



EuroComp Remuneration Survey



Version 1.0
01 January 2012





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INVITATION TO PARTICIPATE

01 January 2012

We would like to invite you to participate in the Summer 2012 Edition of the EuroComp Remuneration Survey. This survey has been designed to collect and analyze commonly found positions across Europe. EuroComp will provide you with a consistent tool for analyzing remuneration throughout the continent.

The study covers 33 countries and over 80 metropolitan centres in the region. The position listing covers Platform Functions, Sales and Marketing, Services and Support, Research and Development, Manufacturing, Supply Chain, and Consulting / Outsourcing. The survey also integrates directly with the Hewlett-Packard Executive, EuroComp Executive Remuneration, EuroRetail, and Media Sales International Surveys conducted by Western Management, with the use of a common software platform and a set of standardised reports.

This survey covers Total Cash Remuneration in the form of Base Pay, Bonus, Cash Incentives, as well as Target Incentive data; plus we also collect data regarding Long Term Incentive Programmes. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fees start at € 700 per country for access to the **Standard Report** for the 2012 survey results through our on-line, **DataCentral®** reporting system, where you can download Standard Reports in both PDF and XLS formats. **Custom** reporting capabilities are also available at an additional cost, for those who need to compare their data to that of others, or would like to run reports on selected sets of participants. Be sure to review the various DISCOUNTS that we offer to help moderate your costs this year. The results are NOT available to non-participants.

The schedule for this study is:

01 April 2012

15 May 2012

August 2012

Data Effective Date

Deadline for submission of data input to WMG (10% Discount)

Results available for participants

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 15 May input deadline. Those who submit data on-time will receive a 10% discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

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 compensation programs in the region. Should you have any questions regarding the survey, please feel free to contact me directly at either +1 408 399 4900 x231 or +33 (0)4 93 77 08 28, or steve@wmgnet.com.

Best Regards,

Steve SCHWARZER
Managing Director



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KEY SURVEY FEATURES

- Total Cash Compensation data including Base Pay, Profit Sharing, Performance Bonuses, Team Awards, Discretionary Bonuses, etc. for the current targets, and previous year performance.
- Geographic breakouts of data for each country, over 80 major metropolitan areas throughout the EMEA region.
- Over 80 participants were included in the 2011 edition.
- Over 330 benchmark jobs, each with detailed job descriptions.

NEW FOR 2012!

- **LTI Question Revisions** - The LTI questions have been revised to match the recommended World at Work / GEO formats. Please see pages 25 and 26 for complete details.
- Please note that each year there are minor updates and revisions to the survey definitions, and it is our recommendation that each participant review the complete survey Input Materials PRIOR to preparing their input.

SURVEY SCHEDULE

The 2012 edition of the survey allows for participants to submit data to the survey to either the Summer or Winter cycle. The dual-survey-cycle concept ensures that participants are able to submit their most up-to-date information, following the normal review cycle, and receive timely data in return.

The **Summer Cycle** of the survey calls for production and distribution of reports in August 2012. **Companies who implement their employee pay changes between 16 October and 15 April are to submit their data to the Summer Cycle.**

March 2012	Participant Meetings
01 April 2012	Data Effective Date
15 May 2012	Deadline for submission of input data
June - July 2012	Data verification and report production
August 2012	Results available for participants

The **Winter Cycle** of the survey calls for production and distribution of reports in February 2013. **Companies who implement their employee pay changes between 16 April and 15 October are to submit their data to the Winter Cycle.**

01 October 2012	Data Effective Date
15 November 2012	Deadline for submission of input data
December 2012 – January 2013	Data verification and report production
February 2013	Results available for participants

In order to meet these output schedules, it is extremely important for you to submit your information to Western Management as soon as possible, so we may audit and verify your entries, and have ample time to clarify any data or policy questions with you.



SURVEY FEES

The report fees for your company will depend on the level of subscription you choose with **FULL YEAR** access to the survey results via our **DataCentral®** online survey report tool, no matter which level of access you have chosen. The two options offer you the choice of the complexity of analyses, comparisons, and customization of results from the survey database. With all levels of subscription, you have access to the results in PDF and XLS Formats, including uploadable versions. **Participant Fees** are based on the number of countries submitted:

DataCentral® Subscription Level	Standard Report	Custom Report
1 Country	€ 700	€ 1,200
2 Countries	€ 1,400	€ 2,400
3 Countries	€ 2,100	€ 3,600
4 Countries	€ 2,800	€ 4,800
5 Countries or <u>More</u>	€ 3,500	€ 6,000

- Report access from countries which you have not submitted data are available for as low as € 1,300 each, with the following restrictions: A maximum of four countries can be purchased in a given year; you must submit data for at least four other countries; and you must submit data for the country within two survey cycles.
- **Data Conversion Fee** Conversion of data from other popular survey formats to the Western Management survey format. The fee for data conversion is € 100 per country, with a maximum of € 500 if you are submitting to five or more countries. Please contact us prior to submitting.
- **Optional Reports** are available directly from Western Management. Such reports include Printed copies, CD-ROM results.

SURVEY DISCOUNTS

You can earn up to a 50% reduction in your survey fees this year!

- 10% On-Time Discount if you submit your pay data by 15 May 2012
- 5% Early Order Discount if you place your report order by 30 June 2012
- 10% Previous Participant Discount for all EuroComp Summer 2011 Survey Participants
- 10% EuroComp Executive Participant Discount for all 2012 EuroComp Executive Survey Participants
- 10% Advisory Team Discount is awarded to all Advisory Team Member Companies
- 5% Participant Meeting Discount is given if you attend one of our Job Match/Participant Meetings



SURVEY RESULTS - DataCentral® SUBSCRIPTION LEVELS

There are two levels of results access available depending on your needs...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. Regardless of the level chosen, all participants will receive a **FULL YEAR** of 24x7 access to **DataCentral®** to download your reports online, and get immediate results. You may also upgrade from at anytime during the year to a higher-level of subscription, should your needs change. Each level described below will provide the analyses in both PDF and XLS Formats.

■ STANDARD REPORT OPTION

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.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted or simple average of each pay element for each survey job.
- **Statistical 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 data, and number of companies and employees reported to each pay element.
- **Breakout Report:** For each survey job, displays averages of each pay element broken out by Product Sector, Geographic Area and Company Revenue.
- **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 OPTION

The Custom Report Option offers detailed and full customized reporting capability. 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 |
| • Industry Category | • Weighted and Simple Averages |
| • Geographic Metro Area | • Data Aging |
| • Data Elements and Statistics Calculations | • And much more! |

Includes all of the above reports from the Standard level PLUS

- **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 Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 for a guided tour.



SAMPLE – SUMMARY REPORT

Summer 2012 Edition: Summary Report

01 January 2012

Report ID = Sample Report

Country: Germany Metro: DEBE; DEDD; DEDK; DEFM; DEZZ; DEHM; DEMC; DEST

Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Job Code	Job Title	Guaranteed Payments	Base Salary	Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Variable Cash	Individual Variable Cash Last Year	Total Actual Cash	Total LTI Value	REPRESENTS: Median Value/50th Percentile		
											Total Actual Remuneration	Total Number of Employees Reported	Number of Companies Reported
10110	Human Resources Representative 1		41,376		4,685	46,905		1,730	37,200		37,200	6	3
10120	Human Resources Representative 2		52,370	3,312	2,987	56,286		2,468	57,605	800	1,600		11
10130	Human Resources Representative 3	6,684	62,184	7,891	6,467	67,195		2,615	66,315	300	6,167		16
10140	Human Resources Representative 4	7,080	74,000		630	82,330	46	4,171	77,664		74,364	48	8
10200	Human Resources Supervisor		70,156		539	75,195		3,324	75,224		75,224	4	4
10210	Human Resources Manager 1		81,000		12,780	93,780	4,393	4,169	84,204	1,612	84,204	34	9
10220	Human Resources Manager 2	11,040	105,389	2,002	21,292	126,978	646	13,421	115,003	2,304	115,003	13	7

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data



SAMPLE – STATISTICAL REPORT

Summer 2012 Edition: Statistical Report
Report ID = Sample Report

01 January 2012

Country: Germany Metro: DEBE; DEDD; DEDK; DEFM; DEZZ; DEHM; DEMC; DEST

Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

10130 Human Resources Representative 3

	Guaranteed Payments	Base Salary	Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Variable Cash Last Year	Individual Variable Cash Last Year	Total Actual Cash	Total LTI Value	Total Actual Remuneration	Age
Highest 5		82,080		12,288	88,646		9,760	84,029	13,440	84,029	57
		80,520		12,000	86,962		7,551	82,770	5,156	82,770	57
		78,911		10,980	86,802		7,152	81,724	2,500	81,724	56
		78,605		10,869	84,893		6,995	80,305	1,038	80,305	55
		74,729		10,426	83,560		5,079	78,911		78,911	55
90th Percentile		73,920		10,426	82,202		7,551	81,724	13,440	81,724	56
75th Percentile		67,558		7,221	74,314		6,995	77,443	5,156	77,443	51
50th Percentile		62,184		6,467	67,495		2,976	66,815	2,600	67,267	44
25th Percentile		55,885		5,924	61,401			55,125	1,038	55,184	38
10th Percentile		52,088		5,225	57,213			55,125	0	55,125	34
Lowest 5		51,459		5,133	56,332		2,200	58,339	13,440	58,339	36
		50,740		5,040	54,643		1,949	56,472	5,156	56,472	35
		48,000		3,525	52,517		1,824	55,125	2,500	55,125	34
		48,000		3,374	51,840		1,700	50,000	1,038	50,000	33
		45,259		3,093	50,000		1,353	49,824		49,824	31
Number Of Employees	1	52	1	45	52		13	22	4	22	26
Market Average		62,323		6,881	68,429		4,224	68,607	5,534	68,842	44
Number Of Companies	1	16	1	9	16		3	10	4	10	14
Company Weighted Average		60,720		6,953	65,124		5,291	64,533	5,534	65,049	44

FICTIONAL DATA

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

10130 Human Resources Representative 3

SAMPLE – BREAKOUT REPORT

Summer 2012 Edition: Breakout Report
Report ID = Sample Report

01 January 2012

Country: Germany Metro: DEBE; DEDD; DEDK; DEFM; DEZZ; DEHM; DEMC; DEST
Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Currency: EU Euro

10210 Human Resources Manager 1

REPRESENTS: Employee Weighted Average

	Guaranteed Payments	Base Salary	Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Variable Cash Last Year	Individual Variable Cash Last Year	Total Actual Cash	Total LTI Value	Total Actual Remuneration	Relative Index	Number of Companies	Number of Employees
GEOGRAPHY													
Germany - Frankfurt AM Metro		90,989		7,601	94,790	4,393	4,725	94,450		94,450	109.14%	3	4
Germany - Germany Other		80,598		18,018	95,913		5,625	80,527	1,844	80,527	93.05%	6	20
STATISTICS													
Lowest		60,000		6,426	60,000	4,393	2,777	60,000	1,152	60,000	69.33%	--	--
10th Percentile		70,200		7,320	75,896	4,393	2,777	68,160	1,152	68,160	78.76%	--	--
25th Percentile		77,204		8,500	80,476	4,393	3,600	77,204	1,152	77,204	89.21%	--	--
50th Percentile		81,000		12,780	93,780	4,393	4,169	84,204	1,612	84,204	97.3%	--	--
75th Percentile		87,800		20,283	103,400	4,393	5,550	93,306	2,075	93,306	107.82%	--	--
90th Percentile		92,680		30,900	120,190	4,393	11,106	106,504	2,075	106,504	123.07%	--	--
Highest		126,000		34,453	126,000	4,393	11,106	126,000	2,075	126,000	145.6%	--	--
JOB FOCUS													
Combination		85,558		19,263	88,932		5,017	85,558	1,322	85,558	100.0%	7	22
Compensation and Benefits		77,703		13,114	85,662		5,000	77,703		83,012	95.92%	3	5
GEOGRAPHIC RESPONSIBILITY													
Single Country		81,399		15,371	93,827		5,744	84,955	1,729	84,955	98.17%	7	32
PEOPLE RESPONSIBILITY													
Not Reported/Not Available		82,932		17,271	95,885		5,686	85,471	1,612	85,471	98.77%	5	24
Less than 25 Employees		82,217		10,764	90,290		5,315	88,131	1,768	88,131	101.84%	4	8
GENDER													
Female		84,191		10,044	89,931		4,169	87,436	1,844	87,436	101.04%	3	7
Male		83,887		9,020	88,396	4,393	10,053	91,586	1,614	91,586	105.83%	4	10
Undefined		81,978		18,686	99,565		4,020	80,053		80,053	92.5%	4	17
YEARS OF SERVICE													
2 - 5 Years		80,923		14,100	89,736	4,393	4,164	83,124	2,075	83,124	96.05%	7	8
6 - 10 Years		80,653		10,347	85,252		3,900	84,383	1,612	84,383	97.51%	4	9
10+ Years		85,210		17,023	101,232		6,430	91,541	1,614	91,541	105.78%	6	17
Total Job													
Total Job		82,995		15,370	94,297	4,393	5,547	86,539	1,729	86,539	100.0%	9	34

10210 Human Resources Manager 1



SAMPLE – LTI SUMMARY REPORT

Summer 2012 Edition: LTI Summary Report
Report ID = Sample Report

01 January 2012

Country: United Kingdom Metro: GBEA; GBLI; GBMI; GBNE; GBNW; GBNI; GBLO; GBSC; GBSO; GBSE; GBSW; GBTV; GBZZ

Currency: GB Pound Sterling

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Job Code	Job Title	Appreciation-Based LTI Programmes		Full Value LTI Programmes		Cash LTI Programmes		Average Total Value	
		Total Number of Employees Reported	Number of Companies Reported	Percent Receiving	Total Value	Percent Receiving	Total Value		Percent Receiving
40110	Design Engineer 1	18	5	0.0%		0.0%		0.0%	
40120	Design Engineer 2	180	16	5.55%	6,043	0.55%	9,218	0.0%	6,456
40130	Design Engineer 3	855	18	4.09%	15,410	0.0%		0.0%	15,448
40140	Design Engineer 4	221	7	6.9%	2,118	0.0%		0.0%	11,938
40150	Design Engineer 5	6	2	22%	2,004	0.0%		0.0%	19,045
40200	Design Engineering Supervisor	4	7	2.32%	87,788	0.0%		0.0%	25,221
40210	Design Engineering Manager	106	10	4.71%	580	0.0%		0.0%	3,894
40220	Design Engineering Manager 2	63	11	47.61%	35,837	0.0%		0.0%	32,377

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

FICTITIOUS DATA

2011 PARTICIPANT LIST

ABERCROMBIE & FITCH
ABERTIS
ADIDAS
AMADEUS
AMAZON.COM
APPLE
APPLIED MATERIALS
ASK
ASOS
AURORA FASHIONS
AVAYA
AXCELIS TECHNOLOGIES
BAE SYSTEMS
BOEING
BOMBARDIER
BOOTS
BRITISH SKY BROADCASTING
BRITISH TELECOMMUNICATIONS
BUILD A BEAR WORKSHOP
CAMPER
CARREFOUR
CINCOM SYSTEMS - EMEA
CINCOM SYSTEMS - UK
COAST
COBHAM
COIN
CORBIS
DIALOG SEMICONDUCTOR
DIESEL
EBAY
EMC
EMI MUSIC
ESTERLINE TECHNOLOGIES
EXPEDIA
FACEBOOK
FNAC
FOSSIL
FUJITSU SEMICONDUCTOR EUROPE
FUJITSU TECHNOLOGY SOLUTIONS
GE AVIATION
GEOX
GETTY IMAGES
GOOGLE
HOLLISTER CO.
HONEYWELL EMEA
INTELSAT
INTERGRAPH
ITT - ELECTRONIC SYSTEMS
IXIA TECHNOLOGIES
JOHN WILEY AND SONS
KAREN MILLEN
LABELUX GROUP
LEVI STRAUSS
MEXX INTERNATIONAL
MICRONAS
MONSTER
NCR
NESPRESSO
NIKE
NOKIA
OASIS
OFFICE DEPOT
ORBITZ WORLDWIDE
OXFORD INDUSTRIES
PHILIPS
POLO RALPH LAUREN
PRS FOR MUSIC
QINETIQ
QUALCOMM
QUIKSILVER
SAMSUNG SEMICONDUCTOR
SEAGATE TECHNOLOGY
SIXTY
SONY ERICSSON MOBILE COMMUNICATIONS
SONY MUSIC ENTERTAINMENT
ST MICROELECTRONICS
TECHNICOLOR
TELEFÓNICA EUROPE
TERADATA
THALES
THE WALT DISNEY COMPANY
THREE
TIFFANY
TIMBERLAND
TJX
TOPPAN PHOTOMASKS
TRADER MEDIA
TURNER BROADCASTING
UNIVERSAL MUSIC GROUP
VARIAN MEDICAL SYSTEMS
VARIAN SEMICONDUCTOR EQUIPMENT
VODAFONE ESPAÑA SAU
WAREHOUSE
WARNER BROS.
WARNER MUSIC INTERNATIONAL
YAHOO!



SURVEY JOBS INDEX

PLATFORM FUNCTIONS

10030	Human Resources Assistant 3	14130	Total Quality Representative 3
10040	Human Resources Assistant 4	14140	Total Quality Representative 4
10110	Human Resources Representative 1	14150	Total Quality Representative 5
10120	Human Resources Representative 2	14210	Total Quality Manager 1
10130	Human Resources Representative 3	14220	Total Quality Manager 2
10140	Human Resources Representative 4	15030	Finance / Accounting Assistant 3
10150	Human Resources Representative 5	15040	Finance / Accounting Assistant 4
10200	Human Resources Supervisor	15110	Finance / Accounting Representative 1
10210	Human Resources Manager 1	15120	Finance / Accounting Representative 2
10220	Human Resources Manager 2	15130	Finance / Accounting Representative 3
11030	Legal Assistant 3	15140	Finance / Accounting Representative 4
11040	Legal Assistant 4	15150	Finance / Accounting Representative 5
11110	Attorney 1	15200	Finance / Accounting Supervisor
11120	Attorney 2	15210	Finance / Accounting Manager 1
11130	Attorney 3	15220	Finance / Accounting Manager 2
11140	Attorney 4	16010	IT Technician 1
11150	Attorney 5	16020	IT Technician 2
11210	Legal Services Manager 1	16030	IT Technician 3
11220	Legal Services Manager 2	16040	IT Technician 4
12001	Receptionist	16110	IT Engineer 1
12002	Switchboard Operator	16120	IT Engineer 2
12010	Administrative Support 1	16130	IT Engineer 3
12020	Administrative Support 2	16140	IT Engineer 4
12030	Administrative Support 3	16150	IT Engineer 5
12040	Administrative Support 4	16200	IT Supervisor
12110	Executive Support 1	16210	IT Manager 1
12120	Executive Support 2	16220	IT Manager 2
13030	Purchasing Assistant 3	17010	Site Services Technician 1
13040	Purchasing Assistant 4	17020	Site Services Technician 2
13110	Buyer 1	17030	Site Services Technician 3
13120	Buyer 2	17040	Site Services Technician 4
13130	Buyer 3	17110	Site Services Engineer 1
13140	Buyer 4	17120	Site Services Engineer 2
13150	Buyer 5	17130	Site Services Engineer 3
13200	Purchasing Supervisor	17140	Site Services Engineer 4
13210	Purchasing Manager 1	17150	Site Services Engineer 5
13220	Purchasing Manager 2	17200	Site Services Supervisor
14110	Total Quality Representative 1	17210	Site Services Manager 1
14120	Total Quality Representative 2	17220	Site Services Manager 2

**SALES AND MARKETING**

20110	Direct Field Sales Representative 1	23200	Inside Sales Supervisor
20120	Direct Field Sales Representative 2	23210	Inside Sales Manager 1
20130	Direct Field Sales Representative 3	23220	Inside Sales Manager 2
20140	Direct Field Sales Representative 4	25110	Systems / Applications Engineer 1
20150	Direct Field Sales Representative 5	25120	Systems / Applications Engineer 2
20200	Direct Field Sales Supervisor	25130	Systems / Applications Engineer 3
20210	Direct Field Sales Manager 1	25140	Systems / Applications Engineer 4
20220	Direct Field Sales Manager 2	25150	Systems / Applications Engineer 5
21010	Sales Administrative Support 1	25200	Systems / Applications Engineering Supervisor
21020	Sales Administrative Support 2	25210	Systems / Applications Engineering Manager 1
21030	Sales Administrative Support 3	25220	Systems / Applications Engineering Manager 2
21040	Sales Administrative Support 4	26110	Internet Marketing Developer 1
21110	Sales Support Representative 1	26120	Internet Marketing Developer 2
21120	Sales Support Representative 2	26130	Internet Marketing Developer 3
21130	Sales Support Representative 3	26140	Internet Marketing Developer 4
21140	Sales Support Representative 4	26150	Internet Marketing Developer 5
21150	Sales Support Representative 5	26210	Internet Marketing Manager 1
21200	Sales Support Supervisor	26220	Internet Marketing Manager 2
21210	Sales Support Manager 1	27110	Indirect Channel Sales Representative 1
21220	Sales Support Manager 2	27120	Indirect Channel Sales Representative 2
22110	Marketing Representative 1	27130	Indirect Channel Sales Representative 3
22120	Marketing Representative 2	27140	Indirect Channel Sales Representative 4
22130	Marketing Representative 3	27150	Indirect Channel Sales Representative 5
22140	Marketing Representative 4	27200	Indirect Channel Sales Supervisor
22150	Marketing Representative 5	27210	Indirect Channel Sales Manager 1
22200	Marketing Supervisor	27220	Indirect Channel Sales Manager 2
22210	Marketing Manager 1	28030	Contracts Administrative Support 3
22220	Marketing Manager 2	28040	Contracts Administrative Support 4
23010	Inside Sales Representative 1	28110	Contracts Representative 1
23020	Inside Sales Representative 2	28120	Contracts Representative 2
23030	Inside Sales Representative 3	28130	Contracts Representative 3
23040	Inside Sales Representative 4	28140	Contracts Representative 4
23110	Inside Sales Executive 1	28150	Contracts Representative 5
23120	Inside Sales Executive 2	28200	Contracts Supervisor
23130	Inside Sales Executive 3	28210	Contracts Manager 1
23140	Inside Sales Executive 4	28220	Contracts Manager 2
23150	Inside Sales Executive 5		

**TECHNICAL SERVICES AND SUPPORT**

31110	Solutions Specialist 1	33040	Technical Support / Help Desk 4
31120	Solutions Specialist 2	33110	Remote Support Engineer 1
31130	Solutions Specialist 3	33120	Remote Support Engineer 2
31140	Solutions Specialist 4	33130	Remote Support Engineer 3
31150	Solutions Specialist 5	33140	Remote Support Engineer 4
31200	Solutions Supervisor	33150	Remote Support Engineer 5
31210	Solutions Manager 1	33200	Remote Support Supervisor
31220	Solutions Manager 2	33210	Remote Support Manager 1
32010	Field Service Engineer 1	33220	Remote Support Manager 2
32020	Field Service Engineer 2	34110	Technical Trainer 1
32030	Field Service Engineer 3	34120	Technical Trainer 2
32040	Field Service Engineer 4	34130	Technical Trainer 3
32110	Field Service Specialist 1	34140	Technical Trainer 4
32120	Field Service Specialist 2	34150	Technical Trainer 5
32130	Field Service Specialist 3	34210	Technical Training Manager 1
32140	Field Service Specialist 4	34220	Technical Training Manager 2
32150	Field Service Specialist 5	35110	Outsourcing Consultant 1
32200	Field Service Supervisor	35120	Outsourcing Consultant 2
32210	Field Service Manager 1	35130	Outsourcing Consultant 3
32220	Field Service Manager 2	35140	Outsourcing Consultant 4
33010	Technical Support / Help Desk 1	35150	Outsourcing Consultant 5
33020	Technical Support / Help Desk 2	35210	Outsourcing Manager 1
33030	Technical Support / Help Desk 3	35220	Outsourcing Manager 2

RESEARCH AND DEVELOPMENT

40010	Design Technician 1	41210	Research Science Manager 1
40020	Design Technician 2	41220	Research Science Manager 2
40030	Design Technician 3	42110	Technical Writer 1
40040	Design Technician 4	42120	Technical Writer 2
40110	Design Engineer 1	42130	Technical Writer 3
40120	Design Engineer 2	42140	Technical Writer 4
40130	Design Engineer 3	42150	Technical Writer 5
40140	Design Engineer 4	42210	Technical Writing Manager 1
40150	Design Engineer 5	42220	Technical Writing Manager 2
40200	Design Engineering Supervisor	43110	Product Design Engineer 1
40210	Design Engineering Manager 1	43120	Product Design Engineer 2
40220	Design Engineering Manager 2	43130	Product Design Engineer 3
41110	Research Scientist 1	43140	Product Design Engineer 4
41120	Research Scientist 2	43150	Product Design Engineer 5
41130	Research Scientist 3	43210	Product Design Engineering Manager 1
41140	Research Scientist 4	43220	Product Design Engineering Manager 2
41150	Research Scientist 5		



MANUFACTURING

50010	Manufacturing Technician 1	52020	Quality Technician 2
50020	Manufacturing Technician 2	52030	Quality Technician 3
50030	Manufacturing Technician 3	52040	Quality Technician 4
50040	Manufacturing Technician 4	52110	Quality Engineer 1
50110	Manufacturing Engineer 1	52120	Quality Engineer 2
50120	Manufacturing Engineer 2	52130	Quality Engineer 3
50130	Manufacturing Engineer 3	52140	Quality Engineer 4
50140	Manufacturing Engineer 4	52150	Quality Engineer 5
50150	Manufacturing Engineer 5	52200	Quality Engineering Supervisor
50200	Manufacturing Engineering Supervisor	52210	Quality Engineering Manager 1
50210	Manufacturing Engineering Manager 1	52220	Quality Engineering Manager 2
50220	Manufacturing Engineering Manager 2	53030	Drafter 3
51010	Production Assembler 1	53040	Drafter 4
51020	Production Assembler 2	53110	Designer 1
51030	Production Assembler 3	53120	Designer 2
51040	Production Assembler 4	53130	Designer 3
51200	Production Supervisor	53140	Designer 4
51210	Production Manager 1	53200	Design Drafting Supervisor
51220	Production Manager 2	53210	Design Drafting Manager 1
52010	Quality Technician 1	53220	Design Drafting Manager 2

SUPPLY CHAIN

60030	Materials / Procurement Assistant 3	62020	Customer Service Representative 2
60040	Materials / Procurement Assistant 4	62030	Customer Service Representative 3
60110	Materials / Procurement Representative 1	62040	Customer Service Representative 4
60120	Materials / Procurement Representative 2	62200	Customer Service Supervisor
60130	Materials / Procurement Representative 3	62210	Customer Service Manager 1
60140	Materials / Procurement Representative 4	62220	Customer Service Manager 2
60150	Materials / Procurement Representative 5	63110	Production Planner 1
60200	Materials / Procurement Supervisor	63120	Production Planner 2
60210	Materials / Procurement Manager 1	63130	Production Planner 3
60220	Materials / Procurement Manager 2	63140	Production Planner 4
61030	Logistics Assistant 3	63150	Production Planner 5
61040	Logistics Assistant 4	63200	Production Planning Supervisor
61110	Logistics Representative 1	63210	Production Planning Manager 1
61120	Logistics Representative 2	63220	Production Planning Manager 2
61130	Logistics Representative 3	64010	Materials Handler 1
61140	Logistics Representative 4	64020	Materials Handler 2
61150	Logistics Representative 5	64030	Materials Handler 3
61200	Logistics Supervisor	64040	Materials Handler 4
61210	Logistics Manager 1	64200	Warehousing Supervisor
61220	Logistics Manager 2	64210	Warehousing Manager 1
62010	Customer Service Representative 1		

CONSULTING

70110	Consultant 1	71110	Project Manager 1
70120	Consultant 2	71120	Project Manager 2
70130	Consultant 3	71130	Project Manager 3
70140	Consultant 4	71140	Project Manager 4
70150	Consultant 5	71150	Project Manager 5
70200	Consulting Supervisor	71210	Program Manager 1
70210	Consulting Manager 1	71220	Program Manager 2
70220	Consulting Manager 2		



PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

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

Pay Increases 2011
Pay Increases 2012

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, and you will be eligible for multiple discounts!

Over ten additional topics are also available covering Automobile Programmes, Sales Compensation, Employment Turnover, pay Structures, Pay Increase Policies, and LTI Programmes. 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.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel 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 Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 or steve@wmgnet.com.



PREPARING YOUR SURVEY INPUT

Before starting data submission, we recommend that you follow the steps outlined below to help streamline your submittal.

- **Print this document in color**, as these materials have many key-points outlined in **red** print.
- **Read this document** completely, taking notes and "marking-up" your copy. If you have any questions, please feel free to contact us directly for clarification.
- **Prepare your proposed Job Matches** comparing and translating your internal job-structures and positions to those found in the survey.
- Attend a **Participant Meeting** – There are significant financial incentives for attending one of these sessions. Present and verify your **Job Matches** with the other participants, using the Provided Job Match Tools.
- **Collect** and prepare your **Company, Country, and Incumbent Data**
- **Download the SmartScreen®** Excel Template from the EuroComp Website
- **Use the SmartScreen** on your PC
 - Enter the **General Information, Country Information, and Billing information**
 - **Export your Employee Data** from your HRIS System to an Excel file, with one line of data per employee
 - **Cut/Paste** the data from your HRIS / Employee Data file into the appropriate SmartScreen fields
 - **Enter Survey-Specific Information** into the SmartScreen which has not been generated in your HRIS file
 - Run the SmartScreen **Audit Reports** to flag omissions, pay questions, and common data entry errors
 - **Fix errors** found within the Audit Reports
 - **Save and Archive** a copy of the SmartScreen on your PC
- **Send** a copy of your **SmartScreen** file by 15 May 2012 to euro.info@wmgnet.com

SURVEY SUPPORT

If you have questions regarding any aspect of the survey, website, SmartScreen®, DataCentral® or PolicyCentral® operation, please contact the appropriate WESTERN MANAGEMENT representative from the list below.

- **EuroComp Website Address**

<http://www.wmgnet.com/EuroComp>

- **General Survey Support**

Steve Schwarzer
39 Allée des Oliviers
F-06330 Roquefort les Pins
FRANCE

Tel US: +1 408 399 4900 x231
Tel FR: +33 4 93 77 08 28
eMail: euro.info@wmgnet.com

- **Website and Technical Support**

Ray Lake
237 West Main Street
Los Gatos, CA 95030
UNITED STATES

Tel: +1 408 399 4900 x236
Fax: +1 408 399 4901
eMail: tech.info@wmgnet.com



DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants 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 within 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/ec/ECS12SmartScreen.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 file, 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 Steve Schwarzer at steve@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 Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 or steve@wmgnet.com.



SmartScreen® LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified above and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or proper formatting of your file.

- Report annual pay figures, whole numbers – do not include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- DO NOT include decimals, currency signs (€) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns
- DO NOT 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

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SURVEY DATA ELEMENTS

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

NOTE: Please enter all remuneration figures for a given country in **Local Currency, including Turkey. Please enter ALL Euro-Monetary-Unit (EMU) member country data in Euro.** Do not enter non-local currency. It is imperative that you use the exchange rates listed in the Currency Conversion Table for any currency conversions you make. All other conversion rates will give inconsistent survey results.

Data Effective Date for the survey is 1 April 2012. Data reported should reflect policies and compensation in effect on 1 April 2012. All employees submitted must be on Active Pay Status as of 1 April 2012. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

A. COUNTRY CODE: Enter the two-digit ISO country code of the WORK LOCATION (not residence) of the employee:

AT = <u>Austria</u>	IE = <u>Ireland</u>	RU = <u>Russian Federation</u>
BE = <u>Belgium</u>	IL = <u>Israel</u>	SA = <u>Saudi Arabia</u>
CZ = <u>Czech Republic</u>	IT = <u>Italy</u>	SK = <u>Slovakia</u>
DK = <u>Denmark</u>	LV = <u>Latvia</u>	ZA = <u>South Africa</u>
EG = <u>Egypt</u>	LT = <u>Lithuania</u>	ES = <u>Spain</u>
EE = <u>Estonia</u>	LU = <u>Luxembourg</u>	SE = <u>Sweden</u>
FI = <u>Finland</u>	NL = <u>Netherlands</u>	CH = <u>Switzerland</u>
FR = <u>France</u>	NO = <u>Norway</u>	TR = <u>Turkey</u>
DE = <u>Germany</u>	PL = <u>Poland</u>	UA = <u>Ukraine</u>
GR = <u>Greece</u>	PT = <u>Portugal</u>	AE = <u>UAE</u>
HU = <u>Hungary</u>	RO = <u>Romania</u>	GB = <u>United Kingdom</u>



B. METRO CODE: Enter the code of the WORK LOCATION (not residence) of the employee:

AEDB = <u>Dubai Metro</u>	GBSW = <u>Bristol, Bath, Devon, Cornwall, Dorset, Gloucester, Somerset, Wiltshire, Cardiff, Swansea, Newport</u>
AEZZ = <u>UAE Other</u>	GBTV = <u>Basingstoke, Bracknell, Reading, Wokingham, Maidenhead, Marlow, Slough, Uxbridge, Heathrow</u>
ATWI = <u>Vienna Metro</u>	GBZZ = <u>United Kingdom Other</u>
ATZZ = <u>Austria Other</u>	GRAT = <u>Athens Metro</u>
BEBR = <u>Brussels Metro</u>	GRZZ = <u>Greece Other</u>
BEZZ = <u>Belgium Other</u>	HUBP = <u>Budapest Metro</u>
CHBE = <u>Bern Metro</u>	HUZZ = <u>Hungary Other</u>
CHGE = <u>Geneva Metro</u>	IEDB = <u>Dublin Metro</u>
CHZH = <u>Zurich Metro</u>	IEZZ = <u>Ireland Other</u>
CHZZ = <u>Switzerland Other</u>	ILHF = <u>Haifa Metro</u>
CZPR = <u>Prague Metro</u>	ILTV = <u>Tel Aviv Metro</u>
CZZZ = <u>Czech Republic Other</u>	ILZZ = <u>Israel Other</u>
DEBE = <u>Berlin Metro</u>	ITMI = <u>Milan Metro</u>
DEDD = <u>Dresden Metro</u>	ITRO = <u>Rome Metro</u>
DEDK = <u>Düsseldorf/Köln Metro</u>	ITSI = <u>Sicily</u>
DEFM = <u>Frankfurt AM Metro</u>	ITZZ = <u>Italy Other</u>
DEHM = <u>Hamburg Metro</u>	LVZZ = <u>Latvia</u>
DEMC = <u>Munich Metro</u>	LTZZ = <u>Lithuania</u>
DEST = <u>Stuttgart Metro</u>	LUZZ = <u>Luxembourg</u>
DEZZ = <u>Germany Other</u>	NLAM = <u>Amsterdam Metro</u>
DKKH = <u>Copenhagen Metro</u>	NLZZ = <u>Netherlands Other</u>
DKZZ = <u>Denmark Other</u>	NOOS = <u>Oslo Metro</u>
EEZZ = <u>Estonia</u>	NOZZ = <u>Norway Other</u>
EGCO = <u>Cairo Metro</u>	PLWR = <u>Warsaw</u>
EGZZ = <u>Egypt Other</u>	PLZZ = <u>Poland Other</u>
ESBA = <u>Barcelona Metro</u>	PTLI = <u>Lisbon Metro</u>
ESMA = <u>Madrid Metro</u>	PTZZ = <u>Portugal Other</u>
ESZZ = <u>Spain Other</u>	ROZZ = <u>Romania</u>
FIHI = <u>Helsinki Metro</u>	RUMS = <u>Moscow Metro</u>
FIZZ = <u>Finland Other</u>	RUSP = <u>Saint Petersburg Metro</u>
FRPA = <u>Paris Metro</u>	RUZZ = <u>Russia Other</u>
FRGR = <u>Grenoble Metro</u>	SARY = <u>Riyadh Metro</u>
FRSA = <u>Sophia Antipolis Metro</u>	SAZZ = <u>Saudi Arabia Other</u>
FRZZ = <u>France Other</u>	SESH = <u>Stockholm Metro</u>
GBEA = <u>Ipswich, Norwich, Peterborough, Cambridge, Colchester</u>	SEZZ = <u>Sweden Other</u>
GBLI = <u>City and West End</u>	SKBR = <u>Bratislava Metro</u>
GBLO = <u>M25 Ring and Vicinity</u>	SKZZ = <u>Slovakia Other</u>
GBMI = <u>Birmingham, Nottingham, Northampton, Milton Keynes</u>	TRAN = <u>Ankara Metro</u>
GBNE = <u>Newcastle-upon-Tyne, Middlesborough</u>	TRIS = <u>Istanbul Metro</u>
GBNI = <u>Belfast, Londonderry</u>	TRZZ = <u>Turkey Other</u>
GBNW = <u>Leeds, Liverpool, Greater Manchester, Sheffield, Stoke-on-Trent, Warrington</u>	UAZZ = <u>Ukraine</u>
GBSC = <u>Glasgow, Edinburgh, Aberdeen</u>	ZACT = <u>Cape Town Metro</u>
GBSE = <u>Brighton, Dover, Tunbridge Wells</u>	ZAJO = <u>Johannesburg / Pretoria Metro</u>
GBSO = <u>Portsmouth, Southampton</u>	ZAZZ = <u>South Africa Other</u>



- C. **SURVEY JOB CODE:** Please enter the Survey Job Code which matches the appropriate job description. These descriptions are brief outlines of the survey jobs. They can be used as the basis to decide whether or not you have a comparable job. The Survey Job Title will automatically display.
- D. **SURVEY JOB LEVEL:** The Job Level directly corresponds with the Survey Job Code. See the Job Leveling Factors on pages 28 through 30.
- E. **JOB FOCUS:** This field designates the specialty sub-function of the position. Please refer to the survey job descriptions for a complete listing of Job Focus Codes.
- F. **COMPANY PAY GRADE:** Enter the Company Pay Grade for the incumbent. Leave blank if your company does not have a pay grade for this position.
- G. **COMPANY JOB TITLE:** Please enter the internal Company Job Title for the incumbent.
- H. **RECORD ID:** Please enter a distinct ID for each incumbent being matched. **This DOES NOT need to be their Company Employee ID.** We only need a number which enables you to easily identify the data for auditing purposes.
- I. **YEAR OF BIRTH:** Please enter the Year of Birth for the incumbent. **The date format is YYYY.**
- J. **YEAR OF HIRE:** Please enter the Year of Hire for the incumbent. **The date format is YYYY.**
- K. **GENDER:** Please enter the Gender of the incumbent.

M = Male

F = Female



- L. INDUSTRY:** Please enter the Industry code of the business for which the incumbent is responsible. If the job supports several businesses, e.g. General Manager, then enter the code most applicable to your company in this location.
- BP = Bio Technology / Pharmaceuticals** Research, development, production, distribution and sales of Pharmaceuticals or Bio-Technology.
- CC = Computer Systems** Mainframes, mass storage, and large networked systems. CC is the default value for computer companies, if the job includes a combination of computer industry code assignments.
- CI = Consulting / Integration** Systems Integration, Professional Consulting Services including IT and business solutions.
- CP = Computer Products and Peripherals** Personal computers, notebooks, workstations, printers, scanners, CD-ROMs, disk drives, DAT, monitors, plotters, and related peripherals.
- CS = Computer Software** CAD/CAE/CAM, operating systems, programming languages, basic architecture, desktop publishing, financial, business tools, databases, word processors and spreadsheets.
- CV = Computer Services** Hardware, software, and remote support services, which are managed as a high-availability services business.
- DN = Data Networking Hardware and Software** Routers, hubs, switches modems, and related data networking software for voice, data, or video.
- EE = Electrical Equipment** Calculators, photocopiers, typewriters, fax machines, radio, television, and stereo equipment, refrigerators, washing machines, generators, elevators, or related services and installation.
- ET = Entertainment** Movies, audio, video and other media production and distribution, theaters, amusement parks, event venues and sports franchises.
- IA = Chemical or Analytical Instruments** Spectroscopic and chromatographic devices, separation instruments, surface analyzers and other related systems, instruments, services and supplies.
- IE = Electronic Instruments** Test, measurement and related instrumentation products, service and supplies.
- MA = Media Advertising** Sales of advertising space online, in print, television, radio, or billboards.
- MD = Medical or Biomedical Instruments** Medical diagnostic, monitoring, treatment and analysis equipment.
- RS = Retail Sales** Retail sales of products directly to the consumer.
- SD = Components / Semiconductors** Components, Integrated circuits, semiconductor devices, and related materials and supply items.
- TE = Telecommunications Equipment** Mobile phones, residential and commercial equipment, pagers and similar consumer/end-user products. Capital equipment including switching, infrastructure and related telecommunications hardware.
- TS = Telecommunications Services** Voice/data/video providers, including local, regional and long-distance carriers, on-line/computer networking services, internet service providers, and cable providers.
- ZZ = Other Industries**



M. GEOGRAPHIC RESPONSIBILITY: Please indicate the geographic influence under the direct supervision of the incumbent:

- W =** If Worldwide Responsibility Responsible for a company's activities across the whole world.
- R =** If Regional Responsibility (Europe Middle East and Africa) Responsible for a company's activities across most or all of Europe. They may be in a company's Regional Headquarters or located elsewhere. Regional does NOT include clusters of countries (see below).
- L =** If Large Cluster of Countries (eg Northern Europe, Southern Europe) Responsible for a company's activities in a significant "cluster" of countries. A minimum of four countries must be included a cluster for it to be considered large; typically represents five or more countries.
- S =** If Small Cluster of Countries (eg Iberia, or Italy plus Greece) Responsible for a company's activities in a smaller "cluster" of countries. Three or fewer countries; but may include clusters up to four or five countries if considered small in scope by the company.
- C =** If Single Country Responsible for a company's activities in one country only.

N. PEOPLE RESPONSIBILITY: Supervisory and Management positions ONLY (XX2XX Roles). Please enter the average actual number of people which the incumbent manages on an on-going basis; including direct and indirect employees.

NOTE: Platform Function (1XXXX series) managerial positions - Report the total number of employees in the entity.

O. GUARANTEED PAYMENTS: Please enter the total annual CASH payments for items which are "guaranteed" and NOT part of normal Base Pay, Profit Sharing, Incentive schemes, or LTI's. Applies to all countries. If you are unable to report this figure, please leave blank.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

INCLUDES: Car Allowances, Holiday Bonuses, *Housing Allowances (UAE)*, Cash Paid in Lieu of Benefits.

EXCLUDES: Base Pay, Profit Sharing, Incentives, LTI's as described below.

P. BASE PAY: Please indicate annual full-time "Base" compensation. If you pay on a split payroll, or in another tax-effective way (e.g. representation allowance), please inflate your Base Pay to reflect these amounts. All figures should be as of 1 April of the current year (Summer Cycle), or 1 October of the current year (Winter Cycle).

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

INCLUDES: Annual Base Pay, plus all allowances such as extra month(s) pay, all fixed, legal or contractual bonuses, and cost of living adjustments.

EXCLUDES: Guaranteed Payments, Profit Sharing, Incentives and LTI's.

Q. OTHER VARIABLE CASH TARGET: Please indicate all Team/Group/Unit award targets (which cannot be individualized), Profit Sharing targets, or Gainsharing targets for the current calendar year (may be legislative or non-compulsory).

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).



R. INDIVIDUAL VARIABLE CASH TARGET: Please indicate all Individual Variable Cash Targets. These may include bonus and commission payments such as sales commission including sales incentive, executive bonus, incentive bonus, discretionary commission or quota related bonuses for the current calendar year. State total amount which you expect to be paid in respect of the current year, assuming 100% achievement for all performance goals (target). Must be "individualized bonus" if part of a team bonus program.

DO NOT INCLUDE Profit Sharing (legislative or non-compulsory), Gainsharing, overtime, or shift differentials. Do not enter the value of any stock options granted (or their cash equivalents, such as phantom stock).

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

TOTAL TARGET CASH Base Pay + Other Variable Cash Target + Individual Variable Cash Target.

NOTE: For display only in the final reports, and calculated automatically by the software. **DO NOT** enter in XLS sheets submitted to the survey.

S. OTHER VARIABLE CASH: Please indicate all Team/Group/Unit awards (which cannot be individualized), Profit Sharing payments, or Gainsharing earned in respect of the previous year (actual earned in 2011, even if paid in 2012, legislative or non-compulsory). If jobholder is a **new incumbent (less than 12 months in job)**, leave blank. Enter **ZERO** only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

NOTE: Also include Profit Sharing programs which would have been paid in cash, but have been deferred by the employee for purposes of tax deferment, and/or retirement.

T. INDIVIDUAL VARIABLE CASH: Please indicate all Individual Variable Cash payments as defined above as earned in respect of the previous year (actual earned in 2011, even if paid in 2012). If jobholder is a **new incumbent (less than 12 months in job)**, leave blank. Enter **ZERO** only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

TOTAL ACTUAL CASH: The total of Base Pay + Other Variable Cash + Individual Variable Cash.

NOTE: For display only in the final reports, and calculated automatically by the software. **DO NOT** enter in XLS sheets submitted to the survey.

TOTAL ACTUAL REMUNERATION Total Actual Cash + Total of LTI Value Last Year

NOTE: For display only in the final reports, and calculated automatically by the software. **DO NOT** enter in XLS sheets submitted to the survey.

U. APPRECIATION-BASED LTI ELIGIBILITY: Please indicate eligibility for company Appreciation-Based LTI Programmes. Appreciation-Based LTI Programmes are defined as company stock which can be "purchased" by the employee at a future date for a fixed "strike" price, and may be referred to as Incentive Stock Options. Stock Appreciation Rights (SAR) programmes are also included in this category.

E = Eligible for Appreciation-Based LTI Programmes, None Received

R = Eligible for Appreciation-Based LTI Programmes, Received

I = Ineligible for Appreciation-Based LTI Programmes

N = NO Appreciation-Based LTI Programmes at Company

V. APPRECIATION-BASED LTI VALUATION: Regardless of the methodology used by your organization to determine LTI Valuation (Black-Scholes-Merton, Binomial Lattice or other evaluation models), enter the total value of the Appreciation-Based LTIs shares/units allocated to the employee for the calendar year 2011. This figure is often available from your Treasury, Finance or Investor Relations function or your 10-K, Proxy Statement, or 20-F Statement (in EMEA), or similar governmentally required filings which complies with ASC 718 (FASB 123R) or IFRS2 requirements for financial disclosure purposes.

FOR EXAMPLE: The 2011 Per Share/Unit Accounting Value is determined to be \$19.50 per share/unit. If the employee is allocated 1,000 shares/units for 2011, the entry in LTI VALUATION will be \$19,500. This value is typically 25% to 35% of "Fair Market Value" as of the date of Grant.

NOTE: Report in **U.S. DOLLARS ONLY**. Use the Currency Conversion Table to convert rates to U.S. DOLLARS.

For further guidance click here for: [The WorldatWork/GEO LTI Valuation Model](#)

W. FULL VALUE LTI ELIGIBILITY: Please indicate eligibility for company Full Value LTI Programmes. Full Value LTIs are shares of company stock which are to be given to the employee at a future date, and do NOT have an exercise price; they are given at full-value, at no cost to the employee. May be referred to as Non-Qualified Stock Options, Performance Shares/Share-Units, or Restricted/Registered Stock Units (RSU's).

E = Eligible for Full Value LTI Programmes, None Received

R = Eligible for Full Value LTI Programmes, Received

I = Ineligible for Full Value LTI Programmes

N = NO Full Value LTI Programmes at Company

X. FULL VALUE LTI VALUATION: Regardless of the methodology used by your organization to determine LTI Valuation (typically face-value less discounts for vesting, risk, and/or dividends), enter the total value of the Full Value LTIs of all shares/units allocated to the employee for the calendar year 2011. This figure is often available from your Treasury, Finance or Investor Relations function or your 10-K, Proxy Statement, or 20-F Statement (in EMEA), or similar governmentally required filings which complies with ASC 718 (FASB 123R) or IFRS2 requirements for financial disclosure purposes.

FOR EXAMPLE: The 2011 Per Share/Unit Accounting Value is determined to be \$19.50 per share/unit. If the employee is allocated 1,000 shares/units for 2011, the entry in LTI VALUATION will be \$19,500. This value is typically 90% to 100% of "Fair Market Value" as of the date of Grant.

NOTE: Report in **U.S. DOLLARS ONLY**. Use the Currency Conversion Table to convert rates to U.S. DOLLARS.

Y. CASH LTI ELIGIBILITY: Please indicate eligibility for company Cash LTI Programmes. Other Cash LTI's are cash-based incentive programmes of long duration which are intended to replace or supplement stock-based programmes and include multi-year cash incentive plans, and PUPS.

E = Eligible for Cash LTI Programmes, None Received

R = Eligible for Cash LTI Programmes, Received

I = Ineligible for Cash LTI Programmes

N = NO Cash LTI Programme at Company

Z. CASH LTI VALUATION: Regardless of the methodology used by your organization to determine LTI Valuation (typically face-value less discounts for vesting and/or risk), enter the total value of the Cash LTIs allocated to the employee for the calendar year 2011. This figure is often available from your Treasury, Finance or Investor Relations function or your 10-K, Proxy Statement, or 20-F Statement (in EMEA), or similar governmentally required filings which complies with ASC 718 (FASB 123R) or IFRS2 requirements for financial disclosure purposes.. This may be need to be calculated from a percentage into an individual cash-pay figure (i.e. a 25% LTI Target * 100,000 Euro Base = 25,000 Euro LTI). Even if the payment is vested over time, report the full figure awarded for 2011.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).



AA. CAR: Please enter the car programme which the employee is currently enrolled.

C = Company Car with take-home privilege is provided (or is entitled to a cash alternative equal to the value of the car).

A = Car Allowance is paid

D = Car is NOT normally provided but has been taken in lieu of compensation as a "salary sacrifice" **Deduction** made from pay in return for the benefit of a car. Under Base Pay, enter total salary before such a deduction.

N = No Car Provided at All (default)

NOTE: *Value of car is NOT added to, nor deducted from remuneration figures. For detailed car program information, please visit the PolicyCentral® website at www.wmgnet.com.*

AB. INCUMBENT NOTES: 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 WME, and is not distributed to other participants.



JOB MATCHING

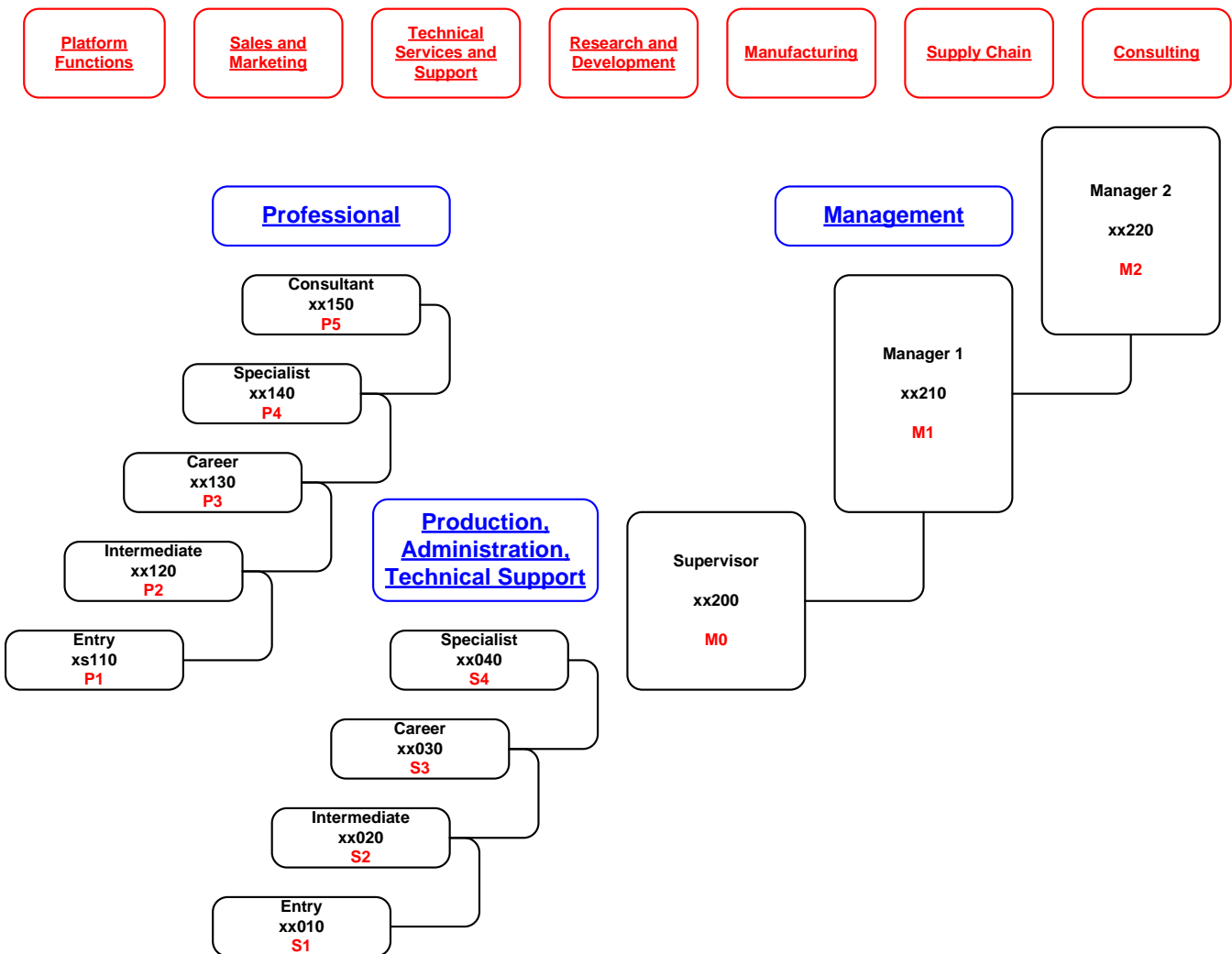
Each company is highly encouraged to have a representative at the Participant Meeting to ensure proper job matching, or participate in a teleconference / web job matching session. If your company was unable to attend the meeting, a teleconference will be scheduled to ensure that your matches are correct.

The quality of the results depends on your job matches. Prior to the Participant meeting please read all of the job descriptions, and match your internal positions accordingly. The survey descriptions reflect the normal range of duties, responsibilities and requirements found in the level of job specified. It is not intended that the description list every specific task which might be conceivably be assigned to that level of job. Thus it is unlikely that your job will be an exact match to the benchmark classification.

NOTE: Please match as many jobs within the countries as you reasonably can and make sure all compensation elements are reported - especially the incentives. Please ensure that your input is as accurate as possible by using the SmartScreen® audit reports.

Please report ALL incumbents you have in positions matched to the survey jobs.

ORGANISATIONAL RELATIONSHIPS





SURVEY JOB LEVELING FACTORS

Please use the following Job Leveling Factors to determine the proper leveling of a job family matched to the survey.

- **Production, Administration and Technical Support 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 – XX010 – “S1”**
 - **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 one to three years of related experience.
 - **Education:** None required.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 5% to 10%.
 - **Intermediate Level – XX020 – “S2”**
 - **Skill Level:** Fully Trained.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring some discretion and use of limited judgment and initiative.
 - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four 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:** 15% to 25%.
 - **Career Level – XX030 – “S3”**
 - **Skill Level:** Fully Qualified.
 - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and detailed knowledge of the position and procedures.
 - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
 - **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:** 45% to 60%, bulk of job family population.
 - **Specialist Level – XX040 – “S4”**
 - **Skill Level:** Specialized Knowledge of systems or tools.
 - **Assignments:** Advanced and highly complex tasks requiring specialized knowledge, judgment, independent decision making.
 - **Experience:** Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Recognized Internally as a specialist resource or subject matter expert.
 - **Education:** Requires higher education or specialized training or certification.
 - **Supervision:** General, and typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 5% to 10%, 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 University degree or equivalent.
- **Entry Level – XX110 – “P1”**
 - **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:** University graduate.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 5% to 10%.
- **Intermediate – XX120 – “P2”**
 - **Skill Level:** Fully Trained.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring discretion and the use of judgment and initiative.
 - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four years of experience.
 - **Education:** University graduate.
 - **Supervision:** Limited.
 - **Population Distribution:** 15% to 25%.
- **Career Level – XX130 – “P3”**
 - **Skill Level:** Fully Qualified.
 - **Assignments:** Wide variety of complex tasks. Participates in the analysis, design, development and implementation of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
 - **Education:** University graduate. Post-graduate work may be required.
 - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
 - **Population Distribution:** 40% to 60%, bulk of job family population.
- **Specialist Level – XX140 – “P4”**
 - **Skill Level:** Recognized internally as a specialist/resource/subject matter expert.
 - **Assignments:** Highly complex and specialized tasks. Responsible for the analysis, design and development of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Additional specialized knowledge in breadth and/or depth. Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Not an automatic progression to this level.
 - **Education:** University graduate. Post-graduate degree and/or certification may be required.
 - **Supervision:** Minimal, and typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 15% to 25%.
- **Consultant Level – XX150 – “P5”**
 - **Skill Level:** Recognized internally and externally as a cross-discipline consultant.
 - **Assignments:** Highest level of individual contributor within the job family.
 - **Experience:** Requires ten or more years of directly related experience, with the typical incumbent possessing twelve to twenty years of experience. This is a gated position which typically requires high-level managerial review to be promoted into.
 - **Education:** University graduate. Post-graduate degree and/or certification required.
 - **Supervision:** Highly independent and self-directed. Typically has a functional management or technical leadership role.
 - **Population Distribution:** 5% to 10%, 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 – XX200 – “M0”**
 - **Assignments:** Directly supervises daily work of individual contributors - Low-level Professional and/or Production, Administration and Technical Support employees. Typically continues to perform as an individual contributor. If you are also a participant in one of our Executive surveys, positions which at the “Supervisor Level” should NOT be matched to the Executive roles. Match “Lead” type of roles directly to the job family and job level in which the individual works, not to this, the Supervisory level.
 - **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.
 - **Supervision:** Typically reports to Manager 1.
 - **Manager 1 – XX210 – “M1”**
 - **Assignments:** Tactical in nature. Directly supervises daily work of individual contributors - Professional and/or Production, Administration and Technical Support. 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. Budgetary development and monitoring for the area managed. **Have a role based on influencing, interpreting, and implementing policy and practice within their organisation.** If you are also a participant in one of our Executive surveys, positions which are matched to the “First Level Manager” should NOT be matched to the Executive roles.
 - **Experience:** Requires three or more years of previous related experience as a supervisor and individual contributor, with the typical incumbent possessing ten to fifteen years of experience.
 - **Education:** University graduate.
 - **Supervision:** Typically reports to Manager 2.
 - **Manager 2 – XX220 – “M2”**
 - **Assignments:** Strategic in nature, and can be the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organisation. Typically supervises one or more first level managers in assigned area of responsibility. 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. May also have management responsibilities in secondary or related operations. If you are also a participant in one of our Executive surveys, positions which are matched to the “Second Level Manager” should NOT typically be matched to the Executive roles, and only on rare occasions as agreed during the match sessions, or with Western Management.
 - **Experience:** Requires three or more years of previous related experience as a first level manager and individual contributor, with the typical incumbent possessing more than fifteen years of experience.
 - **Education:** University graduate. May require post-graduate degree.
 - **Supervision:** Typically reports directly to Country Manager if in small country, or top-level functional area manager in large country.



SURVEY JOB DESCRIPTIONS

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Review the job descriptions below to identify those jobs which may exist in your company. ONLY report data on jobs which match the description by at least an 80% confidence level. Jobs which cannot meet this criteria should NOT be reported.

*NOTE: Please refer to the **Survey Job Leveling Factors** to determine the proper leveling of each incumbent.*

PLATFORM JOB FAMILIES - 10000 Series

Survey Job Family:	Human Resources
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Functional Description: Performs a wide variety of human resources activities in functions such as employment, compensation, benefits, training, employee relations, security, and related areas. Generally specializes within two or more assigned areas. Typical tasks include assisting in the development and conduct of recruiting programs, interviewing, screening, evaluating and selecting qualified applicants; reviewing requests for classification/grade changes, recommending appropriate salary grades, analyzing salary survey data, developing compensation structures; reviewing competitive benefits, developing recommendations for benefit additions and changes; interpreting human resources policies for supervision, counseling employees concerning work related problems and conducting termination interviews; preparing company benefit brochures and conducting employee orientations; preparing and presenting unemployment claims; developing programs and similar tasks. Conducts research, analyzes data and prepares recommendations on assigned projects. Provides assistance to line management regarding employee relations practices. *NOTE: Report Administrative Support Levels 1 and 2 to the Administrative Support 12XXX Job Family. "Shared Services" are those operations which are typically transactional in nature and concentrated in a central internal centre similar to an outsourcing arrangement, but utilising internal employees and resources to lower costs and maintain internal security and control.*

Use "Combination" Job Focus if has overall Generalist / total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

- Job Focus:**
- A Compensation and Benefits**
 - B Training and Development**
 - C Organisational Development**
 - D Employment and Staffing**
 - E Shared Services**
 - F Employee Relations**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Human Resources Assistant 3	10030
	Human Resources Assistant 4	10040
	Human Resources Representative 1	10110
	Human Resources Representative 2	10120
	Human Resources Representative 3	10130
	Human Resources Representative 4	10140
	Human Resources Representative 5	10150
	Human Resources Supervisor	10200
	Human Resources Manager 1	10210
	Human Resources Manager 2	10220



Survey Job Family:	Legal Services	
Functional Description:	Provides general legal services on legal issues; intellectual property matters; legal liability claims; mergers and acquisitions and representing the company in litigation and before government bodies. Will provide support in all areas of the law. Collects and collates information required from a wide variety of sources. Performs research and analysis on supporting data and information. <i>NOTE: Report Administrative Support Levels 1 and 2 to the Administrative Support 12XXX Job Family.</i>	
Job Focus:	A General Counsel B Patents / Intellectual Property C Employment D Contracts / Bid Management E Government Affairs Z Combination	
Job Level:	Survey Job Title	Survey Job Code
	Legal Assistant 3	11030
	Legal Assistant 4	11040
	Attorney 1	11110
	Attorney 2	11120
	Attorney 3	11130
	Attorney 4	11140
	Attorney 5	11150
	Legal Services Manager 1	11210
	Legal Services Manager 2	11220

Survey Job Family:	Reception / Switchboard	
Functional Description:	Reception: Under close supervision receives and directs visitors, employment applicants, salesmen, and customers to appropriate locations and parties. Receives visitors, determines nature of visit and directs accordingly. Enforces appropriate security directives. May perform related clerical work such as typing, filing, sorting, distributing mail and the like. May conduct preliminary screening of employment applicants. Switchboard: Under limited supervision, operates single or multiple position telephone switchboard. Handles incoming, outgoing, long distance, and WATS calls. May coordinate and assist in the placement of conference calls. May operate page systems. May coordinate the installation, movement, and service of telephone equipment within the facility.	
Job Focus:	None	
Job Level:	Survey Job Title	Survey Job Code
	Receptionist	12001
	Switchboard Operator	12002

Survey Job Family:	Administrative Support	
Functional Description:	Performs secretarial, clerical and administrative duties to relieve and assist line and staff managers with clerical duties. Assignments generally involve work of a confidential nature and require a basic knowledge of the practices and procedures of the function. Assembles and analyzes information, prepares reports, manuals, agendas, correspondence and memoranda. Answers routine mail and inquiries, follows up with others to ensure that information is coordinated. Arranges and makes notifications of appointments and travel reservations/arrangements. Answers telephone calls, tactfully handles inquiries and transfers call to appropriate party. Processes expense reports. May take dictation and transcribe notes for letters, memos or reports. Prepares material in final form from rough drafts that may contain technical terminology. May plan layout of reports and statistical tables. Operates general office equipment such as typewriter, computer, Dictaphone, copier, calculator, fax or other similar machines. Executive Support jobs directly provide support for country General Manager/Executive or higher.	
Job Focus:	None	
Job Level:	Survey Job Title	Survey Job Code
	Administrative Support 1	12010
	Administrative Support 2	12020
	Administrative Support 3	12030
	Administrative Support 4	12040
	<u>Executive</u> Support 1	12110
	<u>Executive</u> Support 2	12120



Survey Job Family: Purchasing

Functional Description: Purchases a high volume and variety of materials, supplies and services. Evaluates bids, selects and recommends suppliers and negotiates price, delivery, quality and service. Follows up on all awards until completion of order. Negotiates and settles with suppliers regarding damage claims, rejections, losses, return of materials, overshipments, cancellations and changes. Conducts supplier site visits and rates them as to production capability, performance and delivery. *NOTE: Report Administrative Support Levels 1 and 2 to the Administrative Support 12XXX Job Family.*

Job Focus:
A **Commodities**
B **Office Products**
Z **Combination**

Job Level:	Survey Job Title	Survey Job Code
	Purchasing Assistant 3	13030
	Purchasing Assistant 4	13040
	Buyer 1	13110
	Buyer 2	13120
	Buyer 3	13130
	Buyer 4	13140
	Buyer 5	13150
	Purchasing Supervisor	13200
	Purchasing Manager 1	13210
	Purchasing Manager 2	13220

Survey Job Family: Total Quality Management

Functional Description: Responsible for the development and implementation of a quality driven culture within sphere of influence through the provision of training and consulting services in TQC methods, so encouraging a stronger customer focus and ongoing process improvement. Responsible for company development, maintenance and adherence to the latest ISO standards.

Job Focus: **None**

Job Level:	Survey Job Title	Survey Job Code
	Total Quality Representative 1	14110
	Total Quality Representative 2	14120
	Total Quality Representative 3	14130
	Total Quality Representative 4	14140
	Total Quality Representative 5	14150
	Total Quality Manager 1	14210
	Total Quality Manager 2	14220



Survey Job Family: Finance

Functional Description: Performs tasks providing general or specialized analyses in various accounting functions such as General Accounting, Payroll, Credit/Collection, Financial Analysis, Treasury, Tax and the like. Prepares specialized reports and analyses (including sales/business analyses). Develops or modifies major segments of a financial system including associated accounts, records, reports and controls. *NOTE: Report Administrative Support Levels 1 and 2 to the Administrative Support 12XXX Job Family. "Shared Services" are those operations which are typically transactional in nature and concentrated in a central internal centre similar to an outsourcing arrangement, but utilising internal employees and resources to lower costs and maintain internal security and control.*

Use "Combination" Job Focus if has overall Generalist / total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

- Job Focus:**
- A General Accounting**
 - B Payroll**
 - C Credit/Collection**
 - D Controlling / Business Analyses**
 - E Treasury**
 - F Audit**
 - G Tax**
 - H Sales Financial Planning**
 - I Shared Services**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Finance / Accounting Assistant 3	15030
	Finance / Accounting Assistant 4	15040
	Finance / Accounting Representative 1	15110
	Finance / Accounting Representative 2	15120
	Finance / Accounting Representative 3	15130
	Finance / Accounting Representative 4	15140
	Finance / Accounting Representative 5	15150
	Finance / Accounting Supervisor	15200
	Finance / Accounting Manager 1	15210
	Finance / Accounting Manager 2	15220

Survey Job Family: Internal IT

Functional Description: Responsibility for one or more of the IT structures / systems / processes such as networking, e-mail, intranet, telecommunication services, CRM, ERP, or business process automation. Provides guidance for planning, purchasing, processing and ultimate use of these IT structures / systems / processes within the company. Not responsible for developing software for external customer applications. May be responsible for work scheduling, routing and control of all computer input and output. *"Shared Services" are those operations which are typically transactional in nature and concentrated in a central internal centre similar to an outsourcing arrangement, but utilising internal employees and resources to lower costs and maintain internal security and control.*

Use "Combination" Job Focus if has overall Generalist / total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

- Job Focus:**
- A Development / Design**
 - B Technical Support**
 - C Internal Call Centre / Help Desk**
 - D Internal IT Project Management**
 - E Shared Services**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	IT Technician 1	16010
	IT Technician 2	16020
	IT Technician 3	16030
	IT Technician 4	16040
	IT Engineer 1	16110
	IT Engineer 2	16120
	IT Engineer 3	16130
	IT Engineer 4	16140
	IT Engineer 5	16150
	IT Supervisor	16200
	IT Manager 1	16210
	IT Manager 2	16220



Survey Job Family: Site Services

Functional Description: Plans, organises, directs, and controls the activities and staff involved in one or more of the following areas of site services: **Design, construction, coordination, modification, maintenance, security, safety, environmental, regulatory compliance, or administration of company facilities and equipment, including the handling of Real Estate transactions.** Develops plans and programs responsive to present and anticipated facility requirements. Formulates and monitors company facility standards. **If involved with both Manufacturing and Non-Manufacturing sites, report as an "A" Job Focus for Manufacturing.**

Job Focus Codes:
A Manufacturing Environment
B Non-Manufacturing

Job Level:	Survey Job Title	Survey Job Code
	Site Services Technician 1	17010
	Site Services Technician 2	17020
	Site Services Technician 3	17030
	Site Services Technician 4	17040
	Site Services Engineer 1	17110
	Site Services Engineer 2	17120
	Site Services Engineer 3	17130
	Site Services Engineer 4	17140
	Site Services Engineer 5	17150
	Site Services Supervisor	17200
	Site Services Manager 1	17210
	Site Services Manager 2	17220



SALES AND MARKETING JOB FAMILIES - 20000 Series

Survey Job Family: Direct Field Sales

Functional Description: Responsible for selling company products, systems, consulting or services to customers in assigned geographic territory, industry or accounts, directly to the end-user in person. Represents the company to the customer and the customer to the company in all sales-oriented activities. Is measured against a specific target. Responsible for new-name sales and business development in assigned areas. Primarily sales focus job, but may also have limited responsibility for field marketing. If incumbent is a Sales/Product Specialist, with an "Overlay Quota", please indicate with a "+" in the Complexity Field. *NOTE: Match Indirect Channel/Reseller sales roles to the 27XXX job family.*

Use "Combination" Job Focus if has functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

- Job Focus:**
- A Hardware**
 - B Software**
 - C Services**
 - D Storage**
 - E Solutions**
 - F Major Strategic Account**
 - G New Business Development**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Direct Field Sales Representative 1	20110
	Direct Field Sales Representative 2	20120
	Direct Field Sales Representative 3	20130
	Direct Field Sales Representative 4	20140
	Direct Field Sales Representative 5	20150
	Direct Field Sales Supervisor	20200
	Direct Field Sales Manager 1	20210
	Direct Field Sales Manager 2	20220

Survey Job Family: Sales Operations

Functional Description: Performs administrative support activities directly for the field sales force. Receives and processes routine sales orders from customers, sales staff or distributors via phone, mail or direct contact. Reviews orders for correct price, part number and descriptions per standard catalog listings. Ascertains related data such as ship to, bill to, quantity and the like. Completes and maintains associated records, documents and logs such as sales order log, customer numbers and assigns accordingly. Coordinates standard customer inquiries concerning order status, ship date, price quotes, availability and related questions where answers are easily obtained. Refers complex or difficult customer relations problems to local manager or senior level personnel. Operates within defined limits of discretion and initiative. May reside in a remote sales office, call centre, or country or regional headquarters office. Utilises a wide variety of business tools such personal computers and business applications software, FAX, and the like in support of the sales organisation.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Sales Administrative Support 1	21010
	Sales Administrative Support 2	21020
	Sales Administrative Support 3	21030
	Sales Administrative Support 4	21040
	Sales Support Representative 1	21110
	Sales Support Representative 2	21120
	Sales Support Representative 3	21130
	Sales Support Representative 4	21140
	Sales Support Representative 5	21150
	Sales Support Supervisor	21200
	Sales Support Manager 1	21210
	Sales Support Manager 2	21220



Survey Job Family: Marketing

Functional Description: Develops and implements marketing programs to generate sales growth. For assigned product / service lines, identifies market potential, develops market and pricing plans, develops sales channels (direct/indirect) including value-added partners. Implements plans including appropriate training and merchandising support. Will be measured on successful business growth, and have a key impact on new products. Does not control the Sales Force, but may have Direct Marketing Telesales operation reporting to her/him. Use Job Focus Code to indicate area of responsibility. May carry a quota related to the overall business they support.

Use "Combination" Job Focus if has functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

- Job Focus:**
- A Product Marketing**
 - B Field Marketing**
 - C New Business Development**
 - D Research / Forecasting**
 - E Channel Marketing**
 - F Marketing Communications**
 - G Public Relations**
 - H Strategic Marketing**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Marketing Representative 1	22110
	Marketing Representative 2	22120
	Marketing Representative 3	22130
	Marketing Representative 4	22140
	Marketing Representative 5	22150
	Marketing Supervisor	22200
	Marketing Manager 1	22210
	Marketing Manager 2	22220

Survey Job Family: Inside Sales

Functional Description: Contracts and sells products, services, supplies to selected customers in a designated market area or accounts via the telephone. Closes the sales on assigned products, or may generate leads for outside sales staff. May have account responsibility with quota and/or goals. Pro-actively sells to installed-base in support of company promotion and upgrade campaigns.

At the 010, 020 and 030 levels, the bulk of activities are "inbound", where the sales products and/or of commodity products are typically of a less complex nature.

The professional levels have additional specialized knowledge in breadth and/or depth. Expert in the company product offerings and has the sales and technical experience to develop a total sales engagement. Pro-actively sells complex products and services to both installed-base as well as "cold-calling" in support of company promotion and upgrade campaigns. The Professional levels may also serve as an internal career path to the Direct Sales, or Reseller/Channel Sales job families.

- Job Focus Codes**
- A Outbound**
 - B Inbound**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Inside Sales Representative 1	23010
	Inside Sales Representative 2	23020
	Inside Sales Representative 3	23030
	Inside Sales Representative 4	23040
	Inside Sales Executive 1	23110
	Inside Sales Executive 2	23120
	Inside Sales Executive 3	23130
	Inside Sales Executive 4	23140
	Inside Sales Executive 5	23150
	Inside Sales Supervisor	23200
	Inside Sales Manager 1	23210
	Inside Sales Manager 2	23220



Survey Job Family: Systems / Applications Engineering (Funded by the Sale)

Functional Description: Responsible for consulting with customers in selling and supporting company products and systems. Provides technical support in sales presentations, product demonstrations, benchmarks, and customer training. Delivers professional systems consulting/integration services, which are funded as part of the sale. Understands, develops and delivers systems/applications solutions to customers' business, information, technical and educational needs.
At the highest level, assumes leadership role in analyzing customer requirements and providing technical knowledge, systems integration and expertise to design and implement appropriate solutions using company's products, services and other products. Accountable for the technical validity and interoperability of solution and/or the direct relationship with the customers' strategic business plans.

Job Focus:

A	Pre-Sales
B	Post-Sales
Z	Combination

Job Level:	Survey Job Title	Survey Job Code
	Systems / Applications Engineer 1	25110
	Systems / Applications Engineer 2	25120
	Systems / Applications Engineer 3	25130
	Systems / Applications Engineer 4	25140
	Systems / Applications Engineer 5	25150
	Systems / Applications Engineering Supervisor	25200
	Systems / Applications Engineering Manager 1	25210
	Systems / Applications Engineering Manager 2	25220

Survey Job Family: Internet Marketing

Functional Description: Utilizes new technologies to design, build, deploy, and maintain a marketing presence on the web for company or customers. Specifies, improves, and implements the look, feel, and function of online projects for the marketing of products and/or services. Interfaces directly with users, in-house writers, graphic artists, engineers, as well as with outside freelancers/contractors. Extensive knowledge of Internet/Intranet, WWW, FTP, HTML, standard graphics applications, web-based programming languages, tools and technologies, and other design-related applications is essential.

Job Focus:

A	Content Developer
B	Technical Developer
Z	Combination

Job Level:	Survey Job Title	Survey Job Code
	Internet Marketing Developer 1	26110
	Internet Marketing Developer 2	26120
	Internet Marketing Developer 3	26130
	Internet Marketing Developer 4	26140
	Internet Marketing Developer 5	26150
	Internet Marketing Manager 1	26210
	Internet Marketing Manager 2	26220



Survey Job Family: Indirect Channel Sales

Functional Description: Responsible for selling company products, systems consulting, and services to customers in assigned geographic territory, industry or accounts through indirect sales channels such as: VAR/ISV, OEM, Systems Integrators, Distributors, Dealers, Mass Merchandisers or Retail. Represents the company to the customer and the customer to the company in all sales-oriented activities. Is measured against a specific target. Primarily sales focus job, may have limited responsibility for field marketing. If incumbent is a Sales/Product Specialist, with an "Overlay Quota", please indicate with a "+" in the Complexity Field. *NOTE: Match direct field sales roles to the 20XXX job family.*

Use "Combination" Job Focus if has functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

Job Focus:

- A OEM (Original Equipment Manufacturer)**
- B VAR / ISV (Value Added Reseller / Independent Software Vendor)**
- C Distribution / Retail**
- D Major Strategic Account**
- Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Indirect Channel Sales Representative 1	27110
	Indirect Channel Sales Representative 2	27120
	Indirect Channel Sales Representative 3	27130
	Indirect Channel Sales Representative 4	27140
	Indirect Channel Sales Representative 5	27150
	Indirect Channel Sales Supervisor	27200
	Indirect Channel Sales Manager 1	27210
	Indirect Channel Sales Manager 2	27220

Survey Job Family: Contracts

Functional Description: Administers and coordinates assigned activities involved in accepting, monitoring and performing contracts and sub-contracts between company and customers. Gathers a variety of pre-contract information for analysis prior to contract award. Prepares contract documents and content. Participates in pre-contract discussions and negotiations. Analyzes contract documents to determine contractual obligations, preparing recommendations regarding acceptance or modifications and terms of acceptance. Monitors company performance on contractual obligations. Oversees the review of incoming contracts and modifications for conformance to original proposals. Gathers information and prepares reports on contract compliance status, identifying deviations and recommending action. Provides liaison between customer and company personnel with regard to contract commitments, modifications and revisions. Monitors the coordination of contract termination activities, property transfer, and the like. Reviews pertinent governmental procurement regulations and commercial contract practice trends. Makes special studies, investigations and analyses and prepares related reports. *NOTE: Report Administrative Support Levels 1 and 2 to the Administrative Support 12XXX Job Family.*

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Contracts Administrative Support 3	28030
	Contracts Administrative Support 4	28040
	Contracts Representative 1	28110
	Contracts Representative 2	28120
	Contracts Representative 3	28130
	Contracts Representative 4	28140
	Contracts Representative 5	28150
	Contracts Supervisor	28200
	Contracts Manager 1	28210
	Contracts Manager 2	28220



TECHNICAL SERVICES AND SUPPORT JOB FAMILIES - 30000 Series

Survey Job Family: Solutions

Functional Description: Responsible for delivery of solutions for external customers, providing technical and/or business support, applications and systems integration services for a specific industry / product segment. These services are sold as a “product” to the customer. Understands, develops, sells and delivers solutions to customers’ business, information, technical and educational needs.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Solutions Specialist 1	31110
	Solutions Specialist 2	31120
	Solutions Specialist 3	31130
	Solutions Specialist 4	31140
	Solutions Specialist 5	31150
	Solutions Supervisor	31200
	Solutions Manager 1	31210
	Solutions Manager 2	31220

Survey Job Family: Field Service

Functional Description: Responsible for on-site post-sales technical customer support with installing, maintaining and repairing company and multi-vendor systems which may include hardware, software and networking products as well as operating systems. Ensures customer satisfaction by advising customers on preventive maintenance and configurations which may impact product performance. Takes responsibility for potential or desired follow-up services (sales) or problem escalation.

Job Focus:
A Hardware
B Software
Z Combination

Job Level:	Survey Job Title	Survey Job Code
	Field Service Engineer 1	32010
	Field Service Engineer 2	32020
	Field Service Engineer 3	32030
	Field Service Engineer 4	32040
	Field Service Specialist 1	32110
	Field Service Specialist 2	32120
	Field Service Specialist 3	32130
	Field Service Specialist 4	32140
	Field Service Specialist 5	32150
	Field Service Supervisor	32200
	Field Service Manager 1	32210
	Field Service Manager 2	32220



Survey Job Family: Remote Support																											
Functional Description:	Responsible for providing remote post-sales support of hardware, systems, sub-systems and/or applications for customers or field personnel utilizing telephone and remote diagnostic capabilities. Supports end-user installations, configurations, upgrades and migrations through problem isolation, verification, resolution and documentation. May include supporting 3rd party products and occasional on-site support. Typically located at a "Response Centre" within the region, as to best serve the customer-base, although may be co-located or attached to either the Field Service organisation, or the supported Product-Line/Manufacturing.																										
Job Focus:	A Hardware B Software Z Combination																										
Job Level:	<table border="0"> <thead> <tr> <th>Survey Job Title</th> <th>Survey Job Code</th> </tr> </thead> <tbody> <tr><td>Technical Support / Help Desk 1</td><td>33010</td></tr> <tr><td>Technical Support / Help Desk 2</td><td>33020</td></tr> <tr><td>Technical Support / Help Desk 3</td><td>33030</td></tr> <tr><td>Technical Support / Help Desk 4</td><td>33040</td></tr> <tr><td>Remote Support Engineer 1</td><td>33110</td></tr> <tr><td>Remote Support Engineer 2</td><td>33120</td></tr> <tr><td>Remote Support Engineer 3</td><td>33130</td></tr> <tr><td>Remote Support Engineer 4</td><td>33140</td></tr> <tr><td>Remote Support Engineer 5</td><td>33150</td></tr> <tr><td>Remote Support Supervisor</td><td>33200</td></tr> <tr><td>Remote Support Manager 1</td><td>33210</td></tr> <tr><td>Remote Support Manager 2</td><td>33220</td></tr> </tbody> </table>	Survey Job Title	Survey Job Code	Technical Support / Help Desk 1	33010	Technical Support / Help Desk 2	33020	Technical Support / Help Desk 3	33030	Technical Support / Help Desk 4	33040	Remote Support Engineer 1	33110	Remote Support Engineer 2	33120	Remote Support Engineer 3	33130	Remote Support Engineer 4	33140	Remote Support Engineer 5	33150	Remote Support Supervisor	33200	Remote Support Manager 1	33210	Remote Support Manager 2	33220
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Remote Support Manager 2	33220																										

Survey Job Family: Technical Training																	
Functional Description:	Develops, tests, maintains and delivers training programs and related materials in support of relatively complex products and procedures for a major area or customer. Establishes and/or reviews course content and objectives. May provide work leadership for lower level employees, including evaluating the effectiveness of their training presentations and programs.																
Job Focus:	None																
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Technical Training Manager 2	34220																

Survey Job Family: Outsourcing	
Functional Description:	Responsible for one or more phases of outsourcing; engagement, transition, or delivery. Engagement roles are responsible for the sales and negotiation of technical or business solutions with customers and/or partners. Transition Management focuses on managing the project with a strategic view of balancing long-term opportunities and organisational profit. Delivery management ensures that the client technical/service needs are fulfilled via internal resources, vendors, and subcontractors, and that customer expectations and requirements are met in a satisfactory manner with regards to budget, quality and schedule.

Use "Combination" Job Focus if has functional responsibility for all disciplines, otherwise, use the focus which best fits the majority of their responsibilities.

Job Focus:	A Engagement B Transition C Delivery Z Combination																
Job Level:	<table border="0"> <thead> <tr> <th>Survey Job Title</th> <th>Survey Job Code</th> </tr> </thead> <tbody> <tr><td>Outsourcing Consultant 1</td><td>35110</td></tr> <tr><td>Outsourcing Consultant 2</td><td>35120</td></tr> <tr><td>Outsourcing Consultant 3</td><td>35130</td></tr> <tr><td>Outsourcing Consultant 4</td><td>35140</td></tr> <tr><td>Outsourcing Consultant 5</td><td>35150</td></tr> <tr><td>Outsourcing Manager 1</td><td>35210</td></tr> <tr><td>Outsourcing Manager 2</td><td>35220</td></tr> </tbody> </table>	Survey Job Title	Survey Job Code	Outsourcing Consultant 1	35110	Outsourcing Consultant 2	35120	Outsourcing Consultant 3	35130	Outsourcing Consultant 4	35140	Outsourcing Consultant 5	35150	Outsourcing Manager 1	35210	Outsourcing Manager 2	35220
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Outsourcing Manager 2	35220																



RESEARCH AND DEVELOPMENT JOB FAMILIES - 40000 Series

Survey Job Family: Design Engineering

Functional Description: Performs design engineering assignments under general direction with considerable discretion as to work details. Work performed requires complicated engineering analysis, planning, and execution. Responsible for independent research and development tasks of considerable importance and complexity relating to the more complicated phases of an over-all engineering project. Conducts engineering tests and experiments exercising independent judgment within the limits of delegation, utilizing established engineering and research techniques. Compiles and evaluates essential design and test data, prepares technical specifications, analyzes technical data to determine appropriate limits and variables for recommended product, process or material specifications. Analyzes, develops, and recommends design approaches required to meet proposed production requirements for new or improved products and processes. Reviews and approves related inputs such as drawings and specifications prepared by technical support personnel. Coordinates with engineering support to arrange for the production of experimental runs or for the construction of experimental models and special test equipment. May assign work to and direct draftsmen and engineering technicians as required. **See the 71XXX roles for external and non-design related Program / Project Management.**

Use "Combination" Job Focus if has functional responsibility for all disciplines, otherwise, use the focus which best fits the majority of their responsibilities.

- Job Focus:**
- A Hardware**
 - B Software**
 - C Networking**
 - D Semiconductor**
 - E Internet / Web Technologies**
 - F Program / Project Management**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Design Technician 1	40010
	Design Technician 2	40020
	Design Technician 3	40030
	Design Technician 4	40040
	Design Engineer 1	40110
	Design Engineer 2	40120
	Design Engineer 3	40130
	Design Engineer 4	40140
	Design Engineer 5	40150
	Design Engineering Supervisor	40200
	Design Engineering Manager 1	40210
	Design Engineering Manager 2	40220

Survey Job Family: Research Scientist

Functional Description: Performs scientific research assignments under general direction with considerable discretion as to work details. Work performed requires complicated scientific analysis, planning, and execution. Responsible for independent research and development tasks of considerable importance and complexity relating to the more complicated phases of an over-all scientific research project. Conducts scientific experiments exercising independent judgment within the limits of delegation, utilizing established research techniques. Compiles and evaluates essential test data, prepares technical specifications, analyzes technical data to determine appropriate limits and variables for recommended product, process or material specifications. Analyzes, develops, and recommends design approaches required to meet proposed requirements for new or improved products and processes. Reviews and approves related inputs prepared by technical support personnel. Coordinates with engineering support to arrange for the production of experimental runs or for the construction of experimental models and special test equipment.

- Job Focus:**
- A Applied Research**
 - B Fundamental Research**
 - Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Research Scientist 1	41110
	Research Scientist 2	41120
	Research Scientist 3	41130
	Research Scientist 4	41140
	Research Scientist 5	41150
	Research Science Supervisor	41200
	Research Science Manager 1	41210
	Research Science Manager 2	41220



Survey Job Family: Technical Writing

Functional Description: Researches, writes, indexes, edits or revises highly diverse user documentation of great scope and advanced technical complexity. Proactively participates on project teams to contribute to overall product development. Develops source material, consults engineering and technical staff and coordinates the preparation of required illustrative materials. Writes and tests complex programs and demos. Suggests new procedures to improve the operations of the department. May test, recommend and buy hardware and software for the department. Requires in-depth knowledge of company products or equivalent technologies and a solid understanding of programming concepts, operating systems and/or networking.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Technical Writer 1	42110
	Technical Writer 2	42120
	Technical Writer 3	42130
	Technical Writer 4	42140
	Technical Writer 5	42150
	Technical Writing Manager 1	42210
	Technical Writing Manager 2	42220

Survey Job: Product Design

Job Description: Responsible for Industrial / Product Design concepts that optimize function, usability, aesthetics, value, ergonomics, user/human interface (touch, haptics), and appearance of products and systems (shape, materials). Drives design, analysis, documentation and testing of Industrial / Product Design concepts and details. Ensures final designs meet marketing requirements, quality and cost goals, product specifications, and manufacturability standards. May also work directly with the Sales and Marketing organisations, and may include responsibility for scheduling the product introduction and eventual handover to the Manufacturing organisation.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Product Design Engineer 1	43110
	Product Design Engineer 2	43120
	Product Design Engineer 3	43130
	Product Design Engineer 4	43140
	Product Design Engineer 5	43150
	Product Design Engineering Manager 1	43210
	Product Design Engineering Manager 2	43220



MANUFACTURING JOB FAMILIES - 50000 Series

Survey Job Family: Manufacturing Engineering

Functional Description: Performs Manufacturing Engineering assignments of wide complexity under general direction with considerable discretion as to work details. Provides direct advisory support in the design, fabrication, modification and evaluation in support of manufacturing operations such as machining, metal forming, plastics processing, welding and brazing, assembly and material handling. Prepares plans, process specifications and procedures, production aids and assembly fixtures, conducts MRP support studies, factory cost work standard development and assignments of similar complexity and magnitude requiring a comprehensive knowledge of mechanical and manufacturing theory and design. Compiles and evaluates test and production data, prepares technical analysis, recommends manufacturing methods and processes required to meet design objectives on new or improved products and/or processes. Provides production floor and assembly support in technical matters relating to assembly drawing interpretation, Engineering Change Notices, rework, manufacturing difficulties and specifications. Conducts analyses or tests pertaining to the development of new methods, materials, processes or standards and provides recommendations accordingly. Coordinates with other technical support personnel.

Job Focus:
A Production
B New Products / New Technologies
Z Combination

Job Level:	Survey Job Title	Survey Job Code
	Manufacturing Technician 1	50010
	Manufacturing Technician 2	50020
	Manufacturing Technician 3	50030
	Manufacturing Technician 4	50040
	Manufacturing Engineer 1	50110
	Manufacturing Engineer 2	50120
	Manufacturing Engineer 3	50130
	Manufacturing Engineer 4	50140
	Manufacturing Engineer 5	50150
	Manufacturing Engineering Supervisor	50200
	Manufacturing Engineering Manager 1	50210
	Manufacturing Engineering Manager 2	50220

Survey Job Family: Production

Functional Description: Performs a wide variety of electronic and electro-mechanical subassembly and assembly operations of a semi-skilled nature to build up and assemble units such as power supplies, modules, chassis drawers, cable harnesses, PC boards, electronic systems and subassemblies. Determines methods and sequence of assembly operations where complete information is not readily available or follows assembly shop and production operation sheets, wire lists, samples, blueprints, schematic and verbal instructions. Performs a wide variety of assembly operations such as wiring, component installation and hand soldering utilizing small hand tools such as soldering irons, wire strippers, crimpers, wrenches, screwdrivers and pliers. Identifies and selects components to be integrated into subassembly and assembly units. Makes own set-ups, alignments and adjustments maintaining tolerance in accordance with instructions. Disassembles, modifies, reworks, refurbishes, reassembles, and tests units as required. Identifies failure trends and reports results.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Production Assembler 1	51010
	Production Assembler 2	51020
	Production Assembler 3	51030
	Production Assembler 4	51040
	Production Supervisor	51200
	Production Manager 1	51210
	Production Manager 2	51220



Survey Job Family: Quality Engineering

Functional Description: Responsible for the implementation of a quality assurance program in support of highly complex products. Establishes quality standards for life cycle, documentation, development methods, testing and maintenance. Specifies functional and nonfunctional requirements. Establishes quantitative measurements and techniques for measuring quality. Establishes advanced test standards and methods and conducts complex tests. Reviews and evaluates quality assurance products and services for applicability to in-house needs. Defines and develops quality standards in accordance with company and contractual requirements. Reviews and evaluates complex in-process rejections and implements corrective action as needed. Interfaces with customers, vendors and various company departments to resolve quality problems and provide information. Participates in and may lead audits.

Job Focus:

A	Design
B	Design Test
C	Production Test
Z	Combination

Job Level:	Survey Job Title	Survey Job Code
	Quality Technician 1	52010
	Quality Technician 2	52020
	Quality Technician 3	52030
	Quality Technician 4	52040
	Quality Engineer 1	52110
	Quality Engineer 2	52120
	Quality Engineer 3	52130
	Quality Engineer 4	52140
	Quality Engineer 5	52150
	Quality Engineering Supervisor	52200
	Quality Engineering Manager 1	52210
	Quality Engineering Manager 2	52220

Survey Job Family: Design Drafting

Functional Description: Works from rough engineering notes, drawings, sketches and verbal instructions to create complex electronic and/or mechanical designs and layouts. Designs or modifies existing designs to develop or improve products or facilitate manufacturing operations. Determines design characteristics such as PC board path layout and component configuration, internal and external packaging, panel/control layouts, functional configuration and chassis/frame design. Investigates pertinent design factors such as ease of manufacture, availability of materials, tooling and equipment, interchangeability, replace ability, and serviceability. Coordinates with other organisations affected by design development. Makes layouts of complex assemblies and detail parts of devices, mechanisms, circuits, etc. Gathers and analyzes information, makes studies and performs research regarding materials or parts needed for design by use of applicable handbook data and good working knowledge of available and standard purchasable parts/components.

Job Focus Codes

A	Non-CAD
B	CAD

Job Level:	Survey Job Title	Survey Job Code
	Drafter 3	53030
	Drafter 4	53040
	Designer 1	53110
	Designer 2	53120
	Designer 3	53130
	Designer 4	53140
	Design Drafting Supervisor	53200
	Design Drafting Manager 1	53210
	Design Drafting Manager 2	53220



SUPPLY CHAIN JOB FAMILIES - 60000 Series

Survey Job Family:	Materials / Procurement	
Functional Description:	<p>Procures a high volume and variety of raw materials, equipment, supplies and services for a manufacturing/production environment. Evaluates bids, selects and recommends suppliers and negotiates price, delivery, quality and service. Follows up on all awards until completion of order. Negotiates and settles with suppliers regarding damage claims, rejections, losses, return of materials, overshipments, cancellations and changes. Conducts supplier site visits and rates them as to production capability, performance and delivery.</p> <p><i>NOTE: Match Administrative Support Levels 1 and 2 to the Administrative Support 12XXX Job Family. Report Office Supplies purchasing employees to the 13000 series Job Family. Match sales-related Contracts positions to the 28000 series job family.</i></p>	
Job Focus:	<p>A Production B New Products / New Technologies C Vendor Contracts / Subcontracts Z Combination</p>	
Job Level:	<p>Survey Job Title</p> <p>Materials / Procurement Assistant 3 Materials / Procurement Assistant 4 Materials / Procurement Representative 1 Materials / Procurement Representative 2 Materials / Procurement Representative 3 Materials / Procurement Representative 4 Materials / Procurement Representative 5 Materials / Procurement Supervisor Materials / Procurement Manager 1 Materials / Procurement Manager 2</p>	<p>Survey Job Code</p> <p>60030 60040 60110 60120 60130 60140 60150 60200 60210 60220</p>

Survey Job Family:	Logistics / Distribution	
Functional Description:	<p>Performs a wide variety of tasks to ensure a timely flow of products. Coordinates and expedites the flow of materials within the company, and to customers. Locates and expedites critical materials, components, assemblies, and finished product. Verifies and maintains documentation such as job shortages, planned receipts and expedite logs. Coordinates planned receipts of materials through appropriate channels to ensure delivery. Provides information to various departments regarding materials status. Prepares invoices/shipping documentation and export license applications. Prepares consultant payment requests and tracks through accounting. Tracks imports through the customs clearance process. Interfaces with customs, freight forwarders, brokers and other company departments to ensure compliance with delivery requirements and prompt payment. Informs all levels of company management on contract status, awards, payments, deliveries, and commissions. Assists in the preparation of contract shipping documents. Monitors company performance on export and shipping obligations. Gathers information and assists in preparation of reports on contractual and export compliance status, identifying deviations. Notifies company personnel regarding contract commitments, modifications and revisions. Prepares correspondence where necessary.</p>	
Job Focus:	<p>A Import / Export B Licensing Z Combination</p>	
Job Level:	<p>Survey Job Title</p> <p>Logistics Assistant 3 Logistics Assistant 4 Logistics Representative 1 Logistics Representative 2 Logistics Representative 3 Logistics Representative 4 Logistics Representative 5 Logistics Supervisor Logistics Manager 1 Logistics Manager 2</p>	<p>Survey Job Code</p> <p>61030 61040 61110 61120 61130 61140 61150 61200 61210 61220</p>



Survey Job Family: Customer Service

Functional Description: Provides support to sales and service organisations as the first-tier of contact for customer enquiries and problems. Provides guidance to lower level staff on non-standard cases where policy and practice are not formalized or documented and individual case determination may be required. Reviews customer problem and initiates action for repair, replacement return or field service dispatch; or refers highly unusual situations to higher authority for review and reconciliation. May prepare initial recommendations for review. *See the 32XXX and 33XXX roles for technical field service and remote support, and the 21XXX series for higher level sales-specific organisations/roles.*

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Customer Service Representative 1	62010
	Customer Service Representative 2	62020
	Customer Service Representative 3	62030
	Customer Service Representative 4	62040
	Customer Service Supervisor	62200
	Customer Service Manager 1	62210
	Customer Service Manager 2	62220

Survey Job Family: Production Planning

Functional Description: Under general direction, performs a wide variety of planning activities required to attain production objectives. Reviews engineering plans and product specifications to determine raw material requirements to support manufacturing schedules. Works with Purchasing and Procurement to obtain and schedule materials based on production forecasts. Works with Engineering and related areas to develop tools and procedures to maximize facility and equipment utilization.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Production Planner 1	63110
	Production Planner 2	63120
	Production Planner 3	63130
	Production Planner 4	63140
	Production Planner 5	63150
	Production Planning Supervisor	63200
	Production Planning Manager 1	63210
	Production Planning Manager 2	63220

Survey Job Family: Warehousing

Functional Description: Under limited supervision, handles, allocates and transfers material, equipment, kits, supplies and shortages that are required and conducive to maintaining an efficient material flow through assembly areas. Physically transfers materials to assembly work stations, maintains bench stock and handles completed assemblies, jobs between work areas, or cost centers. Locates materials and expedites part shortages within the plant that may be required for completion of assemblies. Verifies and maintains stock documentation and shortage reports. Utilizes small hand tools and operates materials handling equipment including fork lifts, skids, pallet handlers, hand trucks, and the like.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Materials Handler 1	64010
	Materials Handler 2	64020
	Materials Handler 3	64030
	Materials Handler 4	64040
	Warehousing Supervisor	64200
	Warehousing Manager 1	64210



CONSULTING JOB FAMILIES - 70000 Series

Survey Job Family: Consulting

Functional Description: Responsible for sales and delivery of high-value consulting services with external customers, providing technical and/or business support solutions, professional consulting for a specific industry/product segment. These services are sold as a “product” to the customer. Understands, develops and delivers solutions to customers’ business, information, technical and educational needs. Works closely with customer to ensure that the solutions continue to meet the customer needs.
At the highest level, assumes leadership role in analyzing customer requirements and providing technical knowledge and expertise to design, modify, optimize, and implement appropriate solutions using company’s products, services and other third-party products. Accountable for the technical validity and interoperability of solution and/or the direct relationship with the customers’ strategic business plans.

Job Focus:

- A Technology**
- B Business – Finance**
- C Business – Other**
- Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Consultant 1	70110
	Consultant 2	70120
	Consultant 3	70130
	Consultant 4	70140
	Consultant 5	70150
	Consulting Supervisor	70200
	Consulting Manager 1	70210
	Consulting Manager 2	70220

Survey Job Family: Project Management

Functional Description: Responsible for technical/administrative/operational leadership of a project/mission within the programmatic guidelines set by the program manager and customer. Defines, generates, and reviews project requirement documentation. Performs technical studies to refine project requirements. Monitors project to ensure work scope, schedule, and budget are well defined and maintained. Provides the coordination between resource managers/supervisors and ensures all necessary reviews and approvals are received. May conduct performance/project analyses during phase-down to benefit future/other projects/missions/programs. Incumbents are in this function as a career, not temporarily assigned to manage projects. *See the 40XXX roles for internal Design Engineering related Program / Project Management.*

Job Focus:

- A External**
- B Internal**
- Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Project Manager 1	71110
	Project Manager 2	71120
	Project Manager 3	71130
	Project Manager 4	71140
	Project Manager 5	71150
	Program Manager 1	71210
	Program Manager 2	71220



EXPATRIATE EXAMPLES -- REPORTING RULES

European Expatriate

Report in the country which makes the most sense – Home or Host

If not able to provide “Virtual Host” pay data

Report individual in their Home Country in Home Currency

If reporting to the Host Country

Report data in local (host) country currency ONLY

Methods for Pay “Conversion” to Host

Equivalent “Host” Position in Range – If have Standardised Ranges
If not, enter Range Midpoint of the position in Host Country as the Base Rate
Complete All Targeted Fields based on the expected rates for the position
Actual Profit Sharing and Incentives, use the average percentage to calculate an approximation

Example 1 – German employee who is the 20210 Direct Sales Manager for Austria, residing in Austria. Their Base Rate is 200,000 Euro, which is at the 57th Percentile of the German Range. Enter their Base Rate which converted to the 57th Percentile of the Austrian Range for a 20210, which in this case is 185,000 Euro. If they are also on an Incentive plan which typically pays out 20% of Base, multiply their “virtual” base vs. 20%, which results in 37,000 Euro.

Example 2 – The same person in the above example, but you are unable to provide a “Virtual Host” salary, since your company does not have standardised ranges, or pay structures. In this case, they are reported as a Country Code of “DE”.

Non-European Expatriates (US, Canada, Hong Kong, Japan, etc.)

Do not Report

Non-Local National, but is completely on Local Payroll, Contract and Systems

Report as a Local Hire, not an Expatriate.

Example – French national who commutes 20km into Geneva every day to work. They are on local contract, and do not receive any special treatment or payments. For the survey purposes they are a local national. Report their Country Code as “CH” and their pay in Swiss Franc.



CURRENCY CONVERSION GUIDE

To ensure consistent conversion of currencies, all conversions are "triangulated" off of the Euro.

1 Euro = Local Currency, as listed below:

Austria	EU Euro	1.000000	Pay Rates in Full
Belgium	EU Euro	1.000000	Pay Rates in Full
Czech Republic	CZ Koruna	25.53480	Pay Rates in Full
Denmark	DK Krone	7.431340	Pay Rates in Full
Egypt	EG Pound	7.802690	Pay Rates in Full
Estonia	EU Euro	1.000000	Pay Rates in Full
Finland	EU Euro	1.000000	Pay Rates in Full
France	EU Euro	1.000000	Pay Rates in Full
Germany	EU Euro	1.000000	Pay Rates in Full
Greece	EU Euro	1.000000	Pay Rates in Full
Hungary	HU Forint	313.518000	Pay Rates in Thousands
Ireland	EU Euro	1.000000	Pay Rates in Full
Israel	IL Shekel	4.932470	Pay Rates in Full
Italy	EU Euro	1.000000	Pay Rates in Full
Latvia	LV Lats	0.695740	Pay Rates in Full
Lithuania	LT Litas	3.450370	Pay Rates in Full
Luxembourg	EU Euro	1.000000	Pay Rates in Full
Netherlands	EU Euro	1.000000	Pay Rates in Full
Norway	NO Kroner	7.734660	Pay Rates in Full
Poland	PL Zloty	3.954540	Pay Rates in Full
Portugal	EU Euro	1.000000	Pay Rates in Full
Romania	RO New Lai	4.305290	Pay Rates in Full
Russian Federation	RU Ruble	41.447100	Pay Rates in Full (Please use a conversion rate of 31.988700 Russian Rubles = 1 US Dollar)
Saudi Arabia	SA Riyal	4.857310	Pay Rates in Full
Slovakia	EU Euro	1.000000	Pay Rates in Full
South Africa	ZA Rand	10.464000	Pay Rates in Full
Spain	EU Euro	1.000000	Pay Rates in Full
Sweden	SE Krona	8.913310	Pay Rates in Full
Switzerland	CH Franc	1.216550	Pay Rates in Full
Turkey	TR New Lira	2.445220	Pay Rates in Full (Please use a conversion rate of 1.887440 New Turkish Lira = 1 US Dollar)
UAE	AE Dirham	4.758530	Pay Rates in Full
Ukraine	UA Hryvnia	10.231200	Pay Rates in Full
United Kingdom	GB Pound Sterling	0.832970	Pay Rates in Full
United States	US Dollar	1.295680	Pay Rates in Full

NOTE: Conversions are based on the Interbank rates on 1 January 2012.



CURRENCY CONVERSION EXAMPLES

Example 1 - Euro to Local Currency

For Sweden, you have a Base Pay of Euro 150,000. To convert the Euro 150,000 to Swedish Krona, multiply with the given conversion of 10.258100. This gives you a Base Pay of SEK 1,538,715.

Example 2 - Multiple Currency to Single Local Currency

In Denmark you have a Base Pay of DKK 800,000 and an Individual Incentive of USD 20,000.

Convert first the US figure to Euro by dividing the USD 20,000 by the given conversion rate: $\text{USD } 20,000 / 1.436600 = \text{Euro } 13,922$.

Then convert the Euro 13,922 into DKK by multiplying with the conversion rate:

$$\text{Euro } 13,922 * 7.441200 = \text{DKK } 103,596$$

Please report DKK 800,000 for the Base Pay and DKK 103,596 for the Individual Incentive.