



2008 COMPENSATION SURVEY



2008 PEBA Compensation Survey

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Accounting and Finance

Jobcode	Position	Page #
102	Accounting Supervisor II	1
103	Accountant	2
104	Cost Accountant	3
105	Budget Analyst	4
106	Internal Auditor	5
108	Accounting Clerk	6
109	Accounts Receivable Clerk	7
110	Accounts Payable Clerk	8
111	Supervisor, Payroll	9
112	Payroll Clerk	10
113	Credit/Collection Clerk	11

Human Resources

Jobcode	Position	Page #
201	Dir/Mgr, Employment	12
202	Dir/Mgr, Compensation/Benefits	13
203	Dir/Mgr, Compensation	14
204	Dir/Mgr, Benefits	15
206	Dir/Mgr, Employee Relations	16
207	Dir/Mgr, Training	17
208	Recruiter - Professional/Managerial	18
209	Recruiter - Non-Exempt	19

210	Compensation Analyst/Administrator	20
211	Benefits Analyst/Administrator	21
215	HRIS Administrator	22
216	Trainer	23
218	HR Generalist	24
220	HR Assistant	25

Information Technology

Jobcode	Position	Page #
301	Systems Analysis and Programming Dir.	37
302	Technical Services Director	38
303	Telecommunications Manager	39
304	Systems Administrator	40
305	Applications Systems Analyst/Programmer	41
307	Database Administrator	42
309	Telecommunications Engineer/Analyst	43
310	Network Engineer	44
311	LAN Administrator	45
313	Help Desk Support Service Specialist	46
314	PC Systems Specialist	47

Marketing and Sales

Jobcode	Position	Page #
405	Public Relations Representative	48
408	Customer Service Representative	49
409	Graphic Designer	50

Office and Secretarial

Jobcode	Position	Page #
251	CEO Secretary	26
252	Executive Secretary	27

253	Secretary	28
254	Administrative Assistant	29
255	Office Manager	30
256	General Office Clerk	31
258	Telephone Operator	32
259	Receptionist	33
260	File Clerk	34
261	Supervisor, Mail Room	35
262	Mail Clerk	36

Materials Management

Jobcode	Position	Page #
501	Purchasing Manager	51
502	Buyer (Exempt)	52
507	Inventory Control Clerk	53
509	Van/Light Truck Driver	54

Food Services

Jobcode	Position	Page #
753	Cook	73
755	Cafeteria Assistant	74

Facility Operations and Maintenance

Jobcode	Position	Page #
553	Supervisor, Security II	55
554	Security Officer II	56
555	Plumber	57
556	HVAC Mechanic	58
557	Painter	59
558	Carpenter	60
560	Electrician	61

562	Supervisor, Maintenance	62
563	General Maint Worker	63
565	Janitor	64

Healthcare

Jobcode	Position	Page #
701	Registered Nurse	65
702	Physical Therapist	66
703	Exercise Specialist	67
705	Social Worker, LCSW	68
706	Social Worker, BSW	69
707	Pharmacist	70
708	Pharmacy Tech	71
709	Case Manager	72

2008 PEBA Compensation Survey

Alphabetic Listing of Postions

Jobcode	Position	Page #
103	Accountant	2
108	Accounting Clerk	6
102	Accounting Supervisor II	1
110	Accounts Payable Clerk	8
109	Accounts Receivable Clerk	7
254	Administrative Assistant	29
305	Applications Systems Analyst/Programmer	41
211	Benefits Analyst/Administrator	21
105	Budget Analyst	4
502	Buyer (Exempt)	52
755	Cafeteria Assistant	74
558	Carpenter	60
709	Case Manager	72
251	CEO Secretary	26
210	Compensation Analyst/Administrator	20
753	Cook	73
104	Cost Accountant	3
113	Credit/Collection Clerk	11
408	Customer Service Representative	49
307	Database Administrator	42
204	Dir/Mgr, Benefits	15
203	Dir/Mgr, Compensation	14
202	Dir/Mgr, Compensation/Benefits	13
206	Dir/Mgr, Employee Relations	16
201	Dir/Mgr, Employment	12
207	Dir/Mgr, Training	17
560	Electrician	61
252	Executive Secretary	27
703	Exercise Specialist	67
260	File Clerk	34
563	General Maint Worker	63
256	General Office Clerk	31
409	Graphic Designer	50
313	Help Desk Support Service Specialist	46
220	HR Assistant	25
218	HR Generalist	24
215	HRIS Administrator	22
556	HVAC Mechanic	58

Alphabetic Listing of Postions

Jobcode	Position	Page #
106	Internal Auditor	5
507	Inventory Control Clerk	53
565	Janitor	64
311	LAN Administrator	45
262	Mail Clerk	36
310	Network Engineer	44
255	Office Manager	30
557	Painter	59
112	Payroll Clerk	10
314	PC Systems Specialist	47
707	Pharmacist	70
708	Pharmacy Tech	71
702	Physical Therapist	66
555	Plumber	57
405	Public Relations Representative	48
501	Purchasing Manager	51
259	Receptionist	33
209	Recruiter - Non-Exempt	19
208	Recruiter - Professional/Managerial	18
701	Registered Nurse	65
253	Secretary	28
554	Security Officer II	56
706	Social Worker, BSW	69
705	Social Worker, LCSW	68
261	Supervisor, Mail Room	35
562	Supervisor, Maintenance	62
111	Supervisor, Payroll	9
553	Supervisor, Security II	55
304	Systems Administrator	40
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216	Trainer	23
509	Van/Light Truck Driver	54

2008 PEBA Compensation Survey

EXECUTIVE SUMMARY

Olney Associates is pleased to present the second edition of the PEBA Compensation Survey, with data effective as of **April 1, 2008**. The survey provides an accurate measure of compensation levels for numerous cross-industry positions in the Delaware Valley area. We hope to build on the success of this edition and expand the survey in both participation and data cuts in order to provide an essential source of Delaware Valley area compensation data.

SURVEY HIGHLIGHTS

- ◆ Total Participants 30 organizations

- ◆ Incumbents Included 12,500 employees

- ◆ Positions Included 74 titles

- ◆ Individual Incumbents Results The survey results present statistics based on both Individual Incumbent data and Averages by Organization. This unique feature illustrates the differences between statistics based on the actual individual salaries in the market versus the averages reported by each institution.

- ◆ Detailed Policy Section The compensation policy section provides detailed policy data in a concise, logical manner.

- ◆ Data Cuts 5 data cuts per title, including all participants plus regional and size cuts

Regions: Philadelphia and Other Areas

Size: Under 3,000 FTEs and Over 3,000 FTEs

Data Collection and Reporting

As mentioned above, the survey collected salary data by individual incumbents, in addition to the traditional organization averages. This collection method allows the survey to report more accurate data with regards to the distribution of salaries in the market. When data is collected using averages for each position, the underlying distribution of salaries within the organization is “averaged out” and only the approximate middle of the salary distribution is reported. When combined with the averages of the other institutions, the resulting distribution is only an approximation of the true distribution. Survey statistics based on individual incumbent data reflect the true distribution of salaries in the market since they are based on the actual individual salaries, not averages.

The results for each position display the average and 10th through 90th percentiles using both incumbent data and organization average data. This was done to give the survey user the widest range of data available and to allow the comparison of results from the two methods. In most cases, the salary distributions based on individual incumbent data are wider than the distributions based on organization averages. This goes back to the fact that reporting by average reveals only the center of the each participant’s own distribution and thus the highs and lows are lost.

Pay Increase Analysis

Beginning on page vi data is presented regarding 2008 salary adjustments. This data represents a compilation of responses to specific survey questions regarding the type and level of pay adjustments by employee category (exempt, non-exempt, union). The level of reporting for this section was very robust and the results are most likely very reflective of current market practice.

Merit increases were reported by 89% of organizations for all of the employee groups included in the survey, very similar to last year (86%). The use of General increases, or COLAs, was reported by only 17% of organizations for exempt, management and non-exempt positions. The percentages for executive staff were slightly lower, 11%

The median merit increase was 3.8% for all of the groups except for executives, which was higher at 4.2%. The median total increase was also 3.8% for exempt and non-exempt employees, and was slightly higher at 3.9% and 4.0% respectively for management and executive employees.

Since very few of the participants reported union data, reliable union specific results cannot be reported.

Pay Increases on a Matched Sample Comparison

The second approach to reporting of pay increases presents data from matched sample analysis comparing average pay rates between the same organizations participating in one survey to the next. The matched sample methodology is the best measure of movement in compensation levels from one year to the next since it excludes the data movements brought about by changes in the participant pool. The overall matched sample increase for the positions included in the survey was 3.1%. The median matched sample increase was slightly higher, 3.5%.

Pay Range Adjustments

Organizations were also asked to supply data on pay range adjustments for 2008. Participants were asked to provide the data broken out by employee groups — exempt, non-exempt, management, executive and union. The median range increase was 2.6% for the exempt and management groups and 2.8% for the non-exempt group. The median increase for the executive group was slightly lower, 2.5%. Two organization reported not adjusting their ranges. Detailed data on this topic is presented on page vi.

Participant Profile

Thirty (30) Delaware Valley area organizations participated in the 2008 PEBA Compensation Survey conducted by Olney Associates, Inc, an increase over 2007 (26). The participant pool is both geographically diverse and varies in size from relatively small organizations to large employers. The participant pool includes organizations from varied sectors of the local economy such as healthcare, financial services, manufacturing, telecommunications, education and government. Taken as a whole, the participant pool provides a good source of cross-industry compensation information for those jobs that are prevalent throughout the local economy. We hope to build on the positive growth of the survey and significantly increase participation in coming years.

Participant size as measured by FTEs ranged from under 100 to well over 30,000. The criteria for these breakouts are explained below. A complete list of participants is located at the end of this report.

Reporting Format

All of the data for a position is reported on a single page. Job descriptions are located at the end of the report.

The survey provides data cuts in five categories based on reported scope measures, geographic location, and type of organization. The following is an explanation of the five categories for which data cuts are provided.

1. *ALL* – Includes data for all organizations participating in the survey and therefore represents the total region.
2. *Geographic regions* – Participants are grouped into two regions based on their location – Philadelphia and Other Areas. We hope to refine/add data cuts as participation increases.
3. *Organization size as measured by FTEs* – The following two groups were formed based on the reported number of FTEs - Under 3000 and Over 3000. As with the geographic data cuts, we plan on adding new data cuts as participation increases.

Data cuts based on industry will be added in future surveys as participation increases.

The following data is reported for each position:

of Organizations – The number of organizations providing data for the position.

of Incumbents. – The total number of incumbents reported for the position.

Average – The average salary calculated using either individual incumbent salaries or organizational averages.

Formal Salary Range – The averages of the formal range minimums, midpoints and maximums.

Percentiles – Two sets of percentiles are presented for each position. One set (*Organization.*) is based on each organization's average salary for the position. The other set (*Incumbent*) is based on each individual incumbent's salary in the position, regardless of organization. The organization percentiles represent the distribution of each institution's average pay, while the incumbent percentiles represent the distribution of the salary of each individual in the position. The incumbent percentiles are a more accurate reflection of the actual market since they are based on the actual salaries in the market, not averages of the salaries.

10th % - the tenth percentile. This is the point where 10% of the sample (either hospitals or incumbents) fall below and 90% are above.

25th % - the twenty-fifth percentile. This is the point where 25% of the sample (either hospitals or incumbents) fall below and 75% are above.

50th % -the fiftieth percentile or median. This is the point where 50% of the sample (either hospitals or incumbents) fall below and 50% are above.

75th % - the seventy-fifth percentile – The point where 75% of the sample (either hospitals or incumbents) fall below and 25% are above.

90th % - the ninetieth percentile. This is the point where 90% of the sample (either hospitals or incumbents) fall below and 10% are above.

Lowest Paid – The 25th, 50th and 75th percentiles of each organization's lowest salary for the position.

Highest Paid – The 25th, 50th and 75th percentiles of each organization's highest salary for the position.

Please note that the Highest and Lowest data will be the same for single incumbent positions since that one salary is both the highest and lowest salary in each of the organizations.

Target Bonus - The average percentage target bonus reported for the position.

Matched Sample % Change – The percentage change in salary for a matched sample of institutions. *Data for this statistic will appear in the next survey*

% Union – The percentage of respondents to the question who indicated that the position is represented by a bargaining unit.

Anti-Trust Guidelines

The Federal Trade Commission and Justice Department have issued a set of guidelines for conducting compensation surveys, which include the following main provisions:

- ✦ Survey must be conducted by a third party
- ✦ Only aggregate data can be reported
- ✦ At least 5 institutions must be included in a data set
- ✦ No one institution's data can comprise more than 25% of the sample.

This survey complies completely with these guidelines. When a calculated statistic falls short of any of these guidelines, "***" is displayed in its place. Although these rules force the suppression of some data, they do result in a survey where the reported data is stronger and is not unduly influenced by single institutions.

Effective Date of Data – April 1, 2008.

All of the information in this survey is strictly confidential and may not be quoted, paraphrased or reproduced in any fashion without the prior written consent of Olney Associates, Inc.

Questions regarding this survey may be addressed to Thomas Cummins, CCP at Olney Associates.

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2008 PEBA Compensation Survey

Salary Increase Programs

		% who offer	2007 Increase	
			Average	Median
<u>General/Cost of Living</u>	Non-exempt	16.7%	3.4%	3.3%
	Exempt	16.7%	3.4%	3.4%
	Management	16.7%	3.5%	3.5%
	Executvie	11.1%	4.6%	4.2%
<u>Step Increases</u>	Non-exempt	5.6%	***	***
	Exempt	0.0%	***	***
	Management	0.0%	***	***
	Executvie	5.6%	***	***
<u>Merit Increases</u>	Non-exempt	88.9%	3.5%	3.8%
	Exempt	88.9%	3.5%	3.8%
	Management	88.9%	3.6%	3.8%
	Executvie	88.9%	4.1%	4.0%
<u>Other Types</u>	Non-exempt	22.2%	***	***
	Exempt	22.2%	***	***
	Management	16.7%	***	***
	Executvie	16.7%	***	***
<u>Total Increase</u>	Non-exempt		3.6%	3.8%
	Exempt		3.7%	3.8%
	Management		3.8%	3.9%
	Executvie		4.2%	4.0%
<u>Salary Ranges</u>	Non-exempt		2.3%	2.8%
	Exempt		2.3%	2.6%
	Management		2.3%	2.6%
	Executvie		2.0%	2.5%

*** insufficient data to report

2008 PEBA Compensation Survey

Data Tables



2008 Compensation Survey

Accounting Supervisor II

Position Number 102

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	8	\$65,271	***	\$52,750	\$65,013	\$76,750	***	\$52,377	\$68,840	\$85,401
	<i>Incumbent</i>	13	\$71,385	\$45,112	\$58,313	\$77,500	\$86,338	\$91,791			
	<i>Lowest Paid</i>				\$52,750	\$59,313	\$74,950				
	<i>Highest Paid</i>				\$52,750	\$65,013	\$81,750				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	6	\$65,461	***	\$45,112	\$66,813	\$84,460	***	\$52,407	\$68,130	\$83,968
	<i>Incumbent</i>	11	\$72,600	\$45,112	\$58,625	\$77,500	\$87,676	\$91,791			
	<i>Lowest Paid</i>				\$45,112	\$59,313	\$83,088				
	<i>Highest Paid</i>				\$45,112	\$68,563	\$89,265				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	6	\$71,991	***	\$58,313	\$73,200	\$84,460	***	\$55,717	\$73,844	\$92,105
	<i>Incumbent</i>	11	\$76,162	\$58,313	\$60,000	\$77,500	\$87,676	\$91,791			
	<i>Lowest Paid</i>				\$58,313	\$65,700	\$83,088				
	<i>Highest Paid</i>				\$58,313	\$74,950	\$89,265				

Bonus Eligible 62.5% **Target Bonus**

% Union 0.0%

Accountant

Position Number 103

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	17	\$51,248	\$39,978	\$42,473	\$50,230	\$57,609	\$68,246	\$42,963	\$54,759	\$66,535
	<i>Incumbent</i>	113	\$56,096	\$40,823	\$46,500	\$53,600	\$62,100	\$75,241			
			<i>Lowest Paid</i>		\$39,831	\$46,000	\$52,325				
			<i>Highest Paid</i>		\$45,429	\$54,600	\$62,460				
Philadelphia	<i>Organization</i>	7	\$49,790	***	\$40,009	\$46,510	\$53,838	***	\$42,867	\$56,312	\$69,760
	<i>Incumbent</i>	50	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$39,998	\$43,000	\$50,182				
			<i>Highest Paid</i>		\$40,206	\$50,003	\$56,284				
Other Areas	<i>Organization</i>	10	\$52,268	\$40,839	\$44,288	\$52,415	\$58,485	\$62,092	\$43,020	\$53,827	\$64,599
	<i>Incumbent</i>	63	\$52,461	\$40,109	\$44,000	\$51,850	\$58,528	\$67,750			
			<i>Lowest Paid</i>		\$38,932	\$46,504	\$55,453				
			<i>Highest Paid</i>		\$47,954	\$59,536	\$66,780				
Under 3000 FTEs	<i>Organization</i>	6	\$54,822	***	\$48,387	\$53,988	\$62,092	***	\$45,311	\$57,532	\$69,772
	<i>Incumbent</i>	15	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$42,561	\$52,325	\$55,786				
			<i>Highest Paid</i>		\$50,192	\$57,980	\$70,454				
Over 3000 FTEs	<i>Organization</i>	11	\$49,298	\$39,978	\$40,109	\$46,510	\$57,413	\$64,639	\$41,554	\$53,095	\$64,592
	<i>Incumbent</i>	98	\$55,726	\$40,256	\$45,150	\$53,459	\$61,147	\$74,449			
			<i>Lowest Paid</i>		\$39,750	\$42,000	\$49,700				
			<i>Highest Paid</i>		\$40,306	\$50,003	\$60,494				

Bonus Eligible 41.2%

Target Bonus 7.0%

% Union 0.0%

Cost Accountant

Position Number 104

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$62,365	***	\$46,207	\$67,923	\$72,965	***	\$46,438	\$60,656	\$74,976
	<i>Incumbent</i>	13	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$46,207	\$60,828	\$69,632				
	<i>Highest Paid</i>				\$46,207	\$68,132	\$82,631				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	7	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$66,938	***	\$59,957	\$68,846	\$72,965	***	\$49,053	\$64,447	\$79,963
	<i>Incumbent</i>	12	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$53,785	\$67,000	\$69,632				
	<i>Highest Paid</i>				\$59,957	\$69,264	\$82,631				

Bonus Eligible 66.7%

Target Bonus

% Union

0.0%

Budget Analyst

Position Number 105

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$56,731	***	\$43,215	\$57,431	\$69,897	***	***	***	***
	<i>Incumbent</i>	21	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$40,000	\$50,850	\$69,897				
			<i>Highest Paid</i>		\$46,850	\$65,420	\$69,897				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	9	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	12	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	18	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 40.0 %

Target Bonus

% Union

0.0%

Internal Auditor

Position Number 106

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$65,314	***	\$50,540	\$64,112	\$78,572	***	\$49,704	\$65,554	\$82,383
	<i>Incumbent</i>	37	\$73,179	\$49,075	\$60,640	\$69,700	\$86,286	\$105,732			
	<i>Lowest Paid</i>				\$45,903	\$56,275	\$68,213				
	<i>Highest Paid</i>				\$50,540	\$75,076	\$83,066				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	18	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$61,736	***	\$49,636	\$61,691	\$73,859	***	\$46,507	\$60,904	\$76,857
	<i>Incumbent</i>	19	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$47,074	\$56,275	\$67,814				
	<i>Highest Paid</i>				\$49,636	\$63,406	\$83,066				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	7	\$66,431	***	\$44,805	\$64,112	\$83,605	***	\$49,638	\$66,393	\$84,456
	<i>Incumbent</i>	31	\$74,795	\$54,575	\$60,700	\$72,000	\$87,926	\$105,732			
	<i>Lowest Paid</i>				\$44,805	\$60,000	\$72,000				
	<i>Highest Paid</i>				\$44,805	\$75,076	\$88,341				

Bonus Eligible 55.6%

Target Bonus

% Union

0.0%

Accounting Clerk

Position Number 108

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$39,513	***	\$33,623	\$39,469	\$44,495	***	\$32,012	\$41,562	\$51,127
	<i>Incumbent</i>	23	\$38,812	\$29,318	\$34,362	\$39,650	\$43,880	\$48,676			
			<i>Lowest Paid</i>		\$30,493	\$36,871	\$43,500				
			<i>Highest Paid</i>		\$36,754	\$42,067	\$48,100				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	12	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Under 3000 FTEs	<i>Organization</i>	6	\$38,683	***	\$32,786	\$38,785	\$44,477	***	***	***	***
	<i>Incumbent</i>	18	\$37,233	\$27,269	\$31,743	\$36,652	\$43,690	\$46,300			
			<i>Lowest Paid</i>		\$28,288	\$36,711	\$43,690				
			<i>Highest Paid</i>		\$36,369	\$40,859	\$45,990				
Over 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 83.3%

Target Bonus

% Union

0.0%

Accounts Receivable Clerk

Position Number 109

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$34,194	***	\$30,723	\$34,923	\$36,604	***	\$27,713	\$34,774	\$42,948
	<i>Incumbent</i>	82	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$27,716	\$31,304	\$36,254				
	<i>Highest Paid</i>				\$33,114	\$35,485	\$39,281				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	10	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	7	\$34,533	***	\$30,358	\$35,360	\$37,398	***	\$28,339	\$35,578	\$44,248
	<i>Incumbent</i>	72	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$28,392	\$31,304	\$37,149				
	<i>Highest Paid</i>				\$31,304	\$35,485	\$40,914				
Under 3000 FTEs	<i>Organization</i>	6	\$35,104	***	\$30,831	\$35,142	\$39,339	***	\$28,390	\$35,038	\$43,300
	<i>Incumbent</i>	8	\$34,797	***	\$33,114	\$35,422	\$37,398	***			
	<i>Lowest Paid</i>				\$28,267	\$35,142	\$39,214				
	<i>Highest Paid</i>				\$33,114	\$35,422	\$39,464				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	74	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 11.1 %

Target Bonus

% Union

0.0%

Accounts Payable Clerk

Position Number 110

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	13	\$35,552	\$28,591	\$31,052	\$34,200	\$40,109	\$43,178	\$28,710	\$36,769	\$45,500
	<i>Incumbent</i>	69	\$34,577	\$28,665	\$29,742	\$33,925	\$38,369	\$43,716			
	<i>Lowest Paid</i>			\$29,120	\$32,220	\$36,145					
	<i>Highest Paid</i>			\$33,840	\$38,981	\$44,726					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	14	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	9	\$33,636	***	\$30,829	\$31,803	\$38,260	***	\$27,739	\$35,278	\$43,629
	<i>Incumbent</i>	55	\$33,348	\$27,466	\$29,464	\$32,220	\$37,000	\$39,864			
	<i>Lowest Paid</i>			\$28,070	\$29,844	\$33,333					
	<i>Highest Paid</i>			\$32,989	\$38,766	\$43,504					
Under 3000 FTEs	<i>Organization</i>	5	\$34,774	***	\$29,080	\$34,200	\$40,754	***	***	***	***
	<i>Incumbent</i>	12	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$26,790	\$34,000	\$40,665					
	<i>Highest Paid</i>			\$32,542	\$34,400	\$40,843					
Over 3000 FTEs	<i>Organization</i>	8	\$36,039	***	\$31,052	\$36,147	\$40,109	***	\$28,241	\$36,617	\$46,054
	<i>Incumbent</i>	57	\$35,227	\$29,006	\$30,079	\$34,446	\$38,770	\$45,163			
	<i>Lowest Paid</i>			\$29,120	\$31,032	\$33,408					
	<i>Highest Paid</i>			\$38,873	\$41,992	\$46,238					

Bonus Eligible 33.3%

Target Bonus

% Union

0.0%

Supervisor, Payroll

Position Number 111

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$63,921	***	\$55,109	\$63,445	\$71,134	***	\$45,572	\$58,289	\$74,362
	<i>Incumbent</i>	10	\$63,615	\$47,950	\$53,789	\$63,472	\$71,134	\$79,333			
	<i>Lowest Paid</i>				\$53,789	\$63,445	\$71,134				
	<i>Highest Paid</i>				\$55,912	\$63,500	\$71,134				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	7	\$63,048	***	\$49,358	\$62,465	\$72,819	***	\$45,572	\$58,289	\$74,362
	<i>Incumbent</i>	8	\$62,775	***	\$53,789	\$62,955	\$68,160	***			
	<i>Lowest Paid</i>				\$49,358	\$62,465	\$72,819				
	<i>Highest Paid</i>				\$49,358	\$63,445	\$72,819				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$65,033	***	\$53,701	\$62,465	\$77,649	***	***	***	***
	<i>Incumbent</i>	6	\$64,337	***	\$52,381	\$62,982	\$77,649	***			
	<i>Lowest Paid</i>				\$52,381	\$62,465	\$77,649				
	<i>Highest Paid</i>				\$54,503	\$63,500	\$77,649				

Bonus Eligible 37.5 %

Target Bonus

% Union

0.0%

Payroll Clerk

Position Number 112

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	22	\$40,463	\$34,168	\$36,598	\$39,114	\$45,012	\$49,796	\$31,904	\$40,448	\$49,946
	<i>Incumbent</i>	45	\$39,562	\$32,386	\$35,330	\$39,229	\$43,347	\$48,999			
	<i>Lowest Paid</i>				\$34,969	\$38,076	\$42,868				
	<i>Highest Paid</i>				\$36,878	\$40,082	\$47,687				
Philadelphia	<i>Organization</i>	7	\$40,637	***	\$37,153	\$39,998	\$44,553	***	***	***	***
	<i>Incumbent</i>	12	\$41,809	\$35,206	\$39,312	\$40,698	\$43,671	\$50,888			
	<i>Lowest Paid</i>				\$37,153	\$39,998	\$41,231				
	<i>Highest Paid</i>				\$39,000	\$39,998	\$49,797				
Other Areas	<i>Organization</i>	15	\$40,381	\$32,747	\$35,755	\$38,053	\$45,471	\$52,895	\$32,051	\$40,322	\$49,823
	<i>Incumbent</i>	33	\$38,744	\$31,841	\$34,791	\$36,754	\$43,347	\$47,687			
	<i>Lowest Paid</i>				\$34,637	\$36,754	\$45,471				
	<i>Highest Paid</i>				\$36,213	\$40,840	\$47,174				
Under 3000 FTEs	<i>Organization</i>	12	\$40,276	\$34,168	\$36,254	\$39,114	\$42,818	\$50,274	\$32,909	\$40,879	\$49,965
	<i>Incumbent</i>	20	\$37,864	\$31,314	\$34,791	\$35,984	\$40,082	\$46,323			
	<i>Lowest Paid</i>				\$35,558	\$39,114	\$42,818				
	<i>Highest Paid</i>				\$36,483	\$39,614	\$44,783				
Over 3000 FTEs	<i>Organization</i>	10	\$40,687	\$34,480	\$36,613	\$38,566	\$45,852	\$49,784	\$30,899	\$40,016	\$49,927
	<i>Incumbent</i>	25	\$40,920	\$32,889	\$36,252	\$40,840	\$43,867	\$50,888			
	<i>Lowest Paid</i>				\$32,889	\$37,078	\$42,868				
	<i>Highest Paid</i>				\$37,078	\$42,510	\$50,888				

Bonus Eligible 28.6% **Target Bonus** 10.0% **% Union** 0.0%

Credit/Collection Clerk

Position Number 113

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$38,564	***	\$31,741	\$38,452	\$43,700	***	\$29,180	\$38,281	\$47,487
	<i>Incumbent</i>	18	\$39,854	\$30,752	\$34,431	\$38,615	\$43,781	\$54,768			
	<i>Lowest Paid</i>				\$31,741	\$36,800	\$39,312				
	<i>Highest Paid</i>				\$31,741	\$39,312	\$51,000				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	8	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$37,913	***	\$31,246	\$38,452	\$44,309	***	\$29,180	\$38,281	\$47,487
	<i>Incumbent</i>	10	\$39,583	\$30,752	\$31,470	\$38,615	\$44,692	\$53,173			
	<i>Lowest Paid</i>				\$31,022	\$38,126	\$40,443				
	<i>Highest Paid</i>				\$31,470	\$38,646	\$48,924				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	7	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 33.3%

Target Bonus

% Union

0.0%

Dir/Mgr, Employment

Position Number 201

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$94,400	\$70,225	\$79,953	\$85,881	\$121,738	\$122,970	\$66,902	\$85,532	\$118,534
	<i>Incumbent</i>	10	\$94,400	\$70,225	\$79,953	\$85,881	\$121,738	\$122,970			
	<i>Lowest Paid</i>			\$79,953	\$85,881	\$121,738					
	<i>Highest Paid</i>			\$79,953	\$85,881	\$121,738					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	6	\$88,405	***	\$70,225	\$82,831	\$112,158	***	\$66,753	\$84,285	\$121,379
	<i>Incumbent</i>	6	\$88,405	***	\$70,225	\$82,831	\$112,158	***			
	<i>Lowest Paid</i>				\$70,225	\$82,831	\$112,158				
	<i>Highest Paid</i>				\$70,225	\$82,831	\$112,158				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	6	\$98,327	***	\$79,953	\$92,056	\$122,970	***	\$70,139	***	\$130,764
	<i>Incumbent</i>	6	\$98,327	***	\$79,953	\$92,056	\$122,970	***			
	<i>Lowest Paid</i>				\$79,953	\$92,056	\$122,970				
	<i>Highest Paid</i>				\$79,953	\$92,056	\$122,970				

Bonus Eligible 66.7 %

Target Bonus

% Union

0.0%

Dir/Mgr, Compensation/Benefits

Position Number 202

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$104,917	***	\$92,103	\$97,827	\$121,277	***	***	***	***
	<i>Incumbent</i>	5	\$104,917	***	\$92,103	\$97,827	\$121,277	***			
	<i>Lowest Paid</i>				\$92,103	\$97,827	\$121,277				
	<i>Highest Paid</i>				\$92,103	\$97,827	\$121,277				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 40.0 %

Target Bonus

% Union

0.0%

Dir/Mgr, Compensation

Position Number 203

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$120,075	\$95,700	\$103,275	\$117,734	\$130,192	\$153,875	\$79,792	\$105,915	\$131,800
	<i>Incumbent</i>	11	\$120,075	\$95,700	\$103,275	\$117,734	\$130,192	\$153,875			
	<i>Lowest Paid</i>			\$103,275	\$117,734	\$130,192					
	<i>Highest Paid</i>			\$103,275	\$117,734	\$130,192					
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	8	\$120,447	***	\$108,757	\$121,367	\$128,463	***	\$78,333	\$102,905	\$127,142
	<i>Incumbent</i>	8	\$120,447	***	\$108,757	\$121,367	\$128,463	***			
	<i>Lowest Paid</i>			\$108,757	\$121,367	\$128,463					
	<i>Highest Paid</i>			\$108,757	\$121,367	\$128,463					
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	8	\$119,789	***	\$102,950	\$121,367	\$128,463	***	\$82,154	\$110,431	\$138,333
	<i>Incumbent</i>	8	\$119,789	***	\$102,950	\$121,367	\$128,463	***			
	<i>Lowest Paid</i>			\$102,950	\$121,367	\$128,463					
	<i>Highest Paid</i>			\$102,950	\$121,367	\$128,463					

Bonus Eligible 81.8% **Target Bonus** 16.0% **% Union** 0.0%

Dir/Mgr, Benefits

Position Number 204

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	14	\$98,318	\$66,280	\$76,803	\$95,857	\$128,837	\$134,013	\$74,465	\$98,271	\$122,091
	<i>Incumbent</i>	15	\$100,586	\$66,280	\$80,000	\$97,119	\$125,328	\$145,058			
	<i>Lowest Paid</i>			\$76,803	\$95,857	\$117,553					
	<i>Highest Paid</i>			\$76,803	\$95,857	\$129,077					
Philadelphia	<i>Organization</i>	5	\$95,489	***	\$72,751	\$94,596	\$118,673	***	***	***	***
	<i>Incumbent</i>	6	\$101,632	***	\$72,751	\$99,798	\$132,347	***			
	<i>Lowest Paid</i>			\$72,751	\$94,596	\$107,389					
	<i>Highest Paid</i>			\$72,751	\$94,596	\$129,958					
Other Areas	<i>Organization</i>	9	\$99,889	***	\$76,803	\$97,119	\$129,077	***	\$72,259	\$94,232	\$116,211
	<i>Incumbent</i>	9	\$99,889	***	\$76,803	\$97,119	\$129,077	***			
	<i>Lowest Paid</i>			\$76,803	\$97,119	\$129,077					
	<i>Highest Paid</i>			\$76,803	\$97,119	\$129,077					
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	10	\$106,892	\$72,751	\$87,298	\$103,000	\$132,586	\$134,013	\$80,090	\$105,858	\$131,638
	<i>Incumbent</i>	11	\$109,206	\$72,751	\$94,596	\$105,000	\$132,826	\$145,058			
	<i>Lowest Paid</i>			\$87,298	\$103,000	\$129,077					
	<i>Highest Paid</i>			\$87,298	\$103,000	\$134,013					

Bonus Eligible 69.2% **Target Bonus** 14.0%

% Union 0.0%

Dir/Mgr, Employee Relations

Position Number 206

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$84,425	***	\$70,236	\$89,000	\$96,325	***	\$72,614	\$88,412	\$107,739
	<i>Incumbent</i>	5	\$84,425	***	\$70,236	\$89,000	\$96,325	***			
	<i>Lowest Paid</i>				\$70,236	\$89,000	\$96,325				
	<i>Highest Paid</i>				\$70,236	\$89,000	\$96,325				
Philadelphia	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 80.0 %

Target Bonus

% Union

0.0%



2008 Compensation Survey

Dir/Mgr, Training

Position Number 207

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	15	\$97,126	\$59,902	\$81,484	\$95,880	\$119,363	\$129,930	\$75,639	\$98,996	\$128,233
	<i>Incumbent</i>	16	\$96,891	\$59,902	\$82,107	\$97,940	\$113,604	\$129,930			
	<i>Lowest Paid</i>			\$81,484	\$95,880	\$119,363					
	<i>Highest Paid</i>			\$81,484	\$100,000	\$119,363					
Philadelphia	<i>Organization</i>	7	\$104,592	***	\$93,365	\$103,198	\$119,363	***	\$80,807	***	\$148,157
	<i>Incumbent</i>	8	\$103,188	***	\$92,590	\$103,599	\$113,604	***			
	<i>Lowest Paid</i>			\$89,300	\$103,198	\$119,363					
	<i>Highest Paid</i>			\$95,880	\$104,000	\$119,363					
Other Areas	<i>Organization</i>	8	\$90,594	***	\$75,760	\$83,455	\$110,685	***	\$71,948	\$93,084	\$114,002
	<i>Incumbent</i>	8	\$90,594	***	\$75,760	\$83,455	\$110,685	***			
	<i>Lowest Paid</i>			\$75,760	\$83,455	\$110,685					
	<i>Highest Paid</i>			\$75,760	\$83,455	\$110,685					
Under 3000 FTEs	<i>Organization</i>	6	\$80,061	***	\$64,139	\$83,455	\$92,590	***	***	***	***
	<i>Incumbent</i>	6	\$80,061	***	\$64,139	\$83,455	\$92,590	***			
	<i>Lowest Paid</i>			\$64,139	\$83,455	\$92,590					
	<i>Highest Paid</i>			\$64,139	\$83,455	\$92,590					
Over 3000 FTEs	<i>Organization</i>	9	\$108,503	***	\$96,683	\$107,845	\$122,280	***	\$80,622	\$106,698	\$139,655
	<i>Incumbent</i>	10	\$106,989	\$77,127	\$91,365	\$105,923	\$122,280	\$129,930			
	<i>Lowest Paid</i>			\$91,365	\$107,845	\$122,280					
	<i>Highest Paid</i>			\$101,599	\$107,845	\$122,280					

Bonus Eligible 71.4% **Target Bonus** 15.0% **% Union** 0.0%

Recruiter - Professional/Managerial

Position Number 208

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$61,432	\$50,655	\$52,088	\$58,386	\$65,520	\$81,500	\$47,586	\$61,742	\$76,841
	<i>Incumbent</i>	48	\$62,820	\$46,688	\$53,280	\$59,964	\$65,885	\$95,660			
	<i>Lowest Paid</i>			\$46,659	\$51,240	\$57,859					
	<i>Highest Paid</i>			\$57,859	\$65,520	\$74,000					
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	12	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	8	\$57,824	***	\$51,891	\$58,122	\$63,195	***	\$45,608	\$58,127	\$71,813
	<i>Incumbent</i>	36	\$59,007	\$46,688	\$52,594	\$58,777	\$64,459	\$69,819			
	<i>Lowest Paid</i>				\$48,445	\$51,664	\$56,891				
	<i>Highest Paid</i>				\$56,665	\$63,035	\$70,824				
Under 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	10	\$61,737	\$50,655	\$51,891	\$58,362	\$66,041	\$81,500	\$47,292	\$61,625	\$77,005
	<i>Incumbent</i>	45	\$63,116	\$46,688	\$53,280	\$60,399	\$65,885	\$95,660			
	<i>Lowest Paid</i>				\$45,829	\$51,664	\$61,690				
	<i>Highest Paid</i>				\$56,665	\$65,260	\$86,400				

Bonus Eligible 72.7%

Target Bonus

% Union

0.0%

Recruiter - Non-Exempt

Position Number 209

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$49,592	***	\$43,797	\$48,567	\$54,288	***	\$38,243	\$49,438	\$61,685
	<i>Incumbent</i>	26	\$47,137	\$40,256	\$41,287	\$45,105	\$51,719	\$60,291			
			<i>Lowest Paid</i>		\$40,211	\$40,660	\$54,288				
			<i>Highest Paid</i>		\$48,400	\$54,288	\$62,500				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	5	\$46,042	***	\$39,890	\$47,576	\$51,427	***	***	***	***
	<i>Incumbent</i>	22	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$38,098	\$40,660	\$49,991				
			<i>Highest Paid</i>		\$42,192	\$52,000	\$56,185				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	20	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 66.7%

Target Bonus

% Union

0.0%



2008 Compensation Survey

Compensation Analyst/Administrator

Position Number 210

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$61,137	\$43,552	\$54,862	\$60,102	\$69,302	\$82,437	\$46,816	\$61,413	\$76,508
	<i>Incumbent</i>	18	\$63,423	\$39,042	\$53,285	\$60,579	\$73,826	\$92,947			
	<i>Lowest Paid</i>			\$50,760	\$56,000	\$69,302					
	<i>Highest Paid</i>			\$54,862	\$63,024	\$77,060					
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	8	\$56,454	***	\$53,781	\$58,474	\$61,707	***	\$44,073	\$56,916	\$70,386
	<i>Incumbent</i>	13	\$57,673	\$39,042	\$51,730	\$58,916	\$66,163	\$73,536			
	<i>Lowest Paid</i>			\$47,220	\$53,781	\$60,970					
	<i>Highest Paid</i>			\$53,781	\$62,156	\$69,657					
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	8	\$62,734	***	\$55,431	\$60,246	\$66,163	***	\$47,776	\$62,987	\$78,912
	<i>Incumbent</i>	14	\$65,295	\$51,730	\$54,366	\$60,579	\$73,826	\$92,947			
	<i>Lowest Paid</i>			\$53,781	\$57,458	\$66,163					
	<i>Highest Paid</i>			\$55,431	\$62,156	\$73,181					

Bonus Eligible 81.8% **Target Bonus** 14.0% **% Union** 0.0%



2008 Compensation Survey

Benefits Analyst/Administrator

Position Number 211

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	14	\$53,678	\$36,087	\$41,468	\$52,791	\$59,366	\$78,795	\$41,948	\$53,874	\$67,224
	<i>Incumbent</i>	25	\$56,287	\$36,663	\$41,468	\$57,200	\$63,352	\$82,876			
	<i>Lowest Paid</i>			\$38,324	\$47,849	\$58,777					
	<i>Highest Paid</i>			\$41,468	\$58,618	\$63,893					
Philadelphia	<i>Organization</i>	5	\$62,116	***	\$47,278	\$58,432	\$78,795	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$45,037	\$56,211	\$70,057					
	<i>Highest Paid</i>			\$49,788	\$58,432	\$87,122					
Other Areas	<i>Organization</i>	9	\$48,991	***	\$39,166	\$49,088	\$59,128	***	\$39,831	\$49,879	\$61,811
	<i>Incumbent</i>	14	\$49,187	\$34,781	\$38,324	\$49,709	\$59,128	\$63,893			
	<i>Lowest Paid</i>			\$36,663	\$40,560	\$55,269					
	<i>Highest Paid</i>			\$40,472	\$58,804	\$59,571					
Under 3000 FTEs	<i>Organization</i>	8	\$56,162	***	\$48,464	\$58,777	\$59,366	***	\$42,371	\$54,044	\$67,760
	<i>Incumbent</i>	11	\$55,075	\$36,286	\$38,480	\$58,432	\$60,008	\$74,730			
	<i>Lowest Paid</i>			\$38,324	\$54,924	\$59,128					
	<i>Highest Paid</i>			\$57,816	\$59,128	\$63,893					
Over 3000 FTEs	<i>Organization</i>	6	\$50,366	***	\$39,166	\$47,278	\$64,655	***	\$41,357	\$53,637	\$66,475
	<i>Incumbent</i>	14	\$57,240	\$37,771	\$41,468	\$53,926	\$73,348	\$88,316			
	<i>Lowest Paid</i>			\$37,859	\$45,037	\$52,106					
	<i>Highest Paid</i>			\$40,472	\$49,788	\$75,683					

Bonus Eligible 57.1% **Target Bonus** 11.0% **% Union** 0.0%



2008 Compensation Survey

HRIS Administrator

Position Number 215

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	14	\$59,080	\$40,240	\$49,805	\$61,588	\$66,357	\$74,903	\$47,949	\$61,555	\$77,057
	<i>Incumbent</i>	18	\$59,466	\$38,779	\$49,775	\$61,588	\$68,687	\$80,328			
	<i>Lowest Paid</i>			\$49,080	\$59,256	\$63,826					
	<i>Highest Paid</i>			\$50,500	\$62,490	\$69,450					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	10	\$58,039	\$40,240	\$49,039	\$61,076	\$63,826	\$72,204	\$47,525	\$60,901	\$76,728
	<i>Incumbent</i>	12	\$57,204	\$38,779	\$49,775	\$58,588	\$63,826	\$74,853			
	<i>Lowest Paid</i>			\$46,852	\$58,588	\$63,826					
	<i>Highest Paid</i>			\$50,500	\$62,490	\$66,751					
Under 3000 FTEs	<i>Organization</i>	6	\$56,980	***	\$43,202	\$61,588	\$66,151	***	\$47,348	\$59,424	\$74,913
	<i>Incumbent</i>	6	\$56,980	***	\$43,202	\$61,588	\$66,151	***			
	<i>Lowest Paid</i>			\$43,202	\$61,588	\$66,151					
	<i>Highest Paid</i>			\$43,202	\$61,588	\$66,151					
Over 3000 FTEs	<i>Organization</i>	8	\$60,654	***	\$51,305	\$61,763	\$66,357	***	\$48,324	\$62,887	\$78,397
	<i>Incumbent</i>	12	\$60,709	\$45,382	\$49,775	\$60,531	\$68,687	\$80,328			
	<i>Lowest Paid</i>			\$49,080	\$56,256	\$63,826					
	<i>Highest Paid</i>			\$52,000	\$63,826	\$74,853					

Bonus Eligible 69.2% **Target Bonus** 14.0% **% Union** 0.0%

Trainer

Position Number 216

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	8	\$53,558	***	\$46,424	\$51,793	\$56,397	***	\$42,881	\$54,788	\$67,836
	<i>Incumbent</i>	106	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$40,203	\$43,968	\$55,320				
			<i>Highest Paid</i>		\$52,624	\$62,238	\$76,505				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	10	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	5	\$50,476	***	\$45,500	\$48,586	\$56,397	***	\$40,013	\$51,063	\$63,690
	<i>Incumbent</i>	96	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$38,124	\$43,888	\$49,843				
			<i>Highest Paid</i>		\$49,764	\$68,836	\$77,655				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	6	\$51,538	***	\$46,424	\$51,793	\$56,397	***	\$40,977	\$52,949	\$66,519
	<i>Incumbent</i>	103	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$38,124	\$42,868	\$55,320				
			<i>Highest Paid</i>		\$52,624	\$62,238	\$77,655				

Bonus Eligible 75.0%

Target Bonus

% Union

0.0%

HR Generalist

Position Number 218

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	14	\$59,160	\$41,236	\$47,112	\$57,803	\$68,073	\$84,576	\$47,109	\$61,751	\$77,029
	<i>Incumbent</i>	49	\$62,663	\$44,262	\$51,567	\$59,766	\$72,940	\$84,530			
	<i>Lowest Paid</i>			\$43,802	\$49,500	\$59,002					
	<i>Highest Paid</i>			\$47,112	\$62,866	\$81,896					
Philadelphia	<i>Organization</i>	6	\$61,969	***	\$51,940	\$59,375	\$74,592	***	***	***	***
	<i>Incumbent</i>	22	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$48,940	\$55,114	\$70,783					
	<i>Highest Paid</i>			\$51,940	\$70,069	\$79,693					
Other Areas	<i>Organization</i>	8	\$57,052	***	\$44,246	\$54,970	\$66,302	***	\$44,125	\$57,934	\$72,723
	<i>Incumbent</i>	27	\$61,511	\$40,797	\$45,344	\$56,479	\$83,000	\$85,519			
	<i>Lowest Paid</i>			\$42,471	\$44,803	\$53,239					
	<i>Highest Paid</i>			\$45,020	\$56,502	\$82,122					
Under 3000 FTEs	<i>Organization</i>	7	\$56,508	***	\$45,344	\$55,000	\$62,552	***	***	***	***
	<i>Incumbent</i>	15	\$59,473	\$39,323	\$45,344	\$55,016	\$67,800	\$86,059			
	<i>Lowest Paid</i>			\$43,342	\$48,880	\$55,000					
	<i>Highest Paid</i>			\$45,344	\$55,000	\$77,948					
Over 3000 FTEs	<i>Organization</i>	7	\$61,811	***	\$52,736	\$60,350	\$70,053	***	\$46,885	\$62,265	\$78,631
	<i>Incumbent</i>	34	\$64,070	\$45,062	\$55,150	\$60,645	\$76,792	\$84,637			
	<i>Lowest Paid</i>			\$44,262	\$55,228	\$61,524					
	<i>Highest Paid</i>			\$55,072	\$72,338	\$85,843					

Bonus Eligible 53.8%

Target Bonus 7.0%

% Union 0.0%

HR Assistant

Position Number 220

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$35,727	***	\$33,584	\$36,908	\$37,788	***	\$30,238	\$38,143	\$46,982
	<i>Incumbent</i>	23	\$36,172	\$31,541	\$33,280	\$37,011	\$38,410	\$39,182			
	<i>Lowest Paid</i>				\$31,870	\$34,403	\$37,026				
	<i>Highest Paid</i>				\$35,202	\$38,000	\$39,182				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	7	\$35,746	***	\$33,417	\$36,908	\$38,000	***	\$29,565	\$37,535	\$46,574
	<i>Incumbent</i>	19	\$36,280	\$31,583	\$33,280	\$37,040	\$38,570	\$39,240			
	<i>Lowest Paid</i>				\$32,240	\$34,403	\$37,040				
	<i>Highest Paid</i>				\$34,403	\$38,000	\$39,240				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$36,716	***	\$35,162	\$37,011	\$38,121	***	\$30,176	\$38,609	\$48,543
	<i>Incumbent</i>	17	\$36,628	\$30,878	\$35,027	\$37,250	\$38,755	\$39,452			
	<i>Lowest Paid</i>				\$31,726	\$37,011	\$37,520				
	<i>Highest Paid</i>				\$37,506	\$39,125	\$39,452				

Bonus Eligible 62.5% **Target Bonus**

% Union 0.0%

CEO Secretary

Position Number 251

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	19	\$68,912	\$49,462	\$55,000	\$68,040	\$78,918	\$96,009	\$48,047	\$61,443	\$75,632
	<i>Incumbent</i>	22	\$66,762	\$45,354	\$54,769	\$66,728	\$75,859	\$95,743			
	<i>Lowest Paid</i>				\$55,000	\$68,040	\$78,918				
	<i>Highest Paid</i>				\$57,366	\$68,040	\$78,918				
Philadelphia	<i>Organization</i>	7	\$69,247	***	\$54,538	\$72,500	\$78,918	***	\$48,045	\$62,745	\$77,447
	<i>Incumbent</i>	10	\$64,415	\$45,510	\$52,270	\$60,500	\$75,859	\$87,464			
	<i>Lowest Paid</i>				\$54,538	\$72,500	\$78,918				
	<i>Highest Paid</i>				\$57,366	\$72,500	\$78,918				
Other Areas	<i>Organization</i>	12	\$68,717	\$42,848	\$57,504	\$68,022	\$77,220	\$99,738	\$48,049	\$60,734	\$74,642
	<i>Incumbent</i>	12	\$68,717	\$42,848	\$57,504	\$68,022	\$77,220	\$99,738			
	<i>Lowest Paid</i>				\$57,504	\$68,022	\$77,220				
	<i>Highest Paid</i>				\$57,504	\$68,022	\$77,220				
Under 3000 FTEs	<i>Organization</i>	12	\$59,909	\$42,734	\$52,114	\$60,254	\$68,264	\$75,859	\$42,999	\$54,378	\$67,189
	<i>Incumbent</i>	15	\$58,555	\$38,511	\$50,003	\$59,000	\$68,040	\$75,859			
	<i>Lowest Paid</i>				\$52,114	\$59,504	\$68,264				
	<i>Highest Paid</i>				\$54,769	\$61,004	\$68,264				
Over 3000 FTEs	<i>Organization</i>	7	\$84,347	***	\$71,240	\$83,200	\$96,009	***	\$55,260	\$71,537	\$87,693
	<i>Incumbent</i>	7	\$84,347	***	\$71,240	\$83,200	\$96,009	***			
	<i>Lowest Paid</i>				\$71,240	\$83,200	\$96,009				
	<i>Highest Paid</i>				\$71,240	\$83,200	\$96,009				

Bonus Eligible 44.4 %

Target Bonus 8.0%

% Union 0.0%

Executive Secretary

Position Number 252

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	24	\$51,710	\$38,045	\$48,238	\$53,194	\$56,831	\$61,603	\$37,842	\$48,199	\$59,556
	<i>Incumbent</i>	242	\$52,917	\$42,866	\$47,589	\$53,000	\$57,250	\$61,386			
	<i>Lowest Paid</i>				\$36,822	\$43,362	\$51,834				
	<i>Highest Paid</i>				\$50,170	\$59,804	\$65,655				
Philadelphia	<i>Organization</i>	10	\$54,126	\$46,757	\$48,775	\$53,362	\$57,895	\$62,678	\$40,347	\$52,633	\$64,939
	<i>Incumbent</i>	168	\$53,979	\$43,419	\$50,038	\$54,344	\$57,500	\$62,750			
	<i>Lowest Paid</i>				\$35,716	\$42,158	\$49,484				
	<i>Highest Paid</i>				\$57,491	\$61,466	\$74,889				
Other Areas	<i>Organization</i>	14	\$49,985	\$32,323	\$43,942	\$50,721	\$57,710	\$61,603	\$36,589	\$45,981	\$56,864
	<i>Incumbent</i>	74	\$50,507	\$42,151	\$45,144	\$49,182	\$56,554	\$60,613			
	<i>Lowest Paid</i>				\$35,793	\$44,148	\$55,000				
	<i>Highest Paid</i>				\$48,146	\$58,872	\$64,032				
Under 3000 FTEs	<i>Organization</i>	11	\$48,382	\$32,323	\$46,398	\$50,461	\$53,471	\$56,928	\$36,548	\$45,956	\$56,693
	<i>Incumbent</i>	113	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$35,022	\$42,619	\$49,358				
	<i>Highest Paid</i>				\$49,213	\$58,537	\$64,633				
Over 3000 FTEs	<i>Organization</i>	13	\$54,527	\$43,942	\$48,775	\$54,527	\$59,958	\$64,324	\$38,812	\$49,880	\$61,703
	<i>Incumbent</i>	129	\$52,623	\$41,683	\$45,739	\$52,489	\$58,096	\$65,000			
	<i>Lowest Paid</i>				\$39,016	\$44,421	\$55,000				
	<i>Highest Paid</i>				\$57,491	\$59,933	\$67,139				

Bonus Eligible 39.1 %

Target Bonus 8.0%

% Union 0.0%

Secretary

Position Number 253

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	16	\$34,993	\$26,005	\$32,175	\$35,299	\$38,998	\$40,192	\$28,111	\$34,715	\$41,681
	<i>Incumbent</i>	496	\$37,493	\$30,498	\$34,212	\$38,000	\$40,765	\$44,215			
			<i>Lowest Paid</i>		\$26,198	\$28,544	\$31,810				
			<i>Highest Paid</i>		\$39,686	\$43,566	\$46,081				
Philadelphia	<i>Organization</i>	7	\$38,465	***	\$37,574	\$39,108	\$40,081	***	\$30,306	\$37,823	\$45,347
	<i>Incumbent</i>	249	\$37,969	\$30,555	\$34,944	\$38,168	\$41,028	\$44,533			
			<i>Lowest Paid</i>		\$26,208	\$32,136	\$35,277				
			<i>Highest Paid</i>		\$44,034	\$46,322	\$48,027				
Other Areas	<i>Organization</i>	9	\$32,294	***	\$30,644	\$32,786	\$35,214	***	\$26,740	\$32,772	\$39,390
	<i>Incumbent</i>	247	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$24,575	\$28,288	\$30,331				
			<i>Highest Paid</i>		\$32,973	\$39,998	\$43,794				
Under 3000 FTEs	<i>Organization</i>	9	\$33,562	***	\$30,644	\$35,064	\$38,341	***	\$28,590	\$34,878	\$41,166
	<i>Incumbent</i>	123	\$35,517	\$28,600	\$32,448	\$36,171	\$39,062	\$40,914			
			<i>Lowest Paid</i>		\$24,606	\$28,288	\$31,810				
			<i>Highest Paid</i>		\$35,474	\$40,794	\$44,262				
Over 3000 FTEs	<i>Organization</i>	7	\$36,834	***	\$34,016	\$37,754	\$40,081	***	\$27,553	\$34,525	\$42,281
	<i>Incumbent</i>	373	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$26,187	\$28,800	\$32,136				
			<i>Highest Paid</i>		\$39,374	\$45,840	\$47,632				

Bonus Eligible 12.5 %

Target Bonus

% Union

0.0%

Administrative Assistant

Position Number 254

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	17	\$39,371	\$29,788	\$34,565	\$39,827	\$44,089	\$50,214	\$30,728	\$39,150	\$48,434
	<i>Incumbent</i>	600	\$43,807	\$33,279	\$37,954	\$43,500	\$50,408	\$54,353			
	<i>Lowest Paid</i>			\$26,706	\$31,741	\$34,165					
	<i>Highest Paid</i>			\$42,759	\$48,339	\$55,532					
Philadelphia	<i>Organization</i>	6	\$42,608	***	\$35,010	\$42,600	\$50,214	***	***	***	***
	<i>Incumbent</i>	358	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$25,806	\$33,245	\$35,888					
	<i>Highest Paid</i>			\$44,647	\$53,975	\$63,263					
Other Areas	<i>Organization</i>	11	\$37,606	\$29,788	\$31,741	\$38,305	\$42,945	\$44,746	\$30,130	\$37,951	\$46,975
	<i>Incumbent</i>	242	\$39,782	\$31,985	\$36,426	\$39,691	\$43,118	\$46,736			
	<i>Lowest Paid</i>			\$26,371	\$31,536	\$33,829					
	<i>Highest Paid</i>			\$40,434	\$46,683	\$51,147					
Under 3000 FTEs	<i>Organization</i>	8	\$40,313	***	\$35,784	\$41,046	\$44,089	***	\$32,260	\$40,480	\$50,400
	<i>Incumbent</i>	192	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$31,638	\$33,245	\$36,422					
	<i>Highest Paid</i>			\$43,558	\$47,625	\$51,193					
Over 3000 FTEs	<i>Organization</i>	9	\$38,534	***	\$34,565	\$35,907	\$44,534	***	\$29,578	\$38,153	\$46,960
	<i>Incumbent</i>	408	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$25,701	\$27,573	\$32,827					
	<i>Highest Paid</i>			\$42,759	\$49,400	\$61,359					

Bonus Eligible 56.3% **Target Bonus** 10.0% **% Union** 0.0%

Office Manager

Position Number 255

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$53,462	***	\$44,679	\$47,924	\$55,317	***	\$38,808	\$48,615	\$58,908
	<i>Incumbent</i>	96	\$50,705	\$40,567	\$44,254	\$48,774	\$52,924	\$62,109			
	<i>Lowest Paid</i>				\$33,142	\$42,848	\$46,619				
	<i>Highest Paid</i>				\$47,973	\$58,602	\$81,144				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	36	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$45,429	***	\$36,634	\$46,925	\$53,475	***	***	***	***
	<i>Incumbent</i>	60	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$31,796	\$39,520	\$44,643				
	<i>Highest Paid</i>				\$40,101	\$48,106	\$79,777				
Under 3000 FTEs	<i>Organization</i>	5	\$54,438	***	\$36,634	\$46,925	\$76,000	***	***	***	***
	<i>Incumbent</i>	23	\$48,975	\$33,323	\$40,573	\$46,010	\$49,150	\$63,510			
	<i>Lowest Paid</i>				\$31,796	\$42,848	\$60,005				
	<i>Highest Paid</i>				\$40,101	\$48,106	\$94,010				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	73	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 37.5%

Target Bonus

% Union

0.0%

General Office Clerk

Position Number 256

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	8	\$32,011	***	\$26,725	\$31,821	\$37,030	***	\$25,841	\$32,249	\$40,001
	<i>Incumbent</i>	118	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$23,930	\$27,423	\$33,671				
	<i>Highest Paid</i>				\$31,407	\$35,720	\$40,366				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	21	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$29,715	***	\$25,251	\$26,931	\$35,571	***	\$25,102	\$30,432	\$37,375
	<i>Incumbent</i>	97	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$21,559	\$23,982	\$30,950				
	<i>Highest Paid</i>				\$26,510	\$35,339	\$40,366				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	89	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	29	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 42.9%

Target Bonus

% Union

0.0%

Telephone Operator

Position Number 258

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	12	\$28,941	\$24,192	\$25,492	\$27,074	\$29,279	\$40,573	\$24,003	\$29,366	\$34,688
	<i>Incumbent</i>	90	\$28,788	\$24,024	\$25,168	\$27,040	\$31,001	\$36,452			
	<i>Lowest Paid</i>			\$24,063	\$25,414	\$28,569					
	<i>Highest Paid</i>			\$27,664	\$30,514	\$34,320					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	24	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	8	\$26,204	***	\$24,884	\$25,558	\$27,583	***	\$23,216	\$28,280	\$33,293
	<i>Incumbent</i>	66	\$26,723	\$24,024	\$24,284	\$26,272	\$27,903	\$31,334			
	<i>Lowest Paid</i>				\$22,549	\$24,125	\$26,329				
	<i>Highest Paid</i>				\$26,246	\$29,713	\$32,218				
Under 3000 FTEs	<i>Organization</i>	8	\$29,204	***	\$25,558	\$27,074	\$28,766	***	\$23,410	\$28,395	\$33,368
	<i>Incumbent</i>	42	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$24,086	\$25,414	\$28,766				
	<i>Highest Paid</i>				\$27,664	\$29,567	\$32,188				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	48	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 18.2%

Target Bonus

% Union

0.0%

Receptionist

Position Number 259

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	14	\$32,873	\$23,935	\$27,688	\$31,948	\$35,282	\$47,768	\$25,054	\$31,612	\$38,291
	<i>Incumbent</i>	65	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$25,615	\$29,580	\$33,519				
			<i>Highest Paid</i>		\$30,260	\$33,227	\$41,123				
Philadelphia	<i>Organization</i>	7	\$37,340	***	\$32,508	\$34,833	\$47,425	***	\$27,632	\$34,654	\$41,893
	<i>Incumbent</i>	24	\$36,284	\$28,038	\$32,208	\$34,601	\$36,117	\$50,850			
			<i>Lowest Paid</i>		\$28,309	\$32,508	\$36,000				
			<i>Highest Paid</i>		\$34,486	\$36,234	\$48,110				
Other Areas	<i>Organization</i>	7	\$28,406	***	\$23,982	\$29,779	\$31,387	***	\$23,212	\$29,439	\$35,719
	<i>Incumbent</i>	41	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$21,704	\$28,080	\$31,034				
			<i>Highest Paid</i>		\$26,666	\$30,381	\$31,741				
Under 3000 FTEs	<i>Organization</i>	7	\$33,920	***	\$23,982	\$31,387	\$47,425	***	\$25,717	\$32,304	\$38,884
	<i>Incumbent</i>	15	\$33,777	\$21,653	\$23,982	\$31,034	\$48,110	\$51,650			
			<i>Lowest Paid</i>		\$23,982	\$31,034	\$36,000				
			<i>Highest Paid</i>		\$26,666	\$31,741	\$48,110				
Over 3000 FTEs	<i>Organization</i>	7	\$31,826	***	\$29,656	\$33,121	\$34,833	***	\$24,580	\$31,117	\$37,868
	<i>Incumbent</i>	50	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$27,248	\$28,309	\$33,093				
			<i>Highest Paid</i>		\$31,616	\$34,486	\$36,234				

Bonus Eligible 38.5 %

Target Bonus

% Union

0.0%

File Clerk

Position Number 260

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	13	\$26,960	\$21,186	\$22,933	\$27,897	\$29,771	\$33,365	\$22,713	\$28,162	\$33,584
	<i>Incumbent</i>	92	\$28,442	\$21,840	\$24,960	\$28,080	\$33,249	\$35,734			
	<i>Lowest Paid</i>			\$21,840	\$23,733	\$28,007					
	<i>Highest Paid</i>			\$24,722	\$28,350	\$36,400					
Philadelphia	<i>Organization</i>	7	\$29,197	***	\$27,647	\$28,576	\$32,854	***	\$25,051	\$31,846	\$38,638
	<i>Incumbent</i>	68	\$30,131	\$24,471	\$26,374	\$29,151	\$34,715	\$36,234			
	<i>Lowest Paid</i>			\$22,000	\$24,502	\$27,685					
	<i>Highest Paid</i>			\$27,887	\$36,088	\$38,397					
Other Areas	<i>Organization</i>	6	\$24,350	***	\$21,186	\$22,933	\$28,933	***	\$20,765	\$25,091	\$29,372
	<i>Incumbent</i>	24	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$18,709	\$22,204	\$28,933					
	<i>Highest Paid</i>			\$22,204	\$26,314	\$28,933					
Under 3000 FTEs	<i>Organization</i>	8	\$26,984	***	\$23,034	\$27,999	\$29,046	***	\$22,599	\$27,828	\$33,058
	<i>Incumbent</i>	35	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$21,920	\$24,881	\$28,018					
	<i>Highest Paid</i>			\$23,784	\$28,119	\$33,114					
Over 3000 FTEs	<i>Organization</i>	5	\$26,921	***	\$21,914	\$27,897	\$31,441	***	\$22,850	\$28,562	\$34,215
	<i>Incumbent</i>	57	\$28,243	\$20,800	\$24,086	\$28,080	\$34,278	\$35,911			
	<i>Lowest Paid</i>			\$18,709	\$23,733	\$26,416					
	<i>Highest Paid</i>			\$26,314	\$30,930	\$37,242					

Bonus Eligible 25.0 %

Target Bonus

% Union

0.0%

Supervisor, Mail Room

Position Number 261

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$46,863	***	\$36,648	\$47,901	\$56,041	***	\$38,200	\$49,093	\$63,188
	<i>Incumbent</i>	21	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$36,338	\$47,430	\$52,932				
	<i>Highest Paid</i>				\$37,180	\$47,901	\$61,492				
Philadelphia	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$45,159	***	\$36,648	\$45,321	\$53,590	***	\$35,913	\$46,008	\$59,943
	<i>Incumbent</i>	20	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$36,338	\$45,321	\$50,011				
	<i>Highest Paid</i>				\$37,180	\$45,321	\$59,041				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	19	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 83.3%

Target Bonus

% Union

0.0%

Mail Clerk

Position Number 262

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$28,179	\$23,626	\$23,810	\$27,285	\$31,658	\$35,312	\$22,943	\$29,246	\$37,271
	<i>Incumbent</i>	172	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$21,550	\$23,481	\$28,618				
			<i>Highest Paid</i>		\$27,810	\$30,118	\$31,658				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	20	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	7	\$28,069	***	\$23,810	\$27,285	\$31,658	***	\$22,262	\$27,659	\$35,501
	<i>Incumbent</i>	152	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$22,308	\$23,481	\$28,618				
			<i>Highest Paid</i>		\$25,019	\$28,618	\$31,658				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	8	\$27,919	***	\$23,791	\$26,524	\$31,571	***	\$21,906	\$28,520	\$35,942
	<i>Incumbent</i>	161	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$21,475	\$22,542	\$26,050				
			<i>Highest Paid</i>		\$26,818	\$30,583	\$36,075				

Bonus Eligible 54.5 %

Target Bonus

% Union

0.0%

Systems Analysis and Programming Dir.

Position Number 301

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	12	\$133,309	\$65,300	\$103,749	\$127,762	\$167,500	\$201,670	\$94,414	\$121,706	\$149,083
	<i>Incumbent</i>	17	\$121,103	\$61,912	\$72,250	\$120,000	\$154,023	\$201,670			
	<i>Lowest Paid</i>				\$103,749	\$123,681	\$167,500				
	<i>Highest Paid</i>				\$103,749	\$137,554	\$167,500				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	7	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	8	\$131,724	***	\$103,749	\$127,762	\$161,374	***	\$94,885	\$119,807	\$144,852
	<i>Incumbent</i>	10	\$131,012	\$78,836	\$103,749	\$124,923	\$161,523	\$190,000			
	<i>Lowest Paid</i>				\$103,749	\$120,661	\$161,374				
	<i>Highest Paid</i>				\$103,749	\$137,554	\$161,523				
Under 3000 FTEs	<i>Organization</i>	6	\$105,435	***	\$65,300	\$107,324	\$143,681	***	\$71,327	\$92,542	\$113,752
	<i>Incumbent</i>	9	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$61,912	\$107,324	\$143,681				
	<i>Highest Paid</i>				\$68,462	\$107,324	\$143,681				
Over 3000 FTEs	<i>Organization</i>	6	\$161,183	***	\$120,506	\$161,374	\$201,670	***	\$117,501	\$150,869	\$184,414
	<i>Incumbent</i>	8	\$152,928	***	\$118,222	\$147,896	\$186,670	***			
	<i>Lowest Paid</i>				\$113,404	\$161,374	\$201,670				
	<i>Highest Paid</i>				\$130,298	\$161,523	\$201,670				

Bonus Eligible 90.9% **Target Bonus** 13.0% **% Union** 0.0%



2008 Compensation Survey

Technical Services Director

Position Number 302

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$120,812	***	\$82,474	\$123,209	\$157,951	***	***	***	***
	<i>Incumbent</i>	5	\$120,812	***	\$82,474	\$123,209	\$157,951	***			
	<i>Lowest Paid</i>				\$82,474	\$123,209	\$157,951				
	<i>Highest Paid</i>				\$82,474	\$123,209	\$157,951				
Philadelphia	<i>Organization</i>		***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>		***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$120,812	***	\$82,474	\$123,209	\$157,951	***	***	***	***
	<i>Incumbent</i>	5	\$120,812	***	\$82,474	\$123,209	\$157,951	***			
	<i>Lowest Paid</i>				\$82,474	\$123,209	\$157,951				
	<i>Highest Paid</i>				\$82,474	\$123,209	\$157,951				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible % **Target Bonus** % **Union**

Telecommunications Manager

Position Number 303

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$103,339	***	\$91,057	\$101,207	\$116,686	***	\$83,736	\$110,601	\$137,331
	<i>Incumbent</i>	5	\$103,339	***	\$91,057	\$101,207	\$116,686	***			
	<i>Lowest Paid</i>				\$91,057	\$101,207	\$116,686				
	<i>Highest Paid</i>				\$91,057	\$101,207	\$116,686				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 80.0%

Target Bonus

% Union

0.0%

Systems Administrator

Position Number 304

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$72,480	***	\$59,480	\$74,834	\$83,128	***	\$51,534	\$67,825	\$84,483
	<i>Incumbent</i>	82	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$41,579	\$57,792	\$81,024				
	<i>Highest Paid</i>				\$64,005	\$85,099	\$106,445				
Philadelphia	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	16	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$71,393	***	\$59,480	\$74,729	\$81,639	***	\$51,534	\$67,825	\$84,483
	<i>Incumbent</i>	66	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$41,579	\$70,083	\$81,024				
	<i>Highest Paid</i>				\$64,005	\$80,838	\$95,125				
Under 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$72,031	***	\$59,480	\$74,939	\$83,128	***	***	***	***
	<i>Incumbent</i>	81	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$41,579	\$45,500	\$78,701				
	<i>Highest Paid</i>				\$67,060	\$89,360	\$106,445				

Bonus Eligible 50.0 %

Target Bonus

% Union

0.0%

Applications Systems Analyst/Programmer

Position Number 305

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	19	\$70,731	\$54,765	\$65,419	\$71,220	\$76,445	\$85,010	\$53,898	\$69,530	\$85,408
	<i>Incumbent</i>	803	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$48,630	\$56,137	\$67,891				
			<i>Highest Paid</i>		\$71,552	\$79,003	\$95,526				
Philadelphia	<i>Organization</i>	10	\$71,140	\$51,698	\$60,616	\$69,595	\$83,153	\$87,887	\$55,424	\$72,963	\$90,503
	<i>Incumbent</i>	114	\$72,738	\$43,399	\$59,693	\$73,200	\$88,200	\$98,100			
			<i>Lowest Paid</i>		\$44,265	\$55,669	\$69,722				
			<i>Highest Paid</i>		\$72,862	\$83,472	\$97,791				
Other Areas	<i>Organization</i>	9	\$70,277	***	\$64,533	\$71,220	\$74,297	***	\$52,710	\$66,859	\$81,445
	<i>Incumbent</i>	689	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$49,461	\$58,469	\$69,499				
			<i>Highest Paid</i>		\$70,856	\$76,500	\$94,166				
Under 3000 FTEs	<i>Organization</i>	10	\$70,959	\$53,229	\$60,737	\$72,072	\$79,488	\$87,266	\$52,281	\$67,149	\$82,024
	<i>Incumbent</i>	63	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$47,778	\$65,135	\$72,276				
			<i>Highest Paid</i>		\$69,774	\$72,904	\$89,472				
Over 3000 FTEs	<i>Organization</i>	9	\$70,478	***	\$65,943	\$67,638	\$78,094	***	\$55,515	\$71,911	\$88,792
	<i>Incumbent</i>	740	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$44,988	\$55,000	\$57,324				
			<i>Highest Paid</i>		\$76,750	\$92,507	\$97,878				

Bonus Eligible 44.4% **Target Bonus** 8.0% **% Union** 0.0%

Database Administrator

Position Number 307

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$88,049	***	\$78,110	\$84,537	\$98,019	***	\$63,157	\$83,081	\$103,576
	<i>Incumbent</i>	40	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$63,525	\$66,107	\$92,022				
	<i>Highest Paid</i>				\$88,361	\$100,103	\$113,430				
Philadelphia	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	6	\$88,753	***	\$71,555	\$86,449	\$108,255	***	\$63,157	\$83,081	\$103,576
	<i>Incumbent</i>	34	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$61,695	\$77,234	\$93,979				
	<i>Highest Paid</i>				\$76,680	\$95,108	\$129,195				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$92,597	***	\$80,968	\$84,537	\$108,255	***	***	***	***
	<i>Incumbent</i>	38	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$60,958	\$66,107	\$93,979				
	<i>Highest Paid</i>				\$95,108	\$105,742	\$129,195				

Bonus Eligible 57.1 %

Target Bonus

% Union

0.0%

Telecommunications Engineer/Analyst

Position Number 309

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$64,506	***	\$52,695	\$61,229	\$77,956	***	***	***	***
	<i>Incumbent</i>	21	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$44,120	\$52,842	\$64,756				
	<i>Highest Paid</i>				\$57,916	\$66,274	\$94,044				
Philadelphia	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	2	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	19	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	20	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 80.0 %

Target Bonus

% Union

0.0%

Network Engineer

Position Number 310

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$77,461	\$47,370	\$62,483	\$78,194	\$93,940	\$106,575	\$55,301	\$72,348	\$89,401
	<i>Incumbent</i>	31	\$73,176	\$42,750	\$60,685	\$77,000	\$87,000	\$97,803			
	<i>Lowest Paid</i>			\$60,685	\$67,474	\$93,940					
	<i>Highest Paid</i>			\$62,483	\$87,000	\$99,022					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	8	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	7	\$72,060	***	\$62,483	\$77,137	\$80,102	***	\$53,429	\$68,733	\$84,059
	<i>Incumbent</i>	23	\$71,817	\$41,600	\$61,845	\$74,520	\$85,260	\$95,261			
	<i>Lowest Paid</i>			\$60,685	\$62,779	\$77,137					
	<i>Highest Paid</i>			\$62,483	\$77,137	\$93,940					
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	9	\$78,695	***	\$62,085	\$78,194	\$98,594	***	\$56,017	\$73,180	\$90,353
	<i>Incumbent</i>	27	\$72,666	\$41,600	\$59,073	\$74,520	\$89,278	\$101,136			
	<i>Lowest Paid</i>			\$54,492	\$67,474	\$98,594					
	<i>Highest Paid</i>			\$66,796	\$90,413	\$101,136					

Bonus Eligible 60.0% **Target Bonus** 11.0%

% Union 9.0%

LAN Administrator

Position Number 311

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$71,365	***	\$57,212	\$69,532	\$80,361	***	\$50,043	\$67,123	\$84,205
	<i>Incumbent</i>	74	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$48,693	\$64,480	\$80,361				
	<i>Highest Paid</i>				\$64,584	\$76,650	\$84,426				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	20	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	54	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	71	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 66.7%

Target Bonus

% Union

0.0%

Help Desk Support Service Specialist

Position Number 313

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	12	\$51,949	\$41,930	\$46,018	\$52,478	\$57,819	\$60,217	\$42,199	\$54,245	\$66,527
	<i>Incumbent</i>	74	\$49,881	\$38,080	\$41,470	\$50,107	\$56,992	\$62,562			
	<i>Lowest Paid</i>			\$38,057	\$45,279	\$52,899					
	<i>Highest Paid</i>			\$58,382	\$62,466	\$64,278					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	20	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	8	\$51,758	***	\$46,018	\$51,742	\$58,090	***	\$41,932	\$53,892	\$66,164
	<i>Incumbent</i>	54	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$39,429	\$46,785	\$52,899					
	<i>Highest Paid</i>			\$52,591	\$62,466	\$63,594					
Under 3000 FTEs	<i>Organization</i>	6	\$55,219	***	\$51,404	\$54,308	\$59,945	***	\$45,133	\$57,320	\$69,500
	<i>Incumbent</i>	22	\$54,567	\$42,827	\$50,581	\$54,128	\$60,000	\$63,309			
	<i>Lowest Paid</i>			\$36,527	\$48,306	\$58,546					
	<i>Highest Paid</i>			\$58,382	\$61,242	\$68,809					
Over 3000 FTEs	<i>Organization</i>	6	\$48,680	***	\$41,930	\$46,018	\$58,090	***	\$39,753	\$51,683	\$64,050
	<i>Incumbent</i>	52	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$34,875	\$41,881	\$52,899					
	<i>Highest Paid</i>			\$45,207	\$63,260	\$67,354					

Bonus Eligible 63.6% **Target Bonus** 6.0% **% Union** 0.0%

PC Systems Specialist

Position Number 314

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$53,854	***	\$41,200	\$55,074	\$59,747	***	\$45,552	\$57,679	\$70,119
	<i>Incumbent</i>	45	\$58,115	\$45,538	\$50,349	\$57,920	\$64,939	\$69,175			
			<i>Lowest Paid</i>		\$41,200	\$48,100	\$49,686				
			<i>Highest Paid</i>		\$41,200	\$66,643	\$73,600				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	17	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	5	\$49,907	***	\$40,881	\$53,953	\$56,911	***	***	***	***
	<i>Incumbent</i>	28	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$40,600	\$44,495	\$49,491				
			<i>Highest Paid</i>		\$41,163	\$61,776	\$80,323				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	15	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	30	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 85.7%

Target Bonus

% Union

0.0%

Public Relations Representative

Position Number 405

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$63,568	***	\$42,350	\$63,634	\$84,721	***	\$52,809	\$69,013	\$85,071
	<i>Incumbent</i>	16	\$61,387	\$36,786	\$45,003	\$56,818	\$77,672	\$100,196			
	<i>Lowest Paid</i>			\$36,786	\$56,818	\$81,622					
	<i>Highest Paid</i>			\$47,024	\$68,672	\$95,562					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					

Bonus Eligible 66.7%

Target Bonus

% Union

0.0%

Customer Service Representative

Position Number 408

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$36,394	***	\$26,356	\$37,315	\$45,512	***	\$30,059	\$39,728	\$49,404
	<i>Incumbent</i>	163	\$37,683	\$22,640	\$23,966	\$39,841	\$47,237	\$54,085			
			<i>Lowest Paid</i>		\$23,820	\$30,403	\$36,448				
			<i>Highest Paid</i>		\$32,324	\$44,657	\$61,153				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	61	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	102	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	29	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	134	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 50.0 %

Target Bonus

% Union

0.0%

Graphic Designer

Position Number 409

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$54,713	***	\$46,100	\$54,681	\$65,978	***	\$42,416	\$56,216	\$71,265
	<i>Incumbent</i>	25	***	***	***	***	***				
	<i>Lowest Paid</i>				\$42,000	\$45,000	\$65,978				
	<i>Highest Paid</i>				\$47,200	\$65,978	\$66,491				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	10	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	15	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$56,442	***	\$46,822	\$56,099	\$66,234	***	***	***	***
	<i>Incumbent</i>	22	***	***	***	***	***				
	<i>Lowest Paid</i>				\$39,550	\$42,000	\$66,234				
	<i>Highest Paid</i>				\$53,989	\$66,190	\$70,745				

Bonus Eligible 85.7%

Target Bonus

% Union

0.0%

Purchasing Manager

Position Number 501

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	12	\$85,165	\$54,069	\$77,491	\$86,543	\$98,764	\$107,106	\$65,915	\$86,167	\$115,592
	<i>Incumbent</i>	23	\$93,224	\$65,276	\$81,000	\$88,400	\$106,652	\$117,799			
	<i>Lowest Paid</i>			\$73,491	\$84,000	\$88,119					
	<i>Highest Paid</i>			\$77,491	\$88,650	\$98,764					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	10	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	8	\$78,335	***	\$65,276	\$84,070	\$86,543	***	\$63,991	\$83,518	\$103,455
	<i>Incumbent</i>	13	\$84,275	\$54,069	\$73,491	\$83,000	\$87,161	\$125,911			
	<i>Lowest Paid</i>			\$65,276	\$77,514	\$84,000					
	<i>Highest Paid</i>			\$65,276	\$84,140	\$90,111					
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	8	\$89,170	***	\$78,561	\$91,173	\$103,221	***	\$67,698	\$89,266	\$124,351
	<i>Incumbent</i>	18	\$97,131	\$65,276	\$80,514	\$94,121	\$113,419	\$139,116			
	<i>Lowest Paid</i>			\$73,491	\$82,514	\$91,879					
	<i>Highest Paid</i>			\$78,631	\$94,121	\$109,670					

Bonus Eligible 83.3% **Target Bonus** 12.0% **% Union** 0.0%

Buyer (Exempt)

Position Number 502

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$50,536	\$35,461	\$43,763	\$50,500	\$54,800	\$63,911	\$40,707	\$52,876	\$64,935
	<i>Incumbent</i>	74	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$39,277	\$43,873	\$49,566					
	<i>Highest Paid</i>			\$43,763	\$54,787	\$71,399					
Philadelphia	<i>Organization</i>	5	\$54,038	***	\$46,446	\$50,500	\$63,398	***	***	***	***
	<i>Incumbent</i>	47	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$43,382	\$43,873	\$49,797					
	<i>Highest Paid</i>			\$49,232	\$57,451	\$77,711					
Other Areas	<i>Organization</i>	6	\$47,617	***	\$35,461	\$52,177	\$55,214	***	\$38,818	\$50,526	\$62,060
	<i>Incumbent</i>	27	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$33,270	\$42,888	\$52,177					
	<i>Highest Paid</i>			\$38,823	\$52,177	\$72,631					
Under 3000 FTEs	<i>Organization</i>	6	\$44,923	***	\$35,461	\$46,665	\$52,644	***	\$37,893	\$47,466	\$57,029
	<i>Incumbent</i>	10	\$43,103	\$33,270	\$34,694	\$43,742	\$52,133	\$54,744			
	<i>Lowest Paid</i>			\$33,270	\$45,032	\$52,177					
	<i>Highest Paid</i>			\$38,823	\$46,665	\$54,744					
Over 3000 FTEs	<i>Organization</i>	5	\$57,271	***	\$51,866	\$54,800	\$63,911	***	***	***	***
	<i>Incumbent</i>	64	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$41,139	\$43,873	\$49,897					
	<i>Highest Paid</i>			\$58,965	\$71,399	\$84,403					

Bonus Eligible 54.5 %

Target Bonus

% Union

0.0%

Inventory Control Clerk

Position Number 507

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	8	\$35,119	***	\$29,372	\$36,237	\$39,337	***	\$28,983	\$34,853	\$41,780
	<i>Incumbent</i>	135	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$25,854	\$31,065	\$39,337				
	<i>Highest Paid</i>				\$33,634	\$39,337	\$43,014				
Philadelphia	<i>Organization</i>	5	\$34,287	***	\$29,372	\$34,014	\$39,337	***	\$29,157	***	\$39,726
	<i>Incumbent</i>	122	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$25,854	\$31,970	\$39,337				
	<i>Highest Paid</i>				\$33,634	\$38,896	\$41,344				
Other Areas	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	13	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	14	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	121	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 12.5 %

Target Bonus

% Union

25.0%

Van/Light Truck Driver

Position Number 509

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$28,287	***	\$26,395	\$28,434	\$32,032	***	\$24,772	\$30,271	\$38,240
	<i>Incumbent</i>	15	\$28,063	\$23,265	\$25,875	\$27,123	\$31,200	\$32,946			
	<i>Lowest Paid</i>				\$24,960	\$28,434	\$31,200				
	<i>Highest Paid</i>				\$27,123	\$28,891	\$32,196				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	10	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	6	\$27,663	***	\$23,982	\$27,465	\$31,542	***	\$24,510	\$29,886	\$38,225
	<i>Incumbent</i>	12	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$23,265	\$27,050	\$31,542				
	<i>Highest Paid</i>				\$24,346	\$28,662	\$31,542				
Over 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 42.9%

Target Bonus

% Union

0.0%

Supervisor, Security II

Position Number 553

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$44,633	***	\$39,471	\$44,595	\$52,689	***	\$37,535	\$46,395	\$57,649
	<i>Incumbent</i>	26	\$43,068	\$29,603	\$38,308	\$42,486	\$46,582	\$56,352			
	<i>Lowest Paid</i>				\$37,520	\$42,973	\$49,884				
	<i>Highest Paid</i>				\$41,020	\$44,595	\$56,352				
Philadelphia	<i>Organization</i>	5	\$45,801	***	\$39,471	\$44,684	\$52,689	***	***	***	***
	<i>Incumbent</i>	17	\$44,937	\$35,617	\$40,820	\$44,054	\$49,650	\$56,352			
	<i>Lowest Paid</i>				\$37,520	\$42,973	\$49,884				
	<i>Highest Paid</i>				\$41,020	\$46,592	\$56,352				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	9	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	6	\$43,245	***	\$33,645	\$43,402	\$52,689	***	\$35,612	\$44,443	\$53,203
	<i>Incumbent</i>	23	\$42,502	\$29,603	\$36,575	\$42,000	\$46,571	\$54,668			
	<i>Lowest Paid</i>				\$30,481	\$42,193	\$49,884				
	<i>Highest Paid</i>				\$37,182	\$45,198	\$56,352				

Bonus Eligible 0.0% **Target Bonus**

% Union 0.0%

Security Officer II

Position Number 554

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$30,117	\$25,321	\$26,507	\$29,097	\$33,617	\$36,305	\$25,836	\$30,960	\$38,189
	<i>Incumbent</i>	247	\$33,679	\$27,134	\$30,930	\$33,280	\$37,149	\$40,955			
	<i>Lowest Paid</i>			\$23,171	\$26,166	\$31,626					
	<i>Highest Paid</i>			\$29,411	\$35,754	\$39,395					
Philadelphia	<i>Organization</i>	5	\$32,245	***	\$29,097	\$31,960	\$35,536	***	***	***	***
	<i>Incumbent</i>	160	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$24,731	\$30,930	\$32,802					
	<i>Highest Paid</i>			\$35,754	\$36,525	\$43,618					
Other Areas	<i>Organization</i>	5	\$27,989	***	\$25,321	\$26,780	\$31,261	***	\$23,712	\$28,516	\$36,055
	<i>Incumbent</i>	87	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$22,558	\$24,731	\$26,166					
	<i>Highest Paid</i>			\$27,820	\$30,742	\$36,057					
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	36	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	6	\$32,580	***	\$29,031	\$32,404	\$36,305	***	\$27,345	\$33,027	\$39,277
	<i>Incumbent</i>	211	\$34,887	\$29,890	\$31,200	\$33,280	\$37,960	\$41,808			
	<i>Lowest Paid</i>			\$25,698	\$29,037	\$32,802					
	<i>Highest Paid</i>			\$33,622	\$37,773	\$43,992					

Bonus Eligible 10.0 %

Target Bonus

% Union

0.0%

Plumber

Position Number 555

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$52,463	***	\$46,909	\$52,863	\$57,616	***	\$40,311	\$47,986	\$58,058
	<i>Incumbent</i>	13	\$52,613	\$43,920	\$51,062	\$53,400	\$55,910	\$57,658			
	<i>Lowest Paid</i>			\$43,920	\$52,342	\$57,574					
	<i>Highest Paid</i>			\$47,688	\$54,215	\$57,658					
Philadelphia	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	5	\$52,587	***	\$47,040	\$53,622	\$57,616	***	\$38,948	\$47,986	\$59,301
	<i>Incumbent</i>	10	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$43,920	\$53,622	\$57,574					
	<i>Highest Paid</i>			\$47,799	\$54,808	\$57,658					
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	9	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					

Bonus Eligible 16.7%

Target Bonus

% Union

17.0%

HVAC Mechanic

Position Number 556

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$51,021	***	\$45,895	\$51,496	\$54,673	***	\$39,985	\$49,222	\$60,603
	<i>Incumbent</i>	38	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$41,600	\$45,760	\$53,064				
	<i>Highest Paid</i>				\$47,653	\$55,120	\$60,445				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	27	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$49,161	***	\$43,713	\$50,644	\$53,869	***	\$40,943	\$49,154	\$60,369
	<i>Incumbent</i>	11	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$41,566	\$44,138	\$53,645				
	<i>Highest Paid</i>				\$44,592	\$53,064	\$55,266				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	4	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	5	\$51,316	***	\$46,088	\$51,496	\$56,455	***	\$39,581	\$48,960	\$58,492
	<i>Incumbent</i>	34	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$41,566	\$45,760	\$49,724				
	<i>Highest Paid</i>				\$47,298	\$55,411	\$65,717				

Bonus Eligible 42.9%

Target Bonus

% Union

0.0%

Painter

Position Number 557

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	6	\$44,299	***	\$34,485	\$48,359	\$50,052	***	\$36,536	\$43,189	\$52,782
	<i>Incumbent</i>	17	\$46,383	\$30,512	\$46,571	\$48,926	\$50,409	\$51,073			
			<i>Lowest Paid</i>		\$33,146	\$47,436	\$49,817				
			<i>Highest Paid</i>		\$35,825	\$48,985	\$51,073				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Under 3000 FTEs	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	6	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	11	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 16.7%

Target Bonus

% Union

17.0%

Carpenter

Position Number 558

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$48,288	***	\$46,400	\$49,638	\$51,438	***	\$39,417	\$47,640	\$57,416
	<i>Incumbent</i>	19	\$48,945	\$42,619	\$46,400	\$48,926	\$51,522	\$54,059			
			<i>Lowest Paid</i>		\$42,619	\$46,400	\$48,926				
			<i>Highest Paid</i>		\$46,400	\$51,438	\$54,059				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	7	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	12	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	14	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 28.6%

Target Bonus

% Union

14.0%

Electrician

Position Number 560

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$50,725	\$44,858	\$48,318	\$50,477	\$51,997	\$58,300	\$39,970	\$49,032	\$59,451
	<i>Incumbent</i>	85	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$44,866	\$46,717	\$51,062					
	<i>Highest Paid</i>			\$48,318	\$53,400	\$55,245					
Philadelphia	<i>Organization</i>	5	\$53,054	***	\$49,398	\$51,438	\$57,518	***	\$40,930	***	\$60,042
	<i>Incumbent</i>	65	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$43,982	\$48,710	\$51,250					
	<i>Highest Paid</i>			\$49,878	\$51,660	\$64,700					
Other Areas	<i>Organization</i>	6	\$48,785	***	\$44,858	\$49,130	\$52,368	***	\$39,170	\$47,919	\$58,959
	<i>Incumbent</i>	20	\$49,184	\$44,362	\$46,166	\$47,975	\$53,227	\$54,538			
	<i>Lowest Paid</i>			\$44,003	\$46,166	\$50,138					
	<i>Highest Paid</i>			\$45,061	\$53,487	\$55,494					
Under 3000 FTEs	<i>Organization</i>	6	\$49,396	***	\$47,039	\$49,130	\$52,018	***	\$39,776	\$48,916	\$60,424
	<i>Incumbent</i>	13	\$49,397	\$46,166	\$46,644	\$48,318	\$52,537	\$54,652			
	<i>Lowest Paid</i>			\$46,166	\$47,518	\$51,135					
	<i>Highest Paid</i>			\$47,039	\$52,537	\$54,652					
Over 3000 FTEs	<i>Organization</i>	5	\$52,321	***	\$47,566	\$51,438	\$57,518	***	\$40,202	***	\$58,284
	<i>Incumbent</i>	72	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$41,393	\$44,866	\$51,250					
	<i>Highest Paid</i>			\$47,900	\$53,400	\$65,622					

Bonus Eligible 18.2%

Target Bonus

% Union

18.0%

Supervisor, Maintenance

Position Number 562

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	7	\$62,125	***	\$51,006	\$54,390	\$79,998	***	\$46,475	\$57,873	\$71,673
	<i>Incumbent</i>	40	***	***	***	***	***				
	<i>Lowest Paid</i>				\$47,580	\$54,390	\$72,000				
	<i>Highest Paid</i>				\$52,042	\$54,432	\$80,256				
Philadelphia	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	35	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	5	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	37	***	***	***	***	***				
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 66.7%

Target Bonus

% Union

0.0%

General Maint Worker

Position Number 563

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$44,340	\$34,412	\$35,655	\$43,668	\$51,379	\$57,014	\$34,432	\$41,463	\$50,480
	<i>Incumbent</i>	125	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$33,412	\$36,596	\$48,993					
	<i>Highest Paid</i>			\$39,550	\$47,403	\$57,169					
Philadelphia	<i>Organization</i>	5	\$49,225	***	\$40,519	\$51,062	\$57,014	***	***	***	***
	<i>Incumbent</i>	83	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$33,588	\$37,104	\$51,250					
	<i>Highest Paid</i>			\$44,281	\$54,018	\$67,743					
Other Areas	<i>Organization</i>	5	\$39,455	***	\$34,568	\$39,416	\$44,361	***	\$30,984	\$38,335	\$45,952
	<i>Incumbent</i>	42	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$30,351	\$36,088	\$42,812					
	<i>Highest Paid</i>			\$37,462	\$42,640	\$47,403					
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	13	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Over 3000 FTEs	<i>Organization</i>	6	\$46,004	***	\$34,568	\$46,430	\$57,014	***	\$34,497	\$41,383	\$50,947
	<i>Incumbent</i>	112	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$30,351	\$37,901	\$51,250					
	<i>Highest Paid</i>			\$37,982	\$49,471	\$64,592					

Bonus Eligible 22.2 %

Target Bonus

% Union

20.0%

Janitor

Position Number 565

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$27,935	\$22,448	\$22,823	\$28,002	\$31,502	\$35,149	\$23,822	\$26,470	\$32,711
	<i>Incumbent</i>	582	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$19,646	\$25,063	\$27,092					
	<i>Highest Paid</i>			\$27,451	\$32,874	\$37,801					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	374	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	6	\$24,853	***	\$22,448	\$24,107	\$28,002	***	\$21,279	\$25,442	\$31,482
	<i>Incumbent</i>	208	\$25,132	\$20,584	\$22,196	\$24,432	\$28,184	\$30,690			
	<i>Lowest Paid</i>			\$18,239	\$21,206	\$25,293					
	<i>Highest Paid</i>			\$26,213	\$27,976	\$33,769					
Under 3000 FTEs	<i>Organization</i>	6	\$26,464	***	\$22,735	\$26,689	\$29,968	***	\$22,205	\$26,162	\$32,427
	<i>Incumbent</i>	136	\$26,367	\$20,852	\$23,358	\$26,541	\$28,683	\$31,381			
	<i>Lowest Paid</i>			\$19,646	\$25,063	\$26,260					
	<i>Highest Paid</i>			\$26,343	\$32,198	\$40,190					
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	446	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					

Bonus Eligible 10.0 %

Target Bonus

% Union

10.0%

Registered Nurse

Position Number 701

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	13	\$67,270	\$57,353	\$61,432	\$66,997	\$72,966	\$75,847	\$52,892	\$65,594	\$79,728
	<i>Incumbent</i>	3479	\$69,945	\$54,642	\$64,022	\$71,344	\$77,563	\$79,810			
	<i>Lowest Paid</i>			\$51,688	\$55,370	\$63,794					
	<i>Highest Paid</i>			\$69,180	\$79,310	\$86,268					
Philadelphia	<i>Organization</i>	6	\$68,041	***	\$57,491	\$70,783	\$75,847	***	\$52,240	\$66,716	\$81,212
	<i>Incumbent</i>	1592	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$53,040	\$57,678	\$68,578					
	<i>Highest Paid</i>			\$65,749	\$83,543	\$87,464					
Other Areas	<i>Organization</i>	7	\$66,609	***	\$61,996	\$66,941	\$70,573	***	\$53,357	\$64,793	\$78,667
	<i>Incumbent</i>	1887	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$50,190	\$52,000	\$60,590					
	<i>Highest Paid</i>			\$71,362	\$77,645	\$87,027					
Under 3000 FTEs	<i>Organization</i>	8	\$67,236	***	\$62,786	\$66,969	\$70,968	***	\$52,652	\$64,451	\$78,701
	<i>Incumbent</i>	945	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$51,688	\$54,933	\$63,794					
	<i>Highest Paid</i>			\$69,180	\$76,055	\$83,793					
Over 3000 FTEs	<i>Organization</i>	5	\$67,324	***	\$58,056	\$70,095	\$75,207	***	\$53,228	\$67,195	\$81,165
	<i>Incumbent</i>	2534	\$69,898	\$54,642	\$64,043	\$71,032	\$77,645	\$79,206			
	<i>Lowest Paid</i>			\$46,801	\$55,370	\$64,345					
	<i>Highest Paid</i>			\$71,073	\$85,010	\$88,306					

Bonus Eligible 7.7% **Target Bonus**

% Union 0.0%

Physical Therapist

Position Number 702

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	11	\$66,456	\$61,098	\$63,728	\$64,826	\$66,911	\$77,277	\$51,567	\$65,337	\$79,113
	<i>Incumbent</i>	169	\$64,321	\$56,733	\$59,051	\$62,899	\$68,921	\$73,549			
	<i>Lowest Paid</i>			\$55,878	\$58,718	\$59,675					
	<i>Highest Paid</i>			\$70,699	\$76,439	\$79,976					
Philadelphia	<i>Organization</i>	6	\$64,392	***	\$61,784	\$64,953	\$66,439	***	\$49,634	\$63,841	\$78,061
	<i>Incumbent</i>	90	\$65,100	\$58,718	\$59,176	\$63,912	\$69,038	\$72,595			
	<i>Lowest Paid</i>			\$57,932	\$58,906	\$59,563					
	<i>Highest Paid</i>			\$64,652	\$73,486	\$85,550					
Other Areas	<i>Organization</i>	5	\$68,932	***	\$63,124	\$63,856	\$77,277	***	\$53,500	\$66,833	\$80,165
	<i>Incumbent</i>	79	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$53,536	\$55,878	\$76,554					
	<i>Highest Paid</i>			\$76,231	\$77,243	\$79,165					
Under 3000 FTEs	<i>Organization</i>	6	\$68,494	***	\$61,766	\$66,439	\$77,277	***	\$51,192	\$65,044	\$78,901
	<i>Incumbent</i>	55	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$56,237	\$59,197	\$76,554					
	<i>Highest Paid</i>			\$67,850	\$79,165	\$85,550					
Over 3000 FTEs	<i>Organization</i>	5	\$64,009	***	\$63,124	\$63,893	\$64,953	***	\$51,943	\$65,630	\$79,325
	<i>Incumbent</i>	114	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$53,811	\$58,718	\$59,271					
	<i>Highest Paid</i>			\$70,164	\$76,274	\$76,841					

Bonus Eligible 18.2%

Target Bonus

% Union

0.0%

Exercise Specialist

Position Number 703

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$45,688	***	\$39,943	\$42,099	\$53,227	***	\$37,331	\$46,492	\$55,557
	<i>Incumbent</i>	16	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$35,844	\$42,099	\$53,227				
	<i>Highest Paid</i>				\$41,935	\$48,048	\$53,227				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	3	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	13	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	15	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 20.0 %

Target Bonus

% Union

0.0%

Social Worker, LCSW

Position Number 705

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$53,702	\$48,157	\$50,279	\$52,924	\$57,742	\$60,397	\$41,953	\$53,318	\$64,631
	<i>Incumbent</i>	170	\$55,401	\$47,133	\$50,095	\$54,912	\$60,237	\$63,663			
	<i>Lowest Paid</i>			\$44,990	\$47,486	\$49,650					
	<i>Highest Paid</i>			\$53,123	\$60,861	\$67,527					
Philadelphia	<i>Organization</i>	5	\$53,373	***	\$51,596	\$52,799	\$55,438	***	\$42,852	\$55,192	\$67,541
	<i>Incumbent</i>	118	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$44,647	\$47,133	\$49,650					
	<i>Highest Paid</i>			\$55,370	\$62,400	\$73,986					
Other Areas	<i>Organization</i>	5	\$54,031	***	\$48,157	\$53,049	\$60,397	***	\$41,053	\$51,444	\$61,722
	<i>Incumbent</i>	52	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$45,313	\$47,840	\$54,742					
	<i>Highest Paid</i>			\$51,002	\$59,842	\$63,731					
Under 3000 FTEs	<i>Organization</i>	6	\$52,675	***	\$48,157	\$51,776	\$58,093	***	\$40,702	\$51,321	\$61,939
	<i>Incumbent</i>	30	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$45,313	\$48,318	\$55,994					
	<i>Highest Paid</i>			\$48,381	\$57,793	\$61,942					
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	140	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					

Bonus Eligible 10.0 %

Target Bonus

% Union

0.0%

Social Worker, BSW

Position Number 706

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	5	\$47,701	***	\$38,988	\$47,980	\$56,274	***	***	***	***
	<i>Incumbent</i>	70	***	***	***	***	***	***			
			<i>Lowest Paid</i>		\$34,798	\$47,237	\$55,458				
			<i>Highest Paid</i>		\$42,537	\$50,024	\$57,866				
Philadelphia	<i>Organization</i>	2	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	7	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Other Areas	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	63	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Under 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	69	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				
Over 3000 FTEs	<i>Organization</i>	1	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	1	***	***	***	***	***	***			
			<i>Lowest Paid</i>		***	***	***				
			<i>Highest Paid</i>		***	***	***				

Bonus Eligible 40.0 %

Target Bonus

% Union

0.0%

Pharmacist

Position Number 707

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$101,479	\$95,277	\$97,822	\$100,628	\$106,151	\$108,674	\$72,257	\$91,541	\$111,987
	<i>Incumbent</i>	201	\$100,540	\$90,213	\$95,233	\$100,048	\$106,350	\$110,552			
	<i>Lowest Paid</i>			\$86,923	\$90,910	\$100,433					
	<i>Highest Paid</i>			\$106,226	\$110,053	\$116,012					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	118	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	6	\$101,392	***	\$95,977	\$100,628	\$107,571	***	\$76,603	\$95,323	\$115,783
	<i>Incumbent</i>	83	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$86,424	\$91,107	\$105,373					
	<i>Highest Paid</i>			\$102,398	\$109,658	\$115,679					
Under 3000 FTEs	<i>Organization</i>	6	\$103,606	***	\$98,522	\$103,623	\$108,674	***	\$71,856	\$93,396	\$114,941
	<i>Incumbent</i>	55	\$103,245	\$95,098	\$97,427	\$103,272	\$109,866	\$109,938			
	<i>Lowest Paid</i>			\$89,482	\$96,106	\$105,373					
	<i>Highest Paid</i>			\$106,226	\$110,053	\$116,137					
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	146	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					

Bonus Eligible 10.0 %

Target Bonus

% Union

0.0%

Pharmacy Tech

Position Number 708

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	9	\$34,486	***	\$31,784	\$33,114	\$37,052	***	\$28,232	\$34,859	\$41,458
	<i>Incumbent</i>	204	\$36,702	\$30,170	\$34,694	\$36,119	\$38,438	\$43,961			
	<i>Lowest Paid</i>				\$28,174	\$29,973	\$33,842				
	<i>Highest Paid</i>				\$37,220	\$39,853	\$44,949				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	141	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	5	\$32,951	***	\$31,483	\$31,970	\$34,910	***	\$26,874	\$32,773	\$38,619
	<i>Incumbent</i>	63	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$27,461	\$29,640	\$30,971				
	<i>Highest Paid</i>				\$34,974	\$39,853	\$41,922				
Under 3000 FTEs	<i>Organization</i>	5	\$33,029	***	\$31,669	\$32,607	\$34,600	***	***	***	***
	<i>Incumbent</i>	44	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$28,174	\$29,973	\$32,479				
	<i>Highest Paid</i>				\$34,216	\$39,582	\$41,569				
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	160	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 11.1% **Target Bonus**

% Union 0.0%

Case Manager

Position Number 709

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	13	\$67,953	\$54,965	\$64,359	\$70,695	\$72,443	\$75,094	\$52,074	\$65,982	\$79,837
	<i>Incumbent</i>	208	\$70,434	\$62,733	\$67,658	\$71,614	\$73,975	\$77,449			
	<i>Lowest Paid</i>			\$54,163	\$62,733	\$66,747					
	<i>Highest Paid</i>			\$70,897	\$76,315	\$81,232					
Philadelphia	<i>Organization</i>	7	\$70,406	***	\$66,692	\$71,318	\$73,873	***	\$52,393	\$67,484	\$82,581
	<i>Incumbent</i>	103	\$70,090	\$62,733	\$66,001	\$70,877	\$73,403	\$76,367			
	<i>Lowest Paid</i>			\$52,395	\$62,733	\$67,870					
	<i>Highest Paid</i>			\$75,358	\$76,842	\$83,200					
Other Areas	<i>Organization</i>	6	\$65,090	***	\$54,965	\$67,954	\$72,352	***	\$51,754	\$64,481	\$77,093
	<i>Incumbent</i>	105	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$53,695	\$62,766	\$66,747					
	<i>Highest Paid</i>			\$57,819	\$71,864	\$79,997					
Under 3000 FTEs	<i>Organization</i>	8	\$67,928	***	\$64,359	\$68,694	\$72,535	***	\$52,212	\$66,141	\$80,068
	<i>Incumbent</i>	65	\$68,685	\$60,632	\$65,791	\$68,091	\$71,885	\$76,118			
	<i>Lowest Paid</i>			\$57,834	\$65,479	\$67,319					
	<i>Highest Paid</i>			\$71,864	\$76,579	\$81,224					
Over 3000 FTEs	<i>Organization</i>	5	\$67,992	***	\$61,878	\$71,318	\$72,443	***	\$51,880	\$65,760	\$79,514
	<i>Incumbent</i>	143	***	***	***	***	***	***			
	<i>Lowest Paid</i>			\$50,242	\$62,130	\$64,264					
	<i>Highest Paid</i>			\$66,846	\$75,358	\$81,232					

Bonus Eligible 15.4%

Target Bonus

% Union

0.0%

Cook

Position Number 753

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	10	\$34,273	\$27,623	\$29,574	\$34,070	\$40,128	\$42,348	\$28,505	\$32,443	\$39,563
	<i>Incumbent</i>	53	\$34,195	\$25,615	\$28,891	\$31,845	\$41,860	\$43,118			
	<i>Lowest Paid</i>			\$26,224	\$31,502	\$38,761					
	<i>Highest Paid</i>			\$31,647	\$36,889	\$45,001					
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	13	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					
Other Areas	<i>Organization</i>	6	\$31,623	***	\$27,623	\$30,037	\$37,209	***	\$26,514	\$31,842	\$39,034
	<i>Incumbent</i>	40	\$33,020	\$24,721	\$28,142	\$30,222	\$41,860	\$43,118			
	<i>Lowest Paid</i>			\$24,372	\$27,789	\$36,494					
	<i>Highest Paid</i>			\$29,456	\$32,604	\$45,001					
Under 3000 FTEs	<i>Organization</i>	6	\$32,633	***	\$29,574	\$31,066	\$37,257	***	\$27,087	\$32,456	\$40,131
	<i>Incumbent</i>	30	\$31,257	\$26,083	\$28,465	\$30,077	\$31,990	\$35,849			
	<i>Lowest Paid</i>			\$25,875	\$29,526	\$34,070					
	<i>Highest Paid</i>			\$31,647	\$34,871	\$50,447					
Over 3000 FTEs	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	23	***	***	***	***	***	***			
	<i>Lowest Paid</i>			***	***	***					
	<i>Highest Paid</i>			***	***	***					

Bonus Eligible 10.0 %

Target Bonus

% Union

10.0%

Cafeteria Assistant

Position Number 755

	Data Type	#	Average	Percentiles					Formal Salary Range		
				10th %	25TH %	50TH %	75TH %	90th %	Minimum	Midpoint	Maximum
All Participants	<i>Organization</i>	8	\$28,381	***	\$25,647	\$26,846	\$31,100	***	\$25,389	\$28,238	\$35,444
	<i>Incumbent</i>	340	***	***	***	***	***	***			
	<i>Lowest Paid</i>				\$23,182	\$24,440	\$28,184				
	<i>Highest Paid</i>				\$31,221	\$35,495	\$36,650				
Philadelphia	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	133	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Other Areas	<i>Organization</i>	4	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	207	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				
Under 3000 FTEs	<i>Organization</i>	5	\$25,909	***	\$23,721	\$26,657	\$27,724	***	***	***	***
	<i>Incumbent</i>	75	\$25,403	\$21,060	\$23,962	\$25,605	\$26,853	\$28,392			
	<i>Lowest Paid</i>				\$22,266	\$24,024	\$26,634				
	<i>Highest Paid</i>				\$26,853	\$36,317	\$36,650				
Over 3000 FTEs	<i>Organization</i>	3	***	***	***	***	***	***	***	***	***
	<i>Incumbent</i>	265	***	***	***	***	***	***			
	<i>Lowest Paid</i>				***	***	***				
	<i>Highest Paid</i>				***	***	***				

Bonus Eligible 12.5 %

Target Bonus

% Union

13.0%

2008 PEBA Compensation Survey

Participants and Job Descriptions

List of Participants

AAA Mid-Atlantic	DE	Subaru of America, Inc	NJ
Access Service	PA	Swarthmore College	PA
AmeriHealth Mercy of Families	PA	Synthes	PA
Capmark Financial Group	PA	The Children Hospital Of Philadelphia	PA
Central Montgomery Medical Center	PA	Vanguard Group	PA
Clement Pappas & Co., Inc	NJ	Wawa, Inc	PA
Deborah Heart and Lung Center	NJ	WolfBlock, LLP	PA
Drexel University	PA		
Eastern National	PA		
Federal Reserve Bank of Philadelphia	PA		
Harleysville Insurance	PA		
Health Partners	PA		
Holy Redeemer Health System	PA		
Hospital of University of Pennsylvania	PA		
Magee Rehabilitation Hospital	PA		
Main Line Health, Inc.	PA		
Memorial Hospital of Salem County	NJ		
Pennsylvania Hospital	PA		
Presbyterian Hospital	PA		
Rohm and Haas Company	PA		
Shriners Hospitals for Children	PA		
Southco, Inc.	PA		
St. Mary Medical Center	PA		

POSITION DESCRIPTIONS

100 **ACCOUNTING FINANCE**

- 102 **Accounting Supervisor II** Supervises accountants and possibly accounting clerks. Requires a BS in accounting and a knowledge of GAPP. May supervise accountants in general ledger, cost accounting, or similar functions.
- 103 **Accountant** Performs a variety of accounting tasks, e.g., processes transactions, prepares working papers, schedules, exhibits, and summaries indicating the extent of the examination and presenting and supporting findings and recommendations. Examines a variety of accounting documents to verify accuracy of computations and to ascertain that all transactions are properly supported, are in accordance with pertinent policies and procedures, and are classified and recorded according to acceptable accounting standards. Requires an Associates or a BS degree in accounting. Report all non-supervisory positions.
- 104 **Cost Accountant** Applies principles of cost accounting to conduct studies that provide detailed cost information not supplied by general accounting systems. Plans, studies and collects data to determine costs of business activity. Analyzes data obtained and records results. Provides management with reports specifying and comparing factors affecting prices and profitability of products or services. Typically requires a four-year degree.
- 105 **Budget Analyst** Formulates and analyzes and/or administers and monitors an organization's budget. Typical duties include preparing budget estimates to support programs; presenting and justifying budget estimates; administering approved budgets and determining funding requirements within authorized limits; evaluating and administering requests for funds and monitoring and controlling obligations and expenditures; and developing and interpreting budget policies. Typically requires a four-year college degree in a related field.
- 106 **Internal Auditor** Conducts audits for management to assess effectiveness of controls, accuracy of financial records, and efficiency of operations. Examines accounting and statistical records of departments and interviews individuals to ensure recording of transactions and compliance with applicable laws and regulations. Inspects accounting systems to determine their efficiency and protective value. Typically requires a four-year college degree in a related field.
- 108 **Accounting Clerk** Performs one or more accounting tasks, such as posting to registers and ledgers; balancing and reconciling accounts; verifying the internal consistency, completeness, and mathematical accuracy of accounting documents; assigning prescribed accounting distribution codes; examining and verifying the clerical accuracy of various types of reports, lists, calculations, postings, etc.; preparing journal vouchers; or making entries or adjustments to accounts. Works in general accounting or in multiple accounting functions. Report all non-supervisory levels.
- 109 **A/R Clerk** Performs accounting tasks in the Accounts Receivable area only. Excludes billing clerks in healthcare settings.
- 110 **A/P Clerk** Performs accounting tasks in the Accounts Payable area only.
- 111 **Supervisor, Payroll** Supervises <6 payroll clerks.
- 112 **Payroll Clerk** Performs accounting tasks required to calculate and process payroll. Receives time cards or related documentation, verifies/completes forms, enters data into system, balances and proves accounts. May utilize in-house system or on-line vendor such as ADP. May prepare and distribute payroll checks. May update system with standard processing information.
- 113 **Credit/Collection Clerk** Locates customers to collect installments or past due accounts, damage claims, or non-payable checks. Attempts to persuade customer to pay amount due or arranges for payment at

later date via phone, mail, or visits. Negotiates loan extensions and modifications and arranges pay schedules. Keeps record of collections and status of accounts.

200 **HUMAN RESOURCES**

- 201 **Dir/Mgr, Employment** This is a single incumbent position responsible for all employment operations of the organization. Manages a staff of professional and support positions. Reports to the top HR Executive or the Assistant HR Director.
- 202 **Dir/Mgr, Compensation/Benefits** This is a single incumbent position responsible for all compensation and benefits operations of the organization. Manages a staff of professional and support positions. Reports to the top HR Executive or the Assistant HR Director.
- 203 **Dir/Mgr, Compensation** This is a single incumbent position responsible for all compensation operations of the organization. Manages a staff of professional and support positions. Do not report individuals that report to a Manager of Compensation and Benefits. Report only those that report to the top/assistant HR Executive.
- 204 **Dir/Mgr, Benefits** This is a single incumbent position responsible for all benefits operations of the organization. Manages a staff of professional and support positions. Do not report individuals that report to a Manager of Compensation and Benefits. Report only those that report to the top/assistant HR Executive.
- 206 **Dir/Mgr, Employee Relations** This is a single incumbent position responsible for all employee relations operations of the organization. Manages a staff of professional and support positions. Reports to the top HR Executive of the Assistant HR Director.
- 207 **Dir/Mgr, Training** This is a single incumbent position responsible for all training operations of the organization. Manages a staff of professional and support positions. Reports to the top/assistant HR Executive.
- 208 **Recruiter – Professional/Managerial** Interviews and screens professional and managerial candidates; recommends placements; coordinates the hiring process. Prepares reports. Identifies and maintains relationships with a variety of staffing sources. May prepare and place advertisements.
- 209 **Recruiter – Non-Exempt** Interviews and screens non-exempt candidates; recommends placements; coordinates the hiring process. Prepares reports. Maintains relationships with established staffing firms. May prepare and place advertisements.
- 210 **Compensation Analyst/Administrator** Administers job documentation and evaluation/job slotting processes; compiles and analyzes market data, preparing reports and analyses; participates in annual salary planning processes, creating salary ranges and salary budgets, and analyzing impact on employee population; participates in the development and administration of salary administration programs. Report all levels *except* specialists who work only on executive compensation programs such as deferred compensation, long-term executive incentive plans, SERPS, and other capital accumulation plans primarily for management/executive jobs.
- 211 **Benefits Analyst/Administrator** Administers health, welfare, and retirement programs. Compiles market data, designs, and prepares cost/benefit analyses on program enhancements; advises managers and employees on plan coverages and processes; prepares reports and statistics on plan operations and serves as liaison with carriers and vendors on costs and coverages. Report all levels *except* specialists who work only on executive compensation programs such as deferred compensation, long-term executive incentive plans, SERPS, and other capital accumulation plans primarily for management/executive jobs.

- 215 **HRIS Administrator** Performs all functions required to maintain the HRIS; compiles data from HR users on requirements and applications needed; designs system reports, processes, and databases and implements or works with IT staff to implement; tests and debugs new applications; implements system upgrades; enters data and processes transactions; performs, oversees, and/or coordinates backup and storage.
- 216 **Trainer** In conjunction with departmental/functional specialists, develops and delivers training programs. May specialize in functional areas or work over a broad range of specialties. Develops program outline, work plan, and lesson plans; critiques and evaluates content prepared by functional specialists; trains and evaluates presenters; presents programs. Report all levels **except** those that are exclusively concerned with executive development.
- 218 **HR Generalist** Supports an organizational unit by providing a broad range of HR services, including staffing, compensation, benefits, employee/labor relations, employee services and training. As opposed to the specialists defined above, this position administers and implements programs that are developed by the specialists. It is an individual contributor position, not a manager position.
- 220 **HR Assistant** Provides clerical and technical support to professionals or managers in internal matters relating to one or more HR specialties, such as recruitment and placement, compensation, employee relations and services, employee development, equal employment opportunity and labor relations.

300 INFORMATION TECHNOLOGY

- 301 **Systems Analysis and Programming Director** This is a single incumbent position responsible for all systems analysis and programming activities. Provides overall direction and guidance to assigned project managers. Reviews and evaluates work of subordinate staff and prepares performance reports. Reports to the top IT executive.
- 302 **Technical Services Director** This is a single incumbent position responsible for all, or most non-application areas including networks, database, data centers, client servers, operating systems, help desk operations, off-site operations. Reports to the top IT executive.
- 303 **Telecommunications Manager** This is a single incumbent position responsible for all areas of the telecommunications function. Manages and coordinates the day-to-day planning, design, operations, and maintenance of the telecommunications systems.
- 304 **Systems Administrator** Responsible for installing, configuring, and maintaining operating system workstations and servers, including web servers. Performs software installations and upgrades to operating systems and layered software packages. Ensures workstation/server data integrity and data/media recoverability. Supports media management. Conducts routine hardware and software audits of workstations and servers. Develops and maintains a comprehensive operating system hardware and software configuration database/library of all supporting documentation.
- 305 **Applications Systems Analyst/Programmer** Formulates and defines system scope and objectives through research and fact-finding to develop or modify information systems. Prepares detailed specifications from which programs will be written. Designs, codes, tests, debugs, documents, and maintains those programs.
- 307 **Database Administrator** Participates in the design, creation, and maintenance of computerized databases. Responsible for quality control and auditing of databases to ensure accurate and appropriate use of data. Works with management to develop database strategies to support company needs. Works

directly with users to resolve data conflicts and inappropriate data usage. Directs the maintenance and use of the corporate data dictionary.

- 309 **Telecommunications Engineer/Analyst** Responsible for engineering and/or analytical activities associated with one or more technical areas within the telecom function (such as, but not limited to, network design, engineering, implementation, or operations/user support). Typically requires a Bachelor's degree in Computer Science.
- 310 **Network Engineer** Oversees the purchase, installation, and support of network communications, including LAN/WAN systems. Responsible for evaluating current systems. Assists in the planning of large scale systems projects through vendor comparison and cost studies. Requires thorough knowledge of LAN/WAN systems, networks, and applications.
- 311 **LAN Administrator** Responsible for the acquisition, installation, maintenance, and usage of the organization's local area network. Manages LAN performance and maintains LAN security. Evaluates, develops and maintains telecommunications systems. Troubleshoots LAN problems. Establishes and implements LAN policies, procedures, and standards and ensures their conformance with information systems and organization objectives. Trains users on LAN operation.
- 313 **Help Desk Support Service Specialist** Provides first and second-tier support to end users for either PC, server, or mainframe applications and hardware. May interact with network services, software systems engineering, and/or applications development to restore service and/or identify and correct core problem. Recommends systems modifications to reduce user problems.
- 314 **PC Systems Specialist** Performs analytical, technical, and administrative work in the planning, design, and installation of new and existing personal computer systems. Confers with end users to determine types of hardware and software required. Writes programs to fulfill requirements or selects appropriate off-the-shelf software and modifies to suit. Installs new hardware and maintains existing hardware. Trains end users in use of equipment and software.

400 MARKETING & SALES

- 405 **Public Relations Representative** Plans and conducts public relations program designed to create and maintain favorable public image for employer or client. Arranges for public relations efforts, prepares and distributes fact sheets, news releases, photographs, scripts, motion pictures, or tape recordings to media and community representatives. Arranges for and conducts public-contact programs. May research data, create ideas, write copy, lay out artwork, contact media representatives, or represent employer directly before general public.
- 408 **Customer Service Representative** Interacts with customers by phone or in person to provide information and to ensure the best technical service possible. Acts as a liaison between development, engineering, sales, distributors and customers. Refers complaints of service or product failure to appropriate departments for investigation. May receive orders, resolve complaints about billing, and explain how to use product or service.
- 409 **Graphic Designer** Designs art and copy layouts for material to be presented by visual communications media such as books, magazines, newspapers, internet websites, television, and packaging.

250 OFFICE/SECRETARIAL

- 251 **CEO Secretary** Provides secretarial/administrative support to the Chief Executive Officer.
- 252 **Executive Secretary** Provides secretarial/administrative support to officers and senior managers of the organization.

- 253 **Secretary** Provides secretarial support in an office, usually to one individual, and, in some cases, also to the subordinate staff of that individual. Performs varied clerical and secretarial duties requiring a knowledge of office routine and an understanding of the organization, programs, and procedures related to the work of the office.
- 254 **Administrative Assistant** Provides secretarial and administrative support to managers and professionals. Administrative responsibilities encompass coordination of processes, databases, and support operations within the department or function and for which the incumbent is responsible for the quality, accuracy, and efficiency therein.
- 255 **Office Manager** Organizes a wide range of general office operations and procedures, such as secretarial, word processing, bookkeeping, timekeeping, preparation of payrolls, flow of correspondence, filing, requisition of supplies, and other clerical services. Evaluates office production, revises procedures, or devises new forms to improve efficiency of workflow. Prepares activities reports for guidance of management. Position requires experience in the classifications managed along with completion of high school and college courses in the areas managed.
- 256 **General Office Clerk** Performs a combination of clerical tasks such as maintaining records; receiving, preparing, or verifying documents; searching for and compiling information and data; responding to routine requests with standard answers (by phone, in person, or by correspondence). The work requires a basic knowledge of proper office procedures.
- 258 **Telephone Operator** Operates switchboard equipment to relay incoming, outgoing, and interoffice calls. Supplies information to callers and take messages or direct to voice mail.
- 259 **Receptionist** Operates a telephone switchboard or console to relay incoming, outgoing, and intrasystem calls *and* acts as a receptionist greeting visitors, determining nature of visits and directing visitors to appropriate persons. Work may also involve other duties such as recording and transmitting messages; providing information to callers and visitors; making appointments; keeping a log of visitors; and issuing visitor passes. May also type and perform other routine clerical work, usually while at the switchboard or console.
- 260 **File Clerk** Classifies, stores, retrieves, and updates documents and information. Files hard copy or maintains electronic record of correspondence, cards, invoices, receipts, and other information and/or records in alphabetical or numerical order, or according to subject matter, or other system. Disposes of obsolete files in accordance with established retirement schedule or legal requirements.
- 261 **Supervisor, Mail Room** Supervises a group of Mail Clerks engaged in activities described below. This is a first-line supervisor position, and is not the Manager of Mail Operations.
- 262 **Mail Clerk** Sorts, distributes, and dispatches incoming, outgoing, and department mail timely and accurately. May operate the postage meter, mail folding and inserting machine, photocopying machine, and on-line systems such as UPS in addition to routine office equipment.
- 500 MATERIALS MANAGEMENT**
- 501 **Purchasing Manager** Directs and coordinates activities of personnel engaged in purchasing and distributing materials, equipment and supplies. The manager level is typically the second level of management and has first level supervisors reporting to this position; however, in smaller companies, the manager may possibly be a first level supervisor over buyers and purchasing assistants.

- 502 **Buyer (Exempt)** Purchases materials, supplies, equipment, and services and/or administers purchase contracts. Contract administration includes determining allowable costs, monitoring contractor compliance with contract terms, resolving problems concerning obligations of the parties, explaining and renegotiating contract terms, and ensuring satisfactory contract completion. Report all levels except those that require highly specialized, technical knowledge.
- 507 **Inventory Control Clerk** Compiles and maintains records of quantity, type, and value of material, property, equipment, merchandise, or supplies. Compares inventories to office records. Prepares reports, such as inventory balance, price lists, and shortages. Prepares list of depleted items and recommends survey of defective or unusable items.
- 509 **Van/Light Truck Driver** Drives a van/truck (straight truck, under 1 1/2 tons, usually 4 wheels) within a city or industrial area to transport materials, merchandise, equipment, or workers between various types of establishments such as manufacturing plants, freight depots, warehouses, wholesale and retail establishments, or between retail establishments and customers' houses or places of business.

750 FOOD SERVICE OPERATIONS

- 753 **Cook** Prepares food in a cafeteria kitchen. May also serve food such as in a grille operation. Works under the direction of a Food Prep Supervisor or Executive Chef. Do not report positions which are the only Cook reporting to a Food Service Manager.
- 755 **Cafeteria Assistant** Serves food in a cafeteria line. May also clean tables, and workstations.

550 FACILITY OPERATIONS AND MAINTENANCE

- 553 **Spvr, Security II** Supervises <10 *unarmed* Security Officers.
- 554 **Security Officer II** Unarmed Security Officer as defined above.
- 555 **Plumber** Assembles, installs, and repairs pipes, fittings, and fixtures of heating, water, and drainage systems, according to specifications and plumbing codes. A combination of over two years of directly related training and/or experience is typically required for carrying out the responsibilities for this job. Journey level.
- 556 **HVAC Mechanic** Installs, services, and repairs heating, ventilating, air conditioning systems, and related environmental-control systems utilizing knowledge of heating and refrigeration theory, pipefitting, and structural layout. A combination of over two years of directly related training and/or experience is typically required for carrying out the responsibilities for this job. Journey level.
- 557 **Painter** Applies coats of paint, varnish, stain, enamel, or lacquer to decorate and protect interior or exterior surfaces, trimmings, and fixtures of buildings, other structures, and/or equipment.
- 558 **Carpenter** Constructs, erects, installs, and repairs structures and fixtures of wood, plywood, and wallboard, using carpenter's hand tools and power tools, and conforming to local building codes.
- 560 **Electrician** Performs a variety of electrical trade functions such as the installation, maintenance, or repair of equipment for the generation, distribution, or utilization of electric energy. In general, the work requires training and experience usually acquired through a formal apprenticeship or equivalent training and experience. Journey level.

- 562 **Supervisor, Maintenance** Supervises <10 General Maintenance Workers and/or Janitors. Does not supervise skilled trades workers or HVAC Mechanics.
- 563 **General Maint Worker** Performs general maintenance and repair of equipment, and related fixtures. Work requires practical skill and knowledge, but not journey-level skill, in two or more trades such as: Painting, plumbing, plastering, welding, glazing, carpentry, masonry, tile setting, and electrical work. May occasionally perform general grounds maintenance and basic road maintenance work.
- 565 **Janitor** Cleans and keeps in an orderly condition working areas, washrooms, or premises of an office, apartment house, commercial or other facility. Duties involve *a combination of the following*: Sweeping, mopping or scrubbing, and polishing floors; removing chips, trash, and other refuse; dusting equipment, furniture, or fixtures; polishing metal fixtures or trimmings; providing supplies and minor maintenance services; and cleaning lavatories, showers, and restrooms.
- 700 HEALTHCARE**
- 701 **Registered Nurse** Responsible for the planning, delivery and management of direct patient care utilizing the nursing process and adhering to the standards of nursing practice. Requires nursing degree and license.
- 702 **Physical Therapist** Performs treatments to alleviate physical problems precipitated by illness, injury or birth defect. Provides treatments such as massage, heat, traction and electrical stimulation, under direction of physician. May instruct others in methods. Supervises physical therapy assistants. Registration/license.
- 703 **Exercise Specialist** Develops, implements and monitors individualized exercise programs for clients, patients and group programs. Degree in Human Performance, Sports Medicine or related field.
- 705 **Social Worker, LCSW** Provides long-term, in-depth counseling and emotional assistance to patients and families. Develops treatment plans based on psychosocial assessment. Maintains complete records. Participates in supervision of other Social Workers. MSW plus LCSW but may not bill independently.
- 706 **Social Worker, BSW** Aids patients and their families with personal environmental problems. Assists the patient in physical, emotional and social adjustment through interview, conference and contacts with outside agencies.
- 707 **Pharmacist** Performs duties involving the compounding and dispensing of medications and drugs. Supplies medications and stock items to customers or to clinical staff in healthcare settings. Dispenses information about pharmaceuticals to customers, nurses and physicians. May supervise pharmacy technicians. Registered.
- 708 **Pharmacy Tech** Assists the pharmacist in dispensing medication. Under pharmacist supervision, fills drug orders from physician order sheets, packages and labels medications for directions, makes solutions and has work verified by pharmacist. In healthcare settings, delivers completed unit dosage to nursing units, checks stock and makes necessary replacements. Assists customers in commercial settings.
- 709 **Case Manager** Reviews and coordinates all aspects of care on assigned cases to ensure appropriate utilization, reimbursement and quality. Is liaison with insurers, providers and managed care representatives. Requires RN, BSW or other clinical proficiency.