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If your organization has more than one business unit located in the counties covered by this survey and you would like to submit separate data for each, please establish a separate registration for each.
Contact CompAnalysis at 510.763.3774 x100 if you need help.

1. General Information and Price Options

CompAnalysis is pleased to invite you to participate in the Greater San Francisco Bay Area 2010 Compensation Survey, which will provide your organization with hard-to-find, specific local market data on 104 core staff jobs from entry to executive level. The survey focuses primarily on job-specific cash compensation. Background data on your organization's characteristics are used to compile data into meaningful industry, location and size categories. Compensation policies and current human resource challenges are also included in the survey.

CompAnalysis acknowledges and agrees that the information provided by Survey Participants is to be considered confidential and proprietary. CompAnalysis promises to hold the information in strict confidence and shall not use it other than for the purposes of assembling the Survey Report. Reports will display only aggregated data, with a minimum of three inputs for any one job to assure confidentiality.

Price Options for PDF report:

- Participants: Early payment discount (by July 1, 2010) \$395
- Participants: Regular payment (after July 1, 2010) \$495
- Non-participants \$895

(Human Resources Consulting firms will be charged the non-participant rate.)

<p>Effective date of submitted data: July 1, 2010 (Early participants submit data reflecting salaries expected to be paid as of July 1, 2010.) Deadline for data submission: August 2, 2010 Report publication: by September 30, 2010</p>
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2. How to Submit Your Data

To participate in the Survey:

1. Go to www.salarysurveys.com.
2. Log in to indicate that you wish to complete the online questionnaire.
3. Complete organizational information and answer other survey questions.
4. Make your job matches using the job descriptions provided.
5. Complete worksheets, entering the requested information for each job.
6. Complete other survey questions.
7. Print out your data submission for your files.
8. Follow screen instructions to submit your data.
9. Follow screen instructions to remit payment at the discounted participants' rate. (Pay by July 1, 2010 to receive an additional early payment discount.)

Note: You may save your work and leave the Web site at any time prior to completing the questionnaire. Your user ID allows you to log in any number of times to continue entering your data.

3. Organizational Information

Organization _____ **Address** _____
City _____ **State** ____ **Zip** _____ **Contact Name** _____
Title _____ **Phone** (____) _____ **E-mail** _____

Organization level of business unit being reported on in this questionnaire (select one):

Overall organization ____ Corporate Offices ____ Division/Subsidiary ____ Branch/Plant ____ Department ____

Note: If your organization has more than one business unit located in the counties included in this survey and you would like to submit separate data for each, please establish a separate registration for each. Contact CompAnalysis at 510.763.3774 x100 if you need help..

Organization type (select one):

Privately-Held ____ Publicly-Traded ____ Government/Nonprofit ____

Industry (insert code from list below): _____

(If multi-industry, please select the code representing the dominant, most representative category.)

Manufacturing/Production:

- 01 Consumer Goods (clothing, furniture, etc.)
- 02 Food, Beverage, Agriculture
- 03 Industrial Products (equipment, machinery other than high-tech)
- 04 Natural Resources, Mining

Technology

- 05 Biotechnology
- 06 Pharmaceuticals
- 07 Communications, Telecommunications
- 08 Computer & Related Equipment, Components
- 09 Software

Trade

- 10 Retail
- 11 Wholesale

Services

- 12 Business (public relations, advertising, staffing, computer operations, Web design, etc.)
- 13 Financial (banking, insurance, real estate, etc.)
- 14 Healthcare (hospitals, physician & provider groups, etc.)
- 15 Industrial (transportation, utilities, etc.)
- 16 Leisure, Hospitality (lodging, food service, resorts, cruise lines, etc.)
- 17 Professional (law, accounting, engineering, architecture, consulting, etc.)
- 18 Government Agencies, Educational Institutions
- 19 Nonprofit Organizations (other than educational institutions and government agencies)
- 20 Other

3. Organizational Information

Size Indicator:

Enter fiscal data applicable to the most recent fiscal year for this organization. If these data apply to corporate employees, report corporate indicator. If these data apply to division or subsidiary personnel, enter division or subsidiary indicator.

- Government Agencies, Educational Institutions & Nonprofit Organizations
(code 18 or 19): enter **annual operating budget**.
- All others: enter **annual gross sales/revenues**.

\$ _____

For financial services companies, please also enter **total assets**:

\$ _____

Total # of Full-Time Equivalent (FTE) Employees

In counties included in this survey: _____ FTE's

In overall organization (if different): _____ FTE's

4. Human Resources Issues

Hot Issues in 2010

Select the top three issues facing your Human Resources department in 2010. Rank them in importance from 1 to 3, with 1 being the most critical. Select only three.

- | | | | |
|--|---|---|--|
| <input type="checkbox"/> Layoffs | <input type="checkbox"/> Tight salary budgets | <input type="checkbox"/> Mergers/Acquisitions | <input type="checkbox"/> Insufficient labor supply |
| <input type="checkbox"/> Health care inflation | <input type="checkbox"/> Living Wage | <input type="checkbox"/> Retirement funding | <input type="checkbox"/> Underwater stock options |
| <input type="checkbox"/> Workers Compensation | <input type="checkbox"/> Employee lawsuits | <input type="checkbox"/> High housing costs | <input type="checkbox"/> Outsourcing |
| <input type="checkbox"/> Employee Retention | <input type="checkbox"/> Unionizing Activity | | |

Perceptions of the Economy and the Workplace (check one answer for each statement)

Your organization believes the local economy in 2010, compared with one year ago, is:

Getting Better ___ About the Same ___ Getting Worse ___

Prospects for your organization compared with one year ago seem to be:

Getting Better ___ About the Same ___ Getting Worse ___

Employee commitment (willingness to perform well and make an effort for your organization) compared with one year ago seems to be:

Getting Better ___ About the Same ___ Getting Worse ___

Given your compensation budget, you are able to pay competitively.

Yes ___ No ___ I do not know ___

Your organization is shifting more benefits costs to employees in 2010.

Yes ___ No ___ I do not know ___

Workforce Additions and Reductions

Has your organization taken, or is it planning to take, any of these actions?

Increased # of employees in first half of 2010? Yes ___ No ___ By what % of total workforce? ___%

Plan to increase # of employees in second half of 2010? Yes ___ No ___ By what % of total workforce? ___%

Reduced workforce in first half of 2010? Yes ___ No ___ By what % of total workforce? ___%

Plan to reduce workforce in second half of 2010? Yes ___ No ___ By what % of total workforce? ___%

4. Human Resources Issues

Employee Turnover

What percentage of employees in the following categories have left your organization during the past 12 months? Please report voluntary and involuntary turnover separately. Do not include positions that have been discontinued.

	Voluntary	Involuntary
Executive management	%	%
Middle management	%	%
Professional/exempt	%	%
Non-exempt	%	%

Union Jobs and Unionizing Activity

Do you have any unionized jobs? Yes___ No ___

If Yes: Which jobs? _____

How many bargaining units? _____

Has there been any new unionizing activity at your organization during the past twelve months? Yes___ No ___

If Yes: With respect to which jobs? _____

5. Compensation-Related Issues

Salary Increase Budgets

Did your organization freeze any base salaries in 2009 or 2010 YTD? Yes ___ No ___

Did your organization reduce base pay for any employees in 2009 or 2010 YTD due to economic concerns? Yes ___ No ___

If base pay increases are granted in 2010, they are intended to reflect (check all that apply):

Performance/merit ___ Cost of living ___ Competitive practice ___ Correction of internal inequities ___ Other _____

Please enter percentage by which annual salaries are expected to increase.

	Calendar Year 2010	Calendar Year 2011 (estimated)
Executive	%	%
Exempt	%	%
Hourly	%	%
Overall	%	%

Salary Structure Adjustments

Does your organization use a formal salary structure? Yes ___ No ___

If your organization has a formal salary structure and plans to adjust it, please enter the percentage by which it is expected to increase.

	Calendar Year 2010	Calendar Year 2011 (estimated)
Executive	%	%
Exempt	%	%
Hourly	%	%
Overall	%	%

5. Compensation-Related Issues

Shift differentials

Does your organization have employees who work shifts other than standard business hours? Yes ___ No ___

If Yes, do you pay shift differentials? Yes ___ No ___

If Yes, please describe the pay differential (¢ per hour, % of base pay, etc.) _____

Severance pay

Does your organization make severance payments to any terminated employees? Yes ___ No ___

If Yes: What is the formula typically used to calculate severance pay? _____

Indicate which types of employees generally receive severance pay (check all that apply):

Executive _____
 Management _____
 Professional/exempt _____
 Nonexempt _____

What percent of departing employees receive severance pay?

Voluntary _____ %
 Involuntary _____ %

Compensation and Benefits Costs

In general and based on your perception, please rate your organization's cash compensation and benefits levels on a scale of 1 to 9 where 1 is very low, 5 is fully competitive, and 9 is very high compared to the labor market in which you compete for people.

	1	2	3	4	5	6	7	8	9
Cash compensation:									
Benefits:									

6. Employee Benefits

Paid Time Off Benefits

Please indicate your organization's practice by checking one of the options:

_____ vacation separate from sick time **OR** _____ vacation and sick time combined into "PTO" days

If you selected **vacation separate from sick time** above, answer the questions in the box below based on benefits for regular full-time employees.

Please enter the number of annual vacation days based on an employee's length of employment at your organization.

If you have more than one vacation schedule for different groups of employees, enter data for the schedule that applies to most of your employees.

Number of annual vacation days

1 st year	_____
2 nd year	_____
5 th year	_____
10 th year	_____
15 th year	_____
20 th year	_____
21 st year+ above	_____

Number of observed holidays per year: _____

Number of paid sick days per year _____

Number of personal days or floating holidays per year _____

OR

If you selected **vacation and sick time combined into "PTO" days** above, answer the questions in the box below based on benefits for regular full-time employees.

Please enter the number of annual PTO days based on an employee's length of employment at your organization.

If you have more than one PTO schedule for different groups of employees, enter data for the schedule that applies to most of your employees.

Number of annual PTO days

1 st year	_____
2 nd year	_____
5 th year	_____
10 th year	_____
15 th year	_____
20 th year	_____
21 st year+ above	_____

Number of observed holidays per year: _____

6. Employee Benefits

Medical Insurance Benefits (HMO/PPO)

Please supply data about the HMO and/or PPO plans your company offers. If you offer more than one type of HMO or PPO plan, please answer the questions based on the plan with the largest enrollment among your employees.

	HMO				PPO			
	Single Employee	Employee + Spouse	Employee + Children	Family	Single Employee	Employee + Spouse	Employee + Children	Family
Average monthly premium cost (Employer + Employee contribution)	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Employer contribution as % of total OR as flat \$ amount per month	_____ % \$ _____	_____ % \$ _____	_____ % \$ _____	_____ % \$ _____	_____ % \$ _____	_____ % \$ _____	_____ % \$ _____	_____ % \$ _____
Annual deductible, if applicable	\$ _____			\$ _____	\$ _____			\$ _____
Annual out-of-pocket maximum	\$ _____			\$ _____	\$ _____			\$ _____
Co-payments:								
Office visit	\$ _____				\$ _____			
Hospital admission	\$ _____				\$ _____			
Brand-name prescription	\$ _____				\$ _____			
Generic prescription	\$ _____				\$ _____			
Does your organization offer an HSA (Health Savings Account) compatible health plan?	Yes _____				No _____			

6. Employee Benefits

Please supply data about the dental and/or vision plans your company offers. If you offer more than one type of dental or vision plan, please answer the questions based on the plan with the largest enrollment among your employees.

	Dental				Vision			
	Single Employee	Employee + Spouse	Employee + Children	Family	Single Employee	Employee + Spouse	Employee + Children	Family
Average monthly premium cost (Employer + Employee contribution)	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Employer contribution as % of total OR	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
as flat \$ amount per month	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Annual deductible, if applicable	\$ _____			\$ _____	\$ _____			\$ _____
Annual out-of-pocket maximum	\$ _____			\$ _____	\$ _____			\$ _____

6. Employee Benefits

Retirement Benefits

Please indicate which type(s) of retirement plan your organization offers to regular full-time employees.

401(k) / 403(b) / 457 plan Yes ___ No ___
If Yes, how is the plan funded? ___ Employee contribution only
 ___ Employer contributes % of salary up to ___ %
 ___ Employer contributes annual flat \$ amount up to \$ ___
 ___ Other employer contribution, please describe: _____

Other defined contribution plan Yes ___ No ___
If Yes, how is the plan funded? ___ Employee contribution only
 ___ Employer contributes % of salary up to ___ %
 ___ Employer contributes annual flat \$ amount up to \$ ___
 ___ Other employer contribution, please describe: _____

IRA / SEP IRA Yes ___ No ___
If Yes, how is the plan funded? ___ Employee contribution only
 ___ Employer contributes % of salary up to ___ %
 ___ Employer contributes annual flat \$ amount up to \$ ___
 ___ Other employer contribution, please describe: _____

Defined benefit plan Yes ___ No ___
If Yes, how is the plan funded? ___ Employee contribution only
 ___ Employer contributes % of salary up to ___ %
 ___ Employer contributes annual flat \$ amount up to \$ ___
 ___ Other employer contribution, please describe: _____

Other retirement plan Yes ___ No ___
If Yes, please describe: _____

6. Employee Benefits

Other Employee Benefits

Please check which of the following your organization offers to some or all employees.

	Yes, All Employees	Yes, Some Employees	No
Commuter checks			
Concierge service			
Credit union			
Debit cards for selected vendors			
Employee Assistance Program			
Exercise room			
Flextime			
Gym membership			
Job sharing			
Matching charitable donations			
Onsite cafeteria			
Onsite daycare			
Paid sabbaticals			
Telecommuting			
Tuition reimbursement			

Other, please describe:

7. How to Complete the Job Data Worksheets

If your organization has more than one business unit located in the counties covered by this survey and you would like to submit separate data for each, please establish a separate registration for each. Contact CompAnalysis at 510.763.3774 x100 if you need help.

Important Note If incumbents in a single job work in more than one location within the area covered by this survey, please report data only for the location where you have the largest number of jobs.

To complete the worksheets, record requested information for as many survey jobs as you can match in your organization.

Here's a checklist to follow.

- Review the worksheets in Section 4 to familiarize yourself with the data elements to be submitted.
- Review the list of job titles and codes in Section 5, checking off the jobs that you can match and will report on.
- Match your jobs to the descriptions in Section 5 before recording data on the worksheets. Effective job matching is essential to the quality of the data collected. While job matching is inexact, it *is* superior to matching on title alone. Efforts to match your organization's jobs to survey descriptions are best guided by a utilitarian standard like, "Does our job content reasonably match this survey description for the purpose of reporting salary information?"
- **IMPORTANT:** Round pay data to the nearest dollar.

7. How to Complete the Job Data Worksheets (continued)

- Refer to these definitions to complete the columns on the worksheets.
 - **Number of Full Time Equivalents (FTE's) in this job**
For example, four employees working 1/4 time = 1 employee in job.
 - **Zip Code**
Use the five-digit zip code for the location where you have the largest number of incumbents in this job. If you have incumbents in more than one location, remember to limit your reporting to the data for the single zip code where you have the largest number of jobs.
 - **Average Current Annual Base Salary**
Average annual base salary amount paid or expected to be paid as of July 1, 2010.

For employees who are paid an hourly rate: The survey reports annual salaries based on a standard 40-hour workweek. If your organization's regular full-time workweek is not 40 hours, please calculate an annual salary based on the actual full-time workweek. If you're not sure, contact us for help.
 - **Variable Cash Compensation**
The four types of variable cash compensation are:
 - Performance-based bonuses
 - Commissions
 - Holiday bonuses/gifts
 - Profit sharing payouts

For each type of variable cash compensation, please enter the number of employees who received this type of compensation **for work during calendar year 2009** regardless of when paid. Then enter the average dollar amount of variable cash compensation for this group of employees. Omit employees who did not receive this type of compensation. In the case of performance-based bonuses, please also enter the target bonus as % of base salary.

8. Job Titles and Descriptions

Review this index of job titles and job codes, and select the jobs that you would like to report on. Match your jobs to the job descriptions on the following pages before you complete the worksheets. Job titles listed in **red type** are new additions to the survey.

EXECUTIVE GROUP

101	Top Executive
102	Top Financial
103	Top Marketing
104	Top Operations
105	Top Human Resources
106	Top Information Technology
107	Top Legal (General Counsel)
108	Top Sales
109	Top Sales & Marketing
110	Top Strategy/Planning
111	Top Engineering

LEGAL GROUP

151	Attorney
152	Legal Assistant
153	Compliance Officer
154	Compliance Specialist

FINANCIAL GROUP

200	Finance Director
201	Controller
202	General Accounting Manager
203	Treasury Manager
204	General Accounting Supervisor
205	Payroll Administrator
206	Collections Specialist
207	Accountant (Senior level)
208	Accountant (Intermediate level)
209	Accountant (Entry level)
210	Financial Analyst (Senior level)
211	Financial Analyst (Intermediate level)
212	Financial Analyst (Entry level)
213	Accounting Clerk (Senior level)
214	Accounting Clerk (Intermediate level)
215	Accounting Clerk (Entry level)

HUMAN RESOURCES GROUP

300	HR Director
301	HR Manager
302	HR Generalist
303	HR Assistant
304	Training & Development Specialist
305	Compensation & Benefits Manager
306	Benefits Manager
307	Compensation Manager
308	Compensation Analyst
309	Recruiter (Internal)
310	HRIS Specialist

INFORMATION TECHNOLOGY GROUP

400	IT Director
401	IT Manager
402	Systems Analyst
403	Software Engineer
404	Programmer
405	Systems Administrator
406	Database Administrator
407	Network Engineer
408	LAN/WAN Administrator
409	Technical Support Specialist (Help Desk)
410	Data Entry Operator
411	Web Site Developer
412	Webmaster/Administrator

MARKETING GROUP

500	Marketing Director
501	Marketing Manager
502	Brand or Product Manager
503	Advertising Manager
504	Marketing Communications Manager
505	Marketing Specialist
506	Marketing Assistant
507	Graphic Designer
508	Technical Writer
509	Web Site Content Specialist
510	Social Media Manager
511	Social Media Coordinator

SALES AND CUSTOMER SERVICE GROUP

600	Sales Director
601	Sales Manager
602	Account Executive
603	Senior Inside Sales Representative
604	Senior Outside Sales Representative
605	Inside Sales Representative
606	Outside Sales Representative
607	Sales Engineer
608	Customer Service Supervisor
609	Senior Customer Service Representative
610	Customer Service Representative
611	Sales Assistant

OPERATIONS GROUP

700	Operations Director
701	Operations Manager
702	Quality Control Manager
703	Quality Control Analyst
704	Inventory Control Manager
705	Inventory Analyst
706	Purchasing Manager
707	Buyer
708	Purchasing Clerk
709	Shipping and Receiving Assistant
710	Material Handler/Warehouseperson
711	Facilities Manager
712	Maintenance Supervisor
713	Maintenance Technician
714	Janitor/Custodian
715	Security Officer/Guard
716	Driver/Delivery Person
717	Groundskeeper

GENERAL CLERICAL GROUP

800	Office Manager
801	Executive Assistant
802	Administrative Assistant
803	General Clerk
804	Receptionist
805	File Clerk
806	Mail Clerk

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
EXECUTIVE GROUP		
101	Top Executive	Accountable for strategy, overall direction, and performance results for the organization or unit. Represents organization to public. May report to Board of Directors, Chair, or senior corporate executive. Typically requires BA & 15+ years of diversified management experience.
102	Top Financial	Overall accountability for financial operations of organization: budgets, accounting, insurance, tax, credit, and treasury. May raise capital. Usually reports to Top Executive or Top Operations. Typically requires BS & 15+ years of diversified experience in finance & accounting.
103	Top Marketing	Develops, implements policies, programs, objectives for all product & service marketing activities to achieve organization's objectives. Typically requires BA & 15+ years of diversified experience in succession of increasingly responsible marketing positions.
104	Top Operations	Through subordinates, directs and coordinates all aspects of organization's operations pursuant to goals, objectives, and policies established by Top Executive & Board. Typically requires BS & 15+ years of diversified experience in several functional areas within operations.
105	Top Human Resources	Develops, implements policies & plans covering all aspects of HR function to achieve corporate objectives. Advises Top Executives/Board on HR strategy. Typically requires BA & 15+ years of diversified experience in various facets of Human Resources & HR operations.
106	Top Information Technology	Develops & implements strategies to fill organization-wide needs for computers & systems: systems development, hardware acquisition, & systems integration. Advises Top Exec/Board on IT. Typically requires BS & 15+ years of diversified experience in information systems.
107	Top Legal (General Counsel)	Implements organization's legal posture and protects entity's legal interests. May supervise staff attorneys, Corporate Secretary, and related clerical staff. Typically requires admission to Bar & 15+ years of increasingly responsible, diversified legal experience.
108	Top Sales	Directs all sales activities of the organization in accordance with corporate objectives, including strategies, pricing, research, promotion, customer service, relations with distributors and/or manufacturers. Typically requires BA & 15+ years of diversified experience in succession of increasingly responsible sales positions.
109	Top Sales & Marketing	Responsible for overall planning and implementation of organization's product and service marketing as well as sales promotion and activities. Typically requires BA & 15+ years of diversified experience in succession of increasingly responsible sales and marketing positions.
110	Top Strategy/Planning	Responsible for overall definition and planning of organization's long-term business goals. Coordinates implementation in conjunction with other top executives. Typically requires BA & 15+ years of diversified experience in strategic planning.
111	Top Engineering	Plans, develops, directs, and oversees all planning and implementation of an organization's engineering efforts. Responsible for design, modification, and improvements of company products and/or services; design testing and maintenance of production processes, machinery, equipment, facilities, and physical layout; reliability improvements; cost engineering; construction and engineering project management; and other related activities. Typically requires PhD & 15+ years of experience in engineering.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
LEGAL GROUP		
151	Attorney	Fully qualified, between entry and senior level. Works on variety of legal issues assigned by senior attorney or by Top Legal position. Typically requires admission to Bar & 5-8 years of experience.
152	Legal Assistant	Under limited supervision, provides support services to attorneys: research, drafting communications, assists in preparations for trial. May establish & maintain legal databases. Typically requires 3+ years of related experience with paralegal certification preferred.
153	Compliance Officer	Coordinates the development, maintenance, implementation, and revision of policies and procedures and other documents for the operation of the organization's compliance program. Ensures that all departments are in compliance with all applicable Federal, State, and industry laws, regulations, and standards. Typically requires BA & 5-8 years of relevant experience.
154	Compliance Specialist	Responsible for generating and submitting compliance documentation to government offices, interacting with regulatory officials when necessary. Conducts investigations and resolves routine compliance issues. Modifies or creates insurance policies and products in compliance with regulatory requirements. Knowledgeable of compliance practices and procedures and monitors changes in policies. Typically requires BA & 2 years of relevant experience.
FINANCIAL GROUP		
200	Finance Director	Directs the preparation of financial reports, oversees the accounting, audit and budget departments. Plans, directs, and coordinates ledger maintenance and operating statistics. Usually reports to the CFO in smaller organizations may report to the CEO. May oversee the Accounting Manager. Typically requires a BS & 10+ years of experience in finance and accounting.
201	Controller	Top Accountant in organization; ensures integrity, control of financial records, processes. Responsible for financial statements; revenue & expense processes, records. Reports to VP Fin., CFO, or President. Typically requires BS in Accounting, CPA; 7-10 years of relevant accounting experience.
202	General Accounting Manager	Develops, implements and maintains accounting systems, policies and procedures. Compiles, analyzes and reports accounting data. Manages general ledger, periodic closings. Manages organization's accounting staff and functions. Typically requires BS in Accounting & 10 years of relevant accounting experience.
203	Treasury Manager	Directs and manages the organization's treasury activities including receipt, disbursement, banking, protection and custody and investment of funds, securities, and financial instruments. Analyzes financial records to forecast future financial position and budget requirements. Typically requires BA in finance or accounting & 7+ years of experience.
204	General Accounting Supervisor	Oversees maintenance of general ledger and preparation of related routine reports. Usually directs work of several General Accountants, Accounting Technicians, and clerical staff. Typically requires BS in Accounting & 7+ years of varied accounting experience, to include supervision.
205	Payroll Administrator	Processes regular payroll, formats reports, retrieves data from timekeeping systems. Tracks vacation leave, sick leave and overtime. Balances payroll accounts, submits tax payments. Has comprehensive knowledge of payroll issues exceeding that of lower-level clerks. Typically requires BS in Accounting & 5-7 years of relevant experience.
206	Collections Specialist	Under limited supervision performs duties requiring understanding of credit and collections. Contacts delinquent clients in order to ensure invoices are processed, follows policy in the collection of overdue accounts. Maintains files on credit risk/delinquent accounts and sends follow-up letters to these customers. Typically requires BA & 3-5 years experience.
207	Accountant (Senior level)	Under general supervision, resolves more complex issues in maintaining ledgers and preparing management & financial reports. Advises less experienced personnel. This is the most experienced level without supervisory responsibility. Typically requires BS in Accounting & 5-7 years of relevant experience.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
FINANCIAL GROUP (continued)		
208	Accountant (Intermediate level)	Fully qualified Accountant under more limited supervision. Handles moderately complex accounting issues in contributing to maintenance of general ledger and preparation of routine financial statements & management reports. Typically requires BS in Accounting & 3-4 years of relevant experience.
209	Accountant (Entry level)	Under direct supervision, assists in preparing routine financial reports; assists in maintaining accurate and up-to-date general ledger. Usually reports directly to a first-level supervisor in Accounting. Typically requires BS in Accounting & 0-2 years of relevant experience.
210	Financial Analyst (Senior level)	Most senior level without supervisory responsibility. Under general supervision, carries out, documents and presents most complex analytical projects. Usually reports to Financial Analysis Manager or comparable position. Typically requires BS in Finance & 5-7 years of relevant experience.
211	Financial Analyst (Intermediate level)	Fully qualified level. Under general supervision, carries out, documents and presents moderately complex analytical projects. Usually reports to Financial Analysis Manager or comparable position. Typically requires BS in Finance & 3-4 years of relevant experience.
212	Financial Analyst (Entry level)	Entry level job. Under direct supervision, assists with data gathering, analysis, and presentation of routine to moderately complex financial analysis projects. Usually reports to a Financial Analysis Manager or comparable position. Typically requires BS in Finance & 0-2 years of relevant experience.
213	Accounting Clerk (Senior level)	Under general supervision, performs duties requiring comprehensive understanding of bookkeeping but not skills of fully-trained accountant. Typically requires high school diploma & 3-4 years of relevant experience.
214	Accounting Clerk (Intermediate level)	Under general supervision, performs duties requiring working knowledge of bookkeeping to prepare and maintain financial data and reports. Typically requires high school diploma & 1-2 years relevant experience.
215	Accounting Clerk (Entry level)	Entry level. Responsible for routine bookkeeping, accounting tasks: post journal entries, checks various figures for accuracy, reconciles accounts; verifies, sorts, posts, checks invoices, etc. Works under direct supervision. Typically requires high school diploma, ability with numbers.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
HUMAN RESOURCES GROUP		
300	HR Director	Directs activities relating to compensation, benefits, recruiting, training, safety, employee & labor relations, and Affirmative Action. Usually reports to the Top Human Resources position, in smaller organizations may report to the CEO or the CFO. Has responsibility over management and professional level HR employees. Typically requires BA & 10+ years of experience in various facets of Human Resources & HR operations.
301	HR Manager	Under general direction of Top HR or comparable level executive, develops, implements policies & procedures encompassing several or all of following programs: compensation, benefits, recruiting, training, safety, employee & labor relations, EEO & Affirmative Action. Typically requires BA & 7-10 years of increasingly responsible generalist experience.
302	HR Generalist	This is the fully qualified, professional level position. Under limited supervision of senior HR staff, assists in executing all or some of the HR functions delineated for the HR Manager position. Typically requires BA & 3-5 years of professional HR experience.
303	HR Assistant	Under direct supervision, assists in processing personnel forms, record keeping, and related paper flow. Compiles statistics for manager. This is the fully qualified Assistant position, not entry level. Typically requires HS diploma & 1-2 years of relevant experience.
304	Training & Development Specialist	Under general supervision of senior HR management, designs & implements employee orientation, management development, and on-the-job training programs. Maintains records, helps evaluate impact of interventions. Typically requires BA & 3-5 years of HR experience.
305	Compensation and Benefits Manager	Reporting to Top HR, under general supervision, designs, implements, administers comp & benefits to achieve employer goals. Sets budgets consistent with employer's financial plan. Monitors, reviews, updates programs. Typically requires BA & 7-10 years of direct experience.
306	Benefits Manager	Reporting to Top HR or Comp & Benefits, under general supervision, designs, implements, administers benefits to achieve employer goals consistent with employer's financial plan. Assists in updating program. Typically requires BA & 5-7 years of direct experience.
307	Compensation Manager	Reporting to Top HR or Comp & Benefits, under general supervision, designs, implements, administers compensation to achieve employer goals consistent with employer's financial plan. Assists in updating program. Typically requires BA & 5-7 years of direct experience.
308	Compensation Analyst	Fully qualified, between entry and senior level. Under general direction of Comp Manager, assists in developing, implementing programs. Audits, evaluates jobs, collects and analyzes market data, ascertains FLSA status. Typically requires BA & 3-5 years of direct experience.
309	Recruiter	Fully qualified, between entry and senior level. Under general direction of HR or Employment Manager, sources & interviews candidates for non-executive jobs, checks references, makes referrals, conducts exit interviews, compiles statistics. Typically requires BA & 3-5 years of direct experience.
310	HRIS Specialist	Analyzes, tests, and implements HRIS computer system modules including, but not limited to, human resources, compensation, payroll, benefits, etc. Maintains integrity and accuracy of database. Investigates programs to process data and solve human resources problems by use of computers--computer systems support may be mainframe, mini, and/or personal computers. Typically requires BA & 2-4 years of relevant experience.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
INFORMATION TECHNOLOGY GROUP		
400	IT Director	Aids in the development of strategies to fill organization-wide needs for computer & systems; systems development and integration. Recommends improvements of systems to C level employees, responsible for budget. Typically reports to the Top Information Officer, in smaller organizations may report to the CEO or the CFO. Has responsibility over management level employees in the IT department. Typically requires BS & 10+ years of diversified IT experience.
401	IT Manager	Manages organization's computer hardware and software operations. Evaluates IT requirements including budgets, recommends and implements solutions. Supervises work of programming and technical support staff. Typically requires 5-10 years of diversified experience in information technology.
402	Systems Analyst	Fully qualified level. Under limited direction, establishes system requirements & modifications. Draws system diagrams to diagnose existing flaws, recommends solutions. Assists in developing, testing, implementing new systems and modifying old systems. Typically requires 3-5 years of experience, sound knowledge of client functions & technology.
403	Software Engineer	Designs, develops, tests, and evaluates software and systems that enable computers to perform their applications, applying principles and techniques of computer science, engineering, and mathematical analysis. Typically requires BS& 3-5 years of relevant experience.
404	Programmer	Fully qualified level. For assigned projects, under limited direction, analyzes project requirements & develops technical specs. Tests, installs, debugs code for proposed business apps /computer systems; may create user interface; documents assignments. Typically requires 3-5 years of experience, skilled in programming languages such as C, C++, Visual Basic, etc.
405	Systems Administrator	Under limited direction, develops, tests, implements, and maintains operating system and related software. Troubleshoots software and networking problems. Performs/monitors systems backups and data recoveries. Typically requires BA/BS & 3-5 years experience. Fully qualified level.
406	Database Administrator	Fully qualified level. Develops strategies to support requirements, ensures accurate data use via audits & quality control. Resolves conflicts and inappropriate use. Identifies better processes consistent with information requirements. Typically requires 3-5 years of experience.
407	Network Engineer	Fully qualified level. Plans, designs, configures, deploys, monitors, troubleshoots, maintains data & voice networks across several platforms. Develops, administers backup & recovery plans. Typically requires 3-5 years of experience.
408	LAN/WAN Administrator	May have CNE, MCSE, other certifications. Fully qualified level. Under limited supervision, acquires, installs, maintains LAN. Sets LAN policies, enforces security measures & correct usage. Trains users on LAN operations. Typically requires 3-5 years of experience.
409	Technical Support Specialist (Help Desk)	Installs and maintains microcomputer hardware, software and related peripheral systems. Provides technical support and training, identifies and resolves users' technical problems. Typically requires 3-5 years of experience.
410	Data Entry Operator	Fully qualified level. Under general supervision, keys and/or verifies data from standard documents. Typically requires HS diploma and 2-3 years of experience.
411	Web Site Developer	Controls website design and creation. Plans, designs, develops, tests, edits, maintains, and documents look and flow of websites. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Applies knowledge of programming techniques and computer internet systems. Typically requires a BS & 3-5 of relevant experience.
412	Webmaster/Administrator	Responsible for employer's Internet or Intranet technical functions. Maps site flow, creates graphics, generates technical specifications for interactive applets, databases, and custom graphics. Oversees work of others as required, but may be sole contributor. Typically requires skill in multiple operating systems & languages (Windows, Unix, Java, HTML) plus graphics design, layout, computer file management, technical & production team management; 3-5 years of direct experience.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
MARKETING GROUP		
500	Marketing Director	Oversees marketing strategy for the whole organization. Directs marketing and advertising campaigns. Develops measurement tools to insure the organizations objectives are being met. Typically reports to the Top Marketing Officer, in smaller organizations may report to the CEO or the COO. May oversee the Marketing Manager, Communications Manager and the Public Relations function. Typically requires BA & 10+ years marketing experience.
501	Marketing Manager	Under general supervision of Top Marketing Executive, executes marketing strategy for one or more products or services. Establishes databases for evaluating results. Supervises lower positions. Typically requires BA & 7-10 years of marketing experience.
502	Brand or Product Manager	Plans, designs, develops, and executes organization's marketing plan for assigned product by establishing effective selling strategies. Provides territory analysis of competition and potential to Sales and Marketing management. Typically requires BA & 7-10 years of marketing experience.
503	Advertising Manager	Works with media personnel, illustrators, photographers, advertising agencies, and sales promotion and marketing departments to promote products and concepts of organizations through various advertising media. Tracks and manages research activities concerned with gathering information or statistics pertinent to planning and execution of sales promotion campaigns. Typically requires BA & 7-10 years of marketing and/or sales experience.
504	Marketing Communications Manager	Develops themes, strategies for marketing campaigns. Plans, selects media, oversees production of marketing communications including brochures, print pieces, scripts, and videos. Typically requires BA & 3-5 years of marketing experience.
505	Marketing Specialist	Reports to Marketing Manager; under limited supervision, develops, implements strategies to achieve marketing goals for one or more products or services. Writes proposals; supports sales and ad programs. Does market research. Typically requires BA & 2-3 years of related experience.
506	Marketing Assistant	Produces communications, proposal & presentation materials. Maintains inventories of marketing literature. Typically requires HS diploma & 1-2 years of marketing experience.
507	Graphic Designer	Using desktop publishing and related software/hardware, designs and creates quality graphic artwork for brochures, posters, manuals, books and advertising materials. Typically requires BA & 3-5 years of related experience.
508	Technical Writer	Develops, writes, and edits material for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, and installation, operation, and maintenance. Typically requires BA & 3 years of experience.
509	Web Site Content Specialist	Composes and develops written and graphical content for website to provide information on products and services or entertainment to site visitors. Manages content of website by gathering information and integrating data from other departments. Develops user interface and design standards, including improvement of features, to attract visitors. This position is less technical than Webmaster or Web Developer because of lesser knowledge and responsibilities for site programming code. Typically requires BA & 0-2 years of experience.
510	Social Media Manager	Develops, implements, manages and monitors social networks and online communities for the company. Has an understanding of podcasting, wikis and social bookmarking sites, and can translate that knowledge into recommendations for the company. Typically requires BA & 5-7 years of experience in marketing or public relations.
511	Social Media Coordinator	Writes blogs, editorials, news releases and other web content on social media channels and online communities. Researches social media channels that are appropriate for the business and engages in social media efforts. Typically requires BA & 0-2 years of experience in marketing or public relations.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
SALES AND CUSTOMER SERVICE GROUP		
600	Sales Director	Directs sales strategy and implements sales goals of the organization, and is responsible for sales department budget. Designs, implements and reviews sales program. May be responsible for highly complex, key accounts. Typically reports to the Top Sales Officer, in smaller organizations may report to the CEO or CFO. Oversees Sales Manager. Typically requires BA & 10+ years of diversified experience in succession of increasingly responsible sales positions.
601	Sales Manager	Directs sales force within region or district to reach organization's sales goals for some or all of its products and/or services. Recruits, hires and manages sales staff. Designs, implements and reviews sales programs. Selects dealers, distributors and/or warehousing facilities. Typically requires BA & 7-10 years of sales experience with progressive managerial responsibilities.
602	Account Executive	Cultivates and maintains relationship with key and major accounts of the organization. Solicits potential new key accounts and has extensive knowledge of products/services. This level is distinguished from lower level sales representatives by the size and nature of the accounts. Typically requires 8-10 years of sales experience.
603	Senior Inside Sales Representative	Sells products and/or services by calling large accounts and handling complex or difficult sales. Trains lower level sales representatives on products, techniques and closing sales. Has extensive knowledge of products/services. Researches potential competition, maintains records of sales, prepares regular reports. Typically requires 5-7 years of sales experience.
604	Senior Outside Sales Representative	Sells products and/or services primarily via field work, meeting with prospective and existing customers. Handles large accounts and complex or difficult sales. Trains lower level sales representatives on products, techniques and closing sales. Has extensive knowledge of products/services. Researches potential competition, maintains records of sales, prepares regular reports. Typically requires 5-7 years of sales experience.
605	Inside Sales Representative	Sells products and/or services to new and existing customers primarily via telephone and email. Has extensive knowledge of products/services. Researches potential competition, maintains records of sales, prepares regular reports. Typically requires 3-5 years of experience.
606	Outside Sales Representative	Sells products and/or services primarily via field work, meeting with prospective and existing customers. Demonstrates products/services, resolves customer problems. Researches potential competition, maintains records of sales, prepares regular reports. Typically requires 3-5 years of experience.
607	Sales Engineer	Under limited supervision, sells and promotes products, systems, and services requiring technical knowledge of engineering and/or science and cost effectiveness. Researches potential competition, maintains records of sales, prepares regular reports. Typically requires BS & 3-5 years experience.
608	Customer Service Supervisor	Oversees and directs work of organization's customer service representatives. Typically requires 3-5 years of customer service experience including some supervisory responsibilities.
609	Senior Customer Service Representative	Responds to elevated requests for service, both telephone & written. Receives, evaluates, answers highly complex customer inquiries based on procedures and judgment. May act as a lead to Customer Service Representatives. Typically requires AA & 3-5 years experience.
610	Customer Service Representative	Fully qualified level. Under limited supervision, responds to incoming requests for service, both telephone & written. Receives, evaluates, answers moderately complex customer inquiries based on procedures & judgment. Typically requires HS diploma & 2-3 years of experience.
611	Sales Assistant	Under direct supervision performs administrative work for the sales department. Processes data and generates standard reports. May answer customer questions concerning products and pricing. Typically requires HS diploma & 1-2 years experience.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
OPERATIONS GROUP		
700	Operations Director	Develops and implements operations strategies to ensure the achievement of the organizations goals and objectives. Responsible for clarifying and correcting procedural problems. Analyzes feasibility of new programs and makes recommendations to C level employees. Typically reports to the COO. Typically requires BA or BS & 10+ years of diversified experience in several functional areas within operations.
701	Operations Manager	Manages and coordinates organization, branch, plant, or department operation strategies and activities. Assists with the development and implementation of organization policies, practices, procedures, and attainment of operating goals. Reviews, analyzes, and prepares reports, records, and directives, and confers with managers/supervisors to obtain data required for planning activities, such as new commitments, status of work in progress, and problems encountered. Typically reports to a Director or Chief Operating Officer. Typically requires BA & 7+ years of experience.
702	Quality Assurance Manager	Manages, plans, coordinates, and directs quality control program designed to ensure continuous production and/or service consistent with established standards. Manages the development and analysis of statistical data and specifications to determine present standards and establish proposed quality and reliability expectancy. Typically requires BA/BS & 7+ years of experience.
703	Quality Assurance Technician	Performs a variety of quality control tests/inspections on products, materials, components, parts, etc., at various stages of the production process to ensure compliance with quality and reliability standards. Records statistical data. Analyzes data and writes summaries to validate or show deviations from existing standards. Recommends modifications to existing, or suggests new, standards, methods and procedures. Typically requires BA/BS & 1-3 years of experience.
704	Inventory Control Manager	Manages, coordinates, and directs activities of employees engaged in inventory control. Maintains inventory as required by production schedules and/or customer orders while minimizing inventory and carrying costs. Typically requires BA & 7+ years of experience.
705	Inventory Control Analyst	Collects, evaluates, and reports data in order to manage inventory. Interprets results of overall inventory. Collects sales records and trends and evaluates performance measured against inventory budgets. Conducts statistical and financial analysis, and recommends levels of inventory required by production schedules and/or customer orders while minimizing inventory and carrying costs. Typically requires BA & 3-5 years of experience.
706	Purchasing Manager	Plans, directs & coordinates procurement of materials, components, supplies and services based on optimal timing, quality & price. Reports to Top Manufacturing or Operations executive. Supervises Purchasing Agents, Buyers & Clerical. Typically requires BA + 5-10 years of marketing experience.
707	Buyer	Fully qualified, between entry and senior level. Under limited supervision of Purchasing Manager, procures materials, components, supplies & services. Contacts suppliers, secures bids & places orders per policy. Expedites deliveries & makes substitutions per policy. Typically requires BA & 2-3 years of experience.
708	Purchasing Clerk	Under limited supervision of Purchasing Supervisor or Manager, writes purchase orders, verifies specifications, obtains prices & delivery dates using computer & telephone. Not an entry level position. Typically requires HS diploma & 1-2 years of relevant experience.
709	Shipping and Receiving Assistant	Under direct supervision of S/R Supervisor or Manager receives & gathers, packs materials, products & supplies for shipment per procedures; verifies shipped and received items against records. Typically requires HS diploma & 0-1 year of experience.
710	Material Handler / Warehouseperson	Under limited supervision, moves items & records movements per procedures. Operates forklift & other equipment. Not entry level. Typically requires HS diploma & 6 mos.-1 year of experience.
711	Facilities Manager	Responsible for compliance with health and safety standards. Manages capital projects from proposals through to completion. Manages service contracts, supervises maintenance and facilities staff. Typically requires HS diploma & 7-10 years of related experience. Manages the maintenance of facilities, grounds and equipment.

8. Job Titles and Descriptions (continued)

Job Code	Job Title	General Job Description
OPERATIONS GROUP (continued)		
712	Maintenance Supervisor	Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Supervises and trains staff. Typically requires HS diploma & 5+ years of related experience.
713	Maintenance Technician	Responsible for a variety of duties including maintenance and repair of office equipment, painting of facilities, routine carpentry, plumbing and electrical work. Typically requires HS diploma & 1-2 years of related experience.
714	Janitor/Custodian	Entry level. Cleans facilities and work areas including furnishings, bathrooms, walls and floors. Removes waste material, maintains inventory of tools and supplies. May perform some routine repairs and load/unload deliveries. Typically requires HS diploma & 0-2 years of general experience.
715	Security Officer/Guard	Entry level. Patrols organization premises, ensures that visitors have legitimate business with the organization. Investigates unusual or suspicious situations. Maintains visitor and other records. Enforces organization policies and procedures during and after normal working hours. Escorts staff and visitors to vehicles after hours. Assists in emergencies. May operate fire equipment, radios, administer CPR and first aid. Typically requires HS diploma & 0-2 years of general experience.
716	Driver/Delivery Person	Drives truck on established route to deliver products to place of business. Loads and unloads truck, collects payments for deliveries and maintains security of cargo. Typically requires HS diploma & 1-2 years experience and may require a specialized class license.
717	Groundskeeper	Under limited supervision maintains grounds of property and surrounding area. Cuts grass, rakes leaves, plants flowers and prunes trees. Performs maintenance on equipment. Typically requires 1-2 years experience.
GENERAL CLERICAL GROUP		
800	Office Manager	Responsible for office activities such as filing, records maintenance, copy/print services, reception, mail pick up and distribution, office maintenance and cleaning services, communications/telephones. Develops office procedures. Strong communication skills and managerial skills required. May supervise up to ten employees. Typically requires HS diploma & 3+ years of related experience, including supervision.
801	Executive Assistant	Fully qualified level. Under very limited supervision, provides executive staff with wide variety of administrative support. Prepares various reports and presentations. May advise contacts inside and outside the organization on the executive views on current issues or policies facing organization. May serve as the representative for executives at meetings. Manages calendar, meetings, correspondence and budget. Typically requires 3-5 years of experience.
802	Administrative Assistant	Fully qualified level. Under limited supervision, provides general admin support for a department or similar unit. Collects, analyzes data, writes up results. Makes travel arrangements per policy. Manages schedules. Typically requires HS diploma & 2-3 years of experience.
803	General Clerk	Fully qualified level. Under limited supervision, does variety of clerical tasks per prescribed routines, such as collecting data, making standard calculations, coding & processing documents, maintaining records and files. Typically requires HS diploma & 2-3 years of experience.
804	Receptionist	Entry level. Under direct supervision answers telephone calls. Greets clients and visitors, determines nature of business, and directs to destination. Maintains visitor records. May perform variety of clerical duties. Typically requires HS diploma & 0-2 years of experience.
805	File Clerk	Entry level. Under direct supervision, sorts, files, cross-references items, & sets up files per established procedure. Typically requires HS diploma & 0-2 years of general experience.
806	Mail Clerk	Entry level. Under direct supervision, sorts & distributes incoming mail. Processes outgoing mail per postal & private carrier requirements. Meters postage, applies correct amounts. Expedites mail per procedures. Typically requires HS diploma & 0-2 years of general experience.

9. Worksheets for Entering Pay Data

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
EXECUTIVE GROUP													
101	Top Executive												
102	Top Financial												
103	Top Marketing												
104	Top Operations												
105	Top Human Resources												
106	Top Information Technology												
107	Top Legal (General Counsel)												
108	Top Sales												
109	Top Sales & Marketing												
110	Top Strategy/Planning												
111	Top Engineering												
LEGAL GROUP													
151	Attorney												
152	Legal Assistant												
153	Compliance Officer												
154	Compliance Specialist												

9. Worksheets for Entering Pay Data (continued)

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
FINANCIAL GROUP													
200	Finance Director												
201	Controller												
202	General Accounting Manager												
203	Treasury Manager												
204	General Accounting Supervisor												
205	Payroll Administrator												
206	Collections Specialist												
207	Accountant (Senior level)												
208	Accountant (Intermediate)												
209	Accountant (Entry level)												
210	Financial Analyst (Senior level)												
211	Financial Analyst (Intermediate level)												
212	Financial Analyst (Entry level)												
213	Accounting Clerk (Senior level)												
214	Accounting Clerk (Intermediate level)												
215	Accounting Clerk (Entry level)												

9. Worksheets for Entering Pay Data (continued)

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
HUMAN RESOURCES GROUP													
300	HR Director												
301	HR Manager												
302	HR Generalist												
303	HR Assistant												
304	Training & Development Specialist												
305	Compensation & Benefits Manager												
306	Benefits Manager												
307	Compensation Manager												
308	Compensation Analyst												
309	Recruiter (internal)												
310	HRIS Specialist												

9. Worksheets for Entering Pay Data (continued)

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
INFORMATION TECHNOLOGY GROUP													
400	IT Director												
401	IT Manager												
402	Systems Analyst												
403	Software Engineer												
404	Programmer												
405	Systems Administrator												
406	Database Administrator												
407	Network Engineer												
408	LAN/WAN Administrator												
409	Technical Support Specialist (Help Desk)												
410	Data Entry Operator												
411	Web Site Developer												
412	Webmaster/Administrator												

9. Worksheets for Entering Pay Data (continued)

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
MARKETING GROUP													
500	Marketing Director												
501	Marketing Manager												
502	Brand or Product Manager												
503	Advertising Manager												
504	Marketing Communications Manager												
505	Marketing Specialist												
506	Marketing Assistant												
507	Graphics Designer												
508	Technical Writer												
509	Web Site Content Specialist												
510	Social Media Manager												
511	Social Media Coordinator												

9. Worksheets for Entering Pay Data (continued)

SALES AND CUSTOMER SERVICE GROUP													
600	Sales Director												
601	Sales Manager												
602	Account Executive												
603	Senior Inside Sales Representative												
604	Senior Outside Sales Representative												
605	Inside Sales Representative												
606	Outside Sales Representative												
607	Sales Engineer												
608	Customer Service Supervisor												
609	Senior Customer Service Representative												
610	Customer Service Representative												
611	Sales Assistant												

9. Worksheets for Entering Pay Data (continued)

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
OPERATIONS GROUP													
700	Operations Director												
701	Operations Manager												
702	Quality Assurance Manager												
703	Quality Assurance Technician												
704	Inventory Control Manager												
705	Inventory Control Analyst												
706	Purchasing Manager												
707	Buyer												
708	Purchasing Clerk												
709	Shipping and Receiving Assistant												
710	Material Handler/Warehouseperson												
711	Facilities Manager												
712	Maintenance Supervisor												
713	Maintenance Technician												
714	Janitor/Custodian												
715	Security Officer/Guard												
716	Driver/Delivery Person												
717	Groundskeeper												

9. Worksheets for Entering Pay Data (continued)

Job Code	Survey Job Title	Number of FTE's in this job	Zip Code for most in position	Average Current Annual Base Salary (e.g., 57890)	Performance-Based Bonus			Commissions		Holiday Bonus/Gift		Profit Sharing	
					# of FTE's	Target % of Base	Average \$	# of FTE's	Average \$	# of FTE's	Average \$	# of FTE's	Average \$
GENERAL CLERICAL GROUP													
800	Office Manager												
801	Executive Assistant												
802	Administrative Assistant												
803	General Clerk												
804	Receptionist												
805	File Clerk												
806	Mail Clerk												

10. Feedback

Feedback for CompAnalysis, Inc.

Jobs that should be added to survey:

I would like to participate in a post-survey feedback meeting. Yes _____ No _____

Any other suggestions to make the survey more valuable:

Survey Contact: Rita Haronian at 510.763.3774 x100 or rharonian@companalysis.com.