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AFP's 2005

Compensation Report

Includes Organizational Charts and Job Descriptions

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*Includes Organizational Charts
and Job Descriptions*



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The Association for Financial Professionals in Bethesda, Maryland, supports more than 14,000 individual members from a wide range of industries throughout all stages of their careers in various aspects of treasury and financial management. AFP is the preferred resource for financial professionals for continuing education, financial tools and publications, career development, certifications, research, representation to legislators and regulators, and the development of industry standards.

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INTRODUCTION

The Association for Financial Professionals (AFP) is pleased to provide the results from *The 2005 AFP Compensation Survey*.

For the past 17 years, AFP has conducted a compensation survey of treasury and finance professionals. AFP's 2005 Compensation Survey Report is an annual report used to provide accurate compensation information, job descriptions, and organizational charts for treasury and finance departments. The report consists of three main parts: 1) The Survey Overview and Guide for Book Usage, 2) Job Description and Base Salary, Bonus and Total Compensation Data Tables, and 3) Organizational Charts. In addition, the report includes instructive subsections to assist in the development of your department's job descriptions, organizational charts, and salary structures.

NEW FOR 2005

The 2005 AFP Compensation Survey includes several enhancements from previous year's surveys. Most importantly is the inclusion of three new job titles that are included in this year's survey. These new job titles reflect on two trends that have been predominating in the treasury and finance business environment: *risk and compliance*.

Due to the growing importance of Sarbanes-Oxley and compliance issues on organizational treasury and finance departments, we have included two job titles that many companies and organizations have added to their payrolls in recent years: *Financial Reporting Specialist* and *Director of Corporate Compliance*. Similarly, we have added the job title *Director of Risk* to address the growing role for treasury and finance departments to manage risk in the volatile business environment.

In addition to the new job titles found in the survey, AFP's 2005 Compensation Survey Report features a new industry classification. Past year's reports included six basic industry classifications, Business Services, Technology Services, Government/Non-Profit, Utility, Manufacturing/Construction, and Retail/Wholesale Distribution. For 2005, we have added the industry classification "General Services" to account for the ever growing service sector portion of the U.S. economy. The General Services classification includes the hospitality, travel, insurance, health services and real estate industries.

METHODOLOGY

The compensation data presented in AFP's 2005 Compensation Survey report is based on information collected from *The 2005 AFP Compensation Survey*. The survey was conducted electronically online over the months of January and February 2005. AFP's research department emailed the survey to senior level treasury/finance department job titles from all types of organizations of all sizes and revenues. Surveys were completed either by the senior level treasury/finance professional or by a member of the organization's human resources department who reported on behalf of their treasury and finance departments.

The survey asked participants for annual compensation and bonuses for 27 treasury and finance positions, as well as demographic information for each incumbent. The survey also focused questions on treasury and finance department's training programs, factors for upward mobility and salary escalations, and rationale for bonuses.

DEFINITIONS

Annual Base Salary

Defined as regularly received, direct compensation for all full-time employees. Refers to base salary as of January 1, 2005.

Bonus

Refers to cash bonus, retention bonus, and value of incentive stock options received in the past 12 months.

Degree of Match

Indicates the degree to which participants view their company's job description for each job title as matching the job descriptions found in the survey instrument. Specifically "> Survey Job" "About the Same" or "< Survey Job" indicate the percentage of participants who believe their company's job description for each position has greater, about the same, or less job duties than described in the survey's job descriptions.

EBITDA

Earnings Before Interest, Taxes, Depreciation and Amortization. An indicator of a company's financial performance.

GAAP

Generally Accepted Accounting Principles

Mean

Average score, derived by adding all items and dividing the total by the number of items.

Median

The middle score; half of the scores are above this point, and half are below

Percentile

25th Percentile: Twenty-five percent fall at or below this salary.

50th Percentile: Fifty percent fall below this salary and fifty percent land above this salary.

75th Percentile: Seventy-five percent fall at or below this salary.

Total Compensation

May include factors other than base salary and bonus but does not include benefit costs. Reported as of December 31, 2004.

Industries

Business/Financial Services

- Business services
- Financial services
- Banking
- Consulting

General Services

- Health Services
- Insurance
- Travel
- Hospitality
- Real Estate

Technology Services

- Communications/media
- Software
- Technology

Government/Non-Profit

- Colleges/Universities
- Government
- Non-Profit

Energy/Utility

- Energy
- Petroleum
- Utility

Manufacturing/Construction

- Manufacturing
- Construction
- Agriculture/Forestry

Retail/Distribution/Transportation

- Retail
- Wholesale Distribution
- Transportation

Geographic Region

The regional boundaries are the same regional designations used by the U.S. Census Bureau. Participating companies are grouped into geographic regions determined by where their companies are based.

Northeast

New England

Connecticut, Maine, Massachusetts,
New Hampshire, Rhode Island, Vermont

Middle Atlantic

New Jersey, New York, Pennsylvania

South

South Atlantic

Delaware, District of Columbia, Florida, Georgia,
Maryland, North Carolina, South Carolina, Virginia, West Virginia

East South Central

Alabama, Kentucky, Mississippi, Tennessee

West South Central

Arkansas, Louisiana, Oklahoma, Texas

Midwest

East North Central

Illinois, Indiana, Michigan, Ohio, Wisconsin

West North Central

Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota

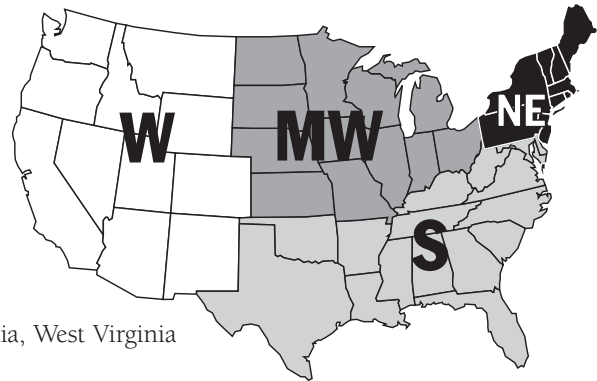
West

Mountain

Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming

Pacific

Alaska, California, Hawaii, Oregon, Washington



The 27 job titles included in the survey have been condensed into four main job categories for purposes of analysis. Executive jobs include the highest ranking job titles found in the survey, such as CFO, Vice President of Finance, and Treasurer.

Management job types are the second highest grouping of jobs that were included in the survey and describe job titles such as Assistant Treasurer, and Accounting Manager. The Support level category includes job titles such as Payroll Supervisor and Accounting Clerk II.

Executive

CFO

Vice President of Finance

Treasurer

Controller/Comptroller

Director of Treasury/Finance

Management

Assistant Treasurer

Assistant Controller

Manager of Treasury Operations

Director of Risk

Director of Corporate Compliance

Financial Reporting Specialist

Senior Financial Analyst

Accounting Manager

Cash Manager

Assistant Cash Manager

Staff

Senior Accountant

Analyst

Budget Analyst

Financial Analyst

Internal Auditor

Accountant II

Accountant I

Support

Payroll Supervisor

Accounting Supervisor

Payroll Clerk

Accounting Clerk II

Accounting Clerk I

We hope you will find the data in The AFP 2005 Annual Compensation Report to be useful, timely and relevant. If you have any questions about the content of this report or about the compensation survey, please contact AFP at 301.907.2862 or e-mail AFP at Research@afponline.org.

AFP's 2005 COMPENSATION SURVEY HIGHLIGHTS AND GUIDE FOR USAGE

PART I: COMPENSATION SURVEY HIGHLIGHTS

The Association for Financial Professionals (AFP) conducted its annual compensation survey in January and February 2005, marking the 17th anniversary of the survey. This report provides aggregated compensation information for 27 finance, treasury, and accounting positions from executive-level chief finance officer to clerical support. The data highlights compensation by region, job title, company revenue, number of employees, years of experience and education. The report analyzes pay structure and increases, documents general compensation trends for the finance profession, and includes job descriptions for the 27 positions. In addition, AFP received over 30 ancillary company organizational charts, producing a total of 50 organizational diagrams for the 2005 report.

Profile of Participants

The compensation tables feature salary information from over 750 companies on over 5,000 incumbents. The demographics of the respondents are from a diverse cross-section of companies that are fairly evenly distributed by company size, revenue, geographic location, and industry—providing a good sample for our compensation table breakouts.

Figures 1.1 through 1.4 show graphical demographic breakdowns of the companies that participated in the survey.

Exhibit 1: Company Size: Number of Employees

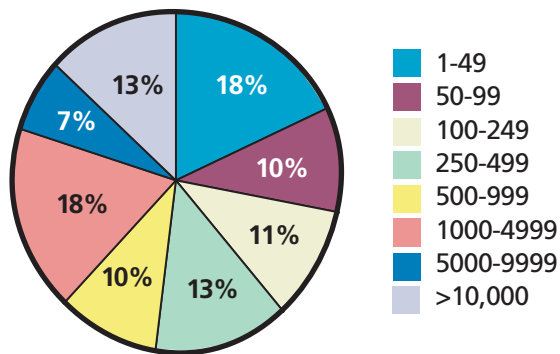


Exhibit 2: Company Size: Annual Revenue

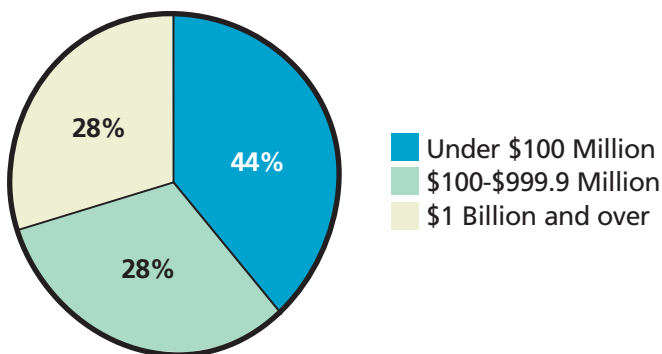


Exhibit 3: Company Location: Geographic Region

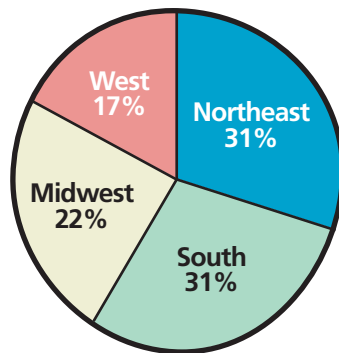
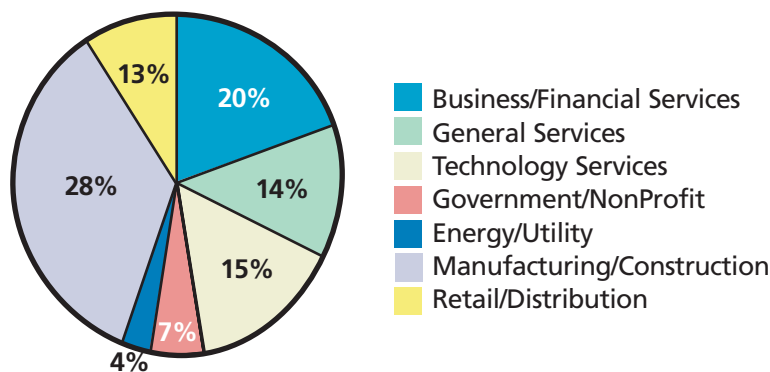


Exhibit 4: Industry Classification



Background

Relative to previous years, 2004 was a good year for the U.S. economy, job market, and financial professionals. The economy was able to overcome political uncertainties and volatile energy markets to boast 4.4 percent GDP growth and a rising stock market. The U.S. job market was healthy as a whole too, unemployment was low (5.4 percent) and salaries were up by 3.3 percent. Financial professionals shared in the good news of 2004, their salaries increased by an average of 4.2 percent and had bonuses that averaged 16 percent of their base salaries.

Financial professionals' compensation has outpaced that of the workforce as whole for the past few years. It is likely in part due to the expanding responsibilities of treasury and financial professionals. Financial professionals have seen their role in their organizations become increasingly more difficult and complicated. On top of the day-to-day finance activities many are being asked to take on SEC compliance issues, act as internal consultants to improve working capital management, mitigate financial risk, and/or perform strategic financial planning and technology implementation/management. As a result, employers are focusing on education and training programs for their treasury and finance employees and designing competitive compensation packages to retain talented and skilled financial professionals.

Salary Information

If the responsibilities for finance professionals are increasing then compensation for financial professionals should be increasing too. The survey indicates that compensation for financial professionals is on the rise. According to Mercer Human Resource Consulting, the overall workforce in 2004 enjoyed a 3.3 percent increase in pay. Financial professionals pay increases in 2004 averaged 4.2 percent outpacing the overall workforce salary escalation by over 25 percent. Nineteen of the 27 positions found in the survey had pay increases that were above the overall workforce escalation reported by Mercer. Salary escalations from the survey range between 1 percent and 9.7 percent.

Executive level jobs received the highest salary escalations of over six percent. Specifically, CFOs received the highest salary increase of 9.7 percent and Directors of Treasury/Finance were paid the next highest escalations of about 7.4 percent, while staff level financial professionals saw the lowest pay escalations (3.2 percent). Staff level jobs include job titles such as Analyst, Internal Auditor, and Accountant II (see page 5 for full descriptions of job title classifications). Exhibit 5 outlines the compensation for all 27 positions including average remuneration for 2004 and 2005, average bonus, and average percentage of salary increases.

Exhibit 5: 2005 Average Compensation by Job Title

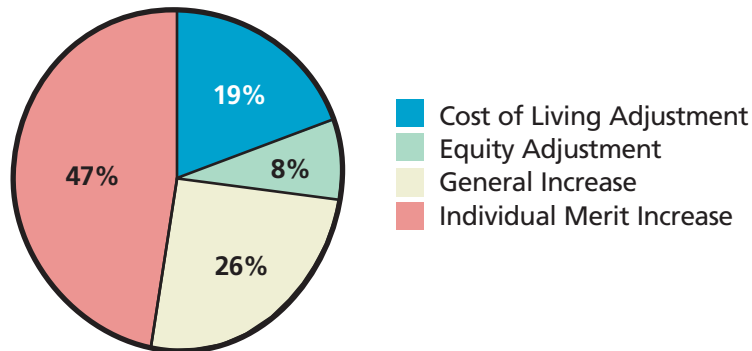
	2004 Base	2004 Bonus	2004 Total	2005 Base	% Salary Increase*
CFO	\$174,000	\$80,000	\$234,400	\$188,200	9.7%
VP of Finance	\$138,900	\$49,100	\$181,300	\$144,400	3.9%
Treasurer	\$138,900	\$58,000	\$182,600	\$143,700	5.8%
Controller	\$109,300	\$24,000	\$130,000	\$113,800	4.8%
Director Treasury/Finance	\$122,000	\$33,600	\$147,500	\$124,600	7.4%
Director of Risk	\$118,400	\$32,500	\$145,000	\$113,700	0.9%
Dir Corporate Compliance	\$112,800	\$15,300	\$125,100	\$110,500	3.5%
Financial Report Specialist	\$80,400	\$16,500	\$89,300	\$83,900	4.5%
Asst. Treasurer	\$116,300	\$21,100	\$133,200	\$118,700	3.1%
Asst. Controller	\$84,100	\$14,800	\$93,700	\$84,700	3.8%
Manager Treasurer/Finance	\$79,200	\$10,600	\$86,700	\$82,900	4.8%
Senior Financial Analyst	\$66,000	\$7,500	\$70,500	\$68,500	5.4%
Accounting Manager	\$66,300	\$8,200	\$70,600	\$68,500	4.9%
Cash Manager	\$60,200	\$7,900	\$64,600	\$60,900	3.5%
Asst. Cash Manager	\$45,100	\$3,500	\$47,200	\$44,700	4.3%
Senior Accountant	\$53,800	\$3,800	\$56,000	\$54,300	3.1%
Analyst	\$54,700	\$8,000	\$59,000	\$56,600	3.4%
Budget Analyst	\$47,400	\$2,800	\$48,300	\$49,200	3.7%
Fin Analyst	\$54,600	\$3,600	\$56,200	\$55,300	3.3%
Internal Auditor	\$62,500	\$10,200	\$67,500	\$62,500	2.2%
Accounting II	\$47,400	\$3,400	\$48,500	\$47,500	3.3%
Accountant I	\$37,300	\$1,700	\$37,900	\$38,000	3.7%
Payroll Supervisor	\$46,600	\$3,500	\$48,000	\$47,500	3.9%
Accounting Supervisor	\$51,000	\$3,100	\$52,600	\$51,400	5.3%
Payroll Clerk	\$33,900	\$2,100	\$34,700	\$33,900	3.0%
Accounting Clerk II	\$32,600	\$2,200	\$33,400	\$33,400	3.8%
Accounting Clerk I	\$31,200	\$1,400	\$31,700	\$32,100	3.3%

* "% of Salary Increase" is based only on observations where both 2004 and 2005 base salary information were available.

Factors for Salary Increases

Financial professionals must use their financial knowledge and technical abilities to deliver measurable results. The survey shows that companies base salary increases on a variety of factors, but the vast majority of companies award salary increases to their treasury and finance professionals based on “individual merit” (47 percent). Twenty-six percent of companies use a standard “general salary increase” and only 19 percent of organizations indicate that a “cost of living adjustment” is the reason they grant a salary increase. Even fewer companies (eight percent) gave a salary increase to provide “equity adjustments due to internal parity or outside job market.”

Exhibit 6: Factors Contributing to Salary Increases in Finance Departments



Bonuses

As part of a competitive compensation package for financial professionals, 80 percent of companies report they grant performance bonuses. The bonuses reported for financial professionals in 2004 averaged just under \$16,000 or nearly 16 percent of base salary (see Exhibit 5). Executive level job titles' bonuses dwarfed those of lower ranking employees averaging \$49,000 or nearly 35 percent of base salary. Bonuses as a percentage of base salary tend to decrease as job titles move down the organizational hierarchy. Support level jobs such as Payroll Clerk, Accounting Supervisor, and Accounting Clerk I had the lowest bonuses as a percentage of base salary of just over six percent—their bonuses averaged about \$2,500 in 2004.

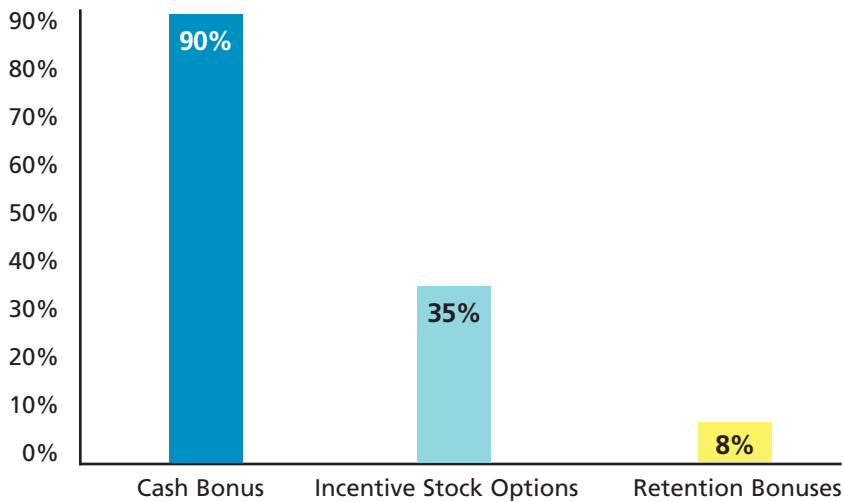
Exhibit 7: Average Bonuses Paid in 2004

Job Type	Average Bonus	% of Base Salary
Executive	\$49,000	34.5%
Managerial	\$14,000	15.5%
Staff	\$5,000	8.9%
Support	\$2,500	6.2%

Bonus Types

As mentioned above, 80 percent of respondents indicate their companies award performance bonuses. Of these companies, cash bonuses are awarded by 90 percent, stock option bonuses are given by 35 percent, and retention bonuses are awarded by eight percent.

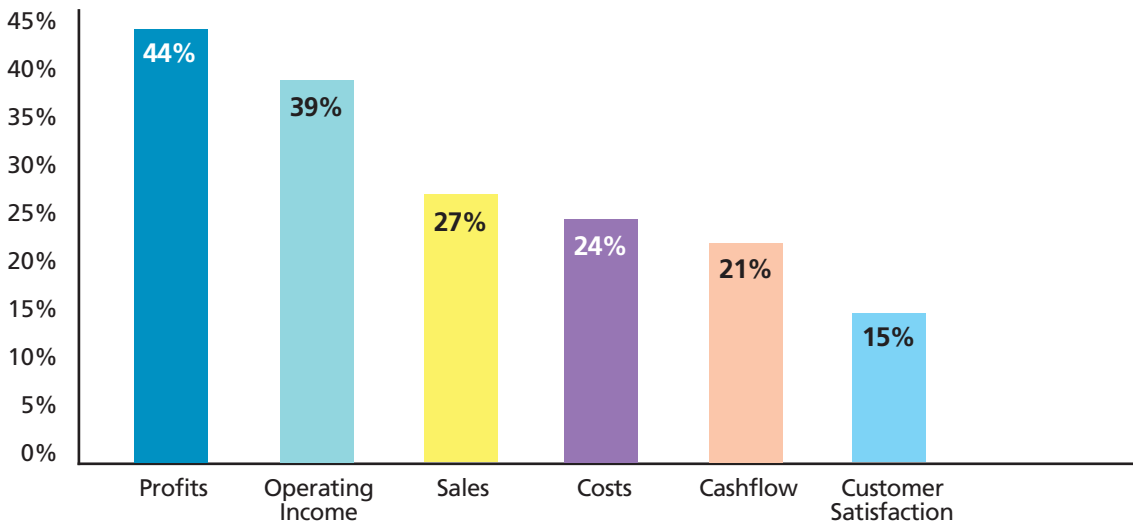
Exhibit 8: Types of Bonuses Awarded



Factors Determining Bonuses

Bonuses can be linked to individual performance but are more commonly based on organizational goals or metrics. “Profit or profit increase targets” are the most widely cited bonus determinant (44 percent), followed closely by “operating income or EBITDA” (39 percent). “Sales or sales increase targets”, “cost control or cost reduction targets”, and “cash flow” bonus determinates are all identified by at least 20 percent of companies.

Exhibit 9: Factors Determining Bonuses



Education and Certification

The survey indicates that considerable salary differences exist between incumbents based on their level of education and on any certifications they have earned. Clearly, financial professionals who continue to upgrade their skills through education, certification and training are rewarded for their efforts.

Education is very important for financial professionals. Most have at least a bachelor’s degree (51 percent) but many have earned an MBA (22 percent). Most high ranking financial professionals like CFO’s, VP of Finance, and Treasurers report having an MBA or graduate degree (67 percent). On average, financial professionals with MBAs out earn their bachelor’s degree holding counter parts by an average of 17 percent.

For purposes of analysis education level is defined as those who have received graduate school degrees versus those who have not. The vast majority of incumbents with graduate degrees hold a MBA (88 percent.) The survey indicates significantly higher earnings in most positions (14 out of 17) where incumbents have graduate degrees. For example, Treasurers with bachelor's degrees earn an average \$135,500 while Treasurers with graduate degrees earn an average \$144,900. Similarly, Controllers with bachelor's degrees earn an average \$107,800 while Controllers with graduate degrees earn an average \$124,200. For some positions experience may outweigh education, as appears to be the case with Vice Presidents of Finance, where incumbents with bachelor's degrees or graduate degrees reported virtually the same average salary (\$145,500 and \$144,900 respectively).

While advanced education is important, experience and certifications are also highly valued by organizations. Certifications in general have strong correlations with higher salaries. Possessing any certification such as a CTP (Certified Treasury Professional) or CPA (Certified Public Accountant) can boost potential income by an average 4.2 percent. Some examples include Assistant Treasurers with some form of certification that make over \$9,500 more their non-certified peers, and Cash Managers with certifications that make over 15 percent more than cash managers without a certification.

Financial professionals who have not earned an MBA or graduate degree, may receive the greatest benefits from attaining certifications. The survey indicates that financial professionals with a bachelor's degree (or less education) receive significant income benefits from earning certifications. In 21 of the 27 job titles if the incumbent possesses a bachelor's degree (or less education) and a certification, they earn higher salaries than those who only possess a bachelors degree. On average those who are certified earn a 17 percent higher annual salary. Vice Presidents of Finance without certification earn an average \$131,400 while certified VP's of Finance earn \$147,800. Cash Managers with a certification make \$65,000 per year while uncertified Cash Managers make \$53,400.

All levels of treasury and financial professionals can enjoy salary increases with certifications, but the survey suggests that the lower the level of employment (absent a graduate degree) the greater the benefits certifications may give (see Exhibit 10). Staff level employees without graduate degrees enjoy the greatest benefits of certification with over 30 percent higher average salaries than their uncertified counterparts. For example, Payroll clerks with certifications make almost 30 percent more than their uncertified peers (\$48,100 versus \$33,600.) Similarly, Financial Analysts with certifications earn over 20 percent more than uncertified Financial Analysts (\$67,200 and \$53,100 respectively.) It may be the case that inexperienced employees who have certifications are able to demonstrate a mastery of knowledge and skills greater than that of their peers who do not have certifications.

Exhibit 10: Average Amount Certified Incumbents Earn Over Uncertified Incumbents

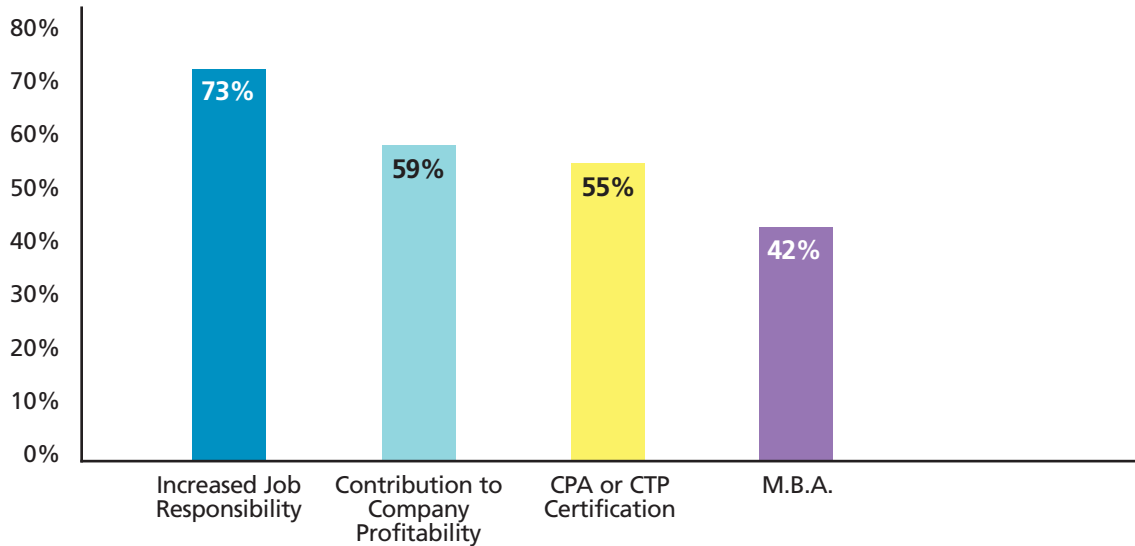
Job Classification	% Certification Increases Salary
Executive	10%
Management	18%
Support	17%
Staff	32%

Certifications may even be more important than years of experience on the job in determining the income of financial professionals. The survey suggests that incumbents with certifications receive higher incomes than incumbents with more experience without a certification. Incumbents with six to ten years experience with certifications out earn incumbents with more than 10 years experience who do not hold any certifications by an average of seven percent. This is the case for 23 out of 27 job titles included in the survey, giving further evidence that certifications can be among the strongest income determinants for financial professionals.

Education and certification not only lead to higher incomes, but they also can provide an opportunity for upward mobility in organizations' finance departments. While "increased job responsibilities" and "contribution

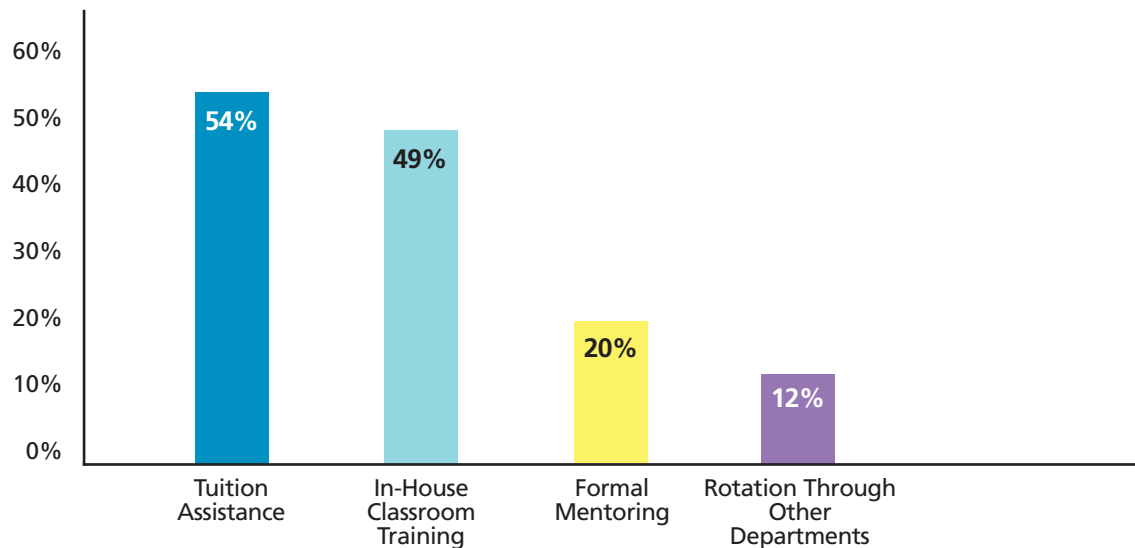
to company profitability” are the most important factors in promotion considerations (73 percent and 59 percent respectively), they also highlight the importance of the expanding and evolving role of treasury and finance professionals. Fifty-five percent of responding companies indicate that earning a certification such as the CTP or CPA play an important role in upward mobility. Additionally, MBAs were identified as a factor in upward mobility by over 40 percent of respondent companies.

Exhibit 11: Factors Impacting Upward Mobility



With such a high emphasis on education, certification, and training for compensation and promotion nearly 87 percent of companies report they provide training for their finance department employees. A majority of companies offer education tuition assistance for training purposes (54 percent) and nearly half offer some sort of “in-house classroom training.”

Exhibit 12: Nature of Training Program



Characteristics of the Organization

Beyond job title, educational attainment, and certifications earned many other factors influence compensation. Salary differences between financial professionals can also be attributed to the geographic region, the size, or the industry of the organization for which they work. The organization financial professionals choose to work for can mean the difference between tens of thousands of dollars per year in compensation.

Region

Financial professionals working in the Northeast earn the highest average salary, \$95,000. The West has the second highest average salary at \$84,600, followed by the Midwest at \$74,400. The South has the lowest average salary of \$71,000 (see Exhibit 12). Exhibit 14 shows the demographic differences between three selected job titles.

Exhibit 13: Average Salaries by Region

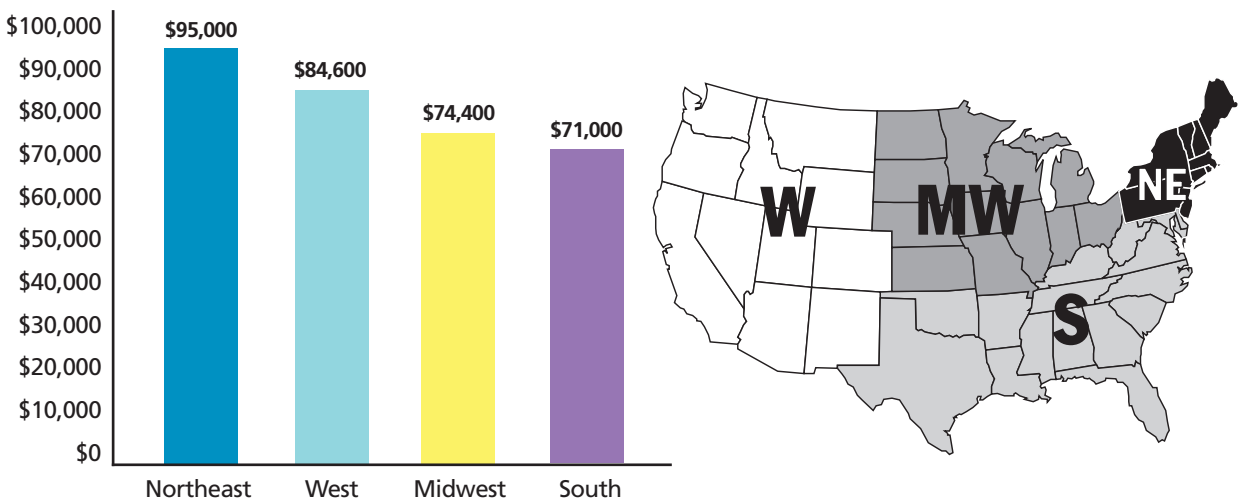


Exhibit 14: Selected Job Titles' Average 2005 Salary by Geographic Region

	Northeast	South	Mid-West	West
CFO	\$190,400	\$167,700	\$179,700	\$181,100
VP Finance	\$148,100	\$137,800	\$158,400	\$144,900
Controller	\$115,500	\$109,300	\$107,400	\$141,700

Company Size

The size of a company can also have a significant impact on the salaries of financial professionals. The survey indicates that the larger a company, the higher the salaries financial professionals tend to receive. For instance, the average salary for financial professionals in companies with revenues under \$100 million is \$71,000, while financial professionals who work at companies with revenues over \$1 billion make an average \$95,200. Exhibit 15 shows three selected job titles and the differences in salaries of each based on company size.

Exhibit 15: Selected Job Titles' Average 2005 Salary by Company Size (Gross Revenue)

	Less than \$100 Million	\$100 MM-999.9 Million	Over \$1 Billion
CFO	\$149,900	\$238,700	\$257,700
VP Finance	\$115,800	\$137,400	\$163,400
Controller	\$93,000	\$113,300	\$140,800

Industry

The technology services industries have the highest average salary for financial professionals, \$96,500. That is almost 40 percent more than the average salary for the retail/distribution/transportation industries (\$69,600) and more than 60 percent higher than the average salary reported for the government/non-profit industries (\$57,400).

The energy/utility industries yielded the second highest average salary of \$93,200. General Services, Manufacturing/Construction, and Business Services all average salaries in the \$80,000 to \$85,000 range, constituting the mid-range of industry average salaries for financial professionals. Exhibit 17 follows three selected job titles across the industry classifications and illustrates the differences an organization's industry can have on salaries.

Exhibit 16: Average Salary by Industry

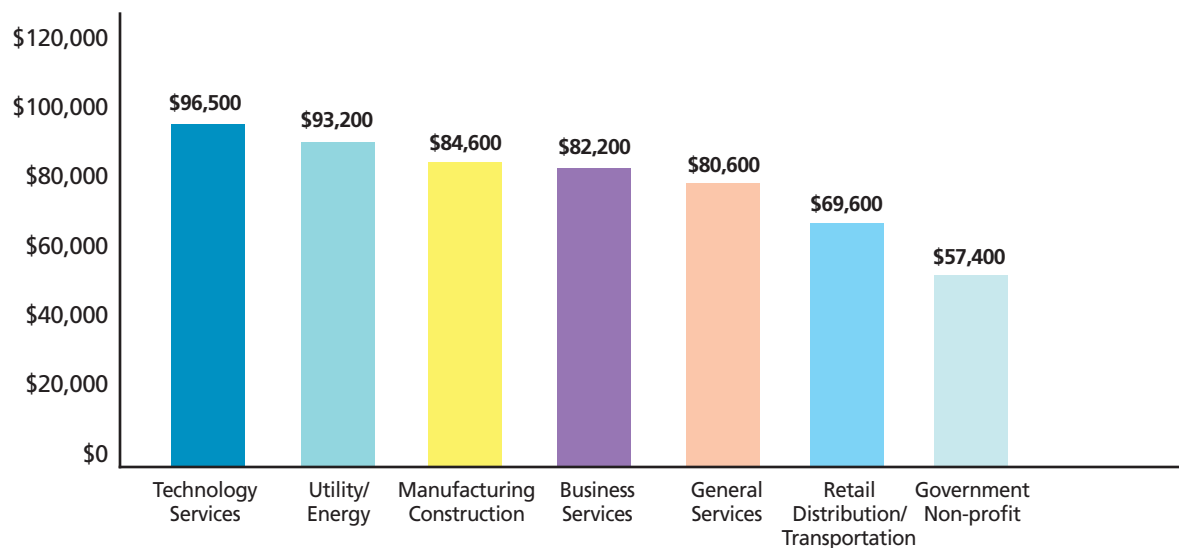


Exhibit 17: Selected Job Titles' Average 2005 Salary by Industry Classification

	Business/Financial Services	General Services	Technology Services	Government/Non-Profit	Energy/Utility	Manufacturing Construction	Retail/Distribution/Transportation
CFO	\$163,200	\$198,700	\$202,000	\$137,500	\$176,900	\$181,900	\$173,000
VP Finance	\$146,400	\$149,000	\$150,300	\$113,600	*	\$140,500	\$144,300
Controller	\$100,300	\$109,700	\$126,700	\$87,300	\$121,800	\$121,100	\$102,000

*Indicates area where there were not enough data to establish an accurate average

Conclusion

While 2004 was a great year for financial professionals the outlook for 2005 is uncertain. The stock market is ebbing and flowing, many economists are predicting slower GDP growth, and there are indications that inflation may be on the rise. As the role of financial professionals continues to evolve and accept new responsibilities, uncertainties in the business environment are increasingly falling under the jurisdiction of treasury and financial professionals. Financial professionals are especially relied upon during complicated economic times to manage risk, hedge against forecasts, and insure profitability. The uncertainties of 2005 will likely present financial professionals with complex challenges, where they will likely be asked to navigate their organizations through potentially turbulent times. Through the hard work and challenges financial professionals may be presented with, they will also be presented with opportunities -- opportunities for financial professionals to further raise the profile of their profession and increase the value of their skills and talents to their organizations.

PART 2. GUIDE FOR USAGE AND UNDERSTANDING

What follows is an introduction and guide to navigate and understand the remaining three sections of the book. Section I: displays the job descriptions and compensation data collected for the 27 positions. Section II: Contains instructions for designing organizational charts and the 50 organizational charts collected from participating organizations. Section III: contains instructions for developing job descriptions, and instructions for salary and compensation program design.

Section I: AFP Job Description and Base Salary, Bonus, and Total Compensation

This section contains job descriptions and the compiled compensation data for each of the 27 positions found in the survey. Each job title includes the job description followed by two tables of compensation data. The first data table includes compensation data based on number of employees, gross revenue, and years of experience. The second data table shows compensation data based on education, geographic region, and industry. The sample table below (Exhibit 2.1) demonstrates the layout of the tables as they appear in the book. Base Salary, Bonus, and Total Compensation are broken out in quartiles and means down the far left column and the demographic variables are laid out across the top row of each data table.

Exhibit 2.1 Sample Data Table from Compensation Report

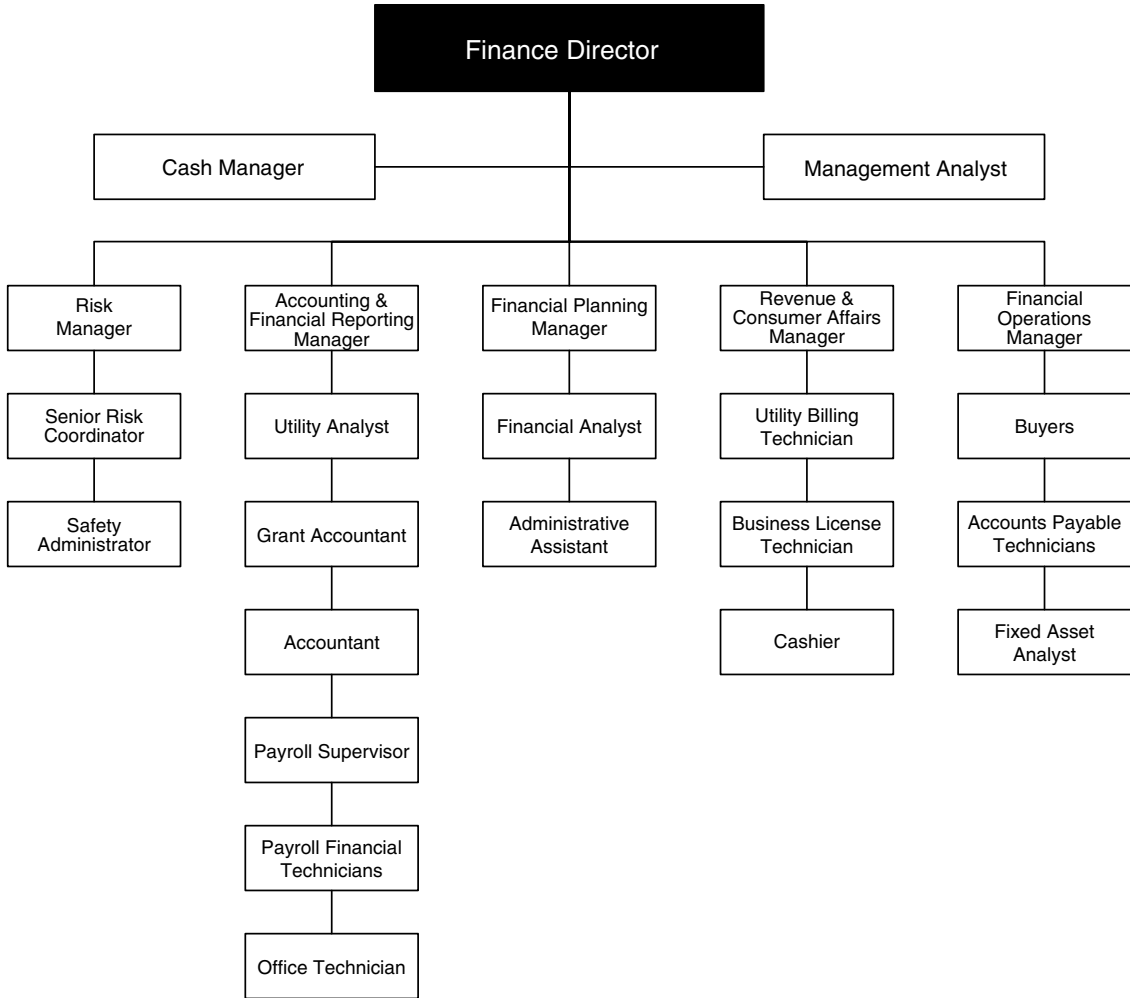
Accounting Clerk I												
										Degree of Match		
										< Survey Job	About the same	> Survey Job
										8%	84%	8%
Base Salary, Bonus and Total Compensation by education, geographic region and industry												
<i>Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004</i>												
<i>*Inadequate data to report</i>												
	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	268	11	72	113	72	152	72	44	148	77	31	
25th Percentile	\$25,500	\$22,000	\$26,100	\$25,800	\$24,000	\$24,300	\$27,000	\$24,000	\$25,500	\$25,500	\$31,500	
50th Percentile	\$29,000	\$34,000	\$31,500	\$29,000	\$28,500	\$31,000	\$29,000	\$29,700	\$28,000	\$29,000	\$31,500	
75th Percentile	\$32,000	\$36,700	\$35,000	\$33,100	\$30,800	\$35,000	\$30,000	\$32,000	\$32,000	\$34,900	\$32,000	
Mean	\$30,100	\$30,100	\$32,000	\$30,100	\$28,000	\$30,900	\$29,500	\$28,100	\$28,600	\$32,200	\$31,100	
Bonus												
Number of Employees Reported	109	4	42	47	16	67	34	8	58	31	12	
25th Percentile	\$500	*	\$500	\$200	\$700	\$500	\$500	*	\$200	\$500	\$500	
50th Percentile	\$800	*	\$750	\$500	\$800	\$700	\$800	*	\$1,000	\$1,000	\$500	
75th Percentile	\$1,400	*	\$1,400	\$1,000	\$1,400	\$1,400	\$1,500	*	\$1,400	\$4,000	\$500	
Mean	\$1,200	\$3,500	\$1,300	\$1,100	\$900	\$1,300	\$1,200	\$800	\$1,000	\$2,000	\$500	
Total Compensation												
Number of Employees Reported	288	11	72	124	77	162	72	50	158	77	31	
25th Percentile	\$25,000	\$21,000	\$25,000	\$27,000	\$23,600	\$24,000	\$27,000	\$23,600	\$25,000	\$24,000	\$30,000	
50th Percentile	\$29,000	\$33,000	\$30,500	\$28,500	\$27,000	\$30,100	\$28,500	\$29,700	\$29,000	\$28,500	\$30,500	
75th Percentile	\$32,500	\$36,700	\$35,000	\$35,000	\$29,700	\$35,300	\$30,200	\$30,000	\$32,600	\$34,600	\$32,000	
Mean	\$29,800	\$30,500	\$31,700	\$30,400	\$27,000	\$30,900	\$29,000	\$27,200	\$28,700	\$31,800	\$30,300	

Section II. Organizational Charts

It is important for companies to formally and visually map out each job function to outline hierarchical reporting structures in their departments. This is a much harder undertaking than it may sound and may explain why so many companies provided AFP with their finance department organizational charts in exchange for receiving the charts included in this year's report. On top of having many examples to view we have also included some easy to understand instructions to assist in designing your own organizational charts.

Fifty organizational charts are featured in this year's report. The charts are arranged by the industry type and the gross revenue of the companies represented in each chart. Exhibit 2.2 shows an example of the organizational charts that appear in section II.

**Exhibit 2.2
Example of Organizational Chart**




Section III. Developing Job Descriptions and Compensation Programs

This instructive section can help you develop and design job descriptions and compensation programs. To further illustrate the compensation design process, a set of sample salary structures are included. An example of a sample salary structure appears below (Exhibit 2.3.)

Exhibit 2.3 Sample Salary Structure for Treasurer Position

TYPICAL GRADE LEVEL	POSITION	SURVEY SALARY AVERAGE FOR 2004	GRADE		
			MINIMUM	MID-POINT	MAXIMUM
22	Treasurer	\$138,800	\$109,679.25	\$137,099.06	\$164,518.87

A black and white photograph of a stack of coins, with the top coin in sharp focus showing its intricate design. A stylized, semi-transparent logo consisting of several curved lines is overlaid on the right side of the image. The background is blurred, showing more coins and light bokeh.

**AFP'S 2005 JOB DESCRIPTION
& BASE SALARY, BONUS AND
TOTAL COMPENSATION**

Job Title: **Chief Financial Officer**
 Department: **Finance/Executive**

SUMMARY

Participates in Executive Committee and acts as business partner to the CEO. Along with the senior management team, develops the business overall strategic plan. Formulates financial plan including treasury management, corporate finance, accounting, tax and cash and risk management activities, also oversees the corporate budgeting process. Devises and approves initiatives for capital budgeting and borrowing/investment decision making. Approves fiscal policies. Evaluates and advises on mergers and acquisitions and the financial impact of potential partnerships, programs and regulatory compliance of the organization. May also have responsibility for human resources, administration and information systems.

REPORTING RELATIONSHIPS

Position Reports To:

**Chief Executive Officer
or President**

Position(s) Supervised:

**Vice President Finance
Controller
Treasurer
Investor Relations
Vice President Human
Resources
Vice President
Internal Audit Director
Tax Director
Risk Management Director
and/or Vice President
Information Technology**

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Oversees all financial functions including accounting, treasury, tax, credit/collections, audit, risk management, planning and analysis, budgeting, and investor relations. Directs formulation of financial plans and policies
2. Directs preparation of fiscal records and financial reports
3. Evaluates investment activities and portfolio management
4. Establishes financial strategic direction
5. Ensures compliance with GAAP, SEC, FASB and other regulatory requirements
6. Complies with Sarbanes Oxley requirements
7. Directs oversight of audits, works closely with the Board Audit Committee
8. Develops and communicates financial vision and strategy for obtaining goals
9. Directs budget review process. Ensures timely and accurate business/financial reports and plans, presents them to executive staff and board of directors
10. Approves potential sources of financing
11. Oversees short-and long-term financial health of organization
12. Serves as company's representative to financial/investment community and shareholders
13. Directs preparation of annual operating and business fiscal plans
14. Determines appropriate capital structure
15. Initiates and oversees execution of all capital markets transactions
16. Oversees investment banking
17. Oversees and recommends to Board initiatives and direction/ allocation of retirement (pension) plan resources and selection/ evaluation of plan managers

QUALIFICATIONS

Education/Certification:

- M.B.A. or an advanced degree in finance required
- CPA strongly recommended

Required Knowledge:

- Strong knowledge of accounting, audit, finance, tax, reporting, budgeting, business operations, strategic planning

Experience Required:

- 10-15 years of experience in finance
- Senior management experience
- Long-range planning experience

Skills/Abilities:

- Excellent interpersonal and communication skills
- Leadership skills
- Strategic visionary
- Excellent negotiator

Operational Focus:

- Strong analytical skills
- Team player
- Consensus builder

Chief Financial Officer

Degree of Match		
< Survey Job 9%	About the same 75%	> Survey Job 16%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education					Geographic Region					Industry															
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services			General Services		Technology Services		Government Non-Profit		Energy/ Utility		Manufacturing/ Construction		Retail/ Distribution/ Transportation				
Base Salary																										
# of Incumbents	369	1	128	225	94	100	54	45	66	48	63	31	8	101	52											
25th Percentile	\$129,000	*	\$132,100	\$125,000	\$135,000	\$132,500	\$129,500	\$132,500	\$129,300	\$124,500	\$150,000	\$94,000	\$114,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	
50th Percentile	\$165,000	*	\$160,000	\$166,000	\$180,000	\$163,500	\$159,300	\$170,000	\$159,300	\$185,500	\$180,000	\$135,000	\$195,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	
75th Percentile	\$210,000	*	\$192,000	\$210,000	\$220,000	\$200,000	\$206,300	\$205,000	\$194,000	\$250,000	\$225,000	\$166,000	\$221,300	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	
Mean	\$188,173	*	\$166,300	\$196,027	\$190,418	\$167,700	\$179,700	\$181,100	\$163,200	\$198,700	\$202,000	\$137,500	\$176,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	\$181,900	
Bonus																										
# of Incumbents	293	1	100	182	76	76	47	42	60	39	43	10	9	84	48											
25th Percentile	\$23,000	*	\$23,500	\$23,800	\$21,300	\$25,400	\$14,000	\$23,800	\$25,000	\$20,000	\$30,000	\$5,000	\$17,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
50th Percentile	\$50,000	*	\$50,000	\$49,000	\$45,000	\$50,000	\$30,000	\$46,800	\$40,000	\$55,000	\$60,000	\$26,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
75th Percentile	\$89,600	*	\$78,800	\$100,000	\$80,000	\$100,000	\$65,000	\$127,500	\$87,500	\$150,000	\$87,000	\$35,300	\$99,000	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	\$97,500	
Mean	\$80,000	*	\$78,300	\$81,700	\$70,000	\$70,000	\$63,614	\$118,900	\$87,000	\$135,200	\$72,800	\$22,500	\$54,400	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	\$71,600	
Total Comp																										
# of Incumbents	389	1	134	134	84	104	58	50	70	53	62	32	9	106	57											
25th Percentile	\$140,000	*	\$140,000	\$140,000	\$150,000	\$138,500	\$146,700	\$153,400	\$150,000	\$125,000	\$169,600	\$92,500	\$135,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	
50th Percentile	\$193,700	*	\$190,000	\$192,000	\$215,500	\$180,000	\$185,300	\$200,000	\$200,000	\$225,000	\$225,000	\$137,500	\$275,000	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	\$189,700	
75th Percentile	\$280,000	*	\$253,100	\$280,000	\$290,300	\$275,000	\$265,000	\$300,000	\$269,800	\$327,500	\$300,000	\$172,500	\$341,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	
Mean	\$234,400	*	\$222,400	\$237,800	\$238,400	\$238,400	\$237,800	\$281,000	\$237,000	\$290,700	\$243,900	\$144,200	\$262,000	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500	

Chief Financial Officer

Degree of Match

< Survey Job	9%	About the same	75%	> Survey Job	16%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

**Inadequate data to report*

	Total	Number of Employees					Gross Revenue			Years of Experience					
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10				
Base Salary															
Number of Employees Reported	369	82	105	103	79	222	90	57	166	80	114				
25th Percentile	\$129,000	\$110,000	\$115,000	\$140,000	\$180,000	\$114,800	\$165,000	\$190,000	\$121,500	\$135,000	\$135,800				
50th Percentile	\$165,000	\$150,000	\$150,000	\$175,000	\$220,000	\$150,000	\$190,500	\$230,000	\$160,000	\$170,000	\$165,000				
75th Percentile	\$210,000	\$167,800	\$180,000	\$207,000	\$315,000	\$175,000	\$240,000	\$320,000	\$200,000	\$210,000	\$207,300				
Mean	\$188,200	\$145,300	\$157,900	\$177,700	\$246,600	\$149,900	\$238,700	\$257,700	\$170,900	\$232,800	\$175,200				
Bonus															
Number of Employees Reported	293	56	79	87	71	160	80	53	134	68	85				
25th Percentile	\$23,000	\$15,000	\$10,000	\$25,000	\$56,000	\$12,300	\$36,300	\$65,500	\$25,000	\$24,300	\$20,000				
50th Percentile	\$50,000	\$27,500	\$25,000	\$50,000	\$100,000	\$25,000	\$67,500	\$100,000	\$49,000	\$50,000	\$32,000				
75th Percentile	\$89,600	\$55,000	\$50,000	\$87,000	\$172,000	\$50,000	\$116,300	\$229,000	\$85,500	\$95,000	\$98,000				
Mean	\$80,000	\$62,900	\$38,000	\$64,800	\$158,800	\$37,300	\$93,700	\$188,300	\$75,000	\$73,500	\$92,600				
Total Compensation															
Number of Employees Reported	389	85	107	108	89	231	93	65	175	83	116				
25th Percentile	\$140,000	\$115,000	\$117,000	\$160,500	\$234,000	\$120,000	\$189,700	\$277,500	\$135,000	\$150,000	\$147,900				
50th Percentile	\$193,700	\$160,000	\$160,000	\$200,000	\$300,000	\$160,000	\$252,500	\$306,000	\$195,000	\$190,000	\$186,000				
75th Percentile	\$280,000	\$200,000	\$220,000	\$280,300	\$435,000	\$200,000	\$334,600	\$545,000	\$257,000	\$280,000	\$275,000				
Mean	\$234,400	\$182,700	\$171,900	\$227,800	\$367,000	\$167,900	\$279,300	\$406,500	\$227,700	\$231,900	\$240,400				

Job Title: **Vice President, Finance**
 Department: **Finance**

SUMMARY

Develops and implements strategy and direction for financial plan and annual budget. Recommends and aligns financial policies and procedures with company objectives, and ensures compliance with regulatory requirements. Provides recommendation for overall direction of financial accounting and reporting, cash management and bank relationship management initiatives.

REPORTING RELATIONSHIPS

Position Reports To:

Chief Financial Officer
Senior Vice President

Position(s) Supervised:

Director of Finance

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Manages Finance department
2. Coordinates long-term financial planning
3. Directs strategic financial analysis
4. Evaluates new business ventures as appropriate
5. Develops cost reduction programs
6. Oversees equity management issues
7. Reviews and analyzes monthly reports of operating units, and facilitates discussions with operating unit management regarding financial planning and budget
8. Reviews and implements finance and accounting policies, practices, and procedures
9. Develops and communicates internal accounting reporting standards including budget, forecasting, operating metrics and business risk analysis
10. Oversees and manages key consolidated balance sheet items
11. Structures, underwrites and closes short and long-term loan transactions with commercial banks, insurance companies and conduits
12. Manages tax requirements and compliance
13. Disseminates accurate and timely financial reports to management
14. Coordinates overall company budget
15. Establishes cash management programs
16. Develops bank relationships
17. Oversees production of analytical studies

QUALIFICATIONS

Education/Certification:

- Typically requires an M.B.A. or an advanced degree in finance
- CPA designation strongly desirable

Required Knowledge:

- SEC reporting experience
- Knowledge of FASB reporting requirements, and Generally Accepted Accounting Principles (GAAP) compliance and reporting activities

Experience Required:

- Eight to 10 years relevant experience
- Managerial and strategic planning experience

Skills/Abilities:

- Strong interpersonal communication skills
- Analytical and quantitative skills
- Consensus builder
- Team player

Vice President Finance

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

Degree of Match		
< Survey Job	About the same	> Survey Job
14%	69%	17%

	Education				Geographic Region				Industry						
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/Construction	Retail/Distribution
Base Salary	178	1	54	109	41	47	28	19	49	21	40	8	*	47	13
No. of EE's															
25th Percentile	\$118,800	*	\$114,250	\$115,000	\$128,600	\$120,000	\$134,300	\$100,000	\$128,000	\$117,800	\$128,500	\$79,900	*	\$100,000	\$120,000
50th Percentile	\$150,000	*	\$147,500	\$140,000	\$151,000	\$140,000	\$175,000	\$115,000	\$151,000	\$135,000	\$152,600	\$127,000	*	\$145,000	\$140,000
75th Percentile	\$168,100	*	\$167,500	\$170,000	\$152,600	\$170,000	\$180,000	\$190,000	\$167,500	\$152,000	\$178,800	\$129,800	*	\$170,000	\$170,000
Mean	\$144,400	*	\$145,500	\$144,900	\$148,100	\$137,800	\$158,400	\$144,900	\$146,400	\$149,000	\$150,300	\$113,600	*	\$140,500	\$144,300
Bonus	151	1	43	103	28	43	26	18	46	17	27	1	*	46	14
No. of EE's															
25th Percentile	\$25,000	*	\$30,000	\$25,000	\$35,000	\$30,000	\$5,000	\$20,000	\$32,500	\$20,000	\$5,000	*	*	\$33,000	\$20,000
50th Percentile	\$43,000	*	\$43,000	\$36,000	\$60,000	\$65,000	\$24,400	\$25,000	\$43,000	\$47,300	\$20,000	*	*	\$42,500	\$31,000
75th Percentile	\$61,300	*	\$60,000	\$65,000	\$60,000	\$70,000	\$56,000	\$46,900	\$60,000	\$75,000	\$43,000	*	*	\$65,000	\$45,100
Mean	\$49,100	*	\$44,300	\$50,100	\$52,700	\$61,600	\$34,000	\$45,200	\$59,000	\$50,800	\$27,800	*	*	\$52,400	\$48,600
Total Comp	185	1	56	114	40	53	30	19	49	23	39	9	*	49	16
No. of EE's															
25th Percentile	\$129,000	*	\$125,000	\$128,000	\$144,000	\$140,000	\$138,000	\$125,000	\$145,000	\$130,000	\$140,000	\$80,100	*	\$128,000	\$136,300
50th Percentile	\$175,000	*	\$183,500	\$177,500	\$155,000	\$188,000	\$180,000	\$130,000	\$205,000	\$151,000	\$153,000	\$125,000	*	\$185,000	\$151,500
75th Percentile	\$221,000	*	\$205,000	\$245,000	\$221,000	\$245,000	\$245,000	\$222,000	\$221,000	\$265,000	\$180,000	\$127,500	*	\$245,000	\$219,000
Mean	\$181,300	*	\$171,600	\$184,600	\$181,900	\$188,100	\$183,500	\$183,400	\$200,800	\$187,900	\$159,800	\$107,900	*	\$190,200	\$178,500

Vice President Finance

Degree of Match	
< Survey Job	14%
About the same	69%
> Survey Job	17%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	178	13	27	35	103	46	46	86	86	33	45	
25th Percentile	\$118,800	\$87,500	\$100,000	\$115,500	\$138,000	\$100,000	\$115,000	\$151,000	\$127,800	\$100,000	\$124,500	
50th Percentile	\$150,000	\$125,000	\$100,000	\$139,000	\$157,000	\$110,000	\$138,500	\$167,500	\$150,000	\$109,000	\$151,000	
75th Percentile	\$168,100	\$170,000	\$127,200	\$150,000	\$175,000	\$131,800	\$151,300	\$180,000	\$170,000	\$150,000	\$157,500	
Mean	\$144,400	\$126,800	\$110,900	\$136,400	\$158,100	\$115,800	\$137,400	\$163,400	\$148,000	\$124,800	\$145,500	
Bonus												
Number of Employees Reported	151	8	24	27	92	34	38	79	84	27	35	
25th Percentile	\$25,000	\$3,500	\$16,200	\$20,000	\$36,300	\$10,000	\$25,000	\$43,000	\$20,000	\$33,000	\$30,000	
50th Percentile	\$43,000	\$11,500	\$33,000	\$37,000	\$58,500	\$22,500	\$35,500	\$60,000	\$43,000	\$33,000	\$47,300	
75th Percentile	\$61,300	\$19,500	\$33,000	\$50,000	\$65,000	\$33,000	\$47,900	\$70,000	\$65,000	\$40,000	\$60,000	
Mean	\$49,100	\$13,800	\$25,300	\$40,500	\$61,000	\$22,800	\$39,500	\$65,100	\$44,600	\$49,700	\$56,700	
Total Compensation												
Number of Employees Reported	185	13	27	35	110	46	47	92	92	32	45	
25th Percentile	\$129,000	\$95,000	\$125,000	\$130,000	\$148,500	\$100,000	\$125,000	\$175,350	\$135,000	\$128,000	\$125,000	
50th Percentile	\$175,000	\$136,000	\$128,000	\$168,000	\$205,000	\$128,000	\$160,000	\$217,500	\$186,500	\$128,000	\$185,000	
75th Percentile	\$221,000	\$161,500	\$135,000	\$188,000	\$245,000	\$140,000	\$188,000	\$245,000	\$245,000	\$180,000	\$221,000	
Mean	\$181,300	\$125,100	\$128,800	\$163,800	\$206,300	\$126,300	\$166,800	\$216,200	\$185,100	\$155,700	\$189,000	

Job Title: **Director of Risk Management**
Department: **Finance**

SUMMARY

Manage company-wide risk management program. Formulate and recommend insurance strategy. Implement solutions to eliminate or minimize exposure, prevent losses and reduce insurance premiums. Lead risk management audits. Ensure compliance with risk management policies.

REPORTING RELATIONSHIPS

Position Reports To:

**Vice President of
Finance/Treasurer or CFO**

Position(s) Supervised:

**Risk Manager
Risk Analysts
Claims Manager/Insurance
Administrator/Audit
Manager/Internal Controls
Manager**

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Formulate, procure and implement and oversee insurance policies and procedures
2. Review renewal policies and compare various methods of insurance coverage. Serve as liaison to brokers, carriers and other third party vendors
3. Review contractual insurance language
4. Develop strategies to minimize corporate and financial risk exposure
5. Manage risk audits
6. Ensure compliance with risk policies
7. Identify and evaluate loss exposure and develop programs to mitigate risk exposure
8. Investigate claims and oversee settlement of losses. Interface with legal counsel
9. Perform risk and loss control analysis and identify areas for improvement
10. Contain and minimize risk-related costs
11. Report exposure, claims and statistics to senior management
12. Ensure compliance and interface with applicable regulatory agencies

QUALIFICATIONS

Education/Certification:

- Advanced degree in business/finance or risk/insurance management
- Some form of certifications: e.g., Associate in Risk Management (ARM) or Chartered Property and Casualty Underwriter (CPCU).

Required Knowledge:

- Knowledge of insurance laws
- Knowledge of loss control management and claims administration procedures

Experience Required:

- Eight to 10 years of experience in finance

Skills/Abilities:

- Excellent analytical skills
- Leadership skills
- Strong communication skills
- Negotiation skills
- Ability to interpret contract language

Director of Risk Management

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

Degree of Match		
< Survey Job 14%	About the same 51%	> Survey Job 34%

	Education				Geographic Region				Industry								
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution/ Transportation		
Base Salary																	
No. of EE's	29*		14	10	7	12	6	2	5	7	2	3	1	7	4		
25th Percentile	\$92,500		\$78,000	\$101,000	\$120,000	\$82,400	\$74,200*		\$127,500	\$72,000		*	*	\$92,000*			
50th Percentile	\$103,000		\$94,000	\$122,400	\$155,000	\$100,500	\$95,000*		\$155,000	\$98,000		*	*	\$103,000*			
75th Percentile	\$131,000		\$112,500	\$160,000	\$170,000	\$104,700	\$104,900*		\$190,000	\$125,500		*	*	\$124,800*			
Mean	\$113,700*		\$100,900	\$128,000	\$144,700	\$102,900	\$91,100*		\$158,000	\$101,200		*	*	\$109,800		\$101,100	
Bonus																	
No. of EE's	25*		11	9	8	8	5	2	6	5	2	*	3	4	5		
25th Percentile	\$13,500		\$11,900	\$15,000	\$18,500	\$11,300	\$7,700*		\$20,000	\$14,300		*	*	*	\$7,500		
50th Percentile	\$20,000		\$18,000	\$25,000	\$33,500	\$20,000	\$11,900*		\$37,500	\$27,000*		*	*	*	\$15,000		
75th Percentile	\$41,000		\$42,000	\$40,000	\$48,100	\$28,800	\$43,500*		\$108,300	\$50,000		*	*	*	\$21,500		
Mean	\$32,500*		\$23,100	\$30,000	\$35,900	\$41,700	\$22,900*		\$66,400	\$31,100		*	*	\$22,500		\$14,600	
Total Comp																	
No. of EE's	33*		15	13	8	12	8	3	6	8	2	2	3	6	6		
25th Percentile	\$94,500		\$90,000	\$105,000	\$126,800	\$91,000	\$95,100*		\$146,300	\$74,900		*	*	\$87,500		\$93,800	
50th Percentile	\$125,000		\$115,000	\$133,000	\$176,500	\$110,000	\$121,400*		\$190,000	\$136,400		*	*	\$103,800		\$106,500	
75th Percentile	\$196,500		\$203,000	\$187,500	\$221,900	\$131,000	\$192,300*		\$272,800	\$182,500		*	*	\$165,600		\$126,300	
Mean	\$145,000*		\$130,700	\$145,800	\$173,400	\$131,300	\$129,200*		\$216,000	\$133,000		*	*	\$123,300		\$109,200	

Director of Risk Management

Degree of Match	
< Survey Job	14%
About the same	51%
> Survey Job	34%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$99.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	29	1	1	6	21	4	7	18	6	9		
25th Percentile	\$92,500 *			\$72,700	\$94,000 *		\$80,000	\$95,000	\$92,100	\$95,000	\$77,000	
50th Percentile	\$103,000 *			\$104,000 *	\$102,000 *		\$103,700	\$102,500	\$96,500	\$124,800	\$105,000	
75th Percentile	\$131,000 *			\$128,800	\$131,000 *		\$135,000	\$137,300	\$122,300	\$145,000	\$146,700	
Mean	\$113,700 *			\$102,300	\$115,100	\$105,700	\$105,200	\$118,800	\$109,700	\$120,400	\$111,300	
Bonus												
Number of Employees Reported	25		1	6	18	4	4	17	9	7	6	
25th Percentile	\$13,500 *			\$11,900	\$15,000 *		*	\$15,000	\$11,900	\$15,000	\$12,100	
50th Percentile	\$20,000 *			\$17,500	\$25,000 *		*	\$25,000	\$18,000	\$20,000	\$22,500	
75th Percentile	\$41,000 *			\$37,500	\$42,100 *		*	\$42,300	\$37,500	\$42,500	\$30,800	
Mean	\$32,500 *			\$26,500	\$36,200	\$12,800	\$29,600	\$37,800	\$24,700	\$28,600	\$22,100	
Total Compensation												
Number of Employees Reported	33	1	1	8	23	6	5	22	10	9	10	
25th Percentile	\$94,500 *			\$88,800	\$95,000	\$82,100	\$81,800	\$95,000	\$104,800	\$93,300	\$80,600	
50th Percentile	\$125,000 *			\$130,000	\$124,000	\$164,100	\$135,000	\$119,500	\$141,500	\$124,000	\$120,000	
75th Percentile	\$196,500 *			\$203,100	\$160,000	\$211,100	\$190,000	\$167,500	\$203,100	\$183,800	\$161,600	
Mean	\$145,000 *			\$142,100	\$144,300	\$151,600	\$135,700	\$145,300	\$148,700	\$138,700	\$126,200	

Job Title: **Director of Corporate Compliance**
Department: **Finance**

SUMMARY

Responsible for establishing, documenting and testing company internal controls. Ensures compliance with Sarbanes-Oxley regulations. Helps formulate internal control strategies and execute procedures. Performs risk assessments. Monitors effectiveness of internal controls and advises on modifications. Prepares status reports. Serve as liaison to external auditor and reports to the audit committee.

REPORTING RELATIONSHIPS

Position Reports To:

Audit Committee

Position(s) Supervised:

Compliance Manager

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Ensure company compliance with internal and external rules and regulations
2. Serve as liaison to external auditor
3. Recommend solutions to regulatory compliance issues
4. Assess effectiveness of internal controls
5. Ensure integrity of entries
6. Monitor and test controls
7. Prepare quality reports and report results to senior management
8. Advise on modifications to internal controls
9. Prepare Sarbanes Oxley Compliance status report
10. Formulate control strategies
11. Develop internal policies compliance procedures
12. Perform risk assessment and identify fraud. Implement remediation
13. Interact with internal and external auditors

QUALIFICATIONS

Education/Certification:

- B.S. in finance or accounting required, and an M.B.A. preferred.
- CPA or CIA designation often required

Required Knowledge:

- Strong knowledge of SOX and internal controls
- Knowledge of accounting systems and a technical knowledge of GAAP and SEC Compliance including Risk Management

Experience Required:

- Eight to 10 years of relevant experience in finance and auditing
- Experience in internal control implementation
- Knowledge of SOX

Skills/Abilities:

- Strong ethical character
- Understanding of business and accounting functions
- Ability to identify system weaknesses and provide solutions
- Excellent verbal and written skills

Director of Corporate Compliance

Degree of Match	
< Survey Job 26%	> Survey Job 22%
About the same 52%	

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region					Industry						
	HS/Assoc.	Bach.	MBA or Graduate Degree		Northeast	South	Mid-West	West		Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution
Base Salary																
No. of EE's	23	10	6	3	7	6	5	3		6	7	4	1	*	3	2
25th Percentile	\$80,000 *	\$74,600	\$94,800	\$61,800 *	\$90,000	\$96,100	\$61,800 *	\$47,500		\$73,500 *			*	*	*	*
50th Percentile	\$105,000 *	\$126,500	\$107,500	\$75,000 *	\$115,000	\$119,500	\$75,000 *	\$97,500		\$85,000 *			*	*	*	*
75th Percentile	\$137,500 *	\$138,600	\$153,400	\$115,000 *	\$142,000	\$147,800	\$115,000 *	\$107,500		\$105,000 *			*	*	*	*
Mean	\$110,500 *	\$109,500	\$119,700	\$85,700 *	\$124,000	\$123,300	\$85,700 *	\$84,200		\$90,400		\$172,800	*	*	*	*
Bonus																
No. of EE's	34	25	3	22	5	4	22	3		21	6	2		1	3	1
25th Percentile	\$6,000 *	\$6,000 *	\$13,000 *	\$6,000 *	\$13,000 *	\$13,000 *	\$6,000 *	\$6,000		\$16,200 *			*	*	*	*
50th Percentile	\$6,000 *	\$6,000 *	\$18,000 *	\$6,000 *	\$18,000 *	\$18,000 *	\$6,000 *	\$6,000		\$20,000 *			*	*	*	*
75th Percentile	\$20,000 *	\$14,000 *	\$23,500 *	\$8,000 *	\$23,500 *	\$53,600	\$8,000 *	\$8,000		\$24,800 *			*	*	*	*
Mean	\$15,326 *	\$11,500	\$18,200	\$7,500 *	\$18,200	\$53,600	\$7,500 *	\$10,400		\$20,300 *			*	*	*	*
Total Comp																
No. of EE's	43	28	7	22	7	7	22	5		22	9	4	2	1	3	2
25th Percentile	\$100,000 *	\$126,000	\$80,000	\$126,000	\$90,000	\$85,000	\$126,000	\$120,000		\$124,500			*	*	*	*
50th Percentile	\$126,000 *	\$126,000	\$107,300	\$126,000	\$120,000	\$172,000	\$126,000	\$140,000		\$126,000			*	*	*	*
75th Percentile	\$140,000 *	\$129,000	\$140,000	\$128,000	\$157,000	\$187,500	\$128,000	\$145,000		\$140,000 *			*	*	*	*
Mean	\$125,200 *	\$126,400	\$122,000	\$120,900	\$131,600	\$146,600	\$120,900	\$134,000		\$109,700		\$187,000	*	*	*	*

Director of Corporate Compliance

Degree of Match	
< Survey Job	26%
About the same	52%
> Survey Job	22%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue				Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	23	1	4	6	12	6	5	12	12	4	5	
25th Percentile	\$80,000	*		\$74,600	\$101,100	\$65,100	\$90,000	\$101,100	\$77,500	*	\$75,000	
50th Percentile	\$105,000	*		\$97,500	\$126,500	\$77,500	\$105,000	\$126,500	\$102,500	*	\$142,000	
75th Percentile	\$137,500	*		\$139,100	\$144,300	\$92,500	\$144,300	\$144,300	\$134,400	*	\$184,000	
Mean	\$110,500	*	\$66,300	\$105,300	\$128,600	\$76,400	\$114,700	\$125,700	\$105,500	\$107,600	\$132,000	
Bonus												
Number of Employees Reported	34	17	1	5	11	20	2	12	7	4	19	
25th Percentile	\$6,000	\$6,000	*	\$6,500	\$18,000	\$6,000	*	\$12,000	\$9,800	*	\$6,000	
50th Percentile	\$6,000	\$6,000	*	\$9,800	\$20,000	\$6,000	*	\$20,000	\$20,000	*	\$6,000	
75th Percentile	\$20,000	\$8,000	*	\$28,000	\$50,000	\$8,000	*	\$43,000	\$50,000	*	\$6,000	
Mean	\$15,300	\$7,100	*	\$15,800	\$28,900	\$7,800	*	\$26,600	\$25,200	\$17,200	\$7,400	
Total Compensation												
Number of Employees Reported	43	17	4	7	15	23	5	15	13	4	21	
25th Percentile	\$100,000	\$125,000	*	\$80,000	\$100,000	\$120,000	\$80,000	\$107,300	\$80,000	*	\$126,000	
50th Percentile	\$126,000	\$126,000	*	\$107,300	\$140,000	\$126,000	\$100,000	\$140,000	\$107,300	*	\$126,000	
75th Percentile	\$140,000	\$126,000	*	\$167,100	\$175,000	\$126,000	\$161,000	\$175,000	\$153,600	*	\$128,000	
Mean	\$125,200	\$125,600	\$66,500	\$120,900	\$142,200	\$116,700	\$116,400	\$141,100	\$118,000	\$122,000	\$128,600	

Job Title: **Financial Reporting Specialist**
Department: **Finance**

SUMMARY

Manages the external reporting process to the Securities and Exchange Commission (SEC). Responsible for staying current on existing and new financial disclosure releases issued by the SEC and the Financial Accounting Standards Board (FASB). Assists in assessing the effects of accounting standards on the company's business activities and properly disseminating this information to senior management.

REPORTING RELATIONSHIPS

Position Reports To:

**Controller/Director
Corporate Reporting**

Position(s) Supervised:

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Manage external financial reporting
2. Responsible for all SEC reporting of the financial statements and relevant disclosures
3. Provide education and training to senior management on important accounting issues
4. Review and be responsible for all external accounting and disclosure requirements
5. Stay current on SEC and GAAP requirements
6. Coordinates quarterly reviews
7. Prepares status reports and provide analysis to senior staff
8. Files reports
9. Serve as liaison to Corporate Tax, Treasury, and other corporate personnel
10. Assist in the coordination and communication of external auditors along with the CFO and internal audit staff

QUALIFICATIONS

Education/Certification:

- B.S. in finance or accounting with an emphasis in accounting required
- CPA required, M.B.A. desired

Required Knowledge:

- Strong knowledge of finance and accounting principles
- Solid understanding of GAAP
- SEC reporting requirements

Experience Required:

- Eight to 10 years of relevant experience
- SEC reporting requirements

Skills/Abilities:

- Strong communication skills
- Effective leadership skills

Financial Reporting Specialist

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

**Inadequate data to report*

Degree of Match	
< Survey Job 13%	About the same 68%
> Survey Job 20%	

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution/ Transportation	
Base Salary																
No. of EE's	69	4	45	16	19	22	8	8	12	14	12	4	2	19	6	
25th Percentile	\$64,500	\$30,400	\$64,500	\$65,000	\$80,000	\$66,000	\$72,300	\$65,000	\$70,000	\$66,000	\$76,300	*	*	\$68,800	\$55,900	
50th Percentile	\$80,000	\$37,700	\$80,000	\$79,300	\$125,000	\$60,600	\$88,500	\$72,500	\$88,000	\$64,500	\$87,000	*	*	\$80,000	\$79,300	
75th Percentile	\$101,500	\$50,300	\$114,500	\$88,000	\$125,000	\$79,300	\$94,300	\$103,000	\$88,000	\$92,800	\$103,000	*	*	\$125,000	\$95,000	
Mean	\$83,900	\$39,400	\$88,600	\$78,700	\$106,800	\$65,000	\$87,000	\$79,000	\$87,600	\$75,400	\$85,000	\$48,200	*	\$97,100	\$79,600	
Bonus																
No. of EE's	45	1	21	9	8	8	5	15	12	17	5	*	2	8	1	
25th Percentile	\$5,800	*	\$5,800	\$5,000	\$9,100	\$4,300	\$3,000	\$3,000	\$8,900	\$5,000	\$10,000	*	*	\$4,300	*	
50th Percentile	\$13,000	*	\$10,000	\$13,000	\$37,500	\$6,300	\$3,600	\$3,600	\$13,000	\$15,000	\$15,000	*	*	\$9,000	*	
75th Percentile	\$15,000	*	\$32,000	\$13,000	\$60,000	\$13,800	\$5,000	\$5,000	\$13,000	\$15,000	\$18,500	*	*	\$52,500	*	
Mean	\$16,500	*	\$22,200	\$10,000	\$40,200	\$10,100	\$3,900	\$14,300	\$21,500	\$12,700	\$14,400	*	*	\$22,600	*	
Total Comp																
No. of EE's	84	5	46	16	19	23	10	19	13	28	11	4	2	19	6	
25th Percentile	\$66,600	\$30,100	\$67,800	\$64,300	\$75,000	\$56,000	\$77,300	\$95,000	\$70,800	\$58,800	\$75,000	*	*	\$69,000	\$57,900	
50th Percentile	\$93,000	\$45,000	\$84,000	\$79,700	\$115,000	\$60,500	\$93,000	\$95,000	\$88,300	\$95,000	\$100,000	*	*	\$105,000	\$79,300	
75th Percentile	\$99,800	\$52,800	\$115,000	\$98,300	\$121,000	\$73,000	\$101,900	\$95,000	\$98,300	\$95,000	\$100,000	*	*	\$115,000	\$92,500	
Mean	\$89,300	\$42,100	\$94,800	\$82,000	\$117,900	\$65,500	\$91,500	\$89,900	\$103,600	\$84,800	\$88,600	\$46,300	*	\$100,000	\$78,900	

Financial Reporting Specialist

Degree of Match

< Survey Job	About the same	> Survey Job
13%	68%	20%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	69	2	8	24	35	17	24	28	35	24	7	
25th Percentile	\$64,500 *		\$65,900	\$56,600	\$65,000	\$55,800	\$65,000	\$67,300	\$68,800	\$56,300	\$64,000	
50th Percentile	\$80,000 *		\$70,000	\$80,000	\$88,000	\$70,000	\$83,800	\$88,000	\$80,000	\$82,500	\$85,000	
75th Percentile	\$101,500 *		\$83,800	\$98,800	\$125,000	\$82,500	\$102,300	\$125,000	\$115,000	\$102,300	\$104,000	
Mean	\$83,900 *		\$78,000	\$76,700	\$90,400	\$69,800	\$83,100	\$93,200	\$85,600	\$85,000	\$83,600	
Bonus												
Number of Employees Reported	45	3	6	10	26	31	12	22	16	11	7	
25th Percentile	\$5,800 *		\$3,800	\$5,400	\$7,000	\$3,600	\$5,000	\$13,000	\$5,000	\$5,000	\$3,000	
50th Percentile	\$13,000 *		\$10,000	\$10,500	\$15,000	\$10,000	\$6,500	\$15,000	\$11,500	\$10,000	\$6,000	
75th Percentile	\$15,000 *		\$21,300	\$17,800	\$15,000	\$10,000	\$14,000	\$15,000	\$13,000	\$34,000	\$20,000	
Mean	\$16,500 *		\$15,300	\$12,700	\$18,600	\$12,900	\$10,200	\$21,700	\$13,500	\$19,200	\$21,400	
Total Compensation												
Number of Employees Reported	84	3	8	24	49	19	23	42	36	24	8	
25th Percentile	\$66,600 *		\$66,900	\$56,300	\$68,300	\$55,000	\$65,000	\$69,800	\$68,800	\$57,000	\$62,400	
50th Percentile	\$93,000 *		\$76,500	\$85,500	\$95,000	\$73,000	\$88,500	\$95,000	\$90,000	\$85,800	\$74,000	
75th Percentile	\$99,800 *		\$83,800	\$100,000	\$104,100	\$95,000	\$100,000	\$115,000	\$108,800	\$100,000	\$112,500	
Mean	\$89,300 *		\$86,600	\$80,100	\$94,600	\$76,100	\$85,200	\$97,600	\$87,700	\$90,700	\$95,900	

Job Title: **Treasurer**
 Department: **Treasury**

SUMMARY

Ensures the maintenance of corporate liquidity and financial stability. Develops and manages strategies, operations, policies and budgets relating to treasury activities. Directs development and revision of financial policies for capital structure, working capital, treasury operations, foreign exchange interest rate risk management and insurance risk management. Directs capital markets, borrowing, investing, foreign exchange, treasury operations, financial risk management and corporate finance initiatives. Serves as primary representative to the financial/investment community.

REPORTING RELATIONSHIPS

Position Reports To:

Chief Financial Officer

Position(s) Supervised:

**Assistant Treasurer
 Insurance Risk Manager
 Cash Manager
 Senior Analyst
 Credit and Collections Manager**

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Oversees management of treasury operations
2. Delegates authority for treasury operations, receipt, disbursements, short-term investments, cash forecasting, borrowing, foreign exchange and bank relationships
3. Formulates cash management, investment and other financial policies
4. Approves treasury department's strategic goals
5. Supervises corporate liquidity management
6. Supervises identification and analysis of financial risk exposure
7. Manages business insurance
8. Develops and oversees preparation of financial reports for management
9. Supports executive management
10. Manages interest rate risk
11. Coordinates capital market activities
12. Executes acquisitions, divestitures or joint ventures
13. Establishes and maintains commercial bank relationships
14. Develops a working capital management strategy and oversees its execution
15. Works with external and internal auditors
16. Oversees establishment of investment community and commercial bank relationships
17. Manages investment banking relationships
18. Identifies potential sources of financing

QUALIFICATIONS

Education/Certification:

- Bachelor's degree required
- M.B.A. or an advanced degree in finance typically requires
- CTP preferred

Required Knowledge:

- Strong treasury background
- Knowledge of capital markets, accounting, finance and tax

Experience Required:

- Eight to 10 years of experience in finance and treasury
- Supervisory experience

Skills/Abilities:

- Excellent interpersonal and communications skills
- Presentation skills
- Consensus builder
- Analytical skills
- Negotiation skills
- Organization skills

Treasurer

Degree of Match

< Survey Job	19%	About the same	60%	> Survey Job	21%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/Financial Services	General Services	Technology Services	Government Non-Profit	Energy/Utility	Manufacturing/Construction	Retail/Distribution	
Base Salary																
No. of EE's	131 *		33	95	27	40	28	17	24	23	16	7	7	37	17	
25th Percentile	\$112,000 *		\$101,000	\$112,000	\$130,000	\$105,000	\$111,300	\$99,800	\$112,000	\$115,000	\$132,500	\$75,000	\$140,000	\$120,000	\$99,400	
50th Percentile	\$130,000 *		\$125,000	\$135,000	\$147,000	\$130,000	\$125,000	\$126,000	\$112,000	\$150,000	\$167,500	\$95,000	\$150,000	\$135,000	\$125,000	
75th Percentile	\$170,000 *		\$150,500	\$173,000	\$180,000	\$169,100	\$173,800	\$167,500	\$125,000	\$200,000	\$190,500	\$115,000	\$170,000	\$165,700	\$152,500	
Mean	\$143,700 *		\$135,500	\$144,900	\$159,700	\$141,800	\$146,800	\$132,700	\$128,000	\$166,100	\$162,300	\$95,200	\$151,200	\$140,900	\$141,100	
Bonus																
No. of EE's	119 *		25	91	27	30	26	17	25	22	15	1	7	32	17	
25th Percentile	\$20,000 *		\$16,450	\$20,000	\$20,000	\$21,500	\$22,500	\$18,000	\$40,000	\$21,500	\$25,000 *	\$71,000 *	\$19,300	\$20,000	\$16,500	
50th Percentile	\$40,000 *		\$30,000	\$40,000	\$40,000	\$42,200	\$35,000	\$30,000	\$85,000	\$35,500	\$50,000 *	\$115,000 *	\$23,600	\$35,000	\$22,000	
75th Percentile	\$80,000 *		\$52,500	\$85,000	\$60,000	\$72,500	\$50,000	\$53,500	\$85,000	\$106,300	\$74,000 *	\$115,000 *	\$37,500	\$50,000	\$50,800	
Mean	\$53,900 *		\$38,100	\$62,100	\$45,500	\$71,800	\$42,200	\$41,600	\$64,900	\$85,100	\$51,600 *	\$95,200 *	\$29,200	\$38,800	\$40,400	
Total Comp																
No. of EE's	140 *		35	100	30	40	31	19	27	24	16	8	8	39	18	
25th Percentile	\$125,800 *		\$100,000	\$137,800	\$148,900	\$112,500	\$125,000	\$117,500	\$155,000	\$125,800	\$141,250	\$71,400	\$132,500	\$139,100	\$106,800	
50th Percentile	\$172,200 *		\$140,000	\$175,000	\$175,700	\$152,500	\$160,000	\$161,000	\$190,000	\$180,500	\$179,200	\$89,000	\$163,500	\$167,000	\$154,900	
75th Percentile	\$206,900 *		\$195,000	\$206,900	\$226,000	\$218,800	\$201,300	\$225,000	\$210,000	\$244,800	\$243,800	\$121,500	\$186,975	\$203,000	\$183,300	
Mean	\$182,600 *		\$153,800	\$188,900	\$194,800	\$185,900	\$168,900	\$171,200	\$188,500	\$226,800	\$191,100	\$95,100	\$170,975	\$172,500	\$172,900	

Treasurer

Degree of Match

< Survey Job	About the same	> Survey Job
19%	60%	21%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10		
Base Salary													
Number of Employees Reported	131	2	6	31	92	8	31	92	58	37	34		
25th Percentile	\$112,000*		\$100,200	\$105,600	\$112,000	\$102,800	\$105,550	\$112,000	\$115,000	\$112,000	\$115,000	\$115,000	
50th Percentile	\$130,000*		\$127,500	\$120,000	\$144,700	\$127,500	\$120,000	\$144,700	\$135,000	\$115,000	\$147,000	\$147,000	
75th Percentile	\$170,000*		\$158,800	\$140,000	\$177,300	\$149,300	\$140,000	\$177,300	\$160,600	\$160,000	\$200,000	\$200,000	
Mean	\$143,700*		\$131,200	\$124,300	\$151,500	\$129,900	\$124,300	\$151,500	\$141,600	\$134,200	\$160,500	\$160,500	
Bonus													
Number of Employees Reported	119	2	5	24	88	7	24	88	56	34	28		
25th Percentile	\$20,000*		\$14,000	\$13,800	\$25,000	\$15,000	\$13,800	\$25,000	\$20,000	\$24,250	\$30,000	\$30,000	
50th Percentile	\$40,000*		\$17,900	\$25,000	\$45,000	\$20,000	\$25,000	\$45,000	\$30,000	\$54,500	\$47,200	\$47,200	
75th Percentile	\$80,000*		\$35,000	\$46,800	\$85,000	\$50,000	\$46,800	\$85,000	\$50,000	\$85,000	\$84,260	\$84,260	
Mean	\$53,900*		\$23,200	\$31,400	\$67,500	\$30,100	\$31,400	\$67,500	\$51,100	\$70,700	\$56,900	\$56,900	
Total Compensation													
Number of Employees Reported	140	3	5	33	99	8	33	99	64	36	36		
25th Percentile	\$125,800*		\$121,000	\$109,500	\$145,000	\$113,800	\$109,500	\$145,000	\$126,300	\$140,500	\$122,000	\$122,000	
50th Percentile	\$172,200*		\$148,000	\$139,100	\$184,000	\$140,000	\$139,100	\$184,000	\$163,100	\$184,000	\$192,700	\$192,700	
75th Percentile	\$206,900*		\$190,000	\$175,700	\$210,000	\$196,300	\$175,700	\$210,000	\$198,800	\$190,000	\$226,100	\$226,100	
Mean	\$182,600*		\$154,000	\$146,600	\$197,100	\$150,600	\$146,600	\$197,100	\$183,900	\$171,500	\$195,000	\$195,000	

Job Title: **Controller**
Department: **Finance**

SUMMARY

Devises and directs financial accounting activities of the organization. Establishes accounting procedures, budgetary objectives and reporting guidelines. Ensures the integrity of the department's policies. Oversees accounts payable, accounts receivable, cash accounting, preparation of financial statements, coordination with external auditors, tax filings and monitors budgeted capital expenditures.

REPORTING RELATIONSHIPS

Position Reports To:

Chief Financial Officer
Audit Committee

Position(s) Supervised:

Assistant Controller
Senior Accountant

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Directs financial accounting and reporting activities
2. Directs preparation of reports which summarize and forecast business activities and financial position
3. Oversees preparation of budget
4. Manages accounting staff
5. Manages audit functions including scheduling
6. Complies with regulatory reporting requirements
7. Establishes accounting policies and procedures
8. Reviews all market statements and regulatory reports
9. Oversees financial planning, reporting, analysis and general ledger
10. Oversees activities of cash management, cost and general accounting, accounts payable and accounts receivable, and tax administration
11. Ensures timely processing and reporting
12. Consults and advises management on financial issues, compliance, risk management, and mergers and acquisitions
13. Contributes to strategic planning regarding budgeting and forecasting
14. Prepares budget variance and operations analyses
15. Manages month-end account reconciliation and cash balances
16. Summarizes business financial position in areas of income, expenses, capital usage and cash flows
17. Manages fiscal record keeping
18. Oversees cost analysis and complex costing systems

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting or finance required
- M.B.A. or an advanced degree preferred
- CPA required and/or CIA certification often required

Required Knowledge:

- Knowledge of regulatory compliance and accounting standards
- Strong knowledge of audit and tax

Experience Required:

- Eight to 10 years of accounting experience
- Management experience
- Budgeting and financial modeling experience

Skills/Abilities:

- Strong accounting and analytical skills
- Detail oriented
- Superior oral and written communication skills
- Strong leadership ability
- Good presentation skills
- Consensus builder

Controller

Degree of Match

< Survey Job	12%
About the same	75%
> Survey Job	14%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
Base Salary																
No. of EE's	371	6	214	116	87	100	59	55	41	47	61	22	116	147	47	
25th Percentile	\$90,000	\$43,600	\$85,000	\$98,000	\$90,000	\$92,800	\$83,000	\$100,000	\$81,800	\$90,000	\$104,000	\$80,000	\$90,500	\$98,000	\$82,000	
50th Percentile	\$109,600	\$61,300	\$105,000	\$119,300	\$110,000	\$109,600	\$103,500	\$132,000	\$98,000	\$100,000	\$110,000	\$87,500	\$120,000	\$115,000	\$109,600	
75th Percentile	\$135,000	\$73,800	\$130,000	\$139,500	\$135,000	\$130,000	\$124,000	\$190,600	\$122,500	\$130,000	\$150,000	\$95,000	\$138,000	\$140,000	\$120,000	
Mean	\$113,800	\$61,000	\$107,800	\$124,200	\$115,500	\$109,300	\$107,400	\$141,700	\$100,300	\$109,700	\$126,700	\$87,300	\$121,800	\$121,100	\$102,000	
Bonus																
No. of EE's	294	4	172	90	65	78	54	43	44	36	38	6	99	125	40	
25th Percentile	\$10,000*		\$6,000	\$10,000	\$6,500	\$10,200	\$6,000	\$10,000	\$6,000	\$5,000	\$10,000	\$4,500	\$10,000	\$10,000	\$7,300	
50th Percentile	\$17,300*		\$15,000	\$20,000	\$20,000	\$20,000	\$10,600	\$24,200	\$10,000	\$18,000	\$20,000	\$11,000	\$25,000	\$20,000	\$12,300	
75th Percentile	\$30,000*		\$25,000	\$35,000	\$26,750	\$35,000	\$22,900	\$60,000	\$27,600	\$25,000	\$30,000	\$12,800	\$35,000	\$35,000	\$20,000	
Mean	\$24,100	\$3,400	\$22,100	\$25,700	\$23,100	\$24,400	\$18,700	\$37,800	\$24,200	\$24,900	\$24,400	\$9,500	\$27,600	\$27,300	\$16,100	
Total Comp																
No. of EE's	386	6	228	118	89	100	71	57	72	48	61	22	116	148	49	
25th Percentile	\$95,000	\$44,900	\$90,000	\$100,000	\$95,000	\$95,000	\$90,000	\$109,000	\$92,500	\$82,500	\$109,000	\$76,000	\$98,000	\$98,000	\$86,500	
50th Percentile	\$117,500	\$60,000	\$110,000	\$130,000	\$115,000	\$125,000	\$117,500	\$137,000	\$110,000	\$108,000	\$125,000	\$91,500	\$132,000	\$124,500	\$120,000	
75th Percentile	\$150,000	\$73,800	\$139,000	\$168,000	\$155,000	\$146,900	\$132,000	\$235,000	\$131,500	\$148,800	\$177,500	\$97,500	\$168,000	\$168,000	\$133,500	
Mean	\$130,000	\$61,100	\$120,000	\$146,400	\$126,900	\$123,600	\$122,100	\$179,000	\$121,400	\$123,100	\$135,400	\$91,800	\$141,100	\$138,100	\$130,000	

Controller

Degree of Match

< Survey Job 12%	About the same 75%	> Survey Job 14%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	371	36	90	105	140	149	105	117	153	81	116	
25th Percentile	\$90,000	\$78,200	\$75,000	\$90,000	\$109,600	\$75,000	\$95,400	\$110,000	\$91,000	\$84,000	\$90,000	
50th Percentile	\$109,600	\$100,000	\$90,000	\$105,000	\$130,000	\$90,000	\$105,000	\$136,500	\$110,000	\$103,500	\$110,000	
75th Percentile	\$135,000	\$128,800	\$107,100	\$121,400	\$140,000	\$107,900	\$126,500	\$150,000	\$131,000	\$125,000	\$138,000	
Mean	\$113,800	\$100,500	\$92,000	\$109,300	\$134,700	\$93,000	\$113,300	\$140,800	\$115,900	\$107,500	\$113,600	
Bonus												
Number of Employees Reported	294	35	64	78	117	115	74	105	117	62	102	
25th Percentile	\$10,000	\$6,000	\$5,000	\$5,800	\$13,200	\$5,000	\$7,900	\$12,300	\$10,000	\$7,400	\$6,000	
50th Percentile	\$17,300	\$6,000	\$12,000	\$15,000	\$20,000	\$11,200	\$15,000	\$30,000	\$20,000	\$15,000	\$15,000	
75th Percentile	\$30,000	\$30,000	\$20,000	\$30,000	\$40,000	\$20,000	\$30,000	\$45,000	\$35,000	\$30,000	\$25,000	
Mean	\$24,100	\$25,400	\$12,600	\$19,100	\$33,300	\$13,900	\$23,900	\$35,300	\$28,000	\$20,500	\$20,500	
Total Compensation												
Number of Employees Reported	386	46	91	109	142	164	101	123	156	83	126	
25th Percentile	\$95,000	\$82,800	\$76,000	\$94,900	\$113,800	\$77,000	\$100,000	\$115,000	\$95,000	\$90,000	\$98,000	
50th Percentile	\$117,500	\$126,000	\$98,000	\$115,000	\$150,000	\$100,000	\$117,500	\$155,000	\$114,000	\$115,000	\$115,000	
75th Percentile	\$150,000	\$137,500	\$115,000	\$136,000	\$175,000	\$125,400	\$144,250	\$190,000	\$155,000	\$135,000	\$136,300	
Mean	\$130,000	\$120,300	\$96,500	\$120,200	\$162,300	\$101,900	\$133,600	\$164,700	\$133,000	\$127,500	\$124,800	

Job Title: **Director of Treasury/Finance**
 Department: **Treasury/Finance**

SUMMARY

Assesses the products, services, technologies and systems that are available and appropriate for treasury departments. Designs and implements cash management services. Oversees cash management initiatives, bank relationships, day-to-day treasury operations, establishes short-term borrowing needs and recommends short-term investing initiatives. Manages working capital and credit management.

REPORTING RELATIONSHIPS

Position Reports To:

Vice President of Finance or Treasurer

Position(s) Supervised:

Manager of Finance

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Evaluates departmental policies and procedures
2. Applies financial perspective and analysis for business decisions
3. Develops and supervises management of departmental policies and procedures
4. Oversees all cash management functions
5. Maintains and cultivates banking relationships
6. Recommends items for strategic planning
7. Develops forecasting methods
8. Recommends alternative financing strategies
9. Oversees issuing letters of credit
10. Manages performance bonds and guarantees
11. Assures export control
12. Oversees international bank relationships

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in business administration or finance required
- M.B.A. or an advanced degree in finance preferred
- CPA or CTP preferred

Required Knowledge:

- Technical experience in accounting standards, procedures and policies
- Treasury knowledge

Experience Required:

- Eight to 10 years of relevant experience
- Managerial experience

Skills/Abilities:

- Excellent communication skills
- Strong analytical skills
- Strong project management skills
- Excellent leadership skills
- Presentation skills
- Consensus builder

Director of Treasury/Finance

Degree of Match		
< Survey Job 22%	About the same 61%	> Survey Job 16%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education						Geographic Region						Industry					
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution			
																96	19	27
Base Salary																		
No. of EE's	96		27	59	19	28	13	10	35	9	11	3	20	8				
25th Percentile	\$105,000		\$95,000	\$110,000	\$84,000	\$87,000	\$121,000	\$108,800	\$127,000	\$106,500	\$80,000	*	\$108,800	\$108,200				
50th Percentile	\$125,000		\$118,000	\$130,000	\$110,000	\$112,500	\$125,000	\$125,000	\$145,000	\$130,000	\$80,300	*	\$125,000	\$110,000				
75th Percentile	\$153,800		\$140,000	\$155,000	\$138,000	\$130,000	\$138,500	\$125,000	\$155,000	\$152,500	\$84,000	*	\$139,000	\$134,500				
Mean	\$124,600		\$121,500	\$127,500	\$110,500	\$116,000	\$126,000	\$126,100	\$138,800	\$124,600	\$83,400	*	\$124,200	\$118,500				
Bonus																		
No. of EE's	82		20	53	23	20	8	4	34	11	2	4	18	9				
25th Percentile	\$17,300		\$10,000	\$25,000	\$15,000	\$15,000	\$26,000	*	\$30,000	\$30,000	*	*	\$9,500	\$23,000				
50th Percentile	\$30,000		\$26,000	\$35,000	\$35,000	\$25,000	\$35,000	*	\$48,000	\$30,000	*	*	\$15,000	\$25,000				
75th Percentile	\$48,000		\$41,600	\$48,000	\$58,000	\$40,100	\$51,800	*	\$58,000	\$35,000	*	*	\$40,500	\$36,000				
Mean	\$33,600		\$31,400	\$36,800	\$39,900	\$31,800	\$41,100	*	\$42,900	\$33,200	*	*	\$24,700	\$31,900				
Total Comp																		
No. of EE's	106		30	66	25	19	22	10	37	14	11	4	20	10				
25th Percentile	\$116,100		\$95,000	\$120,000	\$123,300	\$96,300	\$120,000	\$115,000	\$144,800	\$132,500	\$66,000	*	\$113,400	\$123,000				
50th Percentile	\$147,800		\$130,000	\$156,300	\$165,000	\$126,000	\$130,000	\$120,000	\$192,000	\$170,000	\$78,000	*	\$141,500	\$132,500				
75th Percentile	\$189,100		\$175,500	\$192,800	\$172,800	\$152,600	\$172,800	\$134,300	\$200,000	\$177,500	\$90,000	*	\$172,900	\$150,800				
Mean	\$147,500		\$138,200	\$154,600	\$149,600	\$136,000	\$142,900	\$130,600	\$173,900	\$151,300	\$80,200	*	\$141,200	\$143,800				

Director of Treasury/Finance

Degree of Match

< Survey Job	About the same	> Survey Job
22%	61%	16%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	96	1	16	21	58	21	18	57	47	21	26	
25th Percentile	\$105,000 *		\$82,900	\$95,900	\$113,800	\$80,300	\$109,600	\$112,500	\$105,000	\$93,400	\$107,300	
50th Percentile	\$125,000 *		\$98,700	\$110,000	\$138,000	\$87,500	\$120,500	\$138,000	\$127,000	\$110,000	\$145,000	
75th Percentile	\$153,800 *		\$125,000	\$140,000	\$155,000	\$125,000	\$152,500	\$155,000	\$139,000	\$130,000	\$155,000	
Mean	\$124,600 *		\$101,300	\$116,800	\$141,500	\$94,900	\$126,700	\$142,000	\$122,500	\$136,900	\$133,800	
Bonus												
Number of Employees Reported	82		6	16	60	7	14	61	40	15	23	
25th Percentile	\$17,300 *		\$3,400	\$11,300	\$26,000	\$4,500	\$9,500	\$25,500	\$15,000	\$10,000	\$19,500	
50th Percentile	\$30,000 *		\$10,000	\$15,000	\$35,000	\$10,000	\$15,000	\$35,000	\$30,000	\$25,000	\$48,000	
75th Percentile	\$48,000 *		\$20,900	\$37,000	\$48,000	\$25,000	\$31,000	\$48,000	\$40,900	\$70,000	\$48,000	
Mean	\$33,600 *		\$11,500	\$22,600	\$38,700	\$13,700	\$21,200	\$38,700	\$32,000	\$33,700	\$37,600	
Total Compensation												
Number of Employees Reported	106		16	22	68	21	19	66	52	21	29	
25th Percentile	\$116,100 *		\$84,000	\$97,500	\$127,800	\$78,000	\$104,000	\$136,800	\$120,000	\$92,500	\$109,500	
50th Percentile	\$147,800 *		\$96,700	\$126,500	\$170,000	\$92,000	\$130,000	\$170,000	\$154,700	\$125,000	\$172,000	
75th Percentile	\$189,100 *		\$120,000	\$165,000	\$200,000	\$120,000	\$165,000	\$200,000	\$175,900	\$151,500	\$200,000	
Mean	\$147,500 *		\$101,100	\$130,400	\$164,000	\$99,500	\$132,600	\$167,000	\$145,900	\$137,400	\$157,600	

Job Title: **Assistant Treasurer**
Department: **Treasury**

SUMMARY

Manages and executes treasury functions including bank relationship management, foreign exchange operations, cash management, cash and treasury operations. Supervises borrowing and investing. Assists in meeting overall finance department's policies and regulatory requirements.

REPORTING RELATIONSHIPS

Position Reports To:

Treasurer

Position(s) Supervised:

Cash Manager
Assistant Cash Manager
Financial Analyst

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Oversees daily management of cash and debt
2. Manages cash flow forecasting
3. Establishes fixed income investment positions
4. Reviews preparation of cash flow projections
5. Manages financial risk as it relates to treasury operations
6. Analyzes and recommends potential alternative financing structures and explains/shows their impact on EPS, balance sheet, tax effects and financial ratios
7. Manages and negotiates brokerage relationships
8. Develops and implements cash management operational strategies
9. Assesses foreign exchanges risk
10. Implements hedging strategies
11. Provides detailed consolidated cash flow projections
12. Oversees interest rate management
13. Assists in the development of bank relationships
14. Manages investment of excess funds
15. Oversees corporate finance
16. Manages and supports investor relations
17. Coordinates electronic booking functions

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in finance or business required
- M.B.A. preferred
- CTP preferred

Required Knowledge:

- Strong knowledge of risk management and banking relationships

Experience Required:

- Five to eight years of relevant experience
- Management experience

Skills/Abilities:

- Strong managerial skills
- Excellent communication and negotiation skills
- Strong analytical skills
- Strong presentation skills
- Consensus builder

Assistant Treasurer

Degree of Match		
< Survey Job	10%	> Survey Job
About the same	55%	35%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education						Geographic Region				Industry					
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
Base Salary																
No. of EE's	55	2	18	33	13	20	9	6	8	8	8*	8	5	14	9	
25th Percentile	\$90,000*		\$63,800	\$94,000	\$95,000	\$79,900	\$91,000	\$82,800	\$78,800	\$93,600*	\$62,600	\$101,000	\$95,000	\$87,200	\$106,000	
50th Percentile	\$111,000*		\$91,000	\$123,000	\$111,000	\$101,000	\$129,000	\$116,500	\$101,500	\$128,500*	\$101,000	\$128,500*	\$95,000	\$112,500	\$139,000	
75th Percentile	\$135,000*		\$123,500	\$137,500	\$139,000	\$126,500	\$144,500	\$132,800	\$128,300	\$290,000*	\$130,100	\$290,000*	\$120,500	\$128,800	\$188,000	
Mean	\$118,700*		\$119,300	\$120,900	\$120,900	\$102,200	\$119,700	\$108,200	\$108,400	\$173,900*	\$95,000	\$173,900*	\$105,200	\$104,400	\$144,100	
Bonus																
No. of EE's	46	1	14	29	11	15	8	7	7	7	7	7	7	12	6	
25th Percentile	\$10,000*		\$4,700	\$10,000	\$10,000	\$10,000	\$10,100	\$5,000	\$10,000	\$12,000*	\$3,000	\$12,000*	\$10,500	\$10,000	\$10,300	
50th Percentile	\$15,000*		\$11,300	\$15,000	\$15,000	\$21,000	\$11,300	\$13,600	\$15,000	\$27,000*	\$3,800	\$27,000*	\$15,000	\$14,300	\$25,500	
75th Percentile	\$26,000*		\$52,500	\$23,800	\$25,000	\$43,000	\$25,900	\$15,000	\$21,000	\$60,000*	\$17,000	\$60,000*	\$15,000	\$37,500	\$33,800	
Mean	\$21,100*		\$23,300	\$19,600	\$16,000	\$25,400	\$18,100	\$11,400	\$20,300	\$35,100*	\$9,900	\$35,100*	\$13,600	\$22,200	\$25,200	
Total Comp																
No. of EE's	57	2	20	32	13	19	11	7	9	8	8*	8	7	14	8	
25th Percentile	\$94,300*		\$65,300	\$108,000	\$100,800	\$74,000	\$97,000	\$101,600	\$92,500	\$104,300*	\$60,000	\$104,300*	\$108,000	\$94,400	\$109,000	
50th Percentile	\$122,000*		\$94,500	\$129,000	\$128,000	\$111,000	\$135,000	\$120,000	\$115,000	\$142,500*	\$92,000	\$142,500*	\$108,000	\$123,500	\$155,000	
75th Percentile	\$152,500*		\$187,800	\$152,500	\$155,000	\$135,000	\$189,100	\$133,000	\$134,000	\$350,000*	\$128,000	\$350,000*	\$189,100	\$136,300	\$217,300	
Mean	\$133,200*		\$139,000	\$134,000	\$130,400	\$114,800	\$139,500	\$115,400	\$119,800	\$203,100*	\$94,200	\$203,100*	\$138,400	\$118,700	\$161,300	

Assistant Treasurer

Degree of Match	
< Survey Job 10%	About the same 55%
> Survey Job 35%	

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	55	1	2	6	46	3	12	40	25	11	18	
25th Percentile	\$90,000 *	*	*	\$83,300	\$90,000 *	*	\$57,600	\$94,000	\$90,000	\$93,000	\$74,000	
50th Percentile	\$111,000 *	*	*	\$95,000	\$117,800 *	*	\$86,900	\$121,500	\$110,000	\$120,000	\$103,500	
75th Percentile	\$135,000 *	*	*	\$117,000	\$136,800 *	*	\$107,000	\$139,000	\$154,500	\$134,000	\$131,300	
Mean	\$118,700 *	*	*	\$96,500	\$125,200 *	*	\$83,500	\$133,400	\$133,300	\$119,500	\$100,300	
Bonus												
Number of Employees Reported	46	1	2	7	37	4	8	34	23	9	13	
25th Percentile	\$10,000 *	*	*	\$10,500	\$10,000 *	*	\$5,000	\$1,000	\$9,000	\$17,500	\$7,500	
50th Percentile	\$15,000 *	*	*	\$15,000	\$17,000 *	*	\$15,000	\$19,500	\$12,000	\$21,000	\$15,000	
75th Percentile	\$26,000 *	*	*	\$15,000	\$31,000 *	*	\$15,000	\$37,000	\$26,000	\$36,300	\$26,000	
Mean	\$21,100 *	*	*	\$12,400	\$23,700	\$6,600	\$11,400	\$25,100	\$20,600	\$26,800	\$19,400	
Total Compensation												
Number of Employees Reported	57	1	2	7	47	5	11	41	27	11	17	
25th Percentile	\$94,300 *	*	*	\$108,000	\$95,000	\$48,300	\$60,000	\$101,800	\$95,000	\$111,000	\$74,000	
50th Percentile	\$122,000 *	*	*	\$108,000	\$127,000	\$92,000	\$92,700	\$132,000	\$132,000	\$125,000	\$108,000	
75th Percentile	\$152,500 *	*	*	\$189,100	\$155,000	\$189,100	\$108,000	\$159,800	\$189,100	\$164,500	\$135,000	
Mean	\$133,200 *	*	*	\$125,600	\$138,800	\$113,300	\$84,800	\$148,500	\$150,100	\$138,200	\$108,800	

Job Title: **Assistant Controller**
 Department: **Finance**

SUMMARY

Responsible for two or more major financial accounting activities, which may include financial reporting and general ledger maintenance, management of taxation, development of automated systems, supervision of collections, preparation of financial statements, and development of financial insurance procedures.

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Supports controller and supervises and executes accounting and reporting
2. Ensures accuracy, propriety and completeness for monthly, quarterly and year-end closing including audits
3. Produces forecasts, analyzes and reports changes, and prepares financial statements
4. Ensures all reports meet standards
5. Stays current on governmental procedures
6. Ensures complete and timely updates to internal budgeting process
7. Enforces accounting policies and procedures
8. Manages accounting department
9. Ensures timely and accurate internal and external reporting of all financial data
10. Provides reports required by regulatory and rating agencies
11. Directs and controls cost accounting, general accounting and budgeting functions
12. Monitors actual performance against budget and forecast
13. Prepares periodic financial management reports
14. Performs internal audit of accounts
15. Manages budget and forecast process
16. Evaluates financial statements and management reports
17. Reconciles inventory to general ledger
18. Coordinates preparation and filing of state and federal tax returns
19. Manages accounts payable and receivable
20. Organizes auditing schedule
21. Implements and maintains procedures to improve workflow efficiencies

REPORTING RELATIONSHIPS

Position Reports To:

Controller

Position(s) Supervised:

**Accountant
 Manager of Accounting
 Director of Accounting**

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting or finance required
- CPA preferred

Required Knowledge:

- Extensive knowledge of financial practices and Generally Accepted Accounting Principles (GAAP)
- Experience with computerized accounting systems
- Understanding of governmental regulations and reporting requirements
- Understanding of industry standards and compliance

Experience Required:

- Five to eight years of financial accounting and reporting experience
- Accounting management experience helpful

Skills/Abilities:

- Strong financial analysis skills
- Strong communication and presentation skills
- Ability to organize, and manage projects
- Consensus builder
- Supervisory skills
- Attention to detail

Assistant Controller

Degree of Match		
< Survey Job 9%	About the same 72%	> Survey Job 20%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/Financial Services	General Services	Technology Services	Government Non-Profit	Energy/Utility	Manufacturing/Construction	Retail/Distribution	
Base Salary																
No. of EE's	99	3	62	19	34	27	13	9	13	6	25	7	3	29	7	
25th Percentile	\$65,000 *		\$63,000	\$80,000	\$68,800	\$63,000	\$56,000	\$57,500	\$55,500	\$61,300	\$75,000	\$50,000 *		\$67,800	\$68,000	
50th Percentile	\$80,000 *		\$75,000	\$95,000	\$96,500	\$75,500	\$73,200	\$75,000	\$85,000	\$69,900	\$80,000	\$70,000 *		\$82,400	\$110,000	
75th Percentile	\$108,000 *		\$102,000	\$143,200	\$102,500	\$110,000	\$82,500	\$75,000	\$110,000	\$76,000	\$97,900	\$72,000 *		\$105,000	\$110,000	
Mean	\$84,700 *		\$80,200	\$80,200	\$91,900	\$83,400	\$69,400	\$68,100	\$83,700	\$68,100	\$84,700	\$63,600 *		\$90,100	\$99,100	
Bonus																
No. of EE's	64	3	46	11	22	13	11	5	9	3	14	1	3	21	4	
25th Percentile	\$6,000 *		\$5,400	\$14,000	\$5,900	\$5,500	\$5,000	\$4,000	\$4,900	\$5,000	\$5,900 *			\$7,000 *		
50th Percentile	\$10,000 *		\$10,000	\$23,500	\$10,000	\$10,000	\$10,000	\$50,000	\$30,000	\$10,000	\$10,000 *			\$10,000 *		
75th Percentile	\$20,000 *		\$20,000	\$23,500	\$23,500	\$10,000	\$10,500	\$50,000	\$30,000	\$20,000	\$38,000 *			\$23,500 *		
Mean	\$14,800 *		\$13,700	\$24,400	\$17,400	\$7,500	\$9,100	\$31,600	\$25,500	\$11,700	\$19,200 *			\$13,000	\$7,900	
Total Comp																
No. of EE's	102	3	65	19	35	25	17	9	13	7	25	8	6	29	5	
25th Percentile	\$66,000 *		\$65,500	\$80,000	\$70,000	\$62,250	\$64,000	\$60,500	\$55,000	\$65,000	\$75,000	\$46,500		\$68,000	\$64,000	
50th Percentile	\$85,000 *		\$78,900	\$100,000	\$96,300	\$72,500	\$79,500	\$75,000	\$88,000	\$74,800	\$96,300	\$70,000		\$80,000	\$85,500	
75th Percentile	\$120,000 *		\$120,000	\$162,000	\$145,000	\$120,000	\$90,000	\$125,000	\$140,000	\$76,000	\$107,500	\$77,500		\$111,500	\$126,400	
Mean	\$93,700 *		\$90,700	\$114,400	\$101,600	\$83,000	\$90,800	\$84,700	\$98,300	\$72,200	\$92,800	\$71,900		\$96,500	\$93,300	

Assistant Controller

Degree of Match	
< Survey Job	9%
About the same	72%
> Survey Job	20%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	99	5	19	40	35	35	29	52	24	14		
25th Percentile	\$65,000	\$51,500	\$50,000	\$67,600	\$83,000	\$55,000	\$68,000	\$63,500	\$58,000	\$64,900		
50th Percentile	\$80,000	\$55,000	\$63,000	\$75,300	\$108,000	\$65,000	\$83,000	\$75,250	\$81,000	\$78,000		
75th Percentile	\$108,000	\$79,500	\$75,000	\$100,000	\$110,000	\$75,000	\$105,000	\$109,500	\$109,800	\$87,300		
Mean	\$84,700	\$62,400	\$62,500	\$81,000	\$104,000	\$65,400	\$86,200	\$86,000	\$81,800	\$80,300		
Bonus												
Number of Employees Reported	64	3	15	26	20	25	21	36	19	9		
25th Percentile	\$6,000	*	\$3,500	\$6,000	\$10,000	\$5,000	\$6,000	\$6,000	\$8,000	\$2,900		
50th Percentile	\$10,000	*	\$6,000	\$10,300	\$10,000	\$9,200	\$10,000	\$13,800	\$10,000	\$5,000		
75th Percentile	\$20,000	*	\$10,000	\$30,000	\$23,500	\$10,500	\$30,000	\$28,400	\$10,000	\$10,000		
Mean	\$14,800	*	\$7,100	\$17,000	\$15,100	\$12,500	\$16,900	\$19,500	\$9,900	\$6,200		
Total Compensation												
Number of Employees Reported	102	5	19	43	35	38	34	54	25	14		
25th Percentile	\$66,000	\$47,500	\$48,000	\$66,000	\$85,500	\$55,300	\$67,500	\$66,000	\$60,000	\$63,800		
50th Percentile	\$85,000	\$55,000	\$60,000	\$80,000	\$96,300	\$70,000	\$86,800	\$80,000	\$85,000	\$78,300		
75th Percentile	\$120,000	\$120,000	\$80,000	\$125,000	\$138,800	\$85,000	\$110,000	\$140,300	\$120,000	\$90,000		
Mean	\$93,700	\$78,000	\$65,200	\$95,100	\$109,500	\$79,400	\$92,500	\$113,100	\$120,000	\$80,800		

Job Title: **Manager of Treasury/Finance**
 Department: **Treasury/Finance**

SUMMARY

Manages Treasury department with responsibilities for cash and treasury operations, short-term borrowing, and short-term investments and payments. Monitors compliance with Treasury department goals. Assesses the products, services, technologies and systems that are available and appropriate for treasury departments. Oversees implementation of cash management services. Evaluates and recommends cash management initiatives, changes to bank relationships and day-to-day treasury operations. Creates, maintains and updates enterprise treasury operational policies and evaluation of such activities throughout the organization.

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Monitors and manages company's daily cash position
2. Conducts borrowing and investing activities
3. Prepares routine ad hoc reports for internal and external distribution
4. Assists in development of policies, procedures, operational controls and standards
5. Ensures compliance with internal controls, policies and procedures in day-to-day conduct and supervision of cash management activities
6. Recommends and implements improvements to current cash management processes
7. Monitors external bank account usage and makes recommendations on closing and opening external accounts
8. Manages capital market risks and interest exposures
9. Prepares and manages annual budgets and forecasts
10. Manages bank and brokerage relationships
11. Identifies cost-saving and profit maximizing opportunities

REPORTING RELATIONSHIPS

Position Reports To:

Vice President Treasury/Finance
Treasurer
Assistant Treasurer

Position(s) Supervised:

Cash Manager
Cash Management Specialist
Assistant Cash Manager
Financial Analyst

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in finance or accounting
- M.B.A. preferred
- CTP preferred

Required Knowledge:

- MS office applications
- Knowledge of related experience in treasury
- Familiarity with Generally Accepted Accounting Principles (GAAP)

Experience Required:

- Five to eight years of relevant experience
- Supervisory experience

Skills/Abilities:

- Advanced analytical capabilities
- Detail-oriented
- Well developed organizational skills
- Good interpersonal communication skills
- Presentation Skills

Manager of Treasury/Finance

Degree of Match		
< Survey Job 14%	About the same 68%	> Survey Job 19%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region						Industry					
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
																No. of EE's
Base Salary	76	2	44	28	17	15	21	9	10	19	14	3	3	19	8	
No. of EE's																
25th Percentile	\$75,000 *		\$72,700	\$80,200	\$78,800	\$71,000	\$77,500	\$61,000	\$62,500	\$81,000	\$86,500	*	*	\$67,000	\$49,500	
50th Percentile	\$85,000 *		\$83,200	\$86,500	\$83,200	\$80,800	\$95,000	\$85,000	\$75,500	\$85,000	\$86,500	*	*	\$82,000	\$80,400	
75th Percentile	\$95,000 *		\$92,800	\$98,000	\$92,000	\$88,000	\$98,000	\$103,500	\$93,500	\$95,000	\$103,500	*	*	\$98,000	\$84,000	
Mean	\$82,900 *		\$80,600	\$86,600	\$85,200	\$78,700	\$86,500	\$80,900	\$76,500	\$85,300	\$93,600	*	*	\$81,100	\$70,500	
Bonus	54	1	33	18	13	12	13	22	8	14	13			12	4	
No. of EE's																
25th Percentile	\$8,000 *		\$8,500	\$8,000	\$3,800	\$9,000	\$10,000	\$3,000	\$5,000	\$10,000	\$5,900	*	*	\$5,300 *		
50th Percentile	\$10,000 *		\$10,000	\$10,000	\$10,000	\$10,000	\$15,000	\$12,000	\$9,500	\$15,000	\$8,500	*	*	\$17,000 *		
75th Percentile	\$15,250 *		\$15,000	\$18,000	\$13,000	\$14,600	\$18,000	\$16,000	\$10,000	\$16,000	\$8,800	*	*	\$18,000 *		
Mean	\$10,600 *		\$10,700	\$11,700	\$8,700	\$11,000	\$13,300	\$10,000	\$7,700	\$130,100	\$8,200	*	*	\$12,700	\$7,100	
Total Comp	76	2	44	18	17	16	20	9	10	19	14	3	3	19	8	
No. of EE's																
25th Percentile	\$79,100 *		\$76,700	\$80,000	\$79,400	\$79,300	\$75,300	\$60,500	\$63,800	\$80,000	\$93,100	*	*	\$78,800	\$49,300	
50th Percentile	\$91,500 *		\$90,500	\$91,500	\$87,000	\$87,500	\$102,300	\$85,000	\$77,500	\$96,000	\$93,500	*	*	\$85,000	\$78,400	
75th Percentile	\$99,400 *		\$98,300	\$104,000	\$96,000	\$95,800	\$107,300	\$102,500	\$100,500	\$105,000	\$99,100	*	*	\$108,000	\$89,200	
Mean	\$86,700 *		\$85,900	\$89,300	\$86,600	\$85,900	\$90,400	\$83,500	\$79,300	\$91,400	\$95,400	*	*	\$85,300	\$72,000	

Manager of Treasurer/Finance

Degree of Match

< Survey Job	14%	About the same	68%	> Survey Job	19%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	76	2	4	15	55	8	19	49	39	17	18	
25th Percentile	\$75,000*	*	*	\$74,000	\$80,000	\$49,000	\$65,000	\$80,800	\$75,000	\$73,500	\$78,800	
50th Percentile	\$85,000*	*	*	\$80,000	\$86,500	\$72,700	\$80,000	\$86,500	\$86,500	\$82,000	\$97,500	
75th Percentile	\$95,000*	*	*	\$88,400	\$96,000	\$84,400	\$97,000	\$95,000	\$93,000	\$83,200	\$98,000	
Mean	\$82,900*		\$64,700	\$80,700	\$86,100	\$65,100	\$80,300	\$86,900	\$80,700	\$80,000	\$90,400	
Bonus												
Number of Employees Reported	54	1	2	9	42	5	13	36	28	12	12	
25th Percentile	\$8,000*	*	*	\$7,500	\$8,400	\$2,250	\$3,500	\$8,500	\$5,000	\$9,300	\$5,400	
50th Percentile	\$10,000*	*	*	\$10,000	\$10,000	\$9,000	\$10,000	\$12,800	\$8,500	\$16,000	\$15,000	
75th Percentile	\$15,300*	*	*	\$15,500	\$16,000	\$13,000	\$10,200	\$16,000	\$11,500	\$16,000	\$18,000	
Mean	\$10,600*			\$10,500	\$11,100	\$7,900	\$8,300	\$11,800	\$8,500	\$13,400	\$12,500	
Total Compensation												
Number of Employees Reported	76	2	4	15	55	8	19	49	38	17	18	
25th Percentile	\$79,100*	*	*	\$75,000	\$80,800	\$50,300	\$65,000	\$80,800	\$74,100	\$78,900	\$79,400	
50th Percentile	\$91,500*	*	*	\$80,000	\$93,500	\$71,700	\$80,000	\$93,500	\$92,000	\$87,000	\$97,900	
75th Percentile	\$99,400*	*	*	\$91,000	\$105,000	\$92,000	\$97,000	\$105,000	\$98,300	\$96,000	\$108,000	
Mean	\$86,700*		\$64,700	\$83,500	\$90,600	\$67,900	\$82,100	\$91,600	\$83,600	\$86,700	\$92,700	

Job Title: **Senior Financial Analyst**
Department: **Finance**

SUMMARY

Analyzes, designs, conducts and distributes financial reports and statements for bank relationship management, cash and treasury operations, special projects, short-term borrowing and short-term investing. Evaluates financing alternatives and reviews financial benchmarks. Stays current with financial trends.

REPORTING RELATIONSHIPS

Position Reports To:

Controller
Assistant Controller
Manager of Finance/Treasury
Treasurer

Position(s) Supervised:

Junior Analysts

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Performs revenue and expense variance analysis of monthly results versus prior year
2. Analyzes and reports on key drivers of business and company performance
3. Coordinates preparation, roll-up and presentation of financial budgets and latest forecasts with project managers
4. Creates efficient and effective operating reports
5. Provides operational information to support journal entries as part of monthly close cycle
6. Analyzes financial data, draws conclusions and presents recommendation on decisions and actions
7. Communicates corporation operational and financial performance to management and employees
8. Develops and prepares profitability analyses, cost and pricing models, revenue and expense trend analyses
9. Maintains relationship with other departments to obtain uniform data
10. Compiles, consolidates and summarizes budget information
11. Periodically updates financial models ensuring accuracy and consistency with latest accounting and computing practices and guidelines
12. Develops timely and accurate financial projections
13. Provides accurate financial analysis
14. Monitors business performance growth
15. Performs analysis of budget
16. Analyzes forecasts

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in finance or accounting required
- M.B.A. preferred
- May require CFA or CPA designations

Required Knowledge:

- Knowledge of general accounting, budgeting and financial analysis
- Generally Accepted Accounting Principles (GAAP) knowledge

Experience Required:

- Five to seven years of relevant experience

Skills/Abilities:

- Strong communication
- Excellent organizational skills
- MS office applications experience
- Excellent analytical skills
- Strong problem resolution skills

Senior Financial Analyst

Degree of Match	
< Survey Job	15%
About the same	68%
> Survey Job	18%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	HS/Assoc.	Bach.	MBA or Graduate Degree	Total	Northeast	South	Mid-West	West	Business/Financial Services	General Services	Technology Services	Government/Non-Profit	Energy/Utility	Manufacturing/Construction	Retail/Distribution	
Base Salary																
No. of EE's	1	95	31	134	17	33	31	20	32	42	10	4	3	24	19	
25th Percentile		\$50,000	\$60,000	\$52,800	\$53,300	\$48,000	\$55,000	\$73,000	\$52,400	\$48,000	\$72,800	*	*	\$55,400	\$55,000	
50th Percentile		\$62,000	\$75,000	\$68,000	\$69,000	\$50,000	\$63,000	\$74,000	\$72,000	\$62,000	\$77,500	*	*	\$73,000	\$60,000	
75th Percentile		\$74,000	\$85,000	\$79,300	\$77,500	\$69,500	\$68,000	\$86,600	\$88,800	\$68,500	\$82,400	*	*	\$79,700	\$70,000	
Mean		\$64,600	\$81,700	\$68,500	\$67,300	\$57,800	\$66,900	\$77,300	\$77,000	\$61,600	\$76,900	\$52,800	*	\$69,100	\$64,700	
Bonus																
No. of EE's	1	53	27	89	15	15	25	9	25	19	6	2	14	9	14	
25th Percentile		\$2,000	\$5,000	\$2,800	\$5,000	\$5,000	\$900	\$5,000	\$7,400	\$2,000	\$5,000	*	\$900	\$5,000	\$5,000	
50th Percentile		\$5,000	\$6,000	\$5,000	\$9,000	\$10,000	\$2,000	\$8,000	\$10,000	\$5,000	\$5,000	*	\$900	\$5,000	\$8,400	
75th Percentile		\$10,000	\$12,500	\$10,000	\$11,700	\$10,000	\$5,000	\$11,500	\$13,800	\$10,000	\$7,500	*	\$1,900	\$16,300	\$10,000	
Mean		\$7,200	\$8,900	\$7,500	\$9,000	\$8,300	\$3,500	\$8,600	\$10,500	\$7,200	\$6,300	\$52,800	\$2,200	\$9,200	\$7,700	
Total Comp																
No. of EE's	1	107	32	152	18	34	42	21	32	45	11	4	14	23	23	
25th Percentile		\$55,000	\$62,000	\$56,500	\$55,000	\$48,000	\$59,100	\$70,000	\$55,000	\$48,000	\$71,000	*	*	\$55,000	\$60,000	
50th Percentile		\$67,000	\$75,000	\$70,000	\$71,000	\$58,500	\$67,500	\$80,000	\$70,000	\$62,000	\$78,000	*	*	\$70,000	\$62,000	
75th Percentile		\$74,300	\$97,300	\$80,000	\$91,000	\$70,900	\$74,300	\$90,000	\$95,000	\$70,700	\$80,000	*	*	\$80,000	\$75,900	
Mean		\$67,600	\$81,200	\$70,500	\$73,800	\$61,600	\$68,600	\$79,100	\$77,200	\$64,100	\$78,400	\$53,000	\$78,100	\$70,100	\$68,600	

Senior Financial Analyst

Degree of Match

< Survey Job	About the same	> Survey Job
15%	68%	18%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	134	11	10	35	78	27	37	70	64	54	7	
25th Percentile	\$52,800	\$33,000	\$72,300	\$55,000	\$50,000	\$48,000	\$55,000	\$50,000	\$60,000	\$48,000	\$75,000	
50th Percentile	\$68,000	\$60,000	\$79,500	\$65,000	\$67,500	\$74,000	\$76,500	\$62,000	\$72,000	\$55,000	\$98,000	
75th Percentile	\$79,300	\$90,000	\$116,000	\$82,400	\$73,000	\$88,400	\$82,400	\$72,000	\$82,500	\$68,300	\$200,000	
Mean	\$68,500	\$63,300	\$99,900	\$68,400	\$65,300	\$67,800	\$72,000	\$67,000	\$71,000	\$59,200	\$114,000	
Bonus												
Number of Employees Reported	89	10	7	36	36	34	21	34	57	22	5	
25th Percentile	\$2,800	*	\$5,000	\$900	\$5,000	\$900	\$3,000	\$5,000	\$4,200	\$2,000	\$4,000	
50th Percentile	\$5,000	*	\$5,000	\$5,000	\$7,300	\$5,000	\$8,000	\$5,000	\$7,500	\$4,000	\$15,000	
75th Percentile	\$10,000	*	\$15,000	\$7,500	\$11,300	\$10,000	\$15,300	\$10,000	\$10,900	\$10,000	\$17,500	
Mean	\$7,500	\$10,200	\$8,100	\$5,100	\$9,000	\$6,300	\$9,700	\$7,300	\$8,300	\$5,200	\$11,600	
Total Compensation												
Number of Employees Reported	152	11	10	46	85	38	38	76	81	54	7	
25th Percentile	\$56,500	\$40,000	\$63,800	\$61,500	\$55,000	\$64,700	\$55,000	\$56,500	\$63,200	\$48,000	\$65,000	
50th Percentile	\$70,000	\$80,000	\$82,500	\$74,300	\$65,000	\$74,300	\$73,800	\$65,000	\$74,300	\$58,500	\$95,000	
75th Percentile	\$80,000	\$95,000	\$101,300	\$80,000	\$71,800	\$90,000	\$93,100	\$70,000	\$92,500	\$70,000	\$135,000	
Mean	\$70,500	\$69,300	\$86,500	\$71,600	\$68,200	\$72,800	\$74,000	\$67,600	\$75,400	\$59,700	\$96,900	

Job Title: **Accounting Manager**
 Department: **Accounting**

SUMMARY

Manages general accounting functions. Oversees general ledger accounts and ensures accuracy of financial statements. Enforces organization's accounting procedures and internal controls. Oversees tax preparation and adheres to tax regulations.

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Supervises and delegates work for accounting associates
2. Manages daily accounting and reporting activities including general accounting, property accounting, payroll accounting and internal auditing
3. Implements accounting policies and procedures
4. Manages bank reconciliation
5. Oversees accounts payable
6. Manages accounts receivable
7. Implements budgetary controls
8. Prepares financial analyses and financial reports and statistics
9. Manages cost accounting
10. Reviews financial statements
11. Ensures financial accountability
12. Minimizes financial risk
13. Streamlines accounting operations
14. Ensures company compliance with Generally Accepted Accounting Principles (GAAP) and governmental regulations

REPORTING RELATIONSHIPS

Position Reports To:

Controller

Position(s) Supervised:

Accounting Associates

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting required
- CPA preferred

Required Knowledge:

- Knowledge of GAAP
- Knowledge of general ledger accounting software packages
- Knowledge of federal reporting requirements including SEC reporting

Experience Required:

- Five to seven years of accounting experience
- Prior supervisory experience

Skills/Abilities:

- Excellent verbal and written communication skills
- Manage multiple tasks simultaneously
- Strong organizational skills
- Leadership skills
- Proficient in Excel and Word

Accounting Manager

Degree of Match

< Survey Job	17%
About the same	68%
> Survey Job	16%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
																No. of EE's
Base Salary																
No. of EE's	222	16	152	18	47	69	40	35	38	35	44	19	2	54	30	
25th Percentile	\$58,000	\$44,000	\$57,500	\$75,500	\$65,000	\$54,500	\$63,400	\$56,500	\$62,300	\$52,000	\$66,000	\$56,500*	\$3,900	\$57,500	\$47,900	
50th Percentile	\$68,000	\$55,600	\$68,000	\$83,000	\$69,000	\$61,400	\$64,500	\$69,000	\$71,000	\$64,500	\$72,000	\$68,000*	\$3,900	\$66,800	\$61,400	
75th Percentile	\$78,000	\$63,000	\$75,000	\$125,000	\$78,500	\$72,500	\$83,100	\$80,000	\$85,000	\$74,000	\$78,500	\$68,000*	\$14,900	\$80,000	\$65,000	
Mean	\$68,500	\$55,100	\$66,900	\$92,900	\$72,600	\$62,700	\$75,900	\$67,200	\$77,100	\$65,300	\$71,000	\$63,600*	\$8,300	\$68,600	\$58,600	
Bonus																
No. of EE's	136	8	92	12	28	40	31	16	36	25	19	1	5	33	17	
25th Percentile	\$4,000	\$2,700	\$3,900	\$13,400	\$3,000	\$4,000	\$3,900	\$5,300	\$5,800	\$5,000	\$5,500*	\$5,500*	\$3,900	\$3,000	\$4,000	
50th Percentile	\$6,000	\$3,500	\$6,500	\$19,800	\$10,000	\$5,300	\$6,000	\$11,500	\$9,300	\$6,000	\$10,000*	\$10,000*	\$3,900	\$5,000	\$4,000	
75th Percentile	\$10,000	\$5,000	\$10,000	\$20,000	\$10,000	\$6,900	\$14,000	\$18,800	\$12,500	\$7,500	\$10,000*	\$10,000*	\$14,900	\$15,500	\$6,900	
Mean	\$8,200	\$4,000	\$7,800	\$17,100	\$7,300	\$6,300	\$8,600	\$11,500	\$9,800	\$6,800	\$7,900	\$9,800*	\$8,300	\$8,300	\$7,400	
Total Comp																
No. of EE's	231	16	158	19	49	69	46	35	39	38	44	19	5	54	32	
25th Percentile	\$59,000	\$45,500	\$58,000	\$80,000	\$65,500	\$53,000	\$63,500	\$55,300	\$63,000	\$58,100	\$70,000	\$55,300	\$105,800	\$55,800	\$45,000	
50th Percentile	\$70,000	\$56,000	\$70,500	\$98,300	\$77,000	\$64,400	\$69,000	\$75,000	\$78,500	\$68,000	\$77,000	\$65,000	\$106,900	\$67,300	\$64,400	
75th Percentile	\$80,000	\$63,500	\$78,900	\$120,000	\$78,700	\$75,000	\$88,700	\$80,000	\$92,500	\$83,100	\$77,400	\$65,000	\$108,400	\$80,000	\$71,400	
Mean	\$70,600	\$55,700	\$69,300	\$95,900	\$75,500	\$63,400	\$78,100	\$68,500	\$80,200	\$68,500	\$72,500	\$63,400	\$107,100	\$69,400	\$59,300	

Accounting Manager

Degree of Match	
< Survey Job	17%
About the same	68%
> Survey Job	16%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	222	31	41	69	81	90	72	60	95	52	37	
25th Percentile	\$58,000	\$57,000	\$55,000	\$57,800	\$62,200	\$55,000	\$57,100	\$64,500	\$52,000	\$57,500	\$60,000	
50th Percentile	\$68,000	\$65,000	\$63,000	\$69,000	\$68,000	\$63,000	\$69,000	\$71,500	\$68,000	\$70,000	\$69,000	
75th Percentile	\$78,000	\$82,500	\$69,500	\$75,000	\$78,500	\$75,000	\$77,900	\$78,500	\$74,000	\$83,000	\$80,000	
Mean	\$68,500	\$73,900	\$62,800	\$67,300	\$70,300	\$66,200	\$67,100	\$73,600	\$64,300	\$75,600	\$69,100	
Bonus												
Number of Employees Reported	136	19	26	52	39	53	52	31	57	33	21	
25th Percentile	\$4,000	\$5,000	\$3,000	\$3,900	\$5,000	\$3,000	\$5,000	\$5,000	\$3,500	\$5,000	\$4,800	
50th Percentile	\$6,000	\$15,000	\$5,500	\$7,500	\$5,800	\$5,000	\$10,000	\$6,000	\$7,000	\$5,500	\$10,000	
75th Percentile	\$10,000	\$20,000	\$10,000	\$12,100	\$6,000	\$10,000	\$11,500	\$6,000	\$12,000	\$15,000	\$10,000	
Mean	\$8,200	\$12,800	\$6,300	\$8,800	\$6,500	\$7,900	\$8,900	\$7,500	\$8,200	\$9,100	\$8,700	
Total Compensation												
Number of Employees Reported	231	31	40	74	86	93	71	67	99	54	38	
25th Percentile	\$59,000	\$56,200	\$55,400	\$59,800	\$64,900	\$55,100	\$55,000	\$67,200	\$52,500	\$60,000	\$60,000	
50th Percentile	\$70,000	\$74,000	\$65,000	\$75,000	\$70,000	\$64,000	\$75,000	\$73,500	\$66,000	\$75,000	\$77,000	
75th Percentile	\$80,000	\$87,500	\$75,000	\$84,000	\$78,200	\$78,100	\$80,000	\$80,000	\$78,500	\$93,900	\$81,100	
Mean	\$70,600	\$73,900	\$64,600	\$71,800	\$71,100	\$67,900	\$70,000	\$74,900	\$66,600	\$77,600	\$72,300	

Job Title: **Cash Manager**
 Department: **Treasury**

SUMMARY

Manages and monitors daily cash management transactions, reports cash operation activities and executes borrowing/investment transactions. Ensures adequate liquidity and proper investments. Prepares cash flow projections. Additional responsibilities include development of bank relationships, determination of short-term cash to be invested and anticipation of short-term borrowing needs. Responsible for liquidity management.

REPORTING RELATIONSHIPS

Position Reports To:

Assistant Treasurer
Treasurer

Position(s) Supervised:

Assistant Cash Manager

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Performs daily corporate cash management and forecasting activities
2. Determines daily cash balances available for investment
3. Executes funds movement transactions
4. Establishes and manages bank relationships
5. Perform transactions and resolve errors
6. Reports cash operation activities
7. Anticipates short-term borrowing needs
8. Prepares cash flow projections
9. Ensures adequate liquidity
10. Executes funds movement and investment transactions
11. Resolves cash issues in a timely manner
12. Appropriately invests excess cash balances
13. Manages short term credit needs
14. Controls bank account balances
15. Reconciles all cash and investment accounts
16. Administers short-term investments
17. Gathers and interprets cash flow and other financial data
18. Resolves foreign exchange currency issues
19. Implements cash management systems and trains staff on those systems
20. Analyzes economic situation
21. Coordinates collateral programs and risk management controls
22. Manages working capital
23. Recommends cash management policies

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in finance or related field required
- CTP preferred

Required Knowledge:

- Solid understanding of financial analysis and statistics
- Familiarity with cash/bank management systems

Experience Required:

- Four to six years of relevant experience
- Accounting or financial analysis
- Supervisory experience

Skills/Abilities:

- Strong attention to detail
- Strong communication skills
- Time management and organization skills
- Presentation skills
- Interpersonal communication skills

Cash Manager

Degree of Match

< Survey Job	21%	About the same	> Survey Job
		72%	7%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry						
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution/ Transportation
Base Salary															
No. of EE's	64	9	34	14	9	24	15	9	6	13	7	3	5	20	10
25th Percentile	\$46,200	\$38,000	\$47,800	\$62,000	\$52,000	\$45,500	\$46,600	\$46,000	\$44,800	\$39,800	\$46,600	*	\$72,100	\$47,600	\$41,500
50th Percentile	\$59,700	\$43,200	\$57,200	\$70,900	\$59,300	\$62,300	\$63,500	\$83,000	\$66,500	\$51,000	\$52,000	*	\$79,300	\$59,700	\$50,500
75th Percentile	\$72,800	\$49,000	\$72,300	\$91,600	\$63,500	\$72,800	\$92,500	\$92,500	\$97,400	\$67,000	\$75,000	*	\$92,500	\$70,700	\$72,300
Mean	\$60,900	\$48,200	\$59,600	\$73,500	\$57,900	\$59,900	\$64,200	\$72,600	\$69,100	\$52,800	\$60,500	*	\$81,700	\$62,000	\$54,000
Bonus															
No. of EE's	38	7	19	8	4	14	9	7	4	10	4	1	5	11	3
25th Percentile	\$3,000	\$1,500	\$4,000	\$3,500	*	\$3,000	\$3,700	\$5,000	*	\$2,300	*	*	\$5,400	\$3,000	*
50th Percentile	\$5,000	\$3,000	\$6,000	\$12,900	*	\$4,500	\$9,000	\$7,500	*	\$3,500	*	*	\$7,600	\$6,000	*
75th Percentile	\$10,000	\$5,000	\$9,000	\$23,800	*	\$8,200	\$12,500	\$25,000	*	\$8,100	*	*	\$31,400	\$10,000	*
Mean	\$7,900	\$4,300	\$6,500	\$16,400	\$4,300	\$5,900	\$9,000	\$15,500	\$13,000	\$4,700	\$3,000	*	\$16,300	\$7,500	*
Total Comp															
No. of EE's	67	9	36	14	9	24	17	11	6	15	7	2	7	20	10
25th Percentile	\$45,000	\$38,000	\$47,500	\$62,000	\$52,500	\$45,300	\$46,000	\$45,000	\$46,300	\$41,400	\$45,000	*	\$74,000	\$49,000	\$41,000
50th Percentile	\$60,000	\$44,000	\$57,300	\$71,700	\$55,000	\$61,500	\$69,000	\$75,000	\$63,500	\$51,500	\$53,000	*	\$84,100	\$59,800	\$47,500
75th Percentile	\$75,000	\$51,000	\$75,000	\$112,900	\$62,000	\$75,000	\$77,900	\$104,800	\$112,900	\$67,000	\$68,000	*	\$140,000	\$72,200	\$75,500
Mean	\$64,600	\$49,800	\$63,200	\$80,800	\$57,000	\$60,800	\$72,600	\$77,000	\$75,300	\$54,100	\$60,100	*	\$101,600	\$62,900	\$54,000

Cash Manager

Degree of Match

< Survey Job	About the same	> Survey Job
21%	72%	7%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue				Years of Experience				
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10				
Base Salary															
Number of Employees Reported	64	2	9	18	35	17	15	32	34	17	8				
25th Percentile	\$46,200	*	\$40,500	\$45,000	\$51,000	\$43,000	\$43,500	\$53,800	\$45,000	\$46,500	\$54,700				
50th Percentile	\$59,700	*	\$51,000	\$53,800	\$65,000	\$52,000	\$51,000	\$70,000	\$57,500	\$59,300	\$61,300				
75th Percentile	\$72,800	*	\$56,200	\$73,300	\$78,000	\$58,300	\$74,200	\$78,400	\$72,300	\$78,700	\$75,800				
Mean	\$60,900	*	\$49,000	\$60,600	\$65,900	\$49,600	\$58,000	\$68,300	\$60,000	\$62,100	\$65,400				
Bonus															
Number of Employees Reported	38	1	4	9	24	9	6	23	23	10	2				
25th Percentile	\$3,000	*	*	\$2,500	\$3,000	\$2,000	\$1,500	\$4,000	\$2,500	\$5,000	*				
50th Percentile	\$5,000	*	*	\$5,000	\$5,500	\$4,000	\$4,000	\$7,500	\$5,000	\$7,400	*				
75th Percentile	\$10,000	*	*	\$14,300	\$10,000	\$5,400	\$15,900	\$10,000	\$9,000	\$10,700	*				
Mean	\$7,900	*	\$3,500	\$11,100	\$7,500	\$3,700	\$8,100	\$9,500	\$7,900	\$8,100	*				
Total Compensation															
Number of Employees Reported	67	2	8	18	39	18	13	36	36	16	8				
25th Percentile	\$45,000	*	\$39,500	\$45,000	\$51,500	\$44,800	\$41,500	\$52,600	\$45,000	\$45,300	\$53,500				
50th Percentile	\$60,000	*	\$46,000	\$54,000	\$63,000	\$51,000	\$51,500	\$68,500	\$62,000	\$60,900	\$57,300				
75th Percentile	\$75,000	*	\$59,400	\$82,500	\$78,000	\$63,300	\$82,500	\$78,000	\$74,800	\$82,600	\$75,800				
Mean	\$64,600	*	\$48,000	\$70,300	\$66,900	\$55,900	\$61,300	\$70,100	\$65,100	\$65,700	\$66,310				

Job Title: **Assistant Cash Manager**
Department: **Treasury**

SUMMARY

Conducts one or more major cash management activities. Particular responsibilities may include cash management, liquidity projections, treasury operations, bank relationship management, cash accounting, short-term investing and payments.

REPORTING RELATIONSHIPS

Position Reports To:

Cash Manager

Position(s) Supervised:

No Direct Reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Manages daily cash process
2. Reviews all cash management transactions
3. Executes daily concentration of cash and borrowing
4. Maintains account balances
5. Determines company's cash position
6. Compiles cash report
7. Posts daily cash activities
8. Performs daily bank account reconciliation
9. Executes wire transfers and other funding necessary to balance company's daily cash position
10. Establishes new accounts
11. Approves ACH transfers
12. Maintains foreign currency logs
13. Assists with preparation of monthly reports
14. Performs database maintenance
15. Assists with cash forecasting
16. Maintains treasury files and creates new spreadsheets
17. Processes returned bank account items and distributes to field
18. Provides data for monthly journal entries relating to cash management activity
19. Processes miscellaneous deposit items for corporate bank accounts
20. Assists annual budgeting analysis and work papers
21. Helps with implementation treasury workstation
22. Administers bank software program
23. Maintains bank relationships

QUALIFICATIONS

Education/Certification:

- Bachelor's degree required
- CTP credential is highly desirable

Required Knowledge:

- Knowledge of cash management products
- Processes of U.S. financial Institutions

Experience Required:

- Three to five years of relevant experience
- Treasury workstation and bank software experience a plus

Skills/Abilities:

- Excellent communication skills
- Strong organizational skills
- Presentation skills
- Interpersonal communication skills

Assistant Cash Manager

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

Degree of Match	
< Survey Job 39%	> Survey Job 11%
About the same 50%	

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution/ Transportation	
Base Salary																
No. of EE's	29	6	14	3	2	17	5	2	5	9	3	3	*	3	6	
25th Percentile	\$38,000	\$31,700	\$38,000	*	*	\$38,000	\$38,800	*	\$38,800	\$38,800	*	*	*	*	\$42,000	\$42,000
50th Percentile	\$42,000	\$42,300	\$44,500	*	*	\$44,000	\$42,000	*	\$42,000	\$42,000	*	*	*	*	\$46,000	\$46,000
75th Percentile	\$50,000	\$47,900	\$52,500	*	*	\$51,000	\$61,000	*	\$61,000	\$46,500	*	*	*	*	\$52,500	\$52,500
Mean	\$44,700	\$41,000	\$46,400	*	*	\$45,100	\$48,300	*	\$48,300	\$43,900	*	*	*	*	\$47,000	\$47,000
Bonus																
No. of EE's	20	6	12	*	*	13	3	3	3	8	1	*	1	1	4	
25th Percentile	\$1,600	\$1,000	\$2,000	*	*	\$2,000	*	*	\$1,300	\$1,300	*	*	*	*	\$900	\$900
50th Percentile	\$2,200	\$2,600	\$2,700	*	*	\$2,000	*	*	\$2,200	\$2,200	*	*	*	*	\$3,000	\$3,000
75th Percentile	\$3,600	\$5,000	\$3,600	*	*	\$3,800	*	*	\$5,000	\$5,000	*	*	*	*	\$4,000	\$4,000
Mean	\$3,500	\$2,900	\$4,200	*	*	\$2,800	*	*	\$1,800	\$5,200	*	*	*	*	\$2,600	\$2,600
Total Comp																
No. of EE's	33	8	16	3	2	17	7	4	7	12	3	3	1	3	6	
25th Percentile	\$36,100	\$32,800	\$37,800	*	*	\$36,600	\$40,000	*	\$40,000	\$40,000	*	*	*	*	\$43,300	\$43,300
50th Percentile	\$41,000	\$41,000	\$46,800	*	*	\$46,000	\$50,000	*	\$50,000	\$40,700	*	*	*	*	\$46,800	\$46,800
75th Percentile	\$51,900	\$50,000	\$58,800	*	*	\$51,900	\$88,000	*	\$88,000	\$50,000	*	*	*	*	\$52,000	\$52,000
Mean	\$47,200	\$41,600	\$52,400	*	*	\$45,000	\$61,000	\$43,800	\$61,000	\$46,900	*	*	*	*	\$47,100	\$47,100

Assistant Cash Manager

Degree of Match

< Survey Job	About the same	> Survey Job
39%	50%	11%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees						Gross Revenue			Years of Experience		
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	Years of Experience	
												6 to 10	Greater than 10
Base Salary													
Number of Employees Reported	29*		4	9	16	3	12	14	18	5	1		
25th Percentile	\$38,000*		*	\$37,000	\$35,900*	*	\$33,500	\$38,100	\$38,000	\$38,700*			
50th Percentile	\$42,000*		*	\$38,000	\$44,300*	*	\$38,000	\$44,300	\$42,000	\$46,500*			
75th Percentile	\$50,000*		*	\$47,000	\$51,500*	*	\$49,300	\$54,000	\$54,000	\$50,000*			
Mean	\$44,700*		\$48,300	\$41,900	\$45,400*	*	\$42,700	\$47,100	\$46,100	\$44,800*			
Bonus													
Number of Employees Reported	20*		2	6	12	3	8	9	13	2			
25th Percentile	\$1,600*		*	\$2,000	\$1,100*	*	\$2,000	\$1,250	\$2,000*				
50th Percentile	\$2,200*		*	\$2,200	\$2,500*	*	\$2,000	\$3,000	\$2,300*				
75th Percentile	\$3,600*		*	\$3,200	\$4,600*	*	\$2,200	\$5,000	\$3,100*				
Mean	\$3,500*		\$46,800	\$2,500	\$4,100*	*	\$1,900	\$4,900	\$2,500*				
Total Compensation													
Number of Employees Reported	33*		4	10	19	4	12	17	19	5	1		
25th Percentile	\$36,100*		*	\$36,500	\$36,100*	*	\$33,500	\$38,100	\$37,000	\$40,000*			
50th Percentile	\$41,000*		*	\$38,700	\$41,000*	*	\$37,000	\$41,000	\$40,300	\$50,000*			
75th Percentile	\$51,900*		*	\$52,500	\$53,800*	*	\$49,100	\$55,900	\$58,000	\$50,000*			
Mean	\$47,200*		\$46,800	\$47,600	\$47,000	\$58,000	\$41,900	\$48,300	\$48,500	\$46,000*			

Job Title:
Department

**Senior Accountant
Accounting**

SUMMARY

Monitors and analyzes general ledger accounts, financial statements and reports. Supervises or performs major account analysis. Ensures accuracy in accordance with Generally Accepted Accounting Principles (GAAP) and company's policies and procedures.

REPORTING RELATIONSHIPS

Position Reports To:
Accounting Manager

Position(s) Supervised:
Staff Accountant

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Prepares and reviews monthly account analysis and reconciliation
2. Establishes, interprets and analyzes complex accounting records of financial statements
3. Creates journal entries and adjustments
4. Assists with preparation of financial statements
5. Prepares analytical review of profit and loss statements during closing process
6. Handles field questions concerning financial results
7. Performs monthly general ledger close and financial statement preparation
8. Reconciles balance sheet accounts
9. Assists with annual external audit and budget processes
10. Prepares and analyzes monthly journal entries and reports
11. Performs analysis of budget process
12. Ensures integrity of financial statements
13. Ensures financial statement compliance with GAAP, company policies and governmental requirements
14. Provides support for external audits
15. Examines accounting records for management

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in finance or accounting required
- CPA designation often required

Required Knowledge:

- Exposure to accounting systems
- Knowledge of GAAP

Experience Required:

- Three to five years of financial accounting experience

Skills/Abilities:

- MS office applications, especially Excel
- Excellent evaluation skills
- Troubleshooting abilities
- Strong organizational skills
- Strong interpersonal communication skills

Senior Accountant

Degree of Match

< Survey Job	14%	About the same	75%	> Survey Job	11%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
																No.
Base Salary																
No. of EE's	288	19	177	15	54	81	65	30	46	79	47	13	5	56	42	
25th Percentile	\$47,600	\$43,000	\$47,500	\$47,000	\$50,000	\$46,900	\$49,000	\$46,400	\$47,600	\$52,000	\$53,800	\$50,000*		\$48,500	\$42,700	
50th Percentile	\$52,800	\$55,000	\$53,000	\$52,000	\$53,900	\$49,200	\$52,000	\$53,500	\$50,000	\$52,800	\$55,000	\$50,000*		\$53,500	\$47,500	
75th Percentile	\$61,900	\$57,000	\$66,500	\$55,000	\$62,000	\$56,000	\$56,000	\$67,000	\$74,500	\$56,000	\$63,000	\$56,700*		\$58,600	\$57,000	
Mean	\$54,200	\$49,500	\$55,600	\$52,900	\$55,800	\$52,000	\$52,900	\$55,500	\$55,400	\$52,700	\$56,200	\$53,500	\$61,900	\$55,100	\$51,500	
Bonus																
No. of EE's	186	12	94	8	19	47	46	27	41	56	20	8	12	26	23	
25th Percentile	\$1,500	\$600	\$2,000	\$3,000	\$2,800	\$2,100	\$900	\$1,500	\$2,100	\$1,200	\$2,000	\$1,898*		\$2,000	\$3,000	
50th Percentile	\$2,500	\$3,500	\$3,000	\$4,000	\$5,000	\$3,000	\$1,000	\$1,500	\$3,000	\$1,900	\$3,000	\$5,000*		\$3,500	\$3,000	
75th Percentile	\$5,000	\$4,000	\$6,500	\$8,500	\$6,000	\$8,000	\$2,000	\$2,000	\$10,000	\$3,000	\$5,000	\$5,000*		\$5,000	\$8,000	
Mean	\$3,800	\$2,700	\$4,700	\$5,100	\$5,900	\$4,100	\$1,700	\$2,200	\$5,700	\$2,300	\$3,700	\$3,900	\$900	\$3,800	\$5,100	
Total Comp																
No. of EE's	315	19	187	15	57	74	77	44	46	96	47	17	17	57	35	
25th Percentile	\$49,000	\$42,000	\$50,000	\$45,000	\$50,800	\$47,200	\$50,000	\$50,800	\$47,200	\$50,000	\$50,000	\$53,000	\$60,200	\$47,800	\$46,900	
50th Percentile	\$53,300	\$55,000	\$55,000	\$53,000	\$55,000	\$50,500	\$52,800	\$56,500	\$50,000	\$52,800	\$53,300	\$53,000	\$74,300	\$55,000	\$50,000	
75th Percentile	\$64,900	\$59,000	\$69,000	\$54,000	\$67,000	\$59,000	\$64,900	\$65,000	\$82,500	\$56,900	\$65,000	\$67,900	\$74,300	\$59,000	\$56,500	
Mean	\$55,950	\$50,000	\$57,600	\$53,200	\$57,100	\$52,700	\$56,300	\$56,000	\$58,500	\$53,700	\$55,800	\$57,500	\$70,100	\$55,100	\$52,800	

Senior Accountant

Degree of Match

< Survey Job	14%	About the same	75%	> Survey Job	11%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	288	22	51	109	106	119	79	90	109	86	26	
25th Percentile	\$47,600	\$42,800	\$42,000	\$47,600	\$47,600	\$45,000	\$47,500	\$47,600	\$42,000	\$46,900	\$48,000	
50th Percentile	\$52,800	\$54,000	\$52,000	\$55,000	\$52,000	\$52,800	\$57,000	\$53,800	\$53,000	\$52,800	\$56,000	
75th Percentile	\$61,900	\$62,800	\$55,000	\$67,000	\$56,300	\$55,000	\$67,000	\$63,900	\$61,500	\$61,300	\$59,300	
Mean	\$54,200	\$53,900	\$50,700	\$55,900	\$54,200	\$51,900	\$56,300	\$55,400	\$52,800	\$55,000	\$56,100	
Bonus												
Number of Employees Reported	186	15	30	69	72	81	43	62	82	44	8	
25th Percentile	\$1,500	\$2,000	\$1,800	\$1,300	\$1,500	\$1,000	\$2,000	\$1,500	\$1,400	\$2,800	\$3,000	
50th Percentile	\$2,500	\$6,000	\$2,800	\$3,000	\$2,000	\$3,000	\$5,000	\$2,000	\$4,500	\$3,000	\$4,000	
75th Percentile	\$5,000	\$10,000	\$5,000	\$6,700	\$4,000	\$5,000	\$10,000	\$2,300	\$8,000	\$5,000	\$8,800	
Mean	\$3,800	\$7,400	\$3,400	\$4,100	\$2,800	\$3,600	\$5,900	\$2,500	\$5,100	\$3,600	\$5,000	
Total Compensation												
Number of Employees Reported	315	22	52	121	120	132	79	104	122	87	26	
25th Percentile	\$49,000	\$42,500	\$45,000	\$50,000	\$50,000	\$47,100	\$49,700	\$50,000	\$48,000	\$46,900	\$49,000	
50th Percentile	\$53,300	\$55,500	\$50,000	\$55,000	\$53,300	\$53,000	\$55,000	\$55,500	\$55,000	\$52,800	\$56,000	
75th Percentile	\$64,900	\$67,000	\$55,000	\$69,000	\$59,000	\$65,000	\$65,000	\$64,900	\$66,000	\$65,000	\$58,300	
Mean	\$56,000	\$56,900	\$51,200	\$58,600	\$55,100	\$54,900	\$56,900	\$56,600	\$56,900	\$55,200	\$56,400	

Job Title: **Analyst**
Department: **Finance**

SUMMARY

Reviews company's business plan and annual budget. Conducts financial analysis projects for cash and treasury operations, bank relationship management, short-term borrowing and investing and payments. Stays current on industry trends.

REPORTING RELATIONSHIPS

Position Reports To:

Senior Analyst

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Completes month-end reports, including balance sheets and income statements
2. Helps determine company's financing needs
3. Conducts cost-benefit and financial analyses on cash and treasury operations, cash management, bank relationship management, short-term borrowing, short-term investing and payments
4. Analyzes budget projects
5. Assists with long-range financial planning
6. Designs and maintains budget and financial models
7. Monitors market price of organization's securities
8. Analyzes competitors
9. Evaluates new business opportunities
10. Performs risk analysis and modeling
11. Researches and maintains foreign exchange rates
12. Performs portfolio analysis
13. Works on audit and accounting related projects
14. Prepares monthly forecast reports
15. Reconciles statements
16. Identifies trends in financial performance
17. Recommends cost saving or profit generating opportunities

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting, finance, or related field required
- CPA preferred

Required Knowledge:

- Understanding of accounting, finance, treasury and tax

Experience Required:

- Three to four years of relevant experience

Skills/Abilities:

- Able to communicate effectively with management
- Strong analytical skills
- Computer skills including Windows applications
- Ability to handle multiple projects

Analyst

Degree of Match		
< Survey Job	14%	
About the same	79%	
> Survey Job	8%	

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution/ Transportation	
Base Salary																
No. of EE's	71 *		61	7	16	25	21	4	32	10	5	*	*	1	14	
25th Percentile	\$45,000 *		\$43,000	\$51,500	\$52,000	\$35,700	\$45,200 *		\$50,000	\$43,000	\$43,000 *	*	*	*	\$35,700	
50th Percentile	\$50,000 *		\$50,000	\$59,000	\$77,900	\$47,200	\$50,000 *		\$50,000	\$47,400	\$55,000 *	*	*	*	\$35,700	
75th Percentile	\$60,000 *		\$60,000	\$70,000	\$107,000	\$56,900	\$50,000 *		\$80,000	\$52,000	\$70,000 *	*	*	*	\$47,000	
Mean	\$56,600 *		\$55,800	\$63,500	\$79,800	\$47,400	\$47,800	\$65,000	\$65,100	\$47,400	\$56,200 *	*	*	*	\$40,200	
Bonus																
No. of EE's	37 *		31	3	12	8	12	3	23	3	3	*	*	*	4	
25th Percentile	\$5,000 *		\$5,000 *	\$5,000 *	\$5,500	\$4,000	\$5,000 *		\$5,000 *	\$5,000 *	\$5,000 *	*	*	*	*	
50th Percentile	\$5,000 *		\$5,000 *	\$5,000 *	\$20,000	\$5,000	\$5,000 *		\$5,000 *	\$5,000 *	\$5,000 *	*	*	*	*	
75th Percentile	\$10,000 *		\$10,500 *	\$20,000 *	\$20,000	\$5,000	\$5,000 *		\$20,000 *	\$20,000 *	\$20,000 *	*	*	*	*	
Mean	\$8,000 *		\$8,400 *	\$13,700	\$13,700	\$4,400	\$4,400 *		\$9,600 *	\$9,600 *	\$9,600 *	*	*	*	\$4,600	
Total Comp																
No. of EE's	79 *		63	12	18	26	22	8	36	11	6	1	*	1	14	
25th Percentile	\$44,000 *		\$44,000	\$55,000	\$50,000	\$35,700	\$43,500	\$65,000	\$51,300	\$41,500	\$46,000 *	*	*	*	\$35,700	
50th Percentile	\$55,000 *		\$50,000	\$65,000	\$72,800	\$45,100	\$55,000	\$65,000	\$55,000	\$42,000	\$55,500 *	*	*	*	\$37,800	
75th Percentile	\$65,000 *		\$60,000	\$75,000	\$120,000	\$52,000	\$55,000	\$80,000	\$80,000	\$50,000	\$75,000 *	*	*	*	\$44,800	
Mean	\$58,900 *		\$58,200	\$65,400	\$82,200	\$46,800	\$51,400	\$66,600	\$69,200	\$46,100	\$57,500 *	*	*	*	\$41,000	

Analyst

Degree of Match

< Survey Job 14%	About the same 78%	> Survey Job 8%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue				Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10			
Base Salary														
Number of Employees Reported	71	15	7	14	35	25	19	27	50	12	7			
25th Percentile	\$45,000 *		\$47,000	\$50,000	\$40,000	\$50,000	\$50,000	\$35,700	\$42,800	\$49,000 *				
50th Percentile	\$50,000 *		\$51,500	\$51,000	\$47,200	\$50,000	\$53,000	\$47,000	\$50,000	\$62,000 *				
75th Percentile	\$60,000 *		\$55,000	\$61,800	\$80,000	\$60,000	\$60,000	\$107,000	\$50,400	\$68,800 *				
Mean	\$56,600	\$50,000	\$55,300	\$54,600	\$59,600	\$53,600	\$56,300	\$59,600	\$49,000	\$59,200	\$107,000			
Bonus														
Number of Employees Reported	37	14	1	5	17	19	6	12	20	7	8			
25th Percentile	\$5,000 *		*	\$3,700	\$4,500	\$5,000	\$4,300	\$5,300	\$5,000	\$5,000 *				
50th Percentile	\$5,000 *		*	\$10,000	\$6,000	\$5,000	\$5,000	\$20,000	\$5,000	\$5,000 *				
75th Percentile	\$10,000 *		*	\$10,300	\$20,000	\$5,000	\$6,600	\$20,000	\$5,000	\$10,000 *				
Mean	\$8,000	\$5,000	*	\$7,600	\$11,000	\$5,200	\$5,500	\$13,700	\$5,000	\$6,600	\$18,300			
Total Compensation														
Number of Employees Reported	79	19	7	14	39	30	18	31	55	13	8			
25th Percentile	\$44,000	\$55,000	\$47,000	\$50,000	\$40,000	\$50,000	\$50,000	\$38,000	\$42,000	\$48,500 *				
50th Percentile	\$55,000	\$55,000	\$50,000	\$50,000	\$46,100	\$55,000	\$52,500	\$44,000	\$50,000	\$65,000 *				
75th Percentile	\$65,000	\$65,000	\$52,300	\$62,500	\$81,000	\$65,000	\$58,700	\$81,000	\$55,000	\$75,000 *				
Mean	\$58,900	\$57,600	\$54,200	\$55,600	\$61,500	\$57,100	\$56,900	\$61,800	\$51,300	\$61,100	\$112,600			

Job Title: **Budget Analyst**
Department: **Finance**

SUMMARY

Provides analytical support for preparation of budget. Assists in development of annual schedules. Assists in auditing department budget. Assists in providing an overall financial forecast. Helps monitor current budgets and reviews budget control and procedures. Makes recommendations for future budgetary improvements.

REPORTING RELATIONSHIPS

Position Reports To:

Manager of Finance

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Provides analytical support for moderate to complex budget projects
2. Reconciles general ledger reports
3. Tracks and analyzes costs
4. Assists in projecting costs
5. Analyzes detailed sub-ledger reports and budget versus actual expense variance reports
6. Works directly with general accounting and accounts payable to process, pay and report expenses to budget
7. Performs quantitative and qualitative analyses on a variety of complex projects (e.g., financial, statistical, operational, and cost/benefit analyses)
8. Enters budget information into relevant databases
9. Analyzes spending trends to identify risks and opportunities
10. Prepares budget and forecast analysis
11. Provides account classification and reconciliation of general ledger accounts
12. Communicates monthly financial reporting and budget preparation schedules
13. Analyzes trends
14. Recommends policies and procedures

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in finance or business administration required
- CFA or CPA preferred

Required Knowledge:

- Knowledge of finance, accounting principles and statistical theories
- Generally Accepted Accounting Principles (GAAP) knowledge

Experience Required:

- Two to four years of relevant experience

Skills/Abilities:

- Spreadsheet software
- Excellent communication and analytical skills
- Able to work independently

Budget Analyst

Degree of Match

< Survey Job	5%	Survey Job	18%
Survey Job	77%	About the same	18%
Survey Job	18%	> Survey Job	77%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
Base Salary																
No. of EE's	34	2	23	2	2	18	9	3	6	4	3	9	*	7	5	
25th Percentile	\$42,800	*	\$42,000	*	*	\$42,800	\$48,100	*	\$41,900	*	*	\$43,500	*	\$42,000	\$32,200	
50th Percentile	\$46,000	*	\$46,000	*	*	\$45,000	\$57,500	*	\$42,800	*	*	\$45,000	*	\$46,000	\$49,900	
75th Percentile	\$54,100	*	\$50,000	*	*	\$49,900	\$65,500	*	\$44,600	*	*	\$58,500	*	\$53,000	\$49,900	
Mean	\$49,200	*	\$47,800	*	*	\$45,000	\$56,100	*	\$43,400	\$50,300	*	\$49,800	*	\$52,900	\$42,800	
Bonus																
No. of EE's	11		3	1		5	2	2	5	2	1	*	*	3	*	
25th Percentile	\$1,400	*	*	*	*	\$1,600	*	*	\$1,600	*	*	*	*	*	*	
50th Percentile	\$1,800	*	*	*	*	\$1,800	*	*	\$1,800	*	*	*	*	*	*	
75th Percentile	\$2,000	*	*	*	*	\$1,800	*	*	\$1,800	*	*	*	*	*	*	
Mean	\$2,800	*	*	*	*	\$1,700	*	*	\$1,700	*	*	*	*	*	*	
Total Comp																
No. of EE's	36	2	23	3	2	18	9	4	6	5	3	10	*	7	5	
25th Percentile	\$42,500	*	\$42,000	*	*	\$42,500	\$47,400	*	\$41,000	\$38,500	*	\$42,300	*	\$42,000	\$32,200	
50th Percentile	\$43,500	*	\$43,500	*	*	\$43,000	\$56,000	*	\$42,500	\$54,800	*	\$43,000	*	\$43,500	\$49,900	
75th Percentile	\$53,600	*	\$50,000	*	*	\$49,900	\$63,500	*	\$44,400	\$58,400	*	\$53,800	*	\$50,000	\$49,900	
Mean	\$48,300	*	\$46,400	*	*	\$43,600	\$54,800	\$52,000	\$42,700	\$49,700	*	\$47,600	*	\$52,500	\$42,800	

Budget Analyst

Degree of Match

< Survey Job	About the same	> Survey Job
5%	77%	18%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience				
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10			
Base Salary														
Number of Employees Reported	34	1	7	5	21	12	7	15	24	2				
25th Percentile	\$42,800 *		\$39,000	\$42,000	\$42,800	\$42,000	\$57,500	\$42,800	\$42,000 *	\$42,000 *				
50th Percentile	\$46,000 *		\$46,000	\$50,000	\$49,900	\$46,000	\$64,000	\$45,000	\$46,000 *	\$46,000 *				
75th Percentile	\$54,100 *		\$46,000	\$82,500	\$54,100	\$50,000	\$67,000	\$49,900	\$52,200 *	\$52,200 *				
Mean	\$49,200 *		\$45,700	\$59,800	\$47,800	\$46,500	\$61,100	\$45,900	\$48,500 *	\$48,500 *				
Bonus														
Number of Employees Reported	11		3	2	6	4	1	6	4	1				
25th Percentile	\$1,400 *		*	*	\$600	*	*	\$600	*	*				
50th Percentile	\$1,800 *		*	*	\$1,800	*	*	\$1,800 *	*	*				
75th Percentile	\$2,000 *		*	*	\$1,800	*	*	\$1,800 *	*	*				
Mean	\$2,800 *		*	*	\$1,400	\$2,600	*	\$1,400	\$4,400	\$4,400 *				
Total Compensation														
Number of Employees Reported	36	1	8	5	22	13	7	16	25	2				
25th Percentile	\$42,500 *		\$38,250	\$40,000	\$42,500	\$40,000	\$56,000	\$42,500	\$41,000 *	\$41,000 *				
50th Percentile	\$43,500 *		\$43,500	\$50,000	\$49,900	\$43,500	\$62,000	\$43,000	\$43,500 *	\$43,500 *				
75th Percentile	\$53,600 *		\$43,500	\$86,500	\$54,800	\$50,000	\$65,000	\$49,900	\$49,900 *	\$49,900 *				
Mean	\$48,300 *		\$43,900	\$60,600	\$47,000	\$45,000	\$60,900	\$45,500	\$47,300 *	\$47,300 *				

Job Title: **Financial Analyst**
Department: **Finance**

SUMMARY

Assists in the development and implementation of financial analysis projects for bank relationship management, cash and treasury operations, new business lines, short-term borrowing and short-term investing. Compiles data for annual budget and cash flow reports. Assists in researching industry trends.

REPORTING RELATIONSHIPS

Position Reports To:

Senior Financial Analyst

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Analyzes finance trends
2. Conducts planning and forecasting activities
3. Produces analysis for management
4. Assess and identify risk areas
5. Performs complex business analyses
6. Monitors policies and procedures for compliance with applicable laws
7. Performs inventory analysis
8. Identifies potential problems
9. Analyzes financial variances

QUALIFICATIONS

Education/Certification:

- Bachelor's degree required

Required Knowledge:

- Knowledge of finance, accounting principles, statistical theories
- Generally Accepted Accounting Principles (GAAP) knowledge

Experience Required:

- Two to four years of relevant experience

Skills/Abilities:

- Spreadsheet software
- Good communication and analytical skills
- Able to work independently
- Critical thinker

Financial Analyst

Degree of Match

< Survey Job	12%	About the same	73%	> Survey Job	16%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education						Geographic Region						Industry					
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution			
Base Salary																		
No. of EE's	105	1	77	13	15	32	29	11	25	16	9	16	2	21	16			
25th Percentile	\$46,400*		\$48,400	\$47,900	\$41,200	\$50,500	\$45,700	\$46,000	\$48,000	\$42,300	\$56,000	\$50,000*		\$56,350	\$46,000			
50th Percentile	\$52,000*		\$52,000	\$53,000	\$45,000	\$62,400	\$50,000	\$61,800	\$52,000	\$45,700	\$61,800	\$50,000*		\$62,400	\$46,500			
75th Percentile	\$62,400*		\$62,400	\$80,000	\$60,400	\$62,500	\$50,000	\$67,000	\$53,500	\$50,000	\$7,310	\$51,500*		\$62,400	\$78,750			
Mean	\$55,300*		\$54,100	\$61,200	\$50,800	\$59,600	\$50,700	\$57,100	\$51,700	\$47,100	\$64,400	\$55,300*		\$59,500	\$58,100			
Bonus																		
No. of EE's	58		38	10	10	12	23	8	13	13	3	2		5	9			
25th Percentile	\$600*		\$500	\$2,000	\$1,000	\$3,000	\$500	\$5,000	\$2,600	\$600*		*		\$3,000	\$3,300			
50th Percentile	\$2,600*		\$2,800	\$7,800	\$3,400	\$5,400	\$600	\$6,300	\$5,000	\$1,000*	*	*		\$6,500	\$10,000			
75th Percentile	\$5,700*		\$5,700	\$10,000	\$6,500	\$10,000	\$1,000	\$9,300	\$7,000	\$1,500*	*	*		\$6,500	\$10,000			
Mean	\$3,600*		\$3,400	\$6,300	\$3,650	\$5,600	\$1,100	\$6,400	\$4,900	\$1,400*	*	*	\$1,200	\$5,100	\$7,600			
Total Comp																		
No. of EE's	124	1	89	13	21	32	41	11	25	18	9	23	13	21	15			
25th Percentile	\$49,100*		\$50,000	\$49,100	\$44,500	\$53,100	\$49,000	\$47,000	\$48,500	\$45,300	\$56,000	\$50,000	\$62,600	\$55,000	\$46,000			
50th Percentile	\$55,000*		\$55,000	\$54,000	\$59,300	\$60,000	\$50,000	\$60,000	\$50,000	\$47,600	\$60,000	\$50,000	\$67,600	\$60,000	\$46,200			
75th Percentile	\$62,200*		\$62,600	\$85,000	\$59,800	\$62,300	\$62,600	\$60,500	\$60,100	\$50,900	\$74,000	\$59,300	\$67,600	\$60,000	\$85,000			
Mean	\$56,200*		\$55,200	\$62,700	\$54,000	\$59,800	\$54,000	\$58,000	\$52,200	\$47,200	\$63,400	\$57,200	\$61,800	\$58,500	\$60,100			

Financial Analyst

Degree of Match

< Survey Job	About the same	> Survey Job
12%	73%	16%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience								
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10							
Base Salary																		
Number of Employees Reported	105	2	16	28	59	18	28	59	70	21	*							
25th Percentile	\$46,400 *		\$46,000	\$46,000	\$50,000	\$49,200	\$45,300	\$50,000	\$46,200	\$52,000	*							
50th Percentile	\$52,000 *		\$54,000	\$54,000	\$50,000	\$53,000	\$55,500	\$50,000	\$51,000	\$62,400	*							
75th Percentile	\$62,400 *		\$67,600	\$67,500	\$62,400	\$71,500	\$66,300	\$62,400	\$56,000	\$62,400	*							
Mean	\$55,300 *		\$57,400	\$58,300	\$52,800	\$59,000	\$55,400	\$54,100	\$53,700	\$58,900	*							
Bonus																		
Number of Employees Reported	58	2	12	27	17	23	16	19	45	4	*							
25th Percentile	\$600 *		\$1,400	\$500	\$800	\$500	\$2,100	\$1,000	\$500	*								
50th Percentile	\$2,600 *		\$2,900	\$2,000	\$1,500	\$600	\$3,500	\$2,000	\$3,000	*								
75th Percentile	\$5,700 *		\$5,000	\$6,500	\$5,400	\$5,000	\$6,500	\$10,000	\$6,500	*								
Mean	\$3,600 *		\$3,500	\$3,300	\$3,300	\$2,500	\$4,100	\$4,400	\$4,000	\$3,800	*							
Total Compensation																		
Number of Employees Reported	124	2	16	40	66	30	28	66	82	21	*							
25th Percentile	\$49,100 *		\$47,000	\$53,000	\$49,000	\$55,000	\$45,100	\$49,000	\$49,900	\$55,000	*							
50th Percentile	\$55,000 *		\$55,500	\$61,500	\$50,000	\$62,600	\$56,000	\$50,000	\$50,000	\$60,000	*							
75th Percentile	\$62,200 *		\$67,600	\$62,600	\$60,000	\$62,700	\$60,900	\$60,000	\$62,600	\$60,000	*							
Mean	\$56,200 *		\$58,300	\$60,100	\$52,900	\$61,900	\$54,800	\$54,300	\$55,700	\$57,200	*							

Job Title: **Internal Auditor**
Department: **Audit**

SUMMARY

Conducts audit projects for the organization. Reviews, tests and evaluates internal controls. Verifies accuracy of accounts to protect company from losses caused by inefficiency or fraud. Evaluates accounting procedures. Provides recommendations for improvements. Ensures compliance to company's policies and procedures and Generally Accepted Accounting Principles (GAAP).

REPORTING RELATIONSHIPS

Position Reports To:

**Chief Financial Officer
Controller
Assistant Controller
Internal Audit Director**

Position(s) Supervised:

Internal Audit Staff

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Conducts operational and financial audits for management to determine effectiveness of controls
2. Creates audit plan and schedules
3. Develops audit procedures and monitors activities
4. Analyzes data and conducts special studies
5. Ensures procedures are followed consistently
6. Reports audit findings and makes recommendations for corrective action
7. Verifies accuracy of certain accounting records
8. Assesses efficiency of organization
9. Advises organization on ways to improve accounting system
10. Ensures compliance with GAAP and internal management policies and procedures
11. Assesses organization's risk
12. Reports deviations from the norm
13. Interfaces with audit committee

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting or finance required
- CIA or CPA preferred

Required Knowledge:

- Superior knowledge of (GAAP)
- Knowledge of regulatory compliance and reporting

Experience Required:

- Two to four years of experience in accounting
- Audit experience

Skills/Abilities:

- Strong communication and interpersonal skills
- Superior analytical and critical thinking skills
- Exceptional project management skills
- Able to work well under pressure

Internal Auditor

Degree of Match

< Survey Job	15%
Survey Job	62%
> Survey Job	23%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry						
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution
Base Salary	56	2	41	3	3	23	11	16	7	15	5	10	*	4	15
No. of EE's	\$45,000	*	\$45,000	*	*	\$58,000	\$55,000	\$45,000	\$44,200	\$40,000	\$53,000	*	*	*	\$45,000
25th Percentile	\$58,000	*	\$58,000	*	*	\$58,000	\$62,400	\$45,000	\$45,800	\$55,000	\$53,000	*	*	*	\$45,000
50th Percentile	\$67,000	*	\$67,000	*	*	\$72,000	\$62,400	\$53,000	\$95,000	\$62,400	\$62,600	*	*	*	\$72,000
75th Percentile	\$62,500	*	\$60,100	*	*	\$65,800	\$70,000	\$50,600	\$67,300	\$62,200	\$56,800	\$58,000	*	\$98,800	\$55,700
Bonus	59		21	2		10	20	1	7	10	*	*	11	3	3
No. of EE's	\$600	*	\$600	*	*	\$1,400	\$600	*	\$1,400	\$1,000	*	*	*	*	*
25th Percentile	\$1,200	*	\$600	*	*	\$5,000	\$600	*	\$3,900	\$5,000	*	*	*	*	*
50th Percentile	\$8,000	*	\$8,000	*	*	\$10,000	\$3,200	*	\$8,000	\$10,000	*	*	*	*	*
75th Percentile	\$10,200	*	\$3,900	*	*	\$6,200	\$3,800	*	\$31,400	\$8,600	*	*	\$600	*	*
Total Comp	69	2	53	3	3	25	22	16	7	17	5	11	11	4	14
No. of EE's	\$48,900	*	\$49,500	*	*	\$55,500	\$61,000	\$45,000	\$44,300	\$40,000	\$52,000	*	*	*	\$45,000
25th Percentile	\$56,000	*	\$56,000	*	*	\$56,000	\$73,100	\$45,000	\$50,900	\$61,000	\$52,000	*	*	*	\$45,000
50th Percentile	\$73,100	*	\$73,100	*	*	\$72,000	\$73,100	\$52,000	\$98,000	\$63,000	\$61,000	*	*	*	\$67,500
75th Percentile	\$67,500	*	\$63,000	*	*	\$65,500	\$73,200	\$50,400	\$98,400	\$65,000	\$55,600	\$55,900	\$73,100	\$102,500	\$53,900
Mean															

Internal Auditor

Degree of Match	
< Survey Job	15%
About the same	62%
> Survey Job	23%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	56	*	2	10	44	4	17	35	28	15	4	
25th Percentile	\$45,000	*	*	\$38,800	\$45,800	*	\$45,000	\$53,000	\$45,000	\$40,000	*	
50th Percentile	\$58,000	*	*	\$42,500	\$58,000	*	\$45,000	\$58,000	\$54,000	\$72,000	*	
75th Percentile	\$67,000	*	*	\$74,100	\$67,000	*	\$69,600	\$72,000	\$58,000	\$105,000	*	
Mean	\$62,500	*	*	\$56,200	\$64,700	\$44,400	\$57,200	\$67,100	\$52,800	\$76,500	\$83,300	
Bonus												
Number of Employees Reported	59	*	2	13	19	12	4	18	14	7	4	
25th Percentile	\$600	*	*	*	\$1,000	*	*	\$1,300	\$600	\$1,000	*	
50th Percentile	\$1,200	*	*	*	\$5,000	*	*	\$4,500	\$600	\$10,000	*	
75th Percentile	\$8,000	*	*	*	\$10,000	*	*	\$10,000	\$1,000	\$16,000	*	
Mean	\$10,200	*	*	\$1,900	\$16,500	\$700	\$6,500	\$17,300	\$1,800	\$12,600	\$54,000	
Total Compensation												
Number of Employees Reported	69	*	2	21	46	15	18	36	39	16	4	
25th Percentile	\$48,900	*	*	\$43,500	\$50,900	\$62,400	\$45,000	\$52,000	\$47,000	\$40,000	*	
50th Percentile	\$56,000	*	*	\$73,100	\$56,000	\$73,100	\$45,000	\$56,000	\$56,000	\$69,000	*	
75th Percentile	\$73,100	*	*	\$73,100	\$63,800	\$73,100	\$67,000	\$63,000	\$73,100	\$110,000	*	
Mean	\$67,500	*	*	\$65,600	\$69,300	\$65,600	\$57,700	\$73,100	\$58,300	\$78,200	\$134,100	

Job Title: **Accountant II**
Department: **Accounting**

SUMMARY

Responsible for maintaining general ledger account balances in conformity with Generally Accepted Accounting Principles (GAAP). Prepares accurate monthly financial reports and accounting summaries. Examines accounting documents for accuracy and ensures compliance with policies and procedures and accounting standards.

REPORTING RELATIONSHIPS

Position Reports To:

Accounting Manager

Position(s) Supervised:

Accounting Clerk

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Analyzes general ledger account balances
2. Develops financial and managerial accounting information
3. Executes accounts receivable functions
4. Performs accounts payable duties
5. Assists in preparation of accounting reports and reconciliation
6. Reconciles bank statements
7. Suggests new accounting procedures and recommends improvements
8. Compiles financial information and assists in preparation of reports
9. Prepares journal entries
10. Determines expenses for services and distributes costs
11. Maintains and reconciles certain general ledger accounts
12. Prepares accounting and statistical reports for departments
13. Assists in preparing annual budget
14. Applies applicable accounting and reporting rules, and government regulations
15. Records financial transactions in accordance with (GAAP)
16. Prepares financial reports for financial analysis regarding account status
17. Participates in auditing projects
18. Prepares estimates for complex accounts

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting required

Required Knowledge:

- Knowledge of accounting principles and procedures
- Familiarity with laws and regulations that apply to accounting and compliance
- Experience with spreadsheet software packages
- Familiarity with automated or manual accounting systems

Experience Required:

- Two to four years of related experience in accounting or finance

Skills/Abilities:

- Good analytical skills
- Good communication skills
- Ability to organize, and manage projects
- Supervisory experience

Accountant II

Degree of Match		
< Survey Job 12%	About the same 85%	> Survey Job 3%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
Base Salary																
No. of EE's	199	26	126	2	39	61	63	17	42	50	27	27	2	31	20	
25th Percentile	\$38,000	\$34,000	\$38,000	*	\$40,000	\$39,300	\$38,000	\$38,000	\$40,849	\$38,000	\$51,000	\$37,500	*	\$37,000	\$37,800	
50th Percentile	\$44,000	\$40,000	\$45,300	*	\$50,000	\$41,200	\$43,000	\$54,000	\$44,500	\$44,000	\$51,000	\$40,000	*	\$43,000	\$42,800	
75th Percentile	\$52,000	\$44,700	\$53,000	*	\$51,000	\$53,000	\$45,300	\$61,800	\$50,750	\$45,600	\$59,000	\$49,500	*	\$52,000	\$59,100	
Mean	\$47,500	\$40,500	\$47,200	*	\$46,100	\$46,200	\$47,900	\$50,487	\$46,100	\$49,600	\$52,100	\$41,700	*	\$46,500	\$48,200	
Bonus																
No. of EE's	96	11	67	*	26	26	27	7	35	11	12	1	13	15	9	
25th Percentile	\$1,000	\$1,200	\$1,000	*	\$1,400	\$1,400	\$500	\$1,200	\$1,400	\$1,500	\$1,300	*	*	\$1,500	\$2,000	
50th Percentile	\$2,000	\$2,000	\$2,000	*	\$2,100	\$1,400	\$1,000	\$2,000	\$1,400	\$2,300	\$5,000	*	*	\$4,000	\$4,000	
75th Percentile	\$5,000	\$4,000	\$5,000	*	\$5,000	\$4,300	\$4,000	\$9,580	\$4,000	\$5,000	\$5,000	*	*	\$5,000	\$8,000	
Mean	\$3,400	\$2,900	\$3,800	*	\$3,000	\$3,100	\$1,800	\$9,111	\$2,800	\$3,400	\$3,800	*	\$4,006	\$3,400	\$4,500	
Total Comp																
No. of EE's	215	28	133	2	47	56	75	19	41	50	27	32	14	32	19	
25th Percentile	\$40,000	\$36,000	\$40,000	*	\$38,500	\$40,000	\$40,000	\$43,580	\$40,300	\$37,000	\$46,900	\$40,000	*	\$40,000	\$38,000	
50th Percentile	\$45,000	\$40,000	\$48,000	*	\$54,000	\$42,700	\$42,000	\$57,000	\$42,600	\$42,000	\$54,000	\$48,000	*	\$44,500	\$41,000	
75th Percentile	\$56,000	\$46,700	\$58,400	*	\$54,700	\$51,000	\$50,000	\$60,000	\$56,000	\$45,300	\$57,000	\$55,000	*	\$51,000	\$59,100	
Mean	\$48,500	\$41,600	\$48,800	*	\$47,100	\$47,400	\$49,100	\$51,168	\$47,400	\$48,600	\$50,200	\$46,000	\$57,672	\$46,800	\$48,500	

Accountant II

Degree of Match

< Survey Job	12%	About the same	85%	> Survey Job	3%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10		
Base Salary													
Number of Employees Reported	199	21	40	81	57	77	76	46	119	37	9		
25th Percentile	\$38,000	\$37,000	\$34,700	\$41,100	\$40,000	\$37,300	\$42,100	\$40,000	\$38,000	\$37,000	\$34,900		
50th Percentile	\$44,000	\$48,000	\$39,100	\$47,500	\$42,500	\$40,000	\$51,000	\$42,400	\$44,400	\$45,300	\$40,000		
75th Percentile	\$52,000	\$50,000	\$46,800	\$54,800	\$51,000	\$47,500	\$61,100	\$53,000	\$53,000	\$62,000	\$48,800		
Mean	\$47,500	\$45,900	\$42,100	\$49,400	\$49,200	\$42,500	\$53,700	\$45,700	\$45,900	\$56,100	\$41,500		
Bonus													
Number of Employees Reported	96	13	14	46	23	38	40	18	57	21	5		
25th Percentile	\$1,000	\$1,000	\$1,000	\$500	\$1,400	\$500	\$1,700	\$1,400	\$1,000	\$1,000	\$1,000		
50th Percentile	\$2,000	\$2,000	\$1,800	\$3,500	\$1,400	\$1,000	\$5,000	\$1,400	\$2,000	\$2,300	\$1,000		
75th Percentile	\$5,000	\$4,000	\$2,300	\$5,300	\$5,000	\$2,300	\$5,000	\$4,000	\$5,000	\$5,000	\$3,500		
Mean	\$3,400	\$3,200	\$1,800	\$4,300	\$2,600	\$2,000	\$5,000	\$2,900	\$3,900	\$3,600	\$2,000		
Total Compensation													
Number of Employees Reported	215	21	37	92	65	90	71	54	127	38	9		
25th Percentile	\$40,000	\$36,500	\$32,000	\$43,000	\$40,000	\$37,000	\$42,600	\$40,300	\$40,000	\$36,800	\$35,400		
50th Percentile	\$45,000	\$46,000	\$40,000	\$50,000	\$42,000	\$44,000	\$51,000	\$42,000	\$45,000	\$47,700	\$42,000		
75th Percentile	\$56,000	\$56,000	\$48,000	\$58,400	\$54,700	\$56,000	\$60,000	\$54,700	\$58,400	\$61,300	\$47,000		
Mean	\$48,500	\$47,400	\$41,000	\$50,600	\$50,200	\$44,800	\$54,500	\$46,700	\$47,100	\$57,100	\$41,600		

Job Title: **Accountant I**
Department: **Accounting**

SUMMARY

Responsible for maintaining general ledger account balances, in conformity with Generally Accepted Accounting Principles (GAAP). Prepares accurate monthly financial reports. Responsibilities include accounts receivable, accounts payable and cash management activities. Reconciles and validates organization's general ledger accounts. Reviews reports for inconsistencies and inaccuracies.

REPORTING RELATIONSHIPS

Position Reports To:

**Senior Accountant
Accounting Manager**

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Analyzes general ledger account balances
2. Prepares monthly cash flow projections
3. Completes routine accounting assignments
4. Ensures compliance with local tax and audit requirements
5. Reviews and analyzes financial statement accounts for accuracy, budget variance and unusual trends
6. Assists in annual budget process
7. Maintains fixed asset accounts
8. Ensures that comprehensive accounting records are maintained in an organized manner
9. Advises management of reasons for any unusual trends, budget variances, difficulties obtaining information or other pending issues
10. Continuously assesses internal systems and recommends changes that would allow greater efficiency in monthly processing
11. Maintains and reconciles general ledger account balances
12. Prepares analysis schedules
13. Assists with month-end close processes
14. Prepares monthly reports reflecting spending versus budget
15. Posts journal entries

QUALIFICATIONS

Education/Certification: • Bachelor's degree in accounting required

Required Knowledge: • Experience with cash accounting
• Working experience in accounting software
• GAAP knowledge preferred

Experience Required: • One to three years of relevant experience

Skills/Abilities: • Strong communications skills
• Spreadsheet applications
• Strong analytical skills
• Knowledge of Microsoft applications

Accountant I

Degree of Match

< Survey Job	17%	About the same	77%	> Survey Job	6%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education						Geographic Region						Industry								
	Total	HS/Assoc.		Bach.	MBA or Graduate Degree	West	Mid-West	South	Northeast	Mid-West	South	Northeast	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
		No.	Mean																		No.
Base Salary																					
No. of EE's	133	36	69	1	19	43	28	15	9	15	4	8	12	16	24	17	37	2	22	15	
25th Percentile	\$30,500	\$29,000	\$31,500	*	\$32,500	\$32,000	\$30,000	\$30,000	\$1,000	\$500	*	\$1,000	\$1,100	\$24,300	\$31,000	\$38,500	\$30,000	*	\$34,000	\$30,000	
50th Percentile	\$36,000	\$35,400	\$37,000	*	\$40,500	\$34,100	\$37,000	\$35,000	\$1,200	\$1,100	*	\$1,200	\$1,200	\$33,100	\$36,500	\$43,500	\$33,000	*	\$40,300	\$37,000	
75th Percentile	\$41,900	\$41,800	\$44,100	*	\$42,000	\$44,200	\$41,800	\$43,000	\$2,000	\$2,000	*	\$2,000	\$2,200	\$38,800	\$39,900	\$49,900	\$39,000	*	\$42,500	\$47,000	
Mean	\$38,000	\$36,100	\$39,600	*	\$38,400	\$36,900	\$41,400	\$36,400	\$1,500	\$1,300	\$1,500	\$1,600	\$1,600	\$32,400	\$42,200	\$43,700	\$34,700	*	\$39,300	\$37,100	
Bonus																					
No. of EE's	49	14	23	*	9	15	4	15	9	15	4	8	12	16	24	17	37	2	22	15	
25th Percentile	\$1,000	\$1,000	\$500	*	\$1,000	\$500	*	\$1,000	\$1,000	\$500	*	\$1,000	\$1,100	\$24,300	\$31,000	\$38,500	\$30,000	*	\$34,000	\$30,000	
50th Percentile	\$1,200	\$1,200	\$2,000	*	\$1,500	\$1,100	*	\$1,200	\$1,200	\$1,100	*	\$1,200	\$1,200	\$33,100	\$36,500	\$43,500	\$33,000	*	\$40,300	\$37,000	
75th Percentile	\$3,000	\$2,000	\$3,000	*	\$3,200	\$2,000	*	\$2,000	\$2,000	\$2,000	*	\$2,000	\$2,200	\$38,800	\$39,900	\$49,900	\$39,000	*	\$42,500	\$47,000	
Mean	\$1,700	\$1,300	\$1,900	*	\$2,000	\$1,300	\$1,500	\$1,600	\$1,500	\$1,300	\$1,500	\$1,600	\$1,600	\$32,400	\$42,200	\$43,700	\$34,700	*	\$39,300	\$37,100	
Total Comp																					
No. of EE's	143	38	67	1	27	43	28	43	27	43	28	20	16	16	27	17	43	2	23	15	
25th Percentile	\$31,500	\$30,100	\$30,500	*	\$39,000	\$32,000	\$30,000	\$30,500	\$39,000	\$32,000	\$30,000	\$30,500	\$24,300	\$31,500	\$36,500	\$36,500	\$30,000	*	\$33,000	\$30,100	
50th Percentile	\$37,000	\$35,100	\$37,200	*	\$44,100	\$35,000	\$35,000	\$34,500	\$44,100	\$35,000	\$35,000	\$34,500	\$32,500	\$35,500	\$42,000	\$42,000	\$38,000	*	\$39,000	\$35,000	
75th Percentile	\$44,100	\$41,300	\$45,000	*	\$44,100	\$45,000	\$40,400	\$43,000	\$44,100	\$45,000	\$40,400	\$43,000	\$39,200	\$38,000	\$48,300	\$48,300	\$44,100	*	\$43,000	\$46,300	
Mean	\$37,900	\$35,400	\$39,300	*	\$39,900	\$36,300	\$40,400	\$36,000	\$39,900	\$36,300	\$40,400	\$36,000	\$32,600	\$40,300	\$41,800	\$41,800	\$36,800	*	\$38,700	\$36,800	

Accountant I

Degree of Match

< Survey Job	17%	> Survey Job	6%
About the same	77%		

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	133	7	35	44	47	62	42	29	88	18	7	
25th Percentile	\$30,500	\$28,000	\$32,500	\$34,000	\$30,000	\$32,900	\$33,800	\$30,000	\$30,000	\$37,300	\$34,000	
50th Percentile	\$36,000	\$28,000	\$39,500	\$38,000	\$36,000	\$36,000	\$40,000	\$30,000	\$34,000	\$40,000	\$39,500	
75th Percentile	\$41,900	\$35,900	\$42,000	\$48,000	\$40,000	\$41,800	\$45,500	\$39,400	\$43,900	\$41,400	\$42,000	
Mean	\$38,000	\$31,600	\$37,200	\$42,100	\$35,700	\$38,900	\$39,400	\$34,200	\$37,500	\$40,000	\$39,400	
Bonus												
Number of Employees Reported	49	2	15	10	22	24	15	10	25	5	4	
25th Percentile	\$1,000*		\$750	\$1,900	\$1,000	\$1,000	\$300	\$1,000	\$400	\$1,000*		
50th Percentile	\$1,200*		\$1,000	\$2,000	\$1,200	\$2,000	\$1,500	\$1,100	\$1,200	\$1,000*		
75th Percentile	\$3,000*		\$1,500	\$2,300	\$3,000	\$3,000	\$2,000	\$1,600	\$3,000	\$1,500*		
Mean	\$1,700*		\$1,400	\$2,000	\$1,800	\$2,000	\$1,500	\$1,400	\$1,700	\$1,200	\$1,600	
Total Compensation												
Number of Employees Reported	143	9	30	44	60	62	41	40	83	20	8	
25th Percentile	\$31,500	\$27,000	\$30,400	\$33,300	\$30,600	\$31,400	\$35,000	\$30,000	\$30,000	\$35,600	\$34,400	
50th Percentile	\$37,000	\$30,500	\$38,000	\$37,100	\$37,500	\$36,000	\$39,000	\$33,900	\$33,500	\$38,500	\$38,000	
75th Percentile	\$44,100	\$37,800	\$42,800	\$47,000	\$44,100	\$40,400	\$46,300	\$44,100	\$45,000	\$42,300	\$41,800	
Mean	\$37,900	\$32,400	\$36,400	\$41,200	\$37,100	\$38,200	\$39,100	\$36,300	\$36,800	\$39,000	\$38,400	

Job Title: **Payroll Supervisor**
Department: **Accounting**

SUMMARY

Executes organization's payroll functions including preparation and processing of payroll checks and taxes. Creation and maintains payroll records. Follows proper governmental reporting procedures and monitors regulatory adjustments.

REPORTING RELATIONSHIPS

Position Reports To:
Accounting Manager

Position(s) Supervised:
Payroll Clerk

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Oversees payroll unit
2. Manages preparation, documentation and distribution of payroll checks and payroll taxes
3. Ensures timely and accurate submission of processing of payrolls for employees
4. Develops payroll procedures
5. Supervises payroll staff, and monitors work performance
6. Maintains and reviews payroll records
7. Reviews payroll and tax reports
8. Prepares and organizes payroll reports and statements
9. Posts earnings to payroll
10. Compiles payroll statistics
11. Verifies accuracy of data
12. Notifies department of discrepancies
13. Balances weekly payroll
14. Prepares paychecks for disbursement
15. Reconciles and audits payroll records
16. Computes federal and state tax reports
17. Develops and implements training for new staff on policies and procedures
18. Ensures tax remittance and monthly and quarterly filing
19. Coordinates receipt of data, calculates special payments
20. Implements and maintains internal controls that insure integrity of payroll process

QUALIFICATIONS

Education/Certification:

- College courses in accounting
- Bachelor's degree preferred
- Certified Payroll Professional (CPP) preferred

Required Knowledge:

- General knowledge of state and federal tax laws
- Transaction processing
- Knowledge of principles and practices of accounting

Experience Required:

- Three to five years of payroll experience
- Supervisory experience

Skills/Abilities:

- Ability to motivate staff
- Strong interpersonal skills
- Spreadsheet skills

Payroll Supervisor

Degree of Match

< Survey Job	10%	> Survey Job	29%
About the same	61%		

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government/ Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
Base Salary																
No. of EE's	79	31	33	2	7	31	20	9	14	13	7	6	1	27	11	
25th Percentile	\$42,000	\$40,000	\$42,500	*	\$44,300	\$42,000	\$42,100	\$38,800	\$41,500	\$38,000	\$39,900	\$39,300	*	\$40,000	\$42,500	
50th Percentile	\$46,500	\$42,500	\$47,000	*	\$46,500	\$47,000	\$50,500	\$42,000	\$51,000	\$45,000	\$44,100	\$44,500	*	\$46,500	\$49,700	
75th Percentile	\$52,000	\$48,000	\$51,000	*	\$50,000	\$49,700	\$61,800	\$55,800	\$61,400	\$57,800	\$50,000	\$48,300	*	\$56,000	\$49,700	
Mean	\$47,500	\$43,100	\$49,300	*	\$45,100	\$45,800	\$50,400	\$45,300	\$50,800	\$46,500	\$45,900	\$43,500	*	\$47,300	\$48,100	
Bonus																
No. of EE's	37	14	16	1	3	11	12	5	9	6	3	1	2	14	2	
25th Percentile	\$1,800	\$1,000	\$2,600	*	\$2,000	\$2,000	\$2,000	\$2,000	\$2,600	\$1,900	*	*	*	\$1,000	*	
50th Percentile	\$3,000	\$2,000	\$3,800	*	\$3,500	\$3,500	\$3,300	\$4,000	\$4,000	\$3,300	*	*	*	\$2,500	*	
75th Percentile	\$4,500	\$3,600	\$6,100	*	\$6,500	\$4,800	\$4,800	\$8,800	\$7,300	\$4,600	*	*	*	\$5,000	*	
Mean	\$3,500	\$2,500	\$4,200	*	\$3,800	\$3,600	\$3,600	\$5,100	\$4,700	\$3,400	*	*	*	\$3,100	*	
Total Comp																
No. of EE's	83	32	35	2	8	32	21	10	14	15	7	8	1	27	10	
25th Percentile	\$40,000	\$39,000	\$44,000	*	\$43,500	\$39,300	\$41,500	\$39,100	\$43,000	\$40,000	\$38,000	\$42,100	*	\$39,000	\$40,000	
50th Percentile	\$46,100	\$43,000	\$48,000	*	\$46,600	\$45,800	\$50,000	\$43,300	\$48,500	\$45,000	\$43,000	\$44,500	*	\$45,500	\$49,700	
75th Percentile	\$55,000	\$49,000	\$57,500	*	\$53,600	\$49,900	\$62,500	\$56,900	\$63,900	\$51,500	\$50,000	\$53,500	*	\$55,000	\$49,800	
Mean	\$48,000	\$42,700	\$51,200	*	\$47,100	\$45,600	\$52,600	\$47,200	\$51,100	\$46,100	\$45,000	\$46,900	*	\$46,900	\$49,800	

Payroll Supervisor

Degree of Match

< Survey Job 10%	About the same 61%	> Survey Job 29%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	79	5	17	32	25	36	33	10	31	27	11	
25th Percentile	\$42,000	\$40,800	\$41,000	\$39,900	\$44,300	\$39,900	\$42,200	\$49,100	\$42,000	\$37,500	\$42,000	
50th Percentile	\$46,500	\$48,000	\$45,000	\$43,500	\$49,700	\$44,000	\$48,000	\$49,700	\$45,000	\$46,500	\$50,000	
75th Percentile	\$52,000	\$50,000	\$52,000	\$54,500	\$58,500	\$49,500	\$57,500	\$58,900	\$58,500	\$50,000	\$57,000	
Mean	\$47,500	\$45,900	\$46,100	\$46,300	\$50,400	\$44,900	\$49,000	\$52,100	\$48,500	\$44,500	\$49,500	
Bonus												
Number of Employees Reported	37	1	8	15	13	14	20	3	15	10	8	
25th Percentile	\$1,800	*	\$3,100	\$1,000	\$1,800	\$2,000	\$1,000*		\$2,000	\$900	\$2,200	
50th Percentile	\$3,000	*	\$4,000	\$3,000	\$2,700	\$3,800	\$2,800*		\$3,600	\$1,800	\$3,300	
75th Percentile	\$4,500	*	\$6,900	\$4,000	\$4,500	\$6,600	\$4,800*		\$6,500	\$3,300	\$6,100	
Mean	\$3,500	*	\$4,500	\$3,100	\$3,500	\$4,000	\$3,200*		\$4,000	\$2,100	\$3,800	
Total Compensation												
Number of Employees Reported	83	5	18	32	28	38	33	12	32	27	12	
25th Percentile	\$40,000	\$39,000	\$40,800	\$38,300	\$44,300	\$38,800	\$40,400	\$41,500	\$40,500	\$36,500	\$43,500	
50th Percentile	\$46,100	\$48,000	\$44,500	\$43,000	\$49,700	\$44,000	\$49,000	\$49,700	\$45,300	\$45,000	\$52,000	
75th Percentile	\$55,000	\$50,000	\$55,600	\$53,800	\$56,500	\$50,000	\$55,000	\$59,400	\$55,000	\$49,740	\$57,000	
Mean	\$48,000	\$45,200	\$46,800	\$47,400	\$50,000	\$46,400	\$48,800	\$50,600	\$50,000	\$43,670	\$50,500	

Job Title: **Accounting Supervisor**
Department: **Accounting**

SUMMARY

Oversees general ledger activities and financial reporting. Directs the activity of staff in maintaining books of accounts, as well as preparing standard reports and statements.

REPORTING RELATIONSHIPS

Position Reports To:

Controller
Assistant Controller

Position(s) Supervised:

Senior Accountants
Staff Accountants

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Supervises accounts payable and general accounting functions
2. Prepares monthly financial reports and statistics
3. Oversees and schedules activities of financial close
4. Supports development of annual budgetary process and annual budget
5. Analyzes and reconciles assigned general ledger accounts
6. Prepares various schedules for outside auditors
7. Assists in the development of reports to be used in analysis and presentation of financial data to senior management
8. Coordinates schedules and activities
9. Manages maintenance of general ledger
10. Oversees and trains accounting staff
11. Maintains policies and procedures

QUALIFICATIONS

Education/Certification:

- Bachelor's degree in accounting required
- CPA preferred

Required Knowledge:

- Knowledge of accounts payable, account reconciliation, general ledger maintenance, and financial statements preparation
- Knowledge of Generally Accepted Accounting Principles (GAAP)

Experience Required:

- Three to five years of accounting experience
- Accounting system related experience
- Supervisory experience

Skills/Abilities:

- Excellent written and verbal communication skills
- MS office applications

Accounting Supervisor

Degree of Match	
< Survey Job	18%
About the same	69%
> Survey Job	13%

Base Salary, Bonus and Total Compensation by education, geographic region and industry
 Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution/ Transportation	
Base Salary																
No. of EE's	77	15	44	1	11	31	26	4	16	14	5	7	3	20	12	
25th Percentile	\$43,000	\$37,500	\$42,600	*	\$42,000	\$43,600	\$45,300	*	\$50,500	\$51,300	\$51,000	\$36,000	*	\$42,300	\$37,000	
50th Percentile	\$50,500	\$43,000	\$52,500	*	\$52,000	\$50,500	\$53,300	*	\$50,500	\$55,000	\$53,500	\$43,600	*	\$50,000	\$42,800	
75th Percentile	\$58,800	\$53,500	\$60,000	*	\$60,000	\$61,000	\$56,300	*	\$53,000	\$62,700	\$58,300	\$46,000	*	\$60,000	\$48,000	
Mean	\$51,400	\$45,300	\$51,900	*	\$54,600	\$51,800	\$51,000	\$46,400	\$52,800	\$56,500	\$54,400	\$42,500	*	\$52,000	\$46,400	
Bonus																
No. of EE's	42	10	17	1	7	17	13	2	14	3	3	*	6	12	4	
25th Percentile	\$2,300	\$2,400	\$1,800	*	\$2,500	\$2,300	\$1,000	*	\$2,300	*	*	*	\$1,000	\$2,600	*	
50th Percentile	\$2,500	\$3,100	\$3,000	*	\$3,000	\$2,300	\$1,300	*	\$2,300	*	*	*	\$1,000	\$3,200	*	
75th Percentile	\$3,600	\$4,300	\$5,500	*	\$5,000	\$3,200	\$2,800	*	\$2,300	*	*	*	\$2,500	\$4,600	*	
Mean	\$3,100	\$3,700	\$3,600	*	\$3,900	\$2,900	\$2,200	*	\$2,500	*	*	*	\$1,500	\$3,900	\$3,300	
Total Comp																
No. of EE's	82	15	50	2	11	31	31	4	16	14	5	9	7	20	11	
25th Percentile	\$45,000	\$35,000	\$42,800	*	\$40,000	\$46,000	\$45,000	*	\$49,300	\$47,500	\$48,800	\$36,800	\$46,500	\$41,700	\$35,000	
50th Percentile	\$49,300	\$46,200	\$50,000	*	\$55,000	\$49,300	\$50,000	*	\$49,300	\$54,500	\$52,500	\$45,000	\$83,900	\$50,000	\$43,000	
75th Percentile	\$59,000	\$52,500	\$59,000	*	\$63,000	\$59,000	\$62,500	*	\$52,300	\$61,500	\$60,000	\$48,000	\$83,900	\$61,900	\$49,000	
Mean	\$52,600	\$46,500	\$53,000	*	\$54,900	\$50,600	\$55,000	\$46,300	\$51,800	\$55,000	\$54,000	\$42,400	\$70,200	\$53,300	\$45,800	

Accounting Supervisor

Degree of Match

< Survey Job 18%	About the same 69%	> Survey Job 13%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience		
		Less than 50		50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10
		7	10	27	33	28	28	21	29	18	15	
Base Salary												
Number of Employees Reported	77											
25th Percentile	\$43,000	\$40,000	\$43,600	\$42,000	\$48,200	\$39,600	\$43,000	\$50,500	\$38,800	\$42,900	\$42,000	
50th Percentile	\$50,500	\$43,000	\$55,000	\$46,000	\$50,500	\$44,300	\$51,500	\$50,500	\$50,000	\$47,500	\$60,000	
75th Percentile	\$58,800	\$52,000	\$60,000	\$55,000	\$56,300	\$54,900	\$62,000	\$58,000	\$60,000	\$54,600	\$61,000	
Mean	\$51,400	\$48,000	\$52,500	\$51,400	\$51,800	\$47,600	\$53,400	\$54,000	\$50,200	\$47,200	\$57,000	
Bonus												
Number of Employees Reported	42	6	6	15	15	16	11	15	16	9	4	
25th Percentile	\$2,300	\$2,400	\$2,400	\$1,000*	\$1,000*	\$1,000	\$2,500*	\$1,000*	\$1,000	\$2,500*	\$2,500*	
50th Percentile	\$2,500	\$4,300	\$3,300	\$3,200*	\$3,200*	\$3,000	\$3,200*	\$3,200*	\$2,800	\$3,200*	\$3,200*	
75th Percentile	\$3,600	\$8,200	\$5,000	\$5,000*	\$5,000*	\$5,000	\$5,000*	\$5,000*	\$5,000	\$5,500*	\$5,500*	
Mean	\$3,100	\$5,100	\$3,400	\$3,300	\$2,100	\$3,600	\$3,700	\$2,200	\$3,200	\$4,100	\$3,500	
Total Compensation												
Number of Employees Reported	82	7	10	31	34	32	29	21	36	18	15	
25th Percentile	\$45,000	\$45,500	\$40,300	\$41,500	\$48,000	\$40,300	\$44,400	\$49,300	\$41,100	\$46,000	\$40,000	
50th Percentile	\$49,300	\$46,200	\$50,000	\$50,000	\$49,300	\$48,100	\$48,000	\$49,300	\$50,000	\$47,800	\$52,000	
75th Percentile	\$59,000	\$55,000	\$63,000	\$65,000	\$53,100	\$62,000	\$57,600	\$59,000	\$63,000	\$52,500	\$59,000	
Mean	\$52,600	\$49,900	\$49,800	\$55,400	\$51,300	\$51,400	\$52,200	\$54,900	\$54,300	\$47,300	\$54,900	

Job Title: **Payroll Clerk**
Department: **Finance**

SUMMARY

Processes and disperses payroll checks, payroll taxes and employee benefit payments. Assists in development of payroll reports.

REPORTING RELATIONSHIPS

Position Reports To:

Payroll Manager

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Posts all required and voluntary pay deductions
2. Prepares payroll reports
3. Performs data entry of individual salary and rate adjustments or other changes affecting employee payroll
4. Prepares employee files
5. Monitors garnishments
6. Processes hourly payroll including data entry of time cards and review of timekeeper information within deadlines
7. Reviews new hire paperwork for proper tax set-up
8. Prepares payroll tax returns
9. Calculates pay and taxes
10. Helps with printing and distributing paychecks
11. Interfaces with employees and management concerning payroll questions and issues
12. Maintains filing and payroll records and data retrieval
13. Answers all standard payroll and payroll tax questions
14. Resolves discrepancies
15. Handles basic payroll audits
16. Verifies hire documentation

QUALIFICATIONS

Education/Certification:

- High school diploma required
 - Associates degree in accounting preferred
 - Fundamental Payroll Certification (FPC) preferred
-

Required Knowledge:

- Payroll experience
 - Knowledge of payroll taxes and withholding procedures
-

Experience Required:

- Less than two years of relevant experience
-

Skills/Abilities:

- Excellent PC skills
- Good communication and organizational skills
- MS office application
- Excellent written and oral communication

Payroll Clerk

Degree of Match		
< Survey Job	7%	
About the same	74%	
> Survey Job	20%	

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/ Financial Services	General Services	Technology Services	Government Non-Profit	Energy/ Utility	Manufacturing/ Construction	Retail/ Distribution	
Base Salary																
No. of EE's	172	100	30	1	16	74	35	19	23	22	22	30	1	43	36	
25th Percentile	\$28,500	\$28,900	\$14,000 *		\$30,300	\$28,000	\$28,500	\$14,000	\$32,400	\$24,000	\$41,000	\$29,000 *		\$26,800	\$14,000	
50th Percentile	\$32,700	\$34,000	\$35,000 *		\$40,100	\$32,400	\$30,000	\$14,000	\$32,400	\$30,000	\$46,400	\$32,000 *		\$33,000	\$35,500	
75th Percentile	\$39,500	\$39,500	\$40,600 *		\$41,400	\$36,000	\$40,000	\$46,400	\$38,500	\$38,100	\$48,500	\$34,000 *		\$40,200	\$36,000	
Mean	\$33,900	\$34,400	\$31,800 *		\$36,800	\$33,000	\$33,900	\$27,800	\$37,300	\$32,600	\$44,400	\$31,400 *		\$34,000	\$29,700	
Bonus																
No. of EE's	59	26	13	2	6	22	14	*	15	6	1	2	6	19	10	
25th Percentile	\$850	\$500	\$400 *		\$1,100	\$1,300	\$356 *		\$1,300	\$800 *	\$800 *	*	\$300	\$1,000	\$600	
50th Percentile	\$1,500	\$1,500	\$2,000 *		\$1,800	\$1,300	\$800 *		\$1,300	\$900 *	\$900 *	*	\$400	\$2,000	\$2,800	
75th Percentile	\$3,000	\$2,300	\$4,400 *		\$3,500	\$3,500	\$3,000 *		\$3,900	\$1,400 *	\$1,400 *	*	\$400	\$3,000	\$3,500	
Mean	\$2,100	\$2,000	\$2,200 *		\$2,200	\$2,400	\$1,500 *		\$2,200	\$1,100 *	\$1,100 *	*	\$300	\$2,500	\$2,400	
Total Comp																
No. of EE's	188	109	34	1	18	74	41	19	24	24	17	32	6	44	41	
25th Percentile	\$28,000	\$28,000	\$14,000 *		\$30,400	\$29,100	\$28,000	\$14,000	\$32,300	\$24,000	\$40,000	\$28,500	\$51,000	\$27,500	\$22,000	
50th Percentile	\$32,300	\$32,700	\$38,500 *		\$40,000	\$32,000	\$30,000	\$14,000	\$32,300	\$28,000	\$45,000	\$30,000	\$57,300	\$33,500	\$35,000	
75th Percentile	\$40,000	\$36,500	\$50,300 *		\$43,000	\$35,600	\$47,000	\$45,000	\$43,300	\$36,300	\$47,000	\$32,000	\$57,300	\$42,400	\$36,000	
Mean	\$34,700	\$33,800	\$36,700 *		\$36,600	\$32,400	\$37,900	\$27,200	\$37,800	\$32,000	\$43,400	\$30,400	\$53,100	\$35,400	\$30,600	

Payroll Clerk

Degree of Match

< Survey Job 7%	About the same 74%	> Survey Job 20%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10		
Base Salary													
Number of Employees Reported	172	5	20	57	90	57	60	55	79	56	10		
25th Percentile	\$28,500	\$27,000	\$33,600	\$28,900	\$28,000	\$30,000	\$26,100	\$29,500	\$25,000	\$32,000	\$38,800		
50th Percentile	\$32,700	\$48,000	\$35,000	\$38,000	\$32,000	\$36,400	\$33,100	\$32,000	\$29,000	\$36,000	\$41,800		
75th Percentile	\$39,500	\$64,500	\$41,500	\$45,500	\$34,300	\$42,000	\$42,000	\$36,000	\$36,400	\$42,800	\$48,500		
Mean	\$33,900	\$46,200	\$36,800	\$37,700	\$30,200	\$37,200	\$32,500	\$32,000	\$29,700	\$38,000	\$43,300		
Bonus													
Number of Employees Reported	59	2	8	24	25	23	18	18	25	16	6		
25th Percentile	\$900*		\$1,600	\$400	\$1,300	\$500	\$500	\$1,300	\$400	\$500	\$2,800		
50th Percentile	\$1,500*		\$2,500	\$900	\$1,300	\$2,000	\$1,300	\$1,300	\$1,300	\$1,500	\$3,000		
75th Percentile	\$3,000*		\$5,000	\$2,800	\$3,500	\$3,900	\$2,300	\$3,500	\$3,500	\$2,000	\$3,500		
Mean	\$2,100*		\$3,100	\$1,600	\$2,000	\$2,300	\$1,600	\$2,200	\$2,000	\$2,100	\$3,200		
Total Compensation													
Number of Employees Reported	188	5	19	61	103	60	69	59	84	57	10		
25th Percentile	\$28,000	\$26,500	\$32,500	\$29,600	\$28,000	\$30,000	\$26,800	\$28,000	\$25,000	\$30,000	\$38,800		
50th Percentile	\$32,300	\$45,000	\$35,000	\$40,000	\$30,000	\$35,800	\$32,000	\$31,500	\$29,100	\$36,000	\$42,500		
75th Percentile	\$40,000	\$68,000	\$42,000	\$45,600	\$35,000	\$44,600	\$42,500	\$36,000	\$36,000	\$44,000	\$49,300		
Mean	\$34,700	\$46,800	\$36,700	\$39,500	\$30,800	\$38,800	\$32,600	\$32,800	\$31,300	\$38,500	\$43,500		

Job Title:
Department:

Accounting Clerk II
Accounting

SUMMARY

Processes complicated accounting transactions. Verifies consistency and accuracy of accounting documents. Reconciles accounts. Requires knowledge of accounting and bookkeeping procedures.

REPORTING RELATIONSHIPS

Position Reports To:

Accounting Manager
Accounting Supervisor

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Performs clerical accounting work involving financial records keeping and processing
2. Performs one or more routine accounting operations
3. Corrects fiscal discrepancies
4. Ensures completeness and accuracy
5. Records summaries of financial transactions
6. Compiles invoices and arranges payment
7. Prepares and sends invoices
8. Prepares financial statement
9. Maintains personnel budget
10. Prepares journal vouchers and cash receipt vouchers
11. Prepares reports from accounting records
12. Ensures appropriate compliance with laws and regulations
13. Reviews existing vendor relationships
14. Maintains fixed asset ledgers
15. Reconciles bank statements
16. Applies bookkeeping principles to central accounting
17. Maintains monthly analysis of bank statements
18. Assists with bank reconciliation
19. Processes and balances transactions
20. Performs accounts receivable and payable functions

QUALIFICATIONS

Education/Certification:

- High school diploma required

Required Knowledge:

- Six months or more of accounting or finance experience
- Bookkeeping principles

Experience Required:

- One to two years related financial clerical experience (accounts payable, accounts receivable or general accounting)

Skills/Abilities:

- Highly organized
- Strong interpersonal skills
- Detail oriented
- Able to meet deadlines

Accounting Clerk II

Degree of Match		
< Survey Job	About the same	> Survey Job
12%	80%	9%

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry						
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northeast	South	Mid-West	West	Business/Financial Services	General Services	Technology Services	Government Non-Profit	Energy/Utility	Manufacturing/Construction	Retail/Distribution
Base Salary	380	265	37	1	70	127	87	43	46	35	57	38	4	110	90
No. of EE's															
25th Percentile	\$28,700	\$29,000	\$33,300	*	\$34,900	\$28,700	\$26,000	\$14,000	\$28,700	\$26,000	\$37,500	\$32,000	*	\$26,500	\$29,100
50th Percentile	\$32,200	\$32,000	\$35,000	*	\$40,000	\$32,000	\$32,000	\$30,000	\$32,000	\$33,500	\$41,000	\$32,000	*	\$31,000	\$32,000
75th Percentile	\$40,000	\$39,000	\$45,000	*	\$41,000	\$33,500	\$33,500	\$41,200	\$40,600	\$40,000	\$41,500	\$32,100	*	\$36,000	\$33,500
Mean	\$33,400	\$33,100	\$38,500	*	\$37,700	\$33,000	\$32,000	\$29,100	\$35,400	\$33,800	\$39,800	\$32,200		\$31,500	\$30,600
Bonus	137	92	14	1	21	47	26	11	36	8	11	*	14	40	28
No. of EE's															
25th Percentile	\$1,000	\$900	\$1,500	*	\$800	\$1,100	\$300	\$1,000	\$1,140	\$2,100	\$1,000	*	\$300	\$1,000	\$1,000
50th Percentile	\$1,500	\$1,800	\$3,500	*	\$1,500	\$1,500	\$800	\$2,500	\$1,600	\$2,800	\$2,000	*	\$300	\$1,500	\$2,000
75th Percentile	\$2,800	\$3,000	\$7,000	*	\$2,000	\$5,000	\$2,000	\$3,400	\$2,500	\$3,000	\$3,000	*	\$1,100	\$2,000	\$5,000
Mean	\$2,200	\$2,100	\$4,700	*	\$1,400	\$2,600	\$1,200	\$3,300	\$2,500	\$2,800	\$2,500	*	\$900	\$1,800	\$2,800
Total Comp	417	290	36	1	85	127	102	47	51	40	57	58	15	111	85
No. of EE's															
25th Percentile	\$28,700	\$28,000	\$32,000	*	\$32,100	\$28,700	\$28,000	\$19,000	\$28,650	\$25,000	\$37,100	\$28,000	\$44,400	\$25,000	\$29,600
50th Percentile	\$32,100	\$32,800	\$35,000	*	\$40,000	\$31,000	\$30,300	\$30,000	\$35,000	\$32,000	\$40,000	\$30,000	\$44,800	\$31,000	\$33,000
75th Percentile	\$40,000	\$40,000	\$44,200	*	\$40,000	\$35,000	\$35,000	\$40,000	\$40,000	\$41,800	\$42,000	\$32,100	\$44,800	\$35,000	\$35,000
Mean	\$33,500	\$33,200	\$38,700	*	\$36,800	\$32,600	\$32,300	\$30,400	\$36,300	\$33,300	\$38,900	\$30,200	\$44,600	\$31,700	\$30,700

Accounting Clerk II

Degree of Match

< Survey Job 12%	About the same 80%	> Survey Job 9%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees					Gross Revenue			Years of Experience				
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10			
Base Salary														
Number of Employees Reported	380	30	74	161	115	165	133	82	203	99	23			
25th Percentile	\$28,700	\$30,000	\$32,000	\$31,000	\$25,000	\$30,900	\$31,000	\$26,000	\$29,000	\$29,000	\$32,000			
50th Percentile	\$32,200	\$35,000	\$36,000	\$33,500	\$28,700	\$33,500	\$33,000	\$28,700	\$33,000	\$32,000	\$36,000			
75th Percentile	\$40,000	\$40,000	\$41,500	\$41,000	\$33,000	\$40,000	\$41,000	\$33,500	\$40,000	\$40,000	\$38,000			
Mean	\$33,400	\$35,700	\$37,000	\$34,800	\$28,600	\$35,100	\$33,800	\$29,400	\$33,000	\$34,100	\$36,500			
Bonus														
Number of Employees Reported	137	10	39	67	21	64	53	20	77	24	13			
25th Percentile	\$1,000	\$500	\$1,000	\$500	\$1,100	\$500	\$1,300	\$1,100	\$1,000	\$500	\$1,000			
50th Percentile	\$1,500	\$2,300	\$2,000	\$2,000	\$1,100	\$1,800	\$2,000	\$1,100	\$2,000	\$1,000	\$2,000			
75th Percentile	\$2,800	\$4,800	\$3,000	\$3,400	\$1,500	\$2,500	\$5,000	\$2,000	\$5,000	\$1,500	\$2,000			
Mean	\$2,200	\$3,200	\$2,500	\$2,210	\$1,300	\$2,200	\$2,600	\$1,500	\$2,800	\$1,200	\$1,700			
Total Compensation														
Number of Employees Reported	417	31	78	173	135	181	141	95	223	99	23			
25th Percentile	\$28,700	\$30,000	\$30,900	\$30,000	\$25,000	\$30,000	\$30,000	\$25,000	\$28,500	\$28,000	\$32,000			
50th Percentile	\$32,100	\$40,000	\$35,500	\$35,000	\$30,000	\$35,000	\$35,000	\$30,000	\$33,500	\$30,000	\$35,000			
75th Percentile	\$40,000	\$41,000	\$42,700	\$40,000	\$32,100	\$42,000	\$40,000	\$33,500	\$40,000	\$40,000	\$38,000			
Mean	\$33,500	\$36,400	\$37,300	\$34,940	\$28,600	\$35,400	\$33,200	\$30,000	\$33,400	\$33,000	\$36,300			

Job Title: **Accounting Clerk I**
 Department: **Accounting**

SUMMARY

Posts accounts payable vouchers and enters them on voucher register. Posts balances in ledger. Verifies invoices and account codes. Checks for discrepancies.

REPORTING RELATIONSHIPS

Position Reports To:

Accounting Manager
Accounting Supervisor

Position(s) Supervised:

No direct reports

PRIMARY FUNCTIONS AND ESSENTIAL RESPONSIBILITIES

1. Performs administrative accounting functions including statistical clerical work
2. Maintains files for accounting department
3. Prepares billing for department
4. Handles accounts payable invoices
5. Prints checks
6. Reconciles accounts
7. Completes accounting in accordance with established standards
8. Verifies balances or adjusts accounts
9. Compares financial data
10. Develops reports and statistical information
11. Supports accounts payable and accounts receivable
12. Reviews and processes routine financial documents such as invoices, receipts, vouchers and reports
13. Ensures accuracy of mathematical computations
14. Assists in maintaining detailed records of financial transactions in ledger
15. Receives and posts payments
16. Researches discrepancies on bills
17. Calculates adjustments to bills
18. Evaluates accounts to identify late payments or delinquent balances
19. Initiates refund payments as appropriate

QUALIFICATIONS

Education/Certification:

- High school diploma required

Required Knowledge:

- Knowledge of basic bookkeeping/accounting procedures
- Methods and terminology used in financial clerical work

Experience Required:

- One year general office or clerical experience

Skills/Abilities:

- Ability to perform basic mathematical computations
- Ability to operate manual and automated office equipment
- Strong organizational skills
- Detail oriented

Accounting Clerk I

Degree of Match		
< Survey Job	8%	
About the same	84%	
> Survey Job	8%	

Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Education				Geographic Region				Industry							
	Total	HS/Assoc.	Bach.	MBA or Graduate Degree	Northwest	South	Mid-West	West	Business/Financial Services	General Services	Technology Services	Government/Non-Profit	Energy/Utility	Manufacturing/Construction	Retail/Distribution	
Base Salary																
No. of EE's	268	232	10	1	41	118	53	38	29	36	23	38	6	81	55	
25th Percentile	\$25,500	\$25,500	\$30,500	*	\$27,000	\$24,900	\$26,900	\$18,000	\$23,100	\$24,000	\$29,000	\$24,000	\$29,500	\$25,300	\$28,000	
50th Percentile	\$29,000	\$29,000	\$34,300	*	\$31,500	\$29,000	\$28,000	\$28,000	\$32,000	\$27,900	\$29,000	\$25,900	\$31,200	\$29,000	\$29,700	
75th Percentile	\$32,000	\$32,000	\$40,300	*	\$32,000	\$32,000	\$30,600	\$41,000	\$36,000	\$31,000	\$43,000	\$32,000	\$34,300	\$35,000	\$31,500	
Mean	\$30,100	\$29,700	\$34,400	*	\$29,900	\$29,000	\$29,800	\$31,800	\$29,900	\$30,300	\$35,700	\$27,700	\$31,100	\$30,100	\$29,100	
Bonus																
No. of EE's	109	93	4		25	42	23	9	18	11	18	2	14	27	19	
25th Percentile	\$500	\$500	*	*	\$500	\$500	\$200	\$200	\$800	\$1,400	\$500	*	\$200	\$1,000	\$400	
50th Percentile	\$800	\$700	*	*	\$1,000	\$800	\$200	\$500	\$800	\$1,500	\$500	*	\$200	\$1,000	\$500	
75th Percentile	\$1,400	\$1,400	*	*	\$1,100	\$1,000	\$1,000	\$5,000	\$1,300	\$1,500	\$1,000	*	\$200	\$2,200	\$500	
Mean	\$1,200	\$1,200	\$2,700	*	\$1,100	\$1,100	\$900	\$2,300	\$1,300	\$1,900	\$1,400	*	\$200	\$1,700	\$700	
Total Comp																
No. of EE's	288	242	10	1	41	123	64	38	28	42	23	38	17	81	55	
25th Percentile	\$25,000	\$25,000	\$29,300	*	\$26,000	\$25,000	\$27,000	\$17,500	\$23,600	\$23,000	\$28,500	\$23,000	\$31,600	\$24,500	\$27,000	
50th Percentile	\$29,000	\$29,300	\$32,500	*	\$30,500	\$28,500	\$28,000	\$27,000	\$30,400	\$27,900	\$28,500	\$24,500	\$38,200	\$30,000	\$29,700	
75th Percentile	\$32,500	\$32,600	\$40,100	*	\$32,000	\$30,000	\$37,400	\$40,000	\$35,000	\$29,600	\$42,000	\$30,000	\$38,200	\$32,800	\$30,500	
Mean	\$29,800	\$29,600	\$33,700	*	\$29,600	\$28,200	\$30,700	\$31,100	\$29,700	\$29,400	\$34,900	\$26,400	\$35,300	\$29,800	\$28,600	

Accounting Clerk I

Degree of Match

< Survey Job 8%	About the same 84%	> Survey Job 8%
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Base Salary, Bonus and Total Compensation by education, geographic region and industry

Base salary as of January 1, 2005; bonus in the past 12 months; total compensation as of December 31, 2004

*Inadequate data to report

	Total	Number of Employees				Gross Revenue			Years of Experience			
		Less than 50	50-249	250-999	1000+	Less than \$100 MM	\$100 MM - \$999.9 MM	Over \$1 B	Less than 5	6 to 10	Greater than 10	
Base Salary												
Number of Employees Reported	268	11	72	113	72	152	72	44	148	77	31	
25th Percentile	\$25,500	\$22,000	\$26,100	\$25,800	\$24,000	\$24,300	\$27,000	\$24,000	\$25,500	\$25,500	\$31,500	
50th Percentile	\$29,000	\$34,000	\$31,500	\$29,000	\$28,500	\$31,000	\$29,000	\$29,700	\$28,000	\$29,000	\$31,500	
75th Percentile	\$32,000	\$36,700	\$35,000	\$33,100	\$30,800	\$35,000	\$30,000	\$32,000	\$32,000	\$34,900	\$32,000	
Mean	\$30,100	\$30,100	\$32,000	\$30,100	\$28,000	\$30,900	\$29,500	\$28,100	\$28,600	\$32,200	\$31,100	
Bonus												
Number of Employees Reported	109	4	42	47	16	67	34	8	58	31	12	
25th Percentile	\$500	*	\$500	\$200	\$700	\$500	\$500*		\$200	\$500	\$500	
50th Percentile	\$800	*	\$750	\$500	\$800	\$700	\$800*		\$1,000	\$1,000	\$500	
75th Percentile	\$1,400	*	\$1,400	\$1,000	\$1,400	\$1,400	\$1,500*		\$1,400	\$4,000	\$500	
Mean	\$1,200	\$3,500	\$1,300	\$1,100	\$900	\$1,300	\$1,200	\$800	\$1,000	\$2,000	\$500	
Total Compensation												
Number of Employees Reported	288	11	72	124	77	162	72	50	158	77	31	
25th Percentile	\$25,000	\$21,000	\$25,000	\$27,000	\$23,600	\$24,000	\$27,000	\$23,600	\$25,000	\$24,000	\$30,000	
50th Percentile	\$29,000	\$33,000	\$30,500	\$28,500	\$27,000	\$30,100	\$28,500	\$29,700	\$29,000	\$28,500	\$30,500	
75th Percentile	\$32,500	\$36,700	\$35,000	\$35,000	\$29,700	\$35,300	\$30,200	\$30,000	\$32,600	\$34,600	\$32,000	
Mean	\$29,800	\$30,500	\$31,700	\$30,400	\$27,000	\$30,900	\$29,000	\$27,200	\$28,700	\$31,800	\$30,300	

HOW TO CONSTRUCT THE PERFECT ORGANIZATIONAL CHART



HOW TO CONSTRUCT THE PERFECT ORGANIZATION CHART

With unemployment rates declining, and people changing jobs more frequently, it's important to formally (and visually) map out each job function to ensure staffing changes don't inhibit workflow at your company. One way to do this is through organization charts, which communicate a company's structure by outlining hierarchical reporting structures.

Organization charts serve as a critical component in succession planning, reorganizations, consolidations and the reclassification or addition of human capital. Senior-level planners use these charts to help identify potential employees to fill critical positions, while managers use the charts to orient new staffers through a straightforward, graphical representation of the organization.

AFP Answers Your Call for Help

AFP recognizes that creating an organization chart for your Treasury or Finance department is no simple task. As such, we've published a collection of organization charts collected from leading corporations across the country in a AFP's annual Compensation Report. Financial professionals can use the book, which includes charts from various industries and company sizes, to create similar charts of their own. The charts also help you benchmark how other companies classify various positions in terms of executive, management, staff or support levels.

The current collection contains 55 charts from 20 industries, and ranging in complexity from fewer than 10 positions to more than 100 per chart. AFP plans to expand the set and publish additional charts on an annual basis.

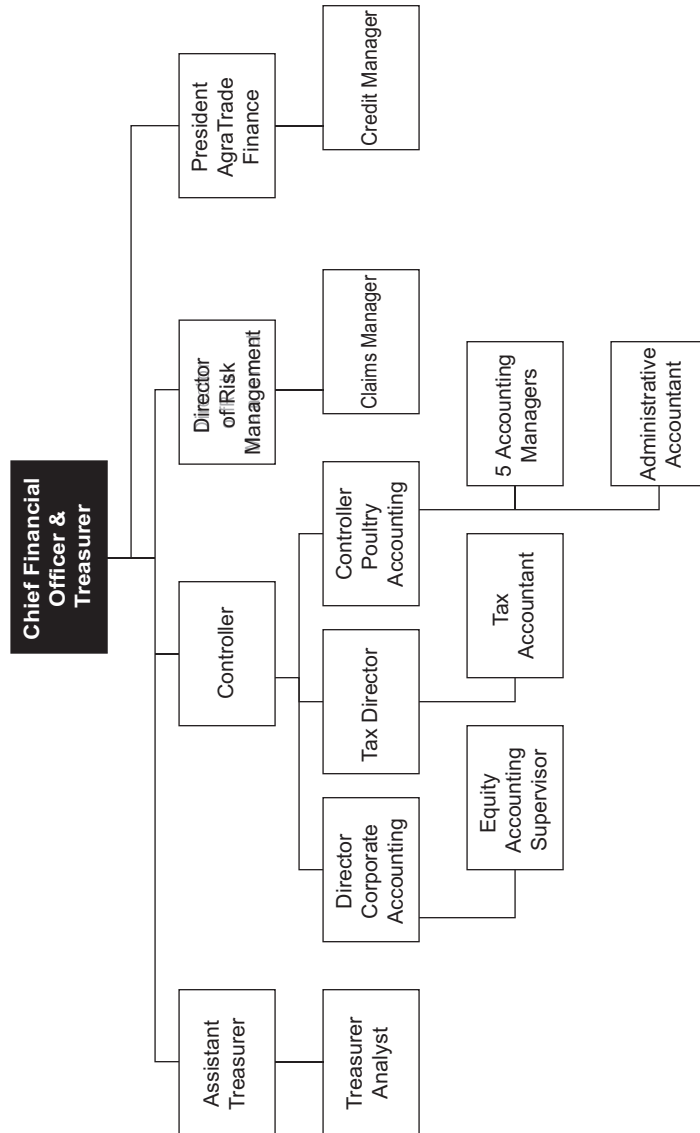
Sketching Finance's Blueprint

But there's a lot of work to do before you're ready to create your organization's chart. Here are some steps to help you on your journey:

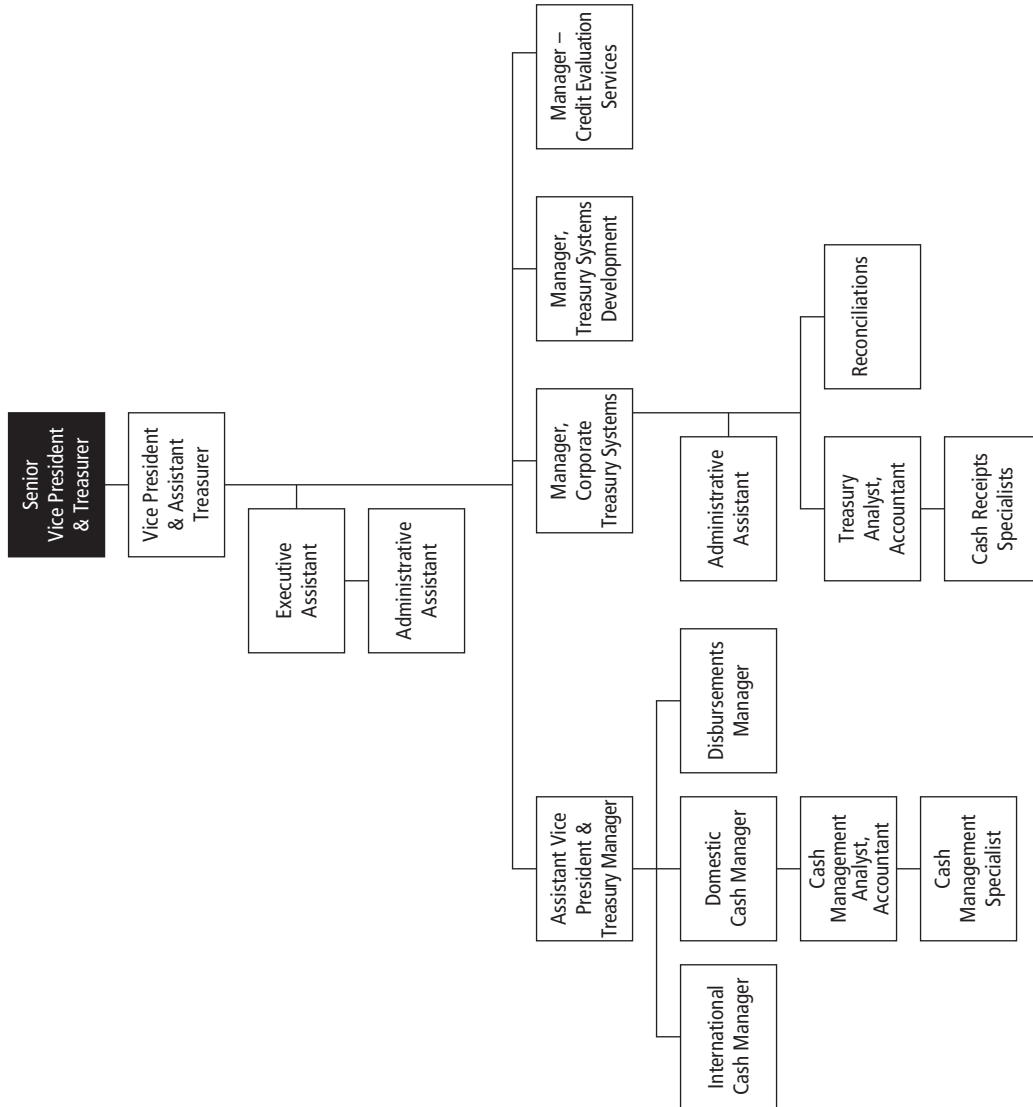
1. Begin by plotting the hierarchy of the organization. Think about all the divisions, departments, units and sub-units. (Large companies many need to use a set of charts to simplify the complexity of their organizations.)
2. Next, chart the jobs within Finance and Treasury by listing individual positions. Start with the CFO and work your way down to entry-level titles. Use bigger boxes at the top and gradually get smaller toward the bottom.
3. Include boxes for open positions and use dotted lines to indicate situations where an employee reports to more than one person.
4. Provide details for each job such as a supervisor ratio to indicate the number of positions a particular manager oversees.
5. Try using a computer program such as Visio or Org Plus to expedite the design process.
6. Finally, maintain your Finance department's organization chart. The chart lacks any value if it's not kept up-to-date.

ORGANIZATIONAL CHARTS

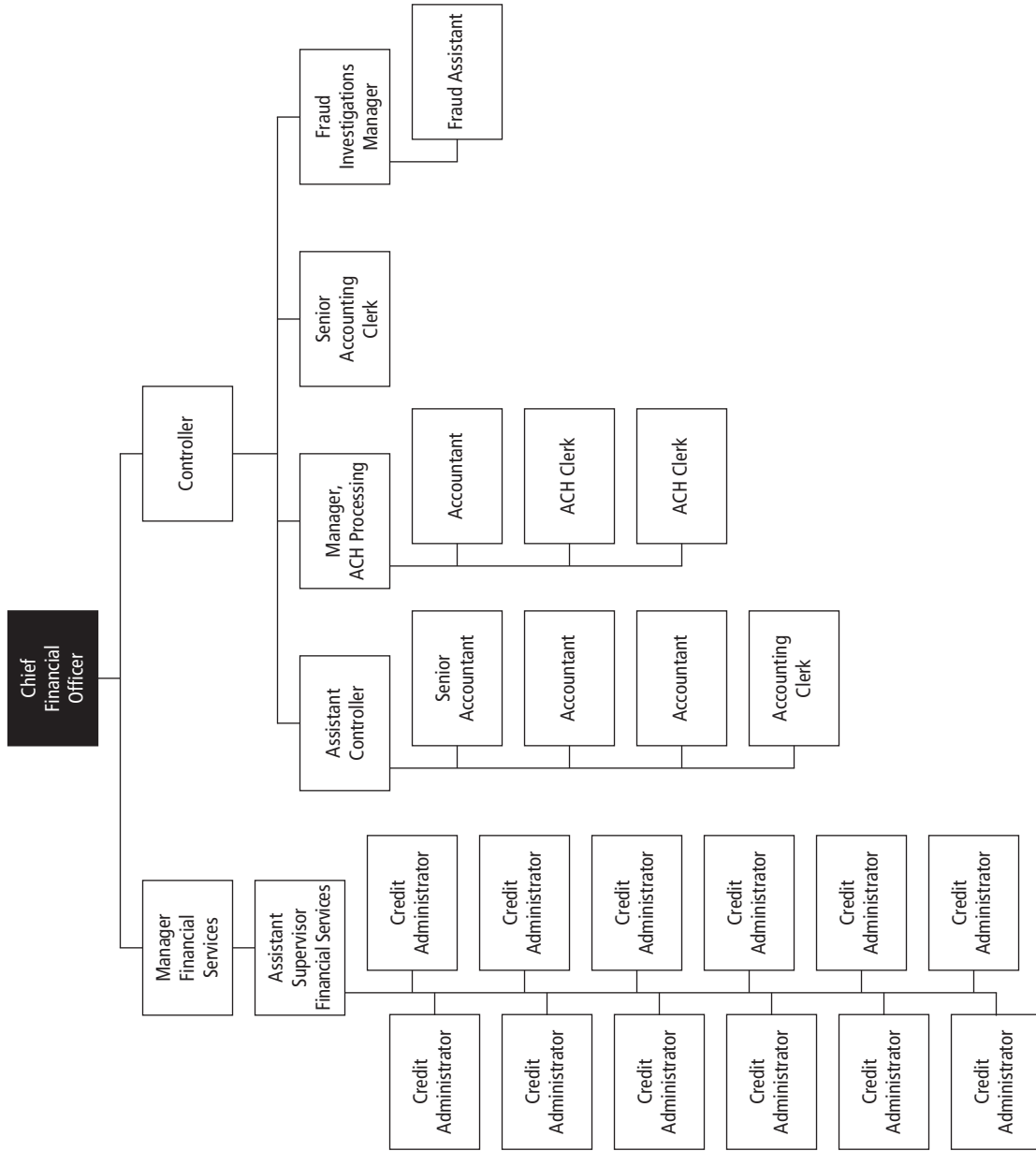


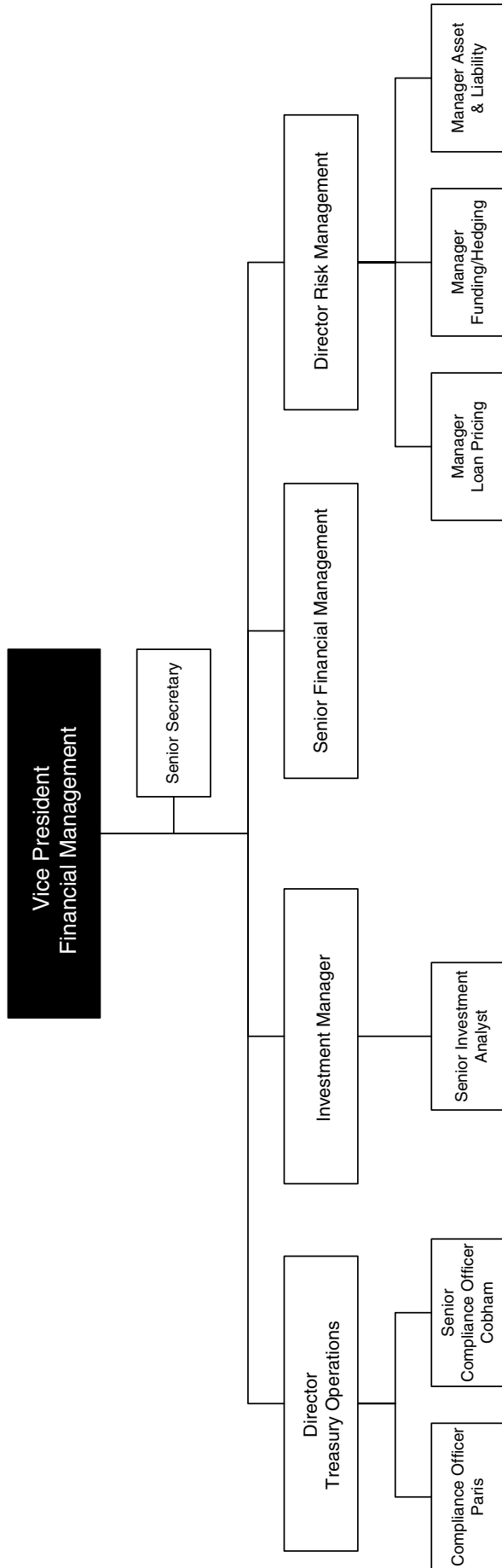


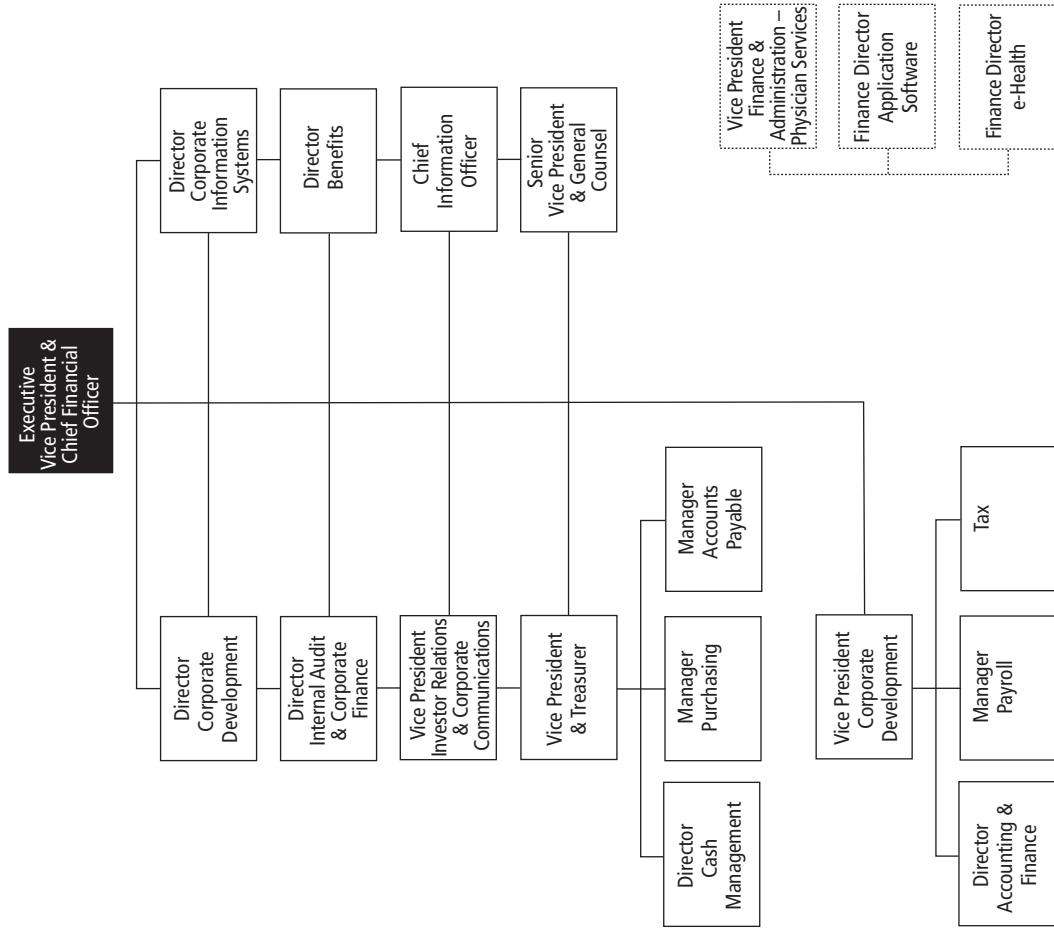
INDUSTRY: BANKING REVENUE: \$1 BILLION AND OVER

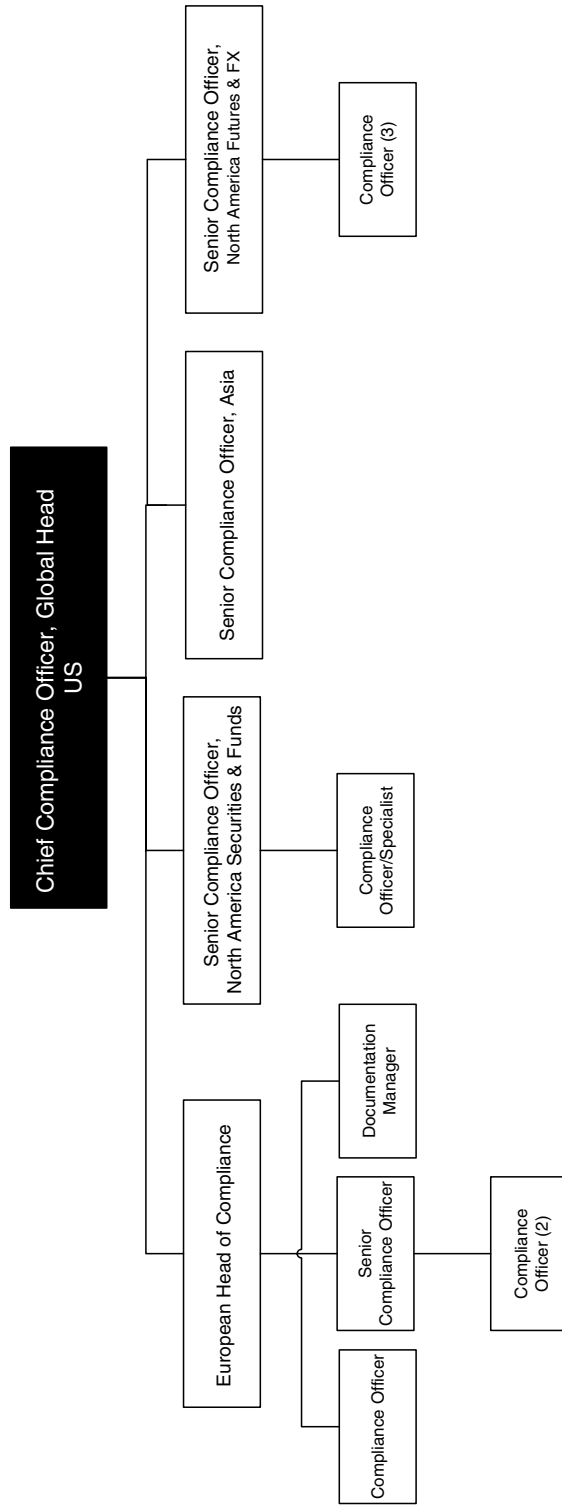


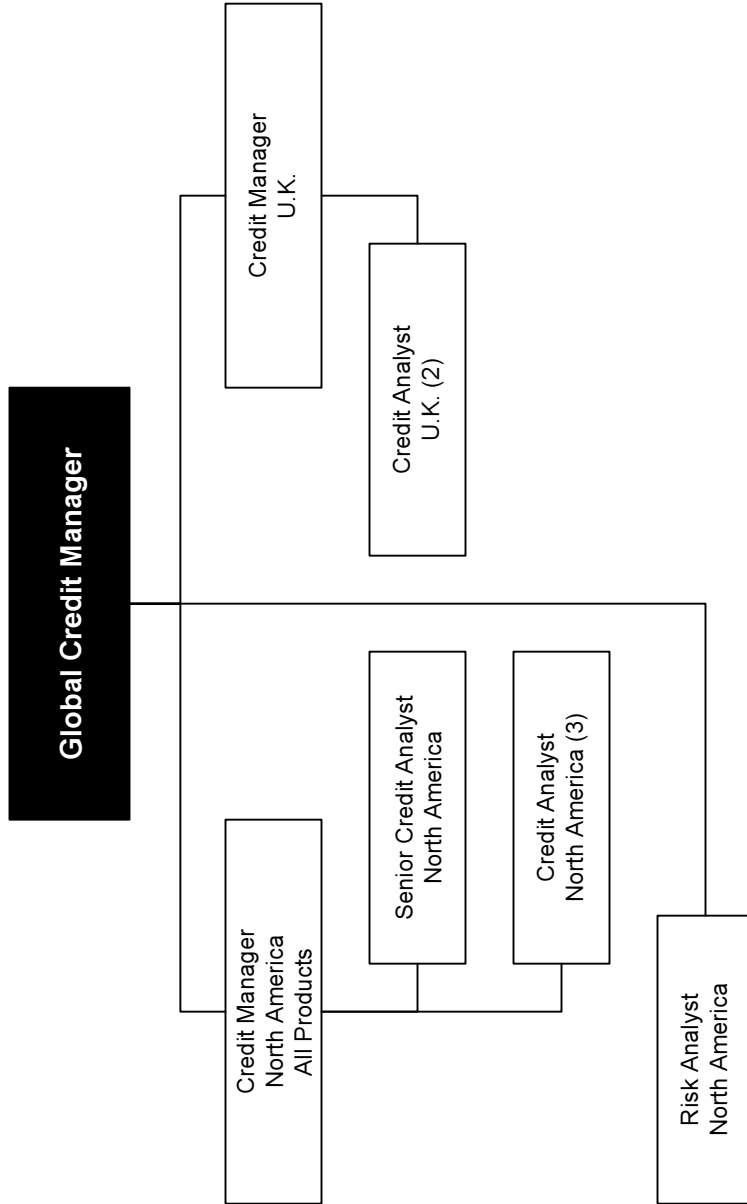
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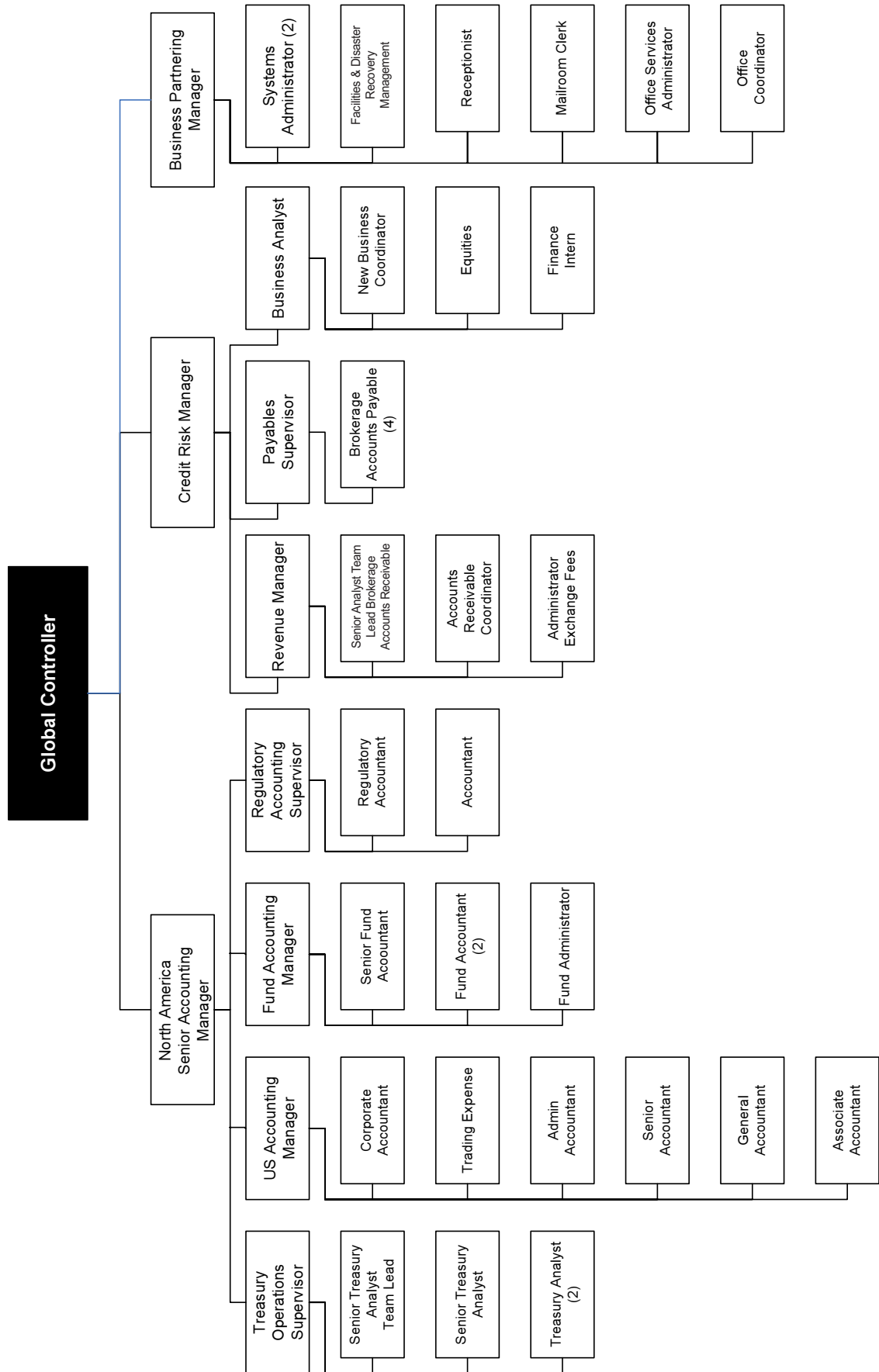


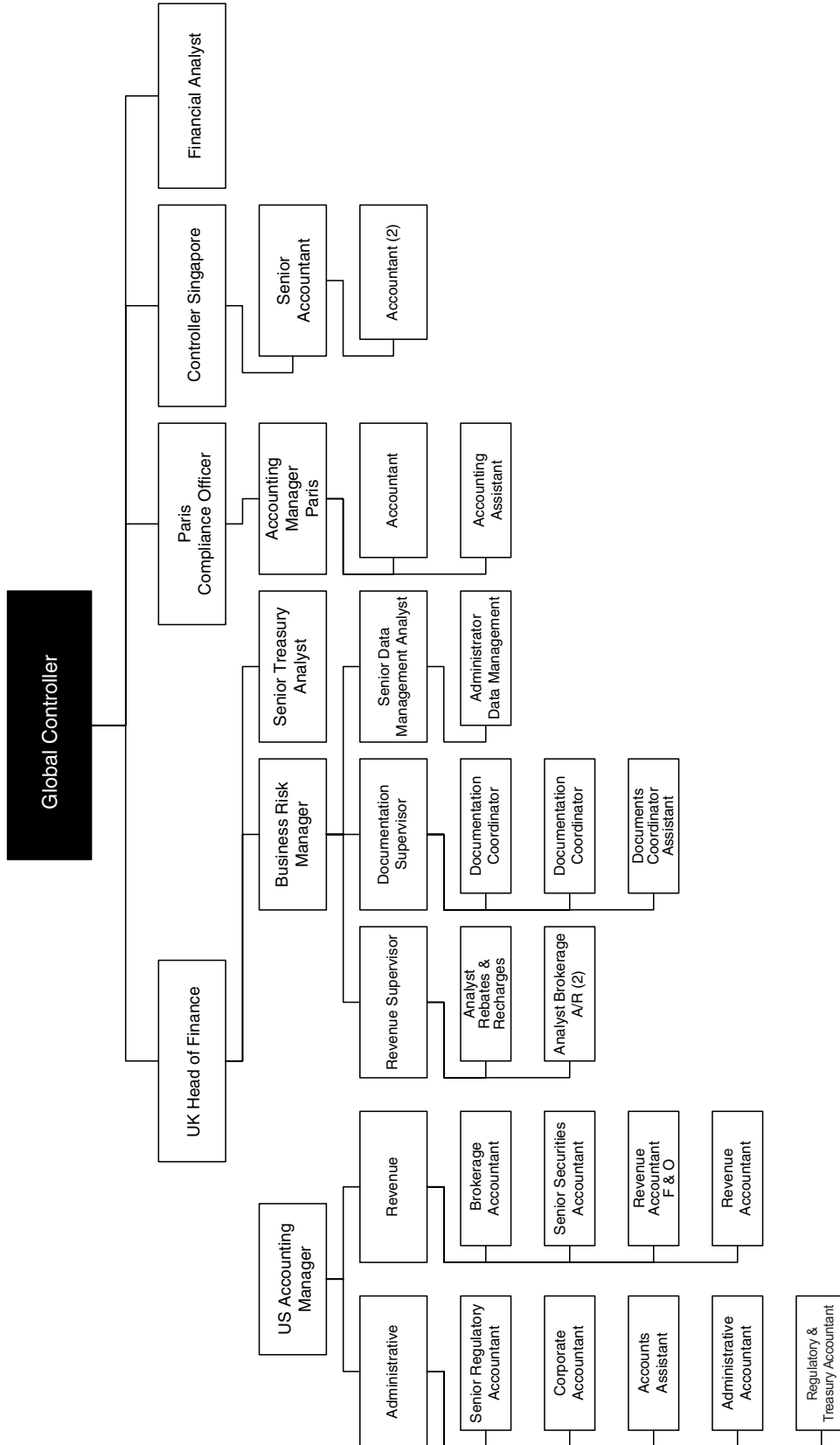


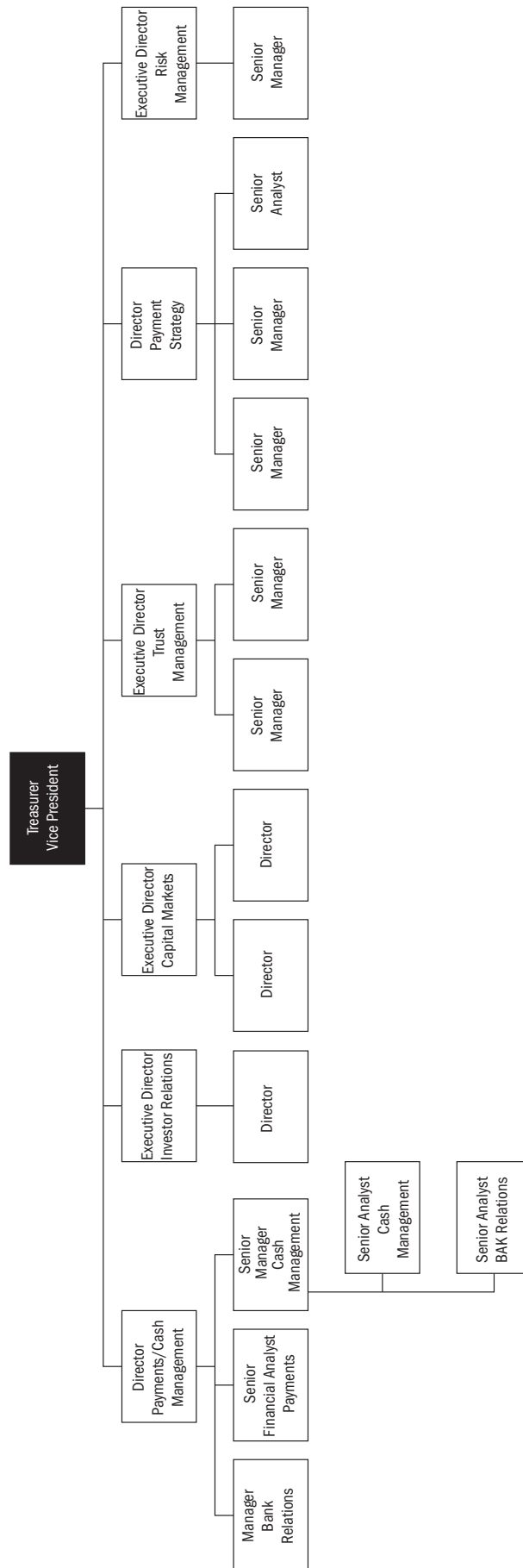


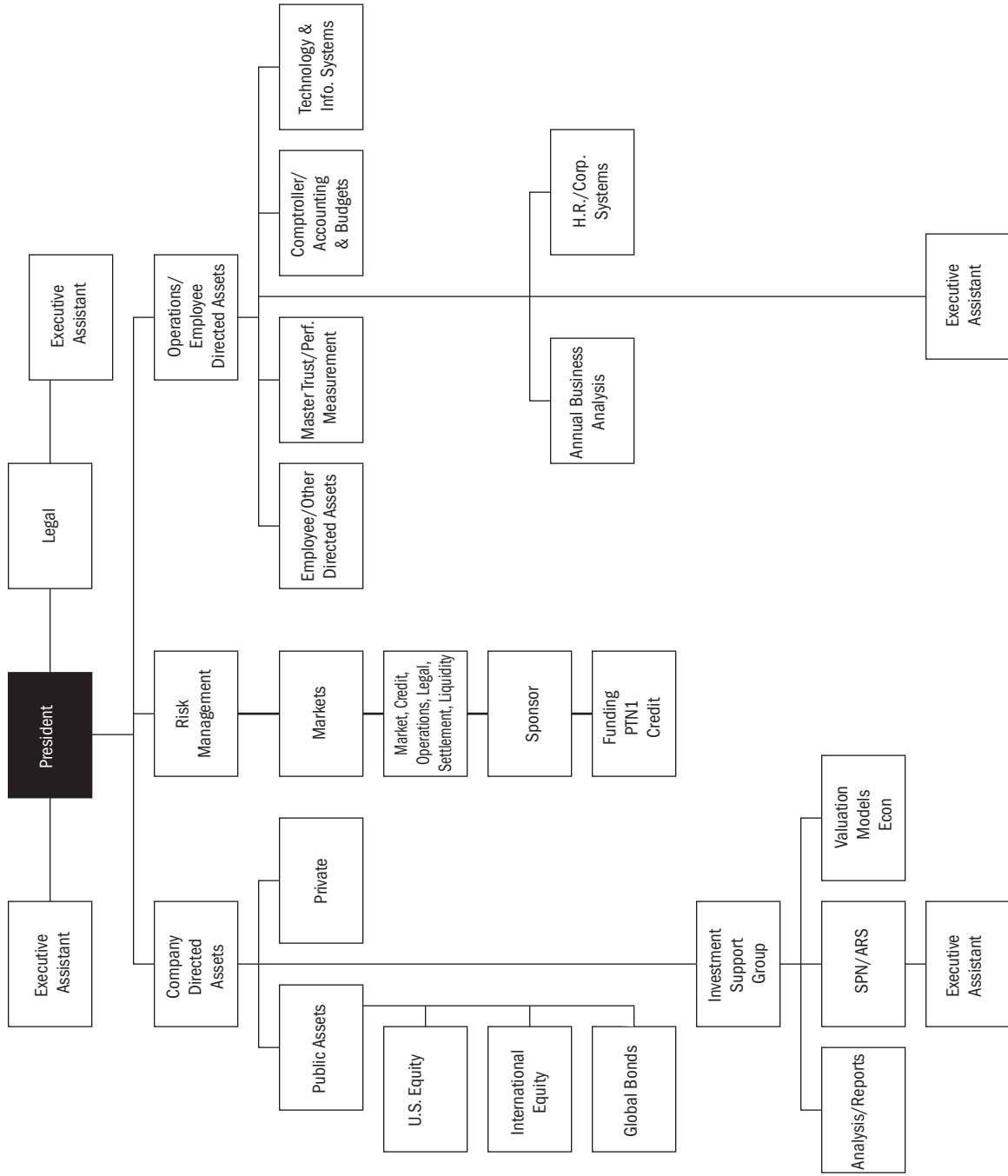


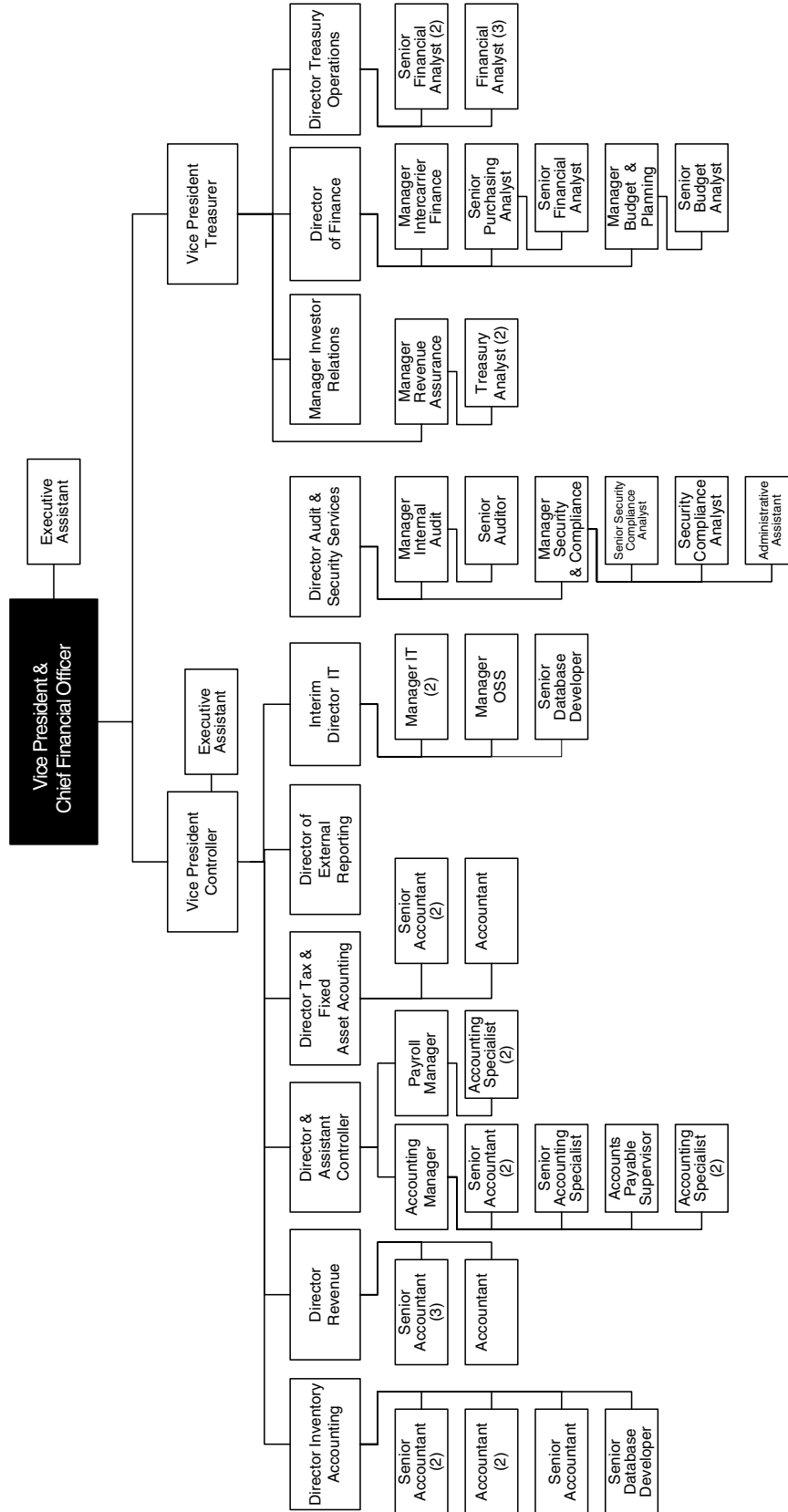


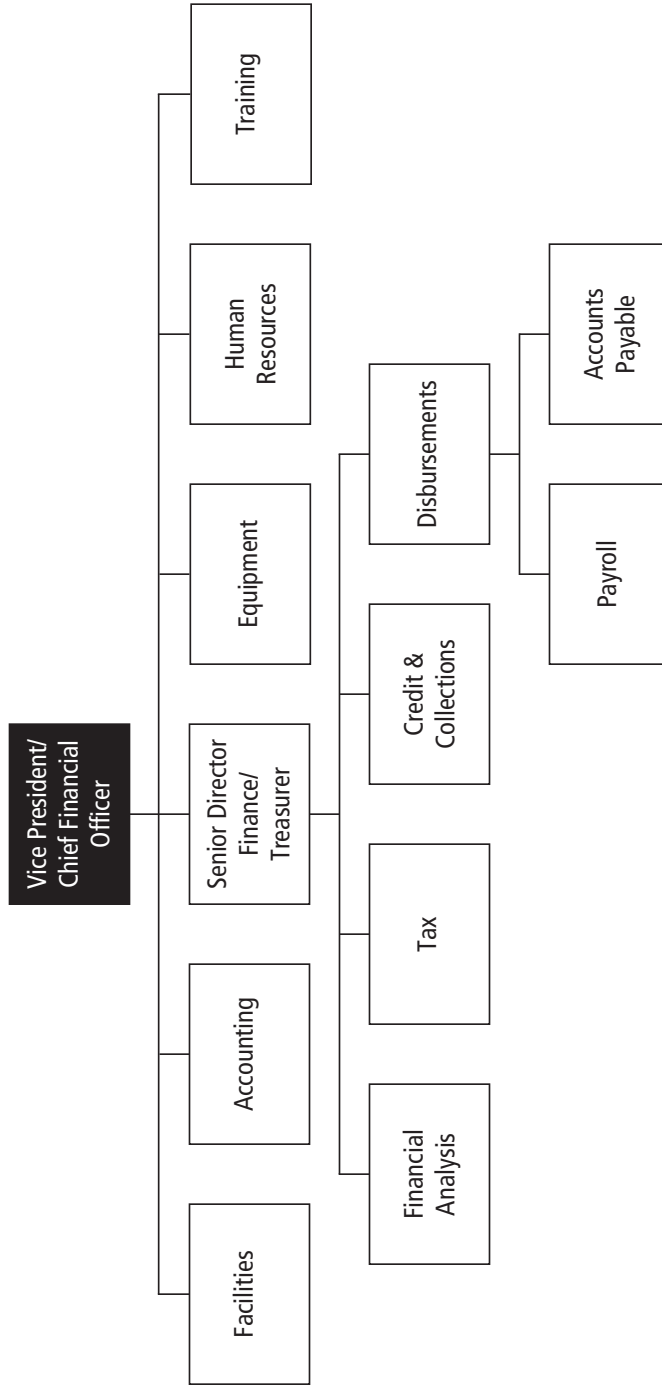


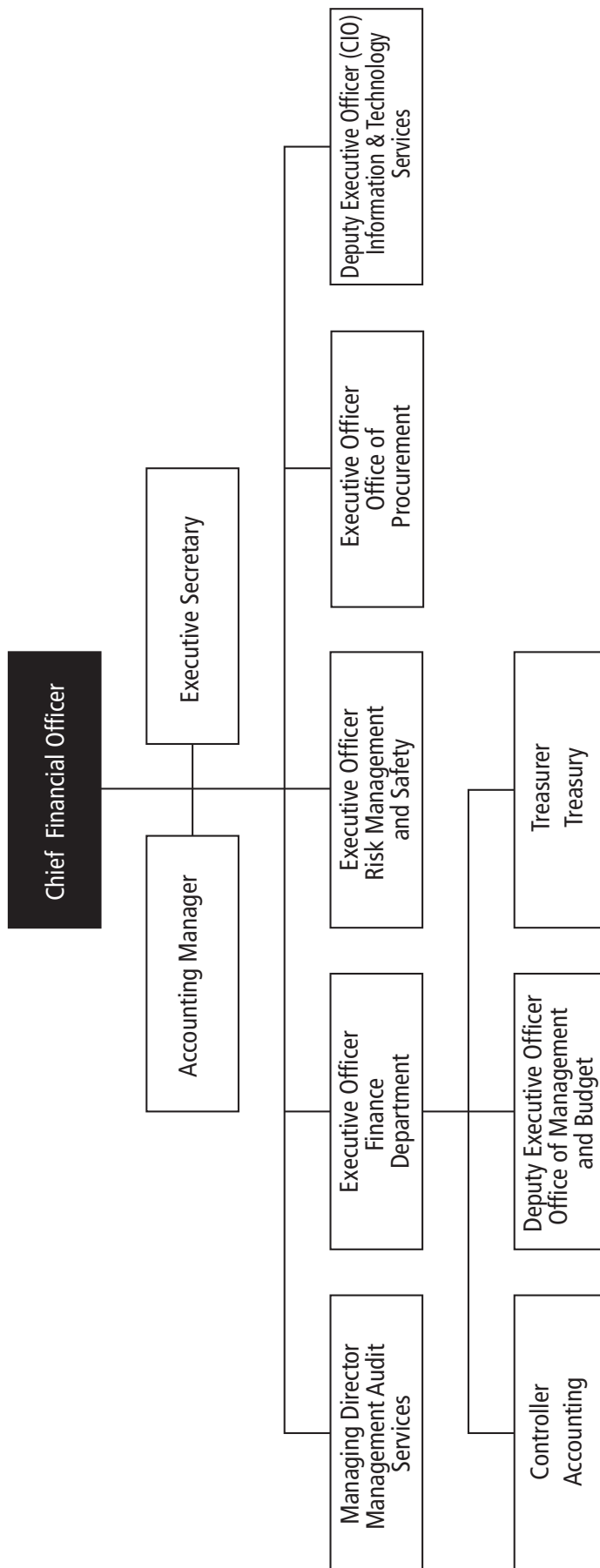


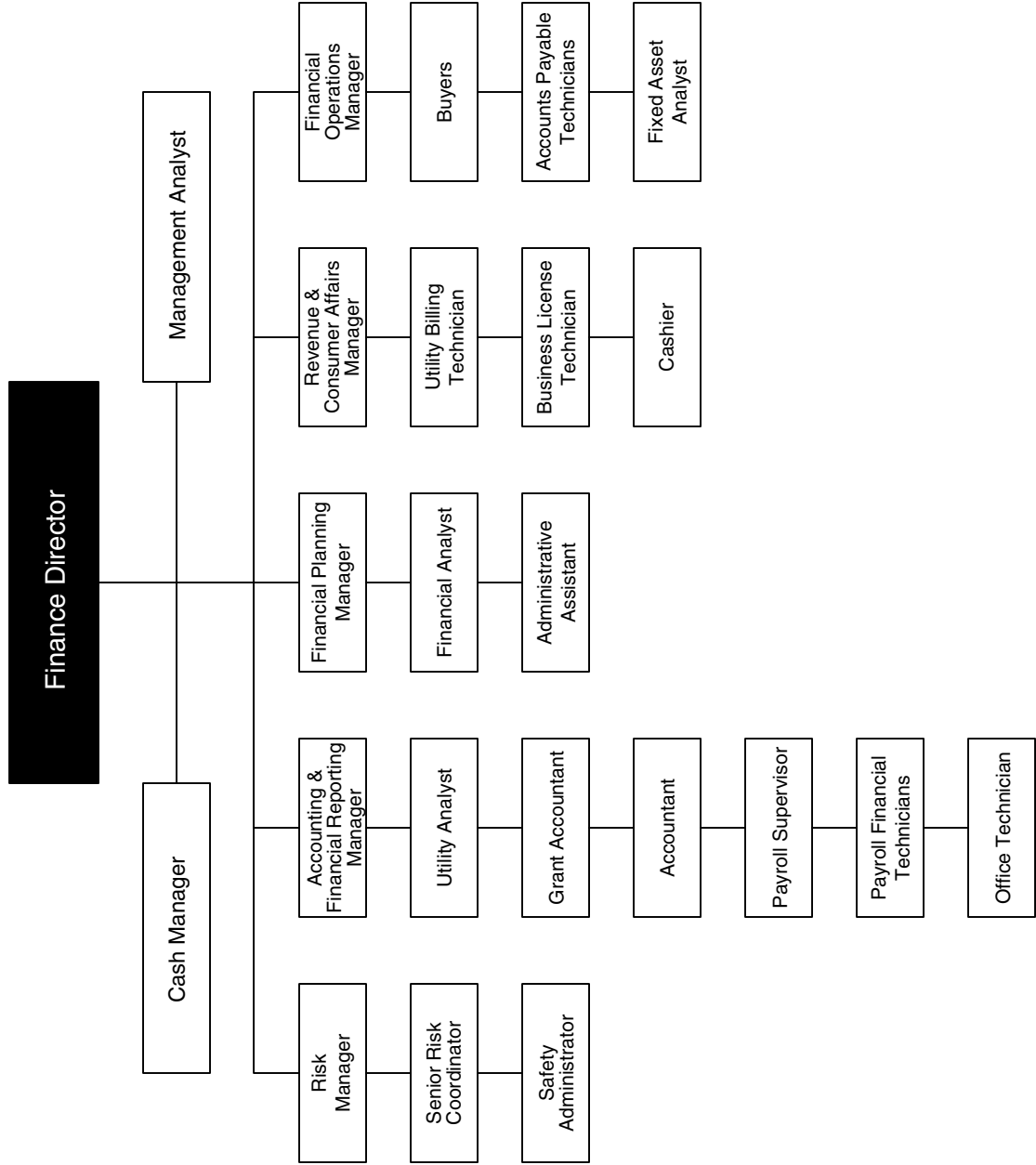


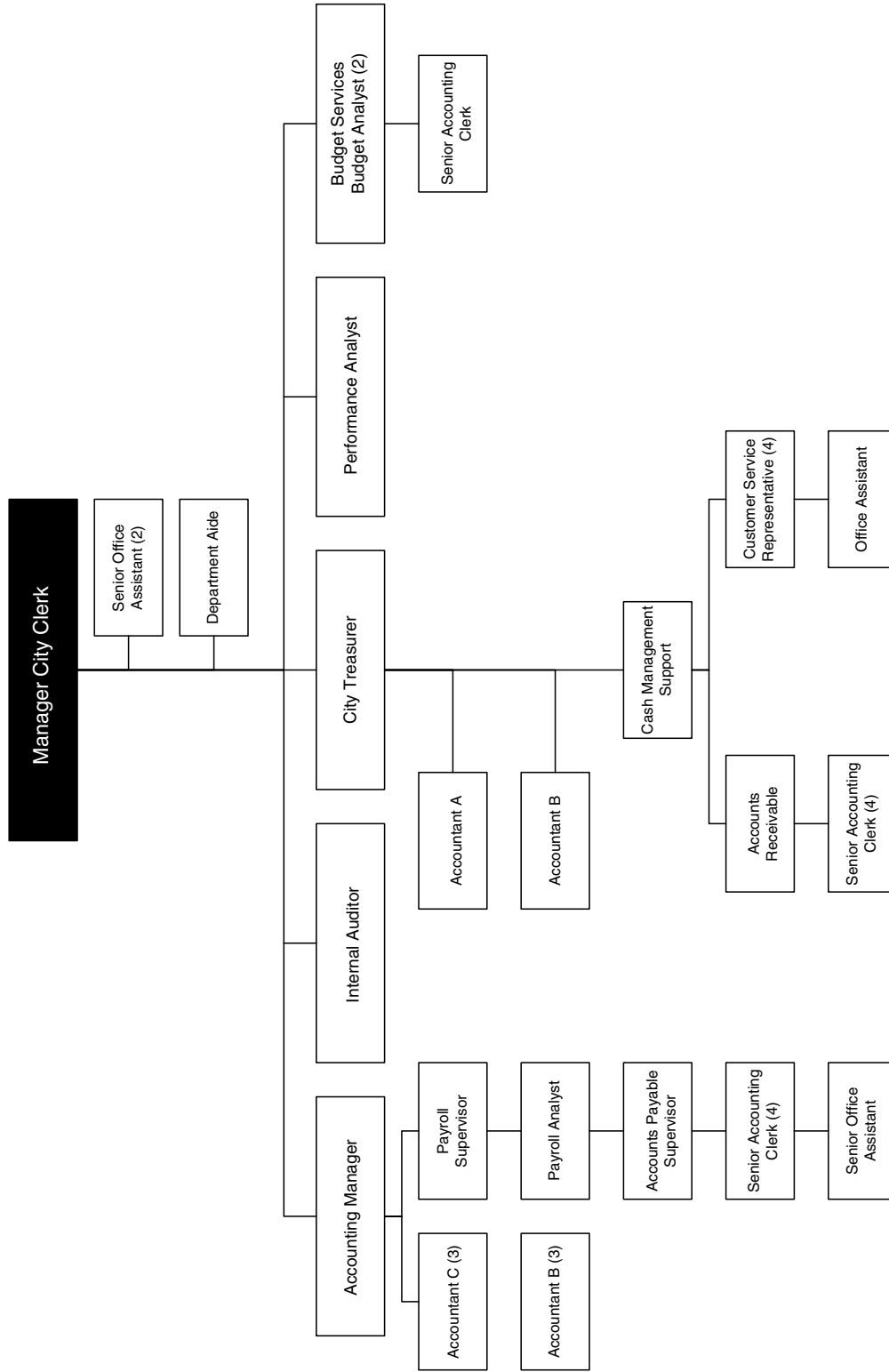


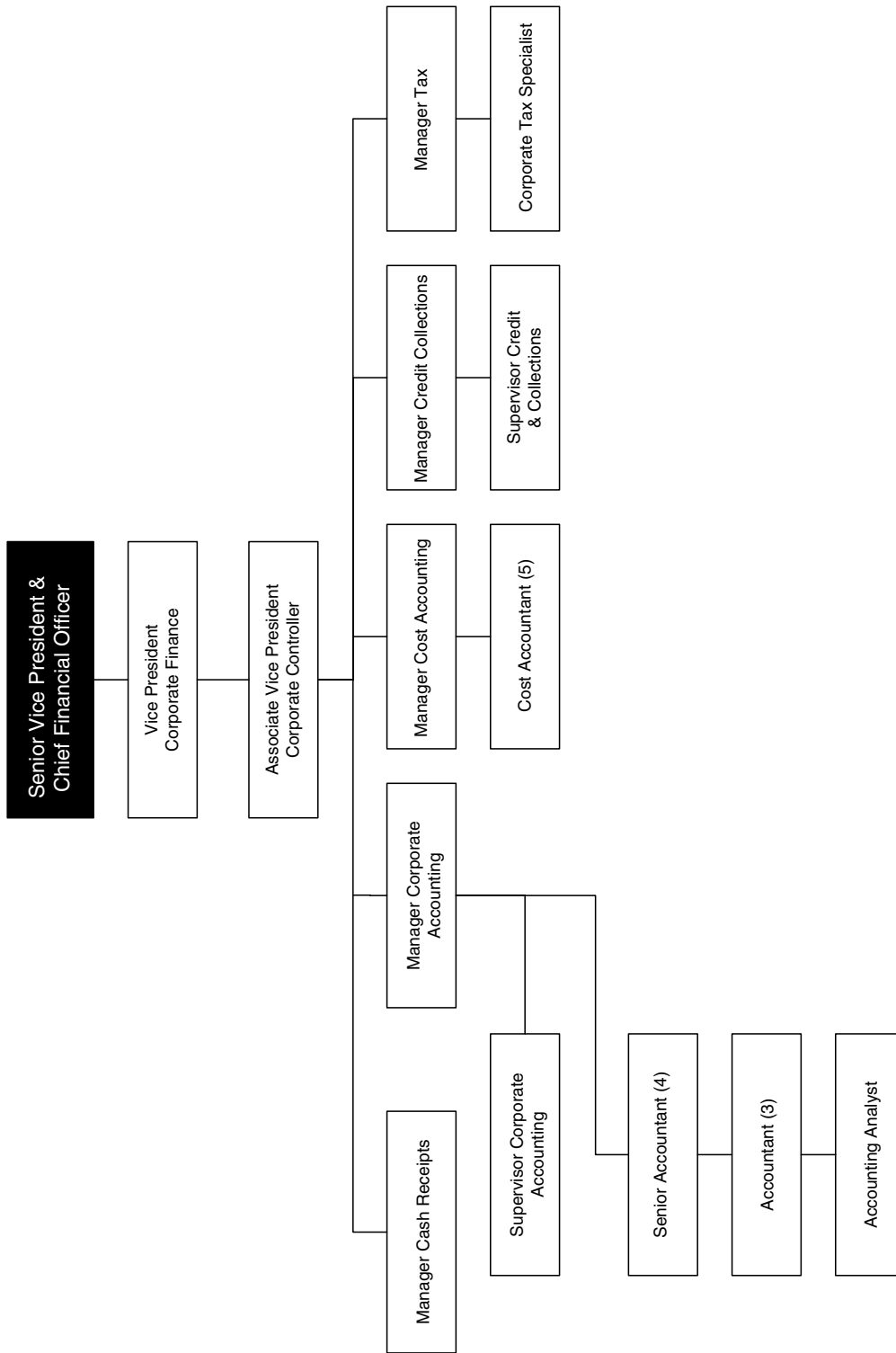


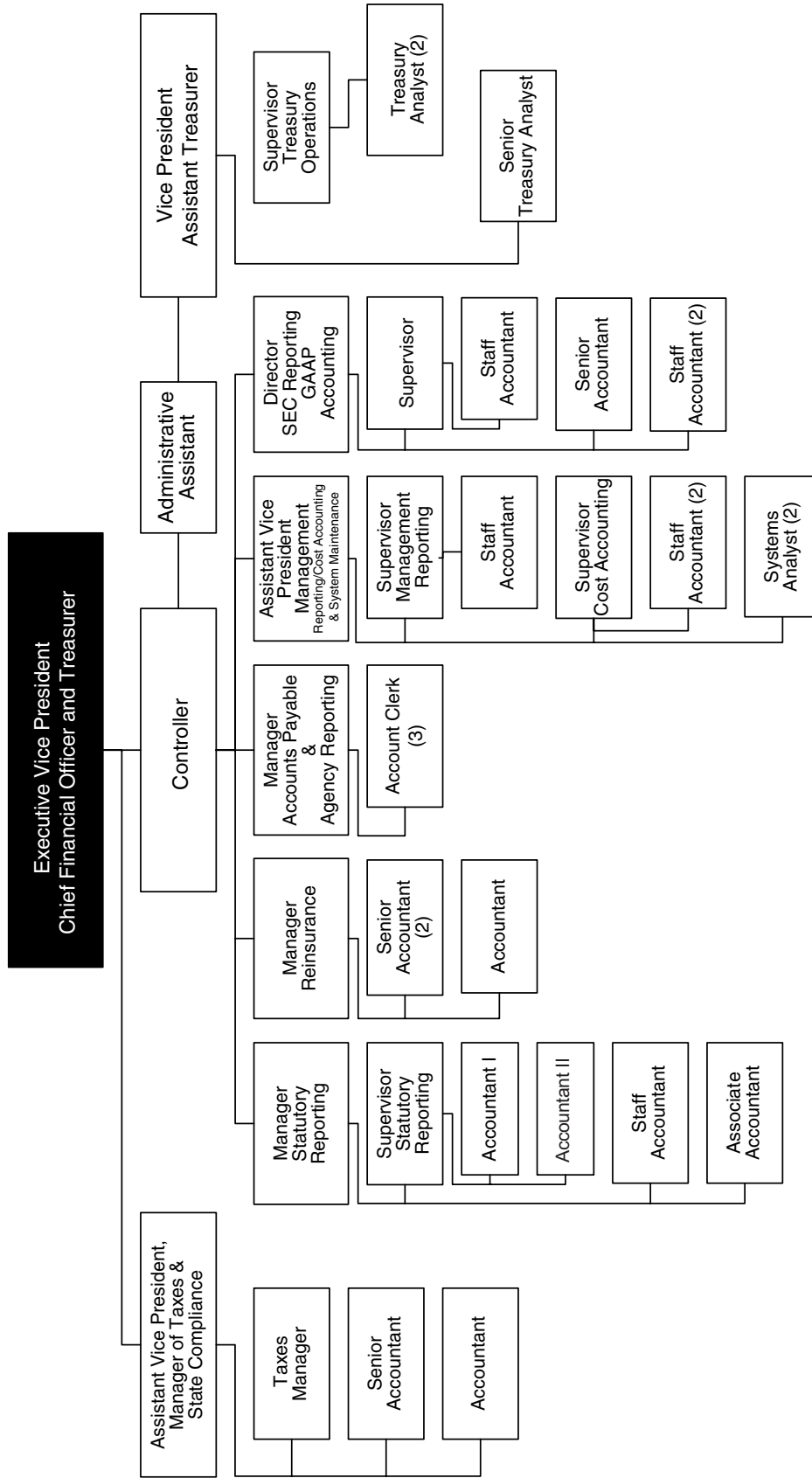


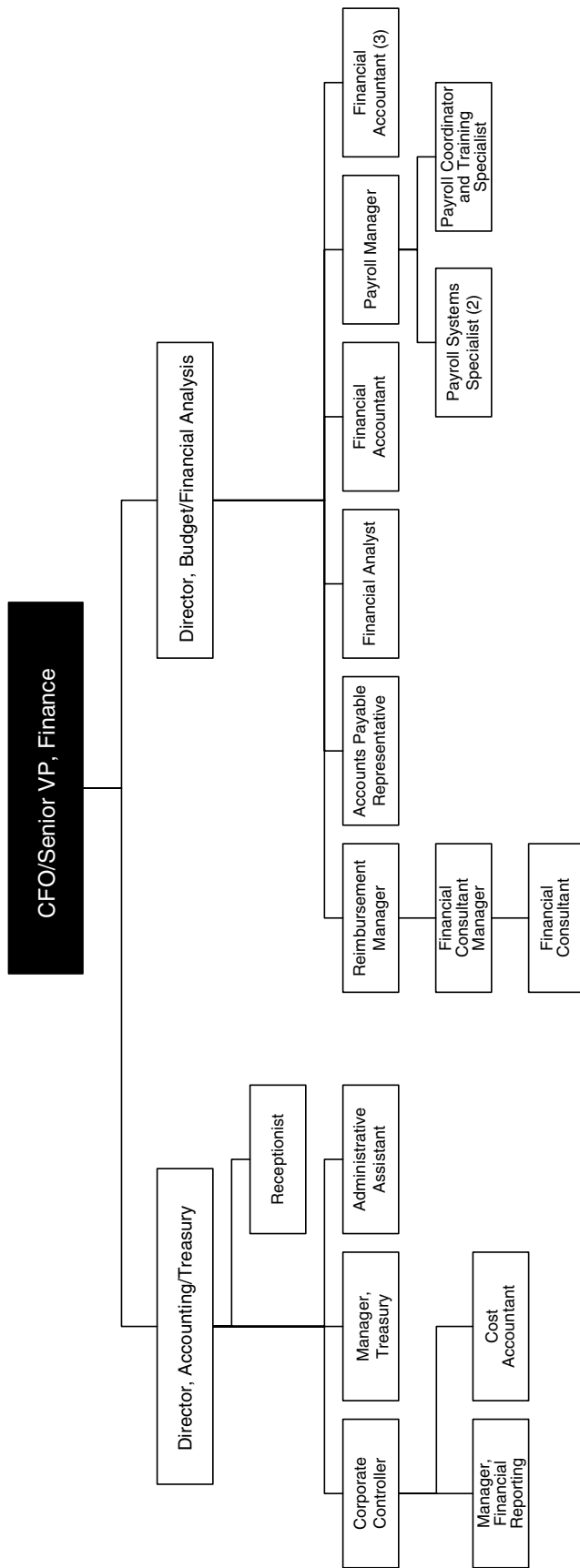


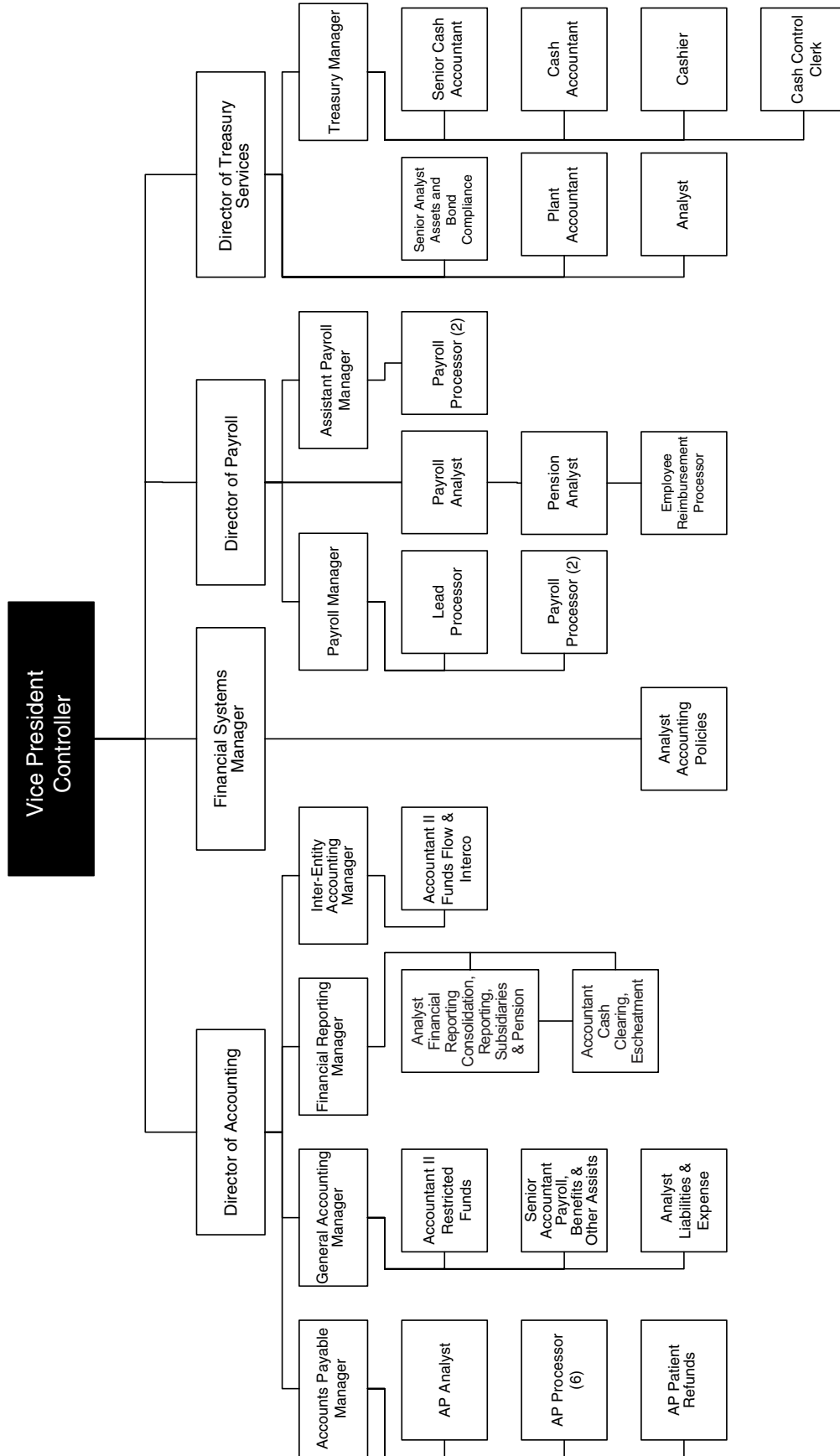




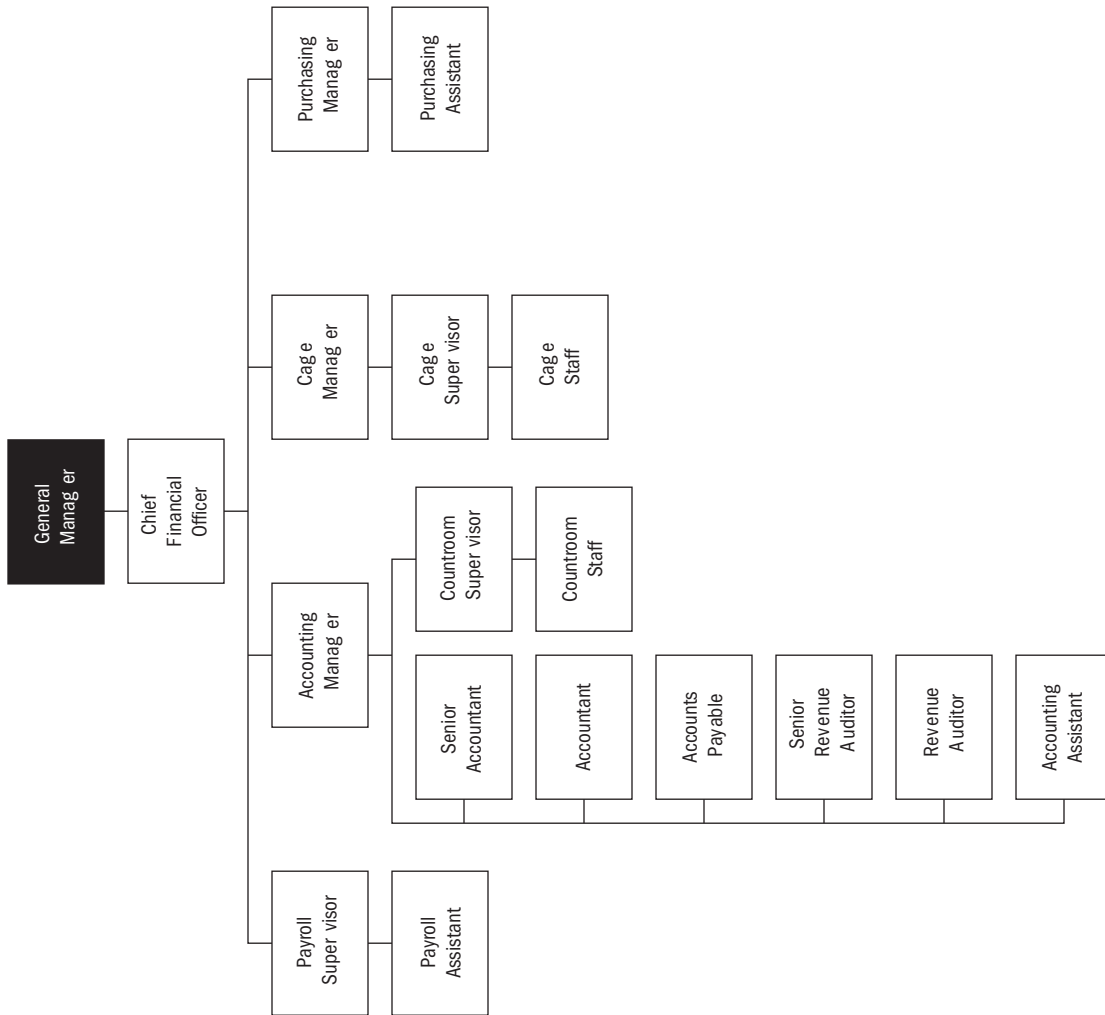


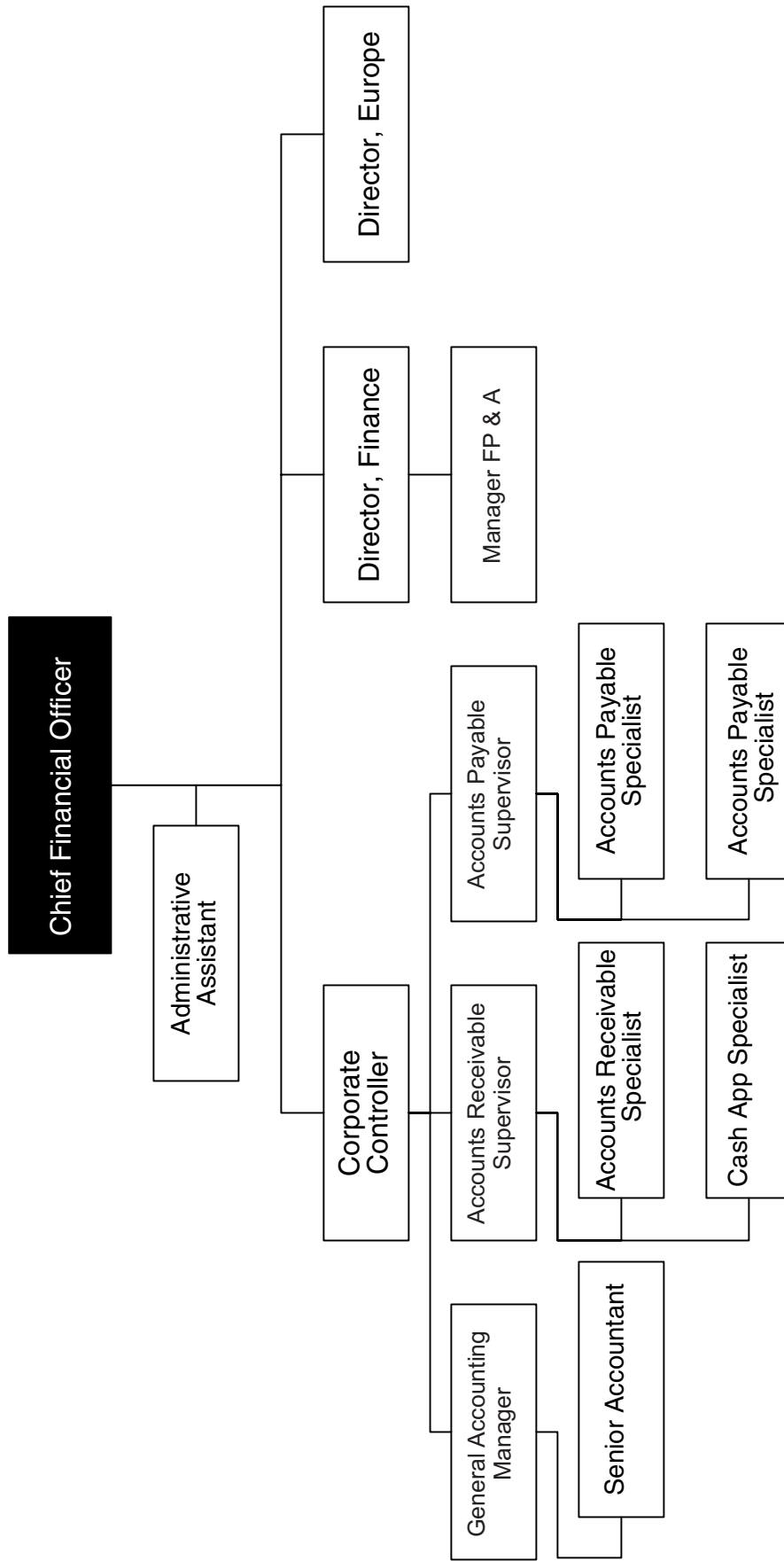


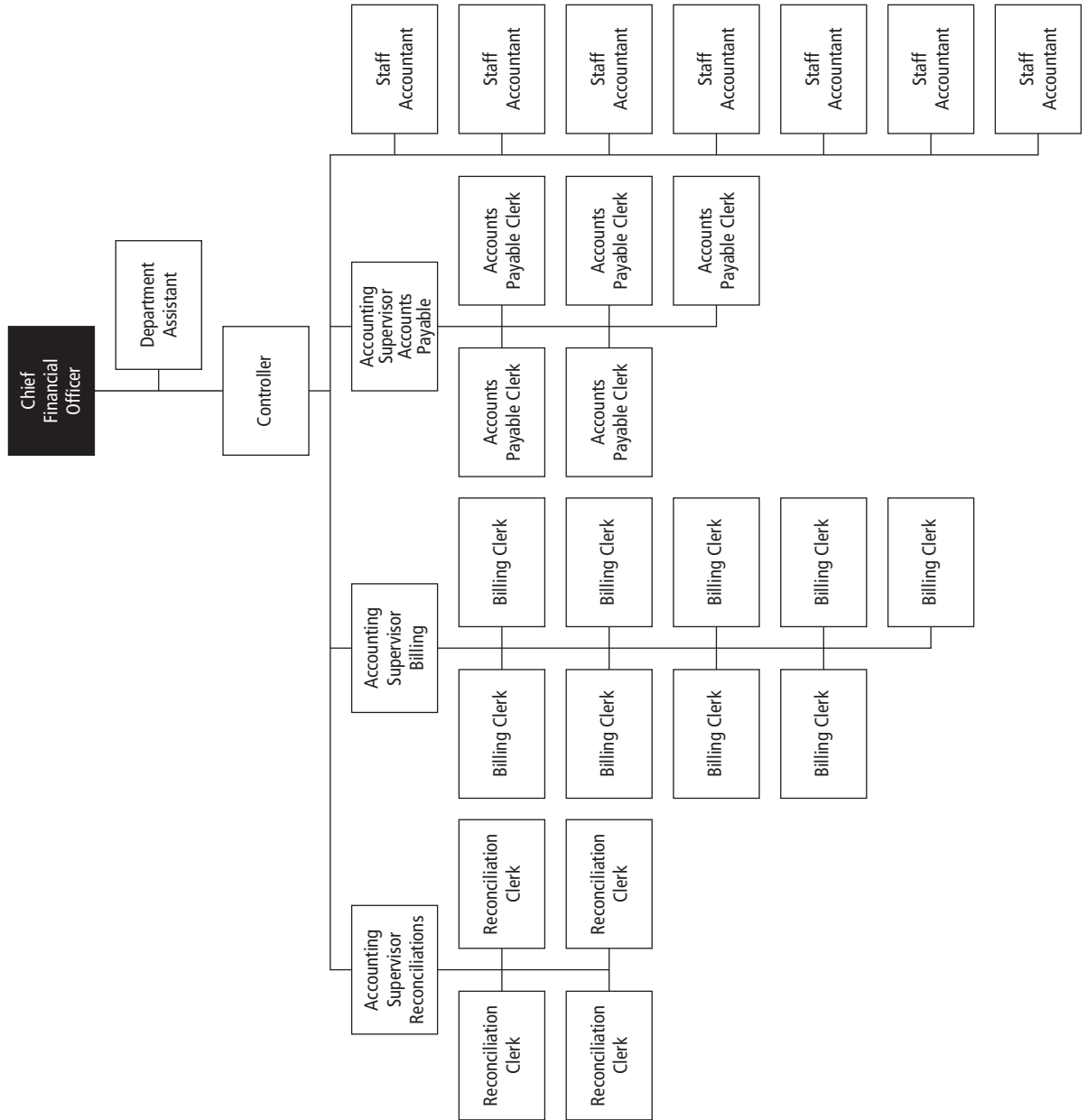


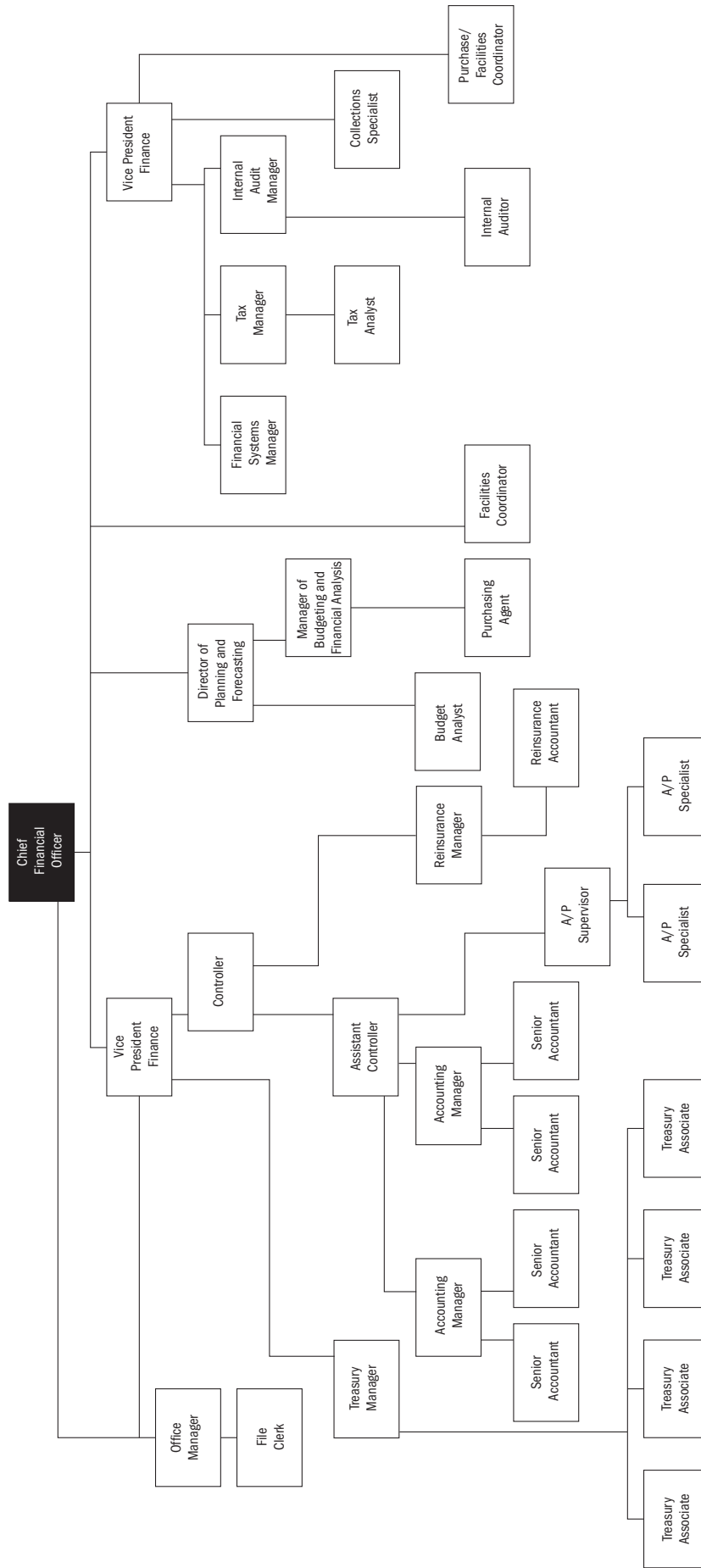


INDUSTRY: HOSPITALITY REVENUE: UNDER \$1 BILLION

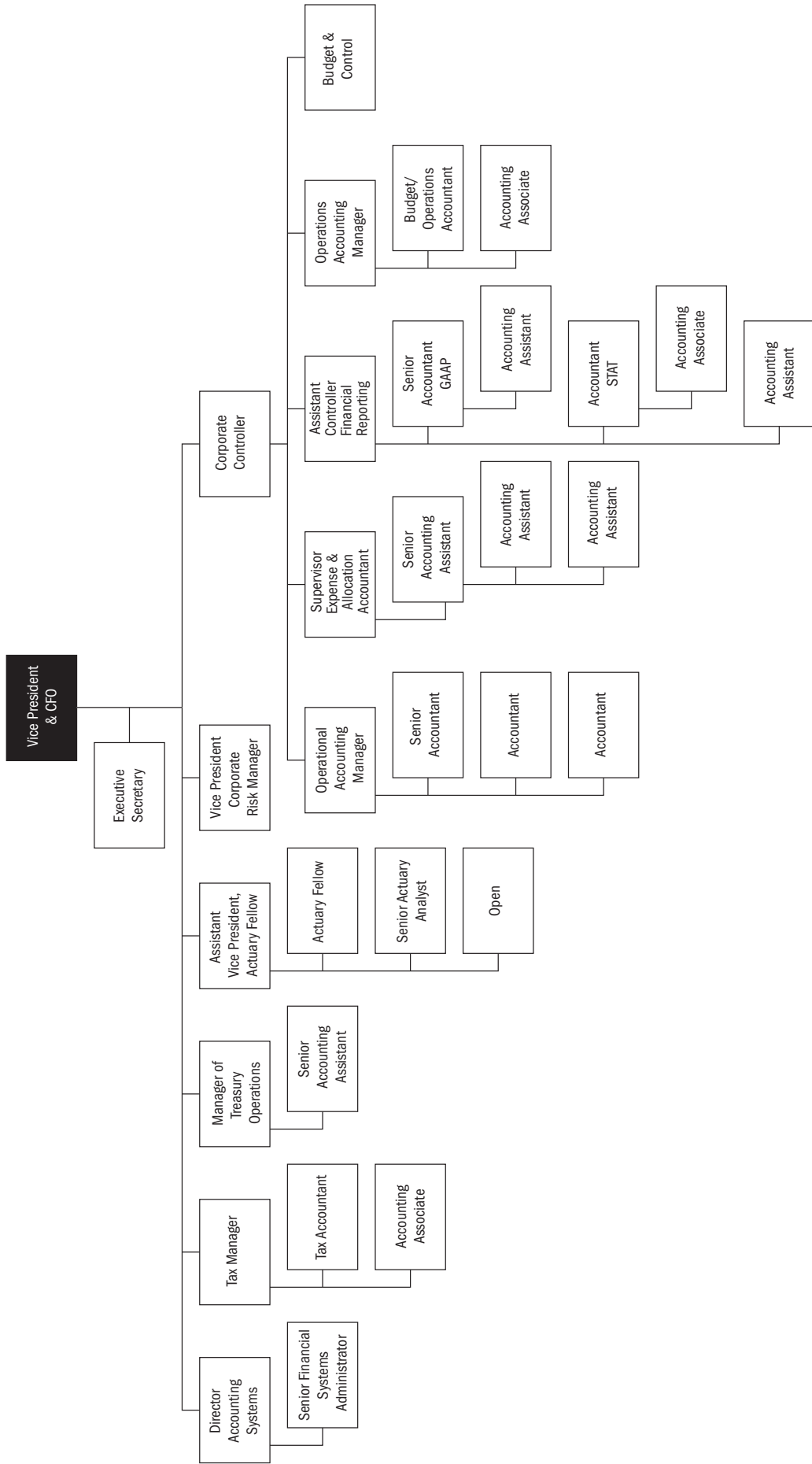


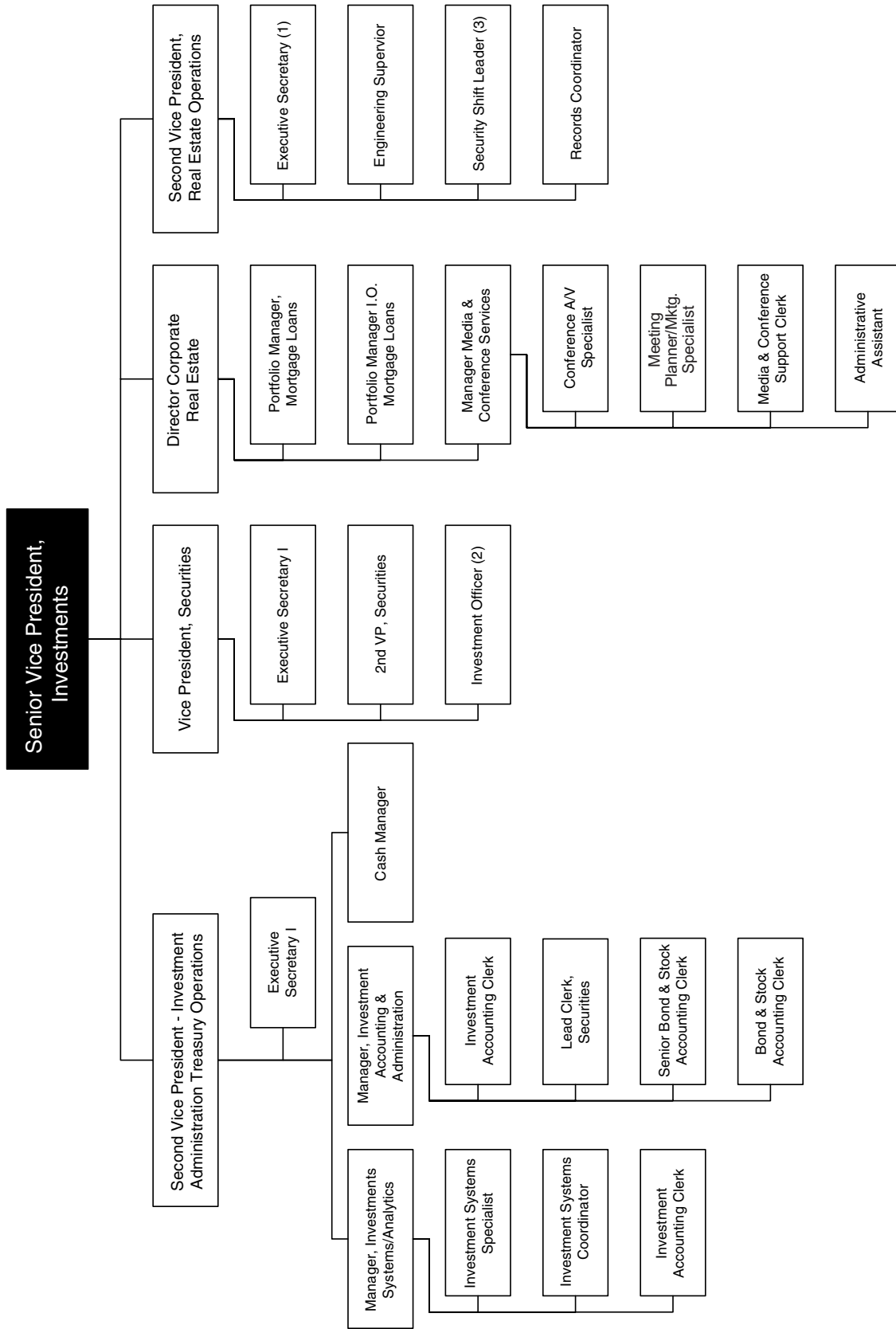


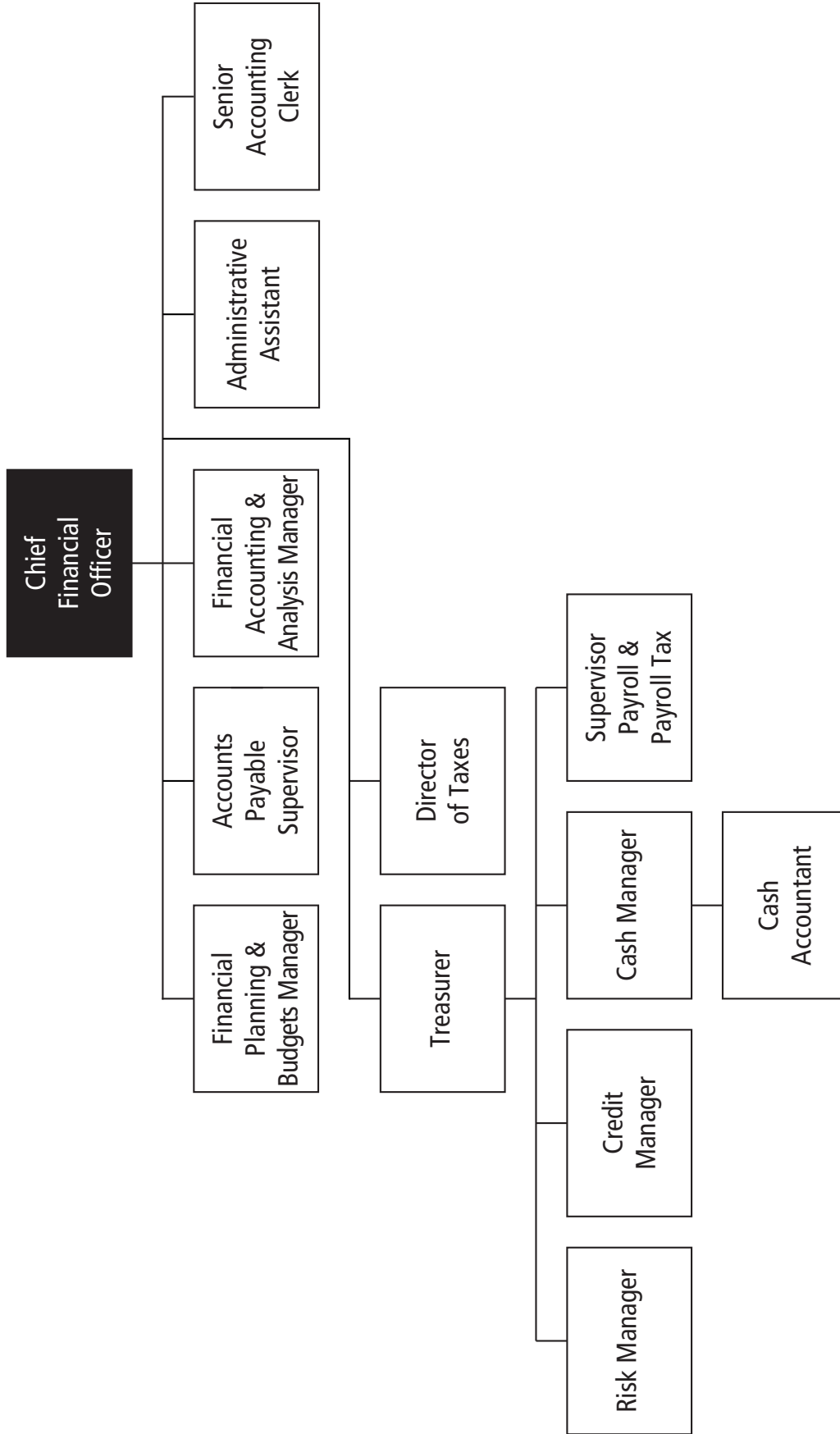


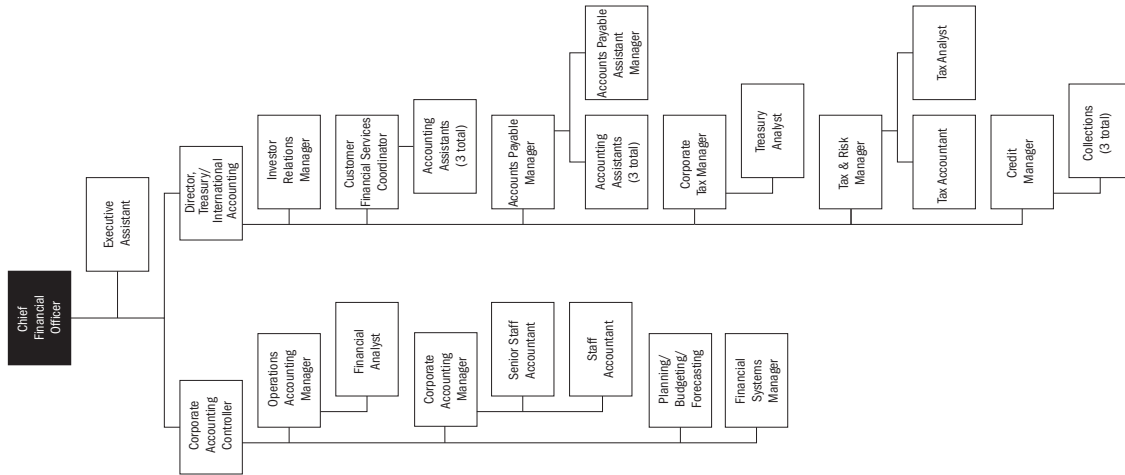


INDUSTRY: INSURANCE REVENUE: UNDER \$1 BILLION

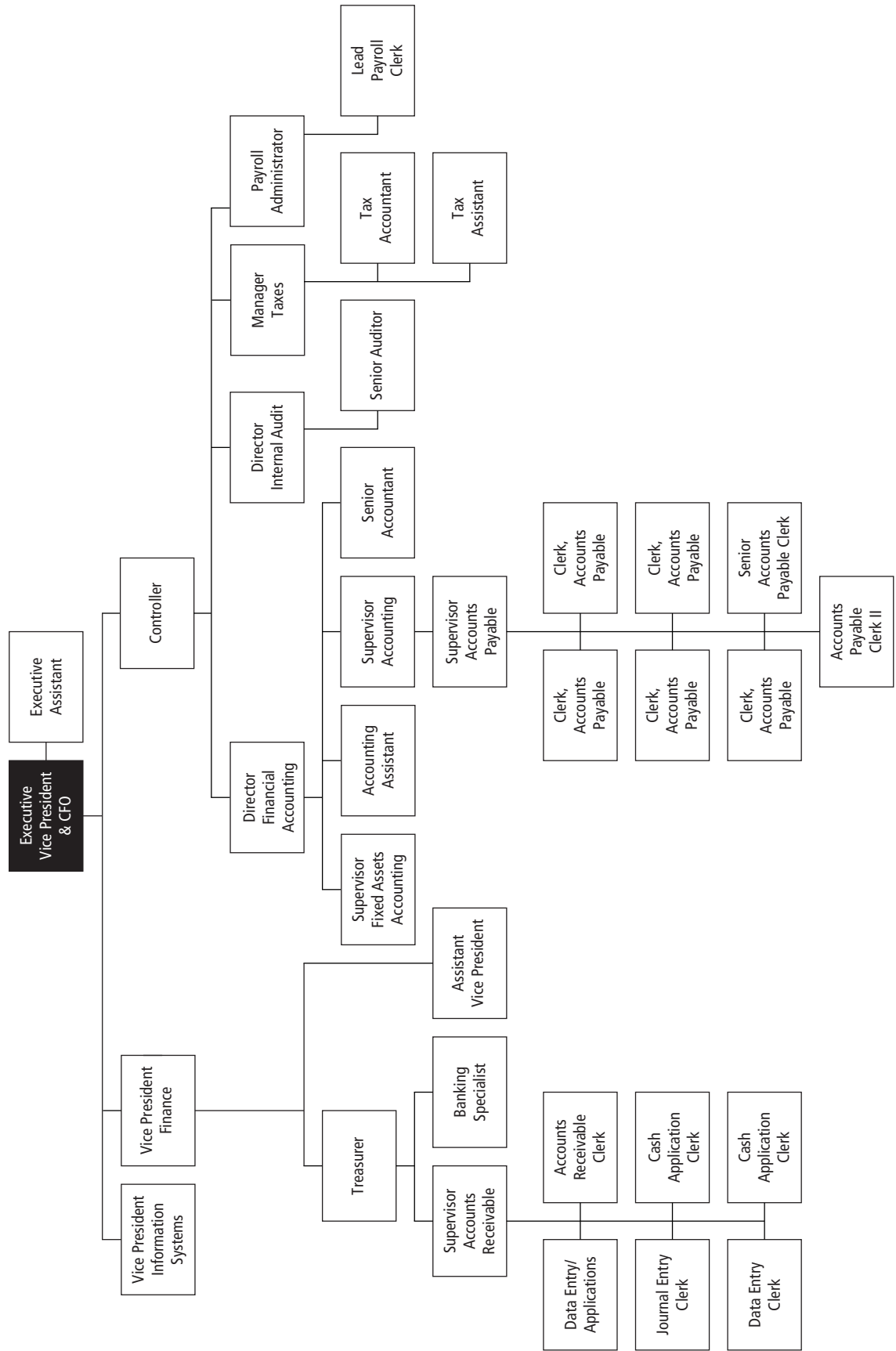






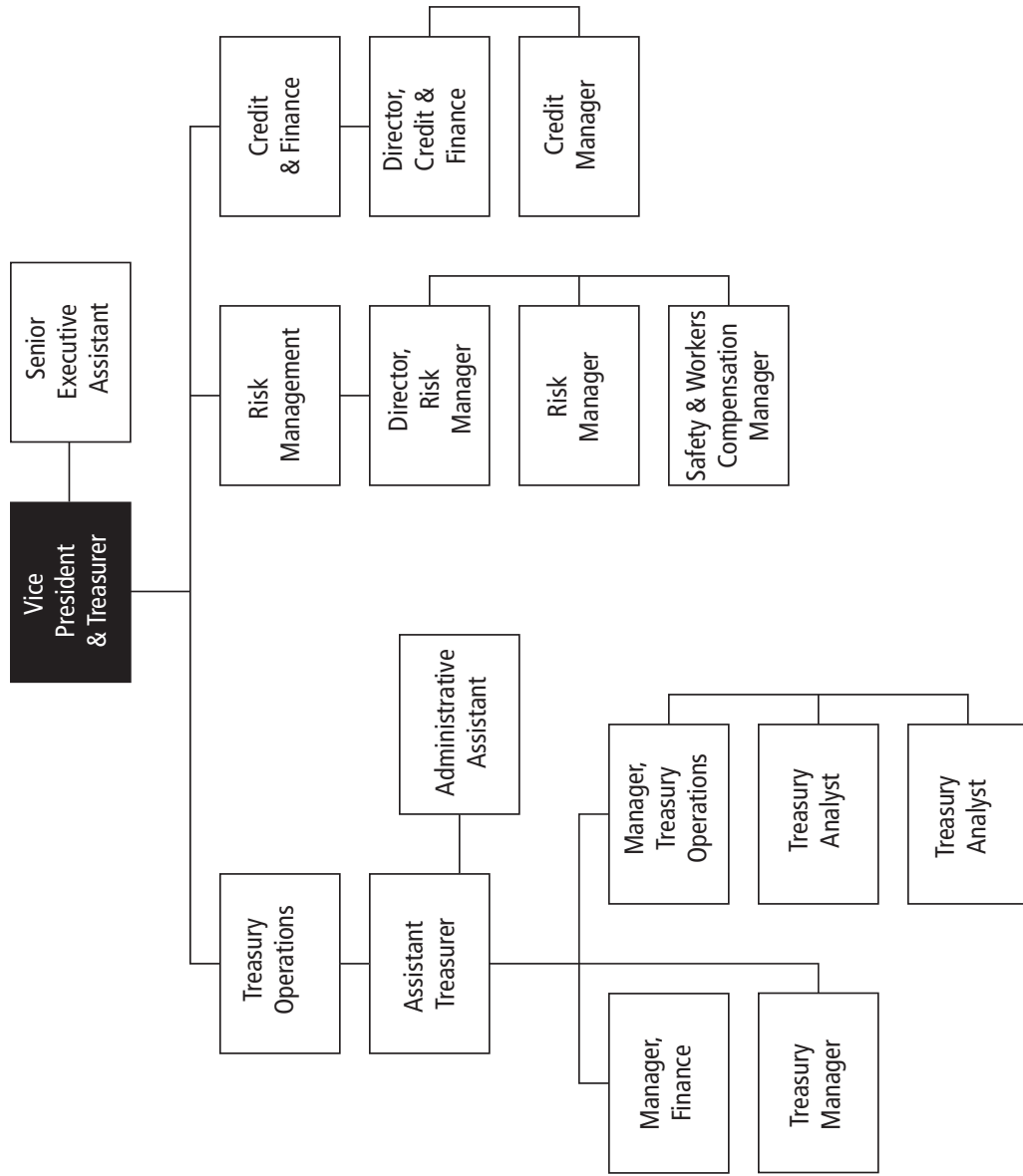


INDUSTRY: MANUFACTURING REVENUE: \$1 BILLION AND OVER

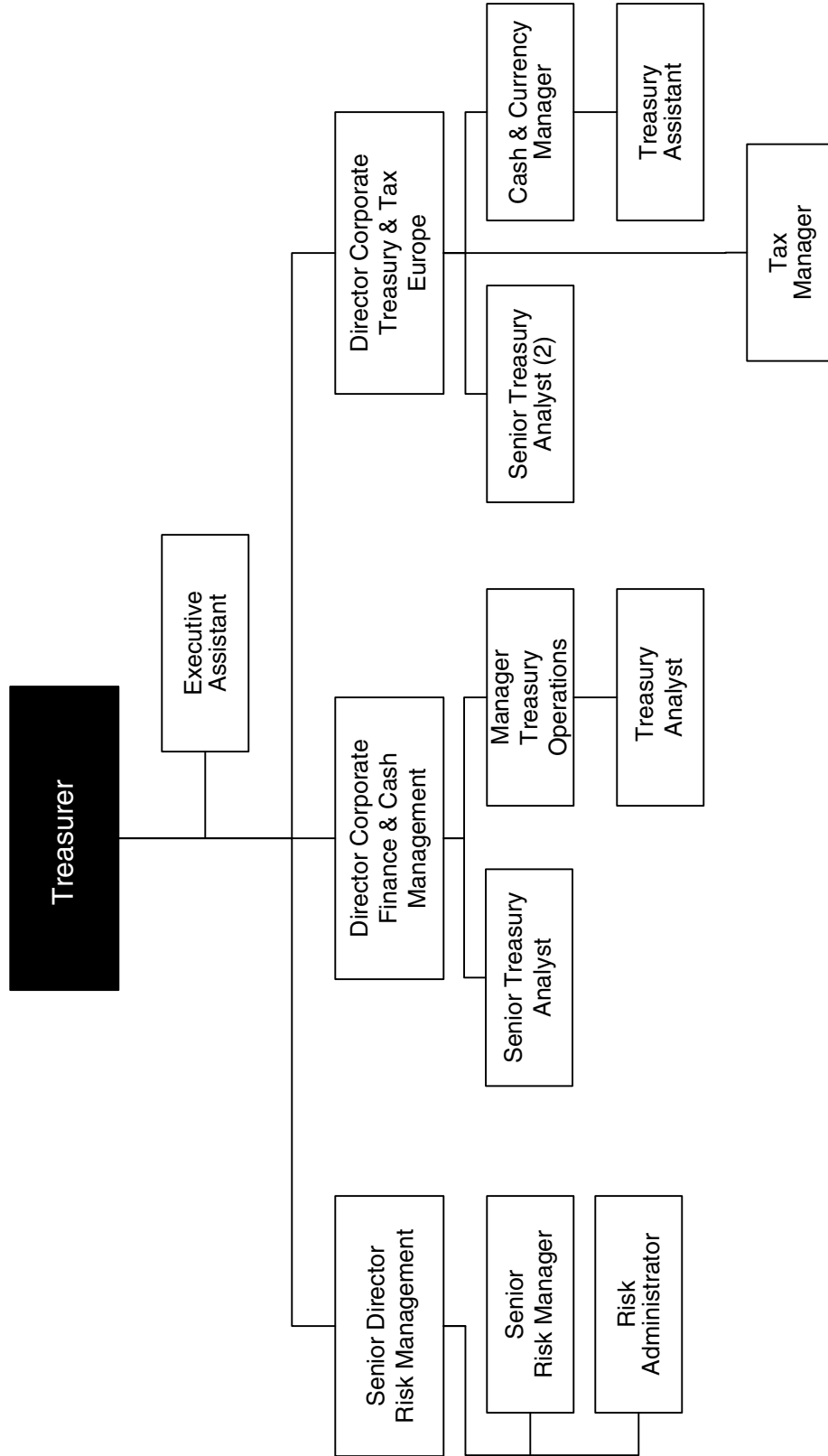


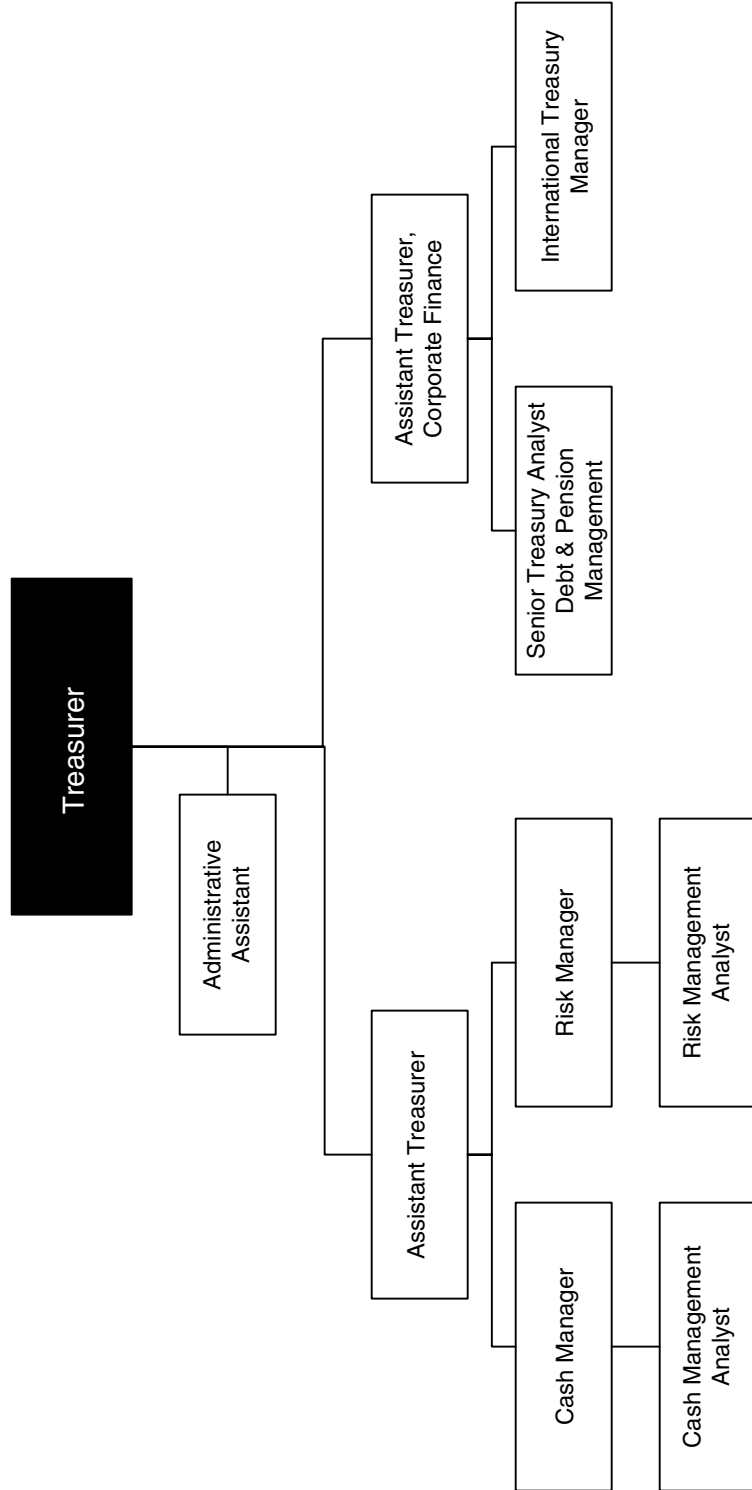


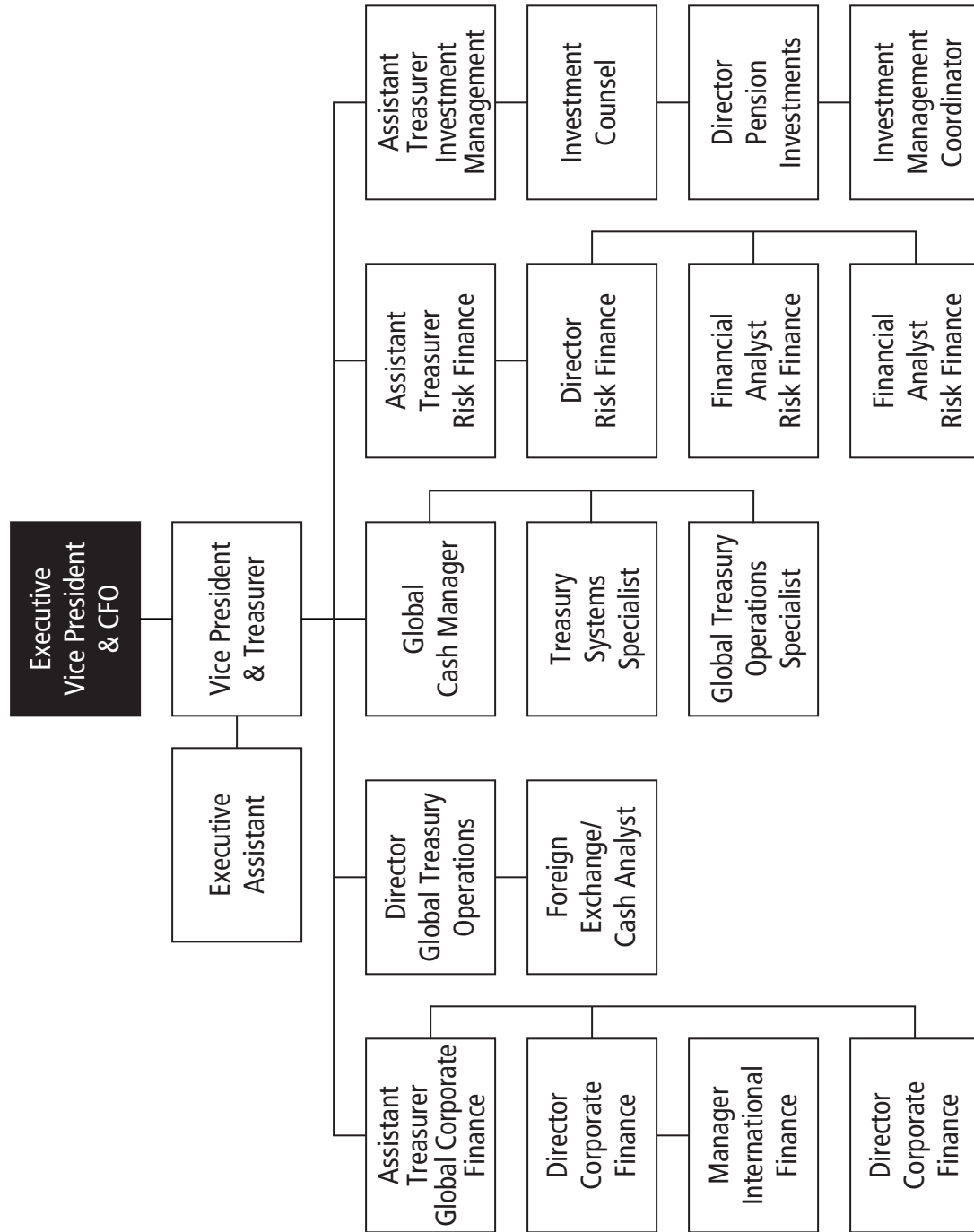
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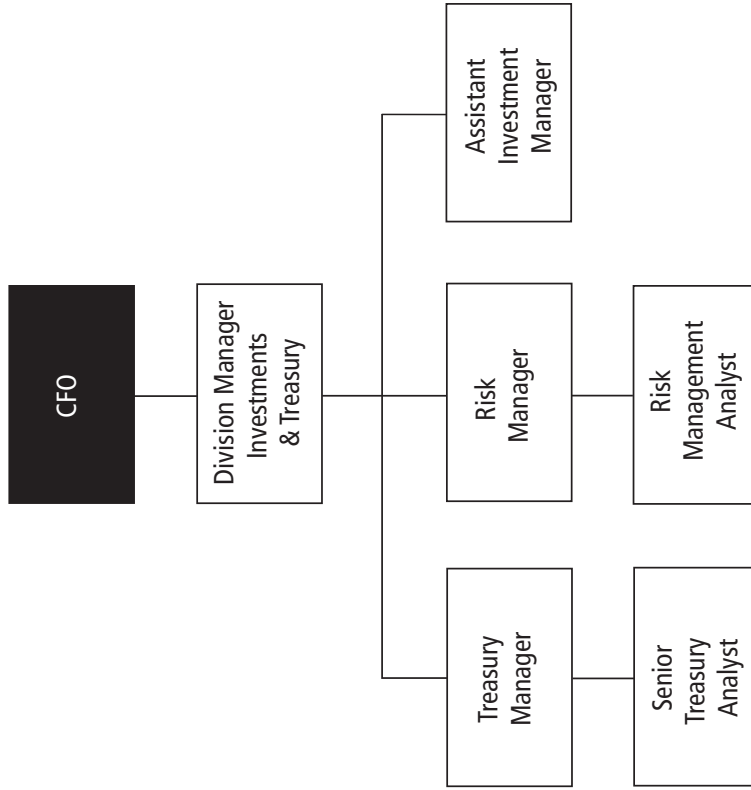




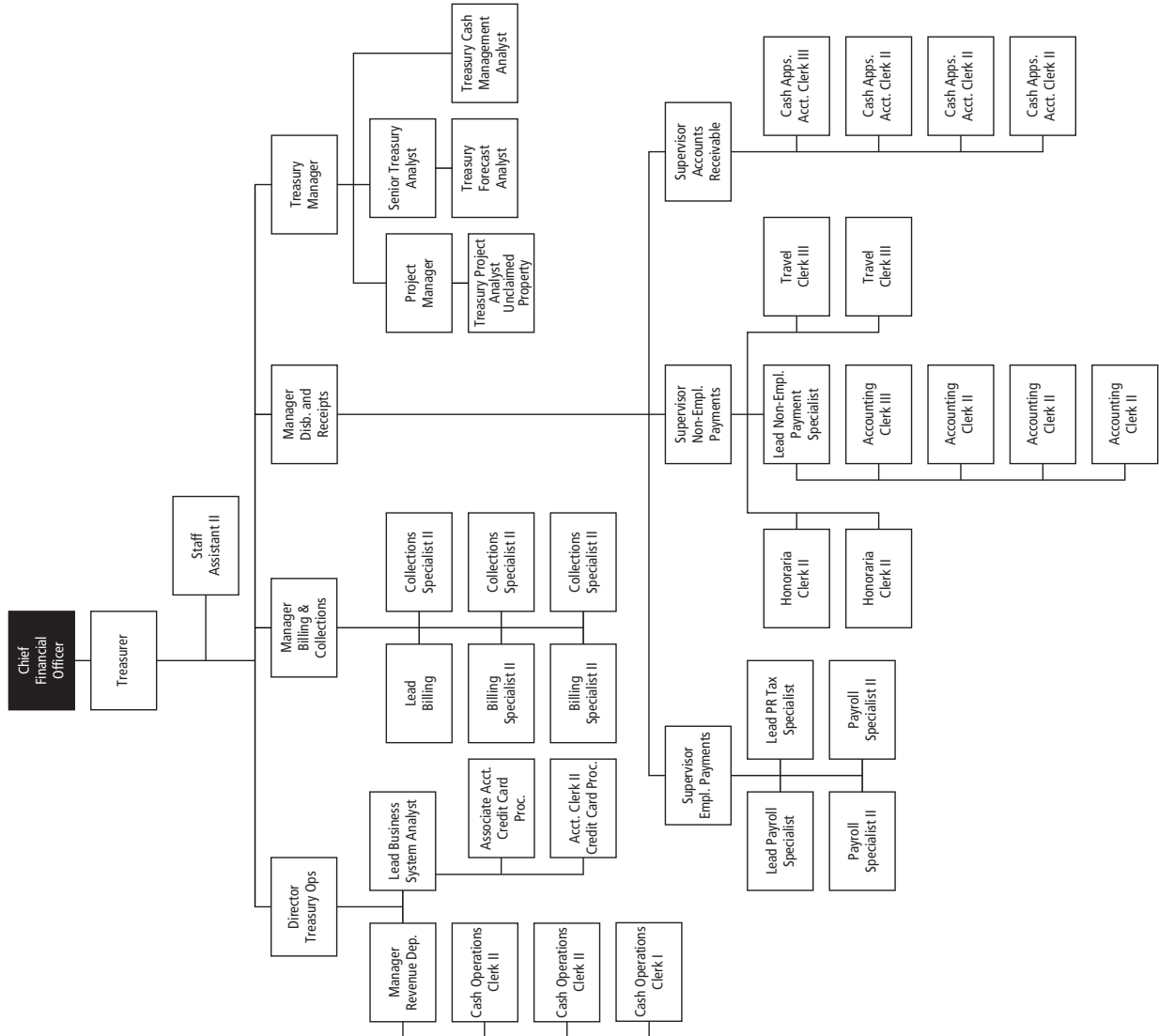




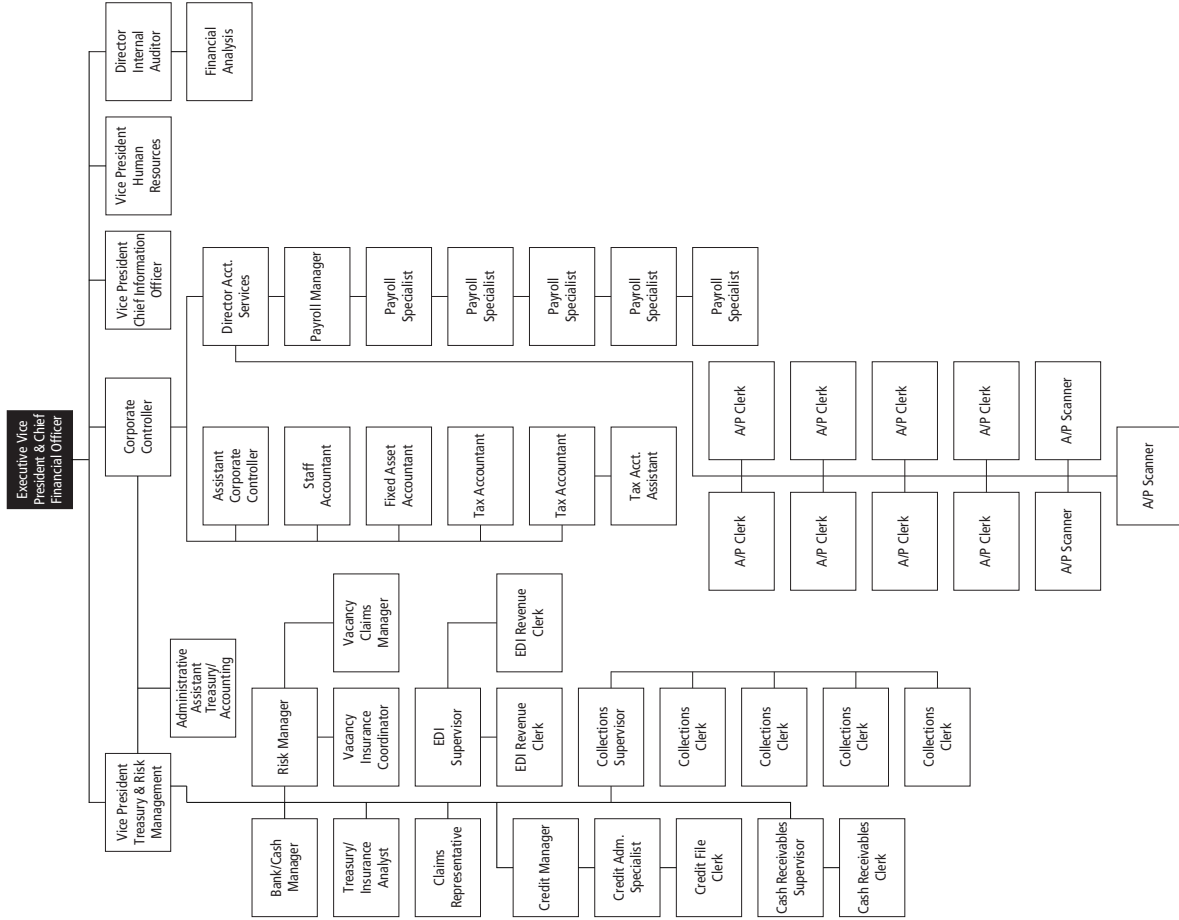


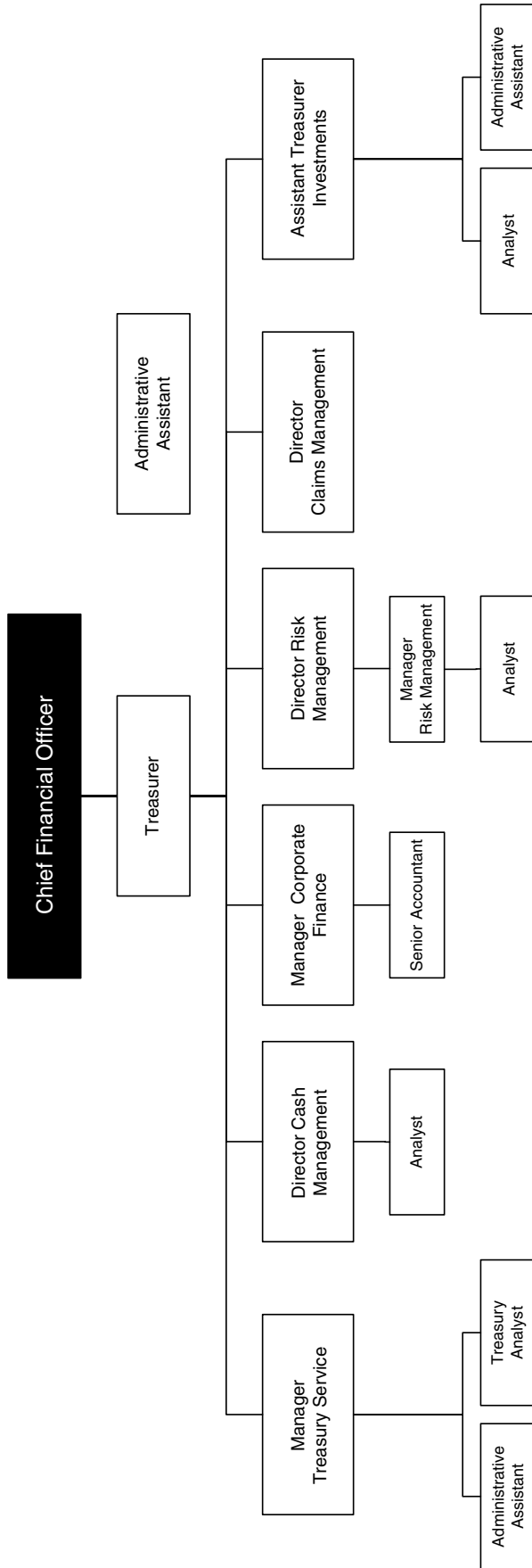


INDUSTRY: NONPROFIT REVENUE: UNDER \$1 BILLION



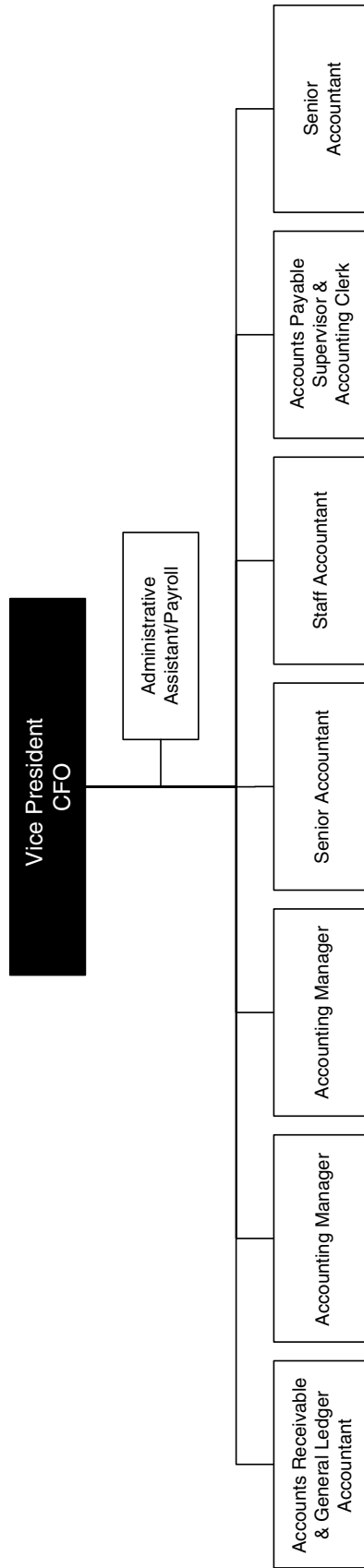
INDUSTRY: PETROLEUM REVENUE: UNDER \$1 BILLION

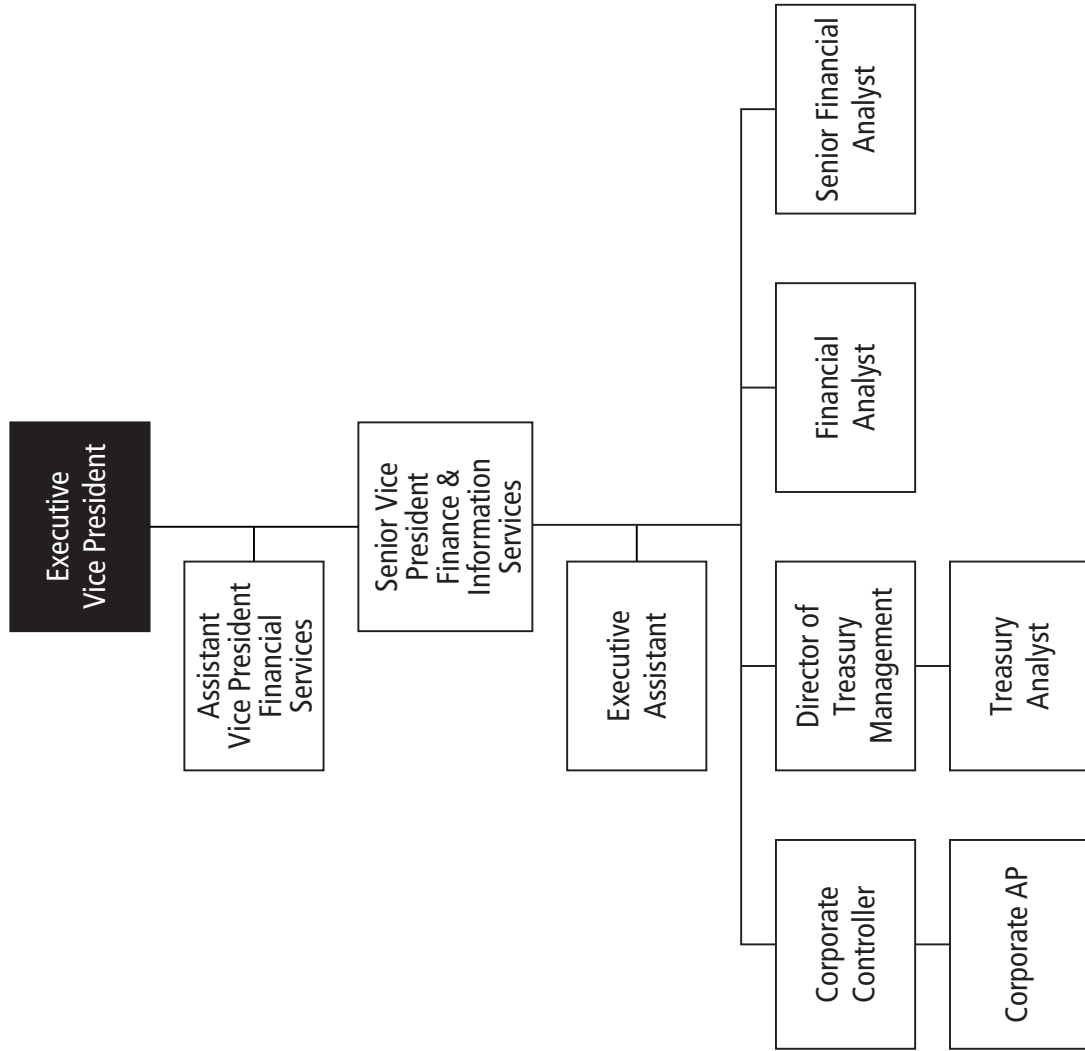


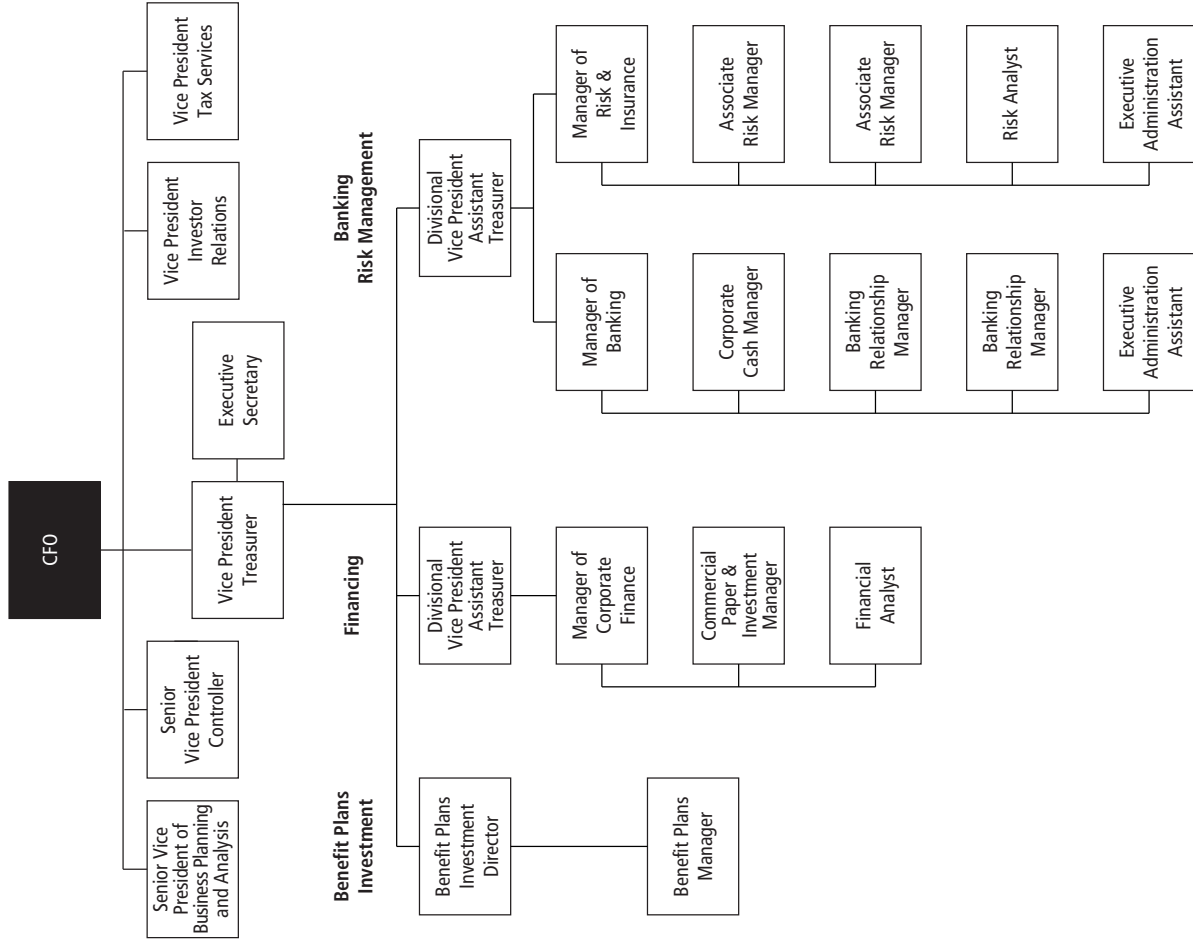


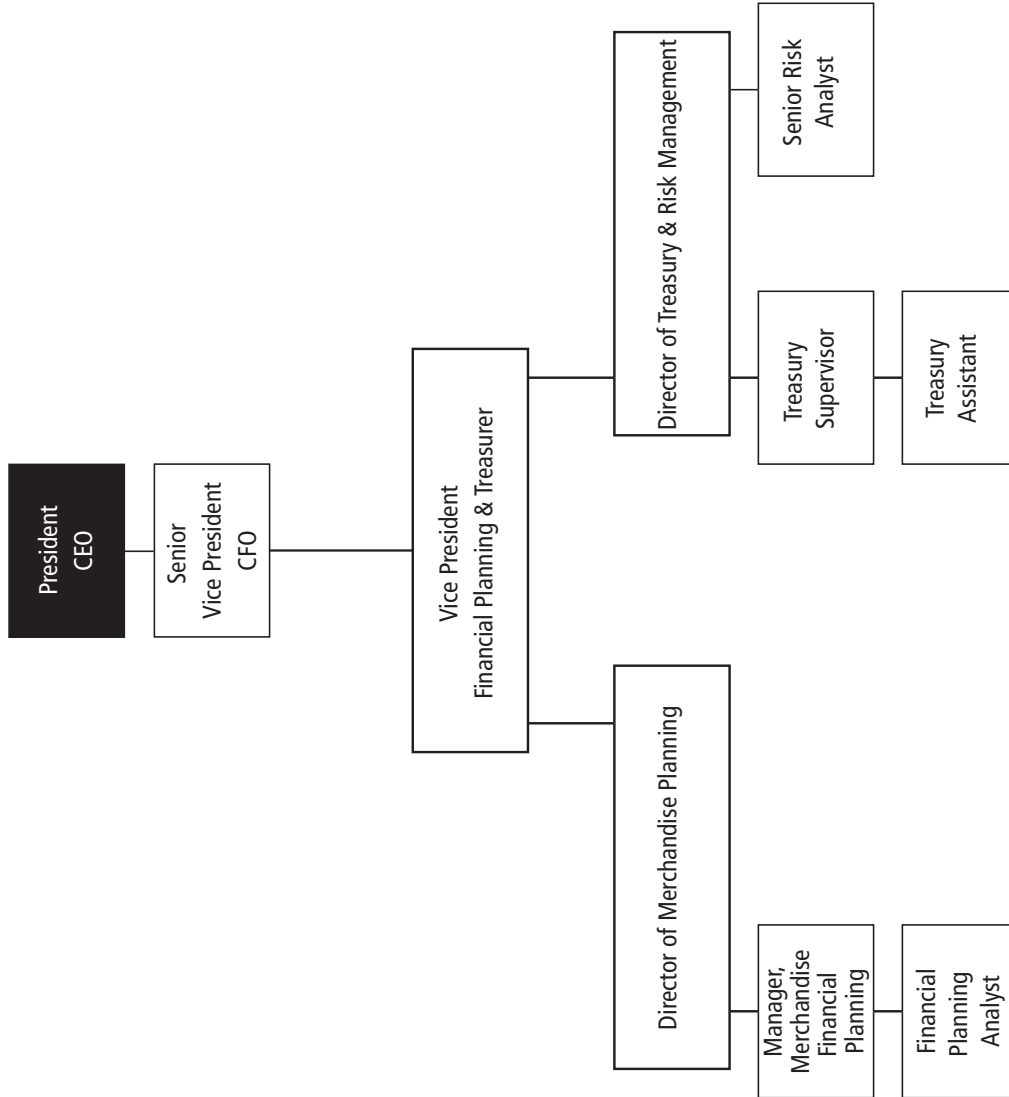
INDUSTRY: REAL ESTATE

REVENUE: UNDER \$1 BILLION

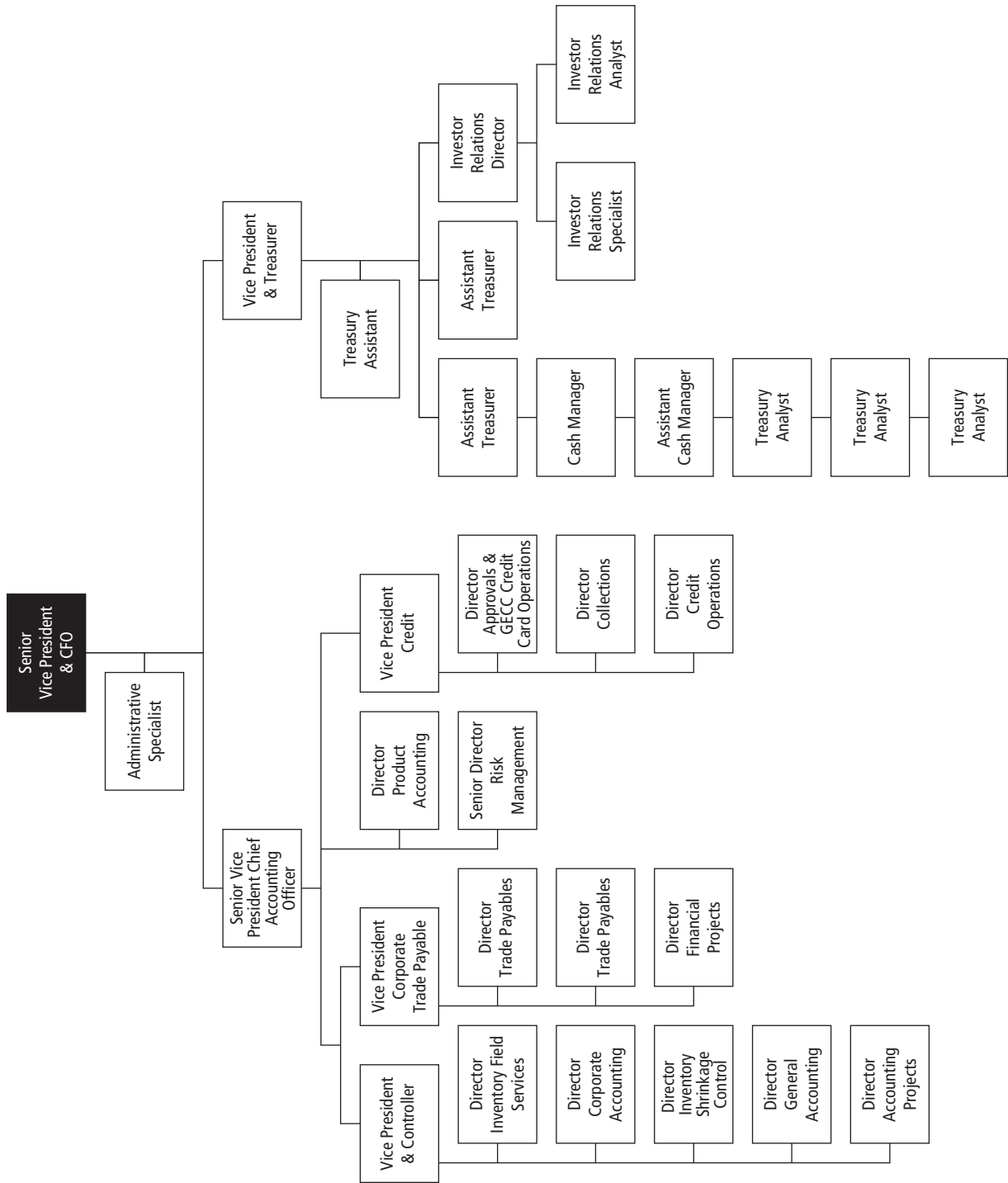


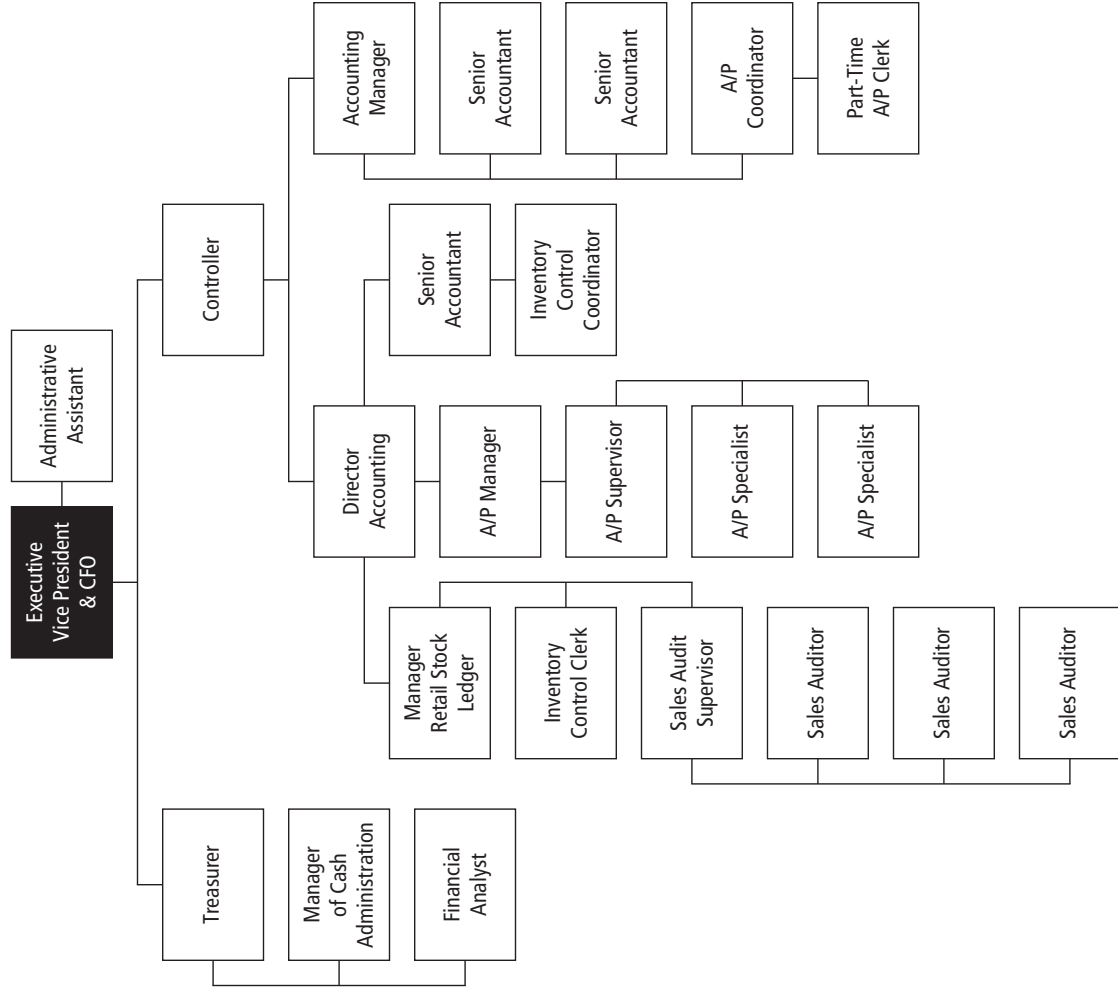




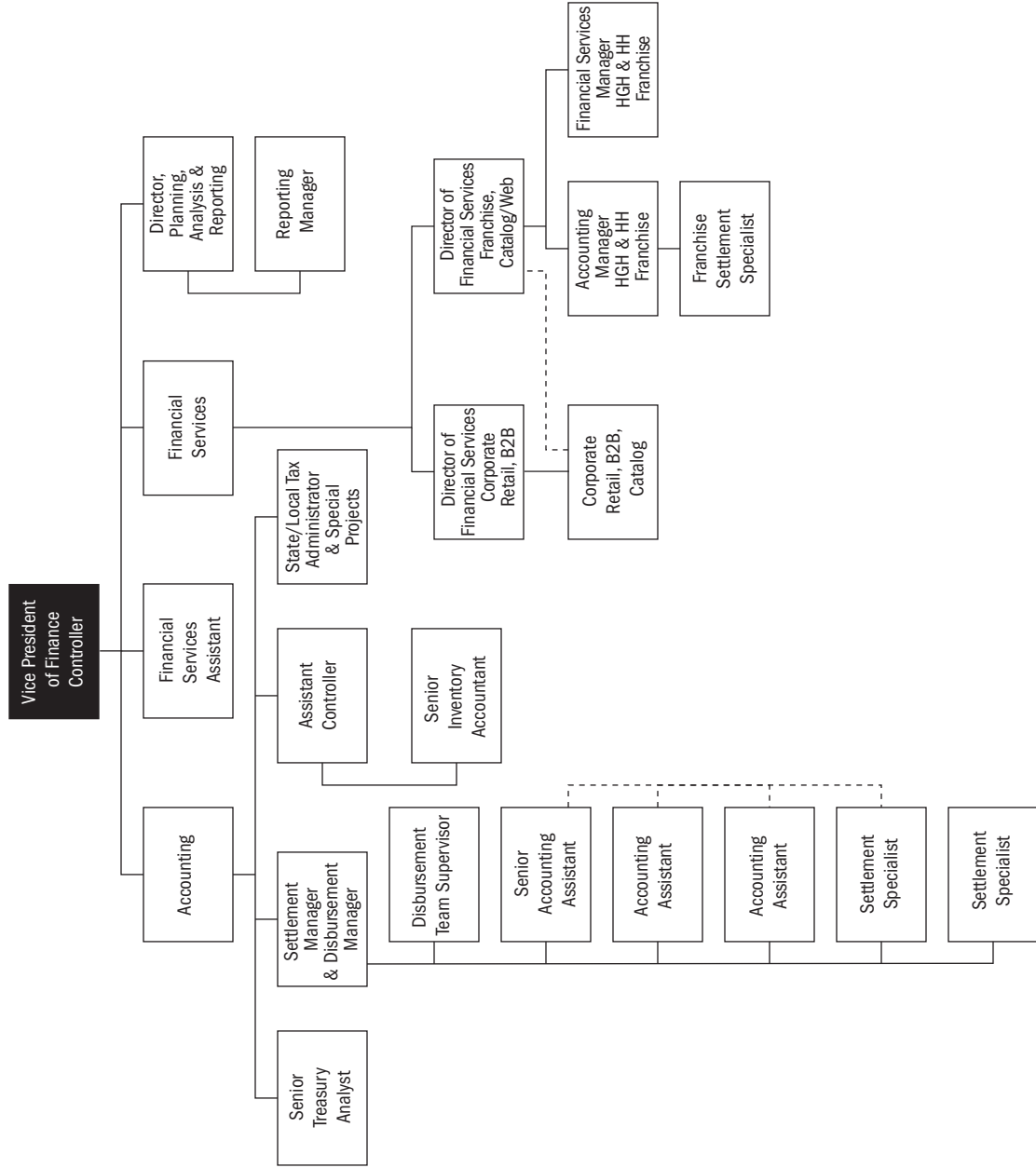


INDUSTRY: RETAIL REVENUE: \$1 BILLION AND OVER

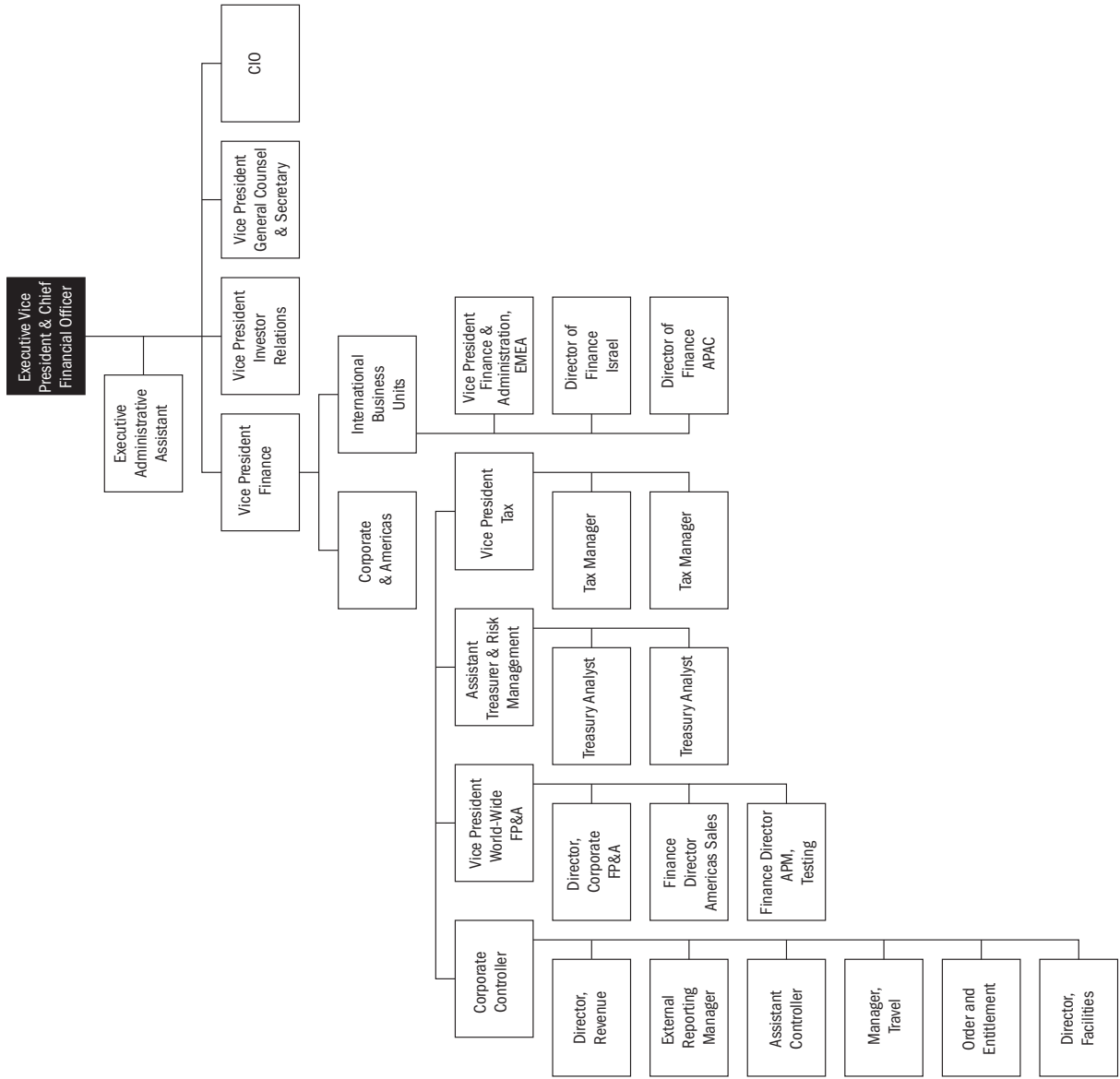


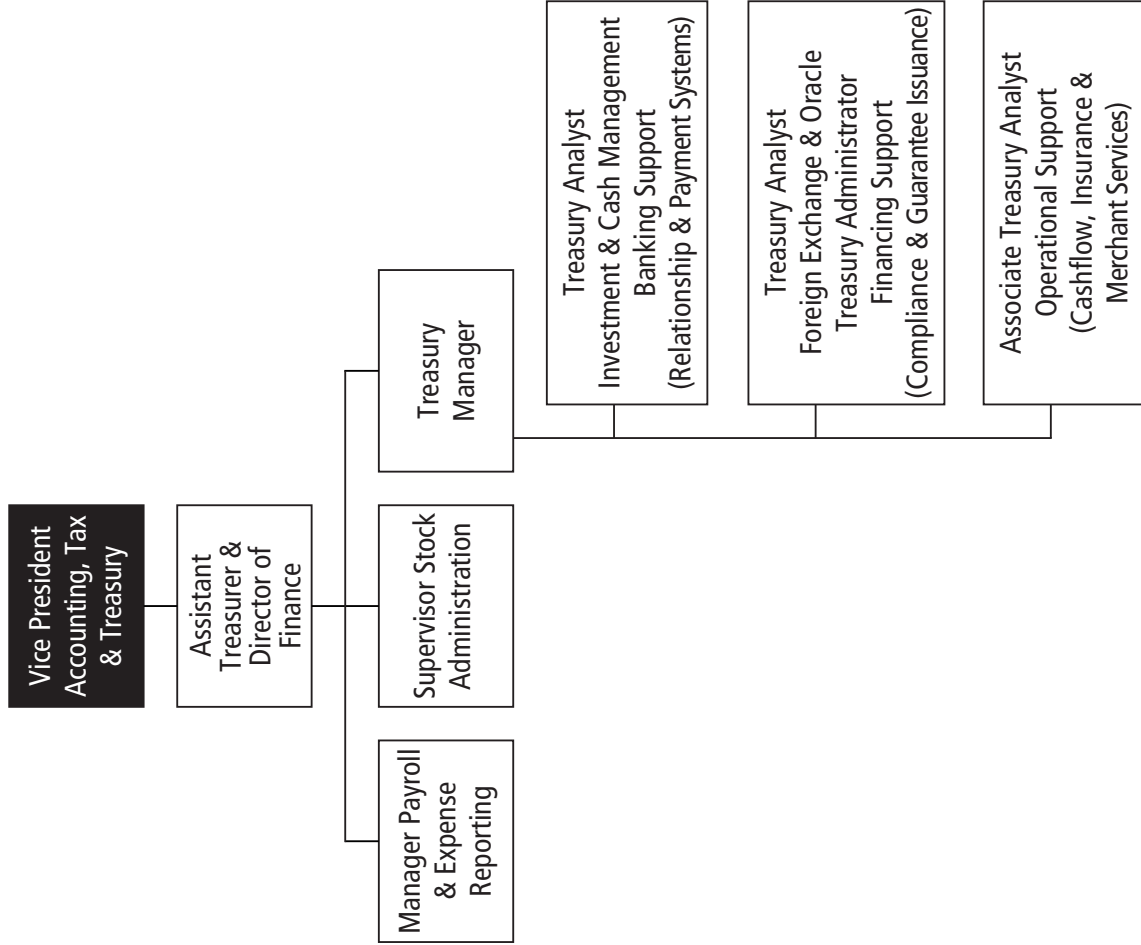


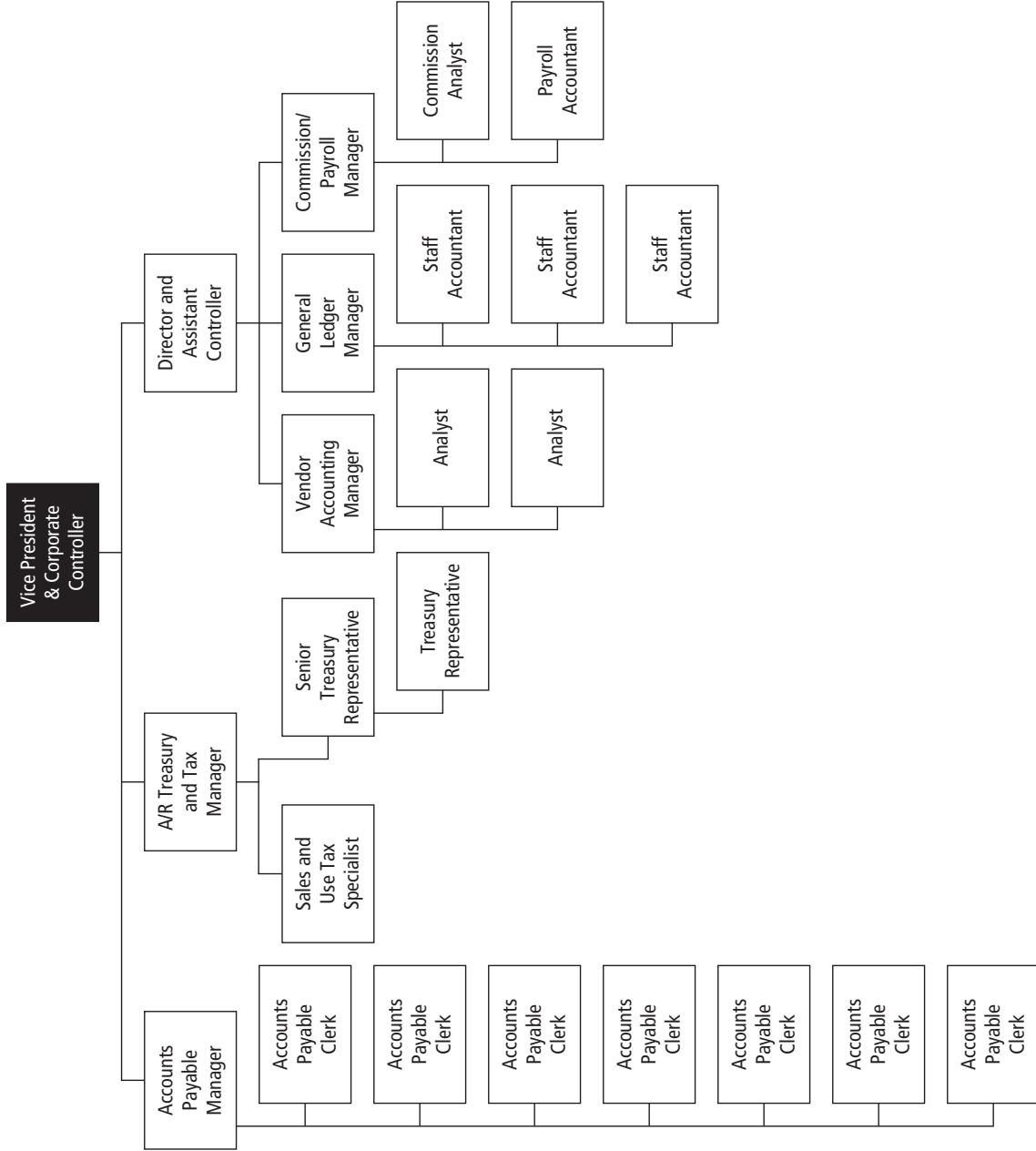
INDUSTRY: RETAIL REVENUE: UNDER \$1 BILLION

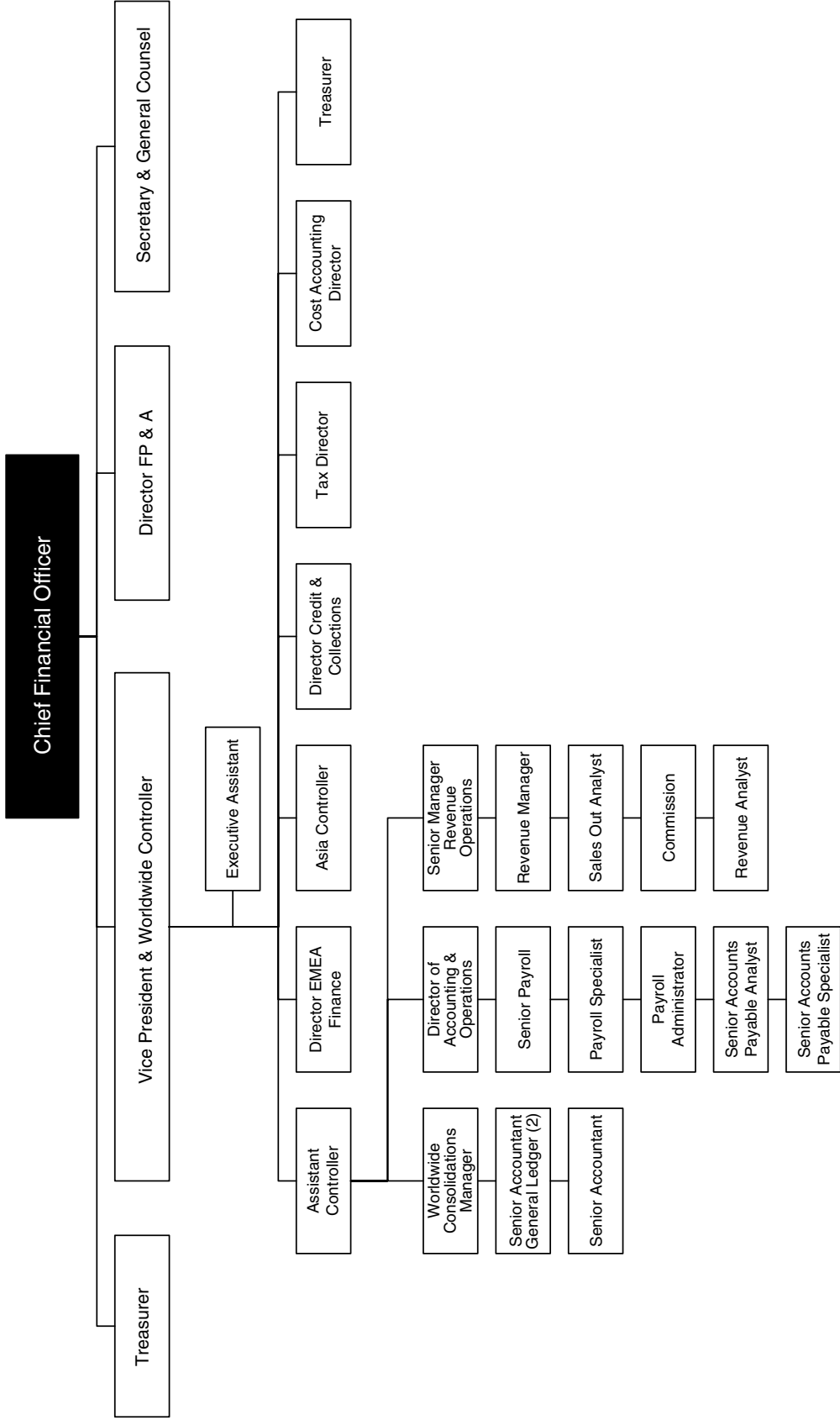


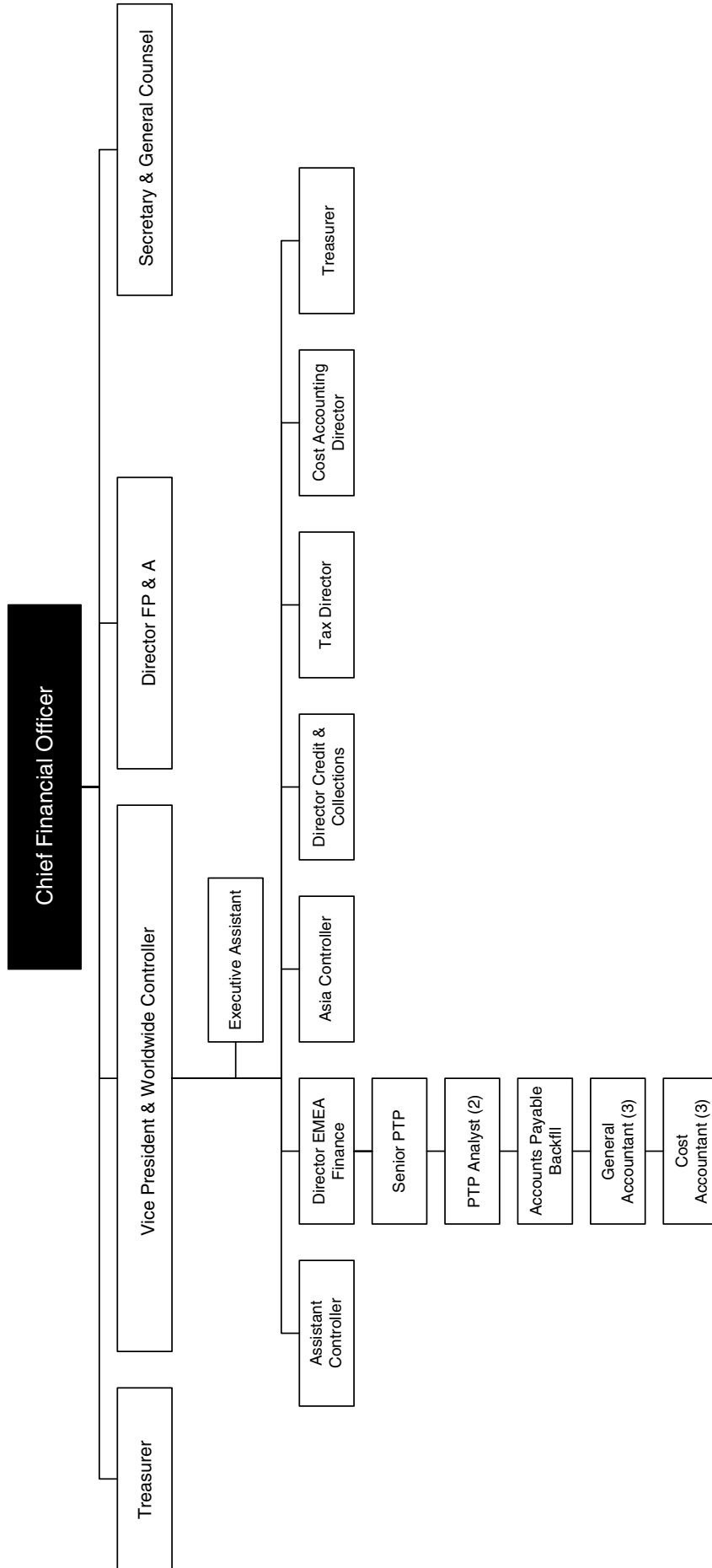
INDUSTRY: SOFTWARE REVENUE: UNDER \$1 BILLION

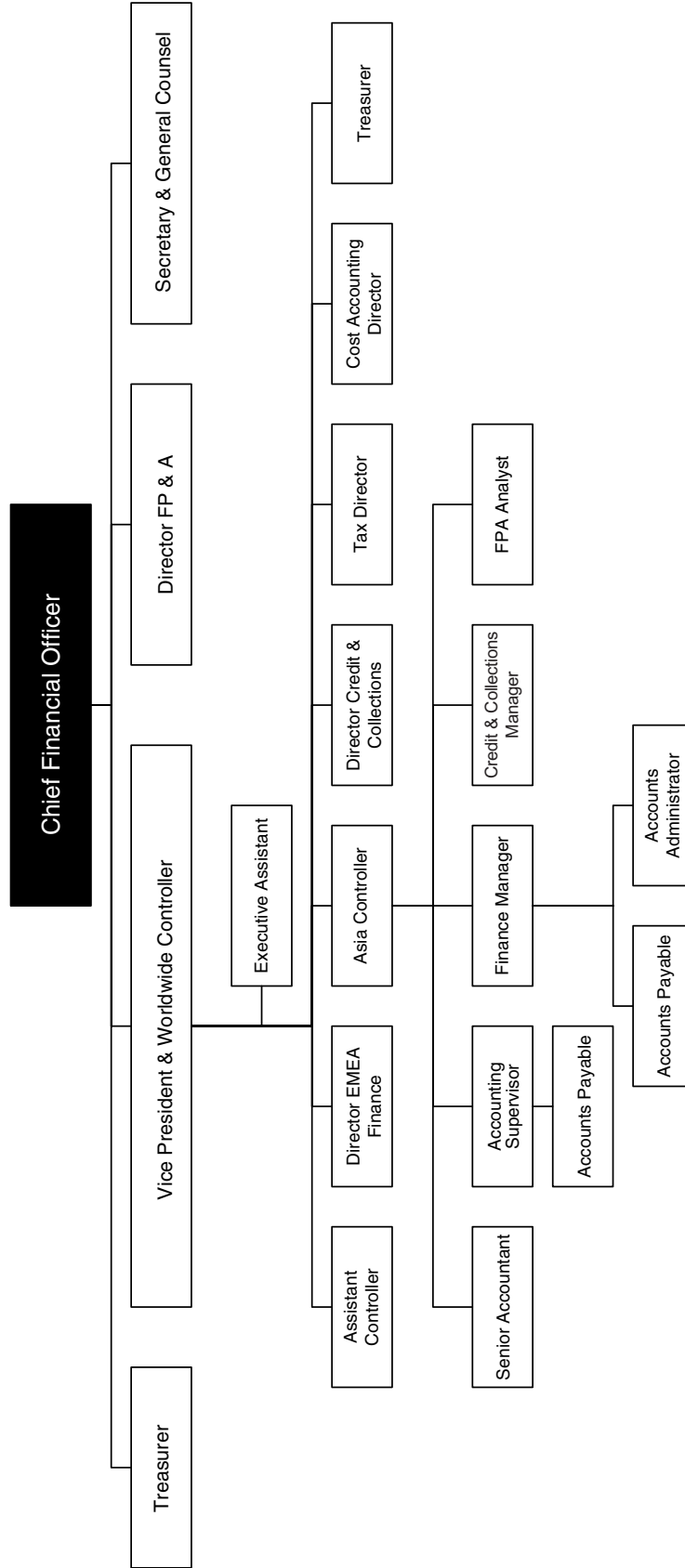


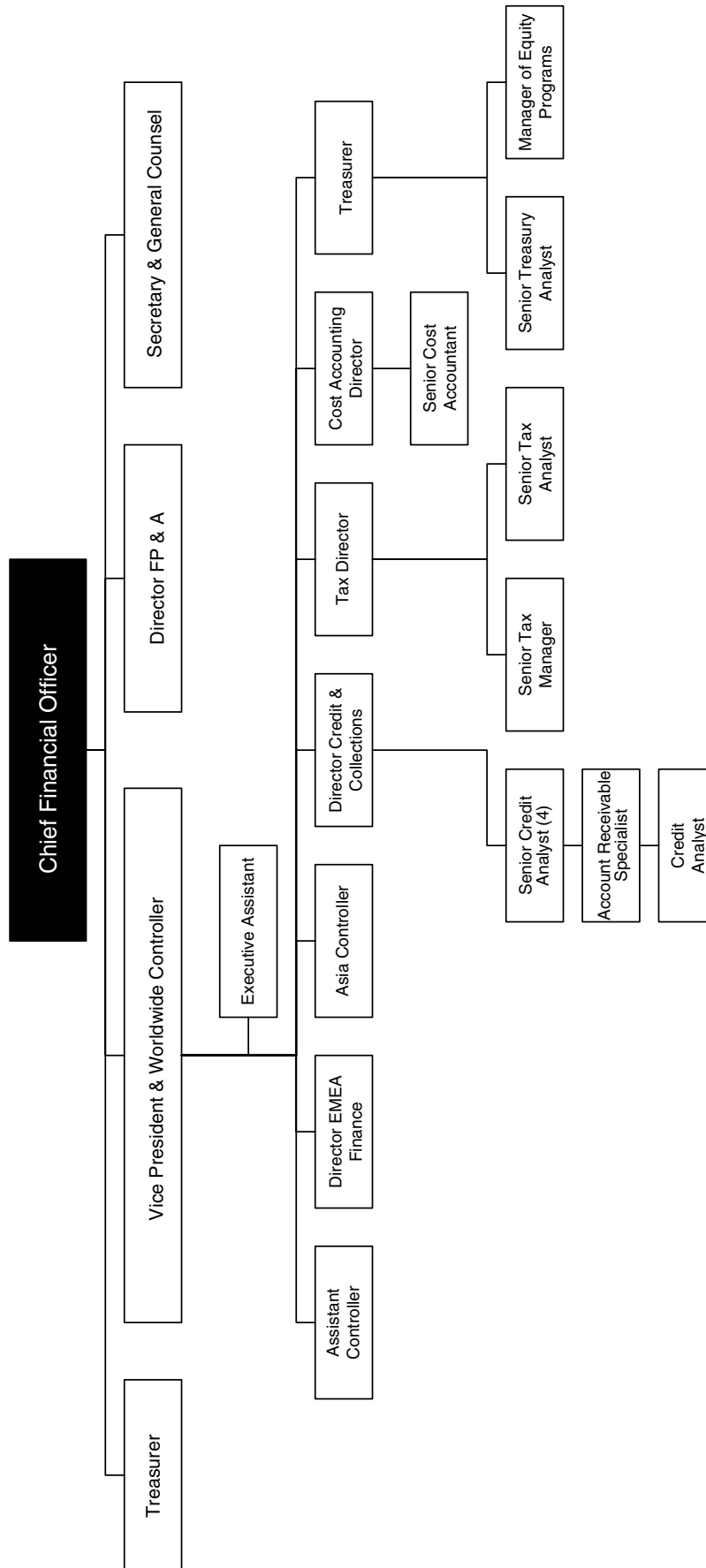


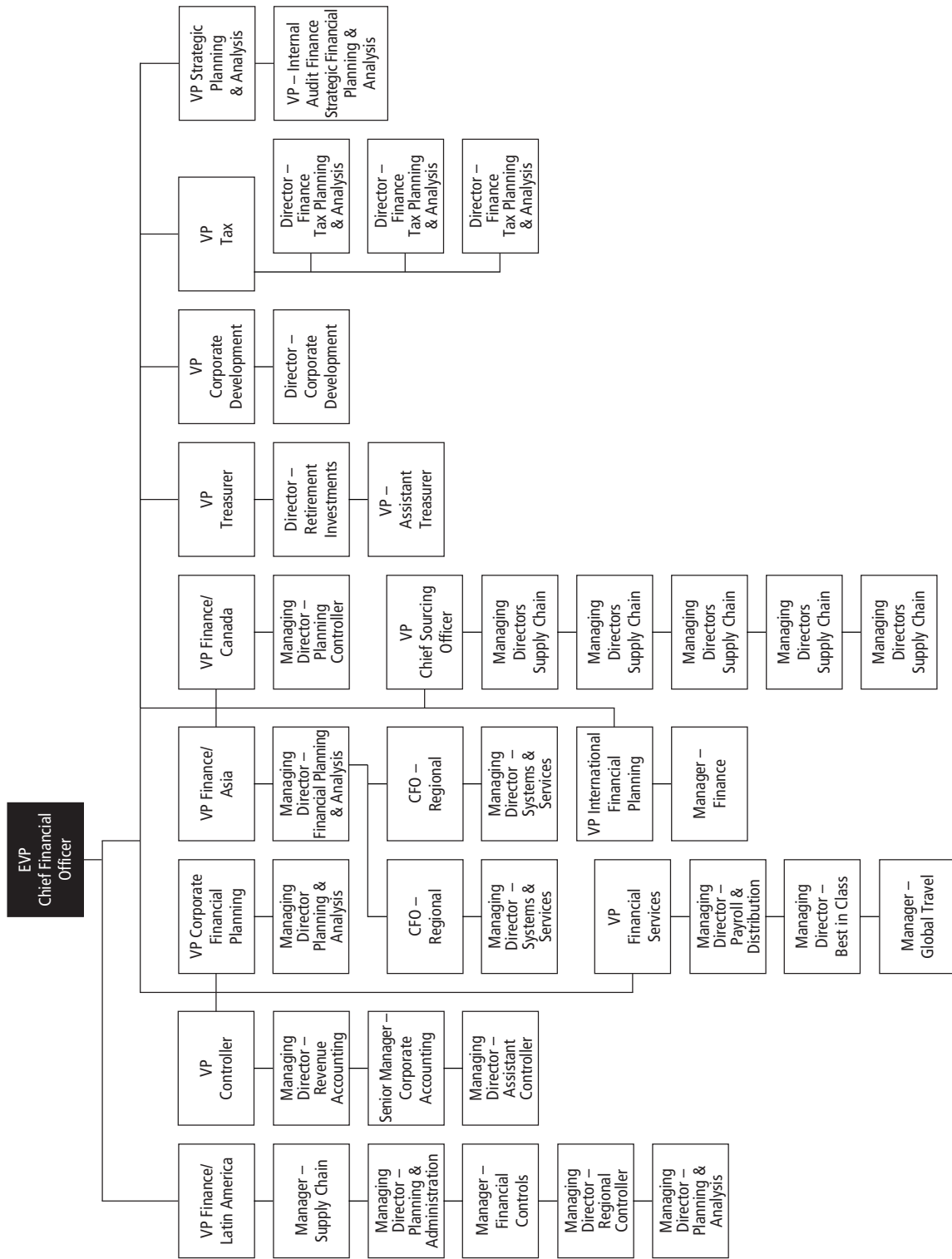


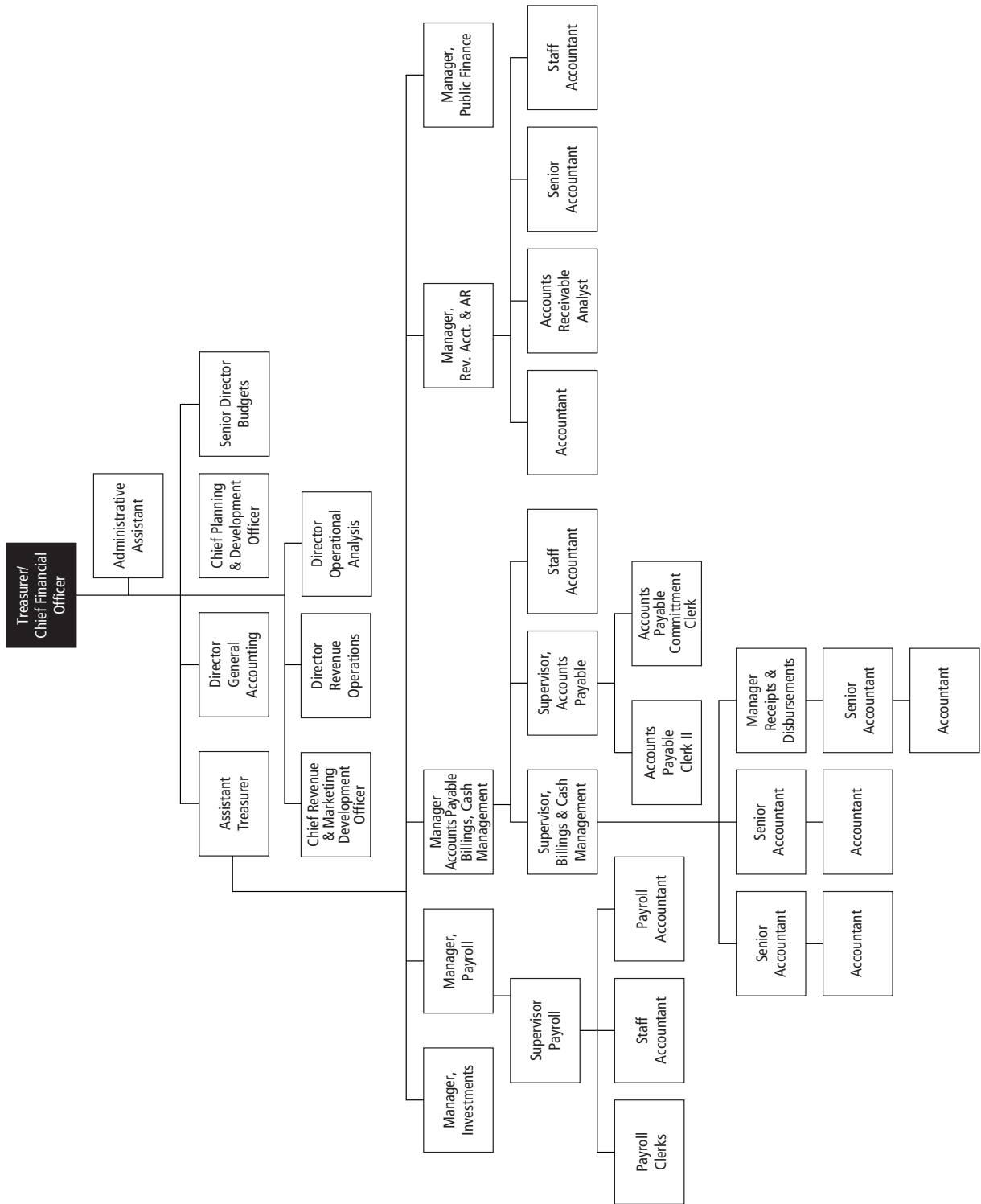


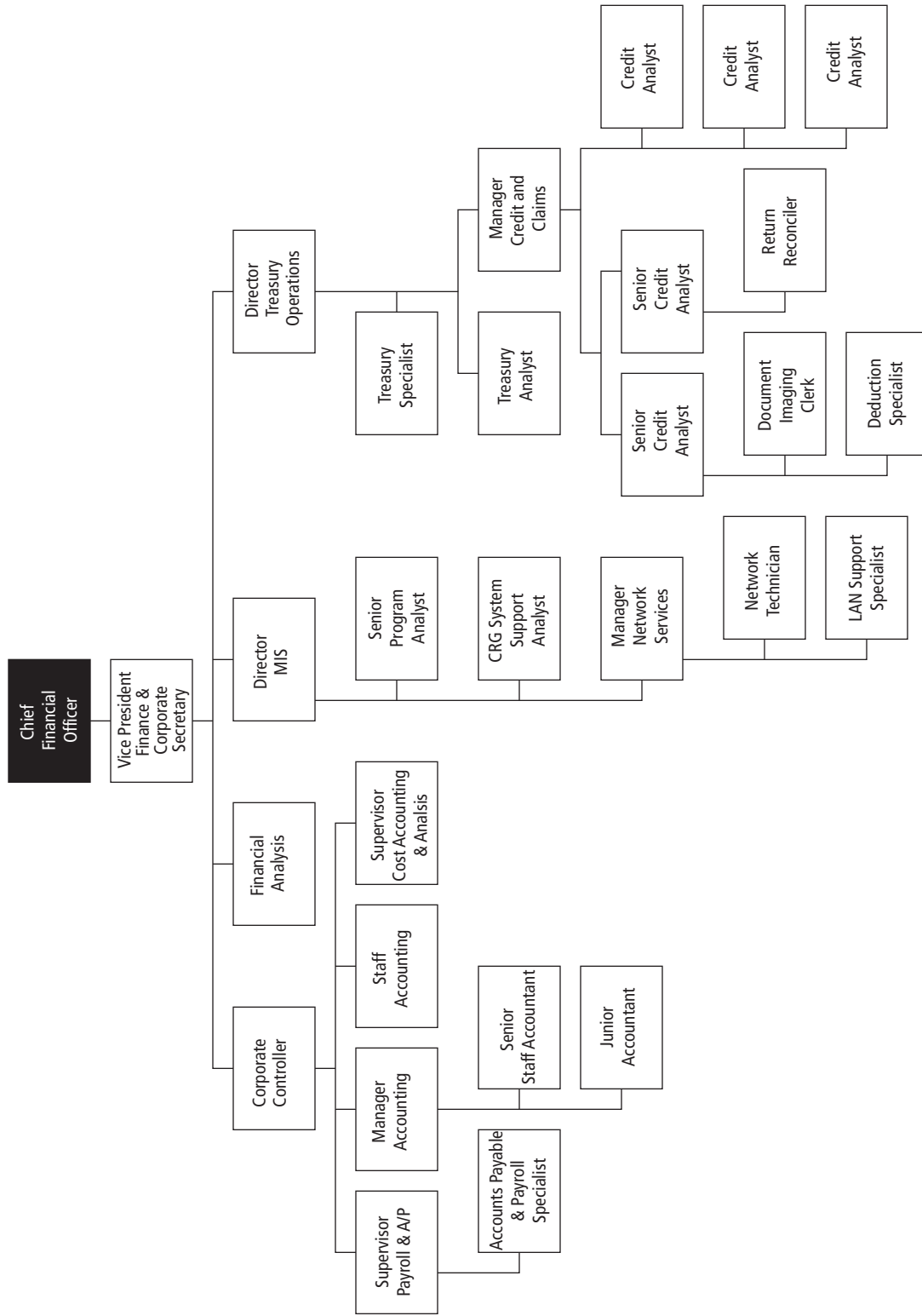


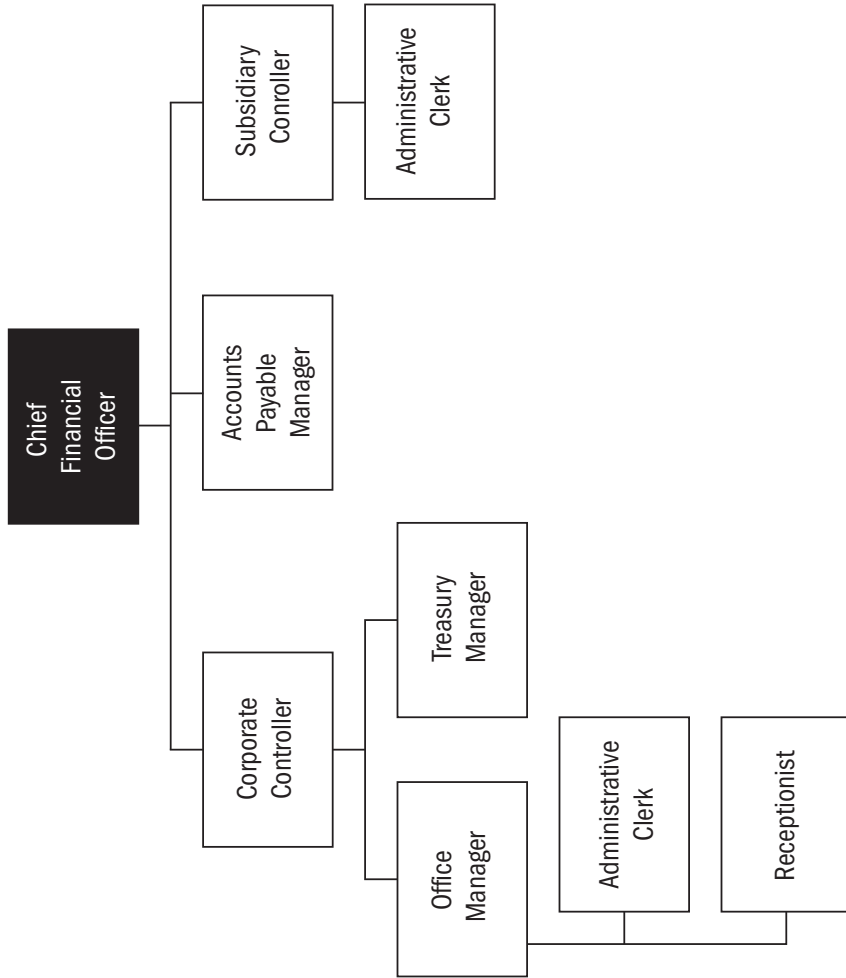












**DEVELOPING AND REFINING
EFFECTIVE JOB DESCRIPTIONS**



Developing and Refining Effective Job Descriptions A Partnership between HR, Finance Departments and Employees

Creating and maintaining job descriptions is an enormous task. According to Ethan Winning of Human Resources Zone, “It can take up to as much as four hours per description”, (*The many Uses of the Job Description*, (2000)). Regardless of the time commitment it is an extremely important process benefiting employees, managers, and human resource staff.

Intentional Uses

There are three major applications for job descriptions - recruitment, performance management, and training. Restructuring or company-wide reorganization will inevitably result in the need for new job descriptions. Additionally, it is necessary for hiring managers and human resources to have effective job descriptions when recruiting for vacant positions. The description can be a base to write job advertisements, develop interview questions, and to select qualified employees. Furthermore, it may help defend in the selection process against legal actions or grievances.

Job descriptions are essential for performance management. Job descriptions outline expectations and provide individuals with an understanding of his/her responsibilities. Uses may include; establish performance requirements, develop evaluations, assist in the appraisal systems, develop pay levels, assist with promotions, transfers, layoffs and terminations. It can also be used for developing personal goals and annual objectives. Employers should align job descriptions with corporate culture and company objectives to stay in line with the overall values of the organization.

Finally, a job description can be used as a resource in the training and development of new or existing employees. Managers can use the job description to outline job training and career planning or simply to enrich the professional experience for financial executives. To incorporate the ever-changing roles of financial professionals, employers should review and update job descriptions on an annual basis

Format

Job descriptions contain four major components:

1. General information: title, department, reporting relationships
2. Summary - Overall purpose of the position
3. Primary Functions and Essential Responsibilities – Only include information if it is necessary for the person to perform the job.

Sample responsibilities may include:

- Devises and enforces treasury policies and procedures
 - Anticipates short-term borrowing needs
 - Monitors actual performance against budget and forecast
 - Manages short-term investments
 - Executes acquisitions, divestitures, or joint ventures
 - Prepares cash flow projections
4. Qualifications – This can include education, certifications, required knowledge, experience, skills and abilities. When writing job descriptions, outline technical financial skills and knowledge as well as some of the softer skills that financial professionals must exhibit. Technical skills may include investment management and cash forecasting, while soft skills may include strategic planning, negotiation, problem-solving and analytical skills. Most finance positions require credentials such as Certified Cash Manager (CCM) and/or CPA.

Writing Guidelines

When developing a job description always use present tense verbs. In addition, eliminate unnecessary articles such as “a”, “an”, and “the”. Use simple words, to prevent misunderstanding. Accuracy and consistency in format are essential. Be mindful that if the job description is too specific, it may be limiting, however, if it is too broad, it may mislead employees. Additionally, it is appropriate to include disclaimers such as “Job description does not restrict additional tasks that may be assigned”.

Implementation

If it is necessary to develop job descriptions from scratch, there are several resources to assist the process. The function can be outsourced, one can purchase a set of financial job descriptions, or finally, human resources and finance managers can collaborate to develop a working document with employee input. The most expensive option is to hire a compensation analyst. The Human Resources Zone warns that fees can exceed \$40,000.

The most labor-intensive method is for human resources, finance managers and employers to develop job descriptions from scratch. Jay Clark, CCM, Assistant Treasurer/Secretary at Hughes Supply Inc. explained that “Hughes Supply developed a questionnaire to enhance communication, define responsibilities of employees and to determine optimal organizational structure. “ The 5-page template Hughes developed is user-friendly and instructs employees to rate their relative importance for activities such as: “Perform and report variance analysis and investigate discrepancies”. In addition, the questionnaire directs employees to report on their relationships with service providers and it includes a section for employees to update finance department organization chart.

Regardless of the method adopted to develop job descriptions, finance managers and human resources professionals are encouraged to collaborate to create, edit and review financial job descriptions on a regular basis.

**SALARY & COMPENSATION
DESIGN PROGRAMS**



There is no one “right” way to design salary and compensation programs, but there are certain standard practices

that are almost always present. However, because this is an art as much as it is a science, virtually all employers have variations and customizations that make each compensation plan somewhat unique.

As an overview, compensation programs usually include five steps in the design process:

- STEP 1: JOB DESCRIPTIONS
- STEP 2: MARKET SALARY ANALYSIS
- STEP 3: INTERNAL EQUITY EVALUATION
- STEP 4: DESIGN OF SALARY STRUCTURE
- STEP 5: SALARY INCREASES AND PROMOTIONS

Step 1: Job Descriptions

The foundation for most compensation programs is the job description. A good job description provides the information necessary to understand what the job really does and where it fits in the organization. This is important because job descriptions are not only used for pay, but also to measure performance and target development.

The primary components of a job description are the POSITION SUMMARY – which encapsulates the job in a few sentences; the DUTIES AND RESPONSIBILITIES – a list of the primary outputs for which the job is responsible; the QUALIFICATIONS – years of experience, education and special credentials; and SUPERVISION – where this position fits in the hierarchy of the organization. Many job descriptions include much more information, but these are the components needed for compensation.

Step 2: Market Salary Analysis

Salary survey data is reviewed to establish the correct market salary for each position. The factors that have to be considered in analyzing survey data include complexity of survey job compared to your job description, size of organizations included, type of industries, geographic location, and the age and validity of the survey data.

In analyzing the data, determine which factors are more important and which are less important; determine the degree of match with survey data, and ultimately set a target market salary for each job. This can make the process of setting the correct market salary fairly complex.

Establishing that target salary is further complicated by variables centered around the culture of the employer. Many organizations want their salary plan targeted to reflect the average salary paid in the market. In these cases they will set their targets at the 50th percentile or the mean average. Other employers consider themselves premier employers and will tend to set their target salaries above the average, frequently at the 60th or 75th percentile. Such organizations may feel they only want to employ star performers and know they have to pay premium rates to do so. Other organizations set their targets below the market average, at the 25th or 40th percentile. This could be for several reasons, including, a) an offset to generous benefit packages, b) offering excess time off, c) a competitive advantage that reduces the need for market wages, or even d) the ability to pay.

Step 3: Internal Equity Evaluation

The market salary for a position is part of the compensation puzzle. Ensuring internal equity is another part. Every employer with over 50 employees needs a system that allows it to compare jobs equitably across departments. If it doesn't, it soon loses control of the salary budget and exposes itself to claims of unfair pay practices by employees.

The most often used job evaluation system is some form of point-factor system. There are whole books devoted to this subject, but in a nutshell these systems allow you to assign points, based on a pre-determined scale, for the various complexities of each job. The more important a job is to the organization, the greater the overall point value.

Some employers use a simple ranking system, where they compare each job to all other jobs in the organization, and rank them from top to bottom. This becomes too cumbersome for larger employers and has the added negative of not being able to establish relative differences between jobs. For example, a ranking system indicated that an accountant position is higher than the filing clerk, but not how great the difference is between the two positions.

Other employers use a market approach, where they rely heavily on market salary and force the positions to fit into a salary structure grid. This works for smaller organizations, but loses power over time because some jobs, the ones that are “hot,” will increase more rapidly than others and adversely skew the system.

Many organizations use a broadband approach to compensation that puts all jobs of a similar nature in one range. These usually have target salary points for various subgroups of jobs within the broad band.

A formal internal evaluation system has the advantage of “setting” the value of a job so it doesn’t float between grades based solely on short-term market fluctuations. It keeps order to the system over longer periods of time. The internal evaluation system and the market data are combined in designing the salary structure.

Step 4: Design of Salary Structure

Salary structures not only provide a way of managing budget dollars, but also help give a sense of order within the organization for the employees. It allows each person to see how their own career can progress, what their rewards can be, and provides a sense of fairness in how pay is managed.

A STRAIGHTFORWARD APPROACH TO BUILDING A SIMPLE SALARY STRUCTURE

A salary structure would start at the lowest level job and go up from there. The salary structure builds one grade on top of another until you cover all the jobs necessary to be included. If the lowest level job has a market value of \$25,000, you can start with that as the mid-point of your lowest grade. The mid-point represents the average paid in the market, but employees who are new in a position, or who are minimally qualified, or not up to speed on performance will most likely be paid below the mid-point. So a minimum salary for the grade is set at some level below the mid-point, often this is at 80% of the mid-point. Some structures will set the minimum at 70%, some at 85%, and some will use the 25th percentile of market as the minimum. But for this example, we’ll use 80% of the mid-point as the minimum, which in this case is \$20,000. That means employees in this position will be paid at least \$20,000 a year. There should also be a maximum salary for this grade as well, a point where salary increases cease. In this example 120% of the mid-point would be appropriate, or \$30,000. This maintains the parity between the minimum and the maximum, and provides a range of acceptable salary levels for people in jobs in this grade.

Continuing with this example, the next higher grade would have a mid-point that is 10% higher than the mid-point of the lowest grade; in this case, \$27,500. The minimum and maximum salaries would be 80% and 120% of this new mid-point, respectively. The next higher grade would have a mid-point that is 10% higher than this one, and so on up the structure, as below:

Grade	Minimum	Mid-Point	Maximum
6	\$32,210	\$40,263	\$48,315
5	\$29,282	\$36,603	\$43,923
4	\$26,620	\$33,275	\$39,930
3	\$24,200	\$30,250	\$36,300
2	\$22,000	\$27,500	\$33,000
1	\$20,000	\$25,000	\$30,000

This example maintains uniformity between the grade levels (10% from one to the next) and in the width of the grades (80% to 120% of the mid-point).

The salary structure allows you to fit all your jobs into it using whatever internal evaluation system you choose.

Those who use a formal point-factor evaluation system will often blend the evaluation rating with the market data on jobs using linear regression analysis to set the value for each job. Once the value is established for a job, it is placed in the grade with a mid-point closest to the job value. For example, a job with a targeted value of \$30,900 would be placed in Grade 3.

If the employer uses only market data to set the value of a job, then the job is slotted in the grade with a midpoint closest to the market value.

With broadband approaches, a target salary is established within the band based on the market salary for the job. There are as many variations on building a salary structure as there are employers in the market. For example, some will vary the distance between one grade and another instead of keeping it uniform. They may have a cluster of jobs in one level, and a wide gap before the next level. A few employers eliminate the maximum salary because their practice has been to continue giving increases even if the salary exceeds the ceiling. Larger organizations will develop different salary structures for each separate family of jobs within the organization, or different structures for clerical and management, and so on. Still, many organizations use the salary structure as a guide, and don't expect all employees' pay to fall between the minimums and maximums of each grade, while other employers adhere strictly to the parameters established.

SAMPLE SALARY STRUCTURES



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TYPICAL GRADE LEVEL	POSITION	AVERAGE SALARY SURVEY	GRADE MINIMUM	GRADE MID-POINT	GRADE MAXIMUM
23	CFO	\$163,000	\$128,101	\$160,126	\$192,151
22	Treasurer	\$140,400	\$116,455	\$145,569	\$174,683
21			\$105,868	\$132,335	\$158,802
20	VP Finance	\$118,500	\$96,244	\$120,305	\$144,366
19	Director	\$106,800	\$87,494	\$109,368	\$131,242
19	Assistant Treasurer	\$106,500	\$87,495	\$109,368	\$131,242
18	Controller	\$97,800	\$79,541	\$99,426	\$119,311
17			\$72,310	\$90,387	\$108,464
16			\$65,736	\$82,170	\$98,604
15	Assistant Controller	\$75,500	\$59,760	\$74,700	\$89,640
15	Manager	\$72,500	\$59,760	\$74,700	\$89,640
14	Senior Financial Analyst	\$69,500	\$54,327	\$67,909	\$81,491
13			\$49,388	\$61,735	\$74,082
12	Accounting Manager	\$57,700	\$44,898	\$56,123	\$67,348
12	Cash Manager	\$56,200	\$44,898	\$56,123	\$67,348
12	Internal Auditor	\$54,900	\$44,898	\$56,123	\$67,348
11	Financial Analyst	\$52,500	\$40,817	\$51,021	\$61,225
11	Budget Analyst	\$51,600	\$40,817	\$51,021	\$61,225
11	Senior Accountant	\$51,400	\$40,817	\$51,021	\$61,225
10	Accounting Supervisor	\$47,200	\$37,106	\$46,383	\$55,660
10	Payroll Supervisor	\$47,200	\$37,106	\$46,383	\$55,660
10	Assistant Cash Manager	\$46,300	\$37,106	\$46,383	\$55,660
9	Accountant II	\$41,000	\$33,733	\$42,166	\$50,599
9	Analyst	\$40,300	\$33,733	\$42,166	\$50,599
8	Accountant I	\$39,300	\$30,666	\$38,333	\$46,000
7			\$27,878	\$34,848	\$41,818
6	Payroll Clerk	\$32,700	\$25,344	\$31,680	\$38,016
6	Accounting Clerk II	\$30,300	\$25,344	\$31,680	\$38,016
5	Accounting Clerk I	\$29,800	\$23,040	\$28,800	\$34,560

In a salary structure such as this market structure, each job is placed in the grade with the closest match between the mid point and the survey data.

The grade maximum is 20% greater than the mid-point of the range. This upper half of the range gives room to pay for tenure, seasoned experience, exceptional performance and excess qualifications

Grades may be numbered or lettered, but typically move up from low to high

These two jobs are placed in the same grade

The Grade minimum is 20% below the mid-point of the range. Those with minimal qualifications, little or no experience and possibly lower performance levels can be paid in the lower half of the range.

A typical salary structure has a consistent percent increase from one grade to the next. This example has a 10% increase between grades.