



PETITION

On behalf of the Guam Power Authority and the Guam Waterworks Authority, I hereby petition the Consolidated Commission on Utilities (CCU) to implement the Searle and Associates Compensation and Benefits Study for employees holding Certified, Technical, and Professional (CTP) positions, including recruitment to fill CTP vacant budgeted FY 2008 positions pursuant to Public Law 28-159.

Certified, Technical and Professional personnel are defined as personnel employed by GPA and GWA who are professional engineer, attorneys, and other licensed professionals, or who are highly skilled employees with certificates such as plant operator and other similar engineering and technical personnel.

Implementation of the Compensation and Benefit Study is effective the first work day after approval by the CCU for GWA CTP employees and a later date for GPA CTP employees. Recruitment and compensation of CTP new hires using the new pay scale is effective upon approval by the General Managers.

The Compensation Study uses the Job Evaluation point system and the current base market salary to chart the regression line and plots each CTP positions (similar to the Hay Method), and for the implementation phase, it uses the employees last three performance evaluation reports, education, and relevant years of experience.

The plan of action is to move CTP employees' base salaries to the 5th, 15th, 25th, 35th, and 50th market percentiles commencing in fiscal year 2008 and subsequent fiscal years, e.g., FY 2009, FY 2010, etc.

Attached hereto are the associated documents from Alan Searle and Associates, Management Consultants (New Zealand Strategic Pay) Compensation and Benefits Study.

/s/

JOHN M. BENAVENTE, PE
General Manager Consolidated Utility Services

POSITION CLASSIFICATION
COMPENSATION & BENEFITS STUDY

2007

EXECUTIVE SUMMARY



ALAN SEARLE & ASSOCIATES

Management Consultants

Executive Summary

In 2005 an RFP was issued to conduct a position classification, compensation and benefits study for the Guam Power Authority (GPA) and Guam Water Authority (GWA). The contract was eventually awarded to Alan Searle & Associates, Management Consultants, Auckland, New Zealand who utilize a very transparent and structured methodology.

The following summary presents an overview of the methodology and results.

1.0 Stage One : Job Analysis & Job Evaluation

Job evaluation is a tool used to address the internal equity of individual positions within an organization. Whilst the historic use of the Hay methodology is acknowledged the applied process used an alternative methodology encompassing twelve(12) factors to re-assess all positions based on “job-size”. Each factor derived a point rating with their sum representing the “total points value’ of the position. Left un-checked the “job-size” of individual positions can result in disparities in compensation and benefits therefore it is imperative that this process be conducted regularly to ensure internal equity.

The application of the structured methodology resulted in 330 positions being evaluated for GPA and 198 positions for GWA. Job evaluation results were then sorted and a regression analysis undertaken to graphically depict the variance between departments. This complimented an analysis of current compensation, benefits and overtime including an analysis of the current grade and step structure.

2.0 Stage Two : Compensation Structuring

The focus of stage two was to gather external market data (compensation and benefits) on the U.S. utility industry. With the target market focusing on the U.S. mainland and local engineering positions on Guam (U.S. Military, Federal Civil Service and Local Contractors) market data was gathered (but not limited to) the following sources :

- American Public Power Association (APPA) 2006 Survey of Management Salaries (630 utilities)
- American Water Works Association (AWWA) 2005 Water Utility Compensation Survey (955 utilities)

- U.S. Bureau of Labor Statistics (BLS)
- U.S. Department of Labor (DOL)
- U.S. Federal Government / Civil Service
- U.S. Military
- Web Based Compensation Companies
- U.S. Utility Recruitment Companies
- U.S. Utility Company Websites

Market base salary data (25th, 50th and 75th percentiles) was gathered on all benchmark positions.

2.1. Compensation Trends (Source : U.S. Bureau of Labor Statistics)

Over the period 2001 - 2006 the percentage change in total compensation averaged 3.79% (state and local government sector) versus 3.54% (private sector).

Over the period 2001 - 2006 the percentage change in wages and salaries averaged 2.93% (state and local government sector) versus 2.96% (private sector).

Over the period 2001 - 2006 the percentage change in benefits averaged 5.74% (state and local government sector) versus 5.00% (private sector).

2.2 Benefit Trends (Source : U.S. Bureau of Labor Statistics)

2.2.1 Benefit Overview - Private Sector (2006)

Seventy one (71) percent of workers in private industry had access to medical care plans and fifty two (52) percent participated in such plans.

Sixty (60) percent had access to retirement plans and fifty one (51) percent participated in a retirement plan of at least one type.

Fifty four (54) percent of workers had access to defined contribution plans and forty three (43) percent participated.

Paid leave was the most commonly provided employee benefit in the private sector. Paid holidays were available to seventy six (76) percent of employees and paid vacations were available to seventy seven (77) percent.

Paid jury duty leave was also common, available to seventy (70) percent of workers.

Forty eight (48) percent of workers had paid military leave benefits.

Sixty two (62) percent of private establishments offer health insurance. About half of private establishments offered retirement plans of at least one type.

Most employees covered by medical care plans were in plans requiring employee contributions for both single coverage and family coverage.

Employee contributions for medical care premiums averaged \$296.88 per month for family coverage and \$76.05 per month for single coverage.

Employer premiums for medical care plans averaged \$266.50 a month per participant for single coverage and \$617.18 for family coverage; premiums were higher for those employees who were not required to contribute than for those who were.

Fifty two (52) percent of workers had access to life insurance, and nearly as many, fifty (50) percent participated.

Short and long-term disability benefits were available to thirty nine (39) and thirty (30) percent of workers respectively, and nearly all participated.

2.2.2 Benefit Overview - Public Sector (2006)

For all workers in State and Local Government benefits constituted approximately thirty three (33) percent of total compensation. This compares to thirty five (35) percent for GPA (F/Y 2005) and thirty six (36) percent for GWA (F/Y 2005).

The breakdown of benefits, (33) percent for State and Local Government were as follows : paid leave eight (8) percent, supplemental pay one (1) percent, insurance eleven (11) percent, retirement and savings seven (7) percent and legally required benefits six (6) percent.

2.2.3 Total Compensation Comparison - Public Sector

Sixty seven (67) percent of total compensation for all public sector workers is wages and salaries. This compares to sixty five (65) percent for GPA (F/Y 2005) and sixty four (64) percent for GWA (F/Y 2005).

2.3 Certified / Technical & Professional Employees (CTP's)

With reference to Public Law No 28-159 the act provides the authority to both utilities (through the CCU) to :

“ govern the selection, compensation, promotion, performance evaluation, disciplinary action, and terms and conditions of employment for certified, technical and professional personnel”

Public Law No 28-159 also stipulates that certified, technical or professional employees shall mean :

“ personnel employed by the authority who are professional engineers, attorneys and other licensed professionals, or who are highly skilled employees with certificates such as plant operator and other similar engineering and technical personnel”

In applying the above, three (3) positions lists were identified for each utility as follows :

List A : certified, technical and professional positions originally presented as an appendix to the bill and as qualified by Guam law (personnel rules and regulations)

List B : remaining certified, technical and professional positions that also qualify as “highly skilled employees” or “technical personnel” under the bills definition and Guam law (personnel rules and regulations)

List C : all remaining positions, that whilst important to both utilities, unfortunately do not meet the criteria as a certified, technical or professional position.

The requested motion to the CCU was to combine A & B position lists in order to capture all certified, technical and professional positions within each utility.

2.4 Comparative Results

In order to compare the results of stage one and stage two a detailed regression analysis was undertaken to examine the extent of variance between the market, GPA and GWA.

In summary, for certified, technical and professional (CTP) positions their vulnerability to being externally competitive was clearly apparent as the majority were below the 5th market percentile. This was the case for both GPA & GWA and particularly noticeable for positions above 500 job evaluation points or Leaders, Supervisors and Managers. At the end of the day, results clearly reinforced current difficulties being experienced by both utilities in attracting and retaining CTP employees.

Finally, the above is not helped by current policy re : the timing of performance evaluations i.e. for employees on steps 1 - 7 annually, steps 7 - 10 every 18 months and steps 10 - 20 every 2 years. Whilst the effectiveness of the form and process itself is a separate issue the above policy is non-motivational, and in reality, a backward step in pay particularly for those on steps 10 - 20 where a potential 3.5% increase occurs every two years. This amounts to 1.7% annually, which incidentally is less than the Consumer Price Index (CPI) which averaged 2.7% annually over the period 1991 - 2006. The end result is that this policy has undoubtedly contributed to the low market position of both utilities, and in particular, for leaders, supervisors and managers, who invariably, are on steps 7 through to 20.

2.5 Costing

Based on the results an initial costing was undertaken to migrate the base salary of CTP employees to various market percentiles (subject to implementation criteria being applied).

With regards estimating total compensation costs the following percentages were applied :

- Base Salary 63%
- Benefits (Retirement / health, dental and life insurance) 25%
- Overtime 10%
- Premium pay (night differential / hazardous pay etc) 2%

3.0 Stage Three : Implementation Overview

The implementation stage of the Compensation and Benefit Review migrates all employees to the new market percentile and utilizes implementation criteria in order to finalize their eventual grade and step.

3.1 New Pay Schedule

For CTP employees a new pay schedule is being introduced which incorporates the following :

Grades : (A - Z) alphabetical (14% increase between grades)

Steps : (1 - 20) numerical (4% increase between steps)

Sub-Steps : (A - D) alphabetical (1% increase between sub-steps)

One major feature of the new pay schedule is the introduction of sub-steps. In brief, for any one step there will be four sub-steps. This has been introduced to allow greater flexibility with regards paying for performance, as at present, both a mediocre and a top performer both potentially receive a one (1) step increase. With the pending introduction of a new performance management system the sub-steps will allow for a wider range in assessing and ultimately paying for performance.

3.2 Determining Implementation Range

Prior to migrating CTP employees to the new pay schedule an implementation range must be identified for each position. This range is important as the employees implementation score will dictate their eventual base salary.

To determine the implementation range for each position the relationship between the market base salary and the regression intercept is examined in bands of 50 job evaluation points. For positions above 1100 points the bands increase to accommodate senior management. Depending on where the midpoint falls i.e. between the market base salary and the regression intercept this helps to identify the low end of the implementation range. The upper end of the implementation range is simply an increase of sixteen (16) sub-steps.

The above process also identifies the new grade for each position.

3.3 Implementation Criteria

With a sixteen (16) sub-step implementation range identified for each position the final step is to determine where on that range the employee falls i.e. in order to identify their new base salary.

In order to achieve this the implementation criteria encompasses three (3) components as follows :

	Max Points	
• Performance i.e. the employees performance results *	9	56 %
• Qualifications i.e. does the employee meet the minimum qualifications required of the position ?	4	25 %
• Experience i.e. the employees years of relevant experience	3	19%
	16	100.0%

* for the first structural adjustment the performance results used will be historic and incorporate the results of the employee’s last one (1), two (2) and/or three (3) performance evaluations. As both GPA and GWA currently utilize different performance evaluation forms a minor amendment to the implementation criteria was required as GPA’s current form derives a numeric result whereas GWA’s does not. With future structural adjustments performance results will be based on a new performance management tool being developed.

In summary, if an employee scores (as an example) a score of 10 on the implementation criteria he/she would migrate to the 10th sub-step of the implementation range. For CTP positions, if the employee’s current base salary is below this amount then he/she would receive a pay adjustment to that new base salary. If the employee’s current base salary is above this amount there would be no change to the employee’s current base salary. However, with regards the latter (and in order to place them on the new pay schedule) a small adjustment is made (<1%) in order to place them at the closest sub-step (on the high side) to their existing base salary.

3.4 Overtime & Premium Payments

A review of overtime and premium payments (hazardous / environmental / night differential / Sunday premium and DRC (GWA) was also undertaken.

4.0 Complimentary Sub-Projects

In conjunction with the Compensation and Benefit Review the following two sub projects are also in the process of being addressed :

4.1 Provision of Incentives for Training and Professional Certification(s)

As an incentive to apprentices and operators and for employees to obtain certain professional certifications the new compensation model will provide a monetary incentive (through the new pay schedule) for employees to achieve this.

For apprentices and operators the incentive will take the form of pay increments (perhaps a number over a given year) based on skills attainments and/or exam results.

As an incentive for employees to obtain certain professional certifications this will also take the form of a pay increment, but rather than receiving a number of increases (as with apprentices and operators) the one-off increment would be equally attractive.

4.2 Performance Management

The foundation of any performance management process (whether formal or informal) must be improved communication between the employee and their immediate supervisor.

In terms of the formal process it provides an opportunity to provide feedback on performance, to review or plan upcoming goals and objectives and to develop or review individual training / development plans. This requires an ongoing effort by both the employee and their supervisor as through this process teamwork is strengthened and performance maximized.

Whilst the appraisal form is only one component of an integrated performance management system it is nonetheless a pivotal (albeit formal articulation) of the work expectations, performance feedback and training received and/or required. As discussed earlier, the current process allows for basically one of two options in paying for performance, either a nil or one (1) step increase based on the results of the performance appraisal process although the “Superior Performance Award” does provide an additional opportunity for one-off payment. Notwithstanding the above, the “nil or one step increase” is unfortunately restrictive, non-motivational and provides little scope for rewarding different levels of performance.

In summary, with both utilities focused on developing and maintaining a high level of service delivery the development and migration to a new performance management tool is a positive initiative and one that is fully supported by both management and the CCU in the ongoing drive by both utilities to exceed the service expectations of all their customers.

Utility	Positions	List
	ADDED--NEW ENGINEERING & OTHER NEWLY CREATED POSITIONS - LIST A & B	
GWA	AGM Collection & Distribution	A
GWA	AGM Compliance & Safety	A
GWA	AGM Production & Treatment	A
GWA	Asset Management/Maintenance Management Information System Officer	A
GWA	Assistant Chief Engineer	A
GWA	Associate Engineer	A
GWA	Biologist I	A
GWA	Biologist II	A
GWA	Biologist III	A
GWA	Chemist I	A
GWA	Chemist II	A
GWA	Chemist III	A
GWA	Chief Engineer	A
GWA	Customer Services Manager / Utility Services Administrator	A
GWA	Engineer I	A
GWA	Engineer II	A
GWA	Engineer III	A
GWA	Engineering Supervisor	A
GWA	General Manager (GWA)	A
GWA	GIS/LIS Manager	A
GWA	Junior Engineer	A
GWA	Laboratory Technician I	A
GWA	Laboratory Technician II	A
GWA	Laboratory Technician Supervisor	A
GWA	Monitoring Laboratory Services Administrator	A
GWA	Plant Instrument Technician II	A
GWA	Plant Instrument Technician Leader	A
GWA	Pumping Station Leader	A
GWA	Pumping Station Operator I	A
GWA	Pumping Station Operator II	A
GWA	Pumping Station Supervisor	A
GWA	Quality Assurance/Quality Control Officer	A
GWA	Senior Engineer	A
GWA	Senior Engineer Supervisor	A
GWA	Sewer Plant Leader	A
GWA	Sewer Plant Operator I	A
GWA	Sewer Plant Operator II	A
GWA	Sewer Plant Supervisor	A
GWA	Wastewater Con. / Maintenance Superintendent	A
GWA	Wastewater Maint. Mechanic Leader	A
GWA	Wastewater Maintenance Mechanic I	A
GWA	Wastewater Maintenance Mechanic II	A
GWA	Wastewater Plant Superintendent	A
GWA	Water / Sewer Maintenance Leader	A
GWA	Water / Sewer Maintenance Supervisor	A
GWA	Water / Sewer Maintenance Worker I	A
GWA	Water / Sewer Maintenance Worker I (Probation)	A
GWA	Water / Sewer Maintenance Worker II	A
GWA	Water Construction / Maintenance Superintendent	A
GWA	Water Distribution System Manager	A
GWA	Water Plant Operator I	A
GWA	Water Plant Operator II	A
GWA	Water Plant Operator Leader	A
GWA	Water Plant Supervisor	A
GWA	Accountant I	B
GWA	Accountant II	B
GWA	Accountant III	B
GWA	Administrative Officer	B

CUS	AGM Consolidated Administration	B
CUS	Assistant Chief Financial Officer	B
GWA	Buyer I	B
GWA	Buyer II	B
GWA	Buyer Supervisor I	B
GWA	Buyer Supervisor II	B
CUS	Chief Financial Officer	B
GWA	Collection Agent	B
GWA	Collection Supervisor	B
GWA	Communications Manager	B
GWA	Computer Operations Supervisor	B
GWA	Computer Operator I	B
GWA	Computer Operator II	B
GWA	Computer Operator III	B
GWA	Computer Technician I (Computer Services)	B
GWA	Computer Technician II (Computer Services)	B
GWA	Computer Technician Leader (Computer Services)	B
GWA	Computer Technician Supervisor (Computer Services)	B
GWA	Construction Inspector I	B
GWA	Construction Inspector II	B
GWA	Construction Inspector III	B
GWA	Controller	B
GWA	Customer Service Representative	B
GWA	Customer Service Representative Supervisor	B
GWA	Electrician I	B
GWA	Electrician II	B
GWA	Electrician Leader	B
GWA	Employee Development Specialist I	B
GWA	Employee Development Specialist II	B
GWA	Employee Development Specialist III	B
GWA	Equipment Operator I	B
GWA	Equipment Operator II	B
GWA	Equipment Operator III	B
GWA	Equipment Operator IV	B
GWA	Equipment Operator Leader I	B
GWA	Equipment Operator Leader II	B
GWA	Equipment Operator Supervisor	B
CUS	General Manager (CUS)	B
GWA	Heavy Equipment Mechanic I	B
GWA	Heavy Equipment Mechanic II	B
GWA	Heavy Equipment Mechanic Leader	B
GWA	Heavy Equipment Mechanic Supervisor	B
GWA	Land Agent I	B
GWA	Land Agent II	B
GWA	Land Agent III	B
GWA	Legal Secretary I	B
GWA	Legal Secretary II	B
GWA	Management Analyst I	B
GWA	Management Analyst II	B
GWA	Management Analyst III	B
GWA	Management Analyst IV	B
GWA	Meter Reader I	B
GWA	Meter Reader II	B
GWA	Meter Reader Leader	B
GWA	Meter Reader Supervisor	B
GWA	Network Systems Administrator	B
GWA	Personnel Services Administrator	B
GWA	Personnel Specialist I	B
GWA	Personnel Specialist II	B
GWA	Personnel Specialist III	B
GWA	Personnel Specialist IV	B
GWA	Planner / Co-ordinator I	B
GWA	Planner / Co-ordinator II	B

GWA	Planner / Co-ordinator III	B
GWA	Planner / Co-ordinator IV	B
GWA	Programmer Analyst	B
GWA	Public Information Officer	B
GWA	Refrigeration Mechanic I	B
GWA	Refrigeration Mechanic II	B
GWA	Refrigeration Mechanic Leader	B
GWA	Right of Way Supervisor	B
GWA	Safety Inspector I	B
GWA	Safety Inspector II	B
GWA	Safety Inspector III	B
GWA	Safety Supervisor	B
CUS	Special Assistant to the Executive Management	B
GWA	Survey Supervisor	B
GWA	Systems & Programming Administrator	B
GWA	Systems Dispatcher II	B
GWA	Systems Dispatcher III	B
GWA	Training Specialist	B
GWA	Trouble Dispatcher	B
GWA	Trouble Dispatcher Leader	B

List A : Certified, Technical and Professional positions (as submitted to the CCU) and as qualified by the Personnel Rules and Regulations, Guam Law.

List B : Remaining Certified, Technical and Professional positions as qualified by the Personnel Rules and Regulations, Guam Law.

Table 6
Estimated Costing - Base Salary Structural Adjustment to 5th Market Percentile (GWA)

Current Base Salary	Structural Adjustment to 5th Market Percentile	New Base Salary	% Increase in Base Salary	Estimated Benefit Cost based on 25% of Total Compensation	Estimated Overtime Cost based on 10% of Total Compensation	Estimated Prem. Pay Cost based on 2% of Total Compensation	Estimated Total Compensation	% Increase in Total Compensation
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GWA

Current	9,095,187				3,609,880	1,444,316	288,317	14,437,700	
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List A Positions (CTP)	2,438,016	449,286	2,887,302						
List B Positions (CTP)	1,433,362	269,627	1,702,989						
Adjusting List A Positions (CTP) that are already > 5th mkt percentile	3,404,770	20,458	3,425,228						
Adjusting List B Positions (CTP) that are already > 5th mkt percentile	799,151	2,655	801,806						
List C Positions (Non CTP)	1,019,888		1,019,888						
TOTAL *	9,095,187	742,026	9,837,213	8.16	3,904,390	1,562,149	311,840	15,615,592	8.16

* Includes all increments to September 30th 2007

* Excludes vacancies

* There are currently 21 DRC's. The total cost to GWA in providing the 15% pay differential is \$146,686. With the pay adjustment to the 5th market percentile there is still a shortfall of \$125,316 if GWA is to match the base salaries of DRC's with the pay differential included (see Table 10). The \$125,316 needs to be added to the \$742,026 above to ensure no loss in current salary for those employees holding the DRC title.

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Position	MARKET DATA (at 5th Market Percentile)	JE Points	Market Base Salary	Regression Base Salary	Midpoint (Market Base Salary and Regression Base Salary)	Midpoint Base Salary as a % of Market Base Salary	Adjusted Base Salary to 95% Cap	Adjusted Base Salary to 105% Cap	Structural Adjustment - MIN				Structural Adjustment - MAX			
										Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step

1600 - 1950 JE Point Range

CUS	Y	General Manager (CUS)	1919	144,596	278,307	211,452	146.24		151,826	129,782	S	3	D	150,673	S	7	C
GPA	Y	General Manager (GPA)	1831	138,417	242,339	190,378	137.54		145,338	124,718	S	2	D	144,794	S	6	C
GWA	Y	General Manager (GWA)	1675	113,399	189,619	151,509	133.61		119,069	102,041	R	1	A	118,467	R	4	D

1300 - 1599 JE Point Range

GPA	Y	AGM Operations	1581	125,517	163,562	144,540	115.16		131,793	112,717	R	3	C	130,861	R	7	B
GPA	Y	Chief Financial Officer	1482	108,286	139,981	124,134	114.63		113,700	97,895	Q	3	B	113,654	Q	7	A
GPA	Y	AGM Administration (GPA)	1392	101,725	121,507	111,616	109.72		106,811	91,309	Q	1	C	106,007	Q	5	B

1200 - 1299 JE Point Range

GPA	Y	Manager of Engineering	1232	97,444	94,477	95,961	98.48			82,522	P	2	B	95,806	P	6	A
GWA	Y	Chief Engineer	1232	97,444	94,477	95,961	98.48			82,522	P	2	B	95,806	P	6	A
GPA	Y	Manager of Generation	1229	96,688	94,033	95,361	98.63			81,705	P	2	A	94,857	P	5	D
GPA	Y	SPORD Manager	1236	93,075	95,074	94,075	101.07			80,896	P	1	D	93,918	P	5	C

1100 - 1199 JE Point Range

GPA	Y	Assistant Generation Manager	1100	84,937	76,767	80,852	95.19			69,564	O	1	B	80,761	O	5	A
GWA	Y	Assistant Chief Engineer	1109	85,331	77,862	81,597	95.62			70,259	O	1	C	81,569	O	5	B
GPA	Y	Assistant Chief Financial Officer	1122	86,623	79,470	83,047	95.87			70,962	O	1	D	82,384	O	5	C
GWA	Y	AGM Consolidated Administration	1120	84,637	79,220	81,929	96.80			70,259	O	1	C	81,569	O	5	B
GPA	Y	PSCC Manager	1153	87,913	83,440	85,677	97.46			73,112	O	2	C	84,881	O	6	B

Utility	CTP Position	MARKET DATA (at 5th Market Percentile)	JE Points	Market Base Salary	Regression Base Salary	Midpoint (Market Base Salary and Regression Base Salary)	Midpoint Base Salary as a % of Market Base Salary	Adjusted Base Salary to 95% Cap	Adjusted Base Salary to 105% Cap	Structural Adjustment - MIN				Structural Adjustment - MAX			
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Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	AGM Collection & Distribution	1160	86,531	84,364	85,448	98.75			73,112	O	2	C	84,881	O	6	B
GWA	Y	AGM Production & Treatment	1164	86,531	84,896	85,714	99.06			73,112	O	2	C	84,881	O	6	B
GPA	Y	T&D Manager	1196	87,240	89,277	88,259	101.17			75,327	O	3	B	87,453	O	7	A
GPA	Y	Staff Attorney	1192	84,060	88,718	86,389	102.77			73,843	O	2	D	85,730	O	6	C
GWA	Y	Staff Attorney	1192	84,060	88,718	86,389	102.77			73,843	O	2	D	85,730	O	6	C

1050 - 1099 JE Point Range

GPA	Y	Personnel Services Administrator	1064	80,558	72,542	76,550	95.02			65,422	N	3	A	75,953	N	6	D
GPA	Y	Engineering Supervisor (P&R)	1057	79,221	71,748	75,485	95.28			64,775	N	2	D	75,201	N	6	C
GPA	Y	Assistant T&D Manager	1070	79,019	73,230	76,125	96.34			65,422	N	3	A	75,953	N	6	D
GPA	Y	Controller	1079	78,190	74,274	76,232	97.50			65,422	N	3	A	75,953	N	6	D
GWA	Y	Controller	1059	75,228	71,974	73,601	97.84			62,870	N	2	A	72,990	N	5	D
GWA	Y	AGM Compliance & Safety	1089	77,782	75,451	76,617	98.50			65,422	N	3	A	75,953	N	6	D
GPA	Y	Utility Services Administrator	1075	75,526	73,808	74,667	98.86			64,133	N	2	C	74,457	N	6	B

1000 - 1049 JE Point Range

GPA	Y	Systems Manager	1047	85,172	70,628	77,900	91.46	80,914		69,447	N	4	C	80,626	N	8	B
GWA	Y	Information Technology Administrator	1047	85,172	70,628	77,900	91.46	80,914		69,447	N	4	C	80,626	N	8	B
GPA	Y	Assistant Plant Superintendent (Cabras 1&2)	1014	78,540	67,057	72,799	92.69	74,613		64,133	N	2	C	74,457	N	6	B
GPA	Y	Engineer Supervisor (Distribution)	1029	80,109	68,657	74,383	92.85	76,104		65,422	N	3	A	75,953	N	6	D
GPA	Y	PSCC Superintendent	1047	81,881	70,628	76,255	93.13	77,787		66,737	N	3	C	77,480	N	7	B
GPA	Y	Assistant Plant Superintendent (Cabras 3&4)	1007	75,588	66,323	70,955	93.87	71,808		61,631	N	1	C	71,552	N	5	B
GPA	Y	Engineer Supervisor (Substation / T&D)	1044	79,221	70,296	74,758	94.37	75,260		64,775	N	2	D	75,201	N	6	C
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	Engineer Supervisor	1044	79,221	70,296	74,758	94.37	75,260		64,775	N	2	D	75,201	N	6	C
GWA	Y	Monitoring Laboratory Services Administrator	1008	74,497	66,427	70,462	94.58	70,772		60,417	N	1	A	70,142	N	4	D
GPA	Y	Power Systems Superintendent (SS / UG)	1011	71,799	66,741	69,270	96.48			59,127	M	3	D	68,645	M	7	C
GPA	Y	Engineer Supervisor (Project Management)	1012	71,083	66,846	68,965	97.02			59,127	M	3	D	68,645	M	7	C
GPA	Y	Meter / Relay Superintendent	1018	68,845	67,480	68,162	99.01			58,542	M	3	C	67,965	M	7	B
GWA	Y	Personnel Services Administrator	1025	69,213	68,227	68,720	99.29			59,127	M	3	D	68,645	M	7	C
GPA	Y	Internal Auditor	1019	66,578	67,586	67,082	100.76			57,388	M	3	A	66,626	M	6	D

950 - 999 JE Point Range

GPA	Y	Assistant Plant Superintendent (Tanguisson)	979	77,383	63,466	70,425	91.01	73,514		62,765	M	5	B	72,868	M	9	A
GPA	Y	Special Projects Engineer	961	70,446	61,694	66,070	93.79	66,924		57,388	M	3	A	66,626	M	6	D
GPA	Y	Engineer Supervisor (Customer Service)	982	70,553	63,766	67,160	95.19			57,388	M	3	A	66,626	M	6	D
GPA	Y	Chief Budget Officer	994	71,685	64,980	68,333	95.32			58,542	M	3	C	67,965	M	7	B
GPA	Y	Assistant Plant Superintendent (CT / Diesel)	965	68,295	62,084	65,190	95.45			55,700	M	2	B	64,666	M	6	A
GPA	Y	Chief Electric Power Systems Dispatcher	984	69,248	63,967	66,607	96.19			56,820	M	2	D	65,966	M	6	C
GWA	Y	Systems / Trouble Dispatch Supervisor	984	69,248	63,967	66,607	96.19			56,820	M	2	D	65,966	M	6	C
GPA	Y	Assistant Customer Services Manager	951	65,623	60,732	63,178	96.27			54,062	M	1	C	62,765	M	5	B
GWA	Y	Wastewater Con. / Maintenance Superintendent	980	68,363	63,565	65,964	96.49			56,257	M	2	C	65,313	M	6	B
GWA	Y	Water Construction / Maintenance Superintendent	980	68,363	63,565	65,964	96.49			56,257	M	2	C	65,313	M	6	B
GWA	Y	Water Distribution System Manager	998	69,363	65,390	67,377	97.14			57,962	M	3	B	67,292	M	7	A
GPA	Y	Power Systems Superintendent (Overhead)	999	69,360	65,493	67,427	97.21			57,962	M	3	B	67,292	M	7	A
GPA	Y	Supply Management Administrator	990	68,338	64,573	66,456	97.25			56,820	M	2	D	65,966	M	6	C
GPA	Y	Fleet Support Services Manager	998	68,663	65,390	67,027	97.62			57,388	M	3	A	66,626	M	6	D
	tion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN			Structural Adjustment - MAX				

**Table 1
Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	Y	Power Plant Maintenance Superintendent (CMWS)	998	68,399	65,390	66,895	97.80			57,388	M	3	A	66,626	M	6	D
GWA	Y	Wastewater Plant Superintendent	970	65,379	62,574	63,977	97.85			54,603	M	1	D	63,392	M	5	C
GPA	Y	Electric Power Laboratory Chief	952	61,904	60,827	61,366	99.13			52,384	L	4	A	60,817	L	7	D
GPA	Y	Programmer / Analyst Supervisor (PSCC)	968	58,934	62,377	60,655	102.92			51,866	L	3	D	60,215	L	7	C
GPA	Y	Safety Administrator	975	56,429	63,068	59,749	105.88		59,250	50,844	L	3	B	59,028	L	7	A
GPA	Y	Facilities Manager	991	56,769	64,675	60,722	106.96		59,607	50,844	L	3	B	59,028	L	7	A

900 - 949 JE Point Range

GPA	Y	Survey Supervisor	940	65,866	59,690	62,778	95.31			53,972	L	4	D	62,660	L	8	C
GWA	Y	Survey Supervisor	940	65,866	59,690	62,778	95.31			53,972	L	4	D	62,660	L	8	C
GPA	Y	Engineer III (Elect. / Mech. / Env. - CS / P&R / Gen)	918	62,741	57,660	60,201	95.95			51,352	L	3	C	59,618	L	7	B
GWA	Y	Planner IV	918	62,741	57,660	60,201	95.95			51,352	L	3	C	59,618	L	7	B
GPA	Y	Engineer III (Electrical - T&D / Gen / P.Man)	931	63,571	58,851	61,211	96.29			52,384	L	4	A	60,817	L	7	D
GWA	Y	Engineer III (Senior Engineer)	931	63,571	58,851	61,211	96.29			52,384	L	4	A	60,817	L	7	D
GPA	Y	Engineer III (Electrical - Substation)	944	63,571	60,067	61,819	97.24			52,908	L	4	B	61,425	L	8	A
GPA	Y	System Protection Engineer (Substation)	944	63,571	60,067	61,819	97.24			52,908	L	4	B	61,425	L	8	A
GPA	Y	Right of Way Supervisor	900	56,634	56,051	56,343	99.49			48,376	L	2	A	56,163	L	5	D
GWA	Y	Right of Way Supervisor	900	56,634	56,051	56,343	99.49			48,376	L	2	A	56,163	L	5	D
GPA	Y	Plant Shift Supervisor (Cabras 1&2)	935	58,267	59,223	58,745	100.82			50,340	L	3	A	58,444	L	6	D
GPA	Y	Public Information Officer	911	56,011	57,029	56,520	100.91			48,376	L	2	A	56,163	L	5	D
GWA	Y	Public Information Officer	911	56,011	57,029	56,520	100.91			48,376	L	2	A	56,163	L	5	D
GPA	Y	Plant Shift Supervisor (Tanguisson)	927	57,425	58,482	57,953	100.92			49,842	L	2	D	57,865	L	6	C
GPA	Y	Plant Operator / Maint. Supervisor (Cabras 3&4)	929	56,488	58,666	57,577	101.93			49,349	L	2	C	57,292	L	6	B
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

**Table 1
Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	Y	Communication / Electronic Technician Supervisor	910	52,799	56,940	54,869	103.92			46,953	L	1	B	54,511	L	5	A
GPA	Y	Plant Maint. Supervisor (Central Maintenance)	907	51,812	56,672	54,242	104.69			46,411	K	4	B	53,881	K	8	A
GPA	Y	Plant Electrician / Instrument Maint. Supervisor	909	51,932	56,850	54,391	104.74			46,411	K	4	B	53,881	K	8	A
GPA	Y	Plant Results Supervisor	908	51,812	56,761	54,287	104.78			46,411	K	4	B	53,881	K	8	A
GPA	Y	Plant Maint. Supervisor (Cabras 1&2 / 3&4 / Tang)	909	51,812	56,850	54,331	104.86			46,411	K	4	B	53,881	K	8	A
GPA	Y	Plant Operator / Maint. Supervisor (CT / Diesel)	923	52,614	58,116	55,365	105.23		55,244	47,344	K	4	D	54,965	K	8	C
GWA	Y	Sewer Plant Supervisor	902	49,845	56,228	53,037	106.40		52,337	45,046	K	3	C	52,297	K	7	B
GWA	Y	Water Plant Supervisor	921	50,867	57,933	54,400	106.95		53,410	45,951	K	4	A	53,348	K	7	D
GPA	Y	Accountant III	916	50,319	57,479	53,899	107.11		52,835	45,496	K	3	D	52,820	K	7	C
GWA	Y	Accountant III	916	50,319	57,479	53,899	107.11		52,835	45,496	K	3	D	52,820	K	7	C
GWA	Y	Management Analyst IV	913	49,952	57,209	53,580	107.26		52,450	45,046	K	3	C	52,297	K	7	B
GPA	Y	Management Analyst IV	913	49,952	57,209	53,580	107.26		52,450	45,046	K	3	C	52,297	K	7	B
GPA	Y	Personnel Specialist IV	913	49,952	57,209	53,580	107.26		52,450	45,046	K	3	C	52,297	K	7	B
GPA	Y	Program Coordinator IV	913	49,952	57,209	53,580	107.26		52,450	45,046	K	3	C	52,297	K	7	B
GWA	Y	Personnel Specialist IV	913	49,952	57,209	53,580	107.26		52,450	45,046	K	3	C	52,297	K	7	B
GWA	Y	Water / Sewer Maintenance Supervisor	913	49,387	57,209	53,298	107.92		51,856	44,600	K	3	B	51,779	K	7	A

850 - 899 JE Point Range

GPA	Y	Computer Systems Analyst II	883	58,203	54,572	56,387	96.88			48,295	K	5	B	56,069	K	9	A
GWA	Y	GIS/LIS Manager	895	57,705	55,612	56,659	98.19			48,778	K	5	C	56,630	K	9	B
GPA	Y	Customer Service Electrician Supervisor	851	51,045	51,894	51,470	100.83			44,158	K	3	A	51,266	K	6	D
GPA	Y	Line Electrician Supervisor	861	49,617	52,717	51,167	103.12			43,721	K	2	D	50,759	K	6	C
GPA	Y	HVCS / Electrician Supervisor	877	50,779	54,060	52,419	103.23			45,046	K	3	C	52,297	K	7	B
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	Y	Plant Maintenance Supervisor (Water Systems)	891	51,812	55,263	53,538	103.33			45,951	K	4	A	53,348	K	7	D
GPA	Y	Meter Electrician Supervisor	861	49,083	52,717	50,900	103.70			43,721	K	2	D	50,759	K	6	C
GPA	Y	Heavy Equipment Mechanic Supervisor	870	49,541	53,468	51,505	103.96			44,158	K	3	A	51,266	K	6	D
GWA	Y	Heavy Equipment Mechanic Supervisor	870	49,541	53,468	51,505	103.96			44,158	K	3	A	51,266	K	6	D
GPA	Y	Substation Electrician Supervisor	886	50,779	54,831	52,805	103.99			45,046	K	3	C	52,297	K	7	B
GPA	Y	Electric Relay Technician Supervisor	888	50,703	55,003	52,853	104.24			45,496	K	3	D	52,820	K	7	C
GWA	Y	Systems & Programming Administrator	897	51,183	55,787	53,485	104.50			45,951	K	4	A	53,348	K	7	D
GPA	Y	Computer Technician Supervisor	897	51,183	55,787	53,485	104.50			45,951	K	4	A	53,348	K	7	D
GPA	Y	Network Systems Administrator	897	51,183	55,787	53,485	104.50			45,951	K	4	A	53,348	K	7	D
GWA	Y	Computer Technician Supervisor	897	51,183	55,787	53,485	104.50			45,951	K	4	A	53,348	K	7	D
GWA	Y	Network Systems Administrator	897	51,183	55,787	53,485	104.50			45,951	K	4	A	53,348	K	7	D
GWA	Y	Pumping Station Supervisor	898	50,599	55,875	53,237	105.21		53,129	45,496	K	3	D	52,820	K	7	C
GPA	Y	Electric Power Systems Dispatcher II	887	49,685	54,917	52,301	105.26		52,170	44,600	K	3	B	51,779	K	7	A
GWA	Y	Systems Dispatcher III	887	49,685	54,917	52,301	105.27		52,169	44,600	K	3	B	51,779	K	7	A
GWA	Y	Safety Supervisor	872	47,637	53,637	50,637	106.30		50,019	42,860	K	2	B	49,759	K	6	A
GPA	Y	Safety Supervisor	872	47,637	53,637	50,637	106.30		50,019	42,860	K	2	B	49,759	K	6	A

800 - 849 JE Point Range

GWA	Y	Engineer II (Associate Engineer)	809	56,382	48,577	52,480	93.08	53,563		45,951	K	4	A	53,348	K	7	D
GPA	Y	Engineer II	809	56,382	48,577	52,480	93.08	53,563		45,951	K	4	A	53,348	K	7	D
GWA	Y	Planner III	809	56,382	48,577	52,480	93.08	53,563		45,951	K	4	A	53,348	K	7	D
GWA	Y	Payroll Supervisor	805	51,025	48,273	49,649	97.30			42,435	K	2	A	49,266	K	5	D
GPA	Y	Payroll Supervisor	805	51,025	48,273	49,649	97.30			42,435	K	2	A	49,266	K	5	D
	tion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

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GWA	Y	Biologist III	848	53,101	51,650	52,376	98.63			45,046	K	3	C	52,297	K	7	B
GWA	Y	Chemist III	848	53,101	51,650	52,376	98.63			45,046	K	3	C	52,297	K	7	B
GWA	Y	Buyer Supervisor II	834	51,034	50,525	50,780	99.50			43,721	K	2	D	50,759	K	6	C
GPA	Y	Buyer Supervisor II	834	51,034	50,525	50,780	99.50			43,721	K	2	D	50,759	K	6	C
GWA	Y	Inventory Management Officer	835	50,459	50,605	50,532	100.14			43,288	K	2	C	50,256	K	6	B
GPA	Y	Inventory Management Officer	835	50,459	50,605	50,532	100.14			43,288	K	2	C	50,256	K	6	B
GWA	Y	Laboratory Technician Supervisor	837	48,837	50,764	49,801	101.97			42,860	K	2	B	49,759	K	6	A
GPA	Y	Computer Operations Supervisor	844	47,795	51,326	49,561	103.69			42,435	K	2	A	49,266	K	5	D
GWA	Y	Computer Operations Supervisor	844	47,795	51,326	49,561	103.69			42,435	K	2	A	49,266	K	5	D

750 - 799 JE Point Range

GPA	Y	Control Operator (Cabras 1&2 / Tanguisson)	793	55,038	47,370	51,204	93.03	52,286		44,600	K	3	B	51,779	K	7	A
GPA	Y	Control Operator (Cabras 3&4)	780	53,202	46,412	49,807	93.62	50,542		43,288	K	2	C	50,256	K	6	B
GPA	Y	Maintenance Planner	786	49,306	46,852	48,079	97.51			41,187	K	1	B	47,817	K	5	A
GPA	Y	Shop Planner	786	49,306	46,852	48,079	97.51			41,187	K	1	B	47,817	K	5	A
GWA	Y	Biologist II	754	44,162	44,552	44,357	100.44			37,972	J	2	C	44,084	J	6	B
GWA	Y	Chemist II	754	44,162	44,552	44,357	100.44			37,972	J	2	C	44,084	J	6	B
GPA	Y	Plant Operator / Main. Mechanic Leader	755	42,640	44,623	43,632	102.33			37,224	J	2	A	43,216	J	5	D
GWA	Y	Collection Supervisor	761	42,525	45,046	43,786	102.96			37,596	J	2	B	43,648	J	6	A
GPA	Y	Collection Supervisor	761	42,525	45,046	43,786	102.96			37,596	J	2	B	43,648	J	6	A
GPA	Y	Electric Power Systems Dispatcher I	788	44,041	46,999	45,520	103.36			39,123	J	3	B	45,420	J	7	A
GWA	Y	Systems Dispatcher II	788	44,041	46,999	45,520	103.36			39,123	J	3	B	45,420	J	7	A
GWA	Y	Accountant II	789	43,896	47,073	45,485	103.62			39,123	J	3	B	45,420	J	7	A
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

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GPA	Y	Accountant II	789	43,896	47,073	45,485	103.62			39,123	J	3	B	45,420	J	7	A
GWA	Y	Personnel Specialist III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GPA	Y	Employee Development Specialist III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GWA	Y	Employee Development Specialist III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GPA	Y	Management Analyst III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GWA	Y	Management Analyst III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GPA	Y	Personnel Specialist III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GPA	Y	Program Coordinator III	798	44,067	47,744	45,906	104.17			39,514	J	3	C	45,874	J	7	B
GPA	Y	Budget Analyst	779	41,850	46,339	44,095	105.36		43,943	37,596	J	2	B	43,648	J	6	A
GWA	Y	Budget Analyst	779	41,850	46,339	44,095	105.36		43,943	37,596	J	2	B	43,648	J	6	A
GWA	Y	Customer Service Representative Supervisor	795	42,647	47,520	45,084	105.71		44,779	38,352	J	2	D	44,525	J	6	C
GPA	Y	Customer Service Representative Supervisor	795	42,647	47,520	45,084	105.71		44,779	38,352	J	2	D	44,525	J	6	C
GPA	Y	Contracts Administrator	798	42,582	47,744	45,163	106.06		44,711	38,352	J	2	D	44,525	J	6	C
GPA	Y	Building Maintenance Supervisor	762	39,630	45,116	42,373	106.92		41,612	35,771	J	1	A	41,530	J	4	D
GPA	Y	Carpenter Supervisor	774	39,786	45,976	42,881	107.78		41,775	35,771	J	1	A	41,530	J	4	D
GWA	Y	Equipment Operator Supervisor	795	40,219	47,520	43,870	109.08		42,230	36,129	J	1	B	41,945	J	5	A
GPA	Y	Equipment Operator Supervisor	795	40,219	47,520	43,870	109.08		42,230	36,129	J	1	B	41,945	J	5	A

700 - 749 JE Point Range

GPA	Y	Systems Analyst	725	50,353	42,566	46,459	92.27	47,835		41,118	J	4	C	47,737	J	8	B
GPA	Y	Line Electrician Leader	702	46,773	41,054	43,914	93.89	44,435		37,972	J	2	C	44,084	J	6	B
GPA	Y	HVCS / Electrician Leader	703	46,846	41,119	43,983	93.89	44,504		37,972	J	2	C	44,084	J	6	B
GPA	Y	Plant Instrument Technician Leader	722	48,247	42,366	45,307	93.91	45,835		39,123	J	3	B	45,420	J	7	A
	tion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	Plant Instrument Technician Leader	722	48,247	42,366	45,307	93.91	45,835		39,123	J	3	B	45,420	J	7	A
GPA	Y	Substation Electrician Leader	703	46,773	41,119	43,946	93.96	44,435		37,972	J	2	C	44,084	J	6	B
GPA	Y	Electric Relay Technician Leader	718	47,351	42,100	44,726	94.45	44,984		38,735	J	3	A	44,971	J	6	D
GWA	Y	Electrician Leader	712	46,323	41,705	44,014	95.02			37,596	J	2	B	43,648	J	6	A
GPA	Y	Plant Electrician Leader	712	46,323	41,705	44,014	95.02			37,596	J	2	B	43,648	J	6	A
GWA	Y	Planner II	704	45,129	41,183	43,156	95.63			36,855	J	1	D	42,788	J	5	C
GPA	Y	Communication / Electronic Technician Leader	709	45,421	41,509	43,465	95.69			37,224	J	2	A	43,216	J	5	D
GWA	Y	Computer Technician Leader	709	45,421	41,509	43,465	95.69			37,224	J	2	A	43,216	J	5	D
GPA	Y	Computer Technician Leader	709	45,421	41,509	43,465	95.69			37,224	J	2	A	43,216	J	5	D
GWA	Y	Heavy Equipment Mechanic Leader	700	44,484	40,925	42,705	96.00			36,490	J	1	C	42,364	J	5	B
GPA	Y	Heavy Equipment Mechanic Leader	700	44,484	40,925	42,705	96.00			36,490	J	1	C	42,364	J	5	B
GPA	Y	Plant Maintenance Mechanic Leader	700	44,484	40,925	42,705	96.00			36,490	J	1	C	42,364	J	5	B
GPA	Y	Meter Electrician Leader	704	44,135	41,183	42,659	96.66			36,490	J	1	C	42,364	J	5	B
GWA	Y	Construction Inspector III	732	44,603	43,037	43,820	98.24			37,596	J	2	B	43,648	J	6	A
GPA	Y	Construction Inspector III	732	44,603	43,037	43,820	98.24			37,596	J	2	B	43,648	J	6	A
GPA	Y	Electrician Troubleshooter	743	45,360	43,788	44,574	98.27			38,352	J	2	D	44,525	J	6	C
GPA	Y	Buyer Supervisor I	735	43,797	43,241	43,519	99.37			37,224	J	2	A	43,216	J	5	D
GWA	Y	Buyer Supervisor I	735	43,797	43,241	43,519	99.37			37,224	J	2	A	43,216	J	5	D
GWA	Y	Warehouse Supervisor II	729	43,261	42,835	43,048	99.51			36,855	J	1	D	42,788	J	5	C
GPA	Y	Warehouse Supervisor II	729	43,261	42,835	43,048	99.51			36,855	J	1	D	42,788	J	5	C
GWA	Y	Meter Reader Supervisor	734	43,442	43,173	43,308	99.69			37,224	J	2	A	43,216	J	5	D
GPA	Y	Electric Meter Reader Supervisor	734	43,442	43,173	43,308	99.69			37,224	J	2	A	43,216	J	5	D
GPA	Y	Safety Inspector III	741	42,952	43,651	43,302	100.81			37,224	J	2	A	43,216	J	5	D
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

**Table 1
Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	Safety Inspector III	741	42,952	43,651	43,302	100.81			37,224	J	2	A	43,216	J	5	D

650 - 699 JE Point Range

GWA	Y	Engineer I (Junior Engineer)	687	45,129	40,097	42,613	94.42	42,873		36,855	J	1	D	42,788	J	5	C
GPA	Y	Engineer I	687	45,129	40,097	42,613	94.42	42,873		36,855	J	1	D	42,788	J	5	C
GPA	Y	Programmer Analyst	683	44,553	39,846	42,200	94.72	42,325		36,129	J	1	B	41,945	J	5	A
GWA	Y	Programmer Analyst	683	44,553	39,846	42,200	94.72	42,325		36,129	J	1	B	41,945	J	5	A
GPA	Y	Refrigeration Mechanic Leader	694	44,007	40,541	42,274	96.06			36,129	J	1	B	41,945	J	5	A
GWA	Y	Refrigeration Mechanic Leader	694	44,007	40,541	42,274	96.06			36,129	J	1	B	41,945	J	5	A
GPA	Y	Plant Maintenance Welder III	655	40,487	38,129	39,308	97.09			33,642	I	2	D	39,057	I	6	C
GWA	Y	Welder III	655	40,487	38,129	39,308	97.09			33,642	I	2	D	39,057	I	6	C
GWA	Y	Equipment Operator Leader II	661	38,042	38,491	38,267	100.59			32,653	I	2	A	37,909	I	5	D
GPA	Y	Equipment Operator Leader II	661	38,042	38,491	38,267	100.59			32,653	I	2	A	37,909	I	5	D
GPA	Y	Customer Service Electrician Leader	660	37,727	38,430	38,078	100.93			32,653	I	2	A	37,909	I	5	D
GPA	Y	Electric Power Systems Dispatcher Technician	660	37,327	38,430	37,878	101.48			32,329	I	1	D	37,533	I	5	C
GWA	Y	Carpenter Leader	683	36,594	39,846	38,220	104.44			32,653	I	2	A	37,909	I	5	D
GPA	Y	Carpenter Leader	683	36,594	39,846	38,220	104.44			32,653	I	2	A	37,909	I	5	D

600 - 649 JE Point Range

GPA	Y	Plant Operator III (Cabras 3&4 / Tanguisson)	608	46,160	35,413	40,786	88.36	43,852		37,533	I	5	C	43,575	I	9	B
GPA	Y	Plant Operator III (Cabras 1&2)	618	46,160	35,974	41,067	88.97	43,852		37,533	I	5	C	43,575	I	9	B
GPA	Y	Line Inspector	623	45,786	36,258	41,022	89.59	43,497		37,162	I	5	B	43,144	I	9	A
GPA	Y	Plant Operator / Maintenance Worker II	607	42,160	35,357	38,758	91.93	40,052		34,318	I	3	B	39,842	I	7	A
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN			Structural Adjustment - MAX				

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	Trouble Dispatcher Leader	600	39,366	34,970	37,168	94.42	37,398		32,009	I	1	C	37,162	I	5	B
GPA	Y	Trouble Dispatcher Leader	600	39,366	34,970	37,168	94.42	37,398		32,009	I	1	C	37,162	I	5	B
GWA	Y	Biologist I	600	39,283	34,970	37,127	94.51	37,319		32,009	I	1	C	37,162	I	5	B
GWA	Y	Chemist I	600	39,283	34,970	37,127	94.51	37,319		32,009	I	1	C	37,162	I	5	B
GWA	Y	Sewer Plant Leader	615	38,921	35,805	37,363	96.00			32,009	I	1	C	37,162	I	5	B
GWA	Y	Pumping Station Leader	610	38,472	35,524	36,998	96.17			31,692	I	1	B	36,794	I	5	A
GPA	Y	Construction Inspector II	622	39,162	36,201	37,682	96.22			32,329	I	1	D	37,533	I	5	C
GWA	Y	Construction Inspector II	622	39,162	36,201	37,682	96.22			32,329	I	1	D	37,533	I	5	C
GPA	Y	Computer Operator III	637	39,404	37,065	38,235	97.03			32,653	I	2	A	37,909	I	5	D
GWA	Y	Computer Operator III	637	39,404	37,065	38,235	97.03			32,653	I	2	A	37,909	I	5	D
GWA	Y	Water Plant Operator Leader	636	39,161	37,007	38,084	97.25			32,653	I	2	A	37,909	I	5	D
GWA	Y	Wastewater Maint. Mechanic Leader	639	39,173	37,182	38,178	97.46			32,653	I	2	A	37,909	I	5	D
GWA	Y	Water / Sewer Maintenance Leader	639	39,173	37,182	38,178	97.46			32,653	I	2	A	37,909	I	5	D

550 - 599 JE Point Range

GPA	Y	Plant Instrument Technician II	576	45,252	33,675	39,464	87.21	42,989		36,794	I	5	A	42,716	I	8	D
GWA	Y	Plant Instrument Technician II	576	45,252	33,675	39,464	87.21	42,989		36,794	I	5	A	42,716	I	8	D
GPA	Y	Line Electrician II	568	44,305	33,254	38,779	87.53	42,090		36,069	I	4	C	41,875	I	8	B
GWA	Y	Electrician II	569	44,305	33,306	38,806	87.59	42,090		36,069	I	4	C	41,875	I	8	B
GPA	Y	Plant Electrician II	569	44,305	33,306	38,805	87.59	42,090		36,069	I	4	C	41,875	I	8	B
GPA	Y	HVCS / Electrician II	570	44,305	33,358	38,831	87.65	42,090		36,069	I	4	C	41,875	I	8	B
GPA	Y	Substation Electrician II	570	44,305	33,358	38,831	87.65	42,090		36,069	I	4	C	41,875	I	8	B
GPA	Y	Electric Relay Technician II	575	44,305	33,622	38,963	87.94	42,090		36,069	I	4	C	41,875	I	8	B
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

**Table 1
Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	Y	Meter Electrician II	551	41,283	32,376	36,830	89.21	39,219		33,642	I	2	D	39,057	I	6	C
GWA	Y	Heavy Equipment Mechanic II	551	39,957	32,376	36,167	90.51	37,959		32,653	I	2	A	37,909	I	5	D
GPA	Y	Heavy Equipment Mechanic II	551	39,957	32,376	36,167	90.51	37,959		32,653	I	2	A	37,909	I	5	D
GPA	Y	Plant Maintenance Mechanic II	561	39,957	32,890	36,424	91.16	37,959		32,653	I	2	A	37,909	I	5	D
GWA	Y	Refrigeration Mechanic II	561	39,957	32,890	36,424	91.16	37,959		32,653	I	2	A	37,909	I	5	D
GPA	Y	Refrigeration Mechanic II	561	39,957	32,890	36,424	91.16	37,959		32,653	I	2	A	37,909	I	5	D
GPA	Y	Machinist II	570	40,385	33,358	36,872	91.30	38,366		32,979	I	2	B	38,288	I	6	A
GPA	Y	Computer Technician II	575	39,198	33,622	36,410	92.89	37,238		32,009	I	1	C	37,162	I	5	B
GWA	Y	Computer Technician II	575	39,198	33,622	36,410	92.89	37,238		32,009	I	1	C	37,162	I	5	B
GPA	Y	Communication / Electronic Technician II	575	38,856	33,622	36,239	93.26	36,913		31,692	I	1	B	36,794	I	5	A
GWA	Y	Accountant I	575	38,689	33,622	36,156	93.45	36,755		31,378	I	1	A	36,429	I	4	D
GPA	Y	Accountant I	575	38,689	33,622	36,156	93.45	36,755		31,378	I	1	A	36,429	I	4	D
GWA	Y	Employee Development Specialist II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GWA	Y	Personnel Specialist II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GPA	Y	Employee Development Specialist II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GPA	Y	Management Analyst II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GWA	Y	Management Analyst II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GPA	Y	Personnel Specialist II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GPA	Y	Program Coordinator II	594	38,859	34,642	36,751	94.57	36,916		31,692	I	1	B	36,794	I	5	A
GWA	Y	Planner I	593	38,733	34,587	36,660	94.65	36,796		31,692	I	1	B	36,794	I	5	A
GPA	Y	Engineering Technician II (Distribution / Substation)	578	36,216	33,781	34,998	96.64			30,104	H	3	B	34,949	H	7	A
GWA	Y	Water Plant Operator II	552	34,604	32,427	33,516	96.85			28,643	H	2	A	33,253	H	5	D
GPA	Y	Plant Maintenance Welder II	561	35,083	32,890	33,987	96.87			29,218	H	2	C	33,922	H	6	B
	tion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	Welder II	561	35,083	32,890	33,987	96.87			29,218	H	2	C	33,922	H	6	B
GPA	Y	Plant Water Technician II	576	35,636	33,675	34,656	97.25			29,806	H	3	A	34,603	H	6	D
GWA	Y	Laboratory Technician II	576	35,636	33,675	34,656	97.25			29,806	H	3	A	34,603	H	6	D
GPA	Y	Electric Meter Reader Leader	553	34,010	32,478	33,244	97.75			28,359	H	1	D	32,924	H	5	C
GWA	Y	Meter Reader Leader	553	34,010	32,478	33,244	97.75			28,359	H	1	D	32,924	H	5	C
GPA	Y	Engineering Technician II (Survey)	591	35,973	34,478	35,226	97.92			30,104	H	2	B	34,949	H	7	A
GWA	Y	Administrative Officer	582	35,017	33,994	34,506	98.54			29,510	H	2	D	34,261	H	6	C
GPA	Y	Administrative Officer	582	35,017	33,994	34,506	98.54			29,510	H	2	D	34,261	H	6	C
CUS	Y	Special Assistant To The Executive Management	582	35,017	33,994	34,506	98.54			29,510	H	2	D	34,261	H	6	C
GPA	Y	Planner Work Co-Ordinator (Transportation)	561	32,488	32,890	32,689	100.62			28,078	H	1	C	32,598	H	5	B
GPA	Y	Equipment Operator Leader I	591	33,906	34,478	34,192	100.84			29,218	H	2	C	33,922	H	6	B
GWA	Y	Equipment Operator Leader I	591	33,906	34,478	34,192	100.84			29,218	H	2	C	33,922	H	6	B

500 - 549 JE Point Range

GPA	Y	Customer Service Electrician II	527	38,700	31,177	34,939	90.28	36,765		31,639	H	4	C	36,732	H	8	B
GWA	Y	Land Agent III	531	36,402	31,374	33,888	93.09	34,582		29,510	H	2	D	34,261	H	6	C
GPA	Y	Land Agent III	531	36,402	31,374	33,888	93.09	34,582		29,510	H	2	D	34,261	H	6	C
GWA	N	Automotive Mechanic II	543	35,259	31,972	33,616	95.34			28,929	H	2	B	33,586	H	6	A
GWA	Y	Sewer Plant Operator II	541	32,400	31,871	32,136	99.18			27,479	G	4	B	31,902	G	8	A
GWA	Y	Pumping Station Operator II	534	31,210	31,522	31,366	100.50			26,937	G	3	D	31,274	G	7	C
GWA	Y	Wastewater Maintenance Mechanic II	534	31,210	31,522	31,366	100.50			26,937	G	3	D	31,274	G	7	C
GWA	Y	Water / Sewer Maintenance Worker II	534	31,210	31,522	31,366	100.50			26,937	G	3	D	31,274	G	7	C
GPA	Y	Computer Operator II	506	29,068	30,165	29,617	101.89			25,376	G	2	C	29,461	G	6	A
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

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Determining Implementation Range - 5th Market Percentile**

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GWA	Y	Computer Operator II	506	29,068	30,165	29,617	101.89			25,376	G	2	C	29,461	G	6	A
GWA	Y	Safety Inspector II	539	29,613	31,771	30,692	103.64			26,407	G	3	B	30,657	G	7	A
GPA	Y	Safety Inspector II	539	29,613	31,771	30,692	103.64			26,407	G	3	B	30,657	G	7	A

450 - 499 JE Point Range

GPA	Y	Plant Operator II or App. Power Plant Operator III (App. 6000 hrs - 90% Journeymans Rate)	488	33,780	29,323	31,552	93.40	32,091		27,479	G	4	B	31,902	G	8	A
GWA	Y	Trouble Dispatcher	474	32,976	28,684	30,830	93.49	31,327		26,937	G	3	D	31,274	G	7	C
GPA	Y	Trouble Dispatcher	474	32,976	28,684	30,830	93.49	31,327		26,937	G	3	D	31,274	G	7	C
GWA	Y	Plant Instrument Tech. I or App. Instrument Tech. IV (App. 8000 hrs - 90% Journeymans Rate)	478	33,115	28,865	30,990	93.58	31,459		26,937	G	3	D	31,274	G	7	C
GPA	Y	Plant Instrument Tech. I or App. Instrument Tech. IV (App. 8000 hrs - 90% Journeymans Rate)	478	33,115	28,865	30,990	93.58	31,459		26,937	G	3	D	31,274	G	7	C
GPA	Y	Plant Electrician I (90% Plant Electrician II Rate)	478	32,462	28,865	30,664	94.46	30,839		26,407	G	3	B	30,657	G	7	A
GWA	Y	Electrician I (90% Electrician II Rate)	478	32,462	28,865	30,664	94.46	30,839		26,407	G	3	B	30,657	G	7	A
GWA	Y	Laboratory Technician I	450	31,041	27,622	29,332	94.49	29,489		25,376	G	2	B	29,461	G	6	A
GWA	Y	Computer Technician I	479	32,463	28,911	30,687	94.53	30,839		26,407	G	3	B	30,657	G	7	A
GPA	Y	Computer Technician I	479	32,463	28,911	30,687	94.53	30,839		26,407	G	3	B	30,657	G	7	A
GWA	N	Administrative Assistant	491	32,761	29,461	31,111	94.96	31,123		26,671	G	3	C	30,964	G	7	B
GPA	N	Administrative Assistant	491	32,761	29,461	31,111	94.96	31,123		26,671	G	3	C	30,964	G	7	B
GPA	Y	Line Electrician I or Apprentice Lineman IV (App. 8000 hrs - 90% Journeymans Rate)	486	32,462	29,231	30,847	95.02			26,407	G	3	B	30,657	G	7	A
GPA	Y	HVCS / Electrician I or Apprentice Lineman IV (App. 8000 hrs - 90% Journeymans Rate)	486	32,462	29,231	30,847	95.02			26,407	G	3	B	30,657	G	7	A
GPA	Y	Substation Elect. I or App. Electrician Substation III (App. 6000 hrs - 90% Journeymans Rate)	486	32,462	29,231	30,847	95.02			26,407	G	3	B	30,657	G	7	A
GPA	Y	Electric Relay Technician I or App. Relay Tech. III (App. 6000 hrs - 90% Journeymans Rate)	487	32,462	29,277	30,870	95.09			26,407	G	3	B	30,657	G	7	A
GWA	N	Automotive Mechanic I	461	31,075	28,104	29,590	95.22			25,376	G	2	B	29,461	G	6	A
GWA	N	Accounting Technician III	480	31,654	28,956	30,305	95.74			25,886	G	2	D	30,053	G	6	C
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

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Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	N	Accounting Technician III	480	31,654	28,956	30,305	95.74			25,886	G	2	D	30,053	G	6	C
GPA	Y	Plant Water Technician I	469	31,041	28,459	29,750	95.84			25,376	G	2	B	29,461	G	6	A
GWA	Y	Water Plant Operator I	470	31,041	28,504	29,773	95.91			25,630	G	2	C	29,757	G	6	B
GWA	Y	Employee Development Specialist I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GWA	Y	Personnel Specialist I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GWA	Y	Training Specialist	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GPA	Y	Employee Development Specialist I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GPA	Y	Management Analyst I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GWA	Y	Management Analyst I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GPA	Y	Personnel Specialist I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GPA	Y	Program Coordinator I	479	31,417	28,911	30,164	96.01			25,886	G	2	D	30,053	G	6	C
GWA	Y	Land Agent II	465	30,575	28,281	29,428	96.25			25,125	G	2	A	29,169	G	5	D
GPA	Y	Land Agent II	465	30,575	28,281	29,428	96.25			25,125	G	2	A	29,169	G	5	D
GPA	Y	Customer Service Representative	461	30,070	28,104	29,087	96.73			24,876	G	1	D	28,881	G	5	C
GWA	Y	Customer Service Representative	461	30,070	28,104	29,087	96.73			24,876	G	1	D	28,881	G	5	C
GPA	Y	Meter Electrician I or App. Elect. Meter Repairer III (App. 6000 hrs - 90% Journeymans Rate)	467	30,278	28,370	29,324	96.85			25,125	G	2	A	29,169	G	5	D
GPA	Y	Plant Operator / Maintenance Worker I (90% Plant Operator / Maintenance Worker II Rate)	488	30,886	29,323	30,105	97.47			25,886	G	2	D	30,053	G	6	C
GWA	Y	Buyer II	496	30,845	29,694	30,270	98.13			25,886	G	2	D	30,053	G	6	C
GPA	Y	Buyer II	496	30,845	29,694	30,270	98.13			25,886	G	2	D	30,053	G	6	C
GPA	Y	Heavy Equipment Mechanic I (90% Heavy Equipment Mechanic II Rate)	468	29,388	28,415	28,902	98.34			24,876	G	1	D	28,881	G	5	C
GWA	Y	Heavy Equipment Mechanic I (90% Heavy Equipment Mechanic II Rate)	468	29,388	28,415	28,902	98.34			24,876	G	1	D	28,881	G	5	C
GPA	Y	Machinist I or Apprentice Machinist IV (App. 8000 hrs - 90% Journeymans Rate)	482	29,681	29,047	29,364	98.93			25,125	G	2	A	29,169	G	5	D
GPA	Y	Plant Maintenance Mechanic I (90% Plant Maintenance Mechanic II Rate)	477	29,388	28,820	29,104	99.03			24,876	G	1	D	28,881	G	5	C
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN				Structural Adjustment - MAX			

**Table 1
Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	Y	Refrigeration Mechanic I (90% Refrigeration Mechanic II Rate)	477	29,388	28,820	29,104	99.03			24,876	G	1	D	28,881	G	5	C
GWA	Y	Refrigeration Mechanic I (90% Refrigeration Mechanic II Rate)	477	29,388	28,820	29,104	99.03			24,876	G	1	D	28,881	G	5	C
GWA	Y	Construction Inspector I	498	30,245	29,787	30,016	99.24			25,630	G	2	C	29,756	G	6	B
GPA	Y	Construction Inspector I	498	30,245	29,787	30,016	99.24			25,630	G	2	C	29,756	G	6	B
GPA	Y	Engineering Technician I (Survey)	482	28,909	29,047	28,978	100.24			24,876	G	1	D	28,881	G	5	C
GWA	Y	Equipment Operator IV	489	29,162	29,369	29,266	100.35			25,125	G	2	A	29,169	G	5	D
GPA	Y	Equipment Operator IV	489	29,162	29,369	29,266	100.35			25,125	G	2	A	29,169	G	5	D
GPA	Y	Plant Maintenance Welder I (90% Plant Maintenance Welder II Rate)	477	26,036	28,820	27,428	105.35		27,338	23,395	F	3	C	27,161	F	7	B
GWA	Y	Welder I (90% Plant Welder II Rate)	477	26,036	28,820	27,428	105.35		27,338	23,395	F	3	C	27,161	F	7	B

400 - 449 JE Point Range

GPA	Y	Customer Service Electrician I	439	32,297	27,148	29,723	92.03	30,682		26,363	F	6	C	30,606	F	10	B
GPA	Y	Plant Operator I or App. Power Plant Operator II (6000 hrs - 75% Journeymans Rate)	438	28,150	27,105	27,628	98.14			23,629	F	3	D	27,433	F	7	C
GWA	Y	Sewer Plant Operator I	441	28,236	27,234	27,735	98.23			23,866	F	4	A	27,707	F	7	D
GWA	Y	Pumping Station Operator I	432	26,683	26,851	26,767	100.31			22,934	F	3	A	26,626	F	6	D
GWA	Y	Wastewater Maintenance Mechanic I	432	26,683	26,851	26,767	100.31			22,934	F	3	A	26,626	F	6	D
GWA	Y	Water / Sewer Maintenance Worker I	432	26,683	26,851	26,767	100.31			22,934	F	3	A	26,626	F	6	D
GWA	Y	Equipment Operator III	440	26,821	27,191	27,006	100.69			23,164	F	3	B	26,892	F	7	A
GPA	Y	Equipment Operator III	440	26,821	27,191	27,006	100.69			23,164	F	3	B	26,892	F	7	A
GPA	Y	Collection Agent	421	24,640	26,390	25,515	103.55			21,821	F	1	D	25,334	F	5	C
GWA	Y	Collection Agent	421	24,640	26,390	25,515	103.55			21,821	F	1	D	25,334	F	5	C
GWA	Y	Legal Secretary II	437	24,164	27,063	25,614	106.00		25,372	21,821	F	1	D	25,334	F	5	C
GWA	N	Payroll Clerk III	419	21,956	26,307	24,132	109.91		23,054	19,722	E	2	C	22,896	E	6	B
	tion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN			Structural Adjustment - MAX				

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GPA	N	Payroll Clerk III	419	21,956	26,307	24,132	109.91		23,054	19,722	E	2	C	22,896	E	6	B
GWA	N	Storekeeper II	424	22,077	26,515	24,296	110.05		23,181	19,919	E	2	D	23,125	E	6	C
GPA	N	Storekeeper II	424	22,077	26,515	24,296	110.05		23,181	19,919	E	2	D	23,125	E	6	C
GWA	N	Maintenance Worker	422	21,885	26,432	24,159	110.39		22,979	19,722	E	2	C	22,896	E	6	B
GPA	N	Maintenance Worker	422	21,885	26,432	24,159	110.39		22,979	19,722	E	2	C	22,896	E	6	B
GPA	Y	Safety Inspector I	418	21,611	26,266	23,939	110.77		22,692	19,526	E	2	B	22,669	E	6	A
GWA	Y	Safety Inspector I	418	21,611	26,266	23,939	110.77		22,692	19,526	E	2	B	22,669	E	6	A

350 - 399 JE Point Range

GPA	N	Accounting Technician II	364	24,583	24,128	24,356	99.07			20,935	E	4	A	24,305	E	7	D
GWA	N	Accounting Technician II	364	24,583	24,128	24,356	99.07			20,935	E	4	A	24,305	E	7	D
GPA	Y	Land Agent I	362	23,754	24,052	23,903	100.63			20,522	E	3	C	23,826	E	7	B
GWA	Y	Land Agent I	362	23,754	24,052	23,903	100.63			20,522	E	3	C	23,826	E	7	B
GPA	N	Personnel Assistant II	364	22,650	24,128	23,389	103.26			20,118	E	3	A	23,356	E	6	D
GWA	N	Personnel Assistant II	364	22,650	24,128	23,389	103.26			20,118	E	3	A	23,356	E	6	D
GPA	Y	Equipment Operator II	386	22,486	24,977	23,732	105.54		23,610	20,319	E	3	B	23,590	E	7	A
GWA	Y	Equipment Operator II	386	22,486	24,977	23,732	105.54		23,610	20,319	E	3	B	23,590	E	7	A
GPA	Y	Electric Operation Trainee	364	21,655	24,128	22,892	105.71		22,738	19,526	E	2	B	22,669	E	6	A
GPA	N	Buyer I	381	21,908	24,781	23,345	106.56		23,003	19,722	E	2	C	22,896	E	6	B
GWA	Y	Buyer I	381	21,908	24,781	23,345	106.56		23,003	19,722	E	2	C	22,896	E	6	B
GWA	N	Cashier II	358	21,094	23,901	22,498	106.65		22,149	18,952	E	1	C	22,003	E	5	B
GPA	N	Cashier II	358	21,094	23,901	22,498	106.65		22,149	18,952	E	1	C	22,003	E	5	B
GPA	Y	Electric Meter Reader II	356	20,759	23,826	22,293	107.39		21,797	18,764	E	1	B	21,785	E	5	A
	tion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base	Adjusted Base	Structural Adjustment - MIN				Structural Adjustment - MAX			

Table 1
Determining Implementation Range - 5th Market Percentile

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	Y	Meter Reader II	356	20,759	23,826	22,293	107.39		21,797	18,764	E	1	B	21,785	E	5	A
GPA	Y	Computer Operator I	356	20,695	23,826	22,261	107.56		21,730	18,579	E	1	A	21,569	E	4	D
GWA	Y	Computer Operator I	356	20,695	23,826	22,261	107.56		21,730	18,579	E	1	A	21,569	E	4	D
GPA	Y	Tool Mechanic	390	21,391	25,135	23,263	108.75		22,461	19,333	E	2	A	22,445	E	5	D

300 - 349 JE Point Range

GWA	N	Secretary II	348	21,937	23,528	22,733	103.63			19,526	E	2	B	22,669	E	6	A
GPA	N	Secretary II	348	21,937	23,528	22,733	103.63			19,526	E	2	B	22,669	E	6	A
GWA	N	Secretary II (Typist)	348	21,937	23,528	22,733	103.63			19,526	E	2	B	22,669	E	6	A
GPA	N	Secretary II (Typist)	348	21,937	23,528	22,733	103.63			19,526	E	2	B	22,669	E	6	A
GPA	N	Word Processing Secretary II	348	21,937	23,528	22,733	103.63			19,526	E	2	B	22,669	E	6	A
GWA	N	Word Processing Secretary II	348	21,937	23,528	22,733	103.63			19,526	E	2	B	22,669	E	6	A
GWA	N	Secretary I	319	19,776	22,479	21,128	106.83		20,765	17,824	D	3	B	20,693	D	7	A
GPA	N	Secretary I	319	19,776	22,479	21,128	106.83		20,765	17,824	D	3	B	20,693	D	7	A
GWA	N	Secretary I (Typist)	319	19,776	22,479	21,128	106.83		20,765	17,824	D	3	B	20,693	D	7	A
GPA	N	Secretary I (Typist)	319	19,776	22,479	21,128	106.83		20,765	17,824	D	3	B	20,693	D	7	A
GPA	N	Payroll Clerk II	346	19,914	23,454	21,684	108.89		20,910	18,002	D	3	C	20,900	D	7	B
GWA	N	Payroll Clerk II	346	19,914	23,454	21,684	108.89		20,910	18,002	D	3	C	20,900	D	7	B
GWA	Y	Water / Sewer Maintenance Worker I (Probation)	348	19,808	23,528	21,668	109.39		20,798	17,824	D	3	B	20,693	D	7	A
GPA	Y	Electric Meter Reader I	319	18,835	22,479	20,657	109.67		19,777	16,959	D	2	A	19,689	D	5	D
GWA	Y	Meter Reader I	319	18,835	22,479	20,657	109.67		19,777	16,959	D	2	A	19,689	D	5	D
GWA	Y	Equipment Operator I	329	18,912	22,836	20,874	110.37		19,858	16,959	D	2	A	19,689	D	5	D
GPA	Y	Equipment Operator I	329	18,912	22,836	20,874	110.37		19,858	16,959	D	2	A	19,689	D	5	D
	ion					Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary	Structural Adjustment - MIN			Structural Adjustment - MAX				

**Table 1
Determining Implementation Range - 5th Market Percentile**

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GPA	N	Supply Clerk	322	17,742	22,586	20,164	113.65		18,629	15,949	C	3	D	18,516	C	7	C
GWA	N	Storekeeper I	322	17,310	22,586	19,948	115.24		18,176	15,635	C	3	B	18,152	C	7	A
GPA	N	Storekeeper I	322	17,310	22,586	19,948	115.24		18,176	15,635	C	3	B	18,152	C	7	A
GWA	N	Cashier I	315	16,684	22,338	19,511	116.94		17,518	15,025	C	2	B	17,443	C	6	A
GPA	N	Cashier I	315	16,684	22,338	19,511	116.94		17,518	15,025	C	2	B	17,443	C	6	A
GPA	Y	Plant Utility Worker	348	17,008	23,528	20,268	119.17		17,858	15,327	C	2	D	17,794	C	6	C
GWA	N	Trades Helper	348	17,008	23,528	20,268	119.17		17,858	15,327	C	2	D	17,794	C	6	C

250 - 299 JE Point Range

GWA	N	Clerk Typist III	294	19,478	21,613	20,546	105.48		20,452	17,443	C	6	A	20,251	C	9	D
GPA	N	Clerk Typist III	294	19,478	21,613	20,546	105.48		20,452	17,443	C	6	A	20,251	C	9	D
GWA	N	Accounting Technician I	298	19,289	21,749	20,519	106.38		20,254	17,443	C	6	A	20,251	C	9	D
GPA	N	Accounting Technician I	298	19,289	21,749	20,519	106.38		20,254	17,443	C	6	A	20,251	C	9	D
GPA	N	Personnel Assistant I	298	19,030	21,749	20,390	107.14		19,982	17,100	C	5	C	19,852	C	9	B
GWA	N	Personnel Assistant I	298	19,030	21,749	20,390	107.14		19,982	17,100	C	5	C	19,852	C	9	B
GPA	N	Administrative Aide	274	15,886	20,943	18,415	115.92		16,680	14,296	C	1	A	16,597	C	4	D
GWA	N	Administrative Aide	274	15,886	20,943	18,415	115.92		16,680	14,296	C	1	A	16,597	C	4	D
GPA	N	Clerk III	274	15,886	20,943	18,415	115.92		16,680	14,296	C	1	A	16,597	C	4	D
GWA	N	Clerk III	274	15,886	20,943	18,415	115.92		16,680	14,296	C	1	A	16,597	C	4	D
GPA	N	Payroll Clerk I	288	15,825	21,410	18,617	117.65		16,616	14,296	C	1	A	16,597	C	4	D
GWA	N	Payroll Clerk I	288	15,825	21,410	18,617	117.65		16,616	14,296	C	1	A	16,597	C	4	D
GWA	N	Tool Clerk	275	14,693	20,976	17,835	121.38		15,428	13,180	B	2	B	15,301	B	6	A

Utility	CTP Posit	MARKET DATA (at 5th Market Percentile)	JE Point	Market Base Salary	Regression Base Salary	Salary and Regression Base Salary)	Salary as a % of Market Base Salary	Base Salary to 95% Cap	Base Salary to 105% Cap	Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step	Structural Adjustment - MIN	Structural Adjustment - MAX	
						Midpoint (Market Base Salary)	Midpoint Base Salary	Adjusted Base Salary	Adjusted Base Salary											

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200 - 249 JE Point Range

GPA	N	Clerk II	235	13,958	19,698	16,828	120.56		14,656	12,540	B	1	A	14,559	B	4	D
GWA	N	Clerk II	235	13,958	19,698	16,828	120.56		14,656	12,540	B	1	A	14,559	B	4	D

Table 4
GWA - Implementation Criteria (1st Structural Adjustment Only)

1. EMPLOYE PERFORMANCE - 56.0% (Maximim Points 9)

RATING (The following scores are applied to each rating over the employees last 3 performance appraisals. Their sum is the employees total performance score)	
Performance Rating - Outstanding	3
Performance Rating - Satisfactory	2
Performance Rating - Unsatisfactory	0

e.g. 3 x outstanding ratings = 9

e.g. 2 x outstanding ratings + 1 x satisfactory rating = 8

e.g. 1 x outstanding rating + 2 x satisfactory ratings = 7, etc

Note : total performance score is weighted with an extra 3 points

	SCORE
Employee's total score over their last 3 performance appraisals	9
	8
	7
	6
	5
	4
	3
	2
	1
0	

2. MINIMUM QUALIFICATIONS - 25.0% (Maximim Points 4)

Employee's educational qualifications	SCORE
Qualifications exceed the minimum educational requirements of the position + professional certification	4
Qualifications fully meet the minimum educational requirements of the position + professional certification or qualifications exceed the minimum educational requirements of the position	3
Qualifications fully meet the minimum educational requirements of the position	2
Qualifications partially meet the minimum educational requirements of the position	1
Does not meet minimum educational requirements	0

3. EXPERIENCE - 19.0% (Maximim Points 3)

Employees's years of relevant experience (in excess of minimum educational requirements)	SCORE
Experience and training meet or exceed the minimum knowledge, abilities and skills required of the position	3
Experience and training partially meet (>50%) the minimum knowledge, abilities and skills required of the position	2
Experience and training partially meet (<50%) the minimum knowledge, abilities and skills required of the position	1
No relevant experience	0

HUMAN RESOURCES

JOB EVALUATION

Instructions and Factor Rating Charts



ALAN SEARLE & ASSOCIATES

Management Consultants

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INTRODUCTION

a) Why Job Evaluation ?

Job Evaluation is a systematic process for assessing the relative size and importance of jobs within an organization.

The modern day concept of job evaluation has largely been developed since WW2 and the process is now widely used in most western economies. It should be recognized that the process is not an exact science but rather a methodology of analyzing perceptions re: the relative significance of jobs within a given work environment.

The earliest systems of job evaluation were largely confined to a straightforward ranking process whereby jobs were ranked from the most important to the least important. As the concept developed the ranking process was given a pre-determined weighting to reflect the degree of relevance each factor was found to have in relation to all other factors being measured. The process has continued to develop and whilst there are numerous job evaluation schemes in use many have similar characteristics. The most frequently used schemes are applied internationally and utilize a fixed range of factors which are commonly used across all industry sectors, commerce and government.

The advantage of such schemes is that they enable both internal as well as external relativities to be determined.

In summary, job evaluation provides:

- A structured approach to assessing the relative worth of each job.
- Measurement factors universally applicable across all sectors of industry, commerce, and government.
- Objectivity is attained. This helps avoid much of the irrational and/or emotional impact of personality conflicts and personal prejudices.

The Strategic Pay job evaluation system assesses the content and relative importance of jobs within an organization using a total of 12 measurement factors. Each factor indicates a point rating and the sum of all points represents the total "points" value for the job.

b) Summary of Factors

The twelve (12) factors are briefly described below:

i) Education

The minimum level of education required to perform the functions required of the position. This combines both formal and informal levels of training and education.

ii) Experience

The length of practical experience and nature of specialist or managerial familiarity required. This experience is in addition to formal education.

iii) Complexity - measured in terms of:

- The time taken to learn and adjust to the specific job requirements
- The level to which the job functions are defined and follow established and predictable patterns
- The thinking challenge required to adapt to rapidly changing circumstances, and the innovative or conceptual thinking required to initiate new corporate directions

iv) Scope of Work

The managerial breadth or scope of the position.

v) Problem Solving

The nature and complexity of problem solving expected of the job. Judgment exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required, and the originality, ingenuity and initiative required to arrive at a solution are all considered

vi) Freedom to Act / Supervision Received

The extent of supervision, direction or guidance imposed on the job holder and the freedom the job holder has to take action.

vii) Work Environment

This factor measures the physical work environment in which the job is substantially performed. It considers environmental influences such as noise, dirt, heat, cold and dampness in excess of that normally associated with office conditions.

The factor also relates the physical work environment to work hazards exposure.

viii) Physical Demands

This factor measures the physical demands of the job in terms of work posture and physical exertion.

ix) Impact of Discretionary Decisions

The level of discretionary decision making taken solely by the job holder and the direct cost to the organization as a result of poor judgment or the direct contribution to the organization achieved through good judgment.

x) Human Relations Skills / Contacts

The requirement for human relations skills in dealing with other personnel and external contacts.

xi) Authority Exercised

Authority levels expressed in terms : staffing, contractual and financial.

xii) Supervisory / Managerial Responsibility

The responsibility for the control and management of staff within the organization, including direct line management and project team management

c) The Rules of Job Evaluation

The basic rules to be followed when evaluating any position are :

- The current position must be evaluated without being influenced by what the job is likely to be in the future or what it may have been in the past
- It is the position which is evaluated, not the jobholder
- The assessment of each factor should be based upon the job being performed competently
- The assessment of the job holder's own performance is a separate exercise and should not be confused with the "job evaluation" rating
- Evaluate the position as described. If there are doubts about the accuracy of information, this should be raised with the jobholder and/or his or her supervisor.

d) The Numbering System

The number in most of the factor rating charts follows a geometric scale with 15% step differences. This is a reflection that in all jobs an increase in responsibility and job size are perceived in percentage terms rather than absolute units of increment.

A 15% difference has been shown to be the smallest perceivable difference between two steps.

e) Use of the Evaluation Charts

In each of the factors (with the exception of Scope of Work), a range of three point values is provided for each slot. With most factors the middle value is normally used, however a lower or higher value within the same slot can be used where some degree of “lightness” or “heaviness” needs to be indicated. Care should be taken however that the job is clearly “more” or “less” than the stated middle value.

When evaluating a group of jobs, it is usual to review each factor across all jobs, rather than reviewing one job across all factors. In this way the focus is on the factor concerned and how one position relates to another.

The charts which follow provide general descriptions for each rating slot. Care must be taken to ensure that the significance of each slot is understood before attempting to evaluate any particular position and it is therefore important that evaluators receive adequate instruction in the use of the system before attempting to apply it.

f) Associations between Factors

The following are not rules that have to be followed but are general associations that exist between factors.

- a) In four cases there should exist a hierarchical element between jobs i.e. a superior's point level would not normally be lower than that of a subordinate. The first is in the combined total of Education and Experience. The second case is with Complexity. The Scope of Work factor is also largely hierarchical but there may be instances where subordinates / superiors are at the same level. Finally, Freedom to Act / Supervision Received and Supervisory / Managerial Responsibility are largely hierarchical.
- b) Generally there is a relationship between Problem Solving and Freedom to Act e.g. a position that is closely monitored and undergoes day to day progress reviews would be unlikely to have a high degree of problem solving.
- c) A loose relationship exists between Impact of Discretionary Decisions, Authority Exercised and Supervisory / Managerial Responsibility. If the formal authority level for the individual is low (expenditure cannot occur without higher approval) and the job holder has no direct responsibility for staff, then it would be unusual to find Impact of Discretionary Decisions at a high level.

g) Size of Organizations

For the purposes of job evaluation we have assessed the relative size of organizations as :

Small organization - up to \$50 million turnover and up to 200 employees

Medium organization - \$50 million to \$500 million turnover and 200 to 1000 employees

Large organization - \$500 million to \$2 billion turnover and over 1000 employees

1. EDUCATION

This factor is used to assess the minimum formal education required of a position. This may be through school, technical college, university, professional institution, correspondence or extension course.

When assessing the level of education required to competently perform the job care must be taken not to be influenced by the specific educational attainments of the job holder. In many cases the job holder's formal education may be at a lower level than that normally expected of the job but an adequate level of competence has been reached because of extensive experience in the job over a number of years.

To avoid confusing experience with education it may be desirable to rate this factor on the basis of the education level required of a new incumbent without significant prior experience within the organisation.

Examples :

- A courier may require only basic schooling and the ability to read and write - Level C
- A position requiring a minimum High School Diploma / GED - Level G
- An administrative position requiring an additional course of study (post High School Diploma) i.e. Community College in a technical or specialized field - Level H
- A position requiring advanced trade skills e.g. electrical, mechanical etc (but not at the journeyman level) in a given trade or profession - Level H
- A position requiring a certificate of proficiency in a given discipline - Level H
- A position requiring an Associates Degree in a given discipline - Level I
- A Journeyman who has attained specific technical training at an advanced level within a given trade or profession - Level I (lower score)
- A Leader who has attained specific technical training at an advanced level within a given trade or profession - Level I (middle score)
- A Supervisor who has attained specific technical training at an advanced level within a given trade or profession - Level I (high score)
- An engineer is likely to require a Bachelors Degree - Level J (lower score)
- A position requiring an additional professional qualification / certification in addition to a Bachelors Degree e.g. Professional Engineer (PE), Certified Public Accountant (CPA), Professional Surveyor (PS) etc - Level J (middle score)

- A position requiring a Master Degree - Level J (middle score)

A	<p>BASIC</p> <p>No schooling required and no implied need for reading / writing. Limited training in simple manual activities may be required.</p> <p>Note : this applies to a job requiring minimal thought or reasoning ability and where all instructions are given verbally e.g. manual workers, where the job is learnt with minimal instruction and where decision making does not extend much beyond the choice of one, two or three simple options.</p>	<p>10</p> <p>12</p> <p>14</p>
B	<p>ELEMENTARY</p> <p>Basic schooling with ability to read / write and understand simple written instructions.</p> <p>Note : formal training requirement is greater than “A” above and there is a clear need to be able to read and write in order to complete simple forms and read simple instructions.</p>	<p>14</p> <p>16</p> <p>19</p>
C	<p>ADVANCED ELEMENTARY</p> <p>Completion of middle schooling. Ability to read and write and perform simple arithmetic calculations.</p>	<p>19</p> <p>22</p> <p>25</p>
D	<p>ROUTINE</p> <p>Requires e.g. 1 - 2 years high schooling. An ability to address routine activities, write routine letters or perform routine calculations e.g. fractions, percentages etc.</p>	<p>25</p> <p>29</p> <p>33</p>
E	<p>BASIC OCCUPATIONAL</p> <p>Requires e.g. 2 - 3 years high schooling and a course of basic occupational skills mostly learnt on the job. Utilizes a narrow range of knowledge and cognitive skills including when/where required the basic use of computers.</p> <p>Note : occupational skills may be learnt on the job and may require a skills training element i.e. where proficiency can only be achieved after training and experience spanning e.g. six or more months.</p>	<p>33</p> <p>38</p> <p>43</p>

F	<p>OCCUPATIONAL</p> <p>Requires e.g. 3 - 4 years high schooling and occupational skills to a reasonably high level of competency obtained through school or full / part time occupational courses. Has basic operational knowledge wider than that needed in “E” above. Can apply known solutions to familiar problems.</p>	<p>43</p> <p>50</p> <p>57</p>
G	<p>SECONDARY</p> <p>Requires e.g. 4 - 5 years high schooling or training at a more advanced level than “F” above. Has the ability to prepare reports and perform more complex calculations or has received training at a more advanced level. Has gained occupational skills to a high level of competence through school or full / part time occupational courses.</p> <p>Indicative Qualification Level : High School Diploma / GED (General Educ. Development)</p>	<p>57</p> <p>66</p> <p>76</p>
H	<p>TERTIARY / CERTIFICATION</p> <p>Requires e.g. 4 - 5 years high schooling together with a further course of study (e.g. Community College or equivalent) in a technical or specialized field or significant or regular part-time courses of study.</p> <p>Note : may include training designed for a specific occupation encompassing both theory and practical training. May also apply where tertiary qualifications are not available but the job requires certification or a combination of short term training courses and experience.</p> <p>Indicative Qualification Level : Certificate of Proficiency (various disciplines)</p>	<p>76</p> <p>87</p> <p>100</p>
I	<p>TERTIARY / JOURNEYMAN</p> <p>Requires e.g. 4 - 5 years high schooling plus highly technical training or advanced practical courses of study at a more advanced level to that indicated in “H” above.</p> <p>Training relates to and emphasizes specific technical training towards a specific trade or profession rather than generalized management training. In some instances it may require the formal registration and annual re-registration (based on the demonstrated competency of the individual) to enable them to practice the trade or profession.</p> <p>Application - may also apply to certification in technological or para-professional occupations or qualification for the subsequent completion of undergraduate or higher professional certifications.</p> <p>Indicative Qualification Level : Qualified / Certified Journeyman / Trade Certificate / Associate Degree (various disciplines)</p>	<p>100</p> <p>115</p> <p>132</p>
J	<p>TERTIARY / PROFESSIONAL</p> <p>Requires a post high school tertiary qualification at a university, polytechnic or equivalent educational body.</p> <p>Note : the question to always ask is “is the tertiary qualification mandatory or merely</p>	

	<p>desirable ?". It is also necessary to establish whether the qualification required is in fact a normal university degree or more in the category of a highly specific diploma etc. The test is to ascertain if the qualification requires a mixture of generalized arts / science type papers as well as specific subjects or whether all subjects are highly specific to the occupation for which the qualification is designed. If they are specific e.g. professional occupations such as engineering, law, accountancy etc then selecting the "J" category is justified.</p> <p>Benchmarks :</p> <p>J 132 Bachelors degree including degrees with double majors and conjoint degrees</p> <p>J 152 Masters / honors degree including post graduate courses of study e.g. MBA or advanced professional certifications e.g. PE (Professional Engineer), CPA (Certified Public Accountant), PS (Professional Surveyor) etc</p> <p>J 175 PhD or equivalent</p>	<p>132</p> <p>152</p> <p>175</p>
K	<p>TERTIARY / ADVANCED PROFESSIONAL</p> <p>Requires highly advanced tertiary training extending beyond a single honors, masters or PhD degree. Normally requiring multiple degrees in diverse disciplines.</p> <p>Note : few positions will fit into this category and in most cases they will tend to be highly specialized technical positions or very senior positions within an academic environment. It would be rare to find managerial positions within a commercial environment justifying such a rating. The advanced training must be comparable to a complete degree in its own right as a minimum. Cross credits that allow the attainment of two degrees by a further one or two years study would not qualify for this rating.</p>	<p>175</p> <p>200</p> <p>230</p>

2. EXPERIENCE

This factor presupposes the incumbent has acquired the basic formal educational requirements and assesses the minimum level of experience required for entry to the position.

The “experience” factor appraises both the length of practical experience and the nature of task familiarity normally required. This experience may be gained through relevant employment but it does not exclude experience gained outside of the workforce. It is in addition to formal education and covers both technical and general experience.

The appropriate rating for this factor may be based on the specific experience type listed below or on the time scale indicated, or a combination of both. The time scale indicated refers to experience gained in directly relevant areas after gaining the appropriate education.

Note : where there is reference to years of experience these are guidelines only and indicate the amount of direct experience necessary to gain competence in a range of skills. They must not be used to discriminate on the basis of age as the years referred to can be at any age or stage in a persons career.

Examples :

- A mail clerk may require less than a month’s experience in the work environment to undertake simple routine mail allocation and basic office tasks - Level B.
- A computer programmer requires relevant experience in specific programming languages, the ability to understand system specifications and a working knowledge of hardware and software. Proficiency in this field (at a skilled level) would be acquired over a period of time - Level H.
- A customer service leader who is required to deal with complaints, sort out mistakes, conduct research and provide information (gained through experience) needs to be aware of work activities beyond the immediate job situation and the impact of the job on those activities - Level H
- A sales manager within a small to medium organization and who is required to lead, motivate and direct a sales team will need to draw on extensive practical experience - Level I

A	BASIC Basic tasks requiring no prior experience. Training can be given on the job in a matter of hours. Note : applies to many low level manual jobs and/or where no prior experience is needed	10 12
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	and only a minimum of effort is required to learn the job. Most casual workers employed on an hourly basis would probably fit into this category.	14
B	<p>SIMPLE TASKS</p> <p>Simple tasks that can be adequately learnt within e.g. one month. Instructions are normally given verbally but basic written procedures may be provided.</p> <p>Note : whilst some lower level clerical jobs may fit into this category such as messengers, office juniors etc in most cases it would normally only apply to blue-collar and manual work practices which do not require specific trade skills and experience.</p>	14 16 19
C	<p>ROUTINE</p> <p>Familiarity with uninvolved, standardized work routines and may require the use of simple equipment and machines. Able to be mastered quickly over several months e.g. 3 - 6 months experience (guide only).</p>	19 22 25
D	<p>SEMI - ROUTINE</p> <p>Semi - routine work practices. Experience may be related to the specified task or involve wider (albeit simple) issues affecting the organization's operations. Able to be mastered quickly e.g. typically 6 months experience (guide only).</p>	25 29 33
E	<p>PROFICIENT</p> <p>The job requires adeptness in a skill and experience in perhaps a variety of tasks. The skill may be related to specific activities or equipment or general activities that take a short time to acquire e.g. typically 1 year's related experience (guide only).</p>	33 38 43
F	<p>SEMI - SKILLED (Low)</p> <p>The job requires semi-skilled experience in a technical, scientific or professional field. This is still relatively short term experience but predominantly focused on acquiring the specific job skills required of the position e.g. 1 - 2 years related experience (guide only).</p>	43 50 57
G	SEMI - SKILLED (Medium)	

	<p>The job requires a higher level of semi-skilled experience in a technical, scientific or professional field (to that outlined in F above) and may involve specialized training in order to achieve a higher level of competence. It may also involve an awareness of work activities beyond the immediate job situation and the impact of the job on those activities e.g. 3 - 4 years related experience (guide only).</p>	<p>57 66 76</p>
H	<p>SKILLED</p> <p>The job requires experience in a technical, scientific or professional field (or experience of a more general nature) indicative of a skilled operator, technician or professional e.g. 4 - 5 years related experience (guide only).</p>	<p>76 87 100</p>
I	<p>ADVANCED / SPECIALIZED</p> <p>The job requires advanced / specialized experience in a technical, scientific or professional field often gained through the attainment of additional relevant qualifications and/or post qualification practical experience. It may also be necessary to work in harmony with conflicting and diverse activities and this may involve the control of resources and people e.g. 5 - 7 years related experience (guide only).</p>	<p>100 115 132</p>
J	<p>DIVERSE</p> <p>Experience in managing / administering a major function / department or division of a small to medium size organization or a major department / branch of a large organization e.g. 8 - 10 years + experience (guide only).</p> <p>Benchmarks : Second tier Managers (direct reports to Chief Executive Officer / Executive Director / General Manager) - small to medium size organization Third tier managers - large organization</p>	<p>132 152 175</p>
K	<p>EXECUTIVE DIRECTION</p> <p>Extensive experience in managing, leading and directing a major function / department or division of a large organization or the Chief Executive Officer / Executive Director / General Manager of a small to medium size organization.</p>	<p>175 200 230</p>

L	<p>LEADERSHIP</p> <p>Chief Executive Officer / Executive Director / General Manager of a medium to large organisation predominantly in one business sector.</p>	<p>230</p> <p>264</p> <p>304</p>
M	<p>LEADERSHIP - DIVERSE ORGANIZATION</p> <p>Chief Executive Officer / Executive Director / General Manager of a large organisation operating in diverse business sectors or a less diverse organisation with e.g. significant off-shore activities that encompass most of the organization's operations.</p> <p>Note : it is important that diversity be considered e.g. in most organizations all divisions operate in common markets and have a large degree of similarity therefore diversity is often not high as may be claimed.</p>	<p>304</p> <p>350</p> <p>400</p>
N	<p>LEADERSHIP - MULTI NATIONAL</p> <p>Chief Executive Officer / Executive Director / General Manager of a large company operating in diverse business sectors and with a significant proportion of business activities established in a number of global locations.</p>	<p>400</p> <p>460</p> <p>528</p>

3. COMPLEXITY

This factor presumes the job holder has acquired the necessary education and experience to perform the job competently. The complexity of any position tends to be related to the education and experience level demanded and is measured in terms of :

- the time taken to learn and adapt to the specific requirements of the job
- the level to which the job functions are defined and follow established and pre-determined patterns, and
- the thinking challenge required to adapt to rapidly changing circumstances and the innovation or conceptual thinking needed e.g. to initiate new strategic direction

The points allocated to this factor are derived by applying the percentage shown to the sum of the points derived in evaluating Education and Experience.

Examples :

- A receptionist carries out specifically defined tasks with minimal decision making other than determining who should be referred to in order to respond to specific queries - Level A
- A mechanic will apply practical skills and acquired knowledge to undertake duties and resolve day-to-day difficulties - Level B
- A senior tradesperson is expected to optimize efficiency in the work undertaken and may need to co-ordinate conflicting demands although the end results may be defined and general policies and procedures specified - Level C
- A planner in preparing e.g. a maintenance schedule will be required to balance conflicting demands often from diverse sources - Level D
- A division or department manager normally has general operating objectives and the freedom to organize resources under their control. They must also balance complex conflicting demands in response to changing circumstances e.g. customer requirements, performance, profitability and personnel etc - Level E

Complexity focuses on the jobs level of predictability and the extent to which external influences impact the organization and the job itself. As a result complexity tends to vary according to the nature of the industry and generally reflects organizational hierarchies. A subordinate, for example, would never have a higher level of “complexity” than the position to which it reports.

%

A	<p>BASIC</p> <p>Simple and routine tasks specifically defined, easily learnt and requiring minimal independent thought or significant decision making by the job holder.</p> <p>Note : most manual jobs and some clerical positions would fit this category i.e. jobs with a large component of routine and methodical tasks.</p>	<p>0</p> <p>5</p> <p>10</p>
B	<p>PRACTICAL SKILLS</p> <p>The application of practical skills and/or acquired knowledge in undertaking well defined activities.</p> <p>Note : specialist training is relatively minor as the skills required to do the job are acquired from either on the job training or a post secondary school course of study e.g. secretarial college / technical institute. It also encompasses most clerical supervisors where the tasks supervised are relatively straightforward and individual judgment does not require high levels of innovation.</p>	<p>15</p> <p>20</p> <p>25</p>
C	<p>DEFINED</p> <p>The end results are defined and general policies and procedures specified however some independent thought is required in order to co-ordinate conflicting demands and optimize efficiency.</p> <p>The term “conflicting demands” means (at this level) that an awareness of the cause and effect of each decision exists. With “D” below this begins to change due to an increasing level of unpredictability in the resolution of workplace problems etc.</p>	<p>30</p> <p>35</p> <p>40</p>
D	<p>INVOLVED</p> <p>Whilst the end results are still generally defined the means of achieving them are becoming unspecified and as a result more complex to that outlined in “C” above. The need to balance continuous conflicting demands (often from diverse sources) together with an increasing level of unpredictability is encountered.</p>	<p>45</p> <p>50</p> <p>55</p>

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%

E	<p>COMPLEX</p> <p>A high level of innovation and adaptability is required to react to rapidly changing circumstances. Significant demands made to control, harmonize and motivate all or major sections of the organization. A high level of unpredictability is encountered and this necessitates innovative and conceptual thinking in responding to the demands of the business both locally and perhaps internationally.</p> <p>Note : this is usually confined to very senior management or the Chief Executive Officer / Executive Director / General Manager of a small to medium size company.</p>	<p>60</p> <p>65</p> <p>70</p>
F	<p>HIGHLY COMPLEX</p> <p>Co-ordination and management of a wide variety of highly specialized functions each of which may be subject to major national, international or political repercussions and as a result could impact the long-term viability of the whole organization.</p> <p>Note : only applies to very large organizations having a significant impact on the economy of the country and where policy decisions made within the organization will often have far reaching political ramifications.</p>	<p>75</p> <p>80</p> <p>85</p>

4. SCOPE OF WORK

This factor appraises the managerial breadth or scope of the position. It forms an extension of the Education and Experience factors in that it represents the application of both of these through the combination of planning, organizing, directing and controlling the organization's resources.

This factor assesses the level of management, working relationships and influence the position is required to exercise in the organization. Management is defined as the process of planning, organizing and controlling. The job holder has considerable freedom to determine how the end results are achieved and how the resources available are to be utilized.

At lower levels, the scope of the job is assessed in terms of the management or supervisory skills required whilst at higher levels it is based on the size of the unit / company or group over which the job has direct management or functional accountability.

The points for this factor are derived in a similar manner to the "Complexity" factor. The percentage rating chosen from the table below is applied to the sum of the points derived in evaluating Education and Experience.

Examples :

- A secretary to the General Manager may have no accountability for supervising others but is required to liaise with a number of internal departments and functions - Level B.
- A Plant Supervisor responsible for a team will designate tasks to staff and manage their daily activities to ensure the achievement of specific objectives - Level C
- The Chief Financial Officer of a large company has functional control of all finance and accounting operations and must have a close working knowledge of all other divisions in order to coordinate corporate wide finance and accounting activities - Level E.

%

A	<p>HIGHLY SPECIFIC</p> <p>Performance of specific tasks and activities that do not involve supervision or close liaison with others.</p> <p>Note : teamwork is not part of the job requirement. The job holder is able to perform the required tasks without dependence or reliance on others. There is no supervision of others. This applies to many blue collar jobs and lower level clerical positions where the tasks being performed are highly specific.</p>	5
B	RELATED	

	<p>Supervision of others is not required but a close liaison is necessary in coordinating specific activities to achieve common objectives.</p> <p>Note : this covers all positions having no direct responsibility for supervising staff but where regular dialogue and contact with other employees is required to achieve results. It is important to differentiate between allocating tasks and issuing instructions and true supervisory responsibility.</p>	10
C	<p>INFLUENCING / SUPERVISORY</p> <p>Supervision of others is required and/or coordination of resources and processes (human / physical / financial) in order to achieve significant outcomes for the organization.</p> <p>Note : positions which have responsibility for supervising or directly controlling subordinate staff but are not considered “Managers” fall into this category. Supervision must be of a recognized and formal nature hence the need to differentiate between allocating tasks and issuing instructions and true supervisory responsibility i.e. disciplinary actions, performance review etc. Also included in this category are positions which are non-supervisory but have a high degree of influence across the organization.</p>	15
D	<p>MANAGERIAL</p> <p>Management of a significant operational or functional unit / department or division including the planning, directing and controlling of all activities and resources.</p> <p>Note : all full managerial positions would be rated at “D” or above.</p>	20

%

E	<p>CORPORATE</p> <p>Functional responsibility at a corporate level involving the central coordination of a specialist or staff function in a large organization or a number of specialist or staff functions in a small to medium size organization. The position requires the integration or coordination of all associated activities and has influence over all relevant policy and procedures.</p> <p>Note : Three criteria must be met :</p> <ol style="list-style-type: none"> the organization must be of a size and diversity that the process of coordinating the specialist or staff function(s) extends beyond that expected of a normal manager the specialist or staff function(s) controlled must have a significant impact on the day to day operations of the whole group Most positions report either directly to the Chief Executive Officer, Executive Director or General Manager 	25
F	<p>GENERAL MANAGEMENT</p> <p>Co-ordination and direction of multiple divisions and functions (e.g. marketing, operations,</p>	

	<p>finance, sales distribution, human resources) in a large organization or the Chief Executive Officer, Executive Director or General Manager of a small to medium size organization.</p> <p>Note : the majority of Chief Executive Officers, Executive Directors or General Managers will fall into this category provided they have overall control and management of all operations and corporate functions.</p>	30
G	<p>TOTAL - CONSTRAINED</p> <p>Total management control of a large organization with the only constraints being imposed by the parent company, overseas principals or government policy which impact the long term strategic direction of the company.</p>	35
H	<p>TOTAL - UNCONSTRAINED</p> <p>Chief Executive Officer or Executive Director of a large organization with controlling influence over all long term strategic directions and largely unconstrained by owners / shareholders.</p>	40

5. PROBLEM SOLVING

This factor takes into account the problem solving requirements associated with the position. It measures such facets as the amount of judgement exercised, the availability of rules and guidelines to assist in problem solving, the degree of analysis necessary to appreciate the full consequences of a problem and the originality, ingenuity and initiative required to arrive at a solution.

Examples :

- A Purchasing Clerk has a well defined routine for the placing of orders and expediting deliveries but problems likely to cause disruption to production are referred upwards. Some judgement is required to interpret rules and policies regarding documentation, customs procedures etc - Level B
- A Personal Assistant to a CEO may have a mixture of routine and semi-routine tasks. The job holder is expected to resolve problems associated with these tasks in the absence of his/her CEO - Level C
- A Management Accountant encounters a variety of accounting problems which require investigation, analysis and interpretation before one or more appropriate solutions can be found - Level D
- A major Divisional Manager of a large company must cope with a variety of strategic and operational problems requiring detailed analysis and the development of alternative solutions / strategies. Extensive judgment and initiative is required to find the best possible solution - Level E

This factor measures how solutions are found to the range of problems normally encountered. The time taken to solve problems is a good reflection as to the extent of problem solving required i.e. generally the longer the time spent undertaking research and investigation the higher the level of problem solving. Please note that if a solution is not found the magnitude of the resulting consequences is not being measured with this factor. It is the method used for solving the problem which is being assessed.

This factor tends to be hierarchical although there are exceptions e.g. technical specialists or researchers may have a higher problem solving rating than their manager.

A	REPETITIVE	19
	Work is simple and repetitive. Problems are minor and are solved by the simple choice of things learnt.	22
	Note : problems are simple and the solutions well defined and learnt within a short time.	25

	Most production workers would fall into this category as would many lower level clerical positions.	
B	<p>ROUTINE</p> <p>Problems are minor although some individual judgement is required to interpret rules and instructions.</p> <p>Note : Solutions may be found after a quick perusal of a procedures manual or set of instructions. Some interpretation of instructions may be involved but generally the answer is readily accessible. Problems which cannot be solved in this way or by the application of straightforward common sense tend to be referred to a higher authority.</p>	<p>29</p> <p>33</p> <p>38</p>
C	<p>ROUTINE / VARIED</p> <p>Whilst much of the work is routine problems require reference to precedents or a more extensive interpretation of detailed instructions to that outlined in “b” above.</p> <p>Note : the background knowledge and experience of the job holder plays a key part in the successful resolution of problems encountered. Normally the types of problems encountered at this level need to be solved within a reasonably short time frame i.e. a few hours or perhaps a few days is required to find the right answer.</p>	<p>43</p> <p>50</p> <p>57</p>
D	<p>VARIED</p> <p>Problems are varied and the solution requires some research. Initiative and judgment is required in interpretation and this is often against diverse and perhaps contradictory cases. In some instances problems encountered may extend beyond the need for short term solutions.</p> <p>Note : at this level a problem must be researched by analyzing, investigating or searching for information. In many instances the solution will not be clear and a judgment will need to be made on the appropriateness of alternative solutions. Initiative will also need to be taken in determining how the problem should be tackled. Solutions may also require input from outside the organization. In the main most operational problems fall into this level.</p>	<p>66</p> <p>76</p> <p>87</p>
E	<p>COMPLEX</p> <p>Problems contain unexpected and unusual elements not previously encountered. Extensive research may be required. Corporate policies and available expertise will not necessarily provide a complete answer to the problem.</p> <p>Note : In some instances the process of identifying the problem may take considerable time let alone the process of finding a solution. Whilst it would be rare for a subordinate to be rated at this level (and his/her manager rated “D”) this can happen within a technical / scientific and/or research organization. This level is common for senior management / direct reports to Chief Executive Officer / Executive Director / General Manager.</p>	<p>100</p> <p>115</p> <p>132</p>

F	<p>EVALUATIVE</p> <p>Little routine work is involved. Problems are primarily of a strategic nature requiring analysis and the detailed evaluation of alternative solutions. Guidelines may provide a general framework but considerable judgment and initiative is required to find the best possible solution. Problems may also be of a scientific nature requiring the application of highly advanced / sophisticated research.</p> <p>Note : this level encompasses many Chief Executive Officers / Executive Directors / General Managers or very senior management within a large organization. A significant proportion of the problems encountered are of a strategic nature and generally involve the long term planning / future direction of the organization.</p>	<p>152</p> <p>175</p> <p>200</p>
G	<p>HIGHLY COMPLEX</p> <p>Problems are highly complex and often of an esoteric nature. Each one contains numerous elements and requires extensive research into its cause and effect. Company policy and guidelines provide little assistance in providing an overall solution.</p> <p>Note : normally confined to Chief Executive Officer / Executive Director / General Manager positions only and where the organization is recognized as either very large international groups or large national companies cooperating in specialized areas. Problems faced may well be of a major international nature e.g. global ecological issues.</p>	<p>230</p> <p>264</p> <p>304</p>
H	<p>STRATEGIC</p> <p>Problems are novel, each requiring a completely individual approach. Problems and the type of solution required are of such a magnitude that their impact far exceeds that of the immediate organization.</p>	<p>350</p> <p>400</p> <p>460</p>

6. FREEDOM TO ACT / SUPERVISION RECEIVED

This factor measures the extent to which a jobholder is supervised as well as the amount of guidance available under normal circumstances. It considers the type of briefing given, the requirement for in-progress work reviews and the degree of independence exercised. The business planning, budgeting and reporting procedures must also be considered.

Examples:

- A Word Processing Operator may have freedom to determine layout and the order in which work is processed but most work is checked after being typed - Level B
- A Librarian is subject to specified procedures and the results are clearly defined. However, the job holder can determine how long to spend on a particular activity - Level C.
- A corporate Marketing Manager is normally subject to overall guidelines and objectives and has freedom to plan the work program within the division. A large degree of independence is given provided established policies are adhered to - Level E.
- CEO / General Manager of a small to medium size company reporting to a board or regional executive off shore - Level F

This factor assesses the level of control over the position and the constraints imposed which impact the way in which the job is carried out. Consider this factor in terms of the freedom the jobholder has or the constraints imposed on the way in which he/she carries out the job e.g. rules, instructions, policy, statutory legislation, professional body guidelines etc. For ratings covering "A" to "D", rules, guidelines, regulations and standards are generally available.

It is common for there to be a strong link between this factor and problem solving i.e. +/- 2 steps. In an organization characterized by strict controls, for most positions, Freedom to Act / Supervision Received is usually 1 step less than Problem Solving. In an organization with greater freedom, an equal or + 1 relationship commonly occurs.

Typically, in a benchmark management group, a similar level of control (with this factor) will apply to all employees reporting to the Chief Executive Office, Executive Director or General Manager unless e.g. the position is regarded as the "Corporate Expert" in a given field.

A	<p>CLOSE</p> <p>Work is subject to close supervision. Simple tasks are assigned and all work is checked in detail.</p>	16
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	<p>Note: implies that monitoring is carried out at regular intervals and most likely within an hour or two. "Simple tasks" implies the learning process is limited to a matter of hours or perhaps a few days.</p>	<p>19</p> <p>22</p>
B	<p>INSTRUCTIONS</p> <p>Detailed instructions are given on a range of tasks, but the job holder has some freedom to determine the order of tasks to be completed. Work is closely supervised and most work is checked.</p> <p>Note : encompasses most clerical positions but the holder has some latitude in deciding how they organize their workday and how to prioritize the tasks set. It is common for secretaries to be evaluated under this category. The level of supervision received is less rigid than for "A" and the timeframe within which the monitoring is done provides for greater latitude.</p>	<p>25</p> <p>29</p> <p>33</p>
C	<p>PROCEDURES</p> <p>The work conforms to specified procedures and the results are clearly defined. Work is subject to in-progress review and guidance and assistance is readily available.</p> <p>Note : the end results required are clearly defined, but how the tasks and activities are to be carried out is not necessarily stated in the form of detailed instructions.</p> <p>Guidance and assistance from others exists, even if the jobholder seldom refers to it.</p>	<p>38</p> <p>43</p> <p>50</p>
D	<p>GENERAL INSTRUCTIONS</p> <p>Work is subject to general instructions only and specific completion targets are normally specified. Progress reviews are usually undertaken but in most instances assistance by a superior is given only when requested.</p> <p>Note : overall broad instructions/orders are given but these may not be supported by detailed instructions which specify actual procedures and detailed steps to be followed. Typical are the quarterly or bi-annual objectives set for middle management.</p>	<p>57</p> <p>66</p> <p>76</p>
E	<p>GUIDANCE</p> <p>Jobholder is expected to work with a large degree of independence within the organization's plans, policies and reporting requirements. Overall guidelines and objectives are discussed initially and progress is reviewed intermittently and informally.</p> <p>Note : this reflects a significant level of freedom to organize and control activities, without being subjected to procedures and instructions imposed by e.g. Head Office etc. The jobholder can e.g. set price levels, seek new products / services, establish staffing levels etc. Benchmark - senior managers</p>	<p>87</p> <p>100</p> <p>115</p>
F	GENERAL GUIDANCE	

	<p>Minimal guidance is provided. Expected to plan activities of own work program within the overall objectives of the operation / division or department etc. Expected to raise only contentious or major problem issues for the Board or corporate management's consideration.</p> <p>Note : the level of freedom is significantly different from level "E". Objectives are likely to be related to overall profitability and return on funds with only minor restraints imposed in respect of capital expenditure. Benchmark - Chief Executive / Executive Director / General Manager - small to medium size organization</p>	<p>132</p> <p>152</p> <p>175</p>
G	<p>BROAD GUIDANCE</p> <p>Determines own strategies to meet the overall objectives of the organisation. Little guidance available or constraints on the range of business activities that can be undertaken. Expected to resolve all but major corporate wide problems independently.</p> <p>Note : this represents an exceptional level of freedom normally found at the Chief Executive / Executive Director / General Manager level of a large organization. The position has the freedom to determine all policies and controls the strategic planning and future direction of the organization.. In simple terms this slot refers to positions which have the authority and scope to fully determine what the nature of the business is going to be.</p>	<p>200</p> <p>230</p> <p>264</p>
H	<p>MINIMAL</p> <p>Responsibility limited only by legislative constraints. Controls all corporate policy on strategic direction and receives no direct guidance or supervision.</p> <p>Note : the only constraints tend to be those imposed by legislation. The jobholder is basically "all powerful" and is not answerable to any higher level of authority. Whilst any proprietor of a small business could claim to have this level of freedom this slot is primarily confined to Chief Executive's / Executive Director's / General Manager's within a major corporate environment.</p>	<p>304</p> <p>350</p> <p>400</p>

7. WORK ENVIRONMENT

This factor measures the physical work environment in which the job is substantially performed.

The chart has two dimensions :

- The vertical scale measures the physical work environment i.e. environmental influences such as noise, dirt, heat, cold and damp in excess of that normally associated with office conditions.
- The horizontal scale relates the physical work environment to work hazards exposure as follows :
 1. Very low level exposure to physical injury
 2. Frequent exposure to physical injury
 3. High exposure to serious physical injury

PHYSICAL WORK ENVIRONMENT

WORK HAZARDS EXPOSURE

1 2 3

A	Work performed indoors in office conditions with almost no unpleasant environmental influences.	10	14	19
		12	16	22
		14	19	25
B	Work usually performed indoors in favorable working conditions but with occasional exposure to unpleasant environmental influences e.g. as noise, heat, dirt, cold, dampness etc.	16	22	29
		19	25	33
		22	29	38
C	Work performed indoors with considerable exposure to disagreeable environmental influences e.g. noise, heat, dirt, cold, dampness etc.	25	33	43
		29	38	50
		33	43	57
D	Work primarily performed outdoors but not required to remain in extreme adverse weather conditions.	38	50	66
		43	57	76

		50	66	87
E	Work substantially performed outdoors with continuous exposure to all types of weather conditions and disagreeable environmental influences e.g. noise, heat, dirt, cold, dampness etc.	57	76	100
		66	87	115
		76	100	132

8. PHYSICAL DEMANDS

This factor measures the physical demands of the job in terms of work posture and physical exertion.

The chart has two dimensions :

- The vertical scale measures the degree of physical discomfort caused by the posture(s) required of the job.
- The horizontal scale measures the degree of physical exertion required in terms of lifting primarily but could include pushing, pulling and rolling as follows :
 1. Little or no lifting is required
 2. Light lifting and/or occasional medium weight lifting
 3. Frequent medium weight lifting and occasional heavy lifting
 4. Frequent heavy lifting

Degree of lifting is defined as follows :

Light lifting: Up to 25 lbs

Medium lifting: Up to 50 lbs

Heavy lifting: More than 50 lbs

		WORK POSTURE		PHYSICAL EXERTION			
		1	2	3	4		
A	Work is usually performed sitting, with the opportunity to stand and walk freely.	19	22	29	38		
		22	25	33	43		
		25	29	38	50		
B	Work is primarily performed standing and/or	25	29	38	50		

	walking with little opportunity for sitting.	29	33	43	57
		33	38	50	66
C	Work involves short periods of stooping, bending, kneeling or climbing.	33	38	50	66
		38	43	57	76
		43	50	66	87
D	Work frequently involves stooping, bending, kneeling or climbing.	43	50	66	87
		50	57	76	100
		57	66	87	115

9. IMPACT OF DISCRETIONARY DECISIONS

This factor assesses the immediate impact in terms of cost or savings to the organization resulting from a single / typical decision being taken. These range from minor decisions where little or no impact results, or where such an impact is easily contained, to situations where routine decisions could have a large effect on the organization.

The key aspect of this factor is that the maximum direct cost of a single / typical decision is measured and not the consequential impact.

The key element to consider when determining the appropriate level is that the "impact of the decision" is being measured and not the impact of taking incorrect action due to carelessness or failure to follow instructions / established procedures. Competence is assumed in all decision making. For positions which have a significant influence in the organization perhaps through their research and recommendations it is necessary to discount the impact of the discretionary component to take account of the fact that the final accountability does not rest with them.

This factor involves assessing the authority and ability of an individual to make decisions alone i.e. without reference to a higher authority or established practices and standards as well as the direct impact of that single decision. The factor measures the effect of a decision and not a mistake or negligence on the part of the jobholder. It is a decision where the job holder has consciously selected a course of action (perhaps from a group of alternatives) believing it to be the best way to go. The direct impact of the decision taken and not the consequential impact is measured, for instance, a Head of Department at an educational institute travels overseas to recruit new students, the direct impact on the organization is the cost of the travel and not the subsequent increase in the numbers of students.

The chart has two dimensions :

- The vertical scale measures impact
- The horizontal scale measures breadth of influence

a) Impact Component (A - G)

At all times evaluations must test if the impact is the value of the total decision (usually no options) or the difference between discretionary decisions. The latter is usually the case, however jobholders will often quote full cost or may need to advise of examples of single decisions before the discretionary difference can be established.

In organizations where decision making is shared through a consensus model, we would normally determine the impact of a "discretionary decision" and discount it by 1 step to take account of the collective responsibility.

Where a position plays a key role in recommending a significant course of action for an organization but where the final decision is made by superiors (and where there is clear evidence that the recommendation is nearly always followed) then we commonly assess the impact of the “discretionary decision” and discount it by 2 steps. This is applied to take account of the fact that they are not ultimately responsible for the decision but that their contribution to it is significant.

b) Breadth of Influence (1 - 3)

The impact of decision making by the jobholder over part or all of the organization is also taken into account by using one of the three columns as follows:

1. The impact is over a single division, department or function of the organization.
2. Has organizational wide impact i.e. Chief Executive Officer (or direct external impact on the community / region).
3. Has an international or a direct external nationwide impact.

Examples:

Airline Pilot - if a plane is running late, the pilot can as one option continue its current speed and advise passengers they will be late. The second option is to increase the speed of the plane. The impact to the organization is the extra fuel used or not used. We are not measuring the consequential cost (to the passengers / airline etc) due to missed connections, additional hotel bills etc. At the extreme, we do not measure the cost of the plane crashing as this isn't considered competent performance!.

Purchasing / Buyers e.g. project costs, quotes for new/maintenance projects. The measurement is the difference between e.g. purchasing / estimating options or in some cases judgmental calls made on the basis of experience.

Sales Manager - having the authority to discount a sales deal by e.g. 2% on a sale of \$40m would imply a single direct cost of \$800,000. With sales activities it is not the value of individual sales orders that should be considered but the level of pricing discretion exercised by individuals or for decisions affecting additional costs e.g. freight.

Electricity Industry Engineer - network switch gear shows indications of unreliability. Position holder must decide whether to minimize risk from a group of alternatives i.e. to replace suspect unit with a complete new unit e.g. \$20,000 to \$40,000 range.

Software brought for a project with the intention of making considerable savings is only partially successful. In this case only a proportion of the cost should be recognized as the direct cost would be negligible. For example, software package cost \$20,000, expected savings \$200,000 but only \$50,000 realized. Impact cost of software decision subsequently rated D1(57).

Local Authority Engineer recommends to Council Committee which tender firm will receive a bridge repair and maintenance contract. Value of contract approximately \$0.5m. Each tender proposes different techniques / materials and repair timeframes with a \$50,000 difference in costs. The Engineer has to balance technical considerations and quality issues against cost. The committee nearly always follows his/her decisions. Evaluated at D1(66) but given C1(50) i.e. evaluation discounted by 2 steps as the final decision is not the Engineers.

IMPACT COMPONENT		\$	BREADTH OF INFLUENCE		
			1	2	3
A	Direct impact of a single decision causes a minor impact which can be expressed in dollar terms of less than \$100	Up to 30	16	22	29
		31 - 70	19	25	33
		71 - 100	22	29	38
B	Direct impact of a single decision causes some impact which can be expressed in dollar terms of hundreds of dollars.	101 - 300	25	33	43
		301 - 700	29	38	50
		701 - 1,000	33	43	57
C	Direct impact of a single decision causes a significant impact which can be expressed in dollar terms of thousands of dollars.	1,001 - 3,000	38	50	66
		3,001 - 7,000	43	57	76
		7,001 - 10,000	50	66	87
D	Direct impact of a single decision causes a major impact which can be expressed in dollar terms of tens of thousands of dollars.	10,001 - 30,000	57	76	100
		30,001 - 70,000	66	87	115
		70,001 - 100,000	76	100	132
E	Direct impact of a single decision causes a critical impact which can be expressed in dollar terms of hundreds of thousands of dollars.	100,001 - 300,000	87	115	152
		300,001 - 700,000	100	132	175
		700,001 - 1m	115	152	200
F	Direct impact of a single decision causes a strategic impact which can be expressed in dollar terms of millions of dollars.	1m - 3m	132	175	230
		3m - 7m	152	200	264
		7m - 10m	175	230	304

G	Direct impact of a single decision causes a strategic impact which can be expressed in dollar terms of tens of millions of dollars.	10m - 30m	200	264	350
		30m - 70m	230	304	400
		70m - 100m	264	350	460

10. HUMAN RELATIONS SKILLS / CONTACTS

This factor assesses the degree and nature of contact the position is required to have with personnel either within the organization and/or the public. In addition, the requirement for human relations skills is considered by assessing the level to which the job is required to communicate, motivate, persuade and resolve human conflict.

Many positions may have continuous contact with staff and members of the public but may score relatively low because the nature of the contact is merely that of polite communication i.e. security guard.

Two way communication is implied in this context as the job holder must understand human nature and have a good knowledge of what motivates others and when it is appropriate to take a conciliatory or perhaps an assertive stance in order to achieve results.

The chart has two dimensions :

- The vertical scale measures the type and level of internal contacts
- The horizontal scale measures the type and level of external contacts

a) Internal Contacts (A - F)

Internal contacts are measured using the scale A - F and the scale : Light, Medium, Heavy.

Once the extent of internal contact has been determined (A - F) the extent, frequency and sensitivity of these contacts can be assessed as follows :

- Light - light contact applies if only a small proportion of the organization is dealt with 1 or 2 other departments. e.g.
- Medium - medium contact applies where most of the organization is dealt with (on a routine level).
- Heavy - heavy contact is applicable for positions requiring contact with all functions of the organization and/or where these are of a very sensitive nature e.g. HR Specialist dealing with personal grievances etc.

b) External Contacts (1 - 5)

External contacts are measured using the scale 1 - 5 as follows :

1. Minimal - minimal external contact is required.

There may be some requirement to convey information to external sources, but not on a regular basis e.g. typists, clerical staff; internal auditors, data entry personnel.

2. Routine - regular discussions and contact to resolve day to day difficulties and problems.

Contact with people external to the organization is a normal and everyday occurrence. Tact, influence and diplomacy may be required e.g. reception, warehouse and purchasing staff, business analysts, maintenance contractors, secretaries, and administrators. Contact with external parties tends to be "reactive" i.e. the position holder does not often initiate contact.

3. Promoting - considerable contact to promote the organization and achieve prescribed goals. Also included are those positions having daily and continual contact with people and/or in a role requiring advanced human relations skills.

Normally this includes positions having considerable influential impact on people outside the organization. Here the jobholder is required to exert influence on others i.e. in order to get the external party(s) to see / act in accordance with the job holder's point of view. Typical examples are sales people involved in seeking / retaining customers / clients or teachers, nurses and some public relations staff where human relations skills form a major component of the job.

The contact with external parties tends to be "proactive" i.e. the position holder often initiates contact.

4. Negotiating - considerable contact i.e. in negotiating major business deals or on very sensitive matters requiring highly developed negotiating or human relations skills.

Generally only senior and specialist executives in large and diverse organizations would rate at this level i.e. where there is a requirement to carry out top level negotiations and/or communications which are likely to be of considerable importance to the organization e.g. Directors, Communication Managers, Area Managers etc.

5. Critical - contacts involving matters of prime / critical importance to the organization. Difficult and high level contacts are required and these are generally of a nature attracting extensive public reaction and debate.

The only positions to warrant this level of external contact would be the Chief Executive Officer / Executive Director / General Manager where he/she is totally responsible for all sensitive public relations issues. Furthermore, such issues / contacts would be those having the potential to greatly impact the future of the whole organization.

INTERNAL CONTACTS

EXTERNAL CONTACTS

1 2 3 4 5

A	MINIMAL	Light	10	14	19	22	25
	Little contact with other staff other than normal pleasantries and basic courtesy exchanges.	Medium	14	19	22	25	29
		Heavy	19	22	25	29	33

Note : positions at this level have little need to (actively) communicate with other employees in the normal course of their jobs. They would of course receive instructions from their immediate supervisor (which may include other personnel) but they are seldom required to advise others in the organization or communicate information of any significance. Non-verbal contact as well as verbal contact should be assessed. Remote positions may not have much physical contact with others but there may be a degree of written reporting which should be assessed.

B	ROUTINE	Light	19	22	25	29	33
	Discusses work with employees and communicates information to other personnel.	Medium	22	25	29	33	38
		Heavy	25	29	33	38	43

Note : positions at this level are required to discuss matters pertaining to work on an ongoing basis i.e. answer questions from a wide range of staff and be required to communicate with other staff at a level beyond that of polite conversation about non-work related matters. A large proportion of clerical positions fall into this category.

C	LIAISE	Light	25	29	33	38	43
	Discusses and seeks cooperation from other areas of the organization and/or has some supervisory involvement	Medium	29	33	38	43	50
		Heavy	33	38	43	50	57

Note : the nature of communications with other personnel is more demanding than "B" above and goes beyond simply responding to questions and supplying information. Greater human relations skills are required in order to obtain co-operation from others. This level also encompasses those jobs where liaison with others is crucial in order to achieve success. It may include convincing others of a course of action or having to be convinced by others.

INTERNAL CONTACTS

EXTERNAL CONTACTS

1 2 3 4 5

D	CO-ORDINATE						
	Considerable contact with staff either in a supervisory / middle management role requiring good human relations skills or as an advisor in sensitive areas.	Light	33	38	43	50	57
		Medium	38	43	50	57	66
		Heavy	43	50	57	66	76

Note : the requirements at this level are good communication skills and an understanding of how people are motivated to achieve exceptional results. These positions rely heavily on the human relations skills of the jobholder in order to get results through others. The nature of the staff controlled should also be examined and the skills needed to direct and motivate them.

E	SENSITIVE / RESPONSIVE						
	Extensive contact with a large part of the organization and/or a need to lead, motivate and direct staff in sensitive employee relations conditions.	Light	43	50	57	66	76
		Medium	50	57	66	76	87
		Heavy	57	66	76	87	100

Note : this is a senior / specialist level which extends beyond the role of advising on employee relations issues into the active resolution of conflict often in a volatile environment. Positions at this level tend to be specialist employee relations practitioners or very senior managers responsible for the control of a large workforce.

F	TOP LEVEL						
	Co-ordination and direction of senior management from all areas of the organization.	Light	57	66	76	87	100
		Medium	66	76	87	100	115
		Heavy	76	87	100	115	132

This level is normally restricted to the Chief Executive Officer / Executive Director / General Manager who has overall responsibility for leading, directing and controlling the most senior personnel within the organization. Another candidate would be an assistant who is responsible for all operating divisions and/or support functions of the organization.

11. AUTHORITY EXERCISED

This factor appraises the financial, staff and contractual authority of the position.

The chart has two dimensions :

- The vertical scale measures the extent of financial authority
- The horizontal scale measures the extent of staff and contractual authority

a) Financial Authority (A - H)

The authority levels (A - H) refer to the freedom the jobholder has to personally approve expenditure or to take action within the boundaries of his/her given discipline e.g.

- authority to commit routine expenditure
- management of an expense budget
- unbudgeted capital expenditure
- freedom to utilize and purchase materials
- approve extension of credit

Very few staff have the authority to approve unbudgeted capital expenditure. Where authority is informally delegated to an individual from their superior, the authority still remains that of the superior and not the subordinate, as the superior will remain responsible for the action taken.

The level to which the subordinate is held accountable, and the nature of the delegation should be analyzed. Short-term delegation should be ignored.

The "approve extension of credit" refers to the extension of credit to debtors to whom the organization has provided goods and services, not the approval of a loan to a customer in the finance or banking industry.

Note : this factor is often weighted e.g. for supervisory positions etc that are not directly accountable for an authority level but do have responsibility (albeit indirectly) for its management.

The column selection (0 - 5) is made by adding the assessed factor scores for staff authority and contractual authority as follows:

b) Staff Authority (0 - 2)

Authority to hire or fire staff :

0. No staff authority.
1. Authority to engage, promote, discipline and dismiss direct reports (generally in consultation with Human Resources and where required the positions immediate Superior / Manager)
2. Authority to engage, promote, discipline and dismiss staff at any level within the organization i.e. below his/her own (generally in consultation with Human Resources and (if applicable) immediate Superior / Manager)

The above refers to individuals who make the final decision as to who will be hired or fired. In most organizations few people have the authority to hire their immediate subordinates. Where people feel obliged to advise their superior of the candidate they have chosen before committing the organization, this would normally imply that an informal policy exists to limit this authority. Again, few people have the authority to fire any staff under their control.

c) Contractual Authority (0 - 3)

The authority to enter into agreements or contracts on behalf of the organization:

0. No contractual authority
1. Able to commit the organization to a contractual agreement involving goods / services to a limit of \$ 25,000
2. Able to commit the organization to a contractual agreement involving goods / services to a limit of \$ 250,000
3. Able to commit the organization to a contractual agreement involving goods / services to a limit of \$ 500,000

STAFF + CONTRACTUAL AUTHORITY

FINANCIAL AUTHORITY

0 1 2 3 4 5

A	No authority to commit capital expenditure, approve loans, extend credit or incur routine expenditure.		0	8	10	12	14	16
			0	10	12	14	16	19
			8	12	14	16	19	22
B	Authorizes expenditure from petty cash		10	14	16	19	22	25
			12	16	19	22	25	29
			14	19	22	25	29	33
C	Authorizes minor expenditure from another person's budget i.e. not accountable for an expenditure budget		16	22	25	29	33	38
			19	25	29	33	38	43
			22	29	33	38	43	50
D	Approves routine expenditure within budgetary limits and is accountable for an O&M budget	\$1,000 - \$5,000	25	33	38	43	50	57
		\$5,000 - \$10,000	29	38	43	50	57	66
		\$10,000 - \$20,000	33	43	50	57	66	76
E	Approves routine expenditure within budgetary limits and is accountable for an O&M budget	\$20,000 - \$50,000	38	50	57	66	76	87
		\$50,000 - \$100,000	43	57	66	76	87	100
		\$100,000 - \$200,000	50	66	76	87	100	115
F	Approves routine expenditure within budgetary limits and is accountable for an O&M budget	\$200,000 - \$500,000	57	76	87	100	115	132
		\$500,000 - \$1m	66	87	100	115	132	152
		\$1m - \$2m	76	100	115	132	152	175

STAFF + CONTRACTUAL AUTHORITY

FINANCIAL AUTHORITY

0 1 2 3 4 5

G	Approves routine expenditure	\$2m - \$5m	87	115	132	152	175	200
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	within budgetary limits and is accountable for an O&M budget \$2m - \$20m	\$5m - \$10m	100	132	152	175	200	230
		\$10m - \$20m	115	152	175	200	230	264
H	Approves routine expenditure within budgetary limits and is accountable for an O&M budget \$20m - \$200m	\$20m - \$50m	132	175	200	230	264	304
		\$50m - \$100m	152	200	230	264	304	350
		\$100m - \$200m +	175	230	264	304	350	400

12. SUPERVISORY & MANAGERIAL RESPONSIBILITY

This factor accounts for the supervision and management of human resources (both directly and indirectly) within the organization.

It reflects the responsibility a position holder has for staff reporting to them and includes accountability for such items as: organizational structure, role definition, allocation of accountabilities, staff performance including training and development. It also takes into account wider responsibilities the job holder has for ensuring employment legislation is being complied with e.g. health and safety, human rights, equal employment opportunities and for maintaining good employee relations.

Supervisory responsibility applies in all cases to full-time and part-time staff but not volunteers i.e. when assessing the number of direct reports to a position.

The chart has two dimensions :

- The vertical scale measures the number of permanent staff reporting
- The horizontal scale measures span of influence

a) Span of Influence

Use the columns as follows:

1. Responsibility is confined to a single department / division / function.
2. Responsibility for multiple divisions or major corporate-wide functions encompassing all or a large proportion of the organization.

3. Staff responsibility extends to multiple and diverse companies involving the whole or a very significant part of the whole group.
4. Staff responsibility extends to significant multinational / international operations.

SPAN OF INFLUENCE

		No of Permanent Staff Reporting	1	2	3	4
A	Controls no staff. At the middle and upper levels there may be a requirement to allocate tasks to others, possibly with limited supervisory responsibility and perhaps on a rotational team leader basis or with some involvement in training / guiding staff within the organization or project management	Allocates Tasks	0	10	14	19
			10	14	19	22
		Team Coordination	14	19	22	25
B	Has full supervisory / managerial responsibility for up to 10 staff This includes allocation of work, accountability for their outputs, quality etc and appraisal of their performance OR Has a significant involvement in training / guiding staff within the organization or manages projects but without line management responsibility	1 - 4	19	22	25	29
		5 - 7	22	25	29	33
		8 - 10	25	29	33	38
C	Has full supervisory / managerial responsibility for 11 - 29 staff	11 - 17	29	33	38	43
		18 - 23	33	38	43	50
		24 - 29	38	43	50	57
D	Has full supervisory / managerial	30 - 53	43	50	57	66

	responsibility for 30 - 99 staff	54 - 76	50	57	66	76
		77 - 99	57	66	76	87

SPAN OF INFLUENCE

		No of Permanent Staff Reporting	1	2	3	4
E	Has full supervisory / managerial responsibility for 100 - 299 staff	100 - 166	66	76	87	100
		167 - 232	76	87	100	115
		233 - 299	87	100	115	132
F	Has full supervisory / managerial responsibility for 300 - 999 staff	300 - 533	100	115	132	152
		534 - 766	115	132	152	175
		767 - 999	132	152	175	200
G	Has full supervisory / managerial responsibility for 1,000 - 2,999 staff	1,000 - 1,666	152	175	200	230
		1,667 - 2,320	175	200	230	264
		2,321 - 2,999	200	230	264	304
H	Has full supervisory / managerial responsibility for 3,000 - 9,999 staff	3,000 - 5,330	230	264	304	350
		5,331 - 7,660	264	304	350	400
		7,661 - 9,999	304	350	400	460
I	Has full supervisory / managerial responsibility for 10,000 - 29,999 staff	10,000 - 16,666	350	400	460	528
		16,667 - 23,333	400	460	528	608
		23,201 - 29,999	460	528	608	700



MEDIA NOTICE

The Guam Power Authority and the Guam Waterworks Authority have posted on their respective websites a petition to implement the new compensation and benefit study conducted by Alan Searle and Associates of New Zealand Strategic Pay for the Certified, Technical, and Professional employees who work at both GWA and GPA in accordance with Public Law 28-159. The petition and associated documents may be viewed by accessing GPA's website at: www.guampowerauthority.com and GWA's website: www.guamwaterworks.org.

For additional information, please contact the Human Resources Divisions at GPA 648-3132 or GWA 647-7859.

/s/

John M. Benavente, PE
General Manager Consolidated Utility Services

1.0 PROMOTION / DEMOTION / TRANSFER

1.1 Promotion

- a) A pay adjustment resulting in an increase / promotion either by competition, reclassification, pay grade reassignment or temporary appointment is effectuated by identifying from the new pay grade the salary (sub-step) closest to, but not less than the salary currently being received prior to promotion plus an additional six (6) sub-steps. This identifies the new base salary.
- b) A pay adjustment where the salary received prior to promotion is below the low end of the new implementation range shall be slotted at the lowest sub-step of the new implementation range plus an additional six (6) sub-steps. This identifies the new base salary.
- c) The General Manager at his discretion, or upon the recommendation of a respective Division Manager, may grant up to three (3) additional sub-steps, based on superior performance, significant contributions made to the business unit or the Authority as a whole, or demonstration of personal enrichment and development related to and beyond the job requirement. All requests for additional sub-step placement must be justified in writing.

1.2 Demotion

- a) A pay adjustment resulting in a decrease either by demotion, voluntary, reclassification, or pay grade reassignment is effectuated by identifying from the amended pay grade the salary (sub-step) closest to, but not more than the salary (sub-step) currently being received prior to demotion less an additional six (6) sub-steps. This identifies the new base salary.
- b) A pay adjustment where the salary received prior to demotion, voluntary, reclassification, or pay grade reassignment is below the lowest sub-step of the new implementation range shall be slotted at the lowest sub-step of the new implementation range. This identifies the new base salary.

1.3 Transfer

For a transfer to another position within the same pay grade or a reclassification of a position to another class within the same pay grade, the current salary (sub-step) is retained provided this is not less than the lowest sub-step of the new implementation range. Should the latter occur, a pay adjustment to the lowest sub-step of the new implementation range will identify the new base salary.

2.0 RECRUITMENT

The implementation range of any position encompasses sixteen (16) sub-steps with the high end representing the market percentile to which the compensation model is currently based. In migrating existing employees to the new compensation model implementation criteria encompassing : performance, nine (9) sub-steps, qualifications, four (4) sub-steps and experience, three (3) sub-steps dictates the eventual salary, (grade, step and sub-step) of all employees. This criteria can also be used for recruitment purposes as outlined below :

- a) The educational qualifications of a new hire / recruit will be evaluated as per the implementation criteria used in migrating existing employees to the new compensation model. This provides a range of one (1) to four (4) sub-steps.
- b) In addition to a) above, the previous experience of a new hire / recruit will be evaluated as per the implementation criteria used in migrating existing employees to the new compensation model. This provides a range of one (1) to three (3) sub-steps.
- c) In addition to a) and b) above, should the prior performance of a new hire / recruit be quantifiable either by reference checks or by some other means an additional one (1) to nine (9) sub-steps can be awarded at the discretion of management (Human Resources).
- d) The sum of all sub-steps awarded above identifies the new employee's base salary using the implementation range of the position to which he/she is being considered.

11,000			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
		Step 1				Step 2				Step 3				Step 4				Step 5				Step 6				Step 7
		A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A
Grade	A	11,000	11,110	11,221	11,333	11,447	11,561	11,677	11,793	11,911	12,031	12,151	12,272	12,395	12,519	12,644	12,771	12,898	13,027	13,158	13,289	13,422	13,556	13,692	13,829	13,967
		5.29	5.34	5.39	5.45	5.50	5.56	5.61	5.67	5.73	5.78	5.84	5.90	5.96	6.02	6.08	6.14	6.20	6.26	6.33	6.39	6.45	6.52	6.58	6.65	6.71
14.00	B	12,540	12,665	12,792	12,920	13,049	13,180	13,311	13,445	13,579	13,715	13,852	13,990	14,130	14,272	14,414	14,559	14,704	14,851	15,000	15,150	15,301	15,454	15,609	15,765	15,922
		6.03	6.09	6.15	6.21	6.27	6.34	6.40	6.46	6.53	6.59	6.66	6.73	6.79	6.86	6.93	7.00	7.07	7.14	7.21	7.28	7.36	7.43	7.50	7.58	7.66
14.00	C	14,296	14,439	14,583	14,729	14,876	15,025	15,175	15,327	15,480	15,635	15,791	15,949	16,109	16,270	16,432	16,597	16,763	16,930	17,100	17,271	17,443	17,618	17,794	17,972	18,152
		6.87	6.94	7.01	7.08	7.15	7.22	7.30	7.37	7.44	7.52	7.59	7.67	7.74	7.82	7.90	7.98	8.06	8.14	8.22	8.30	8.39	8.47	8.55	8.64	8.73
14.00	D	16,297	16,460	16,625	16,791	16,959	17,128	17,300	17,473	17,647	17,824	18,002	18,182	18,364	18,547	18,733	18,920	19,109	19,301	19,494	19,689	19,885	20,084	20,285	20,488	20,693
		7.84	7.91	7.99	8.07	8.15	8.23	8.32	8.40	8.48	8.57	8.65	8.74	8.83	8.92	9.01	9.10	9.19	9.28	9.37	9.47	9.56	9.66	9.75	9.85	9.95
14.00	E	18,579	18,764	18,952	19,142	19,333	19,526	19,722	19,919	20,118	20,319	20,522	20,728	20,935	21,144	21,356	21,569	21,785	22,003	22,223	22,445	22,669	22,896	23,125	23,356	23,590
		8.93	9.02	9.11	9.20	9.29	9.39	9.48	9.58	9.67	9.77	9.87	9.97	10.06	10.17	10.27	10.37	10.47	10.58	10.68	10.79	10.90	11.01	11.12	11.23	11.34
14.00	F	21,180	21,391	21,605	21,821	22,040	22,260	22,483	22,707	22,934	23,164	23,395	23,629	23,866	24,104	24,345	24,589	24,835	25,083	25,334	25,587	25,843	26,102	26,363	26,626	26,892
		10.18	10.28	10.39	10.49	10.60	10.70	10.81	10.92	11.03	11.14	11.25	11.36	11.47	11.59	11.70	11.82	11.94	12.06	12.18	12.30	12.42	12.55	12.67	12.80	12.93
14.00	G	24,145	24,386	24,630	24,876	25,125	25,376	25,630	25,886	26,145	26,407	26,671	26,937	27,207	27,479	27,754	28,031	28,312	28,595	28,881	29,169	29,461	29,756	30,053	30,354	30,657
		11.61	11.72	11.84	11.96	12.08	12.20	12.32	12.45	12.57	12.70	12.82	12.95	13.08	13.21	13.34	13.48	13.61	13.75	13.88	14.02	14.16	14.31	14.45	14.59	14.74
14.00	H	27,525	27,800	28,078	28,359	28,643	28,929	29,218	29,510	29,806	30,104	30,405	30,709	31,016	31,326	31,639	31,956	32,275	32,598	32,924	33,253	33,586	33,922	34,261	34,603	34,949
		13.23	13.37	13.50	13.63	13.77	13.91	14.05	14.19	14.33	14.47	14.62	14.76	14.91	15.06	15.21	15.36	15.52	15.67	15.83	15.99	16.15	16.31	16.47	16.64	16.80
14.00	I	31,378	31,692	32,009	32,329	32,653	32,979	33,309	33,642	33,978	34,318	34,661	35,008	35,358	35,712	36,069	36,429	36,794	37,162	37,533	37,909	38,288	38,671	39,057	39,448	39,842
		15.09	15.24	15.39	15.54	15.70	15.86	16.01	16.17	16.34	16.50	16.66	16.83	17.00	17.17	17.34	17.51	17.69	17.87	18.04	18.23	18.41	18.59	18.78	18.97	19.15
14.00	J	35,771	36,129	36,490	36,855	37,224	37,596	37,972	38,352	38,735	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,364	42,788	43,216	43,648	44,084	44,525	44,971	45,420
		17.20	17.37	17.54	17.72	17.90	18.08	18.26	18.44	18.62	18.81	19.00	19.19	19.38	19.57	19.77	19.97	20.17	20.37	20.57	20.78	20.98	21.19	21.41	21.62	21.84
14.00	K	40,779	41,187	41,599	42,015	42,435	42,860	43,288	43,721	44,158	44,600	45,046	45,496	45,951	46,411	46,875	47,344	47,817	48,295	48,778	49,266	49,759	50,256	50,759	51,266	51,779
		19.61	19.80	20.00	20.20	20.40	20.61	20.81	21.02	21.23	21.44	21.66	21.87	22.09	22.31	22.54	22.76	22.99	23.22	23.45	23.69	23.92	24.16	24.40	24.65	24.89
14.00	L	46,489	46,953	47,423	47,897	48,376	48,860	49,349	49,842	50,340	50,844	51,352	51,866	52,384	52,908	53,437	53,972	54,511	55,057	55,607	56,163	56,725	57,292	57,865	58,444	59,028
		22.35	22.57	22.80	23.03	23.26	23.49	23.73	23.96	24.20	24.44	24.69	24.94	25.18	25.44	25.69	25.95	26.21	26.47	26.73	27.00	27.27	27.54	27.82	28.10	28.38
14.00	M	52,997	53,527	54,062	54,603	55,149	55,700	56,257	56,820	57,388	57,962	58,542	59,127	59,718	60,315	60,919	61,528	62,143	62,765	63,392	64,026	64,666	65,313	65,966	66,626	67,292
		25.48	25.73	25.99	26.25	26.51	26.78	27.05	27.32	27.59	27.87	28.15	28.43	28.71	29.00	29.29	29.58	29.88	30.18	30.48	30.78	31.09	31.40	31.71	32.03	32.35

14.00	N	60,417	61,021	61,631	62,247	62,870	63,498	64,133	64,775	65,422	66,077	66,737	67,405	68,079	68,760	69,447	70,142	70,843	71,552	72,267	72,990	73,720	74,457	75,201	75,953	76,713
		29.05	29.34	29.63	29.93	30.23	30.53	30.83	31.14	31.45	31.77	32.09	32.41	32.73	33.06	33.39	33.72	34.06	34.40	34.74	35.09	35.44	35.80	36.15	36.52	36.88
14.00	O	68,875	69,564	70,259	70,962	71,671	72,388	73,112	73,843	74,582	75,327	76,081	76,841	77,610	78,386	79,170	79,962	80,761	81,569	82,384	83,208	84,040	84,881	85,730	86,587	87,453
		33.11	33.44	33.78	34.12	34.46	34.80	35.15	35.50	35.86	36.22	36.58	36.94	37.31	37.69	38.06	38.44	38.83	39.22	39.61	40.00	40.40	40.81	41.22	41.63	42.04
14.00	P	78,517	79,302	80,096	80,896	81,705	82,522	83,348	84,181	85,023	85,873	86,732	87,599	88,475	89,360	90,254	91,156	92,068	92,988	93,918	94,857	95,806	96,764	97,732	98,709	99,696
		37.75	38.13	38.51	38.89	39.28	39.67	40.07	40.47	40.88	41.29	41.70	42.12	42.54	42.96	43.39	43.83	44.26	44.71	45.15	45.60	46.06	46.52	46.99	47.46	47.93
14.00	Q	89,510	90,405	91,309	92,222	93,144	94,076	95,016	95,967	96,926	97,895	98,874	99,863	100,862	101,870	102,889	103,918	104,957	106,007	107,067	108,138	109,219	110,311	111,414	112,528	113,654
		43.03	43.46	43.90	44.34	44.78	45.23	45.68	46.14	46.60	47.07	47.54	48.01	48.49	48.98	49.47	49.96	50.46	50.96	51.47	51.99	52.51	53.03	53.56	54.10	54.64
14.00	R	102,041	103,062	104,092	105,133	106,184	107,246	108,319	109,402	110,496	111,601	112,717	113,844	114,982	116,132	117,294	118,467	119,651	120,848	122,056	123,277	124,510	125,755	127,012	128,282	129,565
		49.06	49.55	50.04	50.54	51.05	51.56	52.08	52.60	53.12	53.65	54.19	54.73	55.28	55.83	56.39	56.96	57.52	58.10	58.68	59.27	59.86	60.46	61.06	61.67	62.29
14.00	S	116,327	117,490	118,665	119,852	121,050	122,261	123,483	124,718	125,965	127,225	128,497	129,782	131,080	132,391	133,715	135,052	136,402	137,766	139,144	140,536	141,941	143,360	144,794	146,242	147,704
		55.93	56.49	57.05	57.62	58.20	58.78	59.37	59.96	60.56	61.17	61.78	62.40	63.02	63.65	64.29	64.93	65.58	66.23	66.90	67.57	68.24	68.92	69.61	70.31	71.01
14.00	T	132,613	133,939	135,278	136,631	137,997	139,377	140,771	142,179	143,600	145,036	146,487	147,952	149,431	150,926	152,435	153,959	155,499	157,054	158,624	160,210	161,813	163,431	165,065	166,716	168,383
		63.76	64.39	65.04	65.69	66.34	67.01	67.68	68.36	69.04	69.73	70.43	71.13	71.84	72.56	73.29	74.02	74.76	75.51	76.26	77.02	77.79	78.57	79.36	80.15	80.95
14.00	U	151,178	152,690	154,217	155,759	157,317	158,890	160,479	162,084	163,705	165,342	166,995	168,665	170,352	172,055	173,776	175,513	177,269	179,041	180,832	182,640	184,466	186,311	188,174	190,056	191,956
		72.68	73.41	74.14	74.88	75.63	76.39	77.15	77.92	78.70	79.49	80.29	81.09	81.90	82.72	83.55	84.38	85.23	86.08	86.94	87.81	88.69	89.57	90.47	91.37	92.29
14.00	V	172,343	174,067	175,807	177,566	179,341	181,135	182,946	184,775	186,623	188,489	190,374	192,278	194,201	196,143	198,104	200,085	202,086	204,107	206,148	208,210	210,292	212,395	214,519	216,664	218,830
		82.86	83.69	84.52	85.37	86.22	87.08	87.95	88.83	89.72	90.62	91.53	92.44	93.37	94.30	95.24	96.19	97.16	98.13	99.11	100.10	101.10	102.11	103.13	104.17	105.21
14.00	W	196,471	198,436	200,421	202,425	204,449	206,493	208,558	210,644	212,750	214,878	217,027	219,197	221,389	223,603	225,839	228,097	230,378	232,682	235,009	237,359	239,732	242,130	244,551	246,997	249,467
		94.46	95.40	96.36	97.32	98.29	99.28	100.27	101.27	102.28	103.31	104.34	105.38	106.44	107.50	108.58	109.66	110.76	111.87	112.99	114.11	115.26	116.41	117.57	118.75	119.94
14.00	X	223,977	226,217	228,479	230,764	233,072	235,403	237,757	240,134	242,535	244,961	247,410	249,885	252,383	254,907	257,456	260,031	262,631	265,257	267,910	270,589	273,295	276,028	278,788	281,576	284,392
		107.68	108.76	109.85	110.94	112.05	113.17	114.31	115.45	116.60	117.77	118.95	120.14	121.34	122.55	123.78	125.01	126.26	127.53	128.80	130.09	131.39	132.71	134.03	135.37	136.73
14.00	Y	255,334	257,888	260,466	263,071	265,702	268,359	271,042	273,753	276,490	279,255	282,048	284,868	287,717	290,594	293,500	296,435	299,400	302,394	305,417	308,472	311,556	314,672	317,819	320,997	324,207
		122.76	123.98	125.22	126.48	127.74	129.02	130.31	131.61	132.93	134.26	135.60	136.96	138.33	139.71	141.11	142.52	143.94	145.38	146.84	148.30	149.79	151.28	152.80	154.33	155.87
14.00	Z	291,081	293,992	296,932	299,901	302,900	305,929	308,988	312,078	315,199	318,351	321,535	324,750	327,997	331,277	334,590	337,936	341,315	344,729	348,176	351,658	355,174	358,726	362,313	365,936	369,596
		139.94	141.34	142.76	144.18	145.63	147.08	148.55	150.04	151.54	153.05	154.58	156.13	157.69	159.27	160.86	162.47	164.09	165.73	167.39	169.07	170.76	172.46	174.19	175.93	177.69

1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
			Step 8				Step 9				Step 10				Step 11				Step 12				Step 13		
B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C
14,107	14,248	14,390	14,534	14,680	14,826	14,975	15,124	15,276	15,428	15,583	15,738	15,896	16,055	16,215	16,378	16,541	16,707	16,874	17,042	17,213	17,385	17,559	17,734	17,912	18,091
6.78	6.85	6.92	6.99	7.06	7.13	7.20	7.27	7.34	7.42	7.49	7.57	7.64	7.72	7.80	7.87	7.95	8.03	8.11	8.19	8.28	8.36	8.44	8.53	8.61	8.70
16,082	16,243	16,405	16,569	16,735	16,902	17,071	17,242	17,414	17,588	17,764	17,942	18,121	18,302	18,485	18,670	18,857	19,046	19,236	19,428	19,623	19,819	20,017	20,217	20,419	20,624
7.73	7.81	7.89	7.97	8.05	8.13	8.21	8.29	8.37	8.46	8.54	8.63	8.71	8.80	8.89	8.98	9.07	9.16	9.25	9.34	9.43	9.53	9.62	9.72	9.82	9.92
18,333	18,516	18,702	18,889	19,078	19,268	19,461	19,656	19,852	20,051	20,251	20,454	20,658	20,865	21,073	21,284	21,497	21,712	21,929	22,148	22,370	22,594	22,820	23,048	23,278	23,511
8.81	8.90	8.99	9.08	9.17	9.26	9.36	9.45	9.54	9.64	9.74	9.83	9.93	10.03	10.13	10.23	10.34	10.44	10.54	10.65	10.75	10.86	10.97	11.08	11.19	11.30
20,900	21,109	21,320	21,533	21,748	21,966	22,186	22,407	22,631	22,858	23,086	23,317	23,550	23,786	24,024	24,264	24,507	24,752	24,999	25,249	25,502	25,757	26,014	26,274	26,537	26,803
10.05	10.15	10.25	10.35	10.46	10.56	10.67	10.77	10.88	10.99	11.10	11.21	11.32	11.44	11.55	11.67	11.78	11.90	12.02	12.14	12.26	12.38	12.51	12.63	12.76	12.89
23,826	24,064	24,305	24,548	24,793	25,041	25,292	25,544	25,800	26,058	26,318	26,582	26,847	27,116	27,387	27,661	27,938	28,217	28,499	28,784	29,072	29,363	29,656	29,953	30,252	30,555
11.45	11.57	11.68	11.80	11.92	12.04	12.16	12.28	12.40	12.53	12.65	12.78	12.91	13.04	13.17	13.30	13.43	13.57	13.70	13.84	13.98	14.12	14.26	14.40	14.54	14.69
27,161	27,433	27,707	27,984	28,264	28,547	28,832	29,121	29,412	29,706	30,003	30,303	30,606	30,912	31,221	31,533	31,849	32,167	32,489	32,814	33,142	33,473	33,808	34,146	34,488	34,833
13.06	13.19	13.32	13.45	13.59	13.72	13.86	14.00	14.14	14.28	14.42	14.57	14.71	14.86	15.01	15.16	15.31	15.47	15.62	15.78	15.93	16.09	16.25	16.42	16.58	16.75
30,964	31,274	31,586	31,902	32,221	32,543	32,869	33,198	33,530	33,865	34,203	34,545	34,891	35,240	35,592	35,948	36,308	36,671	37,037	37,408	37,782	38,160	38,541	38,927	39,316	39,709
14.89	15.04	15.19	15.34	15.49	15.65	15.80	15.96	16.12	16.28	16.44	16.61	16.77	16.94	17.11	17.28	17.46	17.63	17.81	17.98	18.16	18.35	18.53	18.71	18.90	19.09
35,299	35,652	36,008	36,368	36,732	37,099	37,470	37,845	38,224	38,606	38,992	39,382	39,776	40,173	40,575	40,981	41,391	41,805	42,223	42,645	43,071	43,502	43,937	44,376	44,820	45,268
16.97	17.14	17.31	17.48	17.66	17.84	18.01	18.19	18.38	18.56	18.75	18.93	19.12	19.31	19.51	19.70	19.90	20.10	20.30	20.50	20.71	20.91	21.12	21.33	21.55	21.76
40,241	40,643	41,050	41,460	41,875	42,293	42,716	43,144	43,575	44,011	44,451	44,895	45,344	45,798	46,256	46,718	47,185	47,657	48,134	48,615	49,101	49,592	50,088	50,589	51,095	51,606
19.35	19.54	19.74	19.93	20.13	20.33	20.54	20.74	20.95	21.16	21.37	21.58	21.80	22.02	22.24	22.46	22.69	22.91	23.14	23.37	23.61	23.84	24.08	24.32	24.56	24.81
45,874	46,333	46,797	47,264	47,737	48,214	48,697	49,184	49,675	50,172	50,674	51,181	51,692	52,209	52,731	53,259	53,791	54,329	54,873	55,421	55,976	56,535	57,101	57,672	58,248	58,831
22.06	22.28	22.50	22.72	22.95	23.18	23.41	23.65	23.88	24.12	24.36	24.61	24.85	25.10	25.35	25.61	25.86	26.12	26.38	26.64	26.91	27.18	27.45	27.73	28.00	28.28
52,297	52,820	53,348	53,881	54,420	54,965	55,514	56,069	56,630	57,196	57,768	58,346	58,929	59,519	60,114	60,715	61,322	61,935	62,555	63,180	63,812	64,450	65,095	65,746	66,403	67,067
25.14	25.39	25.65	25.90	26.16	26.43	26.69	26.96	27.23	27.50	27.77	28.05	28.33	28.61	28.90	29.19	29.48	29.78	30.07	30.38	30.68	30.99	31.30	31.61	31.92	32.24
59,618	60,215	60,817	61,425	62,039	62,660	63,286	63,919	64,558	65,204	65,856	66,514	67,180	67,851	68,530	69,215	69,907	70,606	71,312	72,026	72,746	73,473	74,208	74,950	75,700	76,457
28.66	28.95	29.24	29.53	29.83	30.12	30.43	30.73	31.04	31.35	31.66	31.98	32.30	32.62	32.95	33.28	33.61	33.95	34.28	34.63	34.97	35.32	35.68	36.03	36.39	36.76
67,965	68,645	69,331	70,024	70,725	71,432	72,146	72,868	73,596	74,332	75,076	75,826	76,585	77,350	78,124	78,905	79,694	80,491	81,296	82,109	82,930	83,760	84,597	85,443	86,298	87,160
32.68	33.00	33.33	33.67	34.00	34.34	34.69	35.03	35.38	35.74	36.09	36.45	36.82	37.19	37.56	37.94	38.31	38.70	39.08	39.48	39.87	40.27	40.67	41.08	41.49	41.90

77,480	78,255	79,037	79,828	80,626	81,432	82,247	83,069	83,900	84,739	85,586	86,442	87,307	88,180	89,061	89,952	90,851	91,760	92,678	93,604	94,540	95,486	96,441	97,405	98,379	99,363
37.25	37.62	38.00	38.38	38.76	39.15	39.54	39.94	40.34	40.74	41.15	41.56	41.97	42.39	42.82	43.25	43.68	44.12	44.56	45.00	45.45	45.91	46.37	46.83	47.30	47.77
88,327	89,211	90,103	91,004	91,914	92,833	93,761	94,699	95,646	96,602	97,568	98,544	99,529	100,525	101,530	102,545	103,571	104,606	105,652	106,709	107,776	108,854	109,942	111,042	112,152	113,274
42.47	42.89	43.32	43.75	44.19	44.63	45.08	45.53	45.98	46.44	46.91	47.38	47.85	48.33	48.81	49.30	49.79	50.29	50.79	51.30	51.82	52.33	52.86	53.39	53.92	54.46
100,693	101,700	102,717	103,744	104,782	105,829	106,888	107,957	109,036	110,127	111,228	112,340	113,464	114,598	115,744	116,902	118,071	119,251	120,444	121,648	122,865	124,093	125,334	126,588	127,854	129,132
48.41	48.89	49.38	49.88	50.38	50.88	51.39	51.90	52.42	52.95	53.47	54.01	54.55	55.10	55.65	56.20	56.76	57.33	57.91	58.48	59.07	59.66	60.26	60.86	61.47	62.08
114,790	115,938	117,097	118,268	119,451	120,646	121,852	123,071	124,301	125,544	126,800	128,068	129,348	130,642	131,948	133,268	134,600	135,946	137,306	138,679	140,066	141,466	142,881	144,310	145,753	147,211
55.19	55.74	56.30	56.86	57.43	58.00	58.58	59.17	59.76	60.36	60.96	61.57	62.19	62.81	63.44	64.07	64.71	65.36	66.01	66.67	67.34	68.01	68.69	69.38	70.07	70.77
130,861	132,169	133,491	134,826	136,174	137,536	138,911	140,300	141,703	143,121	144,552	145,997	147,457	148,932	150,421	151,925	153,445	154,979	156,529	158,094	159,675	161,272	162,884	164,513	166,158	167,820
62.91	63.54	64.18	64.82	65.47	66.12	66.78	67.45	68.13	68.81	69.50	70.19	70.89	71.60	72.32	73.04	73.77	74.51	75.25	76.01	76.77	77.53	78.31	79.09	79.88	80.68
149,181	150,673	152,180	153,702	155,239	156,791	158,359	159,943	161,542	163,157	164,789	166,437	168,101	169,782	171,480	173,195	174,927	176,676	178,443	180,227	182,030	183,850	185,688	187,545	189,421	191,315
71.72	72.44	73.16	73.90	74.63	75.38	76.13	76.90	77.66	78.44	79.23	80.02	80.82	81.63	82.44	83.27	84.10	84.94	85.79	86.65	87.51	88.39	89.27	90.17	91.07	91.98
170,067	171,767	173,485	175,220	176,972	178,742	180,529	182,334	184,158	185,999	187,859	189,738	191,635	193,552	195,487	197,442	199,417	201,411	203,425	205,459	207,514	209,589	211,685	213,802	215,940	218,099
81.76	82.58	83.41	84.24	85.08	85.93	86.79	87.66	88.54	89.42	90.32	91.22	92.13	93.05	93.98	94.92	95.87	96.83	97.80	98.78	99.77	100.76	101.77	102.79	103.82	104.86
193,876	195,815	197,773	199,751	201,748	203,766	205,803	207,861	209,940	212,039	214,160	216,301	218,464	220,649	222,855	225,084	227,335	229,608	231,904	234,223	236,566	238,931	241,321	243,734	246,171	248,633
93.21	94.14	95.08	96.03	96.99	97.96	98.94	99.93	100.93	101.94	102.96	103.99	105.03	106.08	107.14	108.21	109.30	110.39	111.49	112.61	113.73	114.87	116.02	117.18	118.35	119.53
221,019	223,229	225,461	227,716	229,993	232,293	234,616	236,962	239,332	241,725	244,142	246,584	249,049	251,540	254,055	256,596	259,162	261,753	264,371	267,015	269,685	272,382	275,105	277,856	280,635	283,441
106.26	107.32	108.39	109.48	110.57	111.68	112.80	113.92	115.06	116.21	117.38	118.55	119.74	120.93	122.14	123.36	124.60	125.84	127.10	128.37	129.66	130.95	132.26	133.58	134.92	136.27
251,961	254,481	257,026	259,596	262,192	264,814	267,462	270,137	272,838	275,566	278,322	281,105	283,916	286,755	289,623	292,519	295,444	298,399	301,383	304,397	307,441	310,515	313,620	316,756	319,924	323,123
121.14	122.35	123.57	124.81	126.05	127.31	128.59	129.87	131.17	132.48	133.81	135.15	136.50	137.86	139.24	140.63	142.04	143.46	144.90	146.34	147.81	149.29	150.78	152.29	153.81	155.35
287,236	290,108	293,009	295,939	298,899	301,888	304,907	307,956	311,035	314,146	317,287	320,460	323,665	326,901	330,170	333,472	336,807	340,175	343,576	347,012	350,482	353,987	357,527	361,102	364,713	368,360
138.09	139.48	140.87	142.28	143.70	145.14	146.59	148.06	149.54	151.03	152.54	154.07	155.61	157.16	158.74	160.32	161.93	163.55	165.18	166.83	168.50	170.19	171.89	173.61	175.34	177.10
327,449	330,723	334,031	337,371	340,745	344,152	347,594	351,069	354,580	358,126	361,707	365,324	368,978	372,667	376,394	380,158	383,960	387,799	391,677	395,594	399,550	403,545	407,581	411,657	415,773	419,931
157.43	159.00	160.59	162.20	163.82	165.46	167.11	168.78	170.47	172.18	173.90	175.64	177.39	179.17	180.96	182.77	184.60	186.44	188.31	190.19	192.09	194.01	195.95	197.91	199.89	201.89
373,292	377,025	380,795	384,603	388,449	392,333	396,257	400,219	404,221	408,264	412,346	416,470	420,634	424,841	429,089	433,380	437,714	442,091	446,512	450,977	455,487	460,042	464,642	469,288	473,981	478,721
179.47	181.26	183.07	184.91	186.75	188.62	190.51	192.41	194.34	196.28	198.24	200.23	202.23	204.25	206.29	208.36	210.44	212.54	214.67	216.82	218.98	221.17	223.39	225.62	227.88	230.15

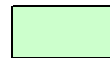
1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
	Step 14				Step 15				Step 16				Step 17				Step 18				Step 19			Step 20	
D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A
18,272	18,455	18,639	18,826	19,014	19,204	19,396	19,590	19,786	19,984	20,184	20,385	20,589	20,795	21,003	21,213	21,425	21,639	21,856	22,074	22,295	22,518	22,743	22,971	23,200	23,432
8.78	8.87	8.96	9.05	9.14	9.23	9.32	9.42	9.51	9.61	9.70	9.80	9.90	10.00	10.10	10.20	10.30	10.40	10.51	10.61	10.72	10.83	10.93	11.04	11.15	11.27
20,830	21,038	21,249	21,461	21,676	21,892	22,111	22,332	22,556	22,781	23,009	23,239	23,472	23,706	23,943	24,183	24,425	24,669	24,916	25,165	25,416	25,671	25,927	26,187	26,448	26,713
10.01	10.11	10.22	10.32	10.42	10.53	10.63	10.74	10.84	10.95	11.06	11.17	11.28	11.40	11.51	11.63	11.74	11.86	11.98	12.10	12.22	12.34	12.47	12.59	12.72	12.84
23,746	23,984	24,223	24,466	24,710	24,957	25,207	25,459	25,714	25,971	26,230	26,493	26,758	27,025	27,296	27,568	27,844	28,123	28,404	28,688	28,975	29,265	29,557	29,853	30,151	30,453
11.42	11.53	11.65	11.76	11.88	12.00	12.12	12.24	12.36	12.49	12.61	12.74	12.86	12.99	13.12	13.25	13.39	13.52	13.66	13.79	13.93	14.07	14.21	14.35	14.50	14.64
27,071	27,341	27,615	27,891	28,170	28,451	28,736	29,023	29,314	29,607	29,903	30,202	30,504	30,809	31,117	31,428	31,742	32,060	32,380	32,704	33,031	33,362	33,695	34,032	34,372	34,716
13.01	13.14	13.28	13.41	13.54	13.68	13.82	13.95	14.09	14.23	14.38	14.52	14.67	14.81	14.96	15.11	15.26	15.41	15.57	15.72	15.88	16.04	16.20	16.36	16.53	16.69
30,860	31,169	31,481	31,796	32,114	32,435	32,759	33,087	33,417	33,752	34,089	34,430	34,774	35,122	35,473	35,828	36,186	36,548	36,914	37,283	37,656	38,032	38,412	38,797	39,185	39,576
14.84	14.99	15.13	15.29	15.44	15.59	15.75	15.91	16.07	16.23	16.39	16.55	16.72	16.89	17.05	17.23	17.40	17.57	17.75	17.92	18.10	18.28	18.47	18.65	18.84	19.03
35,181	35,533	35,888	36,247	36,609	36,975	37,345	37,719	38,096	38,477	38,862	39,250	39,643	40,039	40,440	40,844	41,252	41,665	42,082	42,502	42,927	43,357	43,790	44,228	44,670	45,117
16.91	17.08	17.25	17.43	17.60	17.78	17.95	18.13	18.32	18.50	18.68	18.87	19.06	19.25	19.44	19.64	19.83	20.03	20.23	20.43	20.64	20.84	21.05	21.26	21.48	21.69
40,106	40,507	40,912	41,321	41,735	42,152	42,574	42,999	43,429	43,864	44,302	44,745	45,193	45,645	46,101	46,562	47,028	47,498	47,973	48,453	48,937	49,427	49,921	50,420	50,924	51,434
19.28	19.47	19.67	19.87	20.06	20.27	20.47	20.67	20.88	21.09	21.30	21.51	21.73	21.94	22.16	22.39	22.61	22.84	23.06	23.29	23.53	23.76	24.00	24.24	24.48	24.73
45,721	46,178	46,640	47,106	47,578	48,053	48,534	49,019	49,509	50,004	50,505	51,010	51,520	52,035	52,555	53,081	53,612	54,148	54,689	55,236	55,788	56,346	56,910	57,479	58,054	58,634
21.98	22.20	22.42	22.65	22.87	23.10	23.33	23.57	23.80	24.04	24.28	24.52	24.77	25.02	25.27	25.52	25.77	26.03	26.29	26.56	26.82	27.09	27.36	27.63	27.91	28.19
52,122	52,643	53,170	53,701	54,238	54,781	55,329	55,882	56,441	57,005	57,575	58,151	58,732	59,320	59,913	60,512	61,117	61,728	62,346	62,969	63,599	64,235	64,877	65,526	66,181	66,843
25.06	25.31	25.56	25.82	26.08	26.34	26.60	26.87	27.13	27.41	27.68	27.96	28.24	28.52	28.80	29.09	29.38	29.68	29.97	30.27	30.58	30.88	31.19	31.50	31.82	32.14
59,419	60,013	60,613	61,220	61,832	62,450	63,075	63,705	64,342	64,986	65,636	66,292	66,955	67,625	68,301	68,984	69,674	70,370	71,074	71,785	72,503	73,228	73,960	74,700	75,447	76,201
28.57	28.85	29.14	29.43	29.73	30.02	30.32	30.63	30.93	31.24	31.56	31.87	32.19	32.51	32.84	33.17	33.50	33.83	34.17	34.51	34.86	35.21	35.56	35.91	36.27	36.64
67,738	68,415	69,099	69,790	70,488	71,193	71,905	72,624	73,350	74,084	74,825	75,573	76,329	77,092	77,863	78,642	79,428	80,222	81,024	81,835	82,653	83,480	84,314	85,157	86,009	86,869
32.57	32.89	33.22	33.55	33.89	34.23	34.57	34.92	35.26	35.62	35.97	36.33	36.70	37.06	37.43	37.81	38.19	38.57	38.95	39.34	39.74	40.13	40.54	40.94	41.35	41.76
77,221	77,993	78,773	79,561	80,357	81,160	81,972	82,791	83,619	84,456	85,300	86,153	87,015	87,885	88,764	89,651	90,548	91,453	92,368	93,292	94,224	95,167	96,118	97,080	98,050	99,031
37.13	37.50	37.87	38.25	38.63	39.02	39.41	39.80	40.20	40.60	41.01	41.42	41.83	42.25	42.67	43.10	43.53	43.97	44.41	44.85	45.30	45.75	46.21	46.67	47.14	47.61
88,032	88,912	89,802	90,700	91,607	92,523	93,448	94,382	95,326	96,279	97,242	98,215	99,197	100,189	101,191	102,203	103,225	104,257	105,299	106,352	107,416	108,490	109,575	110,671	111,777	112,895
42.32	42.75	43.17	43.61	44.04	44.48	44.93	45.38	45.83	46.29	46.75	47.22	47.69	48.17	48.65	49.14	49.63	50.12	50.62	51.13	51.64	52.16	52.68	53.21	53.74	54.28

100,357	101,360	102,374	103,397	104,431	105,476	106,531	107,596	108,672	109,759	110,856	111,965	113,084	114,215	115,357	116,511	117,676	118,853	120,041	121,242	122,454	123,679	124,915	126,165	127,426	128,700
48.25	48.73	49.22	49.71	50.21	50.71	51.22	51.73	52.25	52.77	53.30	53.83	54.37	54.91	55.46	56.01	56.57	57.14	57.71	58.29	58.87	59.46	60.06	60.66	61.26	61.88
114,406	115,551	116,706	117,873	119,052	120,242	121,445	122,659	123,886	125,125	126,376	127,640	128,916	130,205	131,507	132,822	134,151	135,492	136,847	138,216	139,598	140,994	142,404	143,828	145,266	146,719
55.00	55.55	56.11	56.67	57.24	57.81	58.39	58.97	59.56	60.16	60.76	61.37	61.98	62.60	63.22	63.86	64.50	65.14	65.79	66.45	67.11	67.79	68.46	69.15	69.84	70.54
130,423	131,728	133,045	134,375	135,719	137,076	138,447	139,832	141,230	142,642	144,069	145,509	146,964	148,434	149,918	151,418	152,932	154,461	156,006	157,566	159,141	160,733	162,340	163,963	165,603	167,259
62.70	63.33	63.96	64.60	65.25	65.90	66.56	67.23	67.90	68.58	69.26	69.96	70.66	71.36	72.08	72.80	73.52	74.26	75.00	75.75	76.51	77.28	78.05	78.83	79.62	80.41
148,683	150,170	151,671	153,188	154,720	156,267	157,830	159,408	161,002	162,612	164,238	165,881	167,539	169,215	170,907	172,616	174,342	176,086	177,846	179,625	181,421	183,235	185,068	186,918	188,788	190,675
71.48	72.20	72.92	73.65	74.38	75.13	75.88	76.64	77.40	78.18	78.96	79.75	80.55	81.35	82.17	82.99	83.82	84.66	85.50	86.36	87.22	88.09	88.97	89.86	90.76	91.67
169,498	171,193	172,905	174,634	176,381	178,144	179,926	181,725	183,542	185,378	187,232	189,104	190,995	192,905	194,834	196,782	198,750	200,738	202,745	204,772	206,820	208,888	210,977	213,087	215,218	217,370
81.49	82.30	83.13	83.96	84.80	85.65	86.50	87.37	88.24	89.12	90.02	90.92	91.82	92.74	93.67	94.61	95.55	96.51	97.47	98.45	99.43	100.43	101.43	102.45	103.47	104.50
193,228	195,160	197,112	199,083	201,074	203,085	205,115	207,167	209,238	211,331	213,444	215,578	217,734	219,911	222,111	224,332	226,575	228,841	231,129	233,440	235,775	238,133	240,514	242,919	245,348	247,802
92.90	93.83	94.77	95.71	96.67	97.64	98.61	99.60	100.60	101.60	102.62	103.64	104.68	105.73	106.78	107.85	108.93	110.02	111.12	112.23	113.35	114.49	115.63	116.79	117.96	119.14
220,280	222,483	224,708	226,955	229,224	231,516	233,832	236,170	238,532	240,917	243,326	245,759	248,217	250,699	253,206	255,738	258,296	260,878	263,487	266,122	268,783	271,471	274,186	276,928	279,697	282,494
105.90	106.96	108.03	109.11	110.20	111.31	112.42	113.54	114.68	115.83	116.98	118.15	119.34	120.53	121.73	122.95	124.18	125.42	126.68	127.94	129.22	130.52	131.82	133.14	134.47	135.81
251,119	253,630	256,167	258,728	261,316	263,929	266,568	269,234	271,926	274,645	277,392	280,166	282,967	285,797	288,655	291,541	294,457	297,401	300,375	303,379	306,413	309,477	312,572	315,698	318,855	322,043
120.73	121.94	123.16	124.39	125.63	126.89	128.16	129.44	130.73	132.04	133.36	134.70	136.04	137.40	138.78	140.16	141.57	142.98	144.41	145.86	147.31	148.79	150.27	151.78	153.30	154.83
286,276	289,139	292,030	294,950	297,900	300,879	303,888	306,926	309,996	313,096	316,227	319,389	322,583	325,809	329,067	332,357	335,681	339,038	342,428	345,852	349,311	352,804	356,332	359,895	363,494	367,129
137.63	139.01	140.40	141.80	143.22	144.65	146.10	147.56	149.04	150.53	152.03	153.55	155.09	156.64	158.21	159.79	161.39	163.00	164.63	166.28	167.94	169.62	171.31	173.03	174.76	176.50
326,354	329,618	332,914	336,243	339,606	343,002	346,432	349,896	353,395	356,929	360,498	364,103	367,744	371,422	375,136	378,887	382,676	386,503	390,368	394,272	398,214	402,197	406,219	410,281	414,383	418,527
156.90	158.47	160.05	161.66	163.27	164.90	166.55	168.22	169.90	171.60	173.32	175.05	176.80	178.57	180.35	182.16	183.98	185.82	187.68	189.55	191.45	193.36	195.30	197.25	199.22	201.22
372,044	375,764	379,522	383,317	387,150	391,022	394,932	398,882	402,870	406,899	410,968	415,078	419,229	423,421	427,655	431,932	436,251	440,613	445,020	449,470	453,964	458,504	463,089	467,720	472,397	477,121
178.87	180.66	182.46	184.29	186.13	187.99	189.87	191.77	193.69	195.62	197.58	199.56	201.55	203.57	205.60	207.66	209.74	211.83	213.95	216.09	218.25	220.43	222.64	224.87	227.11	229.39
424,130	428,371	432,655	436,982	441,352	445,765	450,223	454,725	459,272	463,865	468,504	473,189	477,921	482,700	487,527	492,402	497,326	502,299	507,322	512,395	517,519	522,695	527,922	533,201	538,533	543,918
203.91	205.95	208.01	210.09	212.19	214.31	216.45	218.62	220.80	223.01	225.24	227.49	229.77	232.07	234.39	236.73	239.10	241.49	243.90	246.34	248.81	251.30	253.81	256.35	258.91	261.50
483,508	488,343	493,227	498,159	503,141	508,172	513,254	518,386	523,570	528,806	534,094	539,435	544,829	550,278	555,780	561,338	566,952	572,621	578,347	584,131	589,972	595,872	601,831	607,849	613,927	620,067
232.46	234.78	237.13	239.50	241.89	244.31	246.76	249.22	251.72	254.23	256.78	259.34	261.94	264.56	267.20	269.87	272.57	275.30	278.05	280.83	283.64	286.48	289.34	292.24	295.16	298.11

1.00	1.00	1.00
B	C	D
23,667	23,903	24,142
11.38	11.49	11.61
26,980	27,250	27,522
12.97	13.10	13.23
30,757	31,065	31,376
14.79	14.94	15.08
35,063	35,414	35,768
16.86	17.03	17.20
39,972	40,372	40,776
19.22	19.41	19.60
45,568	46,024	46,484
21.91	22.13	22.35
51,948	52,467	52,992
24.97	25.22	25.48
59,221	59,813	60,411
28.47	28.76	29.04
67,511	68,187	68,868
32.46	32.78	33.11
76,963	77,733	78,510
37.00	37.37	37.75
87,738	88,615	89,501
42.18	42.60	43.03
100,021	101,021	102,032
48.09	48.57	49.05
114,024	115,164	116,316
54.82	55.37	55.92

129,987	131,287	132,600
62.49	63.12	63.75
148,186	149,668	151,164
71.24	71.96	72.68
168,932	170,621	172,327
81.22	82.03	82.85
192,582	194,508	196,453
92.59	93.51	94.45
219,544	221,739	223,957
105.55	106.61	107.67
250,280	252,783	255,310
120.33	121.53	122.75
285,319	288,172	291,054
137.17	138.54	139.93
325,264	328,516	331,801
156.38	157.94	159.52
370,801	374,509	378,254
178.27	180.05	181.85
422,713	426,940	431,209
203.23	205.26	207.31
481,892	486,711	491,578
231.68	234.00	236.34
549,357	554,851	560,399
264.11	266.76	269.42
626,267	632,530	638,855
301.09	304.10	307.14

	Step 3				Step 4				Step 5				Step 6				Step 7				Step 8					
	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
Line Elect. II Grade I	33,309	33,642	33,978	34,318	34,661	35,008	35,358	35,712	36,069	36,429	36,794	37,162	37,533	37,909	38,288	38,671	39,057	39,448	39,842	40,241	40,643	41,050	41,460	41,875	42,293	42,716
Line Elect. Leader Grade J	37,972	38,352	38,735	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,364	42,788	43,216	43,648	44,084	44,525	44,971	45,420	45,874	46,333	46,797	47,264	47,737	48,214	48,697
Line Elect. Sup Grade K	43,288	43,721	44,158	44,600	45,046	45,496	45,951	46,411	46,875	47,344	47,817	48,295	48,778	49,266	49,759	50,256	50,759	51,266	51,779	52,297	52,820	53,348	53,881	54,420	54,965	55,514

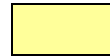


Low end of implementation range



Employees current grade, step and sub-step prior to promotion i.e. Grade I, Step 8, Sub-step B (\$41,875)

Step 1 : Initially move to closest sub-step on new grade (high side) i.e. Grade J, Step 5, Sub-step A (\$41,945)



Step 2 : Increase by a further 6 (six) sub-steps to identify final grade, step and sub-step i.e. Grade J, Step 6, Sub-step C (\$44,525)

	Step 2				Step 3				Step 4				Step 5				Step 6				Step 7				Step 8	
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B
Equip. Op. IV Grade G	25,125	25,376	25,630	25,886	26,145	26,407	26,671	26,937	27,207	27,479	27,754	28,031	28,312	28,595	28,881	29,169	29,461	29,756	30,053	30,354	30,657	30,964	31,274	31,586	31,902	32,221
Equip. Op. Leader I Grade H	28,643	28,929	29,218	29,510	29,806	30,104	30,405	30,709	31,016	31,326	31,639	31,956	32,275	32,598	32,924	33,253	33,586	33,922	34,261	34,603	34,949	35,299	35,652	36,008	36,368	36,732

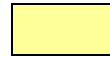


Low end of implementation range



Employees current grade, step and sub-step prior to promotion i.e. Grade G, Step 4, Sub-step C (\$27,754)

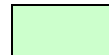
Step 1 : As employees current base salary is below minimum initially move to low end of implementation range of new grade i.e. Grade H, Step 2, Sub-step C (\$29,218)



Step 2 : Increase by 6 (six) sub-steps to identify new grade, step and sub-step i.e. Grade H, Step 4, Sub-step A (\$31,016)

Example - Demotions

		Step 3				Step 4				Step 5				Step 6				Step 7				Step 8				
	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
Line Elect. II Grade I	33,309	33,642	33,978	34,318	34,661	35,008	35,358	35,712	36,069	36,429	36,794	37,162	37,533	37,909	38,288	38,671	39,057	39,448	39,842	40,241	40,643	41,050	41,460	41,875	42,293	42,716
Line Elect. Leader Grade J	37,972	38,352	38,735	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,364	42,788	43,216	43,648	44,084	44,525	44,971	45,420	45,874	46,333	46,797	47,264	47,737	48,214	48,697
Line Elect. Sup Grade K	43,288	43,721	44,158	44,600	45,046	45,496	45,951	46,411	46,875	47,344	47,817	48,295	48,778	49,266	49,759	50,256	50,759	51,266	51,779	52,297	52,820	53,348	53,881	54,420	54,965	55,514

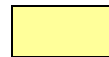


Low end of implementation range



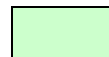
Employees current grade, step and sub-step prior to demotion i.e. Grade J, Step 5, Sub-step A (\$41,945)

Step 1 : Initially move to closest substep on lower grade (low side) i.e. Grade I, Step 8, Sub-step B (\$41,875)



Step 2 : Decrease by 6 (six) sub-steps to identify final grade, step and sub-step i.e. Grade I, Step 6, Sub-step D (\$39,448)

		Step 3				Step 4				Step 5				Step 6				Step 7				Step 8				
	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
Line Elect. II Grade I	33,309	33,642	33,978	34,318	34,661	35,008	35,358	35,712	36,069	36,429	36,794	37,162	37,533	37,909	38,288	38,671	39,057	39,448	39,842	40,241	40,643	41,050	41,460	41,875	42,293	42,716
Line Elect. Leader Grade J	37,972	38,352	38,735	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,364	42,788	43,216	43,648	44,084	44,525	44,971	45,420	45,874	46,333	46,797	47,264	47,737	48,214	48,697
Line Elect. Sup Grade K	43,288	43,721	44,158	44,600	45,046	45,496	45,951	46,411	46,875	47,344	47,817	48,295	48,778	49,266	49,759	50,256	50,759	51,266	51,779	52,297	52,820	53,348	53,881	54,420	54,965	55,514

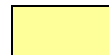


Low end of implementation range



Employees current grade, step and sub-step prior to demotion i.e. Grade J, Step 2, Sub-step D (\$38,352)

Step 1 : Initially move to closest substep on lower grade (low side) i.e. Grade I, Step 6, Sub-step A (\$38,288)



Step 2 : Decrease by 6 (six) sub-steps to identify final grade, step and sub-step i.e. Grade I, Step 4, Sub-step C (\$36,069)

Note : if six (6) sub-steps cannot be taken, take low end of implementation range as new base salary