



GUNSTER
FLORIDA'S LAW FIRM FOR BUSINESS

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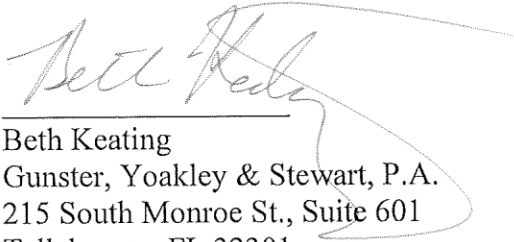
Mr. Adam Teitzman, Clerk
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, FL 32399-0850

Re: Docket No. 20240099-EI - Petition for rate increase by Florida Public Utilities Company

Dear Mr. Teitzman:

Attached, for electronic filing, on behalf of Florida Public Utilities Company, please find the Company's Responses to Staff's Nineteenth Set of Data Requests. Please note that certain referenced attachments that are available only in Excel format are not included for filing but will be provided to the service list separately.

Sincerely,



Beth Keating
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Cc: (Service List)

BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION

In re: Petition for rate increase by Florida Public Utilities Company.	DOCKET NO. 20240099-EI
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FPUC'S RESPONSES TO STAFF'S NINETEENTH SET OF DATA REQUESTS

1. Please refer to Florida Public Utilities Company's (FPUC or Company) electronic Minimum Filing Requirements (MFR), Schedule D, MS Excel tab D-4a, 25 supplement, for the following questions:
 - a) Please explain the reasoning for the issuance of the future notes, SN28 and SN29, found on MS Excel rows 40 and 41.
 - b) Please explain the methodology used to project the coupon rate of 5.75 percent accompanying the above-referenced notes.
 - c) In reference to the question above, does FPUC expect the coupon rate of 5.75 percent to change?
 - d) Do you still expect to issue SN28 on January 1, 2025? If not, what is the new expected issuance date?

Company Response:

- 1a. **These issuances will help fund our growth capital construction program and maintain our target capital structure. As discussed in my testimony, CUC's target capital structure is 50to60 percent equity as a percentage of total capitalization (including short-term debt). Over time, we strive to approximate the midpoint of 55 percent equity to total capitalization. Earnings retained and**

reinvested in the business partially help the Corporation fund our growth capital construction program. Any capital spend that is in excess of earnings retained is initially funded with short-term debt. As projects come online, we issue additional long-term debt and equity to stay within the target capital range and accordingly, reduce our short-term debt balances.

- 1b. The analysis used to project the forecasted interest rate of 5.75% focused on the 10-year and 20-year duration Treasury rates. Attachment “DR 19.1 Treasury Rates and BBB Spreads” provides a chart of the 10-year and 20-year Treasury rates for January 1, 2023 through November 29, 2024. The attachment also provides the 5-year historical BBB Index Spread for the last 5 years. To forecast the interest rate for the 2025 future issuances CUC took an average for the last twelve months (“LTM”) for both the Treasury Rate and Spreads as of June 30, 2024 (which was the end of the most recent quarter and the most recent available data at the time of the analysis). The LTM average Treasury rate and BBB Corporate index spread were added together to create the all-in-rate for the forecasted issuances. This analysis produced an all-in-rate of 5.73% which was rounded to 5.75% for the Schedule D MFR’s.

As discussed in my Testimony, Treasury rates have remained elevated in 2024, longer than originally expected and projected by the financial community. Any new issuances will increase the average long-term debt rate included in the calculation contained in the MFRs. These uncertain market conditions are expected to continue in 2025, which will likely leave Treasury rates at or around current levels. By using the average rate for the LTM, CUC is incorporating the

current and expected rate environment into the 2025 forecasted issuances.

1c. As noted in response to 1b the coupon rate of 5.75% is a forecasted rate calculated at the time of the filing. The actual rate for any new debt placements will be determined at the time any new debt financing is executed. If we update the analysis to be the LTM as of November 30, 2024, also included in Attachment “DR 19.1 Treasury Rates and BBB Spreads”, the all-in-rate has only moved by approximately 0.25%. This does not represent a material movement in all-in-rates since we filed the rate case. In addition, there is significant variability in the rates from day to day even intramonth, as illustrated in the month of November. Finally, as a new administration takes over in 2025, there remains overall uncertainty as to where long-term interest rates will land.

Also, CUC issued a portion of the forecasted debt in 2024. In November 2024 the Company executed a Note Purchase Agreement, pursuant to which CUC agreed to issue 5.20% senior notes due November 1, 2029 (five years) in the aggregate principal amount of \$100,000,000. The original forecast assumed the issuance of notes with maturities between 10 and 20 years. The 5-year senior note fits nicely into the Company’s debt maturity profile and allowed us to take advantage of a favorable coupon rate.

CUC still plans to issue the remaining \$150,000,000 of forecasted debt in the first half of 2025 and will likely look towards the longer end of the curve (10-year to 20-year maturities). Based on tenor and timing, a 5.75% coupon rate is still a relevant rate for the forecasted issuance for these longer-term maturities.

1d. See 1c for an updated timing on the forecasted issuance of \$250,000,000 of long-

term debt in 2025.

2. Please refer to FPUC's response to Staff's 6th Data Requests, specifically No. 27, part E, for the following request. What amount of contracting expense, if any, will be reduced as a result of consolidating some of the work previously preformed by contractors to now be preformed by the two new line supervisors? Please specify the amount, if any, by the Northeast and Northwest Territories.

Company Response:

There will be no decrease in the contractor expenses based on the work being performed by the two new line supervisors. Currently, the contractor workforce resources exceed our internal workforce resources. Based on the number of contractor resources on our property, the contractor supervision of that group will remain at the current level in order to ensure the safest and most efficient work environment.

3. Please refer to FPUC's response to Staff's 11th Set of Data Requests, specifically No. 12, part G, for the following request. Which expenses for "other health-related benefits" where not included in the projected 2025 test year?

Company Response:

All other health benefits described in Staff's 11th Set of Data Requests, number 12f, were included in the projected test year. As stated in the first paragraph of the response, 2023 costs were trended and adjusted for other known items. Only the C-35, which was based on the total Chesapeake corporation, inadvertently excluded some costs identified as "other health related benefits" in its budget data for 2024 and 2025. Therefore, the response to Staff's 11th Set of Data Requests, item 12, included an electric specific schedule which correctly included the costs.

4. Please refer to MFR Schedule C-20, page 3 of 3, line 15, specifically the \$2.286 million in total Company property tax expense shown for the test year ending on December 31, 2025, for the following requests.
 - a) Please provide a copy of the computation of this test year amount, including all assumptions, data, and quantifications in MS Excel format with all formulas intact.
 - b) Please provide the total Company property tax amounts for each calendar year 2020 through 2023.

Company Response:

- a. Please refer to the attached file “DR 19.4a property tax calculation”.
- b. The balances in property tax expense follow:

2020 \$1,346,998

2021 \$1,359,277

2022 \$1,439,738

2023 \$1,333,960

5. Please refer to MFR Schedule C-20, page 2 of 3, line 15, specifically the \$1.534 million in total Company property tax expense (actual and/or projected) for the year ended December 31, 2024, for the following request. Please provide a copy of the computation of this projected prior year amount including all assumptions, data, and quantifications in MS Excel format with all formulas intact.

Company Response:

Please refer to the attached file “DR 19.4a property tax calculation”.

6. Please indicate if the employee positions that are reflected in FPUC's payroll cost calculations in the 2025 test year reflect the Company's historic experience with vacancies or are at full complement pursuant to authorized levels. Please explain your response.

Company Response:

The employee positions reflected in Electric's payroll cost calculations in the 2025 test year reflect the Company's historic experience with vacancies. The 2025 monthly average vacancy is 29. The 2024 and 2023 monthly average vacancy is 29 as well.

7. Please provide a description of FPUC's, or Chesapeake Utilities Corporation's (Chesapeake) current merit and cost of living wage increase policies including policies that are expected to be effective in the test year.

Company Response:

We believe our employees are our most valuable asset and recognize that each employee must be valued as an individual and treated fairly and equitably. The Company has an annual merit wage increase process that occurs every year at the beginning of April. There is a projected budget increase of 3.5% of payroll expenses. Managers are allotted their merit pool of dollars to allocate pay increases to their team members based on Performance Scores, individual contribution and internal pay equity related to the job market value of the role where the team member is in their salary range. For example, if an employee is at the maximum of their salary range, they may be "red circled" and receive their merit in a one-time lump sum award, instead of a pay increase. Please see the attached file "DR 19.7 Compensation Administration Manual". Chesapeake does not have a cost of living wage increase policy.

8. Please list, by account, all stock-based compensation expense that FPUC, or Chesapeake, has included in its cost of service for the years 2020 through 2023, prior year 2024, projected test year ending December 31, 2025, and including, but not limited to, executive stock options, performance share awards and any other stock-based compensation awards that will result in such costs being charged to FPUC during the projected test year. In addition, please provide a description of each distinct stock-based compensation program that will result in charges to FPUC during the test year.

Company Response:

The Long-Term Incentive plan (LTI) is based on several components that benefit all customers including Earning Per Share, Return on Equity, Capital Investments and Growth. If annual goals are met, the LTI is awarded in company stock.

Below is the LTI included in Electric's cost of service for 2020 through 2023, prior year 2024 and projected test year ending December 31, 2025.

Stock Based Compensation:

FERC	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
5800	\$ 4,517	\$ 24,913	\$ 14,661	\$ -	\$ -	\$ -
5810	-	-	3,111	-	-	-
9010	2,008	5,750	8,366	1,411	1,465	1,521
9200	244,861	249,787	261,187	290,875	301,959	313,496
Grand Total	\$ 251,386	\$ 280,449	\$ 287,324	\$ 292,286	\$ 303,424	\$ 315,017

9. For FPUC, please provide the level of related incentive compensation bonus payments included in prior year 2024, and projected test year ending December 31, 2025.

Company Response:

The Company has a TIP (Team Incentive Plan) for all non-executive employees. The Electric incentive compensation (TIP) bonus payments in 2024 and projected test year ending December 31, 2025 are below:

	Capital	Expense	Total
2024 TIP Payment	164,745	291,440	456,184
2025 TIP Payment	170,965	302,317	473,283

10. Please provide the number of FPUC employees that were eligible to receive incentive compensation for each year 2020 through 2023, and for each year indicate how many did not or will not receive an award.

Company Response:

The number of direct Electric and allocated (each allocated employee counted as 1 instead of percent charged) non-executive employees that were eligible to receive TIP incentive compensation for 2020 through 2023, and those not receiving an award is below:

Description	2019 Paid in 2020	2020 Paid in 2021	2021 Paid in 2022	2022 Paid in 2023	2023 Paid in 2024
Total # of Eligible Employees	242	249	262	277	292
Total # of Employees Received Award	241	249	260	277	292
Total # of Employees Did Not Receive Award	1	0	2	0	0

11. Please provide a listing of the total compensation of each corporate officer of FPUC or any other entity whose executive compensation costs are charged or allocated to FPUC for 2020 through 2023 (and projected amounts for the same cost for 2024, and 2025). Please indicate the separate amounts charged to O&M expense and capitalized, and breakdown the total compensation by type including, but not limited to, salary, deferred compensation, stock options, vehicle allowances, etc.

Company Response:

Below is a listing of total compensation for each officer allocating to Electric.

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
O&M Expense	\$ 823,249	\$ 929,726	\$ 864,786	\$ 780,675	\$ 810,391	\$ 841,275
Capitalized	\$ 121,779	\$ 172,928	\$ 99,185	\$ 35,519	\$ 36,872	\$ 38,281
Total Officer Compensation Allocated to Electric	\$ 945,028	\$ 1,102,654	\$ 963,971	\$ 816,194	\$ 847,264	\$ 879,556
Salaries	\$ 429,224	\$ 505,308	\$ 491,933	\$ 362,911	\$ 376,739	\$ 391,134
Short-Term Bonus	\$ 255,974	\$ 290,069	\$ 160,358	\$ 152,564	\$ 158,349	\$ 164,368
Long-Term Bonus	\$ 255,983	\$ 301,476	\$ 297,098	\$ 292,475	\$ 303,619	\$ 315,220
Signing Bonus & Other Awards	\$ 3,847	\$ 5,801	\$ 14,583	\$ 7,403	\$ 7,685	\$ 7,979
Vehicle Allowance	\$ -	\$ -	\$ -	\$ 841	\$ 871	\$ 854
Total Officer Compensation Allocated to Electric	\$ 945,028	\$ 1,102,654	\$ 963,971	\$ 816,194	\$ 847,264	\$ 879,556

A small number of officers receive a vehicle allowance. Most officers have a company vehicle.

12. Please provide a description of each of FPUC's employee benefit program(s) or plan(s) currently in effect, and projected test year 2025, if different from the current program(s) or plan(s).

Company Response:

Chesapeake's employee benefits program is an integral part of our commitment to provide an appropriate employee value proposition. Our benefits package is designed to support employee health, well-being, and financial wellness. In addition to competitive salaries,

and an incentive plan, our current benefit offerings include health, dental and vision plans, 401(k) plans, flexible spending accounts, paid time off and sick leave. We provide life insurance, and Short Term and Long-Term Disability Insurance along with an employee assistance program (EAP), tuition reimbursement, volunteer opportunities, paid bereavement leave, jury duty leave, along with flexible and hybrid work schedules. Chesapeake will continue to keep the same benefit plan design with the introduction of 2 added benefits beginning in 2025. The two added benefits include paid parental leave and two additional floating holidays.

Paid Parental Leave is a type of leave that allows eligible employees to take paid time off of work due to the birth or adoption of a child. We believe this enhancement to our benefits will support our employees during the life-changing moments of the birth or adoption of a child and contributes to a supportive work environment that fosters engagement and improves the overall employee experience. Our new paid parental leave consists of:

- Up to four weeks of paid leave for the birth or adoption of a child
- The benefit is available to employees whose child is born or adopted January 1, 2025 or after
- Eligibility mirrors FMLA (1 year of employment)

Floating holidays are paid days off of work that employees schedule for their personal use. We recognize that our employees bring a wide variety of backgrounds, beliefs, and experiences to the workplace. These two additional floating holidays will provide our team members an opportunity to take time off for occasions that are meaningful to them, whether cultural, religious, or personal. We believe these changes reflect our dedication to provide an inclusive and welcoming work environment.

13. Please refer to the direct testimony of FPUC witness Rudolf Davison, pages 8-9, for the following request. Please provide a copy of the compensation study used to evaluate FPUC's compensation and benefit programs against the external market discussed in this section of testimony.

Company Response:

Please see the attached compensation market study (Exhibit DR 19.13a and DR 19.13b) performed by external consultant Willis Towers Watson.

The following questions pertain to witness Crowley's direct testimony.

14. Please provide the work papers used by witness Crowley to develop his cost of equity analysis, that is, the Discount Cash Flow model (DCF), Capital Asset Pricing Model (CAPM), and Risk Premium model. If the work papers include spreadsheets, please ensure all links and formulas are intact.

Company Response:

Please refer to the attached file "DR 19.14 Work papers".

Please note that when preparing the Excel file for delivery, a slight discrepancy was observed between the Crowley Testimony presentation of market capitalizations in Exhibits NAC-28 and the Excel file's presentation of these exhibits. For example, in Table 7, in which the Risk Premia estimate of Natural Gas required return was presented as 9.90% in the Crowley Testimony document, but is 9.89% in the Excel file. Similarly, in Exhibit NAC-12, the weighted average CAPM beta for the gas proxy group was presented as 0.77 when in fact the correct weighted average beta is 0.76. In NAC-32, the weighted average market

returns are also affected. This is because some market capitalization weights were updated for the analysis prior to filing, after some of the appendix exhibits were finalized. These slight differences do not affect the final recommendation because, due to the formula structure of the spreadsheet, these older market capitalization numbers ultimately do not feed into the recommendations.

Also, please note that the attached file “DR 19.4 Workpapers” contains hidden sheets, which are integral to the analysis, but are hidden for ease of presentation.

15. Witness Crowley’s testimony was filed on August 22, 2024. Please explain why he used market data from 2021, 2022, and 2023 in his DCF analysis.

Company Response:

The DCF analysis in this filing is used as one approach used to estimate FPUC’s cost of equity capital. The cost of equity is an opportunity cost that cannot be directly observed, borne by the equity owners of FPUC’s common shares. Estimations of this cost could be made using one year of data. However, a drawback to using a single year of information is that any single year could prove to be anomalous, or otherwise unrepresentative of the true cost of equity borne over the period of time during which rates are set. By using data from the three most recent available years, the analysis avoids the possibility of estimating a value that happens to be anomalous or unrepresentative.

As a secondary consideration, the estimation of a utility’s cost of equity reflects the investment community’s required rate of return on equity for a given level of risk. Investors assess the required return in relation to market expectations, which are set not only with information from a single year, but from several years of embedded experience. An investor’s required rate of return on equity, and therefore FPUC’s cost of equity capital, is

likely to correspond to several years of utility return expectations. Incorporating multiple years of DCF results in the cost of equity estimate therefore is sensible.

16. Please provide a list of the sources for all of the market data in Exhibits NAC-11 through NAC-36.

Company Response:

Individual Company Data (Market Sample Data) –

- **CAPM Betas - ValueLine**
- **Share Price – Morningstar Data**
- **Shares Outstanding – Morningstar Data**
- **Dividends Per Share - Morningstar Data**
- **CPI & Employment Data – Federal Reserve Economic Data (FRED)**

US Historical Return Data-

- **Treasury Bills – Center for Research in Security Prices (CRSP)**
- **Market Capitalization Data - Center for Research in Security Prices (CRSP)**
- **Inflation Data- Center for Research in Security Prices (CRSP)**
- **Long Term Debt Data - Center for Research in Security Prices (CRSP)**

FPUC Short- and Long- Term Debt Data- Provided by FPUC

17. Did witness Crowley compare any risk factors of the gas proxy group to the risk factors of FPUC? If yes, please list and explain the risk comparison.

Company Response:

Yes. A qualitative assessment of the risk factors of the gas proxy group was considered with respect to FPUC. The gas distribution utilities in this sample provide gas delivery services to end use customers (i.e., homes and businesses), through a distribution pipeline network which transports commodity gas from the transmission pipelines to individual customer delivery points and meters, acting as the final link in the natural gas supply chain to consumers. In this regard, risk metrics of the gas proxy group closely compare to that of

FPUC's electric operations: both provide essential services required for a functioning economy; own and operate substantial, long-lived capital infrastructure; and operate in a regulated utility environment. The gas proxy group consists of investor-owned utilities. Thus, gas utilities face many of the same financial, regulatory, and cybersecurity risks as electric utility operations, like those of FPUC.

Importantly, FPUC's electric operation faces weather-related risks that would generally not affect the gas utilities in this sample. While, to some extent, all electric utilities face weather risks, the geographic location of FPUC, in a state that may encounter hurricanes and tropical storms, could lead to more damage to the infrastructure assets of FPUC's electric operations than the industry average. Indeed, FPUC's western division was devastated by Hurricane Michael (2018). All else equal, this would make the gas proxy companies less risky, and therefore the inclusion of gas companies could bias the cost of equity estimation downward.

18. Please refer to page 49, lines 5 through 8 for the following requests.

- a) Please explain how witness Crowley calculated the overall market return.
- b) Did witness Crowley use an arithmetic average or a geometric average?
- c) Please list the source of the equity returns.
- d) Please explain how witness Crowley estimated the expected inflation rate of 2.46 percent and the source of his information.

Company Response:

- a) **The overall market return was calculated using a 30-year average of capital appreciation plus dividends from 1993 to 2023 using data from the Center for Research on Securities**

Prices.

- b) Arithmetic measures of historical growth is our general approach. Arithmetic measures of growth better capture expectations of future value (market value, earnings, dividends, etc.), and takes account of the inherent risk associated with growth essentially recognizing growth as a stochastic time-series process. Geometric measures of historical growth can understate future value. In essence, the use of geometric metrics to estimate future experience is deterministic and, all too often, understates future prospects.
- c) The Center for Research on Securities Prices.
- d) The inflation estimate of 2.46 percent was calculated as the average of two estimates:

(1) an estimate using Treasury Inflation Protected Securities (“TIPS”) that relates 5 to 10 -year inflation expectations, as shown in Table 1:

Table 1: US Treasury Constant Maturity Minus TIPS

Implied Expectations of Inflation, Inferred from Financial Markets (%)					
Time of Sample of Market Yields	U.S. Treasury Yield Differences: Constant Maturity minus TIPS*			Expected Inflation: Years 5 - 10	
	5-year	7-year	10-year	Expectations, year 5 through year 10	Difference between 2nd and 1st 5-year
2022	2.95	2.85	2.69	2.44	-0.51
2023	2.43	2.47	2.46	2.49	0.06
2024	2.48	2.49	2.46	2.44	-0.04
* Adjusted for inflation and liquidity risk premia					

(2) the average of three surveys for the years 2024 and 2025: the Livingston Survey conducted by the Federal Reserve Bank of Philadelphia, the Survey of Consumer Expectations by the University of Michigan, and the Survey of Professional Forecasters

also conducted by the Federal Reserve Bank of Philadelphia. The results of these surveys is summarized in Table 2 below:

Table 2: Inflation Expectations, Survey Responses

Forward Period	Time of Survey of Projections of Price	Surveys of Markets and Forecasters				
		Livingston Survey		SRC Survey of Consumer Expectations	Survey of Professional	
		CPI	PPI		CPI	PCE
2024	2023	2.50	2.10	3.92	2.57	2.39
2025	2024	2.20	1.90	3.00	2.38	2.10
2023-2028	2023				2.57	2.42
2024-2029	2024				2.30	2.05

19. Please list the source from where witness Crowley obtained the risk-free rates in Table 4 on page 50.

Company Response:

The “Low” risk-free rate in this table was calculated as the average of monthly market yields on 30-year Treasury securities between January 2018 and June 2024, excluding the pandemic year of 2020. The “High” risk-free rate in this table was calculated as the average of monthly market yields on 30-year Treasury securities from April 2023 to June 2024. These data were obtained from the Federal Reserve Bank of St. Louis.

20. Please explain how witness Crowley adjusted the CAPM Betas in Exhibits NAC-11, 12, and 13. What is the reason for the adjustments?

Company Response:

Estimated betas were adjusted for central tendency based on the methodology pioneered by Marshall Blume. The so-called Blume methodology derives from the work of Marshall Blume, as first presented in the article, “On the Assessment of Risk,” Journal of Finance,

Vol. 26, 1971. In this paper, Blume demonstrated that the estimated values of risk coefficients in one period are biased assessments of future values. His methodology, adopted in this analysis, corrects for this bias of betas to “regress toward the mean” by adjusting the beta values toward 1.0. The specifics of this adjustment can be found in column F of sheet “CAPM” in the attached file “DR 19.14 Work papers”.

In this case, because the 2023 unadjusted betas are close to 1.0 (for example, the weighted average electric sample beta equals 0.97), the adjustment is very small (adjusted to 0.98).

The alternative approach to adjust the estimated raw Betas is the so-called Vasicek technique, as proposed by O.A. Vasicek in “A Note on Using Cross-Sectional Information in Bayesian Estimation of Security Betas,” Journal of Finance, vol. 28, 1973. The drawback to the Vasicek approach is that considerable information is required for implementation.

21. Please explain how witness Crowley estimated the expected growth rates in Exhibits NAC-16, 17, and 18. Please list the source of the information.

Company Response:

The expected growth rates used in the DCF analysis were based on a weighted average of the ten-year average of earnings per share growth rates for each company in the sample plus the ten-year average of dividend per share growth. For a given company in the sample, the calculation is as follows:

Expected Growth

$$\begin{aligned} &= \left[(0.1) * \left(\frac{1}{10} \sum_{t=1}^{10} \textit{EPS Growth Rate} \right) \right] \\ &+ \left[(0.9) * \frac{1}{10} \sum_{t=1}^{10} \textit{Dividend per Share Growth Rate} \right] \end{aligned}$$

22. Please explain how witness Crowley calculated the historical market returns for the utility companies in Exhibits NAC-29, 30, and 31. Please list the source of the information.

Company Response:

The historical market returns were determined by calculating annual capital appreciation plus dividends for each year for each company in the sample. Data was obtained from ValueLine and Morningstar Data.

23. Please refer to Table 7 on page 55 for the following requests.

- a) Please provide all calculations, source materials, and spreadsheets with formulas and links intact used to develop the Risk Premia Analysis Results.
- b) Please describe and list the source and companies included in the Equity Returns for the Large-Cap Stocks.
- c) Please describe and list the source and companies included in the Equity Returns for the Small-Cap Stocks.
- d) Please describe and list the source and type of U.S. Treasury Debt for the LT US Debt, InT US Debt and T-Bills.

Company Response:

- a) **For calculations, source materials, and spreadsheets, please see “DR 19.14 Work papers”.**
- b) **Returns on Large Cap equities were obtained from the Center for Research in Securities Prices. This data includes U.S. companies that comprise the top 85% of investable market capitalization.**
- c) **Returns on Small Cap equities were obtained from the Center for Research in Securities Prices. This data includes US companies that fall between the top 85% and 98% of investable equity market capitalization**
- d) **Data on returns to US Treasury debt was obtained from the Center for Research in Securities Prices.**

24. Please refer to page 38, line 16, Please explain the meaning of the phrase “. . .future returns harbored by investors may assume a pattern of non-constant growth?”

Company Response:

Models of equity cost rates that utilize expectations of growth, like those used in the DCF framework, often assume static, constant growth rates of earnings and dividends. On average, these model assumptions are plausible and are key to the projections of stock analysts which in turn shape the expectations of investors. However, for a particular utility during a particular period of time, growth may not proceed at a constant rate. Instead, businesses often experience periods of temporary weakening or strengthening of realized returns, resulting from various random events inherent to revenue and cost flows. Investors may also incorporate ad hoc assumptions related to this kind of non-constant growth when making investment decisions.

25. Please explain why witness Crowley chose to use a proxy group of gas utilities in addition to the electric utilities proxy group.

Company Response:

As stated in response to Question 17, gas utilities face many of the same financial, regulatory, and cybersecurity risks as electric utilities like FPUC electric operations. It is reasonable to include a parallel utility industry to capture market expectations related to these risks.

26. Please explain why witness Crowley did not compare the capital structures and equity ratios of the utilities in the gas and electric proxy groups to that of FPUC.

Company Response:

The sample selection process utilizes capital structure information to assess whether the

sample's debt-equity ratio reasonably compares to FPUC. However, the data was not presented in the filed exhibits. The sample has a weighted average debt to equity ratio of 1.23, compared to FPUC's debt-equity ratio, which ranges from 0.95 to 1.10 from 2021 to 2025 (see Table 9 in Witness Crowley testimony).

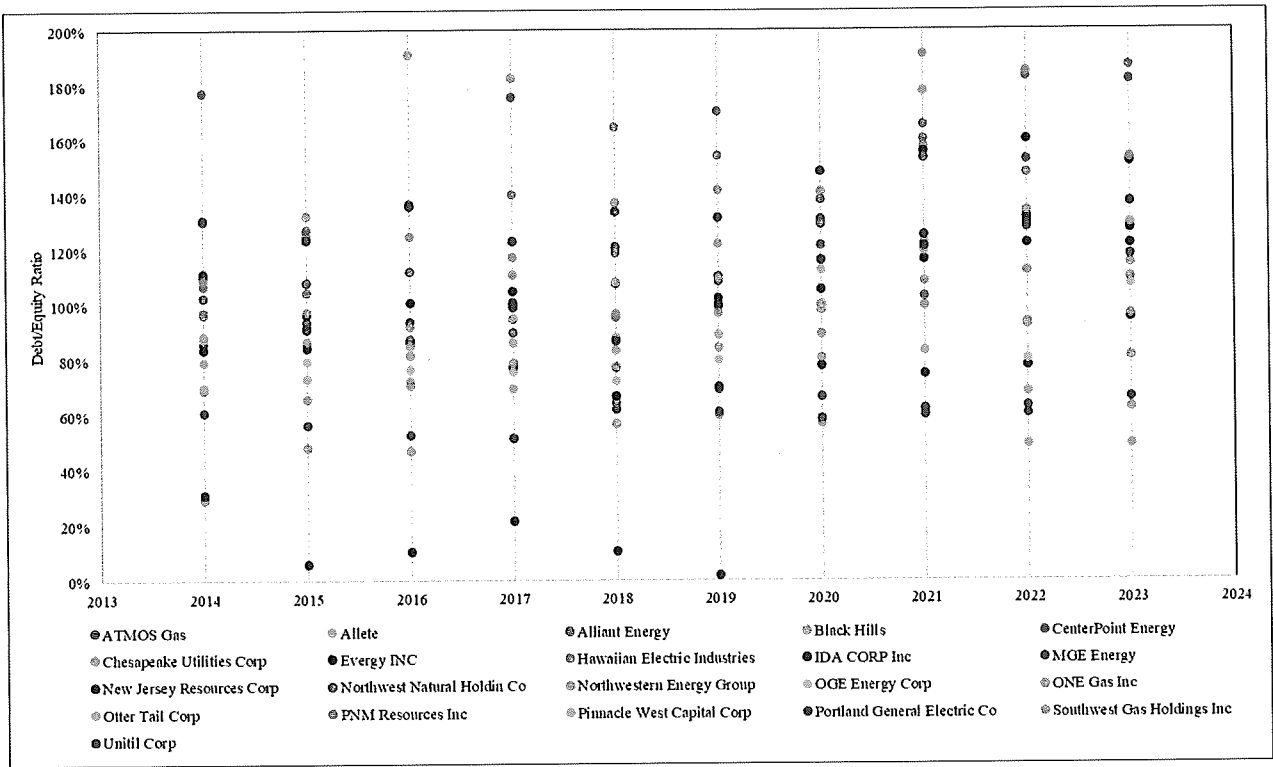
Table 1, below, displays the debt-equity ratio for the utilities in the sample from 2014 to 2023. The data indicate that debt-equity ratios can vary substantially over time and across utilities.

Table 1: Debt-Equity Ratios for Sample Utilities (2014-2023)

Company	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
ATMOS Gas	86%	91%	87%	90%	64%	69%	67%	62%	63%	63%
Allete	79%	86%	72%	70%	66%	60%	57%	60%	49%	49%
Alliant Energy	103%	94%	112%	101%	119%	109%	122%	121%	132%	128%
Black Hills	98%	133%	191%	182%	137%	142%	141%	157%	134%	115%
CenterPoint Energy	177%	229%	219%	176%	108%	170%	138%	165%	153%	182%
Chesapeake Utilities Corp	29%	48%	47%	52%	57%	122%	98%	100%	94%	110%
Evergy INC	110%	97%	101%	105%	67%	103%	105%	117%	122%	127%
Hawaiian Electric Industries	107%	105%	88%	95%	95%	99%	100%	103%	148%	153%
IDA CORP Inc	84%	85%	82%	77%	77%	70%	78%	75%	78%	95%
MGE Energy	61%	57%	53%	52%	62%	61%	59%	60%	61%	66%
New Jersey Resources Corp	31%	6%	10%	22%	11%	2%	129%	156%	160%	152%
Northwest Natural Holdin Co	112%	108%	86%	99%	121%	110%	131%	153%	128%	118%
Northwestern Energy Group	131%	126%	125%	117%	108%	110%	116%	109%	93%	96%
OGE Energy Corp	88%	80%	77%	76%	72%	80%	99%	123%	80%	107%
ONE Gas Inc	69%	66%	71%	79%	78%	85%	90%	178%	112%	81%
Otter Tail Corp	89%	87%	82%	86%	83%	89%	81%	83%	68%	63%
PNM Resources Inc	97%	128%	137%	140%	165%	154%	130%	160%	183%	187%
Pinnacle West Capital Corp	70%	73%	85%	95%	88%	89%	113%	120%	131%	130%
Portland General Electric Co	111%	92%	94%	100%	87%	100%	116%	121%	131%	122%
Southwest Gas Holdings Inc	109%	98%	92%	111%	97%	97%	100%	191%	185%	153%
Unitil Corp	131%	124%	136%	123%	134%	132%	148%	125%	129%	137%

Figure 1 displays this information graphically. The figure reflects the data in Table 1, and illustrates the dispersion of debt-equity ratios both between companies and across time.


Figure 1: Debt-Equity Ratios for Sample Utilities (2014-2023)



CERTIFICATE OF SERVICE

I HEREBY CERTIFY that a true and correct copy of the foregoing has been furnished by Electronic Mail to the following parties of record this 26th day of December, 2024:

<p>Suzanne Brownless Florida Public Service Commission 2540 Shumard Oak Boulevard Tallahassee, FL 32399-0850 sbrownle@psc.state.fl.us discovery-gcl@psc.state.fl.us</p>	<p>Walt Trierweiler/P. Christensen / Charles Rehwinkel/Mary Wessling/Octavio Ponce/Austin Watrous Office of Public Counsel c/o The Florida Legislature 111 W. Madison Street, Room 812 Tallahassee, FL 32399-1400 Trierweiler.Walt@leg.state.fl.us Wessling.Mary@leg.state.fl.us Rehwinkel.Charles@leg.state.fl.us Christensen.patty@leg.state.fl.us Ponce.octavio@leg.state.fl.us Watrous.austin@leg.state.fl.us</p>
<p>Michelle Napier Florida Public Utilities Company 1635 Meathe Drive West Palm Beach FL 33411 mnapier@fpuc.com</p>	

By: 
Beth Keating
Gunster, Yoakley & Stewart, P.A.
215 South Monroe St., Suite 601
Tallahassee, FL 32301
(850) 521-1706

DR 19.4a Computation of 2024 and 2025 Property Tax

Property Tax 2023 \$ 1,333,960.00

Increase in Average Plant in 2024:		
Average Plant B-1 (2024) line 29	\$ 181,250,167.00	
Average Plant B-1 (2023) line 29	<u>\$ 173,342,969.38</u>	
Increase in Plant-mainly due to substations	\$ 7,907,197.62	
Estimated Effective Property Tax Rate		2%
Increase in Property Tax for New Additions	<u>\$ 158,143.95</u>	<u>\$ 158,143.95</u>
		<u>\$ 1,492,103.95</u>
Inflation Factor based on C-7 (2024)		1.0284
Property Tax Forecast for 2025		<u><u>\$ 1,534,479.70</u></u>

Property Tax Estimate on C-20 (2024) \$ 1,534,480.00

Increase in Average Plant in 2025:		
Average Plant B-1 (2025) line 31	\$ 216,268,461.00	
Average Plant B-1 (2024) line 29	<u>\$ 181,250,167.00</u>	
Increase in Plant-mainly due to substations	\$ 35,018,294.00	
Effective Property Tax Rate		2%
Increase in Property Tax for New Additions	<u>\$ 700,365.88</u>	<u>\$ 700,365.88</u>
		<u>\$ 2,234,845.88</u>
Inflation Factor based on C-7 (2025)		1.0231
Property Tax Forecast for 2025		<u><u>\$ 2,286,470.82</u></u>

Compensation Administration Manual

(Internal HR Policy)

January 1, 2024

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Compensation Contact Information	
Ruth Warner Director, HR Operations rwarn@chpk.com	Dina Bellechases Compensation & Retirement Mgr. dbellechases@chpk.com

Exceptions, Modifications

Any exceptions to the above guidelines must be approved by the SVP, Chief Human Resources Officer (CHRO) of Chesapeake Utilities.



COMPENSATION & BENEFITS PHILOSOPHY STATEMENT

Compensation Philosophy

Our compensation philosophy is to provide market competitive compensation and benefits that support our culture to be an employer of choice and increase our ability to attract, motivate and retain a talented workforce. We pride ourselves in offering competitive compensation and benefits structured to meet employees' personal and work-life needs and recognize their contributions to the organization.

We believe our employees are our most valuable asset and recognize that each employee must be valued as an individual and treated fairly and equitably.

Our Compensation Plan is structured to recognize and reward individual performance through merit pay and to ensure that compensation for each job is linked to the market (which approximately represents the 50th percentile), based on the job skills and requirements. We annually compare all jobs to the market through formal surveys to ensure competitiveness within our marketplace and industry.

Benefits Philosophy

As part of our goal to be an employer of choice, we provide a competitive benefits package that includes the following:

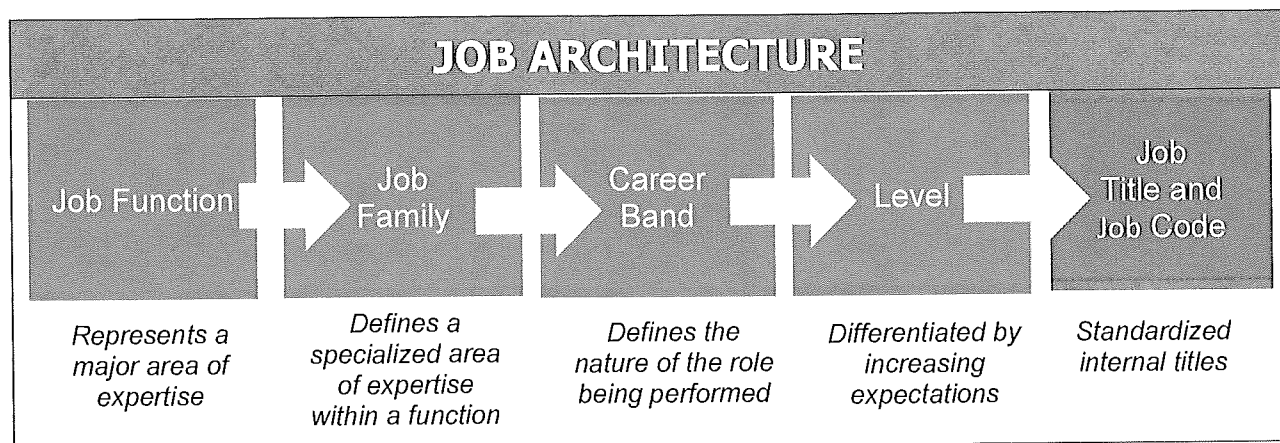
- Medical Insurance and Prescription coverage
- Dental and Vision Insurance
- Paid Time Off (PTO)
- Sick Time
- Disability and Life Insurance
- 401k Deferred Compensation Plans with a safe harbor matching component and the opportunity for a supplemental matching contribution as well (on up to 6% of eligible cash compensation)
- Flexible Spending Accounts
- Tuition Reimbursement
- Wellness Program
- Recognition Program
- Volunteer time
- And more (See benefits materials for details)

To ensure we are competitive, we also target the median (50th percentile) benefit levels in our market. We annually compare our benefit plans to the market and make changes as appropriate. As a result of our yearly analysis, we strive to provide a benefits package that will attract, motivate, and retain a talented workforce.

COMPENSATION SUMMARY

To carry out our Compensation Philosophy, a Job Architecture has been developed to provide the necessary foundation to manage jobs, roles, skills and careers across the Chesapeake organization. The Job Architecture will establish a framework for understanding comparable roles within the organization and provide a systematic approach for determining relative value based on the overall

responsibilities, scope and expected contribution for each job (not the volume of work, the incumbent's performance or current pay).



See Appendix C - CUC Job Functions, Families and Career bands

Tools and Best Practices to Attract, Motivate and Retain

Below is a list of compensation tools and best practices that we use to ensure that we attract, motivate and retain a talented workforce.

Annual Performance Evaluation (merit increases)

Our pay for performance philosophy is to reward employees with merit increases resulting from their achieved performance level. Each full or part time employee may be considered for a merit increase at least once a year. Each year the Senior Leadership Team along with the Compensation Committee establish an annual merit increase pool of dollars.

The purpose of the merit increase system is to link the results of an employee's performance evaluation to increases in the employee's base pay. **Length of service or time spent in a job does not justify a pay increase.** Those employees whose performance meets or exceeds standards may see this reflected in their merit increase. However, those who fail to meet standards, or whose performance is unacceptable, may not be eligible for merit increases.

Further, employees at or above the pay grade maximum will not receive a merit increase. However, they may receive a lump sum payment based on the merit increase percentage and their annualized budgeted hours. The lump sum will be split in payments made in April and September.

Employees with pay currently below the pay grade maximum – but who would exceed the maximum if given the full merit increase – may receive a merit increase that brings their pay to the pay grade maximum. They may also receive a lump sum payment for the remainder of their merit increase.

Union employees will follow their respective collective bargaining agreements. New hires must have completed at least 90 days of employment by December 31 to be eligible for the merit increase.

Each year, Supervisors/Managers evaluate their staff using the Performance Review Form. Forms will be available in October and need to be finalized by the end of January. Employees

are evaluated on a calendar year basis, and merit increases are effective on the first date of the pay period closest to April 1st of the following year.

Employees will be evaluated on a host of capabilities utilizing a 5-point scale, which is outlined below:

1	2	3	4	5
Unacceptable	Needs Improvement	Meets Expectations	Exceeds Expectations	Outstanding
Consistently fails to meet job requirements; Performance is below minimum requirements and immediate improvement is required in order to maintain employment.	Occasionally fails to meet job requirements; Performance must improve to meet all expectations of job position.	Able to perform 100% of job duties satisfactorily. Normal guidance and supervision required. Meets all required expectations.	Frequently exceeds job requirements; all planned objectives were achieved above the established standard and accomplishments were made in unexpected areas as well.	Consistently exceeds job requirements. This is the highest level of performance that can be attained.

Signed Performance Review Forms must be returned to HR Compensation no later than April 30 to be uploaded to employees' UKG profiles.

Internal Equity

When hiring new employees internally or externally, Human Resources / Compensation reviews the pay rates for employees within the same function, family, career band and level to maintain internal equity. This allows CUC to consistently monitor and ensure employees are paid market competitive wages based on total years of experience, expertise and performance.

See Appendix A for an internal equity example.

Market Analysis

The competitiveness of the pay structures and ranges are assessed annually, based on compensation surveys of comparable jobs to ensure external equity is maintained. Periodic structure adjustments will assure that jobs are placed in correct ranges. If there is evidence of a change in market position, ranges may be adjusted according to the program's objectives and ability to pay within budget.

If, indeed, HR determines to increase the ranges to maintain competitiveness, a percentage would be applied to the midpoint of the first pay grade. The remainder of the structure would be adjusted accordingly. These adjustments do not change the grades to which positions are assigned and do not result in automatic changes in individual employee pay levels. However, any employee who falls below the adjusted range minimum may receive a pay adjustment to the new minimum assuming acceptable performance.

ANNUAL MARKET ANALYSIS TIMELINE	
SEPTEMBER (after Salary survey results are published)	Review and analyze all non-union positions at CUC versus the market.
OCTOBER	Present market analysis to HR Leadership and provide final market adjustment recommendations to CHRO. Request budget approval for market adjustments.
JANUARY	Implement approved market adjustments and new salary ranges, if applicable and subject to budget availability

New Hire Starting Pay

The CUC new hire starting pay strategy is to provide a market competitive rate for new hires based on their total years of experience as well as their knowledge and skills.

A new employee who is hired into a position is provided with a salary/wage that is commensurate with their knowledge, skills and experience. A new hire's pay is determined based on the following guidelines:

- The salary/wage cannot be below the minimum value of the position grade.
- The salary/wage typically should not exceed the midpoint value of the position grade. (10 years of experience is the mid-point)
- Within this range, the salary/wage is determined primarily based on qualifications and prior years of related experience, with consideration given to the range locations of incumbent staff.

Hiring new employees close to the midpoint of the pay range may present internal equity and compression issues with incumbents in the same position. It is the responsibility of the Hiring Manager and Human Resources to carefully consider the implications of such a decision. Exceptions should be made only when the candidate pool for a position is extremely limited and such a pay decision is the only way to ensure appropriate staffing levels.

New hire rates are recommended by Compensation Department and communicated to the HR Business Partner and/or Recruiter to communicate to the hiring manager or business unit leader.

Position Change Process

In the case of a promotion, lateral transfer or reassignment, the following steps will be taken to ensure appropriate pay adjustments:

1. The Human Resources Business Partner will process the Employee Change Form (ECF) for approval through Right-Signature.
2. The manager then forwards the completed ECF to the Human Resources Department.

3. Pay adjustments outside of the merit cycle must be approved by the Senior Leadership Team and the Human Resources Department prior to being communicated to the employee.
4. Within two weeks of the employee assuming the new position, the new manager provides the employee with a new job description and conducts a discussion regarding responsibilities and performance expectations for the next performance review.

The effective date of the job change should be the date the employee assumes the duties and responsibilities of the new position, and must coincide with the first day of a pay period.

Promotional Increase

A promotion is when an employee is moving into a higher pay grade or level, or there are additional higher-level responsibilities assigned. HR Business Partners will collaborate with Compensation Department as necessary to determine the appropriate pay increase and will be responsible for communicating with the Manager. The respective department and unit's budgets must always be considered by the hiring manager when making any adjustment to an employee's pay.

To determine the promotional increase, you would multiply the employee's current rate of pay by 5% for each pay grade to determine the promotional increase, or you can follow the guidelines on this table.

Current Position in New Range	Recommended Increase (as % of current base salary)
At or above max	No increase
Between mid and max	Up to 5%
Below mid	Up to 10%

If the new rate of pay calculates below the minimum of the new pay grade, then the minimum of the new pay grade is used.

If, after calculating the promotional increase, an employee's pay exceeds the pay grade maximum, their pay is brought to the maximum.

For more questions or help with a promotional increase, please contact the Compensation Department.

Demotion/Reassignment Decrease

Demotion is defined as an employee moving into a lower pay grade. To determine the amount of decrease to the base salary, you would reduce the employee's current rate of pay by 5% for each pay grade reduction to determine the decrease in their rate of pay.

In the event that this decrease still results in the employee being over the maximum of the new pay range, the new pay rate would equal the maximum of the new pay range. For more questions or help with an employee receiving a demotion, please contact Human Resources.

Under no circumstances can an employee's pay rate be decreased without consultation with HR, written advanced notice of the pay decrease and their new rate of pay. TIP target percentages may also be adjusted due to the demotion.

Position Re-evaluation

A position may be re-evaluated to recognize significant changes in job content and may be assigned to a different pay grade as a result.

Provided an incumbent has not demonstrated less than acceptable performance, an employee within a position that is reclassified to a higher pay grade may be treated as if he or she is receiving a promotion.

Lateral Transfers

A lateral transfer occurs when an employee assumes a job that has the same pay grade and pay range as the employee's current position, but is either in a different department or has substantially different duties. A lateral move provides an opportunity for employees to broaden their skills and experience to further career development in another area or location.

An employee transferring to a position of the same grade may not normally receive a change in salary/wage as a result of the transfer. However, various circumstances, for example the level of pay for other employees within the position or the transferred employee's prior related work experience applicable to the position, may be considered as reasons for a change in pay.

Under no circumstances, can an employee's pay rate be decreased without consultation with HR, as well as written advanced notice of the pay decrease and their new rate of pay.

Movement within the Range

Employees may progress to their pay range midpoint over time assuming they continue to develop their skills and become fully functional in their position. This period of time may vary for different levels of positions and is based upon demonstrated performance. Pay levels in the upper third of the range should be reserved as incentive compensation for those individuals, generally a small number, who consistently produce outstanding results or perform beyond the scope of their responsibilities.

Minimum: The lowest salary that may be paid to individuals qualified to hold positions in this range. Individuals with minimum experience who require extensive training, or who have transferred into the position from another field, should be hired close to or at the minimum.

Maximum: Highest salary that should be paid to individuals in this range. Any salary increase for individuals over the maximum is considered on a case-by-case basis. If warranted, performance may be recognized in the form of a one-time lump sum award.

SALARY RANGE POSITIONING			
Minimum	Midpoint ↑		Maximum
1 st Quartile 0-25 th percentile of range	2 nd Quartile 25-50 th percentile of range	3 rd Quartile 50-75 th percentile of range	4 th Quartile 75-100% percentile of range
Entry-level employees who are comparatively inexperienced and who are in the process of developing their skills, abilities, and knowledge in their field.	Employees progressing satisfactorily toward achieving a standard level of performance in their job duties and responsibilities or have a proven record of accomplishment in their field.	Employees fully qualified to hold positions within this range. Individuals with a few years' experience who require minimal or no training may be paid close to or at the mid-point.	Employees who have consistently demonstrated outstanding performance in a position, and/or have demonstrated consistently good performance over a long period.

Years of Relevant Experience

- Count all specific job-related experience at CUC and outside of CUC.
- May count a portion of indirect job-related experience at CUC and outside of CUC (e.g. – Customer Service Representative with 10 years of experience is hired as a CSR Supervisor – may count a portion of this experience towards Supervisor role).
- Experience related to gaps in employment of more than 10 years does not count.

Interns, Temporary and Part-time Employees

Interns, Temporary and Part-time (<30 hours/week) employees are not assigned a specific number of hours, are not eligible for employee benefits, and are not eligible for merit increases in hourly pay.

Employee Recognition

Leaders across CUC are encouraged to recognize their staff regularly in a variety of tangible and intangible ways including but not limited to: thank you cards, department outings, lunch appreciation days, bagel/coffee appreciation days, gift cards, verbal and other written forms of appreciation. It should be noted that any employee recognition with a cash or cash equivalent value is considered taxable fringe income and subject to Federal and State tax withholding. This should be communicated to employees and Payroll at the time of receipt of a cash or cash equivalent recognition.

In addition, employees may also be recognized through the Team Incentive Plan (TIP) which provides for a potential annual payout, no later than the end of March of the following calendar year for eligible employees that have contributed to the success of the Company. The following matrix may be used to calculate TIP payouts:

TIP TARGETS Job Level	Target Bonus Opportunity %
M3	20%
P5, M2	15%
P4, M1	12%
W4, U4, T4, P3	10%
W3, U3, T2, T3, P1, P2	8%
W1, W2, U1, U2, T1, Union	6%

What should you say when your employee(s) question their pay in relation to what they hear other employers are paying or compared to online pay information?

Here are some questions to ask:

- Is the rate of pay being quoted equal to base pay or does it include differentials, overtime or other types of compensation?
- Are you comparing similar jobs? Job duties and responsibilities vary by employer; therefore, positions with the same job title at another employer may be slightly to significantly different.
- Were multiple survey sources used? Many online compensation tools use market data from one source and this may skew the data too high or too low. CUC uses multiple survey sources and various cuts of market data to ensure we are comparing our jobs very closely to jobs in the marketplace.
- How current is the compensation data? CUC "ages" the market data it receives to make sure it reflects what the market is currently paying for jobs. CUC is also regularly in the market recruiting for jobs so this provides real-time access and knowledge regarding market trends.

See Appendix B for a list of CUC pay grades.

Appendix A

INTERNAL EQUITY EXAMPLE

Which example below best illustrates internal equity (employees all work in the same position and they are all Solid performers)?

- A. Sue makes \$13.00/hour and has 4 years of experience. Erin makes \$16.00/hour and has 10 years of experience. Tom makes \$14.00/hour and has 12 years of experience.
- B. Sue makes \$17.00/hour and has 15 years of experience. Erin makes \$15.00/hour and has 11 years of experience. Tom makes \$12.00/hour and has 5 years of experience.
- C. Sue makes \$13.00/hour and has 3 years of experience. Erin makes \$12.00/hour and has 5 years of experience. Tom makes \$11.00/hour and has 4 years of experience.

The answer is "B" because in this situation the employees with less years of experience are always making less than the co-workers with more years of relevant experience. CUC works hard to maintain internal equity and this is one of the main reasons why CUC Human Resources handles all new hire or promotion offers.

Appendix B

2024 SALARY RANGES (Effective 01/01/2024)

Grade	Min	Mid	Max
25	162,750.00	217,000.00	271,250.00
24	150,000.00	200,000.00	250,000.00
23	138,000.00	184,000.00	230,000.00
22	127,500.00	170,000.00	212,500.00
21	117,000.00	156,000.00	195,000.00
20	107,250.00	143,000.00	178,750.00
19	99,000.00	132,000.00	165,000.00
18	90,000.00	120,000.00	150,000.00
17	81,750.00	109,000.00	136,250.00
16	74,250.00	99,000.00	123,750.00
15	67,500.00	90,000.00	112,500.00
14	60,750.00	81,000.00	101,250.00
13	56,250.00	75,000.00	93,750.00
12	51,000.00	68,000.00	85,000.00
11	47,250.00	63,000.00	78,750.00
10	42,750.00	57,000.00	71,250.00
9	39,000.00	52,000.00	65,000.00
8	36,000.00	48,000.00	60,000.00
7	33,750.00	45,000.00	56,250.00
6	30,000.00	40,000.00	50,000.00
5	27,750.00	37,000.00	46,250.00
4	25,500.00	34,000.00	42,500.00
3	24,000.00	32,000.00	40,000.00
2	22,500.00	30,000.00	37,500.00
1	21,000.00	28,000.00	35,000.00



Appendix C

CUC JOB FUNCTIONS										
CUC JOB FAMILIES	Corp Affairs/ Communications	Customer Service	Engineering	Finance	General Services	Human Resources	IT (BIS)	Legal/ Compliance	Operations	Sales/ Marketing
	Environmental Affairs & Compliance	Collections	Electrical Engineers	Accounting	Administrative	Employee Development/ Training	Business Systems Analysis	Corporate Governance	Administrative	Business Development
		Customer Billing	Engineers	Audit	Facilities	Employee/Lab or Relations	Data & Information Management	General Counsel	Compliance/ Safety	Communications
		Customer Contact Center	Mapping	Financial Analysis	Security	Management	Development	Government Affairs	Construction Project Management	Energy Efficiency/ Conservation
		Customer Svce Support & Administration		Tax		Recruiting/ Talent Acquisition	Infrastructure	Regulatory Compliance	Electric Transmission/ Distribution	Marketing/ Integrated Communications
				Treasury		Talent/ Workforce Development	Management	Risk Management	Gas Construction	Sales/Account Management
						Total Rewards	Project Management		Gas Services	
							Security		Gas Technical Services	
							Systems Administration		Gas Transmission/ Distribution	
							Technical Support		Line Locating	
									Logistics	
									Management	
									Project Management	
									Research & Development	



Appendix D Career Bands

CAREER BANDS				
MANAGEMENT (M)	PROFESSIONAL (P)	TECHNICAL SUPPORT (T)	BUSINESS SUPPORT (U)	PRODUCTION (W)
<ul style="list-style-type: none"> • Achieves goals through the work of others ▪ Management responsibilities include performance appraisals, pay reviews, training and development ▪ Job focus is on managing others and applying operational or strategic management skills 	<ul style="list-style-type: none"> ▪ <i>Applies a theoretical knowledge-base to work to achieve goals through own work</i> ▪ <i>Characterized by specific functional expertise typically gained through formal education</i> ▪ <i>May provide guidance to others as a project manager using technical expertise</i> 	<ul style="list-style-type: none"> ▪ Performs technical work, often in support of professional roles ▪ Requires vocational training or the equivalent experience ▪ Performs duties according to established procedures 	<ul style="list-style-type: none"> ▪ Performs clerical or administrative work ▪ Uses administrative, data organizing and coordination skills to complete work ▪ Performs duties according to established procedures 	<ul style="list-style-type: none"> ▪ Performs operational, craft or manual tasks ▪ Typically requires vocational training, apprenticeships or the equivalent experience ▪ Performs tasks according to established procedures



APPENDIX E

Spot Awards Policy and Guidelines

Purpose

A **Spot Award** recognizes exceptional performance by an employee beyond regular day-to-day activities and assignments.

Eligibility

All employees, up to the director level, are eligible to receive a spot award. Independent contractors and temporary employees, whether contracted by the company or through an agency, are not eligible to receive an award.

Special Project/Assignment Definition

- Financial impact of the project
 - Tier 1 – Annual financial impact - \$50,000 - \$99,999
 - Tier 2 – Annual financial impact - \$100,000 - \$199,999
 - Tier 3 – Annual financial impact > \$200,000
- Degree of difficulty and/or impact to overall organization
- Above and beyond normal job responsibilities
- Projects should have an approved budget to include spot awards
- Finance should determine if the project, including budgeted awards, can be capitalized

Award Criteria

The amount of a spot award should be dependent on the nature and complexity of the accomplishment and the ability of the department to fund the award.

An award is considered taxable income and will be reflected on the employee's pay statements. An award will **NOT** be grossed up for the tax impact.

The award should be presented to the employee within 30 days of the achievement with written recognition preferred regarding the accomplishment and award.

Award Levels	Contribution Level	Project Financial Impact		
		Tier 1	Tier 2	Tier 3
1	Basic contribution, but above and beyond	\$500	\$1,000	\$2,000
2	Key contributor. Multiple hours contributed outside work hours.	\$1,000	\$2,000	\$4,000
3	Engaged for extended hours during the project/process. Very high impact on incident management and made critical contribution	\$1,500	\$3,000	\$6,000
4	Engaged through the entire project/process and were critical and central to the effort.	\$2,000	\$4,000	\$8,000
5	Project Lead/Manager	\$2,500	\$5,000	\$10,000



- A manager has the discretion to initiate an award for a specific employee and/or project participants, with approval from the department director and a senior officer.
- Spot awards must be proposed within 30 days of the project completion.
- Documentation must be submitted to CHRO for review and consideration with the SLT.
- Any deviations to the award amounts should be reviewed and approved by SLT.
- Once approved, the manager should clearly communicate to the recognized employee the specific outstanding achievements that led to the award. The appropriate paperwork will be submitted to payroll for processing, after final approval.



APPENDIX F

Sign-on Bonuses

A sign-on bonus is a discretionary bonus that serves as a recruitment incentive. This initiative aids in the employment of individuals for critical positions that have labor market shortages which may affect the business needs of the company.

Funding

Bonuses will be funded from the hiring department's budget.

Criteria

For a Specific Job Classification

To enhance the ability to recruit qualified candidates during labor market shortages, a supervisor may recommend offering sign-on bonuses to candidates hired into positions for a specific job classification within their department. To qualify, the department must demonstrate that the job classification is critical to the company's mission, there is a labor market shortage, and the inability to hire qualified candidates would impair delivery of essential services.

For an Individual Position

A department may request to offer a sign-on bonus for an individual position if the division can demonstrate that the position is critical to the company's mission, the labor market is particularly competitive for the skillset and experience required for that position, and the company's inability to recruit and hire a qualified candidate would negatively affect the delivery of essential services. This option is typically reserved for instances where the position is the sole individual, or one of two individuals, fulfilling a role at the company.

Responsibilities

- **Supervisor:** Identifies need(s) for bonus and discusses request with Business Unit Director.
- **Business Unit Director:** Consults with Senior Leadership regarding available funding, and pay equity considerations. Prepares and submits required form to Human Resources Compensation Manager.
- **Human Resources Compensation Manager:** Reviews the form and if approved, routes to additional approvers, if applicable. HR Compensation Manager communicates approved amount to Recruiter for inclusion in the offer letter.

Approvals

Human Resources reviews the bonus request form, the amount requested, and all supporting rationale to determine eligibility for approval. Depending on the bonus amount requested, additional approvals are required as identified below:

- Sign-on bonuses exceeding \$5,000 must be approved by the SVP, CHRO.
- Critical to fill non-exempt jobs may qualify for up to \$5,000.
- Critical to fill exempt non-management jobs may qualify for up to \$10,000.
- Critical to fill exempt management jobs may qualify for up to \$25,000.

Eligibility

- Must be hired for a permanent full-time position
- Must not have previously worked as a permanent full-time position for the company



Declining Participation

If a sign-on is offered to an applicant, the applicant is free to decline it. Sign-on bonuses are not mandatory, and it is not a condition of employment for someone to accept a sign-on bonus.

Applicants may elect to decline a bonus agreement and not receive a sign-on or retention bonus, but the employee must sign the repayment agreement to receive the bonus

Repayment

Employee must execute an agreement explaining the terms and conditions, including repayment requirements. The repayment shall be based on the following formula:

Pro-rated Monthly Amount = Amount of Sign-On / Employment Commitment Period / Period of Consecutive Service in Months

Example

Employee received a \$5,000 sign-on bonus for 2-year employment commitment, with a first installment of \$2,500 at sign-on and a second installment of \$2,500 six months later, but the employee leaves after eight months.

$\$5,000 \text{ Sign-On Bonus Received} / 24 \text{ Month Period of employment commitment} = \$208.33 \text{ Prorated Monthly Amount}$

$\$208.33 \times (24 \text{ months} - 8 \text{ months}) = \$3,333.28 \text{ Amount Owed}$

Exemptions from Repayment

An employee does not need to repay any amount of a bonus if the employee's termination of employment was due to death or severe illness resulting in permanent disability of the employee, separation because employee was unable to perform all the position's essential duties because of a medical condition; elimination of the employee's position; or a reduction in force (RIF).

Accountant I | FIN-ACT-P1 / Finance

Job Details

Job Family	Accounting	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Entry Professional (P1)	760	6134	33	0.00%	0.00%	Base Salary	49,382	53,530	58,447
Code: FIN.06.001.P10 Level: P1						Actual Total Cash Compensation	50,145	54,950	60,282

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Entry Professional (P1)	65	113	33	0.00%	0.00%	Base Salary	47,324	53,000	55,942
Code: FIN.06.001.P10 Level: P1						Actual Total Cash Compensation	48,897	54,780	58,571

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Entry Professional (P1)	56	313	34	0.00%	0.00%	Base Salary	52,607	56,120	61,650
Code: FIN.06.001.P10 Level: P1						Actual Total Cash Compensation	54,377	59,670	65,959

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Entry (Professional)-P1	40	213	34	0.00%	0.00%	Base Salary	51,960	54,494	58,050
						Actual Total Cash Compensation	53,264	58,214	61,705

Code: AFB010-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Entry (Professional)-P1	12	21	33	0.00%	0.00%	Base Salary	51,973	53,767	57,005
						Actual Total Cash Compensation	52,674	57,288	60,891

Code: AFB010-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Entry (Professional)-P1	47	285	33	0.00%	0.00%	Base Salary	52,041	54,926	58,066
						Actual Total Cash Compensation	53,653	58,806	62,505

Code: AFB010-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Entry (Professional)-P1	17	33	50	0.00%	0.00%	Base Salary	50,500	54,361	59,219
						Actual Total Cash	52,000	55,620	62,861
						Compensation			

Code: AFB010-P1 Level: P1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Entry (Professional)-P1	248	1974	50	0.00%	0.00%	Base Salary	49,830	54,158	58,760
						Actual Total Cash	50,359	55,981	60,870
						Compensation			

Code: AFB010-P1 Level: P1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	50,652	54,297	58,470
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Accountant II | FIN-ACT-P2 / Finance

Job Details										
Job Family	Accounting	Global Grade	-			Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-							
Incs	0	Structure Name	-			Employee Pay			Avg	
		Structure Code	-			Base 50			-	

Survey Matches (8)									
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Experienced Professional (P2)	1218	11590	33	0.00%	0.00%	Base Salary	57,182	63,142	69,244
Code: FIN.06.000.P20 Level: P2						Actual Total Cash Compensation	58,416	65,000	73,140

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in general financial accounting activities of the organization, including: Financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Experienced Professional (P2)		77	766	34	0.00%	0.00%	Base Salary	63,358	67,152	72,065
Code: FIN.06.000.P20	Level: P2						Actual Total Cash Compensation	66,774	73,634	78,457

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in general financial accounting activities of the organization, including: Financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Experienced Professional (P2)		173	393	33	0.00%	0.00%	Base Salary	56,559	63,500	70,437
Code: FIN.06.000.P20	Level: P2						Actual Total Cash Compensation	57,105	65,000	73,093

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in general financial accounting activities of the organization, including: Financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Intermediate (Professional)-P2	60	383	34	0.00%	0.00%	Base Salary	62,141	67,269	72,007
						Actual Total Cash Compensation	65,156	71,773	77,610

Code: AFB010-P2 Level: P2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Intermediate (Professional)-P2	20	61	33	0.00%	0.00%	Base Salary	57,260	63,856	70,822
						Actual Total Cash Compensation	59,373	67,345	75,459

Code: AFB010-P2 Level: P2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Intermediate (Professional)-P2	70	475	33	0.00%	0.00%	Base Salary	62,169	67,462	72,628
						Actual Total Cash Compensation	65,309	72,358	78,006

Code: AFB010-P2 Level: P2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Intermediate (Professional)-P2	32	83	50	0.00%	0.00%	Base Salary	56,440	62,860	69,910
						Actual Total Cash Compensation	56,469	65,514	72,437

Code: AFB010-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting][Intermediate (Professional)]-P2	381	4075	50	0.00%	0.00%	Base Salary	58,519	63,690	70,201
						Actual Total Cash Compensation	60,042	66,836	73,526

Code: AFB010-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	59,032	64,702	70,824
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Accountant III | FIN-ACT-P3 / Finance

Job Details

Job Family	Accounting	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (9)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Senior Professional (P3)	1133	10516	33	0.00%	0.00%	Base Salary	70,414	77,622	84,634
Code: FIN.06.001.P30	Level: P3					Actual Total Cash Compensation	72,487	80,457	89,714

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Senior Professional (P3)	78	886	34	0.00%	0.00%	Base Salary	75,792	81,987	89,572
Code: FIN.06.001.P30	Level: P3					Actual Total Cash Compensation	79,878	88,891	97,530

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Senior Professional (P3)	140	290	33	0.00%	0.00%	Base Salary	69,492	77,280	85,834
Code: FIN.06.001.P30	Level: P3					Actual Total Cash	72,594	79,797	89,608

Compensation

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Career (Professional)-P3	68	571	34	0.00%	0.00%	Base Salary	78,222	83,565	89,355
						Actual Total Cash Compensation	83,609	89,952	95,966

Code: AFB010-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Career (Professional)-P3	27	91	33	0.00%	0.00%	Base Salary	77,576	83,662	90,640
						Actual Total Cash Compensation	80,394	88,644	97,676

Code: AFB010-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
	82	655	33	0.00%	0.00%	Base Salary	78,411	83,684	89,514

Accounting|General Accounting|Career
(Professional)-P3

Actual Total Cash Compensation	84,337	90,044	97,831
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Code: AFB010-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Career (Professional)-P3	31	101	33	0.00%	0.00%	Base Salary	66,232	75,000	79,930
						Actual Total Cash Compensation	67,284	80,000	86,525

Code: AFB010-P3 Level: P3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Career (Professional)-P3	5	8	34	0.00%	0.00%	Base Salary	64,156	72,291	83,444
						Actual Total Cash Compensation	68,590	79,181	89,078

Code: AFB010-P3 Level: P3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Industry Group | Break Value: Energy Services and Utilities | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Career	385	4869	33	0.00%	0.00%	Base Salary	71,959	78,013	87,026

(Professional)-P3

Code: AFB010-P3 Level: P3

Actual Total Cash
Compensation

74,882

83,390

92,697

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles.

Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	72,475	79,234	86,669
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Accountant IV | FIN-ACT-P4 / Finance

Job Details

Job Family	Accounting	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Specialist Professional (P4)	268	2178	33	0.00%	0.00%	Base Salary	77,590	90,404	103,709
Code: FIN.06.001.P40 Level: P4						Actual Total Cash Compensation	79,222	95,764	111,716

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd
Scope: All Data
Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include: Managing large projects or processes with limited oversight from manager. Coaching, reviewing and delegating work to lower level professionals. Problems faced are difficult and often complex. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Specialist Professional (P4)	25	242	32	0.00%	0.00%	Base Salary	92,609	97,921	111,026
Code: FIN.06.001.P40 Level: P4						Actual Total Cash Compensation	105,058	116,294	128,564

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd
Scope: Industry - Super Sector: Energy
Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include: Managing large projects or processes with limited oversight from manager. Coaching, reviewing and delegating work to lower level professionals. Problems faced are difficult and often complex. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Specialist Professional (P4)	23	37	33	0.00%	0.00%	Base Salary	63,860	81,909	93,059
Code: FIN.06.001.P40 Level: P4						Actual Total Cash	65,000	82,500	101,500

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include: Managing large projects or processes with limited oversight from manager. Coaching, reviewing and delegating work to lower level professionals. Problems faced are difficult and often complex. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accountant, General Accountant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Specialist (Professional)-P4	45	323	34	0.00%	0.00%	Base Salary	91,943	97,104	107,871
Code: AFB010-P4 Level: P4						Actual Total Cash Compensation	99,687	107,605	122,394

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting[General Accounting]Specialist (Professional)-P4	12	32	33	0.00%	0.00%	Base Salary	89,576	97,055	109,487
Code: AFB010-P4 Level: P4						Actual Total Cash Compensation	93,415	107,307	114,003

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
	51	330	33	0.00%	0.00%	Base Salary	91,350	97,808	110,940

Accounting|General Accounting|Specialist
(Professional)-P4
Code: AFB010-P4 Level: P4
Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd
Scope: Total Sample
Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd
Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.
Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.
Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Specialist (Professional)-P4	17	52	50	0.00%	0.00%	Base Salary	83,810	89,304	96,819
						Actual Total Cash Compensation	88,898	93,053	107,403

Code: AFB010-P4 Level: P4
Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd
Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations
Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd
Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.
Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.
Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Specialist (Professional)-P4	163	1518	50	0.00%	0.00%	Base Salary	86,861	95,324	106,929
						Actual Total Cash Compensation	91,992	103,831	118,065

Code: AFB010-P4 Level: P4
Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd
Scope: Position Listing: For-Profit Organizations
Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd
Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.
Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.
Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
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Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	84,770	93,232	104,615
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Administrative Assistant | GNS-ADM-U2 / General Services

Job Details

Job Family	Administrative	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Experienced	1518	48891	33	0.00%	0.00%	Base Salary	38,868	43,743	49,344
Para-Professional (S2)						Actual Total Cash	39,379	44,431	50,540
Code: AFS.01.000.S20						Compensation			

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Experienced	251	1248	33	0.00%	0.00%	Base Salary	37,801	42,897	49,092
Para-Professional (S2)						Actual Total Cash	38,709	43,485	50,123
Code: AFS.01.000.S20						Compensation			

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Experienced	89	1015	34	0.00%	0.00%	Base Salary	39,551	44,762	50,121
Para-Professional (S2)						Actual Total Cash	40,411	46,835	52,258
Code: AFS.01.000.S20						Compensation			

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/ Administrative Assistance Intermediate (Business Support)-U2	14	489	33	0.00%	0.00%	Base Salary	45,682	50,861	54,308
						Actual Total Cash Compensation	47,267	54,303	57,977

Code: AAS041-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Industry Group | Break Value: Oil and Gas | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/ Administrative Assistance Intermediate (Business Support)-U2	323	7825	34	0.00%	0.00%	Base Salary	42,775	46,356	51,722
						Actual Total Cash Compensation	43,836	47,617	53,349

Code: AAS041-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/ Administrative Assistance Intermediate (Business Support)-U2	37	479	33	0.00%	0.00%	Base Salary	42,994	46,020	48,889
						Actual Total Cash Compensation	43,266	47,004	50,314

Code: AAS041-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50 50th Percentile	Base (All Jobs)	Base Salary	Base Salary	Market Average Pay	41,277	45,771	50,583
					--	--	--

Differential

0.0

0.0

0.0

Overall Comment

None

Application Analyst I | ITS-BSA-P1 / IT

Job Details

Job Family	Business Systems Analysis	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base	50		-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Business Systems Analysis - Entry Professional (P1)	287	2527	33	0.00%	0.00%	Base Salary	53,947	58,781	66,379
						Actual Total Cash Compensation	55,475	60,851	68,959

Code: ITC.04.006.P10 Level: P1
Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : IT Business Systems Analysis work involves acting as a liaison between the business/end users and IT systems development teams for business needs requiring IT based solutions including: Identifying and analyzing business needs, conducting requirements gathering, and defining scope and objectives. Making recommendations for solutions or improvements to business processes that can be accomplished through new technology or alternative uses of existing technology. Researching business requirements and documenting the relationships between the components of the application system (i.e., end users, business processes, data, applications, and devices). Translating business requirements into application requirements Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: This role is a blend of Business Analysis and Systems Analysis. Typical Title: IT Business Systems Analyst.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Business Systems Analysis - Entry Professional (P1)	13	39	34	0.00%	0.00%	Base Salary	54,801	58,488	72,772
						Actual Total Cash Compensation	57,589	63,806	75,322

Code: ITC.04.006.P10 Level: P1
Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : IT Business Systems Analysis work involves acting as a liaison between the business/end users and IT systems development teams for business needs requiring IT based solutions including: Identifying and analyzing business needs, conducting requirements gathering, and defining scope and objectives. Making recommendations for solutions or improvements to business processes that can be accomplished through new technology or alternative uses of existing technology. Researching business requirements and documenting the relationships between the components of the application system (i.e., end users, business processes, data, applications, and devices). Translating business requirements into application requirements Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: This role is a blend of Business Analysis and Systems Analysis. Typical Title: IT Business Systems Analyst.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Business Systems Analysis - Entry Professional (P1)	15	34	33	0.00%	0.00%	Base Salary	54,000	61,378	72,114
						Actual Total Cash Compensation	55,585	62,985	75,234

Code: ITC.04.006.P10 Level: P1
Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : IT Business Systems Analysis work involves acting as a liaison between the business/end users and IT systems development teams for business needs requiring IT based solutions including: Identifying and analyzing business needs, conducting requirements gathering, and defining scope and objectives. Making recommendations for solutions or improvements to business processes that can be accomplished through new technology or alternative uses of existing technology. Researching business requirements and documenting the relationships between the components of the application system (i.e., end users, business processes, data, applications, and devices). Translating business requirements into application requirements Level: An Entry Professional (P1) applies broad

theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: This role is a blend of Business Analysis and Systems Analysis. Typical Title: IT Business Systems Analyst.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Development[Business Systems Analysis]	13	75	50	0.00%	0.00%	Base Salary	51,864	54,200	65,880
Entry (Professional)-P1						Actual Total Cash Compensation	52,122	54,200	67,617
Code: AID020-P1 Level: P1									

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions. Discipline Description: Acts as a liaison between the IT development group and business units for the development and implementation of new systems and enhancement of existing systems. Evaluates new applications and identifies systems requirements. Evaluates new IT developments and evolving business requirements and recommends appropriate systems alternatives and/or enhancements to current systems. Prepares communications and makes presentations on system enhancements and/or alternatives. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Development[Business Systems Analysis]	138	1448	50	0.00%	0.00%	Base Salary	53,768	58,734	66,152
Entry (Professional)-P1						Actual Total Cash Compensation	54,829	61,275	68,591
Code: AID020-P1 Level: P1									

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions. Discipline Description: Acts as a liaison between the IT development group and business units for the development and implementation of new systems and enhancement of existing systems. Evaluates new applications and identifies systems requirements. Evaluates new IT developments and evolving business requirements and recommends appropriate systems alternatives and/or enhancements to current systems. Prepares communications and makes presentations on system enhancements and/or alternatives. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Market Comparison							
Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	53,535	58,003	68,231
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment
None

Cash Disbursmt Analyst I | FIN-TRE-U1 / Finance

Job Details

Job Family	Treasury	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounts Payable - Entry Para-Professional (S1)	304	2031	33	0.00%	0.00%	Base Salary	36,358	40,288	44,266
						Actual Total Cash Compensation	36,651	40,709	44,587

Code: FIN.09.003.S10 Level: S1

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounts Payable work is focused on administering, designing and ensuring compliance with accounts payable processes including: Invoice charge verification (including applicable discounts) vs. purchase orders. Verification that goods and services purchased have been received. Confirmation of purchase approval. Payment authorization and processing. Reconciliation of accounts payable ledgers to identify improper charges, validate transactions, and ensure accurate and timely payment of amounts due Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Accounts Payable Clerk, Accounts Payable Assistant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounts Payable - Entry Para-Professional (S1)	11	48	34	0.00%	0.00%	Base Salary	39,882	42,451	49,774
						Actual Total Cash Compensation	41,947	43,542	53,052

Code: FIN.09.003.S10 Level: S1

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounts Payable work is focused on administering, designing and ensuring compliance with accounts payable processes including: Invoice charge verification (including applicable discounts) vs. purchase orders. Verification that goods and services purchased have been received. Confirmation of purchase approval. Payment authorization and processing. Reconciliation of accounts payable ledgers to identify improper charges, validate transactions, and ensure accurate and timely payment of amounts due Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Accounts Payable Clerk, Accounts Payable Assistant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounts Payable - Entry Para-Professional (S1)	35	85	33	0.00%	0.00%	Base Salary	37,615	41,600	46,727
						Actual Total Cash Compensation	38,147	41,770	50,092

Code: FIN.09.003.S10 Level: S1

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounts Payable work is focused on administering, designing and ensuring compliance with accounts payable processes including: Invoice charge verification (including applicable discounts) vs. purchase orders. Verification that goods and services purchased have been received. Confirmation of purchase approval. Payment authorization and processing. Reconciliation of accounts payable ledgers to identify improper charges, validate transactions, and ensure accurate and timely payment of amounts due Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Accounts Payable Clerk, Accounts Payable Assistant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting Accounts Payable Entry (Business Support)-U1	7	15	100	0.00%	0.00%	Base Salary	32,148	41,000	49,774
						Actual Total Cash Compensation	34,876	44,250	54,429

Code: AFB061-U1 Level: U1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Prepares, records, verifies and pays vendor invoices for goods and services on a timely basis and responds to vendor queries. Maintains, analyzes and reconciles accounts payable ledger accounts, financial statements and reports. Develops, directs, plans and evaluates accounts payable policies and procedures, and ensures external and internal controls and policies are adhered to. May process employee expenses reimbursement requests for payment. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting Accounts Payable Entry (Business Support)-U1	16	37	50	0.00%	0.00%	Base Salary	34,679	36,146	41,486
						Actual Total Cash Compensation	34,721	36,943	41,701

Code: AFB061-U1 Level: U1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Prepares, records, verifies and pays vendor invoices for goods and services on a timely basis and responds to vendor queries. Maintains, analyzes and reconciles accounts payable ledger accounts, financial statements and reports. Develops, directs, plans and evaluates accounts payable policies and procedures, and ensures external and internal controls and policies are adhered to. May process employee expenses reimbursement requests for payment. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting Accounts Payable Entry (Business Support)-U1	82	1583	50	0.00%	0.00%	Base Salary	35,085	37,404	40,961
						Actual Total Cash Compensation	35,280	38,480	42,226

Code: AFB061-U1 Level: U1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Prepares, records, verifies and pays vendor invoices for goods and services on a timely basis and responds to vendor queries. Maintains, analyzes and reconciles accounts payable ledger accounts, financial statements and reports. Develops, directs, plans and evaluates accounts payable policies and procedures, and ensures external and internal controls and policies are adhered to. May process employee expenses reimbursement requests for payment. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	35,000	39,744	45,983
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Commercial Sales Acct Mgr | SMK-SAM-P2 / Sales/Marketing

Job Details

Job Family	Sales/Account Management	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Sales & Account Management - Experienced Professional (P2)	540	27710	33	0.00%	0.00%	Base Salary	61,014	71,431	83,187
						Actual Total Cash Compensation	68,476	80,844	97,744

Code: SMP.07.000.P20 Level: P2

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for sales activities directly to the customer. Activities include: Face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids/proposals/presentations and conducting product demonstrations. Developing medium to long-term sales plans and preparing strategies to protect, grow and diversify the relationship with targeted customers An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Sales & Account Management - Experienced Professional (P2)	27	441	34	0.00%	0.00%	Base Salary	71,240	79,760	96,831
						Actual Total Cash Compensation	76,151	90,832	119,876

Code: SMP.07.000.P20 Level: P2

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for sales activities directly to the customer. Activities include: Face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids/proposals/presentations and conducting product demonstrations. Developing medium to long-term sales plans and preparing strategies to protect, grow and diversify the relationship with targeted customers An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Sales & Account Management - Experienced Professional (P2)	124	1822	33	0.00%	0.00%	Base Salary	61,129	76,743	89,997
						Actual Total Cash Compensation	69,048	88,109	108,962

Code: SMP.07.000.P20 Level: P2

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for sales activities directly to the customer. Activities include: Face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids/proposals/presentations and conducting product demonstrations. Developing medium to long-term sales plans and preparing strategies to protect, grow and diversify the relationship with targeted customers An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Account/Relationship Management(Account/Relationship Management Generalist/Multidiscipline)Intermediate (Customer/Client Management and Sales)-S2	22	151	100	0.00%	0.00%	Base Salary	63,227	70,223	81,816
						Actual Total Cash Compensation	69,155	77,327	84,485

Code: CAM000-S2 Level: S2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level. Discipline Description: Builds and maintains effective long-term relationships and a high level of satisfaction with key senior-level decision makers and influencers at an assigned group of customer accounts that may include major strategic customers within a geographic or industry focus. Identifies, develops and typically closes new sales opportunities. Creates demand for the organization's products and services by raising their profile with customers. Achieves revenue targets by increasing revenue spend per account. May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies. Responsibilities are within the Account/Relationship Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Continues to build knowledge of business, financials, products/services, the market or account needs. Works with moderately complex territory/assigned accounts, products/services, sales or account management processes. Has direct contact with clients and moderate authority/opportunity to set and negotiate product/service terms. Is beginning to plan own territory or account approach and monitor resources.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Account/Relationship Management(Account/Relationship Management Generalist/Multidiscipline)Intermediate (Customer/Client Management and Sales)-S2	12	148	50	0.00%	0.00%	Base Salary	53,500	66,641	93,802
						Actual Total Cash Compensation	58,519	80,229	99,380

Code: CAM000-S2 Level: S2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level. Discipline Description: Builds and maintains effective long-term relationships and a high level of satisfaction with key senior-level decision makers and influencers at an assigned group of customer accounts that may include major strategic customers within a geographic or industry focus. Identifies, develops and typically closes new sales opportunities. Creates demand for the organization's products and services by raising their profile with customers. Achieves revenue targets by increasing revenue spend per account. May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies. Responsibilities are within the Account/Relationship Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Continues to build knowledge of business, financials, products/services, the market or account needs. Works with moderately complex territory/assigned accounts, products/services, sales or account management processes. Has direct contact with clients and moderate authority/opportunity to set and negotiate product/service terms. Is beginning to plan own territory or account approach and monitor resources.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Account/Relationship Management(Account/Relationship Management Generalist/Multidiscipline)Intermediate (Customer/Client Management and Sales)-S2	126	3640	50	0.00%	0.00%	Base Salary	57,385	67,542	82,975
						Actual Total Cash Compensation	63,810	76,624	95,874

Code: CAM000-S2 Level: S2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level. Discipline Description: Builds and maintains effective long-term relationships and a high level of satisfaction with key senior-level decision makers and influencers at an assigned group of customer accounts that may include major strategic customers within a geographic or industry focus. Identifies, develops and typically closes new sales opportunities. Creates demand for the organization's products and services by raising their profile with customers. Achieves revenue targets by increasing revenue spend per account. May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies. Responsibilities are within the Account/Relationship Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Continues to build knowledge of business, financials, products/services, the market or account needs. Works with moderately complex territory/assigned accounts, products/services, sales or account management processes. Has direct contact with clients and moderate authority/opportunity to set and negotiate product/service terms. Is beginning to plan own territory or account approach and monitor resources.

level of satisfaction with key senior-level decision makers and influencers at an assigned group of customer accounts that may include major strategic customers within a geographic or industry focus. Identifies, develops and typically closes new sales opportunities. Creates demand for the organization's products and services by raising their profile with customers. Achieves revenue targets by increasing revenue spend per account. May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies. Responsibilities are within the Account/Relationship Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Continues to build knowledge of business, financials, products/services, the market or account needs. Works with moderately complex territory/assigned accounts, products/services, sales or account management processes. Has direct contact with clients and moderate authority/opportunity to set and negotiate product/service terms. Is beginning to plan own territory or account approach and monitor resources.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Account/Relationship Management Industrial/Commercial - Account/Relationship Management Career (Customer/Client Management and Sales)-S3	6	104	100	-15.00%	0.00%	Base Salary	70,082	79,534	86,714
						Actual Total Cash Compensation	74,037	83,958	97,579
Code: CAM510-S3 Level: S3									

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level. Discipline Description: Manages accounts of industrial or commercial customers such as office complexes, hotels, hospitals and production sites. Identifies, develops and typically closes new sales opportunities. Career Level description: Band: Has a solid understanding of business, financials, products/services, the market and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area. Works with complex or large territory/account, products/services, sales or account management processes; may serve as team lead. Has authority/opportunity to set and negotiate product/service terms. Plans own territory or account approach and manages own resources. May represent the level at which career may stabilize for many years or even until retirement.

Comment : adjust for level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Account/Relationship Management Industrial/Commercial - Account/Relationship Management Career (Customer/Client Management and Sales)-S3	7	105	100	-15.00%	0.00%	Base Salary	73,255	81,586	84,459
						Actual Total Cash Compensation	77,481	86,329	92,904
Code: CAM510-S3 Level: S3									

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level. Discipline Description: Manages accounts of industrial or commercial customers such as office complexes, hotels, hospitals and production sites. Identifies, develops and typically closes new sales opportunities. Career Level description: Band: Has a solid understanding of business, financials, products/services, the market and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area. Works with complex or large territory/account, products/services, sales or account management processes; may serve as team lead. Has authority/opportunity to set and negotiate product/service terms. Plans own territory or account approach and manages own resources. May represent the level at which career may stabilize for many years or even until retirement.

Comment : adjust for level

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	65,307	74,890	86,290
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Compensation Analyst | HUR-TRW-P3 / Human Resources

Job Details									
Job Family	Total Rewards	Global Grade	-		Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-						
Incs	0	Structure Name	-		Employee Pay			Avg	
		Structure Code	-		Base	50		-	

Survey Matches (7)									
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Compensation - Senior Professional (P3)	422	1207	33	0.00%	0.00%	Base Salary	84,465	91,871	100,249
Code: HRM.04.002.P30	Level: P3					Actual Total Cash Compensation	88,000	96,952	106,315

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Compensation is a specialized area of Rewards focusing on compensation design, management, and analysis including: Compensation program design (e.g., salary and incentive structures, pay policy, etc.) Compensation plan management (e.g., changes to base pay, short-term and long-term incentives, allowances, deferred compensation, sales compensation, etc.) Compensation evaluation and analysis (e.g., job analysis, evaluation and classification, survey participation, policy, and benefits benchmark and review). Communication (e.g., guidance and compensation program features, plans, and options). Vendor management (e.g., consultants for program design advice for the organization's compensation plan) Level: A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex. Typical Title: Compensation Analyst, Compensation Administrator.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Compensation - Senior Professional (P3)		29	42	34	0.00%	0.00%	Base Salary	89,400	93,278	101,920
Code: HRM.04.002.P30	Level: P3						Actual Total Cash Compensation	95,557	102,450	112,140

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Compensation is a specialized area of Rewards focusing on compensation design, management, and analysis including: Compensation program design (e.g., salary and incentive structures, pay policy, etc.) Compensation plan management (e.g., changes to base pay, short-term and long-term incentives, allowances, deferred compensation, sales compensation, etc.) Compensation evaluation and analysis (e.g., job analysis, evaluation and classification, survey participation, policy, and benefits benchmark and review). Communication (e.g., guidance and compensation program features, plans, and options). Vendor management (e.g., consultants for program design advice for the organization's compensation plan) Level: A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex. Typical Title: Compensation Analyst, Compensation Administrator.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Compensation - Senior Professional (P3)		12	14	33	0.00%	0.00%	Base Salary	77,296	90,000	97,496
Code: HRM.04.002.P30	Level: P3						Actual Total Cash Compensation	81,250	90,243	102,416

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Compensation is a specialized area of Rewards focusing on compensation design, management, and analysis including: Compensation program design (e.g., salary and incentive structures, pay policy, etc.) Compensation plan management (e.g., changes to base pay, short-term and long-term incentives, allowances, deferred compensation, sales compensation, etc.) Compensation evaluation and analysis (e.g., job analysis, evaluation and classification, survey participation, policy, and benefits benchmark and review). Communication (e.g., guidance and compensation program features, plans, and options). Vendor management (e.g., consultants for program design advice for the organization's compensation plan) Level: A Senior Professional (P3) applies advanced

knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex. Typical Title: Compensation Analyst, Compensation Administrator.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources Compensation Generalist/ Multidiscipline Career (Professional)-P3	32	90	50	0.00%	0.00%	Base Salary	86,193	90,656	96,464
						Actual Total Cash Compensation	94,769	98,344	112,669

Code: AHR020-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wld

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wld

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. Discipline Description: Develops, implements and administers compensation such as salaries, short- and long-term incentives, job evaluations, performance appraisals, salary increases and salary surveys. May provide services in Executive Compensation, International Compensation, Sales Compensation and other specialized areas of compensation. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources Compensation Generalist/ Multidiscipline Career (Professional)-P3	39	97	50	0.00%	0.00%	Base Salary	85,890	90,812	97,846
						Actual Total Cash Compensation	94,520	98,653	114,180

Code: AHR020-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wld

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wld

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. Discipline Description: Develops, implements and administers compensation such as salaries, short- and long-term incentives, job evaluations, performance appraisals, salary increases and salary surveys. May provide services in Executive Compensation, International Compensation, Sales Compensation and other specialized areas of compensation. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources Compensation Generalist/ Multidiscipline Career (Professional)-P3	8	8	50	0.00%	0.00%	Base Salary	76,530	83,258	88,750
						Actual Total Cash Compensation	76,530	89,494	98,704

Code: AHR020-P3 Level: P3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wld

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wld

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. Discipline Description: Develops, implements and administers compensation such as salaries, short- and long-term incentives, job evaluations, performance appraisals, salary increases and salary surveys. May provide services in Executive Compensation, International Compensation, Sales Compensation and other specialized areas of compensation. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
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Base Salary	80,000	90,000	96,768
Actual Total Cash Compensation	83,373	95,376	104,500

None

Construction Crew Leader | OPS-GCN-W3 / Operations

Job Details

Job Family	Gas Construction	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Multiple Repair & Maintenance Trades	28	754	100	0.00%	0.00%	Base Salary	49,637	56,056	61,296
Specializations - Senior Para-Professional (S3)						Actual Total Cash Compensation	50,743	58,122	64,372
Code: PSK.05.999.S30	Level: S3								

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : This benchmark is intended for incumbents who have responsibility for more than one Specialization within the Sub-family. Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution	8	645	100	-10.00%	0.00%	Base Salary	54,307	60,384	64,945
Construction and/or Maintenance[Senior (Technical Support)-T3						Actual Total Cash Compensation	58,186	61,509	64,945
Code: EDD050-T3	Level: T3								

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : there are no W matches; adjust for career band

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade[Equipment	40	947	100	0.00%	0.00%	Base Salary	48,162	54,722	61,269
Maintenance Technical Specialty[Senior (Production/Manual Labor)-W3						Actual Total Cash Compensation	48,368	55,574	65,336
Code: AZT010-W3	Level: W3								

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document

equipment modifications and equipment maintenance procedures. Career Level description: Band: Has proficiency through job-related training and considerable work experience. Completes work with a limited degree of supervision; regularly provides guidance to others with less experience. May act as an informal resource for colleagues with less experience.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade[Gas	13	452	100	-10.00%	0.00%	Base Salary	64,408	68,081	72,582
Transmission and/or Distribution Technical						Actual Total Cash	68,172	72,438	76,970
Specialty[Senior (Technical Support)-T3						Compensation			

Code: AZT571-T3 Level: T3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Provides expert technical support for gas transmission systems that transport natural gas by pipeline, including incidental storage and/or gas distribution systems that transport natural gas to the final consumer by pipeline. Focuses on pipeline and compressor systems for natural gas transmission and/or distribution, including activities such as installing and/or inspecting rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : no W matches; adjust for career band

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	54,128	59,811	65,023
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Construction Foreman | OPS-GTS-W4 / Operations

Job Details									
Job Family	Gas Technical Services	Global Grade	-		Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-						
Incs	0	Structure Name	-		Employee Pay			Avg	
		Structure Code	-		Base 50			-	

Survey Matches (4)										
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th	
Multiple Repair & Maintenance Trades	22	396	100	0.00%	0.00%	Base Salary	57,274	63,468	72,981	
Specializations - Specialist Para-Professional (S4)						Actual Total Cash Compensation	57,664	63,483	75,987	

Code: PSK.05.999.S40 Level: S4

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : This benchmark is intended for incumbents who have responsibility for more than one Specialization within the Sub-family. Level: A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th	
Energy Delivery/Distribution[Gas Distribution Construction and/or Maintenance]Lead/Advanced (Technical Support)-T4	8	257	100	-10.00%	0.00%	Base Salary	68,976	75,556	91,143	
						Actual Total Cash Compensation	73,372	78,561	92,858	

Code: EDD050-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : no W matches; adjust for level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th	
Technical Specialty/Skilled Trade[Equipment Maintenance Technical Specialty]Lead/Advanced (Production/Manual Labor)-W4	31	492	100	0.00%	0.00%	Base Salary	58,301	62,413	71,870	
						Actual Total Cash Compensation	58,301	65,979	74,552	

Code: AZT010-W4 Level: W4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document

equipment modifications and equipment maintenance procedures. Career Level description: Band: Has advanced skills, typically gained through a combination of job-related training and considerable work experience. May act as a lead, coordinating the work of others, but is not a supervisor. Works autonomously within established procedures and practices. Has developed a specialized level of skill to perform assigned tasks.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade[Gas Transmission and/or Distribution Technical Specialty Lead/Advanced (Technical Support)-T4	5	19	100	-10.00%	0.00%	Base Salary	68,205	77,075	82,340
						Actual Total Cash Compensation	70,356	83,587	89,910

Code: AZT571-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Provides expert technical support for gas transmission systems that transport natural gas by pipeline, including incidental storage and/or gas distribution systems that transport natural gas to the final consumer by pipeline. Focuses on pipeline and compressor systems for natural gas transmission and/or distribution, including activities such as installing and/or inspecting rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : no W matches; adjust for level

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	63,189	69,628	79,584
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Customer Contact Center	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Senior Para-Professional (S3)	399	35870	25	0.00%	0.00%	Base Salary	39,619	44,560	51,227
Code: CSV.02.050.S30 Level: S3						Actual Total Cash Compensation	40,172	46,540	53,045

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Senior Para-Professional (S3)	18	1006	25	0.00%	0.00%	Base Salary	42,890	49,193	54,596
Code: CSV.02.050.S30 Level: S3						Actual Total Cash Compensation	47,683	51,817	56,790

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Sector: Energy Utilities

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Senior Para-Professional (S3)	24	1097	25	0.00%	0.00%	Base Salary	42,553	49,193	55,104
Code: CSV.02.050.S30 Level: S3						Actual Total Cash Compensation	47,735	54,482	58,928

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Senior Para-Professional (S3)	59	779	25	0.00%	0.00%	Base Salary	42,295	48,265	54,045
Code: CSV.02.050.S30 Level: S3						Actual Total Cash Compensation	43,107	50,525	55,670

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Senior (Business Support)-U3	18	448	50	0.00%	0.00%	Base Salary	48,778	56,329	63,015
Code: AMS000-U3 Level: U3						Actual Total Cash Compensation	51,990	60,996	67,649

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Senior (Business Support)-U3	18	448	50	0.00%	0.00%	Base Salary	48,778	56,329	63,015
Code: AMS000-U3 Level: U3						Actual Total Cash Compensation	51,990	60,996	67,649

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Senior (Business Support)-U3 Code: AMS000-U3 Level: U3	72	8397	100	0.00%	0.00%	Base Salary	39,910	47,001	54,518
						Actual Total Cash Compensation	40,111	47,981	55,406

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : confirm keeping GI match

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	43,509	50,378	57,092
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Customer Service Rep I | CUS-CCC-U1 / Customer Service

Job Details

Job Family	Customer Contact Center	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Entry Para-Professional (S1)	19	1509	50	0.00%	0.00%	Base Salary	29,304	33,309	34,777
Code: CSV.02.050.S10 Level: S1						Actual Total Cash Compensation	29,967	34,346	38,052

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Sector: Energy Utilities

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Entry Para-Professional (S1)	22	1537	50	0.00%	0.00%	Base Salary	29,515	33,346	35,825
Code: CSV.02.050.S10 Level: S1						Actual Total Cash Compensation	32,124	34,372	38,119

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Entry (Business Support)-U1	11	111	50	0.00%	0.00%	Base Salary	37,673	40,072	44,562
Code: AMS000-U1 Level: U1						Actual Total Cash Compensation	39,802	41,605	46,574

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Entry (Business Support)-U1	11	111	50	0.00%	0.00%	Base Salary	37,673	40,072	44,562
						Actual Total Cash Compensation	39,802	41,605	46,574

Code: AMS000-U1 Level: U1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Entry (Business Support)-U1	47	3755	100	0.00%	0.00%	Base Salary	31,486	36,005	42,384
						Actual Total Cash Compensation	31,486	36,005	43,341

Code: AMS000-U1 Level: U1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	32,856	36,468	40,749
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Customer Service Rep II | CUS-CCC-U2 / Customer Service

Job Details

Job Family	Customer Contact Center	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	472	79405	25	0.00%	0.00%	Base Salary	33,938	38,753	44,401
						Actual Total Cash Compensation	34,902	39,517	45,321

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	23	1420	25	0.00%	0.00%	Base Salary	36,602	39,401	44,871
						Actual Total Cash Compensation	38,462	42,110	46,820

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Sector: Energy Utilities

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	30	1530	25	0.00%	0.00%	Base Salary	35,771	39,196	44,927
						Actual Total Cash Compensation	37,498	41,830	46,841

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	76	1603	25	0.00%	0.00%	Base Salary	38,285	43,203	48,935
						Actual Total Cash Compensation	38,817	44,265	49,330

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer Support/Operations Generalist/Multidiscipline Intermediate (Business Support)-U2	19	424	50	0.00%	0.00%	Base Salary	41,325	48,700	61,121
						Actual Total Cash Compensation	44,782	51,849	65,242

Code: AMS000-U2 Level: U2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer Support/Operations Generalist/Multidiscipline	19	424	50	0.00%	0.00%	Base Salary	41,325	48,700	61,121
						Actual Total Cash	44,782	51,849	65,242

Intermediate (Business Support)-U2

Compensation

Code: AMS000-U2 Level: U2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer	6	69	50	0.00%	0.00%	Base Salary	35,631	44,346	50,587
Support/Operations Generalist/Multidiscipline						Actual Total Cash	35,631	44,346	50,587
Intermediate (Business Support)-U2						Compensation			

Code: AMS000-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer	94	6964	50	0.00%	0.00%	Base Salary	35,697	43,176	47,611
Support/Operations Generalist/Multidiscipline						Actual Total Cash	36,206	43,828	48,725
Intermediate (Business Support)-U2						Compensation			

Code: AMS000-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	37,713	44,200	52,001
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Cyber Security Analyst | ITS-SEC-P2 / IT

Job Details						
Job Family	Security	Global Grade	-	Grade	None	Min Mid Max
Country	United States	Communicated Level	-			
Incs	0	Structure Name	-	Employee Pay	Avg	
		Structure Code	-	Base 50	-	

Survey Matches (7)									
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Security - Experienced Professional (P2)	37	155	34	0.00%	0.00%	Base Salary	73,159	82,088	93,158
Code: ITC.07.000.P20	Level: P2					Actual Total Cash Compensation	82,405	90,526	101,878

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work associated with developing, communicating, implementing, enforcing and monitoring security controls to protect the organization's technology assets from intentional or inadvertent modification, disclosure or destruction including: Designing, testing, and implementing secure operating systems, networks, and databases. Password auditing, network based and Web application based vulnerability scanning, virus management and intrusion detection. Conducting risk audits and assessments, providing recommendations for application design. Monitoring and analyzing system access logs Planning for security backup and system disaster recovery An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Security - Experienced Professional (P2)	33	63	33	0.00%	0.00%	Base Salary	71,574	81,120	89,428
Code: ITC.07.000.P20	Level: P2					Actual Total Cash Compensation	75,228	85,783	95,651

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work associated with developing, communicating, implementing, enforcing and monitoring security controls to protect the organization's technology assets from intentional or inadvertent modification, disclosure or destruction including: Designing, testing, and implementing secure operating systems, networks, and databases. Password auditing, network based and Web application based vulnerability scanning, virus management and intrusion detection. Conducting risk audits and assessments, providing recommendations for application design. Monitoring and analyzing system access logs Planning for security backup and system disaster recovery An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Security - Experienced Professional (P2)	483	2852	33	0.00%	0.00%	Base Salary	70,144	77,876	87,464
Code: ITC.07.000.P20	Level: P2					Actual Total Cash Compensation	71,679	81,183	90,719

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work associated with developing, communicating, implementing, enforcing and monitoring security controls to protect the organization's technology assets from intentional or inadvertent modification, disclosure or destruction including: Designing, testing, and implementing secure operating systems, networks, and databases. Password auditing, network based and Web application based vulnerability scanning, virus management and intrusion detection. Conducting risk audits and assessments, providing recommendations for application design. Monitoring and analyzing system access logs Planning for security backup and system disaster recovery An Experienced Professional (P2) applies practical

knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IS and Cyber Security	47	205	50	0.00%	0.00%	Base Salary	73,166	79,420	84,383
Intermediate (Professional)-P2						Actual Total Cash	78,824	83,200	90,593
Code: AIT070-P2 Level: P2						Compensation			

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Evaluates, tests, recommends, coordinates, monitors and maintains information systems (IS) and cyber security policies, procedures and systems, including access management for hardware, firmware and software. Ensures that IS and cyber security plans, controls, processes, standards, policies and procedures are aligned with IS standards and overall IS and cyber security. Identifies security risks and exposures, determines the causes of security violations and suggests procedures to halt future incidents and improve security. Develops techniques and procedures for conducting IS and cyber security risk assessments and compliance audits, the evaluation and testing of hardware, firmware and software for possible impact on system security, and the investigation and resolution of security incidents such as intrusion, frauds, attacks or leaks. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IS and Cyber Security	52	211	50	0.00%	0.00%	Base Salary	73,332	80,236	84,458
Intermediate (Professional)-P2						Actual Total Cash	78,943	84,708	94,076
Code: AIT070-P2 Level: P2						Compensation			

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Evaluates, tests, recommends, coordinates, monitors and maintains information systems (IS) and cyber security policies, procedures and systems, including access management for hardware, firmware and software. Ensures that IS and cyber security plans, controls, processes, standards, policies and procedures are aligned with IS standards and overall IS and cyber security. Identifies security risks and exposures, determines the causes of security violations and suggests procedures to halt future incidents and improve security. Develops techniques and procedures for conducting IS and cyber security risk assessments and compliance audits, the evaluation and testing of hardware, firmware and software for possible impact on system security, and the investigation and resolution of security incidents such as intrusion, frauds, attacks or leaks. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IS and Cyber Security	6	25	50	0.00%	0.00%	Base Salary	70,295	75,506	79,838
Intermediate (Professional)-P2						Actual Total Cash	70,295	76,935	80,921
Code: AIT070-P2 Level: P2						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Evaluates, tests, recommends, coordinates, monitors and maintains information systems (IS) and cyber security policies, procedures and systems, including access management for hardware, firmware and software. Ensures that IS and cyber security plans, controls, processes, standards, policies and procedures are aligned with IS standards and overall IS and cyber security. Identifies security risks and exposures, determines the causes of security violations and suggests procedures to halt future incidents and improve security. Develops techniques and procedures for conducting IS and cyber security risk assessments and compliance audits, the evaluation and testing of hardware, firmware and software for possible impact on system security, and the investigation and resolution of security incidents such as intrusion, frauds, attacks or leaks. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration[IS and Cyber Security]	144	967	50	0.00%	0.00%	Base Salary	69,806	76,438	81,903
Intermediate (Professional)-P2						Actual Total Cash	72,799	79,669	86,735
Code: AIT070-P2 Level: P2						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Evaluates, tests, recommends, coordinates, monitors and maintains information systems (IS) and cyber security policies, procedures and systems, including access management for hardware, firmware and software. Ensures that IS and cyber security plans, controls, processes, standards, policies and procedures are aligned with IS standards and overall IS and cyber security. Identifies security risks and exposures, determines the causes of security violations and suggests procedures to halt future incidents and improve security. Develops techniques and procedures for conducting IS and cyber security risk assessments and compliance audits, the evaluation and testing of hardware, firmware and software for possible impact on system security, and the investigation and resolution of security incidents such as intrusion, frauds, attacks or leaks. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	71,647	78,726	85,113
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Delivery Driver | OPS-LOG-W2 / Operations

Job Details

Job Family	Logistics	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Specialized Freight Truck Drivers - Experienced Para-Professional (S2)	7	1020	100	0.00%	0.00%	Base Salary	--	42,760	--
Code: SCN.05.064.S20 Level: S2						Actual Total Cash Compensation	--	42,760	--

Survey: Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Description : Responsible for driving special vehicles such as oil tank trucks and mixer trucks to deliver specific products on time. Focus is on special goods delivery such as chemicals and equipment. May also load and unload truck. Prepares receipts, verifies orders, and may collect payment for deliveries. May also inspect and repair vehicle. Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Typical Title: Special Vehicle Driver.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Intermediate (Production/Manual Labor)-W2	27	309	100	0.00%	0.00%	Base Salary	42,185	47,310	57,692
Code: ASC-W2 Level: W2						Actual Total Cash Compensation	42,690	49,939	58,028

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Career Level description: Band: Has skills developed through formal training or work experience. Works within established procedures and guidelines with limited ability to modify methods and approach. Completes assigned tasks with a moderate degree of supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Transportation - Delivery Vehicle Operations Generalist/ Multidiscipline Intermediate (Production/Manual Labor)-W2	21	3526	100	0.00%	0.00%	Base Salary	35,735	39,572	43,367
Code: ASC052-W2 Level: W2						Actual Total Cash Compensation	36,390	40,015	44,710

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Operates trucks, vans or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites. Actions may involve

complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products. Career Level description: Band: Has skills developed through formal training or work experience. Works within established procedures and guidelines with limited ability to modify methods and approach. Completes assigned tasks with a moderate degree of supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics[Transportation - Heavy Delivery Vehicle Operations]	25	39037	100	0.00%	0.00%	Base Salary	39,401	41,918	47,985
Intermediate (Production/Manual Labor)-W2						Actual Total Cash Compensation	39,402	42,044	48,358

Code: ASC054-W2 Level: W2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Operates heavy trucks or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites. Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products. Career Level description: Band: Has skills developed through formal training or work experience. Works within established procedures and guidelines with limited ability to modify methods and approach. Completes assigned tasks with a moderate degree of supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics[Warehousing]	17	146	100	0.00%	0.00%	Base Salary	43,578	48,117	59,550
Intermediate (Production/Manual Labor)-W2						Actual Total Cash Compensation	44,489	51,384	62,548

Code: ASC040-W2 Level: W2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment. Accounts for all materials and supplies in the stores facilities; audits goods received into warehouse. Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures. Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space. Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment. Career Level description: Band: Has skills developed through formal training or work experience. Works within established procedures and guidelines with limited ability to modify methods and approach. Completes assigned tasks with a moderate degree of supervision.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	40,225	43,935	52,149
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Business Development	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Sales & Account Management - Senior Manager (M4)	516	4542	33	0.00%	0.00%	Base Salary	140,346	160,011	182,851
						Actual Total Cash Compensation	163,038	191,931	233,644

Code: SMP.07.000.M40 Level: M4

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for sales activities directly to the customer. Activities include: Face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids/proposals/presentations and conducting product demonstrations. Developing medium to long-term sales plans and preparing strategies to protect, grow and diversify the relationship with targeted customers A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Sales & Account Management - Senior Manager (M4)	27	336	34	0.00%	0.00%	Base Salary	153,767	171,803	185,400
						Actual Total Cash Compensation	175,105	197,538	249,022

Code: SMP.07.000.M40 Level: M4

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for sales activities directly to the customer. Activities include: Face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids/proposals/presentations and conducting product demonstrations. Developing medium to long-term sales plans and preparing strategies to protect, grow and diversify the relationship with targeted customers A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Sales & Account Management - Senior Manager (M4)	111	310	33	0.00%	0.00%	Base Salary	135,000	157,602	185,000
						Actual Total Cash Compensation	155,002	190,757	237,119

Code: SMP.07.000.M40 Level: M4

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for sales activities directly to the customer. Activities include: Face-to-face and remote sales to new customers and cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids/proposals/presentations and conducting product demonstrations. Developing medium to long-term sales plans and preparing strategies to protect, grow and diversify the relationship with targeted customers A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Direct Sales Direct Sales Generalist/ Multidiscipline Senior Manager (Supervisory/ Management)-M3	9	26	100	0.00%	0.00%	Base Salary	131,386	140,130	171,136
						Actual Total Cash Compensation	162,457	178,277	225,276

Code: CSD000-M3 Level: M3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Closes direct sales of products and/or services in order to meet individual/team quotas and the organization's business objectives. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Typically, sales cycles are relatively short. Discipline Description: Promotes and sells a portfolio of technical and/or nontechnical products and/or services and solutions directly to current and new end customers. Informs customers of new product/service introductions and prices. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Responsibilities are within the Direct Sales Function as a generalist or in a combination of Disciplines. Career Level description: Band: Provides leadership to managers; may also provide leadership to supervisors and/or professional staff. Has accountability for the performance and results of multiple related units. Develops departmental plans, including business, production, operational and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	137,265	151,678	177,781
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Dir, Gas Operations | OPS-GAS-M4 / Operations

Job Details

Job Family	Gas Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Senior Manager II (M5)	6	36	100	0.00%	0.00%	Base Salary	--	153,793	--
Code: ENS.03.R14.M50						Actual Total Cash Compensation	--	169,061	--

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - M50; Structural Engineering: Buildings (Construction) - M50

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution System Operations]Group Manager (Supervisory/Management)-M4	6	14	50	0.00%	0.00%	Base Salary	173,370	198,260	211,114
Code: EDD040-M4						Actual Total Cash Compensation	219,683	260,143	271,961

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Calculates and controls the flow of natural gas through the system to maintain volume and pressure for adequate supply. Monitors telemetric instruments to determine gas pressure, volume and consumption. Reviews supply and demand data such as gas quality, pressure, weather conditions and time of day to forecast load adjustment. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution System Operations]Group Manager (Supervisory/Management)-M4	8	19	50	0.00%	0.00%	Base Salary	178,639	201,988	218,185
Code: EDD040-M4						Actual Total Cash Compensation	231,550	262,922	290,490

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Calculates and controls the flow of natural gas through the system to maintain volume and pressure for adequate supply. Monitors telemetric instruments to determine gas pressure, volume and consumption. Reviews supply and demand data such as gas quality, pressure, weather conditions and time of day to forecast load adjustment. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Group Manager	6	30	100	0.00%	0.00%	Base Salary	176,284	179,973	196,323
(Supervisory/Management)-M4						Actual Total Cash	177,672	200,021	265,728
Code: AZE040-M4 Level: M4						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	176,144	177,963	205,486
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Dir, Operations | OPS-GTS-M4 / Operations

Job Details

Job Family	Gas Technical Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Senior Manager II (M5)	6	36	100	0.00%	0.00%	Base Salary	--	153,793	--
Code: ENS.03.R14.M50 Level: M5						Actual Total Cash Compensation	--	169,061	--

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - M50; Structural Engineering: Buildings (Construction) - M50

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution System Operations]Group Manager (Supervisory/Management)-M4	6	14	50	0.00%	0.00%	Base Salary	173,370	198,260	211,114
Code: EDD040-M4 Level: M4						Actual Total Cash Compensation	219,683	260,143	271,961

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Calculates and controls the flow of natural gas through the system to maintain volume and pressure for adequate supply. Monitors telemetric instruments to determine gas pressure, volume and consumption. Reviews supply and demand data such as gas quality, pressure, weather conditions and time of day to forecast load adjustment. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution System Operations]Group Manager (Supervisory/Management)-M4	8	19	50	0.00%	0.00%	Base Salary	178,639	201,988	218,185
Code: EDD040-M4 Level: M4						Actual Total Cash Compensation	231,550	262,922	290,490

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Calculates and controls the flow of natural gas through the system to maintain volume and pressure for adequate supply. Monitors telemetric instruments to determine gas pressure, volume and consumption. Reviews supply and demand data such as gas quality, pressure, weather conditions and time of day to forecast load adjustment. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Group Manager (Supervisory/Management)-M4	6	30	100	0.00%	0.00%	Base Salary	176,284	179,973	196,323
Code: AZE040-M4 Level: M4						Actual Total Cash Compensation	177,672	200,021	265,728

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	176,144	177,963	205,486
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Dir, Propane Operations | OPS-GTD-M4 / Operations

Job Details

Job Family	Gas Transmission/Distribution	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Senior Manager II (M5)	6	36	100	0.00%	0.00%	Base Salary	--	153,793	--
						Actual Total Cash Compensation	--	169,061	--

Code: ENS.03.R14.M50 Level: M5

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - M50; Structural Engineering: Buildings (Construction) - M50

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution System Operations]Group Manager (Supervisory/Management)-M4	6	14	50	0.00%	0.00%	Base Salary	173,370	198,260	211,114
						Actual Total Cash Compensation	219,683	260,143	271,961

Code: EDD040-M4 Level: M4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Calculates and controls the flow of natural gas through the system to maintain volume and pressure for adequate supply. Monitors telemetric instruments to determine gas pressure, volume and consumption. Reviews supply and demand data such as gas quality, pressure, weather conditions and time of day to forecast load adjustment. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution System Operations]Group Manager (Supervisory/Management)-M4	8	19	50	0.00%	0.00%	Base Salary	178,639	201,988	218,185
						Actual Total Cash Compensation	231,550	262,922	290,490

Code: EDD040-M4 Level: M4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Calculates and controls the flow of natural gas through the system to maintain volume and pressure for adequate supply. Monitors telemetric instruments to determine gas pressure, volume and consumption. Reviews supply and demand data such as gas quality, pressure, weather conditions and time of day to forecast load adjustment. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Group Manager	6	30	100	0.00%	0.00%	Base Salary	176,284	179,973	196,323
(Supervisory/Management)-M4						Actual Total Cash	177,672	200,021	265,728
Code: AZE040-M4 Level: M4						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Provides leadership and direction through Senior Managers and Managers. Has accountability for the performance and results of: A large, strategically important discipline in an extremely large market; and/or. Related disciplines or a medium-sized function in a large market or medium-sized division; and/or. A medium-sized discipline or department in a major region. Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies. Decisions are guided by functional or major operational segment strategies and priorities.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	176,144	177,963	205,486
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	IT Management	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General IT Applications Development - Senior Manager (M4)	355	2153	33	0.00%	0.00%	Base Salary	146,698	161,213	178,576
						Actual Total Cash Compensation	161,000	186,738	212,249

Code: ITC.06.001.M40 Level: M4

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : General IT Applications Development includes analysis, programming, and configuration of end user applications and/or systems software including: Analyzing detailed business/functional/technical requirements and specifications for the application. Coding internally developed applications and/or configuring commercial-off-the-shelf (COTS) applications using programming, scripting, and database languages. Supporting application testing, deployment, maintenance, and evolution activities by correcting programming errors, responding to scope changes, and coding application enhancements Level: A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership. Typical Title: Applications System Programming Manager.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General IT Applications Development - Senior Manager (M4)	28	51	34	0.00%	0.00%	Base Salary	154,037	172,014	184,839
						Actual Total Cash Compensation	191,890	201,934	230,274

Code: ITC.06.001.M40 Level: M4

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : General IT Applications Development includes analysis, programming, and configuration of end user applications and/or systems software including: Analyzing detailed business/functional/technical requirements and specifications for the application. Coding internally developed applications and/or configuring commercial-off-the-shelf (COTS) applications using programming, scripting, and database languages. Supporting application testing, deployment, maintenance, and evolution activities by correcting programming errors, responding to scope changes, and coding application enhancements Level: A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership. Typical Title: Applications System Programming Manager.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General IT Applications Development - Senior Manager (M4)	33	47	33	0.00%	0.00%	Base Salary	134,692	152,114	176,444
						Actual Total Cash Compensation	150,769	165,209	195,518

Code: ITC.06.001.M40 Level: M4

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : General IT Applications Development includes analysis, programming, and configuration of end user applications and/or systems software including: Analyzing detailed business/functional/technical requirements and specifications for the application. Coding internally developed applications and/or configuring commercial-off-the-shelf (COTS) applications using programming, scripting, and database languages. Supporting application testing, deployment, maintenance, and evolution activities by correcting programming errors, responding to scope changes, and coding application enhancements Level: A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include: Ownership of

short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership. Typical Title: Applications System Programming Manager.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Development IT Development Generalist/ Multidiscipline Senior Manager (Supervisory/ Management)-M3	25	115	50	0.00%	0.00%	Base Salary	155,206	167,308	171,627
						Actual Total Cash Compensation	182,082	200,494	210,900

Code: AID000-M3 Level: M3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions. Discipline Description: Designs, develops, codes, tests, debugs and/or customizes information technology (IT) solutions for own business or external clients. Applies best practices and advanced methodologies, including Scrum techniques, to address and review system requirements, business processes, changing development and technology environments. Responsibilities are within the IT Development Function as a generalist or in a combination of Disciplines. Career Level description: Band: Provides leadership to managers; may also provide leadership to supervisors and/or professional staff. Has accountability for the performance and results of multiple related units. Develops departmental plans, including business, production, operational and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Development IT Development Generalist/ Multidiscipline Senior Manager (Supervisory/ Management)-M3	26	116	50	0.00%	0.00%	Base Salary	152,330	167,244	171,536
						Actual Total Cash Compensation	178,079	198,784	210,635

Code: AID000-M3 Level: M3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions. Discipline Description: Designs, develops, codes, tests, debugs and/or customizes information technology (IT) solutions for own business or external clients. Applies best practices and advanced methodologies, including Scrum techniques, to address and review system requirements, business processes, changing development and technology environments. Responsibilities are within the IT Development Function as a generalist or in a combination of Disciplines. Career Level description: Band: Provides leadership to managers; may also provide leadership to supervisors and/or professional staff. Has accountability for the performance and results of multiple related units. Develops departmental plans, including business, production, operational and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Development IT Development Generalist/ Multidiscipline Senior Manager (Supervisory/ Management)-M3	102	1668	100	0.00%	0.00%	Base Salary	144,810	155,403	167,606
						Actual Total Cash Compensation	157,693	179,902	202,140

Code: AID000-M3 Level: M3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions. Discipline Description: Designs, develops, codes, tests, debugs and/or customizes information technology (IT) solutions for own business or external clients. Applies best practices and advanced methodologies, including Scrum techniques, to address and review system requirements, business processes, changing development and technology environments. Responsibilities are within the IT Development Function as a generalist or in a combination of Disciplines. Career Level description: Band: Provides leadership to managers; may also provide leadership to supervisors and/or professional staff. Has accountability for the performance and results of multiple related units. Develops departmental plans, including business, production, operational and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	147,936	161,521	173,063
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

None

Engineer | ENG-ECE-P2 / Engineering

Job Details						
Job Family	Electrical Engineers	Global Grade	-	Grade	None	Min Mid Max
Country	United States	Communicated Level	-			
Incs	0	Structure Name	-	Employee Pay		Avg
		Structure Code	-	Base 50		-

Survey Matches (8)									
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Electrical Engineering - Experienced Professional (P2)	198	1936	33	0.00%	0.00%	Base Salary	76,567	82,337	91,289
						Actual Total Cash Compensation	78,221	86,612	97,095

Code: ENS.03.015.P20 Level: P2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Electrical Engineering researches, develops, designs, and tests electrical components, equipment, systems, and networks. Designs electrical equipment, facilities, components, products, and systems for commercial, industrial, and domestic purposes. Level: An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices. Typical Title: Electrical Engineer.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Electrical Engineering - Experienced Professional (P2)	34	318	34	0.00%	0.00%	Base Salary	77,868	83,271	94,490
						Actual Total Cash Compensation	81,596	89,554	103,109

Code: ENS.03.015.P20 Level: P2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Electrical Engineering researches, develops, designs, and tests electrical components, equipment, systems, and networks. Designs electrical equipment, facilities, components, products, and systems for commercial, industrial, and domestic purposes. Level: An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices. Typical Title: Electrical Engineer.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Electrical Engineering - Experienced Professional (P2)	34	153	33	0.00%	0.00%	Base Salary	77,820	85,413	94,197
						Actual Total Cash Compensation	79,256	89,510	98,571

Code: ENS.03.015.P20 Level: P2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Electrical Engineering researches, develops, designs, and tests electrical components, equipment, systems, and networks. Designs electrical equipment, facilities, components, products, and systems for commercial, industrial, and domestic purposes. Level: An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices. Typical Title: Electrical Engineer.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Electrical Engineer	5	39	100	0.00%	0.00%	Base Salary	72,400	82,800	98,500

Actual Total Cash Compensation	72,400	85,700	102,000
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Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Electric System/Grid Operations	8	74	100	0.00%	0.00%	Base Salary	83,294	88,199	91,821
Engineering Intermediate (Professional)-P2						Actual Total Cash Compensation	85,821	96,401	102,591
Code: A7E533-P2 Level: P2									

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Electric Transmission Asset Planning and Operations Engineering Intermediate (Professional)-P2	19	206	100	0.00%	0.00%	Base Salary	75,407	79,594	85,185
						Actual Total Cash Compensation	83,142	85,185	89,582

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Electrical Equipment Engineering Intermediate (Professional)-P2	7	91	50	0.00%	0.00%	Base Salary	67,909	73,174	75,219

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and implements the design, manufacture, installation and/or maintenance of electrical systems and apparatus, such as electric motors, machinery controls, lighting, wiring and power systems/devices, for the generation, transmission and control of electric power. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Electrical Equipment Engineering	89	1085	50	0.00%	0.00%	Base Salary	74,470	79,503	87,191
Intermediate (Professional)-P2						Actual Total Cash	76,324	83,281	95,298
Code: AZE050-P2 Level: P2						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and implements the design, manufacture, installation and/or maintenance of electrical systems and apparatus, such as electric motors, machinery controls, lighting, wiring and power systems/devices, for the generation, transmission and control of electric power. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Market Comparison							
Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	75,943	82,120	90,010
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment	
None	

Engineer | ENG-ENG-P3 / Engineering

Job Details

Job Family	Engineers	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Senior Professional (P3)	13	134	50	0.00%	0.00%	Base Salary	95,419	106,800	116,399
						Actual Total Cash Compensation	96,098	112,948	121,720

Code: ENS.03.R14.P30 Level: P3

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P30; General Municipal Engineering (Construction & Civil Infrastructure) - P30; Heating & Ventilating Systems Engineering (Construction) - P30; Landscape Engineering (Construction) - P30; Rail Engineering (Construction & Civil Infrastructure) - P30; Structural Engineering: Buildings (Construction) - P30; Structural Engineering: Facade (Construction) - P30; Sub-Sea Engineering (Construction & Civil Infrastructure) - P30; Water/Waste Engineering (Construction & Civil Infrastructure) - P30

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Senior Professional (P3)	7	113	50	0.00%	0.00%	Base Salary	81,173	95,480	116,150
						Actual Total Cash Compensation	81,173	97,159	116,988

Code: ENS.03.R14.P30 Level: P3

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P30; General Municipal Engineering (Construction & Civil Infrastructure) - P30; Heating & Ventilating Systems Engineering (Construction) - P30; Landscape Engineering (Construction) - P30; Rail Engineering (Construction & Civil Infrastructure) - P30; Structural Engineering: Buildings (Construction) - P30; Structural Engineering: Facade (Construction) - P30; Sub-Sea Engineering (Construction & Civil Infrastructure) - P30; Water/Waste Engineering (Construction & Civil Infrastructure) - P30

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Career (Professional)-P3	32	925	50	0.00%	0.00%	Base Salary	83,233	89,270	104,926
						Actual Total Cash Compensation	86,810	96,298	114,673

Code: AZE040-P3 Level: P3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Career (Professional)-P3	5	85	50	0.00%	0.00%	Base Salary	80,899	88,327	94,425
						Actual Total Cash Compensation	84,142	88,327	94,425

Code: AZE040-P3 Level: P3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering] Career (Professional)-P3	9	77	50	0.00%	0.00%	Base Salary	92,225	102,390	111,975
						Actual Total Cash Compensation	100,976	109,621	121,444

Code: AZE570-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering] Career (Professional)-P3	10	81	50	0.00%	0.00%	Base Salary	92,603	104,864	111,531
						Actual Total Cash Compensation	101,200	111,408	122,999

Code: AZE570-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	87,592	97,855	109,234
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Engineer | ENG-ENG-P2 / Engineering

Job Details

Job Family	Engineers	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Experienced Professional (P2)	57	1239	33	0.00%	0.00%	Base Salary	70,071	77,897	88,834
						Actual Total Cash Compensation	71,714	80,256	93,246

Code: ENS.03.R14.P20 Level: P2
Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data
Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P20; General Municipal Engineering (Construction & Civil Infrastructure) - P20; Heating & Ventilating Systems Engineering (Construction) - P20; Landscape Engineering (Construction) - P20; Rail Engineering (Construction & Civil Infrastructure) - P20; Structural Engineering: Buildings (Construction) - P20; Structural Engineering: Facade (Construction) - P20; Sub-Sea Engineering (Construction & Civil Infrastructure) - P20; Water/Waste Engineering (Construction & Civil Infrastructure) - P20
Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Experienced Professional (P2)	11	153	33	0.00%	0.00%	Base Salary	66,007	74,467	83,000
						Actual Total Cash Compensation	68,373	77,316	87,980

Code: ENS.03.R14.P20 Level: P2
Survey: Mercer Engineering & Design Survey - United States - Org Wtd
Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd
Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P20; General Municipal Engineering (Construction & Civil Infrastructure) - P20; Heating & Ventilating Systems Engineering (Construction) - P20; Landscape Engineering (Construction) - P20; Rail Engineering (Construction & Civil Infrastructure) - P20; Structural Engineering: Buildings (Construction) - P20; Structural Engineering: Facade (Construction) - P20; Sub-Sea Engineering (Construction & Civil Infrastructure) - P20; Water/Waste Engineering (Construction & Civil Infrastructure) - P20
Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Experienced Professional (P2)	10	44	34	0.00%	0.00%	Base Salary	78,751	88,662	95,316
						Actual Total Cash Compensation	84,027	95,542	100,753

Code: ENS.03.R14.P20 Level: P2
Survey: Mercer Engineering & Design Survey - United States - Org Wtd
Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd
Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P20; General Municipal Engineering (Construction & Civil Infrastructure) - P20; Heating & Ventilating Systems Engineering (Construction) - P20; Landscape Engineering (Construction) - P20; Rail Engineering (Construction & Civil Infrastructure) - P20; Structural Engineering: Buildings (Construction) - P20; Structural Engineering: Facade (Construction) - P20; Sub-Sea Engineering (Construction & Civil Infrastructure) - P20; Water/Waste Engineering (Construction & Civil Infrastructure) - P20
Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Civil Engineering Intermediate (Professional)-P2	5	69	50	0.00%	0.00%	Base Salary	70,172	74,010	81,261
						Actual Total Cash Compensation	70,551	74,010	81,261

Code: AZE040-P2 Level: P2
Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Intermediate (Professional)-P2	28	883	50	0.00%	0.00%	Base Salary	71,413	76,670	82,278
						Actual Total Cash Compensation	72,060	80,567	85,691

Code: AZE040-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering]Intermediate (Professional)-P2	7	81	50	0.00%	0.00%	Base Salary	74,621	79,414	124,800
						Actual Total Cash Compensation	81,056	85,797	138,362

Code: AZE570-P2 Level: P2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering]Intermediate (Professional)-P2	8	82	50	0.00%	0.00%	Base Salary	75,413	82,079	115,409
						Actual Total Cash Compensation	81,978	85,810	128,813

Code: AZE570-P2 Level: P2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	72,497	78,837	96,996
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

None

Engineering Clerk | ENG-ADM-U1 / Engineering

Job Details

Job Family	Administrative	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Entry Para-Professional (S1)	1025	29524	33	0.00%	0.00%	Base Salary	32,800	36,375	41,500
						Actual Total Cash Compensation	33,153	36,972	42,144

Code: AFS.01.000.S10 Level: S1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Entry Para-Professional (S1)	50	565	34	0.00%	0.00%	Base Salary	35,531	39,343	42,594
						Actual Total Cash Compensation	35,956	40,462	45,367

Code: AFS.01.000.S10 Level: S1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Entry Para-Professional (S1)	129	626	33	0.00%	0.00%	Base Salary	32,576	36,638	42,059
						Actual Total Cash Compensation	32,899	37,492	42,145

Code: AFS.01.000.S10 Level: S1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services[Secretarial/	25	206	50	0.00%	0.00%	Base Salary	38,105	41,128	44,499

Administrative Assistance|Entry (Business Support)-U1 Actual Total Cash Compensation 38,349 43,062 48,094

Code: AAS041-U1 Level: U1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/	31	250	50	0.00%	0.00%	Base Salary	37,810	40,073	44,434
Administrative Assistance Entry (Business Support)-U1						Actual Total Cash Compensation	38,297	42,360	47,764

Code: AAS041-U1 Level: U1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/	19	139	50	0.00%	0.00%	Base Salary	34,599	35,881	39,378
Administrative Assistance Entry (Business Support)-U1						Actual Total Cash Compensation	34,599	35,881	41,864

Code: AAS041-U1 Level: U1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support to nonexecutive employees or groups in the organization. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries. May arrange business travel, coordinate meeting arrangements, and/or track expenses. Career Level description: Band: Entry level position with little or no prior relevant training or work experience. Acquires basic skills to perform routine tasks. Work is prescribed and completed with little autonomy. Works with either close supervision or under clearly defined procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/	174	2769	50	0.00%	0.00%	Base Salary	35,371	38,627	43,967
Administrative Assistance Entry (Business Support)-U1						Actual Total Cash Compensation	35,855	39,466	45,427

Code: AAS041-U1 Level: U1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	35,532	38,442	42,732
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

None

Executive Assistant | GNS-ADM-U3 / General Services

Job Details										
Job Family	Administrative	Global Grade	-			Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-							
Incs	0	Structure Name	-			Employee Pay			Avg	
		Structure Code	-			Base	50		-	

Survey Matches (6)									
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Senior Para-Professional (S3)	204	1069	33	10.00%	0.00%	Base Salary	54,221	62,383	70,664
						Actual Total Cash Compensation	54,935	63,061	74,174
Code: AFS.01.000.S30 Level: S3									

Code: AFS.01.000.S30 Level: S3

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : adjust for exec admin support

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Senior Para-Professional (S3)		93	1959	34	10.00%	0.00%	Base Salary	60,368	65,254	72,240
							Actual Total Cash Compensation	62,734	67,936	74,778

Code: AFS.01.000.S30 Level: S3

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : adjust for exec admin support

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administration & Secretarial - Senior Para-Professional (S3)		1425	48332	33	10.00%	0.00%	Base Salary	54,766	62,998	70,916
							Actual Total Cash Compensation	55,513	64,480	72,872

Code: AFS.01.000.S30 Level: S3

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for providing administrative and secretarial services to the organization. Activities include producing documents, collecting, recording, sorting and filing information, handling mail, preparing routine reports, making travel arrangements, arranging appointments, responding to inquiries, data entry, and operating office equipment. Also includes responsibilities for reception/telephone/switchboard and greeting visitors. A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : adjust for exec admin support

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/Executive	20	70	33	0.00%	0.00%	Base Salary	61,872	64,460	72,652
Administrative Assistance Senior (Business Support)-U3						Actual Total Cash Compensation	63,010	67,575	75,847

Code: AAS042-U3 Level: U3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support directly to executives (excluding CEO), exercising confidentiality, tact and diplomacy. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. may prepare responses to routine correspondence and inquiries. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries; typically arranges business travel, coordinates meeting arrangements and tracks expenses. Participates in the development and implementation of secretarial standards, policies and practices for the organization. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/Executive	5	12	34	0.00%	0.00%	Base Salary	57,788	62,754	79,749
Administrative Assistance Senior (Business Support)-U3						Actual Total Cash Compensation	58,805	65,751	88,564

Code: AAS042-U3 Level: U3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Industry Group | Break Value: Energy Services and Utilities | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support directly to executives (excluding CEO), exercising confidentiality, tact and diplomacy. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. may prepare responses to routine correspondence and inquiries. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries; typically arranges business travel, coordinates meeting arrangements and tracks expenses. Participates in the development and implementation of secretarial standards, policies and practices for the organization. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Administrative Services Secretarial/Executive	271	2740	33	0.00%	0.00%	Base Salary	60,842	66,577	74,458
Administrative Assistance Senior (Business Support)-U3						Actual Total Cash Compensation	62,348	69,521	79,187

Code: AAS042-U3 Level: U3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. Discipline Description: Provides secretarial/administrative support directly to executives (excluding CEO), exercising confidentiality, tact and diplomacy. Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc. may prepare responses to routine correspondence and inquiries. Receives, screens and directs incoming calls, visitors, mail and email. Maintains files, records, calendars and diaries; typically arranges business travel, coordinates meeting arrangements and tracks expenses. Participates in the development and implementation of secretarial standards, policies and practices for the organization. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	58,317	64,070	73,472
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Field Coordinator | OPS-GCN-T2 / Operations

Job Details

Job Family	Gas Construction	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base	50		-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Service Technician - Experienced Para-Professional (S2)	150	22329	33	0.00%	0.00%	Base Salary	49,353	57,115	65,341
						Actual Total Cash Compensation	50,306	58,646	67,289

Code: ENS.05.106.S20 Level: S2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Field Service Technician work focuses on installing, configuring, calibrating, and repairing technical products and systems at customer field locations including: Performing a variety of maintenance and technical support on installed products and equipment. Troubleshooting, diagnosing, and resolving malfunctions. Determining when products should be upgraded or replaced. May provide onsite training for customer support personnel Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Typical Title: Field Service Technician.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Service Technician - Experienced Para-Professional (S2)	16	1713	34	0.00%	0.00%	Base Salary	47,008	55,603	67,029
						Actual Total Cash Compensation	48,209	55,603	68,184

Code: ENS.05.106.S20 Level: S2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Field Service Technician work focuses on installing, configuring, calibrating, and repairing technical products and systems at customer field locations including: Performing a variety of maintenance and technical support on installed products and equipment. Troubleshooting, diagnosing, and resolving malfunctions. Determining when products should be upgraded or replaced. May provide onsite training for customer support personnel Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Typical Title: Field Service Technician.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Service Technician - Experienced Para-Professional (S2)	30	631	33	0.00%	0.00%	Base Salary	53,036	59,048	67,407
						Actual Total Cash Compensation	53,395	60,374	69,575

Code: ENS.05.106.S20 Level: S2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Field Service Technician work focuses on installing, configuring, calibrating, and repairing technical products and systems at customer field locations including: Performing a variety of maintenance and technical support on installed products and equipment. Troubleshooting, diagnosing, and resolving malfunctions. Determining when products should be upgraded or replaced. May provide onsite training for customer support personnel Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Typical Title: Field Service Technician.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Gas Distribution	7	268	100	0.00%	0.00%	Base Salary	54,059	55,531	66,692
Construction and/or Maintenance Intermediate (Technical Support)-T2						Actual Total Cash Compensation	56,221	58,346	66,692

Code: EDD050-T2 Level: T2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	51,915	56,385	66,644
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Financial Analyst | FIN-FNA-P2 / Finance

Job Details

Job Family	Financial Analysis	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (6)

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis] Intermediate (Professional)-P2		52	287	34	0.00%	0.00%	Base Salary	64,407	70,340	79,631
Code: AFT010-P2 Level: P2							Actual Total Cash Compensation	69,915	75,894	87,294

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis] Intermediate (Professional)-P2		12	48	33	0.00%	0.00%	Base Salary	62,985	74,837	82,446
Code: AFT010-P2 Level: P2							Actual Total Cash Compensation	65,358	78,373	91,005

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis] Intermediate (Professional)-P2		60	312	33	0.00%	0.00%	Base Salary	64,777	70,340	79,631
Code: AFT010-P2 Level: P2							Actual Total Cash Compensation	69,915	75,894	86,321

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing

strategies, etc. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis] Intermediate (Professional)-P2	22	40	33	0.00%	0.00%	Base Salary	63,973	70,063	90,511
						Actual Total Cash Compensation	64,908	71,650	93,776

Code: AFT010-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis] Intermediate (Professional)-P2	5	15	34	0.00%	0.00%	Base Salary	63,382	68,221	81,449
						Actual Total Cash Compensation	64,881	68,221	96,452

Code: AFT010-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Industry Group | Break Value: Energy Services and Utilities | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis] Intermediate (Professional)-P2	342	5286	33	0.00%	0.00%	Base Salary	63,282	67,740	74,427
						Actual Total Cash Compensation	65,240	70,148	78,682

Code: AFT010-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : confirm retaining GI match

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	63,802	70,247	81,341
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

GIS Specialist | ENG-MAP-T1 / Engineering

Job Details

Job Family	Mapping	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (2)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Geographic Information Systems (GIS) - Senior Para-Professional (S3)	5	9	0	0.00%	0.00%	Base Salary	--	75,130	--
						Actual Total Cash Compensation	--	81,175	--

Code: ENS.08.001.S30 Level: S3

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Develops and maintains geospatial databases. Uses GIS to perform spatial analysis, database development, extraction and manipulation. Converts data received from internal and external sources to make them usable in the GIS. Maintains metadata and documentation, performs topology checks and other data quality checks to identify and correct errors or omissions in data Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : reference only; S1 and S2 did not report

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Geographical Information Systems Technical Specialty Entry (Technical Support)-T1	15	118	100	0.00%	0.00%	Base Salary	46,576	47,496	50,710
						Actual Total Cash Compensation	48,169	50,400	51,928

Code: AZT505-T1 Level: T1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Develops and maintains geographical information systems (GIS) databases, applications and tools. Compiles geospatial data, conducts analyses, develops models, and produces maps and reports. Maintains and refines existing map databases to reflect the latest data. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	46,576	47,496	50,710
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Helpdesk Analyst | ITS-TSP-T1 / IT

Job Details

Job Family	Technical Support	Global Grade	-	Grade	None	Min	Mld	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General IT User Support - Entry Para-Professional (S1)	51	219	33	0.00%	0.00%	Base Salary	40,272	45,787	50,372
						Actual Total Cash Compensation	41,348	45,787	52,263

Code: ITC.10.001.S10 Level: S1

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Responsible for providing day-to-day technical support to employees for a range of hardware and software related systems. Responds to and diagnoses problems through discussion with users, which includes trouble shooting, fault rectification and problem escalation. Provides effective and timely resolution of users' problems, queries or complaints. Assists in hardware and software evaluation and recommends upgrades or improvements to IT infrastructure. Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Helpdesk Coordinator.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General IT User Support - Entry Para-Professional (S1)	2	20	34	0.00%	0.00%	Base Salary	--	--	--
						Actual Total Cash Compensation	--	--	--

Code: ITC.10.001.S10 Level: S1

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Responsible for providing day-to-day technical support to employees for a range of hardware and software related systems. Responds to and diagnoses problems through discussion with users, which includes trouble shooting, fault rectification and problem escalation. Provides effective and timely resolution of users' problems, queries or complaints. Assists in hardware and software evaluation and recommends upgrades or improvements to IT infrastructure. Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Helpdesk Coordinator.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General IT User Support - Entry Para-Professional (S1)	4	23	33	0.00%	0.00%	Base Salary	--	--	--
						Actual Total Cash Compensation	--	--	--

Code: ITC.10.001.S10 Level: S1

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Responsible for providing day-to-day technical support to employees for a range of hardware and software related systems. Responds to and diagnoses problems through discussion with users, which includes trouble shooting, fault rectification and problem escalation. Provides effective and timely resolution of users' problems, queries or complaints. Assists in hardware and software evaluation and recommends upgrades or improvements to IT infrastructure. Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Helpdesk Coordinator.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IT Help Desk Support Entry	11	25	50	0.00%	0.00%	Base Salary	39,520	47,029	52,968

(Technical Support)-T1
Code: AIT020-T1 Level: T1

Actual Total Cash Compensation	39,520	47,029	57,478
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Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Provides technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes). Answers questions regarding system procedures, online transactions, systems status and downtime procedures and is typically located within a call center. Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems. Maintains a troubleshooting tracking log ensuring timely resolution of problems. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IT Help Desk Support Entry (Technical Support)-T1	15	35	50	0.00%	0.00%	Base Salary	40,040	47,029	56,560
						Actual Total Cash Compensation	42,162	47,029	57,478

Code: AIT020-T1 Level: T1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Provides technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes). Answers questions regarding system procedures, online transactions, systems status and downtime procedures and is typically located within a call center. Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems. Maintains a troubleshooting tracking log ensuring timely resolution of problems. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IT Help Desk Support Entry (Technical Support)-T1	12	45	50	0.00%	0.00%	Base Salary	37,599	41,220	45,836
						Actual Total Cash Compensation	37,648	41,220	47,064

Code: AIT020-T1 Level: T1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Provides technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes). Answers questions regarding system procedures, online transactions, systems status and downtime procedures and is typically located within a call center. Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems. Maintains a troubleshooting tracking log ensuring timely resolution of problems. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration IT Help Desk Support Entry (Technical Support)-T1	85	646	50	0.00%	0.00%	Base Salary	37,862	42,328	47,335
						Actual Total Cash Compensation	38,428	43,350	48,039

Code: AIT020-T1 Level: T1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	38,970	44,598	50,632
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

None

Job Details

Job Family	Employee/Labor Relations	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base	50			

Survey Matches (9)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Employee/Labor Relations & Diversity - Entry Professional (P1)	26	63	100	0.00%	0.00%	Base Salary	48,626	53,663	61,870
						Actual Total Cash Compensation	49,792	54,917	63,995

Code: HRM.07.000.P10 Level: P1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing interactions and relationships with employees and labor unions including: Implementing measures to increase employee morale, motivation and satisfaction. Investigating and resolving complaints, grievances, and disputes. Representing management in union/labor relations including the negotiation, interpretation, and administration of collective bargaining agreements. Diversity/equal employment opportunity programs, training, and compliance. Advising management on strategies that ensure a productive and harmonious workplace. May be accountable for employee assistance (EAP) and work/life programs An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Human Resources - Entry Professional (P1)	453	1804	33	0.00%	0.00%	Base Salary	50,272	55,582	62,420
						Actual Total Cash Compensation	51,402	57,131	64,283

Code: HRM.02.001.P10 Level: P1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : General Human Resources includes work across multiple areas of HR including: General HR program/policy development, administration, and compliance. Employee hiring, onboarding, termination, and records maintenance. Employee and labor relations and communications. Rewards program coordination and/or administration. Relocation services (domestic and international). Immigration services. HR related training In some organizations, General HR may also be accountable for some or all of the following: HR Business Partnership (consulting and coaching). Mobility (strategy and design). Staffing and Recruiting. Talent and Organization Performance. Training and Development. Human Resource Information Systems (HRIS) Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: Para-Professional incumbents maintain employee files/records, support hiring/termination processes, track performance ratings, and compile HR-related statistics. Typical Title: HR Analyst, HR Generalist.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Human Resources - Entry Professional (P1)	29	111	34	0.00%	0.00%	Base Salary	53,159	57,222	67,004
						Actual Total Cash Compensation	55,335	58,623	72,388

Code: HRM.02.001.P10 Level: P1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : General Human Resources includes work across multiple areas of HR including: General HR program/policy development, administration, and compliance. Employee hiring, onboarding, termination, and records maintenance. Employee and labor relations and communications. Rewards program coordination and/or administration. Relocation services (domestic and international). Immigration services. HR related training In some organizations, General HR may also be accountable for some or all of the following: HR Business Partnership (consulting and coaching). Mobility (strategy and design). Staffing and Recruiting. Talent and Organization Performance. Training and Development. Human Resource Information Systems (HRIS) Level: An Entry Professional (P1)

applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: Para-Professional incumbents maintain employee files/records, support hiring/termination processes, track performance ratings, and compile HR-related statistics. Typical Title: HR Analyst, HR Generalist.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Human Resources - Entry Professional (P1)	45	59	33	0.00%	0.00%	Base Salary	47,906	56,485	62,599
						Actual Total Cash Compensation	48,068	58,000	69,629

Code: HRM.02.001.P10 Level: P1

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : General Human Resources includes work across multiple areas of HR including: General HR program/policy development, administration, and compliance. Employee hiring, onboarding, termination, and records maintenance. Employee and labor relations and communications. Rewards program coordination and/or administration. Relocation services (domestic and international). Immigration services. HR related training in some organizations, General HR may also be accountable for some or all of the following: HR Business Partnership (consulting and coaching). Mobility (strategy and design). Staffing and Recruiting. Talent and Organization Performance. Training and Development. Human Resource Information Systems (HRIS) Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Specialization Match Note: Para-Professional incumbents maintain employee files/records, support hiring/termination processes, track performance ratings, and compile HR-related statistics. Typical Title: HR Analyst, HR Generalist.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources[Employee/Labor Relations Generalist/Multidiscipline]Intermediate (Professional)-P2	14	30	100	-10.00%	0.00%	Base Salary	53,674	63,488	75,745
						Actual Total Cash Compensation	53,674	64,147	80,401

Code: AHR090-P2 Level: P2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. Discipline Description: Coordinates employee and labor relations programs to ensure compliance with policies and practices. Represents the organization in contract negotiations with labor unions. Administers collective bargaining agreements and grievances. Develops and implements policies and procedures, including grievance procedures and exit interviews. Resolves employee questions, concerns and grievances. Career Level description: Band: Has working knowledge and experience in own discipline. Continues to build knowledge of the organization, processes and customers. Performs a range of mainly straightforward assignments. Uses prescribed guidelines or policies to analyze and resolve problems. Receives a moderate level of guidance and direction.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources[HR Generalist/Consultant Generalist/Multidiscipline]Entry (Professional)-P1	27	56	50	0.00%	0.00%	Base Salary	53,553	57,673	61,586
						Actual Total Cash Compensation	55,049	60,164	65,986

Code: AHR000-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends. Discipline Description: Designs, implements and monitors a variety of human resource programs. Anticipates and plans for long-term human resource needs and trends in partnership with business management. Responsibilities are within the Human Resources Function as a generalist or in a combination of Disciplines. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources HR Generalist/Consultant	33	69	50	0.00%	0.00%	Base Salary	53,555	57,096	59,482
Generalist/Multidiscipline Entry (Professional)-P1						Actual Total Cash Compensation	55,025	58,014	64,795

Code: AHR000-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends.
Discipline Description: Designs, implements and monitors a variety of human resource programs. Anticipates and plans for long-term human resource needs and trends in partnership with business management. Responsibilities are within the Human Resources Function as a generalist or in a combination of Disciplines.
Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources HR Generalist/Consultant	14	25	50	0.00%	0.00%	Base Salary	42,400	48,969	60,552
Generalist/Multidiscipline Entry (Professional)-P1						Actual Total Cash Compensation	43,554	50,008	62,964

Code: AHR000-P1 Level: P1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends.
Discipline Description: Designs, implements and monitors a variety of human resource programs. Anticipates and plans for long-term human resource needs and trends in partnership with business management. Responsibilities are within the Human Resources Function as a generalist or in a combination of Disciplines.
Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Human Resources HR Generalist/Consultant	206	1295	50	0.00%	0.00%	Base Salary	50,311	56,149	63,590
Generalist/Multidiscipline Entry (Professional)-P1						Actual Total Cash Compensation	51,196	58,779	65,545

Code: AHR000-P1 Level: P1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends.
Discipline Description: Designs, implements and monitors a variety of human resource programs. Anticipates and plans for long-term human resource needs and trends in partnership with business management. Responsibilities are within the Human Resources Function as a generalist or in a combination of Disciplines.
Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	50,537	56,706	64,852
50th Percentile				Average Pay	--	--	--

Differential

0.0

0.0

0.0

Overall Comment

None

Inside Sales Rep | SMK-SAM-U2 / Sales/Marketing

Job Details

Job Family	Sales/Account Management	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Remote Account Management/Inside Sales - Experienced Para-Professional (S2)	19	1411	50	0.00%	0.00%	Base Salary	34,840	41,594	44,150
						Actual Total Cash Compensation	41,793	43,148	50,474

Code: SMP.08.011.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Responsible for selling products/services primarily through phone and emails to achieve predetermined sales quota. Focuses on developing long term customer relationships. Sales are typically achieved through assigned accounts and qualified leads. Assesses customers' needs and presents the features and benefits of product/service offerings to existing/new customers. Also engages in contract renewals, price negotiation, and volume discounts for customer retention and continued business Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Remote Account Management/Inside Sales - Experienced Para-Professional (S2)	4	159	50	0.00%	0.00%	Base Salary	--	42,248	--
						Actual Total Cash Compensation	--	43,559	--

Code: SMP.08.011.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Responsible for selling products/services primarily through phone and emails to achieve predetermined sales quota. Focuses on developing long term customer relationships. Sales are typically achieved through assigned accounts and qualified leads. Assesses customers' needs and presents the features and benefits of product/service offerings to existing/new customers. Also engages in contract renewals, price negotiation, and volume discounts for customer retention and continued business Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Remote/Telesales & Account Management - Experienced Para-Professional (S2)	78	11763	50	0.00%	0.00%	Base Salary	32,320	36,800	43,058
						Actual Total Cash Compensation	35,560	41,594	47,462

Code: SMP.08.000.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for promoting and selling the organization's products and services, via telephone or internet, to existing and/or potential customers. Activities include: Responding to customer initiated calls to activate a service, request a product/service change, schedule an installation or repair, or resolve a product/service or billing issue. Selling targeted products/services as part of the customer-initiated interaction. Initiating calls to potential customers from a list of provided leads including: existing customers targeted for cross/up sell, prior customers and/or potential new customers. Remote account management activities, such as contract renewals, price negotiations, etc. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates

information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Remote/Telesales & Account Management - Experienced Para-Professional (S2)	8	208	50	0.00%	0.00%	Base Salary	39,419	42,248	46,645
						Actual Total Cash Compensation	40,654	43,559	56,273

Code: SMP.08.000.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for promoting and selling the organization's products and services, via telephone or internet, to existing and/or potential customers. Activities include: Responding to customer initiated calls to activate a service, request a product/service change, schedule an installation or repair, or resolve a product/service or billing issue. Selling targeted products/services as part of the customer-initiated interaction. Initiating calls to potential customers from a list of provided leads including: existing customers targeted for cross/up sell, prior customers and/or potential new customers. Remote account management activities, such as contract renewals, price negotiations, etc. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Remote Sales Remote Sales - Inbound/Inside Intermediate (Business Support)-U2	24	2771	100	0.00%	0.00%	Base Salary	32,936	36,715	51,539
						Actual Total Cash Compensation	34,474	41,553	57,154

Code: CTS010-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Initiates and answers inbound and/or outbound contact (via phone, text messages, emails, chat rooms, webinars and other forms of digital communication) directly from/to prospective and/or existing customers. Responds to customer questions and takes orders. Builds rapport with customers by probing for needs and recommending appropriate solutions. Achieves monthly, quarterly and annual sales objectives while ensuring optimum customer experience and satisfaction. Discipline Description: Responds to inbound customer contact regarding product and service information and identifies upselling opportunities from such contact. Accepts orders, closes sales, maintains customer records and completes required documentation. Identifies and qualifies prospective customers and records sales prospecting activity in computer-based tracking systems. May have an assigned product line that may overlap other sales teams' territories. May have an individual or team sales quota and is likely to have a target earnings bonus or sales incentive opportunity. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Market Comparison					25th	50th	75th
Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison			
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	34,490	39,387	47,386
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment				
None				

Landman | OPS-ADM-P1 / Operations

Job Details										
Job Family	Administrative	Global Grade	-			Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-							
Incs	0	Structure Name	-			Employee Pay			Avg	
		Structure Code	-			Base 50			-	

Survey Matches (4)									
Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Land Contracts Analysis - Experienced Professional (P2)	5	8	100	-10.00%	0.00%	Base Salary	--	58,500	--
						Actual Total Cash Compensation	--	63,000	--
Code: LCA.03.042.P20 Level: P2									

Code: LCA.03.042.P20 Level: P2

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Requires a solid understanding of types of land contracts and regulations. Responsible for the preparation and administration of land contracts in an assigned area. Typical duties include analyzing and drafting more complex agreements, monitoring contractual obligations in an assigned area, ensuring Land Administrators receive appropriate information from land contracts and follow up with third parties on outstanding agreements and documentation in their area of responsibility. Level: An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency: Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies and practices. Typical Title: Land Contracts Analyst.

Comment : adjust for level

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Real Estate and Facilities Land/Right-of-Way Entry (Professional)-P1		23	66	50	0.00%	0.00%	Base Salary	53,847	61,952	65,006
							Actual Total Cash Compensation	56,942	65,445	69,920

Code: ARE040-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Plans, controls and directs real estate activities such as site location and acquisition, right-of-way negotiation, building and land acquisition and disposition, space leasing, property management and maintenance of properties. Discipline Description: Obtains right-of-way easements for overhead or underground use. Checks property titles to determine ownership, negotiates easements and price to be paid, prepares assessments and arranges payment to grantor. Assists in land acquisition for building facilities by obtaining land options. Maintains permits and inspects completed work. May coordinate acquisition activities with municipalities, governmental and regulatory agencies to ensure compliance with acquisition and easement requirements. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Real Estate and Facilities Land/Right-of-Way Entry (Professional)-P1		25	68	50	0.00%	0.00%	Base Salary	52,937	59,740	64,570
							Actual Total Cash Compensation	56,010	64,394	69,773

Code: ARE040-P1 Level: P1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Plans, controls and directs real estate activities such as site location and acquisition, right-of-way negotiation, building and land acquisition and disposition, space leasing, property management and maintenance of properties. Discipline Description: Obtains right-of-way easements for overhead or underground use. Checks property titles to determine ownership, negotiates easements and price to be paid, prepares assessments and arranges payment to grantor. Assists in land acquisition for building facilities by obtaining land options. Maintains permits and inspects completed work. May coordinate acquisition activities with municipalities, governmental and regulatory agencies to ensure compliance with acquisition and easement requirements. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the

equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Real Estate and Facilities Land/Right-of-Way	5	34	100	0.00%	0.00%	Base Salary	68,757	74,879	90,858
Entry (Professional)-P1						Actual Total Cash	68,814	74,879	103,864
Code: ARE040-P1 Level: P1						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Plans, controls and directs real estate activities such as site location and acquisition, right-of-way negotiation, building and land acquisition and disposition, space leasing, property management and maintenance of properties. Discipline Description: Obtains right-of-way easements for overhead or underground use. Checks property titles to determine ownership, negotiates easements and price to be paid, prepares assessments and arranges payment to grantor. Assists in land acquisition for building facilities by obtaining land options. Maintains permits and inspects completed work. May coordinate acquisition activities with municipalities, governmental and regulatory agencies to ensure compliance with acquisition and easement requirements. Career Level description: Band: Performs routine assignments in the entry level of the Professional Career Band. Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices. Has no discretion to vary from established procedures by performing structured work assignments. Uses existing procedures to solve routine or standard problems. Receives instruction, guidance and direction from more senior level roles.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	61,075	64,742	77,823
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Customer Billing	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounts Payable/Receivable - Specialist Para-Professional (S4)	71	486	33	0.00%	0.00%	Base Salary	42,568	50,247	57,919
						Actual Total Cash Compensation	43,638	50,600	60,690

Code: FIN.09.000.S40 Level: S4

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for the organization's creditor and debtor accounts. Manages or performs work in some/all of the following areas: Accounts Payable invoice verification, payment authorization and processing. Reconciliation of accounts payable ledgers to identify improper charges, validate transactions, and ensure accurate and timely payment of amounts due. Accounts Receivable invoice generation and verification of customer credit approval. Accounts Receivable payment processing and application to customer balances. Receivable age analysis and reporting A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounts Payable/Receivable - Specialist Para-Professional (S4)	6	55	34	0.00%	0.00%	Base Salary	--	51,757	--
						Actual Total Cash Compensation	--	53,379	--

Code: FIN.09.000.S40 Level: S4

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for the organization's creditor and debtor accounts. Manages or performs work in some/all of the following areas: Accounts Payable invoice verification, payment authorization and processing. Reconciliation of accounts payable ledgers to identify improper charges, validate transactions, and ensure accurate and timely payment of amounts due. Accounts Receivable invoice generation and verification of customer credit approval. Accounts Receivable payment processing and application to customer balances. Receivable age analysis and reporting A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounts Payable/Receivable - Specialist Para-Professional (S4)	12	32	33	0.00%	0.00%	Base Salary	43,966	50,682	57,488
						Actual Total Cash Compensation	43,966	50,752	60,473

Code: FIN.09.000.S40 Level: S4

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for the organization's creditor and debtor accounts. Manages or performs work in some/all of the following areas: Accounts Payable invoice verification, payment authorization and processing. Reconciliation of accounts payable ledgers to identify improper charges, validate transactions, and ensure accurate and timely payment of amounts due. Accounts Receivable invoice generation and verification of customer credit approval. Accounts Receivable payment processing and application to customer balances. Receivable age analysis and reporting A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer Billing Resolution Senior (Business Support)-U3	15	220	50	10.00%	0.00%	Base Salary	55,450	59,395	62,967
Code: AMS040-U3 Level: U3						Actual Total Cash Compensation	57,217	62,884	67,329

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Investigates, analyzes, negotiates, resolves, documents and reports on consumer and commercial billing issues and complaints against the organization. Identifies solutions that address billing issues and presents appropriate resolution options to customers. Negotiates and authorizes billing settlements within established limits and adjusts customer accounts. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : adjust for U4 level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer Billing Resolution Senior (Business Support)-U3	15	220	50	10.00%	0.00%	Base Salary	55,450	59,395	62,967
Code: AMS040-U3 Level: U3						Actual Total Cash Compensation	57,217	62,884	67,329

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Investigates, analyzes, negotiates, resolves, documents and reports on consumer and commercial billing issues and complaints against the organization. Identifies solutions that address billing issues and presents appropriate resolution options to customers. Negotiates and authorizes billing settlements within established limits and adjusts customer accounts. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : adjust for U4 level

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	50,606	55,149	60,874
50th Percentile				Average Pay Differential	--	--	--
					0.0	0.0	0.0

Overall Comment

None

Marketing Coordinator | SMK-MKT-U3 / Sales/Marketing

Job Details								
Job Family	Marketing	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (3)										
Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing Generalists - Senior Para-Professional (S3)		62	266	50	0.00%	0.00%	Base Salary	45,568	53,791	61,254
							Actual Total Cash Compensation	47,135	54,271	62,689

Code: SMP.03.000.S30 Level: S3

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for advancing business growth by disseminating information that promotes a favorable view of the organization and its products and services. Activities include: Developing and implementing advertising/promotional campaigns. Conducting market research and identifying and predicting current and future consumer trends. Product management, including P&L activity and advertising R.O.I. (Return on Investment) analysis. Product planning & development. Promotional materials creation and distribution A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing Generalists - Senior Para-Professional (S3)		10	18	50	0.00%	0.00%	Base Salary	46,943	55,641	66,145
							Actual Total Cash Compensation	47,548	57,395	69,083

Code: SMP.03.000.S30 Level: S3

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for advancing business growth by disseminating information that promotes a favorable view of the organization and its products and services. Activities include: Developing and implementing advertising/promotional campaigns. Conducting market research and identifying and predicting current and future consumer trends. Product management, including P&L activity and advertising R.O.I. (Return on Investment) analysis. Product planning & development. Promotional materials creation and distribution A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job		Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing Marketing Generalist/Multidiscipline Senior (Business Support)-U3		45	189	100	0.00%	0.00%	Base Salary	48,131	54,434	59,905
							Actual Total Cash Compensation	48,131	55,000	62,040

Code: AMK000-U3 Level: U3

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Markets the organization's products, brands and/or services. Designs, develops and implements communication programs to advertise the organization's products/brands/services using media (e.g., print, broadcast, digital), events and sales promotions. Develops and evaluates pricing strategies and structures. Designs and maintains websites to promote and sell the organization's products through the Internet. Discipline Description: Designs, develops and implements marketing programs and/or pricing strategies to support the organization's products, services or market sector. Uses specific marketing strategies and media (e.g., print, broadcast, digital) to launch and position products and services in a sector. Identifies and implements marketing strategies and programs in collaboration with sales and technical teams. Responsibilities are within the Marketing Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has full proficiency gained through job-related training and considerable work experience. Completes work with a limited degree

of supervision. Likely to act as an informal resource for colleagues with less experience. Identifies key issues and patterns from partial/conflicting data. Takes a broad perspective to problems and spots new, less obvious solutions.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	47,193	54,575	61,802
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Measurement Tech II | OPS-GTS-T3 / Operations

Job Details

Job Family	Gas Technical Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Senior Para-Professional (S3)	159	20555	33	0.00%	0.00%	Base Salary	56,701	65,232	76,951
						Actual Total Cash Compensation	58,333	66,906	79,600

Code: ENS.05.000.S30 Level: S3

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Senior Para-Professional (S3)	23	895	34	0.00%	0.00%	Base Salary	60,255	72,875	83,331
						Actual Total Cash Compensation	60,255	72,875	86,357

Code: ENS.05.000.S30 Level: S3

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Senior Para-Professional (S3)	31	381	33	0.00%	0.00%	Base Salary	54,912	67,427	79,061
						Actual Total Cash Compensation	56,800	70,000	79,953

Code: ENS.05.000.S30 Level: S3

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Gas Distribution	8	645	50	0.00%	0.00%	Base Salary	60,341	67,093	72,161
Construction and/or Maintenance Senior (Technical Support)-T3						Actual Total Cash Compensation	64,651	68,343	72,161

Code: EDD050-T3 Level: T3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Gas Distribution	9	648	50	0.00%	0.00%	Base Salary	61,893	68,369	73,818
Construction and/or Maintenance Senior (Technical Support)-T3						Actual Total Cash Compensation	64,766	68,369	76,703

Code: EDD050-T3 Level: T3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	15	387	50	0.00%	0.00%	Base Salary	57,858	70,599	84,739
Maintenance Technical Specialty Senior (Technical Support)-T3						Actual Total Cash Compensation	60,131	74,571	85,607

Code: AZT010-T3 Level: T3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	19	420	50	0.00%	0.00%	Base Salary	57,858	70,677	82,992
Maintenance Technical Specialty Senior (Technical Support)-T3						Actual Total Cash Compensation	60,131	75,098	85,607

Code: AZT010-T3 Level: T3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	58,765	68,975	78,891
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Meter Reader I | OPS-GSS-W1 / Operations

Job Details

Job Family	Gas Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Service Technician - Entry Para-Professional (S1)	65	11738	33	0.00%	0.00%	Base Salary	39,318	44,387	50,225
						Actual Total Cash Compensation	39,786	44,928	51,071

Code: ENS.05.106.S10 Level: S1

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Field Service Technician work focuses on installing, configuring, calibrating, and repairing technical products and systems at customer field locations including: Performing a variety of maintenance and technical support on installed products and equipment. Troubleshooting, diagnosing, and resolving malfunctions. Determining when products should be upgraded or replaced. May provide onsite training for customer support personnel Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Field Service Technician.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Service Technician - Entry Para-Professional (S1)	12	2025	34	0.00%	0.00%	Base Salary	41,529	45,425	49,428
						Actual Total Cash Compensation	41,817	45,725	51,100

Code: ENS.05.106.S10 Level: S1

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Field Service Technician work focuses on installing, configuring, calibrating, and repairing technical products and systems at customer field locations including: Performing a variety of maintenance and technical support on installed products and equipment. Troubleshooting, diagnosing, and resolving malfunctions. Determining when products should be upgraded or replaced. May provide onsite training for customer support personnel Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Field Service Technician.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Field Service Technician - Entry Para-Professional (S1)	10	206	33	0.00%	0.00%	Base Salary	40,063	44,606	46,946
						Actual Total Cash Compensation	40,341	45,342	48,013

Code: ENS.05.106.S10 Level: S1

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Field Service Technician work focuses on installing, configuring, calibrating, and repairing technical products and systems at customer field locations including: Performing a variety of maintenance and technical support on installed products and equipment. Troubleshooting, diagnosing, and resolving malfunctions. Determining when products should be upgraded or replaced. May provide onsite training for customer support personnel Level: An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation. Typical Title: Field Service Technician.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Distribution Meter	7	37	100	0.00%	0.00%	Base Salary	38,196	40,352	50,617

Services Generalist/Multidiscipline|Entry
(Technical Support)-T1

Actual Total Cash
Compensation

40,085

42,043

50,617

Code: EDD070-T1 Level: T1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Reads electric and/or gas meters and records usage data (manually or electronically). Tests, repairs and maintains stocks of metering equipment and meter testing equipment, including smart meters. Installs, removes, field tests and maintains customer electric and/or gas meters in accordance with regulatory standards and organization's guidelines. May interact with customers by answering questions (e.g., about billing/energy usage, smart meters) or directing them to customer service or collections representatives. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : no W matches; no adjust due to match quality

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	39,256	42,582	49,744
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Accounting	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Manager (M3)	905	5852	100	0.00%	0.00%	Base Salary	96,443	107,625	121,965
Code: FIN.06.001.M30 Level: M3						Actual Total Cash Compensation	102,004	116,228	135,473

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: Policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accounting Director, Accounting Sr. Manager, Accounting Manager, Accounting Supervisor.

Comment : Confirm retaining GI match

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Manager (M3)	57	351	100	0.00%	0.00%	Base Salary	108,055	121,865	134,490
Code: FIN.06.001.M30 Level: M3						Actual Total Cash Compensation	119,508	140,507	163,359

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Accounting includes work across multiple areas of Accounting including: Ensuring compliance with financial transaction recording standards (e.g., general ledger, cash payments/collections, tax transactions, etc.) Control/reconciliation of accounts and records (balance sheet, P&L, bank accounts, etc.) Accounting reports/schedules for internal audiences (management reporting) and/or for external audiences (compliance reporting) including consolidation of financial statements, cash flow reporting, budget reporting, etc.) In some organizations, Accounting work may also include: Cost accounting/budgeting (allocation of direct/indirect costs, variance analysis, budget preparation, etc.) Accounts Payable/Receivable and/or Credit & Collections Level: A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: Policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures. Specialization Match Note: Para-Professional incumbents are responsible for accounting transaction/data entry, data verification, and records maintenance. The following types of incumbents should be matched to the Accounting Specialization: Incumbents with a primary focus on general transaction recording and control/reconciliation of accounts who work in organizations with separate specialists performing some or all of the budgeting, cost accounting, internal management and/or external financial reporting work. Incumbents in positions that focus solely on the accounting aspects of tax, treasury, etc. (i.e., tax or treasury transaction recording and records maintenance). This type of highly specialized accounting work is typically found in a shared services or outsourcing environment. Typical Title: Accounting Director, Accounting Sr. Manager, Accounting Manager, Accounting Supervisor.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Manager (Supervisory/Management)-M2	56	250	50	0.00%	0.00%	Base Salary	115,384	125,205	134,412
						Actual Total Cash	128,292	143,656	157,489

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Manager (Supervisory/Management)-M2	67	284	50	0.00%	0.00%	Base Salary	113,365	124,556	133,799
						Actual Total Cash Compensation	126,550	143,561	157,453

Code: AFB010-M2 Level: M2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Manager (Supervisory/Management)-M2	32	64	50	0.00%	0.00%	Base Salary	96,337	106,475	114,505
						Actual Total Cash Compensation	100,740	115,909	125,125

Code: AFB010-M2 Level: M2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Manager (Supervisory/Management)-M2	326	2329	50	0.00%	0.00%	Base Salary	98,816	107,500	117,911
						Actual Total Cash Compensation	106,157	118,676	133,953

Code: AFB010-M2 Level: M2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : Confirm retaining GI match

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	104,112	115,340	126,692
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Mgr, Compliance | OPS-CMS-U4 / Operations

Job Details

Job Family	Compliance/Safety	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Warehouse & Distribution Center Management - Team Leader (Para-Professionals) (M1)	103	4003	33	0.00%	0.00%	Base Salary	50,945	57,295	68,674
Code: SCN 05 B01 M10 Level: M1						Actual Total Cash Compensation	51,927	60,317	70,735

Survey: Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Description : Associated Specializations: Distribution Center Management - M10; Manufacturing Stockroom Management - M10; Warehouse Management - M10

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Warehouse & Distribution Center Management - Team Leader (Para-Professionals) (M1)	5	68	34	0.00%	0.00%	Base Salary	--	65,508	--
Code: SCN05 P01 M10 - Level: M1						Actual Total Cash Compensation	--	65,508	--

Survey: Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Description : Associated Specializations: Distribution Center Management - M10; Manufacturing Stockroom Management - M10; Warehouse Management - M10

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Warehouse & Distribution Center Management - Team Leader (Para-Professionals) (M1)	27	315	33	0.00%	0.00%	Base Salary	46,509	54,493	68,647
Code: SCN/05/P01/M10 - Level: M1						Actual Total Cash Compensation	49,455	55,769	70,000

Survey: Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Description : Associated Specializations: Distribution Center Management - M10; Manufacturing Stockroom Management - M10; Warehouse Management - M10

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Warehousing Lead/Advanced (Production/Manual Labor)-W4	9	46	50	0.00%	0.00%	Base Salary	62,292	66,263	79,521
Code: ASC010-W4 Level: W4						Actual Total Cash Compensation	64,995	73,457	82,184

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment. Accounts for all

materials and supplies in the stores facilities; audits goods received into warehouse. Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures. Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space. Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment. Career Level description: Band: Has advanced skills, typically gained through a combination of job-related training and considerable work experience. May act as a lead, coordinating the work of others, but is not a supervisor. Works autonomously within established procedures and practices. Has developed a specialized level of skill to perform assigned tasks.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Warehousing Lead/Advanced (Production/Manual Labor)-W4	11	50	50	0.00%	0.00%	Base Salary	59,639	66,263	78,858
						Actual Total Cash Compensation	64,046	73,457	80,980

Code: ASC040-W4 Level: W4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment. Accounts for all materials and supplies in the stores facilities; audits goods received into warehouse. Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures. Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space. Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment. Career Level description: Band: Has advanced skills, typically gained through a combination of job-related training and considerable work experience. May act as a lead, coordinating the work of others, but is not a supervisor. Works autonomously within established procedures and practices. Has developed a specialized level of skill to perform assigned tasks.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Warehousing Lead/Advanced (Production/Manual Labor)-W4	7	24	50	0.00%	0.00%	Base Salary	35,968	46,541	52,080
						Actual Total Cash Compensation	36,414	46,541	52,080

Code: ASC040-W4 Level: W4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment. Accounts for all materials and supplies in the stores facilities; audits goods received into warehouse. Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures. Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space. Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment. Career Level description: Band: Has advanced skills, typically gained through a combination of job-related training and considerable work experience. May act as a lead, coordinating the work of others, but is not a supervisor. Works autonomously within established procedures and practices. Has developed a specialized level of skill to perform assigned tasks.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Warehousing Lead/Advanced (Production/Manual Labor)-W4	94	2720	50	0.00%	0.00%	Base Salary	41,329	47,194	52,929
						Actual Total Cash Compensation	42,699	48,472	56,528

Code: ASC040-W4 Level: W4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing

and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment. Accounts for all materials and supplies in the stores facilities; audits goods received into warehouse. Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures. Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space. Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment. Career Level description: Band: Has advanced skills, typically gained through a combination of job-related training and considerable work experience. May act as a lead, coordinating the work of others, but is not a supervisor. Works autonomously within established procedures and practices. Has developed a specialized level of skill to perform assigned tasks.

Comment : None

Market Comparison							
Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	49,539	57,431	66,545
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0
Overall Comment							

None

Mgr, Customer Service | CUS-CCC-M1 / Customer Service

Job Details

Job Family	Customer Contact Center	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Team Leader (Para-Professionals) (M1)	369	11899	25	0.00%	0.00%	Base Salary	53,313	59,021	69,296
						Actual Total Cash Compensation	55,266	62,379	74,521

Code: CSV.02.050.M10 Level: M1

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Team Leader (M1) supervises para-professional employees. Responsibilities typically include: Setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Manager, Supervisor.

Comment : confirm GI match; significantly lower than others

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Team Leader (Para-Professionals) (M1)	15	178	25	0.00%	0.00%	Base Salary	68,621	73,661	83,643
						Actual Total Cash Compensation	75,837	81,390	90,234

Code: CSV.02.050.M10 Level: M1

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Sector: Energy Utilities

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Team Leader (M1) supervises para-professional employees. Responsibilities typically include: Setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Manager, Supervisor.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Team Leader (Para-Professionals) (M1)	20	189	25	0.00%	0.00%	Base Salary	64,926	72,989	82,731
						Actual Total Cash Compensation	70,489	80,967	86,056

Code: CSV.02.050.M10 Level: M1

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Team Leader (M1) supervises para-professional employees. Responsibilities typically include: Setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Manager, Supervisor.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Team Leader (Para-Professionals) (M1)	43	216	25	0.00%	0.00%	Base Salary	56,100	63,027	69,282
						Actual Total Cash Compensation	57,618	65,333	70,793

Code: CSV.02.050.M10 Level: M1

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: A Team Leader (M1) supervises para-professional employees. Responsibilities typically include: Setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Manager, Supervisor.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline] Supervisor (Supervisory/Management)-M1	26	283	100	0.00%	0.00%	Base Salary	74,703	90,245	101,055
						Actual Total Cash Compensation	82,770	98,140	110,297

Code: AMS000-M1 Level: M1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline]	26	283	100	0.00%	0.00%	Base Salary	74,703	90,245	101,055
						Actual Total Cash	82,770	98,140	110,297

Supervisor (Supervisory/Management)-M1

Compensation

Code: AMS000-M1 Level: M1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline]	5	23	50	0.00%	0.00%	Base Salary	54,500	55,848	84,005
Supervisor (Supervisory/Management)-M1						Actual Total Cash Compensation	54,747	58,948	89,489

Code: AMS000-M1 Level: M1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : Significant difference from Energy Svcs survey; confirm keeping GI match

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline]	93	2355	50	0.00%	0.00%	Base Salary	55,564	65,080	79,064
Supervisor (Supervisory/Management)-M1						Actual Total Cash Compensation	57,168	70,153	83,846

Code: AMS000-M1 Level: M1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : Significant difference from Energy Svcs survey; confirm keeping GI match

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	66,295	77,032	89,971
50th Percentile				Average Pay	--	--	--

Differential

0.0

0.0

0.0

Overall Comment

None

Mgr, Engineering | ENG-ENG-M2 / Engineering

Job Details

Job Family	Engineers	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Manager (M3)	24	548	50	0.00%	0.00%	Base Salary	121,604	139,270	161,648
Code: ENS.03.R14.M30 Level: M3						Actual Total Cash Compensation	135,086	143,776	177,982

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - M30; General Municipal Engineering (Construction & Civil Infrastructure) - M30; Heating & Ventilating Systems Engineering (Construction) - M30; Landscape Engineering (Construction) - M30; Rail Engineering (Construction & Civil Infrastructure) - M30; Structural Engineering: Buildings (Construction) - M30; Structural Engineering: Facade (Construction) - M30; Sub-Sea Engineering (Construction & Civil Infrastructure) - M30; Water/Waste Engineering (Construction & Civil Infrastructure) - M30

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Manager (M3)	6	8	50	0.00%	0.00%	Base Salary	--	156,749	--
Code: ENS.03.R14.M30 Level: M3						Actual Total Cash Compensation	--	194,138	--

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - M30; General Municipal Engineering (Construction & Civil Infrastructure) - M30; Heating & Ventilating Systems Engineering (Construction) - M30; Landscape Engineering (Construction) - M30; Rail Engineering (Construction & Civil Infrastructure) - M30; Structural Engineering: Buildings (Construction) - M30; Structural Engineering: Facade (Construction) - M30; Sub-Sea Engineering (Construction & Civil Infrastructure) - M30; Water/Waste Engineering (Construction & Civil Infrastructure) - M30

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Manager (Supervisory/Management)-M2	14	95	100	0.00%	0.00%	Base Salary	119,925	128,422	142,901
Code: AZE040-M2 Level: M2						Actual Total Cash Compensation	128,500	143,388	161,174

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering] Manager (Supervisory/Management)-M2 Code: AZE570-M2 Level: M2	8	21	50	0.00%	0.00%	Base Salary Actual Total Cash Compensation	127,294 140,128	134,527 152,479	155,681 173,161

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering] Manager (Supervisory/Management)-M2 Code: AZE570-M2 Level: M2	9	22	50	0.00%	0.00%	Base Salary Actual Total Cash Compensation	127,987 142,848	138,944 156,123	155,240 173,816

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50 50th Percentile	Base (All Jobs)	Base Salary	Base Salary	Market Average Pay Differential	123,347 -- 0.0	137,722 -- 0.0	151,674 -- 0.0

Overall Comment

None

Mgr, Fin Plan & Analytics | FIN-FNA-M1 / Finance

Job Details

Job Family	Financial Analysis	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Corporate Finance (Financial Planning/ Analysis) - Team Leader (Para-Professionals) (M1)	11	22	100	0.00%	0.00%	Base Salary	74,711	87,173	95,943
						Actual Total Cash Compensation	82,200	87,173	107,918

Code: FIN.03.000.M10 Level: M1

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in some/all of the following areas: Analysis of internal financial information (e.g., profit loss accounts, financial statements, working capital, costs, prices, expenses, revenues, rates of return, etc.) Financial evaluation and modelling of potential investment opportunities, impacts of financial transactions and corporate development activities. Analysis of external economic conditions and their impact on business operations (e.g., inflation, interest rates, exchange rates, etc.) Mergers & Acquisition transaction execution (e.g., strategy, due diligence, negotiation, definitive documentation, and integration) A Team Leader (M1) supervises para-professional employees. Responsibilities typically include: Setting day-to-day operational objectives for team. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.

Comment : confirm GI match

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax Financial Analysis Supervisor (Supervisory/Management)-M1	17	54	50	0.00%	0.00%	Base Salary	97,042	104,379	113,300
						Actual Total Cash Compensation	107,290	117,061	133,067

Code: AFT010-M1 Level: M1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax Financial Analysis Supervisor (Supervisory/Management)-M1	19	58	50	0.00%	0.00%	Base Salary	96,470	102,832	111,592
						Actual Total Cash Compensation	106,400	113,207	130,541

Code: AFT010-M1 Level: M1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing

strategies, etc. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Financial Analysis and Tax[Financial Analysis]	85	556	100	0.00%	0.00%	Base Salary	84,582	98,333	105,259
Supervisor (Supervisory/Management)-M1						Actual Total Cash Compensation	89,042	104,251	116,673
Code: AFT010-M1 Level: M1									

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. Discipline Description: Performs economic research and studies of rates of return, depreciation and investments. Analyzes profit-and-loss income statements and prepares reports and recommendations to management. Generates forecasts and analyzes trends in sales, finance and other areas of business. Researches economic progressions to assist the organization's financial planning. Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	85,350	96,371	104,549
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Marketing	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing Generalists - Manager (M3)	560	4199	33	0.00%	0.00%	Base Salary	88,706	104,833	124,956
Code: SMP.03.000.M30 Level: M3						Actual Total Cash Compensation	93,386	113,358	140,216

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for advancing business growth by disseminating information that promotes a favorable view of the organization and its products and services. Activities include: Developing and implementing advertising/promotional campaigns. Conducting market research and identifying and predicting current and future consumer trends. Product management, including P&L activity and advertising R.O.I. (Return on Investment) analysis. Product planning & development. Promotional materials creation and distribution A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: Policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing Generalists - Manager (M3)	19	75	34	0.00%	0.00%	Base Salary	102,701	120,010	151,410
Code: SMP.03.000.M30 Level: M3						Actual Total Cash Compensation	119,399	140,274	190,701

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for advancing business growth by disseminating information that promotes a favorable view of the organization and its products and services. Activities include: Developing and implementing advertising/promotional campaigns. Conducting market research and identifying and predicting current and future consumer trends. Product management, including P&L activity and advertising R.O.I. (Return on Investment) analysis. Product planning & development. Promotional materials creation and distribution A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: Policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing Generalists - Manager (M3)	94	188	33	0.00%	0.00%	Base Salary	85,975	100,000	118,827
Code: SMP.03.000.M30 Level: M3						Actual Total Cash Compensation	88,814	104,694	127,686

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for advancing business growth by disseminating information that promotes a favorable view of the organization and its products and services. Activities include: Developing and implementing advertising/promotional campaigns. Conducting market research and identifying and predicting current and future consumer trends. Product management, including P&L activity and advertising R.O.I. (Return on Investment) analysis. Product planning & development. Promotional materials creation and distribution A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include: Policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing[Marketing Generalist/Multidiscipline] Manager (Supervisory/Management)-M2	23	89	50	0.00%	0.00%	Base Salary	114,104	123,600	135,292
Code: AMK000-M2 Level: M2						Actual Total Cash Compensation	126,520	139,475	158,468

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Markets the organization's products, brands and/or services. Designs, develops and implements communication programs to advertise the organization's products/brands/services using media (e.g., print, broadcast, digital), events and sales promotions. Develops and evaluates pricing strategies and structures. Designs and maintains websites to promote and sell the organization's products through the Internet. Discipline Description: Designs, develops and implements marketing programs and/or pricing strategies to support the organization's products, services or market sector. Uses specific marketing strategies and media (e.g., print, broadcast, digital) to launch and position products and services in a sector. Identifies and implements marketing strategies and programs in collaboration with sales and technical teams. Responsibilities are within the Marketing Function as a generalist or in a combination of Disciplines. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Marketing[Marketing Generalist/Multidiscipline] Manager (Supervisory/Management)-M2	25	92	50	0.00%	0.00%	Base Salary	114,553	125,000	135,816
Code: AMK000-M2 Level: M2						Actual Total Cash Compensation	126,871	139,600	160,848

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Markets the organization's products, brands and/or services. Designs, develops and implements communication programs to advertise the organization's products/brands/services using media (e.g., print, broadcast, digital), events and sales promotions. Develops and evaluates pricing strategies and structures. Designs and maintains websites to promote and sell the organization's products through the Internet. Discipline Description: Designs, develops and implements marketing programs and/or pricing strategies to support the organization's products, services or market sector. Uses specific marketing strategies and media (e.g., print, broadcast, digital) to launch and position products and services in a sector. Identifies and implements marketing strategies and programs in collaboration with sales and technical teams. Responsibilities are within the Marketing Function as a generalist or in a combination of Disciplines. Career Level description: Band: Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s). Has accountability for the performance and results of a team within own discipline or function. Adapts departmental plans and priorities to address resource and operational challenges. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager. Provides technical guidance to employees, colleagues and/or customers.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	103,446	116,349	133,741
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Mgr, Operations | OPS-GTS-M1 / Operations

Job Details

Job Family	Gas Technical Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Multiple Repair & Maintenance Trades	14	111	100	0.00%	0.00%	Base Salary	76,346	83,577	99,205
Specializations - Team Leader (Professionals) (M2)						Actual Total Cash Compensation	82,240	88,175	106,946

Code: PSK.05.999.M20 Level: M2

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : This benchmark is intended for incumbents who have responsibility for more than one Specialization within the Sub-family. Level: A Team Leader (M2) supervises professional level employees (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include: Setting goals and objectives for team members for achievement of operational results. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution Construction and/or Maintenance]Supervisor (Supervisory/Management)-M1	28	1591	100	0.00%	0.00%	Base Salary	90,704	99,441	104,307
						Actual Total Cash Compensation	98,609	107,291	118,161

Code: EDD050-M1 Level: M1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade[Equipment Maintenance Technical Specialty]Supervisor (Supervisory/Management)-M1	7	17	50	0.00%	0.00%	Base Salary	67,173	75,000	89,164
						Actual Total Cash Compensation	73,188	78,000	95,820

Code: AZT010-M1 Level: M1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document

equipment modifications and equipment maintenance procedures. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment Maintenance Technical Specialty Supervisor (Supervisory/Management)-M1	129	3110	50	0.00%	0.00%	Base Salary	75,000	82,588	92,762
						Actual Total Cash Compensation	77,982	87,168	100,953

Code: AZT010-M1 Level: M1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Gas Transmission and/or Distribution Technical Specialty Lead/Advanced (Technical Support)-T4	5	19	100	10.00%	0.00%	Base Salary	83,361	94,203	100,638
						Actual Total Cash Compensation	85,990	102,161	109,890

Code: AZT571-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Provides expert technical support for gas transmission systems that transport natural gas by pipeline, including incidental storage and/or gas distribution systems that transport natural gas to the final consumer by pipeline. Focuses on pipeline and compressor systems for natural gas transmission and/or distribution, including activities such as installing and/or inspecting rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : no M1 match; adjust for level

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	80,374	89,004	98,778
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Mgr, Service | OPS-GTS-T4 / Operations

Job Details

Job Family	Gas Technical Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Specialist Para-Professional (S4)	48	2999	33	0.00%	0.00%	Base Salary	63,575	71,560	82,850
						Actual Total Cash Compensation	63,729	72,604	85,474

Code: ENS.05.000.S40 Level: S4

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Specialist Para-Professional (S4)	5	621	34	0.00%	0.00%	Base Salary	--	74,470	--
						Actual Total Cash Compensation	--	79,018	--

Code: ENS.05.000.S40 Level: S4

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Specialist Para-Professional (S4)	8	23	33	0.00%	0.00%	Base Salary	56,419	73,918	95,798
						Actual Total Cash Compensation	57,065	75,052	95,798

Code: ENS.05.000.S40 Level: S4

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include: Working under limited supervision for non-routine situations and may be responsible for leading daily operations. Training, delegating and reviewing the work of lower level employees. Problems are typically difficult and non-routine but not complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Gas Distribution	8	257	50	0.00%	0.00%	Base Salary	76,640	83,951	101,270
Construction and/or Maintenance Lead/ Advanced (Technical Support)-T4						Actual Total Cash Compensation	81,524	87,290	103,175

Code: EDD050-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Gas Distribution	9	259	50	0.00%	0.00%	Base Salary	77,892	83,715	96,314
Construction and/or Maintenance Lead/ Advanced (Technical Support)-T4						Actual Total Cash Compensation	82,652	89,339	100,124

Code: EDD050-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	7	55	50	0.00%	0.00%	Base Salary	67,500	77,926	108,927
Maintenance Technical Specialty Lead/ Advanced (Technical Support)-T4						Actual Total Cash Compensation	68,979	77,926	110,400

Code: AZT010-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	10	106	50	0.00%	0.00%	Base Salary	74,033	78,019	97,089

Code: AZT010-T4 Level: T4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	61	2355	100	0.00%	0.00%	Base Salary	62,962	69,591	78,082
Maintenance Technical Specialty Lead/ Advanced (Technical Support)-T4						Actual Total Cash Compensation	63,632	71,399	79,889

Code: AZT010-T4 Level: T4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	68,468	76,181	92,578
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Infrastructure	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Data/Voice Network Administration - Experienced Para-Professional (S2)	11	46	100	0.00%	0.00%	Base Salary	50,003	54,174	62,716
Code: ITC.08.031.S20 Level: S2						Actual Total Cash Compensation	50,003	55,678	62,716

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd
Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : IT Data/Voice Network Administration work focuses on planning the network implementation, determining physical and logical layouts, installing, configuring, and maintaining ICT data and voice networks including: Meeting end user needs by ensuring the uptime, performance, resource availability, and security of the networks managed within established budgets and operational guidelines. Determining and diagramming the physical layout which illustrates the physical location of and the connections between devices participating on the network. Determining and diagramming the logical layout which documents the communication protocols (e.g., IP, TCP, POP3, etc.) and type of service/application (email, file transfer, web browsing, etc.) for each segment of the network. Automating routine tasks using scripting and writing basic computer programs to address more complex systems software configuration and enhancement Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Typical Title: IT Data/Voice Network Administration Assistant.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Network Operations & Control (NOC) Technician (Telecommunications) - Experienced Para-Professional (S2)	72	456	50	0.00%	0.00%	Base Salary	56,166	62,410	69,099
Code: ENS.05.132.S20 Level: S2						Actual Total Cash Compensation	56,912	63,988	69,963

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd
Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Operating from a remote base or in a Network Operations Control environment monitors critical network elements to keep the network and systems functioning in a stable operation mode. Assists in ensuring quick service restoration of problems using fault management procedures. Assists in the documentation of NOC processes, procedures, and resolution information. Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Network Operations & Control (NOC) Technician (Telecommunications) - Experienced Para-Professional (S2)	10	77	50	0.00%	0.00%	Base Salary	59,748	64,206	80,388
Code: ENS.05.132.S20 Level: S2						Actual Total Cash Compensation	61,253	69,806	85,821

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd
Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Operating from a remote base or in a Network Operations Control environment monitors critical network elements to keep the network and systems functioning in a stable operation mode. Assists in ensuring quick service restoration of problems using fault management procedures. Assists in the documentation of NOC processes, procedures, and resolution information. Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools

obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration Network Control/	22	298	100	0.00%	0.00%	Base Salary	49,343	54,656	60,491
Administration Intermediate (Technical Support)-T2						Actual Total Cash Compensation	49,343	56,772	61,005

Code: AIT040-T2 Level: T2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains LANs and/or WANs; evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	52,434	57,379	65,984
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Network Engineer | ITS-INF-T4 / IT

Job Details

Job Family	Infrastructure	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Data/Voice Network Administration - Senior Para-Professional (S3)	9	60	100	10.00%	0.00%	Base Salary	66,941	73,385	88,768
Code: ITC.08.031.S30 Level: S3						Actual Total Cash Compensation	67,990	73,385	89,758

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd
Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : IT Data/Voice Network Administration work focuses on planning the network implementation, determining physical and logical layouts, installing, configuring, and maintaining ICT data and voice networks including: Meeting end user needs by ensuring the uptime, performance, resource availability, and security of the networks managed within established budgets and operational guidelines. Determining and diagramming the physical layout which illustrates the physical location of and the connections between devices participating on the network. Determining and diagramming the logical layout which documents the communication protocols (e.g., IP, TCP, POP3, etc.) and type of service/application (email, file transfer, web browsing, etc.) for each segment of the network. Automating routine tasks using scripting and writing basic computer programs to address more complex systems software configuration and enhancement Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand. Typical Title: IT Data/Voice Network Administration Assistant.

Comment : adjust for level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Network Operations & Control (NOC) Technician (Telecommunications) - Senior Para-Professional (S3)	54	1024	100	10.00%	0.00%	Base Salary	77,736	83,719	91,219
Code: ENS.05.132.S30 Level: S3						Actual Total Cash Compensation	78,170	85,459	95,681

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd
Scope: All Data

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Operating from a remote base or in a Network Operations Control environment monitors critical network elements to keep the network and systems functioning in a stable operation mode. Assists in ensuring quick service restoration of problems using fault management procedures. Assists in the documentation of NOC processes, procedures, and resolution information. Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : adjust for level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Network Operations & Control (NOC) Technician (Telecommunications) - Senior Para-Professional (S3)	9	119	100	0.00%	0.00%	Base Salary	71,307	81,998	87,490
Code: ENS.05.132.S30 Level: S3						Actual Total Cash Compensation	75,728	86,851	94,101

Survey: Mercer/Gartner Information Technology Survey - United States - Org Wtd
Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer/Gartner Information Technology Survey - United States - Org Wtd

Description : Operating from a remote base or in a Network Operations Control environment monitors critical network elements to keep the network and systems functioning in a stable operation mode. Assists in ensuring quick service restoration of problems using fault management procedures. Assists in the documentation of NOC processes, procedures, and resolution information. Level: A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency: Works under limited supervision for routine situations. Provides assistance and training to lower level employees. Problems typically are not routine and require analysis to understand.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration Network Control/	16	180	100	0.00%	0.00%	Base Salary	68,103	90,277	103,813
Administration Lead/Advanced (Technical						Actual Total Cash	70,196	96,782	106,813
Support)-T4						Compensation			

Code: AIT040-T4 Level: T4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wld

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wld

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers. Installs, supports and/or maintains LANs and/or WANs; evaluates and recommends networking product and software upgrades. Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations. Monitors data traffic and controls network resource performance to ensure high-quality transmission. Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	71,022	82,345	92,822
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Operations Tech I | OPS-GTS-T1 / Operations

Job Details

Job Family	Gas Technical Services	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Entry Para-Professional (S1)	266	6322	33	0.00%	0.00%	Base Salary	36,469	41,730	48,744
						Actual Total Cash Compensation	37,164	43,425	49,691

Code: ENS.05.000.S10 Level: S1

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Entry Para-Professional (S1)	12	195	34	0.00%	0.00%	Base Salary	39,747	44,487	49,507
						Actual Total Cash Compensation	39,884	45,069	49,507

Code: ENS.05.000.S10 Level: S1

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Entry Para-Professional (S1)	61	449	33	0.00%	0.00%	Base Salary	36,844	41,267	47,632
						Actual Total Cash Compensation	38,114	42,093	48,058

Code: ENS.05.000.S10 Level: S1

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution[Gas Distribution	7	268	100	-10.00%	0.00%	Base Salary	48,653	49,978	60,023

Construction and/or Maintenance] Intermediate (Technical Support)-T2	Actual Total Cash Compensation	50,599	52,511	60,023
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Code: EDD050-T2 Level: T2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : no T1 match; adjust for level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	10	231	50	0.00%	0.00%	Base Salary	40,108	52,304	67,807
Maintenance Technical Specialty Entry						Actual Total Cash	47,356	58,463	72,824
(Technical Support)-T1						Compensation			

Code: AZT010-T1 Level: T1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	13	266	50	0.00%	0.00%	Base Salary	39,989	55,037	62,861
Maintenance Technical Specialty Entry						Actual Total Cash	45,516	59,112	67,297
(Technical Support)-T1						Compensation			

Code: AZT010-T1 Level: T1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has basic skills in an analytical or scientific method or operational process. Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines. Works with close supervision.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	42,136	48,721	57,998
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Project Manager | OPS-PMG-P3 / Operations

Job Details

Job Family	Project Management	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Business Project/Program	557	13627	3	0.00%	0.00%	Base Salary	87,719	98,729	112,488
Management - Senior Professional (P3)						Actual Total Cash Compensation	91,443	104,958	120,013
Code: PPM.01.000.P30 Level: P3									

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for planning, organizing, and controlling resources/processes to achieve project/program objectives within scope, time, quality, and budget constraints. General project management work requires only general knowledge of the project/business requirements and no specific technical knowledge is required. A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Business Project/Program	38	417	34	0.00%	0.00%	Base Salary	89,554	106,367	117,087
Management - Senior Professional (P3)						Actual Total Cash Compensation	91,575	115,554	130,106
Code: PPM.01.000.P30 Level: P3									

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for planning, organizing, and controlling resources/processes to achieve project/program objectives within scope, time, quality, and budget constraints. General project management work requires only general knowledge of the project/business requirements and no specific technical knowledge is required. A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Business Project/Program	79	420	33	0.00%	0.00%	Base Salary	85,781	97,382	111,674
Management - Senior Professional (P3)						Actual Total Cash Compensation	86,619	102,616	118,150
Code: PPM.01.000.P30 Level: P3									

Survey: Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Corporate Services & Human Resources Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for planning, organizing, and controlling resources/processes to achieve project/program objectives within scope, time, quality, and budget constraints. General project management work requires only general knowledge of the project/business requirements and no specific technical knowledge is required. A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include: Managing projects / processes, working independently with limited supervision. Coaching and reviewing the work of lower level professionals. Problems faced are difficult and sometimes complex.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Project/Program Management Project/Program	59	974	34	0.00%	0.00%	Base Salary	93,261	101,078	108,151

Management Generalist/Multidiscipline|Career
(Professional)-P3

Actual Total Cash
Compensation

102,977

109,887

121,212

Code: APM000-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management. Discipline Description: Plans, monitors and manages internal projects from initiation through completion. Leads or coordinates project planning, resourcing, staffing, supply and subcontract management, progress reporting, troubleshooting and people management. Ensures project results meet requirements regarding technical quality, reliability, schedule and cost. Monitors performance and recommends schedule changes, cost adjustments or resource additions. Responsibilities are within the Project/Program Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Project/Program Management Project/Program Management Generalist/Multidiscipline Career (Professional)-P3	22	125	33	0.00%	0.00%	Base Salary	91,311	106,052	124,040
						Actual Total Cash Compensation	95,627	110,751	141,152

Code: APM000-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management. Discipline Description: Plans, monitors and manages internal projects from initiation through completion. Leads or coordinates project planning, resourcing, staffing, supply and subcontract management, progress reporting, troubleshooting and people management. Ensures project results meet requirements regarding technical quality, reliability, schedule and cost. Monitors performance and recommends schedule changes, cost adjustments or resource additions. Responsibilities are within the Project/Program Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Project/Program Management Project/Program Management Generalist/Multidiscipline Career (Professional)-P3	67	1158	33	0.00%	0.00%	Base Salary	93,129	100,114	107,599
						Actual Total Cash Compensation	100,487	107,713	121,212

Code: APM000-P3 Level: P3

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management. Discipline Description: Plans, monitors and manages internal projects from initiation through completion. Leads or coordinates project planning, resourcing, staffing, supply and subcontract management, progress reporting, troubleshooting and people management. Ensures project results meet requirements regarding technical quality, reliability, schedule and cost. Monitors performance and recommends schedule changes, cost adjustments or resource additions. Responsibilities are within the Project/Program Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Project/Program Management Project/Program Management Generalist/Multidiscipline Career (Professional)-P3	15	151	50	0.00%	0.00%	Base Salary	70,407	80,747	105,723
						Actual Total Cash Compensation	72,074	82,247	109,770
Code: APM000-P3 Level: P3									

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management. Discipline Description: Plans, monitors and manages internal projects from initiation through completion. Leads or coordinates project planning, resourcing, staffing, supply and subcontract management, progress reporting, troubleshooting and people management. Ensures project results meet requirements regarding technical quality, reliability, schedule and cost. Monitors performance and recommends schedule changes, cost adjustments or resource additions. Responsibilities are within the Project/Program Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Project/Program Management Project/Program Management Generalist/Multidiscipline Career (Professional)-P3	233	10603	50	0.00%	0.00%	Base Salary	83,319	92,020	104,148
						Actual Total Cash Compensation	86,793	98,055	111,692
Code: APM000-P3 Level: P3									

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management. Discipline Description: Plans, monitors and manages internal projects from initiation through completion. Leads or coordinates project planning, resourcing, staffing, supply and subcontract management, progress reporting, troubleshooting and people management. Ensures project results meet requirements regarding technical quality, reliability, schedule and cost. Monitors performance and recommends schedule changes, cost adjustments or resource additions. Responsibilities are within the Project/Program Management Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has in-depth knowledge in own discipline and basic knowledge of related disciplines. Solves complex problems; takes a new perspective on existing solutions. Works independently; receives minimal guidance. May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives. Acts as a resource for colleagues with less experience. May represent the level at which career may stabilize for many years or even until retirement.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	85,491	96,314	110,439
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Railcar Unloader | OPS-LOG-W1 / Operations

Job Details

Job Family	Logistics	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Logistics - Entry Para-Professional (S1)	32	929	50	0.00%	0.00%	Base Salary	33,332	39,456	43,753
Code: SCN.04.000.S10 Level: S1						Actual Total Cash Compensation	33,332	40,242	44,926

Survey: Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for planning, controlling, and implementing processes related to materials and finished goods storage and movement including: Materials Movement & Storage. Finished Goods Movement & Storage. Inventory Control. Fleet Vehicles & Traffic Management. General Logistics Optimization, Planning & Control An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Logistics - Entry Para-Professional (S1)	6	73	50	0.00%	0.00%	Base Salary	--	37,114	--
Code: SCN.04.000.S10 Level: S1						Actual Total Cash Compensation	--	37,316	--

Survey: Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Logistics & Supply Chain Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for planning, controlling, and implementing processes related to materials and finished goods storage and movement including: Materials Movement & Storage. Finished Goods Movement & Storage. Inventory Control. Fleet Vehicles & Traffic Management. General Logistics Optimization, Planning & Control An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience. Work is routine or follows standard procedures. Work is closely supervised. Communicates information that requires little explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Entry (Production/ Manual Labor)-W1	15	105	50	0.00%	0.00%	Base Salary	31,720	36,296	45,805
Code: ASC-W1 Level: W1						Actual Total Cash Compensation	32,407	36,856	47,674

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Career Level description: Band: Has little or no prior relevant training or work experience. Works under close supervision with little autonomy. Works with clearly defined methods and tasks that are described in detail.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Entry (Production/	17	111	50	0.00%	0.00%	Base Salary	31,855	36,296	44,545

Manual Labor)-W1 Actual Total Cash 32,224 36,856 45,479
Code: ASC-W1 Level: W1 Compensation

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Career Level description: Band: Has little or no prior relevant training or work experience. Works under close supervision with little autonomy. Works with clearly defined methods and tasks that are described in detail.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Entry (Production/	16	329	100	0.00%	0.00%	Base Salary	25,930	29,673	34,752
Manual Labor)-W1						Actual Total Cash	27,005	29,748	36,006
						Compensation			

Code: ASC-W1 Level: W1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Career Level description: Band: Has little or no prior relevant training or work experience. Works under close supervision with little autonomy. Works with clearly defined methods and tasks that are described in detail.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Entry (Production/	7	20	100	0.00%	0.00%	Base Salary	32,751	36,600	48,085
Manual Labor)-W1						Actual Total Cash	32,751	40,073	48,085
						Compensation			

Code: ASC-W1 Level: W1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Industry Group | Break Value: Chemicals | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Career Level description: Band: Has little or no prior relevant training or work experience. Works under close supervision with little autonomy. Works with clearly defined methods and tasks that are described in detail.

Comment : included Chemical due to haz mat nature of job; no Energy match provided

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Entry (Production/	161	39748	100	0.00%	0.00%	Base Salary	29,415	32,528	36,304
Manual Labor)-W1						Actual Total Cash	29,683	32,812	37,856
						Compensation			

Code: ASC-W1 Level: W1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular

basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Career Level description: Band: Has little or no prior relevant training or work experience. Works under close supervision with little autonomy. Works with clearly defined methods and tasks that are described in detail.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Supply Chain and Logistics Transportation - Heavy Delivery Vehicle Operations Entry (Production/Manual Labor)-W1	11	2668	100	0.00%	0.00%	Base Salary	34,291	36,067	39,106
						Actual Total Cash Compensation	34,710	36,067	39,924

Code: ASC054-W1 Level: W1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization. Discipline Description: Operates heavy trucks or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites. Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products. Career Level description: Band: Has little or no prior relevant training or work experience. Works under close supervision with little autonomy. Works with clearly defined methods and tasks that are described in detail.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	31,062	34,908	40,963
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Regulatory Analyst III | LGL-RGC-P4 / Legal/Compliance

Job Details

Job Family	Regulatory Compliance	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Regulatory Affairs - Specialist Professional (P4)	81	420	33	0.00%	0.00%	Base Salary	93,453	114,721	134,004
						Actual Total Cash Compensation	103,721	125,046	148,324

Code: LCA.04.001.P40 Level: P4

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Responsible for ensuring that organization's activities are conducted ethically and in compliance with relevant regulations, laws and standards. Develops and implements regulatory strategies, procedures and controls for new products and/or business activities that require governmental approvals. Prepares and submits regulatory applications such as permits, licenses, certificates and authorization required by governmental agencies. Coordinates government interactions and compliance activities; and interacts with regulatory agencies. Level: A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include: Managing large projects or processes with limited oversight from manager. Coaching, reviewing and delegating work to lower level professionals. Problems faced are difficult and often complex. Typical Title: Regulatory Affairs Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Regulatory Affairs - Specialist Professional (P4)	13	54	34	0.00%	0.00%	Base Salary	98,271	110,531	125,077
						Actual Total Cash Compensation	109,185	121,861	143,916

Code: LCA.04.001.P40 Level: P4

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Responsible for ensuring that organization's activities are conducted ethically and in compliance with relevant regulations, laws and standards. Develops and implements regulatory strategies, procedures and controls for new products and/or business activities that require governmental approvals. Prepares and submits regulatory applications such as permits, licenses, certificates and authorization required by governmental agencies. Coordinates government interactions and compliance activities; and interacts with regulatory agencies. Level: A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include: Managing large projects or processes with limited oversight from manager. Coaching, reviewing and delegating work to lower level professionals. Problems faced are difficult and often complex. Typical Title: Regulatory Affairs Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
General Regulatory Affairs - Specialist Professional (P4)	6	6	33	0.00%	0.00%	Base Salary	--	94,350	--
						Actual Total Cash Compensation	--	94,350	--

Code: LCA.04.001.P40 Level: P4

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Responsible for ensuring that organization's activities are conducted ethically and in compliance with relevant regulations, laws and standards. Develops and implements regulatory strategies, procedures and controls for new products and/or business activities that require governmental approvals. Prepares and submits regulatory applications such as permits, licenses, certificates and authorization required by governmental agencies. Coordinates government interactions and compliance activities; and interacts with regulatory agencies. Level: A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include: Managing large projects or processes with limited oversight from manager. Coaching, reviewing and delegating work to lower level professionals. Problems faced are difficult and often complex. Typical Title: Regulatory Affairs Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Corporate Affairs/Communications Regulatory Affairs and Compliance Specialist (Professional)-P4	46	296	34	0.00%	0.00%	Base Salary	108,456	117,083	128,914
						Actual Total Cash Compensation	119,188	131,306	144,840

Code: ACA050-P4 Level: P4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives. Discipline Description: Maintains the organization's ongoing relationships with regulatory commissions/authorities. Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities. Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints. Advances organization positions with internal and external parties. Prepares and sponsors testimony to governmental or regulatory agencies. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Corporate Affairs/Communications Regulatory Affairs and Compliance Specialist (Professional)-P4	10	14	33	0.00%	0.00%	Base Salary	111,422	122,643	134,920
						Actual Total Cash Compensation	119,721	140,237	167,581

Code: ACA050-P4 Level: P4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Revenue: Less than \$1Billion

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives. Discipline Description: Maintains the organization's ongoing relationships with regulatory commissions/authorities. Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities. Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints. Advances organization positions with internal and external parties. Prepares and sponsors testimony to governmental or regulatory agencies. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Corporate Affairs/Communications Regulatory Affairs and Compliance Specialist (Professional)-P4	49	309	33	0.00%	0.00%	Base Salary	107,866	117,433	127,530
						Actual Total Cash Compensation	119,097	130,941	144,061

Code: ACA050-P4 Level: P4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives. Discipline Description: Maintains the organization's ongoing relationships with regulatory commissions/authorities. Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities. Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints. Advances organization positions with internal and external parties. Prepares and sponsors testimony to governmental or regulatory agencies. Career Level

description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Corporate Affairs/Communications Regulatory Affairs and Compliance Specialist (Professional)-P4	79	614	100	0.00%	0.00%	Base Salary	98,831	109,946	126,861
						Actual Total Cash Compensation	104,466	118,347	142,743

Code: ACA050-P4 Level: P4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives. Discipline Description: Maintains the organization's ongoing relationships with regulatory commissions/authorities. Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities. Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints. Advances organization positions with internal and external parties. Prepares and sponsors testimony to governmental or regulatory agencies. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	101,994	111,851	128,857
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Safety, Compl&Train Coord | OPS-CMS-T3 / Operations

Job Details

Job Family	Compliance/Safety	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (3)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Employee/Labor Health & Safety Technician - Experienced Para-Professional (S2)	22	58	100	10.00%	0.00%	Base Salary	47,564	51,328	68,066
Code: ENS.05.086.S20 Level: S2						Actual Total Cash Compensation	49,367	52,980	73,863

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : Employee/Labor Health & Safety Technician work focuses on implementing engineering solutions to mitigate hazardous workplace conditions including: Implementing and monitoring employee/labor health & safety programs in accordance with organization, regulatory, and labor union requirements/agreements. Taking preliminary samples and measurements of hazardous forces and toxic substances. Removing hazards and/or protecting employees through training, revising work procedures, or requiring use of protective clothing/personal protective equipment. Taking measures to ensure that workplace conditions comply with applicable government regulations and labor union agreements and all required records are prepared and maintained Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Typical Title: Employee Health & Safety Technician, Labor Safety Technician.

Comment : adjust for level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Environmental Health and Safety Environmental Health and Safety Generalist/ Multidiscipline Senior (Technical Support)-T3	5	145	100	0.00%	0.00%	Base Salary	55,312	79,804	90,990
Code: AHS000-T3 Level: T3						Actual Total Cash Compensation	58,341	79,804	97,848

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Designs, develops, implements and oversees the organization's environmental health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations. Discipline Description: Designs, develops, implements and oversees the organization's environmental, health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations. Responsibilities are within the Environmental Health and Safety Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Environmental Health and Safety Environmental Health and Safety Generalist/ Multidiscipline Senior (Technical Support)-T3	33	96	100	0.00%	0.00%	Base Salary	53,488	63,024	73,430
Code: AHS000-T3 Level: T3						Actual Total Cash Compensation	55,326	64,144	73,430

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Designs, develops, implements and oversees the organization's environmental health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations. Discipline Description: Designs, develops,

Comment : None

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	52,121	64,719	77,495
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

None

Sales Rep | SMK-SLR-P1 / Sales/Marketing

Job Details

Job Family	Sales/Account Management	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (4)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Direct Sales - Entry Professional (P1)	17	303	100	0.00%	0.00%	Base Salary	44,563	52,436	70,883
Code: SMP.07.022.P10 Level: P1						Actual Total Cash Compensation	44,563	61,330	76,976

Survey: Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Sales, Marketing, & Communications Survey - United States - Org Wtd

Description : Direct Sales involves selling directly to the end consumer/business purchaser through primarily field (i.e., face-to-face) interactions with customers including: New sales to new customers as well as cross/up/repeat sales to existing customers. Assessing customer needs and suggesting appropriate products, services, and/or solutions. Developing and delivering sales bids, proposals, and presentations and conducting product demonstrations Level: An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency: Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies and practices related to job area. Typical Title: Direct Sales Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Direct Sales Direct Sales Generalist/ Multidiscipline Entry (Customer/Client Management and Sales)-S1	6	17	50	0.00%	0.00%	Base Salary	55,982	60,755	64,196
						Actual Total Cash Compensation	60,958	65,856	69,777

Code: CSD000-S1 Level: S1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Closes direct sales of products and/or services in order to meet individual/team quotas and the organization's business objectives. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Typically, sales cycles are relatively short. Discipline Description: Promotes and sells a portfolio of technical and/or nontechnical products and/or services and solutions directly to current and new end customers. Informs customers of new product/service introductions and prices. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Responsibilities are within the Direct Sales Function as a generalist or in a combination of Disciplines. Career Level description: Band: Typically requires a college or university degree or the equivalent work experience and has general awareness of business, financials, products/services and the market. Works with territory/account, product/services or sales process with limited complexity. Has limited direct contact with clients and no authority/opportunity to set and negotiate product/service terms. Relies on manager to provide planning and manage resources.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Direct Sales Direct Sales Generalist/ Multidiscipline Entry (Customer/Client Management and Sales)-S1	8	44	50	0.00%	0.00%	Base Salary	52,910	60,755	67,027
						Actual Total Cash Compensation	60,791	65,856	70,862

Code: CSD000-S1 Level: S1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Closes direct sales of products and/or services in order to meet individual/team quotas and the organization's business objectives. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Typically, sales cycles are relatively short. Discipline Description: Promotes and sells a portfolio of technical and/or nontechnical products and/or services and solutions directly to current and new end customers. Informs customers of new product/service introductions and prices. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Responsibilities are within the Direct Sales Function as a generalist or in a combination of Disciplines. Career Level description: Band:

Typically requires a college or university degree or the equivalent work experience and has general awareness of business, financials, products/services and the market. Works with territory/account, product/services or sales process with limited complexity. Has limited direct contact with clients and no authority/opportunity to set and negotiate product/service terms. Relies on manager to provide planning and manage resources.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Direct Sales Direct Sales Generalist/ Multidiscipline Entry (Customer/Client Management and Sales)-S1	42	3460	100	0.00%	0.00%	Base Salary	48,128	57,665	65,869
						Actual Total Cash Compensation	52,822	63,625	72,475

Code: CSD000-S1 Level: S1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Closes direct sales of products and/or services in order to meet individual/team quotas and the organization's business objectives. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Typically, sales cycles are relatively short. Discipline Description: Promotes and sells a portfolio of technical and/or nontechnical products and/or services and solutions directly to current and new end customers. Informs customers of new product/service introductions and prices. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Responsibilities are within the Direct Sales Function as a generalist or in a combination of Disciplines. Career Level description: Band: Typically requires a college or university degree or the equivalent work experience and has general awareness of business, financials, products/services and the market. Works with territory/account, product/services or sales process with limited complexity. Has limited direct contact with clients and no authority/opportunity to set and negotiate product/service terms. Relies on manager to provide planning and manage resources.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	49,046	56,952	67,455
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Senior Engineer | ENG-ENG-P4 / Engineering

Job Details

Job Family	Engineers	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (6)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Specialist Professional (P4)	5	20	34	0.00%	0.00%	Base Salary	--	100,884	--
						Actual Total Cash Compensation	--	109,905	--

Code: ENS.03.R14.P40 Level: P4

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P40; General Municipal Engineering (Construction & Civil Infrastructure) - P40; Heating & Ventilating Systems Engineering (Construction) - P40; Landscape Engineering (Construction) - P40; Rail Engineering (Construction & Civil Infrastructure) - P40; Structural Engineering: Buildings (Construction) - P40; Structural Engineering: Facade (Construction) - P40; Sub-Sea Engineering (Construction & Civil Infrastructure) - P40; Water/Waste Engineering (Construction & Civil Infrastructure) - P40

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Specialist Professional (P4)	6	114	33	0.00%	0.00%	Base Salary	--	108,396	--
						Actual Total Cash Compensation	--	112,728	--

Code: ENS.03.R14.P40 Level: P4

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P40; General Municipal Engineering (Construction & Civil Infrastructure) - P40; Heating & Ventilating Systems Engineering (Construction) - P40; Landscape Engineering (Construction) - P40; Rail Engineering (Construction & Civil Infrastructure) - P40; Structural Engineering: Buildings (Construction) - P40; Structural Engineering: Facade (Construction) - P40; Sub-Sea Engineering (Construction & Civil Infrastructure) - P40; Water/Waste Engineering (Construction & Civil Infrastructure) - P40

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Specialist Professional (P4)	22	477	33	0.00%	0.00%	Base Salary	101,440	109,254	130,096
						Actual Total Cash Compensation	103,511	120,203	136,760

Code: ENS.03.R14.P40 Level: P4

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - P40; General Municipal Engineering (Construction & Civil Infrastructure) - P40; Heating & Ventilating Systems Engineering (Construction) - P40; Landscape Engineering (Construction) - P40; Rail Engineering (Construction & Civil Infrastructure) - P40; Structural Engineering: Buildings (Construction) - P40; Structural Engineering: Facade (Construction) - P40; Sub-Sea Engineering (Construction & Civil Infrastructure) - P40; Water/Waste Engineering (Construction & Civil Infrastructure) - P40

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Specialist (Professional)-P4	25	620	100	0.00%	0.00%	Base Salary	104,430	121,308	134,580
						Actual Total Cash Compensation	106,730	127,292	147,124

Code: AZE040-P4 Level: P4

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering]	9	26	50	0.00%	0.00%	Base Salary	117,928	122,529	140,407
Specialist (Professional)-P4						Actual Total Cash Compensation	130,586	139,561	151,506

Code: AZE570-P4 Level: P4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering]	10	32	50	0.00%	0.00%	Base Salary	118,209	124,816	140,982
Specialist (Professional)-P4						Actual Total Cash Compensation	131,275	141,286	158,960

Code: AZE570-P4 Level: P4

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	109,860	117,035	136,569
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Service Coordinator | OPS-ADM-U2 / Operations

Job Details

Job Family	Administrative	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base	50		-	

Survey Matches (8)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	472	79405	25	0.00%	0.00%	Base Salary	33,938	38,753	44,401
						Actual Total Cash Compensation	34,902	39,517	45,321

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	23	1420	25	0.00%	0.00%	Base Salary	36,602	39,401	44,871
						Actual Total Cash Compensation	38,462	42,110	46,820

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Sector: Energy Utilities

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	30	1530	25	0.00%	0.00%	Base Salary	35,771	39,196	44,927
						Actual Total Cash Compensation	37,498	41,830	46,841

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Contact Center Customer Service: Non-Technical - Experienced Para-Professional (S2)	76	1603	25	0.00%	0.00%	Base Salary	38,285	43,203	48,935
						Actual Total Cash Compensation	38,817	44,265	49,330

Code: CSV.02.050.S20 Level: S2

Survey: Mercer Contact Center Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar in millions

Data Cut: 2018 Mercer Contact Center Survey - United States - Org Wtd

Description : Contact Center Customer Service: Non-Technical provides post-sale non-technical customer service to business or end-consumer customers via phone, online chat, or text including: Responding to a high volume of low complexity general inquiries (e.g., general product and pricing information, billing issues, warranties, etc.) Providing responses to customer inquiries based on pre-determined scripts and other response guidance tools. Recommending alternative products or services (e.g., warranties) as part of customer issue resolution This position is not compensated based on achievement of sales targets. Work Environment: Typically located in a call center environment Level: An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation. Specialization Match Note: Match incumbents in call center positions that focus 100% on new order processing to the Order Processing specialization in the Sales Operations/Administration sub-family in the Sales, Marketing & Product Management job family. These positions are typically Business-to-Consumer (B2C) and exist in cases where the customer is asked to select between: Assistance with a new order (call is routed to the Order Processing specialization). Assistance with an existing order (call is routed to this specialization) Typical Title: Customer Support Representative, Customer Care Representative.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer Support/Operations Generalist/Multidiscipline Intermediate (Business Support)-U2	19	424	50	0.00%	0.00%	Base Salary	41,325	48,700	61,121
						Actual Total Cash Compensation	44,782	51,849	65,242

Code: AMS000-U2 Level: U2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations Customer Support/Operations Generalist/Multidiscipline	19	424	50	0.00%	0.00%	Base Salary	41,325	48,700	61,121
						Actual Total Cash	44,782	51,849	65,242

Intermediate (Business Support)-U2

Compensation

Code: AMS000-U2 Level: U2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline]	6	69	50	0.00%	0.00%	Base Salary	35,631	44,346	50,587
Intermediate (Business Support)-U2						Actual Total Cash Compensation	35,631	44,346	50,587

Code: AMS000-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Customer Support/Operations[Customer Support/Operations Generalist/Multidiscipline]	94	6964	50	0.00%	0.00%	Base Salary	35,697	43,176	47,611
Intermediate (Business Support)-U2						Actual Total Cash Compensation	36,206	43,828	48,725

Code: AMS000-U2 Level: U2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. Discipline Description: Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Resolves customer inquiries and complaints fairly and effectively. Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships. Recommends and implements programs to support customer needs. Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines. Career Level description: Band: Has working knowledge and skills developed through formal training or work experience. Works within established procedures with a moderate degree of supervision. Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	37,713	44,200	52,001
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Service Technician | OPS-GTS-T2 / Operations

Job Details

Job Family	Gas Technical Services	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (7)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Experienced Para-Professional (S2)	181	24103	33	0.00%	0.00%	Base Salary	49,593	55,952	65,758
						Actual Total Cash Compensation	50,244	58,386	67,692

Code: ENS.05.000.S20 Level: S2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Experienced Para-Professional (S2)	37	709	33	0.00%	0.00%	Base Salary	49,858	57,533	64,556
						Actual Total Cash Compensation	50,740	59,502	68,251

Code: ENS.05.000.S20 Level: S2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering Technicians - Experienced Para-Professional (S2)	18	1721	34	0.00%	0.00%	Base Salary	47,437	59,643	69,780
						Actual Total Cash Compensation	49,521	60,035	72,156

Code: ENS.05.000.S20 Level: S2

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for performing engineering technician para-professional work to support/assist engineers in the organization. This sub-family captures various types of technicians, regardless of their area of specialization. Technicians who work in an Engineering discipline, or a related Engineering trade, but that do not possess the formal educational and experience requirements of a certified Engineer should be matched to this sub-family. An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency: Works under moderate supervision. Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. Communicates information that requires some explanation or interpretation.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	13	345	50	0.00%	0.00%	Base Salary	53,042	59,874	80,014
Maintenance Technical Specialty Intermediate (Technical Support)-T2						Actual Total Cash Compensation	57,183	66,959	86,149

Code: AZT010-T2 Level: T2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	16	404	50	0.00%	0.00%	Base Salary	52,002	61,542	77,877
Maintenance Technical Specialty Intermediate (Technical Support)-T2						Actual Total Cash Compensation	56,152	66,992	84,196

Code: AZT010-T2 Level: T2

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment	6	44	50	0.00%	0.00%	Base Salary	42,159	45,622	49,499
Maintenance Technical Specialty Intermediate (Technical Support)-T2						Actual Total Cash Compensation	44,182	47,351	50,771

Code: AZT010-T2 Level: T2

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
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Code: AZT010-T2 Level: T2

Base Salary	45,232	49,899	56,832
Actual Total Cash Compensation	45,838	51,193	59,596

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes. Applies experience and skills to complete assigned work within own area of expertise. Works within standard operating procedures and/or scientific methods. Works with a moderate degree of supervision.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	48,388	55,399	66,280
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Data & Information Management	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (1)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
IT Administration[Database Administration]	20	124	100	0.00%	0.00%	Base Salary	62,514	73,210	105,239
Senior (Technical Support)-T3						Actual Total Cash	63,980	73,398	108,249
Code: AIT030-T3 Level: T3						Compensation			

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/ WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware. Discipline Description: Administers database utilities, monitors the relationships between the database users and applications, and maintains the organization's databases across multiple platforms and computing environments. Applies understanding of relational database concepts and query languages in order to design required summary or aggregation tables to support analyses. Collaborates with technology/infrastructure staff to identify data relationships and functional requirements; analyzes and resolves issues related to information flow and content. Maintains database support tools, database tables and dictionaries and recovery and back-up procedures. Performs data modeling studies and develops detailed data models; maintains data model and entity relationship diagrams. Career Level description: Band: Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience. Completes a variety of atypical assignments. Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments. Works with a limited degree of supervision, with oversight focused only on complex new assignments. Acts as an informal resource for colleagues with less experience.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	62,514	73,210	105,239
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Job Details

Job Family	Financial Analysis	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Expert Professional (P5)	71	249	50	0.00%	0.00%	Base Salary	89,334	114,495	136,150
Code: FIN.06.000.P50 Level: P5						Actual Total Cash Compensation	97,959	131,050	148,500

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in general financial accounting activities of the organization, including: Financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry An Expert Professional (P5) is a recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for: Establishing operational plans for job area. Developing and implementing new products, processes, standards or operational plans that will have impact on the achievement of functional results. Requires communication with leadership.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Expert Professional (P5)	15	56	50	0.00%	0.00%	Base Salary	114,011	131,410	142,429
Code: FIN.06.000.P50 Level: P5						Actual Total Cash Compensation	132,501	146,400	170,410

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Industry - Super Sector: Energy

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in general financial accounting activities of the organization, including: Financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry An Expert Professional (P5) is a recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for: Establishing operational plans for job area. Developing and implementing new products, processes, standards or operational plans that will have impact on the achievement of functional results. Requires communication with leadership.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting - Expert Professional (P5)	6	13	0	0.00%	0.00%	Base Salary	--	76,936	--
Code: FIN.06.000.P50 Level: P5						Actual Total Cash Compensation	--	85,231	--

Survey: Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Scope: Net Revenue - Millions: Less than 500 US Dollar In Millions

Data Cut: 2018 Mercer Finance, Accounting, & Legal Survey - United States - Org Wtd

Description : Positions in this sub-family are responsible for managing or performing work in general financial accounting activities of the organization, including: Financial transaction recording standards. Control/reconciliation of accounts and records. Cost accounting/budgeting. Accounting reports/schedules for internal audiences (management reporting) and for external audiences (compliance reporting). May include administrative/transactional accounting support work, such as ledger maintenance and data entry An Expert Professional (P5) is a recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for: Establishing operational plans for job area. Developing and implementing new products, processes, standards or operational plans that will have impact on the achievement of functional results. Requires communication with leadership.

Comment : 0 weighted; reference only

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting Accounting Policy and Research Specialist (Professional)-P4	10	21	200	15.00%	0.00%	Base Salary	110,295	134,694	167,071
Code: AFB030-P4 Level: P4						Actual Total Cash Compensation	130,338	152,237	215,809

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Conducts extensive research regarding the impact to financial statements of potential changes to accounting rules proposed by accounting standards setters and advises senior management regarding same. Develops, implements and communicates new policies and processes to comply with newly issued accounting standards. Provides accounting guidance related to proposed transactions to ensure conformity with local country Generally Accepted Accounting Principles, International Financial Reporting Standards, and company policies and procedures. Ensures that relevant accounting standards are appropriately and consistently applied. Career Level description: Band: Is recognized as an expert in own area within the organization. Has specialized depth and/or breadth of expertise in own discipline or function. Interprets internal or external issues and recommends solutions/best practices. Solves complex problems; takes a broad perspective to identify solutions. May lead functional teams or projects. Works independently, with guidance in only the most complex situations. Progression to this level is typically restricted on the basis of business requirement.

Comment : premium adjust for P5 level

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Accounting General Accounting Master (Professional)-P5	43	239	100	0.00%	0.00%	Base Salary	116,131	130,794	152,391
Code: AFB010-P5 Level: P5						Actual Total Cash Compensation	128,459	148,305	179,400

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports. Discipline Description: Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules. Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles. Provides financial support, including forecasting, budgeting and analyzing variations from budget. Analyzes and prepares statutory accounts, financial statements and reports. Conducts or assists in the documentation of accounting projects. Career Level description: Band: Is recognized as an expert within the organization and has in-depth and/or breadth of expertise in own discipline and broad knowledge of other disciplines within the function. Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements. Solves unique and complex problems that have a broad impact on the business. Contributes to the development of functional strategy. Leads project teams to achieve milestones and objectives. Progression to this level is typically restricted on the basis of business requirements. Typically operates with broad latitude in a complex environment.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	109,599	130,784	156,456
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Sr Mgr, Ops & Compl Engg | ENG-ENG-M3 / Engineering

Job Details

Job Family	Engineers	Global Grade	-	Grade	None	Min	Mid	Max
Country	United States	Communicated Level	-					
Incs	0	Structure Name	-	Employee Pay			Avg	
		Structure Code	-	Base 50			-	

Survey Matches (3)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Civil/Construction Engineering - Senior Manager (M4)	18	165	100	0.00%	0.00%	Base Salary	127,330	153,806	173,825
Code: ENS.03.R14.M40 Level: M4						Actual Total Cash Compensation	143,115	159,426	178,030

Survey: Mercer Engineering & Design Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Engineering & Design Survey - United States - Org Wtd

Description : Associated Specializations: Civil/Construction/Structural Engineering (Construction) - M40; General Municipal Engineering (Construction & Civil Infrastructure) - M40; Heating & Ventilating Systems Engineering (Construction) - M40; Landscape Engineering (Construction) - M40; Rail Engineering (Construction & Civil Infrastructure) - M40; Structural Engineering: Buildings (Construction) - M40; Structural Engineering: Facade (Construction) - M40; Sub-Sea Engineering (Construction & Civil Infrastructure) - M40; Water/Waste Engineering (Construction & Civil Infrastructure) - M40

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Civil Engineering]Senior Manager (Supervisory/Management)-M3	10	76	100	0.00%	0.00%	Base Salary	143,445	156,749	180,438
Code: AZE040-M3 Level: M3						Actual Total Cash Compensation	173,504	186,546	206,183

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects. Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness. May construct models to identify project specifications and meet related needs. Career Level description: Band: Provides leadership to managers; may also provide leadership to supervisors and/or professional staff. Has accountability for the performance and results of multiple related units. Develops departmental plans, including business, production, operational and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Engineering[Gas Transmission Engineering]Senior Manager (Supervisory/Management)-M3	6	25	100	0.00%	0.00%	Base Salary	166,933	177,645	194,671
Code: AZE570-M3 Level: M3						Actual Total Cash Compensation	205,874	219,090	246,230

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Total Sample

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field. Discipline Description: Plans, designs and engineers pipelines and compressor stations and meter and regulator stations for natural gas transmission. Installs and inspects rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Provides leadership to managers; may also provide leadership to supervisors and/or professional staff. Has

accountability for the performance and results of multiple related units. Develops departmental plans, including business, production, operational and/or organizational priorities. Controls resources and policy formation in area of responsibility. Decisions are guided by resource availability and functional objectives.

Comment : None

Market Comparison

Pay Type	Composite	Survey Pay Elements	Employee Pay Elements	Comparison	25th	50th	75th
Base 50	Base (All Jobs)	Base Salary	Base Salary	Market	145,903	162,733	182,978
50th Percentile				Average Pay	--	--	--
				Differential	0.0	0.0	0.0

Overall Comment

None

Supv, Gas Ops-SW | OPS-GTD-M1 / Operations

Job Details

Job Family	Gas Transmission/Distribution	Global Grade	-	Grade None	Min	Mid	Max
Country	United States	Communicated Level	-				
Incs	0	Structure Name	-	Employee Pay		Avg	
		Structure Code	-	Base 50		-	

Survey Matches (5)

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Multiple Repair & Maintenance Trades	14	111	100	0.00%	0.00%	Base Salary	76,346	83,577	99,205
Specializations - Team Leader (Professionals) (M2)						Actual Total Cash Compensation	82,240	88,175	106,946

Code: PSK.05.999.M20 Level: M2

Survey: Mercer Manufacturing Survey - United States - Org Wtd

Scope: All Data

Data Cut: 2018 Mercer Manufacturing Survey - United States - Org Wtd

Description : This benchmark is intended for incumbents who have responsibility for more than one Specialization within the Sub-family. Level: A Team Leader (M2) supervises professional level employees (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include: Setting goals and objectives for team members for achievement of operational results. Problems faced may be difficult but typically are not complex. Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Energy Delivery/Distribution Gas Distribution Construction and/or Maintenance Supervisor (Supervisory/Management)-M1	28	1591	100	0.00%	0.00%	Base Salary	90,704	99,441	104,307
						Actual Total Cash Compensation	98,609	107,291	118,161

Code: EDD050-M1 Level: M1

Survey: WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Scope: Industry Group: Energy Services and Utilities

Data Cut: 2018 WTW Energy Services Middle Management, Professional & Support Survey - United States - Org Wtd

Description : Function Description: Directs, coordinates, implements and plans distribution activities that provide electric and/or gas service to customers, including operation, line construction and/or maintenance. Discipline Description: Constructs, removes and maintains gas distribution facilities and equipment, including pipe, gauges and valves. May be responsible for field engineering and/or operating activities. Coordinates, schedules and supervises crews engaged in the construction, removal and maintenance of facilities and equipment for gas distribution. Dispatches field crews engaged in the construction, maintenance and emergency restoration of gas service. Responsibilities may be limited to an assigned district or area. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Survey Job	Orgs	Incs	Wt	Adj	Geo	Pay Elements	25th	50th	75th
Technical Specialty/Skilled Trade Equipment Maintenance Technical Specialty Supervisor (Supervisory/Management)-M1	7	17	50	0.00%	0.00%	Base Salary	67,173	75,000	89,164
						Actual Total Cash Compensation	73,188	78,000	95,820

Code: AZT010-M1 Level: M1

Survey: WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Scope: Break Name: Global Revenue | Break Value: Less than \$500 Million | Position Listing: For-Profit Organizations

Data Cut: 2018 WTW General Industry Middle Management, Professional & Support Survey - TAC - FP - United States - Org Wtd

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document

Comment : None

Code: AZT010-M1 Level: M1

Scope: Position Listing: For-Profit Organizations

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical). Evaluates and recommends equipment improvements to improve availability, capability and yield. Performs equipment failure analyses (including preventive and unscheduled maintenance). Troubleshoots and diagnoses equipment problems. Prepares technical reports to document equipment modifications and equipment maintenance procedures. Career Level description: Band: Coordinates and supervises the daily activities of a support, production or operations team. Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors. Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager. Typically does not spend more than 20% of time performing the work supervised.

Comment : None

Code: AZT571-T4 Level: T4

Scope: Industry Group: Energy Services and Utilities

Description : Function Description: Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations. Discipline Description: Provides expert technical support for gas transmission systems that transport natural gas by pipeline, including incidental storage and/or gas distribution systems that transport natural gas to the final consumer by pipeline. Focuses on pipeline and compressor systems for natural gas transmission and/or distribution, including activities such as installing and/or inspecting rectifier stations and anodes used to minimize corrosive effects of static-electricity discharge between gas pipeline and ground. Career Level description: Band: Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience. Proposes improvements to processes. May act as a lead, coordinating and facilitating the work of others but is not a supervisor. Works autonomously within established procedures and practices. Spends a majority of working time performing the same work processes and activities as employees on team.

Comment : no M1 match; adjust for level

Overall Comment

None