST TECHNICIAN - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 961 Production Test Technician and 962 Senior Production Test Technician

Job Match Comparability

16.3% Less Complex
 83.7% Comparable
 0.0% More Complex

83.7%	Comparable		Industry - Type of Employer				
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	6	1	4	1	0	0
	Employees Reported	49	1	22	26	0	0
	25th Percentile (\$000's)	30.6	--	24.8	--	--	--
	50th Percentile (\$000's)	37.4	--	30.9	--	--	--
	75th Percentile (\$000's)	43.4	--	36.9	--	--	--
	Average (\$000's)	37.7	--	30.9	--	--	--
Incentive Pay							
	% Incentive Eligible	96%	0%	95%	100%	--	--
	25th Percentile (\$000's)	1.2	--	4.4	--	--	--
	50th Percentile (\$000's)	1.4	--	4.9	--	--	--
	75th Percentile (\$000's)	1.7	--	4.9	--	--	--
	Average (\$000's)	1.8	--	4.6	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	31.3	--	24.8	--	--	--
	50th Percentile (\$000's)	39.0	--	31.9	--	--	--
	75th Percentile (\$000's)	44.8	--	38.8	--	--	--
	Average (\$000's)	38.7	--	31.6	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 960**PRODUCTION TEST TECHNICIAN - ALL LEVELS****Description**

The data for this position is a combination of the data reported by participants for 961 Production Test Technician and 962 Senior Production Test Technician

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	2	2	0	2	2	2
Employees Reported	3	1	18	27	0	4	18	27
25th Percentile (\$000's)	--	--	24.2	37.2	--	--	24.2	37.2
50th Percentile (\$000's)	--	--	28.9	42.7	--	36.4	28.9	42.7
75th Percentile (\$000's)	--	--	34.5	47.7	--	--	34.5	47.7
Average (\$000's)	--	--	29.9	43.2	--	35.6	29.9	43.2
Incentive Pay								
% Incentive Eligible	100%	0%	100%	96%	--	75%	100%	96%
25th Percentile (\$000's)	--	--	--	1.2	--	--	--	1.2
50th Percentile (\$000's)	--	--	--	1.4	--	4.9	--	1.4
75th Percentile (\$000's)	--	--	--	1.6	--	--	--	1.6
Average (\$000's)	--	--	--	1.5	--	4.6	--	1.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	24.2	38.5	--	--	24.2	38.5
50th Percentile (\$000's)	--	--	28.9	44.0	--	40.2	28.9	44.0
75th Percentile (\$000's)	--	--	34.5	49.3	--	--	34.5	49.3
Average (\$000's)	--	--	29.9	44.6	--	39.0	29.9	44.6
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 961**PRODUCTION TEST TECHNICIAN****Description**

Assists engineers in analyzing and testing devices, components, and subassemblies to ensure product quality. Performs standardized test procedures. Processes test data and may prepare preliminary analysis and information for inclusion in reports. Generally requires high school diploma, vocational training preferred, and 1 year experience. May also be titled Quality Control Tester.

Job Match Comparability

26.7% Less Complex

73.3% Comparable

0.0% More Complex

73.3%	Comparable		Industry - Type of Employer					
0.0%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	6	1	4	1	0	0	
	Employees Reported	30	1	14	15	0	0	
	25th Percentile (\$000's)	26.8	--	22.8	--	--	--	
	50th Percentile (\$000's)	34.6	--	26.6	--	--	--	
	75th Percentile (\$000's)	38.4	--	31.8	--	--	--	
	Average (\$000's)	34.4	--	27.7	--	--	--	
Incentive Pay								
	% Incentive Eligible	93%	0%	93%	100%	--	--	
	25th Percentile (\$000's)	1.2	--	4.2	--	--	--	
	50th Percentile (\$000's)	1.3	--	4.4	--	--	--	
	75th Percentile (\$000's)	1.6	--	4.7	--	--	--	
	Average (\$000's)	1.7	--	4.4	--	--	--	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	26.8	--	22.8	--	--	--	
	50th Percentile (\$000's)	35.2	--	26.6	--	--	--	
	75th Percentile (\$000's)	40.0	--	33.3	--	--	--	
	Average (\$000's)	35.4	--	28.3	--	--	--	
Most Recent New Hire								
	Employers Reported	0	0	0	0	0	0	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 961**PRODUCTION TEST TECHNICIAN****Description**

Assists engineers in analyzing and testing devices, components, and subassemblies to ensure product quality. Performs standardized test procedures. Processes test data and may prepare preliminary analysis and information for inclusion in reports. Generally requires high school diploma, vocational training preferred, and 1 year experience. May also be titled Quality Control Tester.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	1	2	2	0	2	2	2
Employees Reported	2	1	11	16	0	3	11	16
25th Percentile (\$000's)	--	--	22.3	36.2	--	--	22.3	36.2
50th Percentile (\$000's)	--	--	24.2	37.6	--	35.6	24.2	37.6
75th Percentile (\$000's)	--	--	26.9	43.3	--	--	26.9	43.3
Average (\$000's)	--	--	25.6	40.3	--	35.1	25.6	40.3
Incentive Pay								
% Incentive Eligible	100%	0%	100%	94%	--	67%	100%	94%
25th Percentile (\$000's)	--	--	--	1.1	--	--	--	1.1
50th Percentile (\$000's)	--	--	--	1.2	--	--	--	1.2
75th Percentile (\$000's)	--	--	--	1.5	--	--	--	1.5
Average (\$000's)	--	--	--	1.3	--	--	--	1.5
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	22.3	37.4	--	--	22.3	37.4
50th Percentile (\$000's)	--	--	24.2	38.8	--	40.0	24.2	38.8
75th Percentile (\$000's)	--	--	26.9	44.7	--	--	26.9	44.7
Average (\$000's)	--	--	25.6	41.5	--	38.0	25.6	41.5
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 962**SENIOR PRODUCTION TEST TECHNICIAN****Description**

Assists engineers in analyzing and testing devices, components, and subassemblies to ensure product quality. Performs complex and nonroutine test procedures. Records and analyzes test data and prepares reports with minimal supervision. Requires high school diploma, vocational training preferred, and 5 years experience. May also be titled Quality Control Tester.

Job Match Comparability

0.0% Less Complex

100.0% Comparable

0.0% More Complex

100.0%	Comparable	Industry - Type of Employer					
0.0%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	3	0	2	1	0	0
	Employees Reported	19	0	8	11	0	0
	25th Percentile (\$000's)	38.1	--	33.6	--	--	--
	50th Percentile (\$000's)	42.1	--	37.7	--	--	--
	75th Percentile (\$000's)	46.3	--	39.5	--	--	--
	Average (\$000's)	42.9	--	36.7	--	--	--
Incentive Pay							
	% Incentive Eligible	100%	--	100%	100%	--	--
	25th Percentile (\$000's)	1.4	--	4.9	--	--	--
	50th Percentile (\$000's)	1.5	--	4.9	--	--	--
	75th Percentile (\$000's)	1.8	--	4.9	--	--	--
	Average (\$000's)	1.9	--	4.9	--	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	39.1	--	33.6	--	--	--
	50th Percentile (\$000's)	42.2	--	38.6	--	--	--
	75th Percentile (\$000's)	47.8	--	41.2	--	--	--
	Average (\$000's)	44.1	--	37.3	--	--	--
Most Recent New Hire							
	Employers Reported	0	0	0	0	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 962**SENIOR PRODUCTION TEST TECHNICIAN****Description**

Assists engineers in analyzing and testing devices, components, and subassemblies to ensure product quality. Performs complex and nonroutine test procedures. Records and analyzes test data and prepares reports with minimal supervision. Requires high school diploma, vocational training preferred, and 5 years experience. May also be titled Quality Control Tester.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	0	1	1	0	1	1	1
Employees Reported	1	0	7	11	0	1	7	11
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Incentive Pay								
% Incentive Eligible	100%	--	100%	100%	--	100%	100%	100%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 963**PRODUCTION PLANNER/SCHEDULER****Description**

Plans and prepares production schedules for manufacturing products. Ensures products are made efficiently and timely. Draws up master schedules that establish time limits and sequences of manufacturing operations. Establishes monthly production commitments including work-in-process to meet shipment dates. May provide instructions and authorization before production can begin. Works with the sales, cost accounting, and purchasing and manufacturing department staffs to develop sales forecasts, which are used to estimate how many items must be manufactured. May also prepare purchase orders. Typically requires a bachelor's degree and 3 years prior inventory and production control experience, particularly in a process controlled manufacturing operation.

Job Match Comparability

21.4% Less Complex

57.1% Comparable

21.4% More Complex

57.1%	Comparable		Industry - Type of Employer					
21.4%	More Complex							
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers	
Annual Base Pay								
	Employers Reported	5	1	3	1	0	0	
	Employees Reported	14	5	8	1	0	0	
	25th Percentile (\$000's)	46.9	--	45.2	--	--	--	
	50th Percentile (\$000's)	49.2	--	51.1	--	--	--	
	75th Percentile (\$000's)	52.3	--	58.2	--	--	--	
	Average (\$000's)	49.1	--	50.7	--	--	--	
Incentive Pay								
	% Incentive Eligible	86%	100%	88%	0%	--	--	
	25th Percentile (\$000's)	--	--	--	--	--	--	
	50th Percentile (\$000's)	--	--	--	--	--	--	
	75th Percentile (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	
Total Cash Compensation Base Plus Incentive Pay								
	25th Percentile (\$000's)	46.9	--	45.2	--	--	--	
	50th Percentile (\$000's)	49.2	--	51.1	--	--	--	
	75th Percentile (\$000's)	52.3	--	58.2	--	--	--	
	Average (\$000's)	49.1	--	50.7	--	--	--	
Most Recent New Hire								
	Employers Reported	1	0	1	0	0	0	
	Median (\$000's)	--	--	--	--	--	--	
	Average (\$000's)	--	--	--	--	--	--	

Job Code 963**PRODUCTION PLANNER/SCHEDULER****Description**

Plans and prepares production schedules for manufacturing products. Ensures products are made efficiently and timely. Draws up master schedules that establish time limits and sequences of manufacturing operations. Establishes monthly production commitments including work-in-process to meet shipment dates. May provide instructions and authorization before production can begin. Works with the sales, cost accounting, and purchasing and manufacturing department staffs to develop sales forecasts, which are used to estimate how many items must be manufactured. May also prepare purchase orders. Typically requires a bachelor's degree and 3 years prior inventory and production control experience, particularly in a process controlled manufacturing operation.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	0	0	4	1	0	0	3	2
Employees Reported	0	0	13	1	0	0	9	5
25th Percentile (\$000's)	--	--	46.8	--	--	--	38.0	49.8
50th Percentile (\$000's)	--	--	48.8	--	--	--	47.3	56.7
75th Percentile (\$000's)	--	--	52.5	--	--	--	48.8	62.6
Average (\$000's)	--	--	49.0	--	--	--	44.4	57.6
Incentive Pay								
% Incentive Eligible	--	--	92%	0%	--	--	89%	80%
25th Percentile (\$000's)	--	--	--	--	--	--	--	--
50th Percentile (\$000's)	--	--	--	--	--	--	--	--
75th Percentile (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	46.8	--	--	--	38.0	49.8
50th Percentile (\$000's)	--	--	48.8	--	--	--	47.3	56.7
75th Percentile (\$000's)	--	--	52.5	--	--	--	48.8	62.6
Average (\$000's)	--	--	49.0	--	--	--	44.4	57.6
Most Recent New Hire								
Employers Reported	0	0	1	0	0	0	1	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 965**PRODUCTION SUPERVISOR****Description**

Supervises employees engaged in the processing, fabrication, assembly, installation, or testing of organization products. Schedules, assigns, and monitors work to meet production schedules. Responsible for preventive maintenance and repair of equipment. Prepares production reports of group activities. Responsible for training, selection, assignment, review, and appraisal of subordinates. Recommends personnel actions. Requires high school diploma or equivalent education and 5 or more years experience.

Job Match Comparability

20.8% Less Complex
 73.6% Comparable
 5.7% More Complex

73.6%	Comparable		Industry - Type of Employer				
5.7%	More Complex		Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
		All Organizations					
Annual Base Pay							
	Employers Reported	14	1	10	2	0	1
	Employees Reported	53	1	38	13	0	1
	25th Percentile (\$000's)	52.8	--	52.8	51.9	--	--
	50th Percentile (\$000's)	59.9	--	58.9	61.6	--	--
	75th Percentile (\$000's)	69.0	--	67.1	64.0	--	--
	Average (\$000's)	61.7	--	62.5	58.0	--	--
Incentive Pay							
	% Incentive Eligible	83%	100%	84%	77%	--	100%
	25th Percentile (\$000's)	3.9	--	4.4	1.3	--	--
	50th Percentile (\$000's)	4.5	--	4.5	3.3	--	--
	75th Percentile (\$000's)	6.3	--	7.4	3.8	--	--
	Average (\$000's)	6.0	--	6.1	2.8	--	--
Total Cash Compensation Base Plus Incentive Pay							
	25th Percentile (\$000's)	54.0	--	54.6	51.9	--	--
	50th Percentile (\$000's)	63.9	--	63.3	63.7	--	--
	75th Percentile (\$000's)	69.2	--	68.5	66.5	--	--
	Average (\$000's)	65.1	--	65.8	59.9	--	--
Most Recent New Hire							
	Employers Reported	1	0	0	1	0	0
	Median (\$000's)	--	--	--	--	--	--
	Average (\$000's)	--	--	--	--	--	--

Job Code 965**PRODUCTION SUPERVISOR****Description**

Supervises employees engaged in the processing, fabrication, assembly, installation, or testing of organization products. Schedules, assigns, and monitors work to meet production schedules. Responsible for preventive maintenance and repair of equipment. Prepares production reports of group activities. Responsible for training, selection, assignment, review, and appraisal of subordinates. Recommends personnel actions. Requires high school diploma or equivalent education and 5 or more years experience.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	1	3	5	5	1	2	6	5
Employees Reported	2	4	15	32	2	2	11	38
25th Percentile (\$000's)	--	--	50.8	57.6	--	--	54.9	52.8
50th Percentile (\$000's)	--	64.4	54.0	60.6	--	--	64.5	59.7
75th Percentile (\$000's)	--	--	66.8	69.7	--	--	70.1	63.9
Average (\$000's)	--	66.6	59.1	63.8	--	--	63.3	61.9
Incentive Pay								
% Incentive Eligible	100%	50%	73%	91%	100%	0%	64%	92%
25th Percentile (\$000's)	--	--	--	3.9	--	--	11.8	3.9
50th Percentile (\$000's)	--	--	--	4.4	--	--	12.4	4.4
75th Percentile (\$000's)	--	--	--	4.6	--	--	22.2	4.6
Average (\$000's)	--	--	--	5.6	--	--	18.5	4.6
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	50.8	61.9	--	--	55.8	56.5
50th Percentile (\$000's)	--	73.7	54.0	64.5	--	--	67.1	63.8
75th Percentile (\$000's)	--	--	66.8	70.6	--	--	80.4	66.4
Average (\$000's)	--	72.5	59.1	68.7	--	--	68.4	65.2
Most Recent New Hire								
Employers Reported	0	0	0	1	0	0	0	1
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

Job Code 970**PRODUCTION MANAGER****Description**

Manages fabrication and/or assembly operation through first-line supervisors. Responsible for monitoring of automated production processes; meeting production schedules, standards, and profitability; and implementing safety programs. Degree preferred. Requires 4–6 years experience as production supervisor or assistant manager.

Job Match Comparability

0.0% Less Complex
87.5% Comparable
12.5% More Complex

		Industry - Type of Employer					
		All Organizations	Software, Computer and Technology	Manufacturing	Life-Sciences/ Biotech/ Medical Devices	Not-for-Profit	All Other Employers
Annual Base Pay							
Employers Reported	15	1	10	3	0	1	
Employees Reported	16	1	11	3	0	1	
25th Percentile (\$000's)	74.6	--	74.0	--	--	--	
50th Percentile (\$000's)	85.7	--	88.5	82.9	--	--	
75th Percentile (\$000's)	105.8	--	110.5	--	--	--	
Average (\$000's)	89.8	--	92.3	88.4	--	--	
Incentive Pay							
% Incentive Eligible	81%	100%	82%	67%	--	100%	
25th Percentile (\$000's)	7.2	--	6.6	--	--	--	
50th Percentile (\$000's)	9.5	--	9.7	--	--	--	
75th Percentile (\$000's)	12.7	--	13.5	--	--	--	
Average (\$000's)	10.2	--	10.4	--	--	--	
Total Cash Compensation Base Plus Incentive Pay							
25th Percentile (\$000's)	74.6	--	74.0	--	--	--	
50th Percentile (\$000's)	90.9	--	89.5	92.4	--	--	
75th Percentile (\$000's)	114.5	--	118.0	--	--	--	
Average (\$000's)	94.3	--	98.0	91.6	--	--	
Most Recent New Hire							
Employers Reported	0	0	0	0	0	0	
Median (\$000's)	--	--	--	--	--	--	
Average (\$000's)	--	--	--	--	--	--	

Job Code 970**PRODUCTION MANAGER****Description**

Manages fabrication and/or assembly operation through first-line supervisors. Responsible for monitoring of automated production processes; meeting production schedules, standards, and profitability; and implementing safety programs. Degree preferred. Requires 4–6 years experience as production supervisor or assistant manager.

	Organizational FTE's				Organizational Revenue (\$ Millions)			
	Less than 50	50 - 150	151 - 500	More than 500	Less than \$7.5M	\$7.5M to \$25M	\$26M to \$150M	More than \$150M
Annual Base Pay								
Employers Reported	3	3	5	4	3	2	5	5
Employees Reported	3	3	5	5	3	2	5	6
25th Percentile (\$000's)	--	--	73.0	82.9	--	--	75.1	81.1
50th Percentile (\$000's)	78.0	103.0	75.1	104.3	78.0	--	103.0	93.6
75th Percentile (\$000's)	--	--	104.0	110.4	--	--	104.0	108.9
Average (\$000's)	77.8	88.7	87.4	100.1	77.8	--	93.7	95.3
Incentive Pay								
% Incentive Eligible	100%	100%	60%	80%	100%	100%	60%	83%
25th Percentile (\$000's)	--	--	--	--	--	--	--	7.7
50th Percentile (\$000's)	1.0	12.7	--	8.9	1.0	--	14.3	8.9
75th Percentile (\$000's)	--	--	--	--	--	--	--	12.5
Average (\$000's)	1.0	12.7	--	11.3	1.0	--	14.3	11.3
Total Cash Compensation Base Plus Incentive Pay								
25th Percentile (\$000's)	--	--	73.0	92.4	--	--	75.1	88.0
50th Percentile (\$000's)	78.0	117.3	75.1	104.3	78.0	--	104.0	98.3
75th Percentile (\$000's)	--	--	104.0	118.7	--	--	113.5	115.1
Average (\$000's)	78.2	97.2	87.4	109.2	78.2	--	96.6	102.9
Most Recent New Hire								
Employers Reported	0	0	0	0	0	0	0	0
Median (\$000's)	--	--	--	--	--	--	--	--
Average (\$000's)	--	--	--	--	--	--	--	--

4. Policies and Practices

In addition to compensation practice data, this survey provides prevalence and trend data pertaining to the following programs and policies:

Program/Policy	Page No.
✚ Strategic Initiatives	4-2
✚ 2011 Pay Increase Budgets	4-4
✚ 2011 Pay Range and Structure Adjustments	4-6
✚ Performance Management Programs	4-7
✚ Incentive Plans	4-9
✚ Pay Premiums and Shift Differentials	4-13
✚ Healthcare, Welfare and Voluntary Benefit Plans	4-16
✚ Retirement Plans	4-26
✚ 401(k) Plans	4-27
✚ 403(b) Plans	4-31
✚ Holiday, Vacation and Other Paid Time Off Practices	4-34
✚ Referral Bonuses	4-42
✚ Signing Bonuses	4-43
✚ Tuition Assistance, Professional Development and Staff Training	4-44
✚ Recognition and Achievement Awards	4-46
✚ Work/Life Policies and Programs	4-48
✚ Perquisites and Fringe Benefits	4-51
✚ Employment Practices	4-54
✚ Severance Practices and Programs	4-55

Percentages listed throughout these analyses are based on 69 total survey responses unless otherwise noted. The number of employers included typically appears at the top of each table and may change within the table as appropriate. Column percentages may not total 100% due to non-response or multiple responses (when appropriate). Non-responses that do not contribute to understanding a policy or practice may be omitted.

4. Policies and Practices

Strategic Initiatives

Local participants were asked to identify initiatives implemented in 2010 or projected for 2011 in response to economic and/or financial pressures.

- ✚ One-third of participants implemented staff layoffs or furloughs in 2010. Only 4% are planning to do so in 2011.
- ✚ 43% of all employers reduced their 2010 pay increase budget and/or average increase amount. For organizations granting increases in 2010, increases are limited to 70% of eligible staff, on average.
- ✚ Prevalence of other cost-cutting initiatives implemented in 2010 include: 27% increasing employee's contributions toward benefit costs or reduced benefit levels; 19% decreasing or eliminating bonus opportunities; 19% reducing, suspending, freezing or terminating retirement benefits; and, 9% reducing employees' base salary.
- ✚ For 2011, 10% of employers continue to expect reduced pay increases; 10% expect to increase employee's contributions toward benefit costs or reduce benefit levels.

Strategic Initiatives	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
STRATEGIES TO ADDRESS THE ECONOMIC SITUATION										
Staff Layoffs/Furloughs Implemented in 2010										
Employers Reporting	23	6	6	3	8	8	3	0	4	8
Percent to Total	33%	30%	46%	25%	33%	47%	21%	0%	36%	40%
Projected for 2011										
Employers Reporting	3	1	0	0	2	0	1	0	1	1
Percent to Total	4%	5%	0%	0%	8%	0%	7%	0%	9%	5%
Reduced Workweek Implemented in 2010										
Employers Reporting	3	2	1	0	0	1	1	0	0	1
Percent to Total	4%	10%	8%	0%	0%	6%	7%	0%	0%	5%
Projected for 2011										
Employers Reporting	1	1	0	0	0	0	0	0	1	0
Percent to Total	1%	5%	0%	0%	0%	0%	0%	0%	9%	0%
Voluntary or Mandatory Unpaid Time Off Implemented in 2010										
Employers Reporting	3	0	2	1	0	2	0	1	0	0
Percent to Total	4%	0%	15%	8%	0%	12%	0%	14%	0%	0%
Projected for 2011										
Employers Reporting	0	0	0	0	0	0	0	0	0	0
Percent to Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

4. Policies and Practices

Strategic Initiatives	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
STRATEGIES TO ADDRESS THE ECONOMIC SITUATION										
Reduced Pay Increases										
Implemented in 2010										
Employers Reporting	30	7	4	3	16	4	5	1	4	16
Percent to Total	43%	35%	31%	25%	67%	24%	36%	14%	36%	80%
Projected for 2011										
Employers Reporting	7	1	0	1	5	1	0	0	0	6
Percent to Total	10%	5%	0%	8%	21%	6%	0%	0%	0%	30%
Cut/Reduced Employee's Base Salary										
Implemented in 2010										
Employers Reporting	6	2	1	1	2	2	2	0	0	2
Percent to Total	9%	10%	8%	8%	8%	12%	14%	0%	0%	10%
Projected for 2011										
Employers Reporting	0	0	0	0	0	0	0	0	0	0
Percent to Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Decreased/Eliminated Bonus Opportunities										
Implemented in 2010										
Employers Reporting	13	4	2	2	5	2	4	1	0	6
Percent to Total	19%	20%	15%	17%	21%	12%	29%	14%	0%	30%
Projected for 2011										
Employers Reporting	5	0	0	1	4	0	1	0	0	4
Percent to Total	7%	0%	0%	8%	17%	0%	7%	0%	0%	20%
Increased Employee's Contributions Towards Benefit Costs										
Implemented in 2010										
Employers Reporting	14	2	4	1	7	1	2	1	4	6
Percent to Total	20%	10%	31%	8%	29%	6%	14%	14%	36%	30%
Projected for 2011										
Employers Reporting	5	2	0	1	2	1	1	0	2	1
Percent to Total	7%	10%	0%	8%	8%	6%	7%	0%	18%	5%
Reduced Level of Benefits										
Implemented in 2010										
Employers Reporting	5	2	1	0	2	1	1	0	1	2
Percent to Total	7%	10%	8%	0%	8%	6%	7%	0%	9%	10%
Projected for 2011										
Employers Reporting	2	2	0	0	0	1	0	0	1	0
Percent to Total	3%	10%	0%	0%	0%	6%	0%	0%	9%	0%
Reduced/Temporarily Withdrawn Retirement Benefits										
Implemented in 2010										
Employers Reporting	8	4	0	2	2	2	3	0	1	2
Percent to Total	12%	20%	0%	17%	8%	12%	21%	0%	9%	10%
Projected for 2011										
Employers Reporting	0	0	0	0	0	0	0	0	0	0
Percent to Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Permanently Froze or Terminated Pension Plan										
Implemented in 2010										
Employers Reporting	5	2	1	0	2	2	0	0	1	2
Percent to Total	7%	10%	8%	0%	8%	12%	0%	0%	9%	10%
Projected for 2011										
Employers Reporting	2	1	0	0	1	2	0	0	0	0
Percent to Total	3%	5%	0%	0%	4%	12%	0%	0%	0%	0%
2010 SALARY FREEZE PLANNED										
Percent of employers - Yes	7%	25%	0%	0%	0%	12%	0%	29%	9%	0%
Percent of employers - No	93%	75%	100%	100%	100%	88%	100%	71%	91%	100%
2010 SALARY REDUCTION PLANNED										
Percent of employers - Yes	1%	0%	0%	0%	4%	0%	0%	0%	0%	5%
Percent of employers - No	99%	100%	100%	100%	96%	100%	100%	100%	100%	95%

4. Policies and Practices

2011 Pay Increase Budgets

Pay increase budgets are the funds an organization allocates to be used for base salary increases within the budget year. Some increase budgets include only merit funds, while other budgets include monies for some combination of merit, cost-of-living and market adjustment increases.

- ✚ Only 32% of the survey participants had 2011 pay increase and pay structure budget estimates completed at the time the survey questionnaires were submitted.
 - Of these organizations, the median 2011 total pay increase budget is 3.0% of base salary for each employee group – non-exempt and exempt staff.
- ✚ For organizations that budget a combination of increases, the median 2011 merit increase is projected at 3.2% of base salary for both non-exempt and exempt staff. A small number of employers were able to provide 2011 budget data for cost-of-living adjustments and market adjustments yielding median adjustments of 3.3% of base salary and 0.2% of base salary, respectively.
- ✚ For organizations granting increases in 2011, an estimated 100% of all employees are being budgeted to receive an increase.

2011 Pay Increase Budgets		FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	All Other Employers
Total Employers Reported		69	20	13	12	24	17	14	7	11
2011 TOTAL PAY INCREASE BUDGET										
<i>Nonexempt Staff</i>										
Employers Reporting		19	5	3	3	8	4	3	3	4
25th Percentile		3.0%	2.0%	--	--	3.0%	--	--	--	3.0%
50th Percentile		3.0%	3.0%	4.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.0%
75th Percentile		3.5%	3.5%	--	--	3.0%	--	--	--	3.0%
Average		3.2%	2.8%	3.7%	3.5%	3.1%	3.1%	3.5%	3.5%	2.8%
<i>Exempt Staff</i>										
Employers Reporting		18	5	3	3	7	4	2	3	4
25th Percentile		3.0%	3.0%	--	--	3.0%	--	--	--	3.0%
50th Percentile		3.0%	3.0%	3.5%	3.0%	3.0%	3.0%	--	3.5%	3.0%
75th Percentile		3.5%	3.5%	--	--	3.0%	--	--	--	3.0%
Average		3.2%	3.0%	3.5%	3.5%	3.1%	3.0%	3.8%	3.8%	2.8%
<i>No Budget Set at This Time</i>										
Employers Reporting		47	14	9	9	15	11	11	3	7
Employers Without Budgets		68%	70%	69%	75%	63%	65%	79%	43%	64%

Additional note, percentiles represent only employers reporting planned budgets at this time.

4. Policies and Practices

2011 Pay Increase Budgets

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
TOTAL PAY INCREASE BUDGET EQUALS MERIT BUDGET										
Percent of employers - Yes	51%	45%	54%	58%	50%	41%	57%	29%	64%	55%
Percent of employers - No	49%	55%	46%	42%	50%	59%	43%	71%	36%	45%
COMBINATION OF INCREASE BUDGETS										
<i>Nonexempt Staff</i>										
MERIT										
Employers Reporting	4	0	1	1	2	1	0	1	0	2
Average	3.3%	--	--	--	3.2%	--	--	--	--	3.2%
Median	3.2%	--	--	--	--	--	--	--	--	--
COST OF LIVING										
Employers Reporting	4	2	1	0	1	2	1	1	0	0
Average	4.4%	3.3%	--	--	--	5.5%	--	--	--	--
Median	3.3%	--	--	--	--	--	--	--	--	--
MARKET ADJUSTMENT										
Employers Reporting	3	0	0	0	3	1	0	0	0	2
Average	0.9%	--	--	--	0.9%	--	--	--	--	0.1%
Median	0.2%	--	--	--	0.2%	--	--	--	--	--
COMBINATION OF INCREASE BUDGETS										
<i>Exempt Staff</i>										
MERIT										
Employers Reporting	4	0	1	1	2	1	0	1	0	2
Average	3.1%	--	--	--	3.2%	--	--	--	--	3.2%
Median	3.2%	--	--	--	--	--	--	--	--	--
COST OF LIVING										
Employers Reporting	2	2	0	0	0	1	0	1	0	0
Average	3.3%	3.3%	--	--	--	--	--	--	--	--
Median	--	--	--	--	--	--	--	--	--	--
MARKET ADJUSTMENT										
Employers Reporting	3	0	0	0	3	1	0	0	0	2
Average	0.9%	--	--	--	0.9%	--	--	--	--	0.1%
Median	0.2%	--	--	--	0.2%	--	--	--	--	--
AVERAGE PERCENT RECEIVING INCREASE IN PRIOR YEAR										
Employers Reporting	53	12	11	11	19	15	11	3	7	17
Average	70%	61%	59%	75%	78%	52%	65%	70%	89%	80%
Median	95%	75%	96%	95%	95%	40%	90%	100%	100%	95%
PERCENTAGE OF STAFF BUDGETED TO RECEIVE AN INCREASE IN 2011										
Employers Reporting	43	10	8	8	17	10	8	3	6	16
Average	91%	90%	88%	86%	95%	75%	96%	100%	100%	94%
Median	100%	100%	100%	100%	100%	95%	100%	100%	100%	100%

4. Policies and Practices

2011 Pay Range and Structure Adjustments

- ✚ Slightly over one-half (57%) of survey participants utilize formal pay structures or ranges and the majority report adjusting these ranges on an annual basis.
- ✚ For employers who have formal pay ranges and have estimated an adjustment for 2011, the median 2011 projected adjustments to pay range midpoints are 2.5% and 2.3% for non-exempt and exempt jobs, respectively.

Pay Ranges - Structure Adjustments

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
FORMAL PAY STRUCTURES USED										
Percent of employers - Yes	57%	25%	38%	67%	88%	53%	29%	29%	100%	65%
Percent of employers - No	43%	75%	62%	33%	13%	47%	71%	71%	0%	35%
PROJECTED 2010 RANGE MIDPOINT INCREASE										
<i>Nonexempt Staff</i>										
Employers Reporting	18	1	0	4	13	4	2	1	4	7
Average	2.6%	--	--	2.8%	2.5%	2.3%	2.8%	--	2.1%	2.7%
Median	2.5%	--	--	2.3%	2.5%	2.5%	--	--	2.0%	2.5%
<i>Exempt Staff</i>										
Employers Reporting	16	1	0	4	11	4	1	1	4	6
Average	2.7%	--	--	2.8%	2.6%	2.7%	--	--	2.1%	2.6%
Median	2.3%	--	--	2.3%	2.0%	3.0%	--	--	2.0%	2.3%
<i>No Budget Set at This Time</i>										
Employers Reporting	4	1	1	0	2	0	1	1	0	2
Employers Without Budgets	10%	20%	20%	0%	10%	0%	25%	50%	0%	15%
FREQUENCY OF PAY STRUCTURE ADJUSTMENT										
Total Employers Reported	46	9	6	8	23	10	6	2	11	17
ANNUAL										
Employers Reporting	37	7	3	7	20	9	3	2	7	16
Percent to total	80%	78%	50%	88%	87%	90%	50%	100%	64%	94%
SEMI-ANNUAL										
Employers Reporting	1	1	0	0	0	0	0	0	1	0
Percent to total	2%	11%	0%	0%	0%	0%	0%	0%	9%	0%
NO SET TIME										
Employers Reporting	4	1	2	0	1	0	2	0	2	0
Percent to total	9%	11%	33%	0%	4%	0%	33%	0%	18%	0%
OTHER										
Employers Reporting	4	0	1	1	2	1	1	0	1	1
Percent to total	9%	0%	17%	13%	9%	10%	17%	0%	9%	6%

Additional note, responses include employers having informal pay ranges.

4. Policies and Practices

Performance Management Programs

As a new topic to this year's survey, participants were asked to provide data regarding programs used to manage employee performance.

- ✚ The majority of participating organizations (94%) have a formal process for reviewing employee performance.
 - Of these organizations, 83% report formally reviewing employees' performance once a year on an annual basis.
- ✚ The five most common elements included within the performance management program are: 1) individual goals (92%); 2) competencies (72%); 3) personal development objectives (69%); 4) self appraisal (63%); and, 5) competency goals (57%).
- ✚ Slightly less than half (45%) link individual performance ratings to base salary increases.

Performance Management Programs		FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
	Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
COMPANY HAS FORMAL PROCESS USED TO REVIEW EMPLOYEE PERFORMANCE										
Percent of employers - Yes	94%	95%	92%	100%	92%	94%	100%	86%	91%	95%
Percent of employers - No	6%	5%	8%	0%	8%	6%	0%	14%	9%	5%
FREQUENCY OF FORMAL EMPLOYEE PERFORMANCE REVIEW										
Total Employers Reporting	65	19	12	11	23	15	14	6	11	19
ANNUAL										
Employers Reporting	54	15	11	9	19	13	11	6	10	14
Percent to total	83%	79%	92%	82%	83%	87%	79%	100%	91%	74%
SEMI-ANNUAL										
Employers Reporting	8	3	0	1	4	1	1	0	1	5
Percent to total	12%	16%	0%	9%	17%	7%	7%	0%	9%	26%
QUARTERLY										
Employers Reporting	2	0	1	1	0	1	1	0	0	0
Percent to total	3%	0%	8%	9%	0%	7%	7%	0%	0%	0%
NO SET TIME										
Employers Reporting	1	1	0	0	0	0	1	0	0	0
Percent to total	2%	5%	0%	0%	0%	0%	7%	0%	0%	0%

4. Policies and Practices

Performance Management Programs		FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	Total 69	20	13	12	24	17	14	7	11	20
ELEMENTS INCLUDED WITHIN PERFORMANCE MANAGEMENT PROGRAM										
INDIVIDUAL GOALS										
Employers Reporting	60	17	11	10	22	14	12	5	10	19
Percent to total	92%	89%	92%	91%	96%	93%	86%	83%	91%	100%
TEAM GOALS										
Employers Reporting	25	11	3	5	6	6	8	2	3	6
Percent to total	38%	58%	25%	45%	26%	40%	57%	33%	27%	32%
COMPETENCY GOALS										
Employers Reporting	37	14	7	6	10	10	9	5	3	10
Percent to total	57%	74%	58%	55%	43%	67%	64%	83%	27%	53%
COMPETENCIES										
Employers Reporting	47	14	9	3	21	10	10	3	7	17
Percent to total	72%	74%	75%	27%	91%	67%	71%	50%	64%	89%
PERSONAL DEVELOPMENT OBJECTIVES										
Employers Reporting	45	12	9	5	19	9	9	4	7	16
Percent to total	69%	63%	75%	45%	83%	60%	64%	67%	64%	84%
SELF APPRAISAL										
Employers Reporting	41	12	9	4	16	7	7	3	8	16
Percent to total	63%	63%	75%	36%	70%	47%	50%	50%	73%	84%
MULTI-RATER / 360										
Employers Reporting	15	4	4	0	7	3	3	0	1	8
Percent to total	23%	21%	33%	0%	30%	20%	21%	0%	9%	42%
FORMAL PERFORMANCE RATING SCALE										
Employers Reporting	33	7	5	5	16	8	4	2	7	12
Percent to total	51%	37%	42%	45%	70%	53%	29%	33%	64%	63%
LINKAGE OF BASE SALARY INCREASE TO PERFORMANCE RATING										
Employers Reporting	29	5	8	4	12	8	6	2	6	7
Percent to total	45%	26%	67%	36%	52%	53%	43%	33%	55%	37%

Note, employers may have multiple elements, percentages may not add up to 100%.

4. Policies and Practices

Incentive Plans

Participants were asked to provide data regarding incentive and bonus plan eligibility, typical payments and maximum reward opportunities, types of formal cash-based incentive plans currently in use, and the typical performance components used to calculate incentive and bonus payments.

Incentive and Bonus Plan Eligibility

- ✚ For organizations offering some type of formal incentive or bonus plan in 2010, two-thirds or more classify managers and exempt staff as incentive eligible while approximately one-half (49% – 51%) classify non-exempt staff as incentive eligible.
- ✚ For 2011, approximately a 10% decrease in eligibility for incentives is projected across all employee groups.

Incentive Plan Design

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
2010 INCENTIVE, CASH BONUS PLAN ELIGIBILITY										
Managers	48	13	9	9	17	14	12	4	4	14
Percentage of Total	70%	65%	69%	75%	71%	82%	86%	57%	36%	70%
Exempt Staff	44	11	8	9	16	13	11	4	3	13
Percentage of Total	64%	55%	62%	75%	67%	76%	79%	57%	27%	65%
NE Technical Staff	35	10	5	8	12	13	7	2	3	10
Percentage of Total	51%	50%	38%	67%	50%	76%	50%	29%	27%	50%
NE Clerical	34	10	5	8	11	12	7	2	3	10
Percentage of Total	49%	50%	38%	67%	46%	71%	50%	29%	27%	50%
2011 INCENTIVE, CASH BONUS PLAN ELIGIBILITY										
Managers	42	13	7	6	16	11	10	5	3	13
Percentage of Total	61%	65%	54%	50%	67%	65%	71%	71%	27%	65%
Exempt Staff	37	11	6	5	15	10	9	4	2	12
Percentage of Total	54%	55%	46%	42%	63%	59%	64%	57%	18%	60%
NE Technical Staff	28	9	3	4	12	10	5	1	2	10
Percentage of Total	41%	45%	23%	33%	50%	59%	36%	14%	18%	50%
NE Clerical	27	9	3	4	11	9	5	1	2	10
Percentage of Total	39%	45%	23%	33%	46%	53%	36%	14%	18%	50%

4. Policies and Practices

Aggregate Incentive and Bonus Plan Payments

- Total incentive and bonus payments, excluding sales commissions, for the prior year equaled approximately 7.3% of eligible base salaries, at median, and 7.8% of eligible base salaries on average.

Incentive Plan Design		FULLTIME EMPLOYEES				TYPE OF EMPLOYER					
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported		69	20	13	12	24	17	14	7	11	20
INCENTIVES PAID AS % OF ELIGIBLE BASE SALARIES (excludes sales commissions)											
Total Employers Reported		22	5	4	4	9	8	3	1	1	9
Average		7.8%	10.0%	6.1%	8.3%	7.2%	7.3%	5.9%	--	--	7.5%
Median		7.3%	8.2%	6.3%	9.0%	5.9%	7.0%	6.5%	--	--	6.5%

Maximum Incentive Opportunities

- Median maximum incentive opportunities are 13% of base salaries for managers, 10% for exempt, 7.5% for non-exempt technical and clerical staff.

Incentive Plan Design		FULLTIME EMPLOYEES					TYPE OF EMPLOYER				
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported		69	20	13	12	24	17	14	7	11	20
INCENTIVE OPPORTUNITY - MAXIMUM											
MANAGERS											
Average	15.5%	16.1%	12.2%	9.7%	19.5%	14.7%	12.2%	13.6%	21.3%	17.3%	
Median	13.0%	18.0%	10.0%	10.0%	15.0%	11.0%	10.0%	10.0%	20.0%	15.0%	
EXEMPT STAFF											
Average	11.6%	13.2%	11.0%	7.6%	12.8%	12.1%	8.6%	9.1%	16.9%	12.7%	
Median	10.0%	12.0%	9.0%	7.8%	12.0%	12.0%	7.3%	10.0%	18.8%	10.0%	
NONEXEMPT TECHNICAL STAFF											
Average	8.0%	11.6%	7.9%	7.6%	5.6%	8.8%	6.9%	7.5%	10.8%	6.4%	
Median	7.5%	10.5%	8.3%	7.8%	4.5%	9.5%	6.3%	7.5%	10.0%	4.0%	
NONEXEMPT CLERICAL STAFF											
Average	8.0%	11.7%	7.9%	7.6%	5.7%	8.9%	6.9%	7.5%	10.8%	6.4%	
Median	7.5%	10.0%	8.3%	7.8%	4.3%	9.5%	6.3%	7.5%	10.0%	4.0%	

4. Policies and Practices

Types of Incentive Plans

- ✚ Organization-wide goal sharing/gain sharing (39%) and individual-based incentive plans (36%) continue to be the most prevalent types of plans offered by survey participants.
- ✚ Management-only incentive plans are in place at 28% of participating companies.

Incentive Plan Design

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
INCENTIVE PLAN TYPE PREVALENCE										
Management Incentive										
Plan Currently In Use	28%	15%	31%	25%	38%	35%	29%	43%	0%	30%
Organization-wide Goal Sharing/Gain Sharing										
Plan Currently In Use	39%	35%	46%	58%	29%	53%	43%	43%	18%	35%
Department Specific Incentive										
Plan Currently In Use	16%	10%	15%	17%	21%	12%	21%	14%	9%	20%
Project Based Incentive										
Plan Currently In Use	10%	5%	15%	17%	8%	12%	7%	14%	9%	10%
Individual Incentives										
Plan Currently In Use	36%	40%	31%	25%	42%	24%	43%	14%	36%	50%

Performance Components

- ✚ Across all job levels, the most prevalent performance measures for incentive plans are overall organizational performance and individual performance.

Incentive Plan Design

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
PERFORMANCE METRIC PREVALENCE										
BY GROUP										
Overall Organization Performance										
Manager	65%	65%	62%	67%	67%	76%	71%	71%	36%	65%
Exempt Staff	57%	55%	54%	58%	58%	71%	71%	57%	27%	50%
Nonexempt Technical Staff	41%	35%	31%	50%	46%	71%	36%	14%	27%	35%
Nonexempt Clerical Staff	38%	30%	31%	50%	42%	59%	36%	14%	27%	35%
Business Unit/Department Performance										
Manager	26%	30%	15%	17%	33%	29%	21%	57%	0%	30%
Exempt Staff	22%	30%	8%	8%	29%	24%	21%	43%	0%	25%
Nonexempt Technical Staff	12%	20%	0%	8%	13%	18%	7%	29%	0%	10%
Nonexempt Clerical Staff	9%	15%	0%	8%	8%	12%	7%	29%	0%	5%
Individual Performance										
Manager	52%	60%	54%	42%	50%	53%	64%	57%	36%	50%
Exempt Staff	43%	50%	46%	33%	42%	35%	71%	57%	27%	35%
Nonexempt Technical Staff	28%	40%	15%	33%	21%	24%	36%	29%	27%	25%
Nonexempt Clerical Staff	25%	35%	15%	33%	17%	12%	36%	29%	27%	25%
Discretionary										
Manager	25%	40%	15%	33%	13%	29%	21%	29%	18%	25%
Exempt Staff	22%	40%	8%	33%	8%	24%	21%	29%	18%	20%
Nonexempt Technical Staff	20%	40%	0%	33%	8%	24%	14%	29%	18%	20%
Nonexempt Clerical Staff	19%	35%	8%	33%	4%	12%	21%	29%	18%	20%

4. Policies and Practices

Expected Changes to Incentive Plans for 2011

Participants were asked to identify expected changes to their organization's incentive plan for 2011.

- ✚ 14% expect to change performance goals and measures in 2011.
- ✚ And, as mentioned previously, a slight decrease in eligibility for incentives is projected across all employee groups in 2011.

Incentive Plan Design	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EXPECTED CHANGES TO INCENTIVE PLAN IN 2011										
Reduce Reward Opportunities	3%	10%	0%	0%	0%	6%	0%	0%	9%	0%
Increase Reward Opportunities	6%	10%	0%	17%	0%	6%	7%	14%	0%	5%
Reduce Number of Plan Participants	1%	0%	0%	0%	4%	6%	0%	0%	0%	0%
Increase Number of Plan Participants	1%	0%	0%	8%	0%	6%	0%	0%	0%	0%
Change the Performance Goals and Measures	14%	20%	8%	17%	13%	12%	7%	14%	9%	25%

4. Policies and Practices

Pay Premiums & Shift Differentials

Participants were asked to provide data regarding shift differentials, holiday pay differentials, exempt overtime payments and pay premiums for hard-to-find skills.

Shift Differentials

- ✚ Slightly less than one-third (29%) of participants have non-exempt employees eligible for evening and night shift pay differentials.
 - A small percentage of participants (4%) have exempt employees also eligible for these pay differentials.
- ✚ For all organizations, the median weekday and weekend evening differential (3 p.m. to 11 p.m.) is \$0.78 per hour.
- ✚ The median weekday and weekend night differential (11 p.m. to 7 a.m.) is \$0.93 per hour.

Pay Premiums & Shift Differentials

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EVENING AND NIGHT SHIFT DIFFERENTIAL ELIGIBILITY										
Total Employers Reported	3	0	0	1	2	0	0	0	0	3
Exempt Eligible	4%	0%	0%	8%	8%	0%	0%	0%	0%	15%
Exempt Not Eligible	96%	100%	100%	92%	92%	100%	100%	100%	100%	85%
Total Employers Reporting	20	1	0	6	13	7	4	2	2	5
Nonexempt Personnel Eligible	29%	5%	0%	50%	54%	41%	29%	29%	18%	25%
Nonexempt Personnel Not Eligible	71%	95%	100%	50%	46%	59%	71%	71%	82%	75%
Employers Reporting	18	1	0	6	11	7	3	2	2	4
Average Weekday Evening 3 p.m. - 11 p.m.	\$0.86	--	--	\$1.04	\$0.77	\$0.77	\$0.92	\$1.33	\$0.38	\$0.98
Median Weekday Evening 3 p.m. - 11 p.m.	\$0.78	--	--	\$1.00	\$0.75	\$0.75	\$1.00	--	--	\$0.88
Employers Reporting	18	1	0	5	12	7	4	1	2	4
Average Weekday Night 11 p.m. - 7 a.m.	\$0.94	--	--	\$1.15	\$0.87	\$0.92	\$1.09	--	\$0.40	\$1.05
Median Weekday Night 11 p.m. - 7 a.m.	\$0.93	--	--	\$1.00	\$0.93	\$0.85	\$0.88	--	--	\$1.00
Employers Reporting	16	1	0	5	10	7	3	1	2	3
Average Weekend Evening 3 p.m. - 11 p.m.	\$0.83	--	--	\$0.95	\$0.77	\$0.77	\$0.92	--	\$0.38	\$1.06
Median Weekend Evening 3 p.m. - 11 p.m.	\$0.78	--	--	\$1.00	\$0.73	\$0.75	\$1.00	--	--	\$1.00
Employers Reporting	16	1	0	5	10	7	3	1	2	3
Average Weekend Night 11 p.m. - 7 a.m.	\$0.97	--	--	\$1.15	\$0.90	\$0.92	\$1.25	--	\$0.50	\$1.06
Median Weekend Night 11 p.m. - 7 a.m.	\$0.93	--	--	\$1.00	\$0.93	\$0.85	\$1.00	--	--	\$1.00

4. Policies and Practices

Holiday Pay Differentials

- 17% of participants have non-exempt employees eligible for holiday pay differentials. The far majority of participants report the median pay differential is 1.5 times base salary.

Exempt Employee Overtime Pay

- 22% of participants provide additional cash compensation or compensatory time-off to exempt employees working “overtime” hours.

Pay Premiums & Shift Differentials

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
HOLIDAY PAY DIFFERENTIAL ELIGIBILITY										
Total Employers Reported	1	0	0	1	0	0	0	0	0	1
Exempt Personnel Eligible	1%	0%	0%	8%	0%	0%	0%	0%	0%	5%
Exempt Personnel Not Eligible	99%	100%	100%	92%	100%	100%	100%	100%	100%	95%
EXEMPT EMPLOYEE OVERTIME COMPENSATION										
Total Employers Reported	12	1	2	3	6	4	2	1	1	4
Nonexempt Personnel Eligible	17%	5%	15%	25%	25%	24%	14%	14%	9%	20%
Nonexempt Personnel Not Eligible	83%	95%	85%	75%	75%	76%	86%	86%	91%	80%
Percent of employers - Yes	22%	20%	23%	8%	29%	24%	21%	0%	27%	25%
Percent of employers - No	78%	80%	77%	92%	71%	76%	79%	100%	73%	75%

4. Policies and Practices

Additional Compensation for Hard-To-Find Skills

- ✚ Five participants report paying higher compensation to employees possessing difficult-to-find skills.
 - Of these organizations, approximately 60% pay additional compensation for .Net Technologies and PL/SQL.
- ✚ All organizations report paying the extra compensation in a higher salary. The median amount paid for this extra compensation is 5% of base salary.

Pay Premiums & Shift Differentials

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EMPLOYER COMPENSATES FOR DIFFICULT TO FIND SKILLS										
Total Employers Reported BY SKILL	5	1	0	2	2	0	2	0	1	2
JAVA										
Employers Reporting	1	0	0	0	1	0	0	0	0	1
Percent to total	20%	0%	0%	0%	50%	0%	0%	0%	0%	50%
Average Extra Salary Paid	--	--	--	--	--	--	--	--	--	--
Median Extra Salary Paid	--	--	--	--	--	--	--	--	--	--
.NET TECHNOLOGIES										
Employers Reporting	3	0	0	1	2	0	1	0	1	1
Percent to total	60%	0%	0%	50%	100%	0%	50%	0%	100%	50%
Average Extra Salary Paid	5.0%	--	--	--	5.0%	--	--	--	--	--
Median Extra Salary Paid	5.0%	--	--	--	--	--	--	--	--	--
PL/SQL										
Employers Reporting	3	0	0	1	2	0	1	0	1	1
Percent to total	60%	0%	0%	50%	100%	0%	50%	0%	100%	50%
Average Extra Salary Paid	5.0%	--	--	--	5.0%	--	--	--	--	--
Median Extra Salary Paid	5.0%	--	--	--	--	--	--	--	--	--

Additional note, employers may have multiple answers, percentages may not add up to 100%.

4. Policies and Practices

Healthcare, Welfare and Voluntary Benefit Plans

This section summarizes responses relative to healthcare, dental, vision and medical insurance plan prevalence, program eligibility criteria and cost sharing arrangements.

- ✚ The majority of all participating companies (91%) provide healthcare benefits through a PPO.
- ✚ Slightly more than one-half of all participants (54%) allow new employees to participate in the healthcare plan on the first day of the month after the employee's first day of work.
 - Approximately one-quarter (23%) of participating organizations allow new employees to participate in the healthcare plan on the first day of employment.
- ✚ Median employer contributions toward healthcare premiums are 80% and 76% of the premiums for individual and family coverage, respectively; employees are required to pay the remaining 20% and 24% of the premiums.
- ✚ Approximately 72% of employers use the same cost sharing arrangements and premium amounts for all employees regardless of income or level.
- ✚ Across all participants, approximately one-third of employers (30%) self insure their medical plan. However, for the larger employers (those with over 500 full-time employees), approximately 63% self insure their medical plan.
- ✚ 84% of all participants allow their employees to "opt-out" of medical insurance.
 - Of these employers, 39% provide cash compensation to the employees opting-out of medical insurance and the median monthly cash reimbursement paid for individual coverage is \$93.
- ✚ Nearly three-quarters of participants offer a qualified cafeteria program, (i.e., a Section 125 program). The most prevalent cafeteria benefit programs include Healthcare Flexible Spending Account and Dependent Care Assistance Program.

Healthcare Benefit Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
TYPES OF HEALTHCARE BENEFIT PLANS OFFERED										
HMO										
Employers Reporting	8	0	1	0	7	1	1	1	2	3
Percent to total	12%	0%	8%	0%	29%	6%	7%	14%	18%	15%
PPO										
Employers Reporting	63	20	11	11	21	15	13	5	11	19
Percent to total	91%	100%	85%	92%	88%	88%	93%	71%	100%	95%
POS										
Employers Reporting	1	0	0	1	0	0	0	0	1	0
Percent to total	1%	0%	0%	8%	0%	0%	0%	0%	9%	0%
CONSUMER DRIVEN HEALTH PLAN										
Employers Reporting	11	0	3	0	8	2	2	1	1	5
Percent to total	16%	0%	23%	0%	33%	12%	14%	14%	9%	25%
OTHER PLAN										
Employers Reporting	1	1	0	0	0	1	0	0	0	0
Percent to total	1%	5%	0%	0%	0%	6%	0%	0%	0%	0%

Other Programs include: EPO - Exclusive Provider Organization

Additional note, employers may have multiple plans, percentages may not add up to 100%.

4. Policies and Practices

Healthcare Benefit Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
SELF INSURE MEDICAL PLAN WITH HIGHEST ENROLLMENT										
Employers Self Insuring	30%	5%	15%	25%	63%	35%	14%	0%	9%	60%
Employers Not Self Insuring	70%	95%	85%	75%	38%	65%	86%	100%	91%	40%
OPT-OUT PROVISION FOR EMPLOYEE MEDICAL PLAN										
Employers With Opt-Out	84%	90%	69%	92%	83%	88%	93%	71%	91%	75%
Employers Without Opt-Out	16%	10%	31%	8%	17%	12%	7%	29%	9%	25%
CASH COMPENSATION TO EMPLOYEES WHO OPT OUT										
Employers Provide Cash	39%	28%	44%	50%	40%	33%	23%	60%	50%	44%
Employers Do Not Provide Cash	61%	72%	56%	50%	60%	67%	77%	40%	50%	56%
Average Reimbursement	\$125	\$165	\$160	\$120	\$86	\$162	\$104	\$142	\$173	\$67
Median Reimbursement	\$93	\$127	\$75	\$83	\$80	\$100	\$104	\$75	\$127	\$65
OPT-OUT PROVISION FOR SPOUSE MEDICAL PLAN										
Employers With Opt-Out	43%	50%	46%	25%	46%	47%	43%	14%	45%	50%
Employers Without Opt-Out	57%	50%	54%	75%	54%	53%	57%	86%	55%	50%
EMPLOYEE CHARGED ADDITIONAL COST FOR SPOUSE OPTING OUT										
Employers Charge Fees	19%	15%	33%	17%	18%	27%	0%	0%	17%	30%
Employers Do Not Charge Fees	81%	85%	67%	83%	82%	73%	100%	100%	83%	70%
Average Amount Collected	\$205	\$275	\$216	--	\$200	\$125	--	--	--	\$222
Median Amount Collected	\$200	--	--	--	--	\$50	--	--	--	\$200
MEDICAL PLAN OFFERED FOR DOMESTIC PARTNERS										
Employers Offer Plan	45%	55%	15%	50%	50%	29%	21%	71%	45%	65%
Employers Do Not Offer Plan	55%	45%	85%	50%	50%	71%	79%	29%	55%	35%
CAFETERIA PROGRAM QUALIFIED UNDER SECTION 125										
Employers with Program	74%	65%	77%	75%	79%	71%	71%	57%	73%	85%
Employers Without Program	26%	35%	23%	25%	21%	29%	29%	43%	27%	15%
CAFETERIA PROGRAMS INCLUDED										
FULL FLEXIBLE BENEFITS										
Employers Reporting	11	3	2	2	4	4	2	1	1	3
Percent to total	22%	23%	20%	22%	21%	33%	20%	25%	13%	18%
HEALTH CARE FLEXIBLE SPENDING ARRANGEMENT "HEALTH FSA"										
Employers Reporting	38	8	5	7	18	9	5	3	6	15
Percent to total	75%	62%	50%	78%	95%	75%	50%	75%	75%	88%
DEPENDENT CARE ASSISTANCE PROGRAM "DCAP"										
Employers Reporting	30	6	4	7	13	9	4	0	5	12
Percent to total	59%	46%	40%	78%	68%	75%	40%	0%	63%	71%
PREMIUM ONLY PLAN "POP"										
Employers Reporting	20	10	4	2	4	4	7	3	3	3
Percent to total	39%	77%	40%	22%	21%	33%	70%	75%	38%	18%
ADOPTIONS ASSISTANCE BENEFITS										
Employers Reporting	6	1	1	0	4	1	0	1	0	4
Percent to total	12%	8%	10%	0%	21%	8%	0%	25%	0%	24%

4. Policies and Practices

Healthcare Benefit Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
LARGEST HEALTHCARE PLAN ANNUAL PREMIUM COST SHARING ARRANGEMENT COMPANY SHARE										
Individual coverage	Company/Individual	Company/Individual				Company/Individual				
Average	81%/19%	82%/18%	84%/16%	85%/15%	83%/17%	82%/18%	79%/21%	87%/13%	91%/09%	80%/20%
Median	80%/20%	82%/18%	84%/16%	81%/19%	80%/20%	80%/20%	78%/22%	90%/10%	90%/10%	80%/20%
Average Monthly Premiums	\$393	\$419	\$358	\$337	\$418	\$503	\$346	\$326	\$476	\$334
Median Monthly Premiums	\$366	\$337	\$343	\$366	\$424	\$373	\$340	\$319	\$393	\$377
Family coverage	Company/Individual	Company/Individual				Company/Individual				
Average	76%/24%	75%/25%	76%/24%	80%/20%	78%/22%	78%/22%	74%/26%	82%/18%	81%/19%	72%/28%
Median	80%/20%	78%/22%	80%/20%	80%/20%	80%/20%	80%/20%	73%/27%	80%/20%	82%/18%	73%/27%
Average Monthly Premiums	\$1,019	\$1,018	\$1,009	\$990	\$1,047	\$945	\$1,000	\$970	\$1,190	\$974
Median Monthly Premiums	\$1,014	\$998	\$931	\$1,014	\$1,233	\$1,020	\$997	\$956	\$1,188	\$1,091
MONTHLY COSTS SAME FOR EMPLOYEES AT ALL LEVELS										
Employers With Same Costs	72%	80%	92%	67%	58%	65%	100%	71%	55%	70%
Employers With Different Costs	28%	20%	8%	33%	42%	35%	0%	29%	45%	30%
EMPLOYEE PLAN ELIGIBILITY										
FIRST DAY OF WORK										
Employers Reporting	16	6	1	2	7	2	5	0	1	8
Percent to total	23%	30%	8%	17%	29%	12%	36%	0%	9%	40%
FIRST OF MONTH FOLLOWING EMPLOYMENT DATE										
Employers Reporting	37	11	6	9	11	10	6	5	9	7
Percent to total	54%	55%	46%	75%	46%	59%	43%	71%	82%	35%
FIRST OF MONTH AFTER 1 MONTH OF SERVICE										
Employers Reporting	8	1	5	0	2	3	3	0	1	1
Percent to total	12%	5%	38%	0%	8%	18%	21%	0%	9%	5%
FIRST OF MONTH AFTER 2 MONTHS OF SERVICE										
Employers Reporting	3	1	0	0	2	0	0	1	0	2
Percent to total	4%	5%	0%	0%	8%	0%	0%	14%	0%	10%
FIRST OF MONTH AFTER 3 MONTHS OF SERVICE										
Employers Reporting	2	1	0	1	0	2	0	0	0	0
Percent to total	3%	5%	0%	8%	0%	12%	0%	0%	0%	0%
FIRST OF MONTH AFTER 6 MONTHS OF SERVICE										
Employers Reporting	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
OTHER										
Employers Reporting	2	0	1	0	1	0	0	0	0	2
Percent to total	3%	0%	8%	0%	4%	0%	0%	0%	0%	10%

4. Policies and Practices

Dental Plan Benefits

- ✚ 96% of participants provide dental plan benefits to employees.
- ✚ Nearly all of these organizations (90%) do not integrate the dental plan costs with the healthcare plan costs. Median employer contributions toward dental premiums are 81% and 80% of the premiums for individual or family coverage, respectively. Employees are required to pay the remaining 19% to 20% of the premiums.
 - The employer-paid portions of the premiums paid by large employers are less (76% and 72% for individual and family, respectively) than the portions paid by smaller employers (81% and 76%) and the median monthly premiums are also lower at the larger organizations.

Healthcare Benefit Plans		FULLTIME EMPLOYEES					TYPE OF EMPLOYER				
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20	
DENTAL PLAN PREVALENCE											
Employers with Dental Plan	96%	90%	100%	100%	96%	94%	100%	86%	100%	95%	
Employers without Dental Plan	4%	10%	0%	0%	4%	6%	0%	14%	0%	5%	
DENTAL PLAN COSTS INTEGRATED WITH HEALTHCARE PREMIUM											
Employers with Costs Integrated	10%	15%	8%	25%	0%	18%	7%	0%	18%	5%	
Employers with Costs Not Integrated	90%	85%	92%	75%	100%	82%	93%	100%	82%	95%	
ANNUAL PREMIUM COST SHARING ARRANGEMENT PERCENTAGES FOR DENTAL PLAN											
COMPANY SHARE											
Individual coverage	Company/Individual										
Average	79%/21%	82%/18%	89%/11%	88%/12%	71%/29%	87%/13%	82%/18%	84%/16%	72%/28%	74%/26%	
Median	81%/19%	81%/19%	90%/10%	89%/11%	76%/24%	91%/09%	81%/19%	85%/15%	80%/20%	78%/22%	
Average Monthly Premiums	\$30.45	\$29.91	\$24.93	\$26.24	\$36.43	\$29.16	\$25.47	\$25.08	\$48.01	\$26.33	
Median Monthly Premiums	\$25.55	\$30.80	\$25.24	\$25.10	\$23.58	\$23.00	\$26.22	\$27.40	\$28.91	\$24.26	
Family coverage	Company/Individual										
Average	75%/25%	79%/21%	78%/22%	80%/20%	68%/32%	87%/13%	78%/22%	84%/16%	62%/38%	68%/32%	
Median	80%/20%	76%/24%	80%/20%	82%/18%	72%/28%	91%/09%	74%/26%	85%/15%	66%/34%	76%/24%	
Average Monthly Premiums	\$101.33	\$128.78	\$84.60	\$84.35	\$93.45	\$183.21	\$81.12	\$74.06	\$117.38	\$79.22	
Median Monthly Premiums	\$80.87	\$92.35	\$77.31	\$85.90	\$73.26	\$70.00	\$85.16	\$81.24	\$86.10	\$80.00	

4. Policies and Practices

Optical Plan Benefits

- ✚ 87% of participants provide vision benefits to employees.
- ✚ Again, the clear majority of these organizations (83%) do not integrate the vision plan costs with the healthcare benefit plan costs. Median employer contributions toward vision premiums are 80% and 75% for individual and family coverage, respectively.
 - Larger employers' portion of the individual and family premiums (75% and 69%, respectively) is less than smaller employers (95% and 83%) and, again, the median monthly premiums are generally lower at the larger organizations.

Healthcare Benefit Plans		FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
	Total	Less than 50	50 to 150	151 to 500	More than 500	Software, Manufacturing Computer and Technology	Life Sciences	Not For Profit	All Other Employers	
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
OPTICAL PLAN PREVALENCE										
Employers with Optical Plan	87%	75%	92%	100%	88%	82%	93%	86%	100%	80%
Employers without Optical Plan	13%	25%	8%	0%	13%	18%	7%	14%	0%	20%
OPTICAL PLAN COSTS INTEGRATED WITH HEALTHCARE PREMIUM										
Employers with Costs Integrated	17%	25%	8%	25%	13%	18%	14%	14%	18%	20%
Employers with Costs Not Integrated	83%	75%	92%	75%	88%	82%	86%	86%	82%	80%
ANNUAL PREMIUM COST SHARING ARRANGEMENT PERCENTAGES FOR OPTICAL PLAN COMPANY SHARE										
<i>Individual coverage</i>	Company/Individual	Company/Individual				Company/Individual				
Average	80%/20%	88%/12%	82%/18%	89%/11%	71%/29%	87%/13%	84%/16%	85%/15%	85%/15%	67%/33%
Median	80%/20%	95%/05%	79%/21%	90%/10%	75%/25%	100%/0%	80%/20%	83%/17%	95%/05%	73%/27%
Average Monthly Premiums	\$5.22	\$6.60	\$4.54	\$5.07	\$4.71	\$6.37	\$4.53	\$4.23	\$5.10	\$5.86
Median Monthly Premiums	\$4.71	\$5.12	\$4.32	\$5.05	\$4.58	\$4.38	\$4.28	\$4.70	\$4.94	\$5.56
<i>Family coverage</i>	Company/Individual	Company/Individual				Company/Individual				
Average	72%/28%	76%/24%	75%/25%	89%/11%	62%/38%	84%/16%	80%/20%	85%/15%	58%/42%	61%/39%
Median	75%/25%	83%/17%	74%/26%	90%/10%	69%/31%	90%/10%	80%/20%	82%/18%	50%/50%	70%/30%
Average Monthly Premiums	\$13.05	\$13.64	\$13.10	\$12.37	\$12.83	\$12.34	\$12.39	\$9.87	\$13.05	\$16.03
Median Monthly Premiums	\$12.64	\$13.47	\$12.51	\$12.41	\$14.12	\$12.85	\$10.69	\$11.55	\$12.52	\$15.00

4. Policies and Practices

Health Savings Accounts (HSA) and Health Reimbursement Arrangements (HRA)

- ✚ Less than one-quarter (19%) of participating companies currently offer Health Savings Accounts (HSA) to their employees. Of these companies, the median insurance plan deductibles are \$1,500 and \$2,750 for individual and family coverage, respectively.
 - These companies provide a median annual contribution to the HSA of \$450 to \$900 for individual and family coverage, respectively, in an attempt to help offset the high insurance plan deductibles.
- ✚ 20% of participating companies offer Health Reimbursement Arrangements (HRAs) to their employees with a median employer contribution of \$750 and \$1,500 for individual and family coverage, respectively.

Healthcare Benefit Plans	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
HEALTH SAVINGS ACCOUNT PREVALENCE										
Employers With H S A	19%	10%	8%	17%	33%	29%	7%	0%	0%	35%
Employers Without H S A	81%	90%	92%	83%	67%	71%	93%	100%	100%	65%
HSA ANNUAL INSURANCE DEDUCTIBLE										
<i>Individual</i>										
Average Deductible	\$1,554	\$1,250	--	\$2,500	\$1,519	\$1,663	--	--	--	\$1,536
Median Deductible	\$1,500	--	--	--	\$1,500	\$1,500	--	--	--	\$1,500
<i>Family</i>										
Average Deductible	\$3,067	\$2,500	--	\$5,000	\$2,975	\$3,200	--	--	--	\$3,071
Median Deductible	\$2,750	--	--	--	\$2,750	\$2,750	--	--	--	\$3,000
EMPLOYER HSA ANNUAL CONTRIBUTION DEDUCTIBLE OFFSET										
<i>Individual</i>										
Average Contribution	\$475	--	--	--	\$475	--	--	--	--	\$500
Median Contribution	\$450	--	--	--	\$450	--	--	--	--	\$500
<i>Family</i>										
Average Contribution	\$950	--	--	--	\$950	--	--	--	--	\$1,000
Median Contribution	\$900	--	--	--	\$900	--	--	--	--	\$1,000
HEALTH REIMBURSEMENT ARRANGEMENT PREVALENCE										
Employers With HRAs	20%	20%	23%	33%	13%	29%	14%	29%	18%	15%
Employers Without HRAs	80%	80%	77%	67%	88%	71%	86%	71%	82%	85%
EMPLOYER HRA ANNUAL CONTRIBUTION										
<i>Individual</i>										
Average Contribution	\$740	\$844	\$1,000	\$375	\$583	\$875	\$917	\$1,000	\$250	\$625
Median Contribution	\$750	\$813	\$1,000	--	\$750	--	\$1,000	--	--	\$625
<i>Family</i>										
Average Contribution	\$1,617	\$2,188	\$2,000	\$1,250	\$717	\$2,075	\$1,833	\$2,000	\$1,000	\$1,250
Median Contribution	\$1,500	\$1,875	\$2,000	--	\$500	--	\$2,000	--	--	\$1,250

4. Policies and Practices

Other Employer–Paid Benefit Program Prevalence

- The clear majority of survey participants (72% and above) provide employees with accidental death and dismemberment (AD&D) insurance, life insurance, short-term disability and long-term disability at no cost to the employee for premiums.

Healthcare Benefit Plans		FULLTIME EMPLOYEES					TYPE OF EMPLOYER				
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported		69	20	13	12	24	17	14	7	11	20
OTHER EMPLOYER PAID BENEFIT PROGRAM PREVALENCE											
AD & D											
Employers Reporting	61	17	13	12	19	15	14	5	10	17	
Percent to total	88%	85%	100%	100%	79%	88%	100%	71%	91%	85%	
LIFE INSURANCE											
Employers Reporting	63	18	12	12	21	16	14	5	10	18	
Percent to total	91%	90%	92%	100%	88%	94%	100%	71%	91%	90%	
SHORT TERM DISABILITY											
Employers Reporting	53	16	9	10	18	14	10	5	9	15	
Percent to total	77%	80%	69%	83%	75%	82%	71%	71%	82%	75%	
LONG TERM DISABILITY											
Employers Reporting	50	17	10	10	13	14	10	4	9	13	
Percent to total	72%	85%	77%	83%	54%	82%	71%	57%	82%	65%	
OTHER											
Employers Reporting	8	1	2	1	4	1	4	0	1	2	
Percent to total	12%	5%	15%	8%	17%	6%	29%	0%	9%	10%	

Other Programs include: Dependant life insurance, long term care, business travel/accident.

4. Policies and Practices

Wellness Program Prevalence

- The most prevalent types of wellness programs or services provided to employees to promote a healthy life style include: 1) healthy foods in cafeteria/vending machines (39%); 2 and 3) educational workshops and newsletters (36%); 4) health screenings (30%); and, 5 and 6) bike racks in parking areas and physical activity programs (25%).
- Approximately 19% of participants provide cash-based incentives for participating in healthier lifestyle changes and programs.

Healthcare Benefit Plans		FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
	Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EMPLOYER PROVIDED TYPES OF WELLNESS OR SERVICES										
HEALTH SCREENINGS										
Employers Reporting	21	2	5	1	13	6	3	2	4	6
Percent to total	30%	10%	38%	8%	54%	35%	21%	29%	36%	30%
EDUCATIONAL WORKSHOPS										
Employers Reporting	25	6	3	1	15	5	3	2	7	8
Percent to total	36%	30%	23%	8%	63%	29%	21%	29%	64%	40%
NEWSLETTERS										
Employers Reporting	25	5	4	1	15	5	5	1	6	8
Percent to total	36%	25%	31%	8%	63%	29%	36%	14%	55%	40%
ON-SITE FITNESS FACILITY										
Employers Reporting	15	2	1	0	12	3	0	1	3	8
Percent to total	22%	10%	8%	0%	50%	18%	0%	14%	27%	40%
PARTIAL REIMBURSEMENT FOR OFF-SITE FITNESS FACILITY										
Employers Reporting	13	2	3	2	6	3	4	0	2	4
Percent to total	19%	10%	23%	17%	25%	18%	29%	0%	18%	20%
HEALTHY FOODS IN CAFETERIA/VENDING MACHINES										
Employers Reporting	27	5	5	2	15	6	7	1	3	10
Percent to total	39%	25%	38%	17%	63%	35%	50%	14%	27%	50%
BIKE RACKS IN PARKING AREAS										
Employers Reporting	17	5	3	2	7	1	5	2	3	6
Percent to total	25%	25%	23%	17%	29%	6%	36%	29%	27%	30%
NUTRITIONAL PROGRAMS										
Employers Reporting	15	2	3	0	10	4	2	1	3	5
Percent to total	22%	10%	23%	0%	42%	24%	14%	14%	27%	25%
PHYSICAL ACTIVITY PROGRAMS										
Employers Reporting	17	1	3	2	11	5	2	1	3	6
Percent to total	25%	5%	23%	17%	46%	29%	14%	14%	27%	30%
TOBACCO USE PROGRAMS										
Employers Reporting	13	1	3	1	8	4	1	1	3	4
Percent to total	19%	5%	23%	8%	33%	24%	7%	14%	27%	20%
CASH INCENTIVES FOR HEALTHIER LIFESTYLE CHANGES										
Employers Reporting	7	0	2	0	5	1	2	1	2	1
Percent to total	10%	0%	15%	0%	21%	6%	14%	14%	18%	5%
CASH INCENTIVES FOR HEALTHIER LIFESTYLE CHANGES										
Employers Reporting	13	1	4	2	6	3	2	2	2	4
Percent to total	19%	5%	31%	17%	25%	18%	14%	29%	18%	20%

Other Programs include: Reimbursement of health equipment, time off for participating in health screenings, non smoking discounts, company provided flu shots

4. Policies and Practices

Qualified Transportation Expense Benefit and Voluntary Benefit Program Prevalence

- ✚ 28% of participants offer a qualified transportation expense benefit.
- ✚ The top five types of voluntary benefit programs made available to employees include:
 - 1) supplemental life insurance (65%); 2) dependent life insurance (51%); 3) accidental death and dismemberment insurance (42%); 4) long-term care insurance (26%); and, 5) cancer insurance (20%).

Healthcare Benefit Plans		FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
	Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
QUALIFIED TRANSPORTATION EXPENSE BENEFIT OFFERED (IRC SECTION 132)										
Employers with Program	28%	15%	23%	25%	42%	12%	29%	0%	27%	50%
Employers Without Program	72%	85%	77%	75%	58%	88%	71%	100%	73%	50%
VOLUNTARY BENEFITS MADE AVAILABLE TO EMPLOYEES										
CANCER INSURANCE										
Employers Reporting	14	4	4	3	3	4	5	0	3	2
Percent to total	20%	20%	31%	25%	13%	24%	36%	0%	27%	10%
LONG TERM CARE INSURANCE										
Employers Reporting	18	3	4	3	8	4	4	1	3	6
Percent to total	26%	15%	31%	25%	33%	24%	29%	14%	27%	30%
SUPPLEMENTAL MEDICAL INSURANCE										
Employers Reporting	6	3	1	1	1	3	1	1	1	0
Percent to total	9%	15%	8%	8%	4%	18%	7%	14%	9%	0%
SUPPLEMENTAL LIFE INSURANCE										
Employers Reporting	45	8	8	8	21	13	10	1	6	15
Percent to total	65%	40%	62%	67%	88%	76%	71%	14%	55%	75%
DEPENDENT LIFE INSURANCE										
Employers Reporting	35	4	8	7	16	11	7	1	4	12
Percent to total	51%	20%	62%	58%	67%	65%	50%	14%	36%	60%
AD&D INSURANCE										
Employers Reporting	29	6	8	3	12	8	6	1	7	7
Percent to total	42%	30%	62%	25%	50%	47%	43%	14%	64%	35%
PRE-PAID LEGAL INSURANCE										
Employers Reporting	12	1	3	2	6	2	3	1	2	4
Percent to total	17%	5%	23%	17%	25%	12%	21%	14%	18%	20%
AUTOMOBILE INSURANCE										
Employers Reporting	8	0	0	1	7	2	0	2	0	4
Percent to total	12%	0%	0%	8%	29%	12%	0%	29%	0%	20%
HOME OWNERS INSURANCE										
Employers Reporting	8	0	0	1	7	2	0	2	0	4
Percent to total	12%	0%	0%	8%	29%	12%	0%	29%	0%	20%
PET INSURANCE										
Employers Reporting	6	0	1	0	5	1	1	1	0	3
Percent to total	9%	0%	8%	0%	21%	6%	7%	14%	0%	15%
IDENTITY THEFT INSURANCE										
Employers Reporting	7	1	1	1	4	2	1	1	0	3
Percent to total	10%	5%	8%	8%	17%	12%	7%	14%	0%	15%

Other Benefits include: STD and LTD, critical illness and accident coverage

4. Policies and Practices

Top Healthcare Cost Control Approaches

Survey participants report the use of wellness programs (39%) as the most prevalent approach being taken to control or reduce healthcare costs for 2011.

Other approaches include:

- ✚ Increase employee premiums (25%);
- ✚ Change plan design (22%)
- ✚ Increase deductibles (17%); and,
- ✚ Change insurance carriers (13%).

Healthcare Benefit Plans	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
2011 PLANS TO CONTROL OR REDUCE HEALTHCARE COSTS										
INCREASED EMPLOYEE PREMIUMS										
Employers Reporting	17	4	5	3	5	2	3	2	4	6
Percent to total	25%	20%	38%	25%	21%	12%	21%	29%	36%	30%
CHANGE INSURANCE CARRIER										
Employers Reporting	9	6	2	0	1	2	3	1	1	2
Percent to total	13%	30%	15%	0%	4%	12%	21%	14%	9%	10%
REDUCE BENEFITS										
Employers Reporting	1	1	0	0	0	1	0	0	0	0
Percent to total	1%	5%	0%	0%	0%	6%	0%	0%	0%	0%
INCREASE DEDUCTIBLES										
Employers Reporting	12	4	4	1	3	2	2	1	2	5
Percent to total	17%	20%	31%	8%	13%	12%	14%	14%	18%	25%
INCREASE EMPLOYEE CO-INSURANCE										
Employers Reporting	2	0	1	0	1	0	0	0	1	1
Percent to total	3%	0%	8%	0%	4%	0%	0%	0%	9%	5%
BECOME SELF INSURED										
Employers Reporting	2	0	0	1	1	1	0	1	0	0
Percent to total	3%	0%	0%	8%	4%	6%	0%	14%	0%	0%
CHANGE PLAN DESIGN										
Employers Reporting	15	6	3	1	5	2	5	1	1	6
Percent to total	22%	30%	23%	8%	21%	12%	36%	14%	9%	30%
INCREASE USE OF WELLNESS PROGRAMS										
Employers Reporting	27	9	4	5	9	5	3	2	8	9
Percent to total	39%	45%	31%	42%	38%	29%	21%	29%	73%	45%

Other approaches include: Reduce number of plans

4. Policies and Practices

Retirement Plans

- More than one-half of participants currently have more than one type of retirement plan available to their non-executive employees.
- The most prevalent types of retirement plans offered are: 1) 401(k) (81%); 2) profit sharing plan (22%); and, 3) a defined contribution plan (20%).
- For 2011, 87% of employers expect 2011 retirement benefits to be maintained at the same level as 2010 benefits.

Retirement Plans		FULLTIME EMPLOYEES					TYPE OF EMPLOYER				
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported		69	20	13	12	24	17	14	7	11	20
RETIREMENT PLANS AVAILABLE TO NON-EXECUTIVE EMPLOYEES											
401(k) PLAN											
Employers Reporting		56	16	12	9	19	16	12	5	4	19
Percent to total		81%	80%	92%	75%	79%	94%	86%	71%	36%	95%
403(b) PLAN											
Employers Reporting		7	3	0	1	3	0	0	0	6	1
Percent to total		10%	15%	0%	8%	13%	0%	0%	0%	55%	5%
DEFINED BENEFIT PLAN											
Employers Reporting		9	2	0	1	6	2	0	0	3	4
Percent to total		13%	10%	0%	8%	25%	12%	0%	0%	27%	20%
DEFINED CONTRIBUTION PLAN											
Employers Reporting		14	3	2	3	6	3	4	0	3	4
Percent to total		20%	15%	15%	25%	25%	18%	29%	0%	27%	20%
CASH-BALANCE PLAN											
Employers Reporting		4	0	1	1	2	1	0	0	0	3
Percent to total		6%	0%	8%	8%	8%	6%	0%	0%	0%	15%
PROFIT SHARING PLAN											
Employers Reporting		15	3	2	3	7	4	3	1	0	7
Percent to total		22%	15%	15%	25%	29%	24%	21%	14%	0%	35%
THRIFT SAVINGS PLAN											
Employers Reporting		1	0	0	0	1	0	0	0	0	1
Percent to total		1%	0%	0%	0%	4%	0%	0%	0%	0%	5%
MONEY PURCHASE PLAN											
Employers Reporting		3	1	0	0	2	0	0	0	1	2
Percent to total		4%	5%	0%	0%	8%	0%	0%	0%	9%	10%
STOCK PURCHASE PLAN											
Employers Reporting		4	1	0	0	3	0	0	2	0	2
Percent to total		6%	5%	0%	0%	13%	0%	0%	29%	0%	10%
<i>Other plans include: ESOP, portable pension, simple IRA</i>											
2011 RETIREMENT PLAN EXPECTATIONS											
MAINTAIN BENEFITS AT SAME LEVELS AS 2010 BENEFIT											
Employers Reporting		60	17	12	11	20	12	14	6	9	19
Percent to total		87%	85%	92%	92%	83%	71%	100%	86%	82%	95%
ENHANCEMENT OF BENEFITS FROM 2010 LEVEL											
Employers Reporting		4	2	1	0	1	3	0	0	0	1
Percent to total		6%	10%	8%	0%	4%	18%	0%	0%	0%	5%
REDUCTION OF BENEFITS FROM 2010 LEVEL											
Employers Reporting		1	1	0	0	0	0	0	0	1	0
Percent to total		1%	5%	0%	0%	0%	0%	0%	0%	9%	0%
FREEZE OR TERMINATION OF SOME OR ALL PENSION BENEFITS											
Employers Reporting		2	0	0	0	2	1	0	0	1	0
Percent to total		3%	0%	0%	0%	8%	6%	0%	0%	9%	0%

4. Policies and Practices

401(k) Plans

- ✚ 91% of all survey participants provide either a 401(k) or 403(b) plan. Approximately 32% of employers are currently offering a Roth 401(k) plan.
- ✚ From a 401(k) plan perspective, the plans enjoy very strong participation with a median participation rate of approximately 82% of eligible employees across all employers.
- ✚ Nearly two-thirds of participants (65%) reported that they do not automatically enroll employees in the plan.
 - 48% provide immediate eligibility for plan participation at hire.
 - An additional 32% provide plan eligibility at three or less months of service.
- ✚ The majority of these plans are funded jointly by employees and employers, with the employer contributing amounts corresponding to employees' contributions.
 - Approximately 71% of participants provide a company match.
 - The median maximum amount of employee contributions eligible for an employer match remains consistent with 2009 and is 6% of the employee's base pay.
 - 71% of employers allow employees to become eligible for the match with three months or less of service.
- ✚ Approximately one-third (34%) of participants provide a discretionary contribution with the median contribution equal to 3% of base salary.
 - Approximately 49% provide immediate, full vesting of the employer's contribution; however, approximately 34% require two to five years of service to receive 100% of the employer's contribution.
- ✚ The median maximum employer contribution in 2009 to the 401(k) was 5% of base salary.
- ✚ Approximately two-thirds (71%) of organizations use the current plan provider to deliver employee investment education.
- ✚ 46% of the participating companies use an outside independent retirement consultant to assist in managing the retirement plan.

401(k) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
401(k) PLAN PREVALENCE										
Employers with 401(k)	81%	80%	92%	75%	79%	94%	86%	71%	36%	95%
Employers without 401(k)	19%	20%	8%	25%	21%	6%	14%	29%	64%	5%
PERCENTAGE OF ELIGIBLE EMPLOYEES PARTICIPATING										
Average Participation	73%	73%	75%	66%	75%	73%	68%	83%	97%	68%
Median Participation	82%	84%	83%	80%	80%	84%	80%	80%	99%	78%

4. Policies and Practices

401(k) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EMPLOYER AUTOMATICALLY ENROLLS EMPLOYEE IN PLAN										
Employers Do Enroll	35%	15%	38%	33%	50%	47%	29%	29%	18%	40%
Employers Do Not Enroll	65%	85%	62%	67%	50%	53%	71%	71%	82%	60%
SERVICE REQUIREMENTS FOR PLAN PARTICIPATION										
NONE	27	8	3	5	11	11	7	2	0	7
Percent to total	48%	50%	25%	56%	58%	69%	58%	40%	0%	37%
3 MONTHS OR LESS	18	3	4	3	8	4	3	3	1	7
Percent to total	32%	19%	33%	33%	42%	25%	25%	60%	25%	37%
4-6 MONTHS	8	3	4	1	0	1	1	0	2	4
Percent to total	14%	19%	33%	11%	0%	6%	8%	0%	50%	21%
7-11 MONTHS	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1 YEAR	3	2	1	0	0	0	1	0	1	1
Percent to total	5%	13%	8%	0%	0%	0%	8%	0%	25%	5%
MORE THAN 1 YEAR	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
EMPLOYER MATCH PREVALENCE										
Employer provides Match	40	11	6	7	16	12	10	3	2	13
Employer Provides Match	71%	69%	50%	78%	84%	75%	83%	60%	50%	68%
Employer Does Not Provide Match	29%	31%	50%	22%	16%	25%	17%	40%	50%	32%
MAXIMUM EMPLOYEE CONTRIBUTION ELIGIBLE FOR MATCH										
Average Contribution	5.6%	6.1%	4.8%	5.4%	5.6%	5.6%	5.5%	6.3%	6.0%	5.4%
Median Contribution	6.0%	6.0%	4.5%	6.0%	6.0%	6.0%	5.5%	6.0%	--	6.0%
SERVICE REQUIREMENTS FOR EMPLOYER MATCH										
NONE	19	4	3	3	9	8	6	0	1	4
Percent to total	48%	36%	50%	43%	56%	67%	60%	0%	50%	31%
3 MONTHS OR LESS	9	2	0	2	5	1	1	3	1	3
Percent to total	23%	18%	0%	29%	31%	8%	10%	100%	50%	23%
4-6 MONTHS	2	0	1	0	1	0	0	0	0	2
Percent to total	5%	0%	17%	0%	6%	0%	0%	0%	0%	15%
7-11 MONTHS	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1 YEAR	10	5	2	2	1	3	3	0	0	4
Percent to total	25%	45%	33%	29%	6%	25%	30%	0%	0%	31%
MORE THAN 1 YEAR	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Additional note, percentiles represent only employers reporting requirements, percentages may not add up to 100%.

4. Policies and Practices

401(k) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EMPLOYER MATCH FOR EACH EMPLOYEE PERCENT CONTRIBUTED										
NO MATCH PER PERCENT CONTRIBUTED	16	5	6	2	3	4	2	2	2	6
Percent to Total	28.6%	31.3%	50.0%	22.2%	15.8%	25.0%	16.7%	40.0%	50.0%	31.6%
MATCH PER EMPLOYEE CONTRIBUTION OF 1%										
Average	0.9%	1.1%	0.8%	0.5%	0.8%	0.8%	0.7%	0.8%	1.0%	1.0%
Median	1.0%	1.0%	1.0%	0.4%	1.0%	1.0%	0.8%	1.0%	--	1.0%
MATCH PER EMPLOYEE CONTRIBUTION OF 2%										
Average	1.6%	1.8%	1.4%	1.9%	1.5%	2.1%	1.4%	1.4%	1.7%	1.5%
Median	2.0%	2.0%	1.0%	1.3%	2.0%	2.0%	1.5%	2.0%	--	1.5%
MATCH PER EMPLOYEE CONTRIBUTION OF 3%										
Percent to total	2.3%	2.6%	2.0%	1.7%	2.4%	2.4%	2.1%	2.1%	2.3%	2.3%
	3.0%	3.0%	1.5%	1.5%	3.0%	3.0%	2.3%	3.0%	--	2.8%
MATCH PER EMPLOYEE CONTRIBUTION OF 4%										
Average	2.8%	3.3%	2.6%	2.1%	2.8%	3.1%	2.7%	2.6%	3.0%	2.7%
Median	3.5%	4.0%	2.0%	2.0%	2.0%	3.5%	2.8%	3.5%	--	2.0%
MATCH PER EMPLOYEE CONTRIBUTION OF 5%										
Average	3.3%	4.0%	2.7%	2.4%	3.5%	3.5%	3.1%	3.1%	3.7%	3.3%
Median	3.5%	5.0%	2.5%	2.5%	2.5%	4.0%	3.3%	4.0%	--	2.5%
MATCH PER EMPLOYEE CONTRIBUTION OF 6%										
Average	3.7%	4.4%	2.7%	1.6%	4.1%	3.7%	3.3%	3.1%	4.3%	3.8%
Median	3.0%	5.0%	2.5%	1.5%	3.0%	3.5%	3.0%	3.1%	--	3.0%
MATCH PER EMPLOYEE CONTRIBUTION OF 7% - 10%										
Average	4.1%	4.5%	2.8%	1.5%	4.9%	4.3%	3.4%	6.0%	4.3%	4.4%
Median	4.0%	5.0%	3.0%	1.5%	6.0%	4.0%	3.0%	6.0%	--	4.5%
MATCH PER EMPLOYEE CONTRIBUTION OF 11+%										
Average	4.2%	4.7%	2.8%	1.5%	4.9%	4.3%	3.6%	6.0%	4.3%	4.4%
Median	4.3%	5.0%	3.0%	1.5%	6.0%	4.0%	3.5%	6.0%	--	4.5%
OTHER										
Percent to total	4	2	2	0	0	1	1	0	1	1
	11.4%	22.2%	50.0%	0.0%	0.0%	10.0%	12.5%	0.0%	50.0%	8.3%
<i>Other consists of: Matching \$1.00 for \$1.00 for first 3% contributed, then \$0.25 to \$0.75 for each \$1.00 on next 2%-5% contributed; 3% Safe Harbor, 33.3% match up to 6%, and match based on company annual earnings</i>										
<i>Additional note, percentiles represent only employers reporting contributions, percentages may not add up to 100%.</i>										
DISCRETIONARY EMPLOYER CONTRIBUTIONS										
Employer Provides	34%	31%	33%	11%	47%	31%	33%	0%	25%	47%
Employer Does Not Provide	66%	69%	67%	89%	53%	69%	67%	100%	75%	53%
AVERAGE DISCRETIONARY AMOUNT AS A PERCENT OF BASE SALARY										
Average	2.9%	1.8%	3.5%	--	3.4%	2.6%	2.5%	--	--	3.3%
Median	3.0%	2.0%	--	--	3.0%	3.0%	--	--	--	3.0%
PRIOR YEAR'S MAXIMUM EMPLOYER CONTRIBUTION AS A PERCENT OF BASE SALARY										
Average Contribution	5.1%	4.2%	5.6%	4.3%	6.0%	5.7%	4.1%	6.8%	6.5%	4.2%
Median Contribution	5.0%	4.0%	4.0%	6.0%	5.5%	5.5%	5.0%	--	--	3.8%

4. Policies and Practices

401(k) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
SERVICE REQUIREMENTS FOR 100% VESTING IN EMPLOYER CONTRIBUTION										
VESTING IS IMMEDIATE	26	9	3	3	11	7	8	2	0	9
Percent to total	49%	56%	27%	38%	61%	47%	67%	50%	0%	50%
6-18 MONTHS	3	1	1	0	1	1	0	1	0	1
Percent to total	6%	6%	9%	0%	6%	7%	0%	25%	0%	6%
2-4 YEARS	11	2	1	3	5	4	1	1	2	3
Percent to total	21%	13%	9%	38%	28%	27%	8%	25%	50%	17%
5 YEARS	7	1	4	1	1	1	1	0	1	4
Percent to total	13%	6%	36%	13%	6%	7%	8%	0%	25%	22%
MORE THAN 5 YEARS	2	1	1	0	0	0	0	0	1	1
Percent to total	4%	6%	9%	0%	0%	0%	0%	0%	25%	6%
NOT APPLICABLE	4	2	1	1	0	2	2	0	0	0
Percent to total	8%	13%	9%	13%	0%	13%	17%	0%	0%	0%
ROTH IRA										
Employers Offering	32%	40%	23%	50%	21%	35%	36%	29%	9%	40%
Employers Not Offering	68%	60%	77%	50%	79%	65%	64%	71%	91%	60%
EMPLOYEE INVESTMENT EDUCATION PROVIDER										
CURRENT PLAN PROVIDER	40	11	7	6	16	12	6	5	3	14
Percent to total	71%	69%	58%	67%	84%	75%	50%	100%	75%	74%
3RD PARTY INDEPENDENT	19	7	5	3	4	4	6	0	2	7
Percent to total	34%	44%	42%	33%	21%	25%	50%	0%	50%	37%
NONE CURRENTLY PROVIDED	1	0	1	0	0	0	0	0	0	1
Percent to total	2%	0%	8%	0%	0%	0%	0%	0%	0%	5%
OTHER	1	0	0	0	1	1	0	0	0	0
Percent to total	2%	0%	0%	0%	5%	6%	0%	0%	0%	0%
OUTSIDE CONSULTANT USED ALONG WITH RETIREMENT PLAN VENDOR										
Employers Using	46%	40%	69%	17%	54%	41%	50%	14%	36%	65%
Employers Not Using	54%	60%	31%	83%	46%	59%	50%	86%	64%	35%

4. Policies and Practices

403(b) Plans

- ✚ Eight participating organizations reported having a 403(b) plan.
 - Within these organizations, plans report a median employee participation rate of 70% of eligible employees.
- ✚ One-half of these participants provide a match and only two of these employers provide a discretionary contribution.
 - The median maximum amount of employee contributions eligible for an employer match is 3.5% of base pay.
- ✚ The median maximum employer contribution in 2009 to the 403(b) was 7% of base salary.
- ✚ 57% of organizations offering a 403(b) plan use an independent outside retirement consultant to assist with managing the retirement plan.

403(b) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
403(b) PLAN PREVALENCE										
Employers Reporting	8	3	1	1	3	1	0	0	6	1
Employers With 403(b)	12%	15%	8%	8%	13%	6%	0%	0%	55%	5%
Employers Without 403(b)	88%	85%	92%	92%	88%	94%	100%	100%	45%	95%
PERCENTAGE OF ELIGIBLE EMPLOYEES PARTICIPATING										
Average Participation	68%	55%	--	--	85%	--	--	--	68%	--
Median Participation	70%	--	--	--	--	--	--	--	70%	--
EMPLOYER AUTOMATICALLY ENROLLS EMPLOYEE IN PLAN										
Employers Do Enroll	6%	0%	8%	0%	13%	6%	0%	0%	18%	5%
Employers Do Not Enroll	94%	100%	92%	100%	88%	94%	100%	100%	82%	95%
SERVICE REQUIREMENTS FOR PLAN PARTICIPATION										
NONE	6	3	0	1	2	0	0	0	6	0
Percent to total	75%	100%	--	100%	67%	--	--	--	100%	--
3 MONTHS OR LESS	1	0	1	0	0	1	0	0	0	0
Percent to total	13%	--	100%	--	--	100%	--	--	--	--
4-6 MONTHS	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
7-11 MONTHS	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
1 YEAR	1	0	0	0	1	0	0	0	0	1
Percent to total	13%	--	--	--	33%	--	--	--	--	100%
MORE THAN 1 YEAR	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
EMPLOYER MATCH PREVALENCE										
Employer Provides Match	50%	67%	0%	100%	33%	0%	0%	0%	67%	0%
Employer Does Not Provide Match	50%	33%	100%	0%	67%	100%	0%	0%	33%	100%
MAXIMUM EMPLOYEE CONTRIBUTION ELIGIBLE FOR MATCH										
Employers Reporting	4	2	0	1	1	0	0	0	4	0
Average Contribution	3.5%	3.0%	--	--	--	--	--	--	3.5%	--
Median Contribution	3.5%	--	--	--	--	--	--	--	3.5%	--

4. Policies and Practices

403(b) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
SERVICE REQUIREMENTS FOR EMPLOYER MATCH										
NONE	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
3 MONTHS OR LESS	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
4-6 MONTHS	1	1	0	0	0	0	0	0	1	0
Percent to total	25%	50%	--	--	--	--	--	--	25%	--
7-11 MONTHS	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
1 YEAR	3	1	0	1	1	0	0	0	3	0
Percent to total	75%	50%	--	100%	100%	--	--	--	75%	--
MORE THAN 1 YEAR	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
EMPLOYER MATCH FOR EACH EMPLOYEE PERCENT CONTRIBUTED										
NO MATCH PER PERCENT CONTRIBUTED	4	1	1	0	2	1	0	0	2	1
Average	50.0%	33.3%	100.0%	0.0%	66.7%	100.0%	--	--	33.3%	100.0%
MATCH PER EMPLOYEE CONTRIBUTION OF 1%										
Average	0.8%	1.0%	--	--	--	--	--	--	0.8%	--
Median	1.0%	--	--	--	--	--	--	--	1.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 2%										
Average	1.7%	2.0%	--	--	--	--	--	--	1.7%	--
Median	2.0%	--	--	--	--	--	--	--	2.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 3%										
Percent to total	2.6%	3.0%	--	--	--	--	--	--	2.6%	--
	3.0%	--	--	--	--	--	--	--	3.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 4%										
Average	3.3%	4.0%	--	--	--	--	--	--	3.3%	--
Median	4.0%	--	--	--	--	--	--	--	4.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 5%										
Average	4.6%	5.0%	--	--	--	--	--	--	4.6%	--
Median	5.0%	--	--	--	--	--	--	--	5.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 6%										
Average	5.3%	6.0%	--	--	--	--	--	--	5.3%	--
Median	6.0%	--	--	--	--	--	--	--	6.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 7% - 10%										
Average	9.0%	12.0%	--	--	--	--	--	--	9.0%	--
Median	9.0%	--	--	--	--	--	--	--	9.0%	--
MATCH PER EMPLOYEE CONTRIBUTION OF 11+%										
Average	9.0%	12.0%	--	--	--	--	--	--	9.0%	--
Median	9.0%	--	--	--	--	--	--	--	9.0%	--

4. Policies and Practices

403(b) Plans

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
DISCRETIONARY EMPLOYER CONTRIBUTIONS										
Employer Provides	25%	33%	0%	0%	33%	0%	0%	0%	17%	100%
Employer Does Not Provide	75%	67%	0%	100%	67%	0%	0%	0%	83%	0%
AVERAGE DISCRETIONARY AMOUNT AS A PERCENT OF BASE SALARY										
Employers Reporting	2	1	0	0	1	0	0	0	1	1
Average Contribution	8.0%	--	--	--	--	--	--	--	--	--
Median Contribution	--	--	--	--	--	--	--	--	--	--
PRIOR YEAR'S MAXIMUM EMPLOYER CONTRIBUTION AS A PERCENT OF BASE SALARY										
Employers Reporting	6	2	0	1	3	0	0	0	5	1
Average Contribution	7.0%	7.0%	--	--	7.3%	--	--	--	6.8%	--
Median Contribution	7.0%	--	--	--	8.0%	--	--	--	6.0%	--
SERVICE REQUIREMENTS FOR 100% VESTING IN EMPLOYER CONTRIBUTION										
VESTING IS IMMEDIATE	3	1	0	1	1	0	0	0	3	0
Percent to total	38%	33%	--	100%	25%	--	--	--	43%	--
6-18 MONTHS	1	1	0	0	0	0	0	0	1	0
Percent to total	13%	33%	--	--	--	--	--	--	14%	--
2-4 YEARS	2	0	0	0	2	0	0	0	1	1
Percent to total	25%	--	--	--	50%	--	--	--	14%	100%
5 YEARS	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
MORE THAN 5 YEARS	1	0	0	0	1	0	0	0	1	0
Percent to total	13%	--	--	--	25%	--	--	--	14%	--
NOT APPLICABLE	1	1	0	0	0	0	0	0	1	0
Percent to total	13%	33%	--	--	--	--	--	--	14%	--
EMPLOYEE INVESTMENT EDUCATION PROVIDER										
CURRENT PLAN PROVIDER	4	1	0	1	2	0	0	0	3	1
Percent to total	57%	33%	--	100%	67%	--	--	--	50%	100%
3RD PARTY INDEPENDENT	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
NONE CURRENTLY PROVIDED	3	2	0	0	1	0	0	0	3	0
Percent to total	43%	67%	--	--	33%	--	--	--	50%	--
OTHER	0	0	0	0	0	0	0	0	0	0
Percent to total	--	--	--	--	--	--	--	--	--	--
OUTSIDE CONSULTANT USED ALONG WITH RETIREMENT PLAN VENDOR										
Employers Using	38%	0%	0%	100%	100%	0%	0%	0%	50%	100%
Employers Not Using	63%	--	--	0%	0%	--	--	--	50%	0%

4. Policies and Practices

Holiday, Vacation and Other Paid Time Off Practices

Participants provided details into their holiday, vacation, sick time and other paid time off (PTO) practices. Separate analyses of these practices are provided for organizations having an integrated paid time off program (i.e., a bank or pool of paid time off days) versus those that do not.

- ✚ The median number of annual paid holidays awarded to full-time employees is ten. Several organizations report providing one to two paid floating holidays per year as part of the ten paid holidays awarded each year.
- ✚ The majority of participants provide the following as paid holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day.
- ✚ Less than one-half (41%) of participants use an integrated PTO program inclusive of a bank of paid time off versus those using the traditional approach inclusive of separate vacation, personal and sick day allotments (59%).
- ✚ Regardless of paid time off approach, the majority of organizations appear to use the same vacation schedule for exempt and non-exempt employees.
- ✚ Consistent with last year's results, for those having an integrated PTO program, 15 is the median number of annual paid days off provided to full-time employees upon hire. For those not having an integrated PTO program, employers typically provide 10 vacation days and three personal days on an annual basis to full-time employees upon hire.
- ✚ The majority of organizations without an integrated PTO program (72%) do not provide a specified number of paid sick days per year to full-time employees. For those that do, median practices suggest five paid sick days per year are provided to full-time employees.
- ✚ Approximately 35% of organizations allow carryover of unused paid time off days.
- ✚ Approximately three-quarters of all organizations allow employees to take time off without pay; 6% allow employees to purchase additional paid time off.
- ✚ 90% of all participants expect to maintain the same amount of paid time off in 2011 as offered in 2010.

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
PAID HOLIDAYS FOR FULL TIME EMPLOYEES										
Employers Reporting	67	19	13	12	23	16	14	6	11	20
Average No. of Days	9	10	10	10	9	10	10	9	10	9
Median No. of Days	10	10	10	10	9	10	10	9	11	9

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
PAID HOLIDAYS RECOGNIZED										
NEW YEARS EVE										
Employers Reporting	20	9	2	3	6	6	6	1	2	5
Percent to total	30%	47%	15%	25%	26%	38%	43%	17%	18%	25%
NEW YEARS DAY										
Employers Reporting	66	19	12	12	23	15	14	6	11	20
Percent to total	99%	100%	92%	100%	100%	94%	100%	100%	100%	100%
MARTIN LUTHER KING JR. DAY										
Employers Reporting	17	4	4	3	6	1	3	1	6	6
Percent to total	25%	21%	31%	25%	26%	6%	21%	17%	55%	30%
PRESIDENTS DAY										
Employers Reporting	7	2	2	1	2	0	2	1	2	2
Percent to total	10%	11%	15%	8%	9%	0%	14%	17%	18%	10%
GOOD FRIDAY										
Employers Reporting	32	8	6	8	10	14	7	2	4	5
Percent to total	48%	42%	46%	67%	43%	88%	50%	33%	36%	25%
MEMORIAL DAY										
Employers Reporting	66	19	13	12	22	16	14	6	11	19
Percent to total	99%	100%	100%	100%	96%	100%	100%	100%	100%	95%
INDEPENDENCE DAY										
Employers Reporting	67	19	13	12	23	16	14	6	11	20
Percent to total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
LABOR DAY										
Employers Reporting	67	19	13	12	23	16	14	6	11	20
Percent to total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
THANKSGIVING DAY										
Employers Reporting	67	19	13	12	23	16	14	6	11	20
Percent to total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
DAY AFTER THANKSGIVING										
Employers Reporting	52	17	10	9	16	16	11	5	7	13
Percent to total	78%	89%	77%	75%	70%	100%	79%	83%	64%	65%
CHRISTMAS EVE DAY										
Employers Reporting	38	13	7	6	12	13	10	1	5	9
Percent to total	57%	68%	54%	50%	52%	81%	71%	17%	45%	45%
CHRISTMAS DAY										
Employers Reporting	66	18	13	12	23	16	14	6	10	20
Percent to total	99%	95%	100%	100%	100%	100%	100%	100%	91%	100%
JOB ANNIVERSARY DAY										
Employers Reporting	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
EMPLOYEE BIRTHDAY										
Employers Reporting	2	0	2	0	0	0	0	1	1	0
Percent to total	3%	0%	15%	0%	0%	0%	0%	17%	9%	0%
FLOATING HOLIDAY										
Employers Reporting	30	6	6	7	11	10	6	2	5	7
Percent to total	45%	32%	46%	58%	48%	63%	43%	33%	45%	35%
OTHER										
Employers Reporting	9	5	1	1	2	4	2	0	2	1
Percent to total	13%	26%	8%	8%	9%	25%	14%	0%	18%	5%

Other includes: Veteran's Day and Columbus Day. A few organizations provide 1 to 2 floating holidays and up to 4 extra days during Christmas or July 4 week.

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
INTEGRATED PAID TIME OFF PROGRAM										
Employers with Integrated Program	28	11	4	5	8	4	8	4	6	6
Employer Uses Integrated PTO	41%	55%	31%	42%	33%	24%	57%	57%	55%	30%
Employer Does Not Use Integrated PTO	59%	45%	69%	58%	67%	76%	43%	43%	45%	70%
DAYS INCLUDED IN INTEGRATED PAID TIME OFF PROGRAM										
VACATION DAYS										
Vacation Days Included	89%	82%	75%	100%	100%	75%	100%	100%	67%	100%
Vacation Days Not Included	11%	18%	25%	0%	0%	25%	0%	0%	33%	0%
PERSONAL DAYS										
Personal Days Included	86%	73%	100%	80%	100%	75%	88%	100%	83%	83%
Personal Days Not Included	14%	27%	0%	20%	0%	25%	13%	0%	17%	17%
SICK DAYS										
Sick Days Included	89%	82%	100%	80%	100%	75%	88%	100%	83%	100%
Sick Days Not Included	11%	18%	0%	20%	0%	25%	13%	0%	17%	0%
COMPANY-PAID HOLIDAYS										
Company-Paid Holidays Included	4%	0%	0%	0%	13%	0%	0%	0%	17%	0%
Company-Paid Holidays Not Included	96%	100%	100%	100%	88%	100%	100%	100%	83%	100%
OTHER										
Yes	7%	9%	0%	0%	13%	0%	0%	0%	0%	33%
No	93%	91%	100%	100%	88%	100%	100%	100%	100%	67%

Other includes: Doctor excused absences, bereavement, requested LOA days.

NUMBER OF INTEGRATED PTO DAYS BASED ON SPECIFIED YEARS OF SERVICE

Nonexempt

UPON HIRE

Employers Reporting	16	8	1	4	3	4	4	2	2	4
Average Number of Days	15	16	--	13	16	12	15	21	14	16
Median Number of Days	15	15	--	15	17	15	15	--	--	16
AFTER 1 YEAR OF SERVICE										
Employers Reporting	20	9	1	3	7	3	4	2	6	5
Average Number of Days	17	17	--	14	18	13	16	20	17	18
Median Number of Days	17	16	--	15	18	14	15	--	18	18
AFTER 5 YEARS OF SERVICE										
Employers Reporting	24	10	2	6	6	5	6	3	6	4
Average Number of Days	20	20	16	18	22	15	20	25	21	21
Median Number of Days	20	20	--	19	23	15	20	23	21	22
AFTER 10 YEARS OF SERVICE										
Employers Reporting	24	9	2	6	7	5	6	2	6	5
Average Number of Days	23	22	19	21	27	18	23	27	23	26
Median Number of Days	25	24	--	20	25	15	24	--	25	25
AFTER 15 YEARS OF SERVICE										
Employers Reporting	17	7	1	3	6	3	3	1	6	4
Average Number of Days	24	23	--	20	28	17	22	--	25	27
Median Number of Days	25	25	--	18	28	18	24	--	25	27
AFTER 20 YEARS OF SERVICE										
Employers Reporting	18	7	1	4	6	4	3	1	6	4
Average Number of Days	25	24	--	21	30	20	22	--	26	28
Median Number of Days	25	25	--	20	30	20	24	--	28	29
AFTER 25 YEARS OF SERVICE										
Employers Reporting	17	7	1	3	6	3	3	1	6	4
Average Number of Days	25	24	--	23	30	21	23	--	26	28
Median Number of Days	25	25	--	25	30	25	25	--	28	29

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
NUMBER OF INTEGRATED PTO DAYS BASED ON SPECIFIED YEARS OF SERVICE										
<i>Exempt</i>										
UPON HIRE										
Employers Reporting	20	9	3	4	4	4	6	3	2	5
Average Number of Days	15	16	14	13	14	12	15	19	14	14
Median Number of Days	15	15	15	15	14	15	15	18	--	15
AFTER 1 YEAR OF SERVICE										
Employers Reporting	24	10	3	3	8	3	6	3	6	6
Average Number of Days	17	17	13	14	19	13	15	18	17	19
Median Number of Days	16	16	13	15	18	14	15	16	18	18
AFTER 5 YEARS OF SERVICE										
Employers Reporting	30	11	4	6	9	5	9	4	6	6
Average Number of Days	20	20	19	18	21	16	18	24	21	22
Median Number of Days	20	20	20	19	23	15	20	23	21	22
AFTER 10 YEARS OF SERVICE										
Employers Reporting	28	10	3	6	9	5	8	3	6	6
Average Number of Days	22	21	20	21	25	18	20	26	23	26
Median Number of Days	25	23	23	20	25	15	20	25	25	25
AFTER 15 YEARS OF SERVICE										
Employers Reporting	22	8	3	3	8	3	6	2	6	5
Average Number of Days	23	22	21	20	27	17	21	27	25	26
Median Number of Days	25	21	23	18	26	18	22	--	25	25
AFTER 20 YEARS OF SERVICE										
Employers Reporting	23	8	3	4	8	4	6	2	6	5
Average Number of Days	24	22	21	21	29	20	21	27	26	27
Median Number of Days	25	23	23	20	28	20	22	--	28	27
AFTER 25 YEARS OF SERVICE										
Employers Reporting	22	8	3	3	8	3	6	2	6	5
Average Number of Days	25	22	21	23	30	21	23	27	26	27
Median Number of Days	25	23	23	25	29	25	22	--	28	27

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
VACATION DAYS BASED ON SPECIFIED YEARS OF SERVICE (NOT PART OF PTO)										
<i>Nonexempt</i>										
UPON HIRE										
Employers Reporting	20	6	3	6	5	8	5	1	2	4
Average Number of Days	10	16	8	8	7	9	13	--	8	11
Median Number of Days	10	18	10	10	10	10	11	--	--	10
AFTER 1 YEAR OF SERVICE										
Employers Reporting	36	8	9	5	14	12	5	0	7	12
Average Number of Days	12	14	9	24	9	16	14	--	8	10
Median Number of Days	10	13	10	10	10	10	15	--	10	10
AFTER 5 YEARS OF SERVICE										
Employers Reporting	38	9	9	6	14	13	5	1	7	12
Average Number of Days	16	16	14	27	13	19	18	--	13	15
Median Number of Days	15	15	15	15	15	15	20	--	15	15
AFTER 10 YEARS OF SERVICE										
Employers Reporting	36	8	9	5	14	11	5	1	7	12
Average Number of Days	20	19	18	38	17	26	19	--	16	18
Median Number of Days	20	20	20	20	19	20	20	--	20	20
AFTER 15 YEARS OF SERVICE										
Employers Reporting	35	8	8	5	14	12	5	0	7	11
Average Number of Days	23	20	19	47	19	31	20	--	18	19
Median Number of Days	20	20	20	20	20	20	20	--	20	20
AFTER 20 YEARS OF SERVICE										
Employers Reporting	31	6	7	5	13	11	4	0	6	10
Average Number of Days	25	20	20	49	20	33	20	--	21	20
Median Number of Days	20	20	20	20	20	20	20	--	25	20
AFTER 25 YEARS OF SERVICE										
Employers Reporting	30	6	7	5	12	12	4	0	5	9
Average Number of Days	26	21	21	50	21	34	20	--	21	21
Median Number of Days	21	23	20	25	23	25	20	--	25	20
<i>Exempt</i>										
UPON HIRE										
Employers Reporting	22	7	4	6	5	8	5	3	2	4
Average Number of Days	11	16	8	11	7	9	13	13	10	13
Median Number of Days	10	15	10	13	10	10	11	13	--	13
AFTER 1 YEAR OF SERVICE										
Employers Reporting	39	10	11	5	13	13	5	2	6	13
Average Number of Days	13	14	9	25	9	15	14	14	10	10
Median Number of Days	10	15	10	10	10	10	15	--	10	10
AFTER 5 YEARS OF SERVICE										
Employers Reporting	40	11	10	6	13	13	5	3	6	13
Average Number of Days	16	17	14	27	13	19	18	18	13	15
Median Number of Days	15	20	15	15	15	15	20	20	15	15
AFTER 10 YEARS OF SERVICE										
Employers Reporting	37	8	11	5	13	12	5	1	6	13
Average Number of Days	20	18	17	39	17	25	19	--	17	18
Median Number of Days	20	20	16	20	20	18	20	--	20	20
AFTER 15 YEARS OF SERVICE										
Employers Reporting	37	9	10	5	13	13	5	1	6	12
Average Number of Days	23	20	18	48	19	30	20	--	18	19
Median Number of Days	20	20	20	20	20	20	20	--	20	20
AFTER 20 YEARS OF SERVICE										
Employers Reporting	33	7	9	5	12	12	4	1	5	11
Average Number of Days	24	20	19	49	20	32	20	--	20	20
Median Number of Days	20	20	20	20	20	20	20	--	25	20
AFTER 25 YEARS OF SERVICE										
Employers Reporting	33	7	9	5	12	13	4	1	5	10
Average Number of Days	25	20	20	51	21	33	20	--	22	21
Median Number of Days	21	20	20	25	23	25	20	--	25	20

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
PAID PERSONAL DAYS PER YEAR										
<i>Nonexempt</i>										
Employers Reporting	21	3	5	4	9	8	1	1	2	9
Average Number of Days	3	3	3	4	3	4	--	--	3	3
Median Number of Days	3	2	3	5	3	3	--	--	--	3
<i>Exempt</i>										
Employers Reporting	19	3	4	4	8	6	1	1	2	9
Average Number of Days	3	3	4	4	3	4	--	--	3	3
Median Number of Days	3	2	3	5	3	3	--	--	--	3
SPECIFIC NUMBER OF PAID SICK DAYS PROVIDED										
<i>Nonexempt</i>										
Employers Specify	28%	20%	31%	25%	33%	29%	21%	14%	36%	30%
Employers Do Not Specify	72%	80%	69%	75%	67%	71%	79%	86%	64%	70%
<i>Exempt</i>										
Employers Specify	19%	15%	23%	25%	17%	12%	14%	14%	36%	20%
Employers Do Not Specify	81%	85%	77%	75%	83%	88%	86%	86%	64%	80%
NUMBER OF SICK DAYS BASED ON SPECIFIED YEARS OF SERVICE										
<i>Nonexempt</i>										
UPON HIRE										
Employers Reporting	12	4	2	2	4	4	3	1	1	3
Average Number of Days	6	8	5	4	5	4	4	--	--	5
Median Number of Days	5	7	--	--	5	4	3	--	--	5
AFTER 1 YEAR OF SERVICE										
Employers Reporting	17	3	4	3	7	4	3	0	4	6
Average Number of Days	5	7	5	6	4	4	4	--	8	5
Median Number of Days	5	3	5	5	5	4	3	--	8	5
AFTER 5 YEARS OF SERVICE										
Employers Reporting	17	3	4	3	7	4	3	0	4	6
Average Number of Days	6	7	5	6	6	4	4	--	10	5
Median Number of Days	5	3	5	5	5	4	3	--	10	5
AFTER 10 YEARS OF SERVICE										
Employers Reporting	17	3	4	3	7	4	3	0	4	6
Average Number of Days	6	7	5	6	6	4	4	--	10	5
Median Number of Days	5	3	5	5	5	4	3	--	10	5
AFTER 15 YEARS OF SERVICE										
Employers Reporting	17	3	4	3	7	4	3	0	4	6
Average Number of Days	6	7	5	6	6	4	4	--	10	5
Median Number of Days	5	3	5	5	5	4	3	--	10	5
AFTER 20 YEARS OF SERVICE										
Employers Reporting	17	3	4	3	7	4	3	0	4	6
Average Number of Days	6	7	5	6	6	4	4	--	10	5
Median Number of Days	5	3	5	5	5	4	3	--	10	5
AFTER 25 YEARS OF SERVICE										
Employers Reporting	17	3	4	3	7	4	3	0	4	6
Average Number of Days	6	7	5	6	6	4	4	--	10	5
Median Number of Days	5	3	5	5	5	4	3	--	10	5

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
NUMBER OF SICK DAYS BASED ON SPECIFIED YEARS OF SERVICE										
<i>Exempt</i>										
UPON HIRE										
Employers Reporting	8	3	1	2	2	2	2	1	1	2
Average Number of Days	7	9	--	4	6	4	4	--	--	6
Median Number of Days	5	10	--	--	--	--	--	--	--	--
AFTER 1 YEAR OF SERVICE										
Employers Reporting	11	2	3	3	3	2	2	0	3	4
Average Number of Days	6	9	5	6	5	4	4	--	10	5
Median Number of Days	5	--	5	5	5	--	--	--	10	5
AFTER 5 YEARS OF SERVICE										
Employers Reporting	11	2	3	3	3	2	2	0	3	4
Average Number of Days	6	9	5	6	5	4	4	--	10	5
Median Number of Days	5	--	5	5	5	--	--	--	10	5
AFTER 10 YEARS OF SERVICE										
Employers Reporting	11	2	3	3	3	2	2	0	3	4
Average Number of Days	6	9	5	6	5	4	4	--	10	5
Median Number of Days	5	--	5	5	5	--	--	--	10	5
AFTER 15 YEARS OF SERVICE										
Employers Reporting	11	2	3	3	3	2	2	0	3	4
Average Number of Days	6	9	5	6	5	4	4	--	10	5
Median Number of Days	5	--	5	5	5	--	--	--	10	5
AFTER 20 YEARS OF SERVICE										
Employers Reporting	11	2	3	3	3	2	2	0	3	4
Average Number of Days	6	9	5	6	5	4	4	--	10	5
Median Number of Days	5	--	5	5	5	--	--	--	10	5
AFTER 25 YEARS OF SERVICE										
Employers Reporting	11	2	3	3	3	2	2	0	3	4
Average Number of Days	6	9	5	6	5	4	4	--	10	5
Median Number of Days	5	--	5	5	5	--	--	--	10	5
ALLOW CARRYOVER OF UNUSED PAID TIME OFF DAYS										
VACATION										
Employers Reporting	24	7	3	6	8	11	3	1	4	5
Average Number of Days	18	24	5	25	10	21	25	--	15	9
Median Number of Days	10	20	5	20	8	5	25	--	15	5
PERSONAL										
Employers Reporting	3	0	1	1	1	2	0	0	0	1
Average Number of Days	4	--	--	--	--	6	--	--	--	--
Median Number of Days	5	--	--	--	--	--	--	--	--	--
SICK										
Employers Reporting	7	1	2	2	2	0	1	0	5	1
Average Number of Days	13	--	5	15	19	--	--	--	18	--
Median Number of Days	11	--	--	--	--	--	--	--	15	--
INTEGRATED PTO										
Employers Reporting	19	7	3	3	6	2	7	2	3	5
Average Number of Days	18	15	21	10	24	60	9	28	22	14
Median Number of Days	10	5	10	10	20	--	10	--	5	8

4. Policies and Practices

Holiday, Vacation, and Other Paid Time Off Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
ALLOW TIME OFF WITHOUT PAY										
Employers Allow	75%	95%	54%	67%	75%	76%	79%	57%	82%	75%
Employers Do Not Allow	25%	5%	46%	33%	25%	24%	21%	43%	18%	25%
<i>Maximum days per year</i>										
Median	32	17	25	23	55	50	--	28	5	13
Average	5	5	20	5	18	20	--	--	--	5
EMPLOYEES MAY PURCHASE ADDITIONAL PAID TIME OFF										
Employees May Purchase	6%	5%	8%	0%	8%	0%	14%	0%	0%	10%
Employees May Not Purchase	94%	95%	92%	100%	92%	100%	86%	100%	100%	90%
2011 EXPECTED CHANGES TO PAID TIME OFF PROGRAMS										
REDUCE THE AMOUNT OF PAID TIME OFF VERSUS 2010										
Employers Reporting	0	0	0	0	0	0	0	0	0	0
Percent to total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
MAINTAIN THE SAME AMOUNT OF PAID TIME OFF VERSUS 2010										
Employers Reporting	62	18	12	11	21	15	14	4	10	19
Percent to total	90%	90%	92%	92%	88%	88%	100%	57%	91%	95%
ENHANCE THE AMOUNT OF PAID TIME OFF VERSUS 2010										
Employers Reporting	1	1	0	0	0	0	0	1	0	0
Percent to total	1%	5%	0%	0%	0%	0%	0%	14%	0%	0%

4. Policies and Practices

Referral Bonuses

- 43% of all participants use employee referral bonuses. The median bonus paid in 2009 was \$625 for non-exempt jobs and \$1,000 for exempt and management jobs.
 - The majority of participants (88%) report that they do not vary bonus amounts by job level.

Referral Bonuses

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
REFERRAL BONUS PREVALENCE										
Employer Provides	43%	25%	62%	58%	42%	41%	71%	43%	9%	45%
Employer Does Not Provide	57%	75%	38%	42%	58%	59%	29%	57%	91%	55%
REFERRAL BONUS PAYMENT										
Total Employers Reported	30	5	8	7	10	7	10	3	1	9
100% WHEN NEW EMPLOYEE BEGINS WORK	5	0	0	1	4	3	1	0	0	1
Percent to total	17%	0%	0%	14%	40%	43%	10%	0%	0%	11%
PORTION AT HIRE AND BALANCE AFTER REQUIRED SERVICE IS COMPLETED	2	0	1	0	1	0	1	1	0	0
Percent to total	7%	0%	13%	0%	10%	0%	10%	33%	0%	0%
100% PAYABLE AFTER REQUIRED SERVICE IS COMPLETED	20	4	6	6	4	3	7	2	1	7
Percent to total	67%	80%	75%	86%	40%	43%	70%	67%	100%	78%
OTHER	3	1	1	0	1	1	1	0	0	1
Percent to total	10%	20%	13%	0%	10%	14%	10%	0%	0%	11%
<i>Other includes: 50% paid after 3 months and 50% after 6 months</i>										
SPLIT BONUS PAYMENT:										
PERCENT PAID AT HIRE										
Employers Reporting	2	0	1	0	1	0	1	1	0	0
Average % Paid	41.7%	--	--	--	--	--	--	--	--	--
Median % Paid	--	--	--	--	--	--	--	--	--	--
BONUS AMOUNTS:										
VARY BY JOB LEVEL										
Employers Using Different Bonus Amounts by Job Level	12%	5%	15%	8%	17%	6%	7%	14%	0%	25%
Employers Using the Same Bonus Amounts for all Job Levels	88%	95%	85%	92%	83%	94%	93%	86%	100%	75%
TYPICAL BONUS AMOUNT BY JOB LEVEL										
NONEXEMPT JOB										
Employers Reporting	26	5	7	5	9	5	10	2	1	8
Average Paid	\$1,058	\$880	\$907	\$600	\$1,528	\$1,100	\$1,090	\$3,000	--	\$606
Median Paid	\$625	\$500	\$500	\$500	\$1,000	\$1,000	\$625	--	--	\$500
EXEMPT JOB										
Employers Reporting	29	5	8	6	10	6	10	3	1	9
Average Paid	\$1,290	\$930	\$1,000	\$1,000	\$1,875	\$1,250	\$1,240	\$1,000	--	\$1,583
Median Paid	\$1,000	\$500	\$875	\$750	\$1,000	\$1,250	\$875	\$1,000	--	\$1,000
MANAGEMENT JOB										
Employers Reporting	26	5	7	5	9	5	10	3	1	7
Average Paid	\$1,448	\$1,030	\$1,179	\$900	\$2,194	\$1,200	\$1,240	\$1,667	--	\$2,000
Median Paid	\$1,000	\$1,000	\$1,000	\$500	\$1,000	\$1,000	\$875	\$1,000	--	\$1,000

4. Policies and Practices

Signing Bonuses

- 25% of all participants offer signing bonuses, primarily for exempt and management staff.
- Signing bonus payments in 2009 ranged from \$1,500 to \$5,000 for exempt jobs and \$2,250 to \$10,000 for management jobs. The majority of organizations pay the entire bonus at the time of hire.

Signing Bonuses

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
SIGNING BONUS PREVALENCE BY JOB LEVEL										
NONEXEMPT JOB										
Employers Reporting	4	1	0	1	2	3	0	0	0	1
Percent to Total	6%	5%	--	8%	8%	18%	--	--	--	5%
EXEMPT JOB										
Employers Reporting	13	2	0	3	8	3	3	1	0	6
Percent to Total	19%	10%	--	25%	33%	18%	21%	14%	--	30%
MANAGEMENT JOB										
Employers Reporting	17	3	2	2	10	5	1	3	0	8
Percent to Total	25%	15%	15%	17%	42%	29%	7%	43%	--	40%
TYPICAL BONUS AMOUNT BY JOB LEVEL										
NONEXEMPT JOB										
Employers Reporting	2	2	0	0	0	0	1	0	0	1
Average Paid	\$1,000	\$1,000	--	--	--	--	--	--	--	--
Median Paid	--	--	--	--	--	--	--	--	--	--
EXEMPT JOB										
Employers Reporting	10	3	0	1	6	0	4	1	0	5
Average Paid	\$2,900	\$1,833	--	--	\$3,583	--	\$1,875	--	--	\$3,700
Median Paid	\$2,250	\$1,500	--	--	\$4,000	--	\$1,750	--	--	\$5,000
MANAGEMENT JOB										
Employers Reporting	11	4	2	0	5	1	2	3	0	5
Average Paid	\$5,773	\$2,750	\$6,250	--	\$8,000	--	\$3,750	\$5,833	--	\$7,400
Median Paid	\$5,000	\$2,250	--	--	\$10,000	--	--	\$5,000	--	\$10,000

4. Policies and Practices

Tuition Assistance, Professional Development and Staff Training

- 60% of participating companies provide tuition reimbursement or tuition assistance to their entire work force.
- 47% and 44% provide reimbursement for books and lab fees, respectively.
- Of the organizations providing tuition reimbursement or tuition assistance, 58% require a service commitment from the employee following receipt of tuition assistance. In these organizations, the majority require one year or more of service to avoid tuition assistance repayment.
- The majority of participants (82%) budget for staff development. Of these organizations, the median annual amount budgeted per full-time employee was \$1,000 in 2009.

Tuition Assistance, Professional Development and Staff Training		FULLTIME EMPLOYEES					TYPE OF EMPLOYER				
		Total					Software, Computer and Technology		All Other Employers		
			Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Life Sciences	Not For Profit		
Total Employers Reported		69	20	13	12	24	17	14	7	11	20
TUITION REIMBURSEMENT / ASSISTANCE PREVALENCE											
ALL EMPLOYEES											
Employers Reporting	34	8	5	6	15	13	6	0	5	10	
Percent to total	60%	47%	42%	60%	83%	87%	43%	--	71%	59%	
EXEMPT STAFF ONLY											
Employers Reporting	2	1	0	0	1	0	0	0	0	2	
Percent to total	4%	6%	--	--	6%	--	--	--	--	12%	
NON-EXEMPT STAFF ONLY											
Employers Reporting	0	0	0	0	0	0	0	0	0	0	
Percent to total	--	--	--	--	--	--	--	--	--	--	
NO ASSISTANCE PROVIDED											
Employers Reporting	21	8	7	4	2	2	8	4	2	5	
Percent to total	37%	47%	58%	40%	11%	13%	57%	100%	29%	29%	
OTHER COMPANY REIMBURSED TUITION RELATED EXPENSE PREVALENCE											
BOOKS											
Percent to total	47%	78%	20%	67%	31%	54%	67%	0%	20%	42%	
LAB FEES											
Percent to total	44%	56%	40%	50%	38%	46%	50%	0%	40%	42%	
TRANSPORTATION											
Percent to total	3%	11%	0%	0%	0%	0%	17%	0%	0%	0%	
GRADUATION FEES											
Percent to total	17%	11%	20%	17%	19%	15%	17%	0%	20%	8%	
OTHER EXPENSES REIMBURSED											
Percent to total	11%	0%	20%	17%	13%	8%	17%	0%	0%	17%	

Other includes: Application, activity and registration fees, parking, certifications, and supplies.

4. Policies and Practices

Tuition Assistance, Professional Development and Staff Training

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
TUITION ASSISTANCE REPAYMENT										
No Service Requirement	40%	40%	20%	14%	57%	36%	79%	0%	71%	36%
3 Months or Less	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
4 - 6 Months	5%	10%	0%	0%	5%	7%	0%	0%	7%	0%
7 - 10 Months	2%	0%	0%	14%	0%	7%	0%	0%	0%	0%
1 Year	28%	50%	20%	14%	24%	21%	14%	0%	7%	43%
More than 1 Year	23%	0%	60%	57%	14%	29%	7%	0%	14%	21%
TUITION REPAYMENT AMOUNT										
Full amount	24%	0%	0%	57%	20%	25%	0%	0%	33%	20%
Partial / pro-rated	68%	80%	0%	29%	80%	50%	0%	0%	67%	80%
Discretionary	8%	20%	0%	14%	0%	25%	0%	0%	0%	0%
EMPLOYEE TRAINING AND DEVELOPMENT BUDGET PREVALENCE										
Employers With Budget	82%	69%	88%	75%	90%	71%	78%	100%	100%	82%
Employers Without Budget	18%	31%	13%	25%	10%	29%	22%	0%	0%	18%
PREVIOUS FISCAL YEAR'S BUDGET										
AS HOURS PER FTE										
Employers Reporting	6	1	1	0	4	0	3	0	0	3
Average Hours	37	--	--	--	20	--	60	--	--	13
Median Hours	30	--	--	--	18	--	40	--	--	16
AS DOLLARS PER FTE										
Employers Reporting	11	5	4	0	2	2	2	0	3	4
Average Dollars	\$1,672	\$1,141	\$2,523	--	\$1,300	\$400	\$1,828	--	\$3,400	\$935
Median Dollars	\$1,000	\$1,000	\$725	--	--	--	--	--	\$1,000	\$800

4. Policies and Practices

Recognition and Achievement Awards

- Approximately three-quarters (75%) of participants have formal recognition award programs. The most prevalent programs include service/anniversary (77%), spot/immediate recognition (37%) and employee performance (31%).
- Merchandise (35%) and cash awards (32%) were the most prevalent recognition award vehicles among participants with the median award values at \$175 and \$375, respectively.

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
FORMAL RECOGNITION AWARD PROGRAM PREVALENCE										
Employers Provide	75%	60%	85%	75%	83%	71%	93%	43%	82%	75%
Employers Do Not Provide	25%	40%	15%	25%	17%	29%	7%	57%	18%	25%
RECOGNITION AWARD PROGRAM TYPE										
SERVICE/ANNIVERSARY										
Employers Reporting	40	8	7	7	18	8	10	2	9	11
Percent to total	77%	67%	64%	78%	90%	67%	77%	67%	100%	73%
SUGGESTION/INNOVATION										
Employers Reporting	8	1	2	1	4	2	1	1	2	2
Percent to total	15%	8%	18%	11%	20%	17%	8%	33%	22%	13%
EMPLOYEE PERFORMANCE										
Employers Reporting	16	3	3	4	6	4	7	0	1	4
Percent to total	31%	25%	27%	44%	30%	33%	54%	--	11%	27%
FORMAL EDUCATION ACHIEVEMENT										
Employers Reporting	2	0	0	0	2	2	0	0	0	0
Percent to total	4%	--	--	--	10%	17%	--	--	--	--
CERTIFICATION ACHIEVEMENT										
Employers Reporting	2	1	0	0	1	1	1	0	0	0
Percent to total	4%	8%	--	--	5%	8%	8%	--	--	--
PROJECT COMPLETION										
Employers Reporting	6	1	2	1	2	1	2	0	1	2
Percent to total	12%	8%	18%	11%	10%	8%	15%	--	11%	13%
SAFETY										
Employers Reporting	10	1	1	2	6	6	0	1	1	2
Percent to total	19%	8%	9%	22%	30%	50%	--	33%	11%	13%
SPOT/IMMEDIATE RECOGNITION										
Employers Reporting	19	8	2	1	8	5	2	3	3	6
Percent to total	37%	67%	18%	11%	40%	42%	15%	100%	33%	40%

Additional note, employers may have multiple answers, percentages may not add up to 100%.

4. Policies and Practices

Recognition Awards

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
RECOGNITION AWARD PREVALENCE										
CASH AWARD										
Employers Reporting	22	6	3	4	9	5	4	2	4	7
Percent to total	32%	30%	23%	33%	38%	29%	29%	29%	36%	35%
Average Paid	\$467	\$700	\$375	\$133	\$425	\$75	\$563	\$750	\$483	\$425
Median Paid	\$375	\$500	\$375	\$100	\$250	\$75	\$500	--	\$500	\$250
MERCHANDISE AWARD										
Employers Reporting	24	4	6	4	10	4	6	0	5	9
Percent to total	35%	20%	46%	33%	42%	24%	43%	0%	45%	45%
Average Paid	\$222	\$294	\$215	\$233	\$166	\$250	\$283	--	\$100	\$233
Median Paid	\$175	\$325	\$125	\$300	\$150	\$250	\$275	--	\$38	\$175
PAID TIME OFF										
Employers Reporting	8	4	2	1	1	1	3	0	2	2
Percent to Total	12%	20%	15%	8%	4%	6%	21%	0%	18%	10%
GIFT CARD										
Employers Reporting	20	5	5	3	7	5	5	2	4	4
Percent to total	29%	25%	38%	25%	29%	29%	36%	29%	36%	20%
Average Paid	\$88	\$170	\$55	\$83	\$40	\$88	\$169	\$38	\$63	\$56
Median Paid	\$50	\$100	\$50	\$100	\$50	\$100	\$75	--	\$50	\$50
DINNER										
Employers Reporting	5	1	0	2	2	3	1	1	0	0
Percent to total	7%	5%	0%	17%	8%	18%	7%	14%	0%	0%
Average Paid	\$53	--	--	\$10	\$50	\$10	--	--	--	--
Median Paid	\$50	--	--	--	--	\$10	--	--	--	--
SPECIAL TRIP										
Employers Reporting	5	1	2	0	2	1	1	1	1	1
Percent to total	7%	5%	15%	0%	8%	6%	7%	14%	9%	5%
Average Paid	\$1,867	--	\$1,300	--	\$3,000	--	--	--	--	--
Median Paid	\$2,000	--	--	--	--	--	--	--	--	--
TROPHY/PLAQUE										
Employers Reporting	10	3	0	0	7	3	0	2	1	4
Percent to total	14%	15%	0%	0%	29%	18%	0%	29%	9%	20%
Average Paid	\$42	\$28	--	--	\$52	\$35	--	\$60	--	\$28
Median Paid	\$30	\$28	--	--	\$30	\$35	--	--	--	\$28
OTHER AWARDS										
Employers Reporting	7	2	4	1	0	0	4	0	1	2
Percent to Total	10%	10%	31%	8%	0%	0%	29%	0%	9%	10%

Other Includes: Certificate of achievement, recognition at company parties, savings bonds, catered lunch, anniversary gift and tickets to sporting events.

Additional note, employers may have multiple answers, percentages may not add up to 100%.

4. Policies and Practices

Work/Life Policies and Programs

- ✚ The most prevalent work/life programs currently offered by participants include:
 - 1) employee assistance programs (62%); 2) flextime (59%); 3) cell phone discount (45%);
 - 4) telecommuting on a regular basis (35%); and, 5) computer purchase discount (32%).
- ✚ Participants' responses suggest there will be minimal changes in the near term relative to the prevalence of new work/life programs. Less than 6% of participating organizations are expecting to make changes to these programs in 2011.

Work/Life Policies & Programs		FULLTIME EMPLOYEES				TYPE OF EMPLOYER					
		Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported		69	20	13	12	24	17	14	7	11	20
WORK/LIFE POLICY PROGRAMS EMPLOYERS PROVIDE OR CONSIDERING											
PROGRAM CURRENTLY PROVIDED											
COMPRESSED WORKWEEK											
Employers Reporting	13	1	2	3	7	4	0	0	3	6	
Percent to total	19%	5%	15%	25%	29%	24%	0%	0%	27%	30%	
JOB SHARING											
Employers Reporting	5	0	0	1	4	2	0	0	1	2	
Percent to total	7%	0%	0%	8%	17%	12%	0%	0%	9%	10%	
FLEXTIME											
Employers Reporting	41	15	7	6	13	13	6	3	7	12	
Percent to total	59%	75%	54%	50%	54%	76%	43%	43%	64%	60%	
TELECOMMUTING ON REGULAR BASIS											
Employers Reporting	24	9	3	3	9	5	7	4	4	4	
Percent to total	35%	45%	23%	25%	38%	29%	50%	57%	36%	20%	
SABBATICAL LEAVE											
Employers Reporting	4	1	0	0	3	0	0	0	1	3	
Percent to total	6%	5%	0%	0%	13%	0%	0%	0%	9%	15%	
PAID LEAVE FOR ADOPTION											
Employers Reporting	9	5	0	0	4	2	1	0	3	3	
Percent to total	13%	25%	0%	0%	17%	12%	7%	0%	27%	15%	
COLLEGE TUITION ASSISTANCE FOR CHILDREN											
Employers Reporting	6	1	0	0	5	2	0	0	1	3	
Percent to total	9%	5%	0%	0%	21%	12%	0%	0%	9%	15%	
CELL PHONE DISCOUNT											
Employers Reporting	31	4	4	7	16	8	5	2	6	10	
Percent to total	45%	20%	31%	58%	67%	47%	36%	29%	55%	50%	
COMPUTER PURCHASE DISCOUNT											
Employers Reporting	22	0	4	5	13	5	5	1	3	8	
Percent to total	32%	0%	31%	42%	54%	29%	36%	14%	27%	40%	
EMPLOYEE ASSISTANCE PROGRAM											
Employers Reporting	43	8	7	7	21	12	8	3	7	13	
Percent to total	62%	40%	54%	58%	88%	71%	57%	43%	64%	65%	

4. Policies and Practices

Work/Life Policies & Programs	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
FITNESS CENTER DISCOUNTS										
Employers Reporting	20	1	5	2	12	4	3	0	5	8
Percent to total	29%	5%	38%	17%	50%	24%	21%	0%	45%	40%
PRE-RETIREMENT COUNSELING										
Employers Reporting	16	5	3	0	8	5	2	1	4	4
Percent to total	23%	25%	23%	0%	33%	29%	14%	14%	36%	20%
PHASED RETIREMENT										
Employers Reporting	2	0	0	0	2	1	0	0	1	0
Percent to total	3%	0%	0%	0%	8%	6%	0%	0%	9%	0%
FREE OR SUBSIDIZED MEALS										
Employers Reporting	3	1	0	1	1	2	0	0	1	0
Percent to total	4%	5%	0%	8%	4%	12%	0%	0%	9%	0%
DISCOUNTS FOR MAJOR PURCHASES (AFFINITY PROGRAMS)										
Employers Reporting	8	1	0	0	7	1	2	1	1	3
Percent to total	12%	5%	0%	0%	29%	6%	14%	14%	9%	15%
DRY CLEANING										
Employers Reporting	6	1	1	1	3	2	0	0	1	3
Percent to total	9%	5%	8%	8%	13%	12%	0%	0%	9%	15%
EVERY DAY CASUAL DRESS										
Employers Reporting	37	14	8	7	8	11	11	3	3	9
Percent to total	54%	70%	62%	58%	33%	65%	79%	43%	27%	45%
FRIDAY CASUAL DRESS										
Employers Reporting	23	5	5	5	8	7	3	1	6	6
Percent to total	33%	25%	38%	42%	33%	41%	21%	14%	55%	30%

Additional note, employers may have multiple answers, percentages may not add up to 100%.

4. Policies and Practices

Work/Life Policies & Programs	FULLTIME EMPLOYEES					TYPE OF EMPLOYER				
	Total	Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
WORK/LIFE POLICY PROGRAMS EMPLOYERS PROVIDE OR CONSIDERING PROGRAM UNDER CONSIDERATION										
JOB SHARING										
Employers Reporting	2	1	0	0	1	0	0	1	0	1
Percent to total	3%	5%	0%	0%	4%	0%	0%	14%	0%	5%
FLEXTIME										
Employers Reporting	2	1	0	0	1	1	1	0	0	0
Percent to total	3%	5%	0%	0%	4%	6%	7%	0%	0%	0%
TELECOMMUTING ON REGULAR BASIS										
Employers Reporting	4	2	0	0	2	0	1	1	0	2
Percent to total	6%	10%	0%	0%	8%	0%	7%	14%	0%	10%
CELL PHONE DISCOUNT										
Employers Reporting	3	1	1	0	1	0	1	1	0	1
Percent to total	4%	5%	8%	0%	4%	0%	7%	14%	0%	5%
COMPUTER PURCHASE DISCOUNT										
Employers Reporting	2	0	0	0	2	0	0	0	0	2
Percent to total	3%	0%	0%	0%	8%	0%	0%	0%	0%	10%
EMPLOYEE ASSISTANCE PROGRAM										
Employers Reporting	2	0	0	2	0	1	0	0	0	1
Percent to total	3%	0%	0%	17%	0%	6%	0%	0%	0%	5%
PHASED RETIREMENT										
Employers Reporting	2	1	0	1	0	1	0	0	0	1
Percent to total	3%	5%	0%	8%	0%	6%	0%	0%	0%	5%
FRIDAY CASUAL DRESS										
Employers Reporting	2	0	0	1	1	0	0	0	0	2
Percent to total	3%	0%	0%	8%	4%	0%	0%	0%	0%	10%

Additional note, employers may have multiple answers, percentages may not add up to 100%.

4. Policies and Practices

Perquisites and Fringe Benefits

Participants were asked to provide data regarding the perquisites and fringe benefits provided to employees.

- Senior Management – The most prevalent perquisites and fringe benefits provided to senior management include: 1) reserved/paid parking (38%); 2) supplemental life insurance (30%); 3) free drinks (22%); 4) financial counseling (17%); and, 5) voluntary deferred compensation opportunity (13%).
- Consistent with prior year results, the prevalence of perquisites and fringe benefits tends to increase with organizational size.

Perquisites and Fringe Benefits

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
BENEFITS EMPLOYERS PROVIDE FREE OR AT REDUCED COSTS										
<i>Senior Management</i>										
HOME INTERNET CONNECTION										
Employers Reporting	7	5	1	0	1	1	1	1	1	3
Percent to total	10%	25%	8%	0%	4%	6%	7%	14%	9%	15%
FINANCIAL COUNSELING										
Employers Reporting	12	4	2	0	6	3	3	1	1	4
Percent to total	17%	20%	15%	0%	25%	18%	21%	14%	9%	20%
RESERVED/PAID PARKING										
Employers Reporting	26	9	3	3	11	5	4	2	4	11
Percent to total	38%	45%	23%	25%	46%	29%	29%	29%	36%	55%
AUTOMOBILE ALLOWANCE										
Employers Reporting	7	1	0	1	5	2	2	0	0	3
Percent to total	10%	5%	0%	8%	21%	12%	14%	0%	0%	15%
SPORTING EVENT TICKETS										
Employers Reporting	5	1	0	0	4	3	0	0	0	2
Percent to total	7%	5%	0%	0%	17%	18%	0%	0%	0%	10%
FREE DRINKS										
Employers Reporting	15	5	3	1	6	2	3	2	0	8
Percent to total	22%	25%	23%	8%	25%	12%	21%	29%	0%	40%
VOLUNTARY DEFERRED COMPENSATION										
Employers Reporting	9	0	0	0	9	1	2	0	2	4
Percent to total	13%	0%	0%	0%	38%	6%	14%	0%	18%	20%
SUPPLEMENTAL LIFE INSURANCE										
Employers Reporting	21	1	4	3	13	5	1	1	3	11
Percent to total	30%	5%	31%	25%	54%	29%	7%	14%	27%	55%
SUPPLEMENTAL DISABILITY INSURANCE										
Employers Reporting	8	1	1	0	6	3	0	1	1	3
Percent to total	12%	5%	8%	0%	25%	18%	0%	14%	9%	15%
SUPPLEMENTAL RETIREMENT BENEFITS										
Employers Reporting	7	2	0	1	4	1	0	0	2	4
Percent to total	10%	10%	0%	8%	17%	6%	0%	0%	18%	20%


4. Policies and Practices

- Management Team -- The most prevalent perquisites and fringe benefits provided to all of the management team include: 1) supplemental life insurance (25%); 2) free drinks (22%); and, 3) reserved/paid parking (16%).

Perquisites and Fringe Benefits


	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
BENEFITS EMPLOYERS PROVIDE FREE OR AT REDUCED COSTS										
<i>All Management Team</i>										
HOME INTERNET CONNECTION										
Employers Reporting	3	2	0	0	1	0	1	0	1	1
Percent to total	4%	10%	0%	0%	4%	0%	7%	0%	9%	5%
FINANCIAL COUNSELING										
Employers Reporting	10	4	2	0	4	2	3	1	1	3
Percent to total	14%	20%	15%	0%	17%	12%	21%	14%	9%	15%
RESERVED/PAID PARKING										
Employers Reporting	11	5	0	1	5	2	2	2	1	4
Percent to total	16%	25%	0%	8%	21%	12%	14%	29%	9%	20%
AUTOMOBILE ALLOWANCE										
Employers Reporting	1	0	0	0	1	0	0	0	0	1
Percent to total	1%	0%	0%	0%	4%	0%	0%	0%	0%	5%
SPORTING EVENT TICKETS										
Employers Reporting	4	2	0	0	2	2	0	0	1	1
Percent to total	6%	10%	0%	0%	8%	12%	0%	0%	9%	5%
FREE DRINKS										
Employers Reporting	15	5	3	1	6	2	3	2	0	8
Percent to total	22%	25%	23%	8%	25%	12%	21%	29%	0%	40%
VOLUNTARY DEFERRED COMPENSATION										
Employers Reporting	2	0	0	0	2	1	1	0	0	0
Percent to total	3%	0%	0%	0%	8%	6%	7%	0%	0%	0%
SUPPLEMENTAL LIFE INSURANCE										
Employers Reporting	17	1	2	3	11	5	1	1	2	8
Percent to total	25%	5%	15%	25%	46%	29%	7%	14%	18%	40%
SUPPLEMENTAL DISABILITY INSURANCE										
Employers Reporting	7	1	1	0	5	3	0	1	1	2
Percent to total	10%	5%	8%	0%	21%	18%	0%	14%	9%	10%
SUPPLEMENTAL RETIREMENT BENEFITS										
Employers Reporting	3	1	0	0	2	1	0	0	1	1
Percent to total	4%	5%	0%	0%	8%	6%	0%	0%	9%	5%

4. Policies and Practices

-  **Key Performers --** The most prevalent perquisites and fringe benefits provided to key performers include: 1) free drinks (22%); 2) supplemental life insurance (19%); and, 3) reserved/paid parking (10%).

Perquisites and Fringe Benefits

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
<i>Key Performers</i>										
HOME INTERNET CONNECTION										
Employers Reporting	5	2	1	1	1	0	1	1	2	1
Percent to total	7%	10%	8%	8%	4%	0%	7%	14%	18%	5%
RESERVED/PAID PARKING										
Employers Reporting	7	5	0	1	1	1	2	2	0	2
Percent to total	10%	25%	0%	8%	4%	6%	14%	29%	0%	10%
AUTOMOBILE ALLOWANCE										
Employers Reporting	2	0	1	1	0	0	0	1	1	0
Percent to total	3%	0%	8%	8%	0%	0%	0%	14%	9%	0%
SPORTING EVENT TICKETS										
Employers Reporting	3	1	1	0	1	2	0	0	1	0
Percent to total	4%	5%	8%	0%	4%	12%	0%	0%	9%	0%
FREE DRINKS										
Employers Reporting	15	5	3	1	6	2	3	2	0	8
Percent to total	22%	25%	23%	8%	25%	12%	21%	29%	0%	40%
VOLUNTARY DEFERRED COMPENSATION										
Employers Reporting	1	0	0	0	1	0	1	0	0	0
Percent to total	1%	0%	0%	0%	4%	0%	7%	0%	0%	0%
SUPPLEMENTAL LIFE INSURANCE										
Employers Reporting	13	1	2	2	8	4	1	1	1	6
Percent to total	19%	5%	15%	17%	33%	24%	7%	14%	9%	30%
SUPPLEMENTAL DISABILITY INSURANCE										
Employers Reporting	6	1	1	0	4	2	0	1	1	2
Percent to total	9%	5%	8%	0%	17%	12%	0%	14%	9%	10%
SUPPLEMENTAL RETIREMENT BENEFITS										
Employers Reporting	3	1	0	0	2	1	0	0	1	1
Percent to total	4%	5%	0%	0%	8%	6%	0%	0%	9%	5%
OTHER										
Employers Reporting	1	0	1	0	0	0	1	0	0	0
Percent to total	1%	0%	8%	0%	0%	0%	7%	0%	0%	0%

-  **Exempt and Non-exempt Staff --** The most prevalent perquisites and fringe benefits provided to exempt and non-exempt staff also include free drinks, reserved/paid parking and supplemental life insurance.

4. Policies and Practices

Employment Practices

Participants were asked to provide data regarding general employment policies and practices.

- ✚ Approximately one-half (49%) of participating organizations employ foreign nationals.
 - Of these organizations, 78% provide sponsorships and approximately three-quarters (77%) provide financial assistance for visas or green cards. The median maximum financial assistance amount is \$5,000.
- ✚ 64% of organizations do not have a formal relocation policy; however, more than one-half of all large organizations (61%) do have a formal policy.

Employment Practices

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
EMPLOY FOREIGN NATIONALS										
Percent of employers - Yes	49%	20%	38%	58%	74%	47%	50%	50%	36%	55%
Percent of employers - No	51%	80%	62%	42%	26%	53%	50%	50%	64%	45%
EMPLOYER PROVIDES FOREIGN NATIONAL SPONSORSHIPS										
Percent of employers - Yes	78%	67%	67%	71%	88%	88%	86%	100%	33%	73%
Percent of employers - No	22%	33%	33%	29%	13%	13%	14%	0%	67%	27%
EMPLOYER PROVIDES FINANCIAL ASSISTANCE FOR VISAS OR GREEN CARDS										
Percent of employers - Yes	77%	75%	67%	83%	80%	88%	86%	33%	33%	90%
Percent of employers - No	23%	25%	33%	17%	20%	13%	14%	67%	67%	10%
Average Maximum Paid	\$6,111	\$4,000	\$8,333	\$5,000	\$5,333	\$4,500	\$7,250	--	--	\$5,500
Median Maximum Paid	\$5,000	\$4,000	\$10,000	\$5,000	\$5,000	\$4,500	\$7,500	--	--	\$5,500
EMPLOYER HAS FORMAL RELOCATION POLICY										
Percent of employers - Yes	36%	11%	25%	36%	61%	44%	29%	20%	27%	44%
Percent of employers - No	64%	89%	75%	64%	39%	56%	71%	80%	73%	56%

4. Policies and Practices

Severance Practices and Programs

Participants were asked to provide data applicable to their organization's severance policies.

- ✚ Slightly less than one-half of participants (42%) have a formal severance policy that provides salary continuation or lump sum payments to displaced or terminated employees.
- ✚ The most prevalent benefits included in the standard severance package include salary continuation (79%), company paid benefits continuation (72%) and career counseling/job training (59%).
- ✚ The far majority of organizations (78%) do not provide severance for voluntary terminations due to company restructuring.
- ✚ The typical median amount of severance provided for exempt and non-exempt staff having five or less years of service is two to four weeks of salary; staff having five to ten years of service receive five to nine weeks of salary; and, staff having 10 or more years of service receive ten weeks of salary.
- ✚ For the largest organizations, the maximum amount of severance is 38 weeks of base salary.

Severance Benefits	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
COMPANY HAS A FORMAL SEVERANCE POLICY OR PROGRAM										
Percent of employers - Yes	42%	20%	38%	33%	67%	47%	36%	14%	27%	60%
Percent of employers - No	58%	80%	62%	67%	33%	53%	64%	86%	73%	40%
BENEFITS INCLUDED IN THE STANDARD SEVERANCE PACKAGE										
Lump Sum Cash Payment										
Employers Reporting	11	2	0	1	8	4	1	0	1	5
Percent to total	38%	50%	0%	25%	50%	50%	20%	0%	33%	42%
Salary Continuation										
Employers Reporting	23	4	5	4	10	6	4	1	3	9
Percent to total	79%	100%	100%	100%	63%	75%	80%	100%	100%	75%
Company Paid Benefits Continuation										
Employers Reporting	21	2	5	3	11	4	4	1	3	9
Percent to total	72%	50%	100%	75%	69%	50%	80%	100%	100%	75%
Career Counseling/Job Training										
Employers Reporting	17	1	3	3	10	4	2	1	3	7
Percent to total	59%	25%	60%	75%	63%	50%	40%	100%	100%	58%
Employee Assistance Program										
Employers Reporting	10	0	2	0	8	1	0	1	1	7
Percent to total	34%	0%	40%	0%	267%	13%	0%	100%	33%	58%

Additional note, employers may have multiple answers, percentages may not add up to 100%.

4. Policies and Practices

Severance Benefits

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Manufacturing	Software, Computer and Technology	Life Sciences	Not For Profit	All Other Employers
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
COMPANY PROVIDES SEVERANCE ON VOLUNTARY TERMINATIONS DUE TO RESTRUCTURING										
Employer Provides	22%	20%	15%	8%	33%	35%	7%	14%	9%	30%
Employer Does Not Provide	78%	80%	85%	92%	67%	65%	93%	86%	91%	70%
TYPICAL NUMBER OF WEEKS OF PAID SEVERANCE PROVIDED BASED ON YEARS OF SERVICE										
<i>Exempt Staff</i>										
Less than 1 Year										
Employers Reporting	20	4	3	3	10	7	2	2	2	7
Average Number of Weeks	3	2	2	3	3	3	2	2	2	3
Median Number of Weeks	2	2	2	3	2	2	--	--	--	2
1 - Less than 2 Years										
Employers Reporting	30	7	5	5	13	10	3	2	4	11
Average Number of Weeks	3	2	2	4	4	3	3	2	2	3
Median Number of Weeks	2	2	2	4	2	2	2	--	2	2
2 - Less than 3 Years										
Employers Reporting	32	7	5	5	15	11	4	2	4	11
Average Number of Weeks	3	2	3	4	4	3	3	3	2	4
Median Number of Weeks	3	2	4	4	3	3	3	--	2	3
3 - Less than 4 Years										
Employers Reporting	32	7	5	5	15	11	4	2	4	11
Average Number of Weeks	4	3	4	5	5	4	4	4	3	5
Median Number of Weeks	4	3	4	4	4	4	4	--	3	4
4 - Less than 5 Years										
Employers Reporting	33	7	5	5	16	11	4	2	4	12
Average Number of Weeks	5	3	5	6	6	5	5	5	4	7
Median Number of Weeks	5	4	5	5	5	4	5	--	4	7
5 - Less than 6 Years										
Employers Reporting	33	7	5	5	16	11	4	2	4	12
Average Number of Weeks	6	4	6	7	7	5	5	6	4	8
Median Number of Weeks	6	4	6	6	6	5	6	--	5	7
6 - Less than 10 Years										
Employers Reporting	33	7	5	5	16	11	4	2	4	12
Average Number of Weeks	9	5	8	10	11	8	8	10	6	11
Median Number of Weeks	9	4	9	9	10	7	8	--	7	10
Greater than 10 Years										
Employers Reporting	33	7	5	5	16	11	4	2	4	12
Average Number of Weeks	11	6	9	13	14	8	9	10	8	16
Median Number of Weeks	10	4	10	10	10	7	10	--	10	11

4. Policies and Practices

Severance Benefits

	Total	FULLTIME EMPLOYEES				TYPE OF EMPLOYER				
		Less than 50	50 to 150	151 to 500	More than 500	Software Computer and Technology	Life Sciences	Not For Profit	All Other Employers	
Total Employers Reported	69	20	13	12	24	17	14	7	11	20
TYPICAL NUMBER OF WEEKS OF PAID SEVERANCE PROVIDED BASED ON YEARS OF SERVICE										
<i>Nonexempt Staff</i>										
Less than 1 Year										
Employers Reporting	17	4	1	3	9	7	1	1	2	6
Average Number of Weeks	3	2	--	3	3	2	--	--	2	4
Median Number of Weeks	2	2	--	2	2	2	--	--	--	2
1 - Less than 2 Years										
Employers Reporting	27	7	4	5	11	10	3	1	4	9
Average Number of Weeks	3	2	2	3	4	3	3	--	2	3
Median Number of Weeks	2	2	2	2	2	2	2	--	2	2
2 - Less than 3 Years										
Employers Reporting	29	7	4	5	13	11	4	1	4	9
Average Number of Weeks	3	2	3	3	4	3	3	--	2	4
Median Number of Weeks	2	2	3	3	2	3	3	--	2	2
3 - Less than 4 Years										
Employers Reporting	29	7	4	5	13	11	4	1	4	9
Average Number of Weeks	4	3	4	4	5	4	4	--	3	5
Median Number of Weeks	3	3	4	4	3	4	4	--	3	3
4 - Less than 5 Years										
Employers Reporting	29	7	4	5	13	11	4	1	4	9
Average Number of Weeks	5	3	4	5	6	5	5	--	4	6
Median Number of Weeks	4	4	4	5	4	4	5	--	4	4
5 - Less than 6 Years										
Employers Reporting	29	7	4	5	13	11	4	1	4	9
Average Number of Weeks	6	4	5	6	7	5	5	--	4	7
Median Number of Weeks	5	4	5	6	5	5	6	--	5	5
6 - Less than 10 Years										
Employers Reporting	29	7	4	5	13	11	4	1	4	9
Average Number of Weeks	8	5	7	8	10	7	8	--	6	9
Median Number of Weeks	7	4	7	9	10	7	8	--	7	6
Greater than 10 Years										
Employers Reporting	29	7	4	5	13	11	4	1	4	9
Average Number of Weeks	10	5	7	8	13	8	9	--	8	13
Median Number of Weeks	10	4	7	10	10	7	10	--	10	10
MINIMUM AND MAXIMUM AMOUNT OF SEVERANCE PROVIDED										
<i>Exempt Staff</i>										
Minimum Number of Weeks										
Employers Reporting	34	7	5	6	16	10	4	3	4	13
Average Number of Weeks	3	1	2	3	4	3	2	2	1	4
Median Number of Weeks	2	1	2	3	2	2	2	2	1	2
Maximum Number of Weeks										
Employers Reporting	34	8	5	7	14	11	4	3	4	12
Average Number of Weeks	20	5	9	12	36	15	18	25	9	27
Median Number of Weeks	11	3	10	10	38	7	10	12	12	25
<i>Nonexempt Staff</i>										
Minimum Number of Weeks										
Employers Reporting	29	6	3	6	14	10	3	2	3	11
Average Number of Weeks	3	1	2	3	4	2	2	2	1	4
Median Number of Weeks	2	1	1	2	3	2	2	--	1	2
Maximum Number of Weeks										
Employers Reporting	33	8	4	7	14	11	4	2	4	12
Average Number of Weeks	19	5	7	7	35	15	18	28	9	24
Median Number of Weeks	12	4	7	7	38	7	10	--	12	13

5. Methodology

The following definitions describe information and data included within this report.

Definitions and Terms

Statistics

Percentiles show the dispersion of the market data above and below a measure of central tendency. They provide information about the data without listing all of the actual data points. To compute a percentile, the data are ranked from lowest to highest. The resulting percentile value is the actual or interpolated data point that a percent of the observations are less than. Common percentiles used in compensation surveys include:

- ✚ 25th Percentile (also known as the first quartile): The value below which lies 25% of the sample.
- ✚ 50th Percentile (also known as the median): The value below which lies 50% of the sample. The median is also the exact middle point of the data when the values are ranked from lowest to highest. It is less affected by extremely high or low values than the average.
- ✚ 75th Percentile (also known as the third quartile): The value below which lies 75% of the sample.
- ✚ Average: The value that represents the sum of all data reported divided by the number of data points.

Data Analysis Methodology

This survey is designed to provide meaningful statistical analysis without compromising data supplied in confidence by participants. Accordingly, the analyses included within this report have been prepared according to 3C's standards for data presentation which include the following:

- ✚ A minimum of two organizations must be included for any type of data to be displayed.
- ✚ A minimum of three incumbents across at least two organizations must be included to display the 50th percentile and average practices for all compensation-related data.
- ✚ A minimum of five incumbents across at least two organizations must be included to display all percentiles (25th, 50th, 75th) for compensation-related data.

5. Methodology

The analysis of compensation and related information collected is displayed for each of the survey positions where sufficient data was collected. Two hyphens are displayed when there are insufficient data.

Job Descriptions

MANAGEMENT AND ADMINISTRATION

101. RECEPTIONIST

Greets and screens visitors. Provides general information. Refers visitors to appropriate persons. Receives telephone calls; assists with placement of outgoing calls; sorts and distributes mail. May perform other administrative and clerical duties.

106. ADMINISTRATIVE ASSISTANT

Composes letters and memos from notes and verbal instructions. Maintains schedules. Plans meetings. Records and prepares minutes of meetings and conferences. Proficient with MS Office. Normally requires 2 or more years related experience.

108. EXECUTIVE ASSISTANT/SR ADMINISTRATIVE ASSISTANT

Performs administrative duties for a senior executive, including the chief executive. Responsibilities require discretion, judgment, tact, and poise. Incumbent has considerable latitude and flexibility in carrying out assigned tasks. May supervise lower level administrative staff. Typically is classified as exempt.

112. GENERAL CLERK – INTERMEDIATE

Performs a variety of clerical and administrative tasks. Typically requires typing skills sufficient to complete computer-based records and prepare reports, letters, and other materials in which terms are clear and formats follow a standard pattern. Routinely uses a PC to carry out assigned activities. Works under general direction. Requires high school graduation or the equivalent and 2 or more years related experience.

117. BILLING CLERK

Compiles data and prepares invoices including amounts due, items sold and/or services delivered and terms of credit. Posts payments and adjustments consistent with contracts and company policies. Balances payments posted daily with system

5. Methodology

reports. Updates departmental logs on payment trends. Responds to customer billing questions. Typically requires 2 years previous experience.

126. HUMAN RESOURCES MANAGER

Manages and administers policies and programs covering several functional areas such as employment, personnel administration, wage and salary administration, training, safety, employee benefits, and labor relations. May supervise department staff.

Typically requires a degree and 5 years HR experience. This position is not considered senior management.

129. HUMAN RESOURCES GENERALIST

Performs a variety of HR activities such as employment, compensation, EEO, training, and employee relations. In smaller organizations, incumbent may be the only human resource professional. Typically requires a degree and 3–5 years experience.

130. EMPLOYEE TRAINING SPECIALIST

Organizes, administers and facilitates educational and training programs for the organization's employees. May develop in-house programs. Maintains records of all training activities including employee progress and effectiveness. May provide on-the-job training and orientation of new employees. Typically requires a Bachelor's degree and 3 years of previous experience. This position is responsible for providing training not related to information systems. Incumbents responsible for providing information systems-related training should be reported under job 629.

135. TECHNICAL RECRUITER

Responsible for the hiring of employees for technical positions within the organization. Interviews candidates against current open job requisitions. Determines the best avenue for methods of recruiting such as advertising, employment agencies, employee referrals, etc. Administers pre-employment tests, checks references and conducts exit interviews. Typically requires a Bachelor's degree and 2 years of prior experience.

5. Methodology

140. OFFICE MANAGER

Manages administrative activities such as office services, telephone services, central files and facilities. Schedules and coordinates projects and special assignments. May purchase office supplies and equipment. May supervise clerical and administrative staff. Requires 5 years experience.

152. CONTRACT ADMINISTRATOR

Negotiates and administers contracts from proposal to close-out. Reviews, coordinates, and controls all organization activities on assigned contracts including proposal development, customer negotiations, and overall contract administration. Serves as liaison with customers and clients. Communicates appropriate contract information to internal department heads. Monitors critical administrative tasks associated with major contracts.

ACCOUNTING, FINANCE & PURCHASING

201. ACCOUNTING CLERK – ALL LEVELS

The data for this position is a combination of the data reported by participants for 202 Accounting Clerk – Intermediate and 203 Accounting Clerk – Senior.

202. ACCOUNTING CLERK – INTERMEDIATE

Performs clerical duties in support of accounting functions. Requires thorough knowledge of assigned responsibilities and proficiency with spreadsheet applications. Works relatively independent but may require supervision for non-routine procedures. Normally requires 2 years experience.

203. ACCOUNTING CLERK – SENIOR

Performs complex clerical accounting duties. Assists with trial balances, analyzes financial documents, investigates questionable data, and prepares reports. Requires independent judgment when procedures are not well defined. May typically require 4–5 years accounting clerical experience.

204. PAYROLL CLERK

Maintains payroll records and processes the payroll. Processes time records and adjusts records for changes in wage rates, benefits, or deductions. Checks listings

5. Methodology

against source documents and traces and corrects errors in listings. Assists in the preparation of summary payroll reports. May compute wages for non-computerized systems.

231. ACCOUNTANT – ALL LEVELS

The data for this position is a combination of the data reported by participants for 232 Accountant and 233 Senior Accountant.

232. ACCOUNTANT

Performs accounting functions such as maintaining general and subsidiary ledgers and preparing operating and financial statements. Examines financial statements for completeness, internal accuracy, and conformity with standard practice. Prepares trial balances, statements, exhibits, and reports. Normally requires a four year degree in accounting and 1–3 years experience.

233. SENIOR ACCOUNTANT

Analyzes accounting systems to determine need for new accounts, revisions in accounts structure, and new types of ledgers, revisions in reporting systems, and new classifications and definitions. Determines accounting treatment of financial transactions. Recommends solutions to complex accounting problems. May provide work direction to lower-level accountants. Normally requires a four year degree in accounting and 4 or more years' experience.

245. ACCOUNTING MANAGER

Manages a major accounting function directly or through subordinate supervisors. Typical responsibilities include maintaining general and subsidiary ledgers, preparing operating and financial statements, reconciling bank statements, fixed asset control and depreciation, and tax report preparation. Requires a degree in accounting and 6 or more years experience.

246. FINANCIAL ANALYST

Gathers financial-related information, assembles spreadsheets, write reports and present results to senior management. Uses spreadsheets and statistical software packages to analyze financial data, spot trends and develop forecasts. May be

5. Methodology

responsible for budget analysis and providing analyses to measure the financial risks associated with making a particular investment decision. Requires a degree in finance and accounting and 3 years of prior experience.

252. BUYER/PLANNER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 253 Buyer/Planner and 254 Senior Buyer/Planner.

253. BUYER/PLANNER

Determines material needs, timing, and sourcing. Forecasts future demand for materials and products and plans purchases. Prepares and places orders for standard and nonstandard materials, products, and services based on demand forecast. Evaluates material shortages and determines appropriate inventory levels. Negotiates contracts within specified limits. Negotiates returns of defective materials. Identifies sources and vendors. Controls, monitors, and analyzes vendor quality. Typically requires a degree and 2–4 years experience.

254. SENIOR BUYER/PLANNER

Determines material needs, timing and sourcing. Prepares and places orders for nonstandard, complex and specialty materials, products, and services. Also provides guidance and mentoring to lower level staff. Forecasts future demand for same materials and products and plans purchases. Negotiates returns of defective materials. Identifies sources and vendors. Negotiates contracts within specified limits. Controls, monitors, and analyzes vendor quality. Evaluates material shortages and determines appropriate inventory levels. Typically requires a degree and 5 or more years experience.

255. PURCHASING MANAGER

Manages forecasting and purchasing functions and staff. Coordinates forecasts, procurement, and inventory requirements. Sets planning priorities. Determines and establishes procurement procedures. Maintains relationships with vendors and monitors performance. Meets with vendors to control backorders, improve or maintain on-time delivery, prevent or solve problems, and share forecasts. Reviews alternative suppliers. May manage inventories and records. Typically requires a degree and 5 or more years experience.

5. Methodology

ENGINEERING & FIELD SERVICES

310. FIELD SERVICE TECHNICIAN – ALL LEVELS

The data for this position is a combination of the data reported by participants for 311 Field Service Technician and 312 Senior Field Service Technician.

311. FIELD SERVICE TECHNICIAN

Performs equipment and product service support at the customer's site. Using detailed organization guidelines performs preventive maintenance, routine repair, and calibration of the organization's products. Assists with client's on-site installations and emergency repairs. Refers more complex problems to higher level personnel such as a supervisor. Requires formal technical education beyond high school and 1–2 years experience.

312. SENIOR FIELD SERVICE TECHNICIAN

Performs equipment and product service support at the customer's sites. Using established organization guidelines performs installation, preventive maintenance, routine repair, and calibration of organization's products and equipment. Serves as customer contact on technical and service related problems. May assist lower level technicians. Refers more complex problems to higher level personnel. Requires formal technical training beyond high school and 3 or more years field service technician experience.

321. DRAFTER/DESIGNER (CAD) – ALL LEVELS

The data for this position is a combination of the data reported by participants for 322 Drafter/Designer (CAD) and 323 Drafter/Designer (CAD) – Senior.

322. DRAFTER/DESIGNER (CAD)

Prepares working plans and drafts detailed drawings manually and using computer aided design systems (CAD). Makes engineering computations and writes specifications. Prepares and creates geometric displays for complex detail assemblies working from layouts, sketches, drawings, and verbal instructions. Verifies completed work, checking dimensions, materials to be used, and quantities. May provide

5. Methodology

technical direction to lower level drafters. Requires technical training and 1–5 years experience. Not a trainee.

323. DRAFTER/DESIGNER (CAD) SENIOR

Works at the highest technical level. Assignments include engineering design, require proficiency with CAD systems, and considerable interface with engineers. Provides technical direction to lower level drafters. This is the senior non-supervisory position and normally requires 5 or more years experience.

330. ELECTRONICS TECHNICIAN – ALL LEVELS

The data for this position is a combination of the data reported by participants for 331 Electronics Technician I, 332 Electronics Technician II and 333 Electronics Technician III.

331. ELECTRONICS TECHNICIAN I

Inspects, modifies, tests, and repairs electronic circuits and components. Calibrates equipment and records data. Assists in development and fabrication of prototypes, subassemblies, components, parts, equipment, and systems. Requires 2 years formal technical training or associate degree. Entry level.

332. ELECTRONICS TECHNICIAN II

Lays out and builds developmental and production electronic equipment and systems. Analyzes and troubleshoots; conducts tests to establish operating data. Prepares schematics, mechanical drawings, and parts lists. Discusses layouts, procedures, and problems with engineers. Requires 2–5 years experience.

333. ELECTRONICS TECHNICIAN III

Carries out complex and unique assignments applying principles and theories of electronics, electrical circuitry, engineering mathematics, electronic and electrical testing, and physics. Develops new test procedures and defines standards. May oversee work of lower level technicians. Typically requires 5–7 years experience.

5. Methodology

When matching jobs in this group, compare Software Developer jobs, beginning with job #602, and Analyst/Programmer jobs, beginning with job #652.

340. SYSTEMS/ELECTRONICS ENGINEER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 341 Systems/Electronics Engineer I, 343 Systems/Electronics Engineer II and 345 Systems/Electronics Engineer III.

341. SYSTEMS/ELECTRONICS ENGINEER I

Assists more senior engineers with development and design work that may include logic design, circuit design, I/O design, instrumentation design, firmware development, model formulation, manufacturing and development cost projections, computer architecture analysis and design, network structure design, and analog or binary systems engineering. Projects may include fabrication, modification, and evaluation of components or circuitry for use in electronic equipment. Requires a degree in engineering or computer science and 2 years or less experience. Entry level.

343. SYSTEMS/ELECTRONICS ENGINEER II

Performs non- standard engineering development and design work that requires considerable engineering skill, creative ability, and independent judgment. May provide technical supervision to lower level engineers and technical staff. Requires a degree in engineering or computer science and 3-5 years related experience.

345. SYSTEMS/ELECTRONICS ENGINEER III

Performs engineering work in the research, development, and design of products and systems. Interacts at the highest levels with client engineers and customers. Work requires the highest degree of creative ability, engineering and programming skills, and independent judgment. Incumbent may coordinate and technically lead projects and subordinate engineers. Requires an advanced engineering, math, physics, computer science, or related degree and 6 or more years related experience. This is normally the senior nonsupervisory engineering level.

5. Methodology

350. MECHANICAL ENGINEER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 351 Mechanical Engineer I, 353 Mechanical Engineer II and 355 Mechanical Engineer III.

351. MECHANICAL ENGINEER I

Performs standard design, layout, testing, and evaluation of mechanical and electromechanical devices and systems. Performs product development activities including layout and interpretation of specifications and documentation requirements. Entry level. Requires a degree in mechanical engineering and 2 years or less experience.

353. MECHANICAL ENGINEER II

Performs nonstandard design, layout, testing, and evaluation of mechanical and electromechanical devices and systems. Assignments are complex and require initiative and judgment. Requires an engineering degree and 3–5 years experience.

355. MECHANICAL ENGINEER III

Performs design, layout, testing, and evaluation of highly complex mechanical and electromechanical devices or systems. Performs extensive product development activities, including layout, interpretation, and implementation of customer specifications. Participates in product and production planning. Provides technical direction to lower level engineers. Typically requires advanced engineering degree and 6 or more years experience.

381. ELECTRICAL ENGINEER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 382 Electrical Engineer I, 383 Electrical Engineer II and 384 Electrical Engineer III.

382. ELECTRICAL ENGINEER I

Performs standard design, layout, testing, and evaluation of electrical apparatus, components, equipment and machinery. Performs product development activities including layout and interpretation of specifications and documentation requirements related to systems, machinery and equipment used for generation, transmission and

5. Methodology

distribution of energy. Entry level. Requires a degree in electrical engineering and 2 years or less experience.

383. ELECTRICAL ENGINEER II

Performs nonstandard design, layout, testing, and evaluation of electrical apparatus, components, equipment and machinery. Performs nonstandard product development activities including layout and interpretation of specifications and documentation requirements related to systems, machinery and equipment used for generation, transmission and distribution of energy. Assignments are complex and require initiative and judgment. Requires an engineering degree and 3–5 years experience.

384. ELECTRICAL ENGINEER III

Performs design, layout, testing, and evaluation of highly complex electrical apparatus, components, equipment and machinery. Performs extensive product development activities, including layout, interpretation, and implementation of customer specifications related to systems, machinery and equipment used for generation, transition and distribution of energy. Participates in product and production planning. Provides technical direction to lower level engineers. Typically requires advanced engineering degree and 6 or more years experience.

388. INDUSTRIAL ENGINEER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 385 Industrial Engineer I, 386 Industrial Engineer II and 387 Industrial Engineer III.

385. INDUSTRIAL ENGINEER I

Studies and evaluates work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes planning activities for equipment layouts in production facilities and offices. May estimate costs for assigned projects. Entry level. Requires a degree in industrial engineering and 2 years or less experience.

386. INDUSTRIAL ENGINEER II

Conducts moderately complex studies and evaluations of work flow and operating processes and makes recommendations to increase production, efficiency, quality and

5. Methodology

volume. Completes moderately complex planning for equipment layouts in production facilities and offices. Estimates costs for assigned projects and evaluates cost factors. May provide direction and training to lower level professional employees. Assignments are moderately complex and require initiative and judgment. Requires an industrial engineering degree and 3–5 years experience.

387. INDUSTRIAL ENGINEER III

Conducts complex studies and evaluations of work flow and operating processes and makes recommendations to increase production, efficiency, quality and volume. Completes complex planning for equipment layouts in production facilities and offices. Estimates costs for proposed projects and evaluates cost factors. Provides direction and training to lower level professional employees. Assigns work to drafters and technicians. Assignments are complex and require initiative and judgment. Requires an industrial engineering degree and 6 or more years experience.

380. ENGINEERING MANAGER

Manages the formulation of engineering strategies, policies and plans. Ensures engineering standards of quality, cost, safety, timeliness and performance. Contributes to research and development projects. Interprets plans, drawings and specifications to provide advice on engineering methods and procedures. Provides technical oversight and assistance to other departments as required. Manages personnel activities of the department, such as recruitment, hiring, performance evaluations, and salary adjustments. May oversee field testing of products and systems performed by field staff. Typically requires a Master's degree and 6–10 years of experience.

DOCUMENTATION & PUBLICATION

401. ENGINEERING DOCUMENTATION COORDINATOR

Records engineering and product changes. Keeps logs and records of change notices. Maintains files of engineering drawings. Makes drawing and document copies. Requires high school education, additional vocational or on-the-job training, and 1 year experience.

431. TECHNICAL WRITER

Prepares standard operations and maintenance manuals and technical publications. Gathers technical information, writes and coordinates layout and organization.

5. Methodology

Researches engineering information such as drawings, design reports, equipment, and test specifications, and by interviewing engineers and technicians. Requires a degree and 1–2 years experience. Not a trainee.

441. GRAPHIC ILLUSTRATOR/DESIGNER

Produces finished artwork, ready for reproduction, by scanning drawings and redrawing using computer-based drawing and illustration programs. Creates drawings, designs, and illustrations by using icons in database or by drawing routine icons, for use in catalogs, manuals, sales flyers, or other printed materials. Performs drawing requirements of 1 and 2 point perspective. Creates illustration best suited for nature of assignment and produces desired visual effect to conform to printing method specified. Requires Associate's degree in commercial art and 1–2 years experience in commercial art and/or technical illustration.

LABORATORY SCIENCE & CHEMISTRY

570. LABORATORY ASSISTANT

Sets up laboratory and field equipment to assist research workers. Cleans, sterilizes and maintains laboratory equipment and work areas. Prepares samples for testing and analysis. Operates common laboratory equipment such as microscopes, spectrophotometers and auto analyzers. Weighs, analyzes and measures ingredients used in testing. Records and compiles test results. Prepares charts, graphs, spreadsheets and reports using a variety of software.

572. LABORATORY TECHNICIAN

Performs testing required to characterize product performance. Performs required documentation and ensures that all documentation fulfills Good Manufacturing Practice (GMP) requirements. Identifies and recommends improvements that may increase efficiency of workload or process and improve quality of products. Calibrates and maintains equipment and prepares reagents. Maintains an understanding of technological principles and clinical applications of the organization's products. Maintains skills necessary to interpret data. Requires a degree in a laboratory science or equivalent technical training and 3 years or less experience.

5. Methodology

577. RESEARCH ASSOCIATE

Conducts laboratory or clinical experiments according to prescribed protocols. Assists in development of procedures and design of experiments. Verifies experimental results, evaluates complex data, and reports results internally. Evaluation of data may include statistical analyses. May be involved in product research and development and/or clinical trials. Typically requires a degree in chemistry, biology, biochemistry, or a related laboratory science and 1 or more years experience.

580. RESEARCH SCIENTIST – ALL LEVELS

The data for this position is a combination of the data reported by participants for 581 Research Scientist and 589 Senior Research Scientist.

581. RESEARCH SCIENTIST

Leads research and completes projects in one or more research areas. Suggests research projects to management. Schedules projects and allots personnel, time, and equipment. Prepares internal research reports. May prepare manuscripts for publication and present findings at scientific meetings. Coaches and counsels lower level research staff. Generally requires a Masters degree, expertise in the areas researched, and 3 or more years experience.

589. SENIOR RESEARCH SCIENTIST

Directs independent research activities, including laboratory and field research, project development, technical support, and management and evaluation of subordinates. Coordinates design, development, and modification of research products and related activities. May develop research criteria and provide expert advice on new products, concepts, and projects. May have budget and financial responsibility for all related activities. Typically requires a Ph.D. and 5 or more years of scientific research experience in a recognized field or area of inquiry.

590. RESEARCH AND DEVELOPMENT MANAGER (Non-MD)

Directs the research operations including coordination, monitoring, interviewing, and patient services. Develops and implements research strategies, policies, and procedures. Also manages financial and staff resources. Requires a PhD and a

5. Methodology

minimum of 10 years of clinical research experience with at least 5 years of supervisory or management experience.

592. CLINICAL RESEARCH ASSOCIATE

Prepares clinical study reports, protocols, regulatory documents and amendments. Monitors and tracks patient enrollment and study progress. Also collects, organizes, and analyzes project data and the accuracy and efficiency of data entry procedures and project deadlines. Assists with the distribution, collection, and tracking of medical reports and regulatory documents. Requires a degree and 2 years of clinical/scientific research, nursing or medical devices/pharmaceutical clinical trials.

583. DOCUMENT CONTROL SPECIALIST

Supports the document management needs of the company including all revision controlled documents, regulatory files, marketing literature, manuals, etc. Assures that all controlled documents are maintained and changed through established processes and with proper approvals. Manages the repository of all controlled documents. Typically requires an Associate's Degree and 5 years related experience.

591. CLINICAL LAB MANAGER

Directly or indirectly manages the financial and technical operations of a clinical laboratory department. Develops, implements and monitors policies and procedures for the clinical laboratory. Ensures the provision of the accurate and timely determination of test results. Maintains compliance with all governmental accreditation and regulatory agency requirements. Directs quality assurance, education and training programs for laboratory staff. Typically requires a Bachelor's Degree and 7 years experience in medical technology or related field.

594. MEDICAL RECORDS SPECIALIST

Responsibilities include the daily collection and confirmation of paperwork and filing in appropriate patient charts and the verification that all information is complete and accurate. Verifies the data integrity in the laboratory information system against paperwork received. Works in conjunction with client services and billing departments to improve interdepartmental processes and communications. Other responsibilities include the verification and transmission of patient reports and the management and

5. Methodology

tracking of patient chart requests from the medical records departments. Typically requires an Associate's Degree or Technical School Degree in healthcare.

595. MEDICAL RECORDS COORDINATOR

Verifies information in the specimen medical record and electronic database and performs ICD-9 coding. Also conducts the quality control assessment of test results and confirms information relating to correlation of test results and final report. Prepares, proofs and releases test results to physicians. Identifies and implements process improvements to streamline workflow and improve quality control measures. Requires a familiarity with medical transcription, medical records, tumor registry, production of patient reports for physicians, ICD-9 coding and one year of related experience and/or training.

596. QUALITY ASSURANCE/QUALITY CONTROL INSPECTOR

Assures the integrity of the company's products through verification and validation testing and inspection and control of material. Assists engineers in the verification of new product development designs to assure compliance with product requirements, safety standards, and risk management countermeasures. Also responsible for the inspection function in quality assurance, including incoming inspection, in process inspection, manages delivery holds; controls inventory locations for pre-released products and quarantined product, releasing products for distribution, addressing non-conforming materials from the inspection functions, and controlling quality records. Associates Degree with 3 years experience.

597. CLINICAL LAB QUALITY ASSURANCE/QUALITY CONTROL SUPERVISOR

Ensures that the clinical laboratory consistently provides accurate and timely information to the physician. Oversees a small staff. Validates and releases testing of new or existing materials used by the clinical lab; sets up incoming inspections and specifications of materials; updates and maintains Standard Operating Procedures related to the performance of the laboratory and regulatory requirements. Provides technical expertise and leadership in quality systems design and implementation, auditing, proficiency testing and corrective action management. Manages internal and external audits to ensure compliance with regulatory requirements. Requires a degree with a major in a natural science, at least 2 years working in a CLIA or FDA regulated environment and prior supervisory experience.

5. Methodology

598. BIOSTATISTICIAN/STATISTICIAN

Performs statistical design, modeling, and analyses on research data, typically to support product development. Interacts and consults with physicians, scientists and engineers to ensure proper use of statistical methodology and interpretation of results. May respond to questions from regulatory authorities on statistical issues. Typically has an advanced degree with a focus in statistics, bioinformatics and/or machine learning techniques along with 4–5 years of related experience.

599. REGULATORY AFFAIRS SPECIALIST

Conducts research and reviews laws and regulations that affect the organization's operations and scientific and medical documentation and compares them to current policies and practices. Assists operating areas in developing and revising affected policies, procedures and forms to ensure compliance with applicable requirements. Provides related management and staff training and education to ensure compliance. Requires a degree and 3 years of related experience.

582. REGULATORY AFFAIRS MANAGER

Provides the frame work for the planning and preparation of all regulatory submissions (510(k), IDE, Device License etc.) for product approvals to the FDA and Health Canada, including requisite post-market approval reports. Assists in the development of strategies for marketing, commercial operations and Engineering to ensure the most efficient and effective paths to market. Manages the preparation and maintenance of technical files and documentation in support of the Medical Device Directive. Provides regulatory training, perspective and information to the company. Acts as the liaison between the business and regulatory agencies. Bachelor's Degree in engineering with 10 years experience.

INFORMATION SYSTEMS

651. ANALYST/PROGRAMMER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 652 Analyst/Programmer I, 653 Analyst/Programmer II and 654 Analyst/Programmer III.

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652. ANALYST/PROGRAMMER I

Plans, develops, tests, and documents mainframe–resident and client/ server computer applications programs, generally working from source data provided by senior analyst/programmers. May review system capabilities and scheduling limitations to determine if requested application or modification is possible within existing system. Applies standard programming procedures, including graphical user interface (GUI) development, and a detailed knowledge of the application being programmed. Prepares program documentation and materials for users. Normally requires a relevant degree, proficiency in a language such as C, C++, Visual Basic, or JAVA, and 2–4 years programming experience.

653. ANALYST/PROGRAMMER II

Designs, prototypes, develop, and maintain complex business, accounting, and management information systems in both centralized and networked environments. Typically works on more complex assignments that require non–standard programming techniques and/or extensive knowledge of advanced development languages. Evaluates user requests for new or modified programs to determine feasibility, cost, and time requirements, and compatibility with existing systems and capabilities. Determines programming specifications. Provides assistance to lower level analyst/ programmers. Typically requires a degree in computer science, management information systems, or business, proficiency in two or more programming languages, and 5–7 years related experience.

654. ANALYST/PROGRAMMER III

Works with users to establish and validate requests for new programs; outlines steps required for program development, including diagrams and charts; determines feasibility, cost, and time requirements; and compatibility with existing systems and capabilities. Provides advanced technical guidance to and may oversee work of lower level analyst/programmers. Writes program documentation and user operations guidelines. Requires comprehensive knowledge of programming techniques and multiple programming languages of networked and centralized operating systems, and the capabilities of enterprise database products and development suites. Typically requires a related degree and 8+ years related experience.

5. Methodology

601. SOFTWARE DEVELOPER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 602 Software Developer I, 603 Software Developer II and 605 Software Developer III.

602. SOFTWARE DEVELOPER I

Assists in the design and coding of software products. Conducts system tests. Identifies and debugs relatively simple problems and recommends fixes. Codes enhancements and supports features. Participates in writing product and user documentation. Requires extensive knowledge of one or more platforms and operating systems, and of programming languages such as Visual Basic, C and C++. Requires a degree in computer science, electrical/electronics engineering, math, physics, or an equivalent discipline, and 2–3 years software development experience.

603. SOFTWARE DEVELOPER II

Designs and codes software components, units, and modules that meet product specification and development schedules. Tests and debugs assigned components and units. Adheres to product build and release schedules and strategies. Acts as a technical resource for lower level developers. Requires comprehensive knowledge of one or more platforms and operating systems, and of languages such as Visual Basic, C and C++. Requires a degree in computer science, electrical engineering, math, or an equivalent field, and 4–6 years software development experience.

605. SOFTWARE DEVELOPER III

Oversees technical design, development, and implementation of large projects and/or major software products and systems. Assists in defining architecture requirements and establishing standards for design and development. Consults with management and customers regarding product feasibility and viability of product plans and designs. Serves as primary technical resource to development team. Provides product demonstrations and participates in trade shows, seminars, industry panels, and user group meetings. Interacts with customers regarding strategies, requirements, problem solving, and support. This is normally the senior non-management developer level. Requires comprehensive knowledge of one or more platforms and operating systems, and of programming languages such as Visual Basic, C and C++. Typically requires 8

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or more years of software product development experience and expert knowledge of specific products, systems, and lines of business.

607. SOFTWARE DEVELOPMENT MANAGER

Manages software design teams of moderate to large size and complexity. Evaluates progress and results of development efforts. Provide senior engineering leadership to hire and direct the software release and quality assurance teams. Responsible for hiring, firing, performance appraisals, and pay reviews of software developers. Ensures corporate software security utilizing software development methods and best practices to protect against possible programming errors and security breaches. Typically requires 10+ years technical experience in software development with 1–3 years of project leadership experience.

608. SOFTWARE QUALITY ASSURANCE ANALYST

Tests employer's software products to increase the quality of product and system delivered to the customer. Develops and implements testing procedures to simulate customer use. Ensures that product meets user requirements and performs to standards. May develop and implement testing procedures on customer premises, using installed systems. Typically requires a degree, detailed and comprehensive knowledge of employer's software products, and 1–3 years experience.

620. BUSINESS ANALYST – ALL LEVELS

The data for this position is a combination of the data reported by participants for 621 Business Analyst and 622 Senior Business Analyst.

621. BUSINESS ANALYST

Analyzes client and customer business needs. Researches and proposes products, systems, and solutions as appropriate. Provides product development and implementation support. Assists teams in implementations at client and customer worksites and may include customer and client training. Significant amount of time is spent on the road. Typically requires a degree in business systems, computer science, or engineering and 2 – 4 years experience.

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622. SENIOR BUSINESS ANALYST

Builds relationships with clients and customers, including technical and financial buyers. Performs functional consultation for customers and clients. Prepares complex recommendations and proposals. Leads technical teams in implementations at client and customer work sites and may design and deliver customer–client orientation and training. Requires a thorough knowledge of employer's products and solutions. Majority of time is spent on the road. Typically requires a degree in business systems, computer science, or engineering and 5 or more years experience.

624. INTERNET APPLICATIONS DEVELOPER

Participates as a team member in developing external large scale network based applications (Internet/Intranet) for clients and customers. Applications are typically interactive, crash resistant and secure, and capable of handling hundreds to millions of simultaneous interactions. Specifies functionality and creates proto types. Implements middleware and supporting packages. Integrates systems. Creates documentation. May assist with site maintenance. Competencies typically include C/C++, Java, Visual Basic, CGI, HTML, Perl, and a working knowledge of client server architectures and relational database systems and applications. Normally requires a computer science or engineering degree and 2+ years web developer experience.

609. PROJECT MANAGER – All Levels

The data for this position is a combination of the data reported by participants for 610 Project Manager and 625 Senior Project Manager

610. PROJECT MANAGER

Manages a small account or portions of larger accounts, including planning, scheduling, budgeting, and staffing. Is responsible for keeping project on schedule and within budget. Manages client relationships for a team of consultants, developers, engineers, analysts, and other professionals assigned to project and client/customer work sites. Is responsible for client satisfaction. Manages project's technical aspects by instructing, directing, and checking the work of other team members. Networks with business partners, vendors, and independent consultants to stay current with industry and technology developments. May represent employer at trade shows and conferences. Typically requires a degree in business, computer science, or engineering—and 5–7 years related experience.

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625. SENIOR PROJECT MANAGER

Manages a major account or multiple smaller accounts, including planning, scheduling, budgeting, and staffing. Is responsible for keeping project on schedule and within budget. Manages client relationships for a team of consultants, developers, engineers, analysts, and other professionals assigned to project and client/customer work sites. Is responsible for client satisfaction. Manages project's technical aspects by instructing, directing, and checking the work of other team members. Networks with business partners, vendors, and independent consultants to stay current with industry and technology developments. May represent employer at trade shows and conferences. Typically requires a degree in business, computer science, or engineering—advanced degree or MBA preferred—and 7+ years related experience.

623. TECHNICAL CONSULTANT (BILLABLE) – ALL LEVELS

The data for this position is a combination of the data reported by participants for 626 Technical Consultant (Billable) and 627 Senior Technical Consultant (Billable).

626. TECHNICAL CONSULTANT (BILLABLE)

Provides for-fee IT project-related or staff augmentation services related to implementation, enhancement, or integration of proprietary software products, new products or customization of existing products. Duties are performed at the customer's site and usually involve single products or single platforms. Requires a Bachelor's degree and 2 or more years of experience in software development, technical support or consulting.

627. SENIOR TECHNICAL CONSULTANT (BILLABLE)

Provides for-fee IT project-related or staff augmentation services related to implementation, enhancement, integration or audits of complex proprietary software products, new products or customization of existing products. Duties are performed at the customer's site and usually involve multiple products or multiple platforms. Requires a Bachelor's degree and 5 or more years of experience in software development, technical support or consulting.

628. INSTRUCTIONAL DESIGNER

Plans, develops and organizes information systems-related training program and materials specific to the customer's product, systems and/or needs. Analyzes the

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learning needs of the customer and makes recommendations for course content. Provides guidance to training personnel. Tracks training program progress by analyzing learner's satisfaction, job performance and proficiency testing. May also facilitate complex training courses. Typically requires a Bachelor's degree and 5 or more years of prior curriculum design and development experience.

629. INFORMATION SYSTEMS TRAINING SPECIALIST

Organizes, prepares and facilitates information systems–related educational and training programs for the customer's users and/or internal information system personnel. May design and develop in-house programs. Maintains records of all training activities and effectiveness evaluations. Typically requires a Bachelor's degree and 3 years of previous experience. Individuals responsible for training that is not related to information systems should be reported under job code 130.

630. DATA WAREHOUSE ARCHITECT

Responsible for overall architecture creation, design, development and implementation of Data Warehouse and Business Intelligence solutions for customers. Develops data warehousing requirements and design specifications, evaluates software and hardware platforms, and integrates systems. Defines, designs and builds dimensional databases. Designs, implements and tunes the ETL processes. Performs detailed data analysis and dimensional data modeling; also identifies and promotes best practices and patterns for data modeling. Provides direction and oversight for all activities related to data cleansing, data quality, and data consolidation using standard data modeling methodologies and processes. Assists in post-implementation continuous improvement efforts in enhancing performance and providing increased functionality. Requires Bachelor's degree in business, computer science, engineering or related discipline and 7 or more years related experience.

631. DATA WAREHOUSE ANALYST

Performs database analysis and design in solving complex problems. Defines architecture, including database structures and metadata, and develops and maintains best practices for data extraction, data loading, and data transformation into and out of a data warehouse or data mart. Develops metadata definitions from business rules and has an intimate familiarity with data modeling, CASE, and data design tools. Establishes the data management framework that improves the data quality and standards for both database structures and repository. Serves as a technical leader

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and consultant for the extraction, transformation, and load (ETL) between data sources, data warehouses, and data marts. Typically requires a Bachelor's degree and 2–4 years of related experience including applications development.

632. DATA ANALYST

Maintains databases of a moderately complex nature. Participates in the evaluation and design of databases. Provides ongoing reporting that supports information-based decision making and identifies opportunities for the improvement of existing processes. Manipulates, extracts and integrates data from a variety of database sources. Maintains data dictionaries. Coordinates the installation of revised or new systems. Typically requires a Bachelor's degree and 2–3 previous years of related experience.

635. DATABASE REPORT WRITER

Creates, documents, delivers and supports standard and ad-hoc reports from reporting databases based on the needs of end users. Work closely with end-users to gather requirements and ensure proper testing and validation data and data elements. Develops queries and reports using databases and associated tools. Perform data modeling. Requires a Bachelor's degree and knowledge of SQL programming.

735. APPLICATIONS SYSTEMS ANALYST

Evaluates user needs and requests for new or modified programs and/or systems to determine scope, feasibility, cost, time requirements and compatibility with existing systems and capabilities. Defines programming specifications. Typically requires a degree in computer science, management information systems, or business, and 3–5 years related experience.

736. SYSTEMS ADMINISTRATOR

Monitors systems configurations including software and hardware and recommends modifications as needed to ensure optimum performance and reliability. Administers servers including administration and setup of the workstations connected to a LAN or WAN. Schedules and performs software installations and upgrades to operating systems and layered software packages according to established policies and procedures. Also schedules and performs system backups and database archives. Ensures data integrity. Also may provide technical support to system users. Typically requires a degree in computer science and 3 or less years of related experience.

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733. INFORMATION SYSTEMS ENGINEER

Configures software and hardware to meet user requirements. Performs integration of diverse and dispersed systems. Makes enhancements to existing systems according to specifications. Troubleshoots problems of a non-routine nature. Analyzes systems performance, stability and design. Typically requires a degree in computer science and 3–5 years of related experience.

738. IS/IT MANAGER

Manages the work of internally-focused systems analysts, computer programmers, support specialists, and other computer related staff. Plans, directs, or coordinates internal IT/IS activities such as installation and upgrading of hardware and software, development of computer networks, systems design and computer programming. Develops computer information resources, providing for data security and control, strategic computing, and disaster recovery. Reports to senior management on information systems plans, projects, and performance. Manages operational budget and expenditures. Requires a Bachelor's Degree in Computer Science and 5–7 years related experience.

742. WEBSITE DEVELOPER

Designs and develops organization's website based on employer's Internet strategies and objectives. Customizes web based interactive features, builds database gateways, and implements electronic commerce services. Requires experience with HTML, CGI, and World Wide Web browsers, technical knowledge of servers and operating systems, a working knowledge of database query languages, development skills with one or more authoring tools, and the ability to develop programs/write scripts in one or more languages such as JAVA Script, Visual Basic Script, DreamWeaver, Apache, Tomcat, etc. Typically requires a related degree and 1–2 years related experience.

744. DATABASE ADMINISTRATOR

Plans and coordinates administration of one or more large, centralized databases. Reviews database design and integration of host systems and makes recommendations for enhancements and improvements. Ensures accurate, appropriate, and effective use of data, including database structure, documentation, and operational guidelines. Performs audits to ensure accuracy and proper use of data in tables, applications, and supporting dictionaries. Serves as liaison between users and technical staff. Trains users and responds to requests for assistance. Monitors utilization and transaction

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activity. Prepares and/or reviews activity and performance reports. May establish and maintain security and integrity controls. Typically requires a degree and 3–5 years related experience.

750 – NETWORK ANALYST – ALL LEVELS

The data for this position is a combination of the data reported by participants for 751 Network Analyst and 752 Senior Network Analyst.

751. NETWORK ANALYST

Provides technical support in the installation and maintenance of the Local Area Network (LAN). Assists in the evaluation of hardware and software, including peripheral, output, and telecommunications equipment. Installs network hardware and software, including network operating systems. Monitors data communications to ensure that network is available to all users. Ensures security procedures, provides and resets passwords, and backs up network. Troubleshoots and resolves routine problems. Generally responsible for maintaining a simple network of 25 or fewer nodes, or for a section of a larger network. Requires 1 or more years experience. May require a degree.

752. SENIOR NETWORK ANALYST

Designs, installs, maintains, and coordinates the use of the Local Area or Wide Area Network (LAN/WAN). Evaluates hardware and software, including peripheral, output, and telecommunications equipment. Enforces security procedures, installs network software, and manages network performance. Troubleshoots and resolves complex problems. Implements and coordinates network policies, procedures, and standards. Trains users. Generally responsible for maintaining moderately complex networks of 25 to 100 nodes. Typically requires a degree and 3–5 years experience. May require certification as a network analyst or engineer.

755. NETWORK ENGINEER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 753 Network Engineer and 754 Senior Network Engineer.

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753. NETWORK ENGINEER

Designs, installs, and maintains complex networks typically consisting of 100 or more nodes that link numerous computing platforms, operating systems, and topologies across widely dispersed geographic areas. Evaluates hardware and software suitable for large, complex networks. Designs, tests, and implements interface programs. Develops security procedures. Manages network performance. Troubleshoots and resolves complex problems to ensure no disruption of mission-critical applications. Designs and maintains fault-tolerant systems and manages system backups. May have supervisory responsibility for subordinate network analysts. May require extensive expertise across hardware and systems supplied by multiple vendors. Normally requires an engineering or related degree, certification as a network engineer, and 3-5 years experience.

754. SENIOR NETWORK ENGINEER

Designs more complex communications networks. Employs expert knowledge of data, voice, fax, and video transport facilities, protocols, operating systems, and standards and regulations for public and private data networks. Projects usage and required capacities based on analysis of existing and emerging products and services. Locates, evaluates, and specifies products, services, and vendors. Works with vendors to evaluate new products and resolve equipment design problems. Prepares reports as necessary to inform and advise senior technical staff and management. Requires a degree in engineering or computer science or equivalent experience and education. Typically requires 5-7 years network design and engineering experience.

760. PC SUPPORT SPECIALIST

Provides technical assistance and training to PC users. Staffs a helpdesk or information center. Responds to users' requests for assistance by phone and in person. Installs and modifies hardware and software. Diagnoses hardware, software, and operator problems and takes remedial actions or recommends procedural changes. May install and configure peripheral equipment such as monitors, keyboards, printers, and disk drives. May load and configure software such as operating systems and environments, and applications such as word processing, database, and spreadsheet programs. Requires comprehensive knowledge of the employer's PC equipment and software. Generally requires comprehensive knowledge of one or more operating systems and environments and 1-2 years experience. May require a degree.

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CUSTOMER SERVICES & SUPPORT

810. CUSTOMER SERVICE REPRESENTATIVE – ALL LEVELS

The data for this position is a combination of the data reported by participants for 811 Customer Service Representative and 813 Senior Customer Service Representative.

811. CUSTOMER SERVICE REPRESENTATIVE

Handles service inquiries and problems presented by external customers. Examines warranty claims, handles customer returns and exchanges. Follows established guidelines on servicing and repairs/returns. May provide product and pricing information. Promotes and maintains positive customer relations. Maintains logs, records, and files. Requires comprehensive working knowledge of employer's products and policies. Typically requires 1–3 years experience or an equivalent combination of education and experience.

813. SENIOR CUSTOMER SERVICE REPRESENTATIVE

Performs non-routine support activities in the external customer service function. Responds to external customer inquiries requiring research to address status of order, repair, return, or field servicing. Promotes and maintains positive customer relations in stressful and potentially adversarial situations. Interacts with other departments to ensure timely delivery or service, or resolution of complaint. May provide direction to lower-level representatives in the successful delivery of complex support or service. Requires comprehensive working knowledge of employer's products and policies. Normally requires 3–5 years of experience.

815. CUSTOMER SERVICE SUPERVISOR

Supervises customer service representatives who are responsible for processing orders, corresponding with customers, and coordinating internally with units such as purchasing, production, engineering, or shipping. May supervise fulfillment. May oversee distribution of organization's products. May have responsibility for warehousing products and maintaining inventory. Normally requires education beyond high school and 4–6 years related experience.

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817. CUSTOMER SERVICE MANAGER

Manages the activities of the customer service staff. Ensures that the volume of work meets performance measures relating to customer satisfaction. Develops operating policies and procedures. Develops the business plan for the unit including budget development. Approves personnel activities concerning hiring, training and evaluation of staff performance. Typically requires 5–7 years of related experience.

825. PRODUCT SUPPORT SPECIALIST – ALL LEVELS

The data for this position is a combination of the data reported by participants for 826 Product Support Specialist I, 827 Product Support Specialist II and 828 Product Support Specialist III.

826. PRODUCT SUPPORT SPECIALIST I

Provides routine post-implementation technical support onsite to customers and clients under the direction of more senior specialists or consultants. Provides technical analysis in problem situations, as well as product support and training to customers, including distributors. Services products that may include both hardware and software/systems. Assists with onsite installation and troubleshooting of products. Solves problems within established guidelines. Results are generally reviewed by senior technical specialists. Requires a degree and 1–2 years experience.

827. PRODUCT SUPPORT SPECIALIST II

Provides post-implementation technical support to customers and clients under the direction of a manager and technical analysts in problem situations. Provides support and training on products. Assists with on-site installation and troubleshooting of products. Services products that may include both hardware and software/systems. Makes decisions and recommends solutions to problems within established guidelines. Results may be reviewed by senior consultants or technical specialists. Requires a degree, comprehensive knowledge of the employer's products, and 3–5 years experience.

828. PRODUCT SUPPORT SPECIALIST III

Provides post-implementation technical support to customers and clients under the direction of a manager and technical analysts in problem situations. Provides support and training on products to customers. Provides on-site troubleshooting of products.

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Is a technical expert on products that may include both hardware and software/systems. Normally requires a degree and 5 or more years experience.

840. PRODUCT SUPPORT MANAGER

Manages technical support, including product support specialists and technical consultant staff. Resolves product/system technical problems. Monitors customer's business, training, and product support needs. Supports customer modification, enhancement, integration, and testing of installed products/systems. Supports related customer training. Typically requires a degree in business or a closely related field, detailed knowledge of employer's products/systems and of customers' information systems, and 5-7 years experience.

MARKETING & SALES

843. SALES REPRESENTATIVE – ALL LEVELS

The data for this position is a combination of the data reported by participants for 841 Sales Representative and 842 Senior Sales Representative.

841. SALES REPRESENTATIVE

Sells and promotes employer's business-to-business products in face-to-face meetings with potential clients and customers. Contacts potential clients and customers via telephone and other appropriate media. Represents employer at trade shows and other promotional venues. Develops and maintains sufficient knowledge of employer's products to conduct effective demonstrations. Travels within a designated territory, or more widely to visit assigned prospects and customers. May participate in team sales efforts. Provides market feedback to employer about the needs of customers and clients and about its products and competitor products. May initiate processing of orders. Documents sales efforts and successes and prepares reports for sales management. May mentor and support sales associates. Typically requires a marketing or related degree and 2 or more years direct sales experience.

842. SENIOR SALES REPRESENTATIVE

Sells and promotes employer's products in face-to-face meetings with potential clients and customers. Maintains extensive and detailed knowledge of employer's products

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and competing products. Develops sales presentations and tactics. Leads efforts of sales teams to demonstrate and sell complex business-to-business products and services. Develops product demonstrations and represents employer at trade shows and other promotional venues. Documents sales efforts and successes and prepares reports covering assigned products, territories, and sales targets. Guides and supports assigned sales representatives. Typically requires a degree and 5 or more years direct sales experience.

846. INSIDE SALES REPRESENTATIVE/TELEMARKETER

Makes routine telephone sales calls following established procedures and guidelines. Promotes, sells, or confirms sales of products and services. Refers non-routine requests or issues to senior telemarketer or supervisor. Uses computer based system to gather and provide information and track history. Requires a working knowledge of products and services. Normally requires high school graduation and 0–2 years related experience.

847. ACCOUNT MANAGER

Prepares proposals, marketing plans, and forecast/report sales activity for assigned region or key accounts. Develops programs to achieve maximum sales volume consistent with sales forecasts/projections. Gathers detailed information about accounts, identifies decision-makers, understands strategic business challenges and priorities, and leads team in analyzing information and prioritizing opportunities critical to accounts. Functions as primary interface between company and account personnel; also resolves any complaints or concerns. Requires extensive knowledge of products and services. Normally requires 5 or more years of related experience.

848. SALES SUPPORT ASSISTANT

Provides administrative support to sales representatives, account managers and the overall sales function by processing data, generating routine reports regarding sales results and sales force earnings, preparing presentations, coordinating mailings, and maintaining files and records. Updates and adds records to computer databases and coordinates communications with appropriate staff regarding status of leads and sales materials. May answer questions about the organization's products and/or services. May also assist in customer service or order processing functions.

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850. WRITER-MARKETING/COMMUNICATIONS

Composes non-technical articles, leaflets, pamphlets, brochures, and related materials designed to educate and inform customers, clients, and the public. Works with various departments to collect background information and to obtain copy approval. Works under general supervision. Requires a degree in communications, English, or related field, and 2-4 years experience writing in a business environment required.

860. PRODUCT MARKETING SPECIALIST

Plans, directs, and administers the marketing activity for a product or product line. Sets objectives, develops marketing strategy, and monitors the administration of marketing services including proposals, quotations, pricing, scheduling, and shipping of the product. Coordinates promotional activities, including advertising, literature, and trade show participation, to achieve marketing objectives. Requires a degree in business administration or marketing and 3-5 years relevant experience.

865. PRODUCT MANAGER

Manages a line of business. Develops a strategic concept and plan for the product or line of business. Directs the development of refinements to products or brands. In conjunction with department managers, manages product engineering, manufacturing, financial planning and control, business development, and technical sales support to ensure achievement of product development and/or marketing goals.

871. MARKETING MANAGER

Responsible for managing the marketing and promotion of the organization's products and services. Manages, monitors and evaluates market research programs and expenditures. Allocates funds and determines project direction. Develops policies, programs, and objectives for all product and service marketing activities including E-Commerce for the organization. Typically requires a Bachelor's degree in marketing, business or related area and 5 or more years of experience.

MANUFACTURING & WAREHOUSING

901. FORKLIFT OPERATOR

Responsible for operating a forklift in warehouses and factories for the purpose of moving, locating, relocating, stacking, and counting merchandise and parts. Loads

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and unloads delivery trucks. Accountable for the safe and efficient operation of the vehicle and may also be required to perform Order Filler and Checker duties in addition to his or her own. Maintains accurate records of materials moved. Requires the ability to lift up to 50 lbs frequently. Typically requires a high school education or equivalent and less than six months of experience.

905. STOCK CLERK

Receives, unpacks, and issues materials and supplies in a stockroom or warehouse. Checks goods received against bills of lading, purchase orders, or other documents. Places materials and supplies on shelves, racks, or in specified floor locations. Sorts, counts, and checks raw materials, finished and semi finished parts. Fills orders from requisitions and maintains the necessary clerical records. Normally requires high school diploma or equivalent reading, writing, and math ability and 1 year experience.

910. SHIPPING CLERK

Performs tasks associated with the shipment of materials, supplies, and equipment. Prepares records of goods shipped and bill of lading. Posts weights and shipping charges and maintains shipping record files. May operate forklift and prepare goods for final shipment. Typically requires high school diploma or equivalent reading, writing, and math ability and 1 year experience.

915. SHIPPING/WAREHOUSE SUPERVISOR

Supervises receiving and stocking equipment and supplies. Ensures that all items are logged, tagged, and properly stored. Supervises fulfillment of orders for equipment and supplies. Schedules activities of stock and shipping clerks. Trains employees who receive materials for storage and fulfill requisitions and orders. Prepares reports for management. Normally requires high school diploma with good mathematical and analytical skills and 3-5 years warehouse and/or distribution center experience.

916. SHIPPING/WAREHOUSE MANAGER

Directs, coordinates and plans the warehouse storage and distribution of products and materials. Schedules employees and drivers, arranges pick-ups and drop-offs, manages deliveries and schedules loading dock machine operators. Ensures all activities follow approved regulations related to personal safety and safety of inventory. Verifies shipping records and addresses concerns of shipping shortages or

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overages. Typically requires a Bachelor's degree and 3–5 years of warehouse and/or distribution center experience.

919. MACHINE OPERATOR

Operates machine tools such as milling machines and lathes, boring machines and presses, cutters, and grinders. Follows clearly detailed specifications and shop orders to perform relatively simple operations. May operate and monitor equipment working under numerical control. Requires training to read job orders and engineering specifications, and experience in setting up and operating specific machine tools. Typically requires 6 months to 1 year formal training or qualifying experience.

920. NUMERICAL CONTROL MACHINE OPERATOR

Sets up and operates numerically controlled machines to cut, shape, and form metal, plastic, and composite work pieces. Reviews specifications to determine setup procedure and machining sequence. Selects and attaches fixtures, work pieces, and cutting tools. Loads control media. Changes work piece location and cutting tools as necessary during machining. Although machining processes require little or no deviation from routine procedures, may occasionally make adjustments to overcome faulty programming or machine malfunctions. Measures work piece for conformity to specifications. Normally requires 2–3 years experience.

922. MACHINIST

Sets up and operates conventional, special-purpose, and numerical control machines and machining centers. Studies blueprints, specifications, sketches, and manuals to determine dimensions and tolerances, setup requirements, and sequence of operations. Conducts trial runs and verifies accuracy of machine settings and programmed control data. Confers with engineers, programmers, and production personnel to resolve machining and assembly problems. Requires expertise in setup and operation of all machine tools and 3–5 years qualifying experience.

921. SENIOR MACHINIST (JOURNEYMAN LEVEL)

Sets up and operates conventional, special-purpose, and numerical control machines and machining centers. Studies blueprints, specifications, sketches, and manuals to determine dimensions and tolerances, setup requirements, and sequence of operations. Conducts trial runs and verifies accuracy of machine settings and

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programmed control data. Confers with engineers, programmers, and production personnel to resolve machining and assembly problems. Requires expertise in setup and operation of all machine tools and 3–5 years qualifying experience. Requires journeyman papers.

926. ASSEMBLER – ALL LEVELS

The data for this position is a combination of the data reported by participants for 927 Assembler and 928 Senior Assembler.

927. ASSEMBLER

Performs assemblies of standardized products or sub-assemblies at bench or conveyor. Assembles, modifies, reworks, and repairs mechanical and electro-mechanical assemblies. Works from assembly drawings, operation sheets, engineering specifications, sketches, and running sheets of average complexity to perform operations on assemblies, banks, cabinets, chassis, and panels. Typically requires a high school diploma or the equivalent and less than 1 year experience. Vocational training is preferred.

928. SENIOR ASSEMBLER

Assembles, modifies, reworks, repairs and tests mechanical, electronic, and electromechanical assemblies. Works from interrelated wiring and assembly drawings, operation sheets, engineering specifications, sketches, and running sheets to perform complete wiring and assembly operations on chassis, panels, assemblies, banks, and cabinets. Performs delicate adjustments of interrelated parts (for example, spring tensions). Assembles to extremely close tolerances components and parts that may have unusual or nonstandard shapes. Requires high school diploma, vocational training preferred, and 3–5 years experience.

929. GENERAL MAINTENANCE WORKER

Performs a wide variety of building maintenance and repair work involving carpentry, electrical, masonry, painting, plumbing or other mechanical and maintenance skills. Incumbents are required to utilize functional skills in all of these areas. Requires knowledge of basic construction, repair maintenance and procedures and ability to operate hand and power tools.

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931. MAINTENANCE MECHANIC

Maintains production equipment. Configures and calibrates equipment as necessary to support production needs. Troubleshoots common equipment failures and repairs equipment on the production floor. Assists in the construction of new production equipment, including mechanical assemblies and electrical circuits. Requires formal technical training beyond high school and 1–2 years experience, including proficiency on machine shop equipment.

935. MAINTENANCE AND FACILITIES SUPERVISOR

Supervises maintenance of production equipment and facilities. Supervises construction and implementation of new and upgraded equipment. Manages production support including utilities, equipment spare parts and supplies, and janitorial services. Responsibilities typically include preventive maintenance programs for all equipment and facilities, including HVAC, lighting and fixtures, and building maintenance. Requires 2 years formal technical training or the equivalent, 5 years related hands-on experience, and 1–2 years supervisory experience.

942. WELDER

Welds metal parts or components together using brazing, gas, or arc welding equipment. Repairs broken or cracked parts, fills holes and increases size of metal parts using welding equipment. Reviews layouts, blueprints, work orders, or diagrams in preparation for welding or cutting metal components. May position pieces to be welded into jigs, holding fixtures, guides and steps using measuring instruments and hand tools. May inspect completed work for conformance to specifications. Requires 2–5 years of experience in position or specialization.

945. SALES ESTIMATOR

Works with outside sales representatives and customer service representatives to prepare cost estimates for company business and projects. Itemizes equipment to be produced by the organization or to be purchased from outside vendors. Computes profit percentages and adds to cost estimates to obtain price. The estimator must understand the customer requirements and the cost of meeting those requirements within the company capabilities. Requires an Associates Degree in Accounting or Business Administration and 1 –2 years related experience.

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951. QUALITY ASSURANCE INSPECTOR

Inspects parts and products; performs less complex and/or repetitive testing to ensure fabrication conforms to established standards, parts lists, assembly drawings, wiring diagrams, and other associated documentation. May use basic tests or measurements and may write inspection reports listing discrepancies. Generally requires high school diploma, vocational training, and 1 year or less experience.

955. QUALITY ASSURANCE SUPERVISOR

Supervises subordinates engaged in inspecting and testing parts and products to ensure adherence to established quality assurance standards, procedures, and controls. Provides assistance to management in scheduling and controlling inspection activities. Reviews inspection reports to resolve questions and provide recommendations for development and revisions of quality assurance standards and procedures. Requires 3–5 years experience.

956. QUALITY ASSURANCE ENGINEER

Performs a variety of moderately complex tasks related to the inspection and testing of finished goods. Utilizes existing systems and participates in the development of new systems to identify project failure trends and to verify consistency of various design standards. Analyzes reports and returned products, and recommends corrective action for procedural, product, or process deficiencies. Works under general supervision. Normally requires a degree in a technical discipline and 1–2 years experience.

959. MANUFACTURING ENGINEER

Provides manufacturing advice and guidance to engineering and manufacturing departments regarding product fabrication. Provides timely and effective development of manufacturing standards and process specifications to assure achievement of manufacturing and cost objectives. Acquires information and prepares feasibility studies or justifies purchase or building of equipment required for new manufacturing methods. Provides expertise in areas such as setups, machine tool capabilities, machining methods, and tooling and fixturing. Normally requires a degree in manufacturing engineering or a related discipline and 2 years experience.

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960. PRODUCTION TEST TECHNICIAN – ALL LEVELS

The data for this position is a combination of the data reported by participants for 961 Production Test Technician and 962 Senior Production Test Technician

961. PRODUCTION TEST TECHNICIAN

Assists engineers in analyzing and testing devices, components, and subassemblies to ensure product quality. Performs standardized test procedures. Processes test data and may prepare preliminary analysis and information for inclusion in reports. Generally requires high school diploma, vocational training preferred, and 1 year experience. May also be titled Quality Control Tester.

962. SENIOR PRODUCTION TEST TECHNICIAN

Assists engineers in analyzing and testing devices, components, and subassemblies to ensure product quality. Performs complex and nonroutine test procedures. Records and analyzes test data and prepares reports with minimal supervision. Requires high school diploma, vocational training preferred, and 5 years experience. May also be titled Quality Control Tester.

963. PRODUCTION PLANNER/SCHEDULER

Plans and prepares production schedules for manufacturing products. Ensures products are made efficiently and timely. Draws up master schedules that establish time limits and sequences of manufacturing operations. Establishes monthly production commitments including work-in-process to meet shipment dates. May provide instructions and authorization before production can begin. Works with the sales, cost accounting, and purchasing and manufacturing department staffs to develop sales forecasts, which are used to estimate how many items must be manufactured. May also prepare purchase orders. Typically requires a Bachelor's degree and 3 years prior inventory and production control experience, particularly in a process controlled manufacturing operation.

964. SIX SIGMA SPECIALIST

Partners with business unit leaders to develop continuous improvement projects aligned with the strategic goals and objectives of the organization. Builds organizational sustainability using process improvement knowledge and strategies. Manage financial aspects of projects and project delivery. Requires a Bachelor's

5. Methodology

Degree in Economics or Industrial Engineering. Also requires Six-Sigma Certification and the use of DMAIC project methodology.

965. PRODUCTION SUPERVISOR

Supervises employees engaged in the processing, fabrication, assembly, installation, or testing of organization products. Schedules, assigns, and monitors work to meet production schedules. Responsible for preventive maintenance and repair of equipment. Prepares production reports of group activities. Responsible for training, selection, assignment, review, and appraisal of subordinates. Recommends personnel actions. Requires high school diploma or equivalent education and 5 or more years experience.

970. PRODUCTION MANAGER

Manages fabrication and/or assembly operation through first-line supervisors. Responsible for monitoring of automated production processes; meeting production schedules, standards, and profitability; and implementing safety programs. Degree preferred. Requires 4–6 years experience as production supervisor or assistant manager.

5. Methodology

About 3C

3C – Compensation Consulting Consortium – is a full-service, client-focused compensation consulting firm dedicated to establishing effective total reward programs to enhance the value of your business.

We are compensation professionals whose interactive approach to client consulting is based on a wealth of compensation experience in corporate and consulting environments. 3C is owned by its employees and completely independent. We believe that this gives us the freedom and objectivity to deliver advice without the conflicts of interest that may exist in other firms that provide many services and products. Each project is led by a 3C partner so that a client's primary contact is the individual accountable for the project's success.

In tandem with our consulting services, we have developed a Human Resources Institute (HRI). HRI offers workshops in which we share our knowledge base with our clients and show them how to design and develop their own unique solutions. These workshops can be integrated into the consulting arrangement. HRI reflects our commitment to developing and continually enhancing 3C's body of knowledge and to transferring this crucial asset to our clients.

Visit our Web site – www.3Ccomp.com – for additional information about our services and capabilities.

5. Methodology

About the Pittsburgh Technology Council

Since 1983, the Pittsburgh Technology Council has been the principal point of connection for companies from four primary clusters of the technology industry that are represented by a critical mass of businesses in southwestern Pennsylvania including, the Advanced Manufacturing / Materials, Green Technology, Information Technology and Life Sciences sectors.

What is the Pittsburgh Technology Council?

The Pittsburgh Technology Council (PTC or Council) goes beyond your ordinary trade association. We have a vested interest in your business success because, when our members succeed, we succeed. It's how we measure our impact and how we build our programs and services. We work hard to foster the development of the technology industry within the 13-county region of southwestern Pennsylvania. By engaging companies in the tech sector, as well as companies who utilize technology, the PTC builds value for all members.

How Does it Work?

When you become a member of the Council, you join our tech community – a connection of individuals in over 1,300 companies dedicated to our region's success through technology. PTC members have access to the Council's wide range of products and services that are carefully chosen to help you make, raise and save money. Whether you are looking to establish new sales channels, boost your workforce, provide cost-effective health care solutions or simply add bottom line savings, the Council can deliver proven results.

Who Should Join?

Entrepreneurs. Fortune 500 companies. Growing organizations. Anyone! If your company or organization has an interest in saving money, building connections and establishing your presence in the region, you will find value in Council membership. Our list of benefits keeps growing to ensure that your membership with us is maximized.

For more information or membership opportunities, please contact Brian Lang at 412.918.4249 or visit www.pghtech.org.