



western
management
group

NATIONWIDE DISTRIBUTION CENTER

C O M P E N S A T I O N S U R V E Y

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INVITATION TO PARTICIPATE

1 March 2010

We would like to invite you to participate in the 1st annual survey of compensation for key Distribution Center positions. The survey will be conducted annually for corporations nationwide across all industries.

This survey covers *Total Cash Compensation* in the form of Base Pay, Actual Variable Cash Earned plus Target Bonus as a percentage of base pay. In addition, In-Hire Rate is collected for applicable positions. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fee is \$395 for the 2010 survey results through our on-line, **DataCentral**[®] reporting system, where you can download a Standard Report in both PDF and XLS formats. You can also create your own reports comparing your data to that of others, choose specific companies to be included in your data, or specify your selection criteria even further to meet your specific needs. The results are NOT available to non-participants.

The schedule for this study is:

<i>1 April 2010</i>	Effective date of data
<i>1 June 2010</i>	Deadline for submission of data to WMG
<i>September 2010</i>	Results available for participants

All of the Policy & Practice information covered in this survey is collected and analyzed on our web site at **PolicyCentral**[®]. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your distribution center compensation programs. Should you have any questions regarding the survey, please feel free to contact me directly at 408 399 4900 ext 229, or toni@wmgnet.com.

Best Regards,

Toni McGrath
Survey Manager

NATIONWIDE DISTRIBUTION CENTER

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NATIONWIDE DISTRIBUTION CENTER

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KEY SURVEY FEATURES

- Current Year Base Pay, Targeted Bonus percentage, and Total Targeted Cash Compensation.
- Geographic breakouts of data for major regions, state, and over 100 major metropolitan areas throughout the country.
- Product and Revenue Level breakouts.
- Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

SURVEY SCHEDULE

Our schedule calls for the production and distribution of this year’s survey results in September 2010. In order to meet this output schedule, it is extremely important for you to submit your information to us as soon as possible, so we may audit and verify your entries, and have adequate time to clarify any data or policy questions with you.

<i>March 2010</i>	Distribution of Input Materials to invited participants
<i>1 April 2010</i>	Effective date of data
<i>1 June 2010</i>	Deadline for submission of data.
<i>September 2010</i>	Survey results available to participants

SURVEY FEES

We are offering **FULL YEAR** access at our Custom Report Option level to the survey results via **DataCentral®**, our online survey report tool. Whether you only need the basic Standard Report, which provides nationwide coverage on all of the participants and all of the jobs, or complex reporting “drill-down” capabilities on a wide variety of selection criteria and demographics, all levels of survey results can be obtained from **DataCentral**.

<u>DataCentral® Subscription Level</u>	<u>Fee</u>
Custom Report Option	\$ 395



SURVEY RESULTS - DataCentral®

Whether you only need the Standard Report in PDF or XLS format covering all of the participants and all of the jobs, or complex reporting “drill-down” capabilities, all participants will receive a **FULL YEAR** of 24x7 access to **DataCentral®** to download your reports online, and get immediate results to both the Standard Report AND the Custom Reporting options that give full customizing report capabilities.

■ **STANDARD REPORT**

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats, at no additional cost. A hard copy, printed version of the Standard Report is also available for an additional \$175.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted, simple average, or median of each pay element for each survey job.
- **Detail Report:** For each survey job, displays employee weighted averages, simple averages and percentile data for each pay element as well as base-to-bonus earnings mix and impact statistics and analysis for various Pay Elements.
- **Breakout Within Job Report:** For each survey job, displays average or median data of each pay element broken out by Product Sector, Geographic Area, Company Revenue, Union Status, FLSA, and Employment Status.
- **Uploadable Excel Report:** Provides a job-by-job spreadsheet report with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software.

■ **CUSTOM REPORT**

The Custom Report includes detailed and full customized reporting capability. Your data and comparison statistics are displayed separately, and you may choose to include or exclude your own data from the market results calculations, **plus** you have the ability to filter and compare your data to ALL data from ALL participants, or select specific participants (minimum of five), a Geographic area, or Product of your choice. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You have complete control and flexibility in defining your own reports.

- | | |
|---|--|
| • Company Selections | • Custom Percentiles |
| • Company Size by Revenue or Employment | • Standard Deviations |
| • Product Category | • Weighted, Median and Simple Averages |
| • Geographic Area: Region/State/Metro Area | • Data Aging |
| • Data Elements and Statistics Calculations | • And much more! |

Also available within the Custom Report Option:

- **Market Comparison Report:** The Market Comparison Report displays how your company compares to the market in graphic and tabular formats.
- **Uploadable Excel Breakout Report** Similar to the Uploadable Excel Report above, **PLUS** adds the ability to split the results into categories such as Geography, Product, or Revenue.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, or call Toni McGrath at 408 399 4900 ext 229 for a guided tour.

2010 Nationwide Distribution Center Compensation Survey



Summary Report

01 April 2010

Report ID

PAY TYPE DISPLAYED: Annual Rate

WMG Job Title	Established Ranges			In-Hire Rate	Base Pay as of 01 Apr 2010	Actual Variable Cash	Total Actual Cash	CFY Targeted Variable Cash	Total Targeted Cash	No. of Employees	No. of Companies
	Range Minimum	Control Point	Range Maximum								
10010 Customer Service Rep 1	\$26,812	\$33,597	\$40,593	\$18,533	\$18,720	\$3,922	\$22,642	\$1,310	\$20,030	684	11
10020 Customer Service Rep 2	\$29,244	\$36,255	\$43,208	\$21,457	\$21,674	\$3,260	\$24,934	\$3,251	\$24,925	1,626	24
10030 Customer Service Rep 3	\$33,577	\$42,861	\$51,893	\$26,214	\$26,478	\$1,362	\$27,841	\$3,972	\$30,450	935	23
10040 Customer Service Team Lead	\$35,786	\$41,125	\$46,978	\$34,113	\$34,500	\$1,009	\$35,509	\$8,632	\$43,160	165	12
10200 Customer Care Supv	\$47,033	\$60,467	\$74,001	\$47,033	\$28,246	\$4,583	\$32,830	\$1,412	\$29,659	1,492	22
10210 Customer Care Mgr	\$66,328	\$87,782	\$107,122	\$66,328	\$61,461	\$7,115	\$68,576	\$2,459	\$66,117	103	20
30020 Forklift Operator 2	\$30,086	\$39,840	\$46,500	\$29,000	\$30,328	\$1,009	\$32,847	\$4,633	\$35,521	3,427	24
31020 Truck Driver (Light) 2	\$26,955	\$2,079	\$39,489	\$36,351	\$7,024	\$7,430	\$44,454	\$7,405	\$44,429	666	9
50010 Inventory Analyst 1	\$29,981	\$38,822	\$47,744	\$28,417	\$28,704	\$2,034	\$30,738	\$2,009	\$30,713	171	13
50020 Inventory Analyst 2	\$36,931	\$45,081	\$53,188	\$35,714	\$46,176	\$2,334	\$48,510	\$2,309	\$48,485	118	23
50030 Inventory Analyst 3	\$44,005	\$52,005	\$76,300	\$49,997	\$50,502	\$4,065	\$54,568	\$4,040	\$54,543	75	14
50210 Inventory Control Mgr	\$50,300	\$64,000	\$79,414	\$50,300	\$82,992	\$9,154	\$92,146	\$9,129	\$92,121	93	22
70110 Logistics Analyst 1	\$41,122	\$45,500	\$54,792	\$45,076	\$45,531	\$3,640	\$49,171	\$6,830	\$52,361	9	6
70120 Logistics Analyst 2	\$49,121	\$55,049	\$67,700	\$50,203	\$50,710	\$2,561	\$53,271	\$2,536	\$53,246	88	16
70210 Logistics Mgr	\$49,632	\$64,733	\$80,299	\$49,632	\$74,006	\$5,902	\$79,908	\$3,700	\$77,707	90	14
80010 Maintenance Worker 1	\$27,547	\$33,698	\$40,316	\$35,830	\$36,192	\$1,750	\$37,942	\$1,810	\$38,002	346	22
80020 Maintenance Worker 2	\$33,025	\$40,646	\$48,631	\$44,273	\$44,720	\$4,412	\$49,132	\$4,472	\$49,192	525	26
80200 Maintenance-Facilities Supv	\$48,836	\$62,554	\$75,469	\$48,836	\$51,750	\$5,115	\$56,865	\$5,175	\$56,925	73	14
80210 Maintenance-Facilities Mgr 1	\$68,345	\$88,806	\$109,631	\$68,345	\$70,491	\$5,227	\$75,718	\$5,287	\$75,778	166	21
100200 Shipping/Receiving Supv	\$34,342	\$42,641	\$50,792	\$34,342	\$36,733	\$4,715	\$41,448	\$4,775	\$41,508	319	13
101010 Loader 1	\$22,543	\$27,694	\$32,860	\$17,894	\$18,075	\$844	\$18,919	\$904	\$18,979	24,185	21
101020 Loader 2	\$25,108	\$31,192	\$37,204	\$19,789	\$19,989	\$1,939	\$21,928	\$1,999	\$21,988	2,761	11
102010 Picker/Packer 1	\$23,181	\$28,307	\$33,939	\$24,068	\$24,311	\$2,371	\$26,682	\$2,431	\$26,742	3,562	25
102020 Picker/Packer 2	\$26,296	\$32,359	\$39,061	\$29,035	\$29,328	\$2,040	\$31,368	\$4,399	\$33,727	1,435	12
104010 Receiver 1	\$23,988	\$30,138	\$36,407	\$16,988	\$17,160	\$353	\$17,513	\$343	\$17,503	1,197	8
104020 Receiver 2	\$27,501	\$34,550	\$41,666	\$19,048	\$19,240	\$972	\$20,212	\$962	\$20,202	8,819	17
106010 Shipper/Receiver 1	\$25,108	\$31,192	\$37,204	\$17,503	\$17,680	\$2,308	\$19,988	\$2,298	\$19,978	5,722	15
106020 Shipper/Receiver 2	\$28,849	\$35,847	\$42,718	\$19,562	\$19,760	\$2,579	\$22,339	\$2,569	\$22,329	8,328	17

Empty Cell = Insufficient or no data for analysis.

2010 Nationwide Distribution Center Compensation Survey



Detail Report

Report ID

3/16/2010 01:22:30 PM

102020 Picker/Packer 2

PAY TYPE DISPLAYED: Annual Rate

	Established Ranges			In-Hire Rate	Base Pay as of April 2010	Actual Variable Cash	Actual Total Cash Earned	Targeted Variable Cash	Targeted Total Cash
	Range Minimum	Control Point	Range Maximum						
90th Percentile	\$23,000	\$27,678	\$32,256	\$23,556	\$31,594	\$4,175	\$29,806	\$1,260	\$29,806
75th Percentile	\$23,040	\$28,800	\$34,600	\$26,106	\$29,349	\$2,900	\$26,416	\$1,260	\$26,451
50th Percentile	\$23,275	\$29,099	\$34,923	\$23,702	\$27,107	\$1,411	\$23,899	\$1,248	\$23,920
25th Percentile	\$26,726	\$32,600	\$39,927	\$21,399	\$24,032	\$750	\$21,549	\$1,215	\$21,570
10th Percentile	\$28,790	\$34,685	\$41,328	\$19,370	\$21,950	\$500	\$18,720	\$1,160	\$18,720
Number Of Employees	3,522	3,560	3,522	545	3,562	236	2,336	145	2,336
Employee Weighted Average	\$23,275	\$29,099	\$34,923	\$23,928	\$25,311	\$2,072	\$24,049	\$1,214	\$24,124
Number Of Companies	22	25	22	23	25	7	18	6	18
Company Weighted Average	\$23,275	\$29,099	\$34,923	\$22,087	\$24,528	\$1,636	\$23,729	\$1,031	\$24,073
Mean Earning Mix					92.93%	7.06%	100.0%	4.63%	100.0%
Percent Of Companies Submitting In-Hire Rate For This Job				92.0%					
Percent Of Total Employees Receiving Actual Variable Cash						4.07%			
Percent Of Total Employees Planned for Targeted Variable Cash								5.02%	
Salary Range Spread		Weighted Average	54.53%		Simple Average	53.79%			
Employment Status		Percent Full Time:	96.1%		Percent Part Time:	3.79%	Percent Seasonal:		0.01%
Union Status		Percent Union:	13.28%		Percent Non-Union:	86.72%			
FLSA Status		Percent Exempt:	0.0%		Percent Non-Exempt:	100.0%			

Empty Cell = Insufficient or no data for analysis.

2010 Nationwide Distribution Center Compensation Survey



2010 Edition: Breakout Report
Report ID

4/1/2010 11:27:25 AM

10020 CUSTOMER SERVICE REPRESENTATIVE 2

	Range Minimum	Control Point	Range Maximum	In-Hire Rate	Base Pay as of 01 Apr 2010	Actual Variable Cash	Total Actual Cash	CFY Targeted Variable Cash	CFY Total Targeted Cash	No. of Employees	No. of Companies	Relative Index
Product												
A Apparel	\$26,396	\$34,390	\$42,385	\$32,370	\$32,420	\$1,303	\$33,722	\$2,052	\$32,854	21	3	96.04%
B Pharmaceuticals	\$33,218	\$42,152	\$51,084	\$42,680	\$42,730	\$1,108	\$43,838	\$690	\$43,773	43	3	127.96%
C Chemicals	\$23,823	\$29,644	\$35,753	\$31,281	\$31,331		\$31,331	\$600	\$31,331	139	3	91.59%
D Food/Beverage	\$29,906	\$34,639	\$40,056	\$34,711	\$34,761		\$34,761	\$1,746	\$34,761	17	3	101.62%
E Automotive	\$25,284	\$30,961	\$36,637	\$32,249	\$32,299	\$1,355	\$33,654	\$1,393	\$33,554	1,689	10	98.09%
F Technology	\$27,270	\$37,326	\$45,941	\$35,639	\$35,689	\$1,375	\$37,064	\$865	\$37,091	58	7	108.43%
G Building Materials				\$43,296	\$43,346	\$1,273	\$44,619		\$44,326	52	18	129.58%
Z Other	\$27,262	\$33,185	\$39,113	\$35,050	\$35,100	\$1,231	\$36,331	\$2,052	\$35,376	72	10	103.42%
Geographic Area												
IL Chicago Metro	\$24,810	\$32,261	\$39,714	\$32,789	\$32,839	\$1,566	\$40,349	\$486	\$39,512	38	4	116.68%
IN Indiana	\$25,020	\$32,520	\$40,024	\$32,707	\$32,757	\$1,185	\$33,942	\$2,052	\$29,113	90	3	85.11%
KY Kentucky	\$24,020	\$30,692	\$37,364	\$26,600	\$26,650		\$34,100	\$690	\$33,170	3	3	96.97%
MA Route 128/495	\$26,322	\$33,839	\$41,356	\$33,704	\$33,754		\$34,977	\$1,746	\$34,335	230	5	100.37%
MI Detroit Metro	\$30,243	\$37,743	\$45,246	\$33,293	\$33,343	\$2,052	\$33,671	\$1,393	\$33,545	59	4	98.06%
MN Minneapolis/St. Paul	\$26,174	\$33,675	\$41,691	\$33,714	\$33,764	\$1,464	\$37,249	\$865	\$35,976	63	5	105.17%
Revenue Level												
Not Available	\$24,079	\$29,579	\$35,079	\$25,705	\$25,755	\$486	\$32,240	\$600	\$31,778	168	10	92.9%
Under \$100 Million	\$30,462	\$37,811	\$45,167	\$25,678	\$25,728	\$2,052	\$39,779	\$2,194	\$38,420	51	16	112.3%
\$100 to \$249 Million	\$29,906	\$37,394	\$44,849	\$30,623	\$30,673	\$690	\$37,363	\$2,839	\$37,577	43	11	109.9%
\$250 to \$499 Million	\$29,589	\$34,810	\$40,031	\$25,202	\$25,252	\$600	\$45,852	\$1,130	\$45,452	3	3	132.9%
\$500 to \$999 Million	\$24,079	\$29,575	\$35,076	\$24,769	\$24,819	\$1,746	\$42,565	\$1,037	\$41,432	37	7	121.1%
\$1.0 to \$4.999 Billion	\$24,079	\$29,731	\$35,283	\$25,162	\$25,212	\$1,393	\$34,605	\$240	\$34,430	2,036	27	100.7%
\$5.0 to \$9.999 Billion	\$24,079	\$29,700	\$35,283	\$25,304	\$25,354	\$865	\$38,219	\$486	\$38,162	196	4	111.6%
\$10.0 to \$24.999 Billion	\$24,079	\$29,965	\$35,514	\$25,163	\$25,213	\$1,130	\$35,343	\$2,052	\$34,451	294	5	100.7%
Over \$25 Billion	\$25,388	\$32,961	\$40,607	\$32,950	\$33,000	\$1,037	\$34,037	\$690	\$33,372	1,866	4	97.6%
Union Status												
Non-Union	\$26,322	\$33,939	\$41,557	\$25,586	\$25,636	\$2,052	\$26,080	\$1,290	\$29,113	3,089	25	105.2%
Union	\$24,020	\$30,692	\$37,364	\$29,050	\$29,100	\$1,746	\$30,284	\$1,037	\$31,778	473	3	102.1%
Employment Status												
Full Time	\$30,462	\$37,811	\$45,167	\$25,514	\$25,564	\$1,130	\$25,195	\$1,746	\$31,778	3,423	25	98.6%
Part Time	\$29,589	\$34,810	\$40,031	\$23,930	\$23,980	\$1,360	\$24,966	\$1,393	\$29,844	135	11	97.3%
Seasonal	\$24,079	\$29,844	\$35,907	\$24,760	\$24,810	\$1,143	\$25,953	\$865	\$28,674	4	2	105.2%
FLSA												
Exempt	\$29,589	\$34,810	\$40,031	\$25,202	\$25,252	\$600	\$45,852	\$1,130	\$45,452	3	3	132.9%
Non-Exempt	\$25,311	\$38,700	\$47,883	\$36,623	\$36,673	\$1,214	\$42,124	\$2,412	\$42,295	3,562	25	107.9%
Total Job												
Total Job	\$26,378	\$34,136	\$41,193	\$32,798	\$32,848	\$1,265	\$34,761	\$1,435	\$34,206	4,694	87	100.0%

Empty Cell = No data or insufficient data for analysis.

Note: No data is displayed where less than 5 companies are reporting to any breakout cut. All data for this job is used when calculating the relative index.

Nationwide Distribution Center Compensation Survey

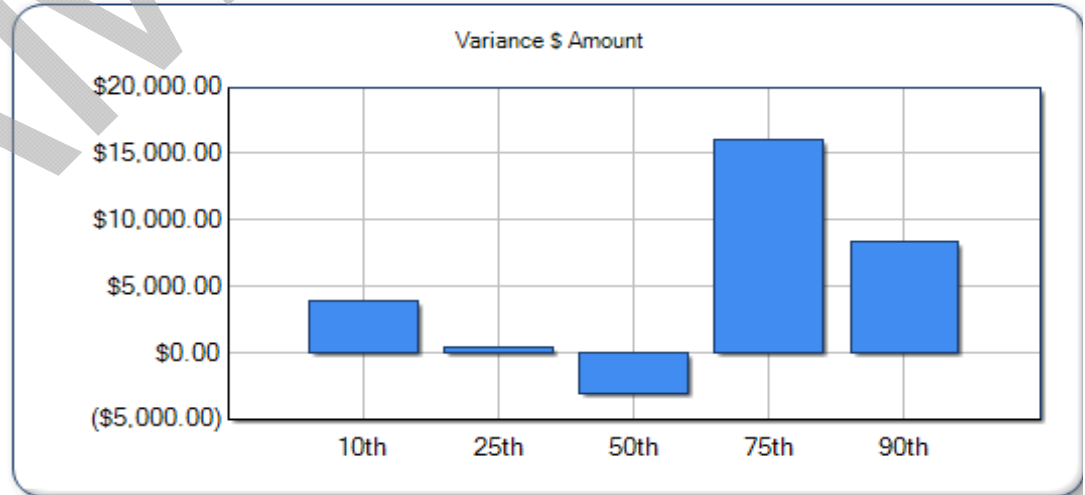
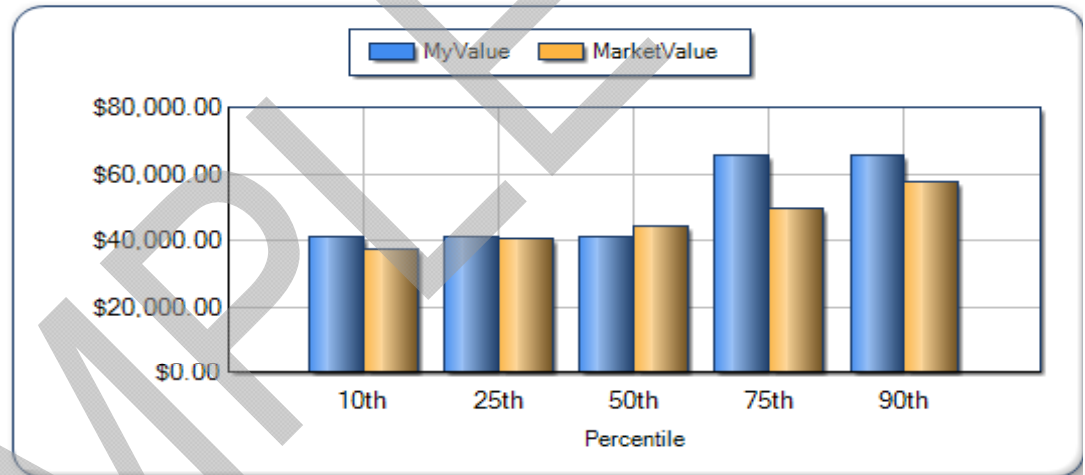
MARKET COMPARISON REPORT
REPORT ID = Sample Report - Fictitious Data

17-MAR-10

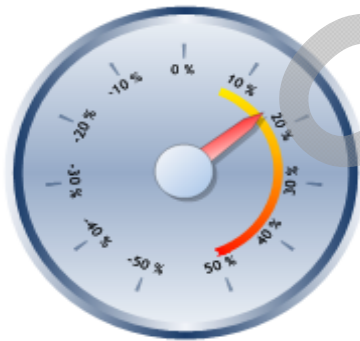
10010 CUSTOMER SERVICE REPRESENTATIVE - 1

Report analysis based on the Total Compensation of 4 Employee(s) from My Company and 306 Employees from 56 other companies.

	My Data	Market Data	Variance %	Variance \$
10th	\$41,444	\$37,500	10.51%	\$3,944
25th	\$41,444	\$40,998	1.08%	\$446
50th	\$41,444	\$44,555	-6.99%	(\$3,111)
75th	\$65,998	\$50,000	31.99%	\$15,998
90th	\$65,998	\$57,650	14.48%	\$8,348
Employee Average	\$53,721	\$46,330	15.95%	\$7,391
Company Average	\$53,721	\$46,417	15.73%	\$7,304



Emp Avg Variance % - Over/Under Salary Checkup



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SURVEY JOBS INDEX

Job Code

Customer Service

10010 Customer Service Representative 1
10020 Customer Service Representative 2
10030 Customer Service Representative 3
10040 Customer Service Team Leader
10200 Customer Service Supervisor
10210 Customer Service Manager 1

Job Code

Engineering

20110 Industrial Engineer 1
20120 Industrial Engineer 2
20130 Industrial Engineer 3
20200 Engineering Supervisor
20210 Engineering Manager 1

Job Code

Equipment Operations

30010 Fork Lift Operator 1
30020 Fork Lift Operator 2
30030 Fork Lift Operator 3

31010 Truck Driver (Light) 1
31020 Truck Driver (Light) 2
31030 Truck Driver (Light) 3

32010 Truck Driver (Heavy) 1
32020 Truck Driver (Heavy) 2
32030 Truck Driver (Heavy) 3

33010 Vehicle Mechanic 1
33020 Vehicle Mechanic 2
33030 Vehicle Mechanic 3

34010 Yard Switcher (without CDL) 1
34020 Yard Switcher (without CDL) 2
34030 Yard Switcher (without CDL) 3

35010 Yard Switcher (with CDL) 1
35020 Yard Switcher (with CDL) 2
35030 Yard Switcher (with CDL) 3

36040 Fleet Team Lead
36200 Fleet Supervisor
36210 Fleet Manager 1

Job Code

General Management

40210 Department Manager – multi functions
40220 Assistant Distribution Center Manager – overall DC
40230 Distribution Center Manager – Top Manager at one DC
40240 Regional Distribution Center Manager

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SURVEY JOBS INDEX (continued)

Job Code	Inventory Control
50010	Inventory Control Specialist 1
50020	Inventory Control Specialist 2
50030	Inventory Control Specialist 3
50200	Inventory Control Supervisor
50210	Inventory Control Manager 1

Job Code	IT/Computer Systems
60010	Computer Technician 1
60020	Computer Technician 2
60030	Computer Technician 3
60110	Systems Analyst 1
60120	Systems Analyst 2
60130	Systems Analyst 3
60200	IT Supervisor
60210	IT Manager 1

Job Code	Logistics
70010	Dispatcher 1
70020	Dispatcher 2
70030	Dispatcher 3
70110	Logistics Analyst 1
70120	Logistics Analyst 2
70130	Logistics Analyst 3
70210	Logistics Manager 1

Job Code	Maintenance – Facilities
80010	Maintenance Worker 1
80020	Maintenance Worker 2
80030	Maintenance Worker 3
80040	Maintenance-Facilities Team Lead
80200	Maintenance-Facilities Supervisor
80210	Maintenance-Facilities Manager 1

Job Code	Maintenance – Mechanic (Equipment/Machinery Repair)
90010	Maintenance Mechanic 1
90020	Maintenance Mechanic 2
90030	Maintenance Mechanic 3
90040	Maintenance-Mechanic Team Lead
90200	Maintenance-Mechanic Supervisor
90210	Maintenance-Mechanic Manager 1

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SURVEY JOBS INDEX (continued)

Job Code	Materials Management
100010	General Warehouse Worker 1
100020	General Warehouse Worker 2
100030	General Warehouse Worker 3
101010	Loader 1
101020	Loader 2
101030	Loader 3
102010	Picker/Packer 1
102020	Picker/Packer 2
102030	Picker/Packer 3
103010	Quality Assurance Inspector 1
103020	Quality Assurance Inspector 2
103030	Quality Assurance Inspector 3
104010	Receiver 1
104020	Receiver 2
104030	Receiver 3
105010	Shipper 1
105020	Shipper 2
105030	Shipper 3
106010	Shipper/Receiver 1
106020	Shipper/Receiver 2
106030	Shipper/Receiver 3
110040	Materials Management Team Lead
110200	Materials Management Supervisor
110210	Materials Management Manager 1
Job Code	Transportation/Traffic
120110	Transportation Analyst 1
120120	Transportation Analyst 2
120130	Transportation Analyst 3
120210	Transportation Manager 1

NATIONWIDE DISTRIBUTION CENTER

C O M P E N S A T I O N S U R V E Y

2 0 1 0



PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Compensation related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral®** – your online source for compensation policy issues. Simply log on at www.wmgnet.com and click on **PolicyCentral** to complete this portion of your survey.

Please update your **PolicyCentral** information on the following “Core Topics” by 1 June 2010.

- BE-60 Benefits: Retirement Plans: 401(k) Type Plans
- BO-25 Bonuses: Individual Performance (Except Sales)
- ET-10 Employment Turnover/Reduction in Force
- HO-16 Holidays: 2010
- HO-17 Holidays: 2011
- IN-10 Insurance: Accidental Death & Dismemberment (AD&D)
- IN-15 Insurance: Group Life
- IN-20 Insurance: Health & Medical
- IN-30 Insurance: Long Term Disability (LTD)
- IN-35 Insurance: Short Term Disability (STD)
- PA-50 Pay Administration Methods
- PA-55 Pay Increases: General and COLA's
- PA-60 Pay Increases: Merit Budgets & Plans
- PA-75 Pay Range: Methods & Policies
- PA-80 Pay Range: Percent Change

We also request you complete the following topics that are applicable to a Distribution Center environment by 1 June 2010:

- | | |
|---|--------------------------------------|
| SH-10 Shift Differential: 2nd Shift/Swing | WO-10 Work Schedules: 3/12/36 |
| SH-15 Shift Differential: 3rd Shift/Graveyard | WO-15 Work Schedules: 4/10/40 |
| SH-20 Shift Differential: Pay Eligibility | WO-20 Work Schedules: 9/80 Bi-Weekly |
| GP-10 Geographic Pay Differentials | WO-25 Work Schedules: Flex-Time |

We understand that it may require an initial investment of your time to enter your company's data the first time for these “Core Topics”, but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for “time sensitive” topics annually. All of your previous data is retained for modification, and if you are in multiple WMG surveys, you only need to enter/update annually, and it covers all of your surveys.

Over 100 additional topics are also available and once you enter your own data on any topic, you can generate a report for that topic.

In PolicyCentral you are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format – all free of any additional charge.

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Product
- Headquarters Location
- Size of Organization
- Employee Population
- Annual \$ Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections (5 company minimum)
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel formatted files

You can logon at www.wmgnet.com to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, call or email Toni McGrath at 408 399 4900 ext 229 or toni@wmgnet.com.



DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants in this survey on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.

- No company identification will be associated with any data or reports generated from the database, except a participant's own data and reports.
- All reports and data presentations are available only in "aggregate" form and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single company (other than the requestor) represents over 33.3% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

SmartScreen® – DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen**® Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data. **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can "cut & paste" into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the **SmartScreen** Excel template from:

<http://www.wmgnet.com/DNN/Portals/0/DC/DC10SS.xls>

Once you have entered your data, performed the "Validate Pay Data" function of your **SmartScreen** and saved your data on your computer, you can submit your SmartScreen as follows:

- Save the **SmartScreen** file to a location of your choice on your computer. Click on the "SUBMIT" tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.

OR

- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Toni McGrath at toni@wmgnet.com.

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or email Toni McGrath at 408 399 4900 ext 229 or toni@wmgnet.com.



SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified below and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Toni McGrath at 408 399 4900 ext 229 if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, for proper formatting of your file.

- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- When entering ZIP Codes, use the five digit ZIP code; DO NOT include the four digit extension.
- DO NOT include dollar signs (\$) – It will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns, or change the order of the columns
- DO NOT assign a password to the document. You can use the “Submit” tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A	WMG Survey Job Code	15
B	Company Job Code	15
C	Company Job Title	15
D	Record ID	16
E	FLSA Status	16
F	ZIP Code	16
G	Product Code	16
H	Full-Time/Part-Time/Seasonal Code	16
I	Union Code	16
J	Company Pay Range Number or Name	16
K	Range Minimum	17
L	Control / Midpoint	17
M	Range Maximum	17
N	In-Hire Hourly Rate	17
O	Hourly Base Pay Rate as of 1 April 2010	17
P	Actual Variable Cash	18
Q	Target Variable Cash Percentage	18
R	Comments	18



REPORTING INSTRUCTIONS

Report all data for each employee matched to the job for ALL of your U.S. locations. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your data forms, please call Toni McGrath at 408 399 4900 ext 229.

EMPLOYEE ELIGIBILITY REQUIREMENTS

U.S.-based employees only.

All employees submitted must be on Active Pay Status as of **1 April 2010**. *EXCLUDE* those who are on LOA, Disability, Sabbatical, or similar non-active status.

Any conversion of data from other pay frequencies should be on the basis of:

12.00 Months per year	40 Hours per week
4.33 Weeks per month	52 Weeks per year
173.33 Hours per month	2080 Hours per year

EFFECTIVE DATE: All hourly base pay rates should reflect the pay in effect for your pay period closest to **1 APRIL 2010**.

JOB DESCRIPTIONS

A general job description is provided for each job covered in the survey. These descriptions reflect the normal range of duties, responsibilities and requirements found for each level of the job specified. It is not intended that the description list every specific task which might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely your jobs will be exact matches to the job descriptions. The description should be used as a reference. Use the **Survey Job Matching/Job Leveling Factors** to determine the appropriate level to match. As an overall guide, your job should match the description content within + or - 20% level of confidence. If in doubt do *NOT* include your job.

SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen®**, listed in order by column.

A. WMG / SURVEY JOB CODE:

Identifies the job which this employee performs. Refer to the accompanying descriptions for detailed job content and to the Job Leveling Factors to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it.

B. COMPANY JOB CODE:

If your organization uses a job numbering system, indicate your internal job code which corresponds to your title. This information will help you document your job matches and entries for future reference, as well as simplifying the updating of your data in subsequent cycles of the survey.

C. COMPANY JOB TITLE:

Enter your internal company job title for each job reported. Titles that are longer than 50 characters will be truncated. Please abbreviate where possible.



SURVEY DATA ELEMENTS (continued)

D. RECORD ID:

Enter a unique employee record ID assigned to enable internal tracking and verification of data. You may use any scheme meeting your own needs, such as Employee I.D., Badge Number, Payroll Number, or any other participant assigned number which will allow you to associate the data with your own employee and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. Please DO NOT submit Social Security numbers or any other identification you would consider confidential, or would in any way connect the pay data reported to your employee.

E. FLSA CODE:

Indicate the Fair Labor Standards Act (FLSA) status of the job incumbent.

N = Nonexempt
E = Exempt

F. ZIP CODE:

Enter the 5-digit Postal ZIP Code of the **WORK LOCATION** (not residence) of the employee. The "work location" may be the Company Headquarters, Regional Office, Remote Center, Sales Office, or the Employees' home, depending on where the employee spends the bulk of their time. Report location which best represents the employees' work location. Do not report Four-Digit Postal ZIP Code extensions.

G. PRODUCT CODE:

Designate the Product Line which is primarily represented at the Distribution Center which the employee primarily supports. This may vary by employee.

A = Apparel
B = Pharmaceuticals
C = Chemicals
D = Food/Beverage
E = Automotive
F = Technology
G = Building Materials
Z = Other or Combination

H. FULL-TIME/PART-TIME/SEASONAL CODE:

Indicate the status as of 1 April 2010 for each incumbent using one of the following codes:

F = Full-Time: Indicates employees who work a schedule of more than 32 hours per week, 52 weeks per year. Employees typically are eligible to receive benefits.
P = Part-Time: Indicates employees who work a schedule of 32 hours or less per week, 52 weeks per year. Employees typically receive partial or no benefits.
S = Seasonal/Temporary/On-Call/Contingent: Indicates employees on a short term employment arrangement that is no longer than 90 days, regardless of hours worked per week. Benefits are not normally provided.

I. UNION CODE:

Indicate employees whose salaries are determined by a Collective Bargaining Unit Agreement. Apply one of the following codes for each incumbent:

U = Union
X = Non-Union

SURVEY DATA ELEMENTS (continued)**J. COMPANY PAY RANGE NUMBER OR NAME:**

The name/number of your internal pay grade to which this job is assigned in your pay structure.

K. RANGE MINIMUM:

The lowest Base Pay rate that would apply to an employee hired into the job with the minimum qualifications. Do not report Range Minimum if your company uses a "Broadband" approach. Report in HOURLY rates. When converting annual rates to hourly, divide annual rate by 2080 to get the hourly rate (example: \$20,800/2080 = \$10.00) Hourly Rate of pay). *Report Range Minimum in effect 1 APRIL 2010.*

L. CONTROL / MIDPOINT:

Normally reflects the arithmetic midpoint between the pay range minimum and maximum. If your company administers pay using a Control or Market Point other than the arithmetic midpoint of your pay range, enter the annual amount here. If your company uses a "Broadband" approach, report the Control Point or Market Point for the job. If none or otherwise, leave blank. Report in HOURLY rates. When converting annual rates to hourly, divide annual rate by 2080 to get the hourly rate (example: \$20,800/2080 = \$10.00) Hourly Rate of pay). *Report Range maximum in effect 1 APRIL 2010.*

M. RANGE MAXIMUM:

The highest base pay rate that would apply to an employee hired into the job normally available to employees in this job. Do not report the Range Maximum if your company uses a "Broadband" approach. Report in HOURLY rates. When converting annual rates to hourly, divide annual rate by 2080 to get the hourly rate (example: \$20,800/2080 = \$10.00) Hourly Rate of pay). *Report Range maximum in effect 1 APRIL 2010.*

N. IN-HIRE HOURLY RATE:

The hourly pay rate at which an incumbent is hired into the job (may also be known as a "start-rate"). Typically applies until incumbent is fully trained in the job. May be equal to the range minimum, but not necessarily. Include **only** for incumbents who are currently in the jobs for which your company has a formal In-Hire Rate.

O. HOURLY BASE PAY RATE AS OF 1 APRIL 2010:

Report the hourly base pay rate as of **1 April 2010**. When converting annual base salaries, divide the annual base salary by 2080 to get the hourly base pay (example: \$45,000 / 2080 = 21.63 Hourly Base Pay). Hourly/Annual base pay is regular base salary paid through the payroll. Such payments represent pre-tax and pre-401(k) amounts. Includes all cash earned as base salary. Excludes incentive-related income.

All employees submitted to this survey must be on active payroll status as of 1 April 2010 or they should not be reported.



P. ACTUAL VARIABLE CASH:

Represents the actual cash earned for individual, group, team or company performance based on achievement of a defined target for the most recently completed full fiscal year (the default value will be the calendar year 2009.)

Includes all cash awards for performance. Also includes profit sharing, gainsharing, and any deferred compensation. All amounts represent pre-tax, pre-401(k) deferral amounts. Do not report long-term, deferred, retirement, or vesting programs.

Does NOT include partial year payments. If bonus/variable pay amounts are for less than a full year:

- A. Pro-rate for the typical, full-year variable performance earnings, OR
- B. Do not report any amount.

Include:

- | | |
|------------------------------|--------------------------|
| Sales Incentives/Commissions | Key Contributor Awards |
| Individual Performance Bonus | Lump Sum Merit Increases |
| Discretionary Bonus | Holiday Bonuses |
| Short Term Cash Payouts | Spot Awards |
| MBO Bonus | Profit Sharing |
| Team/Group/Unit Bonus | Gainsharing Awards |

Exclude:

- | | |
|---------------------------------------|--|
| Car Allowances | Gross-up amounts paid for tax purposes |
| Lead Premiums | Overtime |
| Patent/Suggestion Awards | Hiring/Retention Bonuses |
| Long-term or retirement plan payments | Shift Differentials |
| Stock Grants/Options | |

Q. TARGET VARIABLE CASH PERCENTAGE:

Potential amount to be paid, as a percentage of Base Pay, should the individual achieve 100% of defined targeted performance goals for the **current fiscal year** (in many cases, this will be 2010 calendar year). Target amount should be expressed as a percentage of Base Pay, to one implied decimal place. Pro-rate for full year performance. **Do not report partial year targets.**

- Examples:
- Enter 15.5% as 15.5 (Not 155)
 - Enter 3.5% as 3.5 (Not 35)
 - Enter 3.0% as 3 or 3.0 (Not 30)

R. COMMENTS:

Enter information which will help to explain where data has been derived, or why the value of a field is outside of the audit limits. The information entered here is only visible to your company and WMG, and is not distributed to other participants.



ORGANIZATIONAL RELATIONSHIPS

Management

Manager 4
xx240

Manager 3
xx230

Manager 2
xx220

Manager 1
xx210

Supervisor
xx200

Professional

Team Lead
xx140

Specialist
xx130

Career
xx120

Entry
xx110

**Administration &
Support**

Team Lead
xx040

Specialist
xx030

Career
xx020

Entry
xx010



SURVEY JOB LEVELING FACTORS

Please use the following Job Leveling Factors to determine the proper leveling of a job family matched to the survey. These are general guidelines and not meant to be specific to every situation. The employee should perform at least 80% of the content of the job to be reported as a match to it.

BLENDED JOBS - DO NOT DOUBLE MATCH. If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job or group where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job level or group. If no survey job represents at least 80% of the duties of the employee, **DO NOT REPORT** that employee. **"If in doubt, leave it out"**.

- **Administration and Support Functions Structure** – Roles typically are those which perform routine or repetitive tasks which do not require higher education, but may require skills acquired through time, hands-on experience, technical or trade schooling.
 - Entry Level – (Job Code XX010)
 - **Skill Level:** Formal/Informal Training Program.
 - **Assignments:** Routine or repetitive tasks with specific instructions and set procedures.
 - **Experience:** No experience required, with the typical incumbent possessing up to three years of related experience.
 - **Education:** None required.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 0% to 20%.
 - Career Level – (Job Code XX020) **MATCH TO THIS LEVEL IF YOUR COMPANY HAS ONLY ONE LEVEL IN THE JOB FAMILY**
 - **Skill Level:** Fully trained and qualified.
 - **Assignments:** Routine tasks to tasks of moderate complexity requiring some discretion and use of judgment and initiative.
 - **Experience:** Requires one to three years of directly related experience, with the typical incumbent possessing four or more years of experience.
 - **Education:** None required in non-technical positions. May require some higher education or specialized training or certification in technical positions.
 - **Supervision:** Limited with spot checks.
 - **Population Distribution:** 40% to 80%, *bulk of job family population.*
 - Specialist Level – (Job Code XX030)
 - **Skill Level:** Specialized Knowledge of systems or tools.
 - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and detailed knowledge of the position and procedures.
 - **Experience:** Requires four to six years of directly related experience, with the typical incumbent possessing six or more years of experience. Recognized as an internal resource.
 - **Education:** May require some higher education or specialized training or certification in non-technical positions. Typically requires higher education or specialized training or certification in technical positions.
 - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
 - **Population Distribution:** 10% to 30%.
 - Team Leader Level – (Job Code XX040)
 - **Skill Level:** Specialized Knowledge of systems or tools.
 - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and decision making and detailed knowledge of the position and procedures. As Team Leader provides day-to-day tactical direction and guidance to lower level employees. Responsible for daily workloads.
 - **Experience:** Requires seven to ten years of directly related experience, with the typical incumbent possessing ten years or more of experience. Recognized internally as a specialist resource or subject matter expert.
 - **Education:** May require some higher education or specialized training or certification in non-technical positions. Typically requires higher education or specialized training or certification in technical positions.
 - **Supervision:** General, provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** Small and exclusive population.



SURVEY JOB LEVELING FACTORS (continued)

- **Professional Structure** – The roles which are found in this structure are those which are highly skilled professionals of a technical, professional-administrative or sales-nature. Typically require a college degree or equivalent.
 - Entry Level – (Job Code XX110)
 - **Skill Level:** Formal/Informal Training Program.
 - **Assignments:** Entry-level professional activities. Routine or repetitive tasks with specific instructions and set procedures.
 - **Experience:** No experience required, with the typical incumbent possessing one to three years of related experience.
 - **Education:** Bachelor degree.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 0% to 20%.
 - Career – (Job Code XX120) **MATCH TO THIS LEVEL IF YOUR COMPANY HAS ONLY ONE LEVEL IN THE JOB FAMILY**
 - **Skill Level:** Fully Trained and qualified.
 - **Assignments:** Routine tasks to tasks of moderate complexity requiring discretion and the use of judgment and initiative.
 - **Experience:** Requires one to three years of directly related experience, with the typical incumbent possessing four or more years of experience.
 - **Education:** Typically requires Bachelor degree.
 - **Supervision:** Limited.
 - **Population Distribution:** 40% to 80%, *bulk of job family population*
 - Specialist Level – (Job Code XX130)
 - **Skill Level:** Recognized internally as a specialist/resource/subject matter expert.
 - **Assignments:** Complex and specialized tasks. Participates in the analysis, design and development of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Additional specialized knowledge in breadth and/or depth. Requires four to six years of directly related experience, with the typical incumbent possessing over six years of experience. Not an automatic progression to this level.
 - **Education:** Bachelor Degree. Master degree and/or certification may be required.
 - **Supervision:** Minimal, and typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 10% to 30%.
 - Team Leader Level – (Job Code XX140)
 - **Skill Level:** Recognized internally and externally as a cross-discipline consultant.
 - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and decision making and detailed knowledge of the position and procedures. As Team Leader provides day-to-day tactical direction and guidance to lower level employees. Responsible for daily workloads.
 - **Experience:** Requires seven to ten years of directly related experience, with the typical incumbent possessing ten years or more of experience. Recognized internally and externally as a specialist resource or subject matter expert.
 - **Education:** Bachelor degree. Master degree and/or certification may be required.
 - **Supervision:** Highly independent and self-directed.
 - **Population Distribution:** Very small and exclusive population.



SURVEY JOB LEVELING FACTORS (continued)

- **Management Structure** – the Management Structure relates to those roles which are dedicated towards the supervision and management of other employees.
 - Supervisor – (Job Code XX200)
 - **Assignments:** Tactical in nature. Directly supervises daily work of individual contributors – Low-level Professional and/or Production, Administration, Support, and Technical Support employees. May continue to perform as an individual contributor. Responsible for human resource actions such as hiring, firing, and discipline. Writes performance reviews and makes salary decisions. NOT responsible for budgetary development and strategic vision for the area managed. Implements policy, but may not have a role in developing policy.
 - **Experience:** Requires three or more years of directly related experience as an individual contributor with the typical incumbent possessing six to eight years of experience.
 - **Education:** Typically requires the same level of education as the employees being supervised.
 - **Possible Titles:** Supervisor
 - **Supervision:** Typically reports to Manager 1.
 - Manager 1 – (Job Code XX210)
 - **Assignments:** Tactical in nature. Directly supervises daily work of individual contributors - Professional, Administration, Support and/or Technical Support or manages through supervisor(s). Responsible for human resource actions such as hiring, firing, and discipline. Writes performance reviews and makes salary decisions. Responsible for budgetary development and monitoring for the area managed. Have a role based on influencing, interpreting, and implementing policy and practice within their organization. Responsible for developing the budget and managing within that budget.
 - **Experience:** Requires five or more years of previous related experience as an individual contributor and/or supervisor, with the typical incumbent possessing ten or more years of experience.
 - **Education:** Bachelor degree preferred.
 - **Possible Titles:** Assistant Manager, Department Manager
 - **Supervision:** Typically reports to Manager 2.
 - Manager 2 – (Job Code XX220)
 - **Assignments:** Strategic in nature, and may be the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Typically supervises more than one first level manager in more than one functional area. Plans programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees.
 - **Experience:** Requires eight to ten years of previous related experience as a first level manager and individual contributor, with the typical incumbent possessing fifteen to twenty years of experience.
 - **Education:** Bachelor degree. May require Master degree.
 - **Possible Titles:** Assistant DC Manager, Operations Manager
 - **Supervision:** Typically reports directly to a third level manager or top DC manager.
 - Manager 3 – (Job Code XX230)
 - **Assignments:** Strategic in nature, and is typically the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Directly manages one or more second level managers in multiple functional areas. Responsible for programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees.
 - **Experience:** Requires fifteen or more years of previous related experience as a lower level manager and individual contributor, with the typical incumbent possessing more than twenty years of experience.
 - **Education:** Master degree preferred.
 - **Possible Titles:** DC Manager (Manager of one Distribution Center)
 - **Supervision:** This position may be at the director level within the company. Typically reports into a Regional DC Manager.
 - Manager 4 – (Job Code XX240)
 - **Assignments:** Strategic in nature, and is typically the functional leader. *Establishes both short and long term strategic plans for the business. Has primary responsibility for leading and developing a regional area.* Directly manages more than one Distribution Center Manager. Responsible for programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees.
 - **Experience:** Requires fifteen or more years of previous related experience as a lower level manager and individual contributor, with the typical incumbent possessing more than twenty years of experience.
 - **Education:** Master degree preferred.
 - **Possible Titles:** Regional DC Manager (Responsible for more than one Distribution Center). May have Director or Vice President Title.
 - **Supervision:** This position may be at the executive or director level within the company.



JOB DESCRIPTIONS

Survey Job Family: Customer Service

Functional Description: CUSTOMER SERVICE REPRESENTATIVE

Responds to a variety of customer inquiries and problems via telephone or internet. Issues may be regarding status of orders, product selection, placement of orders, complaints, returns, shortages, adjustments to invoice, expediting of order, and requests for literature. Coordinates activities with internal departments, vendors, and common carriers. Analyzes each situation as needed and takes appropriate action to meet customer needs. Completes actions with necessary follow-up. Updates and maintains customer files using internal recordkeeping systems.

Survey Job Code

10010
10020
10030

Survey Job Title

Customer Service Representative 1
Customer Service Representative 2
Customer Service Representative 3

Functional Description: CUSTOMER SERVICE MANAGEMENT

Lead, Supervisor, or first level Manager for Customer Service Reps. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code

10040
10200
10210

Survey Job Title

Customer Service Team Lead
Customer Service Supervisor
Customer Service Manager

Survey Job Family: Engineering

Functional Description: INDUSTRIAL ENGINEER

Responsible for planning, organizing and conducting independent technical projects for distribution center operations. Performs duties involving design, analysis and evaluations requiring engineering concepts, practices and procedures to develop or improve distribution center automated process systems. Plans and oversees layout of equipment, office, and production facilities. Conducts studies in operations to maximize work flow and spatial utilization. Ensures facility efficiency and workplace safety. Meets established standards and ensures control of such factors as cost, schedule, risk, quality, safety and equipment utilization. Compiles and evaluates test, prepares technical analysis, recommends production methods and processes required to meet design objectives on new or improved products and/or processes. Conducts analyses of method and time standards. Coordinates with other departments to ensure all needs are met.

Survey Job Code

20110
20120
20130

Survey Job Title

Industrial Engineer 1
Industrial Engineer 2
Industrial Engineer 3

Functional Description: INDUSTRIAL ENGINEERING MANAGEMENT

Supervisor or first level Manager for Industrial Engineers. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code

20200
20210

Survey Job Title

Engineering Supervisor
Engineering Manager



JOB DESCRIPTIONS (continued)

Survey Job Family:	Equipment Operations
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Functional Description: **FORK LIFT OPERATOR**

Operates a manually controlled gasoline or electric powered fork lift to pick-up, deliver or move merchandise and materials around a warehouse/distribution center location. Able to operate lifting devices such as lift, boom, scoop, lift beam and swivel hook, fork grapple, clamps, elevating platform, or trailer hitch. Operates machinery to push, pull, lift, stack, tier, or move products, equipment, or materials. Performs the following: loads, unloads and stacks materials onto lifting device, weighs material or products and records on production schedules. Performs routine maintenance on vehicles and equipment. May be required to drive and operate other commercial vehicles or power equipment used at the distribution center.

Survey Job Code

30010
30020
30030

Survey Job Title

Fork Lift Operator 1
Fork Lift Operator 2
Fork Lift Operator 3

Functional Description: **TRUCK DRIVER (LIGHT)**

Operates commercial trucks to pick-up and deliver merchandise and goods and/or forklifts equipped to move materials around a warehouse, storage center, store site, or similar locations. Drives truck with capacity **under 3 tons** to transport materials to and from specified destinations by performing the following duties: verifies load against shipping papers, drives truck to destination, prepares receipts for load picked up, collects payment for goods delivered, maintains truck log according to state and federal regulations, maintains radio contact with supervisor, loads and unloads truck, inspects and maintains truck equipment and supplies such as tires, lights, brakes, gas, oil and water.

Survey Job Code

31010
31020
31030

Survey Job Title

Truck Driver (Light) 1
Truck Driver (Light) 2
Truck Driver (Light) 3

Functional Description: **TRUCK DRIVER (HEAVY)**

Operates commercial trucks to pick-up and deliver merchandise and goods and/or forklifts equipped to move materials around a warehouse, storage center, store site, or similar locations. Drives, loads and unloads truck with capacity of **more than 3 tons**, to transport materials to and from specified destinations, by performing the following duties: drives truck to destination, prepares receipt for load picked up, collects payment for goods delivered and for delivery charges, maintains truck log according to state and federal regulations, maintains contact with supervisor to receive instruction, inspects truck equipment and supplies, performs emergency roadside repairs, positions blocks and ties rope around items to secure cargo during transit.

Survey Job Code

32010
32020
32030

Survey Job Title

Truck Driver (Heavy) 1
Truck Driver (Heavy) 2
Truck Driver (Heavy) 3

Functional Description: **VEHICLE MECHANIC**

Performs maintenance support on vehicles including, but not limited to forklifts, light duty trucks, heavy duty diesel trucks and other facility vehicles. Inspects equipment requiring major repairs or overhaul and determines the nature and extent of the work to be done. Conducts preventative maintenance inspections and performs required preventative maintenance actions such as lubrication, cleaning, filter change and the like. Troubleshoots problems reported by operators and drivers. Utilizes standard hand and portable power tools.

Survey Job Code

33010
33020
33030

Survey Job Title

Vehicle Mechanic 1
Vehicle Mechanic 2
Vehicle Mechanic 3



Survey Job Family: Equipment Operations (continued)

Functional Description: **YARD SWITCHER**

Maintains safe and efficient dock operation by switching trailers and equipment to and from docks. Organizes all inbound and outbound trailers in the yard to maintain organization and proper flow of equipment. Maintains equipment fuel levels and refuels equipment as needed. Inspects truck equipment and supplies such as tires, lights, brakes, fuel, oil, and water. Performs daily yard checks. Properly secures loads, ensuring loads are within local, state and federal guidelines. May load and unload trucks, verifying the count and condition of product. Reports overages, shortages, and damages. Prepares and maintains accurate records and/or logs as required policies and procedures.

Survey Job Code

34010
34020
34030

Survey Job Title

Yard Switcher (without Commercial Drivers License) 1
Yard Switcher (without Commercial Drivers License) 2
Yard Switcher (without Commercial Drivers License) 3

35010
35020
35030

Yard Switcher (with Commercial Drivers License) 1
Yard Switcher (with Commercial Drivers License) 2
Yard Switcher (with Commercial Drivers License) 3

Functional Description: **FLEET MANAGEMENT**

Lead, Supervisor, or first level Manager for one or more job groups within the Equipment Operations functional job family. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code

36040
36200
36210

Survey Job Title

Fleet Team Lead
Fleet Supervisor
Fleet Manager 1



JOB DESCRIPTIONS (continued)

Survey Job Family:	General Management
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Functional Description: Department Manager (multi-functions)

Responsible for direct **management of more than one functional area** either directly or indirectly through supervisors. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code
40210

Survey Job Title
Department Manager (multi-functions)

Functional Description: Assistant Manager – Distribution Center

Second in command to overall Distribution Center Manager for one facility. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code
40220

Survey Job Title
Assistant Manager – Distribution Center

Functional Description: Distribution Center Manager – Top Manager at one DC

Top level manager over all functions within one distribution center. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code
40230

Survey Job Title
Distribution Center Manager

Functional Description: Regional Distribution Center Manager

Responsible for all functions for all distribution centers within a specific geographic area. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code
40240

Survey Job Title
Regional Distribution Center Manager



JOB DESCRIPTIONS (continued)

Survey Job Family: Inventory Control

Functional Description: Inventory Control Specialist

Maintains supply and inventory levels for products and materials housed at distribution centers.. Answers inquiries regarding order status, availability, required dates and order status. Provides customer information and assures that support requirements and schedules are met. Researches inventory discrepancies and makes decisions within established guidelines to correct. May make recommendations to improve inventory accuracy and maintains related records and reports.

Survey Job Code
50010
50020
50030

Survey Job Title
Inventory Control Specialist 1
Inventory Control Specialist 2
Inventory Control Specialist 3

Functional Description: Inventory Control Management

Supervisor or first level Manager of Inventory Control Specialists. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code
50200
50210

Survey Job Title
Inventory Control Supervisor
Inventory Control Manager 1

Survey Job Family: IT/Computer Systems

Functional Description: Computer Technician

Responsible for screening, referring and diagnosing internal inquiries as they relate to maintenance of personal computers and related systems. Performs troubleshooting and diagnostic routines to identify problems relating to hardware , software application and network communications. Makes fixes that are general in nature and escalates issue when necessary.

Survey Job Code
60010
60020
60030

Survey Job Title
Computer Technician 1
Computer Technician 2
Computer Technician 3

Functional Description: Systems Analyst

Performs analysis and systems design for applications specific to a distribution center environment. Identifies key areas within the distribution center for systems enhancement. Analyzes procedures and systems to refine their formulation and convert to programmable formats. Gathers information from user for analysis of problem areas. Participates in or may plan and conduct preliminary studies of potential data processing applications and prepares design proposals to reflect cost, time and alternative actions to satisfy existing and future needs. Develops detailed system specifications for conversion to programming language by staff programmers. Recommends conversion and system implementation plans including user training and orientation.

Survey Job Code
60110
60120
60130

Survey Job Title
Systems Analyst 1
Systems Analyst 2
Systems Analyst 3

Functional Description: IT/Computer Systems Management

Supervisor or first level Manager for one or more job groups within the IT/Computer Systems functional job family. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code
60200
60210

Survey Job Title
IT Supervisor
IT Manager 1



JOB DESCRIPTIONS (continued)

Survey Job Family:	Logistics
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Functional Description: Dispatcher

Coordinates all delivery activity to and from a distribution center to ensure a timely process and flow of materials. Schedules the movement of all inbound and outbound goods with shipping, receiving, security and other departments as necessary. May trace lost or delayed deliveries. Tracks shortages and determines reasons for delays; provides information to various departments regarding materials status. Coordinates planned receipts of materials through appropriate channels to ensure and expedite delivery. Determines the number of drivers needed to meet delivery schedules and assigns carriers as needed. Directs the activities of commercial drivers and may have responsibility for the maintenance of company vehicles.

Survey Job Code	Survey Job Title
70010	Dispatcher 1
70020	Dispatcher 2
70030	Dispatcher 3

Functional Descriptions: Logistics Analyst

Analyzes and coordinates the logistical functions of the distribution center including the entire life cycle of a product from arrival to the Distribution Center through delivery to final destination. Performs special research, studies, and analysis to determine the most effective and efficient flow of materials through the distribution center. Assists supervisors in special projects, as required. Assists in the development of the standard operating procedures and furnishes ongoing standard operating procedure support.

Survey Job Code	Survey Job Title
70110	Logistics Analyst 1
70120	Logistics Analyst 2
70130	Logistics Analyst 3

Functional Descriptions: Logistics Management

First level manager for one or more job groups within the Logistics functional job family. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code	Survey Job Title
70210	Logistics Manager 1



JOB DESCRIPTIONS (continued)

Survey Job Family: Maintenance - Facilities

Functional Description: Maintenance Worker

Supports all aspects of building services and facilities maintenance by performing various maintenance tasks. Maintenance may involve welding, fabrication, painting, plumbing, carpentry, data and voice line installation, office setup/takedown. Also performs preventive maintenance in warehouse such as roofing, siding and concrete repairs. Operate power and hand tools as needed. May perform seasonal work such as removing snow. Assists with conference room sets ups and office moves.

Survey Job Code

80010
80020
80030

Survey Job Title

Maintenance Worker 1
Maintenance Worker 2
Maintenance Worker 3

Functional Description: Maintenance-Facilities Management

Lead, Supervisor, or first level Manager for Maintenance Workers. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code

80040
80200
80210

Survey Job Title

Maintenance-Facilities Team Lead
Maintenance-Facilities Supervisor
Maintenance-Facilities Manager 1

Survey Job Family: Maintenance – Mechanical (Equipment/Machinery/Electrical Repair)

Functional Description: Maintenance Mechanic

Responsible for the repair, maintenance, installation and enhancement of machinery and mechanical equipment within the Distribution Center. Trouble shoots to diagnose source of failure. Performs alignments, adjustments and tests associated with the installation, relocation and/or refurbishment of machinery and equipment. May work from mechanical drawings and schematics in accordance with standard practices. May read and interpret hydraulic, pneumatic, and electrical schematics and drawings. May also be responsible to install, maintain and repair facility electrical equipment and systems. Installs electrical equipment and fixtures including circuit breakers, controllers, switches, motors, meters, conduit, relays, transmission systems and the like. Reads and interprets blueprints, construction drawings, wiring diagrams, schematics and follows verbal instructions to plan and layout conduit, install transmission equipment and ensure proper operation of installed electrical equipment and systems. Implements preventative maintenance programs. Records and analyzes preventative maintenance and unscheduled maintenance logs. Recommends and may implement improvements to enhance performance and availability of machinery/equipment. May include parts fabrication as necessary. Participates in review of proposed machinery/equipment purchases.

Survey Job Code

90010
90020
90030

Survey Job Title

Maintenance Mechanic 1
Maintenance Mechanic 2
Maintenance Mechanic 3

Functional Description: Maintenance-Mechanical Management

Lead, Supervisor, or first level Manager for Maintenance Mechanics. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code

90040
90200
90210

Survey Job Title

Maintenance-Mechanic Team Lead
Maintenance-Mechanic Supervisor
Maintenance-Mechanic Manager 1



JOB DESCRIPTIONS (continued)

Survey Job Family:	Materials Management
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Functional Description: General Warehouse Worker

Responsible for the expedient and accurate handling of merchandise into and/or out of the Distribution Center. Job responsibilities may include any of the following: moves merchandise by hand, hand truck, or forklift equipment to maintain continuous flow of merchandise, unloads and stocks incoming merchandise, picks outgoing merchandise and loads outbound trailers. Checks, verifies and audits merchandise and enters data into a database to ensure that correct merchandise has been received and that merchandise is as expected and not damaged or defective. Identifies, separates, labels, and palletizes merchandise. May operate a forklift to move and put away merchandise.

Note: The General Warehouse Worker is a generic position that includes any combination of material handling type jobs such as loader, picker/packer, shipper, and receiver. It should be used when these functions are not decentralized into specific jobs, but incumbents are expected to do any variety or combination of those jobs. All areas of the DC are supported as needed.

Survey Job Code	Survey Job Title
100010	General Warehouse Worker 1
100020	General Warehouse Worker 2
100030	General Warehouse Worker 3

Functional Description: Loader

Loads and unloads cartons/boxes of merchandise, materials, and product onto or off of trailers/trucks which involve the ability to lift cartons overhead. May determine where cartons need to be sorted and placed. Stacks cartons/boxes onto pallets. Maintains and verifies documentation to facilitate the flow of merchandise onto trailers/trucks. Spends majority of working hours lifting on a continuous basis. May operate power equipment to move merchandise.

Survey Job Code	Survey Job Title
101010	Loader 1
101020	Loader 2
101030	Loader 3

Functional Description: Picker/Packer

Performs one or more of the following activities: picking, packing, pulling, replenishing stock; preparing orders for shipment, order tracking, receiving stock, operating hand trucks. Unpacks, sorts and counts items. Examines and inspects containers, materials, and products in order to ensure that packing specifications are met. Removes completed or defective products or materials, placing them on moving equipment such as conveyors or in specified areas such as loading docks. Measures, weighs and counts products and materials. Affixes labels, tickets, or tags. May operate a computer system and/or manual tracking of information to facilitate flow of merchandise through the distribution center. May operate power equipment to move merchandise on an occasional basis.

Survey Job Code	Survey Job Title
102010	Picker/Packer 1
102020	Picker/Packer 2
102030	Picker/Packer 3

Functional Description: Quality Assurance Inspector

Inspects products for defects and verifies that they meet specifications. Completes random pallet audits on inbound, outbound shipments and finished products to ensure quality standards are maintained. Monitors packing line to ensure correct packing of finished product. Performs cycle counts in the warehouse in accordance with established procedures and conducts order audits to ensure order accuracy. Communicates quality issues and provides recommendations for improvement to management.

Survey Job Code	Survey Job Title
103010	Quality Assurance Inspector 1
103020	Quality Assurance Inspector 2
103030	Quality Assurance Inspector 3



Survey Job Family: Materials Management (continued)

Functional Description: Receiver

Receives and unloads incoming shipments, directs merchandise to the appropriate area. Checks against bills of lading and packing slips. Takes inventory of merchandise, checks quantity, and maintains records of goods received; rejects damaged, excess or misdirected goods. Identifies, separates, labels, and palletizes merchandise. May move materials/products by hand, hand truck, or forklift equipment to maintain continuous flow of merchandise. Routes materials to appropriate destinations.

Survey Job Code	Survey Job Title
104010	Receiver 1
104020	Receiver 2
104030	Receiver 3

Functional Description: Shipper

Performs manual and clerical duties related to the shipment of materials, supplies, equipment and finished products. Maintains necessary files and documentation. Checks goods against shipping documents and authorizations; packs goods for shipment according to specifications, equipment characteristics, transportation methods and routes; verifies identification and quality of product; prepares bills of lading; posting weight and shipping charges; stamps, stencils or attaches information and shipping instructions on containers; loads shipment onto carrier. Maintains inventory of cartons, tapes, crates, clamps, foam and other packing material.

Survey Job Code	Survey Job Title
105010	Shipper 1
105020	Shipper 2
105030	Shipper 3

Functional Description: Shipper/Receiver

Performs manual and clerical duties related to the shipment of materials, supplies, equipment and finished products. Maintains necessary files and documentation. Checks goods against shipping documents and authorizations; packs goods for shipment according to specifications, equipment characteristics, transportation methods and routes; verifies identification and quality of product; prepares bills of lading; posting weight and shipping charges; stamps, stencils or attaches information and shipping instructions on containers; loads shipment onto carrier. Maintains inventory of cartons, tapes, crates, clamps, foam and other packing material.

Receives and unloads incoming shipments, directs merchandise to the appropriate area. Checks against bills of lading and packing slips. Takes inventory of merchandise, checks quantity, and maintains records of goods received; rejects damaged, excess or misdirected goods. Identifies, separates, labels, and palletizes merchandise. May move materials/products by hand, hand truck, or forklift equipment to maintain continuous flow of merchandise. Routes materials to appropriate destinations.

Survey Job Code	Survey Job Title
106010	Shipper/Receiver 1
106020	Shipper/Receiver 2
106030	Shipper/Receiver 3

Functional Description: Materials Management

Lead, Supervisor, or first level Manager for one or more job groups within the Materials Management functional job family. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code	Survey Job Title
110040	Materials Management Team Lead
110200	Materials Management Supervisor
110210	Materials Management Manager 1



JOB DESCRIPTIONS (continued)

Survey Job Family:	Transportation/Traffic
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Functional Description: Transportation Analyst

Executes and monitors the daily transportation plan for assigned distribution centers. Analyzes transportation and distribution methods and procedures to develop, utilize and recommend the most economically advantageous and efficient means of delivering products. Evaluates freight classifications, tariff rates, and operating capabilities concurrent with delivery schedules and deadlines. Reviews proposals by carriers and administrative agencies for modification in rates and transportation regulations to determine their impact.

Survey Job Code

120110
120120
120130

Survey Job Title

Transportation Analyst 1
Transportation Analyst 2
Transportation Analyst 3

Functional Description: Transportation/Traffic Management

First level manager for Transportation Analysts. Management responsibilities as stated in the Job Leveling Factors.

Survey Job Code

120210

Survey Job Title

Transportation Manager